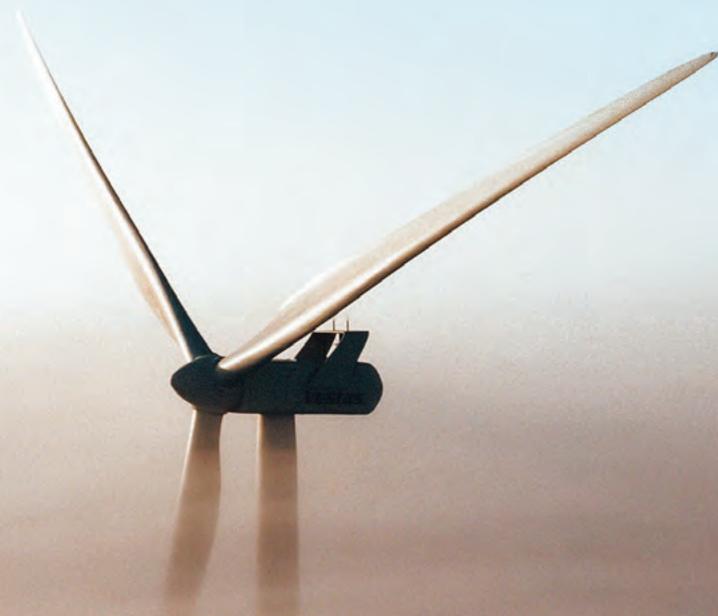


MBB Group

**Energy Capability
Statement**





Who we are

Established in 2014, MBB Group (MBB) is a leading independent specialist consultancy providing planning, project, program, commercial, transaction and delivery management services.

With offices in Sydney, Melbourne, Brisbane and Adelaide we are widely regarded as key advisors to our clients. We have an established reputation of professionalism and utilising a collaborative approach to achieving optimal project outcomes.

We offer a full range of services for the development, procurement and delivery phases of small and large infrastructure projects, including business case, feasibility and concept design management, delivery strategy, procurement strategies, the transaction process, delivery, operational readiness and operations.

Today MBB has over 70 advisory, project management, technical management and commercial management staff working on major projects across Australia. Our team brings local and international experience in advising on and delivering government and private projects.

Our broad experience across multiple contracting models (PPP, D&C, ITC, ECI and Alliance) in the infrastructure, built form and resource industries enhances our capability to deliver value for clients across the private and public sectors.



We see the risks before they become problems



How we can help

Developing and managing major infrastructure projects is challenging, it is essential to coordinate and proactively manage inputs from inception through to commissioning and completion.

MBB has delivered services for the planning, development, procurement and delivery phases of government investments and infrastructure projects spanning the full project lifecycle. This includes a range of contracting models on projects valued up to \$17b in changing market conditions.

We have experience in the creation and evolution of commercial models where collaborative contracting has been seen as an approach to better apportion and manage risks together. We understand the real project risks and execution objectives because we have recently implemented a range of contracting models for mega projects in challenging market conditions.

This experience brings with it a practical and pragmatic appreciation of how best to align your objectives with market expectation to deliver benefits, optimise value and deliver on project outcomes. We apply our collective lessons learnt to assure commercial and delivery success objectives.

The experience we have gained through supporting government agencies and the private sector provides us with a deep understanding of both sides of the development and delivery process including key issues, perspectives, risks and opportunities. Coupled with our alignment, consistency and understanding of the technical, commercial, operational and financial streams of a project provides MBB with the unique experience and ability to resolve issues efficiently for our clients.

Our passion and commitment results in a consistent and high level of service through the implementation of effective project solutions across all phases of the project lifecycle.



Our services

MBB brings experienced teams and individuals capable of managing the whole project lifecycle, from initial strategy through to delivery and handover. We partner with clients to guide and support them through these stages, providing expert advice, assurance and comprehensive project controls to realise high quality outcomes.

1. Strategy

MBB helps clients define project goals and look at the bigger picture, to produce clear strategies for success.

We bring extensive experience from successful advisory to both the government and private sectors. Our approach involves thorough investigation, detailed analysis and insightful engagement to fully understand the project scope, risks and opportunities from the outset.

2. Development

MBB supports and guides our clients through the project development process using a collaborative approach.

Our teams of highly skilled project managers and consultants are subject matter experts and we draw upon our many years of successful technical, commercial and financial experience.

4. Delivery

MBB provides technical and advisory services throughout all stages of the project delivery cycle.

We build strong partnerships with our clients and offer a tailored approach to ensure key deliverables are met. Our extensive industry experience spans multiple sectors and our technical expertise allows us to plan and implement projects efficiently. We provide intelligent solutions and establish effective project controls and program management.

3. Transaction

MBB's transaction and procurement services deliver high quality, cost effective solutions for our clients.

We bring a market-leading understanding of government and private sector procurement mechanisms, gained from many years' experience working on complex projects in challenging market conditions.

5. Handover

MBB has significant expertise in managing the vital testing, commissioning, completion and handover processes that ensure a seamless transition.

Each of these critical project stages requires extensive planning, and our experience shows that they must be considered from a project's outset if they are to be managed effectively and efficiently.



Our value add

Capability with experience

MBB has undertaken key advisory and transaction management engagements across a variety of industries, forming initiatives to facilitate a response to these challenges that require unique approaches and a highly consultative approach. These engagements include supply chain evaluation, market engagement, workplace health and safety considerations, transaction services, procurement and commercial management services. We have a unique perspective on industry challenges, the range of responses being contemplated and correspondingly recognise the benefit in looking differently at what have been the historical traditional approaches.

Contract strategy, development, procurement and negotiation

The development of effective contracting strategies begins with consideration of the desired outcomes and processes required to support that objective. It requires time to understand and appreciate the needs of the client and the expectations of the market to develop effective strategies to balance: local and international market dynamics; supply chain capacity and capability; and development risks and their likely effect on scope, time, cost and quality outcomes. At MBB, we work with our clients and their approach to market strategies to understand and navigate these issues through the various stages of contract development, procurement and negotiation to assure effective project outcomes.

Commercial risk apportionment

MBB regularly works with clients to establish an appropriate risk reward balance in developing commercial strategies. Our core discipline is targeting appropriate risk apportionment that encourages a sustainable supply chain to maintain its health during the delivery of multiple concurrent projects against acceptable benchmarks within industry. MBB is experienced in the establishment of risk frameworks,

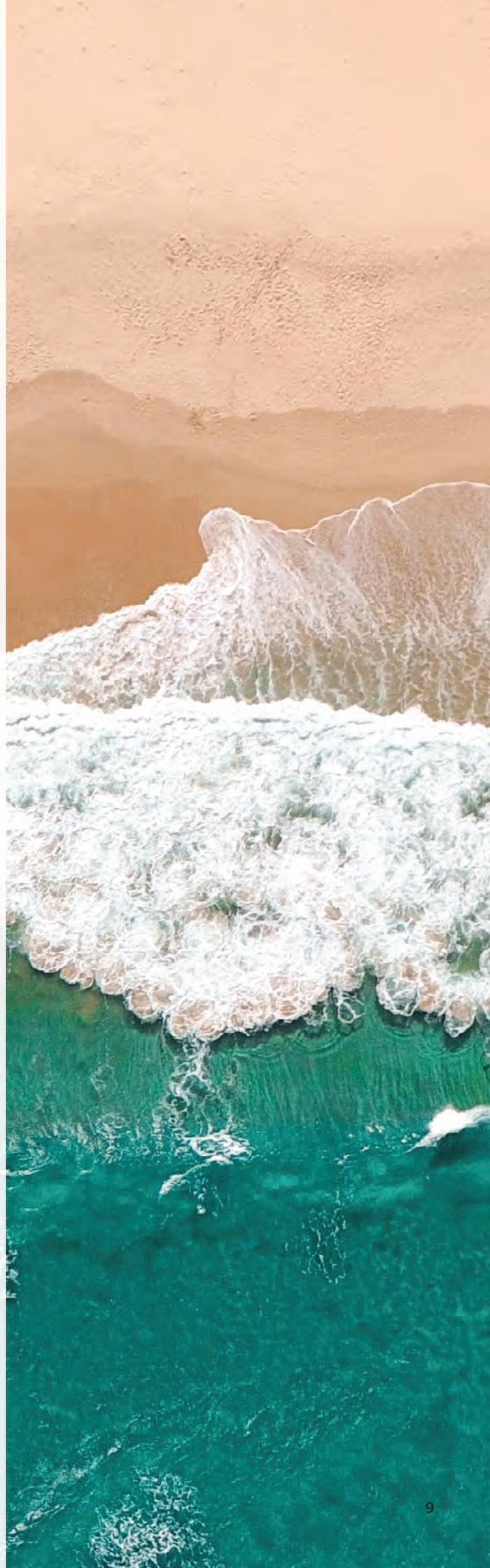
facilitation of risk workshops, the development of appropriate collaborative approaches that establish and set appropriate key performance and risk weighted metrics. This combines with the appropriate blend of technical and commercial acumen required to identify where and how risks are best apportioned.

Project assurance and certainty

Project outcomes need complementary approaches and support to ensure expectations are met with certainty. We work with clients to review established benchmarks, provide added support through rigorous project and performance management, program health checks and reporting, analyse systems and processes while taking into account the size and complexity of the project, organisation and industry to develop targeted and considered risk identification and applied mitigation. Our upfront assurance work has delivered certainty of outcome for numerous major infrastructure projects across Australia.

Commercial and contract management

MBB regularly works with clients to support and enhance the in house capability in areas of commercial and contract management. We integrate and add significant value to existing project teams. MBB is working on or has the lead Commercial and Contract Management role on many of the largest infrastructure projects currently underway in Australia and mega project delivery in energy infrastructure. Commercial and contractual acumen is at the core of what we do as an advisory and delivery business. We have capability and capacity that enables us to provide clients with resources for both short and long term secondment of advisory based engagements. Additionally, clients often seek MBB's experience in the development of their strategies, frameworks, management, knowledge transfer and training to ensure delivery certainty. Our team is agile and can flex to meet internal resourcing challenges and development opportunities.





Select experience



Marinus Link Advisory Services, Marinus Link / TasNetworks

TasNetworks on behalf of the State of Tasmania and the Australian Government is progressing investigation into a new interconnector between Victoria and Tasmania, known as Marinus Link. Marinus Link is a proposed 1500MW capacity undersea and underground electricity connection to further link Tasmania and Victoria as part of Australia's future electricity grid.

MBB's role includes assisting with the commercial and transaction readiness for the project, which includes providing peer reviews of commercial arrangements and ensuring that documents dovetail with the regulatory environment to ensure Marinus Link is not exposed to risk.

Marinus Link will be supported by transmission network developments on the North West Tasmanian electricity network, which MBB is also currently supporting TasNetworks with the delivery of commercial and transaction services.



EnergyConnect, TransGrid

EnergyConnect is the development of a new 900km high voltage electricity interconnector between the power grids of South Australia and New South Wales. The project will reduce the cost of providing secure and reliable electricity, while enabling the transition of Australia's energy network to a greater mix of renewables as coal-fired power stations are progressively decommissioned.

MBB provided strategic, commercial, transaction and technical management services to TransGrid during the development and procurement phases for EnergyConnect. MBB was instrumental in the development of the overarching Project Management Plan, project delivery strategy, procurement model and process and the EPC D&C contract.



Central West Orana Renewable Energy Zone, EnergyCo NSW

The NSW Government is in the procurement phase for the State's first Renewable Energy Zone (REZ) in the Central-West Orana (CWO) region. The REZ is expected to unlock up to 3,000MW of new network capacity by the mid-2020s and bring up to \$5.2 billion in private investment to the region by 2030.

The NSW Government has declared the CWO REZ, which is the first step in formalising the REZ under the Electricity Infrastructure Investment Act 2020. It sets out the intended network capacity (size), geographical area (location) and infrastructure that will make up the REZ.

MBB was engaged to assist in the procurement of the CWO REZ transmission infrastructure, including leadership of the commercial workstream, shortlisting of candidate foundation generators and undertaking transaction management for the process.



New England Renewable Energy Zone (Transmission and Generation), EnergyCo NSW

The NSW Government has begun planning activities for the State's largest Renewable Energy Zone (REZ) located in the New England (NE) region which has some of the best natural energy resources in the country. At completion, the NE REZ is expected to unlock up to 8 GW of new network capacity, bringing \$10.7 billion in private investment to the region and around 830 jobs each year. There are several interdependencies in the transmission network adding complexity to the project (the Central-West Orana REZ and Hunter Transmission projects), along with the early closure of Australia's largest coal fire generator, Eraring Power Station, placing pressure on EnergyCo to deliver the NE REZ earlier than previously scheduled.

EnergyCo has engaged MBB Group as PMO to coordinate delivery of the NE REZ, as well as to lead market engagement and develop the packaging and procurement strategy. This includes leadership of the commercial workstream and undertaking transaction management to Financial Close.



Select experience



Remaining North West Transmission Developments, TasNetworks

TasNetworks is progressing its development of a further Bass Strait electricity transmission interconnection that will link Tasmania's renewable energy generation and storage resources to Victoria, as part of Australia's future electricity grid. The Remaining North West Transmission Developments (RNWTD) include 240kms of new and upgraded onshore transmission lines that will link Cressy, Burnie, Sheffield, Staverton, Hampshire and East Cam strengthening the transmission backbone in Tasmania.

MBB's role included developing the procurement strategy which culminated in a Procurement Strategy Report. The report was informed from a market sounding exercise that engaged with potential market participants to ensure the considerations and objectives of the approach are attractive and generate interest in the project.



Victoria to NSW Interconnector West, AEMO / Transgrid

The Victoria to NSW Interconnector West (VNI West) involves the development of a new 500KV high-voltage alternating current (HVAC) interconnector between the Snowy Mountains region and Melbourne to increase transfer capacity between New South Wales and Victoria.

AEMO and TransGrid are jointly undertaking a regulatory investment test for transmission (RIT-T) to assess the technical and economic viability of expanding interconnector capacity between Victoria and New South Wales to address current limitations.

MBB is leading the development of the procurement strategy for the Victorian component to outline the specific strategies and approach to market that will aim to attract the best in design and construction, including operator/maintainers and achieve the desired outcomes for the project.



Offshore Wind Supply Chain Report, Oceanex Energy

Oceanex is planning the development and construction of up to five offshore wind farms off the coasts of NSW and WA which will provide over 9,000MW of large-scale, clean reliable electricity and create enormous new investment, thousands of jobs and leadership opportunities for Australia, especially in key regional centres.

MBB was engaged to conduct a study to describe Australia's opportunity to be a 'first mover' in a new economy and prosper from the development of an emerging global technology: floating foundations, as the driver for an Australian offshore wind industry based in NSW. To complete the work, MBB undertook a desktop study and performed market consultation activities with a cross section of the global supply chain.



Renewable Energy Infrastructure Supply Chain Analysis, DPE / EnergyCo

The NSW Government's Electricity Infrastructure Roadmap November 2020 (Roadmap) is a coordinated framework to deliver approximately 12GW of new generation capacity to NSW by 2030.

MBB developed a forecasting model for the renewable energy investment pipeline; performed market engagement with supply chain participants; analysed market capacity including the use of local resources and local employment and undertook research to develop case studies of local industry participation strategies across similar jurisdictions and industries.



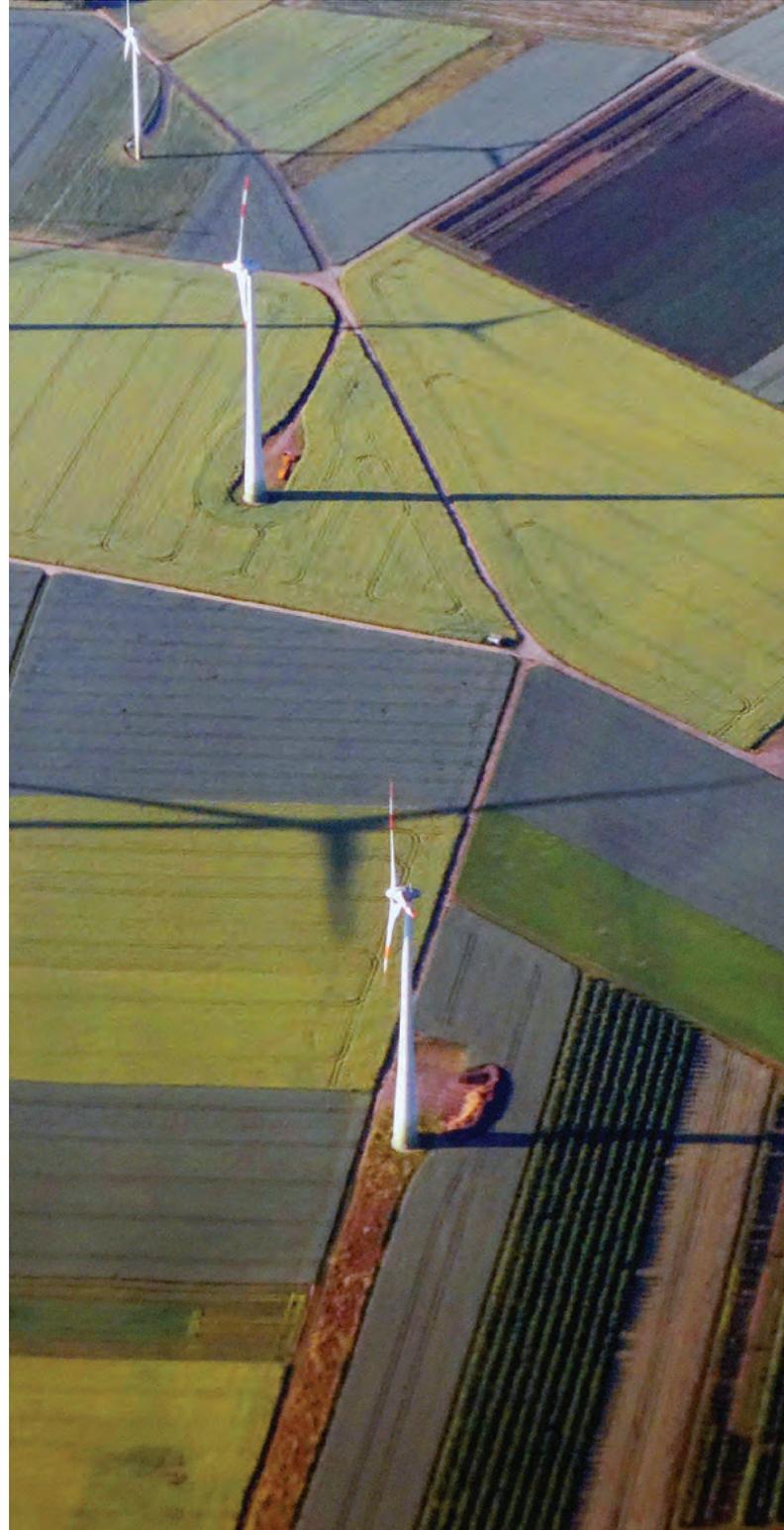
Select experience



Cost Estimating Framework, Australian Energy Market Operator (AEMO)

The High Voltage transmission industry has experienced issues with the accuracy of cost estimates for projects being included within the Integrated System Plan (ISP) and within the Regulatory Investment Test for Transmission (RIT-T) process, resulting in re-work and loss of confidence by stakeholders. As there had not been any large-scale transmission construction projects since Basslink in 2005, it had become apparent that cost estimation processes that were previously used were no longer fit-for-purpose.

AEMO engaged MBB to develop a framework for Transmission Cost Database and provide clarity on the work required and level of accuracy expected at each stage of the regulatory approvals process. This included developing a Cost Estimation Framework, Transmission Cost Database Specifications, a framework for the Role of TNSPs in Costing Preparatory Activities and a Framework for Packaging and Staging ISP Projects.







Our team



Matthew Brook
Managing Director

Matthew is the Managing Director of MBB. As a professionally qualified project executive with over 20 years' experience, Matthew has advised upon, procured and developed some of Australia's most significant transport programs and projects. He is a trusted strategic advisor to multiple State and Federal Government Agencies, with extensive experience in ECI, Managing Contractor, D&C and PPP contract forms within complex commercial frameworks. His client-side leadership roles span public and private sector clients in Australia, UK and Asia across the road, rail, and energy sectors.



Katrina Giudice
Executive Director

Katrina is Executive Director at MBB. She has over 20 years' experience in an executive management capacity on large, complex infrastructure projects across Australia. She has strong experience in developing commercial risk profiles and delivery strategies for government and taking them to market in a strong contestable environment while managing changing stakeholder requirements. Her experience across public and private sector informs her insight into the most appropriate procurement models and mechanisms to balance risk and attract market appetite. Her key skills are in managing the balance between technical and commercial requirements and the stakeholder inputs to design a commercial framework and transaction process that minimises unnecessary risk exposure.



Kate Price
Director

Kate has over 20 years' strategic project leadership experience having successfully built numerous high performing teams on behalf of public and private sector clients. Her organisational reform and stakeholder management skills have enabled her to successfully deliver major projects and programs across education and defence sectors through the project lifecycle from development of complex business cases and approval processes through to project delivery.



Nic Candotti
Director

Nic has a career spanning more than 30 years of local and international development and delivery into operations experience that encompasses governance and the development of complex projects focused primarily in the transport and energy sectors. In delivering complex projects, Nic has held roles involving network planning, risk management, stakeholder management, tendering, project approvals and design package delivery on key projects and transactions such as the Rail Revitalisation Project, Victorian Desalination Project, Inland Rail, energy business transactions, power station asset sales and numerous large, complex and environmentally sensitive projects and programs.



Our team



Michael Posener
Director

Michael has over 22 years' experience in infrastructure, 6 years in principal finance and 16 years structuring transactions in an advisory capacity. He has worked on infrastructure projects in a wide range of industries including electricity, road, rail, health, ports and defence, advising both the private and public sectors through all stages of the project lifecycle. Michael has worked across investment banking and large professional services firms in Australia and Europe prior to joining MBB.

Most recently, Michael has led the commercial workstreams on Project EnergyConnect and Central West Orana REZ, providing advice on commercial positions to minimise client risk while maintaining market interest and competition.



Mario Vlasich
Director

Mario is a Chartered Civil Engineer with 15 years' experience in the delivery of major infrastructure projects in various sectors including rail and road. His unique experience in both technical and commercial project roles give him an appreciation for the overall infrastructure delivery process within a range of different delivery models (PMO, PPP, D&C, Alliance). He has established strong relationships with many key government stakeholders and is experienced in working with them to negotiate successful project outcomes. Most recently, Mario has been involved in the engineering management and transaction management of major road and rail Alliance and PPP projects in Sydney and Melbourne.



Paul Dosanjh
Director

Paul has over 18 years' experience covering professional services. He has advised State and Territory Governments and corporate clients in strategic planning for major projects, policy evaluation, business case development, economic and financial modelling and complex procurement transactions. Paul has significant experience in engaging and managing multidisciplinary teams to develop business cases requiring architectural, cost estimation, urban planning and engineering skill sets. Many of the projects Paul has led have involved major system wide reform objectives.



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