



## Sarah Fairhurst

MA Cantab, MBA, GAICD, FPICD, FGIA

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### Summary

Sarah's current Board portfolio as a Non-Executive Director (NED) includes three companies in the energy sector. Previously she has also governed a start-up as well as membership of an Advisory Board of a company providing global strategic advice and shareholder services across every continent. She also works with SIPBN, a Sydney based network which connects companies to capital and supports growing companies through advisory board appointments.

A hallmark of Sarah's Executive career was co-founding The Lantau Group (TLG) in 2010 – a boutique energy economic and strategy advisory firm - following a management buyout of the Hong Kong subsidiary of CRA International post CRA's decision to exit Asia. This expanded her skillset from energy to company foundations, growth and operations.

Sarah is an experienced Board Committee Chair and NED and has lived and worked in the UK, Asia and Australia and understands the electricity and gas markets, cultures, and cross-border complexities of the wider APAC region. She has a degree from the University of Cambridge (UK), is a Graduate of the AICD and a Fellow of the Philippine Institute of Corporate Directors as well as an Advisory Board-Certified Chair.

Sarah combines strong strategic, commercial, and analytical thinking together with pragmatism and practical experience across many countries to solve complex problems. Her purpose is to help companies make better decisions.

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### Key Strategic Skill Sets

- **Strategic Thinking & Planning:** *Developing strategies to find or enter new markets or capitalise on evolving opportunities*
- **Infrastructure Strategy/Planning/PE:** *Deep understanding of the process to assess, develop, build, and exit infrastructure projects including from a private equity perspective.*
- **Global Acumen:** *UK, Europe, Asia and Australian Board, Executive and Operational expertise and understanding of different cultures and business strategies, including Asian family businesses.*
- **Corporate Governance:** *Deep history of working on and with Boards, using questions and analysis to refocus the narrative of a problem; highlight risks, identify unexpected opportunities, and guide good decisions.*

### Example Career Accomplishments

- The Lantau Group | Starting in 2010 with no cash, significant liabilities, difficulty collecting receivables and no profits since CRA's formation in 2007 worked with partners to turn the company around, removed liabilities, refocused, and expanded the team. From 2010 to 2019, expanded the geographic market and increased the value of the company by over 10% per annum. Advised clients including Shell, Total and Engie on market entry strategies, and worked with the Boards of several Asian power companies to focus their market positioning and capitalise on emerging opportunities.
- Designed and ran a process for the South Australian Government to incentivise a new gas pipeline to be built without Government funding or commitments.
- Chairs the Strategy Committee of a family company in The Philippines assisting the company to refocus its market and change direction to capitalise on the opportunities of the energy transition, create synergies between different parts of the business and assist in their purpose of removing homelessness in Philippines.

## Board Experience

- Non-executive Director; Member of the Construction, H&S, CSR and Environment Committee of the Board; Observer, Investments Committee, **Equis Developments** | US\$2bn private Singapore company, funded by OTPP and ADIA, with 4 offices developing renewable and waste assets in Australia, South Korea and Japan, 2021 – present.
- Board Member; Chair of Strategy & Business Intelligence Committee, **JECI** | Philippines Family-owned renewable power developer with over 100 employees, 2021 – present.
- Board Member; Member of the Environment & CSR Committee, **Palm Conception** | Joint Venture company, owner of a coal fired power station in The Philippines with over 400 employees, 2020 – present.
- Advisory Board for **SIPBN** | Sydney – an organization which connects companies to capital. Represents SIPBN in Hong Kong and helps organize CapTech, their accelerator festival.
- *Member APAC Advisory Board, **Morrow Sodali** | Private Equity owned, over 50-year-old global strategic advice and shareholder services provider with offices on every continent, 2022 – 2023.*
- *Non-Executive Director, **Genesis Ray** | Start-up Singapore energy data analytics, consulting, and software firm with offices in Singapore and India, 2020 – April 2023.*
- *Non-Executive Director, **Solar Philippines Holdings** | Private founder led Philippine company - major player in solar rooftops, utility scale solar and solar panel manufacturing with several hundred employees, Jan 2020 – Dec 2020.*
- *Founder & Executive Director, **The Lantau Group HK Ltd** | Economic and Strategy consultancy focused on energy sector- Hong Kong, 2010 - 2019*
- *Founder & Executive Director, **The Lantau Group (Singapore) Pte Ltd** | Economic and Strategy consultancy focused on energy sector) – Singapore, 2010 - 2019*
- *Treasurers' Observer, Board, **Flinders Power Station** (South Australian Government owned power station), 1999 – 2001*

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## Other Professional Experience

2020 – present

**Sole Proprietor | SFairhurst Advisory**, Hong Kong

Corporate advisory firm. Clients include:

- Australian AI firm
- Blunomy - Europe/HK/Singapore/Australia energy & sustainability strategy consultancy
- Blitz - Hong Kong / Philippines social community funding start-up
- Green Tiger Markets – a company developing electricity derivatives trading in Asia
- Expert Witness for a PPA dispute in Asia
- Ambassador for FundsSniper – a subscription-based database of PE and VC firms
- Vice-Chair of the Consulting Committee for the Philippine Institute of Corporate Directors

2010 – 2019

**Founder and Executive Director | The Lantau Group & Subsidiaries**, Hong Kong

Consultancy. Clients included Shell, Total, Engie, CLP, TNB, Singapore Government, various Philippine Government departments, various private equity companies.

Consulting projects across multiple geographies (*Australia, NZ, Philippines, Singapore, Thailand, Vietnam, Sri Lanka, South Korea, South Africa*) included:

- Corporate strategy and specific project strategies
- Asset valuation and M&A

- Power development incl. conventional thermal coal & gas projects to renewable and storage & hydrogen
- Advice on energy policy & regulatory strategies
- Design and implementation of bespoke commercial and transition contracts in electricity and gas
- Design and implementation of power procurement

2001 – 2010

**Principal | CRA International**, Hong Kong, Wellington, Melbourne

International consultancy firm, similar projects/scope to The Lantau Group (above)

1998 – 2001

**Senior Consultant to Principal | PA Consulting/PHB Hagler Bailly/Putnam, Hayes & Bartlett**, Melbourne

Economic Consultancy Firm.

- Major project: reform and privatisation of the South Australian electricity sector, followed by designing and running a process to incentivise a new gas pipeline into SA.

1996 – 1998

**Senior Commercial Negotiator | PowerGen International, Asia Pacific**, Kuala Lumpur

International arm of PowerGen. Major projects:

- Development of new IPPs & negotiation of contracts
- Led the commercial aspects of the successful bid for Yallourn energy

1992 – 1996

**Manager, PowerGen**, UK

UK Power generator and developer

1989 – 1992

**Analyst, Caminus Energy**, UK

UK electricity consultant

## Education & Awards

- Fellow, Governance Institute of Australia (2023)
- Advisory Board Certified Chair, Advisory Board Centre (Australia, 2021)
- Fellow of the Philippine Institute of Corporate Directors (2020)
- Graduate, Australian Institute of Company Directors (2011)
- MBA, Henley Management College UK (1995)
- MA, The University of Cambridge, UK (1989)

## Professional Memberships

- Advisory Board Centre (2021 – present)
- Philippine Institute of Corporate Directors (2020 – present)
- Australian Institute of Company Directors (2010 – present)
- UK Institute of Company Directors (2023 – present)
- Governance Institute of Australia (2023 - present)
- Women on Boards (2010 – present)