



## The Power of Deloitte

Deloitte US Power, Utilities & Renewables practice



# A future built on confidence



**Jim Thomson**  
**Vice Chair,**  
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The electric power sector is at the core of the economy-wide energy transition. Power companies are answering the call to move to cleaner energy sources while boosting reliability, resilience, and security - all while keeping rates affordable. It's a tall order - and one that requires companies to create value based on data, analytics, and insights while elevating the customer experience, deploying new technologies, and integrating growing volumes of distributed resources. The transition is expected to spur growth in the power sector as the transportation, building, and industrial sectors increasingly electrify. It will also create opportunities for power companies to change their brand, operations, and culture to attract and retain talent.

We are here to help develop strategies to navigate a decarbonizing, digitalizing, and decentralizing sector. Deloitte's US Power, Utilities & Renewables practice brings more than 170 years of industry experience to the table. We provide advisory, audit, consulting and tax services to over 90 percent of the Fortune 500 Power, Utilities & Renewables companies\*. Our team of more than 2,500 professionals can help you anticipate, plan for, and capitalize on the dramatic swings of the market. The decarbonization imperative is upon us. We invite you to take a closer look at our practice so that, together, we can seize the opportunities.



Jim Thomson

# Focus areas across the power, utilities, and renewables industry

Challenges, opportunities, and sample offerings



## Audit and Assurance Services

Investors and stakeholders need financial statement audits to make informed decisions and invest with confidence

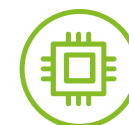
- Independent financial statement and internal controls audits
- Accounting and reporting advisory services
- Internal audit services
- Assurance services
- ESG reporting & assurance services



## Digital Core Transformation

Aging, siloed, static systems are not capable of keeping up with marketplace changes

- Enterprise Resource Planning (ERP) transformation
- Treasury and other finance applications
- Cloud solutions
- Application management services
- Cyber risk
- Assurance for pre/post implementation



## Digital Utility Transformation

Power, Utilities & Renewables (PU&R) companies are harnessing digital technologies to ensure reliability and better manage aging assets

- Smart meters and smart grid
- Microgrid coordination
- Predictive maintenance
- Digital health, safety, and environment
- Logistics
- AI (Artificial Intelligence) & cognitive solutions
- Control design, testing, and governance

# Focus areas across the power, utilities, and renewables industry

Challenges, opportunities, and sample offerings



## Customer Experience

Utility customers are expecting elevated human experiences

- Customer strategy and applied design
- Commercial excellence and experience
- Advertising and marketing
- Digital experience
- Customer data management and personalization
- Smart home integration



## Cyber & Strategic Risk

Evolving supply chain cyber vulnerabilities, regulatory structures, technology, customer preferences, competitive landscape and workforce requirements are compelling new strategies

- Cyber and strategic risk strategy
- Infrastructure, supply chain, application and data security
- Threat detection, response, crisis management and resilience
- Customer identity and digital trust
- Workforce transformation
- Cloud and emerging technology
- Industrial Control Systems (ICS) and Operational Technology (OT)



## Merger and Acquisition Transaction Support Services

Demand for improved technology, analytics, customer experiences, and renewables are disrupting the industry

- M&A strategy
- Transaction readiness
- Due diligence
- Integration
- Divestiture
- Post-close transition

# Focus areas across the power, utilities, and renewables industry

Challenges, opportunities, and sample offerings



## Financial & Risk Advisory Services

Changing accounting and regulatory environment is presenting new risks to the organization

- Regulatory and operational risk
- Financial risk, transactions, and restructuring
- Forensic
- Rate case support
- FERC/other regulatory filing support



## Renewable Energy Deployment

Utilities are increasingly committing to reach net zero carbon and renewable energy is a key pillar of decarbonization strategies

- Analytics and modeling
- Government regulation
- Innovation/business model transformation
- M&A
- Operational and financial risk
- Cyber security



## Tax Services

Changing tax policies may require new compliance strategies or open new opportunities

- Tax compliance
- Tax reporting on ratemaking
- Tax structuring
- International tax
- Tax advisory services

# Deloitte's global footprint and deep industry capabilities

## Overview

Our business model comprises four businesses:

- Audit & Assurance
- Risk & Financial Advisory
- Consulting
- Tax

Our alliances across the Power, Utilities & Renewables industry include:

- Esri
- PowerPlan
- LevelTen Energy
- ServiceNow
- Salesforce
- Amazon Web Services (AWS)
- SAP
- Oracle



Source: [Deloitte](#)

# Strong ecosystem of industry association relationships that make an impact in the industry

Deloitte has formed relationships with select industry associations and our leaders often serve as advisory board members of these groups, to discuss issues that are important to the overall energy community.



Edison Electric Institute (EEI)



Smart Electric Power Alliance (SEPA)



Solar Energy Industries Association (SEIA)



American Gas Association (AGA)



Women's Energy Network (WEN)



Clean Energy Buyers Association (CEBA)



United States Energy Association (USEA)



Center for Energy Workforce Development (CEWD)

Deloitte hosts the following proprietary industry events



Renewable Energy Seminar



Power & Utilities Conference



Dbrief Webcasts

# Unlock the future

Deloitte Greenhouse<sup>®</sup>, Powered by Energy & Industrials

Introducing our next-generation Deloitte Greenhouse<sup>®</sup>, Powered by Energy & Industrials. Located in Houston, this game-changing experiential space is designed to help inspire, accelerate innovation, and advance co-created solutions that can unlock the potential of the future, today.

Our next-generation Greenhouse is your one-stop energy and industrial experience that includes:



## Multidimensional, Immersive Environments

We help generate ideas faster in dynamic, configurable, fully interactive environments.



## Leading-Edge Experiences

We help inspire new possibilities through industry demonstrations and assets that you can touch, feel, and bring to life.



## Next-generation Breakthroughs

We help create game-changing solutions that create sustainable growth for the future.



## Leading Industry, Design, and Tech Specialists

We tap into our innovation ecosystem for insight and capabilities you can use to make your solutions tangible.



## Art of the Possible

We help to deliver unparalleled connectivity between projects, people, and spaces to create and collaborate in real time.



## Curated and Customized Industry Experience

We bring Deloitte's latest industry insights and technology assets and experience to clients.

# How do I know if Deloitte Greenhouse® is right for me?

Use the Deloitte Greenhouse®, Powered by Energy & Industrials to help enable breakthrough rooted in powerful science and research from the fields of group dynamics, environmental psychology, design thinking, and innovation theory:

- Innovation
- Planning
- Relationships
- Transition
- Visioning
- Strategy
- Transformation
- Leadership



We offer a catalogue of industry insights, assets, and enablers curated for your customized breakthrough experience:

**Future of energy (FOE) and energy transition:** Accelerating towards a sustainable lower-carbon energy and industrials future

**Smart ops and asset ecosystem:** Modernizing connected systems using dynamic data analytics and smart technologies

**Cybersecurity:** Creating a cyber-minded culture and become stronger, faster, more innovative, and more resilient in the face of persistent and ever-changing cyber threats

**Future of work:** Accelerating connectivity, new talent models, and cognitive technologies as work is redefined to create new value and meaning

**Connected customer:** Adopting humancentric strategies to help B2B companies set themselves apart in quantifiable ways

Contact us to unlock your future today:

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# Transforming power & utilities



## Power & Utilities

Our Power & Utilities (P&U) leaders serve a majority of the investor-owned utilities within the US. Our knowledge and experience in this industry has afforded us the opportunity to serve more than 90 percent of the P&U companies on the Fortune 500 list.

The power and utility industry's critical role in the energy transition and compliance with related clean energy mandates are driving acceleration of the industry's "3D" transformation: decarbonization, digitalization, and decentralization. This transformation is aimed at helping utilities provide clean energy while

ensuring reliability, resiliency, and maintaining security while keeping costs down. Deloitte professionals enable our P&U clients to navigate the transformation by uncovering opportunities and helping with challenges clients are facing.

### Key trends

- Decarbonization plans
- Resiliency strategies
- 5G and cloud technologies
- Flexible load programs
- Building electrification

## Power to prevail

### Key Trends Demystified

**Decarbonization plans** – The US power sector has reduced carbon emissions 40% since 2005, but over 60% of US electricity is still generated by carbon emitting resources. In 2022, more utilities will likely jump on board and firm up decarbonization commitments and strategies, due to multiple drivers.

**Resiliency strategies** – The unprecedented frequency, intensity, and unpredictability of extreme climate and weather events in 2021 point toward an increasing focus on utility resiliency strategies in 2022. Experts say we can no longer use the past to predict the future.

**5G and cloud technologies** – Utilities may increasingly turn to 5G, which can enable them to move larger volumes of data faster from smart meters, sensors, and other devices to the Cloud, where they can more effectively and efficiently analyze and act on it.

**Flexible load programs** – Yesterday's energy efficiency and demand response programs are beginning to transform into real-time flexible load offerings that could become a cornerstone of utility resource planning, cost reduction, decarbonization, and resiliency strategies.

**Building electrification** – Dozens of US cities and counties have enacted building electrification policies and increasing electrification is already impacting utility planning as it boosts and shifts electricity demand.

# Building the clean energy future



## Renewables

Our Renewable Energy leaders serve clients in all major renewable energy sectors including solar, wind, biofuels/biomass, and geothermal.

Rapid technology improvements and decreasing costs of renewable energy resources, along with the increased competitiveness of battery storage, have made renewables one of the most competitive energy sources in many areas.

Deloitte professionals help clients address critical challenges and execute initiatives designed to further their strategic objectives and deliver

value for their shareholders. In addition, we bring insights to the marketplace which help provide a framework for both practical and visionary solutions.

### Key trends

- Next-gen technologies
- New business models
- Transmission development
- Supply chain strategies
- End-of-life management

## A brighter tomorrow

### Key Trends Demystified

**Next-gen technologies** – Increasing public and private investment and research support could expedite commercialization of emerging technologies that can help reduce carbon emissions, ease grid congestion, stem renewable curtailment, and facilitate integration of wind and solar on the grid.

**New business models** – Declining costs are making solar among the most cost-competitive energy resources; the solar energy industry will likely continue to flex its competitive muscle by exploring new configurations and business models.

**Transmission development** – Transmission development is critical to the industry's 2022 agenda, as it can help move renewables to demand centers. New policies, investment, and innovation may be poised to accelerate transmission development in the coming years.

**Supply chain strategies** – The renewable energy industry will likely continue to evolve supply chains, as profits have suffered recently amid logistics-related cost pressures and US-China trade tensions. Solutions address both clean energy components and the raw materials needed to manufacture them.

**End-of-life management** – EoL management strategies for renewable energy industry products and materials could help reduce waste, increase resource security, and provide additional financial value as well as sustainability credentials.

# Meet the PU&R leadership team



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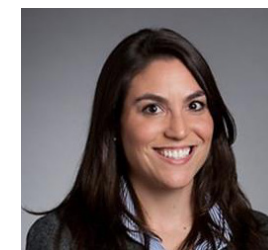
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To find out more, please visit [www.deloitte.com/us/powerandutilities](https://www.deloitte.com/us/powerandutilities)

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