Yana Zoloeva

Yana Zoloeva is the head of the PwC Russia Law practice.

Location
Russia – based in Moscow.

Professional profile
Yana has over 15 years of experience in consulting. She leads the Russia firm’s Energy and Corporate practice and specialises in restructuring (domestic and cross-border), corporate M&A, energy and infrastructure and employment law.

Client experience
She led the project for the corporate restructuring of the Rosatom Nuclear Corporation and helped the company to simplify its legal structure and corporate governance. Yana has been advising clients in the oil and gas, energy and utilities and mining sectors on various legal matters. She is a recognised lawyer for energy, utilities and mining companies.

Specialist experience
Yana has extensive experience in different areas of Russian law and mainly specialises in investment, real estate, corporate and contract legislation, as well as energy, utilities and mining law. Her area of practice covers structuring of foreign investments in Russia (both greenfield and brownfield). She advises many multinational companies on mergers and acquisitions, shareholder and joint venture arrangements, corporate restructuring and reorganisations, cross-border and offshore structures, corporate governance matters, competition and hard currency issues, commercial and labour laws. Yana has significant experience in representing clients in the course of negotiations with authorities and counterparties. In 2007 and 2008, Yana was recommended as an energy and natural resources expert and an employment law expert by the Legal 500 rating of top lawyers in Europe.

Background
Yana joined PwC Legal Practice in 2002, having had over five years of legal experience. She graduated from the Moscow State Oil and Gas University in 1996 with a master’s degree in law and the Russian State Tax Academy in 2001 with a master’s degree in economics. She earned a Ph.D. in Law in 2003 from the Russian Government Institute for Legislation and Comparative Law.
Daryl Walcroft

Daryl Walcroft is a principal in the PwC US Advisory practice, specialising in capital projects and infrastructure.

Location
United States – based in San Francisco.

Professional profile
A civil engineer with over 18 years programme management, controls development, programme governance, dispute analysis and general construction experience on a variety of major capital projects. He has extensive experience dealing with major construction and engineering projects including rail systems, airports, SmartMeter systems, power plants (including nuclear), oil refineries, bridges, pipelines, roads, and stadia.

Client experience
He has advised clients in the environmental, construction, energy and utilities sectors with the design and implementation of project and programme control systems. He has experience working around the world and provided clients with the benefit of his knowledge of programme management and governance best practices. Daryl has provided technical support and presented findings in formal proceedings to support contractors and project owners in regulatory proceedings, arbitration, adjudication, mediation and negotiations.

Specialist experience
Daryl has considerable experience performing delay and disruption analysis, quantum analysis, project controls implementation, scheduling, project management and information systems. He has an advanced knowledge of many project control software packages including the Primavera suite of products, Pertmaster, Microsoft Project, database applications including Microsoft Access, SQL and Oracle, and is a specialist at applying the critical path method and earned value techniques. He is experienced at developing and applying various forms of delay, disruption and quantum analysis techniques including collapsed as-built, impacted as-planned, windows analysis, measured mile and earned value.

Background
Prior to joining PwC, Daryl worked for a civil engineering contractor, a design consultancy and a major US project management firm. He has a civil engineering degree from the University of Portsmouth in the United Kingdom.
Anastasia Osipova is a partner in the PwC Russia Advisory practice, leading the Russian Finance and Accounting group.

Location
Russia – based in Moscow.

Professional profile
Anastasia has more than 14 years of experience in the professional consulting services area and has considerable experience in managing consulting projects for big Russian and international companies.

Client experience
She has delivered consulting services to major Russian companies, mainly operating in the energy and utilities sector, and foreign companies. She has completed a number of finance function improvement projects with Rosatom Nuclear Corporation.

Specialist experience
She is specialised in finance function improvement and methodological advice in the related areas, such as the creation of shared service centres, the delivery of fast close projects and finance function transformation.

Background
Anastasia graduated from Moscow State University of International Relations. She possesses an MBA and is an ACCA-qualified accountant.
Françoise Bergé is a director of PwC France.

**Location**

**Professional profile**
Françoise is a nuclear engineer with over 20 years of engineering, risk analysis and management, and project management experience. Prior to joining PwC, she had ten years working experience at a leading group in the nuclear industry, working on safety, crisis management and emergency preparedness. She is a member of European Nuclear Centre of Excellence.

**Client experience**
Françoise has extensive nuclear power sector client experience. She has contributed to the review of the project organisation of the construction of two new nuclear units in the USA. She was in charge of assessing the project governance and risk management. She has conducted projects costs and benefits analysis for three nuclear power plants in France. Françoise led the review of the costs and benefits of a project aiming at optimising the access to the controlled zone.

**Specialist experience**
Françoise specialises in providing enterprise and project risk management consulting for clients in energy (e.g. nuclear production and gas E&P, transport, storage, and distribution), construction and heavy (e.g. steel) industries. She has recently, for example, participated in the governance review of a new nuclear power plant construction project.

**Background**
Françoise holds a Master of Science in Nuclear Engineering from the University of Texas A&M (USA) and a master in energy engineering from the École Polytechnique Féminine (France).
Stephen Lechner

Stephen Lechner is a principal in the PwC US Advisory Services practice, and he leads PwC’s capital projects and infrastructure nuclear practice in North America.

Location
United States – based in San Francisco.

Professional profile
Stephen provides cost and schedule analysis, project management consulting, economic and cost accounting analyses, and general consulting for clients in design, construction, environmental, energy, manufacturing, and other commercial industries.

Client experience
Stephen has been retained as an expert on cost, schedule, performance, and regulatory issues related to major capital projects and other programmes in the US, Canada, Hong Kong, mainland China, Australia, South Africa and the Philippines. He has advised clients involved in capital projects, disputes and regulatory matters for more than twenty-eight years. He has significant experience leading PwC teams that are acting as independent advisers on large-scale capital projects subject to government, regulatory, or investor scrutiny.

Specialist experience
Stephen has successfully worked with company executives to develop reasonable project governance structures, monitoring procedures and status reporting templates for a variety of project stakeholders. He has sat on various executive steering committees, advising senior executives on project management issues from the perspective of an independent adviser. He has also recently advised several utilities in relation to risk and regulatory aspects of new nuclear plant construction and nuclear facility updates.

Background
Stephen previously worked on three nuclear power plant reasonableness reviews in the 1980s, including spending five years working on the Diablo Canyon Nuclear Power Plant reasonableness review and rate case. Stephen has a civil engineering degree and an MBA from the University of Illinois.
Denis Pettiaux is a director of PwC France.

Location

Professional profile
Denis has more than 13 years experience with PwC and is currently director in the valuation and economics team. He started his career as a researcher in applied nuclear energy research. He then worked as a consultant specialising in ‘network based industries’, with a focus on the energy and utilities industry, in Europe and in Russia and Kazakhstan before his current role in the Paris team.

Client experience
Denis has advised on the financial impact, required regulatory arrangements and regulatory feasibility of extending the operational life of Belgian nuclear power plants. He has prepared a business plan responding to the implications of the NOME (New Energy Market Organisation) law which requires ‘regulated access’ to France’s historical nuclear power production capacity from 2011. He has experience of producing business plans and valuations of power production companies using various technologies – thermal, hydroelectric, biomass, wind, PV – in the context of contemplated investments/transactions, litigations or regulatory reporting requirements.

Specialist experience
He has substantial experience of projects aiming at opening or developing power and gas markets, including several projects involving voluntary or compulsory (imposed by competition authorities) high stake auctions, disposal or investments processes. He has advised on power and gas energy sector strategic and regulatory developments, including matters such as the assessment of required strategic changes, evaluation of current regulation and required adaptations, and preparation of new draft regulations. Denis is also an expert in greenhouse effect gas (GhG) allowance allocation, trading and abatement scheme.

Background
Denis qualified as an engineer in nuclear science in 1991 from the Free University of Brussels – Polytechnic School, Belgium. He also gained a masters in business management from the Free University of Brussels – Solvay Business School in 1999.
Ludovic de Beauvoir is a partner of PwC France.

**Location**

**Professional profile**
Ludovic has 25 years experience working as an adviser to companies in the energy and utilities and the aerospace and defence sectors. He has more than 15 years experience in the nuclear fuel cycle (procurement, reprocessing and disposal). He has led numerous engagements aiming at improving the performance of organisations, processes and information systems.

**Client experience**
He has directed a number of major assignments for global energy companies in the nuclear power sector. In the 1980s and 1990s he conducted financial audits of operating and investment costs at the La Hague Plant (Areva’s reprocessing facility) between 1983 and 1995 on behalf of Cogema’s customers (large energy producers).

**Specialist experience**
He is a specialist in contractual cost analysis and the nuclear fuel cycle. He has conducted economic analysis and cost reduction studies for Areva and EDF, in the case of the latter looking at cost accounting on large projects at the back-end of the nuclear life cycle. He has substantial experience of processes and monitoring optimisation with clients including EADS, Schindler and Alstom Transport. He also is an expert at providing support with the framework of information systems and process re-engineering with assignments for Suez, Toshiba, Metaleurop and Alstom.

**Background**
Ludovic is a Certified Public Accountant and was educated at the ESC Rouen Business School.
Philippe Girault is PwC’s Europe, Middle East, India and Africa leader in Nuclear Energy Advisory.

Location

Professional profile
Philippe has 30 years experience working successively as an engineer, a banker and a financial adviser, with companies, governments and regulators in the energy and telecommunications industries.

Client experience
Nuclear power client engagements have included PG&E Diablo Canyon, NB Power PLGS, ENEL and STPNOC ERP/EAM projects. He has directed a number of major assignments for global energy companies in regulation and competition economics, complex valuations and business planning, power plants project finance structuring, mergers acquisitions and disposals. He has worked extensively in key areas of the energy industry including upstream oil and gas, power generation, electricity and gas large infrastructures, downstream electricity and gas.

Specialist experience
Philippe has extensive financial advisory experience on projects addressing different elements of the nuclear energy value chain. This has included financial advice on a transaction related to the uranium enrichment activity of a European consortium. In addition, he has substantial valuation and financial advisory experience covering a wide range of assignments, including financial advice to a European consortium bidding for a 3G mobile telecommunications company, valuation of electricity and gas distribution activities, research on the regulation of energy transport and distribution networks in Europe, and economic modelling of oil fields.

Background
Philippe holds qualifications from the École Polytechnique, a telecommunications engineer degree from Télécom ParisTech and an MBA from the Stanford Graduate School of Business (USA).
Richard Lobley is a director in the PwC UK Advisory practice, specialising in the utilities and nuclear industry.

Location
United Kingdom – based in London.

Professional profile
A chartered engineer who has run and operated nuclear plant, and has deep programme management knowledge, combined with organisational design, change and capability building experience. He led a three-year change programme to write the nuclear safety justification for a significant and major nuclear site in the UK. He has 11 years management consultancy experience, specialising in the operational performance and programme management of nuclear build and existing operations.

Client experience
He has worked with a wide range of clients in different industries, from insurance to retail, to ensure consistent programme delivery. Specifically, within the nuclear sector, he has experience of working with most of the supply chain from vendor to regulator, in the UK and abroad. He is the consulting lead for Capital Project Delivery services across the UK utilities sector, helping clients deliver major programmes as part of their business plans. He has insight and understanding of the roles of all internal and external stakeholders within the specialist nuclear industry and is able to align to the requirements of scope, cost, time and quality.

Specialist experience
Richard has a post graduate diploma in nuclear reactor engineering and gained the qualification needed to operate nuclear plant with point responsibility for managing the totality of nuclear operations and nuclear operators. He was the commissioning engineer for a nuclear submarine, working with the key suppliers to ensure that the nuclear plant and systems were delivered to programme. Quality was demonstrated by the requirement to operate the plant and boat for the next three years in a diverse range of environments. He is a ‘Managing Successful Programmes’ practitioner and has worked at board level to ensure that programmes deliver business benefits and that organisational capability is developed.

Background
Prior to joining PwC, Richard served in the Royal Navy. He has also worked in the Middle East for three years where he was managing director of a company that developed and delivered management and leadership training, opening offices in Muscat, Abu Dhabi and Riyadh. He has a mechanical engineering degree, a master’s degree in marine engineering and an MBA.
Charudatta Palekar is a principal consultant in the PwC India Advisory practice, specialising in energy, utilities and mining.

**Location**
India – based in Hyderabad.

**Professional profile**
Charu has diverse experience with more than 18 years in the power generation, transmission and distribution sector. He has been involved in various capacities in the entire project life-cycle covering conception, design, specifications, procurement, installation and commissioning of conventional and renewable power projects. He has worked closely with equipment manufacturers in the past. He also leads work in advising equipment manufacturers and nuclear sector companies.

**Client experience**
He has advised clients on demand analysis/forecasting for power equipment demand, risk assessment of power projects, developing investments and market entry strategies for independent power producers (IPPs), preparing business plans of renewable energy companies and conducting commercial due diligence of thermal, hydro and renewable power projects. He also advised electricity utilities and regulators on estimation of losses and roadmaps for the reduction of the losses, as well as asset management, energy demand forecasts and the development of frameworks for power markets.

**Specialist experience**
Charu has conducted a study of Indian electricity tariff methodologies for various fuels in comparison with nuclear fuel for an international nuclear vendor. He has also a project on the study of Opportunities and Challenges in Nuclear Power in India for the Second Indo-French Nuclear Industry Business Meet. He was responsible for an assessment of demand for transmission and distribution (T&D) equipment from central, state and private sector plans and the assessment of technology trends across designated electrical products for an electrical equipment manufacturers association in India.

**Background**
Prior to joining PwC, Charu worked with a design engineering consultancy and a major US based energy company. He has a master’s degree in power systems from the University of Pune in India.

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Our people

Denis Gorin

Denis Gorin is the leader of the PwC Energy Tax practice in Russia.

Location
Russia – based in Moscow.

Professional profile
Denis is a partner of the Global Energy and Mining Tax Practice and has worked in PwC Russia since 1996. He has extensive experience assisting oil and gas and mining companies on corporate tax matters in Russia.

Client experience
He co-led the corporate restructuring project for Rosatom Nuclear Corporation and provided advice on tax matters related to the company’s legal transformation. Since 1996 he has provided a wide range of tax services to major Russian and multinational companies advising them on Russian operations and cross-border transactions. In recent years he has worked closely with a major Russian metals producer providing them with tax advisory services on Russian transactions and international taxation. For many years he was involved in advisory work to foreign petroleum companies assisting them in structuring inbound investments, tax calculations for petroleum projects modelling, negotiations with tax authorities and tax compliance issues.

Specialist experience
Denis focuses on tax advisory services mainly for Russian clients. He specialises in domestic taxation and related aspects (accounting, legal, currency regulations, etc.) of complex business transactions, such as group restructuring, foreign investment projects, mergers and acquisitions, employees incentive plans, etc. He has contributed to defending companies during tax inspections and disputes.

Background
Denis is CPA qualified.
Anthony F. Caletka is a managing director in the PwC US Advisory practice, specialising in capital projects and infrastructure.

**Location**
United States – based in New York.

**Professional profile**
Tony is a professional engineer with 23 years of experience providing programme, project and construction management advice to clients on large capital projects. He has served as an expert witness and has provided conflict resolution services to the legal industry as a subject matter expert on construction-related issues. He provides project advisory, CM/PM, and claims avoidance services across many asset classes.

**Client experience**
He has consulted on projects related to power plants, marine, process manufacturing, education and healthcare, pipelines, road, rail, and air transportation, stadia, water, and site remediation. As a trained engineer, Tony brings hands-on experience to his clients. He performs due diligence audits, project ‘health checks’, project monitoring, and risk management on EPC, DBFO, PPP, and PFI projects.

**Specialist experience**
Tony is adept at applying the critical path method (CPM) and earned value analysis (EVA) techniques to identify performance problems and to add transparency to capital projects. In addition to providing clients with independent reviews of capital programme implementation and status and performance, Tony also advises clients in the development and application of contract packaging and procurement strategies. He assists in addressing wrongful terminations, performing project rescue services, assessing the impact of extra work and concurrent delays, performing analysis of delays, differing site conditions, acceleration, and escalation, and quantifying the impact of change on projects using all forms of procurement, funding, and project delivery strategies.

**Background**
Tony has a BSc in Engineering from Syracuse University/SUNY ESF and is an Adjunct Professor at NYU-Poly where he teaches graduate level courses on project management and CPM Scheduling. He is an active speaker at conferences and co-authored the book *Delay Analysis in Construction Contracts* (Wiley 2008).
Chris Fynn is a partner in the PwC US Advisory Utilities practice and currently leads PwC’s utility enterprise asset management (EAM) practice.

Location
United States – based in New York.

Professional profile
Chris has 23 years experience implementing value-driven EAM and ERP solutions for asset-intensive businesses with a focus on utilities and nuclear power generation. He has deep knowledge and practical experience in the implementation of leading business practices and business process re-engineering concepts in capital-intensive industries.

Client experience
Chris has been the engagement partner for a significant number of major transformation and implementation projects in the nuclear industry during the last decade. He has managed the creation of PwC’s nuclear template, which is being used to drive business change based on leading US nuclear practices across the globe. Nuclear power sector engagements include PG&E Diablo Canyon, PSEG, NB Power, Bruce Power and in setting up the STPNOC transformation programme.

Specialist experience
He has extensive expertise implementing value-driven business transformation programmes based on enterprise systems in asset-intensive industries, including utilities, oil and gas, process industries, and mining/minerals processing.

Background
Chris has degrees in mechanical engineering and management sciences from the University of Manchester in the UK. He is a certified SAP EAM (PM) consultant and a certified RCM2 practitioner.
Chris Green is the senior partner who leads PwC’s UK Nuclear team across all lines of service.

Location
United Kingdom – based in Manchester.

Professional profile
As well as being a lead relationship partner, Chris is also an international tax expert. He has extensive expertise dealing with multinational companies on matters such as joint venture structuring, business reorganisation, cross-border trade, funding and treasury matters, and acquisitions and disposals.

Client experience
Chris has over 20 years experience of leading international accounts. He has been a senior member of PwC’s National Energy and Utilities team for over ten years, working on international projects with companies such as RWE, ESBI, Thames Water plc, Vattenfall AB, Western Power Distribution, and Ener-G plc. He has also worked with industry suppliers including ABB, Energy Solutions and Westinghouse.

Specialist experience
In his lead relationship role, his extensive network of contacts across all services and internationally within PwC enables him to introduce the right people to his clients to provide direct advice or act as a sounding board. His recent projects include advising on the set up of a nuclear bidding consortium, structuring joint ventures and advising on the commercial, legal and tax issues around UK companies developing business in new territories (e.g. China) and overseas companies investing into the UK (e.g. Germany, Norway, US, Middle East).

Background
Chris qualified as an HM Inspector of Taxes in the UK before joining PwC in 1988. He tutors internationally on tax structuring and other areas of specialist expertise.
Jonty Palmer

Jonty Palmer is a partner in PwC’s nuclear sector in the UK.

Location
United Kingdom – based in London.

Professional profile
Jonty has led large-scale restructuring, operational cost reduction and efficiency programmes at board level, driven M&A from objective setting to full integration, headed a start up growth business and rationalised a failing business group. In the nuclear, oil and gas and manufacturing sectors he has led high level transformation, restructuring and performance improvement programmes. He has a sound experience of organisational design and operational effectiveness from both line management and consultants’ points of view in the energy and manufacturing sectors.

Client experience
Jonty has performed the main board role of interim programme director, delivering a corporate transformation and restructuring programme in the nuclear sector for an organisation of 16,000 employees and turnover of £1.6bn. He worked with the CEO and CFO to develop the corporate strategy, write the operating model blueprint and implement a balanced scorecard for the business. He has also led a project to define and then implement the corporate centre and support services structure and performance management architecture for a fleet of ageing nuclear reactors as they reached end of life and moved into decommissioning. He then implemented the new structure. Jonty has also had experience of restructuring and transformation in the upstream oil and gas sector.

Specialist experience
Strategic analysis, achieving board level clarity of intent and understanding of complex programmes and concepts; defining strategic objectives and budgets; linking strategic vision to operational performance; organisational design and strategic change management in safety critical, regulated industries; programme management, focusing on corporate transformation, strategic cost reduction, performance management and benefits realisation; senior management coaching and development.

Background
Jonty served in the UK armed forces for 21 years and was managing director of a manufacturing division of a UK PLC. In this role he restructured the division, acquired and integrated a US$24m US business, built a fully automated US$18m production unit and took the turnover from around £45m to £85m whilst cutting costs and improving productivity.
Duncan Michie is a director in the PwC UK Capital Projects and Infrastructure team.

Location
United Kingdom – based in London.

Professional profile
Duncan has over 18 years experience providing a range of consultancy services to clients in regulated industries such as electricity, water and gas. This includes substantial experience in the nuclear power sector. For example, Duncan advised TVO on the market economics, project financing and procurement of the new Finnish reactor Olkiluoto 3. He is a planning adviser to the UK’s Nuclear Decommissioning Authority, assessing the financing options for a radioactive waste geological disposal facility including the development of the financial plan for the waste.

Client experience
As well as working with the Nuclear Decommissioning Authority and TVO, Duncan has substantial other nuclear sector client experience in the UK, North America, Europe and South Africa. He assisted ESKOM, the State Electricity Commission of South Africa, in assessing the options for developing the next generation of nuclear generating plant. The ESKOM project included a specific focus on the pebble bed technology and comparison of this technology with competing technologies. It included developing a business plan model for the pebble bed nuclear plant in construction and operation and also a business plan model for the development of a reactor sales business.

Specialist experience
Duncan specialises in strategy and investment appraisal in the energy and utilities sector, advising clients on issues of business planning, industry restructuring, price reform and regulation in the nuclear, power, water, oil and gas sectors, having led projects in these areas around the world.

Background
Duncan has economic degrees from University of Cambridge, and from the University of Bristol, BSc (Hons) Economics and Economic History (First Class). Before joining PwC, Duncan worked as a regulatory economist with London Economics and Arthur Andersen.
Sergei Bazoev is a partner in the PwC Russia Advisory practice and the Global Relationship partner for the State Atomic Energy Corporation Rosatom.

Location
Russia – based in Moscow.

Professional profile
Sergei joined PwC’s Management Consulting Services (MCS) practice in 1994. He was admitted to the partnership in 1998, and led the firm’s Central and Eastern European energy industry practice. After a brief period of leading IBM Russia Business Consulting Services, Sergei returned to PwC in 2004 to build the Business Restructuring Practice with a focus on metals, retail and financial services industries.

Client experience
He coordinates PwC global services to the Rosatom group, a vertically integrated nuclear cycle conglomerate covering the value chain from uranium mining to nuclear waste disposal. He has advised on Rosatom’s restructuring programme, assisting Rosatom management on their approach to and roadmap for group-wide restructuring. He has also coordinated the provision of valuation services to the Rosatom in support of the group’s asset valuation programme.

Specialist experience
Sergei has extensive experience advising on strategic restructuring, business reorganisation, strategy development, definition of the target management model, non-core assets separation and management issues. He has taken part in a great number of projects related to these issues, including business process taxonomy and key performance indicators.

Background
Sergei graduated from the Moscow State Institute for Foreign Relations (MGIMO) with a degree in international economics and holds an MBA from Harvard Business School (class of 1993) and has also completed Harvard Business School executive financial restructuring courses (class of 2004).
Mark Rauckhorst is a managing director in the PwC US Advisory practice.

**Location**
United States – based in Atlanta, Georgia.

**Professional profile**
A nuclear engineer with more than 28 years of engineering, programme management, controls development, and utility construction experience in a variety of major capital projects.

**Client experience**
Mark has advised clients and led the implementation of Project Management Organisations focused on the environmental, construction, energy, and utilities sectors. He has experience working at multiple utilities across the United States and has helped clients with his deep knowledge of programme management and governance best practices. He has experience performing risk, delay, and disruption analysis, project controls implementation, scheduling, project management, site inspection, contractor selection, and information systems. He has provided technical support and presented findings in formal proceedings to support contractors and project owners in regulatory proceedings, mediation and negotiations.

**Specialist experience**
Mark specialises in capital projects and infrastructure. He has extensive experience dealing with major construction and engineering projects, including nuclear power plant and energy delivery infrastructure construction. He has worked at multiple nuclear facilities in a range of capacities and has been a team member on Institute of Nuclear Power Operations (INPO) evaluations. He also served as the liaison between a utility and INPO, coordinating plant evaluations and peer reviews.

**Background**
Mark has a nuclear engineering degree from the University of Cincinnati, an MBA from Northern Illinois University. He is also a registered professional engineer in several US states. Prior to joining PwC, Mark worked for a construction management firm as the programme manager at two large investor owned utilities. In addition, Mark has worked at multiple energy facilities in engineering, construction and project management capacities.
Matias Lindholm is a partner in the PwC Finland Advisory practice.

Location
Finland – based in Helsinki.

Professional profile
Matias has 18 years transaction and major capital projects experience. He has extensive experience with large construction and engineering projects including rail systems, airports, power plants (including nuclear), electricity distribution and roads.

Client experience
His clients include listed corporates, international investors and municipal enterprises in Sweden and Finland. In the nuclear sector, he has provided economic advice for Finland’s TVO since 1997 and, most recently, has worked with TVO on the financing of a major new nuclear plant under construction.

Specialist experience
Matias specialises in capital projects and infrastructure. Backing this up, he has a good understanding of electricity industry in the Nordic countries, including regulation, market structure and financing options.

Background
He was awarded an MBA by the Helsinki School of Economics and also has an economics degree from the University of Minnesota. Matias is also a certified European financial analyst. Prior to being based in Finland, he worked for PwC in Sweden and as an auditor for one of the predecessor firms.
Vimal Vallabh

Vimal is a director in the PwC UK Corporate Finance team focused on the power sector.

Location
United Kingdom – based in London.

Professional profile
He joined PwC in 2010. Before that, he had 13 years experience in industry, investment banking and private equity with a particular focus on the energy sector and the related supply chain. He has advised many international energy companies and spent seven years at Centrica plc investing in new electricity generation capacity and negotiating structured off-take contracts.

Client experience
Vimal has considerable insight into client experience from his role at Centrica. He established Centrica plc’s nuclear power market entry strategy. He led for Centrica, negotiations with the UK government seeking to establish an appropriate regulatory framework that would allow private sector financing of a new nuclear build. While developing Centrica’s strategy he worked closely with senior members of AECL and was instrumental in ensuring their inclusion in the initial round of technology licensing reviews by the UK Nuclear Directorate. He provided commercial support in the £12bn acquisition of British Energy by EDF and Centrica.

Specialist experience
His focus is on the power sector, advising clients on debt, equity raising and M&A transactions. Vimal leads our corporate finance work in the UK nuclear sector. He has worked on a variety of development projects including a number of greenfield and brownfield projects. He has firsthand experience in the challenges faced by private investors seeking to develop new nuclear generation capacity in a deregulated market and negotiating in a multi-stakeholders environment.

Background
Vimal holds a Bachelor of Commerce (Finance) and a Bachelor of Laws from the University of Otago, New Zealand. He has Investment Management Certification (IMC) and is a Chartered Financial Analyst (CFA).
Jeff Briner is a director in the PwC China Utilities Advisory team.

Location
China – based in Shanghai.

Professional profile
Jeff is a consultant with over 25 years of asset and work management business transformation project experience. A specialist in large-scale business transformation, he has deep experience of all aspects of the utility industry and consulting services, including industry-leading experience in nuclear power generation and utility transmission and distribution. He has extensive technical experience with leading work management solutions such as SAP, Maximo and Ventyx (Indus Passport).

Client experience
A third of Jeff’s considerable experience has been in the nuclear power sector. For example, he has been the engagement director for a Guangdong Nuclear Power Company (GNPC) project to deliver a template SAPs EAM solution to GNPC nuclear generation plants. The solution encompasses over 200 nuclear and business processes covering finance, human resource management, work management, asset management and supply chain management. He ensured proper project and plant resourcing, solution quality, project management, and issues/risk management.

Specialist experience
He has substantial work and asset management, utility integration, stress testing and control system experience. His career includes the design and implementation of a large maintenance management system at a nuclear power plant, being the lead analyst in charge of engineering applications at a large nuclear utility and the design and installation of an integrated business and IT architecture for a major utility and energy trading company.

Background
Jeff holds a degree from the University of Toledo, Ohio, and has professional qualifications and experience in nuclear operations, systems programming and analysis. Prior to joining PwC he was an consulting business owner and also held positions at Anderson Consulting and Cap Gemini Ernst & Young.
Alwyn Naidoo is an associate director with PwC South Africa.

Location
South Africa – based in Johannesburg.

Professional profile
Alwyn leads the public-private partnerships team that is involved in advising government and the private sector on a range of infrastructure public-private partnerships and project finance transactions. He has over 16 years of diverse experience in PPP and project finance packaging, financial modelling and strategy consulting.

Client experience
He leads the transaction advisory team undertaking the Chris Hani Baragwanath Hospital revitalisation PPP and he is a financial adviser to the South African government on the procurement of independent power producers under the renewable energy feed-in tariff programme. Alwyn has also acted as lead transaction adviser and lead financial adviser on numerous other PPP, project finance and economic regulatory engagements including the South African Navy sea safety training centre PPP, Biovac Institute PPP review, KZN Legislature and Precinct PPP projects, PetroSA LNG procurement, Outeniqua Choo Tjoe disposal and the National Energy Regulator of South Africa petroleum pipeline regulation.

Specialist experience
Alwyn has substantial accumulated experience of privately financed infrastructure projects following earlier career experience with a South African government agency where he managed over 45 municipal PPP projects through various stages of development, in diverse infrastructure sectors including electricity generation and distribution, refuse collection and disposal and waste-water treatment. He has worked on many different elements of PPP regulation, feasibility studies, procurement, bidder evaluations and negotiations.

Background
Alwyn has a BSc (Engineering) electro-mechanical degree from the University of Cape Town. Immediately prior to joining PwC, he was deputy chief of party for a US Agency for International Development technical assistance programme.
Our people

Akio Kobayashi

Akio Kobayashi is a partner in the PwC Japan Assurance practice.

Location
Japan – based in Tokyo.

Professional profile
Akio Kobayashi has 24 years experience of audit and advisory services in various companies in the manufacturing, services and financial industries, in both domestic and international enterprises. Akio is the Energy industry market leader for the assurance business unit of PwC Aarata Japan.

Client experience
Akio has substantial experience with clients that include Mitsubishi Nuclear Energy, Showa Shell Sekiyu K.K., ExxonMobil Japan, and JX Holdings, a group comprising JX Nippon Oil & Energy, JX Nippon Oil & Gas Exploration and JX Nippon Mining & Metals.

Specialist experience
He has deep understanding and experience of the energy industry. Akio has provided assurance services to various enterprises in the energy sector and also in the retail and service sectors. His experience covers a wide range of accounting services including IFRS/USGAAP conversion, IPO advisory, internal control optimisation and many more.

Background
Akio has over 24 years of experience at PwC, which includes a secondment to the PwC Singapore office from 1993 to 1996. He holds full membership of the Japanese Institute of Certified Public Accountants (JICPA) and he also has Certified Fraud Examiners (CFE) membership.

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Koji Hara is a partner in the PwC Japan Advisory practice.

Location
Japan – based in Tokyo.

Professional profile
Koji Hara has more than 20 years of consulting experience for many companies in various industries such as utilities, communications, entertainment and media, finance, and public service. Koji is currently utility team leader in PwC Japan.

Client experience
Koji has substantial experience with a wide range of major clients including Kyushu Electric Power and Tokyo Electric Power in the utilities sector, global telecommunications companies, a global advertising agency and various ministries in Japan.

Specialist experience
He has led many consulting projects in the areas of strategic planning, BPR, ERP implementation, Sarbanes Oxley preparation and deployment, and faster closure for various industries. These assignments cover a broad range of sectors as outlined above.

Background
Koji started his career as a consultant with one of PwC’s predecessor firms, Coopers and Lybrand, in 1990. He also gives an annual lecture at Graduate School of Accountancy in Waseda University.
Ken Kawamura is a partner in the PwC Japan Advisory practice.

**Location**
Japan – based in Tokyo.

**Professional profile**
Ken is a project leader with transaction services, value analysis, financial modelling, due diligence and negotiation support experience on a variety of major projects. He has extensive experience working with major mining resource, oil, gas, energy and utility companies.

**Client experience**
He has served the energy division of Mitsui & Co., Marubeni, Japan Oil, Gas and Metals National Corporation (JOGMEC) and Electric Power Development (J-Power).

**Specialist experience**
Ken specialises in M&A transactions. He has been a core member of Transaction Services in PwC for more than ten years, providing financial due diligence, value analysis and related M&A execution advisory services for various clients. As well as M&A experience, he also has significant audit service experience in sectors including manufacturing, trading, retail and IT.

**Background**
He qualified as a Japanese Certified Public Accountant. Also, he is a temporary instructor of Yokohama National University Business School. He has a Bachelorship of Economics from Keio University in Japan.