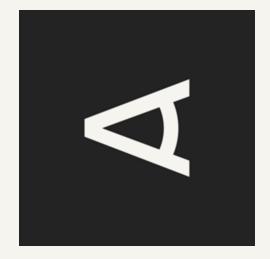
Investigating Consultants

What is ARIA?



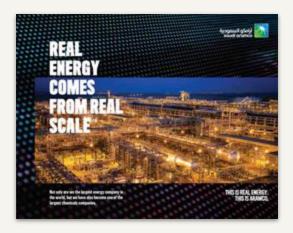
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- Some definitions
- Tips for investigating consultants
- McKinsey Case Study

 Primary Address of Registrar 	at	
111 North Canal Street, S	Suite 1100, Chicago, IL 60606	
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 Name of Foreign Principal Abu Dhabi Future Energy (Company PJSC - MASDAR	P.O. B9
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◀ Some definitions

PR



Lobbying

How big oil spent \$10m to defeat California climate change legislation

The oil industry targeted business-friendly Democrats in the legislature to kill parts of a bill mandating a 50% reduction in gasoline use in the state by 2030



California's S8 350 would have mandated a 50% reduction in gasoline use in the state by 2010, in addition other to climate change initiatives. Photograph: Ted Soqui Photography/Codm

Consulting

Petroleum Asset eXcellence (PAX)

Unlock the full value of your oil and gas assets

McKinsey experience shows that if Oil and Gas operators maximize the production efficiency of their assets, they can boost net present value by 30% and reduce litting costs by up to 50% within a year. However, capturing the full value of oil and gas assets requires a new approach. Petroleum Asset Excellence (PAX) focuses exclusively on working with operators to sustainably unlock the maximum value of their assets.

PR and Ad Firms: Digital footprints

Enquiries

Media Middle East & North Africa Media Relations:

edelmanshellme@edelman.com

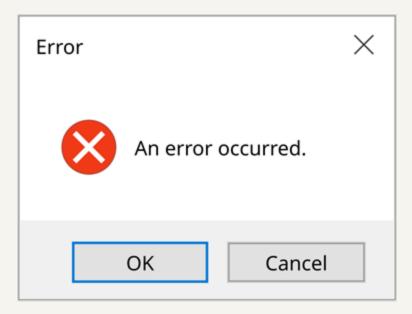
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File size	0.16 MB	
Title	24	
Author	Whyte, Nicholas (he/him)	
Subject	and a star in the star of the star	
Keywords	<i>z</i>	
Created	11/26/2024, 10:21:05 AM	
Modified	11/26/2024, 10:21:05 AM	
Application	Microsoft® Word for Microsoft 365	
PDF producer	Microsoft® Word for Microsoft 365	
PDF version	1.7	
Page count	2	
Page size	8.5 × 11 in (Letter, portrait)	
Fast web view	No	

✓ Lobbying: Registrations

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By Short Forn	n	Gross Prosporated				Washington 20003		
Registrant	Ver	155 Strategies, LLC		6547	04/26/2018	150 Union Street #319 Providence 02903	RI	10/29/2019
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d Consultant disclosure registries



Consultants: Public work



We are currently working with McKinsey & Co on a study of what this triple transformation means for our sector and the significant investment it involves. Given our sector's direct interface with European consumers and the service it provides to multiple ecosystems, this will also impact on the whole EU economy. I would be delighted to share with you some of the study's findings, and the policy implications which flow from it, but would also welcome the chance to talk about the Commission's overall objectives and how we and our members can be helpful in achieving them.

I very much hope that you will find the time to meet us. My office will be in touch with yours to follow up on this request.

Best regards,



Consultants: Private work

R Vugar Abdullayev

Advisor to The General Director at State Oil Company of the Republic of Azerbaijan (SOCAR)

Experience

Principal Advisor/ Business Development to the General Director State Oil Company of the Republic of Azerbaijan (SOCAR) - Azneft PU - Full-time Mar 2021 - Present - 3 yrs 5 mos Baku, Baki, Azerbaijan

Supervision of procurement processes, taking part in the holding of tenders as a member of the procurement team, giving recommendations, proposals, supervision of open tenders in order to ensure transparency and fairness.

To actively participate in the new projects, the implementation of new techniques and technologies, to give recommendations, to give suggestions for conducting tests. I was the Project Coordinator of BCG and McKinsey projects that are done to enhance oil production for Guneshli and Oil Rocks Consulting Companies.

Project Coordinator of the pilot project of ESP pumps for deep wells for N.Narimanov OGPD.



d Consultants: Court records

UNITED STATES DISTRICT COURT DISTRICT OF PUERTO RICO					
ln re:					
THE FINANCIAL OVERSIGHT AND MANAGEMENT BOARD FOR PUERTO RICO,	PROMESA Title III				
as representative of	No. 17 BK 3283-LTS				
	(Jointly Administered)				
THE COMMONWEALTH OF PUERTO RICO, THE PUERTO RICO SALES TAX FINANCING CORPORATION, THE PUERTO RICO HIGHWAYS AND TRANSPORTATION AUTHORITY, THE EMPLOYEES RETURNMENT SYSTEM OF THE GOVERNMENT OF THE COMMONWEALTH OF PUERTO RICO, THE PUERTO RICO ELECTRIC POWER AUTHORITY, AND THE PUERTO RICO PUELIC BUILDINGS AUTHORITY,					
Debtors. ¹					
THIRD SUPPLEMENTAL DECLARATION OF D MCKINSEY & COMPANY, INC. UNITE CONNECTIONS TO MATERIAL INTEREST WITH THE PUERTO RICO RECOVERY ACC	D STATES, DISCLOSING 2D PARTIES IN CONNECTION				
I, Dmitry Krivin, declare as follows:					
1. I am employed as a partner at McKi	nsey & Company, Inc. United States				
("McKinsey US") with an office at 175 Greenwich	Street, New York City, NY, 10007.				
The Debtors in these Trife III Cases, along with each Debt four (4) digits of each Debtor's federal tax identification mmbers, as Rote (Bankingtey Case No. 17-BK-3233. LTS) (Law Four Digits Tax Financing Corporation (<u>COEPDA</u> ') (Bankingtey Case No. 17- D 8434; (a)) Paorto Roce Highways and Transportation Authent LTS) (Law Four Digits of Federal Tax ID: 3808; (a)) Employee Commenvealth of Paorto Roce (Eggs') (Bankingtey Case No. 19. ID: 9686); (a) Paorto Roce Excess: Power Authority (<u>TEXE23</u>) (Four Digits of Coloral Tax, ID: 377; and (ci) Paorto Rice Debtors Four Digits of Coloral Tax, ID: 377; and (ci) Paorte Rice Debtors	applicable, are the (i) Commonwealth of Paerts of Foderal Tan. 10. 3483; (i) Paerts Rico Sales 88:3264-LTS) (Last Four Digits of Foderal Tan y ("BLDA") (Bankruptey Case Nu. 17-388-3567). References System of the Government of the BK-3566-LTS) (Last Four Digits of Foderal Tan Bankruptey Case Nu. 17. Bankruptey CS) (Last Bankruptey Case Nu. 17. Bankruptey CS) (Last				

ARIA collaboration with CCR

'Capitalism incarnate': inside the secret world of McKinsey, the firm hooked on fossil fuels

Interviews and analysis of court documents show how the world's most prestigious consulting firm quietly helps fuel the climate crisis By Ben Stockton in New York and Hajar Meddah in London

wo giant, mirrored walls are set to rise out of the sands of the Arabian desert. They will run parallel for more than too miles from the coast of the Red Sea through arid valleys and craggy mountains. Between them, a futuristic city which has no need for cars or roads will be powered completely by renewable energy.

This engineering marvel, its creators say, will usher in "a revolution in civilization". It's the jewel in the crown of a \$500bn Saudi government project known as Neom, turning a vast scrubland into a techno-utopia and world-class tourist and sporting destination. Perhaps a harbinger for the end of oil, it will supposedly put the powerful petrostate at the forefront of the energy transition. For American consulting giant McKinsey & Company, its advising on this project appears to be making good on the firm's green promises. McKinsey paid \$1.6m to 'guide' Australian climate policy despite working for fossil fuel companies

Firm disclosed its private sector work, Guardian Australia is told, but it is not known which clients were listed

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- Get our breaking news email, free app or daily news podcast



O Work on Australian energy and climate policy was outsourced to consultancy firm McKinsey as the government department said it did not have the 'technical capacity'. Photograph: Benoit Tessier/Reviews

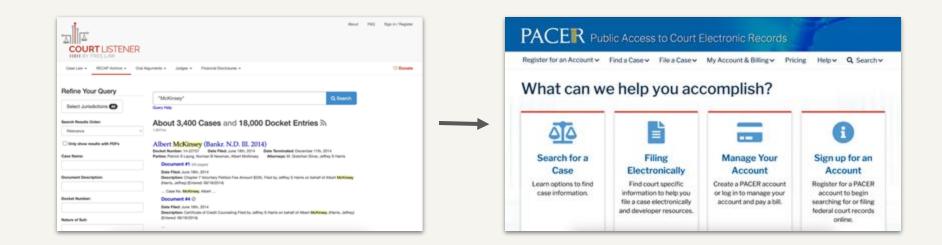
Casey Michael 7 Generative 11, 2019

McKinsey's Dealings With Despots Are More Extensive Than We Knew

Fresh reporting expands what we know about the consulting firm's evergrowing web of services to corrupt regimes all over the planet.



How we found the documents



What these documents looked like

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Lucid Group, Inc.	
Opendoor Technologies Inc.	
Phibro Animal Health Corporation	
BJ's Wholesale Club Inc.	
Epic Games, Inc.	
Garrett Motion Sarl	
Lucid Group, Inc.	
Opendoor Technologies Inc.	
Phibro Animal Health Corporation	
Phibro Animal Health Holdings, Inc.	
Phibro Animal Health Ltd.	
SolarEdge Technologies GmbH	
SolarEdge Technologies Inc.	
Solaredge Technologies Ltd	
TopBuild Services Group Corp.	
CACI International Inc (NYSE-CACI)	
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Meridian Energy USA, Inc.	
Prime Infrastructure Group	_
Prime Infrastructure Holdings Limited Prime Infrastructure Trust	_
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Aditya Birla Capital Limited Altria Group, Inc.	
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Amor plc Amor Inc.	
Bank of Ireland Group plc	-
Beijing Yunlian Technology Co. Ltd	
Capital Group International, Inc.	_
Capital Group Private Client Services, Inc., Asset	_
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Capital International, Inc.	_
Citigroup Inc.	_
Comfort Systems USA, Inc.	_
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20. To the best of my knowledge, the following clients accounted for more than 1.00% of McKinsey Colombia's gross revenue during the Revenue Period. To the best of my knowledge, based on the results of the Surveys, none of the services provided to any of these clients is or was related to the FOMB, the Debtors, or the PROMESA Proceedings.

Liberty Global plc, Coca-Cola FEMSA, S.A.B. de C.V., Rappi S.A.S., and

Grupo Nutresa S. A. each accounted for 1.01-5.00% of McKinsey

Colombia's gross revenue during the Revenue Period.

- SOUTH32 accounted for 5.01–10.00% of McKinsey Colombia's gross revenue during the Revenue Period.
- PepsiCo, Inc. accounted for 10.01–15.00% of McKinsey Colombia's gross revenue during the Revenue Period.

A We then made the data readable

Company name	Company name (raw)	Ultimate parent	Country of HQ	GICS 1 or Manual	TRBC 3	Periods
Berau Coal Energy Tbk PT	pt berau coal energy tok	Sinarindo Ekamulya PT	Indonesia	Energy	Coal	2016-11-27-2022-02-28
Kaltim Prima Coal PT	akaltim prima coal (kpc)	Burni Resources Tbk PT	Indonesia	Materials	8	2017-05-26-2020-08-31;
Kaltim Prima Coal PT	pt. kaltim prima coal	Burni Resources Tbk PT	Indonesia	Materials		2017-05-26-2020-08-31
Krakatau Steel (Persero) Tbk PT	krakatau steel	Indonesia, Republic of (Government)	Indonesia	Materials	Metals & Mining	2016-01-29-2019-09-30
Pertamina (Persero) PT	pt pertamina (persero)	Indonesia, Republic of (Government)	Indonesia	Energy	🔲 OII & Gas	2017-05-26-2020-08-31
Pertamina Geothermal Energy PT Tbk	pertamina	Indonesia, Republic of (Government)	Indonesia	Utilities	Electric Utilities & IPPs	2017-05-26-2020-08-31
Pertamina Geothermal Energy PT Tbk	pt pertamina	Indonesia, Republic of (Government)	Indonesia	Utilities	Electric Utilities & IPPs	2017-05-26-2020-08-31
Pertamina Power Indonesia PT	pertamina power indonesia	Indonesia, Republic of (Government)	Indonesia	Energy		2017-05-26-2020-08-31
Perusahaan Gas Negara Tbk PT	🔄 perusahaan gas negara	Indonesia, Republic of (Government)	Indonesia	Utilities	Natural Gas Utilities	2017-05-26-2020-08-31
Petrosea Tok PT	pt petrosea tbk	Indika Energy Tbk PT	Indonesia	Materials	Coal	2017-05-26-2020-08-31
PT. Indonesia Power	pt. indonesia power		Indonesia	Energy	Electric Utilities & IPPs	2016-01-29-2019-09-30
Shell Indonesia PT	pt shell indonesia	Shell PLC	Indonesia	Energy		2017-05-26-2020-11-30

Office	Company name			Earliest date =	Latest date 🗵	Sources	
Africa	MasterCard Inc.	5.01-9.00%		01/01/2021	31/12/2021	LATAM Airlines, 5853.pdf, p.8	
Africa	Nedbank Group Ltd	5.01-7.00%		01/10/2017	31/10/2018	Westmoreland Coal, 2120.pdf, p.15	
Africa	Absa Group Limited	3.01-5.00%		01/09/2021	31/08/2022	LATAM Airlines, 7297.pdf, p.9	
Africa	MasterCard Inc.	13.01-16.00%		01/09/2021	31/08/2022	LATAM Airlines, 7297.pdf, p.9	
Africa	Anglo American plc	1.01-3.00%	Mining	01/09/2021	31/08/2022	LATAM Airlines, 7297.pdf, p.9	
Africa	Access Bank Pic	1.01-3.00%		01/09/2021	31/08/2022	LATAM Airlines, 7297.pdf, p.9	
Africa	the Coca-Cola Company	1.01-3.00%		01/09/2021	31/08/2022	LATAM Airlines, 7297.pdf, p.9	
Africa	the Government of Egypt	1.01-3.00%		01/09/2021	31/08/2022	LATAM Airlines, 7297.pdf, p.9	
Africa	Old Mutual Limited	1.01-3.00%		01/09/2021	31/08/2022	LATAM Airlines, 7297.pdf, p.9	
Africa	Safaricom PLC	1.01-3.00%		01/09/2021	31/08/2022	LATAM Airlines, 7297.pdf, p.9	
Africa	Merck & Co. Inc.	1.01-3.00%		01/01/2021	31/12/2021	LATAM Airlines, 5853.pdf, p.8	
Africa	Deutsche Bank AG	1.01-3.00%		01/10/2017	31/10/2018	Westmoreland Coal, 2120.pdf, p.15	



A limited version is now on CCR's website

Office revenue data

McKinsey also provides in the court filings some information about clients that have contributed significantly to the firm's operations during a certain period, referred to in the filings as the "revenue period." This revenue period is shown by the 'Start date' and 'End date' in the dataset below. The filings only indicate a range of percentages that each entity was responsible for.

Company name 🕈	Office \$	% of Revenue 🕈	Start date 🕈	End date 🕈 Sourc
Anglo American plc	Africa	1.01 - 3.00%	1 Sep 2021	31 Aug 2022 <u>LATAM</u>
Access Bank Plc	Africa	1.01 - 3.00%	1 Sep 2021	31 Aug 2022 LATAM
the Coca-Cola Company	Africa	1.01 - 3.00%	1 Sep 2021	31 Aug 2022 LATAM
the Government of Egypt	Africa	1.01 - 3.00%	1 Sep 2021	31 Aug 2022 LATAM
Old Mutual Limited	Africa	1.01 - 3.00%	1 Sep 2021	31 Aug 2022 LATAM
Safaricom PLC	Africa	1.01 - 3.00%	1 Sep 2021	31 Aug 2022 LATAM
Absa Group Limited	Africa	3.01 - 5.00%	1 Sep 2021	31 Aug 2022 <u>LATAM</u>
MasterCard Inc.	Africa	13.01 - 16.00%	1 Sep 2021	31 Aug 2022 LATAM
Merck & Co. Inc.	Africa	1.01 - 3.00%	1 Jan 2021	31 Dec 2021 <u>LATAM</u>
MasterCard Inc.	Africa	5.01 - 9.00%	1 Jan 2021	31 Dec 2021 LATAM

Entity disclosed 🔶	First seen 🕈	Last seen 🖨	Source 1 💠	Source 2 💠
WPP PLC	27 Nov 2014	31 Oct 2023	<u>Puerto Rico 3</u>	
PARAMOUNT GLOBAL	27 Nov 2014	31 Oct 2023	<u>Puerto Rico 3</u>	
SEEK LIMITED	27 Nov 2014	31 Oct 2023	<u>Puerto Rico 3</u>	
KONINKLIJKE KPN N.V.	27 Nov 2014	31 Oct 2023	<u>Puerto Rico 3</u>	
LAUREATE EDUCATION, INC.	27 Nov 2014	31 Oct 2023	<u>Valaris PLC 3</u>	<u>Valaris PLC 2</u>
WESFARMERS LIMITED	27 Nov 2014	31 Oct 2023	<u>Puerto Rico 3</u>	<u>Valaris PLC 1</u>
MAGAZINE LUIZA S.A.	27 Nov 2014	31 Oct 2023	<u>Puerto Rico 3</u>	
MECOX LANE LIMITED	27 Nov 2014	31 Oct 2023	<u>Puerto Rico 3</u>	
ESPRIT HOLDINGS LIMITED	27 Nov 2014	31 Oct 2023	<u>Puerto Rico 3</u>	
KINDRED GROUP PLC	27 Nov 2014	31 Oct 2023	<u>Puerto Rico 3</u>	
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https://climate-reporting.org/mckinsey-search-data/

This is a process that can be repeated

The data is out there!

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2		Industrials - Transportation Services	04/02/2018	03/02/2021	20-11254-jg Doc 2029-1	580	ARCBEST	Current client	Industrial Transportation
3	ACCIONA SA	Utilities - Alternative Electricity	04/02/2018	03/02/2021	20-11254-jig Doc 2029-1		Data2Logistics LLC	Former client	Software and Computer Services
4	AIR FRANCE-KLM	Industrials – Airlines	04/02/2018	03/02/2021	20-11254-jig Doc 2029-1		DHL EXPRESS (USA) INC	Former client	Industrial Transportation
5		Industrials – Aerospace & Defense	04/02/2018		20-11254-j/g Doc 2029-1			Current client	Industrial Transportation
6	1.000.000	Financials – Insurance	04/02/2018		20-11254-jig Doc 2029-1	584	UPS	Current client	Industrial Transportation
7		Technology – Software & Computer Services	04/02/2018		20-11254-jlg Doc 2029-1		YRC (RDWY)	Current client	Industrial Transportation
8		Financials – Asset Managers	01/01/2018		Case 20-11218-MFW Doc 4368-2		Affirm Holdings, Inc.	Current client	Financial Services
9		Consumer Services – Education Services	04/02/2018		20-11254-j/g Doc 2029-1		American Express	Current client	Financial Services
10		Consumer Services - Support Services	04/02/2018		20-11254-jig Doc 2029-1		Discover	Current client	Financial Services
11	ASPEN PHARMACARE HOLDINGS		04/02/2018		20-11254-jig Doc 2029-1		Mastercard	Current client	Financial Services
12		Government/Other – Public Sector Consumer Discretionary – Automobiles	04/02/2018 01/01/2018		20-11254-jlg Doc 2029-1 Case 20-11218-MFW Doc 4368-2		PayPal	Current client	Financial Services
13		Consumer Discretionary – Automobiles Financials – Insurance	04/02/2018		Case 20-11216-MPW Doc 4368-2 20-11254-jig Doc 2029-1		Synchrony	Current client	Financial Services
15		Financiais – Insurance Financiais – Banks	04/02/2018		20-11254-jg Doc 2029-1		Visa	Current client	Financial Services
16		Financials – Banks	04/02/2018		20-11254-jg Doc 2029-1	593	Academy Sports and Outdoors, Inc.		General Retailers
17		Financials – Banks	04/02/2018		20-11254-jg Doc 2029-1	504	Amazon.com	Current client	General Retailers
18		Financials - Banks	04/02/2018		20-11254-jg Doc 2029-1		Costco Wholesale	Current client	Food & Drug Retailers
19	B	Financials - Banks	04/02/2018		20-11254-jg Doc 2029-1		Lowe's	Current client	General Retailers
20	BARCLAYS PLC	Financials - Banks	04/02/2018		20-11254-jlg Doc 2029-1	597	Nebraska Furniture Mart Inc.	Current client	General Retailers
_							QVC	Current client	General Retailers

FARA: <u>https://efile.fara.gov/ords/fara/f?p=1381:1:16944241859445</u>

LobbyFacts: <u>https://www.lobbyfacts.eu/</u>

CourtListener: <u>https://www.courtlistener.com/</u>

CCR McKinsey data: https://climate-reporting.org/mckinsey-search-data/