World Economic Forum

In collaboration with Accenture

Shaping the Future of Energy and Materials
System Value Framework – Europe Market Analysis
April 2021 Update

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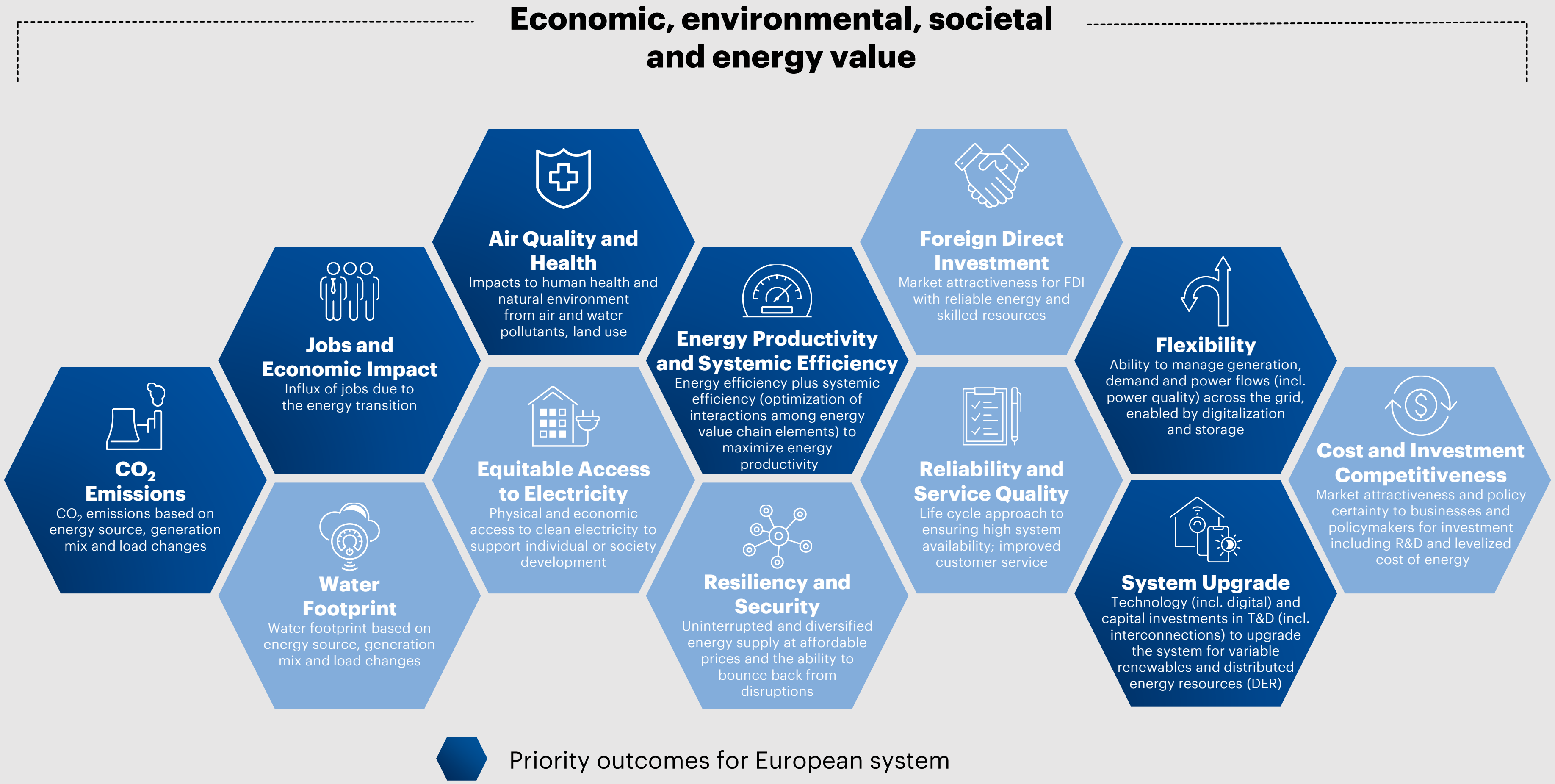
System Value of the clean energy transition in Europe

The System Value framework more holistically evaluates economic, environmental, social and technical outcomes of potential energy solutions across markets. The framework aims to **shift political and commercial focus beyond cost to include value.**

Using the System Value framework, the World Economic Forum, supported by Accenture and a group of global electricity companies, conducted analysis across several geographies as part of market evaluations **that examined recovery opportunities to accelerate economic growth and the clean energy transition**.

Key System Value dimensions for Europe have been prioritized across the framework based on current market dynamics and its relative maturity of transition towards an integrated energy system delivering net-zero GHG emissions.



Europe recovery solutions

Solutions to deliver the 2030 ambition

Connected Cities and Electrification

To continue decarbonizing Europe's cities, increase efficiency of power system and grids to ensure the integration of use and distributed energy resources, leverage **digitalization** and **demand optimization** for greater **smart flexibility**, and accelerate **electrification** through transition to **e-mobility** and **decarbonized heating systems.**

243 Mt
Less CO_2 emissions from electricity generation and heating in 2030

677k
One-year jobs created through 2030 (EVs and efficiency)

€14bn
Human health benefits from air quality improvements in 2030

Costs
€36bn
Incremental EU efficiency and EV charger investment through 2030

Note: Above CO_2 and human health benefit figures represent incremental savings in addition to 2030 base case projections.

Grids, Networks, VRE & Power Markets of the Future

Transform grids, networks and power markets to support increased variable renewable and distributed resources, enabling a grid with **55% share of wind and solar by 2030.**

By 2030, variable renewables will power a larger share of transport, heating and industrial applications, which currently are not electrified.

590 Mt
Less CO_2 emissions from electricity generation in 2030

€122bn
Human health benefits from air quality improvements in 2030

Costs
€152bn
Projected capital expenditure in electricity transmission in EU28 to 2030

Note: Above CO_2 and human health benefit figures represent incremental savings in addition to 2030 base case projections.

Decarbonisation of Industrial Clusters

Deploying **CCS, direct electrification, systemic efficiency** and **green hydrogen** to decarbonize Europe's 3,000 industrial clusters (representing 54 million jobs).

429 Mt
Less CO_2 emissions from Net Zero Industrial Clusters

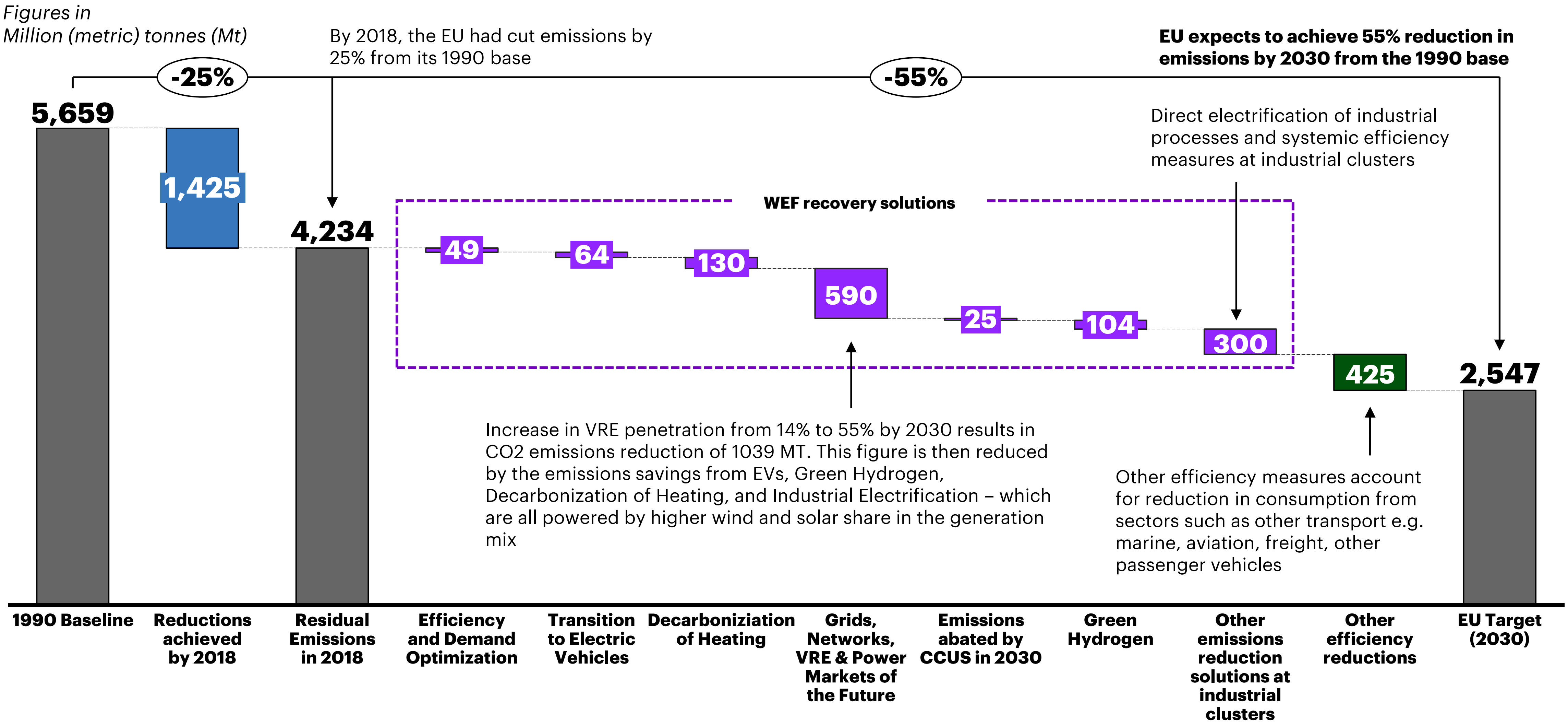
>365k
From CCS and green hydrogen production in 2030

Costs
€16bn-31bn
Investment in new infrastructure per year up to 2050

Note: Above CO_2 and human health benefit figures represent incremental savings in addition to 2030 base case projections.

EU emissions target and proposed solutions

The EU could meet its emissions reduction target by 2030 by implementing low carbon solutions described in the WEF recovery scenarios and industrial clusters research



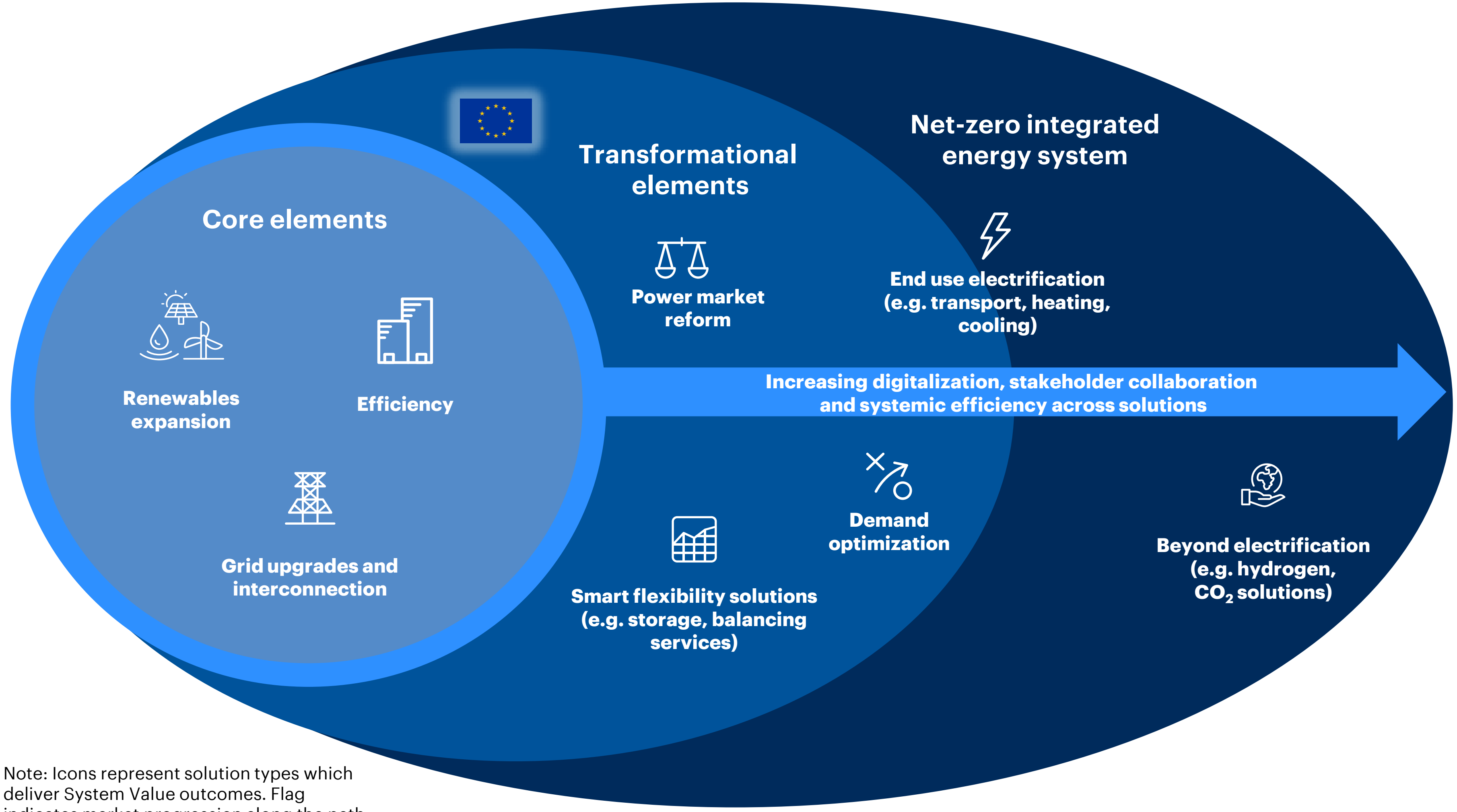
Note: Greenhouse gas (GHG) emissions refer to CO_2 equivalent emissions (CO2eq). Mt = million (metric) tonnes. VRE = Variable Renewable Energy
Sources: EEA, BNEF, Hydrogen Europe, IEA, Accenture Analysis

Europe's path to maximize System Value

Markets are moving from addressing core elements of the electricity sector transition…

…through "pivot points" where generation mix hits 20%-30% annual variable renewables (>50% instantaneous) and transformational elements enable…

… acceleration to a net-zero integrated energy system with a strong focus on systemic efficiency



Europe is at the pivot point

Recovery solutions deliver against **core transition elements** and **push forward beyond the pivot point** towards an integrated energy system delivering net-zero GHG emissions.

Next Generation EU has potential to **accelerate the pace** towards an integrated energy system

Note: Icons represent solution types which deliver System Value outcomes. Flag indicates market progression along the path.

Analysis purpose and overview

The World Economic Forum, supported by Accenture, has developed the **System Value framework** to move beyond cost to a **more holistic evaluation** of energy sector opportunities **across economic, environmental, societal, and energy system value dimensions**.

Europe's electricity market was one of several markets chosen to demonstrate how the System Value framework can be used to evaluate opportunities that **accelerate economic recovery and a clean energy transition**.

The following analysis of the European electricity market aims to answer several key questions for energy industry leaders and can be leveraged to consider opportunities to pursue and prepare for conversations with a range of stakeholders.

- What is the state of COVID-19-related stimulus and recovery activity at the EU level?
- What short- to medium-term growth opportunities can spur economic recovery and accelerate the clean energy transition?
- How can stakeholders move beyond a cost-centric dialogue to consider the value of outcomes to the economy, environment, society and energy system?

WORLD ECONOMIC FORUM

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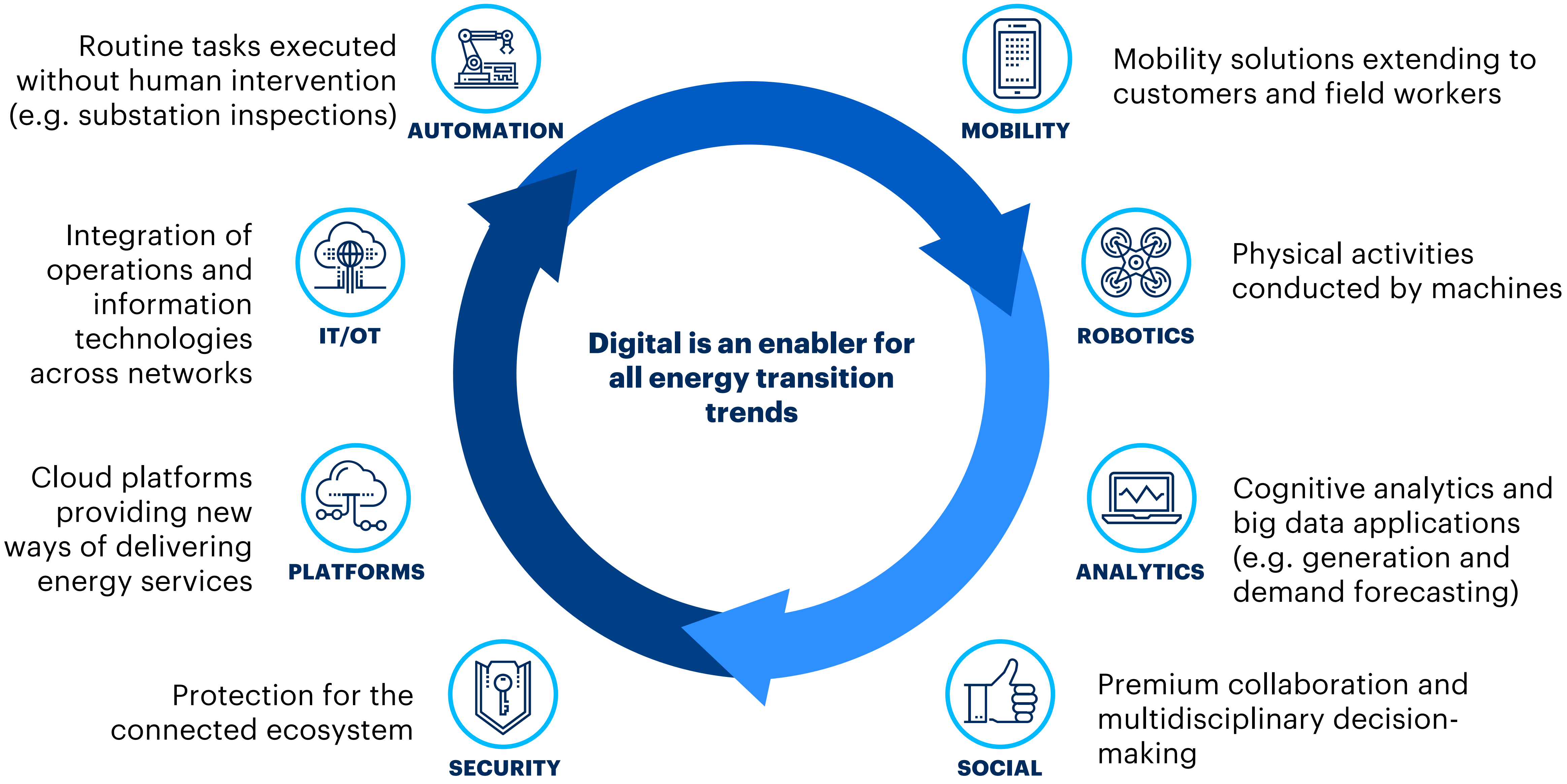
Energy transition trends shaping the European electricity industry

Digitalization

Increasing electrification	• **Buildings**: Smart, efficient electric appliances changing the load profile of buildings; heating/cooling also being electrified. • **Mobility**: Electrification of passenger vehicles, fleets. Heavy duty transport exploring electrification and Power-to-X options. • **Industry**: Electrification of light industrial applications and Power-to-X applications beginning to support new net-zero GHG emission goals of heavy industry and agriculture.
Growth of green technology	• **Utility-scale renewable generation**: New capacity is dominated by utility-scale renewables. • **Distributed energy generation**: Decreasing costs driving increase in rooftop PV, batteries and microgrids. • **Energy efficiency technologies**: Improve management of consumer demand and therefore optimise the need for new capacity.
Network of the future	• **Resilient grid**: Pressure to ensure power supply, withstand intense environmental events and cybersecurity threats. • **Flexibility**: Need for greater flexibility through storage, matching forecasting to variable generation, increased interconnection and demand management but also requiring smart grids technologies implementation able to integrate this increasing flexibility resources. • **Development**: Reinforcing or building new grid capacity, often in the face of customer NIMBY objections.
Enterprise customer goals	• **Corporate Activism**: 200+ companies have made 100% renewable commitment as part of RE100 initiative. • **PPA growth**: Increasing share of wind and solar development financed by industrial and commercial customer commitments. • **Energy management**: Growing interest in site-level energy data and analysis to optimize energy usage, purchases and generation.
Consumer activism	• **Youth activism**: Youth-led climate activist groups such as School Strike for Climate fuel international movements. • **New values beyond price**: Additional considerations motivate consumers, from buying green electricity to efficiency. • **Digital expectation**: Consumers, influenced by other industries and companies, expect seamless digital interactions. • **Greater choice**: Consumers adopt a more active role, increasing self supply and optimizing consumption.
Investor activism	• **Sustainable generation scrutiny**: Activist investors target electric utilities to accelerate decarbonization efforts. • **Pressure on financiers**: Activist investors put pressure on banks to limit or halt financing for carbon intensive projects. • **Investors going green**: Large investors BlackRock and Vanguard pledge to include sustainability in investment criteria.
Cities in transition	• **Systemic efficiencies**: Increased focus on advancing the clean transition in cities through building electrification, new green mobility, smart grid technology implementation, and cross-sector efficiency optimization. • **Net-zero and air quality**: From transit to buildings, cities move to net-zero and circularity principles, improving air quality. • **Energy poverty**: Growing emphasis on addressing energy poverty issues such as heating, cooling and rent affordability.
Investment in clean energy technology	• **Driving down costs**: Investments to drive down cost and scale technologies, e.g. hydrogen production, hydrogen transport and use; 10 MW+ electrolysers; lithium-ion batteries; CCUS; floating offshore wind. • **R&D in new technologies**: New clean energy technology, i.e. storage technologies beyond lithium-ion, new materials.

Sources: RE100, Blackrock, Vanguard, Accenture analysis

Digitalization underpins the energy transition



COVID-19 impacts in Europe on energy transition trends

Digitalization

Increasing electrification	• **EV charge points**: 11 European countries postponed rollout of EV charge points due to COVID-19. Mobility restrictions and overall decrease in electricity usage led to short term income decline of up to 70% for certain charge point operators. • **Short-term drop in EV sales**: Global 2020 EV sales expected to fall 43% according to WoodMac but in fact recovered, surging 38%. Overall, however, there was a 20% decline in total global car sales in 2020.
Growth of green technology	• **Construction and refurbishment delays**: Some EU member states reported delays due to supply chain issues, delivery of equipment or workforce availability. • **Renewables share increases but margins challenged**: European utilities see increased share of renewables but more volatile and frequently lower (negative) pricing. However, commitment to the growth in renewables portfolios remains strong.
Network of the future	• **Record share of renewables challenge SOs**: With reduced electricity demand during the beginning of the pandemic, coal-based power generation fell by 25% in Q1 2020 compared to Q1 2019, with the share of renewable generation reaching 43% and some countries running entirely coal-free. The increased variable generation proved challenging but manageable to system operators balancing the system, but resulted in more price volatility and more frequent negative prices.
Enterprise customer goals	• **Call for green recovery plans**: More than 155 multinational firms in the Science Based Targets initiative, including H&M Group, IKEA and Nestlé, sign letter reaffirming their own commitments and urging for recovery plans to be tied to net-zero targets. • **Impact on PPAs**: According to BNEF, in 2020 companies signed nearly three times as many PPAs vs. 2019. However, many developers held back in the hope of price recoveries post-pandemic.
Consumer activism	• **Remote workforce**: 30% of workers indicate that they plan to increase the amount they work from home in the future, as consumer perceptions of external benefits of remote working, such as reduced transport congestion and cleaner air, may lead to a more permanent behaviour shift.
Investor activism	• **Accelerated growth in ESG investing**: 35% of wealth managers expect a significant increase in interest in ESG investing resulting from COVID-19. • **Integration of Sustainability into core business**: Growing influence of the Chief Sustainability Officer to integrate sustainability into the organisation, for example including Acciona, UBS, AT&T, Tata Power and Alliance Boots.
Cities in transition	• **Reduced air pollution**: Concentrations of NO_2 dropped by ~20%-50% across major cities due to reduced road transportation. • **Cycling and walking schemes**: Cities such as London, Milan and Paris have announced measures to build networks of cycling lanes and car-free zones to support a low-carbon recovery.
Investment in clean energy technology	• **EU Recovery Fund**: 30% of EU budget will be allocated to climate investments and additional funding for Horizon Europe, which targets investment in energy transition technologies.

Sources: Wood Mackenzie (1, 2); Green Tech Media (1, 2); Bloomberg; Renews; ICIS; Carbon Brief; Science Based Targets; Eurelectric; European Environment Agency (1, 2); PV Magazine; ACEA; Accenture Research; New Energy Update; Reuters; European Commission; Reuters; Atlantic Council; BNEF

COVID-19 impact on Europe's electricity market

COVID-19-related shutdowns caused Europe's largest electricity markets to decline 8% in the first half of 2020 with coal down 25% in Q1; however, demand returned close to normal levels in some markets towards the end of 2020.

Electricity demand falls across markets

- **Electricity demand** in Europe's five largest electricity markets[1] **declined by 8%** year-over-year in the first half of 2020, **before recovering** towards the end of the year.

Generation mix shifts further away from coal

- **Coal-based power generation fell by 25%** in Q1 2020 compared to Q1 2019, comprising only 12% of EU and UK combined generation
- **Share of renewable generation reached 43%** in the same period, **increasing by 8% since 2019**

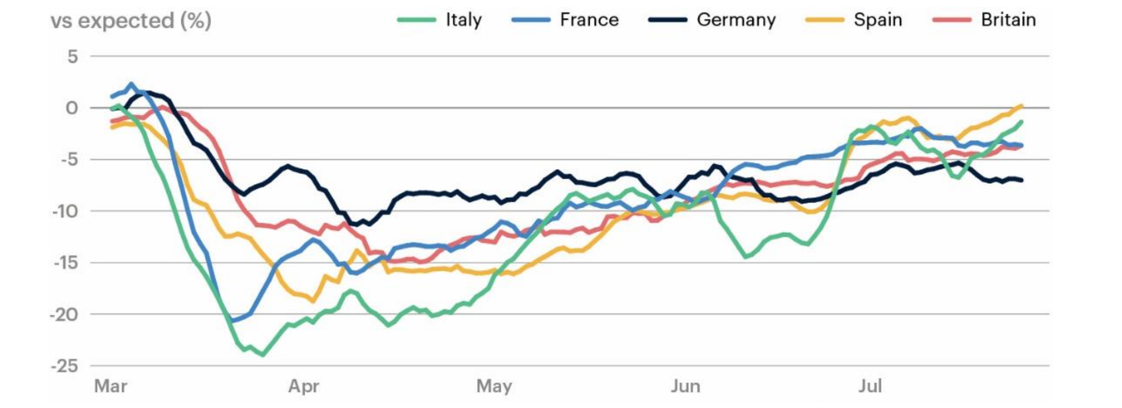
Wind and solar deployments slow

- Renewables additions were initially impacted by **supply chain disruption and worker restrictions**
- Wind energy installations were expected to be 20% below 2020 forecast but recovered as lockdown measures eased in the second quarter
- Financial impact of the crisis on member states' budgets compromised auction schedules

Recovery timelines remain uncertain

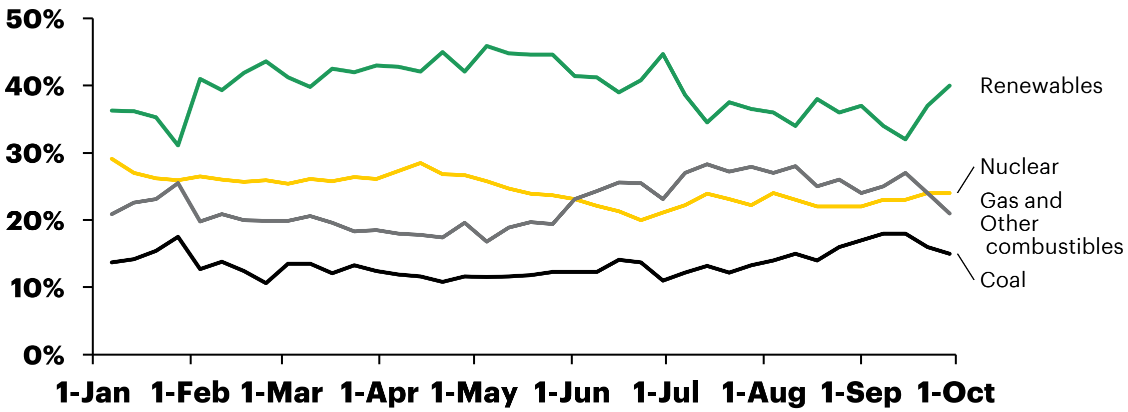
- Demand is recovering close to normal in some geographies, such as Spain and Italy, while other countries are still below normal
- Questions surround economic viability of coal plants and whether COVID-19 will accelerate closures

Electricity demand across Europe's large markets rebounded



Source: ICIS, 7-day rolling average

Electricity mix in Europe, January-October 2020



Source: IEA

[1] Germany, France, Italy, Spain, Great Britain
Sources: S&P Global; IEA (1, 2); Wind Power Monthly; European Commission

EU COVID-19 stimulus timeline

1 Initial stimulus phases

Support for partner countries

8 April 2020: €20 billion **global response package** to support partner countries impacted by COVID-19 agreed by development ministers

20 May 2020: €3 billion EU COVID-19 **assistance package for neighbourhood partners**, provided in the form of loans on highly favourable terms

EU member state support

18 March 2020: €37 billion **Corona Response Investment Initiative (CRII)** to support SMEs and strengthen investment in products/services to support response of health services

1 April 2020: Broadened scope of EU Solidarity Fund as part of the **CRII** to include major health emergencies: up to €800 million financial aid to the worst-affected countries in 2020

9 April 2020: Eurogroup puts forward €500 billion support package and prepares the ground for a recovery fund

14 April 2020: EU budget amended to make available €3.1 billion in funds to tackle COVID-19 (medical supplies, testing kits, field hospitals etc.)

26 May 2020:
- European Commission issues proposal for a **recovery fund** of €1.85 trillion between Next Generation EU and a reinforcement of the 2021-2027 EU budget, targeting the European Green Deal and digitalization
- **Next Generation EU** proposes €750 billion with €390 billion in grants and €360 billion in loans
- **2021-2027 EU budget** is proposed as €1.1 trillion

17-21 July 2020: EU Heads of State **reach agreement on 2021-2027 EU budget** and €750 billion Recovery Fund (Next Generation EU) with an increase in loans (>€110 billion) compared to grants including centrepiece Recovery and Resilience Facility (€672.5 billion)

November - December 2020: EU **Parliament reach agreement on the package**. European Parliament and Council **adopt next long term EU budget** and further reach agreement on the centre piece Recovery and Resilience Facility

30 April 2021: Deadline for the submission of national plans for Recovery and Resiliency facility with member States having submitted preliminary draft plans in October 2020. The Commission will **assess the plans within two months** followed by 1 month for Council approval

2 EU Recovery Fund, including Next Generation EU

Sources: EU Council (1 , 2, 3); European Commission; Financial Times

European Commission response to COVID-19

European Commission stimulus response

- The European Commission passed a **€750 billion recovery instrument**, "**Next Generation EU**", embedded within the long-term budget
- The €750 billion will be split: €390 billion in **grants** and €360 billion in **loans**
- This will be raised on the financial markets through bond issuance and paid back over 30 years using carbon emissions tax, tax on unrecycled plastics, or a digital tax

Long-term EU budget

- European Commission also **proposed 2021-2027 EU budget amounting to €1.1 trillion**
- Recovery based on green and digital policies as well as increased resilience from lessons learned from COVID-19

European Green Deal

- European Green Deal is the EU's growth strategy, with **twin green and digital transitions** expected to strengthen Europe's global position
- **30%** of the EU budget will be spent **on climate investments** with focus on **unlocking investment in clean technologies**, accelerating the deployment of **sustainable vehicles, alternative fuels** and financing the **installation of 1 million charging points**
- Potential to create **more than 700,000 new jobs** by 2030 through circular economy investments

Components of the €750 billion proposed investment

Investing in a green, digital and resilient Europe

Supporting Member States to recover

Recovery and Resiliency Facility represents €672.5 billion in grants (€312.5 billion) and loans (€360 billion) to implement investments essential for sustainable recovery

ReactEU €47.5 billion to extend the coronavirus crisis response and repair measures

Just Transition Fund of €10 billion in grants to address social and economic consequences of the EU climate targets, with additional €7.5 billion allocated from the overall budget

European Agricultural Fund for Rural Development provides €7.5 billion to support resources management and sustainable development of the rural economy

Kick-starting the economy and helping private investment

Invest EU
€5.6 billion to support the financing of the installation of 1 million charging points, clean fleet renewals by cities and companies, sustainable transport infrastructure and shift to clean urban mobility

Learning the lessons from the crisis

Horizon Europe
€5 billion grant to unlock investment in clean energy and value chains, investing in technologies key for energy transition, clean hydrogen, batteries, carbon capture and storage and sustainable energy infrastructure

RescEU
€1.9 billion in grants to enhance protection of citizens from disasters and the management of emerging risks, such as health emergencies, extreme weather conditions and other threats

Sources: EU Recovery Plan, European Commission; European Green Deal; EU Commission Environment Ministers; European Parliament; EU Council (1, 2); Fi-compass; EU Commission React EU; EU Commission rescEU; Next Gen EU Pillars

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Recovery solution selection criteria

Selected recovery solutions are required to meet the following criteria:

1 Accelerates the energy transition
The recovery solution moves the market closer to net-zero

2 Stimulates economic recovery
Implementation of the recovery solution should stimulate job creation from 2021

3 Enables meaningful System Value assessment
*Model and assess the recovery solution for meaningful results within a 2030 time horizon**

** With the exception of Hydrogen Economy which looks at a 2050 horizon*

Recovery solutions can support Europe post-COVID-19 and advance the clean energy transition

2030 Outlook

	Connected Cities and Electrification			Grids, Networks, VRE & Power Markets of the Future	Carbon-neutral Industrial Clusters	
	Efficiency and Demand Optimization	**Electrification of Transport**	**Decarbonized Heating and Cooling Systems**	**Grids, Networks, VRE & Power Markets of the Future**	**Net Zero Industrial Clusters**	**Green Hydrogen**
Solution overview	Operators can **leverage efficient DERs such as behind-the-meter batteries and smart technologies to optimize demand**, increasing grid reliability while integrating more variable generation	Governments can **support transition to electrified transport** by investing in **EV charging infrastructure** and supporting mechanisms to enable **smart charging** to unlock value from grid flexibility	Comprising half of EU energy usage, heating and cooling applications can be decarbonized through **district heating and electrified heat pumps** as well as combined with smart solutions to aid flexibility	**T&D networks and power markets must be transformed to support increased variable and distributed resources** as variable generation hits 30% in many European markets and will become majority by 2030	Europe can enable deeper decarbonization through creation of **Net Zero Industrial Clusters** across the continent that use a combination of solutions, including **systemic efficiency, direct electrification**, **CCUS, and hydrogen**	Building a **green hydrogen market and infrastructure will allow for cost-efficient bulk transport and storage of renewable energy**, enabling net-zero GHG emissions across hard-to-abate industrial sectors
Capacity and generation impact	• Higher efficiency reduces load, 41 TWh of coal generation by 2030 • Demand optimization reduces curtailment, enabling 8 TWh additional wind and solar	Zero-carbon transport will require 120 TWh renewables generation (96 TWh wind, 24 TWh solar) in 2030 to meet demand from electrified transport excluding smart charging curtailment reduction	• Decarbonization of heating systems will require significant renewable energy expansion; for example, to convert natural gas space heating consumption, an estimated 1,650 TWh of renewable energy is needed	• Development of next-generation network and power markets can enable grid with 55% share of wind and solar by 2030, up from 14%	• Implementation of low carbon solutions at industrial clusters can displace coal and natural gas and help accelerate the reduction of EU industrial sector emissions	• By 2030 the EU aims to produce 4.4 Mt of renewable hydrogen p.a. with 3 Mt imported. This would require 31 GW (58% capacity factor) and 22 GW (35% capacity factor) of offshore wind and solar respectively in the EU.
CO_2 emissions	↓ 49 Mt CO2 reduced in 2030	↓ 64 Mt Reduced CO2 in 2030	↓ 130 Mt EU replaces 20% of natural gas space heating with renewable electricity	↓ 590 Mt CO2 reduction as VRE penetration rises to 55% in 2030 from 14% in 2018, net of all other solutions benefiting from higher VRE levels	↓ 325 Mt Carbon capture and storage target for 2030 (excludes the UK)	↓ 104 Mt Based on 7.4Mt of green hydrogen consumption in 2030
Water footprint	↓ 87 Gl Reduction in 2030 water footprint in giga litres (GL)	*Not included in analysis*	*Not included in analysis*	↓ 2100 Gl Reduction in 2030 water footprint in giga litres (GL)	*Not included in analysis*	*Not included in analysis*
Jobs impact	↑ 489k Total incremental jobs created from 2021 to 2030	↑ 188k Total incremental jobs created in 2030	*Not included in analysis*	↑ >7m Total incremental jobs created from 2018 to 2030 by growing 2030 wind and solar share to 55%	↑ >125k Total jobs from carbon capture within industrial clusters through to 2030 (including construction)	>140k *Total investments in electrolyser capacity 140-170k jobs (manufacturing and maintenance)*
Air quality and health	↑ €7bn Human health benefits in 2030 from decreased air pollution	↑ €5bn Human health benefits in 2030 from decreased air pollution	↑ €2bn Human health benefits in 2030 from decreased air pollution	↑ €122bn Human health benefits in 2030 from decreased air pollution	*Not included in analysis*	↑ €1bn Human health benefits in 2030 from decreased air pollution

Notes: While hydrogen was selected for analysis, innovation and R&D are essential enablers of the clean energy transition. Figures in above recovery solutions assume each is enacted in isolation.
Mt = million (metric) tons. Estimated human health benefits from reduced NOx, SO_2, PM levels from lower fossil fuel generation.

Connected Cities and Electrification

Overview

Over 60% of Europe's carbon emissions come from its cities. Furthermore, in light of short-term COVID-related externalities, such as improved air quality and reduced traffic congestion, there is increasing pressure to redesign urban infrastructure to accelerate the transition to a low-carbon economy.

Thoughtful design of greener, more efficient and smarter cities can enable greater integration across energy production and consumption for a more connected, optimized system.

2030 outlook

Europe will need to place increased focus on system integration by increasing efficiency and DERs, leveraging demand optimization for greater flexibility, accelerating the transition to e-mobility, and decarbonizing heating and cooling systems.

Efficiency and Distributed Energy Resources (DER)

- Prioritization of smart, low-carbon urban infrastructure, decentralized renewable generation paired with battery storage, and energy management system (EMS) platforms.

Demand Optimization and Energy Flexibility

- Furthering dynamic tariffs and time-of-use (ToU) pricing and demand response programmes to match demand with times of high VRE production, enable behind-the-meter (BtM) optimization and wider integration with e-mobility via smart charging.

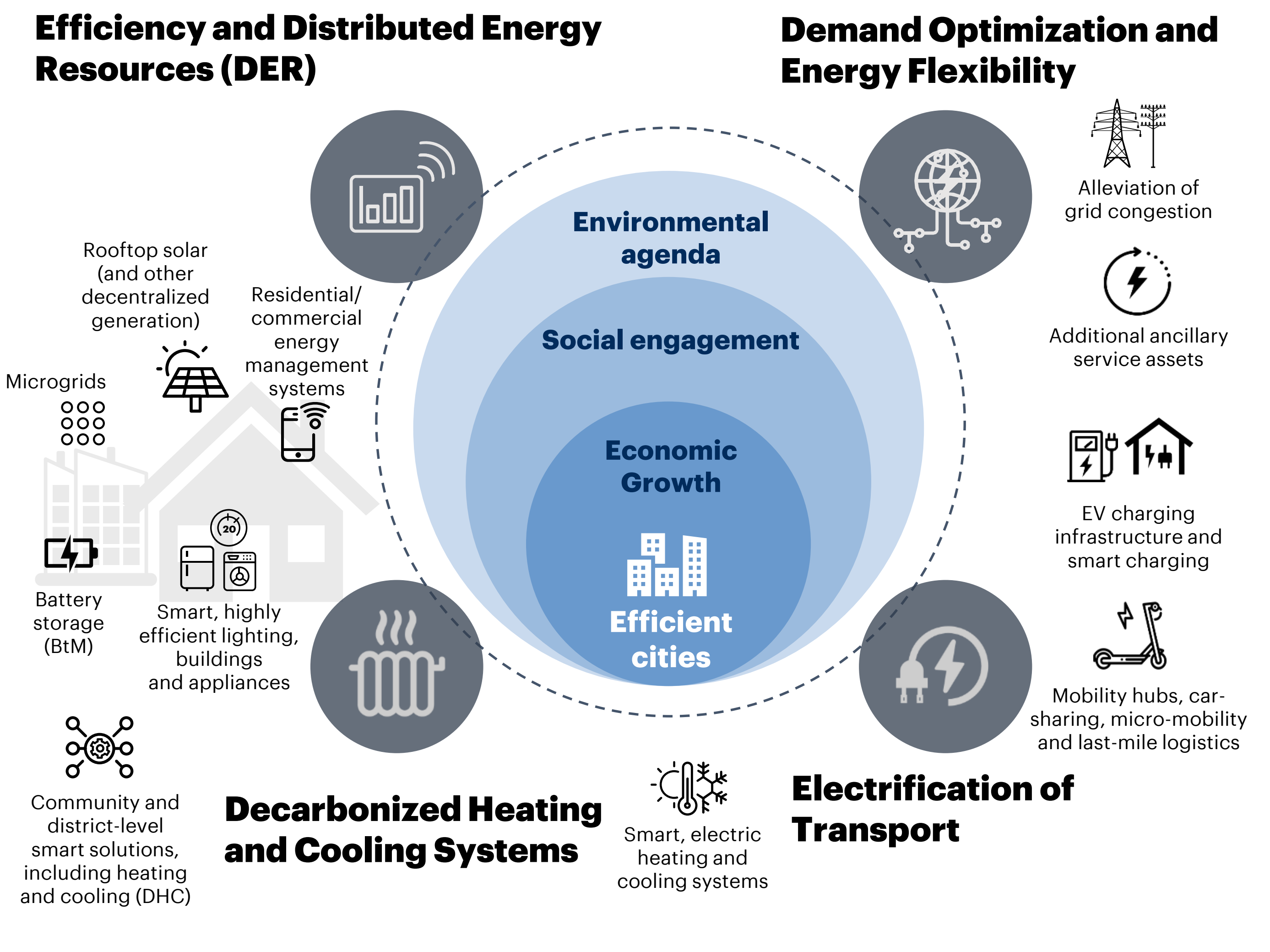
Electrification of Transport

- EVs and the electrification of public transportation can play a prominent role in efficient grid and micro-grid management in cities with smart charging aiding grid flexibility, and city authorities can develop shared transport initiatives.

Decarbonized Heating and Cooling Systems

- From district heating to heat pumps, myriad energy-saving, smart heating and cooling solutions are emerging.

Greater digitalization and system integration can enable efficient, climate-neutral cities



Sources: The Conversation; European Commission; OECD; IEA; IRENA; ETI; Accenture

Efficiency and Demand Optimization

Overview

Building energy usage contributes to 36% of EU carbon emissions. There is substantial opportunity to reduce load and building fuel consumption as countries such as Finland and its 6 Cities programme place increased emphasis on smart technology, efficiency and sustainable cities. Additionally, as variable renewable generation is projected to increase to 55% share by 2030 according to BNEF, it is essential to advance demand optimization and flexibility through increased storage, digitalization and electrification, coupled with managed consumption.

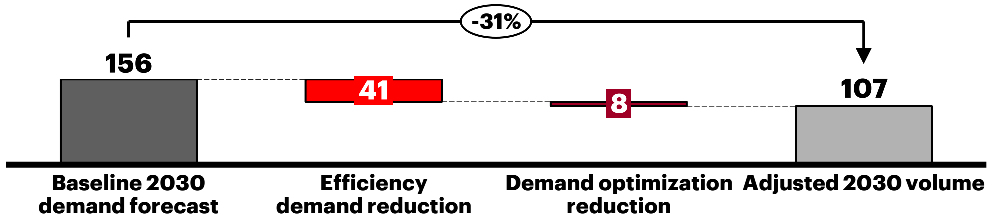
This recovery solution considers the impact of potential €2.5 billion annual efficiency investment[1] from the European Commission through 2030 as well as demand optimization potential from €3.2 billion investment in behind-the-meter storage, to match demand with times of high renewable energy production and reduce curtailment of renewables.

Efficiency and demand optimization opportunities for COVID-19 recovery

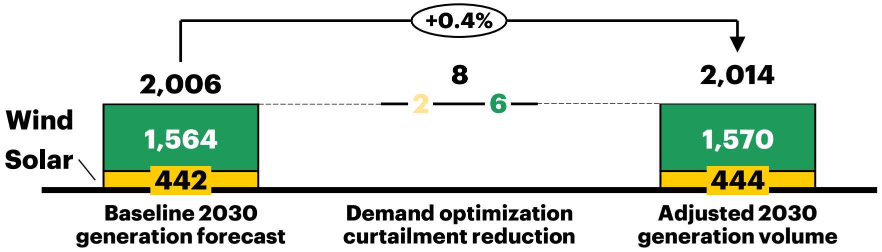
- *Building efficiency*: Mitigating household energy poverty is increasingly important in the context of COVID-19. Building upon new building energy performance rules set forth in 2018's Clean Energy for All Europeans package, Europe can strengthen support for smart efficiency retrofits and renewable energy projects for low-income households, neighbourhoods and commercial properties.
- *Smart, efficient appliances*: Increasing the deployment and requirements of smart, efficient appliances and electric heat pump systems, particularly in existing buildings, can accelerate energy management, curb building emissions and grow DR participation.
- *Distributed solar and behind-the-meter batteries*: Self-supply solar can be combined with small-scale batteries to increase energy supply efficiency by reducing T&D system losses and curtailment. Customers can be incentivised through user-friendly utility business models and favourable electricity rates or subsidies to decrease peak demand.
- *Dynamic pricing, ToU rates and demand response*: Increasing the ambition and incentives of demand response programmes, dynamic pricing and time-of-use (ToU) rates can increase customer participation, further reduce wind and solar curtailment, and save money for customers.
- *DSO and DER aggregation*: New incentives and programmes that encourage aggregation from DSOs/DERs can provide peak load and congestion management and voltage support services to support majority variable generation system.
- *Conditional bailouts*: Corporate bailouts for energy-intensive companies and fossil fuel entities can be made conditional upon participating in flexibility markets, lowering carbon intensity or increasing self-generation.

Projected 2030 impacts on coal, wind and solar generation volume

Coal demand decreases with increased efficiency and optimization (TWh)



Wind and solar generation increases due to reduced curtailment (TWh)



Source: *Baseline generation and capacity mix based on BNEF forecasts*

System Value impacts of efficiency and demand optimization

Benefits			Costs
↓ **49 Mt** 290 Mt cumulative reduction through 2030	↑ **489k** Additional one-year jobs through 2030 based on €2.5 billion annual efficiency investment	↑ **€7bn** Human health benefits in 2030 from decreased air pollution	**€28bn** Assumed incremental EU investment through 2030, based on €3.2 billion storage and annual €2.5 billion efficiency investments

Notes: Analysis based on EU 27 data; (1) Figure based on EU-level €18 billion investment from 2014 to 2020 through European Structural & Investment Funds; (2) Figure based on late 2019 announcement of seven-nation Important Project of Common European Interest (IPCEI) battery storage project
Sources: Euronews; IRENA; IEA (1, 2); Transport & Environment; European Commission (1 , 2, 3); Smart Energy International

Electrification of Transport

Overview

This analysis focuses on how electrification will contribute to diversifying energy sources for transport and facilitate further integration of renewables, as the share of generation in Europe is projected to grow to 55% by 2030.

The benefits of road transport electrification paired with smart charging are investigated in terms of reduced renewables curtailment and capacity additions, along with grid flexibility enhancement. EVs and smart charging can be used to stabilize the grid by balancing supply and demand. Europe is estimated to have a BEV[1] uptake amounting to 12 million passenger and commercial vehicles between 2020 and 2025, and 32 million by 2030, with a ~38% weighted average[2] forecast EV uptake as a percentage of annual new vehicle sales by 2025, and ~59% by 2030. Additionally, Accenture Research has demonstrated the value of total annual flexibility gains to be €4.2 billion in 2030 across six target markets[3] in Europe.

EU recovery funding

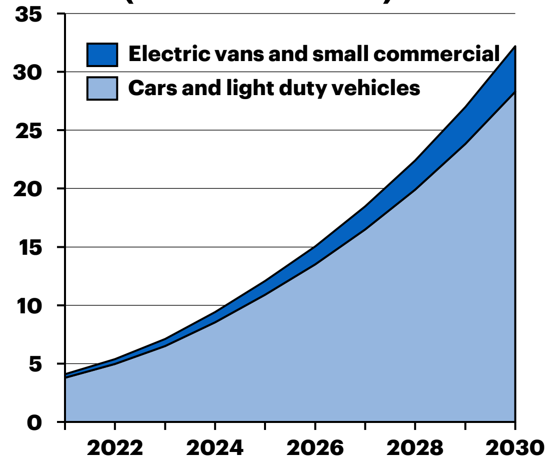
- With the goal of reducing GHG emissions in road transport by 15%[4] by 2030 (compared to 2008), the Connecting Europe Facility, InvestEU and other funds have committed to support financing of 1 million charging points installations, clean fleet renewals and sustainable transport infrastructure.
- This proposed recovery solution would achieve a 10% emissions reduction, focusing on passenger and light commercial vehicles only, where the transition of public transport and heavy-duty trucks could account for the remaining 5%.
- It is estimated that a €6 billion investment would be needed to achieve the 1 million public charge point target; however, public investment should come with a incentive for industry to invest in private charging.

Electrification and smart charging opportunities for COVID-19 recovery

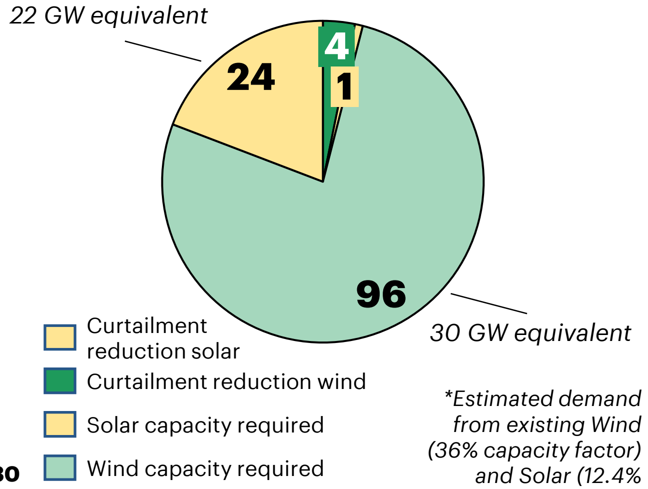
- *Clean air zones, national ICE vehicle sale bans[5] and EU vehicle emission standards*
- *Sponsorship, co-financing or subsidies* for BEV purchases and charge point deployment
- *Public/private sector partnerships and cross-industry synergies*: E-mobility and utility players investing in electric vehicle infrastructure (EVI) and smart charging
- *Smart charging incentives*: Efficient price signals to pair with supply (e.g. ToU) and enablement of new revenue streams (e.g. price arbitrage, ancillary services)
- *Planning permission and building regulation* to support EV charge point installation
- *Technology development* to enable dynamic pricing (e.g. consumer applications), and roll-out of smart chargers with V2G/V2H/V2B[6] capability

Capacity required for transport electrification uptake in 2030

Cumulative uptake of EVs to 2030[1] (million vehicles)



120 TWh 2030 EV Demand* by Source (TWh)[2]



*Estimated demand from existing Wind (36% capacity factor) and Solar (12.4% capacity factor)

Source: (1) Accenture Research; (2) Baseline generation and capacity mix based on BNEF forecasts

System Value impacts of road transport electrification

Benefits			Costs
↓64 Mt 362 Mt cumulative reduction through 2030	**↑188k** Total transport electrification jobs created in 2030[7] **122k** EV infrastructure **34k** Power upgrades **32k** Battery manufacturing	**↑€5bn** Human health benefits in 2030 from decreased air pollution	**€6bn** Estimated investment to achieve 1 million public charge point target, based on T&E report

Notes: Analysis based on EU 27; (1) battery electric vehicle; (2) between 2020 and 2025; (3) UK, Germany, France, Netherlands, Italy, Spain; (4) Road transport % estimated based on EEA, EU 2030 target for transport emissions; (5) internal combustion engine, see appendix for further detail on the topic of clean air zones; (6) vehicle-to-grid (V2G), vehicle-to-home (V2H), vehicle-to-building (V2B), (7) Based on AIE report, not inclusive of negative job impact on ICE vehicle jobs (e.g. maintenance)
Sources: EU Commission; EU Federation for Transport and Environment; IRENA; AIE; T&E CO2 Report; Accenture

Decarbonized Heating and Cooling Systems

Overview and key technologies

Heating and cooling in buildings and industry accounts for ~50% of EU energy consumption, with 75% of consumption met from fossil fuels and only 19% from renewable energy. Decarbonization of heating systems (clean electrification or green hydrogen) will require significant renewable energy expansion. For example, to convert natural gas space heating consumption as of 2015, an estimated 1,650 TWh of renewable energy is needed.

- *District heating and cooling (DHC):* District energy systems are networks of underground insulated hot or cold water pipes that service multiple buildings within a district, creating synergies in the supply of heating, cooling, domestic hot water and electricity. Energy grids can be integrated to supply low-carbon and energy-efficient heating and cooling, as well as maximize the uptake of renewables. Pilot projects across Europe are being set up to test DHC innovations, such as the STORM[1] project in Sweden and the Netherlands that developed a DHC network controller using self-learning algorithms.
- *Electrification of heating*: Electrification can play a large role in decarbonizing the residential heating sector, such as the flexible use of electric heat pumps connected to district heating networks. Generated heat can be stored within a building structure or in hot water tanks, acting as a thermal battery. Adapting dynamic pricing (e.g. ToU tariffs, real-time granular pricing) for heat pumps would encourage customers to shift heating loads to off-peak times and incentivise the flexible operation of heat pumps.
- *Smart solutions* such as smart thermostats can better manage and save energy use alongside renewable heating technologies (biomass boilers, solar heating systems).
- *Hydrogen for heating*: Combined with natural gas or used independently, hydrogen could offer a new heating fuel opportunity in the long-term.

Example initiatives to achieve sector decarbonization goals by 2030

- *Prioritize a data-driven approach* to maximize efficiency and manage consumption
- *Set up partnerships and government programmes to bridge private-sector involvement* in innovating and scaling up district heating networks
- *Establish a system approach to utilize synergies across sectors*, e.g. using waste heat sources, or using district heating to provide electricity sector flexibility
- *Ramp up investment in district heating* grids, infrastructure and supply, while shifting away from fossil fuel heating investments such as gas or oil boilers

Key measures proposed by EU directives

- EU members to set national cost-optimal minimum energy performance requirements for new and renovated buildings, for elements such as heating and cooling systems
- Regular heating and air conditioning inspection schemes must be in place
- From 2021, all new buildings must be nearly zero-energy buildings (NZEB)
- Smart technologies, such as temperature regulation devices, are promoted

System Value impacts

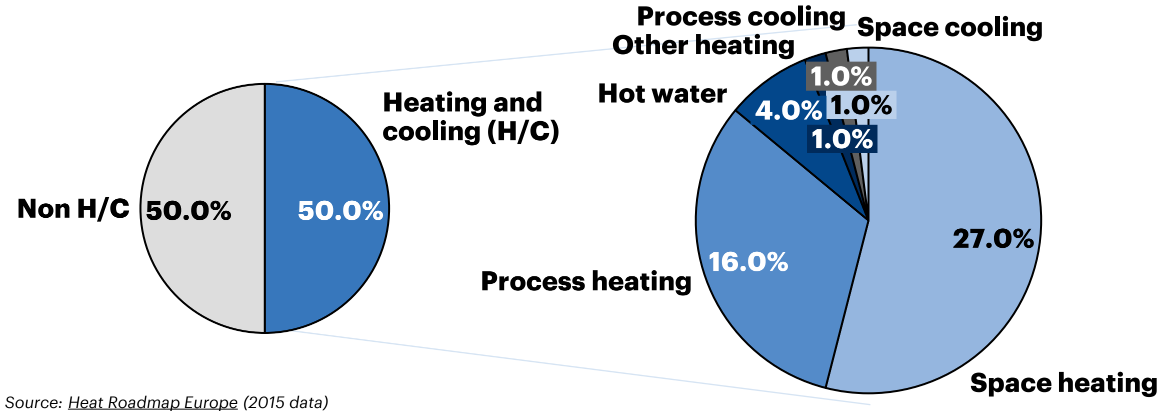
130 Mt

9% reduction in 2030 building emissions if EU replaces 20% of natural gas space heating with renewable electricity

€2bn

Human health benefits in 2030 from decreased air pollution

Space heating and hot water comprise 32% of EU energy demand



Source: Heat Roadmap Europe (2015 data)

Notes: Analysis based on EU 27; (1) Self-organising Thermal Operational Resource Management

Sources: European Commission (1, 2, 3); Eurostat; EuroActiv, Euroheat, District Energy Initiative, BIEE, BNEF, Heat Roadmap Europe, New Scientist, Citu, IRENA; Accenture analysis

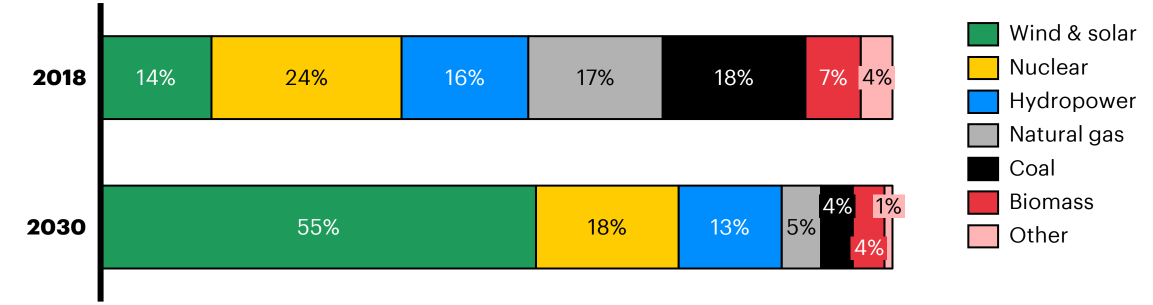
Grids, Networks, VRE & Power Markets of the Future

Growing VRE penetration will enable emissions reduction from multiple sources of clean energy demand

Overview

- Grids, networks, VRE and power markets are the foundational solution to maximise emissions reduction enable the other system value solutions
- Investment in transmission infrastructure is imperative to enable VRE growth in power markets. The EU28 (including the UK as a critical interconnector) expects €152bn capex between 2021 and 2030. However some estimates suggest that up to €58bn a year investment in grids (2021-30) is needed to achieve 2030 climate ambitions i.e. a 4x increase in planned expenditure.
- As variable renewable energy (VRE) penetration increases from 14% in 2018 to 55% in 2030, total capacity for wind and solar increase from 175 GW and 118 GW respectively, to 496 GW and 405 GW over the same period
- Growing penetration of VRE sources enables emissions reduction from other potential sources of clean energy sources such as:
  - Decarbonization of heat via electric heat pumps
  - Uptake in electric vehicle penetration
  - Growth in green hydrogen consumption
  - Industrial electrification of light industries

Europe set to increase variable renewable share from 14% in 2018 to 55% in 2030

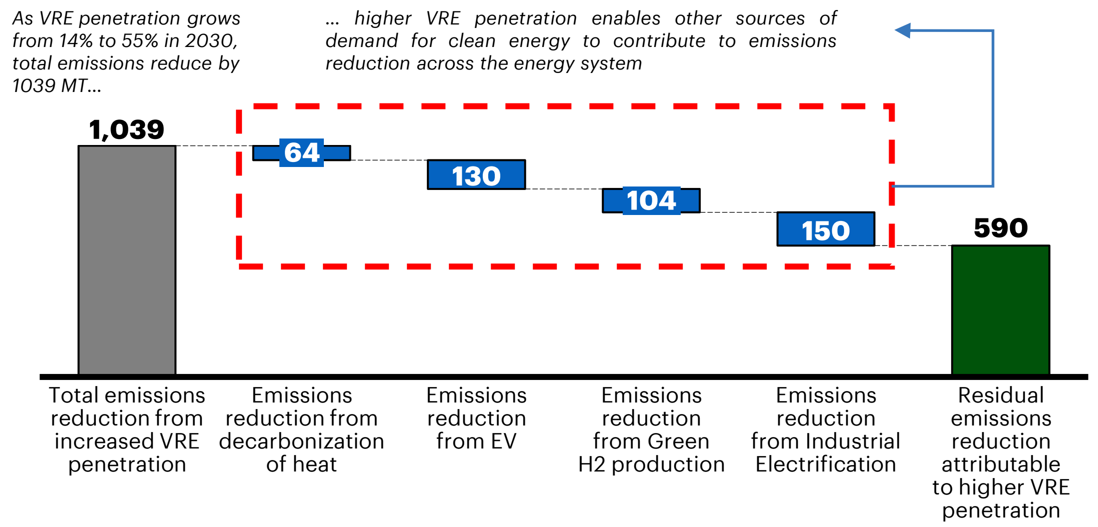


In 2030 accelerated case:

- Wind and solar generation share grows from 14% to 55% due to network and power market advancements
- Additional wind and solar generation decrease share of coal, gas and nuclear[1]

Source: Baseline generation and capacity mix based on BNEF forecasts

Emissions contribution from sources of VRE demand



System Value impacts of raising variable renewable to 55% share from 14% in 2030

Benefits			Costs
590Mt Total emissions[3] abated as VRE penetration rises from 14% to 55% between 2018-2030	**7.4m** Incremental job impact through 2030 to enable additional solar and wind capacity investment	**€122bn** Human health benefits in 2030 from decreased air pollution	**€152bn** Projected capital expenditure in electricity transmission in EU28 between 2021-2030, based on Ecofys 2018 report

Notes:, (1) France planning to lower its share of nuclear from three-quarters to one-half by 2035 (Bellona), (2) Total emissions represent the gross CO2 reduction as VRE penetration rises to 55%, and this gross figure should be netted of all other solutions that benefit from VRE growth such as EVs, Decarbonization of heat, Green H2 production, and industrial electrification.
Source: IRENA, Ecofys/European Commission

Grids, Networks, VRE & Power Markets of the Future

Eight solutions can help transform European T&D networks and power markets to support increased variable and distributed resources

Digital system operations R&D

- **Incentives should be increased for digital technologies, including start-ups, that support capabilities needed by TSOs and DSOs to manage variable resources**.
- Examples include real-time inertia measurement; linking of TSO-DSO control rooms; forecasting wind, solar production and other DERs; management of real-time auctions for ancillary service products; and DERs and active network management platforms.
- **Digital system operations can be instituted that allow DERs and renewables to participate in the Balancing Mechanism**, facilitating real-time signal integration and bidding automation.

Connected and harmonized balancing markets

- **Implement various balancing platforms and initiatives through the European Network of Transmission System Operators for Electricity (ENTSO-E)**, representing 42 electricity TSOs from 35 European countries.
- Key projects include:
  - Platform for the International Coordination of Automated Frequency Restoration and Stable System Operation (PICASSO)
  - International Grid Control Operation (IGCC)
  - Trans European Replacement Reserves Exchange (TERRE)
  - Manually Activated Reserves Initiative (MARI)
  - Frequency Containment Reserves (FCR)

DER participation in balancing markets and T&D coordination

- **Current European balancing markets do not sufficiently facilitate entry of DERs. It is critical to ensure wider DER participation and access to balancing markets.** Key topics to address include the data exchange between DSO and TSO and new rules for coordinating flexibility markets.
- For example, National Grid ESO has implemented:
  - Reactive power from non-traditional and embedded sources (distributed)
  - Wider participation in Balancing Mechanism
  - Growing portfolio of demand-side response
  - Services to turn up demand versus curtail

Market mechanisms to address negative pricing

- **Negative prices in Europe have been more frequent since COVID-19**, as renewable generation hit 44% from January-May 2020. Sustained negative prices would disincentive investment.
- **To avoid negative power prices, more products should be compensated**, such as "demand turn-up", ToU pricing to encourage EV charging and increased demand response participation.
- **Increased storage can also help to avoid negative pricing through battery and storage "revenue stacking"** to ensure investors can recover their investment as the technology matures.

Investment support for interconnections and joint market operations

- **Connecting markets into a larger balancing and reserve area will reduce congestion, variability and individual reserve capacity requirements.**
- **Investment support to increase interconnection** among European markets **is key to transforming to a more variable system**.
- European markets are harmonizing market designs for day-ahead, intra-day, capacity and reserve markets through the Guideline on Capacity Allocation and Congestion Management (CACM), which will make it easier to connect markets.

Network planning, development and operation

- **Investment planning approaches that consider congestion and network constraints are critical in increasing the share of variable and distributed generation**. Renewable generators need to work with network operators to assess impact of new generation on congestion and provide recommendations.
- Transmission Network Use of System charges can be a significant share of the cost per MWh, with tariffs based on geographical zone.
- Markets aimed at solving grid congestion constraints need to support wider solutions, such as combining TSO and DSO grid management. TSOs will have to adjust their constraints market mechanism to consider renewables and DER supporting both future DSOs constraints markets

Clarification of system operator roles and move to TOTEX returns

- **Consider optimal regulatory model from cost to outcome based**, enabling DSO/TSO to find the most efficient market approach including non conflicting incentives for build and non-build solutions.
- **Accelerate the switch from a cost-plus Regulatory Asset Base system to TOTEX-based returns** where TSOs/DSOs are given flexibility of choosing how to allocate their costs (opex or capex), allowing them to find the most efficient combination.
- **Add clarity to roles across operators and provide adequate remuneration for additional activities** such as flexibility procurement.

PPA contracting: Sleeving and trading

- **To support the growth of the I&C PPA market, European markets need to support PPA sleeving and make it easy for renewable energy (RE) projects and buyers.**
- In a sleeved PPA, an intermediary utility company handles the transfer of money and energy to and from an RE project on behalf of the buyer. The utility takes the energy directly from the RE project and "sleeves" it to the buyer at its point of intake for a fee.
- **Additionally, there is a need for smaller, structured PPAs that can be traded on exchanges to benefit smaller I&C customers** that may struggle to negotiate a custom-built PPA or be unable to commit to long-term deals

Sources: Accenture analysis

Carbon-neutral industrial clusters (1/2)

Scaling up to Europe

Europe is home to 3,000 industrial clusters, which often are located by ports and represent 54 million jobs.[1] Implementing hydrogen, combined with cost-effective electrification, systemic efficiency and CCS opportunities, can chart a climate-neutral future for Europe's industrial clusters. Humber is one of many ongoing projects to decarbonize clusters across Europe, and is used in this analysis as a basis to scale up decarbonization benefits for carbon capture and job creation.

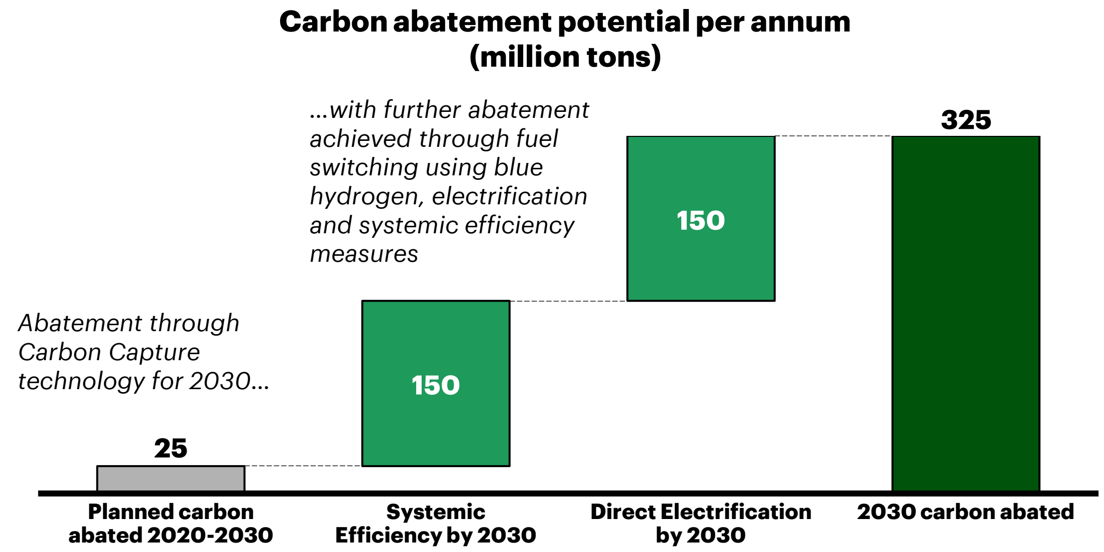
Blue hydrogen, produced through the process of steam methane reforming or autothermal reforming with carbon capture and storage (CCUS) can be used for hard-to-abate industries. Blue hydrogen infrastructure could then be used for green hydrogen production and transport. Overall, hydrogen could replace up to 35%[2] of gas and 36%[3] of coal production. For this analysis, carbon abatement potential was calculated using IEA estimates minus expected UK CCUS.

Outputs for CCUS job creation were scaled using estimations[5] that 10,000 jobs would be created for each million tonnes of carbon captured.

Low carbon solutions for industrial clusters

- Electrify light industrial demand, for example via rooftop solar, grid connected/behind the meter utility-scale solar or onshore/offshore wind
- Pursue systemic efficiency and demand optimization opportunities such as sharing of waste streams, circularity of inputs such as waste heat etc.
- Develop and install pre- and post-combustion CCUS capabilities to capture CO_2 from hard to abate industries and power stations throughout the industrial cluster
- Develop a blue hydrogen plant with hydrogen transport infrastructure and CO_2 transport and storage infrastructure
- Conduct electrolysis from offshore wind and utility scale solar to produce green hydrogen, which can be integrated into hydrogen infrastructure

Europe 2030 projected carbon abatement potential



Sources: IEA, Accenture Analysis

System Value impacts for industrial clusters

Benefits

25 - 325Mt
CO_2 emissions reduction between 2020 and 2030

>125k
Jobs from carbon captured within industrial clusters through to 2030 (including construction)[7]

Costs

€16bn-31bn
Investment in new infrastructure per year up to 2050[8]

Sources: Accenture analysis, European Commission

(1) Europa Industry Policy; (2) IEA (3) EEA; (4) EIA; (5) BEIS, 6) Accenture analysis, Stakeholder interviews; (6) Stakeholder interviews; (6) Hydrogen Europe; (7) BEIS; (8) Industrial Transformation 2050; Additional Sources: Europa Clean Hydrogen Alliance, Europa Hydrogen Energy Network, EU Commission

Carbon-neutral industrial clusters: Green Hydrogen (2/2)

Wind and solar capacity growth and importing hydrogen to Europe can enable the transition to a green hydrogen system. As a start, between 2020 and 2024, Europe aims to install at least 6 GW of renewable hydrogen electrolysers before reaching 40 GW by 2030.

Wind

Offshore wind generates electricity that can be converted to hydrogen via the electrolysis of seawater and transported via existing gas pipelines.

Examples of such projects include:

- Shell, Gasunie and Groningen Seaports have teamed up for a renewable hydrogen project to achieve annual production of 800,000 tons of green hydrogen by 2040 with power from up to 10 GW[1] of offshore wind.
- Orsted is planning a 5 GW[2] offshore wind hub connecting Denmark, Poland, Sweden and Germany, with large-scale production of green hydrogen.

Solar

Hydrogen can also be produced from solar electricity via water electrolysis or direct solar water splitting. Restrictions may also be eased for onshore wind, allowing co-siting with solar, providing further green energy for hydrogen production.

Examples of independent solar projects include:

- Iberdrola plans to connect a 100 MW/20 MWh solar and storage plant to hydrogen production in Spain.[3]
- ENGIE signed a deal with the Luberon, Durance, Verdon urban area (DLVA) and Air Liquide to develop the HyGreen Provence project, combining the production of 1,300 GWh of solar electricity in the south of France with the production of renewable hydrogen on an industrial scale.[4]

Importing hydrogen[5]

Due to its limited size and population density, the EU may not be able to produce all needed renewable energy in its territory. The EU has an opportunity to incentivize countries (e.g. North Africa and Ukraine) to develop a 40 GW market to export back to the EU.

Around 3 million tons (~ 118 TWh) could be available for hydrogen export to the EU in 2030, resulting in annual CO_2 emissions reduction of around 45 million tons.

Green Hydrogen Cost Drivers

The growth of green hydrogen production will be driven by electrolyser cost reduction, higher carbon pricing (€50/tonne at the time of writing) and regulatory support. The IEA estimates global green hydrogen to fall from $3-8/kg to $1-3/kg by 2060[15] with the EU targeting €1-2/kg. [16]

European industrial sector hydrogen opportunity

Currently, the European industrial sector consumes ~82.6 Mtoe[6] natural gas and ~78.6 Mtoe[7] coal annually, contributing approximately 529[8] million tons of CO_2 emissions. Reducing emission in the industrial sector by 2050 could be achieved through a combination of blue and green hydrogen, where annual natural gas and coal consumption is equivalent to approximately 56 Mt[9] of hydrogen.

For example, if 80% of industrial energy needs were met by green hydrogen by 2050, approximately 45 Mt of hydrogen would be required.[10] Assuming a 70:30 split across offshore wind (at 68%[11] capacity factor) and solar (at 35%[12] capacity factor), respectively, 235 GW wind and 196 GW solar installed capacity would be needed to meet this production need.

In contrast, by 2030 the EU aims to produce 7.4 Mt of renewable hydrogen per annum, of which up to 3 Mt is possibly imported. This would require 31 GW (58%[13] capacity factor) and 22 GW (35%[12] capacity factor) of offshore wind and solar respectively within the EU, at the same 70:30 split.

System Value impacts for green hydrogen

Benefits		Costs
↓ **104 Mt** Based on 7.4Mt of green hydrogen produced by 2030[14]	↑ **140-170k** *Total jobs created through 2030 (manufacturing and maintenance*	**€25bn-30bn** Total investment in electrolyser capacity through 2030

Source: (14) Hydrogen Europe

Sources: (1) Europa Green Hydrogen Project, (2) Recharge News, (3) PV Magazine, (4) Solar Power Europe, (5) Hydrogen Europe, (6) EEA 2017 figure (Mtoe = million tonnes of oil equivalent), (7) EU Commission 2018 figure, EIA (8) EIA, Accenture Analysis, (9) RMI, Accenture Analysis , (10) Stakeholder interviews, (11) Energy Central, (12, 13) Energy Numbers (13) IRENA; (14) Hydrogen Europe; (15) IEA (16) European Commission

Building a hydrogen economy in Europe

Why does Europe need hydrogen?

- Hydrogen has significant potential to enable the transition to a climate-neutral economy, particularly where electrification is technically or economically unfeasible.
- Hydrogen is the most promising technology capable of addressing decarbonization in hard-to-abate sectors of the economy. It can be used in the follow applications:
  - *Power*: Hydrogen provides a long-term, large-scale storage solution to support integration of intermittent renewable energy generation
  - *Industry*: Hydrogen can be used as a fuel substitute for high-pressure, high-heat industries which are difficult to electrify.
  - *Mobility*: Hydrogen has the potential to be used to derive fuels for long-haul land and maritime shipping as well as aviation.

The role of industrial clusters

- Industrial clusters, geographic areas that comprise of industries like a single (e.g., chemicals) or multiple industries such as cement, steel etc., are major demand centres of energy and account for about 20% [1] of Europe's GHG emissions (excluding transport). This figure could rise to 60% [1] of Europe's total GHG emissions as other industries abate emissions.
- Industrial clusters will play a key role as countries strive to reduce emissions since they create an internal market for hydrogen, where production and consumption are co-located, allowing the market to scale without investment in long-distance infrastructure.

Europe's hydrogen strategy

- By 2030 the EU aims to consume 7.4MT of renewable hydrogen per annum and have 40 GW electrolysers.[2]
- The EU's priority is green hydrogen, being the most compatible with the bloc's climate neutrality targets in the longer term. However, some markets may choose to transition from grey to low-carbon blue hydrogen.
- Lowering hydrogen prices through scaled-up production is critical to ensure uptake. The EU aims to bring the price down to €1-2/kg[3], with current initiatives focused on launching facilities mainly dedicated to green hydrogen production integrated with solar or wind.
- Hydrogen Roadmap for EU forecasts 24% share of final energy demand will be met by hydrogen by 2050, with €820 billion annual revenue from hydrogen and equipment sales.[4]

Key EU goals towards a hydrogen economy in Europe [1]

- Reduce EU carbon emissions in a cost-effective way
- Build a hydrogen economy in Europe, based on a whole value chain approach
- Enable competitive price levels for hydrogen by producing integrated hydrogen facilities at a gigawatt scale
- Design an open and competitive hydrogen market that ensures unrestricted cross-border trade and access for market players
- Cooperate with neighbouring markets to exploit synergies and replace fossil fuel imports with hydrogen imports

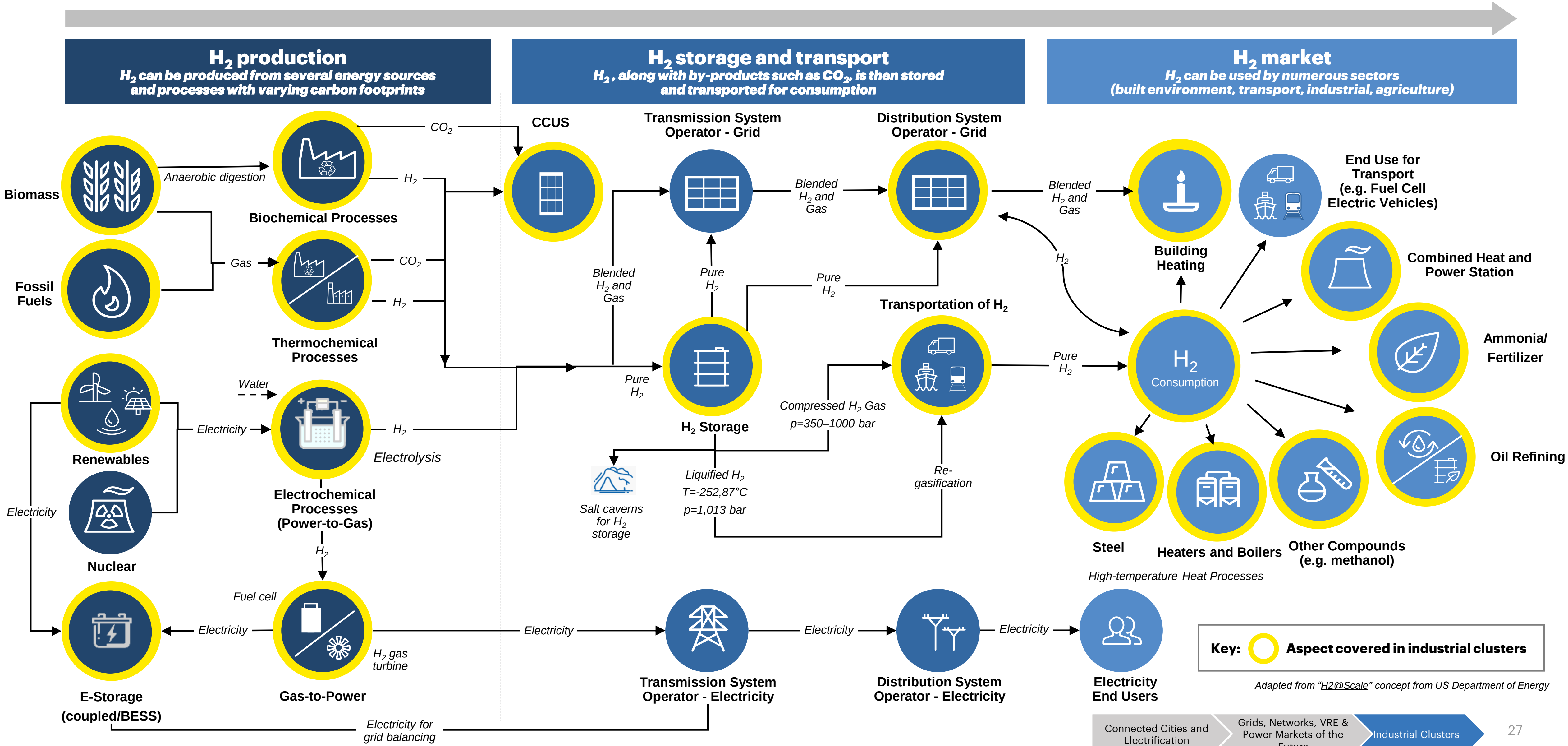
Simultaneous value chain collaboration for a successful green hydrogen system

Green electricity	Hydrogen electrolyser	Infrastructure	Market
Renewable energy produced via wind/solar	Large-scale electrolysers producing green hydrogen	Adaption of gas network to transport hydrogen	Readily available market for hydrogen as a low-carbon fuel

(1) Element Energy; (2) European Commission; (3) European Commission; (4) Hydrogen Roadmap Europe
Additional Sources: Europa

The hydrogen value chain

Industrial clusters create an internal market for hydrogen incorporating most of the hydrogen value chain



Case study: Zero Carbon Humber

Industrial cluster example – Humber

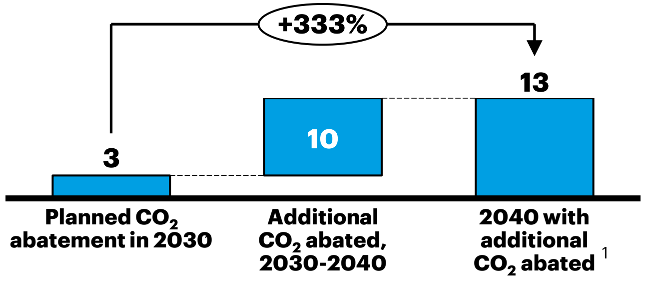
- Humber industrial cluster in Yorkshire is the UK's largest cluster by industrial emissions, emitting 12.4 Mt CO_2 /year.[1]
- The decarbonization of Humber will be underpinned by the deployment of CCUS to enable decarbonization of power and industry.
- Industrial sites and power stations in the industrial cluster are able to decarbonize by using blue/green hydrogen as a replacement for fossil fuels.

A carbon-neutral industrial cluster proposes new, CO_2-lean technologies. This analysis evaluates the benefits of the following stages of the Humber project:

1. Developing a carbon-capture usage and storage network

- Develop and install pre- and post-combustion CCUS capabilities to abate CO_2 from industry and power stations throughout the industrial cluster
- Expand the CO_2 transport network and develop a CO_2 storage infrastructure

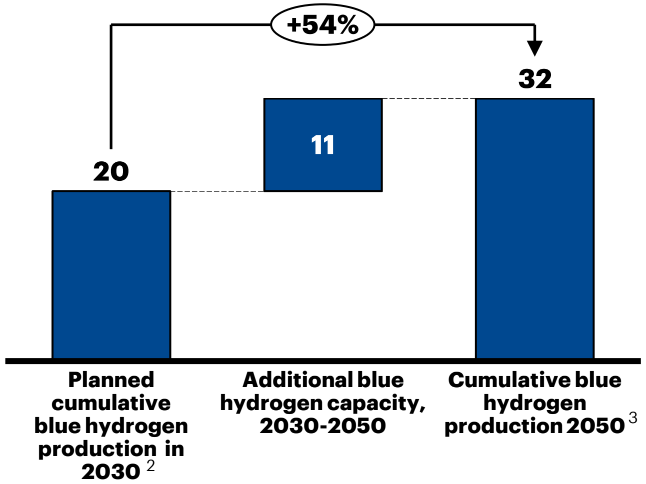
CO_2 abatement potential per annum (million tons) from industrial cluster and power CCS



2. Producing low-carbon blue hydrogen and creating a hydrogen infrastructure

- Develop and install hydrogen demonstrator producing blue hydrogen through autothermal reforming (ATR) with CCUS
- Prioritize hydrogen use for harder to electrify industrial processes (e.g. high pressure, high temperature), heavy goods, marine transport and grid flexibility

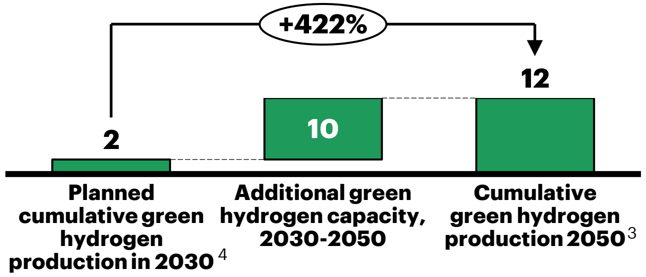
ATR blue hydrogen cumulative production potential (TWh)



3. In the longer term, producing green hydrogen by offshore wind electrolysis

- Electrolysis from offshore wind and utility-scale solar, depending on location and access
- Efficiency and demand optimization opportunities to improve system efficiency of the cluster and to enable industrial plant participation in balancing/flexibility markets

Green hydrogen cumulative production potential (TWh)



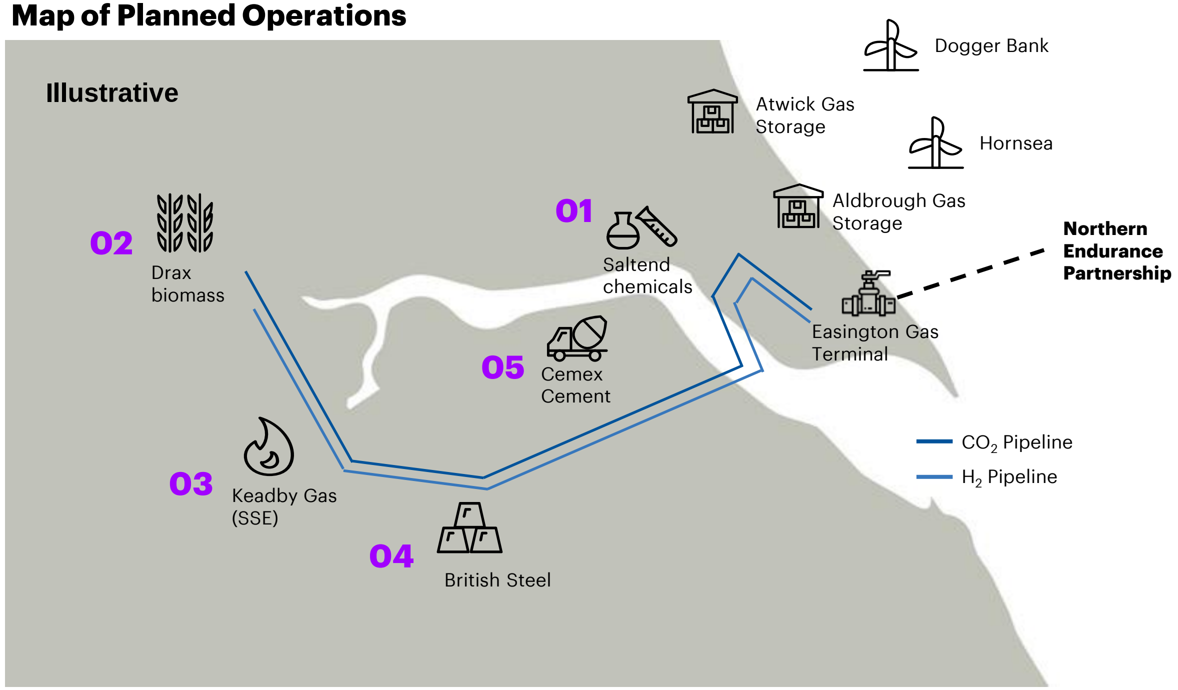
(1) Element Energy; (2) Element Energy; (3) Stakeholder interviews; (4) Siemens
Additional Sources: FCH Clean Hydrogen Alliance, Europa Hydrogen Energy Network
Footnote: 53 Mt CO2 captured in 2050 for Humber and the surrounding Yorkshire area

Case study: North East of England ecosystem

Humber is connected to the Northern Gas Networks and is in close proximity to planned offshore wind projects

ZEROCARBON HUMBER

Map of Planned Operations



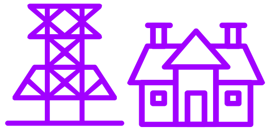
Zero Carbon Humber Partners

Associated British Ports	PX
British Steel	National Grid Ventures
Centrica	SSE Thermal
Drax	Triton Power
Equinor	Uniper
Mitsubishi Power	University of Sheffield – AMRC

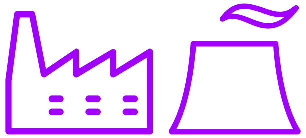
Gigastack

Project Overview

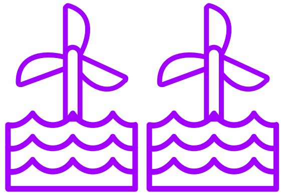
- The Gigastack consortium is made up of **cross-sector partners**—Orsted, ITM Power and Phillips 66—and aims to produce **green hydrogen** to help reduce GHG emissions in Humber's industrial cluster.
- ITM Power's new 5 MW electrolyzer "stack" will enable the deployment of GW-scale systems, and a planned **100 MW electrolyzer** will supply **up to 30% of the refinery's existing hydrogen demand**. Further scaling will allow costs to fall below **€400/kW.**
- The consortium of companies will highlight **regulatory, commercial and technical challenges** to be overcome with clean hydrogen production, ultimately developing a **blueprint for deploying scalable electrolyzer technology** across the UK.



ITM Power
Will produce green hydrogen through electrolysis powered by renewable electricity



Phillips 66
Will utilize renewable hydrogen to reduce refinery CO_2 emissions



Ørsted
Will build and operate an offshore wind farm with a capacity of 1.4 GW

Contents

System Value of clean energy transition

Economic, environmental, societal and energy value

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- System Value dimension with qualitative analysis
- Priority System Value dimension

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- **Water Footprint** — Water footprint based on energy source, generation mix and load changes
- **Equitable Access to Electricity** — Physical and economic access to clean electricity to support individual or society development
- **Jobs and Economic Impact** — Influx of jobs due to the energy transition
- **Air Quality and Health** — Impacts to human health and natural environment from air and water pollutants, land use
- **Resiliency and Security** — Uninterrupted and diversified energy supply at affordable prices and the ability to bounce back from disruptions
- **Energy Productivity and Systemic Efficiency** — Energy efficiency plus systemic efficiency to maximize energy productivity
- **Foreign Direct Investment** — Market attractiveness for FDI with reliable energy and skilled resources
- **Reliability and Service Quality** — Life cycle approach to ensuring high system availability; improved customer service
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- **System Upgrade** — Technology (incl. digital) and capital investments in T&D to upgrade the system for variable renewables and DERs
- **Cost and Investment Competitiveness** — Market attractiveness and policy certainty for investment incl. R&D and levelized cost of energy

		CO_2 Emissions	Water Footprint	Equitable Access to Electricity	Jobs and Economic Impact	Air Quality and Health	Resiliency and Security	Energy Productivity and Systemic Efficiency	Foreign Direct Investment	Reliability and Service Quality	Flexibility	System Upgrade	Cost and Investment Competitiveness
Connected Cities and Electrification	**Efficiency and Demand Optimization**	**49 Mt** 290 Mt cumulative reduction through 2030	**87 GI** Reduction in 2030 water footprint		**489k** Total incremental jobs created through 2030	**€7bn** Human health benefits in 2030 from decreased air pollution	Medium benefit	High benefit		High benefit	Medium benefit	High benefit	Significant drop in price of Li-ion battery storage to **>€200/kWh** in 2019
	Electrification of Transport	**64 Mt** 305 Mt cumulative reduction through 2030			**188k** Total incremental jobs created in 2030	**€5bn** Human health benefits in 2030 from decreased air pollution	Medium benefit	High benefit		Medium benefit	Medium benefit	Medium benefit	EV vs ICE **cost parity** expected in **mid 2020s** Public infr. investment expected to drop **below €400** per EV by 2030
	Decarbonizing Heating and Cooling Systems	**130 Mt** Reduction in 2030 building emissions from gas space heating				**€2bn** Human health benefits in 2030 from decreased air pollution	Medium benefit	High benefit		Medium benefit	Medium benefit	Medium benefit	
Carbon-neutral Industrial Clusters	**Renewables, Power Markets and Networks of the Future**	**590 Mt** Emissions reduction net of other solutions benefiting from VRE growth	**2100 GI** Reduction in 2030 water footprint		**>7m** Total incremental jobs created through 2030	**€122bn** Human health benefits in 2030 from decreased air pollution	High benefit	High benefit		High benefit	High benefit	High benefit	
	Net-Zero Industrial Clusters	**325 Mt** Carbon capture, systemic efficiency and electrification in Clusters			**>125k** Total jobs from industrial clusters through to 2030 (including construction)		High benefit	High benefit		Medium benefit	Medium benefit	Medium benefit	
	Industrial Clusters (Green Hydrogen)	**104 Mt** Based on 7.4Mt of green hydrogen consumption in 2030			**>140k** *Total investments in electrolyser capacity*	**€1bn** Human health benefits in 2030 from decreased air pollution	High benefit	Medium benefit		Medium benefit	High benefit	Medium benefit	

Analysis performed for given System Value dimension and recovery solution. For more detail, please see specific solution and/or relevant System Value dimension slide(s).

System Value dimension not as relevant to geographic market or not considered with given recovery solution.

Relative System Value dimension benefit for given recovery solution within market

High benefit | Medium benefit | Minimal-to-no benefit

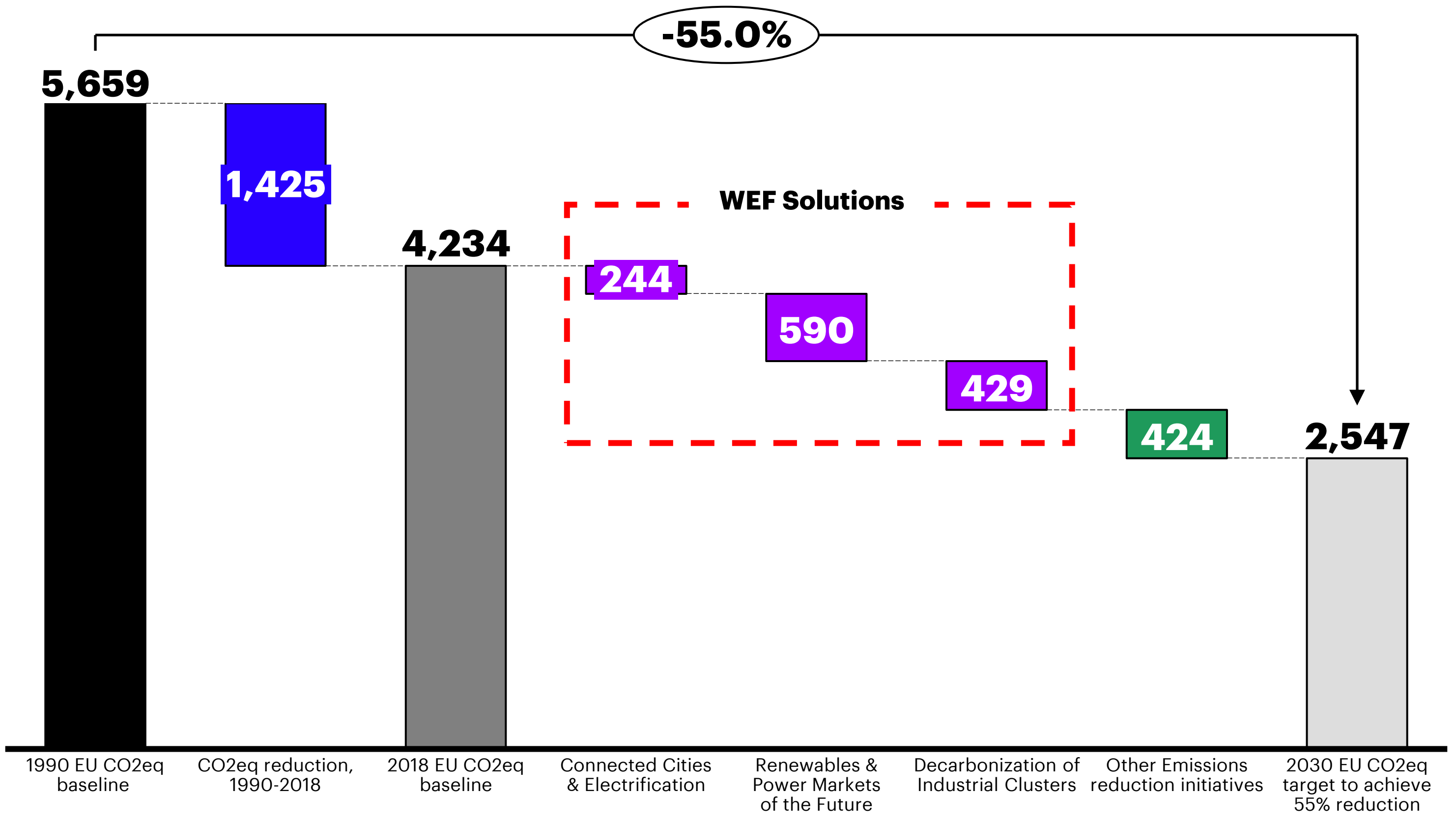
Sources: Transport & Environment, BNEF, CIBSE, Accenture analysis

System Value dimension: CO_2 emissions

In September 2020, the European Commission proposed raising its 2030 GHG reduction target from 40% to at least 55% compared to the 1990 baseline, with solution areas estimated to achieve 57% of needed additional reductions.

- From 1990 to 2018, the EU achieved a 25% reduction in GHG emissions (1,425 Mt CO_2eq)
- By 2030, the EU will need to lower its footprint by an additional 40% from the 1990 baseline, equivalent to 1,687 Mt CO_2eq if it were to comply with the **55% reduction target** on 1990 CO2 emissions
- Implementing the **proposed three solutions** in this analysis by 2030 could see an estimated additional **1264 Mt reduction,** which accounts for **75%** of the residual amount in 2018 needed to achieve the 55% emissions reduction gap from 1990 levels
- The majority of emissions reduction **(82%)** from the proposed solutions comes from renewables and power markets of the future, which assumes VRE penetration increasing from **14% to 55%, and enables adoption of other emissions reduction solutions such as green hydrogen, EVs etc.**
- Accenture estimates that **429 Mt** can be abated from decarbonization of industrial clusters with via low carbon solutions such as **systemic efficiency, electrification of industrial processes in light industry, CCS and Hydrogen**
- This would leave an additional **424 Mt** of needed reductions from other initiatives such as agriculture, aviation, marine, heavy goods vehicles and negative emissions offsets

EU pathway to achieve 55% GHG emissions reduction target by 2030 (Mt CO_2eq)

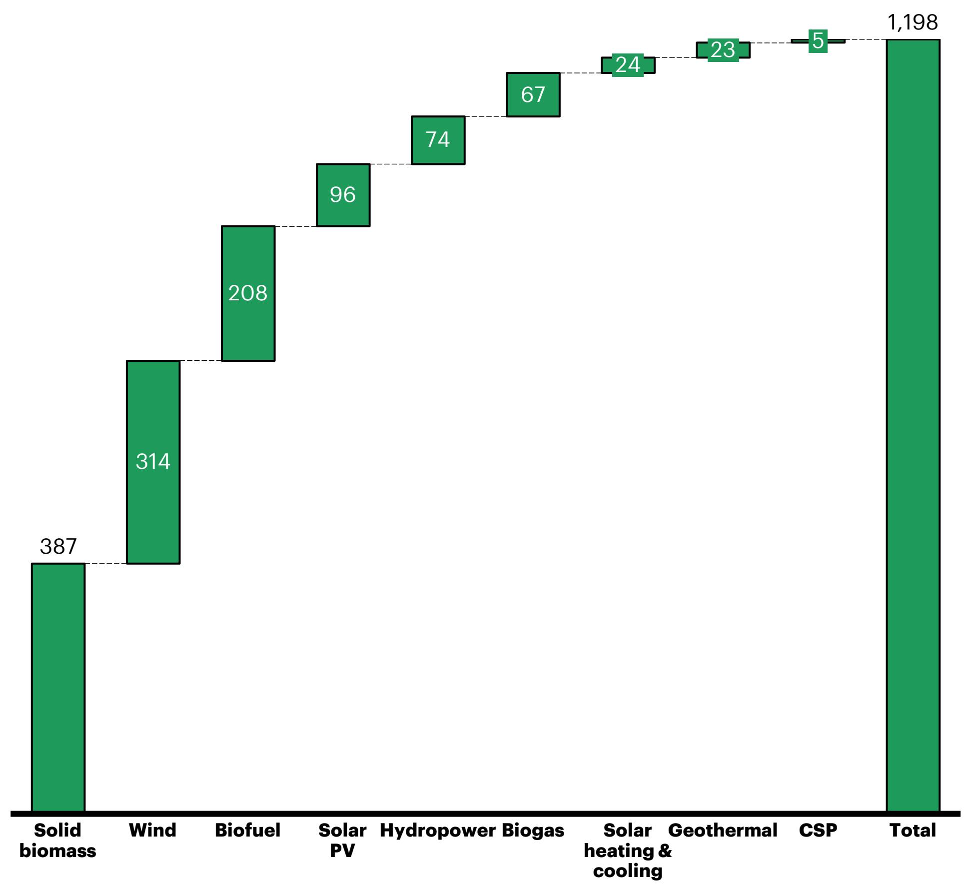


Note: Greenhouse gas (GHG) emissions refer to CO_2 equivalent emissions (CO2eq)
Sources: European Commission, European Environmental Agency

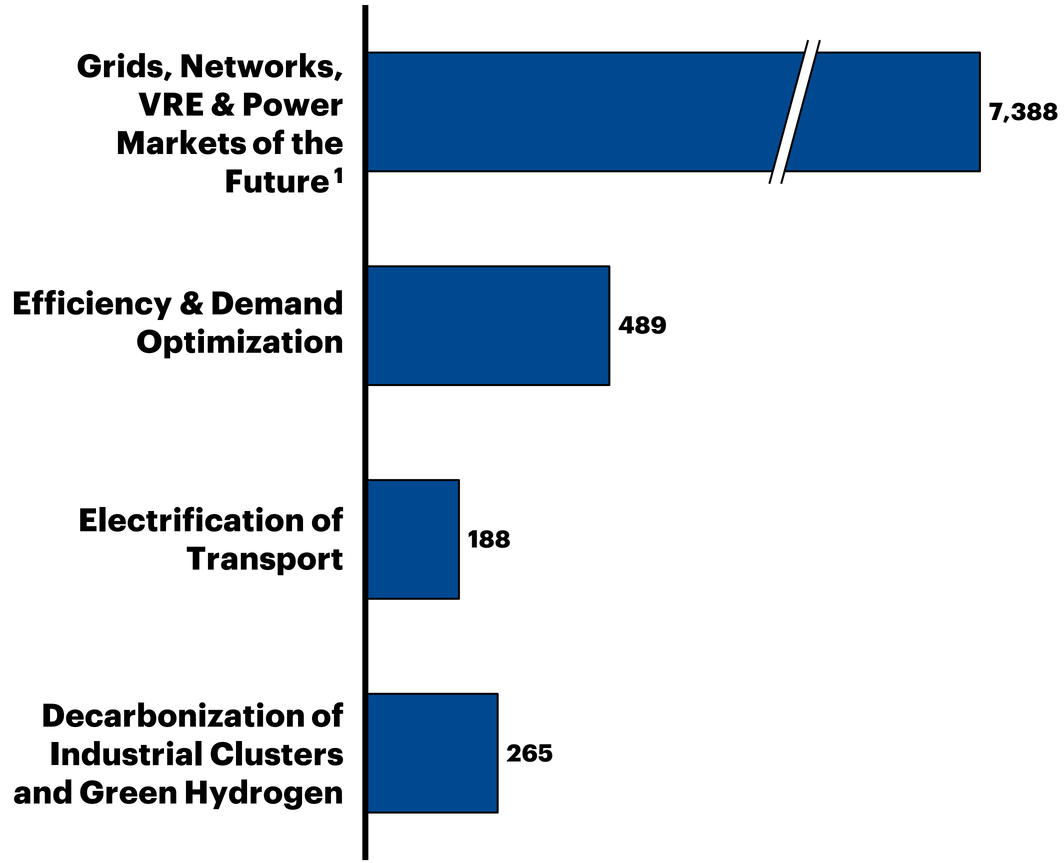
System Value dimension: Jobs and economic impact

Europe has a significant clean energy workforce that stands to grow significantly over the next decade as Europe heads towards an electric grid with majority wind and solar generation.

IRENA estimates the EU to have 1.2 million direct and indirect jobs from renewable energy and fuels as of 2018



Estimated cumulative job impact by 2030 (in 000s)



Note: (1) Job creation is based on capacity increase between 2018 and 2030. Resulting GW increase in VRE penetration increase from 30% in 2018 of total capacity to 66% in by 2030
Sources: IRENA, EESI, AIE, Accenture analysis; Hydrogen Europe, 10 Point Plan & Accenture Analysis

System Value dimension: Air quality and health

Lower air pollutants across recovery solutions to result in nearly €255 billion in estimated human health benefits in 2030.

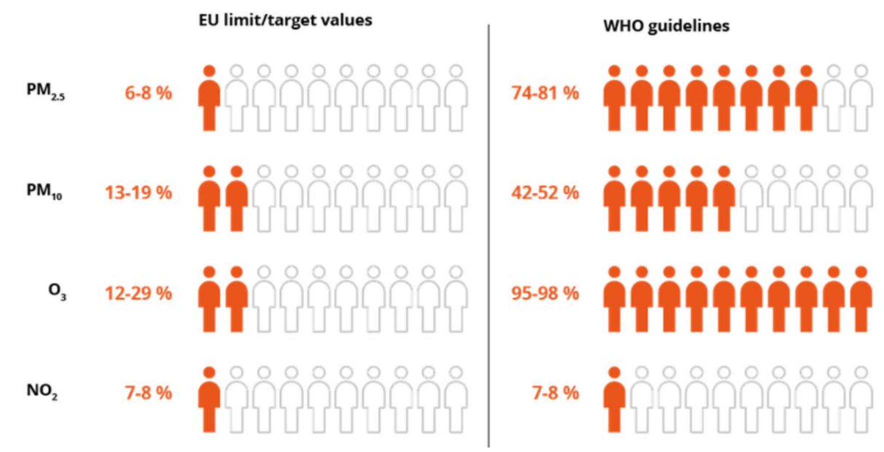
Europe overview

- The European Environmental Agency (EEA) has designated air pollution to be the "single largest environmental health risk in Europe".
- In 2016, nearly 500,000 premature deaths in Europe were attributed to PM2.5 (83%), NO_2 (14%) and O_3 (3%) emissions.
- European cities saw a temporary decrease in PM2.5 emissions during April-May lockdowns (London 9%, Madrid 11%).

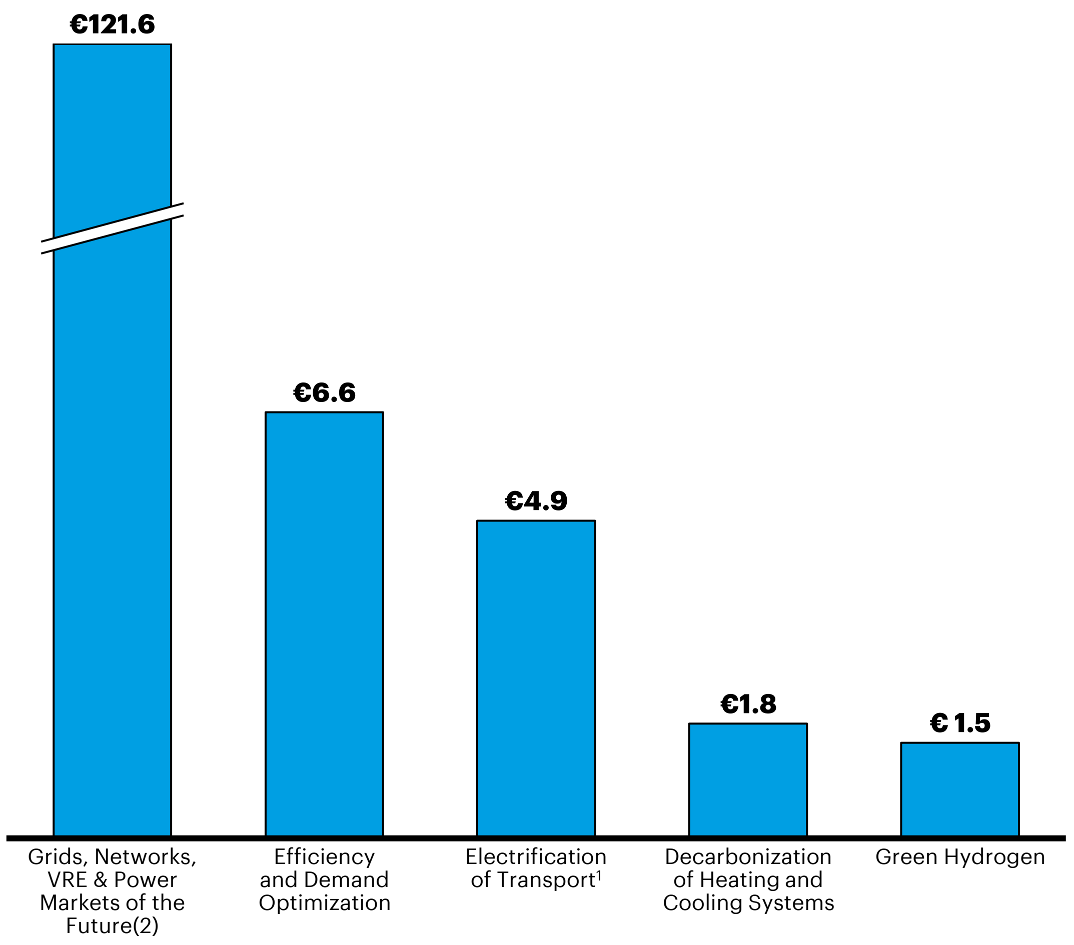
Analysis of recovery solutions

- The cost of air pollution was estimated based on EEA average value of statistical life (VSL) figures across NO_2 , SO_2, PM2.5 and PM10.

Share of EU urban population exposed to air pollutants above EU and WHO target limits (2015-2017)



Human health benefits by recovery solution in 2030 (€B)[1]



Notes: (1) SO_2 values not considered for the Electrification of Transport recovery solution; (2) health benefits due to increase in VRE from 14%-55% (2018-2030)
Sources: European Environmental Agency, Bloomberg; EEA

System Value dimension: Energy productivity and systemic efficiency

Efficiency improvements to increase energy productivity and optimize the energy system across the value chain can be achieved through identified recovery solutions.

Energy productivity and systemic efficiency benefits by recovery solution	
Efficiency and Demand Optimization	• Improvements in energy productivity can be achieved across sectors through smart appliances, greater building efficiency and energy conservation, achieving the same work or economic output for less consumption. • Demand optimization can improve systemic efficiency by better aligning supply and demand to ensure cost-effective, green generation and minimized curtailment.
Electrification of Transport	• Electric vehicles are more energy efficient than their fossil fuel counterparts, converting over 77% of the electrical energy to power at the wheel, whereas gasoline vehicles only convert 12%-30% of the energy stored in gasoline.
Decarbonizing Heating and Cooling Systems	• Power-to-heat systems can reduce or eliminate curtailment by taking excess electricity and storing it in thermal storage systems such as large electric boilers. • Heat pump systems can have three to five times the efficiency of a comparable fossil fuel system.
Grids, Networks, VRE & Power Markets of the Future	• Greater European interconnection and transmission line build-out can improve systemic efficiency by reducing congestion and curtailment. • Facilitating DERs and demand response participation in the transmission and distribution balancing markets can ensure efficient system operation.
Net Zero Industrial Clusters	• While hydrogen and CCS are valid emissions reduction solutions for hard-to-abate industrial applications, direct electrification and systemic efficiency opportunities can be deployed where appropriate for select industrial processes.
Green Hydrogen	• Hydrogen has greater energy content per weight than natural gas, and its higher efficiency than LNG holds promise for many industrial and non-road transport applications. • For transport, a fuel cell coupled with an electric motor is two to three times more efficient than an internal combustion engine running on gasoline.

Sources: IRENA; US Department of Energy (1, 2); Energy & Environmental Science

Relative System Value dimension benefit for given recovery solution within market — High benefit — Medium benefit — Minimal-to-no benefit

System Value dimension: Flexibility

Recovery solutions create numerous flexibility benefits for European electric and energy systems, creating a more distributed and connected system.

Flexibility benefits by recovery solution		
Efficiency and Demand Optimization	◐	• The aggregation of DERs such as solar/storage systems into virtual power plants enables on-demand dispatch to aid greater grid flexibility. • Increasing the ambition and incentives of demand response programmes can give operators greater tools to balance variable demand.
Electrification of Transport	◐	• EVs can act as flexible loads and decentralized storage resources, with smart charging as an enabler for EVs to provide flexibility (supported by dynamic or ToU tariffs and other incentives). • EVs can enhance the integration of solar and wind generation by aligning EV charging with resource availability. • In development, V2G capabilities can be utilized in the future to use EV battery to serve as a flexibility resource.
Decarbonizing Heating and Cooling Systems	◐	• Aggregation of heat pumps and thermal storage systems can aid flexibility through coupled renewable energy and heating systems, smart load management.
Grids, Networks, VRE & Power Markets of the Future	●	• Digital system operations can be instituted that allow DERs and renewables to participate in the Balancing Mechanism facilitating real-time signal integration and bidding automation. • Connecting markets into a larger balancing and reserve area will reduce congestion, variability and individual reserve capacity requirements. Moreover both DSO and TSO can exploit flexibility potential to defer structural investment for a more cost-efficient and dynamic system.
Net Zero Industrial Clusters	◐	• Natural gas provides flexibility to the market, so removing this fuel will reduce flexibility. CCGT terminals fitted with CCS can also be utilized to provide system flexibility • However, hydrogen will provide valuable storage and industrial clusters can provide demand optimization capability and can continue to participate in flexibility markets.
Green Hydrogen	●	• Hydrogen is very suited to balance the electricity system as it can be stored and transported cheaply and easily. • Timing of hydrogen production can be set to match periods of excess renewable generation from sources such as offshore wind and utility-scale solar.

Relative system value dimension benefit for given recovery solution within market ● High benefit ◐ Medium benefit ○ Minimal-to-no benefit

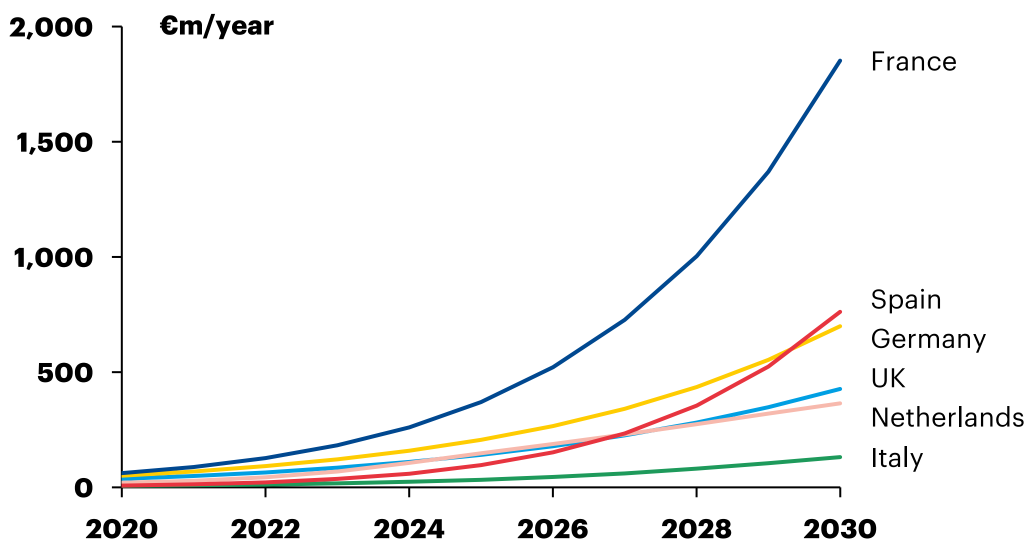
Smart flexibility: EV case study

With EV share of new car sales set to rise across Europe in coming years, there is a multi-billion dollar opportunity for utilities to actively use EV charging to enhance grid flexibility.

Emerging flexibility markets

- EVs can act as flexible loads and decentralized storage resources, presenting utilities with the opportunity to actively use EV charging to balance supply and demand. Focusing on creating a more flexible grid for e-mobility would enable better management of network congestion, reduce grid stabilization costs and optimize wholesale/retail portfolio spend.
- Accenture Research has demonstrated the value of total flexibility gains over €990 million in 2025, and €4.2 billion in 2030, across six target markets in Europe.

Projected value of smart charging in selected EU markets[1]



Source: Accenture Research 2020

Smart charging is an enabler for EVs to provide flexibility along with other assets, and can enhance the integration of solar and wind generation in the grid by aligning the EV charging profile with resource availability.

Smart charging for solar and wind profiles

Source: IRENA (2019)

Smartly charged EVs can help reduce variable renewable energy curtailment, improve local consumption of renewables production and reduce investment in peaking generation capacity.

Note: (1) Analysis assumes 80% consumer adoption of smart charging based on Accenture e-Mobility Research; Value assessment based in gains from price arbitrage (based on peak/off-peak/average wholesale price) and grid congestion management; 65% of total flexibility gains are attributed to the consumer and 35% to the utility
Sources: Accenture Research Utilities: Lead the Charge in eMobility; EU Commission; EU Federation for Transport and Environment; IRENA

System Value dimension: System upgrade

Digital and capital investments to upgrade the system for variable renewables and DER will support Europe in achieving a majority VRE energy mix by 2030.

System upgrade benefits by recovery solution		
Efficiency and Demand Optimization	High benefit	• Investment in behind-the-meter storage and digitalization allows for more dispatchable renewable energy, while the installation of smart devices (e.g. smart meters) will enable improved system balancing and better management of grid congestion and constraints.
Electrification of Transport	Medium benefit	• Investment in grid upgrades to enable smart charging and other emerging technologies, such as V2G, allows for a seamless shift to VRE sourced power, aligning with resource availability as road transport transitions to EVs.
Decarbonizing Heating and Cooling Systems	Medium benefit	• Smart solutions, such as smart thermostats or smart heat pumps, can better manage and save energy alongside renewable heating technologies (biomass boilers, solar heating systems).
Grids, Networks, VRE & Power Markets of the Future	High benefit	• Increased incentives for digital technologies, including start-ups that build capabilities to manage variable and distributed resources, can support the transformation of European networks (e.g. improved accuracy of VRE production forecasting or real-time response, allow for greater DER participation in balancing markets). • Investment support to increase interconnection among European markets will be key to transforming to a more variable system, where larger balancing and reserve areas will reduce congestion, variability and individual reserve capacity requirements.
Net Zero Industrial Clusters	Medium benefit	• Hydrogen generation, storage and transport can reduce VRE curtailment and build a stronger case for further investment in renewables capacity additions.
Green Hydrogen	Medium benefit	• Hydrogen generation, storage and transport can reduce VRE curtailment and build a stronger case for further investment in renewables capacity additions.

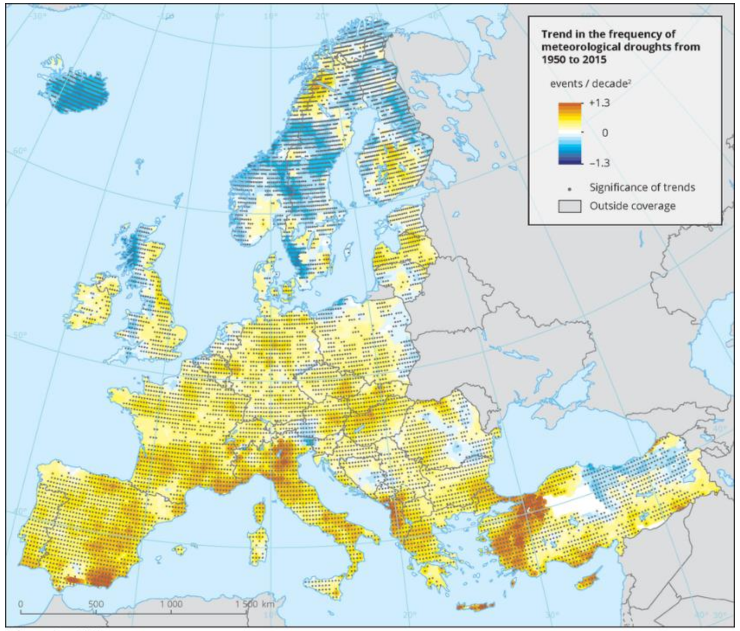
Relative System Value dimension benefit for given recovery solution within market: High benefit; Medium benefit; Minimal-to-no benefit

System Value dimension: Net water footprint

While Europe does not experience widespread water scarcity at present, fuel supply and electricity production should be evaluated in terms of risks of water shortage, particularly in southern Europe.

European water scarcity has increased in recent decades

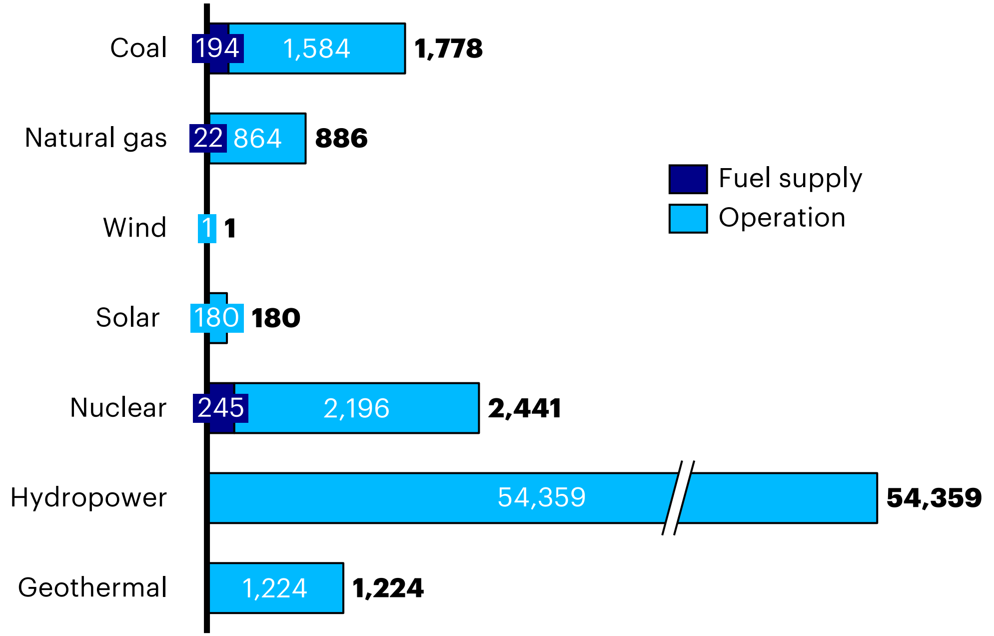
- Water scarcity and stress impacts 15%-25% of European territory, with more than half of southern Europe often living under conditions of water scarcity. Climate change is expected to increase the severity of this scarcity.
- According to the European Environment Agency, there was a 24% decrease in renewable water resources per capita across Europe between 1960 and 2010, with southern Europe particularly impacted.
- Droughts in Poland in 2015 and Germany in 2018 caused lower output from coal and nuclear power producers due to shortages in cooling water.



Reference data: ©ESRI

Shift to wind and solar will decrease pressure on water sources

Water footprint across generation sources (litres/MWh)



Cumulative water footprint impact by recovery solution

Efficiency and Demand Optimization	Grids, Networks, VRE & Power Markets of the Future
⬇ **87 Giga litres**	⬇ **2129 Giga litres**

Source: Royal Society of Chemistry; European Environment Agency (1 , 2); EnergyTransition.org; WWF; Accenture analysis
Note: Water footprint impact not evaluated for Electrification of Transport, Industrial Cluster, and Green Hydrogen recovery solutions

System Value dimension: Reliability and service quality

Ensuring grid reliability for a majority variable renewable system will be critical for Europe in the coming decade, with investments in batteries and hydrogen storage needed alongside the creation of next-generation network and power markets.

Reliability and service quality benefits by recovery solution	
Efficiency and Demand Optimization	• Proliferation of storage systems can flatten demand peaks to prevent blackouts and interruption events. • Customers can be incentivized to participate in balancing markets through user-friendly business models and favourable rates.
Electrification of Transport	• Smart charging and associated pricing schemes can serve as dynamic load to assist grid reliability, while serving as a revenue stream for EV owners. • Roll-out of smart chargers with V2G/V2H/V2B capabilities will enable two-way electricity transfers, allowing for balancing services.
Decarbonizing Heating and Cooling Systems	• Thermal storage systems can provide smart load balancing to reduce strain on the grid. • Reduced maintenance needs from heat pump systems compared to conventional fossil fuel heating system.
Grids, Networks, VRE & Power Markets of the Future	• Congestion and constraints markets can support wider solutions, such as combining TSO and DSO congestion management that can share relevant information for close to real-time network planning optimising the use of the flexibilities, available from both distribution and transmission networks. • Incentives can be increased for digital technologies, including start-ups, which support capabilities needed by TSOs and DSOs to manage variable resources such as forecasting wind, solar production and other DERs and management of real-time auctions for ancillary service products.
Net Zero Industrial Clusters	• Clusters provide the opportunity to fit CCGT terminals with CCS infrastructure that can produce low carbon, dispatchable baseload power that can be used to ensure reliability of the energy system
Green Hydrogen	• Hydrogen production can be timed for low demand or high supply periods to assist with peak shaving and curtailment reductions, acting as flexible storage.

Relative System Value dimension benefit for given recovery solution within market — High benefit — Medium benefit — Minimal-to-no benefit

System Value dimension: Resiliency and security

Clean energy transition enables greater resiliency and security through more energy diversification, domestic production and secure digital operations, better insulating Europe's system from foreign shocks, cyber attacks and natural disasters.

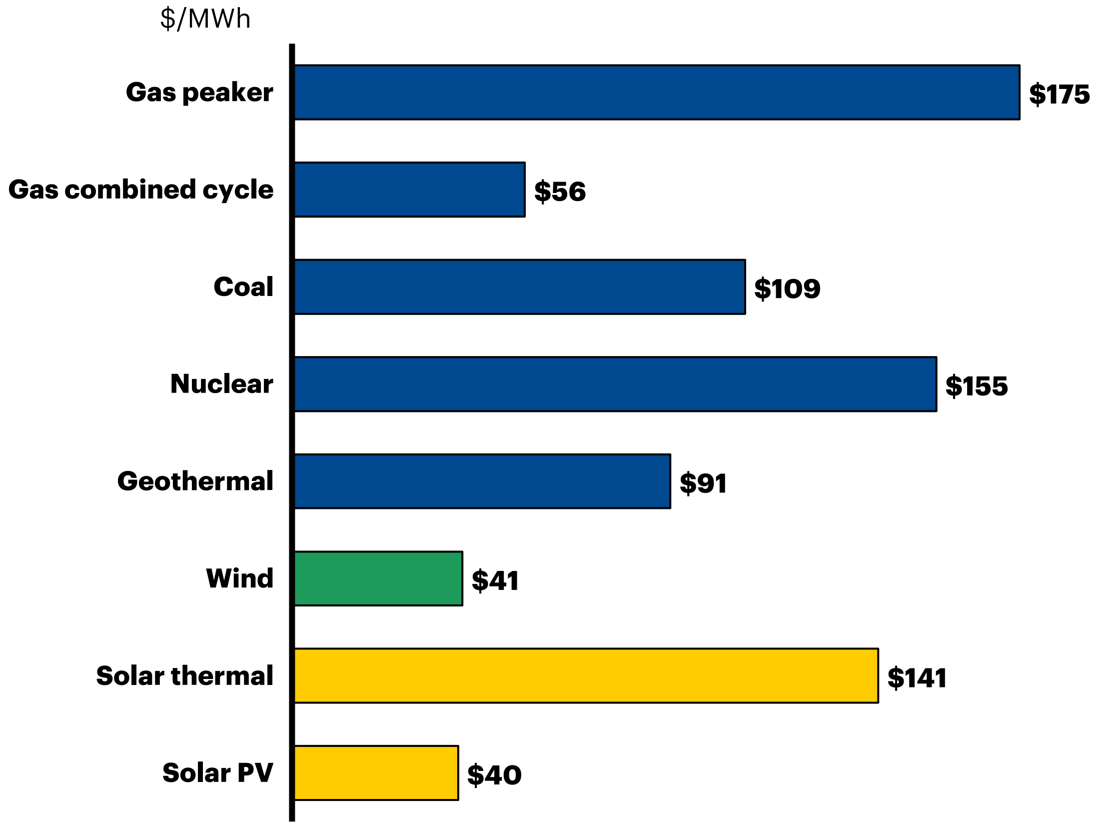
Resiliency and security benefits by recovery solution		
Efficiency and Demand Optimization	Medium benefit	• Storage systems (e.g. fuel cell, batteries, with solar) can provide local resiliency during outage events.
Electrification of Transport	Medium benefit	• Greater energy security through electrification of on-road vehicles via renewables as foreign oil dependence is reduced. • EV battery technology can be leveraged as a local power source for longer-term outages, e.g. during natural disasters.
Decarbonizing Heating and Cooling Systems	Medium benefit	• Greater local energy usage through power-to-heat systems rather than foreign imports of natural gas. • Thermal storage, either at district or building level, would allow continued deployment of heating and cooling to overcome multi-hour shocks.
Grids, Networks, VRE & Power Markets of the Future	High benefit	• Renewables expansion supported by next-generation power markets reduces import and physical supply risks. • More products can be compensated to encourage build-out of storage and virtual power plants, which can aid during longer outages. • Increased network investment in smart digitalization and new technologies can provide greater security and resilience to the grid towards the increasing risk related to climate change and cyberthreats.
Net Zero Industrial Clusters	High benefit	• Industrial clusters create hydrogen that can be stored and utilized during resiliency events. • Decreased reliance on foreign fossil fuel resources reduces supply risks.
Green Hydrogen	High benefit	• Stored hydrogen can be used as an energy source for a variety of sectors during disruptions to the energy system. • Reduced dependence on foreign oil through conversion of transport system that runs on green hydrogen.

Relative System Value dimension benefit for given recovery solution within market: High benefit; Medium benefit; Minimal-to-no benefit

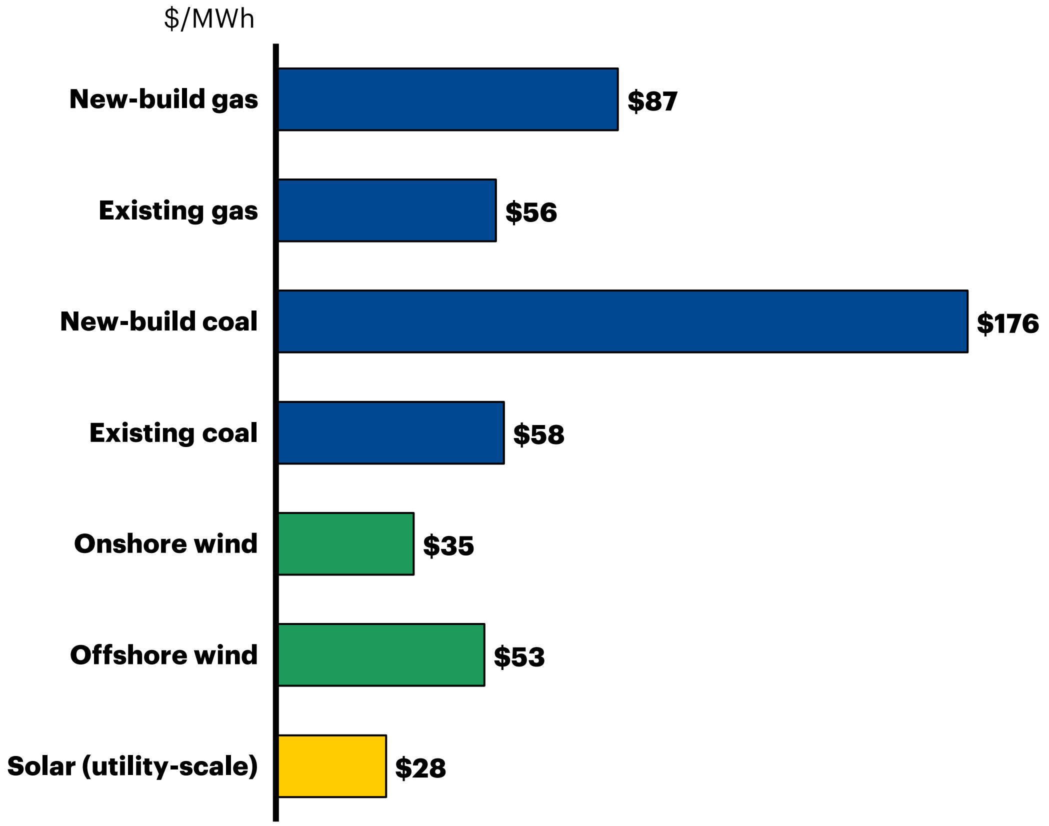
System value dimension: Cost and investment competitiveness

From an LCOE perspective, current wind and solar PV costs are lower than fossil fuel alternatives, and are forecast to drop further in Europe when looking out to 2040.

Lazard 2019 LCOE study shows cost competitiveness of wind and solar PV globally



BNEF European average LCOE 2040 forecast showcases widening gap between renewable and fossil fuel LCOE for both new-build and existing



Note: Where current European LCOE figures across all energy sources are not available, Lazard Global LCOE have been used above.
Source: Lazard LCOE Analysis 2019, BNEF Beyond the Tipping Point 2017

Contents

Key mechanisms for transport electrification

EU/National regulations and directives

- **Shift away from ICE vehicle sales**
  - EU target to reduce ICE vehicles in urban transport by 50% by 2030, and phase out in cities by 2050; achieving CO_2-free city logistics in major urban centres by 2030
  - Targets set across Norway (2025), France (2040, Paris 2030) and other countries
- **Targets for public EV charging infrastructure**
  - EU supporting the financing of 1 million charge points
- **Directives for car manufacturers**
  - EU emissions limit (95g CO_2/km) on new cars by 2021

Public/Private sector partnerships and cross-industry synergies

- **Large-scale demonstration and pilot projects** for e-mobility and smart charging
- **Synergies** across electricity and e-mobility (automotive and manufacturing) sectors, e.g. developing best practice standards and blueprints to increase operational efficiencies and drive down costs
- **City tenders for EVI**, e.g. City of Paris tender for shared vehicle charging stations
- **Charging and mobility hubs, emergence of new business models**
  - Fleet charging hubs to support fast charging for time-sensitive fleets (e.g. taxis)
  - Mobility hubs to incentivise shared vehicle use/micro-mobility
  - New business models and partnerships across last-mile logistics, on-demand mobility and EV charging infrastructure

Clean air zones

- **Fees charged to highest polluting vehicles** in cities, which is incentivising consumers and fleets to electrify
  - e.g. London's ULEZ, where cities such as Birmingham and Manchester are planning to implement clean air zones (CAZs) in the coming months
  - Other European cities with CAZs include Berlin, Amsterdam and Paris

Financial and convenience incentives for BEV adoption

- **Subsidies and government support in purchasing EVs**
  - Examples include the Netherlands contributing €4,000 towards the purchase of new EVs and €2,000 towards used EVs from July 2020; German state financial incentives to buy an electric car doubled to €6,000 in 2020
- **Private/public EV charging infrastructure deployment support** through funding (e.g. Connecting Europe Facility, or state aid), low-interest financial loans (e.g. via the European Investment Bank) or regulation and tariffs to enable smart charging
- **Emissions-based parking tariffs, parking configuration and other benefits**
  - Additional charges for higher polluting vehicles (e.g. Norway has created an ecosystem of subsidies, including parking benefits, access to bus or carpool lanes, road tax exemption among others)
  - Parking configuration adjustments by city to allow for limited residential parking and charging areas

Sources: EU Commission (1, 2); EU Federation for Transport and Environment; BBC; TNW; RingGo ; WEF; IRENA, EIB

Grids, Networks, VRE & Power Markets of the Future

Overview

Renewables are becoming more dispatchable, controllable and forecastable, with renewable operators combining wind, solar, hydropower and storage (virtually or physically) to deliver committed production. Operators have improved the accuracy of production forecasting, can respond in real-time, and can install turbines and inverters with the power electronics that allow them to provide ancillary services.

Renewables of the future

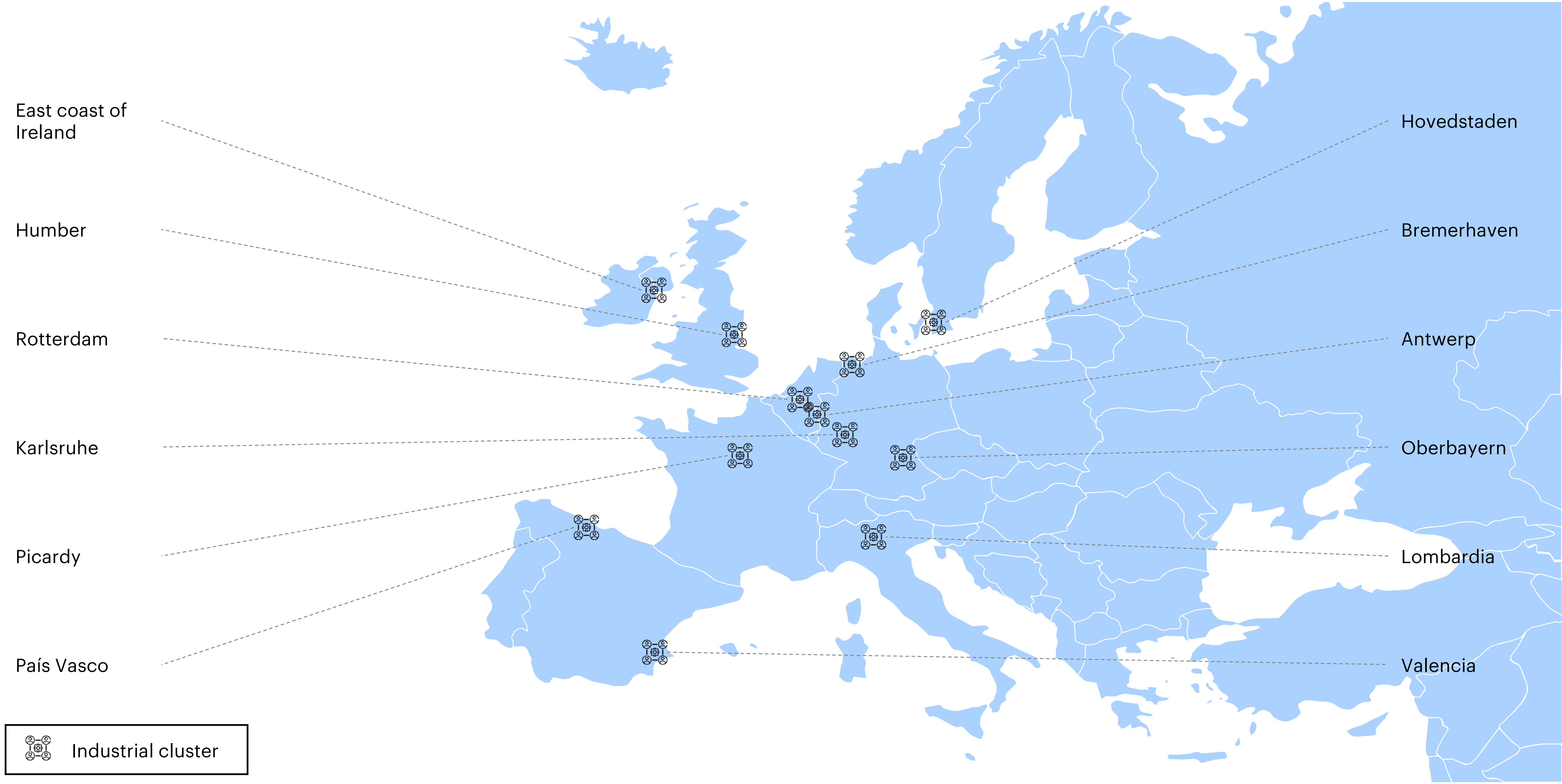
- Batteries: Tesla's 100 MW battery in Australia has 30 MW capacity to trade on wholesale market and 70 MW to stabilize the grid. In the first five months after it was connected, it took a 55% share of the state's frequency and ancillary services market (2% capacity, 55% revenues), lowered prices by 90% and provided savings to consumers estimated at $35 million. Speed and versatility of the battery allows it to provide so many more bids than competitors – both charging and discharging
- Hybrid plants: 17 MW floating solar in France reduced conflicts over land, and local citizens were invited to take a stake in funding the project. It powers 4,733 local homes.
- Complementary hydropower: Hongrin-Leman is a 480 MW pumped storage power plant in Switzerland that was upgraded in 2011-2016, capable of providing stabilization services to the Swiss and European grids.

Commercial optimization of renewables

Source: Accenture

Sources: Utility Dive; Euractiv; Andritz; Accenture analysis

Key industrial clusters in Europe



Sources: *European Panorama of Clusters*, *Leading Clusters in Germany*, *Cluster Mapping*