

CHAPTER ONE: INTRODUCTION.....	1
STUDY GOALS AND OBJECTIVES.....	1
REASONS FOR DOING THE STUDY	1
SCOPE OF REPORT	1
INTENDED AUDIENCE.....	2
METHODOLOGY AND INFORMATION SOURCES.....	3
ANALYST CREDENTIALS.....	3
RELATED REPORTS.....	4
BCC ONLINE SERVICES.....	4
DISCLAIMER	4
CHAPTER TWO: SUMMARY.....	5
<i>SUMMARY TABLE GLOBAL MARKET FOR ELECTRICITY</i>	
<i>GENERATION BY REGION, THROUGH 2016 (\$ MILLIONS)</i>	5
<i>SUMMARY FIGURE GLOBAL MARKET FOR ELECTRICITY</i>	
<i>GENERATION BY REGION, 2010-2016 (\$ MILLIONS)</i>	6
SUMMARY (CONTINUED).....	7
CHAPTER THREE: OVERVIEW	8
THE ELECTRICITY GENERATION INDUSTRY.....	8
CONCEPTS IN THE INDUSTRY	9
ENERGY AND POWER.....	9
ELECTRICITY GENERATING REQUIREMENTS.....	9
CAPITAL COSTS	10
LEVELIZED COST OF ENERGY	10
ELECTRICITY GENERATING TECHNOLOGIES.....	10
LIFE CYCLE AND THE NATURE OF POWER SECTOR	
INVESTMENTS	11
IMPORTANCE OF THE INDUSTRY	11
FORESEEABLE FUTURE DEVELOPMENTS	12
GOVERNMENT REGULATIONS	13
EFFECT ON THE FUTURE	13
UTILITY-SCALE ELECTRICITY STORAGE (UES) TECHNOLOGIES	13
COSTS AND ECONOMIC VIABILITY	14
PUMPED HYDROLOGIC STORAGE.....	15
COMPRESSED AIR ENERGY STORAGE.....	16
BENEFITS OF UTILITY-SCALE ELECTRICITY STORAGE	
TECHNOLOGIES.....	17
GRID BENEFITS	17
Load Leveling.....	18
<i>FIGURE 1 REPRESENTATION OF A DAILY LOAD CURVE</i>	19
Capacity Factor/Dispatch for Intermittent Renewables.....	20
Peaking Power Support.....	21

OFFSET OF NEEDED PEAKING POWER GENERATION	
CAPACITY	21
OFFSET OF NEEDED RENEWABLE GENERATION	
CAPACITY	22
ECONOMIC BENEFITS.....	23
Energy Arbitrage	23
Investment Deferral	23
RENEWABLE ENERGY DISPATCH AND TIMING BENEFITS	
(ABILITY TO MEET RENEWABLE ENERGY TARGETS,	
ETC.).....	24
Carbon Capture and Storage	24
Carbon Capture and Storage (Continued)	25
<i>TABLE 1 VALUE CUMULATIVE CAPITAL BASE OF CCS</i>	
<i>TECHNOLOGIES, THROUGH 2014 (\$ BILLIONS)</i>	26
ALTERNATE ELECTRICAL POWER STORAGE	27
<i>TABLE 2 ALTERNATIVE ENERGY STORAGE MARKET BY POWER</i>	
<i>SOURCE, CONSENSUS SCENARIO, THROUGH 2016 (\$ MILLIONS)</i>	28
SMART GRID.....	28
DEFINITIONS	28
BENEFITS OF SMART GRIDS	28
Direct Benefits	28
Benefits to Utilities.....	28
Lower Capital Costs.....	29
Reduced Operating Costs	29
Benefits to Users.....	30
Improved Quality and Reliability	30
Lower Costs	31
CHAPTER FOUR: TECHNOLOGIES	32
INTRODUCTION	32
COST DATA AND MARKET FORECASTS	32
ASSUMPTIONS.....	33
DATA SOURCES	34
SUMMARY.....	34
<i>TABLE 3 ASSUMED COSTS OF GENERATING TECHNOLOGIES</i>	
(<i>\$/KW</i>).....	34
COAL.....	35
PULVERIZED COAL.....	35
INTEGRATED GASIFICATION COMBINED CYCLE (IGCC).....	36
IGCC WITH CARBON CAPTURE AND STORAGE (IGCC-CCS)	36
<i>TABLE 4 CAPITAL COST OF COAL TECHNOLOGIES (\$/KW, \$/KW-</i>	
<i>YR., \$/MWH)</i>	36
REPRESENTATIVE SUBTECHNOLOGY AND COST.....	36
NATURAL GAS	37
NATURAL GAS TURBINE (CT)	37

NATURAL GAS COMBINED CYCLE (NGCC).....	37
<i>TABLE 5 COST OF NATURAL GAS TECHNOLOGIES (\$/KW, \$/KW- YR., \$/MWH)</i>	37
REPRESENTATIVE SUBTECHNOLOGY AND COST.....	38
NUCLEAR.....	38
<i>TABLE 6 COST OF NUCLEAR TECHNOLOGIES (\$/KW, \$/KW-YR., \$/MWH)</i>	38
HYDROPOWER.....	39
<i>TABLE 7 COST OF HYDROPOWER TECHNOLOGIES (\$/KW, \$/KW- YR., \$/MWH)</i>	39
SOLAR.....	39
SOLAR THERMAL	40
SOLAR PV CRYSTALLINE.....	40
SOLAR PV THIN FILM.....	40
<i>TABLE 8 COST OF SOLAR TECHNOLOGIES (\$/KW, \$/KW-YR., \$/MWH)</i>	40
REPRESENTATIVE SUBTECHNOLOGY AND COST.....	40
WIND.....	41
ONSHORE WIND	41
OFFSHORE WIND	41
<i>TABLE 9 COST OF WIND TECHNOLOGIES (\$/KW, \$/KW-YR., \$/MWH)</i>	42
REPRESENTATIVE SUBTECHNOLOGY AND COST.....	42
BIOMASS	42
BIOMASS COMBINED CYCLE (BCC).....	42
BIOMASS BUBBLING FLUIDIZED BED REACTOR (BBFB).....	43
<i>TABLE 10 COST OF BIOMASS TECHNOLOGIES (\$/KW, \$/KW-YR., \$/MWH)</i>	43
GEOTHERMAL	43
<i>TABLE 11 COST OF GEOTHERMAL TECHNOLOGIES (\$/KW, \$/KW- YR., \$/MWH)</i>	44
CHAPTER FIVE: INDUSTRY STRUCTURE	45
DRIVING FORCES IN THE INDUSTRY.....	45
GOVERNMENT REGULATIONS AND POLICIES.....	45
Rate Regulation	46
Development Priorities.....	46
Environmental Regulations	47
ELECTRICITY MARKET STRUCTURE.....	48
Privatization	48
Competition.....	49
TECHNOLOGY DEVELOPMENTS	50
New Generation Technologies.....	50
Incremental Developments in Existing Technologies.....	50
FUEL PRICES.....	50

STRATEGIES FOR STAYING COMPETITIVE	51
MANAGING GOVERNMENT REGULATIONS AND DEVELOPMENT PRIORITIES	51
Entering Into Profitable Long-Term Supply Contracts	52
Manage Fuel Supply and Fuel Price Risk	52
Managing Competitive Markets	52
Export Knowledge and Technology.....	53
SHIFTS IN THE INDUSTRY.....	53
IMPACT ON/OF OTHER INDUSTRIES	54
FUELS	54
COMMODITY PRICES.....	54
EFFECT ON THE ECONOMY AS A WHOLE	55
CHAPTER SIX: MARKETS BY TECHNOLOGY.....	56
SUMMARY	56
<i>TABLE 12 GLOBAL CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	56
SUMMARY (CONTINUED)	57
<i>TABLE 13 GLOBAL MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	58
COAL.....	58
ROLE IN THE ELECTRICITY INDUSTRY	58
INDUSTRY TRENDS	59
<i>TABLE 14 GLOBAL COAL ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	59
Coal Electricity Generation in Non-OECD Asia and the U.S.	59
Coal Electricity Generation in OECD Europe and OECD Asia	60
COAL INDUSTRY FORECAST	61
<i>TABLE 15 GLOBAL COAL ELECTRICITY GENERATION INDUSTRY FORECAST, THROUGH 2016 (\$ MILLIONS)</i>	61
NATURAL GAS	62
ROLE IN THE ELECTRICITY INDUSTRY.....	62
INDUSTRY TRENDS	62
<i>TABLE 16 GLOBAL NATURAL GAS ELECTRICITY GENERATION CAPACITY, THROUGH 2016 (GW)</i>	63
NATURAL GAS ELECTRICITY GENERATION INDUSTRY FORECAST	63
<i>TABLE 17 GLOBAL NATURAL GAS ELECTRICITY GENERATION INDUSTRY FORECAST, THROUGH 2016 (\$ MILLIONS)</i>	64
U.S.....	64
Mexico, Brazil and Central and South America.....	64
OECD Europe	65
Russia.....	65

Non-OECD Europe and Eurasia other than Russia	65
India	65
Africa and the Middle East	65
LIQUID FUELS	66
ROLE IN THE ELECTRICITY INDUSTRY, INDUSTRY	
TRENDS, FORECAST.....	66
<i>TABLE 18 GLOBAL LIQUID FUEL ELECTRICITY GENERATION</i>	
<i>CAPACITY, THROUGH 2016 (GW)</i>	66
NUCLEAR.....	67
ROLE IN THE ELECTRICITY INDUSTRY	67
INDUSTRY TRENDS	67
Fukushima Daiichi and the Future of Nuclear Power.....	67
Fukushima Daiichi and the ... (Continued).....	68
Diversifying Electricity Generation.....	69
Project Risk and Uncertainty.....	69
EXISTING CAPACITY	69
<i>TABLE 19 GLOBAL NUCLEAR ELECTRICITY GENERATION</i>	
<i>CAPACITY, THROUGH 2016 (GW)</i>	70
NUCLEAR ELECTRICITY GENERATION INDUSTRY	
FORECAST	70
<i>TABLE 20 GLOBAL NUCLEAR ELECTRICITY GENERATION</i>	
<i>INDUSTRY FORECAST, THROUGH 2016 (\$ MILLIONS)</i>	70
HYDROPOWER.....	71
ROLE IN THE ELECTRICITY INDUSTRY	71
INDUSTRY TRENDS	72
<i>TABLE 21 GLOBAL HYDROPOWER ELECTRICITY GENERATION</i>	
<i>CAPACITY, THROUGH 2016 (GW)</i>	72
HYDROPOWER ELECTRICITY GENERATION INDUSTRY	
FORECAST	73
<i>TABLE 22 GLOBAL HYDROPOWER ELECTRICITY GENERATION</i>	
<i>INDUSTRY FORECAST, THROUGH 2016 (\$ MILLIONS)</i>	73
WIND.....	73
ROLE IN THE ELECTRICITY INDUSTRY	73
INDUSTRY TRENDS	74
<i>TABLE 23 GLOBAL WIND ELECTRICITY GENERATION CAPACITY,</i>	
<i>THROUGH 2016 (GW)</i>	74
WIND ELECTRICITY GENERATION INDUSTRY FORECAST	75
<i>TABLE 24 GLOBAL WIND ELECTRICITY GENERATION INDUSTRY</i>	
<i>FORECAST, THROUGH 2016 (\$ MILLIONS)</i>	75
SOLAR.....	76
ROLE IN THE ELECTRICITY INDUSTRY	76
INDUSTRY TRENDS	76
<i>TABLE 25 GLOBAL SOLAR ELECTRICITY GENERATION CAPACITY,</i>	
<i>THROUGH 2016 (GW)</i>	77

<i>TABLE 26 GLOBAL SOLAR ELECTRICITY GENERATION CAPACITY, THROUGH 2016 (GW).....</i>	<i>77</i>
SOLAR ELECTRICITY GENERATION INDUSTRY FORECAST	78
<i>TABLE 27 GLOBAL SOLAR ELECTRICITY GENERATION INDUSTRY FORECAST, THROUGH 2016 (\$ MILLIONS)</i>	<i>78</i>
<i>TABLE 28 GLOBAL SOLAR ELECTRICITY GENERATION INDUSTRY FORECAST, THROUGH 2016 (\$ MILLIONS)</i>	<i>79</i>
GEOTHERMAL	80
ROLE IN THE ELECTRICITY INDUSTRY	80
INDUSTRY TRENDS	80
<i>TABLE 29 GLOBAL GEOTHERMAL ELECTRICITY GENERATION CAPACITY, THROUGH 2016 (GW).....</i>	<i>81</i>
GEOTHERMAL ELECTRICITY GENERATION INDUSTRY FORECAST	81
<i>TABLE 30 GLOBAL GEOTHERMAL ELECTRICITY GENERATION INDUSTRY FORECAST, THROUGH 2016 (\$ MILLIONS)</i>	<i>81</i>
<i>TABLE 31 GLOBAL GEOTHERMAL ELECTRICITY GENERATION INDUSTRY FORECAST, THROUGH 2016 (\$ MILLIONS)</i>	<i>82</i>
BIOMASS	82
ROLE IN THE ELECTRICITY INDUSTRY	82
INDUSTRY TRENDS	83
<i>TABLE 32 GLOBAL BIOMASS ELECTRICITY GENERATION CAPACITY, THROUGH 2016 (GW).....</i>	<i>83</i>
BIOMASS ELECTRICITY GENERATION INDUSTRY FORECAST	84
<i>TABLE 33 GLOBAL BIOMASS ELECTRICITY GENERATION INDUSTRY FORECAST, THROUGH 2016 (\$ MILLIONS)</i>	<i>84</i>
 CHAPTER SEVEN: INTELLECTUAL PROPERTY LANDSCAPE FOR ENERGY GENERATION	 85
TRENDS BY TECHNOLOGY FOR ALTERNATIVE ENERGY PATENTS.....	85
<i>FIGURE 2 PATENT APPLICATIONS BY TECHNOLOGY, <1980-2005 (NUMBER/)</i>	<i>86</i>
<i>FIGURE 2 (CONTINUED)</i>	<i>87</i>
TRENDS BY TECHNOLOGY FOR ... (CONTINUED)	88
 CHAPTER EIGHT: REGIONAL ANALYSIS OF THE GLOBAL MARKET	 89
INTRODUCTION	89
GLOBAL ELECTRICITY GENERATION TRENDS.....	90
SUMMARY.....	90
<i>TABLE 34 GLOBAL ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW).....</i>	<i>91</i>

<i>TABLE 35 GLOBAL ELECTRICITY GENERATION CAPACITY ADDITIONS BY COUNTRY/REGION, 2011-2016 (GW)</i>	92
<i>TABLE 36 GLOBAL MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	93
CHAPTER NINE: NORTH AMERICA.....	94
UNITED STATES	94
INDUSTRY STRUCTURE.....	95
GOVERNMENT POLICIES AND REGULATIONS.....	95
The DOE and ARPA-E	96
The DOE and APRPA-E (Continued).....	97
<i>TABLE 37 ADVANCED RESEARCH PROJECTS AGENCY – ENERGY (ARPA-E) (FUNDING PROFILE BY SUBPROGRAM)</i>	98
EXISTING GENERATION.....	98
<i>TABLE 38 U.S. CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	99
INDUSTRY FORECAST.....	99
<i>TABLE 39 U.S. MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	100
CANADA	101
INDUSTRY STRUCTURE.....	102
GOVERNMENT POLICIES AND REGULATIONS.....	102
EXISTING GENERATION.....	103
<i>TABLE 40 CANADIAN CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	104
INDUSTRY FORECAST.....	104
<i>TABLE 41 CANADIAN MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	105
MEXICO	106
INDUSTRY STRUCTURE.....	106
GOVERNMENT POLICIES AND REGULATIONS.....	106
EXISTING GENERATION.....	107
<i>TABLE 42 MEXICAN CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	107
INDUSTRY FORECAST.....	108
<i>TABLE 43 MEXICAN MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	108
Industry Forecast (Continued).....	109
CHAPTER TEN: EUROPE	110
OECD EUROPE.....	110
INDUSTRY STRUCTURE.....	110
GOVERNMENT POLICIES AND REGULATIONS.....	111
EXISTING GENERATION.....	112

<i>TABLE 44 OECD EUROPE'S CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	113
INDUSTRY FORECAST	113
<i>TABLE 45 OECD EUROPEAN MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	114
RUSSIA	115
INDUSTRY STRUCTURE	115
GOVERNMENT POLICIES AND REGULATIONS	115
EXISTING GENERATION	116
<i>TABLE 46 RUSSIA'S CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	117
INDUSTRY FORECAST	117
<i>TABLE 47 RUSSIAN MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	118
NON-OECD EUROPE AND EURASIA OTHER THAN RUSSIA	118
INDUSTRY STRUCTURE	118
GOVERNMENT POLICIES AND REGULATIONS	119
EXISTING GENERATION	120
<i>TABLE 48 NON-OECD EUROPEAN AND EURASIAN (OTHER THAN RUSSIA) CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	120
INDUSTRY FORECAST	120
<i>TABLE 49 NON-OECD EUROPEAN AND EURASIAN (OTHER THAN RUSSIA) MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	121
CHAPTER ELEVEN: ASIA	122
JAPAN	122
INDUSTRY STRUCTURE	122
GOVERNMENT POLICIES AND REGULATION	122
EXISTING GENERATION	123
<i>TABLE 50 JAPAN'S CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	124
INDUSTRY FORECAST	124
<i>TABLE 51 JAPANESE MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	125
SOUTH KOREA	125
INDUSTRY STRUCTURE	126
GOVERNMENT POLICIES AND REGULATION	126
EXISTING GENERATION	126
<i>TABLE 52 SOUTH KOREA'S CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	127
INDUSTRY FORECAST	127
<i>TABLE 53 SOUTH KOREAN MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	128

CHINA.....	128
INDUSTRY STRUCTURE.....	129
GOVERNMENT POLICIES AND REGULATIONS.....	130
EXISTING GENERATION.....	131
<i>TABLE 54 CHINA'S CUMULATIVE ELECTRICITY GENERATING</i>	
<i>CAPACITY, THROUGH 2016 (GW).....</i>	<i>131</i>
INDUSTRY FORECAST.....	132
<i>TABLE 55 CHINESE MARKET FOR ELECTRICITY GENERATION,</i>	
<i>THROUGH 2016 (\$ MILLIONS).....</i>	<i>133</i>
CHAPTER TWELVE: PACIFIC AND INDIAN OCEAN REGION.....	134
AUSTRALIA/NEW ZEALAND.....	134
INDUSTRY STRUCTURES.....	134
GOVERNMENT POLICIES AND REGULATIONS.....	135
EXISTING GENERATION.....	136
<i>TABLE 56 AUSTRALIA/NEW ZEALAND'S CUMULATIVE</i>	
<i>ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW).....</i>	<i>136</i>
INDUSTRY FORECAST.....	137
<i>TABLE 57 AUSTRALIAN/NEW ZEALAND MARKET FOR</i>	
<i>ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS).....</i>	<i>137</i>
INDIA.....	137
INDUSTRY STRUCTURE.....	138
GOVERNMENT POLICIES AND REGULATIONS.....	139
EXISTING GENERATION.....	140
<i>TABLE 58 INDIA'S CUMULATIVE ELECTRICITY GENERATING</i>	
<i>CAPACITY, THROUGH 2016 (GW).....</i>	<i>140</i>
ELECTRICITY GENERATION INDUSTRY FORECAST.....	141
<i>TABLE 59 INDIAN MARKET FOR ELECTRICITY GENERATION,</i>	
<i>THROUGH 2016 (\$ MILLIONS).....</i>	<i>141</i>
NON-OECD ASIA OTHER THAN CHINA AND INDIA.....	142
INDUSTRY STRUCTURE.....	143
GOVERNMENT POLICIES.....	143
EXISTING GENERATION.....	144
<i>TABLE 60 NON-OECD ASIAN (EXCEPT CHINA AND INDIA)</i>	
<i>CUMULATIVE ELECTRICITY GENERATING CAPACITY,</i>	
<i>THROUGH 2016 (GW).....</i>	<i>144</i>
INDUSTRY FORECAST.....	145
<i>TABLE 61 NON-OECD ASIA'S (EXCEPT CHINA AND INDIA) MARKET</i>	
<i>FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS).....</i>	<i>145</i>
CHAPTER THIRTEEN: EMERGING MARKETS/REST OF WORLD.....	146
THE MIDDLE EAST.....	146
INDUSTRY STRUCTURE.....	146
GOVERNMENT POLICIES AND REGULATIONS.....	147
EXISTING GENERATION.....	147

<i>TABLE 62 THE MIDDLE EAST'S CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	148
INDUSTRY FORECAST.....	148
<i>TABLE 63 MIDDLE EASTERN MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	149
AFRICA.....	149
INDUSTRY STRUCTURE.....	150
Industry Structure (Continued).....	151
GOVERNMENT POLICIES AND REGULATIONS.....	152
EXISTING GENERATION.....	153
<i>TABLE 64 AFRICA'S CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	153
INDUSTRY FORECAST.....	153
<i>TABLE 65 AFRICAN MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	154
BRAZIL.....	154
INDUSTRY STRUCTURE.....	155
GOVERNMENT POLICIES AND REGULATIONS.....	155
EXISTING GENERATION.....	156
<i>TABLE 66 BRAZIL'S CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	156
INDUSTRY FORECAST.....	157
<i>TABLE 67 BRAZIL MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	157
CENTRAL AND SOUTH AMERICA EXCEPT BRAZIL.....	157
INDUSTRY STRUCTURE.....	158
GOVERNMENT POLICIES AND REGULATION.....	159
EXISTING GENERATION.....	160
<i>TABLE 68 CENTRAL AND SOUTH AMERICA'S (EXCEPT BRAZIL) CUMULATIVE ELECTRICITY GENERATING CAPACITY, THROUGH 2016 (GW)</i>	161
INDUSTRY FORECAST.....	161
<i>TABLE 69 CENTRAL AND SOUTH AMERICAN (EXCEPT BRAZIL) MARKET FOR ELECTRICITY GENERATION, THROUGH 2016 (\$ MILLIONS)</i>	162
CHAPTER FOURTEEN: COMPANY PROFILES.....	163
SUMMARY.....	163
COMPANIES.....	163
AES CORP.....	163
Overview.....	163
Corporate Strategy.....	164
AES GENER SA.....	164
Overview.....	164
ČEZ AS.....	164

Overview	165
Corporate Strategy	165
CHINA RESOURCES POWER HOLDINGS CO. LTD.	165
Overview	165
Corporate Strategy	165
CHINA YANGTZE POWER CO. LTD.....	166
Overview	166
Corporate Strategy	166
CONSTELLATION ENERGY GROUP, INC.	166
Overview	166
Corporate Strategy	167
DATANG INTERNATIONAL POWER GENERATION CO., LTD.....	167
Overview	167
Corporate Strategy	167
DOMINION RESOURCES, INC.	167
Overview	168
Corporate Strategy	168
E.ON AG	168
Overview	168
Corporate Strategy	168
ELECTRICITÉ DE FRANCE	169
Overview	169
Corporate Strategy	169
ELETROBRAS	169
Overview	170
Corporate Strategy	170
ENDESA SA	170
Overview	170
Corporate Strategy	171
ENEL SPA	171
Overview	171
Corporate Strategy	171
ENERGIE BADEN-WÜRTTEMBERG AG	172
Overview	172
Corporate Strategy	172
ENERSIS SA	172
Overview	172
Corporate Strategy	173
ESKOM HOLDINGS LTD.	173
Overview	173
Corporate Strategy	173
EXELON CORP.....	174
Overview	174

Corporate Strategy	174
HUANENG POWER INTERNATIONAL	174
Overview	174
Corporate Strategy	175
IBERDROLA SA.....	175
Overview	175
Corporate Strategy	175
INTERNATIONAL POWER PLC.....	175
Overview	176
Corporate Strategy	176
J-POWER/ELECTRIC POWER DEVELOPMENT CO., LTD.....	176
Overview	176
Corporate Strategy	176
MIDAMERICAN ENERGY HOLDINGS CO.	177
Overview	177
NEXTERA ENERGY, INC.....	177
Overview	177
Corporate Strategy	178
NRG ENERGY INC.....	178
Overview	178
Corporate Strategy	178
NTPC LTD.....	179
Overview	179
Corporate Strategy	179
PUBLIC SERVICE ENTERPRISE GROUP INC.	179
Overview	179
Corporate Strategy	180
RUSHYDRO JSC	180
Overview	180
Corporate Strategy	180
RWE AG.....	181
Overview	181
Corporate Strategy	181
SAUDI ELECTRICITY COMPANY	181
Overview	181
Corporate Strategy	182
SCOTTISH & SOUTHERN ENERGY PLC	182
Overview	182
Corporate Strategy	182
SEMPRA ENERGY	182
Overview	183
Corporate Strategy	183
SOUTHERN COMPANY	183
Overview	183

Corporate Strategy	183
TATA POWER CO., LTD.	184
Overview	184
Corporate Strategy	184
TOKYO ELECTRIC POWER CO., INC.	184
Overview	185
Corporate Strategy	185
VATTENFALL AB	185
Overview	185
Corporate Strategy	186