

altamira



Capability Statement

Shaping the outcomes that define industries,
transform places and deliver lasting impact

Acknowledgement of Country

Altamira Advisory Group acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands and waterways where we work and live. We celebrate First Peoples' culture, heritage, and unique spiritual relationship to Country, and acknowledge the significance of First Nations cultures in Australia.

We pay our Respect to Elders past, present, and emerging for their continual leadership, and extend that respect to all Aboriginal and Torres Strait Islander communities.

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Introduction

Altamira Advisory Group is an independent advisory firm specialising in Strategic, Transaction and Commercial services.

About Altamira

Our experience spans development, operational and delivery environments where success depends on disciplined decision-making, strong client relationships, clear accountability and reliable execution.

We are focused on supporting Government agencies and the private sector to achieve their best outcomes through our rigorous thinking, integrity, and genuine collaboration. What makes us different is our senior-led, hands-on approach. Our team brings together deep experience across transport, energy and utilities, and social infrastructure.

■ Purpose

We exist to elevate the quality of infrastructure — shaping outcomes that endure.

■ Vision

To be the pre-eminent advisor in everything that we do.

■ Mission

To shape strategic, transactions and commercial solutions for successful delivery and performance of complex infrastructure.

Our Process

■ **Altamira is committed to remaining senior-led and hands-on — it sets us apart from other advisory companies.**



Trusted Advisors

Our team has deep experience in delivering strategic, transaction and commercial services on critical projects for Government and private sector clients, providing a sense of security and high-level of confidence to our clients.



Forward Thinking

Altamira brings a forward-thinking and innovative mindset, anticipating market shifts, shaping strategy, and guiding clients through complex challenges with clarity and confidence.



People-First Culture

Altamira is underpinned by a people-first culture, with a strong emphasis on collaboration, professional excellence, and long-term partnerships with client.



Strategic Foresight

We share a common belief that the best outcomes come from rigorous thinking, integrity and genuine collaboration.

Sectors

Deep sector expertise and experience shaping smarter industry outcomes

Infrastructure

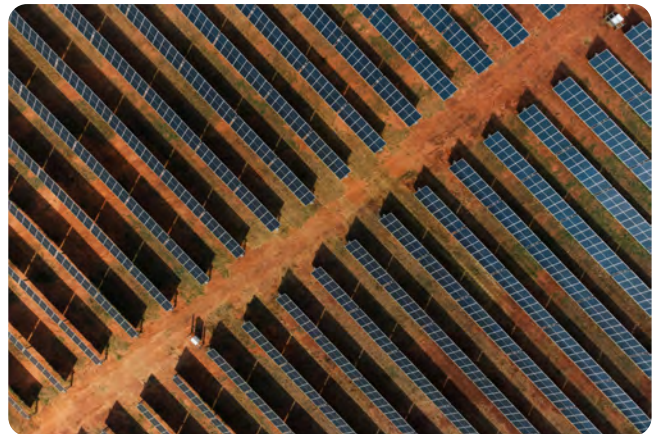
Australia's infrastructure landscape has evolved rapidly over the past two decades, with unprecedented investment across transport, energy, utilities and social infrastructure. Our team has played roles in many of the nation's most complex programs—from major rail and energy business cases and transactions to city-shaping infrastructure delivery, rolling stock procurement and off-shore transmission.



Transport

Our team brings deep experience across the rail sector, advising on metro, light rail, heavy rail and rolling stock programs through planning, business case development and delivery of major projects and programs across Australia.

We have undertaken senior commercial and transaction leadership roles on some of the country's most significant and complex projects, supporting Governments to shape delivery strategies, engage effectively with the market, and lead competitive and robust procurement processes. With key strengths in PPP procurement and market engagement through interactive tendering processes, we guide clients through every stage of the transaction—balancing commercial outcomes, risk allocation and market conditions. Our approach is grounded in real project experience, enabling confident and informed decision-making and successful outcomes on complex rail investments.



Energy & Renewables

Across the renewable energy sector, our team has played key roles in major programs including Renewable Energy Zones and large-scale transmission initiatives. We have provided strategic, commercial and transaction leadership to support Governments and delivery agencies in shaping complex programs, engaging effectively with the market and navigating evolving policy and regulatory settings.

Our experience spans the development of delivery strategies, transaction strategy and execution, and contract structuring for large-scale transmission and renewable infrastructure. We bring a clear understanding of the regulatory framework, market dynamics, risk allocation and investor requirements, helping clients make confident and informed decisions and progress critical projects that underpin Australia's energy transition.

Services

Strategic, Transaction & Commercial Advisory

■ **Altamira provides strategic, commercial and transaction advisory services across complex infrastructure, transport, energy and utilities and social infrastructure projects.**

We deliver business cases, major procurement and PPP transactions, contract structuring, risk allocation and market engagement. Our services extend through the full project lifecycle to delivery, operations, claims management and dispute resolution, enabling robust processes and confident, outcome-focused decisions.

Strategic Services

We provide the strategic leadership to inform the big decisions; our team helps to shape the strategies and guide projects and clients to achieve the critical project outcomes.

Altamira provides strategic advisory services to help clients define, shape and position complex infrastructure and energy projects for success. We develop robust business cases, set clear delivery strategies and support early market engagement to test assumptions and inform procurement approaches. Our team works closely with clients and stakeholders to align objectives, manage competing interests and build confidence in key decisions.

Combining deep sector experience with commercial insight, we help clients navigate uncertainty, refine project scope and establish a strong foundation for successful transactions and delivery. Our approach is disciplined, practical and focused on achieving clear, outcome-driven results.

Our clients are looking for an experienced team that provide the expertise, senior insight and market knowledge to make the right decisions for their projects.



End-to-end advisory services delivering certainty and best-for-project outcomes

Transaction Leadership and Advisory

We lead the major transactions from pre-procurement planning through to Registration of Interest, Expression of Interest and Request for Tender/proposal stages, to contract award and financial close, managing and facilitating the entire process, systems and documentation.

Altamira support Government agencies delivering major transaction and commercial processes for large, complex infrastructure and energy projects, with deep expertise across all contract models, including PPPs, D&C, collaboration and ITC contracts, ECI processes, DBO/DBM, construct only and EPCM delivery models.

We manage the full transaction lifecycle—from early strategy aligned to client objectives, through market engagement and transaction strategy, to governance, interactive processes, evaluation and negotiations. We work as part of integrated project teams and bring structure, commercial rigour and clarity to deliver efficient, defensible and outcome-focused transactions.

Our clients are looking for an experienced team that can undertake a tailored transaction journey to achieve strong market participation, an efficient process that maximises commercial tension, with minimal delays or disruptions.

Commercial Leadership and Advisory

We develop commercial frameworks and risk allocations that underpin successful project delivery.

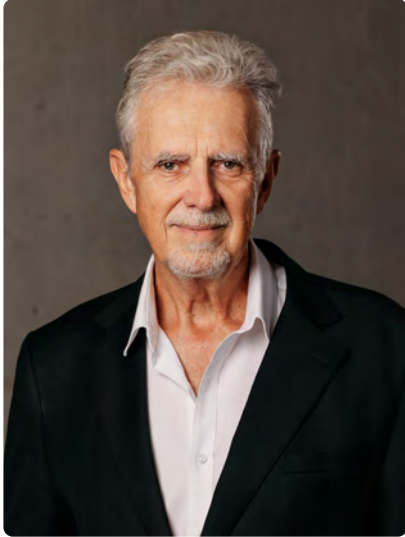
Altamira provides commercial advisory services to support clients in structuring, managing and optimising the commercial arrangements of complex infrastructure and energy projects. We develop commercial strategies, advise on contract structuring and risk allocation, and support contract development and implementation through procurement and delivery phases to ensure aligned, bankable outcomes. Our team works closely with clients and advisors to understand project risks, manage commercial and contractual interfaces, resolve issues and maintain project momentum.

We bring strong commercial acumen and practical delivery and operations experience, supporting commercial strategy and contract negotiations during procurement, and claims management and dispute resolution during delivery and operations. Our approach ensures clarity, consistency and commercial discipline, enabling clients to make confident, informed decisions and achieve value for money across the project lifecycle.

Our clients are looking for an experienced team that can tailor commercial strategy for current market conditions and can bring commercial clarity and innovation, manage risk and deliver practical, outcome-focused advice.



Team



John McLuckie

Executive Director & Chairman

John is highly respected for his deep industry experience, commercial acumen and pragmatic approach to problem solving. Over a 40-year career, he has held senior strategic transaction and commercial roles across many of Australia's most significant transport and infrastructure projects.

His expertise spans project definition, business cases, delivery strategy, procurement, design, delivery, commissioning, operations and maintenance, as well as claims management and dispute resolution.

John has consistently guided integrated project teams through complex commercial and contractual environments to achieve successful outcomes, and is recognised as one of Australia's leading infrastructure and transaction advisory experts.



David Simpson

Executive Director & CEO

David has led and integrated major mergers and acquisitions throughout his career, securing capital through both equity investment and international debt markets.

He has successfully delivered private-sector bids, commercial negotiations and transaction leadership for major infrastructure projects across BOOT, PPP, EPC, D&C, Alliance, O&M and FM delivery models, demonstrating deep expertise in complex commercial and contractual environments.

David also brings significant public-sector leadership experience, having held senior roles overseeing infrastructure procurement and project delivery for the NSW Government. His combined public and private sector experience enables him to navigate stakeholder environments effectively and bridge the interface between government, investors, contractors and delivery partners.



Kathryn Coutts

Executive Director

Kathryn is one Australia's leading PPP transaction specialists having acted on major transport, renewable energy and social infrastructure PPP transactions. She brings strong capability across all procurement and contract models and full transaction lifecycle, including strategic advice, business case development, market engagement, procurement strategy, and the preparation of major transaction documentation.

She has led interactive tender processes, evaluations, contract negotiations and financial close activities, working within integrated project teams to achieve successful commercial outcomes.

Kathryn's experience combines rigorous governance, technical and commercial acumen with a practical understanding of delivering complex infrastructure programs in dynamic stakeholder environments.



Steven Bartlett

Executive Director

Steven brings deep experience across business case development, delivery strategy, market engagement and procurement leadership, with expertise spanning the full lifecycle of complex infrastructure transactions and project delivery.

He has led major transaction outcomes including the Marinus Link Cable and Converter packages, Western Harbour Tunnel, North South Corridor, and the Future Fleet Final Business Case and transaction process, demonstrating strong commercial judgement, stakeholder leadership and delivery-focused execution.

Steven also has extensive rolling stock experience, including assurance and accreditation services for new locomotives from the USA, wagons from China, and specialised railway construction plant and equipment.



Sallyann Allman

Executive Director

Sallyann brings international experience across Australia, New Zealand, the UK & Europe, North America and Hong Kong, where she has led teams and implemented strategies focused on growth, market positioning, client engagement and partnerships. She has a strong track record of securing revenue, driving new business opportunities and supporting organisational growth.

Recognised for her commercial instinct and ability to translate strategy into action, Sallyann builds the structures, processes and relationships that enable organisations to scale with confidence. At Altamira, she leads new business and strategic growth, including market-entry and expansion strategies for international and Australian organisations pursuing new opportunities.



Jeff Mendoza

Executive Director

Jeff has successfully led multidisciplinary teams within complex, multi-agency stakeholder environments across some of Australia's most significant infrastructure initiatives.

He combines strong commercial, transaction, technical and delivery expertise to develop tailored transaction and commercial approaches that are practical, efficient and aligned to client objectives. Known for his collaborative and outcome-focused approach, Jeff consistently delivers solutions that balance strategic intent with delivery realities.

With a strong foundation in transport infrastructure, he has transitioned into the energy sector, including acting as Transaction Lead on the Central West Orana Renewable Energy Zone, one of Australia's most significant renewable energy initiatives.

Projects



New England Renewable Energy Zone

■ Leading the way for Transaction Leadership on NSW's largest Renewable Energy Zone

Client: Energy Corporation of NSW

Services: PPP, Transaction, Strategic Leadership

Sector: Renewable Energy

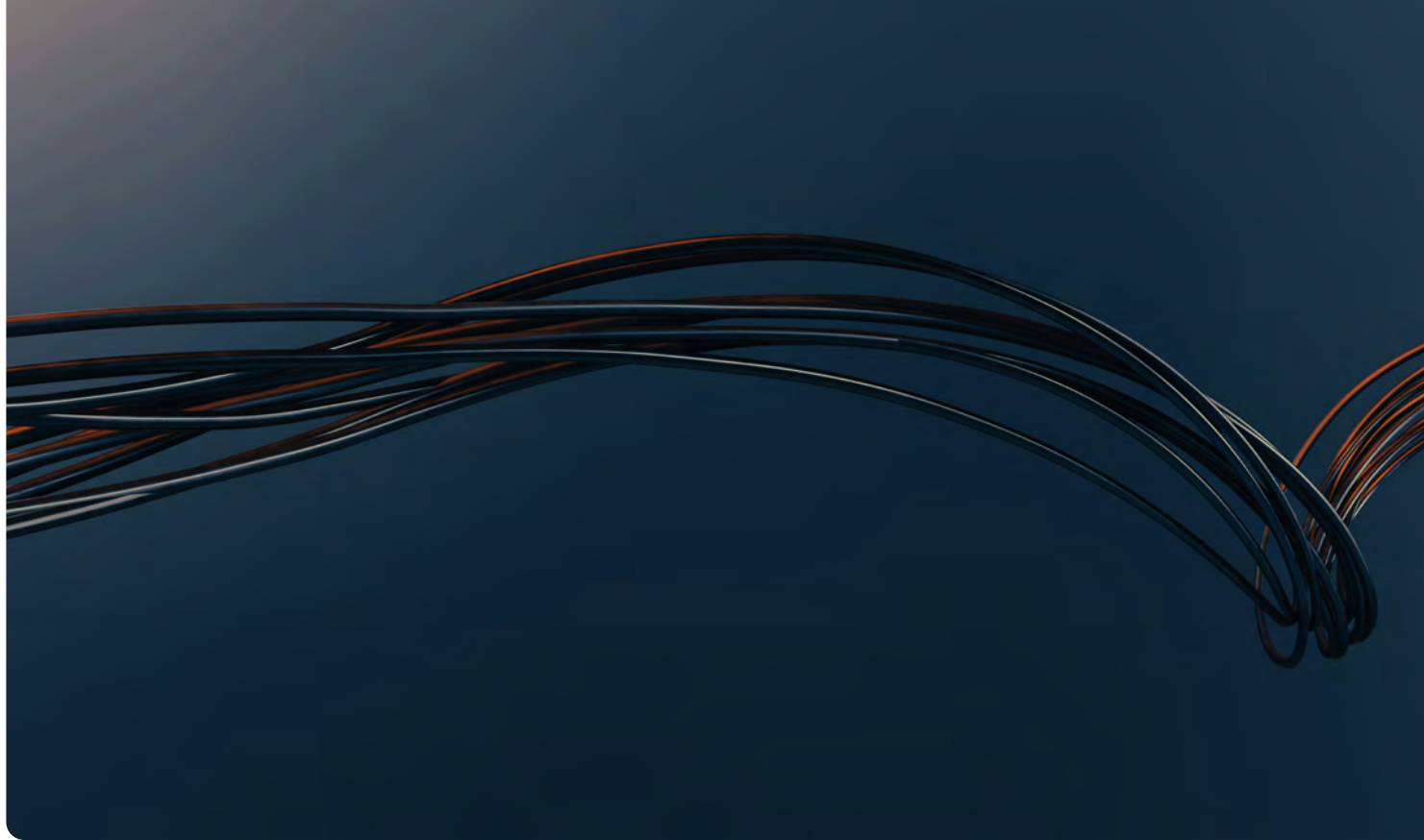
Team involved: Kathryn Coutts, John McLuckie

Altamira team members are providing transaction leadership for the New England REZ, supporting procurement of major transmission infrastructure through a long-term regulated concession (akin to an availability-based PPP). As the largest of Energy Co's planned REZ in NSW, the project is a cornerstone of the NSW Electricity Infrastructure Roadmap and will deliver up to 8GW of critical network capacity to connect renewable generation, strengthen energy security and support decarbonisation objectives.

Our team is leading transaction management across procurement planning, commercial structuring and market engagement, supporting development of the transaction and contract PPP covering design, construction, financing, operation and maintenance of the network over the concession period. This includes advising on packaging, risk allocation, procurement strategy and interactive processes and evaluation processes to support appointment of a Network Operator and achieve a bankable commercial model within the highly regulated energy sector.

"The appointment of the Network Operator for this high-profile project is critical as the New England REZ underpins the connectivity of NSW's renewable energy network. It's our job to make sure that the procurement process achieves the best project outcomes for NSW electricity consumers."

Kathryn Coutts, Executive Director



Marinus Link

■ Critical infrastructure through strengthening the National Electricity Market

Client:	Marinus Link Pty Ltd	Services:	Strategic Advisory, Transaction, Commercial
Sector:	Energy	Team involved:	John McLuckie, Steven Bartlett

Marinus Link is a nationally significant interconnector linking Tasmania and Victoria, designed to strengthen the National Electricity Market and unlock renewable energy capacity. Altamira team members led the transaction for the cable, converter and civil packages, guiding procurement through to final negotiation and contract finalisation across multiple complex workstreams.

Our team provided strategic commercial advice on package integration, delivery interfaces, EPC negotiations and capacity reservation arrangements, including direct negotiation of cable reservation agreements while maintaining probity across concurrent procurement processes. Altamira team members also supported development of commercial principles, payment mechanisms and contract documentation, alongside procurement strategies, governance processes and transaction reporting.

A key focus was managing interface risks across packages and establishing governance structures capable of aligning three government shareholders (Commonwealth and State Governments) and project financiers—including Clean Energy Finance Corporation. Our team also led the negotiation strategy through to contract close, maintaining competitive tension and supporting financial close requirements across major packages.

“This nationally critical project relies upon the management of significant interface risks and alignment of multiple government agencies, industry and private stakeholders. Leading procurement negotiations required a deep collaborative approach and high-level of expertise.”

John McLuckie, Executive Director



High Speed Rail

■ Defining the Delivery Strategy for Australia's first High Speed rail

Client:	High Speed Rail Authority	Services:	Strategic Advisory, Business Case, Commercial
Sector:	Rail	Team involved:	Kathryn Coutts, John McLuckie

Completed in 2025, Altamira team members supported the High Speed Rail Authority business case, providing strategic, commercial and manufacturing advice across alignment planning, station assessment, delivery costing, industry engagement and key investment decisions for the initial stage of works.

Altamira team members provided strategic, commercial and specialist technical advisory support to the High Speed Rail Authority business case, shaping key delivery and market-facing components of the first stage of Australia's high speed rail program. Our team led the industry engagement process, designing and managing industry workshops, one-on-one consultations, round-table forums and briefing materials to test delivery assumptions and attract informed market feedback. This included oversight of the national market briefing in Newcastle and coordination of stakeholder inputs across Government and industry.

Altamira team members also supported development of the delivery strategy, advising on packaging, procurement and commercial models and industry challenge processes, including management of an international expert review forum. Specialist advice was provided on operations, maintenance and associated facilities, alongside development of the local content and manufacturing strategy for rolling stock. This included analysis of domestic manufacturing capability, supply chain capacity, cost structures and long-term opportunities aligned with national rail manufacturing objectives.

“The key to a successful business case, is combining expert knowledge with careful listening to the market and stakeholders, enabling insightful strategic decision-making to guide the right project outcomes.”

John McLuckie, Executive Director



Future Fleet Program

■ Commercial Leadership including specialist Fleet and Rolling Stock advice

Client:	Transport for NSW	Services:	Business Case, Strategic Advisory, Commercial
Sector:	Rail, Rolling Stock	Team involved:	John McLuckie, Steven Bartlett

The NSW Government Future Fleet Program is a long-term investment to refurbish and replace more than 1,500 ageing suburban passenger cars, supported by new facilities and network upgrades to strengthen rail operations across the state. Altamira team members have provided principal commercial advisory services across both the Preliminary and Final Business Cases, contributing specialist fleet and rolling stock expertise to shape key investment decisions.

Our team has led commercial inputs across procurement strategy, delivery planning and business case development, advising on packaging, commercial options and long-term program considerations for fleet renewal. This includes supporting assessment of delivery pathways, risk allocation and market-facing considerations to inform future procurement decisions.

Drawing on extensive experience in rolling stock and major rail programs, Altamira team members continue to provide commercial leadership in readiness to commence procurement, supporting a program designed to improve reliability, strengthen domestic capability and position the network for long-term growth and operational resilience.

“The health of our railways is dependent on having the right rolling stock operational ready and delightful to passengers. Balancing this with the right commercial outcome is critical for our clients.”

Steven Bartlett, Executive Director



Epping Bridge Project

■ Shaping the transformation of a key transport network

Client: Transport for NSW

Sector: Transport Infrastructure

Services:

Transaction Advisory, Commercial Advisory,
Scope of Works, Technical Criteria (SWTC)

Team involved:

Jeff Mendoza, Steven Bartlett, Ronan Maguero

Altamira team members provided Transport for NSW with strategic transaction and commercial advisory services to design, structure and implement a bespoke two-stage procurement process incorporating an Early Contractor Involvement (ECI) model and collaborative commercial framework.

The role included refinement of the original procurement strategy, development of tender and contract documentation - ECI deed and Incentivised Target Cost contract - and implementation of a highly interactive and collaborative tender process to elicit innovative design and construction methodologies which consider modern methods of construction (MMC) to minimise the impact on existing transport services and the constrained site.

This project reflects Altamira's ability to advise on complex transport transactions where commercial strategy, interface management and delivery considerations must be tightly aligned. It also demonstrates the team's capacity to apply sophisticated commercial thinking, disciplined governance and stakeholder coordination to secure robust, fit-for-purpose outcomes in challenging brownfield infrastructure settings.

"This project required a transaction and commercial approach capable of responding to the complexities of a constrained brownfield environment, significant stakeholder interfaces and the need to balance delivery and operational certainty with innovative design development."

Jeff Mendoza, Executive Director



Sydney Metro — Western Sydney Airport

■ Major infrastructure PPP Transaction Leadership to financial close

Client:	Sydney Metro	Services:	PPP, Transaction, Commercial, Strategic Leadership
Sector:	Rail	Team involved:	Kathryn Coutts, John McLuckie

Sydney Metro — Western Sydney Airport: SSTOM PPP was the largest PPP contract awarded in NSW (December 2022). Altamira team members led the procurement process through to financial close, achieving contract execution two months ahead of schedule following a 12-month RFP period, within budget and under highly challenging market conditions including COVID-19 disruption, construction escalation and competing major projects.

Our team led the transaction engagement through ROI, EOI and RFP stages, incorporating market feedback to secure three strong competition and fully funded proposals from world-class consortia under a bankable commercial risk allocation. Processes were refined to minimise bid costs, improve evaluation efficiency and streamline contract and financial close activities. Altamira team members also supported commercial negotiations to maximise value-for-money, whole-of-life outcomes, system integration and long-term operational flexibility, while embedding sustainability objectives, including carbon neutrality commitments across construction and operations.

“Complex projects need advisors who have been in the room before—who understand what matters at each stage and can move quickly without losing rigour.”

Kathryn Coutts, Executive Director

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