



HARVARD | BUSINESS | SCHOOL

BENJAMIN C. ESTY

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EDUCATION

- 1993 Ph.D. in Business Economics (Finance)
Harvard Graduate School of Arts and Sciences, Cambridge, MA
- 1991 M.B.A. with high distinction (Baker Scholar)
Harvard Graduate School of Business Administration, Boston, MA
- 1985 B.A. in Economics with distinction and departmental honors
Stanford University, Stanford, CA

TEACHING EXPERIENCE

- 1993- **Harvard Graduate School of Business Administration**, Boston, MA

Appointments

- 2005 - Roy and Elizabeth Simmons Professor of Business Administration (with tenure)
2003 - 2005 Professor of Business Administration (with tenure)
1998 - 2003 Associate Professor of Business Administration
1993 -1998 Assistant Professor of Business Administration

Assignments

- 2005 - Executive Education (Comprehensive Leadership Programs)
 General Management Program (GMP, Faculty Chairman)
- 1993 - 2005 MBA Program:
 Large-Scale Investment (LSI, a course on project finance), 1999-2005
 Corporate Financial Management (CFM), 1995-1999
 First-Year Finance (FYF), 1993-1995

1995 - 2006 Executive Education (short courses):
Project Finance (Focused Financial Management Series), Chairman
Summer Venture in Management Program (SVMP), Chairman
Infrastructure in a Market Economy (Kennedy School of Government)
Valuation (Focused Financial Management Series), Co-Chairman, 1998-2004

WORK EXPERIENCE

1987-1988 Associate, **Booz•Allen & Hamilton**, Singapore
1986-1987 Financial Manager, **Commercial Mortgage Corporation**, Boston MA
1985-1986 Associate Consultant, **Bain & Company**, Boston, MA

AWARDS and HONORS

Student Association Award for teaching excellence at Harvard Business School
Received three times (1997, 1999, and 2001) for project and corporate finance courses.

Best Paper Award in the Conference on International Corporate Governance for “Creditor Rights, Enforcement, and Debt Ownership Structure,” sponsored by the Tuck Business School and the *Journal of Financial and Quantitative Analysis*, July 2002.

Best Paper in Corporate Finance for “Financing the Mozal Project,” 7th Annual Global Finance Conference, DePaul University, Chicago, IL, April 2000.

Outstanding Paper on Financial Institutions for “The Impact of Contingent Liability on Commercial Bank Risk Taking,” Southern Finance Association Annual Meeting, 1996.

George S. Dively Award for distinguished pre-thesis research, Harvard Business School, June, 1992.

BOOKS

Modern Project Finance: A Casebook, New York: John Wiley & Sons (2004).
Modern Project Finance: Teaching Notes, New York: John Wiley & Sons (2004).

ACADEMIC ARTICLES AND BOOK CHAPTERS

Project Finance, 2004, Chapter D4 in Dennis Logue and James Seward, eds., Handbook of Modern Finance, (Warren, Gorham & Lamont, New York, NY).

- Why Study Large Projects? An Introduction to Research on Project Finance, 2004, *European Financial Management*, Vol. 10, No. 2, June, pp. 213-224 (lead article).
- Creditor Rights, Enforcement, and Debt Ownership Structure: Evidence From the Global Syndicated Loan Market (with William L. Megginson), 2003, *Journal of Financial and Quantitative Analysis*, Vol. 38, No. 1, pp. 37-59.
- Returns on Project-Financed Investments: Evolution and Managerial Implications, 2002, *Journal of Applied Corporate Finance*, Spring, Vol. 15, No. 1, pp. 71-86.
- Recent Trends in Project Finance: A 5-Year Perspective (with Irina Christov), 2002, *Project Finance International*, Special 10th Anniversary Issue, Issue #249, September 18, pp. 74-82.
- The Information Content of Litigation Participation Securities: The Case of CalFed Bancorp, 2001, *Journal of Financial Economics*, Vol. 60, Nos. 2-3, pp. 371-399.
- Structuring Loan Syndicates: A Case Study of the Hong Kong Disneyland Project Loan, 2001, *Journal of Applied Corporate Finance*, Vol. 14, No. 3, Fall, pp. 80-95.
- What Determines Comparability When Valuing Firms With Multiples, 2000, *Journal of Financial Education*, Fall, pp. 24-33.
- The Equate Project: An Introduction to Islamic Project Finance, 2000, *Journal of Project Finance*, Winter, Vol. 5, No. 4, pp. 7-20.
- Comments on Restructuring Bank Regulation, 2000, in Restructuring Regulation and Financial Institutions, J.R. Barth, R.D. Brumbaugh, and F. Yago eds., Milken Institute Press (Santa Monica, CA), pp. 79-84.
- Interest-Rate Exposure and Bank Mergers (with Bhanu Narasimhan and Peter Tufano), 1999, *Journal of Banking and Finance*, Vol. 23, Nos. 2-4, pp. 255-285.
- Petrozuata: A Case Study of the Effective Use of Project Finance, 1999, *Journal of Applied Corporate Finance*, Vol. 12, No. 3, Fall, pp. 26-42.
- Improved Techniques for Valuing Large-Scale Projects, 1999, *Journal of Project Finance*, Spring, Vol. 5, No. 1, pp. 9-25.
- The Impact of Contingent Liability on Commercial Bank Risk Taking, 1998, *Journal of Financial Economics*, Vol. 47, No. 2, pp. 189-218.
- Organizational Form and Risk Taking in the Savings and Loan Industry, 1997, *Journal of Financial Economics*, Vol. 44, No. 1, pp. 25-55.

A Case Study of Organizational Form and Risk Shifting in the Savings and Loan Industry, 1997, *Journal of Financial Economics*, Vol. 44, No. 1, pp. 57-76.

South Shore Bank: Is it the Model of Success for Community Development Banks?, 1995, *Journal of Marketing and Psychology*, Vol. 12, No. 8, pp. 789-819.

Banc One Corporation: Asset and Liability Management (with Peter Tufano and Jonathan Headley), 1994, *Journal of Applied Corporate Finance*, Vol. 7, No. 3, Fall, pp. 33-51.

Commentaries on Banc One's Hedging Strategy: Postscript (with Peter Tufano), 1994, *Journal of Applied Corporate Finance*, Vol. 7, No. 3, Fall, pp. 63-65.

Republic N.Y.'s Bid for Green Point Holds Lessons on S&L Conversions, Comment in The American Banker, January 12, 1994, pp. 6,17.

Lessons From the Thrift Crisis (with Carliss Y. Baldwin) in S.L. Hayes, ed., Chapter 2 in Financial Services: Challenges and Perspectives, (Harvard Business School Press, Boston, MA, 1993), pp. 35-64.

WORKING PAPERS AND WORK IN PROCESS

When Do Foreign Banks Finance Domestic Projects? New Evidence on the Importance of Legal and Financial Systems, Harvard Business School mimeo, January 2006.

The Economic Motivations for Using Project Finance, Harvard Business School mimeo, February 2003.

Airbus vs. Boeing in Superjumbos: A Case of Failed Preemption (with Pankaj Ghemawat), Harvard Business School working paper # 02-061, February 2002.

The Wealth Effects of Large, Project-Financed Investment Decisions, Harvard Business School mimeo, July 2001.

CASES, NOTES, AND TEACHING NOTES

Project Finance Notes:

Introduction to the Large-Scale Investment Course at Harvard Business School
Teaching Project Finance: An Overview of the Large-Scale Investment Course
Why Study Large Projects?
An Overview of Project Finance – 2004 Update
An Overview of Project Finance – 2002 Update

An Overview of the Project Finance Market
Project Finance Glossary
An Economic Framework for Assessing Development Impact
Introduction to Islamic Finance
Note on the Caspian Oil Pipelines
Project Finance Research, Data, and Information Sources

Project Finance Cases:

The Equator Principles
Aluminium Bahrain (Alba): The Potline 5 Expansion Project
International Rivers Network and the Bujagali Dam Project (A & B)
Mobile Energy Services Company
Basel II: Assessing the Default and Loss Characteristics of Project Finance Loans (A & B)
Restructuring Bulong's Project Debt
Australia-Japan Cable: Structuring the Project Company
Nghe An Tate & Lyle Sugar Company (Vietnam)
Financing PPL Corporation's Growth Strategy
Chad-Cameroon Petroleum Development and Pipeline Project (A, B, & C)
Poland's A2 Motorway
Calpine Corporation: The Evolution from Project to Corporate Finance
Chase's Strategy for Syndicating the Hong Kong Disneyland Loan (A & B)
BP Amoco (A): Policy Statement on the Use of Project Finance
BP Amoco (B): Financing Development of the Caspian Oil Fields
Texas High-Speed Rail Corporation: FCF vs. ECF Valuation teaching note (revised version)
Airbus A3XX: Developing the World's Largest Commercial Jet, *an HBS Publishing "bestseller"*
Contractual Innovation in the UK Energy Markets: Enron Europe, The Eastern Group, and the
Sutton Bridge Project (with Peter Tufano)
Iridium LLC
Financing the Mozal Project
The International Investor: Islamic Finance and the Equate Project
Petrolera Zuata, Petrozuata C.A., *an HBS Publishing "bestseller"*.

Corporate Control Cases:

The Acquisition of Consolidated Rail Corporation (A & B), *HBS Publishing "bestsellers"*.
Atlantic Energy/Delmarva Power & Light (A & B)
Bankruptcy and Restructuring at Marvel Entertainment Group, *an HBS Publishing "bestseller"*.
USG Corporation
The Hostile Bid for Red October (*Krasny Octyabr*)
Service Corporation International
Note on Value Drivers
Shawmut National Corp.'s Merger with Bank of Boston Corp. (A & B)
Colt Industries (revised version)

Corporate Finance Cases:

Exercises in Option Pricing and Real Option Analysis
Dividend Policy at FPL Group, Inc., *an HBS Publishing "bestseller"*
Banc One Corp. Asset and Liability Management (with Peter Tufano)
Gillette's Launch of Sensor (with Pankaj Ghemawat), *an HBS Publishing "bestseller"*.

ACADEMIC PRESENTATIONS

American Law and Economics Association (5/96)
Association of Collegiate Schools of Planning (10/95)
Boston University (2/93)
Charles River Associates (4/97)
Darden Business School (11/02, 5/03)
Federal Reserve Bank of Chicago (5/02, 5/97, 5/95)
Federal Reserve Bank of New York (3/98)
Federal Reserve Board (5/01)
Financial Management Association (10/03, 10/00, 11/96)
Georgia Tech (4/02)
Harvard Business School (5/01, 7/99, 7/96, 2/95, 7/93, 5/91)
Harvard's Kennedy School of Government (4/01)
Harvard Law School (9/99)
INSEAD (3/03)
Laval University (3/06)
London Business School (11/01)
Michigan Business School (12/04)
National Bureau of Economic Research (11/96, 12/92)
New York University (3/01, 3/93)
Purdue University (4/99)
Rutgers Business School (4/04)
Southern Finance Association Annual Meeting (12/03, 11/99, 11/97, 11/96, 11/95, 11/92)
Texas A&M University (2/98)
Texas Finance Festival (4/01)
Tuck Business School (7/02, 2/93)
The World Bank (10/00)
University of Florida (2/01)
University of Illinois (3/01)
University of Karlsruhe (12/93)
University of Maryland (11/00)
University of Oklahoma (3/00)
Wharton School, University of Pennsylvania (10/96)
York University (4/06)

PRESENTATIONS, SEMINARS, AND PANEL DISCUSSIONS

Darden Conference on Emerging Markets Finance (review committee, 3/06, 3/07)
FMA 2005 Annual Meeting (financial institutions and markets track chair, 10/05)
FMA 2004 Annual Meeting Doctoral Student Consortium (panelist, 10/04)
JFSR/FDIC Joint Research Conference (program committee, 9/04)
Financing and Developing IGCC Technology, Harvard Kennedy School of Government (2/04)
Teaching Project Finance, European FMA Annual Meeting Special Session (6/03)
Merton H. Miller Doctoral Seminar, European FM Association Annual Meeting (6/03)
Roland Berger—IESE International MBA Case Competition (case author and judge, 4/03)
Fisher College (Ohio State) “Big 10” MBA Case Competition (case author and judge, 4/03)
FMA Annual Meeting Program Committee (2003, 2004, 2005)
Why Projects Fail? 9th Annual Projects International Forum (3/03)
Teaching Project Finance, FMA Annual Meeting Special Session (10/02)
Large-Scale Investment (LSI) Course Overview, HBS Faculty Research Symposium (5/02)
Valuation in Emerging Markets, University of Virginia (program committee, 5/02)
Walter Shipley Business Leadership Case Competition (case author and judge, 4/02)
Overview of the Large-Scale Investment Course, Harvard Business School (1/02)
Global Finance Conference, Financing the Mozal Project (4/00)
Georgia Tech/Fortis International Finance Conference (4/00)
Financial Management Association, Corporate Valuation (panelist, 10/99)
Harvard Forum on Islamic Finance (10/99)
World Bank Institute: Building Knowledge and Expertise in Infrastructure Finance
Amman, Jordan (2/99); Washington, DC (6/99 and 6/01)
Columbia Business School, Conference on International Valuation (4/99)
Milken Institute, Restructuring Financial Regulation (3/98)
American Bar Association Annual Conference, Valuation Analysis (4/97)

PROFESSIONAL ACTIVITIES

Editorial Board: *Journal of Structured Finance* (2001 – present; formerly the *Journal of Structured and Project Finance*)

Associate Editor: *Journal of Financial Economics* (1998 – present)
Journal of Money, Credit & Banking (2002 – present)
Journal of Financial Services Research (2002 – present)
Emerging Markets Review (2003 – present)
Financial Management (2006 – present)

Ad-hoc Referee: *American Economic Review*, *Emerging Markets Review*; *European Financial Management*; *Financial Management*; *Journal of Applied Finance*, *Journal of Business*; *Journal of Corporate Finance*, *Journal of Economics and Finance*; *Journal of Finance*; *Journal of Financial and Quantitative Analysis*; *Journal of Financial Economics*; *Journal of Financial*

Intermediation; Journal of Financial Research; Journal of Financial Services Research; Journal of Money, Credit & Banking; Quarterly Journal of Economics; Review of Economics and Statistics, World Development.

Committees: FMA Financial Education Committee (2004 – 2006)

Thesis Advisor: Osman Nalbantoglu, Business Economics (2000)

Academic Advisory Council: IAE Business School, Buenos Aires, Argentina (2006 - present)

Director: Eaton Vance Funds (independent trustee, 2005 - present)
Harvard University Employees' Credit Union (two terms, 1995 – 2001)

Web Portal: Created the most-visited web site (www.hbs.edu/projfinportal) related to project finance. It contains bibliographical references for books, articles, case studies, and research on project finance, as well as links to more than 900 related web sites.

Member: American Finance Association (AFA)
American Economics Association (AEA)
Financial Management Association (FMA)