

**Deloitte.**



**The right mix**

Delivering knowledge, value, and experience  
to the power and utilities sector

The global power and utilities industry is ever-changing – developments in resource conservation, technology and business models are creating an environment where traditional utilities face challenges from many directions.

There are new sources of competition. A change in the way regulators think. Disruptive technologies and business models. A shift to natural gas and away from coal and nuclear. Customers who want information and services available at their fingertips.

The industry is changing more rapidly than any time since Thomas Edison.

As it does, we are here to make that change happen with you.

# The value of Deloitte



“Technological advances are changing exactly what clients require, the services we offer, and how we interact with them. There is a premium on innovation. We have to be bold and fast.”

— Cathy Engelbert, CEO,  
Deloitte LLP

## We understand the dynamics of the power and utilities industry

Deloitte provides industry-leading consulting, audit, tax, and advisory services to many of the world’s most admired brands, including 87% of the Fortune 100. Our people work across more than 20 industry sectors with one purpose: to provide measurable, lasting results. We help reinforce public trust in our capital markets, inspire clients to make challenging business decisions with confidence, and help lead the way toward a stronger economy and a healthy society. We are proud to be part of the largest global professional services network, serving our clients in the markets that are most important to them.

Deloitte has more than 225,000 employees in consulting, audit, tax, financial advisory, risk management, tax, and related services in more than 150 countries and territories.

Our power and utilities clients count on Deloitte specialists to provide broad, integrated solutions to help them transform uncertainty into possibility, and rapid change into lasting progress. Our people have exceptionally detailed industry knowledge and the know-how to anticipate, collaborate, innovate, and create opportunity from even the unforeseen obstacle.

## Power & Utilities Consulting — part of the bigger picture

Our in-depth global experience in each sector of the energy industry serves as an integral resource for a significant proportion of the world’s energy companies. We offer a full range of industry-focused services to move your business forward:

**Insight:** Through market research, Greenhouse Labs for breakthrough innovation, war games / simulations and strategy development, or the latest technology trends, we can guide you through the rapidly changing environment facing utilities today. As advisors to industry leaders, we provide perspective on business challenges and risks before they become real.

**Transform:** We work alongside you to create new business structures and processes for digital transformation, generation, transmission, distribution, customer care, supply chain, cyber security, and back office. We provide the business models and integrated technologies needed to transform your company into an efficient, safe, customer serving organization.

**Operate:** From storm recovery to grid operations, technology outsourcing to call center optimization, we help our clients manage and continuously improve their operations one day, one metric at a time.

The power industry reflects the changing dynamics of global energy demand, supply, and infrastructure, and faces strategic, financial, and regulatory checks that may challenge traditional models. At Deloitte, we welcome the opportunity to discuss our industry’s critical challenges and help our clients meet strategic objectives and navigate the shifting landscape.

# Demonstrated experience and leadership

## Our Power & Utilities practice

Deloitte is a leading provider of professional services to electric power companies and electric and gas utilities, serving **100% of the Fortune 500 power and utilities companies**. We are the market leader in services to independent power producers and serve a majority of the largest regulated utilities in the United States.

- Deloitte offers industry-tailored consulting, audit, tax and financial advisory services
- Deloitte has access to thousands of sector specialists world-wide
- With many of our practitioners coming from the sector directly, we have industry insights and perspectives that can help clients address critical business issues.

**Deloitte's Power & Utilities practice provides broad and integrated insights to companies that need answers, and a fresh outlook to solve new and ongoing dilemmas concerning, among others:**

- Digital transformation
- Smart grid
- Risk assessment
- Internal controls
- Mergers and acquisitions
- Post-merger integration
- Business process improvements
- Energy trading strategies
- Information technology development
- Regulatory and political pressures
- Environmental strategies and risks
- Energy efficiency and smart energy programs
- Power analytics and customer experience
- Cyber security

## Global strength of 225,000 professionals in 150 countries

### Our Power & Utilities credentials:



Reputation as a **trusted advisor** who brings fresh ideas through a collaborative working style



Paid by clients for the **results we deliver**, not the time spent to get there



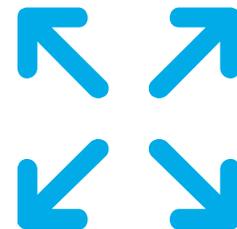
More than **1,000** practitioners with deep industry experience



Energy & Resources practitioners in **27** offices across the U.S. and in more than 20 countries

### Clients come to us to solve complex issues, such as:

- Customer engagement and satisfaction
- Operating performance and analytics
- Cyber security
- Talent and organization
- Digital and emerging technologies
- Mergers and acquisitions
- Energy trading strategies and systems



# A leader in the industry: Our market share



## Deloitte Centers of Innovation

In our experience, innovation results from the convergence of a wide range of perspectives, knowledge and insight focused on specific industries and issues. And we have the reach and talent to make those connections. That's why we created Innovation Centers — to push the limits of our ideas and insights on some of the biggest challenges facing businesses and global communities today. The centers include:

- Center for Energy Solutions
- Center for Corporate Governance
- Center for Cyber Innovation
- Center for the Edge
- Center for Regulatory Strategies

## We are proud to serve some of the industry's leading companies<sup>1</sup>

As part of one of the leading service providers in the energy and resources industry, our Power & Utilities practice is proud to serve **100%** of the Fortune 500 power and utilities companies. We serve:

- **89%** of the North American utilities with Consulting services
- **100%** of the North American utilities with Advisory services
- **96%** of the North American utilities with Tax services
- **59%** of the North American utilities with Audit and Enterprise Risk services

## In addition, we serve over 90% of Fortune 1000 power and utilities companies<sup>2</sup>

- **76%** of the North American utilities with Consulting services
- **88%** of the North American utilities with Advisory services
- **88%** of the North American utilities with Tax services
- **55%** of the North American utilities with Audit and Enterprise Risk services

“As the leader in digital transformation strategy, Deloitte is an ideal partner that brings a team of Apple-dedicated strategic advisors to help clients truly revolutionize how they work using iOS, iPhone and iPad.”

— **Tim Cook, CEO,**  
**Apple Inc.**

<sup>1</sup> Source: Fortune 500, May 2016  
<sup>2</sup> Source: Fortune 1000, May 2016

# What others are saying about us

## The supply chain leader

Deloitte named the global leader in Supply Chain Risk Management Consulting based on capabilities by ALM Intelligence<sup>3</sup>

## Ranked #1

Globally in Consulting based on revenue and market share by ALM Intelligence<sup>4</sup>

## Worldwide leader

Deloitte named the worldwide leader in Strategy Business Consulting services based on strategies and capabilities by IDC<sup>5</sup>

## Leader in Energy & Utilities

Deloitte named a global leader in IT Consulting to the Energy & Utilities industries based on capabilities by ALM Intelligence<sup>6</sup>

## #1 in M&A

Deloitte ranked #1 globally in S&O M&A Consulting based on revenue and market share by ALM Intelligence<sup>8</sup>

## Ranked #1

Deloitte ranked #1 globally in Consulting based on revenue by Gartner<sup>7</sup>

## The analytics leader

Named the global leader in Analytics IT Consulting based on capabilities by ALM Intelligence<sup>9</sup>

## SAP leader

Deloitte named a global leader in SAP services based on strategy and current offerings by Forrester<sup>10</sup>

## Digital leader

Deloitte named a global leader in Digital Innovation Consulting Services based on breadth and depth of capabilities by ALM Intelligence<sup>11</sup>

<sup>3</sup> Source: ALM Intelligence; Supply Chain Risk Management Consulting 2016 © 2016 ALM Media Properties, LLC. Reproduced under license

<sup>4</sup> Source: ALM Intelligence; Global Consulting Market Index 2015 © 2015 ALM Media Properties, LLC. Reproduced under license

<sup>5</sup> Source: IDC MarketScape: Worldwide Strategy Business Consulting Services 2016 Vendor Assessment by Cushing Anderson, July 2016, IDC #US40634216e

<sup>6</sup> Source: ALM Intelligence; Information Technology Consulting to the Energy and Utilities Industry; © 2014 ALM Media Properties, LLC. Reproduced under license

<sup>7</sup> Source: Gartner, Market Share Analysis: Consulting Services Worldwide, 2015, Jacqueline Heng, Dean Blackmore, Julie Short, 12 May, 2016

<sup>8</sup> Source: ALM Intelligence; Strategy & Operations Consulting Market Index 2014: Q4 CFO Services; Kennedy Consulting Research & Advisory estimates © 2014 ALM Media Properties LLC. Reproduced under license

<sup>9</sup> Source: ALM Intelligence; IT Consulting: Analytics 2014 © 2014 ALM Media Properties, LLC. Reproduced under license

<sup>10</sup> Source: Forrester Research, Forrester Wave™: Services Providers for Next-Generation SAP Products, Q1 2016", Liz Herbert, March 17, 2016

<sup>11</sup> Source: ALM Intelligence; Digital Innovation Consulting 2016; ALM Intelligence estimates © 2016 ALM Media Properties, LLC. Reproduced under license

# Forward-looking insights

Our commitment to clients includes access to our timely, valuable thought leadership concerning the issues faced by executives in today's rapidly changing power and utilities sector.

## Recent industry perspectives



### **2017 Power and Utilities industry outlook**

Opportunities amidst transformation



### **From growth to modernization**

The changing capital focus of the US utility sector



### **Expanding the pie**

Opportunities for utilities to monetize customer engagement



### **Journey to grid parity**

Three converging forces provide a tailwind for US renewable power



### **The power is on**

How IoT technology is driving energy innovation



### **Future of mobility**

How transportation, technology and social trends are creating a new business ecosystem

For a complete listing of Deloitte-authored publications, visit: [www.deloitte.com/us/powerandutilities](http://www.deloitte.com/us/powerandutilities).

# The leadership team

Deloitte professionals are recognized as specialists and thought leaders in the power and utilities industry. The following leaders are points of contact to start you on your power and utilities journey. They can leverage our deep industry capabilities, as well as resources around the world, to serve your organization and meet your professional service needs wherever you operate.

We look forward to speaking with you and encourage you to reach out to us to start a discussion.

## **Mark Walsh**

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