Utility M&A:

REALIZING THE VALUE OF THE DEAL

The Opportunity

Utilities increasingly look to mergers and acquisitions to enhance the performance of the combined entity and create opportunities. Benefits of the right transaction may include savings for customers, earnings for investors, diversification/mitigation of risk, improvements in service, safety and reliability, enhanced career opportunities, benefits to the local community, and advancements in regulatory policies.

The Risks

As utility mergers have increased so have their stakeholder and regulatory scrutiny. Recent mergers have seen active interventions by a broad array of parties ranging from the traditional consumer advocates to other utilities, local communities, environmental groups and participants in various segments of the energy industry. Far reaching merger approval conditions can be sought by interveners reflective of their individual interests. Unnecessarily contentious proceedings and conditions can diminish the value of the deal and have negative implications for years to come.



The Process



Before:

- Financial analysis and assessment of merger benefits (e.g., financial, rate, service, safety, reliability, economic activity)
- Regulatory due diligence and plans
- Assessment of stakeholder interests



During:

- Regulatory approvals and expert testimony including regulatory policy, merger benefits, ratemaking and merger commitments
- Day "1" and merger integration planning
- Stakeholder communications



After:

- Merger integration planning and execution
- Monitoring and reporting merger results consistent with merger commitments and conditions
- Rate case and regulatory proceeding support



The Solution

Expert insight, analysis and stakeholder awareness is necessary before, during and after a deal is announced. Concentric customizes its support to partner with you to meet your unique needs for the specific transaction.

The Results

Our team has advised numerous clients on M&A issues including:

Current

NextEra Energy acquisition of Hawaiian Electric Industries; Lead Policy Witness

2015

WEC Energy Group acquisition of Integrys Energy Group; Lead Policy Witness

2015

Verso Bucksport Natural Gas and Biomass Generation; Sell-side Advisor

2014

Caisse de depot et placement du Quebec acquisition of IPALCO Enterprises; Regulatory Advisor and Due Diligence

2014

Macquarie acquisition of Cleco Corp.; Regulatory Advisor and Due Diligence

Learn More

ceadvisors.com/financial-advisory/ 508.263.6236



Concentric Energy Advisors' team has advised

Numerous clients on M&A issues including:

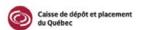


Hawaiian Electric Industries

\$2,600,000,000

Lead Policy Witness

December 2014



IPALCO Enterprises

\$244,000,000

Regulatory Advisor & Due Diligence

October 2007



Point Beach Nuclear Power Plant

\$924,000,000

Manager & Sell-Side Advisor

September 2006



Keystone & Conemaugh Stations

\$173,100,000

Manager & Sell-Side Advisor

June 2015



Integrys Energy Group, Inc.

\$5,800,000,000

Lead Policy Witness

October 2014



Cleco Corp.

\$3,300,000,000

Regulatory Advisor & Due Diligence

April 2007



Palisades Nuclear Power Plant

\$380,000,000

Manager & Sell-Side Advisor

January 2006



Duane Arnold Energy Center

\$373,000,000

Manager & Sell-Side Advisor January 2015



Verso Bucksport Natural Gas & Biomass Generation

\$58,000,000

Sell-Side Advisor

February 2009



Puget Sound Energy

\$7,400,000,000

Regulatory Advisor & Due Diligence Manager

January 2007



B.L. England Generating Station

\$12,200,000

Manager & Sell-Side Advisor

September 2006

BayCorp Holdings, Ltd.

Benton Falls Hydro Project

Confidential Terms

Manager & Sell-Side Advisor



Concentric Energy Advisors' team has advised

Numerous clients on M&A issues including:

December 2005



Masspower

Confidential Terms

Manager & Sell-Side Advisor

July 2004



PPA Entitlements

\$1,450,000,000

Financial Advisor

November 2001



Nine Mile Point

\$675,000,000

Co-Manager & Exclusive Sell-Side Advisor

June 2001



Fossil Plant Portfolio

\$643,000,000

Manager & Sell-Side Advisor December 2004



Dominion Cleveland Thermal

Confidential Terms

Manager & Sell-Side Advisor

June 2004



R.E. Ginna Nuclear Power Plant

\$429,000,000

Financial Advisor

October 2001



Peach Bottom, Salem & Hope Creek Nuclear Ownership Interests

\$11,300,000

Manager & Sell-Side Advisor

June 2001

City of Denton

Natural Gas & Hydroelectric Generation

Confidential Terms

Manager & Sell-Side Advisor July 2004



TECON Water Company, L.P.

\$63,000,000

Manager & Sell-Side Advisor

May 2002



Beaver Falls, Niagara Falls & Solvay Generating Stations

\$61,000,000

Exclusive Auction Manager

October 2001



Niagara Mohawk Energy Marketing

Confidential Terms

Manager & Sell-Side Advisor

January 2001



All Generation

\$948,000,000

Manager & Sell-Side Advisor



Concentric Energy Advisors' team has advised

Numerous clients on M&A issues including:

January 2001



Conemaugh Station & Other Generation

\$2,650,000,000

Sell-Side Advisor

March 1999

GPU Inc.



Homer City Station

\$1,800,000,000

Due Diligence Manager & Sell-Side Advisor

September 1998



All Generation

\$89,000,000

Manager & Sell-Side Advisor

August 2000

GPU Inc.



Oyster Creek

\$10,000,000

Sell-Side Advisor

November 1998

GPU Inc.



Non-Nuclear Generation

\$1,720,000,000

Co-Manager & Sell-Side Advisor

December 1997



Non-Nuclear Generation

\$657,000,000

Manager & Sell-Side Advisor

July 1999



Pilgrim Nuclear Plant

\$81,000,000

Manager & Sell-Side Advisor

September 1998



All Generation

\$57,400,000

Manager & Sell-Side Advisor

