



A leader in the Power & Utilities industry

KPMG Global Energy Institute

KPMG International

—
kpmg.com/energy

Helping generate value and create agility in an evolving business landscape

Our goal at KPMGs member firms is ‘future proofing’ to prepare for both the foreseeable and the unpredictable forces that are fundamentally changing the Power & Utilities industry.

KPMG member firms help create ‘agile utilities’ — organizations with robust, sustainable and flexible strategies, teams and operating models that can adapt quickly in a dynamically unfolding future.

Looking for growth opportunities, as well as fine-tuning the supporting organization’s capabilities.

Understanding that the objectives are to demonstrate efficiency and security in delivery, as well as to make improvements in environmental performance in the delivery of power, gas and water.

What sets KPMG apart

KPMG member firms draw on experienced industry professionals who have worked with generation, transmission and distribution utilities in the gas, power and water sectors and who draw from the disciplines of engineering, finance, risk management, economics and regulation, to create value and reduce risk in the face of the major trends shaping the industry.

Managing change today and tomorrow

- Political instability and economic turbulence
- Developing an agile operating model
- Increased implementation of micro grids and energy storage
- Continued demand for energy and security supply
- Focusing on talent management
- Non-traditional utility players
- Innovation in technology
- Evolving regulations
- Energy infrastructure

The KPMG Global Power & Utilities practice

- Practitioners are on-site in 155 countries, advising global Power & Utilities businesses, state-owned providers, national businesses and service companies worldwide.
- By combining valuable global insight with hands-on local experience, KPMG's Power & Utilities professionals deliver consistent, high-quality, specialized services on a global basis in each region.

Market share:

KPMG member firms provide professional services* to:

70 percent

of 104 Power & Utilities companies in the Forbes 2000

73 percent

of 67 Power & Utilities companies in the Forbes 1000

78 percent

of 32 Power & Utilities companies in the Fortune Global 500

90 percent

of the 20 Power & Utilities companies in the FT Global 500

* Global 2000 is a combination of the Forbes 2000 (May 2015), the Fortune Global 500 (July 2015) and the Financial Times Global 500 (June 2015), company lists published annually.

KPMG is a global, comprehensive power and utilities service provider

Clear strategy — Our global Power & Utilities industry vision and key priorities are embraced and consistently deployed by all our KPMG member firms around the world.

Broad scope — KPMG offers services ranging from simple to complex operating models; from straight-forward function review/benchmarking projects to full-blown business transformation programs.

Customer connection — We have organized our local, regional and global energy network through geographic, functional and market segment communities.

Forward thinking — We continue to invest in innovation, thought leadership, and refreshing our existing methodologies. We also constantly monitor customer satisfaction and engagement quality with our global client feedback program. This provides a stable platform for future growth.

The KPMG Global Energy Institute

Launched in 2007

- A worldwide knowledge-sharing platform detailing insights into current issues and emerging trends within the Power & Utilities and Oil & Gas industries.
- Over 38,000 members worldwide.
- Energy professionals have access to valuable thought leadership, studies, events, forums and webcasts on key industry topics.
- Regional focus provides decision-makers with tailored insight into the Americas, Latin America, Asia Pacific, and Europe, Middle East and Africa regions.
- For information about becoming a member of the KPMG Global Energy Institute, please visit kpmg.com/energy.

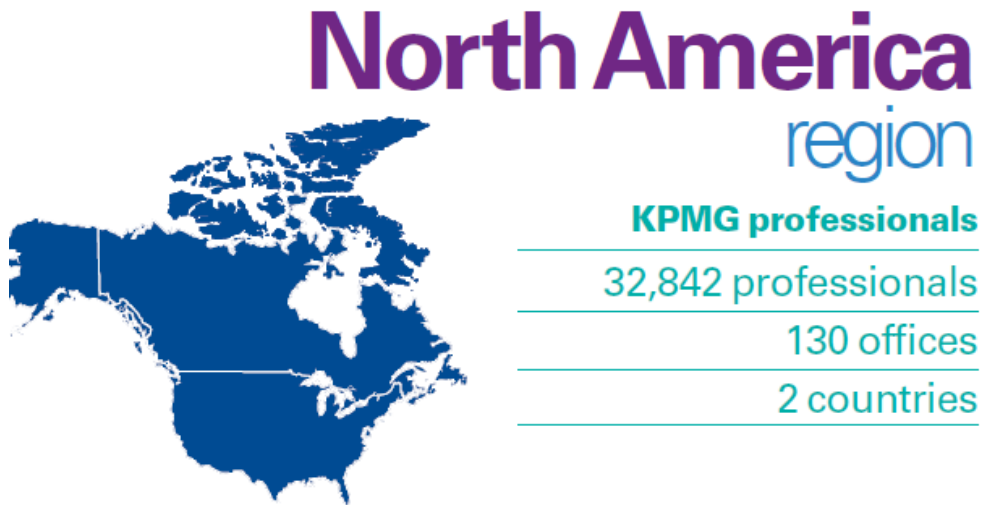
Power & Utilities centers



KPMG member firms offer global connectivity

- 12 dedicated Power & Utilities Centers in key locations around the world working together as one integrated global network.
- Address rapidly-evolving Power & Utilities industry and the specific challenges placed on industry players.
- Locations: Budapest, Calgary, Dallas, Berlin, Johannesburg, London, Moscow, Paris, São Paulo, Singapore, Sydney and Tokyo.
- Centers support global Power & Utilities businesses, state-owned providers, national businesses and service companies around the world, helping them to anticipate and meet their business challenges.

Regional key facts — North America region



Key highlights

Centers in Calgary and Dallas.

KPMG's Global Energy Conference (GEC) takes place in Houston, Texas, every May.

KPMG in the US has over 650 professionals focused on the Power & Utilities industry.

KPMG member firms in the North America region are actively involved in: American Gas Association, Energy Council of Canada, Edison Electric Institute and US Energy Association, and also host the Renewables Financing Seminar, Power and Utilities Audit Share Forums and P&U Tax Share Forums.

Regional key facts — Latin America region



LATAM*
region

KPMG professionals

11,256 professionals

67 offices

16 countries

Key highlights

Center in São Paulo.

KPMG Latin America Energy & Natural Resources Conference: KPMG in Brazil's flagship event for the ENR industry (annual).

LATAM Energy Summit: Previously held in Mexico City and Rio de Janeiro.

KPMG member firms in the LATAM region are actively involved in: Instituto dos Auditores Independentes do Brasil (IBRACON), Associação Brasileira da Infraestrutura e Indústrias de Base (ABDIB) and Câmara Americana de Comércio (AMCHAM).

*LATAM includes: Argentina, Brazil, Chile, Columbia, Ecuador, Peru, Uruguay, Venezuela, Mexico, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua and Panama.

Regional key facts — Europe, Middle East and Africa region



EMA
region

KPMG professionals

83,487 professionals

661 offices

117 countries

Key highlights

Centers in Berlin, Budapest, Johannesburg, London, Moscow and Paris.

The annual KPMG Global Power Conference hosts over 250 delegates from around the globe. The 2016 conference will be held in Brussels, Belgium on November 8th, 2016.

KPMG member firms in the EMA region are actively involved in: Westminster Energy Forum (UK), Nuclear Industry Association (UK), German World Energy Council (DE WEC), Foundation of Offshore Wind Energy and UK World Energy Council (UKWEC).

Regional key facts — Asia Pacific region



Asia Pacific region

KPMG professionals

32,867 professionals

96 offices

20 countries

Key highlights

Centers in Singapore, Sydney and Tokyo.

KPMG member firms in Asia Pacific are actively involved in: Singapore International Energy Week and also hold regular Business Club meetings on ENR-related topics.

Annual KPMG ENRich Energy conference: KPMG in India's flagship event for the ENR industry.

KPMG in Japan is the only professional services firm that is a member of the Japanese Energy Association, Edison Electric Institute (Asia), Australian Energy Networks Association, Energy Supply Association of Australia and Australian Institute of Energy.

Key Power & Utilities clients*

Audit clients

AusNet Pty Ltd
AVE CZ odpadové hospodářství s.r.o.
Axpo Holding AG
Canal de Isabel II
EDP-Energias de Portugal, SA
Elektrárny Opatovice, a.s.
EnBW Energie Baden-Wuerttemberg AG
Energetický a průmyslový holding, a.s.
Energiewerke Nord GmbH
GenOn Energy, Inc.
Hydro One Inc.
Jemena Pty Ltd
Korea Electric Power Corp.
Mainova AG
Oji Holdings Corp.
Origin Energy Ltd.
Pražská teplárenská a.s.
Red Eléctrica Corporación S A.
Stadtwerke Cottbus GmbH
Stadtwerke Zittau GmbH
Technische Werke Dresden GmbH

Non-audit clients

AGL
American Electric Power Co., Inc.
AusGrid
Brneňské vodárny a kanalizace, a.s.
Canal de Isabel II
CEZ, a.s.
Consolidated Edison, Inc.
CPFL Energia SA
DTE Energy Co.
EDP-Energias de Portugal, SA
Enagás, SA
EnBW Energie Baden-Wuerttemberg AG
EnergyAustralia
E.ON Distribuce, a.s.
GenOn Energy, Inc.
Joint Stock Co. Russian Grids
Korea Electric Power Corp.
Mainova AG
Mosenergosbyt Oao
Open Joint-Stock Co. INTER RAO UES
Stadtwerke Cottbus GmbH
Stadtwerke Zittau GmbH
State Grid Corp. of China

*Select regional audit and non-audit clients

Our services

Accounting and reporting

Client business issues/risks	KPMG member firm services
Compliance with accounting standards	International Financial Reporting Standards (IFRS) advisory US accounts and reporting
Hydrocarbon emissions	Hydrocarbon emission audits
IT projects implementation	IT risk management
Major project assurance	Financial management Project governance
Quality reporting	Financial statement audit Health, Safety and Environment (HSE) report
Acquisitions and disposals	Financial modeling Valuations advisory Due diligence
Global tax requirements	Transfer pricing Tax compliance Tax planning
Low-cost project finance	Corporate finance advisory

Our services

Tax efficiencies

Client business issues/risks	KPMG member firm services
Engaging the 'green' agenda	Energy sales taxes review Navigating taxes and incentives for renewable energy
Managing mergers, acquisitions, joint ventures and other third-party relationships	Tax due diligence Tax-efficient structuring Implementation assistance Post-venture tax structuring
Managing major capital expenditure projects and energy investment requirements	Structured financing (tax-efficient structuring) Tax modeling
Meeting the increasing regulatory, government and multiple stakeholder demands	Tax compliance Tax calculation, tax reporting, tax accounting Transfer pricing documentation
Security of supply	Transfer pricing Supply chain optimization Indirect taxes

Our services

Business performance

Client business issues/risks	KPMG member firm services
Major transaction management	Transaction services Valuations Project finance and debt advisory services Joint venture structuring and operational effectiveness IPO advisory services
Real-time assurance on capital expenditure management	Capital expenditure monitoring
Capital projects	Major projects programs
Risk identification	Enterprise risk management Construction risk management
Climate change	Emission reporting system
Privatization	Transaction services
EU regulations	Regulatory services
Consumer cost savings	Corporate finance
Credit facilities	Debt renegotiations and corporate financial restructuring Economic assessment of risk Debt refinancing Liquidity risk assessment
Operational Transformation	Lean, sustainable value improvement, procurement and supply chain, productivity improvement, MOS (management operating systems)
Board assurance regarding model and controls	Internal audit
Effective board oversight	Performance measurement Asset management
Improvements in corporate governance	Corporate governance advisory

Our services

Business performance

Client business issues/risks	KPMG member firm services
Ensuring business continuity and the capability of recovering	Business-continuity management
Issue recognition and strategy development	Climate change Corporate responsibility assurance Decision support Energy trading services — strategy
Reporting and communications	Performance insight
Protection of intellectual property	Intellectual property advice
Financial forecasting	Financial modeling
Management of the finance function	Transforming the finance function Advisory on shared-service centers Cost optimization and operational transformation Information systems planning and development
Outsourcing versus insourcing	Sourcing strategy Contract management and procurement process transformation
Protection of intellectual property	Intellectual property advice
Capitalize on different technology investments	Technology optimization
Demand side management	Operational strategy Data analytics Customer experience Internal control and assurance business operations
Talent transformation	Talent management

Leadership and industry insight



[Global CEO Outlook: Energy Perspective](#)



[The growing global challenge: Managing anti-bribery and corruption compliance in energy and natural resources](#)



[UK Budget 2016: Power & Utilities — What does it mean for you.](#)



[When one crisis meets another: Focusing on talent for the long term](#)



[The Rising Sun: Disruption on the Horizon](#)



[Energy — Quo Vadis?: 2035 Plus](#)



[The race for the customer: Winning in a dynamic marketplace](#)



[The utility as the network integrator](#)

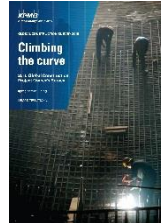
Leadership and industry insight



A new era in energy: emerging global trends



Taxes and incentives for renewable energy



Global Construction Survey

KPMG Conference series:

- Global Power & Utilities Conference
- Global Energy Conference
- Latin America Energy & Natural Resources Conference
- ENRich Energy Conference

Webcast series

- Cyber defense for Power and Utilities
 - When one crisis meets another: Focusing on talent for the long term (4 regional webcasts)
 - The Agile Utility: The Future state industry model
 - Unlocking the supply chain for LNG project success
 - Supplier risk management
 - Withstanding prudency challenges in public utility commission proceedings
 - Energy sustainability and alternative project development (series)
 - Corporate responsibility reporting: Global trends
- To attend upcoming GEI webcasts or view OnDemand webcasts, register today at kpmg.com/energy.

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