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EUROPEAN NEWS

Great Britain: Regulator Extends Scottish Administered Pricing Arrangements

Energy regulator Ofgem decided that the existing administered electricity pricing arrangements in Scotland, in which a price cap is set by reference to electricity prices in England & Wales, should be extended until the earlier of either 31 March 2005, or the implementation date of the British Electricity Trading and Transmission Arrangements (BETTA). The previous Scottish administered pricing arrangements were due to expire on 31 March 2004.

Ofgem website, 31/3/04

Great Britain: Regulator Publishes Policy Framework for Distribution Price Control

Energy regulator Ofgem published its policy framework for the electricity Distribution Network Operators' (DNOs) price control, due to come into effect from 1 April 2005. Ofgem's proposals cover: (1) the form and structure of the price control; (2) DNOs' quality of service and other outputs; (3) the incentive framework for distributed generation; (4) how it will assess and project DNOs' costs; and (5) how it will treat financing and pension costs. Ofgem proposed a range of 6% to 7.2% for the pre-tax real cost of capital, although



it intends to adopt a post-tax cost of capital. Ofgem also published business plans provided by the fourteen distribution companies and other supporting documentation.

Ofgem press release, 24/3/04

Great Britain: Ofgem Proposes Financial Penalty For Transco

Energy regulator Ofgem proposed a penalty of £1 million (US\$1.86 million) on Transco for poor service by its gas connections business. Following complaints from customers, Ofgem found that Transco frequently failed to provide timely quotations and often did not turn up to carry out connection work as planned. Transco has until 30 April 2003 to appeal against Ofgem's decision.

Ofgem press release, 23/3/04

Great Britain: Regulator Implements Separation Of Gas Transportation Price Controls

Energy regulator Ofgem published modifications to Transco's gas transporter licence that divide Transco's existing single price control for Local Distribution Zone transportation into eight separate price controls, one for each of Transco's Distribution Networks. The licence modification took effect from 1 April 2004

Ofgem website, 17/3/04

Great Britain: Regulator Publishes Initial Thoughts On Scottish Transmission Price Controls

Energy regulator Ofgem published its initial thoughts on the transmission price controls for Scottish Hydro-Electric (SHE) and SP Transmission (SPT). SHE and SPT's existing price controls are intended to last until 31 March 2005 and Ofgem is proposing to extend them by two years, to 31 March 2007, to align them with other electricity and gas price controls. Once the British Electricity Trading and Transmission Arrangements (BETTA) are implemented, the extended price controls will be adjusted to reflect the changed roles in the licences of SHE and SPT under BETTA.

Ofgem website, 16/3/04

Great Britain: Regulator Publishes Renewables Obligation Buy Out Price

Energy regulator Ofgem set the buy-out price for the third year of the Renewables Obligation at £31.39 (US\$58.30) per MWh. The buy-out price is the price that electricity suppliers pay for any shortfall between the amount of their obligation and their holding of Renewable Obligation Certificates. Ofgem found that TXU and Maverick Energy were in breach of their renewables obligations between 1 April 2002 and 31 March 2003. Both companies have now ceased trading and Ofgem decided not to impose a financial penalty on them.

Ofgem press release, 12/3/04, 11/3/04

Great Britain: Trade And Industry Select Committee Reports On Electricity Network Reliability

The Trade and Industry Select Committee of the House of Commons published a report on its inquiry into the reliability of the electricity network. The select committee highlighted the danger of there being insufficient capital investment in the networks and pressures on companies to minimise operating expenditure (although it believed a major power failure like those experienced in North America and Italy was unlikely to happen). The select committee concluded that the Regulator's concern to reduce costs should be tempered by greater emphasis on ensuring network owners have sufficient financial resources to secure viable long-term electricity supplies.

Trade and Industry Select Committee website, 10/3/04



Great Britain: Regulator Publishes Final Proposals On Retail Gas Governance

Energy regulator Ofgem published final proposals regarding the Supply Point Administration Agreement (SPAA), which will govern the competitive metering process developed under the Review of Gas Metering Arrangements. Ofgem invited comments on its final proposals, including: (1) the detail of what the SPAA should cover, both now and in the future; and (2) who should be a party. Ofgem is working towards implementing the SPAA by the week commencing 24 May 2004.

Ofgem website, 5/3/04

Great Britain: Regulator Proposes Amendments To Transco's System Operator Incentives

Energy regulator Ofgem proposed changes to Transco's National Transmission System Operator (SO) incentive schemes to apply from April 2004 until March 2006 and published the licence modifications required to implement them. Ofgem's proposed changes relate to a number of day-to-day "shallow" incentives, such as the exit capacity buy-back incentive and the system balancing incentive. In addition, Ofgem stated its intention to consult on Transco's "deep" SO incentives, including the exit capacity investment incentive.

Ofgem website, 3/3/04

Albania: Legal Framework For Private Production Of Electricity

The entire legal framework related to private production of electricity in the country will be completed within the next 6 month. According to ATA, official sources from the Ministry of Industry and Energy announced that in order to regulate the private market for electricity production, several important decisions, such as the Codes of Transmission and Distribution, would soon be submitted to the government for approval.

Albanian ATA English News Service, 31/3/04

Austria: Political Agreement Reached Regarding The Allocation Of Co2 Emission Rights

The Austrian environment minister Mr. Josef Pröll and the economic minister Mr. Karl-Heinz Grasser have reached an agreement regarding the allocation of CO2 emission rights. The national allocation plan will start in 2005 in Austria. Austrian industrial companies and energy undertakings will be allocated 33 million tons of free CO2 emissions annually from 2005 to 2007. The allocation of these "free of cost" certificates is 9% higher than the allocation for allowed emission that was made for the period from 1998 to 2001.

Der Standard, 31/3/04

Austria: The Energy Exchange Graz (EXAA) Plans To Start Trading Emission Rights In 2005

Following the Austrian newspaper "Wirtschaftsblatt", the energy exchange Graz (EXAA) will start trading emission rights in 2005. The plan is that companies that are members of the EXAA can then trade their certificates twice a year. The EXAA announced that interest in trading emission rights seems to be high and EXAA assumes that the total volume of certificates traded might amount to several hundred thousand tons in the first year.

Wirtschaftsblatt, 24/3/04



Belgium: Belgium To Promote Biomass

The government announced that it wished to see two of Electrabel's coal plants use biomass by 2009. Electrabel was not told the reasons for choosing the 416MW Awirs plant and a unit at the 255MW Mol plant, nor how the government would impose these choices, nor how the decision fitted into current negotiations on regional sharing of burdens.

Platts Power in Europe, 29/3/04

Belgium: No Flemish Distribution Fees For Belgian Green Power

The Flemish government exempted all Belgian green power from distribution tariffs. Previous legislation also exempted foreign green power, but was it amended to target only Belgian green power. The amended text was contested by WattPlus, which had counted on free Flemish transit for green power imported from the Netherlands where its parent company, Essent, operates.

Platts EU Energy, 26/3/04

Bulgaria: Privatisation Of Public Utilities Is Taking Shape

The privatisation process of Bulgaria's seven state-owned power distribution utilities, which is supposed to take place this year, is taking shape. In October 2003, Bulgaria held a two-stage tender for 67 percent stakes in each of the utilities and grouped them in three packages - Western Bulgaria (three firms), South-eastern Bulgaria (two firms) and North-eastern Bulgaria (two firms). Under the sell-off strategy, a bidder can acquire only one of the three packages, each of which has annual power sales of between five and eight billion kilowatt hours. In February, five international companies - Enel (Italy), E.ON (Germany), CEZ (Czech Republic), Public Power Corp (Greece) and EVN (Austria) - submitted non-binding bids for the power distributors. All of the bidders moved into the next stage of the tender and Bulgaria invited them to submit final offers by 25 May 2004. Bulgaria hopes to receive about EUR 450 million from the sale of the power distribution utilities, which have a total of 4.5 million customers.

Bulgarian News Digest, 25/3/04

EU: Renewable Energy: Uncertainty Of Feasibility To Meet Targets

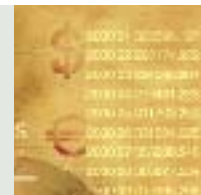
According to the European Renewable Energies Federation (EREF), only Germany seems to be on the right track towards meeting its targets for the share of renewable energy in its overall electricity generation. EREF reports that if there is no change in current policy, renewable sources of electricity will account for only 17.8% of European power consumption by 2010, well below the target of 22% set in the Directive 2001/77/EC on the promotion of electricity from renewable sources in the internal electricity market.

Europe Information, 3/4/04

EU: NAP Delays Put Emissions Trading In Danger

The European Federation of Energy Traders announced that the failure of ten European Union member states to present concrete National Allocations Plans (NAPs) for CO2 emissions by the 31 March deadline could dampen CO2 emissions trading. The EU emissions trading scheme is due to kick off on 1 January 2005. Although there is already some trade in CO2 emissions rights, the failure of many EU countries to hand in their NAPs to the EC on time means that the market will have to wait and see which companies will be granted what rights.

Platts Commodity News, 2/4/04



EU: Approval Of German Energy Tax Reductions For Large Industrial Users

The European Commission has approved a German tax scheme which cuts energy taxes for large industrial companies which are large users of fuel. According to AFX, large companies will also be relieved of the burden of reducing their emissions, since they will still pay a high enough rate of tax to be exempt from this requirement imposed by the EU energy directive. This scheme is called the "Spitzenausgleich". Under the Spitzenausgleich scheme, tax is capped for large energy consumers, to compensate the large companies for the high environmental tax that they must pay.

AFX International Focus, 29/3/04

Germany: Agreement Reached Regarding The Allocation Of CO2 Emission Rights

German minister of economic affairs Mr. Wolfgang Clement (Social Democrats Party) and environment minister Mr. Jürgen Trittin (Green Party) have reached an agreement regarding the allocation of CO2 emission rights and settled their differences. They have decided that the German industry will be allowed to emit 503 tonnes of CO2 during the first period of the emissions trading scheme (from 2005 to 2007). This amount will fall to 495 million tonnes of CO2 during the second period from (2008 to 2012). Disputes had arisen previously, since Mr. Clement wanted to set the figure for the 2008 to 2012 period at an even higher rate. Environmental group Greenpeace and the WWF criticised the compromise, saying that industry would still receive too many emission rights.

Der Spiegel, 30/3/04

Hungary: More Companies Moving Into A Liberalised Gas Market

Approximately 80 industrial companies have recently signalled their intent to step into the liberalised market in Hungary. The rapid market expansion follows a move by the Hungarian Ministry of Economy and Transport, which announced an extension to the deadline for companies to state their intention to leave the regulated market. According to Mihaly Szaniszló of the Industrial Energy Consumers' Forum (IEF), liberalisation of Hungary's natural gas market has proven to be a success so far. Szaniszló estimated that by the time of EU accession on 1 May 2004, 10 to 15 consumers would probably already be buying gas on the liberalised market. The IEF sees progress in liberalisation happening more rapidly than in the case of the first opening of the electricity market in 2003.

Interfax Hungary Business News Service, 23/3/04

Ireland: Debate Over Connection Of Wind Generation Continues

ESB National Grid (ESBNG) has written to the Commission for Energy Regulation (CER) regarding the future policy on grid connection offers to wind generators. ESBNG's letter follows a four-month moratorium on the connection of wind generators to the electricity transmission system. CER said it intended to make a substantive decision on ESBNG's proposals by the end of April, coinciding with the adoption of the final version of the new Grid Code for Wind. CER also requested ESBNG, as Transmission System Operator and Distribution System Operator, to submit proposals reconciling its connection offer processes for generators connecting to the transmission or distribution network.

CER website, 31/3/04, 25/3/04.



Ireland: Regulator Extends Gas Supply Tariffs

The Commission for Energy Regulation (CER) directed Bord Gáis Éireann (BGÉ) to continue its current gas supply pricing arrangements until 30 September 2004. The CER is currently undertaking a review of: (1) revenues of BGÉ Supply; (2) tariffs and structure of BGÉ Supply, including the regulated tariff formula; and (3) the structure of the Distribution Use of System Tariff. CER expects the outcome of the review to be implemented from 1 October 2004.

CER website, 31/3/04

Ireland: Regulator Consults On Distribution System Connection System Charges

The Commission for Energy Regulation (CER) has invited comments on a paper submitted to it by ESB Networks proposing new charges for connections to the electricity distribution system. ESB Networks' proposed charges reflect changes in construction inflation since charges were last approved in February 2002 and a change in the amount of connection costs recoverable from consumers (set by CER at 44% for 2004). Relative to 2002, the proposed charges amount to an increase of between 6% and 18% in charges, depending on the type of connection.

CER website 23/3/04

Ireland: Regulator Decides On Demand Side Participation

The Commission for Energy Regulation (CER) published a decision document on demand side participation in the new Market Arrangements for Electricity (MAE). In the document CER decided: (1) how demand side offers shall be permitted as an explicit mechanism for accommodating the demand side within the market; (2) the price formation and settlement rules that shall apply to demand side bidding; and (3) the involvement of the demand side in the provision of ancillary services and reserve markets. CER also published a decision paper on the settlement and security cover required under the MAE.

CER website, 19/3/04

Ireland: Regulator Consults On Gas Storage

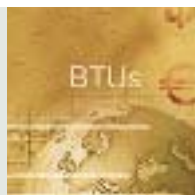
Marathon Oil has commenced discussions with the Commission for Energy Regulation (CER) concerning the possible provision of storage facilities at its Southwest Kinsale gas field from April 2005. CER is consulting industry on the most appropriate regulatory framework for the proposed storage facility and published a paper prepared by Marathon setting out how the facility may be operated.

CER website, 10/3/04

Italy: The Italian Power Exchange Opens

The Italian Power Exchange has started operation. The average price on the day-ahead market for electricity to be delivered on 1 April was 5.5 Eurocents/kWh (maximum hourly price: 7.0 Eurocents/kWh; minimum hourly price: 3.1 Eurocents/kWh) and 286 million kWh has been traded, equal to about 32% of total consumption.

GRTN web site, www.grtn.it, 31/3/04



Italy: Eni Reduces Its Stake In Snam Rete Gas

Eni, the former integrated public monopolist, has reduced its stake in Snam Rete Gas, the Italian gas transmission system operator, to about 50.07%. Eni sold about 177 million share to Mediobanca (one of the major Italian investment banks), which has placed them with Italian professional investors and foreign institutional investors.

Staffetta Petrolifera, 31/3/04

Italy: AEEG Sets The Temporary Capacity Payment Mechanism

AEEG, the Italian regulator, set the temporary rules for remuneration of available generating capacity on critical days of 2004 as defined by GRTN, the Italian TSO. A share of the remuneration received by generators will depend on the electricity prices of the power exchange. According to the AEEG's point of view, high prices in the power exchange will allow producers to remunerate capacity through the electricity price; in case of low prices, a further payment would be made to generators.

AEEG web site, www.autorita.energia.it, 27/3/04

Italy: Procedure To Detect Market Abuses In The Electricity Market

The President of the GME, the Italian market operator, announced that a procedure would be put in place to detect market abuses in the Power Exchange. The procedure would be similar to the one adopted to detect irregularities in the Italian stock exchange. The president of the GME has also announced that in case of major problems in the market that would prevent trading (for instance, because of the failure of the information system) the market will temporary revert to the STOVE, the system currently in place for the supply of electricity to be sold to the captive market.

Il Sole 24 Ore, 24/3/04

Italy: Agreement Between Enel And IBM To Sell Enel's Digital Meters Worldwide

Enel has reached agreement with IBM over Enel's plans for foreign distribution of digital meters. Enel has already installed the new digital meters free of charge for about half its customers (customers supplied by Enel account for 85% of the Italian connections) and plans to complete the work by 2005. The new meters can be controlled remotely and will allow customers to subscribe to the so-called "multi-hourly contract", whose testing phase will start this summer. In the first stage the new tariff will have only two bands; the number of bands will be increased subsequently. Enel has to submit a tariff proposal to the regulator for approval by 15 April.

Il Sole 24 Ore, 19/3/04

Latvia: Prime Minister Wants Minimum Restructuring of Electricity Utility

Latvia's new prime minister Indulis Emsis announced that organisational changes at the state-owned electricity utility Latvenergo should be kept to the minimum required to meet the EU directive on the electricity market liberalisation. Two likely options for Latvenergo reorganisation are currently being discussed. The company could either be transformed into a group with several affiliated companies or it could be split up into several completely independent businesses. The Economics Ministry and Latvenergo both prefer the group option, because it would make the reorganisation process easier.

BNS Baltic Business News, 15/3/04



Lithuania: Government of Lithuania Cancels Privatisation of RST Electricity Supply Networks

According to RIA Oreanda, the Government of Lithuania decided to cancel the competition for privatisation of the Rytuskirstomiejitinklai (RST) Electricity Supply Networks. In late December 2003 the Prime Minister of Lithuania, Algirdas Brazauskas had declared that there was no need to accelerate the privatisation, since RST's business activities were commercially viable.

RIA Oreanda (Russia), 5/3/04

Netherlands: DTe Checking Administrative Systems

Energy watchdog DTe will carry out a quick scan into administrative systems, switching and billing procedures at various regional energy companies. MPs had requested such an investigation to see whether the companies are ready for full liberalisation of the energy market by 1 July 2004. Several MPs feared that the administrative systems will not be able to cope with the market opening. The minister was not prepared to introduce price caps for retail power prices after the opening of the market in July 2004. Some MPs are afraid of price hikes.

DTe press release, www.nma-dte.nl, 26/3/04

Netherlands: Energy Bills Incomprehensible

Consumers have difficulty understanding their energy bills. It is hard to verify if the amounts on the bill are correct. DTe will try to formulate criteria for energy bills in order to make them more comprehensible.

DTe press release, www.nma-dte.nl, 23/3/04

Netherlands: Split Up Verdict Shortly

Minister of Economic Affairs Laurens Jan Brinkhorst is to announce soon whether energy companies will have to separate their regional distribution grids from other supply activities. The grids would remain in public hands. The debate has been going on for years, and the minister was expected to announce his policy in March, but the death of former queen Juliana delayed his proposals.

Het Financieele Dagblad, 18/3/04

Netherlands: Complaints Register For Energy Consumers

Minister of Economic Affairs Brinkhorst announced that energy watchdog DTe will open a public complaints register about energy companies. The register should be comparable with UK's Energywatch. The register might eventually influence customers in their choice of supplier.

Platts EU Energy, 12/3/04

Netherlands: Electricity Price Large Consumers Too High

Very large energy consumers pay over 25% more for their electricity than their competitors in neighbouring countries. Minister of Economic Affairs Brinkhorst has therefore proposed to give priority for large consumers when buying electricity from abroad. The purpose is to lower the price difference between the Netherlands and Germany. The price in Germany is 34 Euro per MWh, and in the Netherlands over 38 Euro per MWh.

Het Financieele Dagblad, 4/3/04



Poland: Speed-up of Privatisation

In an attempt to speed-up privatisation, the Polish Treasury announced that it will float energy producer Poludniowy Koncern Energetyczny (PKE) and gas monopolist PGNiG in 2004. The Treasury also announced that it would soon present an extended list of companies available for privatisation that will be “significantly” longer than the current list of 160 companies. Privatisation is crucial to the government’s 2004 budget, which is to be padded with PLN 8,800 million in sell-off receipts. Poland’s chief economic policy architect, Economy and Labour Minister Jerzy Hausner, has said that the failure to hit the target could lead to Poland’s crossing critical public debt thresholds and triggering a possible fiscal crisis.

Interfax Poland Weekly Business Report, 22/3/04

Portugal: The Government Discards Intervening On Electricity Tariff Setting

The large electricity consumers association (APIGECEE) claimed that the new Iberian electricity market, Mibel, will negatively affect the Portuguese industrial customers compared to Spanish ones and requested that the government intervene to reduce differences in tariff levels between Spain and Portugal. In response to that request, the Economics Minister discounted the possibility of intervening directly in the setting of electricity tariffs in Portugal. However, the Minister stated that the Mibel will result in lower prices in Portugal and considered that Spain and Portugal must work towards the harmonisation of regulations in the two countries.

Diário Económico, 24/3/04

Portugal: ERSE Expects Spain To Modify Tariffs

The Portuguese energy regulator, ERSE, declared that tariffs in Portugal are set in a transparent and proper manner, as opposed to the Spanish methodology which, in the opinion of ERSE, includes cross subsidies between customers. Therefore, ERSE considers that Spanish tariff regulations have to be modified, and made consistent with Portuguese regulations. However, ERSE admitted that tariffs may be different in the two countries as a result of differences in network structure.

Jornal Público, 24/3/04

Portugal: PPAs To Be Extinguished On Time

The Portuguese government is confident that negotiations over the cancellation of Power Purchase Agreements will be concluded before 20 April, the expected start date of Mibel operations, for at least half of the PPA contracts. Mr. Tavares, the Economics Minister, declared that the arrangements for cancelling PPAs are currently being discussed with the European Commission. The agreement would entitle EDP to recover some EUR 3,500 million (US\$ 4,200 million) over the next 10 years, which is the difference between the contract value and the expected wholesale market price. However, the other independent power producers (Turbogás and Tejo Energia) seem to be reluctant to reach an agreement before the launching of Mibel.

Diário Económico, 23/3/04, 8/3/04

Portugal: EDP And ENI To Notify Gas Assets Operation To Brussels

ENI and EDP have decided that the transfer of ENI’s share of GALP’s distribution gas assets to EDP, planned in the context of the energy sector restructuring process in Portugal, is going to be notified to the European Commission antitrust authorities instead of the Portuguese ones. This is because both firms consider that the operation has a European dimension.

Diário Digital, 23/3/04



Portugal: CO2 Emissions Allocation Under Discussion

The current proposal for allocating CO2 emission rights establishes that, between 2005 and 2007, thermal plants will receive emissions rights for 21.1 million tonnes of CO2, 2.9% less than their CO2 emissions in 2002. This proposal has still to be discussed before being submitted to the European Commission. The plan assumes hydro production based on years of average hydraulicity, and envisages a decrease of 4.7 million tonnes of CO2 by 2010. The total amount of emissions rights allocated by the plan is 38.9 million tonnes of CO2, distributed among six sectors.

Diário Económico, 19/3/04

Portugal: The Government Approves The Iberian Electricity Market

The Council of Ministers approved the creation of the Iberian Market Operator (OMI), as well as OMI's settlement process. This envisages a first stage during which only physical contracts will be allowed. In the second stage, at a later date to be decided by the two governments, financial contracts will also be permitted. The regulators' functions with regards to OMI will include conflict resolution and the imposition of fines on agents. The Market Agents Committee will only play a consultative role. The market will start operating on 20 April.

Agência Financeira, 19/3/04

Portugal: New Natural Gas Regulation

The Portuguese energy regulator, ERSE, is currently elaborating a new regulatory framework for the natural gas sector in Portugal and has issued a consultation paper to interested parties. The Portuguese natural gas market, as an emerging market, is not obliged to implement the European Directive on natural gas until 2007. However, ERSE will attempt to reflect most of the principles of the Directive.

Diário Económico, 18/3/04

Portugal: Electricity Tariffs For Industries Decrease 3.3% In April

After a quarterly review, electricity tariffs for industrial customers will fall by 3.3% on average for the coming quarter. More specifically, the reduction will be 3.37% for EHV customers, 3.33% for HV customers, and 2.16% for MV customers. In the Azores, the reduction will be 1.79%, while in Madeira tariffs will be reduced by 0.12% and 2.16% for HV and MV customers respectively. These changes reflect quarterly adjustments due to a decrease in fuel prices for electricity production.

www.negocios.pt, 12/3/04

Portugal/Spain: Transmission Operators Willing To Exchange Shares

The Spanish transmission operator company, REE, is in favour of exchanging shares with the Portuguese transmission company, REN, once the Iberian market is in operation and REN's privatisation process is concluded. The President of REE, Mr. Pedro Mielgo, stated that an alliance between both companies would facilitate operation of the new Iberian market. By 2006, investments in interconnections between Spain and Portugal should have increased their capacity from the current level of 700-800 MW to 1,500-1,700 MW.

Diário Económico 4/3/04



Russia: Gasprom

According to chairman of the board Aleksey Miller, Gasprom is set to separate all non-core businesses from gas transportation activities by the end of 2004, which is the main prerequisite of the reform in the gas sector.

Commersant, 19/3/04; Vedomosti, 19/3/04

Russia: Tariff Indexation For 2005-2006

The Ministry of Economic Development and Trade (MEDT) and the Federal Tariff Service (FTS) published proposals on indexation of natural monopoly tariffs for 2005-2006. MEDT proposes a 17% rise in gas prices in 2005 and an 11% rise in 2006. FTS's proposal is more generous to Gasprom, with 18% and 12% increases, although Gasprom's submission asked for increases of 25.9% and 31.8%. The positions of MEDT and FTS agree on the regulated electricity tariffs, including RAO EES fees and the tariffs of the Federal Network Company and the System Operator. They proposed caps on price rises of 8.5% and 7.5% in 2005 and 2006 respectively.

Vedomosti, 19/3/04

Russia: Government Restructuring

As a result of changes in the Government structure, the Federal Energy Commission of Russia has been transformed into a Federal Tariff Service within the Ministry of Economic Development and Trade. It is unclear whether the service will report directly to the Prime Minister, or to the Minister of Economic Development and Trade. Minister Gref emphasized that the restructuring will not affect the independence of the Service.

Gazeta.ru 18/3/04; PRAIM-TASS, 15/3/04

Spain: The Government Approves New Regulation For Renewable Energy

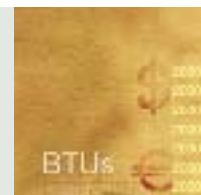
The Spanish Council of Ministers approved on 12 March a Royal Decree (RD 436/2004) establishing a new regulatory framework for renewable energy. The decree aims to create a stable and predictable regulatory regime for renewables. Renewable generators can sell their electricity to the distribution companies at a regulated price, but they are encouraged to participate in the electricity pool by the means of an incentive and a premium which depends on the type of production. The evolution of the incentive and the premium is linked to the evolution of the reference electricity tariff. According to the new Royal Decree, renewable generators' imbalances with respect to their forecast production will be penalised. Estimates suggest that the new support scheme will provide EUR 5,742 million (around US\$ 7,000 million). This regulation may, however, be modified by the new government.

Expansión, 15/3/04; El País, 10/3/04;

Spain: Government Change May Introduce New Policy Trends In The Energy Sector

As a result of the victory of the socialist party, PSOE, in the legislative elections held on 14 March, analysts foresee important regulatory changes taking place during the coming years. In particular, it is expected that the new government will promote generation from renewable sources. Analysts also expect a change in the regulation of tariffs, as well as a restructuring of the National Energy Commission functions aimed at strengthening its role as energy regulator. Some sources in the energy sector also suggest that the launch of the MIBEL may be delayed as a consequence of the change in government. The new government has indicated that is in favour of non-intervention in mergers between energy firms since this might increase competition in the sector.

Expansión, 25/3/04; La Gaceta 17/3/04, 16/3/04



Spain: The New Government To Define Strategy For Kyoto

The new Spanish socialist government will need to define the strategy for fulfilling Spain's commitments to reduce greenhouse gases emissions and to comply with the EU Emissions Trading Directive. The socialist party's electoral program foresaw the promotion of renewable energies and energy efficiency as the main policies for achieving the Kyoto commitments. The first step will be the development of the national allocation plan (NAP) for the sectors involved in the emissions trading market. Although the NAP was due to be submitted on 31 March, the acting government only presented the draft documentation it had prepared on the issue, which does not include measures which might bind the new government. The EU Commission had threatened legal action if Spain did not present its NAP on time.

Cinco Días, 31/3/04; Expansión; 25/3/04, 16/3/04

Spain: The Government Transposes Large Combustion Thermal Plants Directive

On 12 March, the Spanish government approved a Royal Decree that transposes the latest Large Combustion Plants Directive into Spanish law. This Directive establishes limits for NOx, SO2 and particulate emissions from electricity generators with installed capacity over 50 MW. The Directive was approved in 2001 and it should have been incorporated into national legislation before the end of 2002.

Cinco Días, 23/3/04

Spain: The Regulator Reports On Spanish Utilities' Green Electricity Contracts

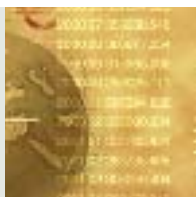
The Spanish energy regulator (CNE) has published a report on the file it opened last October to investigate the green electricity supply contracts offered by Endesa, Iberdrola and Electra Norte. The CNE's report concludes that the green electricity contracts do not contravene any electricity sector legislation, but that the offers of Iberdrola and Endesa might constitute unfair competition and misleading advertising, since the direct and exclusive supply from a certain renewable energy plant is not possible. The CNE has asked the antitrust and consumer's government agencies (Servicio de Defensa de la Competencia and Instituto Nacional de Consumo) to analyse the green electricity contracts further.

Cinco Días, 26/3/04

Turkey; EMRA's Second Abant Meeting Focuses On New Electricity Strategy

The second Abant workshop meeting (arranged by the Energy Market Regulatory Agency (EMRA)) saw the Minister of Energy and Natural Resources, Hilmi Güler, announce the new electricity strategy. The strategy sets out the five key milestones of the privatisation programme: (1) inclusion of TEDAS and its affiliated partnerships in the privatisation programme by April 2004, (2) definition of the distribution regions by May 2004, (3) tenders for sale of distribution assets by March 2005, (4) their finalisation in 2006, and (5) tenders for sale of generation assets in the second half of 2006. The Abant meeting also defined the set of eligible consumers with the right to choose an electricity supplier. The limit for eligible consumers has been decreased from the 9 GWh per year foreseen in the 2001 Electricity Law to 7.8 GWh. After 2008, this limit will be further decreased gradually.

IBS Energy Line, 30/4/04



NORTH AMERICAN NEWS

USA: FERC Finds No Wrongdoing In New England Natural Gas Markets

New England power generators did not improperly sell natural gas needed to generate electricity on one of the coldest days in the region's history, the U.S. Federal Energy Regulatory Commission (FERC) said. Connecticut state officials asked the FERC to investigate whether generators illegally sold natural gas supplies on 15 January, when an arctic cold snap sent temperatures plummeting and power use set a seasonal record. After a formal investigation, FERC said in a preliminary report that New England generators broke no rules.

Reuters, 1/4/04

USA: Consortium To Seek Nuclear Plant License

Seven companies have agreed to apply jointly for a license to build a new commercial nuclear power plant, the first new reactor application to be filed in three decades. The five energy companies and two reactor vendors emphasized that none of the companies have made a commitment to build a new plant, but are taking the move to test the government's streamlined licensing process. While three utilities have previously submitted applications for early site approval for reactors, this represents the first time the industry has actually said it would seek construction and operating approval for a new nuclear power plant since 1973. The consortium includes: Chicago-based Exelon Corp., which owns 17 reactors; Entergy Nuclear, a unit of New Orleans-based Entergy Corp., operator of 10 reactors; Baltimore-based Constellation Energy; and Atlanta-based Southern Co. Also in the group are EDF International North America Inc., a subsidiary of Electricité de France, which owns interests in a number of U.S. reactors, and two reactor vendors, General Electric and Westinghouse Electric Co.

Associated Press/AP Online, 31/3/04

USA: Midwest ISO Files Energy Markets Tariff With FERC - Centralized Dispatch Of Generation Expected To Create Greater Efficiencies

After months of discussions and negotiations with its stakeholders, the Midwest Independent Transmission System Operator, Inc. filed its Energy Markets Tariff with the Federal Energy Regulatory Commission (FERC). The filing, which replaces an initial energy markets tariff filed last July, includes the rates, terms and conditions necessary to implement a platform that features the centralized dispatch of generation resources throughout much of the Midwest. The security-constrained economic dispatch platform is supported by a Day-Ahead and Real-Time Energy Market design, including Locational Marginal Pricing and Financial Transmission Rights within the region.

PRNewswire, 31/3/04

USA: MPSC Starts Investigation Into Alleged Violations Of Code Of Conduct By Detroit Edison

The Michigan Public Service Commission (MPSC) issued an order that begins an investigation into alleged violations of the electric code of conduct by The Detroit Edison Company. The company has until 3 May to demonstrate its compliance with the code of conduct (Case No. U-12134) or to show why it should not be found in violation of the code. On 17 November 2003, Sandra Wotli, of Muskegon, filed a complaint against DTE Energy Company, alleging that it engaged in a violation of the code of conduct by using billing inserts to promote the appliance maintenance programs of its subsidiaries. On 12 December 2003, Daniel R. Squires, of Port Huron, sent a letter to the MPSC asserting that Detroit Edison used a billing



insert to promote its Home Protection Plus (HPP) program. After reviewing the information received by Wotli, Squires and Detroit Edison, the MPSC staff recommended that the Commission conduct an investigation into Detroit Edison's use of billing inserts to promote its HPP program in apparent disregard of U-12134.

News Release, 16/4/04

USA: FERC Order Clears Way For AmerenUE Participation In MISO

FERC accepted for filing a service agreement previously filed by the Midwest Independent Transmission System Operator (MISO) and Ameren Services Co. establishing a framework for MISO to provide transmission service to AmerenUE under MISO's open access transmission tariff for service to AmerenUE's bundled retail load during a five-and-a-half-year transition period starting on 1 May 2004. AmerenUE and Ameren Services are both subsidiaries of Missouri-based Ameren Corporation.

NGI Power Market Today, 29/3/04

USA: Standards Set For Electric Service In Oklahoma

Oklahoma utility regulators have OK'd a performance scorecard system. Responding to a growing number of consumer complaints and concerns about widespread power outages, state regulators established reliability standards for Oklahoma's electric utilities. In a unanimous vote, the Oklahoma Corporation Commission passed a series of new requirements and established a performance-based scorecard system. The scorecard results will be published annually on 1 May beginning next year. The new rules are designed to reduce the frequency and length of power outages by establishing minimum standards.

Tulsa World, 27/3/04

USA: FERC Approves New England Power Grid Plan

The Federal Energy Regulatory Commission conditionally approved a plan for New England's transmission grid operator to form an independent entity that controls the region's power flows. ISO New England currently operates the US\$4,500 million wholesale marketplace for more than 14 million people in Massachusetts, Maine, Connecticut, Vermont, New Hampshire and Rhode Island. The FERC action formally designates ISO New England as a regional transmission organization (RTO), which the agency has endorsed as a way to pool available supplies to improve reliability and lower costs for consumers. The agency has already approved RTOs in the Midwest and the Northeast. With the status change, the non-profit ISO New England will control the grid's day-to-day operations and have the authority to reroute flows in order to maintain reliability.

Reuters, 24/3/04

USA: CAISO: FERC Can't Link Board Independence To Market Behavior Rules

FERC went too far in ruling that until the California Independent System Operator (CAISO) proves the independence of its governing board, FERC -- and not the CAISO -- will enforce rules of conduct proposed in a CAISO enforcement protocol, the California grid operator asserts in a filing made at the federal agency. FERC last month conditionally accepted a sweeping proposal by CAISO to charge pre-defined penalties for certain "objectively identifiable" behaviours, but also ordered modifications to CAISO's proposed rules for policing California's electricity market. Among other things, the Commission said that CAISO must make a filing at the federal agency establishing its governing board's independence.

NGI Power Market Today, 24/3/04



USA: FERC Judge Rejects KY, VA Roadblocks To AEP Bid To Join PJM

In a closely watched proceeding, a FERC administrative law judge (ALJ) said that American Electric Power (AEP) should be exempt from the requirements of Virginia and Kentucky laws, rules or regulations “to the extent required to consummate” the utility’s timely integration into PJM Interconnection, a regional transmission organization (RTO). “The laws, rules, or regulations of Virginia and Kentucky are preventing AEP from fulfilling both its voluntary commitment in 1999, as part of merger proceedings, to join an RTO, and its application to join an RTO pursuant to the Commission’s Order No. 2000,” FERC ALJ William Cowan said in a 100-page plus initial decision [ER03-262]. The decision responds to an order issued by FERC in November 2003. In that order, FERC said that AEP must “expeditiously fulfil” prior voluntary commitments and hand over control of its transmission facilities to PJM. Significantly, the Commission also said that after considering various alternatives, AEP’s full integration into PJM is the best solution among the options before the federal agency.

NGI’s Power Market Today, 15/3/04

USA: Pennsylvania Utility PPL Plans To Request Higher Electricity Rates

PPL Electric Utilities is preparing to do what no electric utility in Pennsylvania has done for nearly 10 years -- ask for a rate increase. PPL won’t say before the formal application on Monday how much it will seek, only that it will be for the “transmission and distribution” portion of a customer’s bill -- the cost of getting electricity to the customer -- and not for the electricity itself. The state Public Utility Commission normally takes about nine months to decide on requests for major utility rate increases. The rate cap imposed on transmission and distribution by PPL’s restructuring agreement with the PUC in the late 1990s comes off at the end of this year, so any rate increase couldn’t take effect until then. Rates for generating electricity remain capped until the end of 2009.

The Patriot-News, 24/3/04

USA: FERC SPP Order Raising Concerns Over Role Of State Pucs In RTO Membership

FERC’s recent conditional approval of a regional transmission organization (RTO) plan filed by the Southwest Power Pool (SPP) is raising concerns in some quarters -- including the Kansas Corporation Commission (KCC) -- over whether the federal agency is usurping the rights of state regulators to have a say in utility bids to join RTOs. Just last week, American Electric Power (AEP) urged the Federal Energy Regulatory Commission (FERC) to clarify the SPP RTO order to make it clear that state regulators seeking to review AEP’s participation in the SPP RTO will be given an “adequate opportunity” to conduct such reviews.

NGI Power Market Today, 16/3/04

USA: Electricity Deregulation In Massachusetts Sparks Debate

Six years after Massachusetts dissolved the electricity monopolies and opened it to the free market, few residential consumers have any choice about where they buy their power. Lawmakers hoped deregulating the utility industry would boost competition for residential customers, but fewer than 60,000 people in Massachusetts have more than one option when it comes to buying electricity. State Rep. Daniel E. Bosley, D-North Adams, the House chairman of the Government Regulations Committee, hopes to change that this spring when he files a bill to replace the controversial 1997 Electricity Deregulation Act. Currently, nearly all residential power customers pay the “standard offer price” for their electricity, a rate set by the state to save customers from market fluctuations.

The Sun, 8/3/04



USA: ISO-NE Backs Threat Of Removal From Market For Flagrant Violators Of Reliability Rules

Electric reliability standards should become enforceable nationwide with penalties, and an entity with flagrant violations “should be sanctioned or considered eligible for removal from the market,” ISO New England (ISO-NE) said in a recent report completed by the grid operator related to the performance of the New England and Maritimes power systems during the historic blackout of 14 August 2003. The grid operator also said that national and regional reliability criteria should be considered minimum requirements and that operating procedures should be standardized across broader regions. The report, posted to the grid operator’s web site on 1 March, takes an in-depth look at how New England and the Maritimes power systems reacted to the devastating blackout of last summer and offers up a series of recommendations.

NGI Power Market Today, 8/3/04

USA: FERC Reaffirms Interconnect Rule, Clarifies Pricing Policy

The Federal Energy Regulatory Commission (FERC) reaffirmed its July 2003 rule that sets standard procedures and agreements for the interconnection of generators larger than 20 megawatts—a move designed to facilitate development of needed infrastructure for the nation’s electric system. The rule requires the approximately 176 investor-owned public utilities that own, control or operate interstate transmission service to offer non-discriminatory, standardized interconnection service. It amends Order No. 888’s pro forma tariff to help remedy remaining undue discrimination under the open access required by Order No. 888.

RiskCenter.com, 4/3/04

Canada: Ontario Plans to Cut Energy Use by 10%

The Ontario government announced a plan to restrict electricity use by 10 percent within three years by introducing a province-wide price increase. Consumers will now pay 4.7 cents per kilowatt-hour for their first 750 kilowatt-hours of electricity use; the price will then increase to 5.5 cents, effectively increasing household bills by about CN\$10 per month, the Ontario Star reported. The price increase ended an effective government subsidy, since the previous cap, 4.3 cents per kilowatt-hour, was less than the true cost of electricity. The government plans to spend about CN\$17.4 million on modernizing lighting, air conditioning, heating and ventilation systems, anticipating energy savings of CN\$1.7 million per year. Studies have shown Ontario could face a power shortage by 2007.

UPI via COMTEX, 1/4/04

Canada: Ontario Need for Power Investment Said To Be Urgent, Huge

Ontario, Canada’s biggest power market, faces a severe supply crunch over the next decade unless massive new generating capacity is built to make up for rising demand and a shutdown of coal-fired stations in 2007. Most pressing is the need to add generating in the densely populated Toronto area, where a big coal-fired plant is slated to close in 13 months, Ontario’s Independent Electricity Market Operator said in its annual 10-year forecast. Several weeks ago, a report commissioned by the government recommended that publicly owned Ontario Power Generation concentrate its resources on developing nuclear power to avoid electricity shortages.

Reuters, 31/3/04



Mexico: Pemex Will Establish Franchises In Belize

President Fox confirmed that Pemex is about to approve the establishment of gasoline station franchises in Belize.

El Economista, 25/3/04

Mexico: Pemex Authorizes US\$ 900 Million

The director of Pemex refining, Juan Bueno Torio, informed that the government authorized a budget of US\$ 900 million to install security measures to fight illegal subtractions of Pemex's hydrocarbons.

El Economista, 10/3/04

CENTRAL AND SOUTH AMERICAN NEWS

Argentina: Programmed Power Cuts Likely To Start From 29 March

The Argentine government is studying plans to introduce programmed power cuts from 29 March in order to reduce domestic demand of electricity by 6%, or 840 MW. With the price for power generated from gas-fired plants capped at 30 pesos/MWh, gas-fired thermal generators cannot afford to pay what large export-oriented industries pay for their gas supplies. Hence, thermal generators may be forced to reduce their output this winter unless the government does not remove restrictions on power prices. At the same time, Argentina is negotiating with Brazil to import up to 500MW of electricity starting from May in order to avoid an electricity supply crisis in the country. As part of the effort to avoid domestic gas supply shortages for thermal generators during this winter, the government is also planning to cut natural gas exports to Chile and to import gas from Bolivia in May.

Business News Americas, 26/3/04, 25/3/04, 23/3/04, 19/3/04

Argentina: New Gas Distributor Created

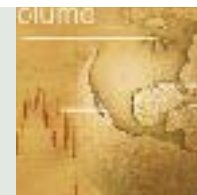
The Buenos Aires provincial government has created a new gas distribution company named Buenos Aires Gas. The ownership structure of the new distribution company is the following: the provincial government has a share of 51% of the total capital, whereas the local public service co-operatives and the municipalities have a share of 39% and 10%, respectively. Buenos Aires Gas has plans to expand the province's natural gas network and to serve ninety municipalities in the province that are currently not served by the private distributor Camuzzi Gas Pampeana. According to the Buenos Aires province governor Felipe Sola, about 196,000 possible customers in the province could save money by using natural gas instead of bottled gas.

Business News Americas, 27/2/04

Bolivia: Referendum Likely To Be Postponed Until June

The national referendum on the controversial Bolivian gas export project is likely to be postponed until June, because of the government's delays in presenting the new hydrocarbons law to the congress. The referendum, promised by President Carlos Mesa in October 2003, has already been postponed once, from March to April. President Mesa intended to submit the new hydrocarbons law to the congress in early February, but delayed his plans since he was trying to reach a consensus with private companies on the controversial new tax on hydrocarbons commercialisation.

Business News Americas, 2/3/04



Brazil: Government Close To Submit Bill On Regulatory Agencies

Brazil's government is likely to submit a bill to Congress in the coming weeks aimed at changing the structure of regulatory agencies. With the new rules, ministries would have more influence over planning and concessions in key sectors such as oil and gas, electricity and telecommunications, whereas regulatory agencies would be left with oversight roles.

Business News Americas, 24/3/04

Brazil: New Electricity Model Approved

On Thursday 11 March 2004, the Brazilian lower house of Congress ratified the two decrees MP 144 and 145 containing new rules for the country's power sector. The Senate approved the two bills earlier this month, rejecting several amendments that some private companies had supported. The first decree MP 144 introduces new guidelines for the electricity sector in Brazil. Under the new rules, there will be separate auctions for the so-called "old" electricity, i.e. power produced by plants whose construction has been amortized, and for "new" power generated by plants built after 2000. The federal power company Eletrobras is expected to resume investing and to take a more important role in the system. Also, power companies will be forced to separate generation, transmission and distribution assets, despite opposition from state-owned companies like Cemig and Copel. The second decree MP 145 creates a new state-owned research company named EPE, which will be in charge of long-term planning in the sector. The main ministerial decrees needed to implement the new electricity model will be put in place by July, according to senator Delcidio Amaral of the ruling Workers' Party (PT).

Reuters News, 11/3/04; Business News America, 8/3/04

ASIA-PACIFIC NEWS

Australia: Regulator Consults On Electricity Transmission

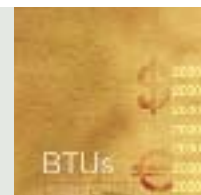
The Australian Competition and Consumer Commission has issued two papers discussing the national framework for investment in electricity transmission. The first paper discusses ways of including competition benefits in the regulatory test for investment, with the aim of facilitating investment in interconnectors between states. The regulatory test is a cost-benefit analysis that lines businesses use to assess the economic efficiency of network investments. The second paper looks at ways to remove investment uncertainty arising out of the risk of regulatory optimisation for inefficient investment, whilst improving incentives for businesses to operate efficiently.

www.accc.gov.au, 22/3/04

Australia: Regulator Defends Gas Access Regime

The Australian Competition and Consumer Commission (ACCC) has released a submission defending the national gas access regime against charges that it deters investment in transmission, and focuses too much on price regulation. The submission was released in response to a 2003 report by the Productivity Commission (the government's independent regulation advisory body), which recommended significant adjustment to the regime, including a higher threshold for coverage and the introduction of a monitoring regime. The ACCC submission relies on a report by consultants ACIL Tasman, which estimates the current regime could stimulate additional gas consumption, and increase Australia's GDP by up to US\$ 834 million by 2014.

www.accc.gov.au, 19/3/04



China: State Grid Assets Attract Interest

China Daily reported that the main Chinese generating companies have expressed interest in bidding for the power plants still owned by the State Grid Corporation. The sale is seen as important for avoiding increases in the corporation's debt burden. The plants are likely to be offered in several tranches to avoid swamping the market and depressing prices. Foreign investors may be allowed to participate, but the leading local companies are expected to be the main contenders in the sale.

Platts Power in Asia, 18/3/04

China: Chinese Legislators Propose Law On Development Of Oil Resources

National People's Congress deputies have suggested there be a separate law devoted to the protection and development of oil resources in order to safeguard energy resources and economic security. The law would be designed to stress the strategic importance of oil resources and ensure protection and development of both onshore and offshore oil resources. This could include the codification of the "oil conservation" slogan.

Xinhua News Agency; 11/3/04

Hong Kong: HK Electric Prices To Rise As 24-Year Earnings Run Ends

Hongkong Electric Holdings will lift electricity tariffs by as much as 11.6 per cent next year. The utility will hike prices in the face of falling returns and soaring fuel costs. The increase in tariffs follows the failure of HK Electric to earn the permitted return on its regulated electricity supply for the first time in 24 years. Under the scheme of control returns are permitted to vary between 13.5 per cent and 15 per cent on the average net value of fixed assets.

South China Morning Post, 6/3/04

Japan: Kansai Plans Price Cut

The Kansai Electric Power Company said it will cut daytime power tariffs for some large energy users by up to a fifth from 1 April. The cut will coincide with the second phase of retail market liberalisation, in which consumers using over 500kW become contestable.

Platts Power in Asia, 18/3/04

New Zealand: Five Electricity Distributors Breach Thresholds

The New Zealand Commerce Commission has identified five distribution businesses in breach of the price path threshold set last June. It will be monitoring the pricing behaviour of the businesses, but will not take further action at this stage. The thresholds are a screening mechanism, which may trigger direct price regulation if breached. They are part of the Commission's development of a new regulatory regime for 28 large electricity distribution businesses and the national transmission company, Transpower. The Commission has also set a new price path and new quality thresholds for the five-year regulatory period beginning April 2004.

www.comcom.govt.nz, 31/3/04



Philippines: Psalm Sets Sale Timetable

The Power Sector Assets and Liabilities Management Corporation (PSALM) is planning to sell 15 state-owned plants between March and June. PSALM is the government agency responsible for privatising the assets of National Power Corporation (Napocor). The winning bidders will not be obliged to run the plant. They can dismantle or transfer the assets, and will not be required to retain the existing employees.

Platts Power in Asia, 18/3/04

Singapore: Choice Of Power Provider

In three to four years, retail market competition in Singapore will be extended to homeowners allowing them to choose between the five existing electricity retailers. The Minister of State for Trade and Industry commented that the market design – currently being considered by the Energy Market Authority - ‘must allow small customers to aggregate demand so that they will achieve economies of scale as well as bargaining clout’.

The Straits Times (Singapore), 15/3/04

Thailand: Thaksin Defers Egat IPO

The initial public offering of a quarter of the equity in the state-owned Electricity Generating Authority of Thailand (Egat) has been postponed indefinitely. Prime Minister Thaksin Shinawatra was forced to delay the offer in the face of strong labour union opposition. Thaksin has indicated he hopes to resume the sale process within two months.

Platts Power in Asia, 18/3/04

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NERA is at the forefront of the continuing transformation of the energy industries worldwide. We have pioneered in developing approaches for introducing competition in segments such as power generation (where competition is workable) and for improving the regulation of sectors (where it is not). We work with companies and governmental bodies worldwide to design competitive power markets and to develop tariffs and rules of access for regulated transmission and distribution systems for electricity and gas and transport of oil and oil products. With industry restructuring, we also help companies develop strategies for exploring new opportunities and minimizing new risks, including issues related to climate change and other environmental initiatives.

We help our clients to develop new regulatory strategies and, when needed, support our clients with analysis and testimony before regulatory commissions, antitrust and competition policy agencies, and domestic and international courts. Our economists help clients to decide which lines of business to pursue; to divest assets no longer consistent with their strategy; to identify and evaluate opportunities for mergers, acquisitions and investment; and to develop bidding, trading, contracting, and marketing strategies and organizations. Our work also includes designing and conducting energy auctions, providing strategy and valuation, advice on mergers and acquisitions, the financing of energy companies, and the financial restructuring of distressed companies.

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