2015 Ifri Center for Energy Annual Conference, Brussels

Being an Energy Company Today: Mapping Moving Landscapes

4 March 2015
Traditional value chains are breaking down, new opportunities arise

From value chains to clusters

Traditional value chain
- Fuel supply
- Generation
- Trading
- Transmission
- Distribution
- Retail
- Appliances
- End User

Atomised “Value Clusters”
- Liberalization & unbundling
- Intermittent renewables
- Reduced value of thermal capacity
- Major utilities deleveraging
- Smart technology maturing
- Centralised generation
- Grid storage
- Transmission & Distribution
- Smart grids & metering
- Trading
- Energy management
- On-site generation
- Smart appliances & data
- On-site storage
- Demand response
- Transient & Distribution
- Electric vehicles
- Balancing
- Financing
- Big Data

Source: IHS
So what does it mean to be an energy company today?

- Policy and market levers have driven an atomisation of traditional value chains across Europe’s liberalised power markets
  - Incumbent players are restructuring their business models and operations
  - New market entrants are capturing available opportunities in an increasingly decentralized power system
- Most of the new business models are born from, and reacting to, country-specific competitive and regulatory environments
  - Today, there is no one-size-fits-all business model for Europe’s power markets anymore
- Mid-term, a reconsolidation of Europe’s competitive landscape can’t be avoided
  - Exposure of all industry players to policy, market and technology risks bears inherent risks and will require resilient business solutions
  - Restructuring of value portfolios is the logical step to maneuver Europe’s moving competitive landscape, ultimately defining a new generation of energy companies
IHS Study: Mapping Moving Landscapes
New players and business opportunities across the competitive landscape of Europe’s power sector

IHS Energy has developed a comprehensive, in-depth study to support strategic decision-makers across the energy industry in navigating Europe’s complex and changing competitive landscape.

Study structure:

Part 1 Overview:
Today’s power industry and how we got here

Part 2 Competitive Landscape:
New players and opportunities

Part 3 Outlook:
Evolution of new business models

Study benefits include:

- Dedicated client workshop
- Full study report (200+ slides) plus executive summary
- Detailed country profiles for seven markets, four business model profiles and 21 case studies
- Margin and profit pool estimates including forward projections to 2025, and key assumptions

For details about this study, please contact Cristian Muresan (cristian.muresan@ihs.com)
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