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Team

FMO, The Dutch entrepreneurial Development bank

Since 1970 we have been a driving force behind investments empowering local entrepreneurs in emerging markets



Agribusiness, Food & Forestry



Financial Institutions



Energy



866
employees
total number
of employees

FMO



different nationalities



of senior and middle management are women

46%



Public- private ownership structure

(51% Dutch state | 42% Dutch banks | 7% Employers' associations, trade unions, corporate individual investors)



Licensed bank

Supervised by the Dutch Central Bank



Funding through bonds

including Sustainability Bonds and Green Bonds



STANDARD & POOR'S RATINGS SERVICES

(Fitch Ratings and Standard & Poor's)

AAA outlook stable



Industry leading sustainability ratings

Sustainalytics | FMO in total database and in the industry group (banks) ISS ESG rating | Prime

Organizational chart



Michael
Jongeneel
Chief Executive Officer

- MB Secretariat
- Corporate Stakeholder Engagement
- Human Resources
- Internal Audit
- Strategy

FMO



Franca Vossen Chief Risk Officer

- · Corporate Secretary
- Compliance
- Credit & Special Operations
- Corporate Legal & Tax
- Legal
- Risk



Huib-Jan de Ruijter Co-Chief Investment Officer

- Agribusiness, Food & Forestry
- Energy
- Financial Institutions
- Partnerships for Impact (FMO Investment Management BV)
- Impact



Peter Maila Co- Chief Investment Officer

- ESG+
- Know Your Customer/ KYC
- Private Equity



Vacancy

Chief Finance & Operations Officer

- Business Process Transformation
- Finance, Impact& Data
- Information, Communication & Technology
- Operations
- Treasury

Key markets for development

...and we create impact by focusing on markets that are key to economic, environmental and social progress



Agribusiness, food & forestry



Inputs Agri-inputs, services & water



Primary production Farming/Growers



Primary processing Mills, Aggregators



Trading Wholesale trader



Food Manufacturer



Warehousing Logistics & Distribution



Forestry



Energy



Wind



Solar



Hydro (run-of-the-river)



Off-grid solutions



Geothermal



Transmission & distribution



Storage





(universal/ SME) banks



Microfinance

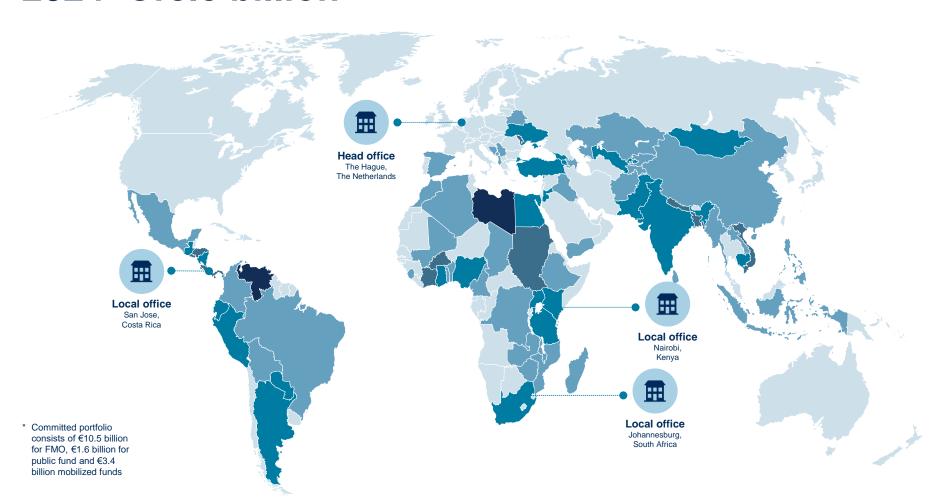


FinTech



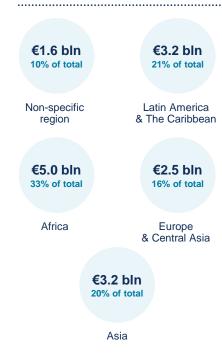
Non-bank financial institutions

2024 €15.5 billion*



Note: Map does not include mobilized funds data'

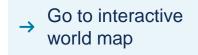
Committed portfolio per region



Geographic spread

Most	No
business	busines

Excluding regional investments



Financing & investing

We offer long-term financing through loans (including syndicated loans), guarantees and equity Whenever possible we provide our funding in local currencies



Loans

FMO

- Medium and long-term
- Fixed / variable interest rates
- Repayment grace period



Private Equity

- Direct / indirect (through funds)
- Co-invest with partners
- · Stable, long-term capital



Syndicated Loans

- A/B loan
- Parallel loan
- Tailor-made solution / framework agreement



Guarantees & Trade Finance

Structuring to the needs of beneficiary, market and targeted creditors

More than a bank | Impact investing opportunities

As FMO works towards doubling its impact, it offers impact investment opportunities with various risk, return structures



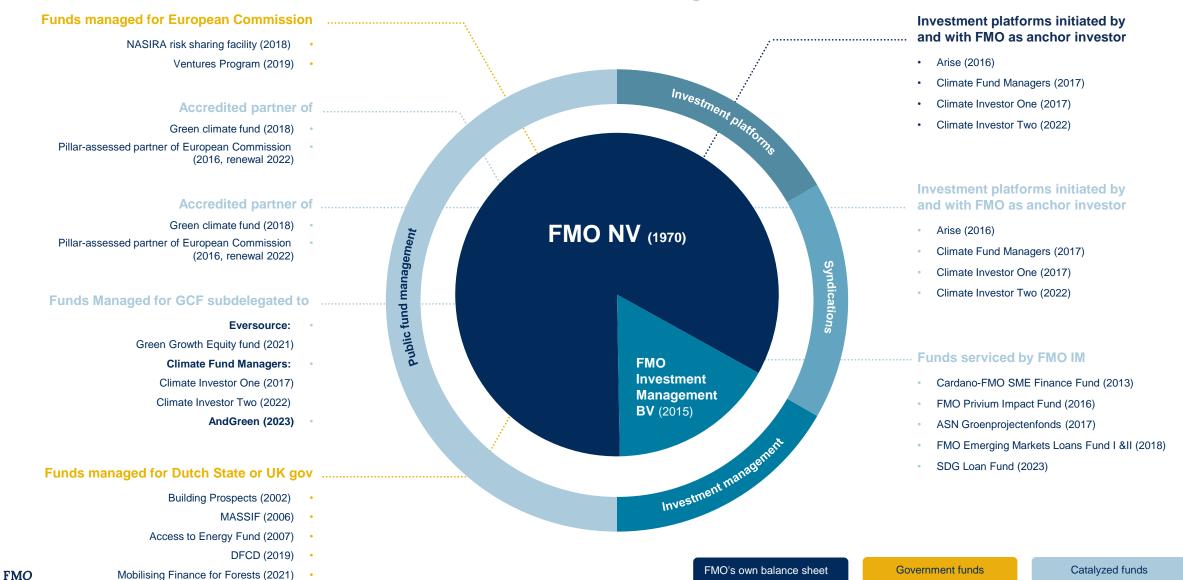
FMO

Benefits to Investors

- Access to new clients and increased deal flow
- FMO's due diligence, structuring and restructuring skills
- FMO's environmental and social expertise
- FMO's "stamp of approval"
- Access to responsible emerging market investing

◄ Risk appetite ▶				
Bonds	FMO Investment Management	Syndications		
Support Agreement with the Dutch State is applicable to FMOs issued bonds	Participation through portfolio's in fund or mandated structures	A/B Loan structure Parallel Loan Tailor-made		
Broad diversification	Broad diversification	Access to new clients		
Annual review Morningstar/Sustainalytics on eligible projects funded by thematic bonds	Higher return then bonds, through more direct exposure (Libor+)	Highest return potential		
•	···· Return expectations ····			

Our mobilizing role



Capacity Development | Delivery models & products

We build strategic products and partnerships to deliver impactful projects











Our investment process

1. Customer selection

We steer our investments towards projects that foster a transition to a more inclusive and greener economy and contributing to the SDGs.





2. Clearance in principle

We perform a desk-based assessment of risks and opportunities, define the key terms of client engagement, and scope any further assessment customer needs.

Clearance in Principle (CIP)



7. Monitoring & value creation

We monitor performance and progress, and Capacity development identifies opportunities for greater impact (SDGs).



3. Detailed assessment or due diligence

We carry out detailed project assessment, conduct on-site meetings. Further define ESG and human rights requirements.

Financial proposal

Early disclosure of potential investments on our website



4. Decision to invest

Our Credit department writes an advice in support of a final investment decision by the investment committee.



6. Disbursement

Disbursement can take place upon achievement of the conditions, ESG and other, set out in the legal agreement.



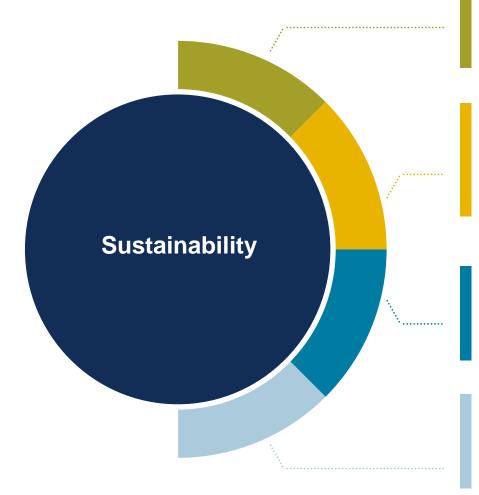
5. Contracting & investment disclosure

We include ESG covenants and an E&S Action Plan in the legal agreement to ensure that they are legally binding.

Disclosure on website

A value driver

Environmental, Social and Governance (ESG) standards are an integral part of FMO's investment process



Social Impact

- Consistent profitable growth
- Shareholder value
- Risk management

Social Impact

- Diversity
- Human rights
- Health & safety
- Workers rights & conditions
- Community relations

- Vulnerable people
- Respect for individuals
- Broad community support
- Supply chain
- Livelihood

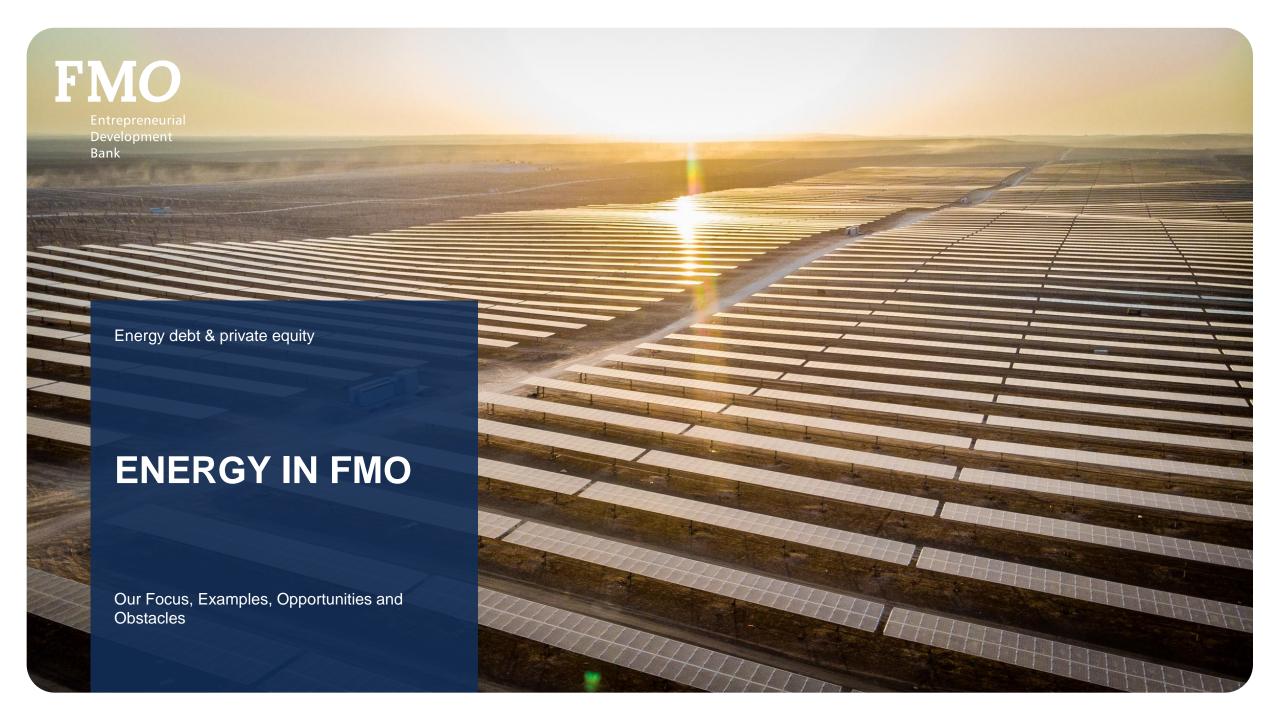
Corporate Governance

- Accounting and disclosure practices
- Board structure and accountability
- Independence of auditors
- Internal controls

Environmental impact

- Resource efficiency
- Energy efficiency
- Biodiversity
- Emissions to air

- Pollution prevention
- Global energy issues
- Water/Chemical usage
- Climate resilience



Energy



FMO





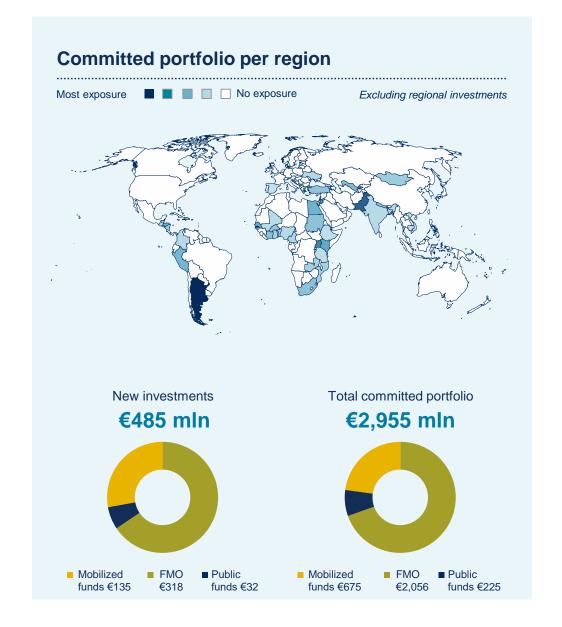




We offer a full range of financing solutions (syndicated) loans and equity investments for generation and distribution projects:

- Renewable energy projects
- Off-grid energy solutions
- Transmission and distribution
- Refurbishments and efficiency improvements





Private Equity

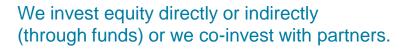


FMO



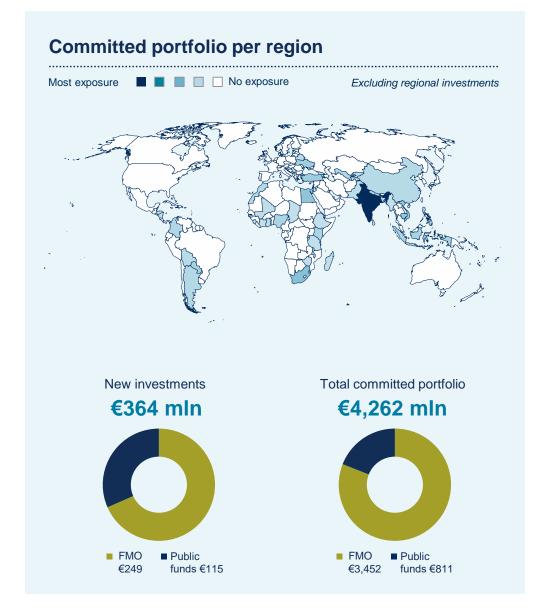






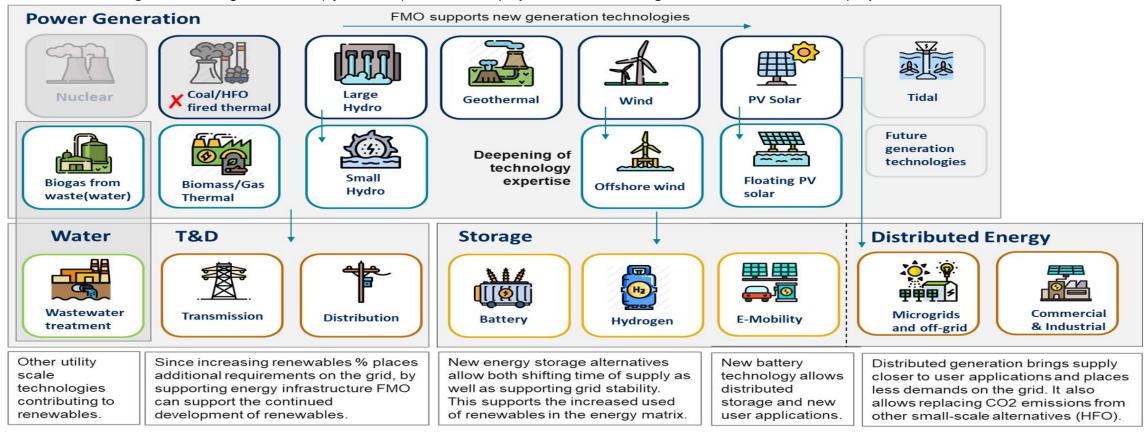
- We provide stable long-term capital
- We invest in funds that invest in themes aligned with our strategy.
- We are looking to increase our direct investments
- FMO Ventures Program for early-stage investments
- · We work with fund managers and investee companies to integrate sustainability





FMO Energy | Sector focus

We offer a full range of financing solutions - (syndicated) loans and equity investments - for generation and distribution projects:

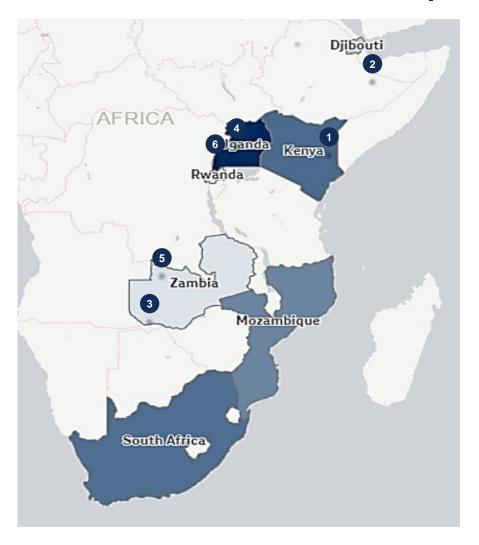


FMO has been at the forefront of financing new generation technologies by both moving into new technologies as well as expanding the niches in which these operate. We will continue to learn about and support new technologies.

FMO Entrepreneurial Development Bank

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Eastern & Southern Africa | Debt examples, opportunities & obstacles

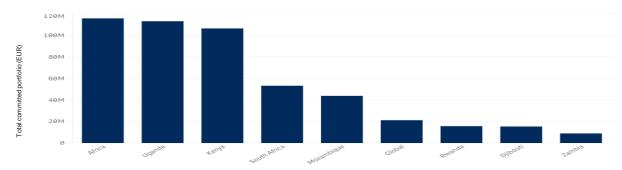


- **Kenya**: FMO invests in several active players in both the utility and distributed energy industry.
- **Djibouti**: FMO financed Red Sea Power, 60MW wind farm with transmission line. This is the first grid connected RE IPP in Djibouti.
- Zambia: FMO invested in CEC-Renewables' Green Bond for renewable energy projects in December 2024, with Standard Bank as underwriter

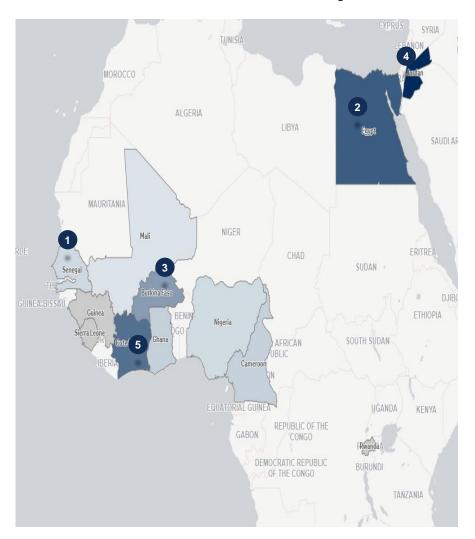
- Uganda: FMO financed 8 hydro power projects in Uganda, EUR >150m exposure.
- Zambia: FMO closing first SAPP merchant plant in Zambia and has been mandated for 2 projects under the KfW GETFiT program in Zambia
- Uganda: FMO invested in several active players in the utility, emobility, and distributed energy space

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Graph | Size of FMO's committed portfolio in Eastern & Southern Africa



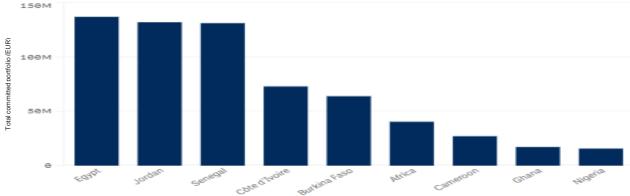
West Africa & MENA | Debt examples, opportunities & obstacles



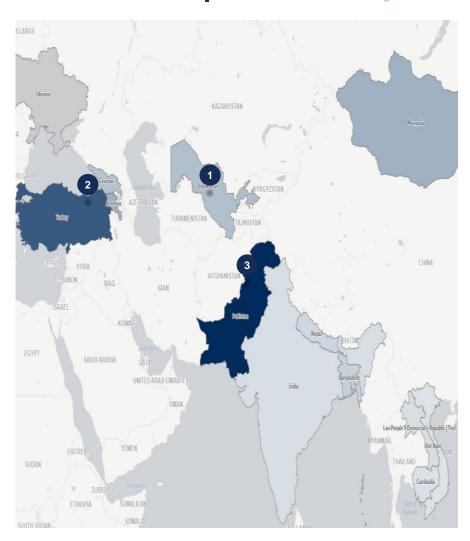
- Senegal: One solar power project financed and in operation. FMO has been mandated on several other solar plus battery storage projects with one now under construction.
- Egypt: Several solar projects both under construction and in operation
- Burkina Faso: Financed three solar power plants which are in operation. FMO is also mandated for the financing of a fourth solar power project.

- Jordan: Several operational renewable energy projects in FMO's portfolio. FMO is working on investing in a Water Desalination project.
- Cote d'Ivoire : FMO is mandated to arrange financing for several solar power projects.

Graph | Size of FMO's committed portfolio in West Africa & MENA



Asia & ECA | Debt examples, opportunities & obstacles



Top 3 countries by commitment

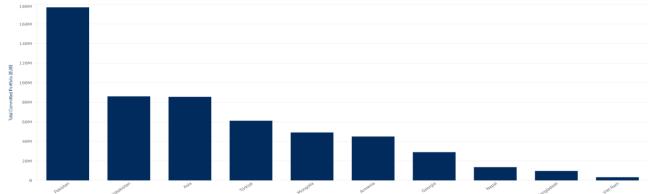
- **Uzbekistan**: High existing exposure in generation; utility scale opportunities with experienced sponsors. Grid constraints exist.
- Turkey: Exposure in generation but opportunities in generation and T&D with experienced sponsors; challenges in political and economic situation.
- Pakistan: High existing exposure; in active cooperation with DFI partners against macroeconomic challenges.

Opportunities & Obstacles

SE Asia: High potential in RE generation, particularly C&I; however less bankable PPAs, stringent regulations. Recent example: Asia Climate Fund (2024, USD75mln) financing C&I, emobility, energy efficiency.

India: Robust economy with many opportunities i.e. C&I, e-mobility but highly regulated with much competition & complexities.

Graph | Size of FMO's committed portfolio in Asia & ECA



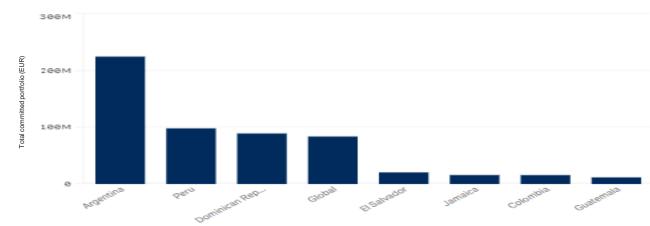
Latin America | Debt examples, opportunities & obstacles



- Renewable energy tenders throughout LAC create demand for long term project financing. (e.g., Guatemala, Argentina and Ecuador).
- **Caribbean islands** (Jamaica, Dominican Republic, etc.) are prioritizing the transition from fossil to renewable energy.
- Difficult political environments in Honduras and Nicaragua pose challenges for investments

- Region wide: we see opportunities in green-hydrogen (i.e. Paraguay), distributed generation, energy efficiency and other innovative technologies.
- Local banks across the region are showing a growing appetite for financing, opening-up new opportunities for capital mobilization

Graph | Size of FMO's committed portfolio in Latin America



Asia and Latin America | Private Equity: examples, opportunities & obstacles

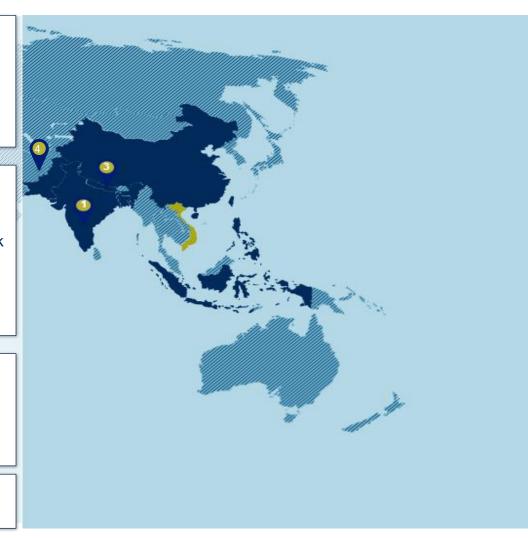


India: Investments in renewable energy platforms and vertically integrated solutions providers and funds. Highly potent market with large energy demand but intensely regulated and competitive

Colombia: Underlying exposure via fund investments with a pan-LAC and Central America focus. Favorable renewable energy outlook based on fiscal reforms and high resource potential. Looking for co-investment opportunities in distributed energy.

Nepal: Exposure via generalist renewable energy funds.
Opportunity in distributed energy as corporate tariffs are more attractive than utility scale ones.

Pakistan: 50MW Jhimpir Power Project (wind)



Africa and ECA & MENA | Private Equity: examples, opportunities & obstacles

South Africa

FMO

Sizable exposure via both direct and fund investments. Largest electricity market in the world. Severe load shedding due to capacity shortages and acute need for additional renewable energy capacity. Recent regulation relaxation regarding its IPP program is expected to create significant growth in the corporate PPA market.

Kenya
310MW Lake Turkana Wind Project.

Malawi
60MW solar PV project near Salima. Malawi's first utility-scale solar PV plant.



4 Georgia

Indirect investment in hydro projects.

Opportunities within government's active push for renewables via its new framework for granting renewable energy concessions, making PPAs more attractive.

Egypt and Jordan

Exposure via underlying fund investments.

- Jordan focus is on network capacity enhancement and C&I, subject to the improving geopolitical situation.
- **Egypt** ongoing plans to privatize the electricity sector in both generation and transmission, pending further stabilization of the FX situation.

Partner with FMO to Finance the Future of Energy

A Pragmatic, Decisive Partner

Tap into tailored debt and equity solutions designed for innovative projects

Accelerate Project Bankability

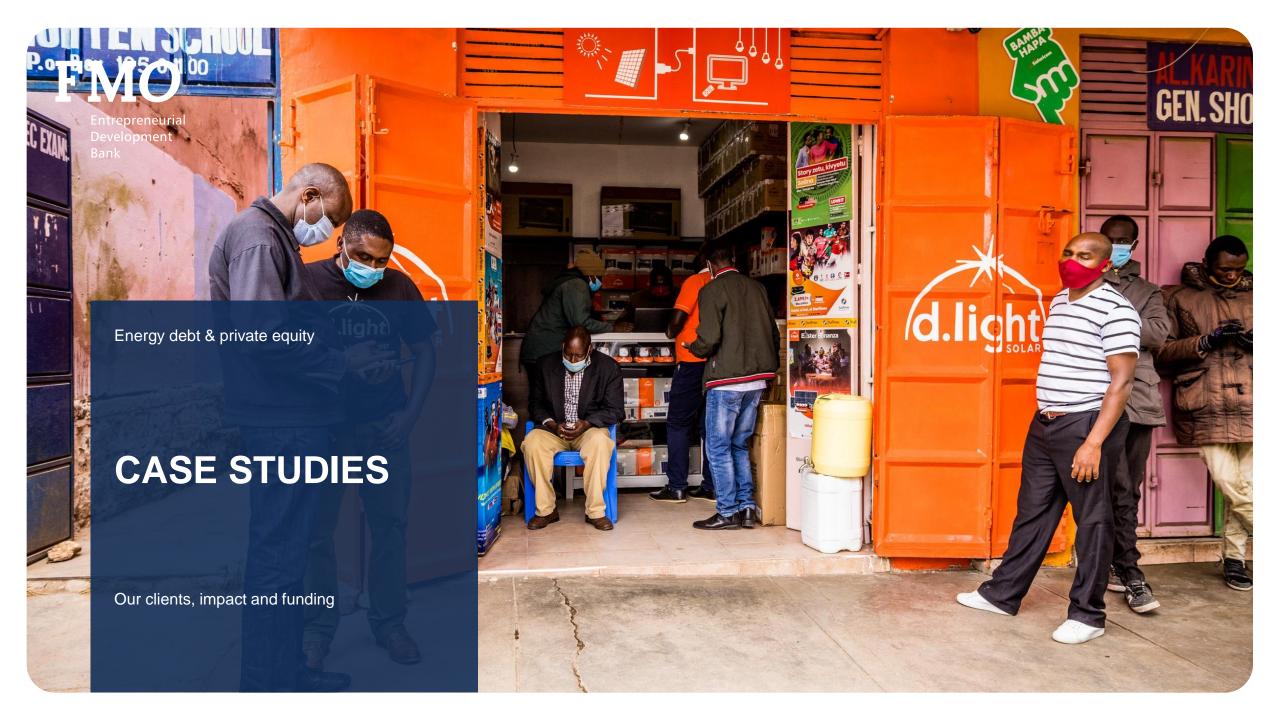
Collaborate with a partner that understands local market dynamics

Unlock Catalytic and Co-Investment Opportunities

De-risk your projects with blended finance and co-investment opportunities

Time to Get Working

Share your Pipeline, we're ready to scale with you



Debt case study | Walo Solar + BESS | Senegal

Investment amount:

EUR 29.9 mln

Year of investment:

2023

Partners:

EAIF

FMO



>>> Who

Walo Storage is an SPV that developed a 16MWp Solar + 10MW/20MWh Battery Energy Storage System (BESS) project near the Dagana substation in Senegal. The project provides several storage services to the grid including frequency control and Islanding. The project is developed by Africa REN, a French/Senegale renewable energy developer active in West Africa. Developed projects are transferred to Africa REN AssetCo owned for 60% by Metier Sust. Fund and 40% by FMO.

Funding

- FMO-A 16 year sr. loan EUR 11.1 mln
- AEF 19 year sr. loan EUR 7.7 mln
- Co-financing EAIF / VGF EUR 12.5 mln
- FMO 40% shareholder Africa REN AssetCo

> Impact

The battery will stabilize the frequency of the grid and reduce power outages. Walo Storage will also help Senegal to gear towards its 2030 Universal Access goal by producing 16MW from a green energy resource. The Project is expected to avoid the emission of 17,000-21,000 tons of CO2 per year.

Developments since

FMO's team has built on the learnings from the Walo transactions in subsequent financings in the BESS space in Senegal. Specifically, the Kolda transacation signed in November 2024.



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Debt case study | Bukhara | Uzbekistan

Investment amount:

USD 53 mln

Year of investment:

2024

Partners:

IFC, ADB, JICA



>>> Wh

Nur Bukhara is a 250MW solar PV project with 63MW/126MWh of Battery Energy Storage Supply ('BESS') located south of Bukhara city in Uzbekistan. Masdar, an existing client within FMO through the financing of other power projects, is also the Sponsor and Shareholder of this project. Power generated will be sold exclusively to the national grid under a 25year PPA.



Funding

FMO providing financing for up to USD 53mln, alongside ADB, IFC, and JICA. Total financing package of USD 199mln will be applied towards TPC of USD 270mln. FMO expected to mobilize a small portion of its commitment, which is an extraordinary achievement given the long (21yrs) tenor of the loan.



> Impact

This milestone project is Central Asia's first renewable power facility with a utility-scale BESS. The BESS will enable electricity to be stored and delivered on demand, reducing grid instability, and providing the flexibility to integrate intermittent solar resources. The financing will also support the construction of a 20kV substation and a 3.1km transmission line to connect to the grid.

Once completed, it is estimated that the solar plant will avoid 327,000 tCO2 in emissions, and provide ~340,00 people with access to renewable energy.



Debt case study | Genneia S.A. | Argentina

Investment amount:

USD 100 mln

Year of investment:

2024

Partners:

Findev & Proparco



>> Who

Genneia is an Argentinian privately held independent power producer that owns and operates a portfolio of power projects with 1.3 GW of installed capacity and a leader in the sector.

The facility will be used to finance the development and construction of new PV solar Assets in Argentina:

- Los Molles project (USD 92 mln capex): installed capacity of 93 MW and;
- Anchoris project (USD 158 mln capex): installed capacity of 180 MW and PPAs with large corporate MATER offtakers.



Funding

This was FMO's 2nd corporate financing for Genneia, and the transaction entails a Senior Secured Corporate Debt Facility of up to USD 100 mln with a 10-year tenor, FMO's final hold was USD 30 mln (FMO-A), FinDev Canada provided USD 40 mln and Proparco provided USD 30 mln.

Impact

Once the PV projects are completed, it is estimated that the solar plants will avoid 273k tCO2 in emissions and provide ~245 people with access to renewable energy.



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Private Equity case study | Red Rocket | South Africa

Investment amount:

USD 100mln

Year of investment:

2023

Partners:

Evolution III Fund, STOA



Red Rocket is a vertically integrated renewable energy independent power producer ("IPP") that develops, constructs and operates public and private utility-scale grid-connected projects (wind, solar and hydropower) across Africa, with a core focus on South Africa. Red Rocket's long-term strategy is to position itself as a truly pan-African IPP player, with operating clean energy projects across the continent. Red Rocket has advanced and bid-awarded RE projects also in a select group of other countries such as Zambia, Mali and Lesotho.



Funding

FMO committed USD 100mln to Red Rocket, in a consortium alongside Evolution II, Evolution III and STOA. The funds are being used towards the development of >1.5GW greenfield renewable energy projects. This constitutes a landmark transaction for FMO as its largest energy investment to date.



Impact

Red Rocket has a 2.5GW+ project portfolio in operation, under construction, and/or ready to reach financial close. In 2024, Red Rocket's renewable energy contribution to the grid was enough to power 207,848 households for a full year. An estimated 1% of South Africa's total CO2 emissions were estimated to have been avoided. Through its different initiatives, Red Rocket contributes to:

- Scale: achieving a meaningful positive climate contribution with a strategy to build 3GW renewable power projects over the next 3-5 years; and
- Market creation: developing new business models for Africa in green electrifying transport and new business models for direct power off-take by large power consuming industries





Track Record | Debt Africa & The Middle East



Egypt
USD 28 mln
Abydos 1 BESS Expansion
April 2025



Zambia USD 19 mln Green Bond December 2024



SSA – Debt Fund USD 50 mln Off-grid, Mini-grid and small IPPs December 2024



Senegal
EUR 53 mln
Nea Kolda Solar PV + BESS
November 2024



SSA – Debt Fund EUR 10 mln C&I Solar Projects April 2024



SSA – Green Bond USD 9 mln C&I Solar Projects Dec 2023



Walo Senegal
EUR 19 mln
Solar PV + BESS/MLA
June 2023



Kenya USD 20 mln Solar Home Systems May 2023



Gabon & Nigeria USD 25 mln Energy Services March 2023

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Track Record | Debt ASIA & ECA



South and SE Asia
Asia Climate Fund
USD 75mln
Renewables general
2023 – 2024 (Multiple Closings)



Uzbekistan Bukhara USD 53mln Solar PV + BESS May 2024



Turkiye Borusan USD 80mln (B Loan) Renewables general May 2023

EnBW



Uzbekistan USD 18mln (B Loan) Solar PV Energy April 2023



Vietnam
USD 5mln
C&I Roof-top Solar
August 2023



South and SE Asia
USD 25mln
Energy as a Service (C&I)
November 2023



Armenia
Electric Networks of Armenia (ENA)
USD 10mln
Distribution
August 2021



Pakistan
K-Electric
USD 100mln
Transmission and Distribution
March 2022



Turkiye
Borusan
USD 75-100mln in LCY
Distribution
December 2021

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Track Record | Debt Latin America & The Caribbean



Acciona Peru USD 95 mln T-line December 2024



Enertur
Dominican Republic
EUR 18 mln
Solar PV + Battery
November 2024



Tocota & La Elbita Argentina Financing USD 100 mln Solar and Wind / MLA November 2024







Monte Plata Phase II.
Dominican Republic
USD 15 mln
Solar Energy
Dec 2023



Tocota & La Elbita
Argentina
Financing USD 40 mln
Solar and Wind / MLA
February 2023



Solarpak Colombia Financing USD 14 mln Solar / B-lender January 2023



Engie Peru Peru USD 100 mln Wind Energy / B-lender August 2022



Hidro Xacbal Guatemala Re-financing USD 8 mln Hydro March 2022



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Polaris
Nicaragua
Re-financing USD 60 mln
Geothermal
December 2021

Track Record | Private Equity Africa



Inspired Evolution II & III
Africa

Renewable Energy, Energy

Efficiency Fund

Fund II: ÚSD 22 mln - 2016 Fund III: USD 30 mln - 2023

metier

Africa Renewable Energy Fund I&II
Africa
Renewable Energy Fund
USD 20 mln - 2014
EUR 18 mln - 2021



Africa Infrastructure Investment Fund II, III & IV Africa Renewable Energy, Infra Funds

Fund III: USD 35 mln - 2017 Fund IV: USD 40 mln - 2022 **Fund Investments**

RED ROCKET

Red Rocket South Africa Renewable Energy IPP Partner: Inspired Evolution USD 100 mln - 2023 Africa EN

Metier Sustainable Capital Fund

Africa

Solar Partner

Partner: Metier EUR 15 mln - 2019 FRONTIER

Planet Solar Sierra Leone Solar IPP Partner: Frontier Energy USD 10 mln - 2023 Platform and direct investments



Red Sea Power Djibouti Wind Partners: AFC, CIO and GHIH

USD 24 mln - 2019

JCMPOWER

JCM Salima
Malawi
Solar
Partners: JCM Power, InfraCo
USD 12.5 mln - 2019



Lake Turkana Kenya Wind USD 8.5 mln - 2015

FMO

Track Record | Private Equity Asia



Southeast Asia Clean Energy Fund II Southeast Asia RE, Energy Efficiency & e-Mobility USD 13.5 mln - 2023



Dolma Impact Fund Nepal Generalist SME Fund DIF II USD 10 mln - 2021 DIF II USD 5 mln - 2023 DIF I USD 11 mln - 2014

Eversource



Green Growth Equity Fund India Green Infra & Renewables Partners: Eversource USD 10 mln - 2021

Fund Investments



SUSI Asia Energy Transition Fund Southeast Asia RE & Energy Efficiency Fund USD 15 mln – 2020 USD10 mln - 2024



Sustainable Asia Renewable Assets (SARA) Vietnam & Philippines Solar, Wind Partners: SUSI. BII USD 40 mln - 2024



BE C&I Solutions Global C&I Solar Partners: REAF II, Norfund, Siemens USD 50 mln - 2019

direct investments

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Husk Power Systems India Mini-grids Partners: Shell, Swedfund, Enaie USD 5 mln - 2018



Eversource

Energy Mark

Energy Mark India **Smart Meter Platform** Partners: M&G plc, Eversource USD 30 mln - 2025



Jhimpir Power Project Pakistan Wind Partners: JCM Corp, IFU USD 10.7 mln - 2021

Entrepreneurial Development Bank FMO

Platform and

Track Record | Private Equity LAC, MENA & ECA



Alcazar Energy Partners II MENA Renewable Energy USD 30 mln - 2022



Latin Renewable Infrastructure Fund Central America Renewable Energy Fund USD 13 mln - 2012



MGM Sustainable Energy Fund II Latin America
RE & Energy Efficiency Fund USD 15 mln - 2019

cerberus

Caucasus Clean Energy Fund Georgia Hydro Energy Fund USD 12.5 mln - 2017



Catalyst MENA Clean Enegry Fund Egypt & Jordan Solar USD 13 mln - 2016



XIC Latin America Fund I Latin America Renewable energy Partners: Exagon Impact Capital USD 25m - 2024

Fund Investments



Rymel Ingenieria Electrica Latin America Tranformers Partners: DEG, Proparco, Acon USD 15 mln - 2024

FMO



Solar Assets Latin America Latin America Solar Partners: Exagon, Entoria, Barka Capital USD 15 mln - 2024

Scatec

Scatec Ukraine
Ukraine
Solar
Partners: Scatec Solar
EUR 5 mln - 2019

Platform and direct investments

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Interviews and conferences

Magazines

FMO's online client magazine Future-minded futureminded.fmo.nl



pioneer & develop

Catapulting the next wave of clean energy developers

read the interviews

scale & accelerate

On a solar mission with Gharo Solar

read the interview

Conferences

Click here to watch the after movie of the 2024 event







proudly present

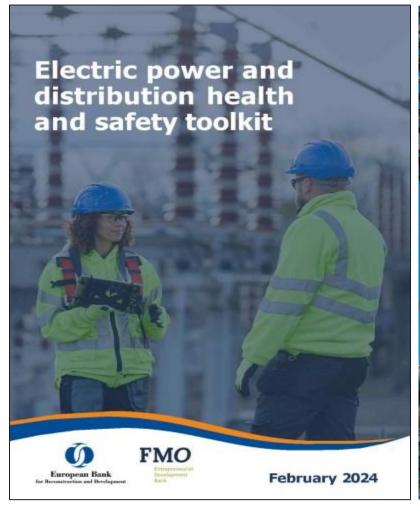


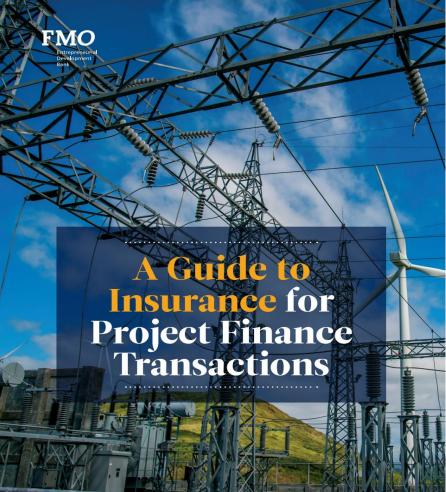
Accelerating the energy transition in emerging markets

24 - 25 MAR 2026

AMSTERDAM

Knowledge Products







Entrepreneurial Development Bank FMO

Note that while this case study looks at a clean energy

your organisation and provides a practical example of the benefits of applying a gender lens to internal organisational policies and practices.



Energy debt & private equity

OUR TEAMS

Private Equity, Debt and ESG



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