



**energy supply association of australia**

**annual review 2009–2010**

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## **esaa Mission Statement**

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The Energy Supply Association of Australia (esaa) is a CEO-led industry body representing Australia's stationary energy sector, an industry with more than \$120 billion in generation, transmission and distribution assets. esaa members include government owned corporations and private companies who retail, generate or supply electricity and natural gas to consumers in Australia.

esaa is fuel and technology neutral and member businesses have investments across the full range of available renewable and fossil fuel generation technologies.

As the peak representative organisation of the electricity and downstream gas industry in Australia, esaa seeks to positively influence government policy decisions to ensure that Australia enjoys the benefits of a safe, secure, reliable, sustainable and competitively priced electricity and natural gas supply.

## **esaa Strategic Policy Objectives**

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To ensure Australia enjoys the full benefits of energy market reform, esaa policy and advocacy focuses on achieving:

- 1 Open, competitive energy markets that are nationally consistent and free from distortions as the cornerstone of Australia's stationary energy supply system.
- 2 Economically efficient, incentive-based regulation of the monopoly parts of the system to facilitate competitive market outcomes, timely investments and reliable energy supply.
- 3 A reliable and sustainable energy supply system, where greenhouse gas emissions reductions are achieved at least-cost through rational policy settings and measures that are national, long term and complementary to competitive market arrangements.
- 4 Nationally consistent and transparent market and regulatory settings that promote the efficient growth and development of the energy supply industry.

esaa has a neutral position on electricity generating fuels and technologies, and its member businesses have investments across the full range of commercially available fossil fuel and renewable generation sources.

## esaa Profile

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The Energy Supply Association of Australia (esaa) is the peak national industry body representing the policy views of the downstream natural gas sector and from across the full electricity supply chain in Australia.

esaa is governed by a Board of Directors elected from the Chief Executives of the member businesses. The policies and views of the Association are determined by member Chief Executives at twice-yearly meetings known as CEO Forums.

Through its staff and Chairman of the Board, the Association engages with Federal, State and Territory governments on the member-determined strategic policy issues that directly impact on the ability of the industry to deliver competitively-priced electricity and natural gas in a safe, secure, reliable and sustainable manner.

esaa staff are experienced in energy market and environment policy analysis, government advocacy and communication. The team is involved in a wide range of issues including greenhouse gas emissions abatement policy, competitive energy market design and operation, efficient economic regulatory frameworks and taxation policy initiatives specific to the energy industry.

esaa's policy development function also includes a particular focus on strategic and international policy, providing strategic analysis on international policy settings relating to energy market, climate change and fuel security issues and how they impact domestic policy developments.

In support of its policy development and advocacy activities for the energy supply sector, esaa maintains a comprehensive range of data on the stationary energy industry in Australia.

esaa produces a range of regular member-oriented communications including newsletters, member bulletins and an annual statistical publication, *Electricity Gas Australia*. The Association promotes its policies and activities through professional communication and advocacy activities, including a proactive media relations program and a series of member policy briefing sessions conducted twice yearly at metropolitan venues around Australia.

## esaa Chairman's review

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Over the past 12 months, esaa has again played a key role in the climate change debate, and while the pivotal question of an emissions trading scheme remains unresolved, the passage of the Renewable Energy Target legislation in June 2010 has provided greater certainty for renewable energy development.

The twists and turns of Australia's emissions reduction policy and politics are well known and don't require repeating here.

Investment remains modest in the generation sector, and I expect this will continue until the government lifts the "regulatory cloud" from the sector, and investor confidence improves. By the same token, rushed and capital-destroying energy policies will not assist the transition to lower emissions energy supplies either.

The March 2010 CEO Forum, which was addressed by Federal Energy Minister Martin Ferguson and Shadow Energy Minister Ian Macfarlane, resolved to advocate for bipartisan agreement on climate change policy to help insulate against changes in government.

The lack of a national greenhouse policy is also affecting the policy directions being taken by State and Territory governments. At present, these jurisdictions are in the various stages of developing new, often overlapping and inconsistent, greenhouse policies to fill the vacuum, with the latest being the Victorian Government's Climate Change White Paper.

It is possible to design good policy which enables a smooth transition to reduce emissions, provide affordable energy, preserve stakeholder value and maintain reliability of supply. These aims need to be the objective of all Parliaments, together with industry and the community.

In summary, the challenge remains for Governments to listen and work with business to find the constructive policy path that can ultimately deliver the positive long-term environmental and economic outcomes Australia needs.

**Tony Concannon**  
esaa Chairman

## esaa Chief Executive Officer's review

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esaa has strengthened its position as a leading voice in the greenhouse policy debate over the past 12 months. However, the lack of an enduring greenhouse policy continues to affect the sector's ability to transition to a lower emissions future.

2009-10 also provided a raft of challenges for Australia's energy supply sector beyond greenhouse policy, including the need to finalise outstanding market reforms such as retail price regulation and the National Energy Customer Framework.

Counterpart to the need to address these challenges is the need to engage with the Australian community on the possibilities of a positive and low emissions future – and how the energy supply sector can play a critical role in that future, if it is supported with appropriate greenhouse policies and an efficient energy market framework.

The policy challenge remains for the energy supply industry to further engage with the community about the opportunities for a future energy supply system and to play an educative role to engender support for stable and efficient policies, because it is hard to imagine a single aspect of modern life that has not been transformed by electric power.

To that end, 2009-10 – perhaps more so than in past years – has seen esaa engage more widely beyond its traditional audience to include a bigger focus on strategic media communication, and to better position itself as a thought leader on a future vision for the sector.

Over the year, esaa opinion pieces advocating for sensible policy outcomes on greenhouse policy and retail price deregulation as part of a proactive approach were published across diverse outlets in the mainstream and specialist business print media.

At the same time, esaa has completed significant project work in the past year to imagine a possible electric future, publishing a whole-of-sector study on the Western Australian energy market and contributing to an international report alongside its counterpart organisations in US, Canada, Europe and Japan on what a future energy supply system can provide.

esaa also collaborated with the International Energy Agency, providing energy generation data for the 2010 edition of the *Projected Costs of Generating Electricity* publication. The report found that the outlook for generation investment is becoming more uncertain, with increasing financing and fuel cost risks as well as greenhouse policy uncertainty, and concluded that effective government policies still have an important role to play.

Closer to home, the most recent edition of esaa's *Electricity Gas Australia* showed ongoing rises in residential electricity demand which, while at odds with stable growth in industrial demand, reflects the community's continuing demand for energy to support the modern lifestyle.

Successful CEO Forums in 2009-10 in Adelaide and Brisbane again provided the foundation for esaa's policy positions on a long-term future for the sector, while also further developing the sector's contemporary position on greenhouse policy in light of the rapidly-changing political and policy landscape.

esaa worked throughout the year to prosecute the policy positions emanating from the CEO Forums, engaging with political decision makers on both sides. On the outstanding issue of retail price regulation, an alternative approach has been agreed by the esaa membership and work is well advanced on this project.

Energy efficiency and feed-in tariff policies are further areas that esaa is monitoring. The Association is continuing its work to promote a national approach to energy efficiency to complement a national emissions trading scheme, and is providing encouragement to governments which only adopt schemes that reflect Council of Australian Governments guidelines on feed-in tariffs – however a majority of governments persist in ignoring COAG's principles.

The passage of the Renewable Energy Target legislation in June 2010 was one positive development, providing a tangible path for renewable energy investments. esaa, through its policy development and advocacy efforts, supported the passage of the Bill with appropriate amendments.

After several years of advocacy effort, the provision of eligibility for geothermal energy exploration costs under the Resource Exploration Rebate as part of the Resource Super Profits Tax package was a pleasing outcome. However the subsequent removal of the rebate following changes in the policy to implement a Minerals Resource Rent Tax has again cast the issue in doubt.

Further improvements to the sustainability of the energy supply industry have been demonstrated, with the inaugural winners of the Industry Innovation Award announced this year as part of the new Sustainable Practice Framework. The framework is now more consistent with best practice reporting standards and provides the opportunity for more members to participate than was the case with the previous Sustainability Framework.

esaa's series of member-oriented activities were again completed with positive audience feedback, improved attendances and an expanded program that included additional sessions in Hobart and Adelaide.

Similarly, the Tax Managers' meeting program in Adelaide and Brisbane proved popular with members, while the re-establishment and expansion of the Accounting and Finance Network in December last year will again provide a forum for member businesses to liaise on industry accounting and finance issues and seek clarity on policy questions from relevant parties.

In late 2009, the esaa Secretariat commenced work on developing a new website for the Association, with the new site to feature a secure member-only area, improved content and navigation and a searchable database of government reviews. Development of the site is well on track and is expected to be launched in mid-2010.

Looking ahead, it seems clear that the next challenge is to get the Australian community on side for a sensible and long-lived approach to greenhouse policy. It is a public education challenge to promote the idea that a healthy energy supply sector will be the best support for a low emissions energy supply system.

To begin the journey to a low emissions system, the energy industry must first engage with the community and play a proactive role in educating Australians to the fact that the energy supply industry needs the right policy settings to make the transition happen. If we are to achieve bipartisan agreement on an enduring carbon policy, the community will need to first understand the benefits the energy supply industry can provide.

**Brad Page**

esaa Chief Executive Officer

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## The energy industry: facts in brief\*

- As at 30 June 2010 esaa represented 42 Full Members, two New Zealand-based Affiliate Members, and 90 Associate Members.
- esaa Full Member businesses have some \$121 billion in assets and infrastructure investment, according to the Australian Bureau of Statistics.
- In 2008-09, the electricity and downstream natural gas supply industry contributed 1.6 per cent of Australia's Gross Domestic Product of \$1,197 billion.
- Australia's energy supply sector, including the electricity supply and downstream natural gas industries, employed about 58,000 people at 30 June 2009.

## Electricity

- Australia's electricity supply industry contribution to GDP in 2008-09 was \$17.2 billion or 1.4 per cent – an increase of 7.2 per cent.
- The sector's total assets amount to almost \$109 billion.
- In 2008-09, installed capacity comprised 50,815 MW in grid-connected capacity and a further 5,168 MW in embedded and non-grid capacity.
- At 31 December 2009, the total renewable generation capacity was 9,567 MW<sup>1</sup>.
- Total greenhouse gas emissions were 202 mtCO<sub>2-e</sub> in the 2009 inventory year.
- Electricity transmission and distribution comprised more than 894,440 circuit kilometres.
- There are more than 10.01 million electricity connections throughout the country.
- Average electricity supply reliability in 2008-09:
  - The average time each customer was without supply in the year was 262.21 minutes.
  - The number of interruptions per customer was 2.30.
  - The average number of minutes per interruption was 114.15.
- Total principal electricity generation in 2008-09 was 229,760 GWh, comprising 56.3 per cent from black coal, 24.8 per cent from brown coal, 12.2 per cent from natural gas, 5.0 per cent from hydro, 1.5 per cent from wind and 0.2 per cent from oil and other fuels.

- Total electricity consumption was 237,278 GWh, comprising by sector:
  - Residential – 27.7 per cent
  - Commercial – 22.8 per cent
  - Metals – 18.3 per cent
  - Aluminium smelting – 11.0 per cent
  - Mining – 9.4 per cent
  - Manufacturing – 9.1 per cent
  - Transport and storage – 1.0 per cent
  - Agriculture – 0.8 per cent.

## Natural gas

- Australia's natural gas supply industry contribution to GDP in 2008-09 was \$1.9 billion or 0.2 per cent – an increase of 1.7 per cent.
- The sector's total assets amounted to more than \$12 billion.
- Australia has a total of 173,000 PJ of proved, probable and contingent natural gas reserves as at June 2009, including approximately 60,000 PJ of proved and probable gas reserves.
- Total natural gas production in Australia in 2008-09 was 1,710 PJ.
- In 2008-09, the total natural gas transmission and distribution pipeline length was approximately 111,000 kilometres. A further 527 kilometres of pipeline has been commissioned since June 2009 and more than 2,900 kilometres of new pipeline infrastructure is under development.
- At 30 June 2009, there were more than 4.145 million natural gas connections throughout the country.
- In 2008-09, there was an average of 0.05 unplanned outages per 1,000 customers.
- In 2008-09, primary natural gas consumption was 1,161 PJ comprising:
  - Electricity generation – 36.2 per cent
  - Manufacturing – 32.5 per cent
  - Mining – 13.6 per cent
  - Residential – 11.1 per cent
  - Commercial – 3.6 per cent
  - Transport and storage – 3.0 per cent
  - Agriculture – < 0.05 per cent.

*\* Unless otherwise stated, all references are from the Energy Supply Association of Australia, Electricity Gas Australia 2010, June 2010.*

*1. Department of Climate Change and Energy Efficiency, Australian National Greenhouse Accounts, May 2010.*

## esaa activities: 2009-10

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### CEO Forums

Twice each year, the Chief Executives of esaa's member businesses meet to consider the strategic policy positions of the Association and to agree the forward work program. In 2009-10, CEO Forums were held in October 2009 in Adelaide and in March 2010 in Brisbane.

The 2009-10 CEO Forums focused strongly on the development of the Horizon 2030 project work, comprising a set of long-term, strategic policy objectives that articulate and support the stationary energy sector's priorities out to 2030. esaa's greenhouse policy position was also an ongoing and important topic in light of the lack of political agreement on the implementation of a carbon price.

The program agenda for the October 2009 CEO Forum was largely devoted to the development of a strategic approach to Horizon 2030 objectives through CEO member-led workshop sessions. The discussion groups focused on defining the key work streams, identifying where targeted research, modelling and/or analysis was required to describe the range of credible scenarios for stationary energy sector development and the projects that needs to be commissioned as a result, and establishing appropriate policy committees to oversight the work. Following Forum discussion, four new policy committees, comprising Greenhouse, Efficient Energy Markets, Network Development and Strategic Issues, were agreed.

To inform the sessions, Dr Ric Simes of Access Economics and esaa CEO Brad Page respectively presented on the long-term economic outlook and transitional challenges for the energy supply sector, and an outline of the political and policy risks and opportunities for the stationary energy sector.

The March 2010 CEO Forum further consolidated the discussion outcomes of the October 2009 CEO Forum, settling the objectives and approach for the Horizon 2030 process to deliver a long-term, strategic set of policy objectives for the energy supply sector. The strategic policy projects discussed and agreed included retail price regulation, smart grids, major energy infrastructure, a gas qualitative study and surveys on capital markets – updating the survey completed in 2008-09 – and the skilled labour force.

Laurent Schmitt, Vice-President of Strategy and Innovation at Alstom Power, made a wide-ranging presentation ahead of more detailed consideration of smart grids as part of the strategic policy development process.

Again reflecting the strong standing esaa enjoys within the political sphere, Federal Minister for Resources and Energy, the Hon Martin Ferguson AM MP, and Shadow Minister for Infrastructure and Water, the Hon Ian Macfarlane – representing Senator the Hon Nick Minchin, Shadow Minister for Resources and Energy – addressed the Forum. Each provided a political perspective and special insights on the government and opposition policies relevant to the stationary energy sector.

In light of the significant changes to the political landscape over the 2009-10 period, esaa's greenhouse policy position was revisited and reviewed. The various approaches to implementing a carbon price, together with the effects of the Renewable Energy Target and feed-in tariffs on carbon policy, were considered by members. CEOs determined that there is a need for bipartisan agreement on greenhouse policy to underpin a stable and enduring greenhouse policy.

## Policy development

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esaa continued its strong, well-informed policy advocacy program throughout the year, with high-level input from member businesses via the four policy committees and the analytical and policy expertise of esaa staff.

esaa made submissions to a broad range of energy market reform and greenhouse policy program activities and participated in a parliamentary inquiry, on amendments to Renewable Energy Target legislation. This advocacy activity was supported by esaa's well-established relationships with governments and government agencies.

Key research activities in 2009-10 included the *Western Australian Energy Market Study* and esaa's collaboration, with its international counterpart associations, on the *Roadmap for a Low Carbon Power Sector by 2050*.

The *Western Australian Energy Market Study* took a long-term and whole-of-supply-chain perspective of the energy market in WA, articulating the efficient energy market principles to guide the development of an ideal structure for Western Australia's energy market and recommending the reforms to promote the achievement of efficient outcomes in the State's energy market over the short, medium and longer terms.

The *Roadmap* examined the present structure of the stationary energy sector in Australia, Canada, the European Union, Japan and the United States and the technologies and policies required to deliver a low carbon future by mid-century. The report highlighted the industry leaders' belief that electricity can be the solution to climate change, arguing that new technology, with an adequate transition period, can accommodate the objective of stabilising carbon emissions from all sources and that an aggressive application of technology can achieve carbon emissions reductions of 60 to 80 per cent by 2050.

esaa has maintained an active role in international policy development through its keynote and panel speaking contributions to conference programs in Australia and abroad.

## Research activities

### ***Capital markets survey***

The release of the Global Financial Crisis survey in April 2009 attracted considerable media and stakeholder interest. The October 2009 CEO Forum agreed that a subsequent comprehensive survey of the energy supply sector would provide further valuable insights into the financing requirements of the industry that could inform

issues relating to capital and future investment. An updated capital markets survey was completed in June 2010.

The survey concluded that capital expenditure plans on new and existing generation assets over the coming five years has fallen by almost \$10 billion to \$8.2 billion compared to the estimated \$18 billion expected in the 2009 survey. Over the entire stationary energy sector, the capital requirement for the next five years was recorded at a slightly lower level than reported in 2009, but with a markedly different split concentrated on energy networks at the expense of generation.

### ***International Energy Agency collaboration***

Throughout the latter half of 2009 esaa worked with its membership and secretariat to finalise generation figures for the 2010 edition of the joint International Energy Agency-Nuclear Energy Agency publication *Projected Costs of Generating Electricity* publication. Cost estimates for a range of thermal and renewable technologies were provided and the publication was launched in March 2010. The report found that the outlook for generation investment was increasingly becoming more uncertain, with increasing financing and fuel cost risks as well as greenhouse policy uncertainty. It concluded that effective government policies still had an important role to play in assisting to manage such risks.

## **Greenhouse and renewable energy policy**

### ***Carbon Pollution Reduction Scheme***

Following a Carbon Pollution Reduction Scheme policy development process comprising a Green Paper, Treasury economic modelling, White Paper and exposure draft legislation, revised CPRS legislation introduced by the Federal Government was rejected by the Senate on 13 August 2009. An amended CPRS bill introduced into Parliament on 22 October 2009 was similarly voted down in the Senate on 2 December 2009.

Following the failure to secure a binding climate change agreement at the UN Framework Convention on Climate Change negotiations in Copenhagen, the CPRS legislation was reintroduced into Parliament for a third – and final – time on 2 February 2010. While passing the House of Representatives, it was not reintroduced to the Senate.

On 27 April 2010, then-Prime Minister Kevin Rudd announced the government would again delay the implementation of the CPRS until after the end of the current commitment period of the Kyoto Protocol, which concludes at the end of 2012.

Throughout this policy development and legislative period, esaa continued to advocate for resolution on its four critical CPRS design issues relating to the transitional arrangements around permit auctioning, Scheme caps and gateways, working capital requirements and retail price regulation. The Association's work in this area also focused on the detailed arrangements relating to taxation treatment and the timing of settlement for permits won at auction, which included discussions and correspondence with the Federal Government and Treasury and Department of Climate Change officials and esaa member companies.

esaa's position remains that in order to provide industry with the certainty it requires to invest the \$100 billion required in energy infrastructure over the next decade, bipartisan support for a long-term carbon price signal through an economy-wide emissions trading scheme should be sought.

### ***Enhanced Renewable Energy Target***

The expanded 20 per cent by 2020 National Renewable Energy Target was passed in August 2009. However, the RET was subject to further amendment in February 2010, driven by a collapse in the spot price of Renewable Energy Certificates, primarily from excessive supply from small-scale generating units. The Federal Government announced the Scheme would be split from 1 January 2011 into a Small-scale Renewable Energy Scheme and Large-scale Renewable Energy Target. Following a period of consultation in which esaa was actively involved, the legislation was passed on 24 June 2010 with numerous amendments.

Changes to the RET included provisions that provide greater certainty for investors in large-scale renewable energy generation projects by allowing a temporary increase in the large-scale target to offset the potential impact of very high numbers of RECs being created from small-scale renewable sources prior to the SRES commencement. The final legislation also provided for periodic reviews of the legislation and ministerial and regulatory discretion to amend key elements of the SRES to manage any impacts related to excessive future demand.

In May 2010, the Association made a submission to the Senate Environment, Communications and the Arts Committee on the RET amendments bills and esaa Chief Executive Officer Brad Page attended a committee hearing in June 2010.

esaa urged Senators to safeguard investor confidence in the stationary energy sector and minimise the regulatory burden and regulatory uncertainty faced by liable entities under the RET. While esaa declared its support for the LRET, it expressed concerns about the prospect of uncapped liabilities under the SRES, urging Senators to cap the scheme and noting its considerable administrative and delivery complexity due to the government's reluctance to take fiscal responsibility for its own policy initiatives by funding small-scale technologies on-budget. esaa also met with Commonwealth officials to discuss the proposed amendments and its effect on the energy supply industry.

### ***State and Territory greenhouse policy***

Throughout 2009-10, esaa was an active contributor to numerous State and Territory government greenhouse policy developments, much of which has progressed in response to the lack of greenhouse policy certainty at Federal Government level.

Key themes in esaa's greenhouse policy advocacy activities at state level in 2009-10 included energy development planning and tenure arrangements, energy efficiency policy and the ongoing popularity of feed-in tariffs as a mechanism to increase residential renewable energy. For esaa, an overarching theme continues to be the importance of establishing at federal level an enduring greenhouse policy inclusive of a carbon price in some form to neutralise the political impetus for state-specific

greenhouse responses, which has resulted in a patchwork of overlapping and cumbersome policies operating across jurisdictions.

The Association's work continues to emphasise the principle that any climate change measures beyond an ETS must be demonstrably complementary and result in cost beneficial outcomes.

Proposed new energy efficiency measures and programs continued in 2009-10. While noting that there are four important non-price barriers to the uptake of energy efficient practices, to achieve the most efficient, national response to the challenge of improving energy efficiency, esaa continues to advocate for the establishment of a single, national organisation – Energy Efficiency Australia – to be solely responsible for developing policy advice for all governments and administering national energy efficiency measures that complement a national ETS.

esaa's October 2009 submission to the Victorian Government's Climate Change Green Paper was supportive of the government's approach to climate change, which acknowledged the central role of a national emissions trading scheme in facilitating the reduction of greenhouse gas emissions at least cost to the economy. esaa welcomed the government's commitment to implement a coherent, streamlined and efficient set of measures to complement the operation of a national ETS, but noted there was further scope to remove a number of non-complementary policy measures, including feed-in tariffs for distributed generation and energy efficiency targets, which it argued do not appropriately target the market failures associated with the uptake of energy efficiency.

esaa also agreed that a binding emissions reduction target legislated by the Victorian Government would distort the efficient operation of a national scheme and increase the aggregate cost of meeting national emission reduction targets, and encouraged the Victorian Government's efforts in streamlining environmental reporting requirements and in providing appropriate research, development and deployment funding for a range of new low emissions technologies and energy sources that avoided 'picking winners'.

In May 2010, esaa offered its support to the Victorian Government's efforts to provide better structure and greater certainty to the approval processes and tenure arrangements for the State's fledgling marine energy industry. In responding to the Victorian Government's Marine Energy Policy discussion paper, esaa noted that the marine energy policy will likely be impacted by current and future reforms affecting energy infrastructure development approval processes, including the Victorian Government's Climate Change White Paper. esaa considered that existing legislation could provide a practical and achievable avenue through which to implement marine energy tenure arrangements in the near term, but that the proposed framework for tenure arrangements should be clarified, reassessed and made consistent with existing acreage management regimes. esaa encouraged the government to continue pursuing investigations into cross-jurisdictional arrangements to remove any overlap of approval processes and provide consistency in tenure arrangements.

In February 2010, esaa made a submission on the Australian Capital Territory Government's proposal to expand its feed-in tariff scheme to larger-scale renewable energy installations, echoing its 2008 opposition to the ACT's original policy promoting an ACT FiT scheme. esaa again cautioned the government against introducing a FiT scheme on the basis that it strayed from commitments agreed by the Council of Australian Governments, was likely to result in a significant cost imposition on ACT electricity consumers and would not promote cost-effective abatement. Instead, the Association urged the ACT Government to sunset its scheme via a downward transition in the premium rate and move funding for outstanding contractual obligations to on-budget commitments.

esaa also responded to the ACT Government paper on the *ACT's Draft Sustainable Energy Policy 2010-2020*, highlighting the need for true retail electricity cost reflectivity, together with an appropriate carbon price, as the best way to drive improvements in energy efficiency. The Association argued that imposing further requirements on energy companies to identify and provide energy efficiency products and services to consumers would only increase the costs of reducing emissions and could only be justified in the case of market failure.

Instead, esaa contended that the ACT Government can best support the market in energy efficiency products and services – including smart meters – by ensuring appropriate price signals by both deregulating retail prices and introducing a mechanism to incorporate carbon costs into the energy cost base. A further point of policy that esaa advocated against was a proposal to mandate the provision of additional volumes of GreenPower to energy customers in the ACT, on the basis that it operated contrary to market-based principles.

In Western Australia, esaa advocated against the implementation of a premium feed-in tariff – which the Western Australian Government had proposed as a net feed-in tariff design. esaa's contribution to the WA Government's discussion paper in November 2009 urged that the scheme, if it must proceed outside budget, be as efficient as possible and consistent with the Council of Australian Government's National Principles for Feed-in Tariff Schemes agreed in November 2008.

esaa undertook a research project of the experience of a number of energy infrastructure network and generation projects in obtaining development and planning approvals from across various Australian jurisdictions. The results of the study were presented to esaa members at the March 2010 CEO Forum and were used to inform esaa's submission in April 2010 to the Environmental and Natural Resources Committee Inquiry into the environmental effects statement process in Victoria.

esaa offered its full support and endorsement of findings from a previous inquiry into the approvals process for renewable energy projects in Victoria but highlighted its members' view that obtaining development approval in Victoria was more challenging and complex than in other jurisdictions and could lead to significant delays, particularly for wind farm developments. The Association said that developing more effective and efficient approvals processes remains of significant importance to the energy sector as it faces a substantial development challenge over the coming

decade to reconfigure the existing energy supply industry to meet national emissions reduction targets.

### **Retail price regulation**

The persistent regulation of retail energy prices by all States and Territories, with the notable exception of Victoria, remains an ongoing concern for esaa.

esaa has continued its efforts in advocating for the removal of retail price regulation, having held further discussions with key decision makers on retail price regulation and provided commentary on the topic in various submissions. Its chief argument is that the most appropriate way to address the risk of non-cost reflective tariffs is to completely remove the regulated retail price for electricity. Price deregulation allows the market to find the most appropriate pricing structures and encourages competition in the development of alternative products and levels of service.

On the question of access to energy, esaa continues to argue that the protection of vulnerable customers and the price of electricity should be separated as two distinct issues. Prices should reflect competitive market forces without the distortion of price regulation, while assistance for the more vulnerable members of the community to access energy should be provided through transparent, purposely-designed, budget-funded measures.

In 2010, esaa stepped up its program of strategic public communications, including through the media. For example, continuing political claims in Queensland – where the State's economic regulator announced on 28 May 2010 a price increase of 13.29 per cent for the 2010-11 period – that retail energy prices can be sustainably suppressed were dispelled by an esaa opinion article published in the *Courier Mail* on 31 May 2010. This was preceded by an editorial on 29 May 2010 following the Queensland Competition Authority's annual determination of retail electricity tariffs, indicating there may be some change in sentiment about electricity prices in some jurisdictions – at least in the media.

esaa also released a media statement refuting Queensland State Opposition claims that privatisation has been the cause of increased electricity prices.

In June 2010, esaa argued in its submission to ESCOSA's Issues Paper for the 2010 Review of Electricity Standing Contract Price Path that the process of reform in South Australia is not completed, despite much progress – including a positive finding by the AEMC on the effectiveness of competition in the State – and strong switching activity, demonstrating that South Australian electricity consumers are willing and able to shop around when they see value. esaa strongly contended that retail price deregulation remains the key outstanding reform preventing a genuinely competitive retail electricity market flourishing and that with the Commission poised to embark on three and a half more years of regulatory control, now presents as a timely opportunity to reflect on the appropriateness of continued price regulation for South Australia's retail electricity market. It was also the right time to correct the SA Government's previous decision to not adopt the AEMC's 2009 recommendation to remove price regulation – a missed opportunity.

Similarly, esaa submitted to the ACT's Independent Competition and Regulatory Commission in May 2010 that with the Australian Energy Market Commission currently reviewing retail competition and regulation in the ACT, the ICRC's review of retail prices is a timely opportunity to reflect on the impact of the current policy approach on retail competition. Nevertheless, esaa welcomed the ICRC's discussion of the relationship between competition and retail price regulation in the ACT, and agreed firmly that the most appropriate way to address concerns around the complexity of price setting decisions is through the complete removal of a regulated retail price for electricity, particularly as setting prices will become increasingly complex given the uncertainties confronting the electricity market from climate change policies.

esaa considered that the ACT government's failure to act on the ICRC's 2006 recommendation to remove the transitional franchise tariff was a missed opportunity. However, the Association reflected that a current decision to deregulate prices, while overdue, would be a welcome display of national leadership by the ACT Government and inject much-needed momentum into the faltering AEMA national retail price reform process.

In July 2009, esaa responded to the Queensland Competition Authority's request for comments on its review of electricity pricing and tariff structures. esaa argued that where governments choose to continue to regulate retail electricity prices, increased flexibility in the setting of retail price caps and an appropriate methodology that allows for the full and timely pass-through of costs associated with the CPRS and the RET are imperative to ensure a financially viable and competitive retail sector. esaa considered that a single nationally consistent methodology for determining retail electricity prices should be developed and adopted across Australia, with AEMC charged with determining an appropriate methodology.

esaa's submission to the ACT Government's draft sustainable energy policy 2010-2020 in March 2010 also noted that a fast-tracked trial of smart meters by ActewAGL would require the government to liaise with the Australian Energy Regulator to ensure that ActewAGL is able to recover its efficiently incurred costs for procuring and installing the new meters. In making its decision, the government should take account of the fact that the full range of benefits from installing smart meters can only be realised if consumers face appropriate price signals, as retailers need to have the flexibility to set cost-reflective tariffs, including time-of-use pricing, in order to achieve this. esaa concluded by urging the ACT Government to remove the regulated tariff.

## **Efficient energy market policy**

### ***AEMC review of energy market frameworks in light of climate change policies***

The Australian Energy Market Commission undertook a review of the ability of current energy market settings to accommodate the immediate impacts of climate change policies, in particular the CPRS and expanded RET. The AEMC established a Stakeholder Advisory Committee to provide input into the review process. esaa CEO Brad Page was appointed to the committee at the end of 2008.

esaa worked with the Efficient Energy Markets Reference Group and the Western Australia Reference Group and Policy Committee to develop its response to the report. esaa broadly welcomed the review and scope of issues to be considered.

esaa made submissions to both the AEMC's first and second interim reports. In its response to AEMC's second interim report in August, esaa agreed that the proposed CPRS and RET represent significant challenges for the energy sector and the market frameworks in the future. While esaa broadly supported the AEMC's identification of the material issues with the energy market frameworks, esaa noted that the Interim Report highlighted a number of fundamental but still either undemonstrated or unresolved issues, including congestion management, transmission policy and the ability of the current frameworks to deliver capacity, and esaa expressed its concern that these issues were unlikely to be adequately resolved via some of the piecemeal policy responses proposed in the Interim Report, particularly within the limited timeframe allocated to the current review. esaa also highlighted the absence of cost-reflective retail pricing as a factor in the ongoing viability of energy retailers.

In the Western Australian context, esaa submitted that the market frameworks are already showing signs of stress and that this will be exacerbated by the introduction of the CPRS and RET, recommending that full cost reflectivity in the retail market be addressed as a priority together with ensuring efficient and cost-reflective dispatch of generation and analysing network access policy in order to ensure efficient generation and transmission investment.

Finally, esaa considered that without careful assessment, what may seem to be incremental changes to current frameworks may risk undermining a decade of progress toward energy market reform and the resulting efficiency gains, and that any final recommendations for comprehensive and immediate reforms to the energy sector should be made cautiously and on the basis of careful cost-benefit analysis and industry consultation. esaa recommended that the AEMC evaluate the scope of the review to recommend further and separate reviews to adequately resolve any outstanding market design issues.

The AEMC provided its final report to the MCE in September 2009, finding that market frameworks were generally resilient but that a number of changes were required. It recommended a number of Rule changes and a program of future works, which the MCE has subsequently responded to. These issues are discussed below.

### ***Australian Energy Market Commission Rule changes***

The AEMC is currently considering Rule change proposals from the MCE arising from its review of energy market frameworks in light of climate change policies, including for a load export charge to reflect the cost of transmission infrastructure used to export power across regions, and a proposal to introduce a new transmission planning, pricing and funding regime for extensions to the grid to remote areas called Scale Efficient Network Extensions. esaa's submission to the SENE review in May 2010 commended the AEMC's consultation paper for clearly outlining the potential benefits of SENEs and identifying a number of barriers to their implementation. esaa made comments on both the broader policy context, including the interaction of SENEs with the broader network, and on specific issues associated with the Rule

change proposal, such as the process for forecasting a right-sized SENE. The AEMC's final decision is due at the end of September 2010.

In 2009, the AEMC considered a Rule change request from the Reliability Panel to change the Reliability and Emergency Reserve Trader mechanism to enable the Australian Energy Market Operator to convene short and medium-term panels of pre-accredited reserve providers that are able to be contracted with significantly less notice than reserves under current RERT arrangements.

In September 2009, esaa made a submission to this Rule change inquiry, expressing concerns that a rationale for extending existing reserve procurement powers had not been established, noting that there are risks in increasing the scope for regulatory interventions in the market, particularly as sufficient analysis on the possible distortionary consequences was not undertaken. More broadly, esaa was concerned that the proposed significant expansion of the scope for market intervention portended a subtle but material departure from the NEM's energy-only basis and would introduce further distortions that may have substantial and difficult to predict impacts on generator behaviour, the wholesale market and investor decision making. In October, the AEMC agreed to the Rule change proposal, and the expanded RERT is now in effect.

### ***Transmission Frameworks Review***

A prominent theme in the AEMC's climate change review was ensuring that market frameworks encouraged efficient provision and utilisation of the network. The AEMC focused on locational signals and its final recommendation was that existing frameworks were not robust and that it should undertake a Development and Implementation Plan to address issues around optimal decision making by generators.

The MCE's response to the climate change review declined to commission the AEMC's proposed Development and Implementation Plan, citing the significance of this issue and its bearing on questions of investment in generation. Instead, the MCE provided the AEMC with terms of reference released in May 2010 for a Transmission Frameworks Review. The terms of reference for this review are broad and the Association waits with interest the release of the consultation papers from the AEMC.

### ***Security and reliability reviews***

Following the January 29-31 heat wave in 2009 that led to load shedding in Victoria and South Australia, the AEMC was tasked with reviewing NEM security and reliability arrangements in light of extreme weather events. The review considered a range of matters including the price-reliability trade-off of a higher market price cap and governance arrangements for determining reliability settings. The final report has now been provided to the MCE, which will determine whether it is to be publicly released.

As part of its obligations under the National Electricity Rules, the Reliability Panel reviewed over 2009 and 2010 the Reliability Standard and settings, including the form and level of the reliability standard and the market price envelope, such as the market price cap and floor. The Panel's final recommendation was that the market

price cap remains \$12,500 a megawatt hour from 2012, but be indexed by the producer price index. The Panel also recommended to the AEMC that it review the mechanism for delivery of the capacity to ensure reliability, and the impact of the risk allocation framework in the NEM on achievement of reliability in the long term.

### ***Productivity Commission review of regulatory burdens on business***

In 2008, the Productivity Commission commenced an examination of regulations that have a significant impact on social and economic infrastructure, including electricity and gas supply. esaa followed up its initial joint energy industry submission to the PC's issues paper with a second submission to the draft research report in July 2009.

esaa commended the draft report's acknowledgment of the significant regulatory burdens faced by the energy sector and noted the Commission had addressed many of the issues raised in the energy industry's joint submission, in particular supporting recommendations which sought to maintain momentum for retail price deregulation. esaa encouraged the Productivity Commission to build on these draft recommendations in its final report by adding a specific recommendation to address the proliferation of greenhouse-related schemes – including solar feed-in tariff schemes – in light of the implementation of a national emissions trading scheme.

esaa also maintained its original recommendation that the PC should undertake an independent inquiry into alternative lighter-handed regulatory models in order to address the significant burden of regulatory reviews and associated information requirements.

On the National Energy Customer Framework, esaa also considered there was scope for the MCE to work closely with jurisdictions to further clarify the timeframe for NECF transition from State and Territory-based regulatory frameworks and develop appropriate incentives for transition to the NECF.

esaa also noted it will continue to encourage Australian governments to address issues on overlapping energy specific and general regulation and the split of regulatory responsibilities between States and Territories and the national regime as part of its broader regulatory reform efforts, as this was beyond the scope of the PC's study.

On 15 September, esaa welcomed the release of the Productivity Commission's review of regulatory burdens on business and its findings that actions should be taken to finalise key energy market reforms, strongly supporting the Commission's observation that further action is needed to be taken now to complete the energy market reform which commenced more than 15 years ago.

### ***Federal Government Energy White Paper***

Through 2009, the Federal Government worked on developing an Energy White Paper. esaa CEO Brad Page was a member of the High Level Consultative Committee for this process and esaa was also engaged in the Stakeholder Reference Group that worked with the Department of Resources, Energy and Tourism and AEMO on a quantitative modelling exercise to support the White Paper.

In July 2009 esaa made a submission to the Energy White Paper discussion papers released by the Department. The submission focused on the key questions which are considered to be of primary relevance to the stationary energy supply sector, including investment, competitive markets and structural reform; governance, institutional, legal and regulatory frameworks and community engagement; and maximising the value of technology in the energy sector.

However, in light of continued uncertainty surrounding climate change policy and the impending Federal election, the Energy White Paper process was delayed and the modelling, though largely finalised, has not yet been released.

### ***National Energy Customer Framework***

Development of the National Energy Customer Framework, the single national framework for regulating the sale and supply of electricity and gas to retail customers, has been subject to considerable delay.

In its response to the second draft of NECF, esaa supported the intention to introduce the legislation into the South Australian Parliament in 2010 but expressed its disappointment that the MCE has further delayed implementation of the NECF to between 2011 and 2013. esaa argued there was scope for the MCE to work closely with jurisdictions to further clarify the timetable and appropriate incentives for transition to the NECF.

esaa advocated against moves to incorporate the delivery of government social objectives into the national reform package, arguing that the NECF is intended to promote efficient investment in and operation and use of energy services for the long-term interests of energy consumers. The Association also articulated its concerns about the proposed extension of enforcement powers to the AER, instead promoting the development of enforcement powers in consultation with affected parties and restricted to minimum requirements.

The NECF legislation has been approved by the MCE and is scheduled to be introduced into the South Australian Parliament later in 2010.

### **Gas market development**

In September 2009, esaa made a submission on the Department of Resources, Energy and Tourism's options paper on the review of policy relating to the grant and renewal of retention leases. esaa noted that access to fuel is critical to a secure domestic electricity and natural gas supply, and insofar as a more robust acreage management and retention lease regime will support increased competition for domestic gas supply, it supported the review of the regime to clarify and improve the assessment criteria and processes in approving and renewing retention leases.

### **Energy efficiency and demand side management policy**

#### ***Energy Efficiency Australia***

esaa is continuing its work advocating for a single national organisation, Energy Efficiency Australia, to be solely responsible for developing policy to all governments and administering national energy efficiency measures that complement the CPRS.

In May 2010, esaa's submission on the Prime Minister's Task Group on Energy Efficiency issues paper advocated for the establishment of Energy Efficiency Australia to develop policy advice and administer national energy efficiency measures. The Association noted that where cost-effective energy efficiencies exist they are likely already to be implemented, except where market failures have prevented them, and that market failures, of information, of attitudes, of financial resources, and others, tend to be more prevalent amongst the smaller end users of energy – households and small and medium enterprises – who may need better information about potential opportunities, encouragement or financial support. They will also need to face appropriate price signals regarding the cost of energy.

### ***AEMC review of demand side participation***

In October 2007, the AEMC initiated a three-stage review of whether the demand side was effectively and efficiently participating in the NEM. Stage two of this review, which examined whether the current Rules and market frameworks create material barriers to demand side participation in the context of existing technology, found that subject to a number of proposed amendments to the Rules, the NEM framework does not materially bias against the use of DSP. It found that the overall costs and opportunities to participate provided by the framework are appropriate, but that this finding is made where the vast majority of electricity use cannot be measured, priced and controlled in real time, constraining the ability of DSP to participate at low cost. The MCE has since agreed to the policy response to Stage two of the DSP review and supported the AEMC undertaking a third stage of the review by the end of 2010, which will look at the market in the context of developments in new technology.

## **Western Australian policy**

### ***Strategic Energy Initiative***

In addition to its work on the WA Energy Market Study, esaa made a submission on the Western Australian Government Office of Energy's Issues Paper on the Western Australian Strategic Energy Initiative. esaa supported the development of the SEI and congratulated the government for undertaking a strategic, long-term and whole-of-supply-chain review of Western Australia's energy sector. The Association also noted the current energy reform processes – at different stages of development in Western Australia – that require consideration in the SEI. These will require close engagement to deliver a coordinated pathway for reform that can respond to emerging and pressing issues in the State's energy sector and promote the development of a secure, reliable, competitive and cleaner energy supply.

The esaa submission also highlighted the relatively small and isolated nature of WA's energy markets and the reliance of electricity generation on gas supplied from the Carnarvon Basin. Vulnerabilities in the State's energy supply have been recently highlighted by major disruptions to gas supplies in 2008, the ongoing difficulties of contracting gas supply and the financial instability in two of the State's major energy suppliers. Impending emissions reduction policies overlay an additional complication that highlights the importance of a long-term outlook for energy. The next stage in the process is the release of a draft directions paper in coming months.

## ***WA Annual Wholesale Electricity Market Report***

esaa's submission to the discussion paper on the Annual Wholesale Electricity Market Report to the Minister for Energy focused on network access issues, efficient dispatch of generation, the Short Term Energy Market, the Reserve Capacity Mechanism, incentives for demand side management, rule change processes and the industry structure and regulatory settings. esaa noted that over recent years, substantial reforms have been implemented to increase competition in energy supply while at the same time maintaining high levels of reliability. As the market matures, and the effects of these reforms can be assessed, there are a number of design features that are exhibiting stress and may warrant further analysis to determine whether further reform is needed.

esaa considers that it is important that continued ongoing assessment of market performance continues to take place to ensure the effective operation of the market in the long term. However, it is esaa's view that a long-term, whole-of-supply-chain State energy policy is also required to establish the context for market evolution and to underpin the development of an efficient and effective energy market for Western Australia that will be well-positioned to meet the State's future energy needs. It is important however that the full costs and benefits of any market changes be considered so as not to undermine the investment certainty arising from a stable market design.

### **Northern Territory policy**

The Northern Territory Government is currently pursuing a program of reviews of the Northern Territory electricity industry by the Utilities Commission, which includes consideration of full retail contestability, a retail price monitoring framework and service standards for electricity supply among other issues.

In September, and again in November 2009, esaa commented on the Utilities Commission's review of full retail contestability for Northern Territory electricity customer consuming less than 750 MWh a year. esaa shared the Commission's view that retail competition is an important objective, where possible, for a secure, reliable and efficient supply of electricity to consumers and argued that in light of limited prospects for new entrants to the market following the introduction of FRC, there would appear to be little merit in introducing FRC without also addressing the barriers to competition. The Association especially welcomed the acknowledgement that a transition to cost-reflective prices should be established, with Territory Government subsidies provided to address social and economic policy objectives. esaa urged the government to undertake these reforms concurrently with the introduction of FRC. On 1 April 2010, the exemption from contestability for small use customers lapsed, meaning that the Territory market is now effectively fully contestable, although there is currently only a single supplier operating.

### **Environment and Sustainability**

#### ***Sustainable Practice Framework***

The first winners of the Sustainability Report Award and new Industry Innovation Awards under esaa's new Sustainable Practice Framework were announced at the

March 2010 CEO Forum. The Sustainable Practice Framework, which replaces the former esaa Code of Sustainable Practice, aims to provide guidance to energy industry businesses on how to integrate sustainability issues and report their performance and demonstrate the industry's commitment to sustainability. The new Framework has been made more consistent with best practice reporting standards, its reporting process has been simplified and opportunities for participation and recognition have increased. Currently, more than two-thirds of esaa's membership are signatories to the Framework.

Signatories to the Framework also received benchmarked feedback on information provided from the annual questionnaire and esaa is working with signatories to get feedback on the process for 2011.

esaa also helped to arrange a workshop run by NetBalance Foundation for esaa members on how best to incorporate best practice in sustainability reporting under the Global Reporting Initiative and Electric Utilities Sector Supplement. The workshop was well attended and held in Melbourne in April 2010.

### ***2009 esaa Sustainability Report Award***

The 2009 esaa Sustainability Report Award was awarded to CitiPower and Powercor, while Ergon Energy and Hydro Tasmania received Highly Commended certificates. The inaugural Industry Innovation Awards – awarded for industry innovation in an area covered by one of the principles of the Sustainable Practice Framework – were presented to ENERGEX and Delta Electricity for their respective trials of more energy efficient public lighting and the use of recycled water for cooling in electricity generation.

Entries for the 2009 awards were judged by a panel of three independent environmental experts comprising Professor Carol Adams from Latrobe University, Helen Bloustein of VicSuper and Ralph Griffiths of the Essential Services Commission of Victoria.

## **Taxation policy**

### ***Capitalised labour***

esaa has continued to liaise with the ATO seeking clarity on the appropriate income tax treatment of direct internal labour costs, and related indirect costs, incurred in the self-construction of depreciating assets. The ATO has been undertaking a number of audits of Federal taxpayers and intends to release a series of interpretive decisions by the end of 2010. esaa continues to liaise with the ATO and members over progress and its position remains that any view from the ATO should be implemented prospectively.

### ***Investment allowance***

Following on from a successful meeting with the ATO in June 2009 to clarify the application of the government Investment Allowance to energy sector assets, esaa held further discussions with members in November 2009 as part of its Tax

Managers Network meeting. The session provided an update on events since the ATO meeting, and members used the opportunity to discuss their approaches.

### ***Income tax treatment of geothermal exploration expenditure***

esaa has provided a number of submissions to the Federal Budget in recent years on the income tax treatment of geothermal exploration expenditure, highlighting an anomaly in the Income Tax Assessment Act that disadvantages companies investing in exploration for geothermal energy resources relative to exploration for other energy resources. esaa argued that this approach is inconsistent with broader government policy designed to encourage a rapid transition to a lower emissions intensity energy supply system, and suggested a number of simple amendments to assist in putting geothermal energy on an equal footing with the rest of the mining and energy sector.

The Association's most recent submission ahead of the 2009-10 Federal Budget was also supported by the Corporate Tax Association, the Taxation Institute of Australia and the Institute of Chartered Accountants in Australia. esaa also raised the issue with the Department of Resources, Energy and Tourism directly.

While esaa publicly welcomed the May 2010 Federal Government announcement that geothermal exploration costs would be eligible under the Resource Exploration Rebate as part of the announced Resource Super Profits Tax package, the rebate was removed as part of the changes in the policy to implement a Minerals Resource Rent Tax. esaa intends to consider its advocacy on this issue as part of its future budget submission process.

### ***Tax Managers' Network meeting***

esaa held successful Tax Managers' Network meetings in November 2009 in Adelaide and March 2010 in Brisbane. The Adelaide meeting focused on the implementation issues associated with the new Taxation of Financial Arrangements legislation, member approaches to the Federal Government's Investment Allowance and also the results of a survey undertaken by esaa on the structure and resourcing of member tax functions. The Brisbane meeting provided considered analysis on the potential content of the Henry Tax Review, discussion on how energy sector entities were formalising their tax risk management processes, as well as a range of updates on recent tax developments.

### ***Accounting and Finance Network***

In December 2009, esaa convened a new Accounting and Finance Network group which was the revival and expansion of an earlier successful discussion forum that was established by esaa prior to the introduction of the International Financial Reporting Standards in Australia in the mid-noughties.

The purpose of the network is to provide a forum for members to liaise on industry accounting and finance matters and facilitate a resolution of issues via consultation with relevant parties, such as the AASB, ASIC and Treasury, as appropriate.

An initial meeting of the network was held in February 2010 to discuss in particular previous submissions esaa had made to the Australian and International Accounting

Standards Boards on the need for a consistent standard on emission rights. This issue is currently the subject of an IASB work program, however progress on an international standard has been delayed until the end of 2010. esaa through the network will continue to monitor the issue and evaluate opportunities to provide comment.

## **Strategic and International Policy development**

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In 2009-10, esaa established a new Strategic and International Policy group within the Secretariat, incorporating the previously existing data and statistical functions of esaa.

The new strategic and international policy function provides a source of high-level research capacity and contemporary global energy sector information. It provides a link between international policy developments and trends with the emerging domestic policy issues and challenges. Additionally, the group distributes research-based policy updates and written advice and analysis to members on international energy and climate policy and political developments via the Member Bulletin series. The role also contributes international perspectives to speeches and papers presented by the esaa CEO and Chair at international conferences and meetings, and identifies and develops opportunities for collaboration with international energy associations.

Between January and June 2010, Member Bulletins were produced covering a wide variety of international issues. Topics analysed included the Cantwell-Collins bill in the US Senate, *After Copenhagen – The Basic Approach*, Ofgem's Project Discovery, *The Intergenerational Report 2010*, *After Copenhagen – The US Approach*, *The Coal Question* and *The EIA's International Energy Outlook 2010*.

## Communication

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### **Media**

esaa's communication activities are conducted in close concert with its policy development work. Over the 2009-2010 year, this was especially important in light of the political barriers in place around issues such as retail price regulation, despite the extensive policy development work articulating clear rational reasons for the deregulation of prices.

Work on opinion pieces throughout the year included targeted articles on greenhouse policy, retail price regulation and the need for continuing energy market reform.

The esaa website is a further strategic medium for esaa policy communication. The website is regularly maintained by staff and a major redevelopment over the 2009-10 financial year is nearing completion. In 2009-10 esaa also expanded its communications reach to include a new social media presence in Twitter.

esaa also takes special care to ensure that members are fully informed of esaa activities and initiatives through regular communication updating readers of new developments, outcomes and activities. The esaa suite of publications includes weekly and monthly electronic newsletters and briefs, occasional energy policy analysis material and an annual statistical compendium. esaa also hosts twice-yearly briefings to keep members up-to-date on government policy programs and esaa's policy response.

esaa is mindful of the need to ensure that members and key stakeholders – including governments and their representatives – are fully briefed on esaa policy positions before they are publicly announced.

### **esaa Publications**

esaa's annual statistical report, *Electricity Gas Australia 2010*, was published in June 2010 and provided on a complementary basis to all esaa members. *Electricity Gas Australia* provides comprehensive capacity and performance data for the electricity and downstream natural gas industries in 2009-10. The report outlines in detail Australia's electricity generation plants and gas transmission pipelines as well as information about proposed new facilities and industry mergers and acquisitions. It also includes electricity and natural gas demand by State and Territory, data on Australia's electricity markets, renewable generation capacity and electricity supply reliability.

*esaa news* is esaa's weekly electronic newsletter that updates readers on the latest national energy policy news, political events affecting the energy supply sector and energy business and industry developments. *esaa news* is distributed each Friday to members and subscribers and includes a concise summary of international energy supply sector news and current market statistics, government review details and industry events. This electronic newsletter is supported by sponsorship from Alstom.

esaa also publishes a suite of electronic briefs comprising the weekly *Greenhouse Brief*, a member-only publication providing a synopsis of greenhouse and related policy matters in Australia and overseas, and the monthly *Economic Snapshot*, which summarises key national economic indicators.

In addition, timely policy briefing material analysing government policy measures is provided to esaa members on an occasional basis via esaa's Member Bulletin series.

All esaa electronic newsletters and e-briefs are provided free to members, and *esaa news* is also available to non-members by subscription.

### ***esaa Member Briefing series***

Member Briefings on international issues were conducted in Perth, Brisbane, Sydney, Adelaide, Hobart and Melbourne between May and June 2010, reflecting an expanded program which again elicited an increase in audience numbers and positive feedback from member participants.

## esaa Board of Directors

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**Tony Concannon**  
**esaa Chair**  
**Regional Managing Director, Australia**  
**International Power**  
**Director of esaa since November 2005**

Tony Concannon is a chartered engineer, with a Bachelor of Science (Hons) degree, and is a member of both the Institute of Mechanical Engineers and Institute of Electrical Engineers. Tony joined the industry in 1982 and has worked for National Power plc and International Power (since the de-merger in 2000) in a number of its business areas including operations, asset management, trading and international business development (based in Asia).

Tony headed up the International Power UK business from 2000 until 2003. He took on his role as Regional Managing Director of International Power (Australia) in August 2003 and was appointed as an Executive Director of the International Power Board on 1 January 2004.



**Ian Little**  
**esaa Deputy Chair**  
**Managing Director**  
**Envestra**  
**Director of esaa since November 2006**

Ian Little is Envestra's Managing Director. Ian started work with Arthur Young & Co as a chartered accountant in the late '70s, but moved to the oil industry, initially in Indonesia, and eventually with Shell, where he worked for over a decade in Australia, London and in the Pacific region.

Ian became involved with the utility sector in 1993 when he joined a Victorian Government-sponsored Steering Group charged with gas industry reform. He was formerly Chief Financial Officer for Victorian gas transmission entity GPU GasNet before joining Envestra as CFO in 2000. He was appointed Managing Director in early 2003.

Ian is Deputy Chair of the Board of the Energy Supply Association of Australia (esaa) and a director of the Australian Gas Industry Trust. He is also Chairman of the Board of the Botanic Gardens and State Herbarium of South Australia.

Ian's experience in the oil and gas industry has covered upstream, marketing, distribution and refining activities throughout Australia, South-East Asia and the Pacific Islands. He was actively involved in both gas and electricity industry reforms in the mid-'90s, and has subsequently been focused on both gas transmission and distribution activities. Envestra is Australia's largest distributor of natural gas.

**David Brown****Chief Executive  
CS Energy Limited  
Director of esaa since November 2008**

David Brown is a chartered engineer with more than 25 years' experience in the energy industry in the United Kingdom and Australia. David graduated with first class honours in a Bachelor of Science degree in natural gas engineering from the University of Salford in the UK. He started his career with British Gas plc before joining Southern Electric plc at a time of significant change in the UK power industry.

In Australia, David has worked as a consultant to the power industry and later as General Manager of Bell Bay Power Pty Ltd, a Hydro Tasmania subsidiary company. David was appointed Chief Executive of CS Energy in December 2007, after joining the company as General Manager Operations.

**Dr Peter Davis  
Chief Executive Officer  
Aurora Energy Pty Ltd  
Director of esaa since November 2008**

Dr Peter Davis was appointed Chief Executive Officer of Aurora Energy Pty Ltd in March 2004. He is also on the company board and is the chairman of subsidiary company EziKey Group Pty Ltd. Previously Peter had been General Manager National Markets and General Manager of the retail arm of Aurora Energy since the formation of the company in July 1998. Prior to that he held the position of General Manager Sales and Marketing with the Hydro-Electric Corporation (now Hydro Tasmania) and was responsible for the establishment of Australia's first Commonwealth-funded Integrated Energy Management Centre.

Peter has worked in the energy industry since 1981 and is currently head of esaa's Greenhouse Project Committee. He has experience in energy policy, strategic planning, energy management, marketing and customer service and has been actively involved in industry reform. Peter holds a PhD in energy engineering from the University of Queensland and an MBA from Deakin University. He is also a member of the Council of the University of Tasmania.



**George Maltabarow**  
**Managing Director**  
**EnergyAustralia**  
**Director of esaa since November 2009**

George Maltabarow is Managing Director of EnergyAustralia, a position he has held since November 2004. George joined EnergyAustralia as Chief Financial Officer and Company Secretary in February 1999 and prior to becoming MD was General Manager, Network, responsible for planning and operating EnergyAustralia's electricity transmission and distribution networks. Under George's tenure, EnergyAustralia developed a successful gas and electricity business in Victoria and South Australia in a joint venture with International Power, and developed one of Australia's largest infrastructure programs to renew the Sydney Central Coast and Hunter electricity networks.

George's former roles included Executive Director of NSW Treasury, where his focus was microeconomic reform, and Deputy Chairman of NSW Treasury Corporation. He is Director of the Energy Supply Association of Australia, the former Chairman and current Board member of the Energy Networks Association of Australia and President of the Electrical and Information Science Foundation of the University of Sydney.

George has degrees in Electrical Engineering and Economics and is a Fellow of the Institute of Company Directors.



**Shirley In't Veld**  
**Managing Director**  
**Verve Energy**  
**Director of esaa November 2007-November 2009;**  
**reappointed 16 December 2009**

Shirley In't Veld is Managing Director of Verve Energy, the largest electricity generating company in Western Australia. Shirley joined Verve Energy in April 2007, after 10 years with Alcoa where she held senior positions, most recently as Vice President Primary Business Development and Managing Director Alcoa Australia Rolled Products.

A Law (Hons) and Commerce graduate of Melbourne University, Shirley has held a range of positions with WMC Resources, BankWest, Bond Corporation and Mallesons.



**Peter Jackson**  
**Managing Director**  
**Eraring Energy**  
**Director of esaa since November 2008**

Peter Jackson has been the Managing Director of Eraring Energy since 2006.

Eraring Energy is a New South Wales state-owned corporation, generating approximately 25 per cent of NSW's electricity requirements. Its portfolio includes Australia's equal largest coal-fired power station, the Shoalhaven scheme and other hydro and wind power assets.

Peter has worked in the electricity industry for the past 38 years at all the NSW generation sites and at executive level for the past 20 years. He has engineering and science degrees, a Masters degree in Engineering Management and is a graduate of the Australian Institute of Company Directors. Peter has also completed the Senior Executive Program at the London Business School.



**Ian McLeod**  
**Chief Executive**  
**Ergon Energy Corporation Limited**  
**Director of esaa since November 2008**

Ian McLeod was appointed Chief Executive of Ergon Energy in September 2008. Ergon Energy services one of the largest electricity supply territories in the western world. His previous roles include Chief Operating Officer, responsible for asset management and operational customer service outcomes for the energy services business, and other senior distribution management positions where he developed and implemented strategies to deliver Ergon Energy's record works programs, spearheaded key projects such as the line Asset Inspection and Defect Management (AIDM) solution and managed critical external business relationships.

Prior to joining Ergon Energy in 2000, Ian led the establishment of a contracting company which serviced power transmission and distribution businesses in other States. Ian has also held management roles in the private distribution company Powercor Australia and the State Electricity Commission of Victoria.

Ian has broad management experience in business, asset, contract, customer, finance and people management. He was named the Australian Institute of Management's Manager of the Year for the Rockhampton region in 2003.



**Ian Stirling**  
**Chief Executive Officer**  
**ElectraNet**  
**Director of esaa since November 2008**

Ian was appointed CEO of ElectraNet Pty Ltd in August 2002. Before his appointment, Ian was General Manager Revenue Reset at ElectraNet with responsibility for ElectraNet's revenue application to the ACCC; prior to that he was CFO.

Ian has had over 25 years' experience in the electricity industry. Before joining ElectraNet, he was CFO at GPU PowerNet Pty Ltd and immediately prior to that, Manager, Strategic Change at National Electricity, and Project Director Corporatisation Taskforce and Group Business Manager Power Grid at the State Electricity Commission of Victoria.

Ian holds a Bachelor of Business with a double major in accounting and law and is a Certified Practising Accountant. Ian attended the Advanced Management program at the Graduate School of Management at the University of Melbourne (Melbourne Business School). Ian is also an Associate of Templeton College, Oxford.

Ian is a Director of the Energy Supply Association of Australia, a Director of the South Australian Electricity Supply Industry Planning Council, a Director of Business SA (Chamber of Commerce and industry in SA) and an Advisory Board member for the SA Chapter of CEDA.

## esaa executive profiles

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**Brad Page**  
**Chief Executive Officer**

Brad Page is the Chief Executive Officer of the Energy Supply Association of Australia. Brad has held this position since February 2004.

Prior to joining esaa, Brad had a long career in the Australian Public Service, including as a senior executive. He was involved for more than a decade in government-led microeconomic reform initiatives, including the implementation of Australia's National Electricity Market and enabling third party access to natural gas transmission pipelines. Brad also spent two years in the Australian Capital Territory Government implementing choice of gas and electricity retailer for smaller customers.

During 2001 and 2002, Brad headed the Secretariat for the Council of Australian Governments energy market review which recommended significant changes to the governance, regulation and policy development arrangements for electricity and gas markets.

Brad was the Chair of the Commonwealth Scientific and Industrial Research Organisation's Energy and Transport Sector Advisory Council between November 2004 and January 2009 and is currently a member of the Energy Transformed Flagship Advisory Committee.

Brad holds a BA (Administration) majoring in economics and in 2009 studied the economics of climate change at Cambridge University as a British Council Chevening Fellow.



**Clare Savage**  
**Executive General Manager**

Clare Savage joined the Energy Supply Association of Australia in September 2004 and manages the Association's policy development and corporate services. Previously Clare had been a senior policy adviser in the Federal Department of Treasury advising on energy policy and Commonwealth-State relations.

Clare has a Bachelor of Commerce with a double major in economics and a Bachelor of Arts degree, majoring in history and political science from the University of Melbourne. Clare is currently completing a Masters degree in economics at the Australian National University.



**Andrew McNamara**  
**General Manager Strategic and International Policy and**  
**Company Secretary**

Andrew commenced at the Energy Supply Association of Australia in December 2009 and is responsible for the development of the Association's longer-term strategic policies. He also oversees the production of esaa's flagship annual publication *Electricity Gas Australia*, as well as other weekly and monthly statistical member publications. Andrew has been appointed esaa company secretary and also serves as trade practices compliance officer at esaa Board meetings.

Prior to joining esaa, Andrew served three terms as Member for Hervey Bay in the Queensland Parliament between 2001 and 2009. During his parliamentary career, Andrew served as Minister for Sustainability, Climate Change and Innovation, Parliamentary Secretary to the Minister for Main Roads and as Chair of the Minister for Energy's Legislative Committee.

Between 1994 and 2000, Andrew was a partner in the law firm of Lewis and McNamara, and during this time was also a non-executive director of Queensland energy retailer Ergon Energy and training provider Wide Bay Group Training Inc.

Andrew holds a BA in Laws and Arts, majoring in economics, and is completing a Masters of Business.

**Geoff Magor**  
**Finance Manager**



Geoff joined the Energy Supply Association of Australia in February 2010 is responsible for preparing esaa's financial reports, and for controlling and reporting the Association's financial position to the esaa Board and membership.

Geoff is a qualified accountant and has been a member of CPA for over 40 years and Chartered Secretaries Australia for 30 years.

Geoff has extensive experience as a financial controller and finance manager across manufacturing, industrial, distribution and corporate environments.

## esaa Members as at 30 June 2010

<b>Full Members</b>	<b>Websites</b>
ActewAGL	<a href="http://www.actewagl.com.au">www.actewagl.com.au</a>
AGL Energy Limited	<a href="http://www.agl.com.au">www.agl.com.au</a>
Arrow Energy Limited	<a href="http://www.arrowenergy.com.au">www.arrowenergy.com.au</a>
ATCO Power Australia Pty Ltd	<a href="http://www.atco.com">www.atco.com</a>
Aurora Energy Pty Ltd	<a href="http://www.auroraenergy.com.au">www.auroraenergy.com.au</a>
Basslink Pty Ltd	<a href="http://www.basslink.com.au">www.basslink.com.au</a>
CitiPower Pty	<a href="http://www.citipower.com.au">www.citipower.com.au</a>
CS Energy Limited	<a href="http://www.csenergy.com.au">www.csenergy.com.au</a>
Delta Electricity	<a href="http://www.de.com.au">www.de.com.au</a>
Ecogen Energy	No website
ElectraNet	<a href="http://www.electranet.com.au">www.electranet.com.au</a>
ENERGEX Limited	<a href="http://www.energex.com.au">www.energex.com.au</a>
EnergyAustralia	<a href="http://www.energyaustralia.com.au">www.energyaustralia.com.au</a>
Envestra Limited	<a href="http://www.envestra.com.au">www.envestra.com.au</a>
Eraring Energy	<a href="http://www.eraring-energy.com.au">www.eraring-energy.com.au</a>
Ergon Energy Corporation Limited	<a href="http://www.ergon.com.au">www.ergon.com.au</a>
ERM Power Pty Ltd	<a href="http://www.ermpower.com.au">www.ermpower.com.au</a>
Geodynamics Limited	<a href="http://www.geodynamics.com.au">www.geodynamics.com.au</a>
Horizon Power	<a href="http://www.horizonpower.com.au">www.horizonpower.com.au</a>
Hydro Tasmania	<a href="http://www.hydro.com.au">www.hydro.com.au</a>
Integral Energy	<a href="http://www.integral.com.au">www.integral.com.au</a>
InterGen (Australia) Pty Ltd	<a href="http://www.intergen.com">www.intergen.com</a>
International Power (Australia) Pty Ltd	<a href="http://www.ipplc.com">www.ipplc.com</a>
International Power Hazelwood	<a href="http://www.ipplc.com.au">www.ipplc.com.au</a>
International Power Mitsui	<a href="http://www.ipplc.com.au">www.ipplc.com.au</a>
Jemena Limited	<a href="http://www.jemena.com.au">www.jemena.com.au</a>
Loy Yang Power	<a href="http://www.loyyangpower.com.au">www.loyyangpower.com.au</a>
Macquarie Generation	<a href="http://www.macgen.com.au">www.macgen.com.au</a>
Multinet Group Holdings Pty Ltd	<a href="http://www.multinetgas.com.au">www.multinetgas.com.au</a>
Origin Energy Limited	<a href="http://www.originenergy.com.au">www.originenergy.com.au</a>
Power and Water Corporation	<a href="http://www.powerwater.com.au">www.powerwater.com.au</a>
Powercor Australia Ltd	<a href="http://www.powercor.com.au">www.powercor.com.au</a>
Snowy Hydro Limited	<a href="http://www.snowyhydro.com.au">www.snowyhydro.com.au</a>
SP AusNet	<a href="http://www.sp-ausnet.com.au">www.sp-ausnet.com.au</a>
Stanwell Corporation Limited	<a href="http://www.stanwell.com">www.stanwell.com</a>
Synergy	<a href="http://www.synergy.net.au">www.synergy.net.au</a>
Tarong Energy Corporation Limited	<a href="http://www.tarongenergy.com.au">www.tarongenergy.com.au</a>
Transend Networks Pty Ltd	<a href="http://www.transend.com.au">www.transend.com.au</a>
TRUenergy Pty Ltd	<a href="http://www.truenergy.com.au">www.truenergy.com.au</a>
United Energy Distribution	<a href="http://www.ue.com.au">www.ue.com.au</a>
Verve Energy	<a href="http://www.verveenergy.com.au">www.verveenergy.com.au</a>
Western Power	<a href="http://www.westernpower.com.au">www.westernpower.com.au</a>
<hr/>	
<b>Affiliate members</b>	<b>Websites</b>
Contact Energy	<a href="http://www.contactenergy.co.nz">www.contactenergy.co.nz</a>
Transpower New Zealand Ltd	<a href="http://www.transpower.co.nz">www.transpower.co.nz</a>

Associate Members	Websites
ACIL Tasman Pty Ltd	<a href="http://www.aciltasman.com.au">www.aciltasman.com.au</a>
AECOM Australia Pty Ltd	<a href="http://www.aecom.com">www.aecom.com</a>
Australian Energy Market Operator Ltd	<a href="http://www.aemo.com.au">www.aemo.com.au</a>
Aeropower Pty Ltd	<a href="http://www.aeropower.com.au">www.aeropower.com.au</a>
Alcoa World Alumina Australia	<a href="http://www.alcoa.com">www.alcoa.com</a>
ALSTOM Limited	<a href="http://www.au.alstom.com">www.au.alstom.com</a>
AREVA T&D Australia Limited	<a href="http://www.aveva-td.com">www.aveva-td.com</a>
Arup Pty Limited	<a href="http://www.arup.com">www.arup.com</a>
Aurecon Australia Pty Ltd	<a href="http://www.aurecongroup.com">www.aurecongroup.com</a>
Axiom Forensics Pty Ltd	<a href="http://www.axiomforensics.com.au">www.axiomforensics.com.au</a>
Baker and McKenzie	<a href="http://www.bakermckenzie.com">www.bakermckenzie.com</a>
Better Place (Australia) Pty Ltd	<a href="http://australia.betterplace.com">http://australia.betterplace.com</a>
BHP Billiton Petroleum Pty Ltd	<a href="http://www.bhpbilliton.com">www.bhpbilliton.com</a>
Blake Dawson	<a href="http://www.blakedawson.com">www.blakedawson.com</a>
Carnegie Wave Energy Limited	<a href="http://www.carnegiewave.com">www.carnegiewave.com</a>
Carpentaria Contracting T/A Weipa Hire Pty Ltd	<a href="http://www.carpentariacontracting.com">www.carpentariacontracting.com</a>
Century Yuasa Batteries Pty Ltd	<a href="http://www.cyb.com.au">www.cyb.com.au</a>
Clayton Utz	<a href="http://www.claytonutz.com">www.claytonutz.com</a>
Clyde Babcock-Hitachi (Australia) Pty Ltd	<a href="http://www.cbh.net.au">www.cbh.net.au</a>
CSE-Uniserve Pty Limited	<a href="http://www.cse-uniserve.com.au">www.cse-uniserve.com.au</a>
CSIRO Energy Transformed Flagship	<a href="http://www.csiro.au/org/EnergyTransformedFlagship.html">www.csiro.au/org/EnergyTransformedFlagship.html</a>
Deloitte Touche Tohmatsu Limited	<a href="http://www.deloitte.com/view/en_AU/au/index.htm">www.deloitte.com/view/en_AU/au/index.htm</a>
DELTA Utility Services Ltd	<a href="http://www.4delta.co.nz">www.4delta.co.nz</a>
Department of Employment, Economic Development and Innovation (Qld)	<a href="http://www.deedi.qld.gov.au">www.deedi.qld.gov.au</a>
Department of Resources, Energy and Tourism	<a href="http://www.ret.gov.au">www.ret.gov.au</a>
Department of Climate Change and Energy Efficiency	<a href="http://www.climatechange.gov.au">www.climatechange.gov.au</a>
DUET Group	<a href="http://www.duet.net.au">www.duet.net.au</a>
Electrix Pty Ltd	<a href="http://www.electrix.com.au">www.electrix.com.au</a>
Energy Developments Limited	<a href="http://www.energydevelopments.com">www.energydevelopments.com</a>
EnergyAdvice Pty Ltd	<a href="http://www.energyadvice.com.au">www.energyadvice.com.au</a>
Ernst & Young	<a href="http://www.ey.com/AU/en/home">www.ey.com/AU/en/home</a>
Fiji Electricity Authority	<a href="http://www.fea.com.fj">www.fea.com.fj</a>
Freehills	<a href="http://www.freehills.com">www.freehills.com</a>
GHD Pty Ltd	<a href="http://www.ghd.com/australia">www.ghd.com/australia</a>
Hill Michael	<a href="http://www.hmac.com.au">www.hmac.com.au</a>
Hitachi Australia Pty Ltd	<a href="http://www.hitachi.com.au">www.hitachi.com.au</a>
HRL Morrison and Co (Australia) Pty Ltd	<a href="http://www.hrlmorrison.com">www.hrlmorrison.com</a>
HRL Technology Pty Ltd	<a href="http://www.hrlt.com.au">www.hrlt.com.au</a>
IBM Australia	<a href="http://www.ibm.com/planetwide/au">www.ibm.com/planetwide/au</a>
Intelligent Energy Systems Pty Ltd	<a href="http://www.iesys.com/dnn">www.iesys.com/dnn</a>
John Holland Pty Ltd	<a href="http://www.johnholland.com.au">www.johnholland.com.au</a>
JP Morgan Securities Australia Limited	<a href="http://www.jpmorgan.com/pages/jpmorgan/au/home">www.jpmorgan.com/pages/jpmorgan/au/home</a>
KOTRA (Korea Trade-Investment Promotion Agency)	<a href="http://www.kotrasydney.org.au">www.kotrasydney.org.au</a>
KPMG	<a href="http://www.kpmg.com/AU/en/Pages/default.aspx">www.kpmg.com/AU/en/Pages/default.aspx</a>
Laing O'Rourke Australia Construction Pty Ltd	<a href="http://www.laingorourke.com.au">www.laingorourke.com.au</a>

Leighton Contractors Pty Ltd	<a href="http://www.leightoncontractors.com.au">www.leightoncontractors.com.au</a>
Marsh Pty Ltd	<a href="http://www.marsh.com.au">www.marsh.com.au</a>
Marubeni Power Development Australia Pty Ltd	<a href="http://marubeni.com">http://marubeni.com</a>
McLennan Magasanik Associates Pty Ltd	<a href="http://www.mmassociates.com.au">www.mmassociates.com.au</a>
Minerva Advisory Partners	<a href="http://www.minerva-advisory.com">www.minerva-advisory.com</a>
Minol Australia	<a href="http://www.minol-australia.com">www.minol-australia.com</a>
Minter Ellison Lawyers	<a href="http://www.minterellison.com">www.minterellison.com</a>
Mitsubishi Electric Australia Pty Ltd	<a href="http://www.mitsubishielectric.com.au">www.mitsubishielectric.com.au</a>
Mizuho Corporate Bank Limited	<a href="http://www.mizuhocbk.co.jp/english">www.mizuhocbk.co.jp/english</a>
Monash University	<a href="http://www.eng.monash.edu.au/ecse">www.eng.monash.edu.au/ecse</a>
NHP Electrical Engineering Products Pty Ltd	<a href="http://www.nhp.com.au">www.nhp.com.au</a>
Norman Disney & Young	<a href="http://www.ndy.com">www.ndy.com</a>
Northern Recruitment Co Pty Ltd	<a href="http://www.northernrecruitment.com.au">www.northernrecruitment.com.au</a>
Office of Energy	<a href="http://www.energy.wa.gov.au">www.energy.wa.gov.au</a>
Ok Tedi Mining Limited	<a href="http://www.oktedi.com">www.oktedi.com</a>
Piper Alderman	<a href="http://www.piper-alderman.com.au">www.piper-alderman.com.au</a>
PNG Power Limited	<a href="http://www.pngpower.com.pg">www.pngpower.com.pg</a>
PricewaterhouseCoopers	<a href="http://www.pwc.com.au">www.pwc.com.au</a>
Professional Power Management Pty Ltd	<a href="http://www.profpower.com.au">www.profpower.com.au</a>
Prysmian Cables and Systems	<a href="http://www.prysmian.com.au">www.prysmian.com.au</a>
Rio Tinto	<a href="http://www.riotintoironore.com">www.riotintoironore.com</a>
Rothschild Australia Limited	<a href="http://www.rothschild.com.au">www.rothschild.com.au</a>
Schneider Electric (Australia) Pty Limited	<a href="http://www.schneider-electric.com.au">www.schneider-electric.com.au</a>
Shine Technologies Pty Ltd	<a href="http://www.shinetech.com">www.shinetech.com</a>
Siemens Ltd	<a href="http://www.siemens.com/answers/aunz/en">www.siemens.com/answers/aunz/en</a>
Silcar Pty Ltd	<a href="http://www.silcar.com">www.silcar.com</a>
Sinclair Knight Merz Pty Ltd	<a href="http://www.skmconsulting.com">www.skmconsulting.com</a>
Spotless Managed and Support Services	<a href="http://www.spotless.com">www.spotless.com</a>
Standard and Poor's (Australia) Pty Ltd	<a href="http://www.standardandpoors.com.au">www.standardandpoors.com.au</a>
Temco Pty Ltd	<a href="http://www.temco.com.au">www.temco.com.au</a>
Tenix Alliance Pty Ltd	<a href="http://www.tenix.com">www.tenix.com</a>
Toshiba International Corporation	<a href="http://www.toshiba.com.au">www.toshiba.com.au</a>
Transfield Services	<a href="http://www.transfieldservices.com">www.transfieldservices.com</a>
Tyree Industries Pty Ltd	<a href="http://www.tyree.com.au">www.tyree.com.au</a>
UBS AG, Australia Branch	<a href="http://www.ubs.com">www.ubs.com</a>
UGL Infrastructure Pty Ltd	<a href="http://www.ugllimited.com">www.ugllimited.com</a>
VEMCO Australia Pty Ltd	<a href="http://www.vemco.com.au">www.vemco.com.au</a>
Vero Insurance Ltd	<a href="http://www.vero.com.au">www.vero.com.au</a>
Vicpower Trading	<a href="http://www.vicpower.com.au">www.vicpower.com.au</a>
Victorian Department of Treasury & Finance	<a href="http://www.dtf.vic.gov.au">www.dtf.vic.gov.au</a>
Wesfarmers Premier Coal Limited	<a href="http://www.premiercoal.com.au">www.premiercoal.com.au</a>
Wilson Transformer Company Pty Ltd	<a href="http://www.wtc.com.au">www.wtc.com.au</a>
WorleyParsons Services	<a href="http://www.worleyparsons.com">www.worleyparsons.com</a>
Zenergy Power Pty Ltd	<a href="http://www.zenergypower.com">www.zenergypower.com</a>



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