

BEFORE THE WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

DOCKET NO. U-17_____

EXH. CFL-2

CHRISTOPHER F. LOPEZ

REPRESENTING HYDRO ONE

CURRICULUM VITAE

FOR

CHRISTOPHER LOPEZ

EMPLOYMENT HISTORY

Employer	TransAlta Corporation (Canada) <i>Industry Focus Generation and Sale of Electricity. Located in Alberta Canada, Dual Listed on the TSX /NYSE with a market cap of CAD\$3.6B and Total Enterprise Value of CAD\$9B.</i>	
Role	VP Corporate Planning and Mergers & Acquisition	Oct 11 - 2015
	<u>Major Achievements:</u>	
	<ul style="list-style-type: none"> • Lead Corporate Planning processes and supported the CEO / CFO annual review of strategy and subsequent report the Board • Lead M&A processes delivering bids on over CAD \$8B or approx. 85% of the TEV of TransAlta • Developed strategic relationships with potential targets, partners and feeder organisations/ systems to ensure continuous pipeline of opportunities. • Optimised M&A process and developed team of 13 to deliver maximum value / flexibility for investment in activity 	
	<u>Accountabilities:</u>	
	<ul style="list-style-type: none"> • Lead Corporate Planning activities; TEV ~\$9B and Revenue ~\$3B. • Imagine alternate structures / strategies that will maximise the value of the company, explore ways to execute and communicate the same to the CEO / CFO • Lead M&A activities in Canada and the United States and support the same in Australia • Ensure integrity of Corporate Planning and M&A processes and outputs to ensure value is maximised and protected. • Effective communication/company representation with internal and external stakeholders. 	
Role	Director Generation Finance	Apr 07 - Oct 11
	<u>Major Achievements:</u>	
	<ul style="list-style-type: none"> • Lead the management reporting / value integration process for TransAlta. • Member of and value integration partner to the Operations Leadership Team. • Developed team of 7 Managers (direct reports) and 52 professionals / para professionals (indirect reports) into an effective, successful financial services leadership team. • Successfully merged Capital Budgeting and. Operations finance into one group and realigned accountabilities to better service the business / asset teams (streamlined group from 78 to 52). • Successfully integrated SAP / continuous enhancements into monthly reporting and developed reporting standards used across the group. 	
	<u>Accountabilities:</u>	
	<ul style="list-style-type: none"> • Lead the operations finance management activities for the Generation Business Segment. Revenues CAD\$2.8 Billion: Capital Expenditure \$1 Billion. • Lead and develop the operations finance leadership team (7 Managers {direct reports} ; 52 professionals {indirect reports} in 8 geographical locations across 4 countries) • Lead and develop management reporting and analysis to the senior leadership team up to and including the CEO. 	

- As part of the Generation Leadership Team, provide financial analysis and advice on how to maximise asset performance.
- Lead and develop the forecasting, annual planning and budgeting cycles
- Ensure integrity of financial accounts (control environment) and stewardship of physical and financial assets
- Ensure all corporate financial policies and controls are adhered to.
- Effective communication/company representation with internal and external stakeholders.

Employer **TransAlta Energy Australia Pty Ltd. (Australia)**

*A subsidiary of TransAlta Corporation with Operating Assets: A\$400M Revenue: A\$100M.
Major Customers — BHP Nickel (formerly WMC Resources) and Newmont Mining Australia*

Role **Country Financial Controller (Aust, New Zealand & Barbados) Jul 02 - Apr 07**

Major Achievements:

- Developed team of 5 Senior Professionals and 5 Para Professionals into an effective, successful financial services leadership team. (Administration offices in Australia, New Zealand and Barbados).
- Requested to act and accepted Directorships for TransAlta Companies in Australia, New Zealand and Barbados for three years. These Companies were involved in Operations, Finance and Insurance Activities.
- Exported reporting/analysis methodology from Australian Business to the rest of the Company.
- Successful in communicating the Australian Growth Strategy to the Shareholder resulting in the first growth, project for some time and an increasing appetite to invest in the Australian Business.
- Implemented financial risk management strategy/process in regard to oil price exposure resulting in costs well below market price over the past three years.
- Successfully managed the implementation of Tax Consolidations resulting in a substantial benefit to the P&L in 2004.
- Successfully managed/defended statutory and commercial claims on TransAlta Corporation in New Zealand in the amount of \$45M.
- Refinanced the Australian Business in 2004 (cross currency interest rate swap)
- Frequently acted as General Manager — Australia.

Accountabilities:

- Lead the financial management activities in Australia (Operations Company) and New Zealand (Financing Company), Barbados (Financing and Insurance)
- Lead and develop the financial services leadership team (10 staff, 5 Senior Professional)
- Lead and develop periodical management reporting and analysis to the Australian Leadership Team, the Board and the Shareholder (compliant with Australian GAAP and foreign requirements - Sarbanes Oxley, US GAAP and CAD GAAP).
- As part of the Australian Leadership team, provide financial analysis and advice on how to maximise asset performance and actively participate in the financial aspects of acquisition and development projects.
- Lead and develop the forecasting, annual planning and budgeting cycles
- Lead and develop financial risk management and insurance activity (complemented by Directorship on Global Corporate Captive Insurance Company)
- Ensure integrity of financial accounts (control environment) and stewardship of physical and financial assets
- Ensure all corporate financial policies and controls are adhered to
- Lead and develop the Corporate Secretarial Function for Australia

- Lead and develop tax planning strategies (particularly as related to the shareholder distributions)
- Effective communication/company representation with internal and external stakeholders.
- Member of the Joint. Venture Committee (TransAlta/Newmont) for the provision of power to Newmont Mining

Role **Senior Business Analyst — Corporate** **Apr 00 - Jul 02**

Major Achievements:

- Reduced operating costs under existing contracts by A\$500k per annum.
- Created Budget Model — Australia, Turnover A\$100M.
- Created Long Range Forecast Model — Australia, 5 Years Duration.
- Implemented GST Compliance Program.
- Frequently acted as Financial Controller.

Key Accountabilities:

- *Forward Planning* (13 Companies, 1 Partnership, 1 Joint Venture, 7 Plants, 6 Profit Centres, 100 Cost Centres)
 - Maintaining Long Range Forecast Model (Horizon —5 years)
 - Annual Budget (Operating/Capital)
- Comparison of Forward Plan to the Original Economic Models under which the assets/business had been purchased.
- Monthly Variance Analysis, Actual Vs Budget/Forecast. (Customers, Australian Management Group and Parent Management Group, Canada)
- *Other*
 - Customer Profitability Analysis and Liaison
 - Supplier Contract Management and Liaison
 - Capital Budgeting Process (A\$20M per annum)

Role **Senior Financial Accountant — Corporate** **Apr 99 to Apr 00**

Major Achievements:

- 5 Months as Acting Financial Controller.
- Created Management Reporting Framework for Australia.
- Team Leader in migration from ACCPAC to SAP.
- Significant participation in the transformation from a Management to Operations Company, i.e. contracts/staff became internalised.

Accountabilities:

- *Financial Reporting*
 - Consolidated 11 companies
 - Internal — Aust Management Group and Parent Management Group, Canada.
 - External — Statutory, ASC, ABS, ATO and other, Auditors.
 - Preparation of Ad Hoc requests for analysis.
- *Financial Management.*
 - Accounts Payable/Receivable Process.
 - Cash Management Process.
 - General Ledger Reconciliation Process.
- *Systems*
 - Conversion of General Ledger and Management Reporting Structures from ACCPAC to SAP.
 - Maintenance/Improvement - General Ledger
 - Prompt verification of transaction input in the Accounting Systems.

Employer	Hamersley Iron Pty. Limited (Pilbra Iron Pty Ltd) (Australia)	
	<i>Industry Focus — Mining and Sale of Iron Ore.</i>	
	<i>A subsidiary of the Rio Tinto Corporation, London, England. Rio Tinto is listed as a top 100 company worldwide and is dual listed on the ASX and LSE. Hamersley Iron had assets of A\$4B and annual revenue of A \$1.2B.</i>	
Role	Financial Accountant— Corporate	Dec 97 - Apr 99
	<u>Major achievements:</u>	
	<ul style="list-style-type: none"> • Conversion of General Ledger from Legacy to SAP. • Simplification of Consolidation Process i.e. completed within the General Ledger. • Simplification of Reporting for 4 foreign Sales Offices, including currency translation. • Improved valuation model for ore stocks. A\$300M. 	
	<u>Key Accountabilities:</u>	
	<ul style="list-style-type: none"> • <i>Financial Reporting</i> <ul style="list-style-type: none"> • Consolidated 24 Companies, 5 Currencies. • Internal — Australian Management Group and Parent Management Group, London. • External — Statutory, ASC, ABS, ATO and other, Auditors. • Preparation of Ad Hoc requests for analysis. • <i>Financial Management - General Ledger Reconciliation Process.</i> • <i>Systems</i> <ul style="list-style-type: none"> • Maintenance/Improvement - General Ledger • Prompt Verification of Transaction input in the Accounting Systems. (Particularly in the Legacy environment i.e. many systems linked to GL.) 	
Role	Management Accountant - Mining & Processing	Feb 97 - Dec 97
	<u>Major achievements:</u>	
	<ul style="list-style-type: none"> • Consolidation of Management Accounting Processes/Infrastructure. 5 distinct sites into one value chain. • Improvement/Implementation of Activity Based Costing. • Development/Improvement of the non-financial results, i.e. tonnage reconciliation. (55Mtpa) • Costing budget for consolidated operations, A\$500M. 	
	<u>Accountabilities:</u>	
	<ul style="list-style-type: none"> • Cost Accounting - 5 mine sites, Revenue A\$500M pa, customer base: 15 Managers, 40 superintendents • Management Reporting — Financial/Non Financial • Preparation of Ad Hoc requests for analysis • General Ledger Reconciliation • Capital Budgeting Support, Financial Analysis 	
Role	Graduate Accountant (Site)	Feb 96 - Feb 97
	<u>Accountabilities:</u>	
	<ul style="list-style-type: none"> • Month End Reporting • Capital Budgeting • Capital Expenditure Prioritisation • Post Implementation Reviews • Managerial Finance support for Capital Applications • General Ledger Reconciliation • Taxation — Capital for Tax and Fringe Benefits Tax compilation 	

