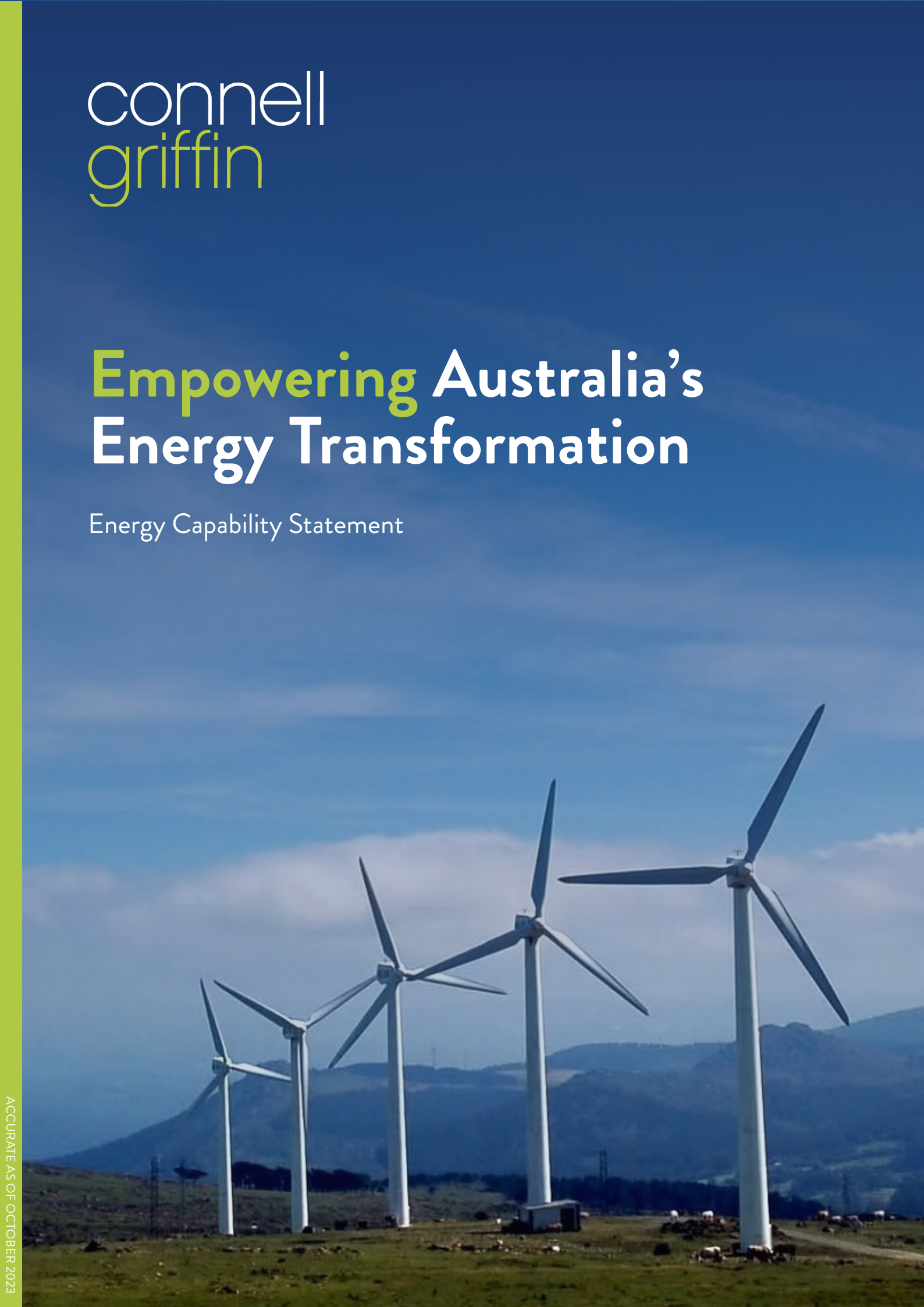


connell
griffin

Empowering Australia's Energy Transformation

Energy Capability Statement





ConnellGriffin is excited about the future and **empowering** our clients in Australia's energy transformation.

“ We are Australia's most trusted infrastructure advisory firm, providing transaction, commercial and strategic services to a diverse range of energy sector clients on their most critical and complex projects.

We currently provide front-end, transaction and commercial advisory services on a range of major, complex infrastructure projects in the energy sector ranging from generation, storage and transmission.

While Australia's zero emission target of 2050 is far into the future, the scale and complexity of the challenges and opportunities that face the energy sector is monumental. The energy transformation will fundamentally change the way we source, produce, supply, distribute and use energy.

ConnellGriffin empower our energy sector clients to achieve the best possible commercial and project outcomes that, most importantly, serve the interests of the consumer and create a positive legacy for the Australian community.

”

Brian Connell | MANAGING DIRECTOR



Opportunities and Challenges for the Energy Sector



AGING INFRASTRUCTURE

Grid stability and the development of robust transmission and distribution infrastructure to transport energy from the generation source to the end user is of critical importance in achieving Australia's renewable targets and objectives. **We need to modernise our grid and transmission infrastructure to meet the growing demand for clean energy.**

To achieve this, we will need to execute projects with urgency and actively manage project delivery risks to deliver new infrastructure on time, on budget and at scale.



JURISDICTIONAL CHALLENGES

The progress of transmission projects across State jurisdictions brings **both challenge and opportunity**. Early consideration must be given to specific jurisdictional conditions including planning approvals, environmental, health and safety, native title laws, industrial relations and local content mandates and their associated impact on **project delivery time and cost**.

Collaborative effort at a State and Federal level will be required to support managers and operators of transmission networks and enable the successful delivery of transmission projects.



SUPPLY CHAIN

Materials, equipment and skills are in global demand - **not just localised to Australia**. This means we need to take a more proactive approach to long lead items by clients rather than a default of the responsibility to delivery contractors.

Establishment of strategic supply frameworks for equipment, materials and specialised skills must be considered so that Australia isn't at the back of the queue globally and we leave it too late!



CONTRACT MODELS

To support progress we must create bespoke contracts that reflect the unique challenges of energy sector projects, particularly long linear transmission lines. This includes **collaborative contracts** from both a risk share and behavioural perspective. Creating a contractual environment that enables overseas and new entrants to the market is critical. To achieve this, we can **leverage experience from the transportation sector boom over the last decade**.



WORKFORCE

Australia's clean energy industry is currently suffering a labour shortage and we run the risk of being **unable to meet national climate targets unless these skills gaps can be filled**. Adding to the complexity is the transition to regional workforce with an estimated 75% of clean energy jobs based in regional Australia by 2035.

Addressing labour shortages requires genuine collaboration between the energy sector, Governments, the education sector and community.

Together, we need to build a renewables workforce to fill newly created jobs, support the transition of existing workers from fossil fuel industries and leverage the transferrable skills and knowledge of those currently working on linear infrastructure projects outside of the energy sector.



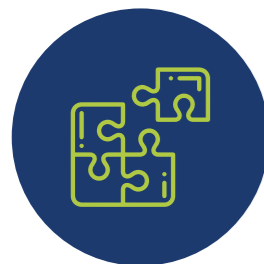
SOCIAL LICENCE

The biggest challenge facing our clients and Government bodies relates to land acquisition, easements and the re-purposing of large areas of land for renewable generation, transmission lines, sub-stations and switching stations.

Careful consideration must be applied to how we achieve a positive, local impact for regional communities on a project-by-project basis. Collectively, we also need to determine how the energy transformation will **leave a positive legacy**.

Our Services and Expertise

ConnellGriffin is a specialist Australian owned commercial advisory firm with extensive expertise and experience in the infrastructure sector. We provide advisory services across the project lifecycle, with transaction and commercial the core to our organisation.



TRANSACTION

The transaction process is complex and characterised by **multiple disciplines and stakeholders** (including technical, commercial and financial specialists) that need to be integrated seamlessly in the transaction process to meet timelines and make the right decisions along the way.

Our key transaction services include:

- Procurement strategy development
- Project establishment
- Transaction process and systems
- Market sounding and market interaction process
- Tender evaluation process (EOI & RFT)
- Contract negotiation and award
- Technical workstream capability
- Commercial and financial workstreams



COMMERCIAL AND CONTRACT MANAGEMENT

Large projects are complex with multiple interfaces. We manage contract risk allocation, **driving the need for positive commercial outcomes and certainty for our clients**. Our advisors provide our clients with impartial, experience-based advice founded on significant commercial management experience of large-scale infrastructure projects. This is further complimented by extensive hands-on construction contractor and government-side project delivery experience.

Our key commercial services include:

- Contract management and administration
- Commercial management of contracts
- Project financial control and reporting
- Programming and planning
- Risk management (including risk analysis and mitigation strategies)
- Project health checks
- Development of contract management guidelines
- Provision of training on commercial and contract management
- Conflict avoidance and management

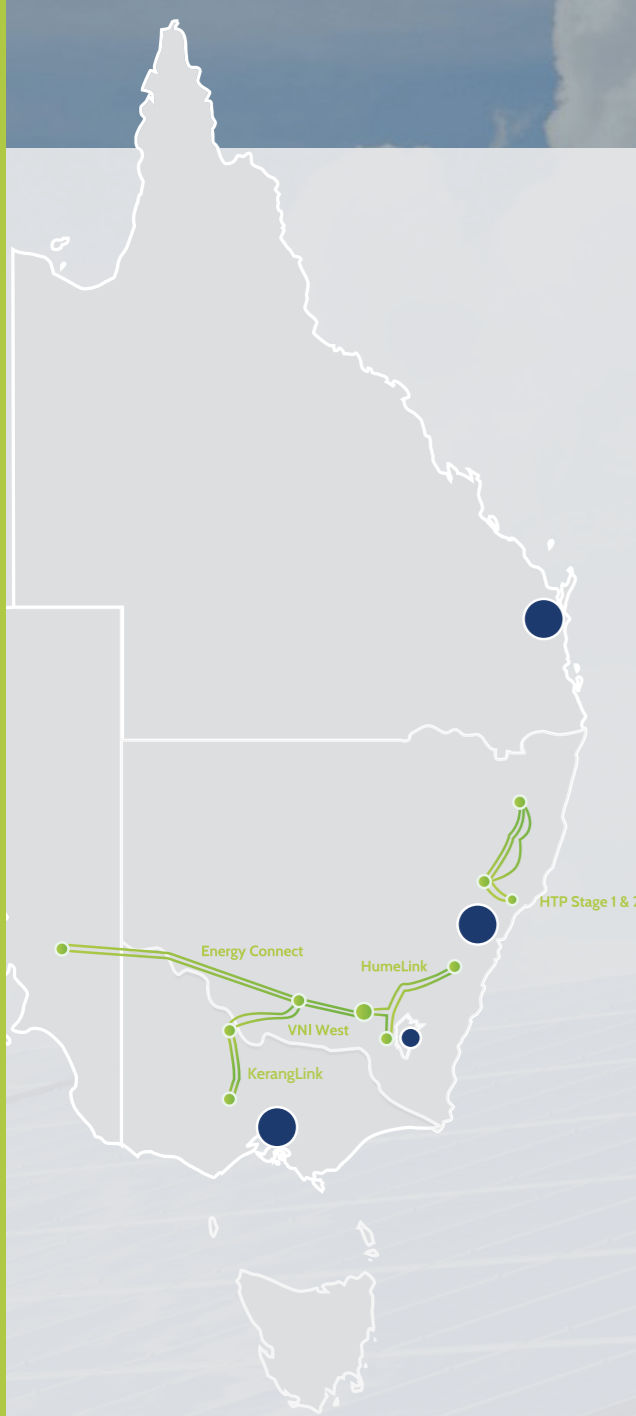


From project concept through to procurement, delivery and dispute avoidance and resolution, ConnellGriffin provide advice across **every sector and every stage of the project lifecycle.**

Our team is committed to supporting our clients' projects by applying our **experience and knowledge across a wide range of services and disciplines** and working in partnership with our clients to design, create and implement the most effective solutions.

Our Expertise in Practice

We currently support integrated portfolios of complex, major linear infrastructure projects in excess of \$1B in the Australian market.



OUR TRANSGRID PORTFOLIO

ConnellGriffin have delivered high quality commercial, transactional and risk management services to Transgrid on a number of projects across NSW including: Central West Orana REZ, Powering Sydney's Future, HumeLink, Project EnergyConnect, Hunter Transmission Project, VNI West and Kerang Link. We have also led several of Transgrid's key commercial initiatives including facilitating lessons learned workshops across its portfolio of projects, commercial risk managed workshops and project delivery strategy workshops across its current major projects portfolio.

In all instances we have delivered **high quality service outcomes to Transgrid**, and have received positive feedback from Transgrid's leaders for protecting Transgrid's interests and providing high value advice and commercial or management services. We have aligned our business goals with Transgrid's vision, and are invested in continuously delivering high quality outcomes to support Transgrid's growth.

Hunter Transmission Project (HTP) Stage 1 & 2
HTP involves the installation of two 500kV double circuit transmission lines connecting Bayswater and Eraring power stations.

Project EnergyConnect
PEC is a 900km transformative interstate electricity interconnector, set to significantly enhance Australia's energy grid. The project links South Australia, New South Wales and Victoria.

HumeLink
HumeLink is a new 500kV transmission line which will connect Wagga Wagga, Bannaby and Maragle, and is one of NSW largest energy infrastructure projects.

VNI West
A proposed new high capacity 500kV double-circuit overhead transmission line from Gugaa in NSW to to NSW/Victorian border.

KerangLink
A proposed new high capacity 500kV double-circuit overhead transmission line from Bulgana to Victorian/NSW border.



CENTRAL-WEST ORANA RENEWABLE ENERGY ZONE (REZ)

Energy Corporation of New South Wales (EnergoCo.) is developing a new and upgraded high-voltage electricity transmission infrastructure within the Central-West Orana (CWO) region of NSW. The Project involves the construction of new transmission infrastructure and substations capable of transferring 3,000MW of new electricity generation.

The CWO is one of five regions prioritised by the NSW Government for development as a Renewable Energy Zone - areas with high energy potential where planned transmission infrastructure upgrades are able to connect multiple projects efficiently.

ConnellGriffin are proud to support EnergyCo through the provision of both transaction and commercial services with approximately 90% of the team engaged in providing these services as direct employees of our organisation.

CLIENT: ENERGYCO.

SERVICES PROVIDED BY CG:

- Transaction Management
- Commercial Advisory Services



POWERING SYDNEY'S FUTURE

TransGrid's Powering Sydney's Future Project (PSF) involves the installation of a new 20km 330kV underground cable between Potts Hill and Alexandria, and the upgrade of substations at Beaconsfield, Rookwood and Picnic Point. The Project addresses potential issues with the current electricity transmission network in the Sydney's Inner West.

ConnellGriffin was engaged to provide project and commercial advisory services including project review which involved an assessment of any potential gaps and the recommendation of tools, systems and support to address these gaps ('the framework').

The team also provided systems review, risk management services and facilitated lessons learnt workshops.

CLIENT: TRANSGRID

SERVICES PROVIDED BY CG:

- Commercial Advisory Services



HAN-HO HYDROGEN HUB

The Hanguk-Hoju (Korea-Australia) Hydrogen (Han-Ho H2) consortium involving three of Korea's largest conglomerate groups, Korea Zinc, Hanwha Impact and SK Gas, and Australian-based Ark Energy are in the project feasibility stage for the Han-Ho Hydrogen Hub based in Abbott Point in North Queensland. The Project seeks to build a green energy supply chain exporting up to 1.8 million tonnes of green ammonia per annum from Australia to the Republic of Korea (ROK) by 2030.

ConnellGriffin's scope of services for the project, through our recent acquisition of IN4 Advisory, includes a Project Execution Plan (PEP) comprising portfolio governance, scope, risk, cost schedule, environmental and land acquisition requirements, regulatory approvals planning and the development of six-phase Project Assurance and Gateway Management planning requirements.

CLIENT: HAN-HO H2 CONSORTIUM

SERVICES PROVIDED BY CG:

- Portfolio Governance and Advice



ZERO EMISSION BUSES

ConnellGriffin has provided extensive support in New South Wales, Victoria and Queensland covering transaction management, financial and commercial advice on transmission to zero emission buses, metro, outer metro, rural and regional bus contracts and franchising of State Transit Authority Regions.

Projects we have supported include Greater Sydney Bus Procurement, Sydney Metro Outer Bus Procurement, QLD Regional Urban and School Bus Procurement and the VIC Regional Bus Services Contract.

CLIENT: VARIOUS

SERVICES PROVIDED BY CG:

- Procurement Advice
- Transaction Management

Meet the ConnellGriffin Team

Our diverse team are qualified professionals who have delivered complex infrastructure projects as engineers, advisors, contractors, lawyers and commercial managers. This combination of technical knowledge and commercial expertise enables our team to provide best practice advisory services and reliable commercial advice, which is founded on practical experience.



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DIRECTOR



Richard Martin
DIRECTOR



Matt Frewer
DIRECTOR



Scott Kindred
DIRECTOR



Phoebe Theodore
DIRECTOR



Richard Butlin
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