

## CAPABILITY STATEMENT

2024



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# We are the spark for a bright future.

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### **ABOUT US**

# ENERGY. OPTIMISED.

Stanwell Asset Maintenance Company (SAMCo) is delivering a new generation in operations and maintenance services across all forms of renewable energy in Queensland.

In 2023, SAMCo was established to leverage Stanwell Corporation's extensive expertise in complex power generation and its highly skilled workforce to provide maintenance services that enhance the productivity of renewable assets.

This new venture has evolved from more than four decades of experience in running thermal, wind and hydro power stations. In that time, Stanwell has built a reputation as a leading provider of reliable, affordable energy, and one of the safest and most efficient operators in the National Electricity Market (NEM), keeping the lights on for generations of Queenslanders.

Now, we're applying our decades of operational excellence to the clean energy transformation. SAMCo is here to provide asset owners, original equipment manufacturers (OEMs) and engineering procurement construction (EPC) companies with operations and maintenance services on renewable energy assets.

From wind and solar farms to grid-scale batteries, hydrogen production plants, pumped hydro storage, clean energy hubs and everything in between, SAMCo is emerging as a preeminent and trusted partner in the clean energy sector.

We're leveraging our proven processes and capabilities to optimise the availability and profitability of our partners' assets; create future pathways for energy professionals transitioning into renewables; and support the Queensland Government in delivering the Queensland Energy and Jobs Plan. We are the spark for a bright future. SAMCo is illuminating Queensland's energy transformation by energising careers, forging impactful partnerships, and optimising assets.

Proudly Queensland-owned and operated, our service is unparalleled in energy operations and maintenance.

We're SAMCo. We're a new generation in asset maintenance services – and we're ready to work with you to unlock the full potential of your site.

OCT 2021	Stanwell's Board approved the establishment of SAMCo subsidiary.
2022	Foundational SAMCo leadership team established. SAMCo's greenfield Enterprise Agreement (EA) was drafted.
JAN 2023	Stanwell's Development Pathways Program commenced, giving mechanical and electrical tradespeople the opportunity to experience work on renewable energy assets.
MAR 2023	The name Stanwell Asset Maintenance Company (SAMCo) approved and registered with ASIC (Australian Securities and Investment Commission).
NOV 2023	Official public launch of SAMCo. SAMCO's greenfield EA approved by Fair Work Australia.
JAN 2024	ISO Quality; Health & Safety; and Environmental management interim certification achieved.
JULY 2024	Operations to commence at Collinsville Solar Farm.
OCT 2024	Operations to commence at a North Queensland solar farm and Central Queensland battery.
DEC 2025	Operations to commence at Wambo Wind Farm.



### ACKNOWLEDGEMENT OF COUNTRY

## We acknowledge the Traditional Custodians of the land on which we live and work.

We recognise and appreciate their deep connection to land, water, culture and community.

We recognise Aboriginal and Torres Strait Islander people as Australia's first people and recognise the enduring and positive contribution that their voices, traditions and histories make to our communities and our business.

We pay respect to Elders past and present, and extend our acknowledgement and respect to all Aboriginal and Torres Strait Islander people.

'SAMCo beginnings' created by Kirralee Costelloe, Mandanjji and Noonuccal Woman to mark the official launch of SAMCo in 2023.

### **Company details**

**COMPANY NAME:** Stanwell Asset Maintenance Company Pty Ltd (SAMCo)

AUSTRALIAN COMPANY NUMBER: 137 410 685

AUSTRALIAN BUSINESS NUMBER: 20 137 410 685

DATE OF INCORPORATION: 11 May 2023

**REGISTERED BUSINESS ADDRESS:** 180 Ann Street, Brisbane, Queensland 4001

**POSTAL ADDRESS:** GPO Box 800, Brisbane, Queensland 4001

**TELEPHONE:** 1800 300 351

EMAIL: samco@stanwell.com

**WEBSITE:** stanwellassetmaintenance.com.au

## OUR SERVICES

SAMCo provides operations and maintenance services across the complete spectrum of renewable energy assets.

We partner with asset owners, EPCs and OEMs to maximise the availability, reliability and profitability of renewable assets, ensuring consistent operational effectiveness.

Leveraging Stanwell's highly skilled people and decades-long track record of excellence in maintaining complex energy assets, SAMCo's experience in operations and maintenance is setting a new benchmark in Australia's clean energy industry.

### Wind farms



#### SERVICES WE OFFER:

- Full operations and maintenance
- Electrical Balance of Plant
- Transformer maintenance
- Transformer oil testing
- Condition monitoring
- High voltage testing
- High voltage switching
- High voltage switchgear maintenance
- Protection testing
- Electrical engineering
- Civil Balance of Plant
- · Scheduled and unscheduled maintenance
- · Major component repairs
- Spare parts supply
- · Labour hire of skilled personnel
- · Site condition assessments
- Remote monitoring\*

### Solar parks

#### SERVICES WE OFFER:

- Full operations and maintenance
- Corrective maintenance solutions
- Scheduled major maintenance
- Managing time-based or production-based availability warranties
- Major component repairs
- Spare parts supply
- Labour hire of skilled personnel
- Site condition assessments
- Remote monitoring\*
- Consulting on asset design to optimise O&M
- Thermal imaging
- Whole-of-life asset management planning

### **Grid-scale batteries**



#### SERVICES WE OFFER:

- Full operations and maintenance
- Electrical Balance of Plant
- Transformer maintenance
- Transformer oil testing
- Condition monitoring
- High voltage testing
- High voltage switching
- High voltage switchgear maintenance
- Protection testing
- Electrical engineering
- Civil Balance of Plant
- Scheduled and unscheduled maintenance
- Major component repairs
- Site condition assessments
- Remote monitoring\*

### Pumped hydro power stations



#### SERVICES WE OFFER:

- Full operations and maintenance
- Electrical Balance of Plant
- Transformer maintenance
- Transformer oil testing
- · Condition monitoring
- High voltage testing
- High voltage switching
- High voltage switchgear maintenance
- Protection testing
- Electrical engineering
- Civil Balance of Plant
- Scheduled and unscheduled maintenance
- Major component repairs
- Site condition assessments
- Remote monitoring\*

### Hydrogen production facilities

#### SERVICES WE OFFER:

- Full operations and maintenance
- Electrical Balance of Plant
- Condition monitoring
- High voltage switching
- Protection testing
- Electrical and process engineering support
- Process safety and gas compliance management
- · Scheduled and unscheduled maintenance
- Major component replacement/repairs
- Site condition assessments
- Hazardous facility management
- Overall asset management

### Clean energy hubs



Drawing on our service offering across wind, solar and large-scale battery technologies, we offer customised service delivery solutions for clean energy hubs throughout Queensland.

Our expertise in maintaining a range of new energy assets means SAMCo is a one-stop-shop, creating efficiencies and cost savings in the operations and maintenance of our clients' renewable energy hubs.

\*Remote monitoring capability currently under development. Expected in 2026.

## WHY CHOOSE SAMCo?

The Queensland owned and operated SAMCo has the systems, skills and engineering excellence to service the complete spectrum of renewable energy assets.

We are raising the bar in the operations and maintenance of clean energy sites.

We have listened to asset owners, OEMs and EPCs to understand the challenges they typically face with the operations and maintenance (O&M) of their sites. Our service approach has been developed to deliver a new generation in O&M.

#### AN EXCEPTIONAL TRACK RECORD

SAMCo is a wholly owned subsidiary of Stanwell, Queensland's largest energy asset owner and operator.

Stanwell has long been one of the most reliable and efficient energy generators in the National Electricity Market.

SAMCo draws on Stanwell's wealth of maintenance and engineering experience and a proven power generation asset management approach that's been demonstrated over the course of decades.

We have secured our first operations and maintenance contracts with wind and solar farms in Queensland and have steadily been proving our performance.

## FINANCIALLY STABLE AND PROUDLY QUEENSLAND-OWNED

As a Queensland Government Owned Corporation, SAMCo is backed by Queensland Treasury Corporation.

SAMCo is one of a kind – a Queensland-owned maintenance service provider with the capabilities to service the complete spectrum of renewable energy assets.

That means local procurement, local expertise you can trust, and broader service support across Queensland.

#### A UNIQUE PERSPECTIVE

Because Stanwell is also an asset owner, we know just how much asset availability and reliability matters to our partners. SAMCo brings that unique perspective to the renewable asset management and maintenance services sector.

We truly understand your operational goals as an asset owner, and we're able to leverage Stanwell's established systems, processes and capabilities to ensure we achieve them.

From operating complex energy assets in Queensland for more than 40 years, we have strong industry partnerships with the Australian Energy market Operator, Powerlink and Energy Queensland.

#### OPTIMISING YOUR SITE OVER ITS COMPLETE ASSET LIFE

We work closely with our clients to develop a full and complete Asset Lifecycle Plan to ensure sites are optimised for their whole asset lives, not just the term of our maintenance contract.

This work is carried out on a value add basis under the existing O&M contract structure, with no additional cost to our clients, as a result of the strong engineering capacity we have through Stanwell.

Programs of works to improve the long-term asset life are conducted where possible as part of typical maintenance activities. For larger-scale projects, a proposal (scope and fee) is put forward to the client for consideration.

This model aims to increase the life of our clients' equipment through planned and unplanned activities that verify component functionality and detect faults, preferably before they occur.

#### EFFICIENT AND COST-EFFECTIVE

SAMCO guarantees transparent and clear contract boundaries and responsibilities, with terms that match your asset's needs and maturity.

With our exceptional track record, we can help asset owners transition from the OEM/EPC construction phase into long-term asset maintenance, while driving efficient and profitable operations for our clients.

#### PEOPLE AND KNOWLEDGE

SAMCo's people are rare talents, with deep experience in asset ownership and management across Queensland. Our clients love SAMCo's people for their knowledge, work ethic and skills.

With a competitive Enterprise Agreement, we have a strong employee value proposition to attract and retain the state's most talented energy workers.

We continuously invest in the training and development of our people.

Through our Development Pipeline Program, we're continuing to invest in and future-proof our people's skills as renewable energy technology evolves.

#### A CULTURE OF SAFETY

SAMCo's embedded safety approach ensures a safe environment and means your assets are in exceptional hands.

We have an outstanding safety record – across our people and our subcontractors – and it's something our people take very seriously.

## INNOVATION AND QUALITY MANAGEMENT AS STANDARD

We are focused on continuously improving our operations. We have a committed budget to invest in innovation.

Through Stanwell's Future Energy Innovation and Training Hub (FEITH), SAMCo tests new maintenance methodologies and technologies to find faster, cheaper and more reliable ways to improve our service.

SAMCo is triple certified in International Standards Organisation (ISO) standards for Quality, Health & Safety, and Environmental Management.

#### LOCAL EMPLOYMENT AND PROCUREMENT

We prioritise local employment and procurement, preferencing opportunities to local suppliers wherever it makes business sense to deliver important flow-on economic benefits to the communities we operate in.

Our procurement activities, which are aligned to the Queensland Procurement Policy and Modern Slavery Act requirements, are conducted ethically, honestly and with fairness to all parties, and are intended to maximise local suppliers' opportunities to participate.

#### COMPETITIVE RATES

SAMCo exists to deliver on the Queensland Energy and Jobs Plan – creating reliable, affordable energy and sparking future career opportunities for Queensland energy workers.

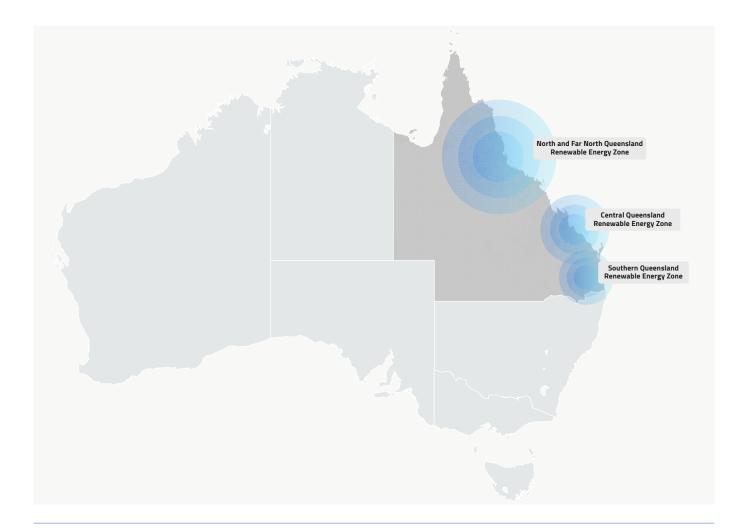
We offer competitive rates, which provide our clients with extra value to the standard O&M offering.

Our service offering across all energy technologies, focused on Queensland Renewable Energy Zones, delivers economies of scale and resourcing efficiencies which keep our service costs down.

## OUR SERVICE AREAS

SAMCo is available to support renewable asset owners, original equipment manufacturers and engineering procurement construction companies across Australia.

### The majority of our activity is concentrated within Queensland's Renewable Energy Zones (QREZs). These are regional hubs that have been established across the state to strategically connect multiple renewable energy generators and energy storage technologies in the same location. While our relationships start in Queensland, we also work with our partners throughout Australia. They rely on our skilled people to deliver unparalleled services.



# OUR CLIENTS AND EXPERIENCE

SAMCo has experience working on a range of solar, wind and battery sites throughout Australia.

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The market's confidence in us is quickly growing, with many more projects in our upcoming pipeline.

12							558 MW	CLEAN FAR NOR
6	2						400 MW	FAR NOR
-K	R	TOWNSVILLE					43 MW	SOLAF NORTH Q
North and Far North Queensland Renewable Energy Zone		TOWNSVILLE					50 MW	BATTE NORTH Q
			МАСКАУ				252 MW	WAME WIDE BAY
	Control O	ueensland		оскнамрто			254 MW	WAME WIDE BAY
		Energy Zone	AC AC	GLADSTON		- (	500 MW	TAROI WIDE BAY
		Southern Que Renewable Ene			BRISBANE GOLD COAST	г		
				-				

558 MW	CLEAN ENERGY PARK FAR NORTH QUEENSLAND (INCLUDING 50 MW SOLAR)
400 MW	WIND FARM FAR NORTH QUEENSLAND
43 MW	SOLAR FARM NORTH QUEENSLAND
50 MW	BATTERY NORTH QUEENSLAND (2 HOUR DURATION)
252 MW	WAMBO WIND FARM Stage 1 (50% PPA) WIDE BAY BURNETT
254 MW	WAMBO WIND FARM Stage 2 (50% PPA) WIDE BAY BURNETT
500 MW	TARONG WEST WIND FARM WIDE BAY BURNETT



### A snapshot of our clients and experience:

### **COLLINSVILLE SOLAR PV**



#### ASSET DESCRIPTION

Collinsville Solar PV (CSPV) is located near Collinsville in central Queensland. The project was constructed on land surrounding the decommissioned (2013) Collinsville coal-fired power station, commencing operations in 2018.

The site consists of approximately 180,000 individual solar PV panels and has a generation capacity of 42.5 megawatts. SAMCo took over the O&M of the site in July 2024.

OWNER/CLIENT	RATCH-Australia
ASSET SERVICES	Complete operations and maintenance of the site.
DURATION OF SERVICES	From 2024

### FUTURE ENERGY INNOVATION AND TRAINING HUB (FEITH)



#### ASSET DESCRIPTION

FEITH will provide facilities to test and develop future energy technologies. Once evaluated these may be deployed to one of Stanwell's clean energy hubs, renewable energy assets, or to other specialised applications (e.g. microgrids for remote communities).

FEITH will also provide skills training and education to drive better outcomes for energy workers and communities as the industry transforms. It is located close to Rockhampton.

OWNER/CLIENT	Stanwell Corporation
ASSET SERVICES	SAMCo has an agreement to utilise FEITH for maintenance methodology and innovation testing to improve operational efficiencies for its broader client base. SAMCo clients will have access to FEITH's facilities to explore future energy innovations as they reach commercialisation testing.
DURATION OF SERVICES	Phase 1 construction commenced first quarter 2024

### **GOLDWIND – VARIOUS MAINTENANCE SUPPORT SERVICES**



#### SERVICE DESCRIPTION

General maintenance for Goldwind across several of the Australian windfarms it operates.

OWNER/CLIENT	Goldwind
ASSET SERVICES	Supplying skilled labour (electrical tradespeople) and supporting the general maintenance of wind assets.
DURATION OF SERVICES	From May 2024

### **GT TECHNOLOGIES – WIND TURBINE GEARBOX UPGRADES**



#### ASSET DESCRIPTION

Since January 2023, we have worked with GT Technologies, specialists in the maintenance and repair of wind turbines, to perform a series of up-tower gearbox upgrades and repairs. Our mechanical tradespeople visited six wind farms across four Australian states to conduct high-speed shaft overhauls, performance upgrade retrofits, in situ borescope inspections and isolation and lock out - tag out activities.

OWNER/CLIENT	GT Technologies
ASSET SERVICES	Strip, upgrade and reinstallation of 200 gearboxes.
DURATION OF SERVICES	January 2023 to present

#### WAMBO 1 AND WAMBO 2 WIND FARM



#### ASSET DESCRIPTION

Consisting of 83 wind turbines, Wambo Wind Farm will deliver 500 megawatts (MW) of clean energy to Queensland's energy system.

Stage one is now under construction and will consist of 42 wind turbines with a generation capacity of 252 megawatts (MW). Stage two will add a further 41 turbines and 254.2 MW to the project, targeting operations in 2026.

OWNER/CLIENT	50:50 JV between Stanwell Corporation and Cubico Sustainable Investments. SAMCo is a subcontractor to Vestas to support its O&M of the site
ASSET SERVICES	Electrical and civil balance of plant services.
DURATION OF SERVICES	From 2025



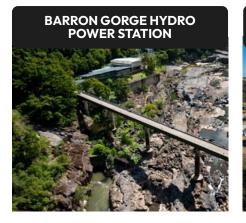
SAMCo is backed by Stanwell Corporation, Australia's most consistently reliable energy generator.

Stanwell has more than 40 years' experience in operating and maintaining complex power generation sites, and a strong history of delivering the most reliable assets in the National Electricity Market (NEM). Stanwell has been maintaining assets since the commissioning of the first unit of Tarong Power Station in 1984.

In 2023/24 Stanwell was the most reliable generator in Queensland, which is a particularly impressive feat given its major sites are 30 and 40 years old, respectively.

Throughout its history, Stanwell has also operated and maintained the energy generation assets seen on the following page.

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
RELIABILITY	95.9%	94.4%	94%	98.1%	98%	99%
AVAILABILITY	87.7%	88.8%	84.4%	92.1%	90.1%	93.1%
ENERGY SENT OUT	19,200 GWH	18,595 GWH	18,655 GWH	18,237 GWH	19,432 GWH	19,085 GWH



### MICA CREEK POWER STATION



#### TOORA HILL WIND FARM

#### **CENTRAL REZ BATTERY**



#### TARONG POWER STATIONS



## SOUTHERN REZ BATTERY STORAGE PROJECT





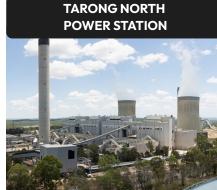




WINDY HILL WIND FARM







**STANWELL POWER STATION** 

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## OBJECTIVES AND OUTCOMES

### Our purpose

### WHY WE EXIST

We are the spark for a bright future. We are illuminating Queensland's energy transformation by energising careers, forging impactful partnerships, and optimising assets.

### Our vision

### WHERE WE WANT TO BE

We aspire to provide unparalleled maintenance services across all renewable energy technologies in Queensland.

### Our mission

### WHAT WE DO, FOR WHO, AND HOW

SAMCo's mission is to exceed the expectations of our asset owner and OEM clients by delivering renewable energy operations and maintenance services which optimise their assets over their complete lifecycle.

OBJECTIVE		OUTCOME	
Support Queensland's clean energy future		SAMCo supports the reliability and operational effectiveness of our clients' renewable assets and helps to maintain the security and stability of the energy system as Queensland moves towards its target of 80 per cent renewable energy by 2035, in alignment with the Queensland Energy and Jobs Plan.	
	Build long-term partnerships	SAMCo develops strong relationships with renewable asset owners, original equipment manufacturers and engineering procurement construction companies across Australia.	
٢	Building capability	SAMCo builds Stanwell's renewable energy technical capability to meet future market needs.	
· ↔	Creating future pathways	SAMCo contributes to future employment pathways for our people and provides ongoing regional employment, in alignment with the Queensland Energy Workers' Charter.	
4 <sup>+</sup>	Optimise energy	SAMCo harnesses its decades of experience in intricate power generation to deliver safe, highly efficient and cost-effective maintenance services.	

### SKILLS DEVELOPMENT

## CREATING FUTURE PATHWAYS FOR ENERGY WORKERS

The energy transformation is about people working together to find solutions that bring the greatest mutual benefit. That's why SAMCo is ensuring Queensland energy workers are prepared for the clean energy future.

As a wholly owned subsidiary of Stanwell Corporation, SAMCo is supported by a wellestablished team of highly skilled people to undertake operations and maintenance tasks across the renewable energy sector.

At the same time, SAMCo provides these workers with opportunities to boost their experience with renewable technologies. We have a detailed Development Pathways program in place to give Stanwell's people hands-on experience at sites across Australia, applying the skills they've developed working on complex thermal power stations to relatively simple wind and solar technologies.

The Development Pathways program has been designed to be broad enough to take any tradesperson – whether they come from a domestic, commercial, industrial or heavy industry background – and prepare them for a career in renewables.

We will also use our Future Energy Innovation Training Hub near Stanwell Power Station to pilot and train our people in a range of new energy technologies.

Working with SAMCO puts our people in prime position for the jobs and leadership positions that will emerge as Queensland moves towards its target of 80 per cent renewable energy by 2035.

We provide workers in the regional economies where we operate with opportunities to start building their capabilities for the future now, in alignment with the Queensland Energy Workers' Charter and the Job Security Guarantee.

It's an exciting time for the energy industry – and our people are at the heart of it.



## BOARD OF DIRECTORS AND CORPORATE STRUCTURE

We utilise the governance and business systems of Stanwell, with Stanwell's senior and executive leadership team providing the overarching management of SAMCo.

We are pleased to be able to bring this multidisciplinary team's deep experience in asset ownership and management to the renewable operations and maintenance sector.

### **OUR SHAREHOLDERS**

As a Queensland Government Owned Corporation, Stanwell has two shareholding Ministers:



The Hon. Cameron Dick MP Treasurer and Minister for Investment



The Hon. Michael (Mick) de Brenni Minister for Energy and Clean Economy Jobs

### **OUR BOARD OF DIRECTORS**



Paul Binstead Independent Non-executive Chair and Director



Marianna O'Gorman Independent Non-executive Director



Howard Morrison Independent Non-executive Director



John Thompson AM Independent Non-executive Director



Kara Cook | LLB, GAICD Independent Non-executive Director



Laurie Lefcourt | AICD, FCA Independent Non-executive Director



Jane Schmitt |LLB, LLM, AICD Independent Non-executive Director

### **OUR EXECUTIVE LEADERSHIP TEAM**



Michael O'Rourke Chief Executive Officer



Catherine Cook Chief Financial Officer



Sophie Naughton Executive General Manager Energy Markets



Steve Quilter Executive General Manager Growth and Future Energy

### SAMCO'S LEADERSHIP TEAM



#### Steve Quilter

Executive General Manager Growth and Future Energy

In a career spanning 30 years' in the energy industry in both Queensland and New South Wales, Mr Quilter has worked in various operational roles including senior engineering and management positions.

In his current role, he is accountable for the origination and oversight of the growth of Stanwell's diversified renewable generation and energy storage portfolio, as well as the development of Queensland's largest renewable hydrogen project – the CQ-H2 project.

In 2022, Mr Quilter was seconded to the Queensland Department of Energy and Public Works to work on the development of the Queensland Energy and Jobs Plan and Infrastructure Blueprint, which chart the course for Queensland's clean energy future.

Mr Quilter is passionate about innovation in the energy industry, and the opportunities that the energy transition presents for our people and our customers and partners.



James Oliver Chief Operating Officer



Glenn Smith Executive General Manager Business Services



Richard Jeffery Executive General Manager Strategic Partnerships



Steve Clark General Manager Renewable Maintenance Services

SAMCo is led by Steve Clark, whose extensive understanding of power generation asset management, operations and maintenance has been forged over the course of three decades in the industry.

This includes a decade in the renewable energy space, managing wind, solar and pumped hydro storage assets across Australia. Mr Clark also has significant experience in the management of coal-fired facilities, open-cycle gas turbines and combined-cycle power plants.

Mr Clark has a detailed understanding of the service and maintenance deliverables required to ensure the most effective and efficient operation of renewable energy assets. He is proud to be at the helm of SAMCo as the energy transition unfolds, and excited about the role SAMCo can play in Queensland and Australia's clean energy future.



SAMCo's values – we care, we adapt and we deliver – are integral to our culture, and are aligned with those of our parent company, Stanwell. Our values guide how we think, make decisions, and act on a day-to-day basis at SAMCo. They reflect the standard we expect from all of our people, and drive how we engage with our partners, customers, suppliers and our local communities.



### **WE CARE**

We care by:

- focusing on our health, safety and wellbeing
- looking after each other, the environment and our community
- being inclusive and communicating openly
- respecting and helping each other to grow and succeed.



### **WEADAPT**

We adapt by:

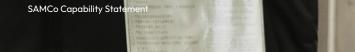
- embracing change and new ideas
- working together and sharing learnings
- encouraging questions and different perspectives.



### **WE DELIVER**

We deliver by:

- keeping our commitments and trusting each other
- making responsible commercial decisions
- owning our actions and outcomes.



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OUR CERTIFICATIONS AND LICENCES

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Electrical Contractors Licence	
Work Cover Insurance	
Labour Hire Licence QLD	
Labour Hire Licence VIC	IN PROGRESS
ISO 9001:2016 Quality Management Systems	
ISO 1401:2015 Environmental Management Systems	
ISO 45001:20118 Occupational Health and Safety Management Systems	





STANWELL ASSET MAINTENANCE COMPANY

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