

CURRICULUM VITAE

RONALD KEITH RODUNER

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SUMMARY

Over the last 7 years established an independent advisory service to private and government organisations providing strategic, policy, commercial, operational and project advisory services in the energy and water sector including coal, gas and electricity at the Board and executive management levels. Have provided strategic and commercial services valued at \$2bn on greenfield generation and retail projects (client procurement), commercial services on electricity contracts to \$5bn (client procurement), water contracts and water alliances to \$2bn (O&M outsourced arrangements for the client), have undertaken feasibility studies on established and emerging technologies and reviewed and developed electricity trading policies and procedures.

In July 2010, appointed to the Board of EnviroGen, a superannuation fund owned renewable energy generator utilising waste coal mine gas and served as Managing Director from December 2011 to July 2013. Managed the business through the carbon tax introduction and a commercial restructure.

Over the previous ten years, Board membership, Audit Committee Chairmanship, Executive General Management roles (GM Operations and GM Trading) held in the generation sector of the electricity supply industry. These positions include responsibility for all company operations and the management of 550 staff including generation operations (\$7b assets, 3500MW), electricity trading and other revenue (\$500M) and financial hedging (\$300M), fuel procurement (\$200M for coal and gas), operating budget (\$135M), capital budget (\$60Mpa), technology support to the power station sites and operational safety for a diversified electricity generation utility.

Primary focus has been to improve shareholder value through strategic repositioning, new investment, customer satisfaction, supplier relationships, leadership, plant operations, hedge management, regulatory control, fuel development and acquisition, policy and procedure development and implementation, risk management, team development, reporting and cost reductions all through a process of continuous improvement.

RECENT ACHIEVEMENTS

- As Managing Director of the RnP Group, provided strategic, commercial, policy and general management advice to rebuild the trading environment of a major electricity retailer, to establish coal and gas supply contracts for a major generator, specialist commercial advisory services to an international mining house on a \$3bn energy supply contract, strategic advisory services to coal miner, development of electricity supply options and selection of a \$2bn electricity supply arrangement to a remote mining operation, gas fired generation feasibility studies, commercial restructuring and administration services a large water provider on long term outsourced O&M contracts and policy advice to government. All achieved significant gains in operational efficiency and effectiveness and reduction costs of resources with the most significant being a saving in excess of \$300m on a single project.
- As a Director and Managing Director of Envirogen, successfully guided the business management and restructure of the operations across the carbon tax introduction and the successful renegotiation of the electricity off take arrangements. Established a focus on asset management particularly on preventative maintenance activities.
- As General Manger Operations for CS Energy improvements in safety, productivity, plant reliability, expenditure control, maintenance practices, asset management, project management, operations support, and environmental were achieved. With the assistance of the General Manager Organisational Development rolled out phase 1 of a leadership development program aimed at improving business efficiency, the supervision capability of all staff and ensuring that they accept the responsibility of their roles. Provided strategic direction and monitoring for Enterprise Bargaining Agreements negotiations at each of the 3 operating stations. Established across the operations division Portfolio Services and Operational Support groups to exploit use of resources, economies of scale and standardisation of systems and processes. Set up management structure systems for a new power station. Developed a strategic approach within the operations management team and across the operations portfolio. These initiatives have resulted in improved management of power station maintenance and the planning and execution of major plant overhauls. Maintenance backlogs have been reduced by half and are still falling and with improved management of overhauls whilst achieving improved safety performance (only 1 LTI to CS Energy employees in 12 months), greater labour productivity and without industrial disruption. A new capital allocation method was introduced to focus capex expenditure between assets, the procurement process and section was rebuilt saving 15% of expenditure and a centralised technical group was established. A management reporting system was introduced to focus the operations staff's cost focus.

- As General Manager Trading for CS Energy directly responsible for pool operations, financial hedging, risk management, coal, gas and water supply procurement, electricity market regulation, mathematical analysis and middle office activities. Responsibility was discharged in a framework of company and trading division start-up by developing organisational structure, policy, procedure, risk management and regulatory controls for the trading division and achieving a uniquely functioning trading team of highly motivated and talented individuals. Financial market performance has been to better the market price average on all financial years of operation and all sections have passed annual external audit with distinction. The trading team functions under leading edge mechanisms as the most productive and innovative division of the company. The outcome was achieved by leadership, commercial knowledge, dedication to detail and open and effective communication under a mentoring philosophy. Provided the technical and commercial framework and negotiated the terms and conditions to allow investment in QGC and Arrow Energy (start up coal seam methane companies). These companies were funded by CS Energy and this investment led to the first commercialisation of CSM and resulted in a new industry forming in the Surat basin. Led the purchase of coal, gas and water to supply the operating stations. The gas supply was achieved at a substantial discount to the market value and resulted from the successful farm in to coal seam methane acreages. They remain the cheapest gas supply contracts in Queensland.
- Board member and General Manager for Callide Power Trading, a special purpose company established to individually trade the output of the CS Energy/Shell joint venture at Callide C power station. Developed the contractual relationships, organisational structure, policies, procedures in line with governance and control necessities in parallel with the construction and commissioning timetable allowing trade of the units as they were progressively commissioned. Achieved goals substantially below budget and on time for the implementation of a self devised unique joint venture trading mechanism for the first merchant power station within the National Electricity Market. Significant cost reductions (40%) have been achieved following development and implementation of alternative organisational and support infrastructures;
- Prime negotiator and developer for the commercial framework and contract details for a \$3.2b electricity supply contract prior to handing over to the business development division for final documentation completion. Acting in a gatekeeper role providing advice into business development strategy, new business development activities and the development of commercial terms and conditions for hedging and power purchase agreements for the trading and business development divisions;
- Provide Chief Executive support and act as delegate for the ESAA Generation Directorate and the National Generators Forum to progress the activities of the generation sector of the Australian industry. Developed and presented the ESAA and NGF generation position to industry task forces.

EMPLOYMENT HISTORY:

June 2007 – present:

RnP Group Pty Ltd
Managing Director

- Provision of commercial, strategic and operational advisory services to Boards and executive management in infrastructure and resources sectors.
- Director and Managing Director of EnviroGen, a waste coal mine gas fuelled generator.
- Completed projects include a trading review and policy setting for a large electricity retailer, specialist commercial advice on several \$2b energy supply contracts (purchase and self generation) for different international mining houses, strategic energy advice to a large coal mining company, project feasibility studies for new gas fired generators, coal mine feasibility studies for long term supply to coal fired generators, numerous advices in the energy sector and provided long term advice to the water sector on commercial and contract matters covering long term operational and maintenance contracts for desalination and recycled water assets.

February 2005 – May 2007:

CS Energy
General Manager Operations

- Responsible for the operation of the trading division and the production division. All previous trading responsibilities remained in place and with the production division responsibilities added.
- Responsible for all revenue and production of the portfolio of power stations at Callide B and C, Mica Creek, Swanbank B and E, and the set-up of Kogan Creek power station. Revenue moving from \$465M to \$600M over 2 years and asset values moving from \$7b to \$8b. Full technical and commercial responsibilities for the power station and electricity trading operations.

July 1997 – February 2005:

CS Energy
General Manager Trading

- prepare CS Energy for trading in the Queensland and National Electricity Market and manage its establishment and ongoing operation including: structure, staffing, office layout, trading strategies, trading policy, procedure, pricing methodologies, and risk quantification;
- manage the trading division which is responsible for all revenue (pool trading and hedging), risk management, forecasting, regulation and resource procurement (coal, gas and water). Provide a screening and framework function for all business development activities;
- a member of the executive management team;

May 1998 – June 2007:

Callide Power Trading Pty. Ltd.

Board member, chairman audit committee and Joint General Manager (Chief Executive)

- establish the company and trading framework for Callide Power Trading Pty Ltd, a joint venture between CS Energy and Shell Coal for the investment in Callide C power station (\$800M);
- develop and implement trading policy, systems and procedures including a mechanism to trade the output in a manner that protected the integrity of the joint venture principles. The only such mechanism in the National Electricity Market for a generator joint venture.

August 1994 - June 1997:

AUSTA Electric

Manager Energy Management Centre

- negotiate and administer the electricity supply contract between AUSTA Electric and QTSC (\$2.0b per annum). Negotiate and administer the connection and access arrangements for the connect of the generators to the Powerlink transmission network;
- lead the project to set up the market trading systems for all of the generators formed from the disaggregation of AUSTA Electric (\$9M approx);
- a member of the working group that wrote the Queensland electricity market pool rules. Prepare the Queensland derogations for the National Electricity Code;
- Prepare AUSTA Electric submission and supporting documentation to the Queensland Electricity Industry Structure Task Force on the restructuring of the Queensland supply industry;
- Lead the development of AUSTA Electric trading capability and the implementation of the necessary trading software and hardware.
- Visit several UK retailers and generators to discuss the interactions of the organisation and the electricity market. Visit utilities in UK and Scotland in preparation for the commencement of the National Electricity Market;
- Visit several power stations in the USA to determine if a bid would be made to purchase;
- Lead negotiations on power purchase agreements and connection and access agreements for all of the AUSTA Electric output in the Queensland market. (\$1.2billion pa, 6 months contract periods).

November 1993 - August 1994: Queensland Electricity Commission (AUSTA Electric)

Engineer Market Development

- Lead AUSTA Electric in the National Grid Management Council (NGMC) and the Queensland electricity industry

reform

process;

- Prepare corporatisation guidelines for the separation of the Queensland Electricity Supply Industry into ten Corporations and participate in a working party to develop the trading mechanisms between the new Corporations, determine the ownership of the generation related assets;
- Prepare outlines for all of the contracts between the Corporations at corporatisation and participate in the detailed negotiation of the AUSTA Electric electricity supply contracts and connection and access contracts with the Electricity Corporations;
- Develop business strategies to prepare and secure future revenue streams. Prepare options for the structure of the electricity industry for the electricity market;
- Lead the Generation Business Unit in the National Electricity Paper Trial and develop business strategies, identify the issues and propose future market structures;
- Lead the assessment of future business activities and investments as a member of the Planning Department. Develop the tools needed by the Electricity Marketing Department to allow them to operate in the market place.

January 1992 - October 1993: Queensland Electricity Commission
Engineer Resource Projects

- Review the Generation Business Unit's purchasing procedures, stock holdings, variety reduction, and catalogue descriptions leading to the implementation of improved corporate purchasing methods, creating direct purchase savings of up to 30%.
- Overhaul the sales of fly ash from Swanbank and Callide power stations, develop and implement the initial marketing strategies as medium term contracts increasing utilisation 10 times.

March 1990 - December 1991: Queensland Electricity Commission
Engineer Infrastructure, Tully Millstream Project

- Commercially optimise the Project infrastructure works including road works (\$30M), accommodation (\$20M), construction power and services;
- Compile an enhanced project estimate (\$550M), and a construction risk assessment profile and report the findings including a probabilistic function of expected project returns.

January 1998 - February 1990: Maunsell and Partners Pty Ltd
Senior Resident Engineer, Brisbane Office

February 1986 - December 1987: Maunsell and Partners Pty Ltd
Senior Resident Engineer, Hayman Island

July 1982 - January 1986: **Queensland Electricity Commission**
Civil Contract Engineer, Callide B Power Station

December 1979 - June 1982: **Queensland Electricity Commission**
Civil Contract Engineer, Tarong Power Station

February 1979 - December 1979: **Queensland Electricity Commission**
Civil Design Engineer

March 1978 - January 1979: **Queensland Electricity Commission**
Site Engineer, Gladstone Power Station

January 1978 - March 1978: **J.B. Davies Pty Ltd.**
Site Engineer, bridge construction

PERSONAL DETAILS:

Name: Ronald Keith Roduner

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Qualifications: B.E. (Civil) (Honours) - University of Queensland - 1977
Grad. Dip. of Business (Management) - APESA/Deakin University - 1991
MBA (Technology Management) - APESA/Deakin University - 1993
Graduate AICD - 1998

Affiliations: Corporate Member, Institution of Engineers
Fellow of Australian Institute Company Directors

Date of Birth: 14 July 1956

Marital Status: Married (2 children)

Citizenship: Australian

Interests: Hobbies:
Boating and fishing (member of the Moreton Bay Trailer Boat Club)
Saltwater fly fishing
Jetskiing
Camping

Recreational fitness:
Road bike riding (push bike) and sea kayaking.

Competitive sport:
Table Tennis (Wynnum Lota Table Tennis Association).
Motor racing - street and hill climb events in a Skelta sports car (self-built supercar). A member of the Westfield Car Club