

MCALEESE & ASSOCIATES LTD



CAPABILITY STATEMENT

MARCH 2018

COMPANY STATISTICS

- McAleese & Associates (UK) Ltd;
- Established 2016;
- Based in Kinross, Perth & Kinross, Scotland;
- Company number SC550072;
- VAT Registration number 261064431;
- Postal Address: 15 Nan Walker Wynd, Kinross, Perthshire, KY13 8FF;
- Email: stuart@mcaleeseassociates.co.uk;
- Website: www.mcaleeseassociates.co.uk;

OUR APPROACH

We view consultancy as more than simply giving advice. Consulting engagements are typically delivered as a sequence of phases. Each phase has specific outcomes and a bespoke plan to achievement. This is agreed with the client prior to commencement.

Disputes are approached with full participation within the disputes team. This team is headed by a barrister and we play a full and active role in proceedings.

SERVICES OFFERED

McAleese & Associates (UK) Ltd provides advisory and consultancy services across four broad spheres:

- Expert Witness services in relation to disputes, litigation and arbitration;
- Project development of pre-construction renewable energy assets;
- Forensic project audit and analysis; and
- Environmental services and solutions;



EXPERT WITNESS

Stuart provides Expert Witness services in terms of renewable energy disputes, litigation and arbitration.

Renewable energy company's often act in an international context. It is a challenging, volatile and complex environment with investments being high value, high risk and using progressively innovative technology. Increasingly, developers and financiers are exposed to growing political, economic and technological risk with escalating state intervention and competition for increasingly constrained resources. In this operating context, disputes are sometimes unavoidable.

When a dispute occurs, barristers, developers and financiers need an expert who understands how projects are developed, their risk profiles, the spend profile and with first hand experience of the decision environment that a developer is in whilst the project is being progressed.

As an experienced energy project development professional, I can advise litigants on the merits of their case when appointed pre-action as well as advising on matters after proceedings have commenced. Typically, cases have a high volume of documentation with complex, disputed facts.

I offer advice around developing renewable energy projects across a range of geography's and technology's. This covers

- project development activities;
- project planning;
- development finances;
- cost profiles review;
- risk management; and
- environmental due diligence.

I can act as a single expert or feed into joint expert representations.

I provide a range of professional services such as

- handling joint expert meetings;
- reviewing documentary evidence;
- report preparation;
- review of third-party evidence; and
- giving oral evidence in dispute resolution and litigation settings.

Confidential Jurisdiction Lawyers
 Arbitration Resolution
MEDIATION
 Conciliation Proceedings
 Solutions Diplomacy
 Negotiation Counsel Rights
 Decision Advisory issue
 Parties Mediator normal Participants
 Conflict Binding Arbitrator Matter



RENEWABLE ENERGY PROJECT DEVELOPMENT

Planning and executing a successful renewable energy project is a highly complex and extensive process which requires a detail driven approach, experience and judgement to get right. An oversight or failure to anticipate issues can not only lead to delays, they can have a costly impact on your business case.

Services offered include:

- full project management of the site;
- landowner engagement and negotiation of access, exclusivity, option and lease agreements;
- detailed feasibility studies;
- engagement with regulators, stakeholders and local communities;
- management of environmental survey and all environmental works;
- Environmental Impact Assessment (EIA) management, management of tender process and full document review;
- Consenting activity to secure all planning consents required to build and operate the project;
- Grid capacity studies and managing the grid connection process;
- Contract negotiation across Balance of Plant, Grid Connection, Technology Supply and Construction Contracts;
- Managing the financial close process to secure funding;



PROJECT AUDIT AND RESCUE

Renewable energy projects occasionally stall or fail to deliver expected results.

When this happens, clients need an independent overview of the reasons as well as outline recommendations of the actions required to restore order.

My professional background and experience of running projects from early stage feasibility and business case justification to operational readiness gives me rare insight. I provide an independent perspective driven by the requirement to make concrete recommendations.

This service is discreet, specialized and confidential.

I approach your audit and deep project review with a broad understanding of your business and the industry in which you operate. Whilst the details of specific renewable energy projects change, the basics haven't. Meeting investor confidence, getting a project ready to seek Board approval for investment, conducting due diligence to prepare a project for the disbursement process and understanding how a project has reached the position it has are all valid reasons for getting detailed transparency as to the key issues and risks a project presents as well as what is required to take the project to its desired conclusion.



ENVIRONMENTAL SERVICES

The environment is at the heart of what we do – especially in the energy industry. We offer a range of services:

Diagnostics: Not sure where to start? You need our quick and easy diagnostic service to determine where you, key measures, overall staff attitudes and an overview of communications. From this we develop a short term action plan and a longer term strategic route map;

Strategic Sustainability Integration (SSI): our premium package which aims to fully integrate sustainability into your organization via a year long, bespoke package of support;

Environmental Strategy: most organizations do not have a clear strategy on sustainability and the environment. Those who have fully embraced this have used it to drive their competitive advantage. We show you how.

Executive Coaching: A one-off yearly fee which secures monthly conference calls, 6 training webinars and access to me (subject to availability).

Project Specific Services: These services are project specific and vary in scale and complexity:

- Environmental Impact Assessment (EIA);
- Social Impact Assessment (SIA);
- Health Impact Assessment (HIA);
- Environmental Due Diligence;
- Environmental Audit;
- Ecological Survey and Reporting;



STUART MCALEESE BIO

Stuart McAleese is a renewable energy professional who partners with developers, financiers, barristers and international consulting firms to deliver insight and clarity around the development of renewable energy projects, deep forensic analysis of stalled projects and innovative solutions to critical environmental issues. He has managed complex contractual and commercial negotiations as well as delivering on challenging business plan targets. Stuart will use his deep knowledge and expertise to deliver expert witness services in disputes, arbitration and litigation as well as undertaking deep dive forensic audits of projects with critical issues and of significant importance. With 15+ years of energy industry experience, he has worked on projects in Scotland, UK, Finland, Sweden, Kenya and South Africa.

Professional and Industry Experience

In a 15-year career in the renewable energy industry, Stuart has worked on the full pipeline of activity for renewable energy developments both in the UK and internationally. This includes site finding, detailed technical and financial feasibility, legal and commercial negotiations, planning and regulatory consents, grid connection agreements, Due Diligence and securing funding via parent company investment as well as non-recourse project finance. Technologies include onshore wind, offshore wind, solar, hydro, biomass, energy from waste, deep geothermal and battery storage as well as conventional thermal and carbon capture and storage. Stuart has also managed a renewable energy company and has Board level experience of an Independent Power Producer (IPP). Stuart has managed multi-million pound projects, delivered business transformation and change projects as well as integrated new business units with parent company's.

Here are some of the highlights from Stuart's professional experience:

- Project manager for a pipeline of onshore wind developments at Scottish & Southern Energy (SSE) including Strathy North, Strathy South, Achany, Fairburn, Viking, Pairc and Gordonbush;
- New market penetration for RPS Group in Scotland into offshore wind, power lines, pipelines and energy from waste;
- Delivery of a new business unit and integration into Northern Europe business for Element Power with a technology spread of onshore wind, solar and biomass;
- Delivery of consents for Beatrice Offshore Wind Demonstrator Project for SSE and Talisman Energy;
- Bid winning delivery of Scottish Territorial Waters Offshore Wind Tender on behalf of SeaEnergy Renewables;
- Review of existing processes and development of new Stage Gate Process for renewable energy development for RWE Innogy;
- Expert witness for geothermal dispute in Kenya acting for Kenyan Government;
- Advice to investment fund around entry into UK offshore wind sector;
- Advice to loss adjusters around disposal of assets for various renewable energy company's in administration;



KEY CONSULTING AND ADVISORY STRENGTHS

McAleese & Associates (UK) Ltd consultancy and advisory strengths are summarised below:

- A depth of understanding of the renewable energy industry – its technology, its drivers, its policy context and its delivery requirements;
- Unique solutions to complex problems. Solutions which reflect your circumstances and aspirations;
- The proven ability to resolve complex technical issues – understanding the key issues, assembling expertise, finding solutions and bringing a pragmatic, commercially astute and rounded solution to the client;
- Advanced project scoping skills – the ability to talk to a client and move from a client brief to a clear, concise scope of work with a realistic budget and timeline for delivery;
- High level project management skills – delivering on value and budget every time;
- Exceptional stakeholder consultations skills – the ability and drive to engage with a wide range of stakeholders and ensure key stakeholder inclusion;
- Extensive experience in review and evaluation of documents and project outputs – from small, local projects to large and technically complex projects with significant uncertainty and high volume materials. We also have the ability to source, instruct and manage a range of Associates who bring their own experience to the project;
- Capacity to distill findings – using critical thinking to analyse complex problem and diverse issues, we consistently deliver findings which resonate with clients, address issues and signpost concrete actions for resolutions;
- Exceptional report writing and presentation skills – all reports are written succinctly and in plain English. Recommendations are clear, realistic and framed for the particular client and their organisational environment;
- A strong collaborative approach to working with clients – always balancing the need for flexibility with the recognition that clients have expectations around delivery, budgets and timetables.



SELECTED TRACK RECORD

As an independent consultant, Stuart works across a range of small to medium projects where his expertise is best utilised.

Client	Project
Confidential Client	Market entry to UK Offshore Wind market via Allocation Round 2 Contract for Difference process;
Government of Kenya	Acting as expert witness in a dispute between the Government of Kenya and an energy company around a geothermal development in the Rift Valley;
RSM Restructuring (UK) Ltd	Advising loss adjusters around valuing renewable energy assets as a result of developers going into administration;
Confidential Client	Review and reconstruction of cost models for onshore wind in a subsidy-free energy market;
Lakel (Africa) Ltd	Strategic advice around a complex energy development involving port redevelopment, pipeline routing and construction and the provision of LNG facilities;



CONTACT

If you would like to discuss a dispute or project directly with Stuart, then please contact directly:

Phone: +44 (0)776 8989 375

Email: stuart@mcaleeseassociates.co.uk

