



**AN INTERNATIONAL ALLIANCE DELIVERING INTEGRATED
ADVISORY SERVICES ON ENERGY MARKETS AND REFORM**

CREDENTIALS DOCUMENT

Contents

Energy Markets Reform	2
History & Mission of Our Alliance	2
Some of Our Insights	3
Some of Our Data	3
What Sets Us Apart	3
Our Integrated Services & Expertise	4
Company Profiles & Capacity	5
Team of Experts	6

Contact Us

For more information about the alliance and how it can help you, contact:

Vishal Beri, Managing Director, Aegis Consulting Group (Sydney)
T +612 9660 1706 E vberi@aegisconsulting.com.au

Olivia Gagey, Special Counsel, Aegis Consulting Group (Singapore)
T +65 8722 2685 E mail@aegisconsulting.com.au

Philip Lewis, Managing Director, VaasaETT (Helsinki)
T +358 44 9066820 E philip.lewis@vaasaett.com

Copyright © Aegis Consulting Group Pty Ltd and VaasaETT Ltd 2014

Disclaimer

The companies in the alliance provide no warranties and makes no representations in relation to the information provided in this paper. They accept no liability for reliance on the information in this paper by any person or organisation. Any person or organisation, using the information in this paper does so at its own risk and agrees to indemnify the companies in the alliance for any loss or damage arising from such use.

Energy Markets Reform

Energy policy is critical to achieving sustainable economic growth. Economic production depends on access to reliable energy. If energy costs are too high it can affect industry competitiveness.

Energy policy must also ensure that sources of generation align with community expectations for a cleaner living environment.

In emerging markets and the developing world a key issue is access to reliable energy supplies. Over 20% of the world's population still lives without electricity.

In more mature markets and the developed world key issues are:

- *Fixing ageing infrastructure.* The EU for example has identified a need for its member states to spend €1 trillion on infrastructure to 2050.
- *Keeping energy affordable.* In Australia, UK and EU for example rising energy prices are a political problem.
- *Encouraging communities to lower their demand for electricity and gas.* Smart grids and smart metering are the subject of 200 projects worldwide.
- *Finding renewable and cleaner alternatives to coal fired energy.* Many nations subsidise renewables to help them compete.

History & Mission Of Our Alliance

In 2013 we decided to collaborate our expertise to provide government, regulators and energy companies with one integrated source of market, consumer and policy information and advice to help get reform right.

We are collaborating on a global scale because we know that:

- Market reform can be difficult, especially when it creates winners and losers.
- To succeed reform must deliver wins for business, governments and communities, and this requires sophisticated balancing of competing issues and timeframes.
- Reform that anticipates market and consumer behaviour early and up front is well placed to be sustainable, embraced by stakeholders, shape market and consumer responses, and deliver a range of public policy objectives.
- This approach is necessary to progress reform in advanced and emerging economies, regardless of their specific needs.

Some Of Our Insights

Energy policy is a global economic imperative looking for country specific solutions

Economic globalisation relies on the supply of energy, but nations often need different energy policies to balance the needs of their economies and societies.

The delivery of energy services is local not global

Local companies deliver and charge for electricity and gas in most countries. This gives government leverage to manage energy policy outcomes.

Energy policy and market reform is a long game that needs sustainable community support over decades

Energy is an infrastructure business and therefore governments and investors have to think about outcomes over at least 30 years, while also addressing immediate community demands for cheaper energy.

Some Of Our Data

We gather and share data with regulators and companies all over the world.

We have the world's most up to date information on comparative energy pricing, regulation, demand, consumer behaviour and investment.

We have the world's leading data on smart grid development.

Our data enables us to anticipate future trends for generation, distribution and retail markets.

What Sets Us Apart

- | | |
|----------------------|--|
| Intellect | All our people are qualified experts with senior experience. |
| Integrity | Our advice is based on research, analysis and evidence, not opinion. |
| Individuality | Our mix of quantitative and qualitative expertise and strategic advice on customers, markets, policy and regulation is unique. |
| Independence | Our reputation is for unaligned and genuine thinking. |

Our Integrated Services & Expertise

The combined multi-disciplinary experience of our experts in the Australian, Asian and European markets offers unique perspectives and insights, and delivers clients with an unparalleled opportunity to properly understand customers, develop and implement reform strategy and projects, and manage stakeholders.

Technical Expertise

- Market analysis
- Consumer analysis
- Public policy analysis
- Economic analysis
- Law & regulation
- Public affairs

Sector Expertise

- Retail electricity & gas
- Smartgrids & metering
- Smart energy demand
- Gas transmission
- Nuclear
- Renewables including energy from waste

Company Profiles & Capacity

Aegis Consulting Group

An international independently owned firm with offices in Australia, Singapore and the United Kingdom. It advises government and corporate clients on:

Public Policy, Economics & Government

- Evaluation of public policy, regulation & government programs;
- Economic & social impact, cost/benefit & competition policy assessments;
- Business cases for government funding & policy/regulatory change;
- Regulation & law; and
- Development & management of government relations.

Strategy

- Public affairs & communication;
- Evaluation of organisational objectives & performance;
- Organisational governance & sustainable capacity building; and
- Stakeholder & project management.

In relation to **energy policy** Aegis consultants have advised various clients including:

- The New South Wales and Australian Governments and Council of Australian Governments on the corporatisation of State owned energy retailers, distributors and generators and the application of national competition policy and law to electricity and gas markets.
- The Energy Retailers Association of Australia on regulation and competition policy affecting national smart meter programs.
- A range of energy companies in the United Kingdom on market issues.

VaasaETT

A collaborative think-tank and consultancy that delivers consumer-oriented best practice, strategies and solutions to the global energy and utilities industry. It collects and deploys the best knowledge from around the world.

It provides three kinds of assistance:

- Research and consulting;
- Data and analysis; and
- Collaboration.

The VaasaETT model combines three elements:

- The market's most extensive expertise and experience of energy and utilities customer psychology and behaviour and issues that impact on customer responses;
- A vast global knowledge sharing network of thousands of contacts in over 60 countries in six continents; and
- Industry leading data and analysis.

The world-leading expertise of VaasaETT includes:

- **Customer Lifetime Value:** Building value for and from customers through customer loyalty, switching, pricing and new offerings;
- **Smart Energy Issues:** Behavioural energy efficiency, customer engagement, smart metering, demand response, smart grid and smart home, distributed generation and smart billing; and
- **Broader Market Issues:** Energy and utilities marketing, image, public relations, competition and market efficiency.

Team of Experts

Public Policy, Market & Consumer Research

Vishal Beri, Managing Director, Aegis Consulting Group: Vishal is the founder of Aegis Consulting. He has a bachelors' degree in law and political science and masters' degree in international relations. He has over 20 years' experience advising government and business on a wide range of public policy, regulatory, economic, political and commercial issues. He is a former senior Ministerial adviser and official in the NSW Cabinet Office and Australian Treasury. He has advised governments and energy companies on corporatisation and competition policy in electricity and gas markets and smart energy demand policy.

Philip Lewis, Managing Director, VaasaETT: Philip founded VaasaETT and is a leading international specialist in energy and utility competition, marketing, customer behavior and psychology as well as related issues including Customer Loyalty and Switching, Demand Response/Eco-Home/Smart Grid/Energy Efficiency, Billing and CRM/CIS. During his 15 years in the liberalised utilities industry he has conducted research and strategic support in over 50 countries for over 300 organisations including Shell, E.ON, EDF, RWE NPower, Panasonic, BP, Nokia, British Gas, Duke Energy, ABB, BC Hydro, Nuon, Fortum, RAO, Electrabel (GDF/Suez), E-Control (Austrian Regulator), CRIEPI (Central Research Institute of the Electric Power Industry of Japan), Landys & Gyr, Union Fenosa-Gas Natural, ADEME / World Energy Council (WEC), DECC (Department of Environment and Climate Change, UK), Capgemini, Australian Energy Market Commission (AEMC), Energy Retailers of Australia Association (ERAA), Aurora Energy (Australia) and Hansen Technologies (Australia).

Public Affairs & Stakeholder Management

Olivia Gagey, Special Counsel Public Affairs & Communications, Aegis Consulting Group: Olivia has masters' degrees in European public policy and modern history and a bachelors' degree in Russian affairs. She has over 10 years' experience advising on strategic communications, policy and public affairs for government and private sector organisations, including NATO and AREVA, one of the world's largest energy companies. At AREVA she drafted the CEO's speeches and key messages for international meetings, and led its advocacy in the World Nuclear Association and EU and WTO trade policy. She is proficient in French, English, Russian, German and Italian.

Wholesale & Retail Markets

Duncan Sedgwick, Special Counsel Energy Markets & Strategy, Aegis Consulting Group: Duncan has a bachelors' degree in law, is a Chartered Secretary and has over 40 years' experience in the UK energy sector, including in retail, network and competition reform issues. He is a strategic adviser, Chairman and Non-Executive Director to a number of companies and organisations within and outside the energy sector and advises on the practical aspects of business development, growth and change. He was the inaugural CEO of the UK Energy Retailers Association and a senior executive in various government and private energy companies such as East Midlands Electricity, EON and Powergen. In these roles Duncan led customer service, retail mass markets and business transformation teams and projects.

Vivek Beri, Special Counsel Energy Markets & Strategy, Aegis Consulting Group: Vivek has a bachelors' and masters' degree in Computer Science and has 20 years of technology management and consulting experience both in Australia and overseas. He has been directing operations and systems for energy providers for the past 7 years in the retail and wholesale space, including smart grid development in Australia. Vivek was the Chief Technology Officer at E-lecTrade an online exchange in New York to transact structured energy. He has extensive energy sector experience successfully applying innovative technologies to customise, integrate and improve processes.

Cameron O'Reilly, Associate Expert, VaasaETT: Cameron is a Fulbright Scholar at the University of Texas, has masters' degree in management and public policy and a bachelor's degree in economics (Hons). He is an international Associate Expert with VaasaETT and has been the Chief Executive Officer of the Energy Retailers Association of Australia (ERAA) for seven years. He is also the Chairman of an energy industry self-regulatory body, Energy Assured Limited (EAL), and a director of the Australian Government's Telecommunication Universal Service Management Agency (TUSMA). He is on the review committee for the Federal Government's Smart Grid Smart City project and is a member of Commercialisation Australia Expert Network.

Economics & Competition Regulation

Dr Peter Abelson, Special Counsel Economics & Cost Benefit Analysis, Aegis Consulting Group: Peter has a PhD and masters' and bachelors' degrees in economics and over 40 years' experience conducting economic and cost/benefit assessments of policy, programs and commercial activities for government and business. He is widely regarded as one of Australia's leading experts on cost/benefit assessments. He authored the Australian Government's cost/benefit assessment manual and '*Public Economics*', the foremost Australian text on the economics of public policy. He is an adviser to the NSW Treasury, an academic at Sydney University and the former Chair in Economics at Macquarie University.

Brent Fisse, Special Counsel Competition Law & Policy, Aegis Consulting Group: Brent has masters' and bachelors' degrees in law and over 30 years' experience advising government and business on all aspects of competition policy across all major sectors of the economy, including energy, media and telecommunications. He is an Adjunct Professor at Sydney University and La Trobe University and Visiting Fellow at Melbourne University. He has authored over 50 books, reports and essays on the regulation of competition and is a former partner with Gilbert and Tobin, Lawyers (Sydney) and Commissioner of the Australian and NSW Law Reform Commissions.

Ana Stanic, Special Counsel European and Energy Regulation, Aegis Consulting Group: Ana has a masters' and bachelors' degree in law and bachelors' degree in commerce (banking and finance) and over 20 years' experience in energy law, EU law and international law. She is an Honorary Lecturer at the Centre for Energy, Mining and Petroleum Law and Policy at the University of Dundee. She is a former official in the Ministry of Economic Relations and Central Bank of Slovenia. Ana regularly publishes in academic journals and newspapers on EU, energy, nuclear and international law. She is recommended as a leading energy lawyer by Legal 500 and Chambers and Partners. Ana is fluent in English, Slovenian, Bosnian/Croat/Serbian, and Italian and understands Russian and French.