

Curriculum Vitae for Professional Staff

From - To	December 1998 to December 1999
Employer	Macquarie Bank Limited
Position held & Description of Duties:	Associate Director
From - To	May 1992 to May 1994
Employer	HSBC Investment Bank Asia Limited
Position held & Description of Duties:	Senior Manager, Project Finance
From - To	April 1988 to April 1992
Employer	Morgan Grenfell & Co., Limited
Position held & Description of Duties:	Project Finance Executive
From - To	May 1986 to January 1988
Employer	NZ Government, Lands and Survey Department
Position held & Description of Duties:	Property Appraiser

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11. Detailed Tasks Assigned:	12. Work undertaken that best illustrates Capability to Handle Tasks Assigned:
	<p>Ruhudji Hydropower Transaction Advisor Year: June 2011 – ongoing Location: Tanzania Client: Ministry of Energy & Minerals Position Held: Financial Advisor</p> <p>Appointed in association with the U.K firm of Chris Head and Associates to be the transaction advisor to the Ministry of Minerals and Energy with regard to the proposed 358 MW hydropower project located on the Ruhudji River. The project is supported by the World Bank.</p>
	<p>Geothermal Exploration Revolving Fund Development Year: May 2011 – ongoing Location: Indonesia Client: Indonesia Ministry of Finance Position Held: Financing Specialist</p> <p>Assisting AECOM and the ADB help the Fiscal Policy Office of Indonesia's Ministry of Finance in the development of a revolving fund that will finance upstream geothermal exploration services. The services will enable data to be provided to potential geothermal developers as a means of firming up tenders and de-bottlenecking a major impediment to geothermal development.</p>
	<p>Preparing the Support for Public-Private Development of the O Mon Thermal Power Complex Project Year: January 2011 – ongoing Location: Vietnam Client: Asian Development Bank Position Held: Project Finance Transaction Specialist</p> <p>The O Mon II Project will be offered to the market as a BOT concession with a Fuel Supply Agreement defining the fuel supply commitment and a Power Purchase Agreement with EVN defining the off-take commitment.</p>
	<p>National Infrastructure Investment Plan Year: June 2010 – September 2010 Location: Tonga Client: Pacific Regional Infrastructure Facility Position Held: Financial Expert</p> <p>Assisting in preparing a prioritized National Infrastructure Investment Plan and draft funding strategy for capital investment in infrastructure, for the Government of Tonga.</p>
	<p>Water/Sanitation Utilities Management Contractor Procurement Year: July 2010 – December 2010 Location: Mauritius Client: Government of Mauritius Position Held: Financial Expert</p> <p>Mauritius/Procurement of Management Contractors for Water/Sanitation Services - Engaged by the UNDP as Financial Expert to assist the Government of Mauritius with the procurement of a Private Sector Operator for water and sanitation services.</p>

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	<p>Review of Tariff for Palau Utility Corporation Year: October 2009 – December 2010 Location: Palau Client: Government of Palau Position Held: Project Director</p> <p>This assignment is funded through the Sustainable Economic Development through Renewable Applications (SEDREA) project (a joint initiative by the Global Environment Facility (GEF), United Nations Development Programme (UNDP) and the Palau Energy Office, Government of Palau. The objective of this project is to reduce fossil fuel consumption in power generation through the removal of barriers to enable widespread use of renewable energy technologies and renewable energy based energy systems.</p> <p>One of the first activities to be supported through SEDREA is an electricity review to develop an increased understanding of pricing issues associated with renewable energy based power generation to make it competitive with petroleum based generation. Ridgway has been appointed to undertake a review to identify long-term revenue requirements of the Palau Utility Corporation (PPUC) and recommend a base tariff that allows a commercially sustainable operation of the utility.</p>
	<p>Financial Evaluation of Public-Private Partnerships in Power Sector Year: September 2009 – December 2010 Location: Lao PDR Client: Lao Holding State Enterprise (LHSE) Position Held: Team Leader</p> <p>The Lao Holding State Enterprise (LHSE) was originally established for the purpose of acting as the Government of Lao, People's Democratic Republic's (GOL) shareholder representative in the Nam Theun II Hydropower Project. The intention of the GOL is for LHSE to become an investor in other Independent Power Producer (IPP) projects, particularly those that propose to export electricity to Lao PDR's neighbouring countries.</p> <p>Presently, LHSE has the opportunity to be the GOL's investors in a further six IPP projects, mainly hydro developments. LHSE has appointed Ridgway to act as its financial advisor in advancing its interests in these projects.</p>

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	<p>Financial Advisory Services to RRFP - Review PPP Advice on Regional Rusumo Falls Hydroelectric & Multipurpose Project (World Bank) Year: May 2009 – June 2009 Location: Tanzania Client: The World Bank Group Position Held: Infrastructure Finance Specialist</p> <p>The Nile Basin Initiative/Nile Equatorial Lakes Subsidiary Action Program (NELSAP) representing Burundi, Rwanda and Tanzania are participating in the Regional Rusumo Falls Hydro-electric and Multipurpose Project (RRFP). The RRFP has been assessed as one of the best-evaluated options in the Strategic/Sectoral Social and Environmental Assessment of Power Development Options (SSEA) in the Nile Equatorial Lakes Region.</p> <p>NELSAP has hired consultancy services to provide transaction advice to the RRFP Project Implementation Committee and Project Manager. This advice has included an assessment of options for institutional frameworks, public and private financing structures, risks and mitigants and implementation arrangements to ensure the economic interests of client countries and financial sustainability of the RRFP.</p> <p>The objective of this consultancy is to support The World Bank to assess if the conclusions reached by the Transaction Advisor are likely to lead to the best possible outcomes for the RRFP. Furthermore, the Consultant might consider the nature of any ongoing role for the International Development Association (IDA) in supporting the RRFP.</p>
	<p>Preparation of a Case Study – Nam Theun 2 Hydroelectric Project (Lao PDR) under TA-6488 (REG): Central Asia Regional Economic Cooperation Institute (CAREC), 2009-2012 Year: May 2009 – November 2009 Location: Lao PDR Client: Asian Development Bank Position Held: PPP Specialist (Energy)</p> <p>As part of a new initiative to promote Public-Private Partnership (PPP) under the Central Asia Regional Economic Cooperation (CAREC) program, specific case studies for ongoing PPP projects in transport, energy and water sectors are being developed and used as course materials for training of senior government officials in CAREC countries which include Afghanistan, Azerbaijan, People’s Republic of China, Kazakhstan, Kyrgyz Republic, Mongolia, Tajikistan, and Uzbekistan.</p> <p>The scope of work under this assignment mainly includes development of a set of comprehensive course materials which include detailed information and thorough analysis with respect to preparation and implementation of Nam Theun 2 Hydroelectric Project in Lao PDR. Special attention will be paid to issues encountered and lessons learned during the entire project cycle to date.</p>

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	<p>Power Sector Financing Study Year: March 2009 – January 2005 Location: Lao PDR Client: Ministry of Industry and Handicraft (funded by The World Bank) Position Held: Financial Specialist (Private Sector)</p> <p>The Power Sector Financing Strategy Study is one of a number of studies and assignments that are contributing towards the implementation of power sector policy in Lao PDR. The broad objectives of the consultancy services are to find ways of overcoming financing roadblocks to propose solicitation strategies so that private sector participation in power projects will be more extensive and beneficial. The specific objectives of the study as stated in the TOR are:</p> <ul style="list-style-type: none"> • Consider appropriate strategies for financing of Lao PDR’s electricity sector related investments pertaining to generation (both domestic and export), transmission and distribution and • Prepare the solicitation process and implementation documents for two small-scale hydro project (less than 5 MW) to be connected to the main grid
	<p>Financial Advisory and Modelling Services under Financial Strengthening of TANESCO Year: February 2009 – ongoing Location: Tanzania Client: Tanzania Electric Supply Company Ltd (TANESCO) (sponsored by The World Bank) Position Held: Team Leader/Financial Advisor</p> <p>The objective of this assignment is to assist TANESCO with the development and implementation of plans to enable the company to operate on a financially sustainable basis while reducing its reliance on the Government of Tanzania for financial support. The two main areas of activity will be to 1) assist TANESCO with planning and implementing financing strategies that increase the number of financing options available, reduce its cost of capital and the need for GOT’s support and 2) measure the cost of service and devise ways, from a financial perspective to minimise this cost over time.</p>
	<p>Provision of Consulting Services – Training to Senior Government of Tanzania and TANESCO officials on Energy Infrastructure Finance (Two Day Workshop) Year: January 2009 – February 2009 Location: Tanzania Client: The World Bank Position Held: Project Finance</p> <p>Engaged by The World Bank to provide training via a two day workshop to senior officials within the GOT and TANESCO on energy infrastructure finance. The training will provide information and tools for attracting private finance, optimise the use of this finance, minimise potential governance issues and instilling a greater awareness of environmental, social and sustainability issues related to power sector investment. This training will assist officials to fully assess the available financing options for near and medium term generation projects.</p>

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	<p>Review of Financial Benefits from Power Project Concessions and Support in Negotiation of Concession Agreements Year: September 2008 – ongoing Location: Mozambique Client: Ministry of Energia (sponsored by The World Bank) Position Held: Financial Consultant</p> <p>The key objective of the GOM in developing its vast natural resources is to ensure that the exploitation of these natural resources generates the maximum benefits for Mozambique including adequate financial inflows for economic development and poverty alleviation. GOM after a long hiatus is concessioning large electricity projects and is undertaking a review of the benefits available to GOM from these projects under the current framework, as well as the feasibility of additional royalties so there is an equitable sharing of benefits between the GOM, the private sector and the beneficiary of electricity sales.</p>
	<p>Development of the Public-Private Partnership Central Unit (P3CU) Year: August 2008 – December 2008 Location: Indonesia Client: The National Development Planning Agency (BAPPENAS), (Government of Republic of Indonesia) Position Held: Financial Specialist</p> <p>The Government of Indonesia through the Coordinating Ministry for Economic Affairs (CMEA) has commenced a technical assistance and support for development of a Public Private Partnership Central Unit (P3CU) and its network. PA Consulting has been appointed to provide technical assistance to BAPPENAS. The main objective of the project is to provide advice to BAPPENAS for a) establishing an appropriate P3CU and its network to assist the KKPI to discharge its role; and b) identifying and creating the required institutional capacity for the national P3 network to function effectively. This latter objective should be demonstrated through “value-added” for advancing two potential and two on-going P3 projects.</p>
	<p>Study and Establishment of a Renewable Energy and Energy Efficiency Unit at the Tuvalu Electricity Corporation Year: July 2008 – August 2008 Location: Tuvalu Client: Secretariat of the Pacific Regional Environment Programme (SPREP) Position Held: Team Leader</p> <p>Ridgway assisted the Tuvalu Electricity Corporation (TEC) and SPREP in identifying the best practical and most cost effective way of establishing and operationalising a Renewable Energy and Energy Efficiency Unit (RE & EE Unit) at the TEC. The consultancy includes a review of associated legislation and organizational and corporate strategic plans, preparation of a proposed mandate/terms of reference for the new unit and a monitoring and evaluation framework to assess the effectiveness of the RE and EE Unit.</p>

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	<p>Drinking Water Affordability Year: April 2008 – June 2008 Location: New Zealand Client: Ministry of Health (Government of New Zealand) Position Held: Project Manager</p> <p>The Ministry of Health requires guidance on how to manage the requirements arising from the Health (Drinking Water) Amendment Act with this legislation requiring drinking water suppliers to take “all practicable steps” to comply with the drinking-water standards issued in this Act while giving consideration to their “affordability”, in light of the person’s financial position. The Ministry of Health required guidance on the procedures and implications of the affordability clause such as advice on definitions and systems, in preparation for queries from drinking-water suppliers when the Act comes into effect on 1 July 2008.</p>
	<p>Business Valuation and Risk Assessment of a gold mine operation Year: January 2008 – January 2008 Location: Papua New Guinea Client: Position Held: Team Leader</p> <p>Ridgway was appointed to undertake an independent business valuation and risk assessment of a gold mine operation in Papua New Guinea. The scope of work for this assignment included a high level financial analysis and a risk assessment including financial, contractual and commodity pricing risks.</p>
	<p>Assessment of the Privatization of the National Transmission Corporation (TRANSCO) by way of Concession Year: November 2007 – March 2008 Location: Philippines Client: The World Bank Position Held: Utility and Infrastructure Financial Advisor</p> <p>To ensure the successful implementation of the privatization of the National Transmission Corporation (TRANSCO) (by way of Concession), Ridgway has been engaged to conduct a third-party independent assessment of the commercial, financial and overall strategic terms of the concession with the key objectives to 1) safeguard the Government of Philippines’s interests while balancing it with the need to attract bidders and valid proposals; 2) highlight priority areas for improvement/modification, with a view to enhancing the chance of the success of the bidding process and the achievement of financial closure and 3) bringing in proven international practice and experience of similar concession and privatization transactions relevant to the Philippines.</p>

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	<p>Study for the Development of the Power Market and Competitive Tender Framework for the Thermal IPPS in Vietnam Year: September 2007 – April 2009 Location: Vietnam Client: The World Bank Position Held: IPP and Competitive Tendering Expert</p> <p>This project aims to assist the Government of Vietnam, particularly the Ministry of Industry (MOI) to adopt an IPP framework (including principles, guidelines and procedures) that will result in a) Timely and transparent competitive tendering of IPPs to augment electricity supply at the lowest possible prices, b) integration of these IPPs into the evolving power market, and c) co-ordination of gas-fired IPPs with upstream and downstream natural gas development so overall resource utilization and investment are optimized. The deliverables of this study would support Vietnam IPP program and set the basis for a series of thermal generation projects to be tendered in the foreseeable future.</p>
	<p>Financial Advisor to TANESCO (Tanzania Electric Supply Company Ltd) Year: April 2007 – December 2007 Location: Tanzania Client: TANESCO (funded by the World Bank) Position Held: Team Leader/Financial Expert</p> <p>Ridgway has been engaged as Financial Advisor to TANESCO to study their current financial position including the implementation of its financial restructuring plan and to advise on both short and long term financing requirements and the raising of finance.</p>
	<p>Review of Base Tariff of Tuvalu Electricity Corporation Year: April 2007 – October 2009 Location: Tuvalu Client: SOPAC (Pacific Islands Applied Geoscience Commission), Fiji Islands Position Held: Team Leader/Financial Expert</p> <p>The Tuvalu Electricity Corporation (TEC) is a fully government-owned power utility and is the sole supplier of electricity in Tuvalu. As the base tariff has not been reviewed for several years, TEC and SOPAC have requested this review to identify long-term revenue requirements of TEC and to recommend a base tariff that allows for the commercially sustainable operation of the utility.</p>
	<p>Review of Solomon Islands Electricity Authority (SIEA) Base Tariff Year: March 2007 – July 2007 Location: Solomon Islands Client: SOPAC (Pacific Islands Applied Geoscience Commission) Position Held: Team Leader/Financial Expert</p> <p>The Solomon Islands Electricity Authority (SIEA) is a single-utility government owned statutory authority, responsible for the generation, transmission, distribution and sales of electricity to consumers and the State. The Government of Solomon Islands, SIEA and SOPAC have commissioned this review to provide advice and recommendations on a tariff structure that will enable SIEA to manage and maintain, in a sustainable way, its electricity networks, while balancing the interests of the consumers and the utility. A further objective of this review is to provide an assessment of an appropriate tariff structure for a rural electricity supply</p>

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	<p>Proposed \$100 million Wind Farm Year: January 2007 – January 2007 Location: New Zealand Client: Main Power New Zealand Position Held:</p> <p>Mr MacGeorge recently provided preliminary advice to MainPower regarding financing issues, risk management and possible strategies for the implementation of a wind farm in New Zealand</p>
	<p>Operation and Rates Analysis for Pohnpei Utilities Corporation Year: March 2006 – December 2006 Location: Micronesia Client: Pohnpei Utilities Corporation (funded by SOPAC) Position Held: Project Financing Specialist</p> <p>Pohnpei Utilities Corporation (PUC) is a government owned authority providing electricity, water and wastewater services for the State of Pohnpei. The purpose of the Operation and Rates Analysis was to independently recommend a tariff structure and provide assistance in the evaluation of electricity, water and sewer rates to recover PUC's operating expenses and to finance the Corporation's long term growth.</p>
	<p>Central Plains Irrigation Scheme Financing – Initial Review Year: February 2006 – March 2006 Location: New Zealand Client: Selwyn District Council Position Held:</p> <p>The Central Plains Water project is a proposed large scale water enhancement scheme being designed to store water and irrigate some 60,000 hectares of farmland in the Canterbury district of Selwyn. The project developer proposed that approximately half of the NZD 400 million project's expected debt would be supported by the Selwyn District Council (SDC). Ridgway was asked to advise SDC on the risks inherent in the project and the financing scheme being proposed to it, to outline the process of assessing the net benefits of the project to the Selwyn community and to provide commentary on how the project's capital might be priced.</p>
	<p>District Heating Concept Study Year: December 2005 – February 2006 Location: New Zealand Client: Solid Energy New Zealand Limited Position Held:</p> <p>Ridgway was appointed by Solid Energy New Zealand Limited to assess whether a biomass based district heating scheme might work commercially in New Zealand. The project involved an assessment of the heat market in the country, together with a review of the economics of developing a small scale scheme in a typical subdivision.</p>

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	<p>IPP Framework Development and Institutional Strengthening Year: January 2005 – December 2005 Location: Lao PDR Client: Electricite du Laos (funded by Asian Development Bank) Position Held: Investment and Financial Specialist</p> <p>The assignment involves the strengthening of the legal, institutional and regulatory framework for the implementation of privately financed power generation projects. Procedures, solicitation documents, model agreements and an IPP procurement manual were prepared to facilitate:</p> <ul style="list-style-type: none"> • Optimal selection and preparation of generation projects for private financing • Procurement of IPP concessions • Monitoring of IPP implementation
	<p>Nam Theun II Hydroelectric Project Year: February 2004 – June 2005 Location: Lao PDR Client: Government of Lao PDR (GOL) Position Held: Government Financial Advisor</p> <p>The Nam Theun II project is the largest hydropower project to be developed in Lao PDR. The project is being developed by Nam Theun 2 Power Company Limited (NTPC), held by a sponsoring consortium (comprising Electricite de France, Italian-Thai and EGCO) and the GOL. The GOL is also the grantor of a BOT concession to NTPC for the project's development, construction and operation. Recognizing a need to safeguard their interests, GOL engaged Ridgway as full-time advisor to provide guidance on the financial aspects of the project.</p>
	<p>Power System Development Plan Year: August 2003 – February 2004 Location: Lao PDR Client: Ministry of Industry and Handicraft, Lao PDR Position Held: Infrastructure Finance Consultant</p> <p>For many years a lack of systematic and multi-objective has hampered efforts by GOL to plan power sector development in the Lao PDR in an optimal and rational manner. As a result, capital investment decisions tended to be ad hoc and serve narrow objectives. Over the last five years, the situation has changed markedly with the completion of a wide range of studies by a number of parties.</p> <p>The primary objective of the study is to build on the information and ideas generated by this previous work to develop a power system development plan for Lao PDR. The study determines the direction of domestic power market development and examines international power trading strategies for Lao PDR power within the GMS region. It also identifies the role of private investment in the development of domestic and export projects. The prominent activities to be undertaken are:</p> <ul style="list-style-type: none"> • Evaluate power generation projects using an economic approach in which social and environmental impacts are expressed in dollar terms and incorporated into analyses • Prepare an optimal domestic power system expansion plan by evaluating alternative investment scenarios to meet forecast demand • Identify a priority pipeline of large projects for export development by private sector • Explore the ability of IPP projects (Nam Theun 2 in particular) to earn export revenues and contribute to the national power market and propose strategies for promoting and controlling IPP investment

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	<p>New Zealand/ Downlands Irrigation Scheme (BOO) Year: January 2003 – May 2003 Location: Client: Network Waitaki Position Held:</p> <p>Advising Network Waitaki, an electricity lines company, regarding whether it should provide financial support for the Downlands Irrigation Company. Downlands is a 10,000 ha irrigation scheme proposed as an adjunct to a NZD 1,200 million hydroelectric project being promoted by Meridian Energy on New Zealand's Waitaki River. The role involved providing advice on an optimal commercial structure for the Downlands company such that limited recourse finance might be obtained.</p>
	<p>Implementation Framework for IPP Projects outside of Java - Bali Year: October 2002 – November 2003 Location: Indonesia Client: Asian Development Bank Position Held: Infrastructure Finance</p> <p>This ADB Technical Assistance is part of a wider project that aims to improve regional power transmissions, develop a competitive electricity market in Java-Bali, and develop a new framework for private sector participation in power projects outside of Java-Bali. The objectives of the TA are to encourage wider private participation in power projects outside of Java-Bali to overcome existing supply shortages and restore normal economic activities. More specific objectives include:</p> <ul style="list-style-type: none"> • Formulate a new framework for private sector participation in power generation projects in the range of 25-150MW • Draft solicitation procedures and documentation to give effect to the new framework • Identify projects suitable for private sector investment and recommend for each the optimum private participation modality and specify appropriate preparations for expediting their implementation.
	<p>Sri Lanka/ Board of Investment Year: September 2002 – January 2003 Location: Sri Lanka Client: Sri Lanka/ Board of Investment Position Held: Financial Advisor</p> <p>Providing advice on financial aspects of tenders received for the Ceylon Electricity Board's 200 MW Medium Term Power programme.</p>
	<p>Kerawalapitiya BOOT Combined Cycle Power Plant Year: January 2002 – July 2003 Location: Sri Lanka Client: Private Sector infrastructure Development Company (PSIDC) on behalf of Ministry of Power and Energy Position Held: Financial Analyst</p> <p>The proposed 300 MW Kerawalapitiya combined cycle power plant is to be developed as a BOOT project. The Government of Sri Lanka decided to invite competitive bids for the BOOT concession. The project company will finance, design, procure, construct, commission, operate and maintain the facility. While a CCGT bid is mandatory, bidders are free to decide on alternative fuel options. The plant will be transferred to CEB after a 20 year concession term.</p>

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	<p>Bulgaria/Sofijska Voda Water & Wastewater Project Year: January 2002 – January 2008 Location: Bulgaria Client: Sofijska Voda / International Arbitral Centre of the Austrian Federal Economic Chamber (EBRD Loan) Position Held: Financial Member</p> <p>Appointed by the International Arbitral Centre of the Austrian Federal Economic Chamber to act as the Financial Member of a three member Concession Dispute Resolution Board (CDRB). Sofijska Voda is majority owned by International Water UU (Sofia), which in 2000 won an international competitive tender to run Sofia's water and waste-water services under a 25-year concession contract, while keeping ownership of the assets in the hands of the city. The CDRB is a pre-arbitration board designed to quickly and cost effectively resolve disputes that might arise between the Municipality of Sofia and Sofijska Voda.</p>
	<p>Malaysia/ US\$600M Competitive Tender for the Supply of Two LNG Tankers to India's Petronet Year: January 2000 – January 2000 Location: Malaysia Client: Position Held:</p> <p>Contractor to HSBC Investment Bank Asia, which advised MISC (Petronas's shipping subsidiary) on a tender for a time charter of two LNG tankers. Role included writing a complex financial model for the project to establish the charter rate the client would offer to Petronas.</p>
	<p>Thailand/ Buy-side Mandate for Partial Acquisition of Gulf Electric (GEC) Year: April 1999 – July 1999 Location: Thailand Client: Confidential Position Held: Debt Specialist</p> <p>Advising a major U.S utility on its tender to Siam City Cement for its fifty percent interest in GEC, a power generation concern with interests in 110 MW and 700 MW power stations</p>
	<p>Thailand/ Bangkok Underground System (BOT) Year: January 1997 – December 1997 Location: Thailand Client: AdTranz Position Held: Team leader</p> <p>Leading the team advising ABB Daimler-Benz Transportation (Deutschland) GmbH on its equipment supply tender to potential concessionaires for the USD 1,000 million Metropolitan Rapid Transit Authority's 20-Km Bangkok central underground system.</p>
	<p>Thailand/ 900 MW Residual Fuel Oil Captive Power (BOO) 1997 Year: June 1996 – December 1996 Location: Thailand Client: TPI Position Held: Team leader</p> <p>Developing & winning the mandate & supervising the advisory execution for a 3 x 300 MW thermal fired captive power station being developed by Thai Petrochemical Industry PCL.</p>

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	<p>Xe Kaman 1 468 MW Hydro IPP (BOT) Year: January 1996 – January 1997 Location: Lao PDR Client: Position Held:</p> <p>Whilst at HSBC, leading the financial advisory team structuring the security package for the Xe Kaman 1 hydroelectric project. The project, a USD 600 million intermediate load facility in Laos, was sponsored by an Australian client that proposed to sell all its capacity to Thailand's EGAT. The role included developing a computerised financial model to assess the project's viability from a quantitative perspective, risk analysis, assessing project documentation such as the proposed Concession Agreement. A major component of the work was advising the sponsors on the expectations of lenders and the general complexities of raising project finance for a hydro project in Laos.</p>
	<p>Thailand/ Don Muang Tollway (BOT) 1995 Year: January 1995 – December 1995 Location: Thailand Client: Don Muang Tollway Company Limited Position Held: Team leader</p> <p>Leading the financial advisory team for a USD 320 million loan work out & USD 120 million tollway extension (as part of the restructuring arrangements).</p>
	<p>Thailand/ 1,400 MW Coal Fired Independent Power Producer (BOT) Year: June 1994 – December 1998 Location: Thailand Client: Consortium of Union Energy, Tomen and IVO Position Held: Team leader</p> <p>Winning the assignment and then leading the financial advisory team for Union Power Development Co's USD 1,100 million private power station, to be the largest in Thailand and one of the largest in Asia. The project is one of seven selected, from eighty tenders.</p>
	<p>Thailand/ Rayong Refinery Co (BOO) 1993 Year: January 1993 – December 1993 Location: Thailand Client: Rayong Refinery Company Limited Position Held: Team member</p> <p>Co-arranging the USD 2,400 million Rayong Refinery financing for Shell & PTT. Thailand's largest private financing in the oil/ gas sector & was IFR "Deal of the Year".</p>
	<p>Thailand/ Container Terminal (BOO) 1994 Year: January 1993 – December 1993 Location: Thailand Client: Confidential Position Held: Team leader</p> <p>Reviewing finance options for Si Chang 120,000 TEU terminal.</p>

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	<p>China/ 2.640 MW Coal Fired IPP (BOT) 1994 Year: 1994 Location: China Client: Position Held:</p> <p>Winning & advising as joint team leader on the USD 3,000 million Jiaying thermal power plant sponsored by GEC PLC, National Power PLC, CITIC & Zhejiang Provincial Power Bureau.</p>
	<p>Korea High Speed Rail (BOO) 1994 Year: 1994 Location: Korea, Republic of Client: Position Held:</p> <p>Co-ordinating HSBC's USD 205 million participation in the USD 2,400 million core system financing of the Seoul to Pusan high speed rail link. The system uses GEC Alstom TGV technology for the first time outside France (1994).</p>
	<p>Thailand/ 188.000 m3/ day Water Treatment Plant (BOT) 1993 Year: 1993 Location: Thailand Client: Thames Water International Position Held: Asst</p> <p>Undertaking pre-mandate work for the now completed USD 120 million plant bid by Thames Water International. Pathum Thani is Thailand's first water sector privatisation.</p>
	<p>Malaysia/ 720 MW CCGT Facility (BOO) 1993 Year: 1993 Location: Malaysia Client: Position Held:</p> <p>Securing mandate to advise British Gas on the USD 700 million Genting Sangyen power plant, one of the first Malaysian IPPs.</p>
	<p>Australia/ A\$1,670M Competitive Tender for Stratus & Energy 21 Gas Distribution & Retail Businesses Year: 1999 Location: Australia Client: Envestra Limited Position Held:</p> <p>Advising Envestra Limited on its tender to the State of Victoria for each of the three gas businesses that supply gas to Melbourne, winning Stratus/ Energy 21. Negotiated A\$ 985 million acquisition and operating debt package with four lead underwriters. Devised and executed interest rate hedging strategy. Developed process to enable efficient settlement with the Treasury Corporation of Victoria.</p>

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	<p>USSR/ Vnesheconombank USD 165 million Floating Rate Note Issue Year: 1992 Location: Russian Federation Client: Position Held:</p> <p>Placing unique USD 165 million FRN for Vnesheconombank (the Bank for Foreign Economic Affairs), a Soviet issuer. The issue was the largest single-day funding in Morgan Grenfell's history and considered to be the last international issue made by the Soviet Union.</p>
	<p>Trinidad and Tobago – Debt Sustainability Analysis, 1988-1989 Year: 1988 Location: Trinidad and Tobago Client: Position Held:</p> <p>Morgan Grenfell was mandated by the government of Trinidad and Tobago in 1988 to assist with debt relief negotiations through the Paris Club. The Paris Club is an informal group of nineteen of the world's richest countries, which provides debt related services to indebted countries and their creditors. Trinidad and Tobago had USD 209 million of debt from Austria, Canada, France, Germany, Italy, Japan, Switzerland, United Kingdom and United States treated under the program. Mr. MacGeorge's role was to develop a financial model that assessed the debt servicing capacity of Trinidad and Tobago and the debt servicing obligations of that country to determine what relief was needed so that a sustainable debt burden could be met. The role required substantial sensitivity analysis to arrive at a workable solution for the country and its creditors.</p>
	<p>USSR/Sovbutital, 1989 Year: 1989 Location: Russian Federation Client: Position Held:</p> <p>A DM410 million project financing for an Italian/Soviet joint venture to produce butyl and halo butyl rubbers at Tobolsk, USSR. The facility is one of the largest convertible currency transactions for an onshore joint venture in the USSR.</p>
	<p>USSR/Asetco, 1989 Year: 1989 Location: Russian Federation Client: Position Held:</p> <p>A US\$330 million project financing to ASETCO, an offshore Anglo-Soviet Joint Venture for the expansion and modernisation of two ethylene and polyethylene plants at Buddyenovsk and Kazan. The advance payment structure makes the scheme particularly unique.</p>
	<p>UK/AES - Medway IPP Project, 1989 Year: 1989 Location: United Kingdom Client: Position Held:</p> <p>Financial modelling for an American utility developing the 1st independent power project in the UK under its new competitive power pooling arrangements.</p>

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	<p>Malaysia/Skytrain, 1989 Year: 1989 Location: Malaysia Client: Position Held: US\$1.75 billion development for the Bangkok Mass Rapid Transit System</p>
	<p>Malaysia/ North-South Highway, 1989 Year: 1989 Location: Malaysia Client: Position Held: Financing for US\$600 million roading scheme .</p>

13. CERTIFICATION:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.



Richard MacGeorge

Date: 16 May 2011