

FORM A

IN THE MATTER OF the *Ontario Energy Board Act, 1998*;

AND IN THE MATTER OF an Application by Oshawa PUC Networks Inc. for an Order approving rates and other service charges for the distribution of electricity for the years 2015 through 2019.

ACKNOWLEDGEMENT OF EXPERT'S DUTY

1. My name is **Chris Stepanuk**. I live at Toronto (city), in the Ontario (province/state) of Canada (country).
2. I have been engaged by or on behalf of Oshawa PUC Networks Inc. to provide evidence in relation to the above-noted proceeding before the Ontario Energy Board.
3. I acknowledge that it is my duty to provide evidence in relation to this proceeding as follows:
 - (a) to provide opinion evidence that is fair, objective and non-partisan;
 - (b) to provide opinion evidence that is related only to matters that are within my area of expertise; and
 - (c) to provide such additional assistance as the Board may reasonably require, to determine a matter in issue.
4. I acknowledge that the duty referred to above prevails over any obligation which I may owe to any party by whom or on whose behalf I am engaged.

Date June 29, 2015


Signature

CHRIS STEPANUIK, B.COMM, CFA, CIRP

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A results oriented consultant with over 16 years' experience assisting companies improve their cash management, specifically across the order-to-cash, procure-to-pay, and forecast-to-fulfill processes. A strategic thinker with the proven ability to drive results in quality, delivery and client satisfaction. A respected team player, coach and motivator able to build high performing teams and inclusive work environments.

CAREER OVERVIEW

EY

1998 – Present

EY's Working Capital Advisory Services ("WCAS") practice assists businesses to identify and realize cash management improvements across the procure-to-pay, order-to-cash and forecast-to-fulfill processes.

Vice President (2006 - Present)

Manager (2000 - 2006)

Analyst (1998 - 2000)

Leads the WCAS practice for Western Canada. Accountable for developing and executing strategy, including market leadership and growth. Responsible for quality, technical and client service leadership, as well as people and business management.

Selected Major Engagements:

Utility Client– Working Capital Review

- ▶ Led a procure-to-pay and a meter-to-cash review at a Canadian utility company for electricity generation, transmission and distribution. Identified improvements of 12.7% in accounts payable and 3.6% reduction in accounts receivable

Utility Client– Strategic Sourcing Review

- ▶ Advised a utility through the strategic sourcing process, from data extraction through category identification, spend baseline analysis, commodity profiling, sourcing strategy development, stakeholder management, and sourcing implementation. Also advised on the procurement operating (organizational) model needed to continue to realize and sustain savings. The objective was to identify and quantify costs savings through strategic sourcing following the company's acquisition of a US utility

Utility Marketing Company – Billing review

- ▶ Conducted process improvement scoping review for company's centralized and regional functions across US and Canada. Identified opportunities relating to receivable processes across billing, collections, sales, and dispute management. Impact to cash flow, efficiency, risk and cost

Media & Entertainment Company – Accounts Receivable and Accounts Payable Process Improvement

- ▶ Lead EY consultant on a major assignment to re-engineer the Accounts Payable and Accounts Receivable processes in a large Canadian media company. One of the objectives of the assignment was to transfer business process improvement skills and methodologies to the client organization, as part of a long-term program of continuous improvement.

North American Energy Company – Cash Flow Forecasting Improvement

- ▶ Evaluated the forecasting processes for a multi-billion dollar energy company which had recently implemented SAP. The project entailed identifying current challenges faced and opportunities for improvement including moving to leading practices where applicable. The project culminated in designing the future state forecasting process which leveraged SAP and introduced variance and sensitivity analysis.

Canadian Engineering and Construction Company – Order-to-Cash Process Improvement

- ▶ Led a review of a client's order-to-cash processes. Identified significant cash flow and process improvement opportunities relating to contract negotiation, billing, collections and other areas. Subsequently assisted the company in revising its business processes and policies, implementing a hierarchy of dashboards to track improvement, and in overall project management. The company realized \$8m of improvements within the first two months of the improvement journey.

Integrated Oil & Gas Client - Procure-to-Pay Process Improvement

- ▶ Led a review of procure-to-pay practices at a +\$30bn integrated oil and gas company with the goal to identify improvement opportunities. Project involved: detailed data analysis; process walkthroughs and interviews to evaluate current practices; identification of gaps to leading practices; and development of recommendations and a roadmap for change. Agreed opportunities valued > \$200m.

Global Media Company – Procure-to-Pay Review

- ▶ Conducted detailed procure-to-pay diagnostic for a North American global media company through site visits, desk top reviews and workshops. +\$200m (1% of sales) in potential improvement opportunities identified including utilization of purchasing cards for low value high volume spend.

Heavy Equipment Distributor – Forecast-to-Fulfill Process Improvement

- ▶ Led a review of inventory management processes at a global heavy equipment distributor with the goal to identify, quantify, and validate opportunities and develop high level priority action plans across three regions (Canada, South America, and the UK). The review entailed: hypothesis driven analytics based on transactional data across different inventory segments; identification of current state practices and policies and gaps to leading practice; quick win identification and rapid value realization activities based on a combination of data analytics and process walkthroughs. The project identified up to \$270m of opportunities.

North American Chemical Distributor

- ▶ Managed a 6 month supply chain project, assisting management to develop action plans, revise policy and optimize processes to sustainably reduce inventory by 20% (\$70m) across five regions and over 100 locations.

Canadian Airline

- ▶ Led a detailed procure to pay diagnostic for a Canadian global airline through site visits, desk top reviews and workshops. The project identified +\$60m in improvement opportunities.

Downstream Oil & Gas Client – Credit & Collections Process Improvement

- ▶ Led the business improvement team of a client in the downstream industry in making improvements to its Credit and Collections activities. The processes were streamlined, resources were reallocated to other areas of the business and the collection cycle time was reduced significantly. Leading practice credit processes were also implemented and policies revised accordingly.

Various Clients – Restructuring & Insolvency

- ▶ Provided turnaround advisory services to businesses in financial difficulty. Primarily involved in CCAA proceedings, US Chapter 11 filings, business reviews, receiverships and as Trustee in corporate bankruptcies. In addition, provided valuation, corporate finance, forensic and due diligence services.

EDUCATION AND PROFESSIONAL DEVELOPMENT

Six Sigma Lean Black Belt, 2015

Chartered Insolvency & Restructuring Professional ("CIRP"), 2005

Chartered Financial Analyst ("CFA"), 2002

Certified Management Consultant ("CMC"), 2001

Bachelor of Commerce, Honours, University of Manitoba, 1996