



**BILL WILLIAMS**  
**PRINCIPAL CONSULTANT**

Bachelor of Engineering MBA

## PRIOR PROFESSIONAL HISTORY

2020 -	Principal Consultant, Oakley Greenwood
2009 - 2020	Independent Consultant
2008 - 2009	CEO of Listed Oil and Gas Company Blue Energy
2007	CEO of ERM Gas
2003 - 2006	Commercial Executive with QGC
2001 - 2003	Energy Trading Executive with Energex
1997 - 2000	Business Development with Duke Energy and PG&E

## OVERVIEW

Bill is an experienced Commercial/Business Development executive who has worked across the energy sector for 25 years including developing electricity infrastructure, managing energy trading functions, developing oil & gas resources and infrastructure and prior to that developing and executing world scale projects in the resources sector.

Bill's 40 years of work experience includes:

- advisory to State and Federal Governments on a broad range of energy market issues and expert witness engagements;
- growing energy and resources businesses across Australia from start-ups, to SMEs, corporates and multinationals; listed and unlisted;
- developing energy projects from concept to execution for Oil Search, Duke Energy, PG&E, Energex and Enbridge and other clients;
- managing small oil and gas companies through the early 'breakthrough' commercial period in QGC, Buru Energy, Blue Energy and ERM Gas; and
- developing major resource projects from concept to execution in Rio Tinto;

## Expertise

- Development of all forms of energy infrastructure including power stations and gas pipelines.
- Sales and purchases of all types of energy.
- Negotiation and drafting of all types of contract arrangements used in the energy sector:

- Wholesale Electricity - PPAs, Fuel Agreements, Swaps and other hedging instruments;
- Wholesale Gas - GSAs, GTAs and Tolling Agreements;
- Oil and Gas Upstream - Farmin/out Agreements and Joint Venture Agreements;
- Asset development - EPC, EPCM, O&M, JV and Shareholder Agreements; and
- Funding - equity, debt, hybrid arrangements and security structuring.
- Studies including concept development, pre-FEED, FEED and Bankable Feasibility;
- Due Diligence on electricity and gas infrastructure and upstream oil and gas assets.
- Project and Corporate funding including equity, debt and hybrid structures.
- Expertise in all facets of the project development cycle:
  - development process including value optimisation;
  - risk analysis and mitigation;
  - commercial strategy development, structuring and execution;
  - regulatory approval process;
  - economic modelling, evaluation and board approval;
  - execution contracting strategy, negotiation and documentation; and
  - project controls.
- Early commercialisation of oil and gas companies - particularly those with unconventional resources.
- Certification and development planning for unconventional gas resources.
- Small and micro LNG production and distribution.
- Aluminium production from bauxite mining to smelting.
- Light Rail Vehicles and Buses.

## Skillset

Bill is recognised for his commercial acumen, rigorous approach, breath of industry knowledge, commercial and strategic prowess in optimising business models, multi discipline capability, insightful analysis, strategic management of stakeholders and problem solving negotiation style with the ability to close difficult transactions.

## EDUCATION

- MBA - RMIT University Melbourne Awarded 1992
- Bachelor of Engineering (Aeronautical) - RMIT University Awarded 1982

## RELEVANT EXPERIENCE

### Advisor to Energy Sector participants and Government Agencies - January 2015 to December 2021

A range of engagements including:

- Advice to Federal and State governments on energy market issues including hydrogen initiatives, future development and operation of the NEM;
- Investigation of de-carbonisation strategies for corporates and governments;
- Expert witness engagements;
- Development of Power Station Projects in Australia and PNG;
- Investigation of LNG import options;
- Development of small-scale LNG production and distribution supply chain;
- Supporting international infrastructure groups seeking large scale acquisition and development opportunities and supporting small oil and gas exploration companies seeking incremental growth.

### Consulting to Buru Energy Limited - July 2012 to January 2015

Buru Energy limited holds a dominant acreage position in the Canning Super Basin in Northern West Australia which is prospective for conventional oil and gas and world scale unconventional oil and gas resources.

#### Core responsibilities:

Oversight of all commercial functions including negotiation of transactions at corporate and project level, financing, farmouts, product sales and leading negotiations with Traditional Owners.

### Various Consulting Engagements - January 2009 to July 2012

- Global Mining Company - Strategic evaluation of opportunities in Unconventional Gas:
- Technip Oceania - Pursuing Queensland Coal Seam Gas (CSG) development opportunities:
- Large generation company: Advise on securing gas supply.
- Private Investors: Advise on energy portfolio investments.
- Blue Energy: ongoing support.

### Blue Energy Limited - November 2007 to January 2009

#### **Chief Commercial Officer then promoted to Chief Executive Officer**

Blue Energy limited is a specialised CSG explorer with acreage positions across all existing and prospective CSG basins in Queensland.

#### Core responsibilities:

Initially appointed under a consulting agreement as the Chief Commercial Officer and then employed as CEO following retirement of MD in March 2008.

## July 2006 to October 2008

### Consultant

During this period, several engagements were carried out. The most significant was developing the business initiative that resulted in the formation of ERM Gas Pty Ltd and subsequent appointment as the initial company CEO. ERM Gas was the upstream development arm of power station developer ERM Power and focussed on securing equity gas for existing and future gas fired generation projects.

## Queensland Gas Company (QGC) - 2003 to 2006

### General Manager Commercial and Finance (effectively 2IC)

Queensland Gas Company was a start-up Coal Seam Gas exploration company with a market cap of circa \$20m when joined that was eventually taken over by BG for \$5.6billion.

#### Core responsibilities:

All commercial/regulatory/project development matters (was effectively 2IC).

- Commercialisation - gas sales and power station developments.
- Funding - debt and various hybrid instruments.
- Farmins/Farmouts/Joint Ventures.
- Stakeholder Management - landowners, Traditional Owners and regulators.
- Project Development Planning including commercial input for reserves certifications:

## March 2001 to November 2003 - ENERGEX Retail

### Group Manager Energy Trading (Contract Position)

ENERGEX was a large energy utility company owned by the Queensland Government. ENERGEX Retail was at the time a subsidiary and had one of the largest electricity portfolios in the National Electricity Market plus a significant gas portfolio.

#### Core responsibilities:

Accountable for Energy Trading and Wholesale Customer sales activity (with some 35 reports) including:

- All trading activities across ENERGEX's electricity, gas and environmental portfolios including purchasing, forecasting and major customer sales.
- Leading assigned group initiatives including arrangements for ENERGEX's franchise load and Vertical Integration projects.
- Participating as part of the ENERGEX senior management team in developing group strategy and implementation plans.
- Participating as part of the ENERGEX Retail Executive in the management of the Retail business.

## July 2000 to March 2001 - Consulting

Various consulting assignments for energy and non-energy sector clients.

## July 1998 to July 2000 - DUKE ENERGY INTERNATIONAL (DEI)

### General Manager Queensland Development

One of the largest US based energy utilities Duke was an aggressive developer and acquirer of assets for a number of years after its entry into the Australian energy market with the purchase of PG&E's assets in 1998.

#### Core responsibilities:

Accountable for leading Duke Energy's development activity in Queensland and the Northern Territory.

Projects included:

- Power generation, greenfield development and acquisition.
- Development and acquisition of gas infrastructure including pipelines, gathering and processing assets.
- Gas supply development including reserve purchases of conventional gas and CSG and participation in exploration.
- Trading and Marketing of gas.

## August 1997 to July 1998 - PG&E CORPORATION

### General Manager Energy Trading

One of the largest US energy utilities which entered the Australian energy market in the mid-nineties with other US energy companies, PG&E was an aggressive developer of gas pipeline assets with a strategy built around facilitating market growth through innovative pipeline access arrangements and trading of gas. Sold to Duke Energy in 1998.

#### Core responsibilities:

Accountable for the implementation of gas trading for PG&E and project development with a focus on the Queensland market. Initial focus on gas aggregation and development of downstream projects including pipelines and power generation.

## 1989 - 1997 CRA LIMITED (today known as Rio Tinto) - Comalco

### 1992 - 1997 Manager Business Analysis Comalco Smelter Development Group

CRA was one of the largest mining companies in the world and its subsidiary Comalco one of the largest integrated Aluminium companies. Group project accountabilities included the \$1,000M - Boyne Smelter expansion and \$400M - NZAS Smelter expansion.

#### Core responsibilities:

Reporting to the General Manager - Commercial and Legal and subsequently assuming the duties of the General Manager reporting directly to the Managing Director:

- As part of a small team, manage all aspects of business analysis, commercial and legal requirements for the Smelter Development group.
- Individually responsible for project economic modelling, board paper input, Feasibility Study co-ordination, leading value improvement activities and providing key inputs into JV negotiations.
- Advise other Comalco groups regarding project evaluation, economic modelling, project implementation and commercial strategies.

**1989 - 1992 Senior Engineer - Automotive Technology - Comalco Research Centre**

Reporting to Manager - Foundry Products, led a small team (3 reports) accountable for developing an engine technology package to support commercialisation of a wear resistant aluminium alloy for engine blocks.

**1982-1989 METROPOLITAN TRANSIT AUTHORITY**

**Project Manager, New Vehicles - Tram & Bus Division**

Government owned operator of trains, trams and buses. Reporting to Group Manager - Major Projects, led a small team (4 reports) managing rolling stock projects involving budget preparation and control, design approval, quality control, contract negotiation and administration, commissioning and warranty support. Project Budget \$260M.