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Amjad is a seasoned Financial Advisory Executive with more than 25 years of banking and development finance experience gained from leading and closing multiple “First-of-a-Kind” power, transportation and social infrastructure projects on a global basis. The financing structure and terms of these transactions have evolved into the proven benchmarks utilized today for similar PPP transactions in developing and newly industrialized countries.

Amjad’s breadth of experience traverses the spectrum of roles, including as a debt-advisor for private sector clients bidding for power, social and transportation infrastructure assets; debt-advisor for public sector clients; and, as an in-house advisor responsible for raising financing for projects but also a key member of the development team entrusted with investing equity in power generation projects in developing economies

Amjad’s multiple roles lead to his spearheading large, complex, multi-client, multi-country transactions that required extensive negotiations with tendering authorities to arrive at a bankable project structure to tap multi-source financing from the universe of finance-providers, including Export Credit Agencies, Multilateral Development Banks, international, regional and local commercial banks, and institutional investors, as applicable and as necessary.

Since 2008, Amjad has also been very active in the nuclear sector having lead Financial Advisory teams in NPP transactions in Bulgaria, Lithuania and Finland working on behalf of private sector clients. He is often asked to participate as a panellist addressing the development and financing of NPPs and conducted an IAEA-sponsored nuclear workshop in Poland in April 2015, as an Expert as defined by IAEA.

Amjad’s most recent role (Sep 2006 - Oct 2017) was as Managing Director in Credit Agricole – CIB’s (“CACIB”) Structured Finance Advisory Group where lead Financial Advisory teams raising non-recourse financing for several landmark, high-profile mandates mostly in the Power and Infrastructure sectors totalling in excess of US\$ 35bn equivalent (see detailed Deal List below). As a Financial Advisor, Amjad and his team played a critical role in devising “bankable” project structures around which a comprehensive financing could then be wrapped. This role required extensive interaction with tendering authorities when working on behalf of private sector clients bidding for projects. Conversely, the role required extensive consultation with public sector clients who were trying to ensure a competitive and transparent bidding process; arrive at a structure that could attract developers of the highest calibre; who, could in turn attract the requisite funding to achieve a successful Financial Close.

Prior to joining CACIB, Amjad spent 10-years as an Executive Director in CMS Energy’s Financial Advisory Services Group as an In-house Financial and Strategic Advisor and a vital member of the Development team that won several ground-

breaking, “Pathfinder” IPP and IWPP projects in Abu Dhabi, Morocco, India and Chile/Argentina, establishing CMS as the leading international power developer of that time. In addition to raising in excess of US\$ 4.0bn in financing for these projects, Amjad also contributed to the creation of bankable project and financing structures that were innovative for their time but also being employed in similar transactions today. Amjad also served as CMS Energy’s Assistant Treasurer for a two-year period during which he raised in excess of US\$ 6.0 billion in several Corporate and Acquisition financing transactions, including the acquisition of the Panhandle Pipeline in 1997.

Amjad started his banking career at Chase Manhattan Bank after completing Chase’s Global Professional Development Program in 1987 and spending 6 years in the Natural Resources Group in New York and Toronto.

Amjad has a BA in Economics from Boston College and completed his coursework towards a MA from the Johns Hopkins School of Advanced International Studies (SAIS) with an emphasis in US Foreign Policy.

Amjad is a citizen of the UK and the US and has lived and worked in the US, Europe, Middle East and South Asia. He is fluent in English and conversant in French and Urdu/Hindi with a working knowledge of Arabic.

Outside of his family, Amjad’s main personal interest is Aziza’s Place (www.azizasplace.org) a living and learning centre in Phnom Penh, Cambodia that he co-founded in 2007 which cares for 41 children from destitute families, by providing them three meals a day; access to education in the local Khmer schools; tutoring in English; and, extra-curricular activities such as karate, traditional dance and music. Amjad is the primary fund-raiser, Board Member and father-figure to the many children that have been part of Aziza’s Place over the years.

DEAL LIST:

Credit Agricole – CIB (2006- 2017)

- **Al Qatrana Electric Power Company Refinancing (Jordan) – 2017**
 - Leading Advisory team renegotiating financial terms and structure of US\$ 318mn financing from multi-source lender group (KEXIM, IDB, Proparco, Commercial Lenders) to reflect the project’s current operational risk-profile vs risk profile at 2009 Financial Close date
 - Will become first IPP in Jordan to be refinanced
- **Fadhili Independent Power Water and Steam Project (Saudi Arabia) – 2015 to 2016**
 - Lead Advisory team that negotiated 23.5 year US\$1.1bn non-recourse financing for Engie, the winning bidder, in Saudi Aramco and Saudi Electricity Company’s Fadhili Cogen tender
 - Financial Close was achieved with sub 150bps pricing despite multiple downgrades to KSA’s credit rating in the interim
- **Marubeni EuroPower Ltd. - Plomin C IPP (Croatia) – 2014 to 2016**

- Lead Advisory team on behalf of Marubeni Europower Ltd, the winning bidder in Croatia's first IPP tender
- Extensive negotiations were required with Govt of Croatia to make the project bankable but ultimately had to be abandoned because a favourable State-Aid ruling from EU Competition Commission (DG) could not be procured
- TVO - OL4 Nuclear Power Plant Project (Finland) – 2013 to 2014
 - Lead Advisory team working with TVO (Finnish Mankala company) to raise Euros 6.0bn in multi-source financing for development of OL-4 NPP
 - Reviewed and provided input on financing requirements in tender documents and assisted in the ranking of the financial packages being offered by bidders
 - Project ultimately suspended due to ongoing arbitration on long-delayed OL3 NPP
- Aramco CHP Projects (Saudi Arabia) - 2012
 - Senior Team member of Advisory team that procured US\$ 1.0bn in multi-source, non-recourse financing for Kepco-Saudi Masader consortium
 - Consortium was eliminated after first round due to non-competitive EPC price
- Rabigh 2 IPP (Saudi Arabia) – 2011
 - Lead Advisory team that procured US\$ 2.2bn in multi-source, non-recourse financing for Kepco-YBA Kanoo consortium
 - Consortium was eliminated after first round due to non-competitive EPC price
- Visaginas Nuclear Power Plant (Lithuania) – 2011
 - Lead Advisory team which undertook a review of proposed project documents for Latvenergo, the Latvian Utility, who was considering a 20% share in the project
 - Concluded that Latvenergo faced risks that were disproportionate to the return on their Euro 1.0bn equity investment
- Jordan IPP 3 Project (Jordan) - 2011
 - Senior member of Advisory team that raised \$550mn for the Samsung / Saudi Oger consortium
 - Project was awarded to competing bidder under questionable circumstances
- Elefsina CCGT Project (Greece) – 2010 to 2011
 - Lead Advisory team raising financing for Halyvourgiki and Greece's Public Power Corporation joint development of 880MW CCGT project northeast Greece
 - Project was cancelled coincident with the Greece Financial crisis

- Matra Lignite Project (Hungary) – 2010 to 2011
 - Lead Advisory team raising financing for MVM (Hungarian Utility) and RWE's 550MW Lignite IPP
 - Project was cancelled when incumbent party was defeated by the Krizia Party
- Mafrag-Ghweifat Motorway Project (Abu Dhabi) - 2010 to 2011
 - Senior Member of Advisory team raising US\$2.0 bn non-recourse financing for Strabag and J&P Avax consortium who was ranked as Preferred Bidder
 - Project was cancelled by Govt of Abu Dhabi as it was deemed as too expensive a PPP transaction
- Belene Nuclear Power Plant (Bulgaria) – 2009
 - Lead Advisory team working for GdF Suez, a short-listed bidder, which undertook a review of the risk allocation in the proposed project documentation and recommended areas for renegotiation
 - Gdf opted to withdraw from the project instead of devoting time and money to address the imbalance
- Zayed University Project (Abu Dhabi) – 2008 to 2009
 - Lead Advisory team that raised US\$ 1.0bn for Mubadala's development of Abu Dhabi's largest social infrastructure !PP
 - Transaction was awarded EMEA Infrastructure Deal of the Year by PFI
- Makkah Madinah Rail Link - (Saudi Arabia) - 2008
 - Lead Advisory team slated to raise financing for Saudi Arabia's first Transportation PPP Project that was abandoned when satisfactory terms of a bankable Concession Agreement could not be reached
- Paris-Sorbonne University Project – (Abu Dhabi) – 2007/2008
 - Lead Advisory team that raised US\$ 525mn in non-recourse financing for Mubadala's development of the first Social Infrastructure PPP project in Abu Dhabi
 - Successfully argued that Govt of Abu Dhabi Guarantee was not need as Abu Dhabi Education Council benefitted from implicit Government support

CMS Energy (2004 - 2014)

- Al-Taweelah A2 Refinancing (Abu Dhabi) – 2004
 - First successful refinancing of IPP/IWPP in the GCC / Middle East region
 - Revision of existing terms and conditions established blueprint for Abu Dhabi Water and Electricity Authority's (ADWEA) refinancing strategy for remaining projects in IPP/IWPP portfolio
 - Project now part of the asset portfolio of TAQA – the Abu Dhabi National Energy Company

- Al-Taweelah A2 IWPP (Abu Dhabi) – 1998 to 1999
 - First IWPP to achieve financial close in GCC region which established a framework for project and financing structure and terms, that continue to be replicated today in GCC/Middle East
 - First project in ADWEA's now world re-known Privatization program that has grown to include a subsequent dozen IPP/IWPP projects, including the first Solar IPP in Abu Dhabi
- Gas Atacama Pipeline and IPP (Chile/Argentina) – 2000 to 2002
 - Landmark multi-country, multi-client project that was closed under difficult political circumstances
 - Negotiated a bond take-out tranche only for Argentina to cancel any further sales of gas to Chile curtailing an innovative project bond with mono-line wrapped financing structure
- ST-CMS Neyvelli Lignite Project (India) -1999 to 2002
 - One of India's "Fast-Track" projects to achieve Financial Close with a combination of international and Indian bank financing
 - Negotiated a Liquidity Facility at the insistence of international lenders in order for them to continue funding as Tamil Nadu Electricity Board's economic conditions worsened
 - Project now part of the asset portfolio of TAQA – the Abu Dhabi National Energy Company
- Jorf Lasfar IPP (Morocco) – 1994 to 1997
 - Landmark first IPP transaction to achieve Financial Close in Morocco/North Africa
 - Long and involved negotiation process with Office Nationale d'Electricite ("ONE) to arrive at a bankable project structure and documents
 - Early example of multi-source financing involving WB's Partial Guarantee Program, ECAs, and international and Moroccan commercial banks
 - Project now part of the asset portfolio of TAQA – the Abu Dhabi National Energy Company
- GVK Jegurapadu IPP (India) – 1994 to 1997
 - First among India's "Fast-Track" projects to achieve Financial Close with a combination of Multilateral (IFC "A" & "B" Loans), international and Indian commercial banks
 - Very complex and difficult negotiations with India's Ministry of Finance to finalize Government of India Guarantee of APSEB's obligations