

**strategy&**

Formerly Booz & Company

# *Energetska tranzicija i implikacije na BIH*

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PwC, Strategy & Transformation



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## *Teme za danas*

- **Energetski trendovi i implikacije na restrukturiranje elektroenergetskih kompanija u EU**
- **Ključni faktori uspješnosti restrukturiranja u regiji**
- **Okvirna energetska strategija BIH**

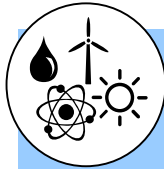


## 2040 Globalni energetska trendovi



Global energy  
growth continues

**+24%**  
by 2040



Energy mix  
evolves

Less oil and coal,  
more gas, nuclear  
and renewables



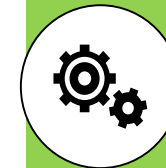
New climate  
change policies

**COP21 (22, 23, ...)**  
Global warming below 2°



Gas leads  
supply growth

**+44%** by 2040  
overtaking coal



Key role of  
technology

**Digitization**  
and smart networks

**Efficiency improvement**

on conventional and renewable  
sources, building, powertrains

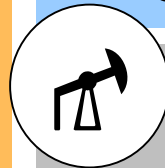
**Innovation**

New nuclear concepts, EVs,  
ssLNG,



China and India  
lead demand growth

**+38%**  
by 2040



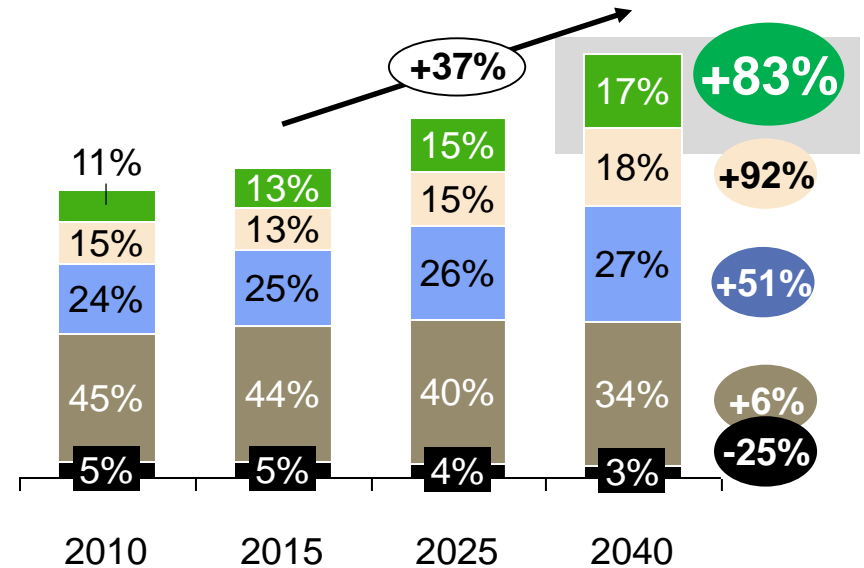
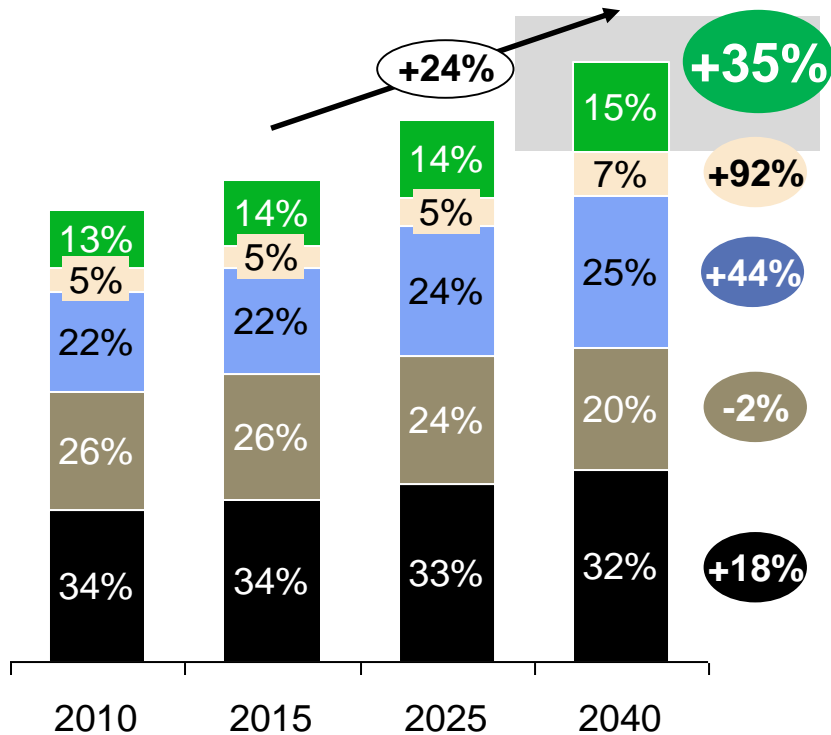
But **oil** remains  
the largest energy source

**+18%** by 2040  
driven by transp/petchem

# *OIE rastu brzo – međutim njihov udio i ukupnom miks i dalje ostaje limitiran*

Global primary demand mix

Global power gen demand mix



Renewables Nuclear Gas Coal Oil



## ***2020 EU energetska trendovi***



**„Buyer’s market”, snažna likvidnost na hubovima**

**Uloga uvoznika ostaje manje relevantna**

**Međuviznost sa Rusijom**



**Rast ponude i likvidnosti LNGa**

(120mtpa overcapacity by 2025)

**Konvergencija cijena na globalnoj razini**



**Light at end of the tunnel**

(smooth increase or new spikes?)

**Cost + capital efficiency**

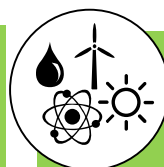
**Effectiveness of OPEC?**

**New US energy policy?**



**Climate change**

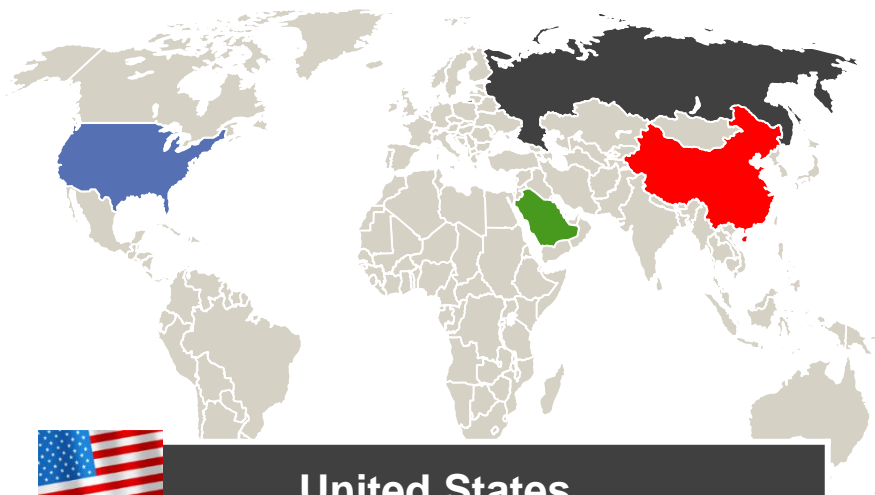
**20-20-20 goals**



**Energy mix**

**Izlazak elektrana na ugljen i NE**

## Vodeće svjetske ekonomije imaju jasne strategije...



### United States

- America First, **self-sufficiency**, support to **national champions**
- Unlock full potential of **shale and natural gas** (USD50tr reserves); support Big Oil (e.g. Keystone and Dakota pipelines)
- **Reduce regulation** (incl. Climate Change?)
- Revamp the conventional power generation (**coal**)



### Russia

- **Maximize revenues** from resources
- Use oil and gas as a **strategic levers** to promote national interests and reaffirm Russia's role as a global powerhouse
- Selectively support **national champions**



### China

- **Secure supplies**, to fuel growth (e.g. aggressive expansion in Africa)
- Reduce dependency from imports
- Support **national champions**



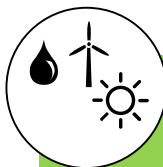
### KSA / UAE

- Leverage energy revenues to **create sustainable economies**: e.g. KSA Vision 2030 Vision and SAIC
- Diversify energy mix: **renewables, nuclear**<sub>5</sub>

## *EU mandat je više fokusiran na regulative nego na sveobuhvatnu EU strategiju*



**40% cut**  
in gas emissions



At least  
**27% share**  
of renewable energy



At least  
**27% saving**  
vs. BAU scenario



**New ETS**  
(Emission trading system)







**New KPI**  
for competitiveness and security  
of energy system



**New  
Governance**  
based on national plans for  
competitive, secure and  
sustainable energy

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## ***Sažetak par ključnih trendova koji utječu na strategije i transformacije sektora i kompanija***

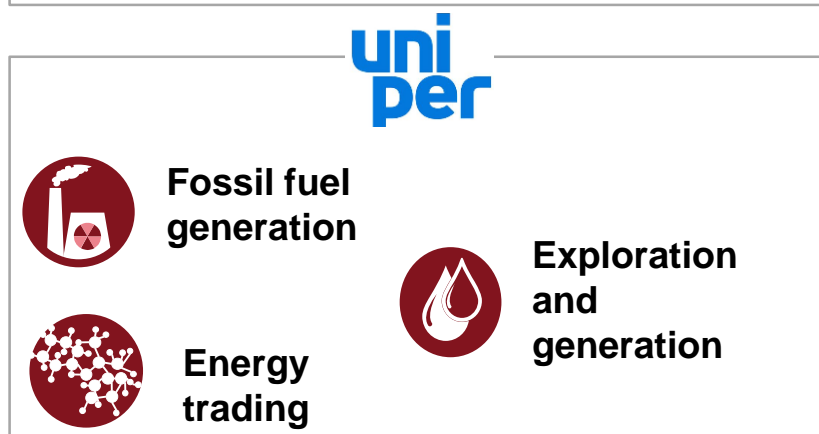
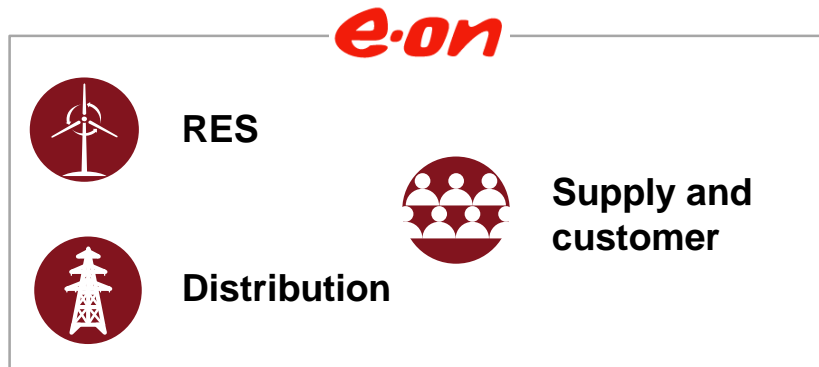
- **Snažan rast OIE** 
- **Dostupnost tehnologije (generation technology, IT systems, etc.)** 
- **Promjena u strukturi prihoda tradicionalnog lanca vrijednosti** 
- **Integracija tržišta** 
- **Sigurnost opskrbe vs. Energetska nezavisnost**



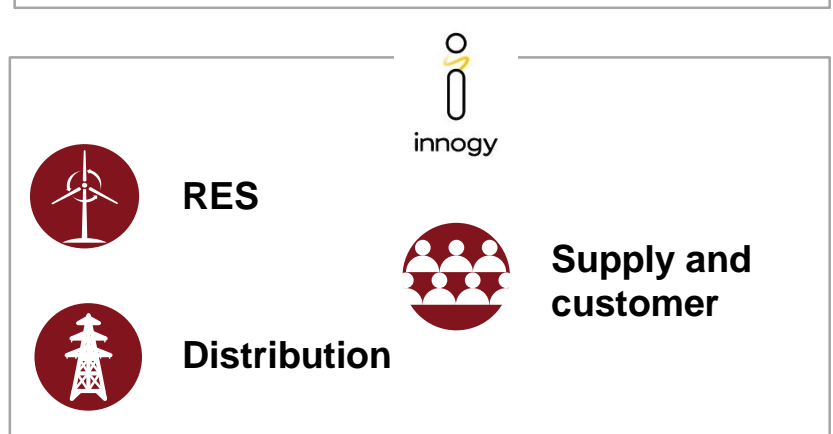
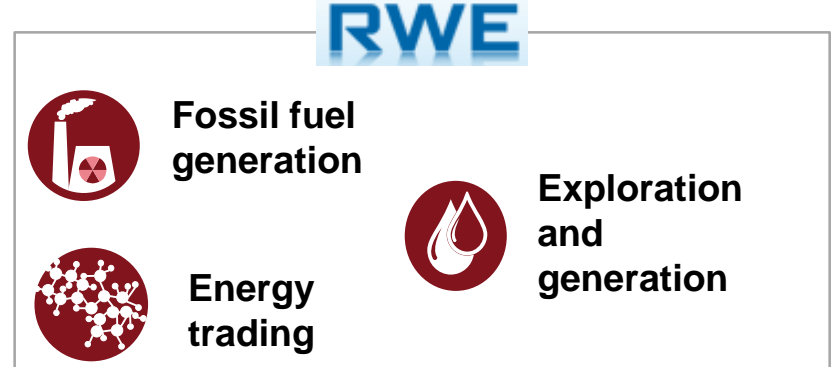
# Radikalne promjene u poslovnim modelima

## Power sector restructuring - Examples

### E.ON - Uniper











### RWE - Innogy



# Vodeće elektroprivrede se aktivno transformiraju

## Power sector transformation - Examples

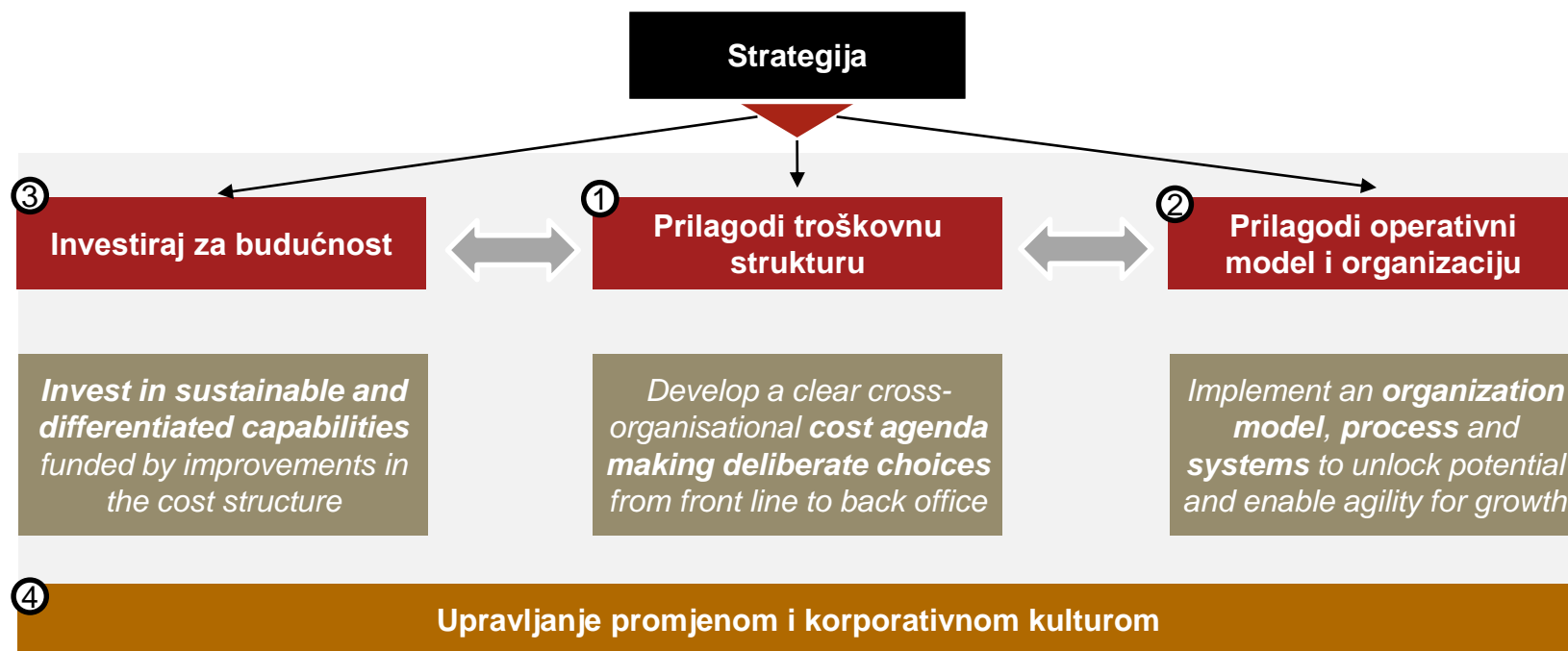
		 <b>e-on</b>	 <b>enel</b>	 <b>EDF</b>	 <b>Dubai / KSA</b>
<b>Power</b>	 <b>Renewables</b>	✓	✓	✓	✓
	 <b>(Smart) Networks</b> (distribution, transmission)	✓	✓	✓	✓ <b>Masdar</b>
	 <b>Digitization and new services</b>	✓	✓ Smart grid, fiber	✓	✓
	 <b>Reduce fossil fuels &amp; nuclear</b>	✓	✓	✓	
		<b>UNIPER</b>			

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## ***Restrukturiranje u regiji – Ključni faktori uspješnosti***

1. Definirati jasne ciljeve i viziju program
2. Početi na vrijeme
3. Osigurati „vertikalnu” podršku procesu
4. Aktivno komunicirati
5. Balansirati troškovne i razvojne mjere
6. Upravljati promjenom i uspostavljati novu korporativnu kulturu
7. Dosljedno pratiti implementaciju do kraja

# Fit for growth – Okvir za transformaciju



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# ***Restrukturiranje u regiji – Ključne poluge***

## **1. Definirati jasnu korporativnu strategiju ili strateške smjernice (tržište, proizvodnja, investicije..)**

## **2. Prilagodba troškovne strukture**

- Uskladiti i prioritizirati investicije sa strategijom, tržišnim okolnostima, regulativom i ostalim obavezama
- Optimirati investicije i održavanje
  - Odmak od klasičnih „nominacija investicija” s malo kriterija („zero based budgeting”)
  - Uvođenje modernih principa „asset management” te naprednih metoda održavanja (CBM, RBM)
- Identifikacija aktivnosti koje ne dodaju vrijednost i njihova minimizacija

## **3. Priprema organizacije za rast**

- Efikasna organizacija sa jasnom ulogom sjedišta i operativnih kompanija
- Uvođenje modernih procesa za O&M (fokus na proizvodnju i mrežne djelatnosti)
- Maknuti fokus sa netemeljnih djelatnosti
- Uvođenje KPI-jeva

## **4. Investiraj za budućnost**

- Realociraj uštede u izgradnju novih kompetencija (prodaja, marketing, trading, itd.)
- Intenziviraj investicije u IT
- Novi proizvodi i usluge
- Pametne investicije u proizvodni portfelj
- M&A

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# *Okvirna energetska strategija BIH*

## **1. Svrha i ciljevi**

- Izrada integrirane Okvirne energetske strategije BIH
- Preduvjet za otključavanje IPA/WBIF fondova za ulaganje u energetiku

## **2. Pristup**

- Izrada entitetskih strategija te Državne strategije
- Strukturiranje ključnih strateških prioriteta po svim segmentima tržišta

## **3. Proces**