



MZA Consultancy Infrastructure and Innovation Advisory

Amsterdam, The Netherlands · Version: 2025





About MZA Consultancy

MZA Consultancy is an independent advisory firm with approximately four decades of experience supporting complex infrastructure and industrial initiatives across EMEA. We help public sponsors, EPC contractors, technology providers, and investors move from opportunity to execution by aligning the right parties, de-risking delivery, and providing hands-on coordination throughout critical phases of a project. Our engagements span both public and private contexts. We support privately sponsored developments as well as government-led programs, including, but not limited to —PPP and build-operate-transfer variants. In each case, our focus remains consistent: clarify the delivery pathway, structure the collaboration model, manage interfaces, and maintain decision velocity through disciplined governance.

40+

**Years Operating
History**

\$7.5B+

**Aggregate Capex
Supported**

\$200M–3B

**Typical Project
Capex Band**

55+

**International
Ecosystem
Engaged**

Where Clients Use MZA

- Government and public sponsors seeking credible delivery partners, investment facilitation, and disciplined project governance.
- EPC contractors and consortiums seeking opportunity origination support, in-market representation, and bid and negotiation coordination.
- Investors seeking investment-ready opportunities and credible delivery pathways.
- Technology providers and innovators seeking structured entry into infrastructure programs and scale-up pathways.

What Differentiates MZA

- Cross-border bridge between Europe and EMEA, anchored by an European base and regional delivery capability.
- Senior-led execution and tailored engagement design, enabling speed without compromising diligence.
- Ecosystem alignment, matching scope requirements with technical, commercial, and operational capacity.
- Governance discipline through PMO practices that reduce delivery risk in multi-party environments.

Our Foundation

MZA Consultancy was founded in mid 1980s and has sustained a long operating record in infrastructure advisory over nearly four decades. The firm's work is grounded in delivery realism: understanding how procurement constraints, stakeholder incentives, technical scope, and commercial structure interact in major infrastructure and industrial programs. MZA is built to operate where projects are complex, counterparties are international, and alignment determines outcomes.

Mission

To enable infrastructure sponsors and delivery parties to progress from intent to execution through structured advisory, credible counterparty alignment, and disciplined governance.

Vision

To be a trusted bridge between Europe and EMEA, recognized for integrity, execution capability, and the ability to connect proven delivery capacity with infrastructure needs.

Core Principles

- Integrity in market engagement and counterparty alignment.
- Confidentiality and discretion appropriate to cross-border advisory work.
- Commercial realism and implementable recommendations.
- Accountability, with clear governance and decision-ready outputs.
- Long-term relationship building across public and private stakeholders.

Mid-1980s

MZA Consultancy founded

1990s–2000s

Expansion across EMEA infrastructure sectors

2000s–2010s

Cross-border advisory and consortium alignment

2010s–2020s

European integration deepened

2025

Open innovation capability launched;
US\$7.5B+ capex supported



Core Capabilities

MZA's capabilities are designed for high-stakes infrastructure and industrial programs where outcomes depend on selecting the right counterparties, structuring collaboration models that work in practice, and maintaining disciplined execution. We combine strategic advisory with hands-on coordination, particularly in opportunity origination, partner alignment, procurement and contracting support, and PMO governance.



Market Entry & Opportunity Origination

We identify and qualify prime opportunities to enable rapid, clear market entry.



Project Development & Delivery Strategy

We translate complex concepts into executable, structured pathways for successful delivery.



Procurement, Tendering & Contracting

We provide structured support to ensure negotiation readiness and robust project governance.



PMO & Project Delivery Assurance

We implement practical governance frameworks to protect outcomes and manage critical dependencies.



Commercial & Legal Coordination

We align commercial positioning with legal requirements to minimize cross-jurisdictional friction.



Open Innovation & Technology Enablement

We bridge the gap between complex infrastructure needs and emerging technology, ensuring solutions are fit for purpose.

Sector Coverage

MZA supports infrastructure and industrial sectors where project complexity, interfaces, and stakeholder alignment materially influence outcomes. Sector coverage is anchored in delivery pragmatism: aligning technical scope with executable commercial pathways and credible delivery capacity.



Energy

including conventional and renewable power generation, transmission networks, substations, and energy infrastructure



Water and Wastewater

including treatment facilities, conveyance systems, desalination plants, and water distribution infrastructure.



Industrial and Manufacturing

including industrial plants, processing facilities, manufacturing campuses, and utility systems supporting industrial operations.



Oil and Gas

including pipelines, storage terminals, processing facilities, and infrastructure supporting energy and natural resource development.



Transport infrastructure

including rail, transit systems, highways, ports, terminals, and logistics infrastructure.



Utilities

including integrated multi-utility networks serving industrial and municipal developments.



Real estate/Urban

including residential, commercial, and mixed-use developments integrated with urban infrastructure and services.



Digital Infrastructure

including data centres, fibre networks, telecommunications infrastructure, and mission-critical digital facilities.

Typical Delivery Environments

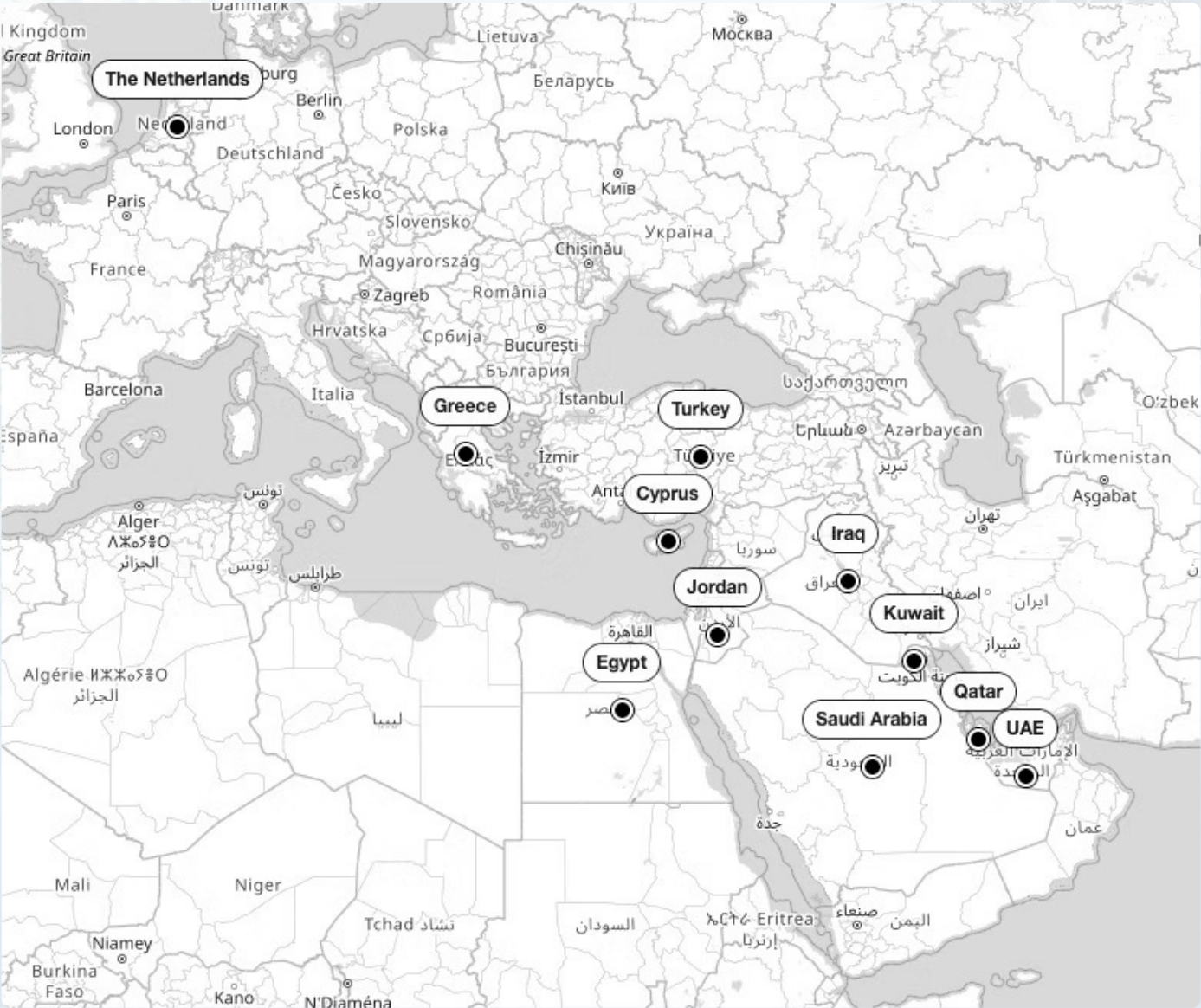
- Multi stakeholder programs with both public and private counterparties involved.
- Cross border consortium formation with international EPC and technology providers.
- High capex initiatives where governance, procurement discipline, and interface management are critical.

Geographic Footprint

EMEA	10	EU - US- Asia	+28
Operating Region	Representative countries	Cross border Ecosystem	Projects

MZA operates from Amsterdam with regional delivery capability across EMEA. Amsterdam supports coordination with European and international counterparties. Regional presence in the Middle East supports local context, stakeholder engagement, and delivery coordination in active project environments.

Countries Where MZA Has Delivered Engagements





Selected Experience

The themes below illustrate representative engagement types across MZA's infrastructure and industrial advisory track record..

Utility-Scale Solar Plants

Project development and partner alignment support for solar generation capacity and enabling infrastructure.

Onshore Wind Farms

Coordination for wind development pathways and stakeholder alignment.

IPP and Generation Programmes

Advisory support to progress large generation initiatives through alignment, governance, and execution readiness.

Transmission and Substation Programmes

Execution governance support for grid reinforcement and substation expansion.

Water Treatment and Conveyance

Programme advisory for treatment capacity and strategic conveyance works.

Wastewater Treatment Programmes

Governance for wastewater capacity and network interfaces.

Oil and Gas Pipelines

coordination for pipeline programmes and associated technical and commercial interfaces.

Industrial LPG Plants

Advisory support for industrial LPG plant developments.

Ports and Industrial Logistics

Project development support for ports, jetties, and industrial access infrastructure.

Healthcare Real Estate Development

Programme advisory for hospital development projects involving complex infrastructure.



How We Deliver

MZA applies a structured methodology designed to move projects forward with clarity and pace. Work is organised around decisions and interfaces. Engagements are senior-led, supported by delivery teams sized to the scope and complexity of the assignment.

Delivery Framework

Mobilise and Align Confirm objectives, define scope boundaries, map stakeholders, and establish governance cadence.	Diagnose Constraints Assess feasibility, critical path, interfaces, and delivery risks that could stall progress.	Structure the Pathway Define delivery approach, collaboration model, packaging, and counterparty alignment strategy.
Execute the Plan Coordinate procurement, contracting, stakeholder engagement, and negotiation as relevant to scope.	Assure Delivery Implement PMO governance, reporting packs, risk and issue management, and escalation pathways where required.	

Typical Outputs



Decision Packs and Option Papers

Suitable for sponsor and board-level decision making.



Stakeholder Engagement Plans

Stakeholder engagement plans and communication matrices.



Procurement and Contracting Workplans

Where in scope, structured workplans aligned to decision cadence.



Steering Committee Reporting Packs

With decisions, risks, issues, and interface tracking.



Implementation Roadmaps

For technology deployment and innovation scale-up.

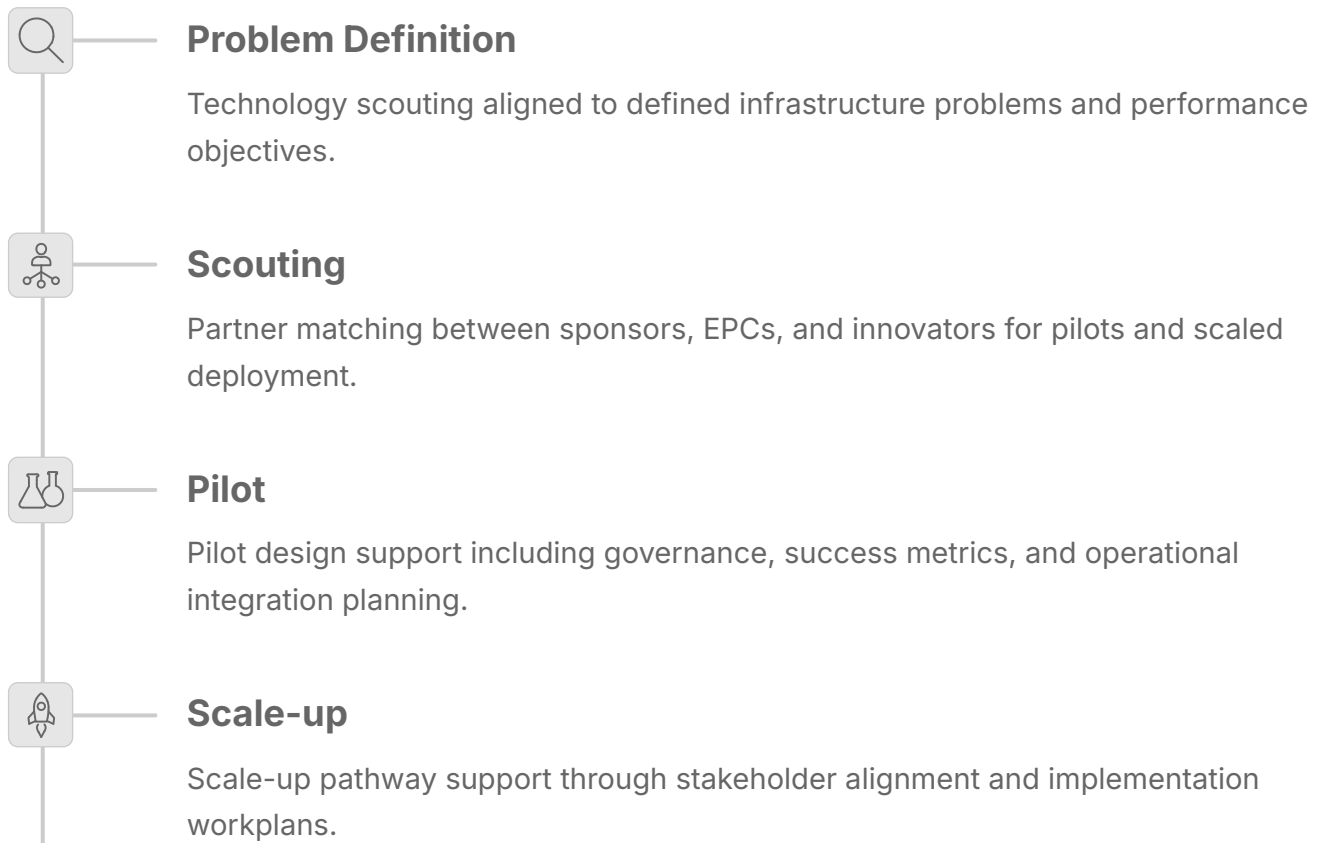


Open Innovation and Technology Enablement

MZA maintains an open innovation capability designed to connect infrastructure needs with emerging technologies and scalable solutions. This practice supports sponsors and delivery parties in identifying relevant innovations, validating applicability, and enabling structured pilots and scale-up pathways.

How MZA Supports Open Innovation

MZA operates as a bridge between asset owners, delivery parties, and innovators, including startups and specialised technology providers. The objective is to move from interest to deployment through a structured path that respects procurement, operational, and regulatory constraints.



Leadership



Message from the Founder

MZA was built on the belief that infrastructure succeeds when parties align around an executable delivery pathway. We remain committed to senior attention and advice designed to work under real constraints.

Mohammad Al Zoobi, Founder



Message from the Managing Director

Our focus is to accelerate execution through a senior-led approach grounded in delivery reality. We connect infrastructure needs with scalable solutions to drive speed, accountability, and outcomes.

Salem Al Zoobi, Managing Director

Governance, Quality and Ethics

MZA prevents program failure by implementing practical governance that ensures decision velocity, transparency, and accountability.



Governance Approach

- Disciplined steering cadence
- Defined risk escalation pathways



Quality and Conduct

- Precise engagement scoping
- Structured approval workflows



Legal and Compliance

- Regulated service integration
- Coherent cross-border workplans

Corporate Details and Contact

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