An Introduction
A Snapshot

An International Financial Advisory Services Company with experience in projects across 36 countries spanning across most of the continents

Across All Infrastructure Sectors

Conventional Power
- Oil / Crude
- Coal
- Gas
- IWPPs

Non-Conventional Power
- Solar
- Hydro
- Wind
- Biomass

Water
- Waste-Water Treatment
- Water Treatment

Transportation
- Railways
- Airports
- Air Cargo

District Cooling and Heating

Other Infra Projects
- Transmission Lines
- Cement Plants

Boutique of Services Offered

Project Financing
Financial Modeling & Audit
Contract Design & Analysis
Debt / Equity Raising
Due Diligence & Valuation
Financial Restructuring
Training Programs
## Contents

**Our Evolution**

- Global Presence & Exposure
- Capabilities & Services
- Select Projects - A Brief
- Select Clients
- The Team
Our Evolution

2002 H1: Synergy Consulting is founded by Aman and Swati Sachdeva.


2005 H2: Shuaibah IWPP becomes Synergy’s first project to reach FC.

2008 H1: Opens India office in New Delhi. Achieves closure on Projects worth $10 BN.

2007 H2: Advises on Railways and Air Cargo Projects.

2007 H1: Provides advisory for Water & Waste-Water Projects, apart from IWPPs.

2009 H1: Provides advisory for District Heating and Cooling, Solar and Biomass Projects.

2009 H2: Advises on Infrastructure Projects in over 30 countries spanning 6 continents.

2010 H1: Dhahran DCP becomes Synergy’s first District Cooling Project to achieve FC.

2010 H2: Synergy assists Client in Equity sale of $200MN power asset in India.

2010 H2: Synergy successfully led acquisition of two HFO fired Power Plant in Caribbean Islands.

2010 H1: Synergy raises debt and equity for a Client engaged in Water and Wastewater Industry.
With Offices in Two Key Markets and Projects in Over 36 Countries, Synergy Brings in a Large Variety of Experience
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### Complete Project Finance Advisory

- Commercial Bid Management For Greenfield/Privatization Projects
- Debt Raising and Negotiations with Banks / Financial Institutions / DFIs
- Commercial Negotiations with/for Investors and Clients
- Feasibility Analysis
- Support for Fund Raising, Technical Studies and Project Approvals
- Project Capital Structuring, Both Debt and Equity
- Financial Modeling

### Financial Modeling and Audit

- Financial Model Development
- Identification Of Key Project Drivers
- Scenario And Sensitivity Analysis
- Financial Model Audit

### Contract Design and Analysis

- Designing Of Project Contracts
- Preparation Of Bid Documents
- Review And Assessment Of Contracts
- Transaction Structuring

### Debt / Equity Raising

- Assist in raising Debt / Equity for large Infrastructure Projects across the Globe
- Preparation and Review of Documents required for Raising Project Funds
Capabilities & Services…2/2

Due Diligence and Valuation

- Global Experience And Network For Cross-border Acquisition
- Financial, Technical And Legal Due Diligence
- Transaction Pricing And Valuations
- Acquisition Financing And Refinancing Structuring
- Support For Acquisition Financing

Financial Restructuring

- Due Diligence And Asset Valuation
- Debt And Equity Restructuring
- Contract Evaluation/ Negotiations With New Lenders & Other Participants

Training Programs

- On Site Training For Client Team Members On
  - Basic and Advanced Modules on Project Financing
  - Understanding Tariff Structure
  - Financial Modeling
  - Project Contracts and Contractual Obligations
  - Due Diligence
- Understanding LDs and Handling Force Majeure Events
- Understanding project Cost Overruns
- Handling Project Bonds and LCs
- Risks And Risk Mitigation
- Valuation Methodologies
Our Service Value Chain

- Project Finance Advisory
- M&A and Investment Advisory
- Valuation
- Commercial & Financial Due Diligence
- Contract Design & Analysis
- Debt Restructuring
- Financial Modeling & Audit
- Management of Tenders through Bids
- Training Programs

Core Competency
Fundamentals
Contents

- Our Evolution
- Global Presence & Exposure
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- Select Clients
- The Team
# Select Projects: Conventional Power

## IWPPs
- **Shuaibah IWPP**
  - $2.5 BN 900 MW and 880,00 m$^3$/day
  - One of the largest IWPPs in the world
- **Shuqaiq IWPP**
  - $2 BN 850 MW and 212,000 m$^3$/day
- **Al Dur IWPP**
  - $2.2 BN 1200 MW and 218,000 m$^3$/day
- **Ras Az Zawr IWPP**
  - $3 BN 1100 MW and 1MN m$^3$/day

## Oil-fired Power Projects
- **Rabigh IPP**
  - $2.5 BN 1200 MW
- **RAWEC IWSPP**
  - $1.4 BN 795 MW
- **$7 BN Oil / Gas fired IWPP in Saudi Arabia**
- **28 MW plant in Caribbean Islands**
- **25 MW plant in Liberia**

## Gas-fired Power Projects
- **$1 BN 450 MW plant in Benin**
- **500 MW plant in Iraq**
- **KivuWatt IPP**
  - $100 MN 100 MW plant with methane extraction plant
- **Valuation of $60 MN equity sale of a 300 MW power asset in India**
- **350 MW CCGT plant in Pakistan**
- **1800 MW Qurayyah IPP in Saudi Arabia**

## Coal-fired Power Projects/CHPs
- **BOGO Cogeneration plant in Ukraine**
- **Pemex CHP**
  - $500 MN 275 MW plant
- **Series of CHPs in Netherlands**
- **150 MW plant in Colombia**
Select Projects: Non-Conventional Power

**Hydro Power Projects**
- Nyanborongo and Rukurara Projects
  - 30 MW and 10 MW hydro plants in Rwanda
- 500 kW hydro project in USA
- Sangtuda Hydro Project in Tajikistan
- Marakala Project
  - $50 MN 14 MW hydro plant in Mali
- 173 MW Hydropower project in South India

**Solar Power Projects**
- Shams
  - $800 MN 100 MW solar power plant in Abu Dhabi
- Portfolio of CSP and PV solar plants in Gujarat
- 65 MW solar power project in South India

**Wind and Biomass Power Projects**
- Wind power plant in Brazil
- Biomass plant in Austria
Select Projects: Water & Wastewater Projects

**Water Treatment Plants**
- Shuaibah Expansion Project
  - $46 MN 150,000 m³/day plant
- Bowarege Barges
  - $75 MN 50,000 m³/day plant
- KAIA Desalination Project
  - $75 MN 60,000 m³/day plant
- Jeddah Drinking Water Project
  - $15 MN 15,000 m³/day water plant
- $125 MN Desalination Plant in Dubai
- Portfolio of 125 potable water plants worth $5 MN in India

**Waste Water Treatment Plants**
- Muharraq Sewage Treatment Plant
  - $470 MN 100,000 m³/day plant
- New Cairo Waste Water Project
  - $132 MN 250,000 m³/day plant
- Dubai Maritime City Project
  - $150 MN Sewage Treatment plant
- Riyadh Industrial Sewage Treatment Plant
  - $30 MN 68,000 m³/day plant
- Dammam 1,2 Sewage Treatment Plants
  - $25 MN two-phase project
Select Projects: Other Infrastructure Projects

**Transportation**
- Hajj Terminal Expansion
- $500 MN project in Jeddah Airport
- $7.25 BN Landbridge Railway Project
- $2.1 BN Cargo Privatization Project
- Madinah Airport Expansion Project

**District Cooling**
- Dhahran Area District Cooling
  - $140 MN 27,000 tonnes refrigeration capacity plant
- JVS District Cooling Plant
  - $200 MN plant in Dubai
- Jabel Omar District Cooling Plant
  - $150 MN plant serving hotel complex near Mecca

**Other Infra Projects**
- 2 cross border transmission line projects in South Asia
- $131 MN Mamou Hagete Transmission line project in Ghana
- $672 MN Seamless Pipe Mill Project in Saudi Arabia
- Greenfield cement plant in the Middle East

**Other Projects**
- Advisor for acquisition of electric utility in Europe
- Advisor for acquisition of an O&M Company in Middle East
## Select DFI Projects

| DFIs Worked For | World Bank (WB)  
|                | International Finance Corporation (IFC)  
|                | U.S. Agency for International Development (USAID) |
| Countries Covered | Africa - South Africa, Botswana, Rwanda, Ghana, Egypt, Nigeria, Sierra Leone  
|                  | Asia - Tajikistan, Afghanistan, Pakistan, Nepal  
|                  | Europe - Kosovo |
| Sectors Supported | IPP (Coal, Gas - Methane and Hydro)  
|                  | Internal & Cross Border Electricity Transmission Lines  
|                  | Financial Restructuring of Power Generation & Distribution Companies |
| Select Projects | • Evaluation of debt application by Eskom for capital expenditure on generation, transmission and distribution  
|                 | • Financial Advisor of a generation and distribution project being developed by local developer in Nigeria.  
|                 | • 670 MW Sangtuda 1 Hydroelectric Project in Tajikistan  
|                 | • Evaluation of electricity transmission line for transmission of energy from Tajikistan and Kyrgyzstan to Afghanistan and Pakistan  
|                 | • Cross Border electricity transmission line between Nepal and India  
|                | • 36 MW Kabeli –A Hydroelectric Plant and Kabeli Transmission Line Project in Nepal |
## Case Study: IPP / IWPP

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Rabigh IPP</th>
<th>Shuqaiq IWPP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Details</strong></td>
<td>$2.5 bn, 1200 MW Oil-Fired Plant</td>
<td>$2 bn, 850 MW, 212,000 m$^3$/d Water</td>
</tr>
<tr>
<td><strong>Client</strong></td>
<td>KEPCo, ACWA Power International</td>
<td>Mitsubishi, Gulf Investment Corporation, ACWA Power International</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Financial Close in July 2009</td>
<td>Financial Close in April 2007</td>
</tr>
</tbody>
</table>

### Synergy’s Role

- Financial structuring of the Project and assistance in the complete bidding process up to financial close of the Project
- Review of Project RFP for required clarifications from WEC
- Assisting in debt arrangement for the bidding and financial close
- Negotiation with lenders on the terms and conditions of the loan and obtaining required commitments at bidding and financial close stages
- Review and completion of all Project contracts
- Preparation of the complete financial model for the Project which included support in third-party financial model audit by KPMG (Riyadh and Singapore)
## Case Study: Wastewater Treatment Plants

<table>
<thead>
<tr>
<th>Project Name</th>
<th>New Cairo WWTP</th>
<th>Muharraq Sewage Treatment Plant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Details</strong></td>
<td>$132 Mn, 250,000 m³/day</td>
<td>$470 Mn, 100,000 m³/day</td>
</tr>
<tr>
<td><strong>Client</strong></td>
<td>Metito Utilities Limited, Hassan Allam Sons</td>
<td>Mitsui, Metito Berlinwasser, Saudi Masader</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Bid Submitted</td>
<td>Bid Submitted</td>
</tr>
</tbody>
</table>
| **Synergy’s Role** | □ Arranging and negotiations with lenders for bid submission  
                   □ Single point contact for lenders for the bid submission  
                   □ Arranged term sheets from 2 banks  
                   □ Succeeded in getting 15 Yr financing – the 1st in Egypt  
                   □ Review and support in preparation of all Project related contracts  
                   □ Financial structuring and assistance in the complete bidding process  
                   □ Defining commercial strategy as a part of the bid submission  
                   □ Financial model in compliance with local tax & accounting standards  
                   □ Arranging and negotiations with lenders for bid submission  
                   □ Managed to arrange up to 80% of debt commitment of the total debt required  
                   □ Managed 22 Yrs funding in market with 15-18 Yrs perms in last few transactions  
                   □ Handled complete due diligence process by lenders  
                   □ Review of Project RFP for required clarifications  
                   □ Review and support in preparation of all Project related contracts  
                   □ Financial structuring and assistance in the complete bidding process  
                   □ Complete financial model in compliance with local tax & accounting policies |
## Case Study: Other Infrastructure Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Dhahran Area DCP</th>
<th>IPP in Rwanda</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Details</strong></td>
<td>$140 MN 27,000 TR (expandable to 32,000 TR)</td>
<td>100 MW Methane Fired Plant</td>
</tr>
<tr>
<td><strong>Client</strong></td>
<td>Saudi Tabreed</td>
<td>Government of Rwanda</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Financial Close in May 2010</td>
<td>Submitted</td>
</tr>
</tbody>
</table>

### Synergy’s Role

- Arranging and negotiations with BSF to sign-up to provide debt for the project
- Arranged term sheet during the bid stage which was then converted into commitment on awarded the Project
- Single point contact for BSF
- Handled complete due diligence process by BSF
- Prepared the concession agreement as the bid version was not financeable
- Managed / lead EPC and O&M negotiations on commercial, contractual and legal aspects
- Part of multidisciplinary team (consisting of legal, technical and financial experts) constituted by the Government to evaluate the project.
- Tariff setting and calculation
- Financial analysis of projections and equity returns proposed by the private developer (ContourGlobal)
- Analysis of project contracts including Power Purchase Agreement and Gas Concession Agreement. This included helping the Government negotiate clauses like termination payments, liquidated damages, performance guarantees, etc.
## Select Clients

<table>
<thead>
<tr>
<th>Government and Government Entities</th>
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<tbody>
<tr>
<td>Government of Ghana</td>
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<td>Government of Zambia</td>
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<table>
<thead>
<tr>
<th>Private Developers</th>
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</thead>
<tbody>
<tr>
<td>ACWA Holdings, Saudi Arabia</td>
</tr>
<tr>
<td>Al Khorayef O&amp;M Company for Water &amp; Power, Saudi Arabia</td>
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<tr>
<td>CDC Globeleq, USA</td>
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<tr>
<td>GRD, Australia</td>
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<tr>
<td>Integrated Transport Company, Saudi Arabia</td>
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<tr>
<td>Marubeni Corporation, Japan</td>
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<tr>
<td>Mitsubishi Corporation, Japan</td>
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<tr>
<td>Moserbaer, India</td>
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<tr>
<td>Novi Energy, USA</td>
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<tr>
<td>Saudi Masader, Saudi Arabia</td>
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<tr>
<td>Sunborne Energy, India</td>
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<tr>
<td>Rabigh Arabian Water and Electricity Company, Saudi Arabia</td>
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</tbody>
</table>
## Select Bank Relationships: Global

<table>
<thead>
<tr>
<th>DFIs</th>
<th>ECAs / Exim Banks</th>
<th>International Banks</th>
<th>MENA Region Banks</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Finance Corporation</td>
<td>Islamic Development Bank</td>
<td>World Bank</td>
<td>Al Rajhi Bank</td>
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<td>Arab National Bank</td>
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<td></td>
<td></td>
<td></td>
<td>Gulf International Bank</td>
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<tr>
<td></td>
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<td></td>
<td>National Socite Generale Bank</td>
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<td></td>
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<td>Samba Bank</td>
</tr>
</tbody>
</table>

ECAs / Exim Banks:
- China Exim Bank
- Korea Exim Bank & KEIC
- US Exim
- Overseas Private Investement Corporation
- Japan Bank of International Corporation
- Euler Hermes

International Banks:
- Bank of America
- BNP Paribas
- Bayerische Landes Bank
- Deutsche Bank
- HSBC Bank
- ICICI
- Mizuho Bank Ltd.
- Morgan Stanley
- Rabo Bank
- Royal Bank of Scotland
- Stanbic Bank
- Standard Chartered Bank
- SMBC
- West LB
- Woori Bank

MENA Region Banks:
- Ahli United Bank
- Ahli Bank QSC
- Alinma Bank
- Al Rajhi Bank
- Arab Bank
- Arab Banking Corporation
- Arab National Bank
- Banque Saudi Fransi
- Emirates NBD
- Gulf International Bank
- Kuwait Finance House
- Mashreq Bank
- National Socite Generale Bank
- National Bank of Bahrain
- Riyad Bank
- Samba Bank
- Saudi British Bank
- Saudi Hollandi Bank
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Introduction to Synergy Team

Substantial Project Finance Experience

• Successfully achieved financial closure on more than $12 billion worth of competitively tendered project finance transactions.
• Over 20 employees with cumulative experience of over 55 man-years in handling project finance related transactions across the globe

Closed Projects

• Power Projects of more than 20,000 MW capacity
• Water and Wastewater Projects of more than 3,674,000 m3/day capacity
• District Cooling Projects of more than 184,000 TR cooling capacity
• Other Infrastructure Projects in sectors like railways, air transport, cement facilities, etc.

Multi Sourced Financing Experience

• Synergy team has a long standing and very productive relationships with major international banks active in financing infrastructure projects across the globe

Experience in MENA Region

• Synergy Team has experience of over 80 large and medium size projects in the MENA region, of which most of the projects have been closed on long term non-recourse or limited recourse basis.
• Dedicated team of 10 employees with focus on MENA region
The Team: Senior Management

Aman Sachdeva
Founder, President & CEO

• Over 23 years of experience in the Infrastructure Industry specializing in Energy Sector
• Short-Term Consultant to the World Bank. Part of the Kosovo Energy Team, Carbon Finance Unit, Central Asia Energy Team, Africa Energy and South Asia Energy Team for World Bank
• First-hand experience of Project and Structured Financing, Corporate Financing and Private Placement of Capital, Management Consulting, Regulatory Affairs, Mergers and Acquisitions, Power System Planning, Energy Conservation and Marketing from diff. geographical locations
• Major Projects handled:
  • $2.0 B Shuqaiq Independent Water and Power Project in Saudi Arabia.
  • $2.5 Billion Shuaibah Independent Water and Power Project in Saudi Arabia
  • $2.5 Billion Rabigh Independent Power Project in Saudi Arabia
  • $4.5 Billion Ras Azzour Independent Water and Power Project in Saudi Arabia
  • $ 225 Million Shuaibah Expansion desalination project in Saudi Arabia
  • $125 Million District Cooling Plant (DCP) under BOOT format in Saudi Arabia
  • $400 Million Hajj Terminal Expansion
  • $800 Million 100 MW Solar Power Plant in Abu Dhabi, UAE.
  • $30 Million 68,000 m3/day Riyadh Industrial Sewage Treatment Plant in Saudi Arabia
  • $7.2 Billion Landbridge Railway project on a BOT basis
  • $700 Million Saudi Air Cargo Privatization Project
  • Led the acquisition of a water and wastewater O&M company in Middle East
  • Financial Advisor to Government of Rwanda (GoR) for 100 MW Kivuwatt IPP
  • Financial Advisor to Government of Rwanda on number of Hydro power projects in the region
  • Acquisition of two oil-fired plants in Caribbean
  • $700 Million 240 MW coal-fired plant along with coal mining facilities in Botswana
  • $72 Million 50 MW IPP in Iraq
  • Advisor to the National Investor, an investment bank based in Abu Dhabi
  • Appointed by CDC Globeleq to value power assets in South Asia
• Extensive experience in Project Financing, Financial Modeling, Restructuring and Development of large Infrastructure Projects
• Expertise in contract negotiations, project financing, financial modeling, debt raising, defining PPP programs in both developed and under-developed economies
• Major Projects handled:
  • $4.5 Billion Ras Azzour Independent Water and Power Project in Saudi Arabia
  • $2.2 Billion Shuqaiq Power and Water Project in Saudi Arabia
  • $125 MN District Cooling Plant (DCP) under BOOT format in Saudi Arabia
  • US$ 225 Mn Shuaibah Expansion desalination project in Saudi Arabia
  • $300 Mn biogas digester project in USA.
  • $400 Mn Hajj Terminal of the Jeddah Airport
  • 7 Waste Water Projects (US$ 1.6 Bn) in UAE, Jordan and Egypt under competitive bidding
  • Development of tariff structure for a 35 MW power project in Africa.
  • Designing a restructuring plan for a hydroelectric power project in Tajikistan
  • Due Diligence and Valuation of a Water / Wastewater O&M Company in Saudi including support for equity sale
  • Due Diligence and Valuation of a US$ 400 MN IPP in India
  • Valuation of Saudi Airlines Cargo Business under the privatization program.
  • Valuation of a development company owning power and water assets for private placement.
  • Due Diligence for privatization of coal mine in Botswana for power generation with sale of power to Botswana and South Africa
  • Due Diligence and valuation of approx. $50 MN bid for two operational HFO-fired power assets in South India with a total capacity of over 200 MW
# The Team: Other Key Members

<table>
<thead>
<tr>
<th>Team Member Name</th>
<th>Key Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neha Mittal</td>
<td>• Neha holds over 6 years of valuable experience in the domain of Financial Modeling, Project Financing and Accounting.</td>
</tr>
<tr>
<td></td>
<td>• Experience of working for more than 17 projects in the area of conventional power, non-conventional power, water, wastewater and district cooling</td>
</tr>
<tr>
<td></td>
<td>• Neha is an MBA Finance</td>
</tr>
<tr>
<td>Arpan Nalwaya</td>
<td>• Arpan has over 3 years of experience of working on large infrastructure projects related to Power, Water, Steam and Sewage treatment in the Middle East region</td>
</tr>
<tr>
<td></td>
<td>• Has worked on 7 large infrastructure projects in the water, wastewater and IWPP/IWSPP sectors</td>
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<tr>
<td></td>
<td>• Closely involved in developing &amp; auditing financial models, contract analysis &amp; review and supporting clients in raising clarifications with offtakers.</td>
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<tr>
<td></td>
<td>• Arpan is an Engineer and MBA Finance</td>
</tr>
<tr>
<td>Vivek Narnoli</td>
<td>• Vivek has over 5 years of experience in financing of large Infrastructure Projects, accounting and taxation</td>
</tr>
<tr>
<td></td>
<td>• Worked on number of IWPPs, IPPs, IWSPPs and IWPs projects mainly in MENA region</td>
</tr>
<tr>
<td></td>
<td>• Involved in contract analysis, financial modeling and financial model audit prepared by third parties for our clients</td>
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<tr>
<td></td>
<td>• Vivek is a CFA and FRM</td>
</tr>
<tr>
<td>Piyush Soonee</td>
<td>• Piyush has over 3 years of experience of working on large infrastructure projects related to District Cooling and Captive Power Plants</td>
</tr>
<tr>
<td></td>
<td>• Has worked on several merger and acquisition deals</td>
</tr>
<tr>
<td></td>
<td>• Closely involved in financial / contractual due diligence process, strategy formulation, financial modeling, and other activities required for bid support</td>
</tr>
<tr>
<td></td>
<td>• Piyush is an Engineer and MBA Finance</td>
</tr>
</tbody>
</table>
# The Team: Other Key Members

<table>
<thead>
<tr>
<th>Team Member Name</th>
<th>Key Strengths</th>
</tr>
</thead>
</table>
| Deepak Gera            | • Instrumental in assisting a client raise USD 35 MM as debt facility for refinancing of acquisition of two small sized power plants in Caribbean Islands  
                          • Worked on numerous bid submissions including a DCP and 1,250 MW gas and oil fired power plant in MENA region and has been working closely on Indian renewable energy sector as part of tariff evaluation for a client |
| Dhruv Tandan           | • Worked on the due diligence and valuation of multiple power assets including a gas-fired plant in South India and two HFO-fired plants in the Caribbean  
                          • Involved in analysis of all project contracts including the PPA, FSA and SHA  
                          • Developed IM and consolidated financial model for various projects  
                          • Worked on bid submission for a 270,000 TR district cooling plant in KSA  
                          • Built financial models and training presentations for an electricity regulator in Africa, Indian solar power developer, and a client in South Asia |
| Neeraj Nishad          | • Worked on a investor sale strategy for privatisation of distribution companies  
                          • Involved in valuation process for private placement of a client engaged in shipping business and tariff review for an IPP based in Africa |
| Anil Vijayachandran    | • Conducted financial viability studies for hydroelectric projects in South Asia and Central America  
                          • Conducted financial due-diligence and review of a proposed restructuring plan for a Asian national energy utility  
                          • Involved in negotiations with various P/E funds as part of fund-raising for a logistics and trading group |
| Prateek Gupta          | • Involved in preparation of bids for various infrastructure projects globally  
                          • Involved in preparation of financial models for a client in wastewater industry, preparation of financial models and feasibility reports for CHP and solar PV installations, preparation of RFP for selecting a technical advisor for a grain transshipment complex in Saudi Arabia  
                          • Built various presentations delivered at various international conferences |
Contact Us

Aman Sachdeva  President & CEO
aman.sachdeva@synergyconsultingifa.com
+(1)703-505-2129

Anand K. Rohatgi  Senior Vice President
anand.rohatgi@synergyconsultingifa.com
+91-98119-64229

USA
13212 Kilby Landing CT.
Clifton, VA 20124, USA
O: +(1)703-815-4096
F: +(1)703-815-9778

India
Synergy Advisory Pvt Ltd.
612, DLF Tower-A,Plot No. 10-11
DDA Distt. Centre, Jasola
New Delhi-110044, India
T: +(91)-11-49808200