

A photograph of a cityscape at dusk. In the foreground, a modern bridge with a white, angular design spans across a river. The water reflects the city lights and the sky. In the background, several skyscrapers are visible, including one with a prominent antenna-like structure on top. The sky is a mix of blue and orange, indicating sunset or sunrise. A dark blue rectangular box is overlaid on the middle of the image, containing the text.

MBB Group Company overview

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 and demonstrable success in advising on and delivering government-private projects valued up to \$17 billion in changing market environments.

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.



▲ **Figure 1:** MBB offices are located across Australia in Sydney, Melbourne, Adelaide and Brisbane.

How we can help

Developing and managing major infrastructure projects is challenging. Coordinating and proactively managing inputs from inception through to commissioning and completion is essential.

MBB has delivered services for the planning, development, procurement and delivery phases of government investments and transport infrastructure projects spanning the full project life cycle, across a range of contracting models 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 across Australia. This experience brings with it a practical and pragmatic appreciation of how best to align your objectives with market expectation to deliver benefits and optimise value in meeting project objectives. We apply our collective lessons learnt to assure commercial and delivery success.

Our services are in demand from both government agencies and the private sector, giving MBB a deep understanding of both sides of the development and delivery process, key issues, perspectives, risks and opportunities.

A key element to achieving this is alignment and consistency across the technical, commercial, operations and financial streams. Our unique

experience across all of these functions ensures our ability to resolve issues efficiently.

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, 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 combined 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. 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: Road



North South Corridor – Torrens to Darlington

Client: Department for Infrastructure and Transport

Project value: AUD9.9b

The North-South Corridor (NSC), one of Adelaide's most important transport corridors, runs through the heart of Adelaide, 78 kilometres in length from Gawler in the north to Old Noarlunga to the south. When complete, the NSC will be Adelaide's first continuous motorway.

MBB has been appointed by the State to provide Transaction Advisory Services for the project. In this role we support the Department for Infrastructure & Transport in developing the Delivery Strategy, preparing for and managing the transactions, and providing commercial, financial and technical advice.



North East Link

Client: Major Transport Infrastructure Authority

Project value: AUD16b

North East Link (NEL) is the largest road investment project in Victoria's history. The project includes Victoria's longest twin road tunnel (6km) and will deliver Melbourne's first dedicated high-speed busway along the Eastern Freeway from Doncaster towards the city.

MBB is providing transaction management and strategic advisory services for the full procurement lifecycle of each of the contract packages for NEL:

- Primary Package – procured and delivered as an 'availability' PPP under the Partnerships Victoria Framework
- Secondary Packages – to be procured and delivered under an Alliance or D&C contract model
- Independent Reviewer and Environmental Assessor contract.



WestConnex

Client: Transport for NSW / Transurban

Project value: AUD16b

WestConnex is Australia's largest road project (\$16.8b new 33-kilometre motorway) and is part of an integrated transport plan to keep Sydney moving, easing congestion and providing vital support for Sydney's long-term economic and population growth.

MBB provided the following services for each stage of the project:

- Stage 2 New M5 Main Works – senior leadership, commercial and transaction advisory services
- Stage 3 M4-M5 Link – strategic leadership, commercial, transaction and technical advisory services
- Stage 3A M4-M5 Main Tunnel Works and Rozelle Rail Yard Remediation – senior leadership, commercial, transaction and technical advisory services.

Rozelle Interchange & Western Harbour Tunnel Enabling Works

Client: Sydney Motorway Corporation

Project value: AUD3.5b

The Rozelle Interchange and Western Harbour Tunnel Enabling Works (RIWHT) is the final and most complex stage of the \$16.8 billion WestConnex Project. RIWHT will provide a new underground motorway interchange to City West Link and underground bypass of Victoria Road between Iron Cove Bridge and Anzac Bridge with links to the future Western Harbour Tunnel.

MBB was the lead strategic advisor, transaction, commercial and technical advisor for the development of the CCC process, working collaboratively with RMS and its stakeholders to develop the model in response to market feedback regarding concerns in relation to project complexity and constrained market conditions.

Select experience: Rail



Sydney Metro North West / City Southwest

Client: Transport for NSW

Project value: AUD20b

Sydney Metro is Australia's biggest public transport project. It is a complex program of works to design, construct, operate and maintain a fully automated "turn up and go" metro railway system for Sydney. Sydney Metro comprises four key projects, each representing a separate line on the metro network. Our Team has been supporting the development of Sydney Metro since the inception of Sydney Metro Northwest.

MBB provided services included the provision of business case, design management and specification writing, feasibility and concept design, procurement & delivery strategy, market engagement, tender documentation development, tender evaluation, interface and bid writing services, aligning commercial and technical inputs during development of project agreements.

Inland Rail

Client: Australian Rail Track Corporation

Project value: AUD9.3b

Inland Rail is a once-in-a-generation project that will complete the backbone of Australia's freight rail network, transforming how we move goods around the country. Comprising 13 individual projects across 38 local government areas and spanning more than 1,700km, Inland Rail is the largest freight rail infrastructure project in Australia and one of the most significant infrastructure projects in the world.

MBB is providing transaction and commercial management services across three geographical programs and multiple works packages (civil, rail corridor and rail systems). MBB is currently undertaking transaction management tasks, including the development of the RFP, Interactive Engagement Plan, Transaction Management Plan and is leading the commercial discussions for the collaborative framework agreement and Deed.



RPV Construction Works

Client: Rail Projects Victoria

Engagement value: AUD980k

Rail Projects Victoria (RPV) has sought to establish a panel for construction works and services to facilitate the procurement and delivery of minor works projects. The Panel is intended to streamline market engagement opportunities and capability development across Victoria. A key feature for RPV's project portfolio, the Panel is anticipated to further enhance procuring projects in view of the unprecedented demand for infrastructure.

MBB is delivering services that traverse the planning, development, procurement and delivery phases of RPV's investments and projects. Spanning the full project life cycle, the development of the Panel has required contributions and input from numerous working groups, key stakeholders and public procurement decision makers. As a result, MBB's scope focuses on multi-disciplinary issues and interfaces, be it technical, operational, safety, commercial, legal, environmental or planning.



Sydney Metro Engineering Design Solutions (EDS)

Client: Mott Macdonald

Project value: AUD407m

Sydney Metro has engaged Mott MacDonald as an Engineering Design and Assurance Partner to provide a range of technical services that Sydney Metro requires for projects' services for up to 10 years. EDS will provide ongoing technical support to Sydney Metro throughout the procurement, construction, testing, commissioning and verification & validation phases.

MBB has been engaged to provide project management delivery resources to support the combined Mott MacDonald and Sydney Metro partnership. The MBB EDS team are delivering a number of Metro projects on roles including Commercial Manager, Design Manager, Senior Project Manager, Technical Writer, Assistant Project Manager, Assistant Design/Project Manager and Contract Administrator.

Select experience: Energy



Central West Orana Renewable Energy Zone

Client: EnergyCo NSW

Project value: AUD1.5b

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.

EnergyConnect

Client: TransGrid

Project value: AUD2.4b

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.



Transmission Contestability Analysis

Client: NSW Department of Planning, Industry and Environment

Project value: N/A

The NSW Government's Electricity Infrastructure Roadmap establishes a 10-year plan to attract \$32 billion in private investment to deliver an additional 12 GW of generation capacity and 2 GW of power storage across the five Renewable Energy Zones (REZs) by 2030. Energy Corporation of NSW (EnergyCo) is the infrastructure planner responsible for assessing and making recommendations to the consumer trustee for network infrastructure in the REZs.

MBB was engaged to complete market soundings on behalf of the NSW Department of Planning, Industry and Environment to understand market views on contestable development of transmission infrastructure. The work was undertaken across three phases: development of an initial engagement plan, conducting interviews and then producing a final report with presentation for key stakeholders.



Offshore Wind Supply Chain Report

Client: Oceanex Energy

Project value: AUD20b

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.

Select experience: Schools / Built Form



Tweed Heads South Public School & Tweed River High School

Client: School Infrastructure NSW

Project value: AUD50m

School Infrastructure NSW are delivering upgrades to Tweed Heads South Public School and Tweed River High School as part of an election commitment to a program of improvement works. Residential growth in this locality, especially in the coastal strip, is driving ongoing demand for school infrastructure. Both schools include new libraries, covered outdoor learning areas and general learning spaces.

MBB is engaged to provide project management services for the full project lifecycle having been responsible for leading the project team in the development of the Masterplan, Design, Tender and Development Application documentation.



Kingscliff Public School & Kingscliff High School

Client: School Infrastructure NSW

Project value: AUD50m

Kingscliff Public School upgrade will include the provision of 32 new permanent future focussed learning teaching spaces, as well as upgrades to core facilities including a new library, new administration building, extended hall and canteen area. Kingscliff High will include new facilities such as a two storey Creative and Performing Arts Building, administration extension, library, PDHPE Sports Pavilion and a Senior's Learning Area.

MBB is leading the project team in the development of the Master Plan, Concept Design, Schematic Development, Contractor Tender, planning application documentation and lodgement, as well overseeing the construction works on site.



Macquarie Park Education Precinct

Client: School Infrastructure NSW

Project value: AUD500m

To address the growing service need for learning spaces within Ryde Primary and Secondary School Community Group, an election commitment was made to establish new primary and high schools as a 'Macquarie Park Educational Precinct'. The project is to develop an Investment Decision Document, a Strategic Business Case and a Final Business Case for a collection of area-wide interventions to increase learning spaces through new school construction, meeting demographic projections for 2036.

MBB is providing Project Management Services from Project Initiation phase through to Master Planning and Concept Design phases.



Bradfield City Centre

Client: Western Parkland City Authority

Project value: AUD1b

Bradfield will be Australia's newest city and is set to be the 'next jewel in Sydney's crown.' The new Aerotropolis will support thousands of jobs on the doorstep of the new Western Sydney International (Nancy-Bird Walton) Airport. The project includes public infrastructure, targeted private land acquisitions as well as amenities and place making features critical to kick-start the Bradfield City Centre and attract high value industries.

Western Parkland City Authority appointed MBB to deliver Planning, Design Management (Schematic Design), Building One (Visitor Centre and Manufacturing Research Hall) Project Management and Sydney Metro Interface Management services.



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.





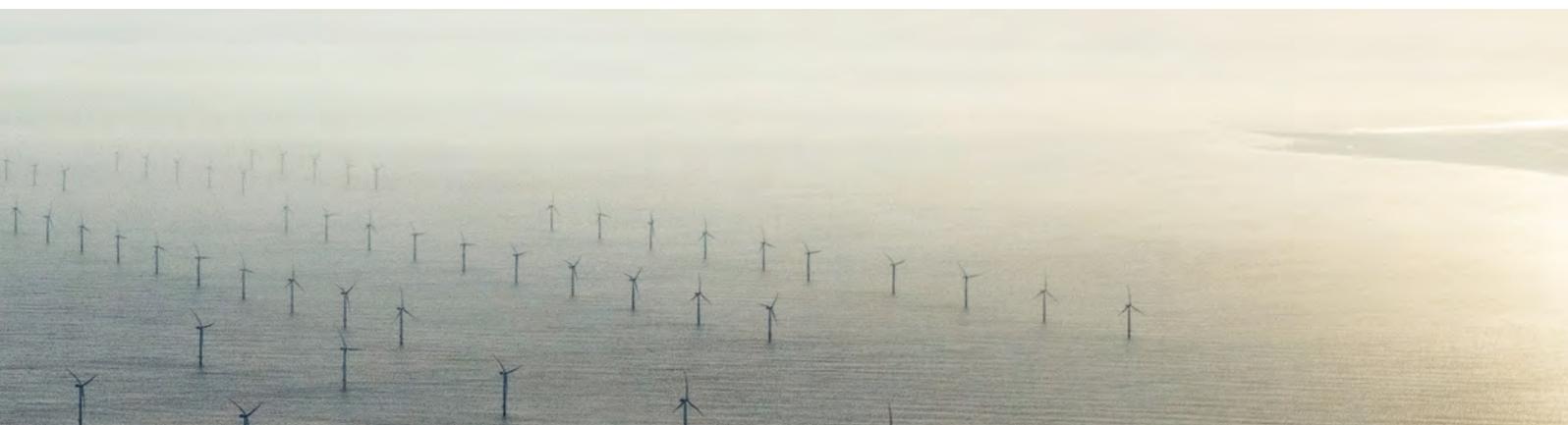
Katrina Giudice
Executive Director

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 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 / programs.



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.





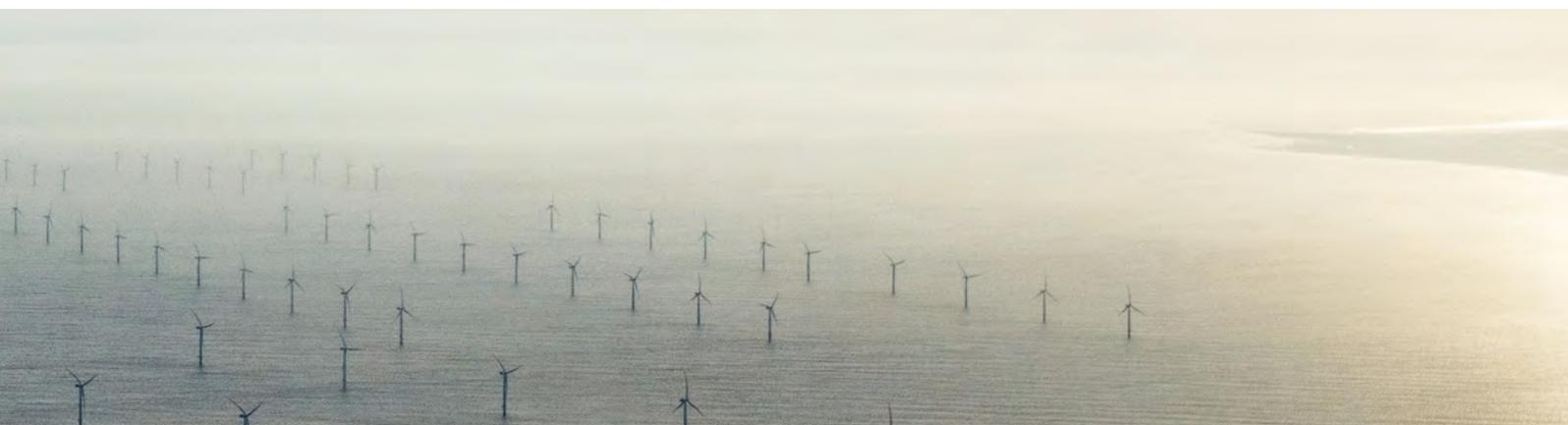
Mario Vlasich
Director

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 of 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 skillsets. Many of the projects Paul has led have involved major system wide reform objectives.



MBB Group Pty Ltd | ABN 25 600 765 106

✉ enquiries@mbbgroup.com.au

☎ 1300 059 660

Sydney Level 4, 73 York Street,
Sydney, NSW 2000

Melbourne Level 10, 222 Exhibition Street,
Melbourne, VIC 3000

Brisbane Level 27, 480 Queen Street,
Brisbane, QLD 4000

Adelaide Level 21, 25 Grenfell St,
Adelaide, SA 50

www.mbbgroup.com.au

www.linkedin.com/company/mbb-group-pty

© MBB Group Pty Ltd

