

| Business Specialist  | Description  | Geographic Service Locations            | Business Transition Services offered  | Website   | Contact Name/s                | Contact Number/s             | Contact email  |
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| <b>Aerium</b>        | <p>Aerium is a Gippsland based business management consultancy that provides professional services across Gippsland and outer metropolitan Melbourne.</p> <p>Our service scope will cover:</p> <ul style="list-style-type: none"> <li>• business reviews</li> <li>• strategic planning</li> <li>• transition planning</li> <li>• financial analysis, benchmarking and modelling</li> <li>• market analysis and research</li> <li>• product, service and business development</li> <li>• leadership and management training</li> <li>• due diligence</li> <li>• business/asset valuations</li> <li>• merge and acquisition</li> <li>• capital raising.</li> </ul> | Gippsland, Outer Metropolitan Melbourne | <p><b>Review of existing Business Transition Plan</b><br/>Independent review of existing plans to ensure they contains the key elements/structure of a business transition plan and are underpinned by fundamental market/industry/competitor analysis.</p> <p><b>Development of a Business Transition Plan</b><br/>This plan would incorporate key elements of any business plan to ensure commercial integrity, and focus on</p> <ul style="list-style-type: none"> <li>• market positioning (the product/service/market mix)</li> <li>• industry analysis and benchmarking</li> <li>• competitor analysis</li> <li>• product and/or service development including intellectual property strategy</li> <li>• financial analysis and modelling</li> <li>• resource capability and modelling</li> <li>• capital and cash flow requirements</li> <li>• capital raising strategy</li> <li>• market entry and/or diversification strategy</li> <li>• merge and acquisition opportunities</li> <li>• government assistance and procurement channels</li> </ul> <p><b>Business Transition Services</b><br/>We would undertake actions/projects identified in the Transition Plan, using in-house expertise as well as procuring subject-matter experts/resources as required.</p> <p><b>Merger Advisory Services</b><br/>Some of the key services would include initiation and business matching, due diligence, cultural reviews, business and asset evaluations, systems integration and business structure development.</p> | <a href="http://www.aerium.com.au">www.aerium.com.au</a>                      | Ryan Leslie Jane Leslie       | 0438 333 361<br>0409 431 067 | <a href="mailto:rleslie@aerium.com.au">rleslie@aerium.com.au</a><br><a href="mailto:jleslie@aerium.com.au">jleslie@aerium.com.au</a>   |
| <b>Crowe Horwath</b> | <p>Crowe Horwath is focused on meeting the needs of businesses and the individuals within them through a collaborative approach to financial services. We pride our self on an integrated service offering, giving clients the peace of mind that comes with knowing their financial and lifestyle goals and objectives are being met.</p>   | State-wide; office in Traralgon         | <p>With the resources available to us as part of a business operating with a large regional presence across Australia, we are well placed to deliver business planning services in the wake of the Hazelwood transition. With our proprietary Analysis-One software, we have at hand a variety of analysis tools and methodologies to assess business health, and model a range of potential transition options, to assist businesses in finding a sustainable path forward. At the core of our business is providing timely strategic planning and advice which gives us the fundamental skill set to assist those impacted by the Hazelwood closure.</p> <p>Our skills in financial management, particularly around cash flow management and forecasting, along with sales strategies and pricing strategies will allow us to work with businesses to assist in entering new markets. Experience in business valuation services, sourcing of M&amp;A opportunities and undertaking M&amp;A transactions will allow us to pursue opportunities for businesses in that space. As mentioned above, being part of a larger group, allows us to access expertise in delivery of specialised services where this is required.</p>   | <a href="https://www.crowehorwath.com.au">https://www.crowehorwath.com.au</a> | Sharon Morton<br>Brad Tomholt | 03 5174 6466<br>03 5174 6466 | <a href="mailto:sharon.morton@crowehorwath.com.au">sharon.morton@crowehorwath.com.au</a><br><a href="mailto:brad.tomholt@crowehorwath.com.au">brad.tomholt@crowehorwath.com.au</a> |

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| <b>Deloitte Tax Services Pty Ltd</b> | <p>Deloitte recognises effective transition is not straightforward. It requires: Leadership Pragmatic decision making Pre-emptive culture change Systematising the journey Communication</p> <p>Deloitte is experienced in applying diagnostic processes to identify and evaluate available business opportunities, and in delivering the assistance that companies require to pursue those opportunities. We offer an initial whole-of-business diagnostic which can be crucial in informing the next steps for a business, and in identifying areas for improvement.</p> <p>Deloitte also assists organisations wishing to diversify their businesses into more sustainable markets. Through this process we identify the existing key strengths of the organisation and then match these to potential manufacturing opportunities where they can be more competitive.</p> | State-wide                      | <p>Deloitte has a comprehensive end-to-end financial restructuring service with a track record of generating exceptional results. Deloitte helps challenged businesses, quickly. We work with businesses to buy time, create options, and take action. Relevant support might include:</p> <ul style="list-style-type: none"> <li>Options assessment and Director support</li> <li>Financial and cash flow management</li> <li>Support with financiers / relevant stakeholders</li> <li>Recovery and transformation to fix the core and create a platform to return to growth</li> <li>Mergers / acquisitions</li> <li>Orderly closures</li> </ul> <p>Deloitte's full suite of services is available to be tailored to help deliver the implementation of your transition plan.</p> | <a href="http://www.deloitte.com.au">www.deloitte.com.au</a> | Danica Sekulovska<br>Damon Cantwell | +61 3 9671 7555<br>+61 3 9671 7543                               | <a href="mailto:dasekulovska@deloitte.com.au">dasekulovska@deloitte.com.au</a><br><a href="mailto:dacantwell@deloitte.com.au">dacantwell@deloitte.com.au</a> |
| <b>GHD Pty Ltd</b>                   | <p>GHD is one of the world's leading professional services companies, as a trusted advisor, we will support you in your decision making. GHD Advisory has worked with government agencies and private businesses to develop and/or review business cases for investment decision making processes. Working across different jurisdictions and infrastructure sectors has given us a unique insight into the most recent developments and trends in economic evaluation, option assessment and understanding of requirements or expectations that different sponsor entities hold. Our team delivers business cases without a disciplinary bias, bringing these insights into business case requirements and effective option analysis techniques tailored for the specific investment need.</p>  | State-wide; office in Traralgon | <p>GHD operates in the global markets of water, energy and resources, environment, property and buildings and transportation. We have experience in transaction advisory, business case development, finance and economic analysis, logistics and infrastructure policy. Our Advisory team has significant international experience, leveraging this into local investment and divestment teams. Working across all infrastructure sectors and with a strong track record in energy, ports, oil and gas, transportation, waste and FCMG. Previous engagements have included technical and environmental due diligence reporting, scoping studies, asset management planning, Opex and Capex reviews as well as a number of specialist studies to support transition.</p>            | <a href="http://www.ghd.com">www.ghd.com</a>                 | Mark Monaghan<br>Chris Johnston     | 03 5136 5877 /<br>0438 545 232<br>03 5136 5854 /<br>0428 739 633 | <a href="mailto:mark.monaghan@ghd.com">mark.monaghan@ghd.com</a><br><a href="mailto:chris.johnston@ghd.com">chris.johnston@ghd.com</a>                       |

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| <p><b>Grant Thornton Australia Ltd</b></p> | <p>Grant Thornton provides a range of financial and operational services to OEMs, suppliers, dealerships, lenders and other auto industry stakeholders, including:</p> <ul style="list-style-type: none"> <li>• benchmarking;</li> <li>• strategic advice;</li> <li>• due diligence; and</li> <li>• transaction support.</li> </ul> <p>We offer supply chain management and performance improvement - our operational performance experts have extensive manufacturing experience. Our expertise also extends to restructuring and crisis management with our financial team evaluating liquidity, identifying financial options and implementing business plans to restore viability or manage insolvency.</p> | <p>State-wide</p>  | <p><b>PROVEN APPROACH</b><br/>Our methodologies have been refined over a huge number of projects and are supported by proven tools and stakeholder engagement techniques. Just as important, we refine the approach to meet the specific needs of individual businesses.</p> <p><b>BROAD INDUSTRY INSIGHT</b><br/>Grant Thornton's Industry Teams offer industry-specific, insightful and objective solutions to the challenges facing business. We help companies look beyond immediate challenges and develop strategic goals to take advantage of new opportunities in the market. We work with companies to help them recognise their competitive advantage. We understand your industry and the challenges you face.</p> <p><b>MARKET ANALYSIS &amp; STRATEGY REVIEWS</b><br/>We have undertaken diverse Market Analysis and Strategy Reviews for companies in preparation for guiding them through the transition period.</p> <p><b>RECOVERY AND REORGANISATION</b><br/>Our team of advisers have extensive experience in assisting organisations with restructuring and consolidating corporate entities and groups.</p> <p><b>MERGERS &amp; ACQUISITIONS</b><br/>Our M&amp;A expertise extends from deal strategy and due diligence, to agreeing terms and integrating or selling a business. We can guide you through the financial issues and make sure you assemble the right resources, get the deal done and lay the groundwork for long-term success.</p>  | <p><a href="http://www.grantthornton.com.au">www.grantthornton.com.au</a></p> | <p>Mark Phillips<br/>Jacky Millership</p> | <p>03 8663 6328 /<br/>0416 045 284<br/>03 8667 6723 /<br/>0410 409 021</p> | <p><a href="mailto:mark.phillips@au.gt.com">mark.phillips@au.gt.com</a><br/><a href="mailto:jacky.millership@au.gt.com">jacky.millership@au.gt.com</a></p> |
| <p><b>Ion Group Pty Ltd</b></p>            | <p>ION Group is an innovative and very experienced national consulting firm with our head office based in Melbourne. We specialise in the fast and highly effective transformation of businesses, organisations, people and teams through the use of The Closed System® - our simple, elegant and yet profoundly effective decision-making framework that works on any scale and in any situation.</p>  | <p>State-wide; offices in Sandringham, Melbourne and Leongatha, South Gippsland.</p> | <p><b>Stage 1: Strategic Business Transition Review (Diagnostic)</b><br/>Our approach meets the specified requirements to:</p> <ul style="list-style-type: none"> <li>• identify the business' immediate past and present position</li> <li>• illustrate strengths, weaknesses, opportunities and threats (SWOT)</li> <li>• identify and prioritise areas that require attention or change</li> </ul> <p>A comprehensive business diagnostic will be undertaken - with up to 50 factors considered.</p> <p><b>Stage 2: Business Transition Plan Development</b> - The findings from the Strategic Business Transition Review will guide us in how we set up the Business Transition Plan. It is likely to involve a combination of specific consulting sessions with key individuals with group sessions with the management team as a whole to construct, plan, prioritise and start to implement key strategies.</p> <p><b>Stage 3: Business Transition Services</b><br/>ION Group's <i>Leadership for Business Program</i> is designed to help participants to identify and manage these challenges. Specifically, four individual sessions are held over a 2-month period:</p> <ul style="list-style-type: none"> <li>• to prioritise and manage the business' transition strategies to ensure they are achievable and attainable;</li> <li>• to assist participants to become more perceptive to the nuances of change, so they can be an alert and responsive leader;</li> <li>• to improve decision-making skills, so they feel more confident making decisions over the short, medium and longer term;</li> <li>• to quickly and effectively identify and manage interpersonal tensions or conflicts that are impacting culture, productivity and performance; and</li> <li>• to create and/or maintain personal balance and wellbeing.</li> </ul> | <p><a href="http://www.iongroup.com.au/">http://www.iongroup.com.au/</a></p>  | <p>Leigh Crocker<br/>Claire Crocker</p>   | <p>0419 359 409<br/>0402 297 287</p>                                       | <p><a href="mailto:lcrocker@iongroup.com.au">lcrocker@iongroup.com.au</a><br/><a href="mailto:ccrocker@iongroup.com.au">ccrocker@iongroup.com.au</a></p>   |

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| KPMG               | <p>KPMG has undertaken a variety of transition plans and operational restructures as a result of market challenges facing businesses. The objective is to maximise value and develop tailored solutions. KPMG has a range of in-house methodologies that have been tested locally and globally, including:</p> <ul style="list-style-type: none"> <li>• 9 Levers of Value</li> <li>• Business profitability analysis</li> </ul> <p>We will also leverage the traditional SWOT and PESTLE methodologies to assist with the ongoing success of your business. KPMG will adapt the appropriate methodology to suit each business. This will form the roadmap to support and guide implementation of the transition.</p> | State-wide     | <p>KPMG has a number of specialist teams which focus on providing advice and practical support in implementing enterprise wide transition and transformation plans. Focus areas include:</p> <ul style="list-style-type: none"> <li>• Mergers and Acquisitions</li> <li>• Integration and Separations</li> <li>• Supply Chain</li> <li>• Sales and Marketing</li> <li>• Financial Management</li> <li>• R&amp;D and innovation concessions</li> <li>• Succession planning</li> <li>• Tax</li> </ul> <p>KPMG's collaborative and integrated approach will ensure the transition plan is implemented with minimal disruption to mitigate risk and provide the best possible chance for success. Where we do not maintain this expertise 'in-house', we can help to identify, outsource or partner with other specialist firms in working with us to implement your transition plan.</p> | <a href="https://home.kpmg.com/au/en/home.html">https://home.kpmg.com/au/en/home.html</a> | Guy Edwards<br>Anthony Peluso | (03) 9288 5665/<br>0421 056 676<br>(03) 9288 5177/<br>0420 926 458 | <a href="mailto:guyedwards@kpmg.com.au">guyedwards@kpmg.com.au</a><br><a href="mailto:apeluso@kpmg.com.au">apeluso@kpmg.com.au</a> |
| NEM<br>Australasia | <p>NEM has experience in the energy industry and has 45 Partners and is represented in all mainland Australian state capitals. We also have a presence in Singapore and New Zealand.</p>   | Australia-wide | <p>NEM has both broad industry sector and functional knowledge and expertise. Areas of strong competence include, but are not limited to the following:</p> <p>Strategic market selection and research<br/>Competitive advantage identification<br/>Branding and brand positioning<br/>Merger and acquisition valuations, structuring advice, transaction negotiations, due diligence project management and post-acquisition integration plan development and management.<br/>Capital raising<br/>Human Resource management<br/>Strategic Business Development Planning<br/>Process 'mapping' and production efficiency identification<br/>Financial Management<br/>Establishing Boards of Management to focus implementation of Plan actions to agreed timelines<br/>Interim Management Non Executive Directors.</p>  | <a href="http://www.nem.net.au">www.nem.net.au</a>  | Glenn Mansfield               | 0402 489 266<br>1300 857 636<br>(03) 5450 4458                     | <a href="mailto:gmansfield@nem.net.au">gmansfield@nem.net.au</a>   |

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| <b>Pitcher Partners Corporate Pty Ltd</b> | <p>We provide a range of our services to clients in the energy sector – including business advisory, due diligence, M&amp;A, probity, business consulting, taxation and risk management.</p> <p>Our clients include retailers as well as service providers to the sector. It is these service providers that are now faced with the decision as to how they advance their business, be it an acquisition, joint venture or divestment, servicing other energy providers, identifying new clients or markets.</p> | State-wide                    | <p>Pitcher Partners works closely with clients across a number of industries, assisting with transition programs. We are currently a panellist on the Victorian government’s Automotive Supply Chain Transition Program (ASCTP) to assist the automotive industry transition to a globally-integrated, sophisticated domestic industry. We advise supply chain clients to drive business priorities with sustainable results.</p> <p>Stage 1 of any transition program begins with a road map of next steps, based on a categorisation process, considering four available options:</p> <ul style="list-style-type: none"> <li>• Restructure, refocus or reposition</li> <li>• Retain design and engineer (but offshore manufacturing)</li> <li>• Seek JV opportunities and collaboration</li> <li>• Cease operations and use wealth generated to fund new ventures.</li> </ul> <p>We are also able to leverage networks in government, private business and advisors in Australia and overseas to bring other specialists to the team.</p> <p>Stage 2 - How we help:</p> <ul style="list-style-type: none"> <li>• Provide expert counsel and inform strategic choices</li> <li>• Tailor a specific program to suit each business’ unique circumstances</li> <li>• Work hand-in-hand with management teams to implement initiatives</li> <li>• Focus on sustainable changes that generate necessary outcomes quickly</li> </ul> <p>Specifically, we can assist with the provision of the following services:</p> <ul style="list-style-type: none"> <li>- New markets, clients and product identification – see attached case studies</li> <li>- Business valuations</li> <li>- Asset valuations and registers</li> <li>- Due diligence</li> <li>- Accessing finance</li> <li>- Business advisory</li> <li>- Mergers and acquisitions</li> <li>- Financial management</li> </ul> <p>To date, we have worked with a number of clients under the ASCTP.</p> | <a href="http://www.pitcher.com.au">www.pitcher.com.au</a> | Michael Sonogo<br>Piera Murone | (03) 8610 5485<br>(03) 8610 5601 | <a href="mailto:Michael.sonogo@pitcher.com.au">Michael.sonogo@pitcher.com.au</a><br><a href="mailto:Piera.murone@pitcher.com.au">Piera.murone@pitcher.com.au</a>                       |
| <b>Complete Lean Solutions</b>            | Consultancy specialising in Lean Thinking as well as subject matter experts in strategic business planning, Sales and Marketing, Energy Solutions, Financial Management and Export market development.   | Gippsland and Melbourne Metro | Full business diagnostic and transition plan development<br>Support programs in: -<br>Lean Thinking / Operational KPI improvement<br>Layout / Material Management and Warehousing optimisation<br>Strategic Business Planning<br>Sales and Marketing Strategy<br>Financial Planning and Management<br>Energy Planning and Sustainability  | Pending Upgrade  | Peter H Taylor                 | 0433 706 212                     | <a href="mailto:ptaylor@completeleansolutions.com">ptaylor@completeleansolutions.com</a><br><a href="mailto:akelsall@completeleansolutions.com">akelsall@completeleansolutions.com</a> |

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| <p><b>Doing Business Better</b></p>                      | <p>Doing Business Better is a management consulting business specialising in transitioning businesses into new growth opportunities by redesigning the flow of work to create the flexibility to move quickly to new products, understanding the required delivery times and quality and ensuring products and services are delivered profitably.</p> <p>Doing Business Better partners with companies to examine existing, new and emerging markets in the area, and determine a practical plan and program of work to transition to new business growth opportunities. We focus on positioning and empowering businesses to have the systems, processes and internal skills and capabilities in place so they can tender and bid for work otherwise not accessible through their current capabilities.</p> <p>Doing Business Better uses Lean Manufacturing systems to improve business competitiveness and create the systems, processes and Standard Operating Procedures to prepare companies for ISO accreditation.</p> | <p>Gippsland and Melbourne Metro</p> | <p>Doing Business Better uses a variety of tools and techniques to benchmark the existing capabilities of a business and identify the most significant opportunities for diversification, productivity improvement and growth. We then develop a Business Transition Plan designed to implement the required changes. Our approach is conducted in two parts;</p> <ol style="list-style-type: none"> <li>1. To understand the current and potential capability of the business we examine; <ol style="list-style-type: none"> <li>a. existing businesses capabilities and intellectual property,</li> <li>b. current equipment &amp; machinery capabilities,</li> <li>c. capabilities of the team (including latent skills),</li> <li>d. leadership capabilities,</li> <li>e. actual and potential geographical coverage,</li> <li>f. export potential and</li> <li>g. process maturity (Lean Business Review).</li> </ol> </li> <li>2. To identify how the business might diversify its products, services and markets, we examine existing, new and emerging markets in the area to identify where potential adaptation opportunities might exist. Our transition report outlines a Business Transition Plan to move from the current state to the potential future state. The report includes; <ol style="list-style-type: none"> <li>a) identifying potential markets that could utilise the capabilities of the business,</li> <li>b) identifying potential products and services that could be developed for business development and growth,</li> <li>c) how current capability could be adapted to provide new solutions to existing and new customers,</li> <li>d) how existing process could be improved to improve productivity and build the flexibility to move quickly to new products and services that are profitable</li> <li>e) the sales and marketing effort required to tackle these new markets,</li> <li>f) the assistance required to achieve the transition,</li> <li>g) strategies to manage change in the workforce and develop change resilience, together with focusing teams on new outcomes. Doing Business Better also provides Lean Manufacturing and Lean Office process and productivity improvement advisory services and accredited training. We deliver Lean Manufacturing, Lean Office and Lean Agriculture training and process improvement services including: Lean Leadership training, Value Stream Mapping training, Lean Thinking training, 5S in the Factory or 5S in the Office Training, Six Sigma White Belt, Six Sigma Yellow Belt, Six Sigma Green Belt and Six Sigma Black Belt training. Doing Business Better provides implementation support and meeting services to help the business deliver on the improvement and make the internal capability building stick</li> </ol> </li> </ol> | <p><a href="http://www.doingbusinessbetter.com.au/">http://www.doingbusinessbetter.com.au/</a></p> | <p>Stephen Grech</p>     | <p>0448 403 094</p>  | <p><a href="mailto:sgrech@doingbusinessbetter.com.au">sgrech@doingbusinessbetter.com.au</a></p>             |
| <p><b>Solutions Research and Development Pty Ltd</b></p> | <p>SRD has extensive experience in the energy industry having provided consulting services to Owners and their engineering houses and contractors in oil and gas eg Origin Energy, Woodside, Santos, Chevron, Shell, Western Power, Verve Energy and Geodynamics.</p>   | <p>Gippsland and Melbourne Metro</p> | <p>SRD Strategy is a range of services which enable and support optimal business growth to include:</p> <ul style="list-style-type: none"> <li>- Use of proprietary tools and processes to pinpoint where your business is at in its growth and development journey</li> <li>- Planning services to include scenario, strategic, business and project execution planning; and Plan implementation support to ensure predictions and plans become reality and</li> <li>- All services are delivered in partnership with your people by SRDs highly experienced Subject Matter Experts.</li> </ul> <p>SRD has an entire practice area dedicated to developing and improving business performance and has undertaken assignments in this area for small, medium and large companies. Recent assignments include development and delivery of a Value improvement program for Origin Energy's Upstream APLNG development which delivered \$1.5 billion in savings against our \$750M target, development of repositioning plans for engineering houses and contractors to mining in WA (eg NRW, Onyx projects) and civil infrastructure (eg Red Arrow Global Solutions and Waternish) Of particular relevance is a long term relationship with Kempe Engineering. Over the last 20 years, SRD has worked as a strategic partner with Kempe to grow the business from approx \$25M/annum turnover to \$500M before the downturn. This has entailed setting up and facilitating integrated planning processes, improving work processes, development and deployment of plans to enter new industry and geographical markets and providing bid assistance services</p>  | <p><a href="http://www.srdconsulting.com.au/">http://www.srdconsulting.com.au/</a></p>             | <p>Malcom Washbourne</p> | <p>03) 9287 2444</p> | <p><a href="mailto:malcolm.washbourne@srdconsulting.com.au">malcolm.washbourne@srdconsulting.com.au</a></p> |

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| <p><b>Scopus Consulting</b></p> | <p>Scopus is a Leadership Development Specialist who works with small to large businesses throughout Gippsland; businesses who are expanding rapidly or want to expand, and who want to build strong growth platforms that support this expansion.</p> <p>By providing customized leadership training, coaching, mentoring and facilitation services, we help to build strong, competent and confident leaders who drive their business forward, fast!</p> <p>What makes our services so unique is our ability to customize our delivery to target the unique and specific growth outcomes that relate directly to our clients. Through thorough planning and strategic delivery, we can ensure measurable and tangible results.</p> | <p>Gippsland</p> | <p>a) My key delivery in regards to business transitioning would be to provide assistance to transitioning businesses in the specific field of leadership development with a focus on business growth. Our methodology would therefore include the following process:<br/> Stage 1: We work with either the owner of the business, a senior manager or a management team to ascertain the unique leadership development needs specific to the business and the business's growth goals. This is done via a facilitation session and is provided free of charge.<br/> Stage 2: We supply a detailed needs analysis report with recommendations of potential development areas, capable of achieving business growth, along with a proposal of works. This is also provided free of charge.<br/> Stage 3: If the business identifies that our services will deliver the specific development results to suit their unique growth outcomes, then we alter the proposal to include delivery of services. No charges apply at this stage.<br/> Stage 4: We deliver the agreed upon development program. We also monitor and assess the achievements and outcomes outlined in the development plan. This is the actual delivery and chargeable component of our services.<br/> b) As outlined above, during Stage 4 of the process and in consultation with the client, we will design a detailed strategic plan that will outline the client's delivery expectations, specific development outcomes and key performance indicators that will be used to measure tangible results. These key measures will also be used to not only measure the level of development achieved but will also be used to ensure deadlines are adhered to.</p> | <p>www.scopuspd.com.au</p> | <p>Simon Schembri</p> | <p>03) 51766683</p> | <p>admin@scopuspd.com.au</p> |
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