

STEPHEN H BOLTON CEng (University of Leeds), MIMECHE, MBA (Henley Management College), LBS SEP96 (2018), Director

Managing Director / Owner; Renew Marine Ltd. Est June 2023

Own Ltd company focusing on providing expertise in the Renewables and Marine sector to a variety of clients; Marine yards, Vessel Owners (new / existing / sector changing); Wind Farm Developers; Funders; Advisors etc. This expertise focusing on Service Operations Vessels (SOV's) and other marine craft including Daughter Craft (DC) within the context of the offshore renewables sector and spins offs from this inc the Aquaculture sector. In addition a focus will be placed on new technology developments inc electrification of workboats and UK ship building.

AREAS OF EXPERTISE

- Managing Director and Strategist;
- Leading and growing businesses;
- C/SOV vessel & vessel market expert, thought leader and visionary
- Renewable energy thought leader; having early years' experience across development, construction & O&M / Asset Management for On & Offshore wind.
- Contract & Contractor management: negotiation; negotiation strategy; assessment; and delivery
- Specialist interest in building businesses via enhanced client and service focus

PROFILE

I have twenty-five years' experience in the electricity industry with over 20 years at the forefront of the emerging offshore wind market, delivering thought leadership and innovation at every step. During my career I have been actively involved with several flagship offshore wind projects covering all stages of their development including the UK's first offshore wind farm and many subsequent too.

I am a passionate believer in the offshore wind and maritime sectors and believe that vessel technology, logistics and crew are a key component of future deployment success, resulting in my near constant focus on this maritime sector. This has included working with vessel designers, marketers, financiers, insurers and operators. Most recently I have brought together my specialist knowledge across wind and maritime to develop and deliver two market leading, differentiated, W2W vessel companies (Bibby Marine Services and Windcat Offshore). Differentiation and client understanding delivered via the inverted pyramid approach have been critical to my success.

Operating at Board level I have excelled at living up to my Directorial duties. I am both an excellent and open learner and teacher who passionately believes in the development of long-term relationships

EXAMPLES OF CURRENT CLIENTS

UK Boat Builder (1): Management consultancy to transform / professionalise company; Overarching business plans; Project business plans; Execution plans; Meeting structure; Leadership advice; Relocation negotiation; c£6M Working capital facility negotiation.

UK Boat Builder (2): Sub-contract aggregator scope; Delivering a c£2m contract package for onshore charging infrastructure and vessel range extender of CDMC3 E-LUV electric landing craft project via further sub contracts to equipment suppliers and system designers

German Ship Owner: Creating strategic growth opportunities in offshore vessel sector including full business plans based on existing and own concepts

Broker co-broking: Working with two broker houses to strengthen and support their network and assist in vessel sales and new build opportunities

Ship Designer: Promoting and challenging internal resources to understand market better and improve new designs being brought to market

Major International Bank: Providing educational market information to internal team to aid market penetration in their financing of CSOV and SOV sector.

Australian Offshore Wind Developer: Creation of O&M / Asset Management plan for potential future offshore wind farm, with a focus on job transition opportunities from fossil fuel to offshore wind.

PREVIOUS ROLE: Managing Director SOV's; Windcat Offshore (From Sept 2021 – July 2023)

Building on my success at Bibby, I was headhunted by Windcat and the CMB Group to deliver their market entry to the SOV sector. This will be based on a new stand-alone business sharing only branding and some shared services with the wider group. Following a failed vessel order prior to my engagement, I stepped in to design and manage a process that would delivered a fleet of new CSOV's. This included a full sector review, a process based on three designs with my lesson learnt value add and three market strategies to mitigate against post covid price increases and which became highly critical and effective post Ukraine war commencing. The result was a price significantly below market. Post the vessel orders I designed the future management approach (Commercial Ops and Tech) and how this could best integrate to the existing businesses (Windcat and CMB) and target a wide geographical area.

Previous role: Commercial and Business Development Director Bibby Marine, a change in title from CEO Bibby Marine Services Ltd and CEO Bibby Maritime Ltd (April 2016 – August 2021)

After providing consultancy support, I joined as Commercial Director (inc Board Member). In September 2017 I was promoted to MD / CEO and made a board member (Exec) of the parent company Bibby Marine. In this role whilst continuing to commercially manage the BWM1, I secured a 10-year charter for a second sister vessel (BWMH) that has now been successfully delivered under my management. Whilst my role had a commercial focus including the development of unique performance contracts, I was responsible for working with vessel designers and effectively was lead vessel concept designer. In May 2020 I added the CEO role for BMar Ltd a 5-flotel business. Within 1month I had moved the business from facing insolvency to having a positive long-term future by introducing a client focused business development refresh. In Oct 2020 I recommend and implemented a rebrand to one company Bibby Marine Ltd to improve external presence and internal efficiencies.

HISTORICAL PROFESSIONAL EXPERIENCE

Mar 2013 – April 2016 Owner self-owned consultancy Stroom Limited.

Through my own consultancy Stroom Ltd (Strategic Operations and Asset Management) I took several core roles whilst providing bespoke consultancy to a range of clients (Spenceram, Greensolver, Northland Power and Bibby). With permanent job offers from most clients, I chose to work in the marine sector leading the build out of Bibby Marine Services business.

Sept 2010 – Mar 2013 Offshore Marine Management: O&M Director.

Board member and Director of Operations and Maintenance developing proactive and reactive O&M tools and techniques focused on the subsea. These were of my own design and based upon a self identified industry gap and my belief in complete asset proactive maintenance. I left this post due to a self-initiated and led restructuring of the board and company to prevent insolvency.

May 2010 – Sept 2010 GE Energy: Offshore Wind Turbine O&M Special Advisor

Following GE Energy's decision to re-enter the Offshore Wind market, I acted as O&M advisor to the GE4.0 project deliver team and other departments. This included designing revised O&M contracts, commercial and technical solutions. The project was cancelled, and I chose to leave to stay in wind.

May 2008 – May 2010 RWE Innogy: Head of Offshore Operations and Implementation

Offshore Wind Operations Implementation Manager responsible for the offshore wind portfolio across Europe (including the UK). I implemented a new approach and remit that was of my design and initiation. As part of this role several major changes were initiated including; O&M and logistic modelling being central to all decisions; and the recruitment of O&M teams several years earlier to displace temporary project roles. During this phase I led the delivery of the 11year Siemens O&M contract for Gwynt y Mor (GyM), the Repower O&M framework agreement for 250 WTG units based on a performance warranty and initiated the multi-vessel tender for GyM and Nord See Ost. I was also involved with the Carbon Trust Accelerator Programme and led Due Diligence initiatives. Finally, I was heavily involved in the formative days of RWE's OLC and completed the design reviews of the vessels

2007 – 2008 Noble Denton Bomel Ltd: Renewables Consultancy Manager

Renewables Consultancy Manager, responsible for managing a team of 5 permanent and many support resources focused on renewables consultancy work. The role had several aspects including; working at a technical level producing consultancy reports for clients; a pure consultancy resource embedded within client companies; and at a strategic level working directly with the ND Bomel Directors in planning the future growth.

2005 – 2007 Centrica PLC: O&M Manager Renewables

The first Operations, Maintenance and Asset Manager for Centrica's new and fast growing renewable energy portfolio. The role had a blank sheet element, therefore the department, and all supporting systems, including a process led Business Management System were successfully developed and implemented. Specific responsibilities included operational design input, service and warranty contract drafting, negotiating and management, technical due diligence, site including safety management, commercial optimisation.

2001 - 2005 RWE npower Renewables: Various

Asset Manager

First RWE wind Asset Manager and industry offshore wind Asset Manager. Responsible for all assets prior to refinancing including the North Hoyle Offshore Wind Farm, and the Causeymire Wind Farm (48MW onshore). Specific responsibilities included integration with the existing O&M function, technical, safety, operational & commercial optimisation and integration with the wider npower organisation

Development Manager Wales

Responsible for onshore development within Wales. This included all aspects from strategy, political lobbying, site selection, landowner contact and agreement, through environmental impact assessment to planning submission and planning process management. Successfully consented the 21MW project Fynnon Oer project. Following this success I was promoted to Offshore Development Manager, responsibility for two offshore project bids to the Crown Estate R2 Offshore Programme.

1995 – 2001 RWE npower: Various fossil fuel engineering roles inc two year graduate scheme

1991-1995 Engineering degree sponsorship by British Coal which including c2 years underground in coal mines carrying out multi-discipline engineering training.

EDUCATION

Senior Executive Programme (SEP96) @ London Business School (Oct 2018)

MBA (awarded May 2008) from Henley Management College

CEng status (awarded 1997) from Institute of Mechanical Engineers

BEng Mechanical (awarded June 1995) from the University of Leeds

PERSONAL DETAILS

- Married with two children (20 and 18)
- Current Location Wiltshire UK from where I travel on a regular / weekly basis.
- Interests including travel, socialising / networking, films, and supporting my daughter (Ireland lacrosse) and son (club hockey) in their sports
- London Marathon 2023; raising over £5000 and completing in 4hrs05mins
- Clean and full UK driving licence