

Industries
Energy, Utilities & Mining

Global Utilities Capability Statement

Delivering value in partnership with you



*connectedthinking

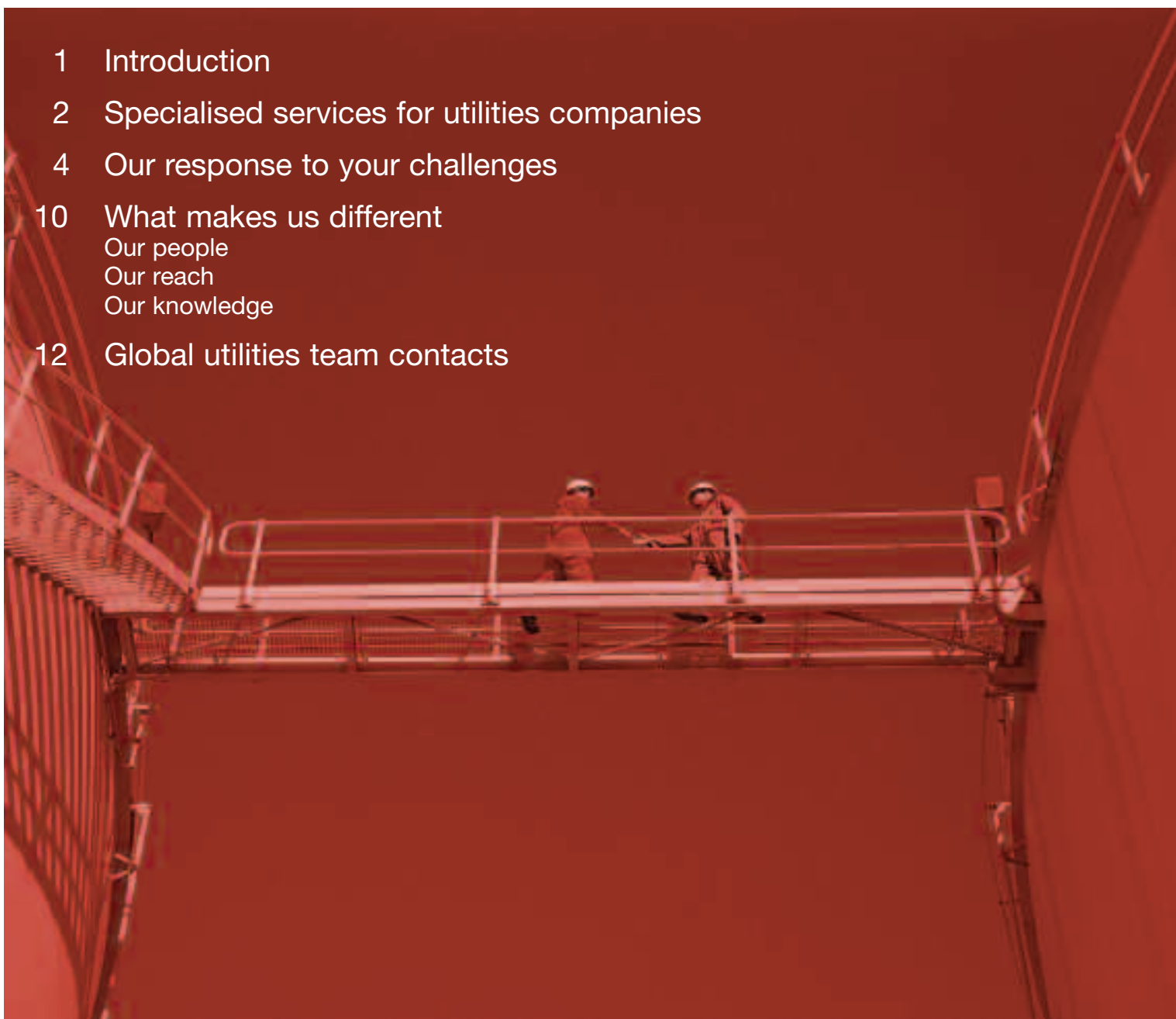
PRICEWATERHOUSECOOPERS 

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At the forefront of developments

Delivering value

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in partnership with you



Global growth and change are putting pressure on scarce energy and water resources like never before. The utilities sector is in the spotlight as companies, governments and consumers grapple with issues such as

security of supply, environmental impact and affordability. The sector is on a journey of major change, anticipating a world with a much wider range of technologies than at present and where the shape of the industry changes. Companies are seeking to extend their value chain both upward and downward to secure supply and end-markets. The traditional boundaries that define the utilities industry are becoming blurred as the interdependence of different energy sectors and between utility and technology companies is becoming more critical.

PricewaterhouseCoopers works with companies and industry stakeholders in every region of the world and has been instrumental in many of the major developments that are shaping the industry. Our role is to assist our utility clients to raise their shareholder value, investment attractiveness and operational effectiveness.

We deliver a comprehensive suite of services including enterprise-wide risk management, a range of climate change, energy trading, regulatory, compliance and M&A services. Always, our goal is to put ourselves in our utility clients' shoes, able to understand their needs and add value from our knowledge and expertise.

Inside the industry, we have played a key part in landmark deals, privatisations and the design of new market structures. Outside the industry, our leadership role in professional and standard-setting organisations puts us in an ideal position to deliver 'first and best' information and advice. Our leadership in the utilities industry is reflected in our collaboration with leading industry bodies such as the World Energy Council.

For utility companies and stakeholders in any part of the globe, PricewaterhouseCoopers offers a strong and reliable network of dedicated industry experts. Our goal is to help our clients extract value from their national and international operations, to develop competitive advantage across the value chain and to ensure, in an immensely challenging and changing environment, that all stakeholder expectations are acted upon and met.

Manfred Wiegand
Global Utilities Leader

2 Specialised services for utilities companies

PricewaterhouseCoopers' Global Utilities Group focuses on delivering professional services to companies of all sizes, across all segments of the industry. We provide industry-specific solutions in the fields of audit and assurance, tax, transactions, performance improvement and crisis management to help companies address their business and stakeholder issues.

Audit and assurance

PricewaterhouseCoopers audits major utility companies in key energy markets – gas, electricity, water, renewables and other services. Our current audit market share of the utilities sector is 33% (source: *Hoover's Online*).

Utility companies want audit teams that know their issues and understand their business challenges. PwC's energy professionals bring a high level of utilities knowledge to their work. Our industry-dedicated professionals receive specialised training, including regular updates on utility-specific issues. We have the knowledge and experience necessary to help you with complex financial accounting issues related to matters such as valuations, pensions and share plans, listings, International Financial Reporting Standards (IFRS) conversions, and corporate treasury and company secretarial functions.

PwC auditors around the world use a single, global audit methodology, fully compliant with International Auditing Standards and applicable national standards. Our globally consistent approach to the audit means that regardless of location, PwC people can understand and evaluate your business using a single language and common methods. In turn, that gives you a uniform level of quality in all our audits. This methodology also enables us to quickly organise and deploy the kinds of multinational audit teams often required by our larger utilities clients.

Our member firms audit many of the world's best-known companies and thousands of other organisations both large and small. Our audit approach, at the leading edge of best practice, is tailored to suit the size and nature of your organisation and draws upon our extensive industry knowledge. Our deep understanding of regulation and legislation means we can also help with complex reporting issues involving Sarbanes-Oxley and IFRS.

Additionally, we are leaders in the development of non-financial performance reporting, helping our clients respond to the need for greater transparency, improved corporate governance, and business models based on the principles of sustainability.

Advisory services

Our advisory services put utility sector companies and other industry stakeholders at the leading edge. Whether you are pursuing new opportunities, responding to events or coping with the daily pressures of growth, competition and shareholder value, we are there to help. We are able to deploy trusted professionals with unparalleled knowledge of business processes, industry insight, and technology and customer relationship skills, as well as financial and accounting expertise.

Crisis management

The utility sector is economy and security-critical. Energy demand, environmental concerns and pricing pressures are key forces on the industry. In today's environment, businesses need to anticipate, prevent and effectively manage critical risks that have the potential to cause significant business interruption and generate extensive media coverage. PwC's crisis management, business recovery, disaster recovery and dispute analysis & investigations specialists are on hand to advise utility companies.

Human resources

With more than 6,000 professionals in over 150 countries, the PricewaterhouseCoopers network has one of the world's largest human resource (HR) advisory organisations. Our multidisciplinary approach allows us to advise on all aspects of people management, helping our clients to create value and deliver competitive advantage for their businesses through people. Whether it is assisting with international expansion, change programmes, tackling skills shortages, improving and measuring human capital performance or developing effective remuneration systems, PwC's HR professionals can help.

Representative utility audit and other assurance clients

AGL Resources Inc.
Allegheny Energy, Inc.
Ameren Corporation
American Water Works Company
BG Group plc
British Energy PLC
Calpine Corporation
Centrica plc
CLP Holdings Limited
Consolidated Edison Inc.
Constellation Energy Group Inc.
E.ON AG
Edison International

Enbridge Inc
Energy East Corporation
Exelon Corporation
FirstEnergy Corp.
Huaneng Power International, Inc.
N.V. Nuon
National Fuel Gas Company
National Grid plc
NSTAR
ONEOK
PECO Energy Company
Pepco Holdings, Inc.
Puget Energy, Inc.

RAO UES of Russia
RWE AG
Southern California Edison Company
Southern Union Company
Southwest Gas Corporation
TECO Energy, Inc.
Union Electric Company
UniSource Energy Corporation

Performance improvement

The regulatory, consumer and shareholder pressure on utility companies to deliver year-on-year performance improvement is becoming even more intense in a high energy cost environment. From getting the most from your own operations to managing your supply chain and outsourced relationships effectively, we really listen to your business issues and work with you to deliver sustainable performance improvement.

Transactions

Deals are crucial to many utility company strategies, driven by the need to secure supply, extend market footprint and diversify the fuel mix. Whether it is full-scale M&A or other types of alliances, PricewaterhouseCoopers is well known in the marketplace for our knowledge and experience in all types of financial transactions:

- **Mergers and acquisitions** – we focus on the deal continuum from strategy through execution to post deal integration, including financial and operational due diligence, accessing the capital markets and valuing, negotiating and structuring deals.
- **Strategic and valuation advice** – we provide independent expert valuation advice for your business; we evaluate the financial implications – for example, of corporate debt, restructuring, investments, mergers and joint ventures; we advise on ways of managing assets and large capital investments better amidst increased competition, or in times of uncertainty; and we evaluate technical, operational, market and financial risks.
- **Growth or divestments and developing exit strategies** – our specialists help you complete and extract the maximum value from your transactions.

Tax services

We have the largest network of M&A tax specialists in the world, with over 30,000 dedicated tax specialists in 150 countries. This means that we can support you both locally and globally, wherever you require tax advice.

Our tax professionals solve challenging issues, anticipate changes that can impact your tax situation and financial statements, and keep you apprised of local, state, foreign and international tax regulations as they pertain to your company's operations. Our network of international tax structuring professionals can enable you to structure your international business in a tax-efficient manner, both locally and globally. We can help you construct effective cross-border strategies and manage your global structural tax rate. We will also keep you abreast of new developments in the international arena that affect your business.

Early tax planning for mergers and acquisitions is essential to reduce both the actual transaction tax costs and the long-term sustainable tax rate following the transaction. PwC can offer you expert deal structuring and financing advice at all points throughout the deal cycle. We deliver value thorough quantitative analysis, rigorous implementation and leading edge structuring techniques, carrying out pre-acquisition due diligence, ensuring tax-efficient deal structuring, and ensuring post-deal integration.

Inter-company transactions across borders are growing rapidly and are becoming much more complex. At PwC, we have a strong international network of dedicated transfer pricing specialists with advanced training in economics, accounting, law and project management, ready to work with you. Our industry and tax authority experience and unique capabilities enable us to develop innovative approaches for utility industry participants.

Representative utility advisory and tax clients

Alinta
American Electric Power Company Inc.
Aquila, Inc.
British Nuclear Fuels Plc
CEMIG
CMS Energy Corporation
Companhia Energetica de Minas Gerais
DTE Energy Corporation
Duke Energy Corporation
EDF
Electricidade de Portugal (EDP), S.A.
Electricity Supply Board
EnBW AG

Enel SpA
Energy Corporation
Enterprise Products Partners L.P.
Eskom Holdings Limited
FPL Group Inc.
Galp Energia, S.G.P.S., S.A.
GDF SUEZ
Hydro Tasmania
International Power plc
Nicor Inc.
Northeast Utilities
NorthWestern Corporation
Origin Energy

PG&E Corporation
Piedmont Natural Gas Company, Inc.
Progress Energy, Inc.
Public Power Corporation S.A.
Public Service Enterprise Group
Severn Trent Plc
The Southern Company
TXU Corp.
Vattenfall
Veolia
XCEL Energy Inc.

4 Our response to your challenges

Simple facts

- We serve over 2,500 of the largest and most complex energy and utility companies in the marketplace.
- More than 300 partners worldwide specialise in energy and utilities; 3,100 professionals are fully dedicated to serving the industry.
- More than 146,000 people work in 150 countries across our network.
- We serve 64% of the world's largest energy companies listed in FT Global 500.
- We audit 28% of the utilities companies of the Global S&P 1200 list.

Today's utility companies have to manage tomorrow's energy uncertainties. Where are demand and supply trends taking us? What will be the impact of changing regulatory requirements? How will the growth of carbon markets and continuing volatility in energy commodity markets affect companies? Will technological breakthroughs change the fuel mix metrics? Sustainable value creation is taking many different routes as companies evolve their strategies to meet changing market demands. PricewaterhouseCoopers delivers a range of services to help utility companies address the challenges they face today:

- 1 Sustainability, climate change and security of supply
- 2 Improving performance and operational effectiveness
- 3 Achieving growth
- 4 Complying with financial and industry regulatory and reporting requirements
- 5 Recruiting and retaining skilled workforce

1 Sustainability, climate change and security of supply

The investment, environmental and technological challenges facing utility companies are immense. In developed and developing economies alike, companies need to work within a wide diversity of market and non-market structures. Massive infrastructure investment is needed to respond to power and water-hungry economic growth and to replace ageing generation plant and transmission networks. Long-term investment decisions have to be planned against often uncertain regulatory, technological and price horizons.

PwC services

- Political risk assessment
- Supply chain security
- Fuel mix optimisation
- Business advice on liquefied natural gas (LNG), renewable energy and nuclear power
- Carbon management
- Environmental due diligence
- Advice on certificate trading
- Non-financial reporting (sustainability reporting)
- Life cycle assessments
- International tax structuring; tax planning with low tax countries and favourable tax regions
- Carbon sequestration advice

PwC Utilities Spotlight

Smart metering in the US

PricewaterhouseCoopers is working with a leading US utility company which aims to have replaced seven million customer meters with new smart meters by 2012. In the future, customers will be able to view their detailed usage data online and take advantage of new rate options to better manage their energy consumption and control their energy bills. The initiative is a major step forward in facilitating better energy efficiency and enabling the company to pinpoint power outages and restore power faster, avoid estimated bills and identify potential service problems much more easily. Together these gains are expected to save significant sums.

PwC helped prepare the initial rate case presentation to the state public utilities commission (PUC) in 2005. In the initial stages of the project, PwC assisted the utility company with regulatory support and risk management activities including:

- Guidance for documentation for the completion of the required PUC rate case filings.
- Assisting in witness preparation for the PUC rate case testimony.
- Guidance for rebuttal testimony in response to issues raised by the PUC during rate case review.
- Developing a risk mitigation process according to the project life cycle.
- Determining the impact of risk by quantifying risk exposure.
- Re-evaluating and updating risk profiles.
- Developing contingency plans and processes for their execution.

PwC continues to be centrally involved in the development and roll-out of the project with a range of services to support the scheduling support and process design aspects of the initiative. This includes, for example, the facilitation and documentation of future state process, design work sessions for meter and module deployment, new business, exception management, asset management, MDM operations, customer care and billing process groupings.

6 Our response to your challenges

PwC Utilities Spotlight

Eliminating billing errors in Canada

Billing errors are a major challenge for utility companies worldwide. Customer switching between companies, different contract start dates, house or business moves and the reconciliation of billed power to power purchased by the utility are just a few of the complicating factors. Multiple billing cycles mean that unbilled revenue is also part of the calculation.

An incoming vice-president at a Canadian power distribution company recognised that the process for computing unbilled revenue was poorly understood in the company. Moreover, the month-end estimate of unbilled revenue had been growing for six months and the reasons were not clearly understood. The problems went deeper – the database of site records used to compute ‘cost of sales’ was not reconciled to the billing site record data base; there was potential for a material error on the financial statements, and there was revenue leakage with certain energised sites not being billed while other sites without energy or already transferred to another service provider were being billed.

PricewaterhouseCoopers conducted a major review of billing procedures:

- To assess the reasonableness of the current unbilled revenue determination procedures and identify potential areas for process and control enhancements.
- To perform a calendarisation of year-to-date billings for a four-month period.
- To calculate unbilled revenue based on the latest billing record at two-month ends.
- We downloaded one year of detailed billing data for several hundred thousand customers and recalculated billings based on a flow month basis. This information was used to complete a 100% re-analysis of life to date errors outstanding on their unbilled revenue account. We identified a significant estimation error and provided confidence in the restated estimate. We have the capacity to deal with much larger data sets if necessary.

PwC has continued to work with this client to:

- Significantly improve revenue recognition processes and controls in both the electricity and the gas distribution business.
- Develop a plan to repatriate billing processes from an outsourced service provider.
- Develop an improved architecture for a major ERP installation.

2 Improving performance and operational effectiveness

In an era of high energy prices, the stakeholder pressure on utility companies to deliver greater efficiency and operational effectiveness is greater than ever. Higher input costs, stretched supply lines and the need to invest in expanded and diversified infrastructure are putting significant additional cost into the value chain. Companies can expect continued and, indeed, greater resistance to costs being passed on to end-users making internal efficiency and performance even more vital.

PwC services

- Performance improvement
- Financial effectiveness
- Risk management
 - financial risk management
 - internal controls
 - risk valuation and measurement methodologies
 - operational and risk management processes and controls
 - tools for price forecasting, asset modelling, etc.
 - corporate governance framework to manage financial risks
 - enterprise-wide risk management (ERM)
- Operational effectiveness
- IT effectiveness
- Crisis management
- Tax risk management
- International tax planning
- Asset management

PwC Utilities Spotlight

Development and structuring of LNG projects

PricewaterhouseCoopers advised clients on the development of LNG projects from the Middle East and Russia to US and UK gas markets. The work has encompassed the analysis of feasibility, the building of a financial model for the entire value chain as well as a netback calculation from the target markets back to the gas producers. We have developed commercial structures for these projects with different price indices and risk allocation based on discussions with a number of upstream and midstream players and global benchmarking.

PricewaterhouseCoopers offers the following services to implement your Liquefied natural gas project:

Advisory	Assurance	Tax & Legal
Feasibility	Risk/Control	Structuring
Funding	Accounting	Export/excise duties
Commercial implementation	Governance	Transfer pricing

3 Achieving growth

As utility markets become more dynamic, routes to growth become more complex with added risk and uncertainty. Companies need to draw on the very best market modelling, trading, customer relations and marketing practice to make the most of their organic growth potential. Non-organic growth is a key route for companies seeking to extend their vertical or horizontal footprints or diversify their fuel mix but the unique political and economic context of the utilities sector places added demands on deal-making.

PwC services

- Mergers & acquisitions including tax structuring
- Due diligence
- Transactions services
- Post-merger integration
- Commercial & regulatory strategy
- Strategic advice and modelling
- Valuations
- Project development
- Deal execution
- Capital project advice

PwC Utilities Spotlight

Advising on growth in the Australian utilities market

After an October 2000 listing on the Australian Stock Exchange, Alinta grew to become one of Australia's leading energy infrastructure companies. The company's value increased from A\$300 million at the float to more than A\$6bn in six years, wielding a diversified portfolio of operations and investments that spanned across Australia and New Zealand. In August 2007, a consortium comprising Singapore Power International, Babcock & Brown and three funds managed by Babcock & Brown acquired Alinta.

PricewaterhouseCoopers worked with Alinta from 2002 until 2007 when it was divested to the consortium. The rapid post-listing growth of Alinta was the result of an aggressive acquisition strategy with Alinta operating as an asset manager that had a partial interest in ownership of the underlying infrastructure. The pursuit of this strategy drove a number of client needs: financial and operational due diligence on potential target businesses; tax advice to ensure an efficient structure; and the raising of funds necessary to complete the acquisitions. In the latter case PwC fulfilled the role of the investigating accountant for public capital raisings and prepared reports for banks in support of debt financing.

In 2006, PwC helped Alinta successfully finish the lengthy process of acquiring the infrastructure assets of Australian gas and electricity provider AGL. The two-year transaction went through a number of phases and was complicated by the fact that Alinta only had access to AGL's publicly released financial information. PwC was given the role of finding ways to fill the information gaps to ensure the acquisition and anticipated synergies would not expose Alinta and its shareholders to undue financial and tax risk. The firm's due diligence work, including detailed tax and accounting modelling assistance in these areas met the requirements of the Australian Securities and Investments Commission (ASIC) and the Australian Tax Office. The resulting regulatory approvals contributed to an overwhelming positive vote from shareholders. Alinta was able to complete the transaction, nearly doubling the Alinta market capitalisation overnight.

In 2007, PwC was on both sides of the Babcock & Brown/Alinta transaction, demonstrating that PwC's teams could work independently and represent two parties in the same transaction to the satisfaction of both parties. The various teams' deep industry experience helped streamline this complex transaction. The successful completion of this deal, for both sides, was also a result of the fact that PwC has worked closely with investment banks who are increasingly involved in the utilities sector. We know how to approach transactions in this area which are quite unique in that they do not involve the analysis of trends and products but require an understanding of the structure of the deals and the cash flows that are needed.

PwC Utilities Spotlight

European utility: carbon credit procurement strategy

Our client, a European utility, faced a shortfall of allowances under the newly established EU Emissions Trading Scheme. In response, they engaged PwC to consider what their procurement strategy should be in this emerging market, and how they should structure and resource the procurement function.

We devised an emissions trading strategy for the client covering aspects such as: ensuring cost-effective compliance with the EU Emissions Trading Directive; impacts on investment planning; and approaches to carbon credit procurement relative to Joint Implementation and Clean Development Mechanisms and their own internal risk management requirements.

Our advice helped the client rapidly climb a steep learning curve, factor carbon into important investment decisions, and select appropriate entry strategies for credit procurement.

8 Our response to your challenges

PwC Utilities Spotlight

Electricity market reform in India

The electricity industry in Andhra Pradesh is the second largest in India in terms of consumers (15 million), and the third largest in terms of sales (38 TWh). The Andhra Pradesh State Electricity Board (APSEB) embarked on an extensive restructuring programme in 1998/99 and an independent regulator (the Andhra Pradesh Electricity Regulatory Commission (APERC)) was constituted. PricewaterhouseCoopers was engaged at the start of the restructuring process to advise the State Government and the APSEB. APSEB was unbundled into two companies – a generating company and a network company (which was shortly then unbundled into a transmission company and four regional distribution companies).

The restructuring was concluded smoothly and in a record period of time. Subsequently, PwC was engaged to support APERC, the newly constituted independent regulator. The engagement led to several landmark initiatives:

- In the period 2000-03 we assisted in evolving the basic framework and developing internal capacity with regard to licensing, tariff reviews, technical codes, performance standards, monitoring and review, and initiated consultations for several structural changes to follow. From 2003 to 2006, we assisted in implementing the structural changes, including the introduction of open access and retail competition and setting in place multi-year tariff controls.
- Following the Electricity Act 2003, we advised the regulators on the implementation of retail competition, including assessing the utilities' readiness, separating the wires and supply functions, drafting the interim market rules and the balancing and settlement code.
- We advised APERC on the introduction of India's first multi-year price controls for the transmission and distribution companies to replace inefficient comprehensive annual reviews.
- Unwinding the cross-subsidy, built up over many years, was a key challenge for the regulator. We responded by developing a flexible scaled tariff that reduced cross-subsidy (by 41% over the period), so that the reduction was compensated by growth (industrial consumers switched back to the utilities, boosting sales by 77%).
- Assisting the regulator in managing the large volume of data and providing meaningful and periodic analysis on quality of supply, licensee performance, tariff revenues and other user-defined reports. We helped develop a regulatory information system using data mining techniques. This reduced staff time spent in routine data management, standardised outputs and enriched the scope of analysis.

4 Complying with financial and industry regulatory and reporting requirements

Utility company activities are affected not just by industry, financial reporting and competition regulation but also, increasingly, by financial and commodity market regulation. The compliance landscape is ever-changing and the volatility and complexity of energy markets themselves are increasingly the focus for regulatory attention. Market structures themselves vary widely and are constantly evolving. On the financial reporting front, national standards in many countries are being converged with International Financial Reporting Standards (IFRS) with far-reaching implications for utility companies.

PwC services

- Governance
- Risk and compliance
- International Financial Reporting Standards advice
- Sarbanes-Oxley compliance
- Global compliance services
 - preparing and reviewing tax returns and computations
 - negotiating with tax authorities
 - corporate income tax compliance
 - indirect tax compliance
 - accounting services
 - payroll services
 - corporate secretarial services
- Restructuring and regulatory advice including tax structuring
- Privatisation assistance
- Unbundling businesses
- Commercial & regulatory strategy
 - identifying and understanding value drivers
 - market entry and exit
 - analysing and validating strategic options
 - commercial contracting

5 Recruiting and retaining a skilled workforce

Shortages of knowledge and skills are becoming a crunch issue for utility companies worldwide. Investment in infrastructure, new generation and technology is driving up the demand for expertise. This is against a background of an ageing workforce and, in some countries, fewer graduates studying relevant engineering subjects. Companies are looking hard at their recruitment and retention strategies and, indeed, the importance of skills and knowledge acquisition is now a major factor for utility companies in assessing M&A deals.

PwC services

- Employee communications
- Employee financial planning
- Employment law
- Health and welfare benefits
- HR strategy
- International assignments
- Performance management
- Recruitment
- Retirement
- Reward and share plans

PwC Utilities Spotlight

Addressing skills and system gaps in South Africa

As part of the South African Government's Electricity Distribution Industry Restructuring Strategy, six 'wall to wall' REDs (Regional Electricity Distributors) will be established through the consolidation of Eskom and 187 licensed municipal electricity distribution businesses. The establishment of the new companies will be overseen and controlled by the Department of Minerals and Energy, through the EDI Holdings company that has been established for this purpose.

The electricity distribution business at most of the 187 municipalities are highly integrated with other municipal activities with the surpluses generated from electricity services generally used to subsidise other municipal services. Ring-fencing is a key initial step in the restructuring process for these municipalities, during which all existing electricity distribution processes and resultant assets, liabilities, revenues, costs and obligations are separated from the current parent organisation, in preparation for business transfer to the REDs. Ekurhuleni Metropolitan Municipality (EMM) is the second largest metropolitan municipality in South Africa. PricewaterhouseCoopers was appointed in 2005 to ring-fence EMM's electricity and energy business unit, in preparation for business transfer, with project completion achieved in 2007. Key project phases delivered were:

- Ring-fencing and assessment of the current state of operations.
- Design of the optimum future business within the new legislative requirements.
- Implementation of the future business; and
- Maintenance of the future business.

The EMM electricity and energy business unit faced a number of challenges, including:

- Insufficient maintenance of assets.
- Shortage of skilled technical staff and support service staff, such as HR, legal and finance.
- A range of accounting and financial procedure problems such as incomplete asset registers, financial items unable to be attributed directly to the electricity services which then needed to be apportioned in an appropriate and relevant manner; and
- Lack of proper funding strategies.

PwC provided client support and advice at strategic, tactical and operational levels to meet the restructuring challenges faced. We provided a boxed solution incorporating various advisory solutions to deliver one project. Project implementation was focused around a number of work-groups (finance; HR; process/operational; IT; engineering; legal and tax) which each delivered a specific service solution, all of which were interdependent and necessary for the success of the project.

10 What makes us different

Our people

Our network of 3,100 dedicated industry specialists benefit from the biggest global deployment programme of any of the professional services firms. It means they are not just familiar with the issues in your market but are also able to cross-fertilise first-hand insight and experience from their time in other markets. Our familiarity with utility environments worldwide means we are able to put ourselves in your shoes but also readily introduce fresh perspectives and solutions from elsewhere.

Our reach

We are, literally, wherever you are. With a network of 300 partners dedicated to the utilities industry and 10 utilities centres of excellence covering major regions worldwide, we are able to be where our clients most need us. We work with all types of utility companies and industry stakeholders in all different markets worldwide.

We are where you are – PwC utilities centres of excellence



Our knowledge

Our worldwide network of industry specialists are linked by a sophisticated internal knowledge management system, giving them the tools to input their insights and draw upon the most up to date information for the benefit of our clients. Our programme of 'thought leadership' is widely respected. From round-table discussions to global surveys, we share knowledge with our clients on industry issues. PwC plays a central role in many key developments in the industry.

We are represented on the committee of the World Energy Council (WEC) and are a WEC patron. Each year, we prepare industry-dedicated reports and gather opinions on the issues that are of key strategic importance to our clients and the challenges that lie ahead. Our extensive 'thought leadership' programme draws on the insight of our worldwide network of industry specialists as well as the industry itself.

Visit www.pwc.com/utilities to download or order hardcopies of reports.



12 Global utilities team contacts

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