

1. Commercial Asset Management:

- Accounting services – oversight of accounting services provider, contact with service provider, payment of taxes, provision of documents to the office etc.
- Administrative decisions – obtaining decisions such as localisation, environmental, building permits.
- Agreement Control – negotiating, extending and performing key contracts (PPAs, CPAs and others)
- Analyses – provision of analytical services, including (but not limited to) energy and green certificates markets, depreciation policies etc.
- Audit management covering entire process from engagement of auditor till issue of final report.
- Budgeting – preparation of budgets and reporting performance against these budgets.
- Commercial oversight of external service providers – review of contracts prior to signature, tendering, cost control etc.
- Communication with local authorities and other stakeholders – maintaining good relations with stakeholders resulting in effective cooperation & quick resolution of issues.
- Compliance with current/future requirements imposed by law, statute or regulatory bodies - e.g. Capacity Market registration, transfer pricing etc.
- Environmental reporting – monitoring of bird mortality rates (using external providers) and submitting these reports to relevant authority.
- Financial modelling support – in-house modelling capabilities, readiness to provide support and inputs to financial models.
- Financial reporting – preparation of reports on financial aspects of asset performance.
- IT Server management – document sharing, organisation, updates.
- Land lease management – negotiation of lease agreements with landowners.



- Legal services – communication with lawyers as required regarding issues such as tax, energy etc.
- Management of Insurance Policies – ensuring these are extended on time with appropriate Loss of Profit amounts; submitting claims with relevant documents, calculations and reports.
- O&M provider settlements including verification of bonus payments.
- Office management – first point of contact to externals, managing correspondence, composing official letters and translations.
- Payment Cycle – review of services received, invoice processing, payment approval process, payment to service provider.
- Performance of corporate affairs obligations as well as legal corporate obligations – resolutions of AGMs, keeping Court Registers up-to-date, Submitting Financial Statements to Court Registers, arranging licenses, permits, authorisations etc.
- Real Estate Taxes – Property Tax calculations, submission of declarations and making payments.
- Sales cycle – calculation & issue of invoices, sales of green certificates and guarantees of origin.
- Submitting motions for issue of Green Certificates / Guarantees of Origin
- Subsidy reporting – preparation & submission of reports compliant with relevant requirements.
- Tax Optimisation – any actions aimed at reducing potential corporate tax burden - either via delay of green certificate sales, invoice payment timing or any other means (such as shareholder loan capitalisation).
- Working capital management – making overnight deposits as well as aged receivables and payables management.

2. Technical Asset Management:

- 24/7 readiness to react to on-site issues such as interference in the grid, compliance with Grid Operator requirements or responses to alarms.
- BOP management including any works as required, preparation of servicing plan for all WFs and carrying them out; vibration controls using tools provided by O&M providers and anticipating issues with infrastructure.
- Compliance with provision of environmental decisions from operational perspective - WTG shutdown, operation of systems
- Compliance with technical authority – coordination with UDT, scheduling and coordinating subcontractors, participating in inspections and approval of post-inspection reports.
- General responsibility for state of assets – reporting on any issues spotted at wind farms that require repairs (roads, foundations).
- Grass cutting/snow removal.
- Health and safety compliance – provision of site inductions, risk assessment, ensuring contractors are qualified and have necessary permits in place to carry out their works as required.
- Monitoring of the operation of electrical aspects of infrastructure – done using tools such as SCADA (turbine or substation).
- Monthly reporting – preparation of monthly operational reports on production, losses, highlighting issues etc.
- Necessary repairs to the BOP infrastructure.
- O&M provider management – on-site management of technicians, oversight of their works and adherence to contract.
- Operational control of main substation – high & medium voltage device management.
- Oversight of external service providers on-site.
- Oversight of interconnection services including telecommunications, own consumption of electricity and distribution.



- Security service management – ensuring that monitoring systems work correctly and contractual obligations are fulfilled by the contractor.
- Substation maintenance – electrical measurements, cleaning etc.
- Substation switching operations
- Technical advisory services – acting as an in-house advisor on how to carry out works, searching of optimisation etc.
- Visual inspection of assets – turbines, roads, foundations, substations etc..

3. Due diligence:

- Analysis of potential projects for investors – verification of: permits in place, assumptions, technical solutions as well as investment appraisal
- Financial due diligence – verification of capital expenditure, cost & revenue assumptions as well as preparation or evaluation of financial models including sensitivity analysis
- Full management of project acquisition process – including target selection and oversight of due diligence process (inc. legal, tax, financial etc.)
- Technical due diligence including:
 - A detailed review of initial plan and location of turbines, environmental conditions, designs of access roads, interconnection terms, geotechnical studies
 - Evaluation of wind farm productivity, wind measurements and applied turbine technology in collaboration with external experts

4. Project Development:

- Carrying out negotiations with turbine suppliers, O&M contracts, civil / electrical works etc.
- Obtaining interconnection terms
- Obtaining the promise of the concession for power generation



- Oversight over geotechnical works
- Preparation of environmental impact reports via external cooperation and obtaining environmental permits
- Preparation of feasibility study based on location specifics, wind data, financing sources and schedule of works
- Securing land for construction as well as obtaining decision of exclusion from agricultural production
- Supervision of the wind farm construction process
- Support with choice of turbines through scenario analysis in investment appraisal
- Supporting local authorities in changing the local spatial development plan and securing the building permit

5. Financial structuring:

- Defining financing needs of the project owners and selecting most appropriate offers from providers of funds, which involves:
 - Preparation of information memorandum
 - Meeting with banks to secure initial financing conditions
 - Negotiations surrounding said conditions
 - Choice of most suitable offer
 - Selection of bank advisors (technical, legal, insurance etc.)
 - Preparation of initial due diligence report outlining main outstanding issues
 - Final signature of the agreement with the bank, i.e. financial closing
 - Oversight over fulfilment of conditions precedent and milestones to allow for debt tranches to be released
- Employing appropriate debt-to-equity ratios as well as financing milestones, repayment schedule & financing terms, service accounts and covenants
- Securing long term offtake contracts to partially de-risk future cash flows, as required by external providers of finance

- Selection of appropriate sources of financing
- Support with utilisation of external financing sources such as EU funds, NFOŚiGW grants as well as bank loans