



MRC Group – Transaction Unit
March 2022



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Brief presentation of the MRC Group (I)

- **The MRC Group of Companies** is a family of ten sister companies that share a common history and operate internationally as a single organization, combining their human resources, technical skills and geographical presence to better serve clients worldwide.
- MRC Group member companies are:



MRC Spain
(Madrid, Montevideo)



EMRC UK
(Edinburgh)



EMRC Nigeria
(Abuja)



Siglasul
(Sao Paulo, Rio de Janeiro)



NCL
(Auckland, Manila)



MRC Sweden
(Helsingborg)



MRC Italy
(Milan)



MRC Pakistar
(Lahore)



SIGLA
(Buenos Aires)



MRC Turkey
(Ankara)

Brief presentation of the MRC Group (II)

- MRC Group now has over 100 staff and associates with backgrounds in economics, finance, banking, law, regulation, electrical and power engineering and energy systems, with presence in 10 major cities
- Our key objective is to offer our clients in the public and the private sector the services of a group of outstanding independent consultants with a unique background in international consulting and transaction advisory

Consultancy Advisory Services

MRC Group offers international consulting services aimed at helping organizations achieve their strategic goals in essential infrastructure sectors within those complex frameworks.

MRC capitalizes on its expertise in the critical issues involved in all industries associated to infrastructure projects, as well as the design and actual implementation of sustainable energy strategies, to provide service providers and government agencies with high quality expert advice and comprehensive bespoke solutions.

MRC's multidisciplinary approach, combining technical, economic and financial skills, provides a comprehensive view of business opportunities and challenges in essential infrastructure and environment sectors.

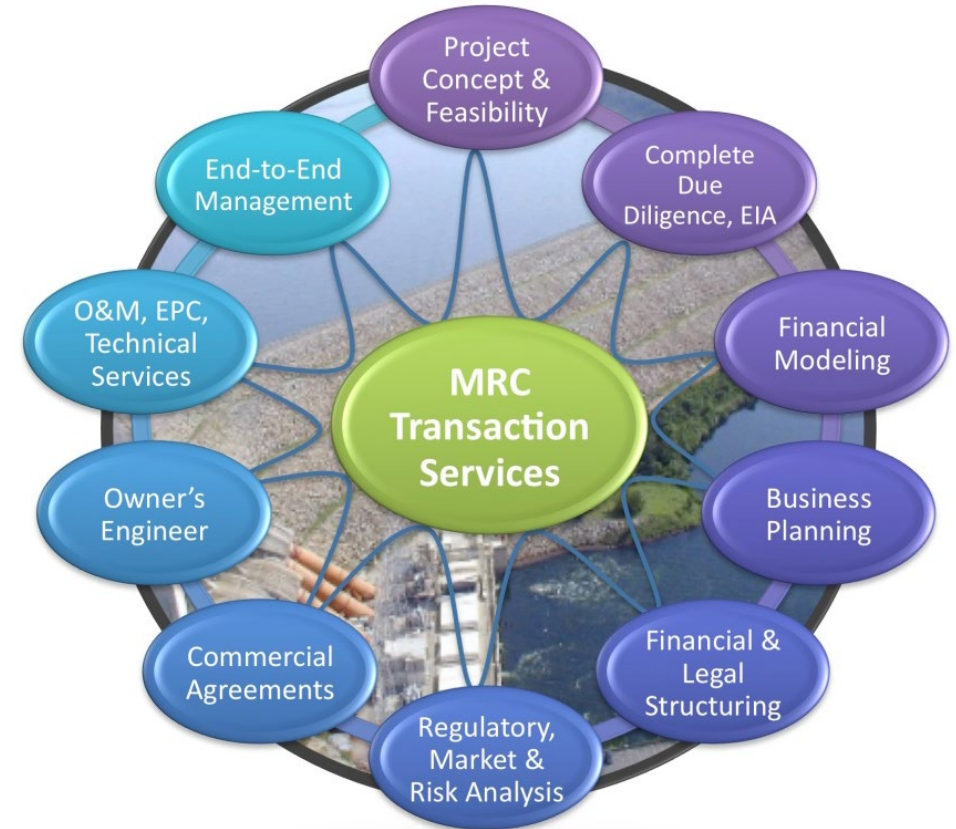


Transaction Advisory Services

MRC Group also offers its clients Transaction Advisory Services through a Transactions Unit specially set to provide integrated project management services, developing the scope of work in order to meet (and sometimes “anticipate”) the client’s expectations, taking a leading role throughout the entire process, even supporting the origination of the projects, identifying opportunities and aiding the decision-making process (i.e., deal negotiation, micro-management, optimal business models).

Whether the transaction involves sales, M&As, alliances, JVs or divestitures, MRC’s team helps understanding particular contexts, policy & business frameworks, business structures, optimization, etc., through a replicable knowledge: “we have the method to be applied everywhere”.

MRC’s Transactions Unit is a one-stop-shop, offering an integrated 360° service.



What makes MRC different?

MRC goes beyond traditional M&A and provides **end-to-end management**, integrating the full range of services needed **from *Concept to Commissioning & Operation***

- **Blend of experience** in emerging & industrialized markets
- Expertise in **all aspects that affect private investment attractiveness and project bankability** – market structures, policy, regulation, macroeconomics, stakeholder environment & externalities
- **Technical, Economic & Financial project modelling**, and market evolution forecasts over the life of an asset or business.
- **Integrate technical, engineering & operation services** for generation (RES & conventional) T&D, natural gas, district heating, and water & sanitation interests.



Core Transactions Team

Background

Arnaldo Orlandini

Senior Transactions Advisor

aorlandini@mrc-consultants.com

Energy Economics and International Trade Law, Turin University (Italy)
International Economics and Development, PhD, Complutense University, Madrid (Spain)



Background

Douglas Caskie

Senior Commercial Advisor

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MA in Economic Science, Aberdeen University (Scotland)
Specialization in Natural Resource and Environmental Economics



Professional experience

Arnaldo Orlandini is a Gas Specialist and CEO at MRC Spain, with an academic background in International Economics and Development, Energy Economics and International Trade Law with a specialization in Energy.

Within 23 years of general professional experience, he has accumulated 20 years of experience, 12 of them in leading positions, in the energy industry. He specializes in international gas markets, evaluation of gas and power projects, gas and regulation (transmission, storage, distribution and LNG), gas network codes (transmission, distribution, LNG-regas), energy sector reform, organization and management of energy companies, economic and financial evaluation of gas assets and projects.

Arnaldo regularly advises energy companies on gas regulatory, commercial and technical matters, and has been repeatedly appointed as Expert Witness on disputes concerning gas supply agreements and contracts before arbitration tribunals and ordinary courts.

Arnaldo is based in Madrid, Spain.

Professional experience

Douglas is CEO of the UK branch of EMRC. He has over 20 years' experience of project development, M&A/investment, financing and consultancy in the conventional and renewable energy industries, holding positions with international project developers, Government organisations and in consultancy.

Prior to joining EMRC Douglas was a Senior Manager with Masdar Clean Energy where he was responsible for the commercial development of wind, solar and energy storage projects.

Prior to joining Masdar he was with IPA Energy Advisory, a UK-based international energy consultancy. In this capacity he was responsible for the UK-based Regulation practice and for the Gas Economics Team (based in Abu Dhabi). In this capacity he advised private sector companies and Governments on LNG procurement strategies, gas to power commercial arrangement and gas market development strategies.

Douglas is based in Edinburgh, UK.

Background

Mariano Fabrizio

Legal Expert

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PhD (equiv) in Laws, Univesidad de Belgrano (Argentina)
 Post Graduate studies in Business Administration



Professional experience

Mariano is an international lawyer with experience in project management, banking & finance and policies & regulation. Through an extensive career advising DFIs (The World Bank, IFC, IADB, IDB Invest and others), banks, companies and governments, he succeeded in amalgamating a vast private sector expertise with the public sector needs, structuring complex transactions, PPP initiatives, privatizations and concessions, and leading several investing climate initiatives all over the world.

Mr. Fabrizio started his career in different areas of multinational firms, becoming a partner at a major Argentinean law firm in 2005. In 2007 he established FGM, a firm at the intersection of financing and infrastructure regulation, which in 2017 merged into Nicholson y Cano, one of the top Argentinean full-service firms. In early 2022 he joined MRC Consultants and Transaction Advisers to lead the Transactions Unit, a division set to provide high-end transaction advisory services specially designed to foster integrated project management.

Mariano participates actively in chambers and forums, and has been selected by his peers for inclusion in the Best Lawyers® list for Argentina since 2012.

Mariano is based in Buenos Aires, Argentina and Madrid, Spain.

Background

Patrick Seferovich

Legal Expert

brusefero@gmail.com

Masters in International Law and Natural Resources Law in Sturm College of Law, Denver (U.S.)



Professional experience

Patrick B. Seferovich has more than 30 years of experience in the international and US energy sectors—natural gas regulation, unbundling/open access to gas markets, E&P operations and dispositions, gas and oil pipelines.

Extensive legal advisory experience in the global natural gas industry, including advising on the acquisition and disposition of natural gas assets, advising on and recommending natural gas industry practices and legislation, advising on and drafting applicable natural gas regulations, including unconventional shale gas assets. Extensive experience in advising oil and gas companies in their investment strategies and operations worldwide based on legislation and regulation review.

Recent and extensive experience in Egypt in respect of the legislative basis for establishing a natural gas regulatory body (under the auspices of Egypt’s Ministry of Petroleum) and advising on legislation to institute and develop open and non-discriminatory access to the Egyptian natural gas market.

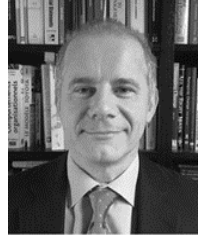
Background

Carlo Citerio

Energy Markets Expert

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PhD (equiv) in Economics, Luigi Bocconi Milan University (Italy)
 Post Graduate studies in Climate & Renewable Energy Finance, Corporate Finance



Professional experience

Carlo Citerio is a Natural Gas markets expert with more than 20 years experience in the development, management & operations of the gas & LNG business. He recently served as an advisor to develop the design of the new gas market in Egypt, and related structures, including tariffs, law, technical codes, shipping, as well as the strategy for natural gas infrastructure development in the country.

Until 2013 Carlo was a Principal & head of the Energy Markets practice for Axteria M&A Consultants, providing strategy advice to many Italian energy sector clients. In this role he was responsible for complex multi-national projects for the main Italian Energy Companies (ENI, Enel, Stogit, Edison), dealing both with the commercial and delivery side of the business.

Previously, as a member of London-based Cap Gemini European Gas Market Practice, Carlo worked on all the main issues linked to the opening and liberalization of the European Gas market.

Carlo is based in Milan, Italy.

Background

Michael Bernhardtsson

Energy Markets Expert

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Machine Engineering, Håssleholm Technical College (Sweden)
 Business Administration, University of Lund (Sweden)
 Master on Certified Maintenance Manager, University of Lund (Sweden)



Professional experience

Michael Bernhardtsson is an expert in energy infrastructure & business development, with extensive experience in Europe, Eastern Europe and Central Asia. He has considerable experience within LNG & Gas, District Heating and Energy market issues, having provided inputs to numerous research and feasibility studies, due diligence, project management, and advisory assignments.

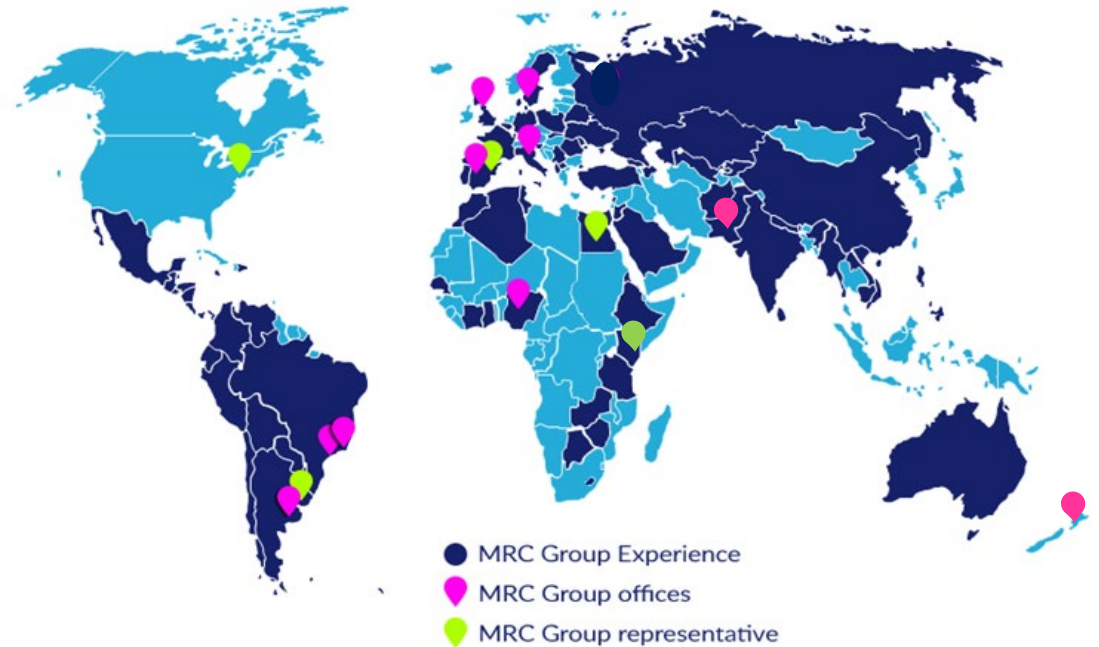
Since 2009 his focus has been on the natural gas and LNG segments - LNG business and projects development, market analysis, applications & supply options for industry, vehicle fueling stations, LNG Terminals, FSRU and Re-gasification.

Prior to joining MRC, Michael was the Commercial Director of AF Industry AB (Energy Area), and Chief Executive Officer for HFAB Group AB (Swedish engineering firm). Mr. Bernhardtsson previously held senior positions in manufacturing and consulting firms, has been involved in Strategic Maintenance activities.

Michael is the head of MRC Sweden based in Helsingborg.

Global Reach

MRC experts have worked for energy and water & sanitation companies, agencies and organizations worldwide. Countries shaded in green on the map below show the range of our experts' experience and MRC Group global coverage.



Our Institutional Clients

MRC Group companies work with all major institutional and donor entities, either through direct contracting or other collaborative capacity.



Asian Development Bank



Our experts have worked for renown firms and institutions worldwide



Contact details

- For more information, please contact:

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