

I N F R A S T R U C T U R E

I N F R A S T R U C T U R E M I S S I O N

2011

SECOND AUSTRALIAN INFRASTRUCTURE MISSION TO JAPAN

THE PUBLIC-PRIVATE
PROVISION OF
INFRASTRUCTURE



AUSTRALIAN AND JAPANESE COLLABORATION

SECOND AUSTRALIAN INFRASTRUCTURE MISSION TO JAPAN

8th - 11th MARCH 2011

Mission Leader:

Sir Rod Eddington, President, Australia Japan Business Co-operation Committee,
Chairman Infrastructure Australia

THE SECOND AUSTRALIAN INFRASTRUCTURE MISSION TO JAPAN IS ORGANISED BY:-

Australia Japan Business Co-operation Committee (AJBCC)
and Japan Australia Business Co-operation Committee (JABCC)

The AJBCC's Australian Infrastructure Planning Group is comprised of representatives from the following organisations:-

AMP Capital Investors
ANZ Bank
Australian Constructors Association
Australian Trade Commission (Austrade) - Melbourne
Australian Trade Commission (Austrade) – Sydney
Australian Trade Commission (Austrade) – Tokyo
Blake Dawson
Department of Foreign Affairs & Trade – Tokyo Embassy
Ernst & Young
Goldman Sachs & Partners Australia
Hunter Phillip Japan Ltd
Infrastructure Australia
Infrastructure Partnerships Australia
Japan Bank for International Cooperation (Sydney)
Japan External Trade Organization (Sydney)
Japan Local Government Centre (CLAIR, Sydney)
KPMG
Leighton Holdings Ltd
Lyon Group
Macquarie Capital Advisers
Mizuho Corporate Bank, Ltd (Sydney)
Mott MacDonald
Nomura Australia Limited
PricewaterhouseCoopers
Sumitomo Mitsui Banking Corporation (Australia)
University of New South Wales

The Australia Japan Business Co-operation Committee (AJBCC) expresses its appreciation to the JABCC's Infrastructure Planning Group and Secretariat, Austrade Tokyo, and JETRO's Sydney and Tokyo offices for their special contributions towards the success of the Mission.

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FOREWARD

SIR ROD EDDINGTON

President, Australia Japan Business Co-Operation Committee (AJBCC) and Chairman, Infrastructure Australia

In the 21st Century, the 'Services' sector exceeds 75 per cent of GDP in both our countries. Therefore, without diminishing the importance of the traditional import and export flows, or suggesting that they will not remain significant in the future, it is appropriate that two services dominated economies should look to 'services' as areas of future opportunities to do business, including joint venturing. Furthermore, in a global economy we should also look to joint venturing with and in third economies of the region.

The Australia Japan Business Co-operation Committee (AJBCC) and its JABCC counterpart have identified 'Infrastructure' as a sector in which Australia and Japan have many complementarities and that we should encourage joint venturing in this sector.

This Mission builds on the momentum generated by the inaugural Mission to Japan in March 2009 and subsequent activities that have included:-

- A Reciprocal Mission from Japan to Australia in August/September 2009;
- A Joint Australia-Japan Infrastructure Mission to India in July 2010;
- Three institutional Investor Seminars in Tokyo; and
- Seminars, workshops and in-house briefings for government and sectoral groups in Japan.

Over these two years we have found considerable interest in Japan about learning more regarding the Australian approach to PPPs. For its part, the Australian sector has been most interested in the changes to domestic policies flagged by the Government of Japan, for instance in the "New Growth Strategy" released in June 2010 and the subsequent broadening of the mandates of JBIC and NEXI.

Both Australia and Japan have a need to replace existing or construct new public infrastructure. Indeed, in Australia's case it is a significant need. The state governments in Australia, as the primary providers of public economic and social infrastructure such roads, bridges, rail, water, power generation and distribution, schools, hospitals, prisons, etc, do not have the financial or the personnel resources to tackle all the priority renewal or 'fresh-field' activity in the timeframe demanded by the community. Therefore, they will need to increase their partnership activity with the private sector as an alternative supplier of public infrastructure.

The AJBCC recognises the history of Japanese involvement in the construction of Infrastructure in Australia and hopes that this Mission will encourage this to continue. The Australian sector has welcomed Japanese re-entry into Australian projects over the past two years, for instance as equity and debt partners to the Victorian Water Desalination Plant and the bidding consortia for the Gold Coast Rapid Rail. One intent of this Mission is to provide opportunities to exchange specific capabilities with companies that might one day be partners on future projects in Australia and regionally and eventually in Japan.

MISSION LEADER:**Sir Rod Eddington****President Australia Japan Business Co-operation Committee
Chairman, Infrastructure Australia**

Sir Rod Eddington is one of Australia's most experienced and accomplished business leaders. Educated as an engineer at the University of Western Australia and then Oxford University as WA's 1974 Rhodes Scholar, he has demonstrated his acumen and expertise on the national, regional, and international stages.

Sir Rod's career began in transport and aviation in 1979 when he joined the Swire Group and Cathay Pacific from Oxford University, and went on to be CEO of Cathay Pacific, Ansett and British Airways, before retiring in late 2005 to return to Australia.

Today, he is Non-Executive Chairman (Australia & New Zealand) of JPMorgan, in addition to maintaining non-executive roles with News Corporation, Rio Tinto plc, CLP (China Light & Power) Holdings, and John Swire & Sons Pty Ltd. He is Chairman of Infrastructure Australia and also serves as Chairman of Victorian Major Events Committee.

Sir Rod was elected President of the Australia Japan Business Co-operation Committee (AJBCC) in August 2006.

Sir Rod led the Inaugural Australia infrastructure Mission to Japan in March 2009 and was Co-Leader of the Joint Australia - Japan Infrastructure Mission to India of July 2010.

AJBCC'S SECOND AUSTRALIAN INFRASTRUCTURE MISSION TO JAPAN

8TH – 11TH MARCH 2011

Programme – Day One – Tuesday 8th March

Venue Hotel Okura, Tokyo – Ascot Hall 2, South Wing, B2F
(Address: 2-10-4, Toranomom, Minato-ku, TOKYO)

09:00 Registration

09:15 Housekeeping Briefing of the Missioners

09:45 Morning Tea / Coffee

10:00 **Welcome - Mr Michitaka Nakatomi**
Chairman, JABCC Infrastructure Planning Committee
President, Japan External trade Organisation (JETRO)

10:05 **Information Update**

1. "The Japanese Government's 'New Growth Strategy's' policies for the encouragement of the Japanese Infrastructure Sector:- Within Japan and Asia

Speaker 1 from the National Policy Unit, Cabinet Secretariat
Speaker 2 from the National Policy Unit, Cabinet Secretariat
Q&A

11:00 **2. "New roles in support of overseas projects:-**
- Japan Bank of International Cooperation (JBIC)
- Japan International Cooperation Agency (JICA)
- Nippon Export Insurance Corporation (NEXI)"
Q&A

11:40 **3. "Making the infrastructure sector of Australia more attractive for the involvement of the Japanese sector"**
Mr Takayuki Fukuda
Public Sector Strategy Consulting Group, PPP & Finance Consulting
Department, Nomura Research Institute
Q&A

12:05 **4. "Working Collaboratively in Asia"**
Speaker from Mitsui & Co.
Q&A

12:30 Lunch – Ascot Hall 1

Programme – Day One – Tuesday 8th March (Continued)

Venue Hotel Okura, Tokyo – Ascot Hall 2, South Wing, B2F
(Address: 2-10-4, Toranomom, Minato-ku, TOKYO)

THE AUSTRALIA-JAPAN INFRASTRUCTURE FORUM

14:00 Opening Session

Welcome

- **Sir Rod Eddington**
President, AJBCC
Chairman, Infrastructure Australia

- **Mr Akio Mimura**
Chairman, JABCC
Chairman, Nippon Steel Corporation

His Excellency Mr Murray Mclean OAM
Ambassador of Australia to Japan

14:10 Keynote Address –

“Recent Developments in the Australian Infrastructure Sector”

Mr Andrew Jaggers
Executive Director – Nation Building,
Department of Infrastructure and Transport,
Government of Australia

1. *“Working collaboratively in Asia”*

Mr Peter Grey
Chief Executive Officer, Australian Trade Commission (Austrade)
“A Developer’s / Constructor’s PPP Experiences”

Mr Bill Wild
Deputy Chief Executive Officer, Leighton Holdings

2. *“Making the infrastructure sector of Japan more attractive for the involvement of the Australian sector”*

Ms Elizabeth Masamune PSM
Senior Trade Commissioner Tokyo / Japan Country Manager, Austrade
Minister (Commercial), Australian Embassy, Tokyo

15:40 Afternoon Tea / Coffee

3. *“The Australian Infrastructure Pipeline: Opportunities for international involvement and the implications of Australia’s recent national disasters”*

Mr Rory Brennan
Executive Director, Infrastructure Investment
Infrastructure Australia

4. *“VICTORIA – Opportunities in Infrastructure”*

Mr Ken Mathers
Chief Executive Officer, Linking Melbourne Authority

18:00 – 20:00 Reception – Orchard Room, South Wing 2F

Programme – Day Two – Wednesday 9th March

Venue Tokyo Kaikan
(Address: 3-2-1, Marunouchi, Chiyoda-ku, TOKYO)

Three joint Australia-Japan led sector focussed half-day programmes will be conducted in parallel during the morning. These will discuss infrastructure related issues and project the capabilities and interest in joint venturing of participants for work in Australia, in Japan, and in third countries.

09:00-12:30 **Morning session**
Registration : Reception Desk, 11F Lobby

Joint Convenors

Road Leighton Holdings
NEXCO East

Rail – Including Energy & Resources dimension
John Holland Rail
Nippon Steel Engineering

Water Tasmanian Irrigation Development Board /
Hitachi Plant

12:30–14:00 Lunch – Rose Room, 9F

14:30–17:30 **Finance** – Royal Room, 12F
Goldman Sachs & Partners Australia
Sumitomo Mitsui Banking Corporation

17:30–19:30 **Networking Reception** – Silver Room, 11F

Programme – Day Three – Thursday 10th March

Organisation hosted visits for Missioners

Four streams of visits have been organised. Missioners will undertake two visits in the morning and two visits in the afternoon.

The host organisations will outline their capability and their history and / or interest in working with Australian companies in Australia, in Japan, and in third countries.

The Mission appreciates the generous hosting of small groups of Missioners by the following sixteen Japanese companies / organisation:-

Bank of Tokyo Mitsubishi UFJ
 Hitachi
 Japan Bank for International Cooperation (JBIC)
 JR East
 Marubeni
 Mitsubishi Corporation
 Mitsubishi Heavy Industries
 Mitsui & Co
 Mizuho Corporate Bank
 NEXCO East
 Nippon Steel
 Obayashi
 Shimizu
 Sumitomo Corporation
 Sumitomo Mitsui Banking Corporation
 Taisei

Programme – Day Four – Friday 11th March

- All day - Japan External Trade Organisation (JETRO) will facilitate one-on-one business matching between interested Missioners and Japanese companies)
Venue - JETRO
- Morning - 'Round-table' for consultants amongst the Mission participants and Japanese consultants. Principal area of exploration:- Establishing consortia for the development of feasibility studies regarding major projects..
Venue – Nishimura & Asahi Main Office, Ark Mori Bldg, Akasaka
- Afternoon - Workshop on the contractual and tax structures influencing PPP Consortia in Australia
Venue – Nishimura & Asahi Main Office, Ark Mori Bldg, Akasaka

AMP CAPITAL INVESTORS LIMITED



AMP Capital Investors is a specialist investment manager with over A\$97.4 billion in funds under management at 30 September 2010. AMP Capital is one of the longest standing participants in the global infrastructure market, transacting over 80 infrastructure equity and debt investments.

With its first investment in the Sydney Harbour Tunnel in 1998, today AMP Capital manages infrastructure debt and equity investments in Europe, Asia, Australia and New Zealand. AMP Capital invests in all sub-sectors (utilities, transport and social infrastructure) and life-cycles (greenfield, growth and mature) of the infrastructure universe. AMP Capital takes an active role in managing investments and adds value through both financial structuring and operational input.

As a wholly owned subsidiary of AMP Group, AMP Capital Investors operates with a pure investment focus while benefiting from the resources of the parent. Established in 1849, AMP has over 160 years of experience providing financial services, and is Australia's largest retail and corporate pension provider.

www.ampcapital.com

Amp Capital Investors Ltd**SIMON LA GRECA**

Principal, Infrastructure Debt



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Simon La Greca, joined the investment team in May 2003. He is responsible for sourcing, arranging and managing infrastructure debt investments in the Asia Pacific region and the U.S. This involves managing relationships with equity sponsors, undertaking financial structuring and debt sizing, coordinating detailed due diligence, including financial modeling, industry and market analysis, and obtaining investment approval.

Prior to joining AMP Capital, Mr. La Greca was Manager of project and leveraged finance within the global investment banking division of Deutsche Bank for three years.

Mr. La Greca has over 10 years of relevant market experience, including seven years at AMP Capital.

Mr. La Greca holds a Bachelor of Business (Banking & Finance) from Monash University (Australia).

AUSTRALIAN AND NEW ZEALAND BANKING GROUP LIMITED



Australia and New Zealand Banking Group Limited ("ANZ") is among the top 4 banks in Australia and one of the top 10 listed Australian companies with its history of 175 years.

ANZ provides a range of banking and financial products and services to retail, small business, corporate and institutional customers throughout Australia, New Zealand and 26 key markets in Asia Pacific region including Japan.

ANZ Japan dates back to 1969 when ANZ opened a representative office in Tokyo and now has branches in Tokyo and Osaka. ANZ Japan is the only Australian bank which provides comprehensive banking services including personal banking services, markets/treasury services, corporate finance, trade finance and structured export and project finance with a special focus on the Asia Pacific region.

ANZ has a strong track record in Infrastructure, including providing its products and services in several landmark infrastructure projects specifically in Australia and New Zealand such as the Newcastle Coal Infrastructure Port.

The ANZ Infrastructure Team provides full financial services including Project and Asset Finance, Project Advisory, Debt Capital Markets, Loan Syndications, FX Interest Rate and Commodity, Risk Management and Transactional Services.

ANZ**PETER S DAVIS**

Global Head of Utilities & Infrastructure
Institutional Relationships
Australia and New Zealand Banking Group Limited

**Institutional Banking ANZ**

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Peter is responsible for leading ANZ's Global Utilities, Infrastructure & Government Segments within ANZ's Institutional Bank. Peter has been managing teams in Australia covering both Power and Infrastructure since 2007 and has recently taking on the global responsibility for these sectors.

He joined ANZ in 1999 as a Director in the Relationship Team and from 2003 to 2007 Peter headed up the banks Institutional business in Food, Beverages and Agribusiness.

Peter has over 25 years banking experience in client relationship management and as a product specialist in structured, project and asset finance.

He attended the University of New England and undertook studies in Agricultural Economics and has completed a Masters of Financial Management at Macquarie Graduate School of Management.

AUSTRALIAN RAIL TRACK CORPORATION



AUSTRALIAN RAIL TRACK CORPORATION LTD

The Australian Rail Track Corporation Ltd (ARTC) was created after the Australian and State Governments agreed in 1997 to the formation of a 'one stop' shop for all operators seeking access to the National interstate rail network.

It started out with the interstate track in Victoria and South Australia including the Trans Australian Railway to Kalgoorlie. It took over the interstate and Hunter Valley network in NSW on 5 September 2004, and the track between the NSW / Queensland Border and Brisbane in January 2009.

ARTC currently manages over 13,350km of rail track throughout Australia, including over 10,000km of standard gauge interstate track.

ARTC is established as a Corporations Law Company with 100% of its shares owned by the Australian Government and it operates on commercial principles.

The core business currently generates over A\$560 million revenue and a 5-year investment program with a value in the order of A\$3.7 billion is well advanced. ARTC does not receive recurrent funding from Government but does sometimes receive capital grants for works.

ARTC does not operate trains for profit, but derives the majority of its revenue from access fees paid by rail operators for use of the ARTC network. Train operators pay a two part access charge. A fixed component, or flagfall, is in effect a charge for occupying capacity on the network, regardless of the size of the train. The second charge is a mass distance charge based on the gross tonnage of the train multiplied by the distance travelled.

There are currently eleven major operators using the ARTC owned or leased network.

Australian Rail Track Corporation

SIMON ORMSBY

General Manager Commercial



ARTC

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Simon holds the position of General Manager Commercial and has been with ARTC since 1999.

- Simon currently oversees the functions of corporate planning, infrastructure strategy development, access regulation and manages commercial relationships with customers.
- In this role Simon has oversight of the development of ARTC's Infrastructure Strategies covering the National Freight Network and the Hunter Valley Coal Network.
- Additionally, Simon's role includes the development of opportunities to expand the ARTC network, and the identification of potential funding and investment partners.
- Simon holds a Bachelor of Economics in Accountancy and a Bachelor of Management and Marketing.

AUSTRALIAN TRADE COMMISSION (AUSTRADE)



Australian Government
Austrade

The Australian Trade Commission (Austrade) is the Australian Government's trade and investment development agency operating through a global network of offices in more than 100 locations in over 55 countries.

Working in partnership with business and government, Austrade offers practical advice, market intelligence, in-market access and ongoing support to Australian firms seeking to establish or expand business overseas. In addition, Austrade works to promote inwards investment to Australia.

To find out more visit www.austrade.gov.au

Austrade has Japan Covered

Austrade Japan covers Australia's second largest export market with a network of four offices extending from Sapporo in the north through to Tokyo, Osaka and Fukuoka in the south. Staffed by a total of 46 Australian and Japanese professionals across the network, each office delivers a comprehensive range of in-market services designed to help Australian companies develop business in Japan, in addition to providing consular services for Australians in locations outside of Tokyo.

Austrade is focused on developing initiatives and opportunities that are designed to deliver the greatest value add for Australia.

These trade and investment initiatives are aimed at:

- Building better brand awareness of Australian capability;
- Breaking down barriers to market entry;
- Developing new market sectors for Australia; and
- Creating new pathways to market and expanding Australian market share.

With a population of 127 million the Japanese market is characterised by consumers with high levels of savings, and a diverse and wealthy corporate landscape with a keen interest in the broad range of innovative and value-add products offered by Australia.

Japan regards Australia as a safe, reliable and conveniently located business partner. Our proximity to Japan and the minimal time difference provides both Australian companies and Japanese investors with an ideal platform upon which to expand their markets across Asia.

Australian Trade Commission (Austrade)

PETER GREY

Chief Executive Officer
Australian Trade Commission



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Mr Peter Grey was appointed as Chief Executive Officer of Austrade in January 2010.

Immediately before joining Austrade Mr Grey was Australia's Ambassador to the World Trade Organisation (WTO) in Geneva.

During his career Mr Grey held a range of senior positions with the Department of Foreign Affairs and Trade (DFAT) where he was appointed Deputy Secretary in 1994. As Deputy Secretary Mr Grey had responsibility for a wide range of functions with a particular focus on trade policy and negotiations, and bilateral political and economic relations with Asia, Europe and the Americas. He chaired the Department's Audit & Risk Committee.

Other senior positions include:

- Ambassador in Brussels with responsibility for the European Union, NATO, Belgium and Luxembourg (2003 to 2006)
- Ambassador to Japan (1998 to 2001)
- Ambassador for APEC (1996 – 1998)
- Chief Trade Negotiator
- First Assistant Secretary (Head), Trade Negotiations Division
- First Assistant Secretary (Head), Asia Division

Earlier in his career, Mr Grey had postings in Washington and Tokyo.

Mr Grey is a member of the European Australian Business Council's (EABC) Corporate Council; a member (ex-officio) of the Australia Japan Business Co-operation Committee's (AJBCC) Executive Committee, the Australia China Business Council (ACBC) and the Council of Australia Latin American Relations (COALAR).

Mr Grey has a Bachelor of Economics (Honours) from the University of Sydney and a Master of Business Administration from Stanford's Graduate School of Business. He is married with two children.

Australian Trade Commission (Austrade)

ELIZABETH MASAMUNE PSM

Senior Trade Commissioner, Tokyo/Japan Country Manager
Minister (Commercial), Australian Embassy, Tokyo



Australian Trade Commission, Tokyo

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Elizabeth is the Senior Trade Commissioner, Tokyo and Japan Country Manager for the Australian Trade Commission (Austrade), overseeing a team of 46 highly qualified Trade Commissioners and Japanese local staff spanning a network of 4 offices across Japan. Elizabeth has a long career with Austrade, joining the organisation in Japan in 1987. Her early career spans 10 years business experience in Japan, including 7 years in Tokyo with Austrade, and 2 years managing the Australia-Japan Venture Capital Fund, the first of its kind, raised in 1988. She re-joined Austrade in Tokyo in 1991 and was subsequently posted for 3 years to Jakarta as the Trade Commissioner for Japan in South East Asia in 1996.

She was appointed to the position of Senior Trade Commissioner Hanoi in June 1999 and relocated to Korea in August 2002, to take up the position of Senior Trade Commissioner, Seoul, which she occupied for 5 years. In June 2006, Elizabeth was awarded the Public Service Medal in the Queen's Birthday Honours List, for outstanding public service in furthering the business expansion of Australian companies in Asian markets. Elizabeth holds a Bachelor of Arts from Monash University with an Honours degree in Japanese language, and a Master of Literary Studies from the University of Queensland, in simultaneous interpretation and translation of Japanese.

Australian Trade Commission (Austrade)

PETER HARRISON

Global Leader - Infrastructure, Mining and Resources
Industry Group, Export and Investment Services



Australian Trade Commission (Austrade)

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Peter coordinates two global teams of infrastructure, mining and resources specialist business development managers across Austrade's international network. This network is dedicated to helping Australian infrastructure, mining and resources companies successfully identify international business partners and expand their businesses into overseas markets. Peter is also responsible for the facilitation of direct foreign investment into the Australian infrastructure, mining and resources industries. Based in Japan for more than 19 years, Peter has worked extensively throughout Japan, Korea, China, Taiwan and ASEAN. Peter holds an MBA degree from Yokohama National University (Japan) and a Bachelor of Economics degree from Nagoya University, (Japan.)

BLAKE DAWSON



Who We Are

Blake Dawson is one of Australia's leading law firms with over 181 partners and 500 lawyers. For over 160 years we have provided legal services to leading Australian and international corporations and government clients. We maintain a network of offices across Australia in Sydney, Melbourne, Brisbane, Perth, Canberra and Adelaide, and our international offices are in Shanghai, Singapore, Tokyo and Port Moresby with an associated office in Jakarta. Our services are integrated across all offices and areas of law. We have many years experience in negotiating across different cultural, legal and economic systems. Our network of regional offices is supported by strong relationships with many major law firms around the world. We assemble teams that combine specialist legal skills, industry experience and regional know-how.

Our focus is on getting to the heart of our clients' legal needs and delivering commercially astute and practical solutions. Our appetite for challenging conventions and delivering commercial solutions was one of the reasons we were named:

Australian Law Firm of the Year – ACQ Finance Magazine Awards, 2010

Australian Law Firm of the Year – IFLR Asia Awards, 2010

Top Australian Law Firm in the Asia Pacific 2009 – Asian Counsel Magazine

Infrastructure Expertise

Blake Dawson has been recognised as a leader in the Australian infrastructure market for many years. Our infrastructure team has worked with sponsors, consortia, lenders, contractors, government agencies and other participants in some of the largest and most complex projects in the Australian and international infrastructure market.

We have been recognised as a top tier infrastructure practice by Chambers Global (2008), and for six years in a row we have been legal advisers for projects which have been awarded project finance deal of year awards (CFO Awards, ALB Awards, IFLR Asia Awards, Asiamoney Awards, and PFI Awards).

Japan Focus

Blake Dawson is the first and only Australian law firm to have an office in Japan, providing dedicated on-the-ground support to our Japanese clients.

We have Australia's leading Japanese practice in terms of both clients and major transactions. Our Japan team has more than 25 years assisting Japanese corporations with their investments in Australia, Indonesia and Papua New Guinea. We advise Japanese clients across all aspects of M&A, joint ventures, energy and resources projects, listed property trusts, PPP and infrastructure projects and project finance.

We have acted on the largest investments to date by Japanese companies in Australia. In 2009 we advised Kirin on its acquisition of its outstanding 53.87% shares in Lion Nathan valued at \$3.3 billion. This transaction won the "2009 Australian M&A Deal of the Year" (ALB Awards) and "Japan's Best M&A In-Out Deal of the Year 2009" (Euromoney Awards).

Blake Dawson

ROBERT (BOB) SEIDLER Consultant



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Robert (Bob) Seidler is an experienced commercial lawyer, with more than 30 years practising in Australia and Japan.

Before joining Blake Dawson Bob was establishing partner of The Seidler Law Firm. Bob was also a managing partner in the Tokyo office of a leading international law firm. He became the first registered Australian lawyer in Japan, in 1992. During his time in Japan he became a member of the MITI Import Board (representing Australia and New Zealand).

As CEO of Hunter Phillip Japan Limited (an affiliate of Blake Dawson) (www.hpj.com.au) Bob was responsible for initiating and acting as Strategic Advisor to many of the significant transactions occurring between Australia and Japan in the financial services sector.

Bob sits on a number of Australian boards. He is currently an alternate director of Leighton Holdings Limited, a director of Leighton International Limited, a director of Leighton Properties Pty Limited, a director of Valad Property Group, a member on the Investment Advisory Board of Australian Prime Property Fund (Lend Lease managed fund), a member of the Federal Government's Corporations and Markets Advisory Committee and a member of the Executive of the Australia Japan Business Co-Operation Committee.

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Blake Dawson



CHRIS MITCHELL

Partner

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Chris has extensive experience in property and infrastructure development in the public and private sector. This includes major transport infrastructure projects, PPP projects, large scale residential developments, urban redevelopment programs, commercial leasing, alliance contracting, facilities management, joint ventures and advising in relation to government development agreements.

His career has included a two year secondment to the offices of Kumagai Gumi Co. Limited during a period in which it delivered critical infrastructure such as the Sydney Harbour Tunnel. Chris is an accredited specialist with the Law Society of New South Wales in property matters.

Blake Dawson
DAMIEN ROBERTS
 Senior Associate

Service areas: Corporate
 Mergers & Acquisitions
 Resources & Energy
 Infrastructure
 Japan/Korea Client Services

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Damien is part of Blake Dawson's pre-eminent North Asia practice within the firm's Corporate team. He has recently relocated to Blake Dawson's Tokyo office.

In addition to his broad corporate and M&A practice, Damien is actively involved in the resources and infrastructure industries. He has acted in the development of and investment in large-scale projects for the provision of road, rail, water and resources infrastructure.

Damien sits on the Infrastructure Planning Group for the Australia-Japan Business Cooperation Committee, and plays an integral role in the committee's ongoing initiative to encourage the joint delivery of infrastructure projects in Australia, in Japan, and third countries in Asia. Damien is a NAATI-accredited Interpreter (Japanese-English).

CLAYTON UTZ



Clayton Utz is one of Australia's leading national law firms.

With almost 1700 people working across offices in Sydney, Melbourne, Brisbane, Perth, Canberra, Darwin and Hong Kong, our approach is one of helping clients achieve commercial outcomes across many of the most significant transactions in Australia and internationally.

Our clients include many of Australia's top 100 companies, as well as Federal and State Government departments and agencies. Clayton Utz is recognised as a leading provider of legal services in the Asia-Pacific region and through our international networks our clients have access to top-tier law firms in over 150 countries world-wide.

Premier Infrastructure Practice

As the leading construction and major projects practice in Australia (reflected in numerous independent market awards), Clayton Utz has the skills and experience needed to provide expert advice on any infrastructure project.

Our market standing is demonstrated through the quality of our work across the construction sector, and our proven track record in advising other key players in the industry: owners, developers, sponsors to government agencies, financiers, contractors, operators and maintainers.

We have acted as a key legal adviser on many of Australia's major infrastructure projects over the past 20 years. Internationally, we work in Asia, the UK and US. Clayton Utz' recent expansion by opening an office in Hong Kong (in association with specialist construction law firm Haley & Co.) adds to our substantial experience in the Asia-Pacific region. Our team is highly experienced in the use of Public Private Partnerships (PPPs) in both economic and social infrastructure projects. We have advised, and are currently advising, on some of Australia's largest PPP infrastructure projects and many international PPP projects.

International Services

Clayton Utz recognises that it's important for our clients to be able to access trusted legal advice no matter where they are in the world. Our team of internationally experienced and commercially-minded professionals, our strong relationships with leading firms around the globe and our membership of select international legal networks means our clients receive the best possible advice and support, wherever they do business.

Our clients' needs are our first priority. When they require our specific expertise on a project or transaction, we will travel to any location to assist them. But when local knowledge and experience is critical, we choose to team up with the most appropriately skilled local firm.

This means that international clients investing in Australia know that Clayton Utz will perform as a streamlined member of their international legal team and they will benefit from our extensive local experience.

Japan Focus

We maintain a Japanese practice that is designed to service Japanese corporations and their Australian subsidiaries better than any other law firm in Australia by adding extra value where necessary. Our Japanese practice team include Japanese qualified bengoshi and Australian lawyers with Japanese legal, language and cultural knowledge. Where necessary and required by our clients, we ensure that at every stage of a matter, our Japanese clients are receiving advice that is communicated clearly and with the Japanese cultural and linguistic context in mind.

Our understanding of Japanese law allows us to provide value added service by, for example, giving comparisons between Australian and Japanese business practices. With our expertise and experience, we are able to bridge the gap between the Japanese and Australian legal systems to make our clients' business growth in Australia as easy and successful as possible.

Clayton Utz



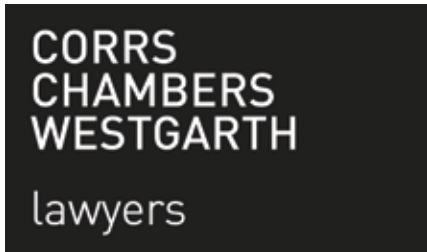
BRAD VANN Partner, Melbourne

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Brad Vann has been a Clayton Utz partner since 1981. Brad regularly advises government on social and economic infrastructure projects including in Australia, the City Link, Peninsula Link and EastLink PPP road projects in Melbourne, the Clem 7 and Airport Link/ Northern Busway PPP road projects in Brisbane, and the RailCorp Rollingstock PPP in NSW. In Victoria he also advised government in respect of its upgrade of its metropolitan rail network, and its smartcard based New Ticketing Solution for public transport. Other significant projects include advising the sponsor of the Victorian Desalination Plant, and advising the South Australian government on the New Royal Adelaide Hospital. Overseas, he has worked on energy projects in China, Laos, Nepal, Solomon Islands, Sri Lanka and Vietnam. Recently he advised the East-West Study Team which assisted Sir Rod Eddington on his recent report to the Victorian Government entitled "Investing in Transport", a major review of Melbourne's transport and freight needs.

CORRS CHAMBERS WESTGARTH



Corrs Chambers Westgarth is one of Australia's leading law firms. Corrs has a strong history spanning over 150 years and continue to be recognised as one of Australia's most innovative law firms.

Corrs are a fully integrated national law firm with offices in Sydney, Melbourne, Brisbane, and Perth. Corrs has a strong focus in the Asia Pacific Region and are in an ideal position to support clients whose businesses extend nationally and internationally.

Corrs has the breadth and depth of resources necessary to serve our clients' legal needs - no matter how large the transaction or complex the issue. Corrs is consistently involved in some of Australia's highest profile work.

The Corrs team has extensive experience in major Australian and international infrastructure projects, acting for governments and the private sector (including sponsors, contractors and financiers). We have a highly credentialed national projects and construction team which has won the confidence and support of market leading clients. We have specialist experience and capability in infrastructure and private sector investment in public sector infrastructure including social and economic infrastructure such as roads, power stations and desalination plants; managing contractor procurement; government procurement; complex, high profile approvals, land acquisition and contaminated land processes; energy procurement; managing major contracts for government during construction; and working within the applicable government policy framework.

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John has been a long time lead transaction lawyer and financial adviser. He has led teams on a range of major projects including privatisations and government concession arrangements.

In addition, he has senior experience in the energy, transportation (including toll roads), health and social infrastructure, property and agriculture sectors.

He has served for over five years as Chairman of the Wheat Export Authority (a Commonwealth Statutory Authority). In that capacity, he has represented the Authority before Senate Estimate Committee hearings and had specific statutory responsibilities under the Financial Management Act.

Corrs Chambers Westgarth**DAVID WARREN**
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David specialises in major infrastructure projects and project finance acting for Government, sponsors and financiers.

Major transactions include the North South Bypass Tunnel, Airport Link, EastLink, Royal Children's Hospital, Bonnyrigg Living Communities Project, Wonthaggi Desalination Project, Adelaide Desalination Project, Barwon Water Biosolids Project and the Victorian Traffic Camera Services Project.

David spent five years with Allen & Overy in London specialising in energy and project finance transactions.

DELOITTE

Deloitte.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/au/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 140 countries, Deloitte brings world-class capabilities and deep local expertise to help clients succeed wherever they operate. Deloitte's 169,000 professionals are committed to becoming the standard of excellence.

About Deloitte Australia

In Australia, the member firm is the Australian partnership of Deloitte Touche Tohmatsu. As one of Australia's leading professional services firms, Deloitte Touche Tohmatsu and its affiliates provide audit, tax, consulting, and financial advisory services through approximately 4,500 people across the country. Focused on the creation of value and growth, and known as an employer of choice for innovative human resources programs, we are dedicated to helping our clients and our people excel. For more information, please visit Deloitte's web site at www.deloitte.com.au.

Deloitte**STEVEN JOHNSON**

Projects and Infrastructure Commercial Specialist

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Steven is a projects and infrastructure commercial specialist. His professional focus is on the commercial preparation and negotiation of infrastructure including rail, health, defence and supply chain projects. He has worked extensively in these sectors throughout Australia and internationally advising governments, promoters, financiers and contractors.

He has been involved with many large-scale PPP projects and has significant experience in preparing, analysing, negotiating and advising on feasibility/business case development, tender requirements, bid submissions, financing arrangements and commercial aspects of project agreements and contractual arrangements.

DEPARTMENT OF INFRASTRUCTURE & TRANSPORT GOVERNMENT OF AUSTRALIA



Australian Government

Department of Infrastructure and Transport

The Department of Infrastructure and Transport contributes to the wellbeing of all Australians by assisting the Government to promote, evaluate, plan and invest in infrastructure and by fostering an efficient, sustainable, competitive, safe and secure transport system.

The Department provides policy advice to the Minister for Infrastructure and Transport and delivers a variety of programs on behalf of the Australian Government.

The Department conducts research and analysis; provides safety information and advice; and performs regulatory functions. We have a strong policy development role, together with program administration and service delivery responsibilities. We endeavour to involve key stakeholders, clients and customers in all stages of our work.

Department Of Infrastructure & Transport Government Of Australia

ANDREW JAGGERS Executive Director, Nation Building



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Andrew Jagers is the Executive Director of the Nation Building Infrastructure Investment Division at the Commonwealth Department of Infrastructure and Transport.

Andrew's Division is responsible for the delivery of the Nation Building Program including the major road, rail and port projects funded by the Building Australia Fund. The investment in Nation Building is improving the standard, efficiency and safety of land transport infrastructure in Australia, and contributing to increasing economic productivity.

Andrew came to the Department of Infrastructure and Transport from the Department of the Prime Minister and Cabinet. He was most recently the acting Head of the Office of the Coordinator General where he provided advice on the implementation of the Nation Building Economic Stimulus Plan. Andrew has held a number of senior executive positions in the Australian Public Service in Canberra, at the Department of the Prime Minister and Cabinet, and the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA), where he was responsible for the development and delivery of the Government's major new housing programs.

Andrew spent twelve years living and working in Western Australia where he held senior positions including as State Manager of FaHCSIA, State Manager of the Office of Indigenous Policy Coordination, and State Manager of the National Native Title Tribunal.

Andrew has had extensive experience negotiating agreements for the Commonwealth, delivering programs and projects, as well as working with resource companies, industry, and indigenous Australians. Andrew holds a Bachelor of Economics and Graduate Diploma of Environmental Law.

DEPARTMENT OF TREASURY & FINANCE, GOVERNMENT OF VICTORIA



The Department of Treasury and Finance (DTF) provides the Government with economic, financial and resource management policy advice to assist the Government in delivering its policy outcomes. DTF's innovative, expert advice balances economic, social and environmental goals within a framework of responsible financial management.

Commercial Division

The Commercial division provides commercial advice, contributes to the implementation of new commercial projects and manages commercial activities on behalf of government. The division ensures the minimisation of contractual risks to government and is the custodian and promoter of commercial principles and practices throughout the public sector.

The division's main functions include:

- Developing and maintaining the Victorian Government's policies on public private partnerships and project alliancing for procuring complex infrastructure;
- Providing advice to ministers and government departments and agencies on future uses or disposal of surplus government land and property to ensure that these valuable assets are used efficiently;
- Providing commercial and risk management advice on business cases, new infrastructure projects, major commercial transactions and undertaking the shareholder monitoring and governance of the Government's major government business enterprises;
- Managing the infrastructure Gateway review process and developing and implementing policies and practices for improved asset investment decision-making and project delivery across government;
- Major commercial activities requiring specialised resources; and
- Representing and coordinating DTF's interest in water plan infrastructure projects.

Department of Treasury & Finance, Government of Victoria**JOHN FITZGERALD**

Deputy Secretary, Commercial Division
Department of Treasury & Finance (Victoria)



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John is responsible for the provision of strategic commercial, financial and risk management advice to the Victorian Government. Activities include managing the State's balance sheet, prudential supervision of the public financial corporations, Public Private Partnerships (PPP's), infrastructure investment, commercial and property transactions and the monitoring and governance of the State's major Government Business Enterprises. Most recently he chaired the Council of Australian Governments (COAG) Infrastructure Working Group's development of the national PPP policy and guidelines.

John joined the Department in 2000 as Director, Commercial Division and led the development of Victoria's PPP policy, Partnerships Victoria. Prior to that, John held senior management positions with PricewaterhouseCoopers, AIDC, Deutsche Bank and the Commonwealth Bank. John has 30 years of commercial and financial experience in infrastructure, project finance, property finance, securitisation and debt capital markets.

John completed a Master of Public Infrastructure (Research) at The University of Melbourne in 2007-08. He is a Fellow of the Australian Institute of Company Directors and of the Institute of Public Administration Australia (Victoria).

FREEHILLS

Freehills

Freehills is an Australian based international law firm. We back up our commitment to providing innovative, commercial legal advice to clients around the world, with the resources and expertise of around 1000 lawyers, including more than 200 partners across offices in Australia and South-East Asia.

Freehills is at the forefront of public private partnership developments in Australia, both in establishing government policy frameworks, understanding legal and industry developments and in project evaluation and delivery.

Our advice is not limited to specific projects, having been appointed by both national and international government departments to provide training services in connection with the implementation of public private partnership policies, the development and delivery of public private partnership projects and technical guidance on public private partnership material.

This means that we can offer our clients a one-stop legal service for all facets of public private partnership projects with access to a truly multidisciplinary team of advisers, both in Australia and offshore.

Our team comprises partners and senior lawyers, all with extensive Australian and international infrastructure and public private partnership project experience. We advise on projects across all the sectors including:

- Transport (roads, rail, port and freight)
- Energy and power (general and renewable)
- Oil and gas
- Water and waste management (desalination and water treatments)
- Sporting and entertainment infrastructure; and
- Social infrastructure (health facilities, community, education, sporting and entertainment, science and industrial, correctional and courts).

By drawing on the national capability of our team, we are able to provide clients with a dedicated and experienced team of legal advisers with a truly multidisciplinary approach.

This includes:

- Management of complex tender processes
- Project and contract structuring
- Project delivery

- Risk analysis and management
- Preparation of project documentation and contract negotiation
- Transaction and project due diligence
- Planning, environment and native title advice
- Construction
- Facilities management
- Industrial relations and employment
- Project financing
- Equity investment
- Dispute resolution and litigation advice when required.

Freehills

ANDREW BLACOE Senior Lawyer



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Andrew is a senior lawyer in the Freehills' Energy and Resources Team, permanently based in Tokyo. Andrew has worked extensively on energy, social infrastructure (including water and rail) and power projects in Australia and across South East Asia, advising Japanese and international project sponsors and financiers.

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GOLDMAN SACHS

GOLDMAN SACHS & PARTNERS AUSTRALIA



Goldman Sachs is a leading full-service global investment banking and securities firm that provides a wide range of financial services, including corporate advisory, financing, securities, investment management and research, to a substantial and diversified client base.

Goldman Sachs & Partners Australia / New Zealand ("GS&PA") is co-owned by Goldman Sachs (45%) and partners in Australia and New Zealand (55%), and has offices in Sydney, Melbourne and Auckland.

The Corporate Advisory division of GS&PA provides strategic advice and capital raising capabilities to corporate and government clients and — as part of the global Goldman Sachs network — is one of the world's leading corporate advisory services organisations. We are able to combine local knowledge and expertise with the ability to provide global perspectives and access to capital markets around the world.

Our corporate advisory services include advisory assignments with respect to acquisitions, mergers, divestitures, takeover defence, restructurings and spin-offs. Our capital raising activities include public offerings and private placements of equity, equity-related, debt and hybrid instruments.

Our professionals advise and assist clients across a number of industry and product groups including the Infrastructure & Utilities space in Australia and New Zealand.

Our involvement in recent infrastructure projects (in 2010) includes our role as Joint Lead Manager and Bookrunner on the QR National (Rail) A\$4.05bn IPO, adviser to CPPIB on its A\$3.4bn acquisition of Intoll (Roads), restructure and sale adviser to Connector Motorways (Lane Cove Tunnel), which was sold to Transurban Limited for A\$630m (Roads), and strategic adviser to RiverCity Motorways (Roads).

Goldman Sachs**NICK JACOBSON**

Managing Director

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Nick has 20 years of Investment Banking experience and has been involved in a broad range of transactions for clients including Governments, public companies, asset-rich corporations and loan portfolios. Nick joined Goldman Sachs in 2009 from Citigroup in London where he was the Head of European Real Estate & Lodging investment banking. Prior to that he was the Head of Deutsche Bank's European & Asian Real Estate investment banking business. Nick has advised on many of industry's transformational and cross border transactions in Europe, the Middle East and Australia.

Goldman Sachs**NICK FOSTER**

Executive Director

Co-Head of Infrastructure & Utilities Investment
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Nick joined Goldman Sachs as Co-Head of the Infrastructure & Utilities Group. Prior to this, Nick was Head of Infrastructure at UBS based in Sydney and previously worked for Macquarie Bank in the infrastructure advisory group.

Nick has eleven years of investment banking experience and has advised on M&A, equity and debt financing. Nick has experience across the following infrastructure sectors:

- Transport—rail, airports, car parking, toll roads (Australia, US and Asia)
- Power & Utilities—generation and renewable energy (Australia and UK)
- Telecommunications—broadcast towers, fibre optic cables and satellites (Australia and Asia)

HUNTER PHILLIP JAPAN LIMITED



HPJ's advisory team has had extensive experience in the development of new business opportunities between Australia and Japan. HPJ's business was originally established in Sydney in 1997, with the company being expanded in 2004. The team has a depth of contacts within the Japanese business and Government community and competent Japanese language skills.

HPJ has conducted advisory work for both Australian and Japanese companies in a wide range of fields including: infrastructure, property and financial services (including funds management, JREIT and other real estate funds management and wealth management), tourism, shopping centres, M&A transactions and debt and equity structuring. Advisory experience also extends to other service industries including, construction and the strongly growing biotech and IT sectors, in addition to traditional manufacturing sectors such as food.

Over a long period HPJ, which is based in Sydney, Australia, has established strong links in both countries with a number of Japanese financial service companies, including banks and investment banks. Where successful achievement of the client's objective requires it, HPJ may conduct its work in Japan by joint venturing the assignment with such financial institutions.

HPJ executives are active members of The Australia Japan Business Co-operation Committee, The Japan Chamber of Commerce and Industry, Sydney and The Australia Japan Society of NSW.

Hunter Phillip Japan Ltd**DAVID H. JACOBS**

Director

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David's career has been exclusively involved with Australia Japan business relations and customer relationship management on behalf of clients. His Japan experience covers a wide range of industries and service sector fields and typically involves the market analysis and distribution channel assessment as a precursor to hands on negotiation with Japanese companies. Sectors include: funds management, shopping centres, pharmaceuticals, biotech, processed food, IT, tourism and industrial products. Earlier in his career he was appointed Director of the Australia Japan Economic Institute (AJEI). This was one of only six offices funded by the Government of Japan worldwide. Subsequently he established a specialist Japan advisory firm The Australia Japan Link, catering for both private and public sector clients. David was an advisor to JETRO Sydney for a ten year period and was also the Australian Representative for the Osaka Chamber of Commerce's hi-tech business matching event Global Venture Forum.

David is a graduate from the University of Sydney, with an Honours Degree in Economics (Economic theory) and a major in politics. Japanese language study commenced in 1969 with his first visit to Japan. He was an industrial product market consultant at the then Philip Shrapnel & Co in Sydney (now BIS Shrapnel) before becoming Director of the Australia Japan Economic Institute. In 1989 he established The Australia Japan Link and in 2004 became a Director of Hunter Phillip Japan Limited. David is a Board Member and Vice President of the Australia Japan Society of NSW and a Member of the Australian Institute of Company Directors

INFRASTRUCTURE AUSTRALIA



Infrastructure Australia is developing a strategic blueprint for Australia's future infrastructure needs and will - in partnership with the states, territories, local government and the private sector - facilitate its implementation.

It will provide advice to Australian governments about infrastructure gaps and

bottlenecks that hinder economic growth and prosperity. It will also identify investment priorities and policy and regulatory reforms that will be necessary to enable timely and coordinated delivery of national infrastructure investment.

In the 2008-09 Budget the Government announced the establishment of a Building Australia Fund. Allocations from the Fund are guided by Infrastructure Australia's infrastructure priority list. The priority list is updated each year in June.

Infrastructure Australia is also responsible for the National Public Private Partnership (PPP) Policy and Guidelines and takes an active role in promoting best practice and greater international involvement in Australian PPP projects.

Infrastructure Australia reports regularly to the Council of Australian Governments through the Federal Minister for Infrastructure and Transport.

Infrastructure Australia

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Rory joined Infrastructure Australia in August 2008 shortly after its establishment. He was seconded from Sydney Water to assist in pursuing Infrastructure Australia's three priorities: the infrastructure audit, the infrastructure priority list and the development of National Public Private Partnership Policy and Guidelines. Rory has subsequently taken a permanent position in Infrastructure Australia as, Infrastructure Investment.

Rory's experience in infrastructure delivery ranges from Australia's purchase of frigates from the US Navy to Sydney's Desalination Plant and its supply of renewable energy. He has experience in most modes of infrastructure contracting, including PPPs, Design, build, operate and maintain, design and construct and alliances.

Rory's emphasis at the moment is on working with the Commonwealth, State and Territory governments and the private sector to ensure PPPs continue to play a key role in infrastructure delivery in Australia. This includes ensuring that the contract model is capable of attracting competitive fields and delivering value, ensuring PPPs can attract debt and equity, developing approaches that will reduce the cost of bidding for contracts and attracting overseas players to participate in the delivery of Australian infrastructure.

Infrastructure Australia

SIR ROD EDDINGTON

President AJBCC,
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Sir Rod Eddington is one of Australia's most experienced and accomplished business leaders. Educated as an engineer at the University of Western Australia and then Oxford University as WA's 1974 Rhodes Scholar, he has demonstrated his acumen and expertise on the national, regional, and international stages.

Sir Rod's career began in transport and aviation in 1979 when he joined the Swire Group and Cathay Pacific from Oxford University, and went on to be CEO of Cathay Pacific, Ansett and British Airways, before retiring in late 2005 to return to Australia.

Today, he is non-executive Chairman (Australia & New Zealand) of JPMorgan, in addition to maintaining non-executive roles with News Corporation, Rio Tinto plc, CLP (China Light & Power) Holdings, and John Swire & Sons Pty Ltd. He is Chairman of Infrastructure Australia and also serves as Chairman of Victorian Major Events Committee.

Sir Rod was elected President of the Australia Japan Business Co-operation Committee (AJBCC) in August 2006.

Sir Rod led the Inaugural Australia infrastructure Mission to Japan in March 2009 and was Co-Leader of the Joint Australia - Japan Infrastructure Mission to India of July 2010.

JOHN HOLLAND



John Holland is one of Australia's leading and most diversified contracting, engineering and services providers. Operating across Australia, John Holland's business is driven by its unique delivery model, combining national specialist skills with strong regional civil construction and building businesses. Our operating principles - People, Performance, Partnerships and Profit - remain a focus in all that we do.

Our experience covers a wide range of contracting and services capabilities, from tunnelling to power, to water and communications and engineering and construction solutions in the energy and resources sectors; along with rail, contract mining and aviation maintenance services. These niche national skills are underpinned by industry leading capabilities in building and civil construction.

Our strength lies in our ability to deliver diverse, complex and challenging major projects, our partnership approach to client relationships and our absolute commitment to our people and their careers. With 60 years experience, over 7,000 people across Australia, annual revenues in excess of A\$4 billion and work in hand of over A\$7 billion, John Holland has the capability to deliver almost any project anywhere in Australia.

Internationally John Holland is active in the delivery of large tunnel, water and rail projects.

John Holland is also one of Australia's most active participants in the procurement of large scale infrastructure using the Public Private Partnership (PPP) methodology. John Holland acts as a Sponsor, Equity investor and Design and Construction Contractor in PPP projects. PPP projects successfully completed or under construction include the Alice to Darwin Railway (completed and opened in 2004), Lane Cove Tunnel Toll Road in Sydney Australia (completed and opened in 2007), Eastlink Toll Road in Melbourne Victoria (completed and opened in 2008), the Southbank TAFE redevelopment in Brisbane Queensland (education complex completed 2008) and the Airport Link Toll Road in Brisbane Australia (due for completion in June 2012).

John Holland**MARK SNAPE** B.Ec; MBA; ACA; FAICDCorporate General Manager Infrastructure
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Mark joined the John Holland Group in November 2003 and is responsible for managing John Holland's equity investment in Public Private Partnerships (PPP) and for group acquisitions. He has considerable experience in large scale infrastructure development, financing and start up operations.

He is presently a director of BrisConnections Limited which has the PPP concession to build, finance, operate and collect tolls for the Brisbane Airport Link which is due to open in June 2012.

He has held directorships in ConnectEast Limited (PPP concession to build, finance, operate and collect tolls for the Eastlink toll road in Victoria, Australia), Connector Motorways Pty Limited (PPP concession to build, finance, operate, maintain and collect tolls for the Lane Cove Tunnel in Sydney, Australia), Australian Pacific Transport Pty Ltd (concession to build, finance, operate and maintain the Alice to Darwin Railway in Northern Territory, Australia) and the Australian Council for Infrastructure Development Limited.

John Holland**KARL MOCIAC****Executive General Manger Transport Services****John Holland Pty Ltd**

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Karl is the Executive General Manager of John Holland Transport Services. In his role he is responsible for all Rail Business within Australia and overseas as well as the John Holland Aviation Services business.

Karl joined John Holland in 2007 and is currently a Director of John Holland Pty Ltd, John Holland Rail Pty Ltd, John Holland Queensland Pty Ltd, Metro Trains Melbourne and Chairman of the Advance Rail Group (Abu Dhabi). Karl is also currently a Board Member of the Melbourne Lord Mayor's Charitable Foundation.

Mr Mociak's achievements to date stem from more than 35 years experience in the Railway, Transport & Civil Infrastructure Industry, throughout Australia and overseas. Karl was Director of Business Development and marketing for Rail Services Australia (RSA). It was there where he developed the business across Australia and internationally for RSA, generating a forward order book in excess of AUD\$4 billion. Karl led major successful international contracts in Hong Kong under a Joint Venture with Leighton Asia and took out the title for the prestigious Export Award from the Australian Railway Industry Commission. Karl was also the Goodwill Ambassador for the Hong Kong Tourist Board and is currently a member of the Hong Kong - Australia Business Association (HKABA).

During Karl's career he held the positions of Group General Manager Infrastructure for the Public Transport Corporation of Victoria and Construction Manager on the "One Nation Project" for National Rail Corporation.

The John Holland Rail business is the largest rail contracting business in Australia with a forward order book in excess of \$5B AUD. Karl's drive, vision and dedication to safety are what make him one of the significant leaders of the John Holland Group and of the rail industry in Australia and what keeps his Transport team focused.

Karl's recent business activity has taken the division into Hong Kong, China, Japan, New Zealand and more recently the Middle East.

In Karl's spare time he enjoys cycling around Victoria, breakfasts in Keilor, good food & wine with friends and spending time with his wife Pamela and their two children, Daniel and Jessie.

KPMG



KPMG is a global network of professional services firms providing Audit, Tax and Advisory services. It has over 137,000 professionals working together to deliver value for its clients in 144 countries worldwide. KPMG offers global reach and local knowledge, clear and timely advice, a flexible, multi-disciplinary approach to engagements and an absolute commitment to independence, objectivity and professional integrity.

KPMG's Global Japanese Practice was established in 1978 and is a network of dedicated professionals who focus on meeting the needs of Japanese companies worldwide. KPMG's Japanese Practice in Australia has helped many Japanese companies with their strategic investments and also Australian companies entering the Japanese market. In Australia, KPMG's Japanese Practice currently has 29 bilingual professionals who combine their technical knowledge and industry insight, with a careful consideration for Japanese culture and customs.

KPMG Australia's Infrastructure Group helps clients make the most of the business, investment and public policy opportunities arising from the unprecedented expansion of economic and social infrastructure in Australia and across the region. It provides a wide range of services covering all key economic and social infrastructure sectors including energy and natural resources, utilities, transport, telecommunications, schools, hospitals and public housing. It has a strong track record of working with both government and the private sector on many large and complex projects.

KPMG**DAVID ASTERAKI**

Director, Infrastructure and Projects Group



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David Asteraki is a senior infrastructure professional with an international track record of advising Governments on the award of Public Private Partnership (PPP) projects, advising bidders, and arranging and providing limited-recourse finance. David is a Director of KPMG's Infrastructure and Projects Group, where he has been advising the Australian Federal Government on the National Broadband Network and various defence infrastructure projects, and the NSW Government on the M2 Enhancement project. He has undertaken a review for Infrastructure Australia on barriers to competition and efficiency in the procurement of PPP projects, and has written widely on the challenges of financing Australian PPPs in the aftermath of the Global Financial Crisis.

David was formerly Head of Partnerships Victoria and held several senior positions in the London PPP market, where his major projects included the M5 and M6 motorways in Hungary, the M74 motorway in Scotland, the M8 and M7/M8 motorways in Ireland, Spain's first PPP healthcare project; England's first grouped schools project; Northern Ireland's first PPP raw water treatment project; and the BA London Eye, London's leading tourist attraction.

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LEIGHTON HOLDINGS



Founded in Australia in 1949, Leighton Holdings Limited is one of the world's major contracting, services and project development organisations and is the world's largest contract miner.

Headquartered in Sydney, Australia, Leighton Holdings owns six diverse and independent companies: Thiess, Leighton Contractors, John Holland, Leighton Asia, Leighton International and Leighton Properties and has significant interests in Al Habtoor Leighton Group, Devine Limited and Sedgman Limited.

These companies operate in more than 30 countries and offer a broad range of project development and contracting services and skills to public and private sector clients across a wide range of industries. These skills include: engineering and infrastructure construction, infrastructure development (e.g. toll roads), property development and building construction (residential and non-residential), contract mining, telecommunications and operations and maintenance.

The Group boasts an experienced, long-serving management team and a strong balance sheet which supports its operations. Operating companies are encouraged to innovate and be successful in an autonomous manner, however this autonomy occurs within a corporate governance framework defined by Leighton Holdings, which sets standards for: ethical and financial performance; health, safety and rehabilitation; and community and environmental matters.

Leighton Holdings is focused on sustainability, which it defines as delivering consistently excellent shareholder returns, and meeting or exceeding the needs of its operating companies' clients whilst maintaining good relationships with the communities in which these companies work.

The Leighton Group directly employs around 47,000 people and indirectly employs a similar number.

Leighton Holdings**BILL WILD****Deputy Chief Executive Officer****Leighton Holdings Limited**

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 natalie.dawes@leighton.com.au
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Bill Wild is the Deputy Chief Executive Officer of Leighton Holdings Limited. Prior to taking on this role he was Managing Director and CEO of the John Holland Group.

Bill's expertise covers executive management, civil, mining, building and mechanical engineering and waste management. He has extensive experience with all forms of contract delivery and with major international joint ventures and alliances.

A Fellow of the Australian Academy of Technological Sciences and Engineering (ATSE) and an Honorary Fellow of the Institution of Engineers, Bill holds a Bachelor of Engineering degree from the University of Queensland and a Master of Engineering Science degree from the University of New South Wales. He was awarded Engineers Australia, Civil Engineer of the Year in 2004 and appointed to the Queensland University of Technology Distinguished Constructors Hall of Fame in 2008.

Leighton Holdings**PHIL HATTEN****General Manager, Investments & Acquisitions****Leighton Holdings Limited**

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 (Executive Assistant)
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Phil has been in the Leighton Group for 12 years. He has a strong debt and capital markets background. Within Leighton Holdings Phil operates from the central Treasury and Investments office with particular focus on project specific transactions requiring access to and support of Treasury products (Performance Bonds / Guarantees), equity and debt. This covers projects to be delivered under PPP methodology or others, which require a structured approach to risk management and delivery that utilise third party funding. Accordingly, his expertise resides in risk and return analysis across project structure (financial and commercial).

LEND LEASE CORPORATION & LEND LEASE JAPAN, INC



Lend Lease is one of the world's leading fully integrated property solutions providers, with strong development, investment management, project and construction management and asset and property management capabilities.

Founded in Sydney in 1958 by Dutch immigrant and innovator Dick Dusseldorp, the group was born out of a vision to create a company that could successfully combine four disciplines; property, financing, development and investment.

Lend Lease's aim is to be the leading international property and infrastructure group.

We are committed to creating and building innovative and sustainable solutions, forging partnerships and delivering strong investment returns.

We primarily operate in Australia, Asia, America and Europe (incorporating the Middle East) and have built up a long and successful track record, creating many iconic and admired precincts, spaces and buildings.

Sustainability has been an integral part of our culture, as we believe every action adds up. Through design and investment in new technologies, we are committed to delivering the next generation of sustainable property and infrastructure solutions.

We are committed to being Incident & Injury Free wherever we have a presence. This philosophy reaches every part of our operations and extends to employees, partners, clients, suppliers and subcontractors.

Lend Lease holds strong market positions in the commercial, retail, residential, industrial, telecoms and pharmaceutical sectors and also work closely with governments to deliver health, education and defence projects amongst others.

Lend Lease Japan is a wholly owned subsidiary of Lend Lease Corporation. Lend Lease Japan is a leading project management company in Japan, operating nearly 800 staff, across 9 cities across Japan.

Lend Lease Japan
ANDREW GAUCI
 Managing Director

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Andrew Gauci is Managing Director of Lend Lease Japan.

After nearly five years in Hong Kong working for Japanese construction firms Kumagai Gumi and Nishimatsu on major infrastructure projects such as the construction of a cable stayed bridge to the new Chek Lap Kok International Airport, Andrew relocated to Japan in 1997. Andrew spent a year at Keio University studying Japanese before joining Lend Lease Japan in 1999. Andrew's first role in Japan was Project Manager for the construction of the Shiodome City Center Office Tower in Minato-ku, after which he was appointed Senior Project Director in the newly established Telecoms business. Responsible for project delivery and business expansion, Andrew oversaw the creation of the Telecom's team, delivering 3G Network Rollout programs for major mobile service providers including Nokia Siemens, Nortel and E-mobile. After seven years in Telecoms, Andrew was appointed Managing Director for Japan in December 2007.

Since taking over the role of Managing Director the company has grown from a staff of 300 to nearly 800. Lend Lease Japan has completed over 600 projects in Japan and is recognized as the leading international project management and sustainable building company in both the construction and telecoms sectors in Japan.

Lend Lease Japan
AKIRA ISHIGAMI
 Senior Commercial Manager

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After four years managing several construction works such as construction of a ramp for the metropolitan highway, development for a nuclear power plant, replacement of bridges, etc. as a civil engineer, engaged in corporate strategy planning more than ten years for Japanese construction company, Japan Development & Construction Corporation. Experienced different industries such as construction, real estate, telecommunications and food as a general manager in charge of planning/execution corporate strategies, controlling company's management issues including subsidiaries, exercising M&As and so forth. December 2010, joined Lend Lease Japan in charge of Finance and Legal as a senior commercial manager.

LINKING MELBOURNE AUTHORITY



Linking Melbourne Authority (LMA) is a special purpose statutory authority, responsible for managing complex road projects on behalf of the Victorian Government and the wider community.

Previously known as the Southern and Eastern Integrated Transport Authority (SEITA), LMA was responsible for delivering the \$2.5 billion EastLink project, which was opened five months early.

LMA has been allocated responsibility for the delivery of the \$759 million Peninsula Link project. LMA has also commenced the WestLink planning study to investigate a new road connection from the Port of Melbourne precinct to Melbourne's western suburbs.

LMA, under the guidance of a highly experienced Board uses its project management, engineering, commercial and communications capabilities to facilitate major road project delivery on behalf of the Victorian Government.

LMA was established on 1 July 2010 under section 134 of the Transport Integration Act 2010 (the Act) and is the successor in law to the SEITA. LMA operates under the new regime introduced by the Act which brings together the transport portfolio under one principal Act and seeks to promote the provision of an integrated and sustainable transport system in Victoria.

Linking Melbourne Authority

KEN MATHERS

Chief Executive Officer



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Ken has been the Chief Executive Officer of Linking Melbourne Authority since inception in mid 2003. His background includes Project Management roles during an extensive career with VicRoads including Melton Bypass, sections of the Hume Freeway and the Western Ring Road. He was Director Engineering at Melbourne City Link Authority from 1995 until completion of CityLink in 2000 and then worked as a private consultant.

He is a past chairman of the Victorian Division of Engineers Australia and served on the National Council. He is a qualified Company Director and is a Board member of City North Infrastructure and Roads Australia.

MINTER ELLISON

MinterEllison

L A W Y E R S

Minter Ellison is a large Australian law firm, with more than 290 partners and 900 legal staff worldwide and 14 offices throughout Asia, Australia, New Zealand and the United Kingdom to provide clients with local experience and expertise and an international perspective.

Minter Ellison endeavours to deeply understand industry and commercial drivers that impact business. We highly value practical and commercial solutions that help our clients achieve their business goals.

Minter Ellison has been very fortunate to be involved in, and lead, many high profile, commercially complex and strategically important projects. Our infrastructure team is regularly engaged by government, constructors, developers, operators, debt providers and investors. Minter Ellison's involvement spans all sectors, including economic infrastructure (transport, communications, power, water and other utilities), municipal facilities and social infrastructure (health, education, housing and justice). In particular, our infrastructure team has been fortunate to be requested to assist governments and industry to lead Australia's PPP development and the delivery of major and often highly sensitive infrastructure projects.

Minter Ellison is grateful for *Chambers Global 2010's* acknowledgement of our work in this sector.

Minter Ellison
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Lloyd Baggott is a senior partner in Minter Ellison with extensive experience as lead advisor on infrastructure projects.

He has advised on many landmark projects, including the Yulara Resort, Gateway Toll Bridge Project, the A\$1.2b Melbourne Convention Centre development, the A\$12b Melbourne Docklands development, and the A\$225m electrification of Queensland's rail from Brisbane to Galdstone. Lloyd was also a lead advisor on the A\$1b Port of Melbourne Channel Deepening Project, which was awarded 'Project of the Year' by Infrastructure Partnerships Australia. Lloyd's association with Japan through business and the Japan Karate Association spans 35 years.

Minter Ellison
HON. ANDREW THOMSON
 Special Counsel, Minter Ellison
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Andrew Thomson is Special Counsel with Minter Ellison based in Beijing and Tokyo. He also works in the UAE and Saudi Arabia.

Mr Thomson is a graduate of the University of Melbourne, Keio University in Tokyo, and the Georgetown University in Washington DC. Before moving to Washington D.C. in 2001 Mr Thomson was a Member of Parliament in Australia, representing a district in Sydney in the House of Representatives.

During the 1990s he served as Parliamentary Secretary for Foreign Affairs, Minister for Sport, Tourism, and Minister for the Sydney 2000 Games, and chairman of the Joint Committee on Treaties.

His other languages are Japanese, Mandarin Chinese, and Arabic.

PRICEWATERHOUSECOOPERS



PwC provides industry-focused assurance, tax and advisory services for public and private clients in:

*Corporate Accountability;
Performance & Process Improvement;
Risk Management; and
Structuring and Mergers & Acquisitions.*

PwC has 140 years of experience in assurance, tax and advisory services.

Our industry leadership and strong client focus is demonstrated by our many awards and accolades, including being named Best Large Accounting Firm and Market Leader in the 2008 BRW Client Choice Awards. For the last five years PwC has been named as a leading tax adviser by International Tax Review.

Our focus on developing the best and brightest earned us the title of Best Graduate Intake Program at the 2006 Australian HR Awards. PwC provide services to 90 of the ASX top 100 listed companies and 704 companies of the IBIS top 1,000 - including many federal and state government agencies.

PwC employs over 6,000 people in eight cities around Australia. We invest in our people and nurture a vibrant culture of teamwork, excellence and leadership - a policy which also benefits our clients.

PwC is aware that it takes more than rhetoric and good intentions to fulfil our mission to be the professional services firm of our time. We constantly remind ourselves that it requires the highest standards of work and behaviour in everything we do. It is a mission requiring unceasing dedication, hard work, investment in our people and an unfailing commitment to our clients.

Our Infrastructure Advisory team works with both the public and private sectors in delivering large-scale, complex infrastructure projects for the benefit of both the community and private sector needs. We develop flexible, innovative solutions for our clients that provide the foundation for a project's successful delivery.

The Value PwC delivers includes:

Assessing potential projects - to ensure the decisions made are feasible and well planned;

Structuring projects - through advice on procurement strategies, project, structuring, procurement, arranging finance for, and negotiating, large-scale PPP projects so that clients are set up to achieve, what are often, very public outcomes; and

Project execution - to help our private sector clients to finance, deliver, and operate these projects on time and on budget.

PwC is committed to working closely with organisations to successfully and efficiently deliver Public Private Partnership or a private infrastructure projects and in doing so, to help realise the greatest possible outcome for the project itself and the community.

PricewaterhouseCoopers **MARIO D'ELIA**

Partner



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Mario is the lead Partner in PricewaterhouseCoopers' Infrastructure Advisory Group. This includes leading the firm's national practice advising on Public Private Partnerships and various other Government procurement models involving the private sector. In this capacity Mario has extensive experience in advising governments on the development and implementation of major capital projects spanning a wide variety of sectors, including transport, water and social infrastructure.

In addition, Mario has over 15 years of Investment Banking Experience. His roles have included providing high level strategic advice to both government and private sectors in establishing private sector delivery of traditional government services. He has also been involved in major financial restructurings, project finance, mergers and acquisitions and general corporate advice.

Mario also spent over 3 years with the Victorian Government Treasury where he held the position of Assistant Director in the Privatisation and Industry Reform Group. In this role, he developed a competitive private sector service delivery market for the water/waste water industries.

PricewaterhouseCoopers **JASON HAYES**
Partner



PricewaterhouseCoopers Aarata

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Jason is the leader of our Japan Service Desk in Australia and is a Financial Assurance partner based in Tokyo. In his role as leader of the firm's Japan Desk, Jason is responsible for the communications and co-ordination of activities between the Australian and Japanese firms to ensure PwC delivers the high quality of services to our Japanese clients.

He has more than 20 years experience in providing assurance services and advice to a wide variety of clients in Australia and Japan. Jason is focused on cross border M&A (particularly between Australia and Japan) and in doing so, Jason maintains close involvement with key organizations such as JETRO, Asialink, JCCI, AJBCC and Austrade. Jason is primarily focused on serving clients within the Resources, Technology, Entertainment & Media, Retail & Consumers industry sectors. Jason is currently serving his second long term secondment working with PwC in Tokyo, Japan.

He has extensive experience working with international subsidiaries of Japanese companies and understands many of the key considerations that need to be observed in the establishment and operation of Australian and regional businesses by Japanese based parent companies. Jason's Japanese client experience includes working for organisations such as Sony, Mitsubishi, Toshiba, Nippon Steel, Konica Minolta, Fuji Xerox, Sumitomo, Toyota, Marubeni, Kyocera-Mita and Mitsui & Co..

QR NATIONAL



QR National is the largest rail freight haulage operator in Australia by tonnes hauled, operating in key freight sectors and supply chains across the country.

We are focused primarily on large, heavy haul rail tasks such as the transportation of coal, iron ore, other minerals, agricultural products and general freight as well as containerised freight.

QR National also operates and manages approximately 2,300km of largely dedicated and purpose built, heavy haul rail infrastructure, known as the Central Queensland Coal Network (CQCN), under 99 year lease arrangements with the State (Queensland Treasury Holdings Pty Ltd (QTH), the Department of Transport and Main Roads and Queensland Rail) which commenced in July 2010. It also provides a range of specialist rail engineering, construction and maintenance services.

QR National is headquartered in Brisbane, Queensland, in accordance with the requirements of the Transport Infrastructure Act 1994 (Qld). It has business operations in Queensland, New South Wales, Victoria, South Australia and Western Australia. QR National employs approximately 9,400 people and controls tangible fixed assets with a book value of \$7.4bn (including assets under construction) as at 30 June 2010. QR National generated pro forma revenue of \$2.9bn and pro forma EBITDA of \$628m in FY2010.

QR National**STEPHEN BAINES**

Executive Advisor to the Chairman

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Stephen is the Executive Advisor to the Chairman of QR National and the founder of edge, a business arm of QR National. Edge is an end to end innovation service which has been breaking new ground in idea generation, product development and commercialisation.

Stephen has had strategic experience across the rail industry in Australia, including senior roles with Pacific National and QR National. Stephen has developed strengths in infrastructure policy and strategic M&A. Stephen's connection with the rail industry internationally was a key source of information and support during the IPO and the demerger process of QR Limited.

Stephen holds an MBA from Deakin University.

REDBRIDGE GRANT SAMUEL



RedBridge Grant Samuel is an independent investment and advisory group specialising in and focused on the Asia-Pacific region. We offer the highest-quality independent advice and investment expertise for clients throughout the Asia-Pacific time zones.

Our Focus:

We are dedicated to serving the needs of our clients and investors, focusing on those particular countries, sectors and products in which we have differentiated knowledge and skill.

Our Experience:

Clients and investors receive hands-on attention from Partners who have collectively hundreds of years' experience in the markets where they operate.

Our Network:

Our Partners, Advisory Board and corporate affiliates leverage a peerless network of client, regulatory and other relationships throughout the Asia-Pacific region for the benefit of clients and investors.

The Partners and team at RedBridge Grant Samuel have a depth of cross-cultural business experience and knowledge that makes us uniquely qualified to assist:

- Asian investors interested in Australian investment
- Asian companies interesting to Australian investors
- Australian investors interested in Asian investment
- Australian companies interesting to Asian investors

We seek to develop close, long term relationships with our clients. Through an in-depth understanding of their businesses and corporate objectives, we provide a seamless service from high level strategic advice to effective implementation of transactions.

RedBridge Grant Samuel focuses on sectors that reflect our belief in the continued growth and dynamism of the region:

- Media & Entertainment
- Energy & Infrastructure
- Natural Resources
- Consumer & Real Estate

RedBridge Grant Samuel offices include Singapore, Hong Kong, Sydney, Auckland, Melbourne and Perth.

RedBridge Grant Samuel **ANDREW LOW** Chief Executive Officer



RedBridge Grant Samuel

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Andrew Low is Chief Executive Officer of RedBridge Grant Samuel. He has over twenty years' international experience in M&A, corporate finance, equity capital markets, principal investment, specialised funds and investment banking.

Mr Low was Head of Asia for Macquarie Capital (2004-2010) and global Head of Telecommunications, Media, Entertainment & Technology (2001-2007) as well as Chief Operating Officer and global Head of Financial Institutions for Macquarie Capital Advisers prior to establishing RedBridge Grant Samuel.

Mr Low was recognised as one of Finance Asia's 50 most influential people in Asia's financial markets, one of the Asia Society's Asia 21 emerging leaders and an Advance Global 100 Australian Expatriate.

ROYAL BANK OF SCOTLAND (RBS)



RBS Australia is part of The Royal Bank of Scotland Group, founded in 1727, one of the foremost financial services groups globally. In Asia Pacific, RBS serves corporate, institutional and public sector clients in 11 countries including Australia and Japan.

RBS Australia is a leading provider of corporate and financial services. We have had a local presence since 1974 and work on some of the local market's largest and most complex transactions and projects for our corporate, institutional and public sector clients.

Over the last decade in Australia, RBS has played instrumental roles in more than 30 Public Private Partnerships (PPPs) for government at the federal, State and local level. Our reputation is built on creating innovative solutions and delivering expert transaction execution.

The RBS Infrastructure Advisory team is purpose-built to draw from the Bank's breadth of experience and products to deliver the most comprehensive and innovative financing solution for social and economic infrastructure projects. The team combines:

- Specialist skills in PPP finance, capital structuring, infrastructure debt financing and cross-border structured debt and equity;
- Experience in PPP processes across various jurisdictions undertaken by a national team;
- Sponsorship/project management expertise including liaison with stakeholders, design management, construction delivery and project co-ordination; and
- Access to the Bank's global experience, product pool, investor client base and balance sheet, enabling the arranging and underwriting of tailored debt, derivative and equity products for each project.

RBS Australia**GEOFF DALEY**

Managing Director,
Head of Infrastructure Advisory



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Geoff is head of the Royal Bank of Scotland's Infrastructure Advisory team. Geoff joined RBS in 2006 after 10 years with Blake Dawson where he was a Partner.

Geoff leads the team in providing advisory services for the project financing of infrastructure, including the RBS market-leading franchise in advising on Public Private Partnerships across Australia. He has unparalleled experience in the successful execution and delivery of PPPs, and has had an instrumental role in numerous PPPs. This includes the winning bids for the recent Peninsula Link Project, Partnerships Victoria in Schools Project and the first PPPs in each of Victoria, Queensland and Western Australia.

Geoff has an LLB (First Class Honours) and Bachelor of Science from the University of Melbourne, is a fellow of the Australian Centre for Public Infrastructure at the University and a board member of Infrastructure Partnerships Australia.

TASMANIAN IRRIGATION DEVELOPMENT BOARD



The Tasmanian Irrigation Development Board Pty Ltd (TIDB) was established as a registered company by the Tasmanian Government in September 2008 to progress a suite of regionally significant irrigation schemes in many parts of Tasmania.

It is an expertise-based Board, well qualified and experienced in major projects, governance, negotiation and finance. The TIDB progresses the schemes from feasibility assessment through to the construction and operational stages.

A recognition that regionally significant irrigation development is, in most cases, beyond the resources of farmers alone, resulted in the establishment of the TIDB to realise the schemes through public-private partnerships.

The capital cost of these schemes is shared between the community and the private sector. A total of \$220m has been earmarked by the Tasmanian and Australian Governments to progress the water developments. The public funding contribution recognises that the regional communities in which the schemes are located will gain a general socio-economic advantage from increased activity and employment over time. Private capital contributions are made through the purchase of tradeable water entitlements to a particular scheme by the beneficiaries of that scheme. Operating costs are met by an annual charge on water entitlement holders.

Currently the TIDB is progressing thirteen schemes across the state.

Tasmanian Irrigation Development Board

CHRIS OLDFIELD Chief Executive



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Chris Oldfield is the Chief Executive of the Tasmanian Irrigation Development Board, the body charged with substantially upgrading the state's \$400 million network of irrigation schemes. It will drive the Government's food bowl vision to expand the state's agricultural output for domestic and international consumption. As such, his is a pivotal position in the state.

Chris was formerly Chief Executive of the Tasmanian Farmers and Graziers Association (TFGA), of which he had also been a director. Under his leadership, the TFGA underwent a significant, radical transformation. The TFGA is now widely considered to be the most effective and professional representative organisation in the state, the voice to be listened to.

Chris has a Diploma of Arts from Australia's Swinburne Institute of Technology and undertook the INSEAD senior executive education program at the European Institute of Business Administration at Fontainebleau in France.

THIESS



Thiess Pty Ltd

Founded in 1934 and joining Leighton Holdings in 1983, Thiess has continued to amass significant depth and breadth of capabilities, resources and experience.

Today, Thiess employs more than 17,000 team members across the construction, mining and services sectors.

In construction we are delivering iconic projects that are changing Australia's landscape. From the country's most complex road infrastructure project Airport Link, to the southern hemisphere's largest desalination plant, to taking a leadership position in the emerging LNG market, Thiess has earned a formidable reputation for delivery.

In mining we are the world's largest open-cut contract coal miner, delivering more than 67 million tonnes of coal, 8 million tonnes of ore and moving about 445 million cubic metres of overburden per year. We move a massive 3 million tonnes of material per day across our numerous mine sites which span Australia, Indonesia and India. We own and operate one of the largest mining fleets in the world and work closely with clients to ensure a total 'life of mine' approach to operations.

In services we put the principles of sustainability into practice – optimising the life of our clients' assets and harnessing resource-efficient technologies. We are a leading provider of integrated water, energy, environmental and infrastructure management services to public and private sector clients. Our strength lies in practical and innovative approaches that deliver greater efficiencies, lower costs and improved sustainable outcomes.

Thiess' continued success is underpinned by a strong culture where innovation, performance, safety and diversity is paramount. Across our portfolio we are determined to be relevant, competitive and remain at the forefront of our industry.

Fast Facts

- Operating in Australia, New Zealand, Indonesia, India and the United Arab Emirates
- Annual turnover \$7 billion
- Work in hand \$22.8 billion
- Major Projects: Airport Link, Victoria Desalination Plant, Royal North Shore Hospital Redevelopment, EastLink Motorway, Burton Coal Mine, TrackStar Alliance, Hunter River Remediation, Prominent Hill Copper-Gold Mine, Dawson Coal Mine, Senakin Coal Mine, Hinze Dam Alliance, Hunter Expressway Project
- First international mining contractor to be awarded a contract in India

Thiess

MARK LYNCH

Executive General Manager Strategy & Development



Thiess Pty Ltd

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Mark is Executive General Manager Strategy & Development for Thiess Pty Ltd, with responsibility for the Thiess Group's project investments and its strategic development and project finance activities. Mark has considerable experience in large scale infrastructure development and project financing as a lawyer and also as a director of companies involved in the development or operation of major infrastructure projects including Aquasure, the concessionaire for the Victorian Desalination Project, and is an alternate director of BrisConnections. He is also a director of Perth based engineering consultancy ProMet Engineers.

Qualifications

Master of Laws

Bachelor of Laws (1st Class Hons)

Bachelor of Science

MAICD

WESTPAC

Westpac Banking Corporation

Westpac began trading on 8 April, 1817 as the Bank of New South Wales. In 1982, with the merger of the Commercial Bank of Australia, it changed its name to Westpac Banking Corporation.

Today:

- The Westpac Group has branches and affiliates throughout Australia, New Zealand and the near Pacific region and maintains offices in key financial centres around the world including London, New York, Hong Kong and Singapore.
- As at 31 March 2010, The Westpac Group employed approximately 37,000 people in Australia, New Zealand and around the world, and had global assets of \$601 billion.
- Westpac is ranked in the top 5 listed companies by market capitalisation on the Australian Securities Exchange Limited (ASX). As at 31 January 2011, our market capitalisation was approximately \$70 billion.
- About 550,000 people and institutions in Australia and overseas are Westpac share holders.

Westpac**YOGAVEL (YOGAN) RASANAYAKAM**

General Manager Asia

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A senior executive with broad experience in the Asia Pacific Region predominantly focused in the field of Financial Services and has extensive Mergers & Acquisition and Asian banking experience acquired over twenty five years of Financial Sector reforms in the region. Yogan is currently the General Manager Asia for Westpac Banking Corporation. He was appointed to the role in August 2004 and is based in Singapore. Yogan is accountable for strategic direction and management of both wholesale and retail clients. In this role, he has regional responsibility for Financial Markets, Debt & Capital Markets, Treasury, Corporate, Institutional Relationship Banking, Risk Management, Asian Wealth, Mass Affluent and Private Banking. Prior to assuming the current role Yogan was the Head of Mergers & Acquisition for Westpac Banking Corporation.

Yogan was also the past co-chairman of Bankers Association for Finance and Trade (BAFT) Asia Pacific.



NOTES

A series of horizontal dotted lines for taking notes, with a large, faint, light-colored watermark graphic overlaid on the page.

NOTES

A series of horizontal dotted lines for taking notes, with several faint, overlapping rectangular shapes in shades of yellow and orange at the bottom of the page.

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