

The Deloitte logo is displayed in a bold, blue, sans-serif font. The word "Deloitte" is followed by a small green dot.

# Energy & Resources Industry in South and Central America Integrated solutions

## Energy & Resources

Oil & Gas, Mining, Power, Shipping & Ports, Water.



# Our industry practice

For more than 100 years Deloitte has provided a highly skilled team of professionals to serve the Energy & Resources industry. Our work with a broad client portfolio in all sectors has provided us with a wealth of experience in upstream, midstream and downstream petroleum and gas operations, in addition to the mining, electricity and water utility industry.

By offering regional coordination in which all our participating countries operate as one office, we have access to a global network of resources that leverage a multidisciplinary approach. This enables us to call upon specialists from other disciplines in accordance with the need of particular clients.

## The Energy & Resources industry challenges

The Energy & Resources industry has always faced important challenges and risks that will continue to impact global trends in the near future, including: balancing energy supply and demand; security of supply; hydrocarbon and energy prices; environmental and climate change regulations; operational efficiency; mergers and acquisitions; investments in renewable energy, generation capacity and exploration; increased scrutiny of corporate governance practices; as well as attracting, developing and retaining talent. All these issues make the processes of managing risk and creating value for stakeholders more complex and challenging.

A core team of over 1500 professionals from different disciplines and countries works together to provide business advisory and integrated solutions to our clients. We deliver services in four professional areas: audit and risk management, tax, consulting and financial advisory.

## Delivering value to our clients

We help our clients improve performance, mitigate risks, develop their people and advance their thinking. Our specific services for the energy and resources industry include:

### Audit and Risk Management

Internal audit; Enterprise risk management; IT and internet security; Sox and regulatory consultation; Global offering consultation; IFRS and accounting consultation; Merger & acquisitions; Audit of financial statements; Regulatory audits; Corporate social responsibility, Cyber Risk.

### Tax

Tax planning; International taxation; Transfer pricing; Foreign trade and customs; Labor and social security; Personal and expatriate taxation; Fiscal incentives and refunds; Merger & acquisitions; ERP tax.

### Consulting

Analytics, IT strategy, Enterprise applications, Technology integration, Human capital, Revenue assurance, Logistics and supply chain, Customer relationship management, Energy efficiency programs, Business process outsourcing, Merger integration planning and support, Upstream operational best practices implementation, Pricing strategy, Credit risk modeling, Scenario planning, Project management. E&P Decision and support tools, Energy efficiency, Resources and reserves evaluation.

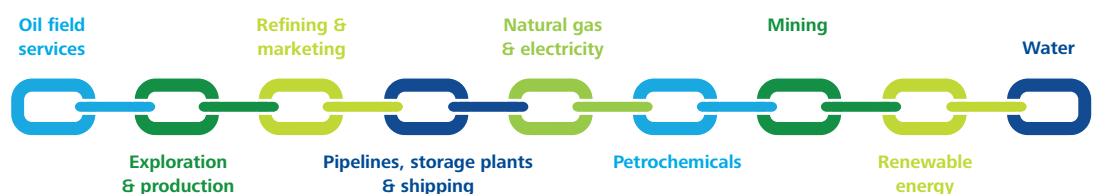
### Corporate Finance

Valuations; Financial strategy and raising capital; Merger & acquisition advisory services; Debt restructuring; Forensic investigations; Dispute consulting.

---

We focus on addressing our clients' business issues from a holistic business perspective by recognizing all the applicable components in every project: assurance, tax, risk management, human capital, finance, technology, strategy and operations.

We provide advice to all value chain segments:



## Publications

**Oil and Gas Reality Check:**  
A look at the top issues facing the oil and gas sector

**Oil Prices in Crisis**  
Considerations and implications for the Oil and Gas Industry

**Trading up**  
A look at some current issues facing energy and commodities traders

**Women energy and economic empowerment**  
Applying a gender lens to amplify the impact of energy access



**Tracking the trends:**  
The top 10 issues mining companies may face in the next year.

**Risk Intelligence in the Energy & Resources Industry**  
Enterprise Risk Management Benchmark Survey

**Global Human Capital Trends 2014**  
E&R Report

**Gaining ground in the sands 2014**  
Five rites of passage for an industry in pursuit of operational maturity

**Oil and gas talent management powered by analytics**  
A look at the top issues facing the oil and gas sector

Our industry insights and perspectives include highlights that contains market information and show our experience, movements and updates of indicators and trends of some of the more significant sectors of the industry.

## Some of our representative clients

Oil & Gas	ANCAP	Diamond Offshore*	ExxonMobil	Occidental	Pluspetrol	Weatherford
	Anadarko	Dow Chemical*	Gran Tierra*	Pacific Rubiales	Repsol *	Wintershall
	BG	Ecopetrol	Halliburton	PCR*	Royal Dutch Shell	YPF*
	Baker Hughes*	El Paso	Maersk*	Pemex	Schlumberger	
	BP	Enap	Mitsubishi	Perenco*	Sinopec	
	Chevron	EOG Resources*	Nexen*	Petrobras	Solvay*	
	CNPC*	Exterran *	Norsk	Petroecuador	Statoil Hydro	
Power & Utilities	AES	CEMIG*	Duke Energy*	Eletrobras	IMPESA*	Tractebel*
	Aguas Andinas*	CESP	EDP Energia do	EON	ISA*	UTE*
	Compañía Mexicana de Aguas*	CFE	Brazil*	Gas Natural	Isagen*	Veolia
		COPEL	Elektro*	Fenosa	SABESP*	
	CCEE	CPFL Energia *	Energía de Bogotá*	GDF Suez*	Sempra Energy*	
Mining	Anglo American*	Barrick Gold	Finning*	Gold Corp*	Panamerican Silver*	Unimin Sibelco
	Anglogold	BHP	Freeport-McMoran	Grupo Mexico	Rio Tinto	Vale
	Antofagasta	Boart Longyear*	Glencore*	Kinross	Teck	Xstrata*

\*Audit Clients.

## Contacts

### Global Leaders

#### Energy & Resources Leader

**Carl Hughes**  
cdhughes@deloitte.com.uk  
+44 20 7007 0858

#### Mining leader

**Phil Hopwood**  
phopwood@deloitte.com.au  
+61 3 9671 6461

#### Oil & Gas Leader

**Adi Karev**  
adikarev@deloitte.com.hk  
+852 2852 6442

#### Power Leader

**Felipe Requejo**  
frequejo@deloitte.es  
+34 91 514 1655

#### Shipping & Ports Leader

**George Cambanis**  
gcambanis@deloitte.gr  
+30 210 6781100

#### Water Leader

**James Leigh**  
jleigh@deloitte.co.uk  
+44 20 7007 0866

### South and Central America Country Leaders

#### Argentina and South America

**Ricardo Ruiz**  
riruiz@deloitte.com  
+54 11 4320 2700

#### Bolivia

**Saul Encinas**  
saencinas@deloitte.com  
+591 3 337 2292

#### Brazil

**Oil & Gas Leader**  
**Carlos Vivas**  
cavivas@deloitte.com  
+55 21 3981 0482

#### Mining Leader

**Eduardo Raffaini**  
eraffaini@deloitte.com  
+55 21 3981 0538

#### Power & Utilities Leader

**Iara Pasian**  
ipasian@deloitte.com  
+55 11 5186 1501

#### Chile

**Christopher Lyon**  
clyon@deloitte.com  
+56 2 27297204

#### Colombia

**Oil & Gas, Mining Leader**  
**Gustavo Ramírez Rubio**  
gramirez@deloitte.com  
+57 1 546 1810

#### Power & Utilities Leader

**Alvaro Ríos**  
alrios@deloitte.com  
+57 4 313 8899

#### Costa Rica, Honduras, Nicaragua, Dominican Republic

**Mario Hidalgo**  
marhidalgo@deloitte.com  
+506 2256 8192

#### Ecuador

**Jorge Saltos**  
jsaltos@deloitte.com  
+593 2 225 1319

#### Guatemala, El Salvador

**Byron Mendez**  
brmendez@deloitte.com  
+502 23846500

#### Panama

**Ladia Aguilera**  
laguilera@deloitte.com  
+507 3034100

#### Paraguay

**Ana Lía Simancas**  
asimancas@deloitte.com  
+595 21 220790

#### Peru

**Antonio Mella**  
amella@deloitte.com  
+51 1 211 8532

#### Uruguay

**Juan José Cabrera**  
Jucabrera@deloitte.com  
+598 29160756

#### Venezuela

**Juan Rujana**  
jrujana@deloitte.com  
+58 212 206 8546

[www.deloitte.com](http://www.deloitte.com)

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte's approximately 200,000 professionals are committed to becoming the standard of excellence.

©2015 - Deloitte & Co. S.A. All rights reserved.



If your mobile device is equipped to do so, please scan here to visit the Energy & Resources section on our website