



Braithwaite Consulting Group



The **Braithwaite Consulting Group** is an advisory firm specialising in the energy, utility and infrastructure sectors. Our work focuses on the strategic, commercial, techno economic and financial aspects of these industries.



The Braithwaite Consulting Group (BCG) and its principal Peter Braithwaite have provided advice and assistance to major Australian and international energy companies in the electricity generation, electricity distribution and retailing, gas production, gas transmission, distribution and retailing, renewable energy and distributed generation segments.

BCG has also advised governments in Australian and in the Asia Pacific region on industry issues and on infrastructure evaluation, planning, financing and development. BCG has also provided advice to energy industry economic regulators on the development and implementation of regulatory regimes for the energy sector.

Prior to establishing BCG, Peter held a number of senior executive positions in the energy sector with two Australian utilities where responsibilities included strategic planning, industrial, commercial and residential sales and marketing and pricing and regulatory affairs. Peter also has senior consulting experience in the utilities sector with a major international business advisory group.

The Braithwaite Consulting Group **adds value** through:

- **Industry Knowledge and Experience**

Highly experienced team with extensive industry experience and knowledge that enables us to quickly identify and focus on the critical factors.

- **Client Focus**

BCG focuses on providing practical and pragmatic solutions that meet the client's needs. We seek to transfer skills and knowledge to the client organisation and its staff.

- **Flexible Approach**

BCG is flexible with the structure of an engagement. For example, we can act as an independent adviser or work with the client's team to improve the internal capability of the business. We also have experience working with other specialist advisers.

Areas of Expertise

The **Braithwaite Consulting Group** is an advisory firm specialising in the energy, utility and infrastructure sectors with a focus on the strategic, commercial, techno economic and financial aspects of these sectors.

BCG offers a range of services in the following areas of expertise:

Strategic Planning

- Development and implementation of strategic plans
- Alliances, partnerships and acquisitions
- Business development and planning
- Market entry or customer retention strategies
- Energy purchase and trading strategies

Business Advisory

- Business performance improvement and restructuring
- Performance objectives, measurement and reviews
- Process review and optimisation
- Business establishment and management

Infrastructure Planning & Development

- Project economic and financial analysis
- Advice on infrastructure costs and economics
- Assessment of potential development proposals
- Project financing
- Development of commercial agreements

Financial and Economic Services

- Acquisitions, mergers, alliances, partnerships and joint ventures
- Project investment analysis
- Transaction support including due diligence

Market Analysis

- Market analysis and segmentation
- Competitor analysis
- Value chain analysis
- Energy supply analysis
- Portfolio analysis and optimisation

Energy Sector Regulation

- National and State regulatory regimes
- Regulatory strategy, compliance and processes
- Access arrangements and tariff regulation

Credentials

The **Braithwaite Consulting Group** has extensive experience and expertise in the very dynamic energy and utility sectors through its involvement in industry reform and restructuring, energy sector regulatory regimes and the privatisation of government owned energy generation, transmission, distribution and retail companies.

BCG has also provided strategic, regulatory, commercial and process advice and assistance to major Australian and international utilities, governments and industry regulators. BCG and its team have provided advice and assistance on energy and infrastructure projects of up to US\$10,000m in value.

The following examples have been chosen to illustrate the breadth of the BCG team's expertise and experience: -

Strategic Planning

- Advised a major international group on the Australian energy sector and market opportunities and developed strategic options for entry into the Australian downstream and energy utility sector.
- Advised major electricity generators on corporate strategy, regulatory regimes, the national electricity market and opportunities for investment in new generation capacity and renewable energy.
- Advised international and Australian groups on strategic, retail and regulatory issues during the privatisation of the Victorian and South Australian gas companies.
- Developed, for an international consortium, a business strategy and plan during the privatisation of the South Australian electricity business ETSA. This included extensive business case development and modeling.
- Responsible for the development of the Strategic Business Plan for a Victorian energy utility.
- Advised a major energy retailer on retail price strategies and tariff development (regulated and unregulated).
- Responsible for the development and implementation of the brand strategy at a Victorian utility.
- Advised major energy retailers on the development of business strategies and market offers for a competitive energy retail market (gas and electricity).

Business Advisory

- A key adviser to the Papua New Guinea Government engaged to improve the financial and operational performance of the electricity utility PNG Power. This included the development and implementation of a corporate recovery plan for the loss making and under performing utility – the business is now profitable and self sustaining.
- Advised the Papua New Guinea Government on recommended PNG power industry structural reforms. This included a detailed assessment of various models for potential private sector participation in the sector and recommendations to Government on the appropriate models for PNG.
- Reviewed the efficiency of a major utility's electricity and gas purchases to assist management and the Board to develop more effective arrangements to manage the current requirement and associated risks.

Infrastructure Planning and Development

- As a member of the lead advisory team to the Government of India, assessed the economic feasibility of the proposed US\$10bn Iran to Pakistan to India pipeline including an analysis of gas demand and supply, pipeline costs including transportation charges and the possible gas commodity costs. Recommended negotiation strategies and possible corporate and financial structuring.
- Advised PNG Power and the Papua New Guinea Government on the economic evaluation, planning and development of two new hydro power stations and new electricity transmission lines. The scope included concept development, assessment of economic feasibility, contract negotiation and the sourcing of debt funding.
- Advised project developers on cogeneration, generation and renewable energy projects. Assisted clients with economic evaluation, fuel supply, site selection and regulatory issues.
- Advised an Australian energy company on the feasibility and economics of an interconnection gas transmission pipeline.
- Conducted a high level economic feasibility assessment of the hydro and gas turbine generation infrastructure options to supply 1200MW of power to a possible aluminium smelter.

Energy Sector Regulation and Market Reform

- Accounting and technical adviser to the NT Utilities Commission. Advised on the development and implementation of the regulatory regime for the electricity generation, system control, distribution and retail segments.
- Led the review of the accounting and cost allocation policies, procedures and processes at the Power and Water Authority of the Northern Territory including the financial separation and reporting procedures for the ring fenced functional business units.
- Advised the NT Utilities Commission on possible electricity wholesale market structures and procedures to manage system imbalances, frequency control etc in an otherwise bilateral contract based marketplace.
- Advised a NSW electricity distributor on regulatory strategy and accounting and cost allocation issues during the development of their price reset submission to the regulator IPART.
- Participated as a key member of various Energy Projects Division (Treasury) committees and working groups actively involved in all aspects of the Victorian gas industry reform including industry structure, access code, access arrangements, tariff structures and regulation, operational rules and procedures and the compliance with the National Access Code.
- Developed a third party Access Arrangement for a Victorian gas distributor.
- Provided advice and staff workshops/seminars to a major oil and gas producer, gas distributors and energy retailers on the new gas industry structure, regulations, rules and possible business strategies. Assisted clients develop submissions to Regulators on access arrangements and Trade Practices Act issues.
- Advised a Tasmanian electricity business on the regulatory compliance requirements of the National Electricity Code for participation in the National Electricity Market.
- Developed the Australian gas industry National Customer Service Code for the Gas Association and managed its progress through consultation with industry, consumer groups and state industry regulators.
- With a major utility, responsibility for the management of retail pricing and regulatory affairs including the relationships with the Regulators in Victoria and NSW.
- During the Victorian energy industry privatisation process, advised bidders and their financiers on industry regulation and structure.

Financial, Economic and Transaction Support Services

- Conducted, as part of a cross-functional team, a strategic, regulatory, financial and business management review for Queensland Treasury of a utility joint venture proposal by one of the government owned businesses.
- Advised the successful bidder on commercial and regulatory issues during the privatisation of two Victorian power stations with a total capacity of approx 1000MW.
- Advised international and Australian groups on strategic, retail and regulatory issues during the privatisation of the Victorian and South Australian gas companies.
- Advised another international energy group on strategic and retail issues and developed a retail strategy and business plan during the privatisation of the South Australia electricity distributor and retailer, ETSA.
- Advised an international utility on strategy and business performance during the sale of Powercor by Scottish Power.
- Advised an international group during the recent sale process for the NRG Australian generation assets in Queensland, Victorian and South Australia.
- Advised developers and retailers on cogeneration/distributed generation and renewable energy projects. Assisted clients with economic evaluation, fuel supply, site selection and regulatory issues.

Market Analysis

- Analysed the future requirements for new generation capacity in the National Electricity Market and advised a major generator on business opportunities and the appropriate strategy to approach the identified opportunities.
- Developed detailed market analysis and segmentation models for a major energy retailer including detailed customer consumption and profitability models for the industrial, commercial and residential segments.
- Advised a Victorian energy retailer on the market potential of retail gas markets in other States, provided detailed analysis of the value chain, market entry costs and potential returns.
- Advised an energy company on existing and potential gas production and supply sources and advised on the most appropriate energy purchase strategy.

Engagements and Experience

The following examples have been chosen to illustrate the breadth of the BCG team's expertise and experience: -

Corporation	Business Strategy	Energy Sector Regulation	Acquisitions & Transactions	Market Analysis	Infrastructure Development
British Gas	✓		✓	✓	
Energy Australia	✓	✓		✓	
Ergon Energy		✓	✓		✓
Government of India	✓		✓	✓	✓
Government of Papua New Guinea	✓	✓	✓		✓
Hydro Tasmania		✓			
Ikon Energy	✓	✓			✓
Integral Energy	✓	✓			
Macquarie Generation	✓			✓	✓
Mirant Energy	✓		✓	✓	
PNG Power	✓	✓	✓	✓	✓
Powercor	✓	✓	✓	✓	
Powergen	✓	✓	✓	✓	
Queensland Treasury	✓	✓	✓	✓	
Santos		✓		✓	
Tarong Energy	✓		✓	✓	✓
Tractebel			✓		
TXU Australia	✓	✓	✓	✓	✓
Utilities Commission		✓		✓	