Serving the electric power sector
Statement of qualifications
Why Deloitte?

• Global strength of approximately more than 210,000 professionals in 150+ countries
• Revenues for fiscal year 2014 were US$ 34.2 billion
• In the past year Deloitte served more than 79% of the Global Fortune 500

Deloitte in the CIS

• In the market since 1990
• More than 2,500 people
• 18 offices in 11 countries
• Full range of professional services
Electric power industry

Changing landscape

During the past years the Russian power industry has been engaged in an ambitious restructuring program aimed at improving generation and distribution infrastructure, developing fair and competitive power markets, stimulating foreign investment activities and providing customers with a reliable power supply. The growth in the power sector depends on the successful transformation of power companies from state owned enterprises to market driven commercial entities. This restructuring program is permanently redefining the landscape of the Russian power industry.

The emerging industry leaders will be the companies able to drive future value creation through the use of the following four key strategic levers:

• Selective and disciplined asset investment programmes, consistent with market dynamics and competitive differentiation;

• A particular focus on operational excellence, cost efficiency and continuous improvement;

• Strong support of regulatory compliance and technology innovation through corporate social responsibility, industry partnership and sustainable growth;

• Robust, enterprise-wide risk management capability.

Deloitte CIS works with clients to help companies achieve this success.

Deloitte regularly publishes research and analysis that presents unique points-of-view and challenges our clients’ thinking.

Power insight. Using analytics to drive performance in the utilities industry

Energy independence and security: A reality check

Energy market reform in Europe.European energy and climate policies: achievements and challenges to 2020 and beyond

The future of the global power sector. Preparing for emerging opportunities and threats
Our electric power group

Solutions tailored to a complex industry

Deloitte’s power group is a well-established project group with experience in all areas of the power industry, including power generation, heat and power grids, and marketing. Our team specializes in complex projects focused on resolving specific practical issues.

Examples

During the reformation of RAO UES of Russia, Deloitte provided assistance to the company and was responsible for creating the uniform methodology and key assumptions behind the process of valuating all RAO UES assets, minimizing the time for approval of the spin-off by minority shareholders. At the final stage we carried out a valuation of RAO UES’s shares for buyout purposes to the satisfaction of all stakeholders.

Deloitte developed the appropriate methodology for valuating power supply companies, showing a declining trend for large consumers and the potential profitability of retail on a regional basis.

Deloitte performed a set of projects for one of Russia’s largest power supply holdings, including assistance in the development and promotion of an advanced price regulation method for power grids based on return on assets. Implementation of this methodology may have boosted the earnings generated from the holding’s power grids.

Deloitte developed and continues to update the Russian wholesale electricity and power market model. The main purpose of the model is to provide an analysis of electricity and power demand by region, power plant load factor forecasts and prediction of electricity tariffs.

For the largest privately-owned vertically-integrated energy company in the Ukraine, Deloitte developed a model that allows assessment of the effect of electricity outputs on coal extraction dynamics, with due consideration given to logistic limitations and alternative fuel source pricing forecasts. The model also allows for assessment of effectiveness of separate investment projects and calculation of indicative values of separate business structures and the entire company as a whole.

Deloitte also carried out projects in relation to Russian and foreign assets, and analyzed potential markets for one of the largest diversified energy holdings in the CIS. Furthermore, Deloitte has implemented many other projects for large- and medium-sized players in the power industry in Russia and the CIS.
Deloitte is the only Big Four firm to offer a full portfolio of audit, tax, consulting and financial advisory services and emphasizes the benefits of “delivering integrated solutions” in helping its clients to create value and mitigate risks. Lead Client Service Partners take a client-centric perspective to develop and implement multi-functional engagement strategies. This role also holds the responsibility of ensuring audit and advisory services and client relationships are appropriately segmented to meet both regulatory and ethical guidelines.
Our clients

Deloitte helps electric power clients address critical challenges and execute initiatives designed to further their strategic objectives and deliver value for their shareholders

The client base includes*:

- Astanaenergosbyt
- Astana solar
- Azerenerji
- Bashkirian power grid company
- Central Asia Power Energy Company
- Energo-Pro Georgia
- E.ON AG
- E4 Group
- Electricite de France S.A.
- Enel S.p.A
- Fortum (TGK-10)
- FSK (Federal Grid Company)
- Gazprom energoholding
- Georgian International Energy Corporation (GIEC)
- General Electric
- Integrated Energy Systems (IES-Holding)
- INTER RAO UES
- KEGOC
- Mosenergo
- Pavlodarenergy
- Quadra (TGK-4)
- Rosatom
- Rushydro
- Samruk Energo
- Schneider electric
- Ukreenergo

*Audit clients are marked with bold
Our reputation

Delivering the best service

“We engage a lot of consultants and, very often, we cannot work out which firm they represent. But Deloitte succeeded in standing out through its expert promotion of the project within the company. It was clear that the project was more than just paperwork.”

A leading Russian generating company
Head of the Investments Department

“We have a very positive impression: everything was arranged well. Timeframes and goals were clearly defined, we operated within a clear framework, and the project got off to a successful start. These are probably the main criteria by which we assessed the team’s work and the results speak for themselves.”

A leading Russian generating company
Deputy Chief Accountant

“There were definitely very positive results – we are satisfied with the deliverables and the value for money. Deloitte always manages its projects well and in time thanks to its significant expertise in the field of Russian electrical power engineering, which is its objective advantage over the competition. Deloitte can be trusted to deliver results within quite a short period of time.”

A leading energy company

“So why did Deloitte win the tender? I believe it was due to its extensive industry expertise and the impressive package of value added proposals that Deloitte gave us, which helped us to very quickly understand the company’s corporate strategy and strategic initiatives which are a must for the company. We also liked the team representing Deloitte, and the action plan proposed by Deloitte was clear to us. In this way, Deloitte managed to meet the company’s major requirements.”

Power generating company
Deputy General Manager
Our electric power industry leadership

Established network of specialists

Moscow
Yegor Popov
CIS Electric Power Leader
Corporate Finance
+7 (495) 787 06 32
ypopov@deloitte.ru

Elena Lazko
Consulting
+7 (495) 787 06 00
Ext. 1335
elazko@deloitte.ru

Steve Openshaw
Audit
+7 (495) 787 06 00
sopenshaw@deloitte.ru

Andrey Panin
Tax and Legal
+7 (495) 787 06 00
Ext. 2121
apanin@deloitte.ru

Almaty
Daulet Kuatbekov
Energy and Resources Leader,
Caspian region
+7 (727) 258 13 40
Ext. 2777
dkuatbekov@deloitte.kz

Kyiv
Artur Ohadzhanyan
Energy and Resources Leader,
West region
+38 (044) 490 90 00
Ext. 3618
aohadzhanyan@deloitte.ua

Baku
Nuran Kerimov
Energy and Resources Leader,
Azerbaijan
+994 (12) 404 12 10
Ext. 4339
nkerimov@deloitte.az
Our office locations

Ready to serve you wherever you are

**Russia**

- **Moscow**
  5 Lesnaya St.
  Moscow, 125047
  Tel.: +7 (495) 787 06 00
  Fax: +7 (495) 787 06 01

- **St. Petersburg**
  “Gustaf” Business Center
  38 Sredniy prospect, bldg. 1, Lit. K,
  St. Petersburg, 199004
  Tel.: +7 (812) 703 71 06
  Fax: +7 (812) 703 71 07

- **Ufa**
  Business Center
  “Aleksandrovskiy passage”
  20 Karla Marksa St.
  Ufa, 450077
  Tel.: +7 (347) 226 72 92
  Fax: +7 (347) 226 72 93

- **Yekaterinburg**
  1A Borisa Eltsina St.
  Ekaterinburg, 620014
  Tel.: +7 (343) 311 12 48
  Fax: +7 (343) 311 12 49

- **Yuzhno-Sakhalinsk**
  Business Center “Sfera”
  78 Chekhova St.
  Yuzhno-Sakhalinsk, 693000
  Tel.: +7 (4242) 46 30 55
  Fax: +7 (4242) 46 30 56

**Armenia**

- **Yerevan**
  Business Center
  “Imperium Plaza”
  4/7, Amiryan St., 7th floor
  Yerevan, 0010
  Tel.: +374 10 52 65 20
  Fax: +374 10 52 75 20

**Azerbaijan**

- **Baku**
  Business Center
  “Landmark”
  96 Nizami St.
  Baku, AZ1010
  Tel.: +994 (12) 404 12 10
  Fax: +994 (12) 404 12 11

**Belarus**

- **Minsk**
  Business Center “RAM”
  51A K. Tsetkin St., 13th floor
  Minsk, 220004
  Tel.: +375 (17) 309 99 00
  Fax: +375 (17) 309 99 01

**Georgia**

- **Tbilisi**
  36A Lado Asatiani St.
  Tbilisi, 0105
  Tel.: +995 (32) 224 45 66
  Fax: +995 (32) 224 45 69

**Kazakhstan**

- **Aktau**
  Renaissance Aktau Hotel
  9 microdistrict, 1st floor
  Aktau, 130000
  Tel.: +7 (7292) 30 06 84/88
  Fax: +7 (7292) 30 06 82

- **Almaty**
  36 Al Farabi Ave.,
  Almaty, 050059
  Tel.: +7 (727) 258 13 40
  Fax: +7 (727) 258 13 41

- **Astana**
  Business Center “ABS Center”
  Offices 8-11, 11th floor
  12, Samal Microdistrict
  Astana, 01000
  Tel.: +7 (717) 258 03 90/258 04 81/80
  Fax: +7 (717) 259 14 09

- **Atyrau**
  “Renaissance Atyrau Hotel”, 3rd floor
  15 B, Satpayev Street
  Atyrau, 060011
  Tel.: +7 (7122) 58 62 40
  Fax: +7 (7122) 58 62 41

**Kyrgyzstan**

- **Bishkek**
  Office 906, 9th floor
  19 Razzakov Street
  Bishkek, 720040
  Tel.: +996 (312) 39 82 88
  Fax: +996 (312) 39 82 89

**Tajikistan**

- **Dushanbe**
  24a, Ayni Street, office 307,
  Business Center S.A.S.,
  Dushanbe, 734012
  Tel.: +992 (44) 600 62 00
  Fax: +992 (44) 600 62 01

**Turkmenistan**

- **Ashgabat**
  54, Turkmenbashi Ave.
  Ashgabat, 744017
  Tel.: +993 (12) 45 83 19

**Uzbekistan**

- **Tashkent**
  Business Center “Inkonel”
  75, Mustakillik Avenue
  Tashkent, 100000
  Tel.: +998 (71) 120 44 45
  Fax: +998 (71) 120 44 47

**Ukraine**

- **Kyiv**
  48, 50A, Zhylyanska St.
  Kyiv, 01033
  Tel.: +38 (044) 490 90 00
  Fax: +38 (044) 490 90

**Kazakhstan**

- **Aktau**
  Renaissance Aktau Hotel
  9 microdistrict, 1st floor
  Aktau, 130000
  Tel.: +7 (7292) 30 06 84/88
  Fax: +7 (7292) 30 06 82
Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms. Please see www.deloitte.ru/en/about for a detailed description of the legal structure of Deloitte CIS.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries and territories, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte’s more than 210,000 professionals are committed to becoming the standard of excellence.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the "Deloitte Network") is, by means of this communication, rendering professional advice or services. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2015 ZAO Deloitte & Touche CIS. All rights reserved.