



Why KPMG?

Experience in
Power & Utilities sector

www.kpmg.com/ru



KPMG in Russia and the CIS

International experience combined with regional and industry specifics

- KPMG has been working in Russia for more than twenty years, and our goal has always been to use the firm's global intellectual potential, combined with the practical experience of our local professionals, to help leading companies to achieve their goals. Since 1990, KPMG has a permanent representative office in Moscow. Over the past several years, KPMG in Russia and the CIS is one of the fastest growing divisions of the company in the world. In the CIS, KPMG now has offices in Moscow, Saint-Petersburg, Ekaterinburg, Kazan, Krasnoyarsk, Nizhny Novgorod, Novosibirsk, Rostov-on-Don, Almaty, Astana, Atyrau, Bishkek, Kiev, Lviv, Tbilisi, Yerevan and Baku, employing together over 4,000 people;
- Our goal is to provide comprehensive services to meet the specific needs of each client. As a rule, development of new markets and industries is accompanied by the development of new services. Listening to our clients and analyzing the issues facing them, we improve the existing proposals and create new services both internationally and in Russia and the CIS.

Audit	Tax & Legal	Advisory
<div>➤ Financial statement audit</div> <div>➤ Audit base services</div>	<div>Legal entities taxation</div> <div>➤ Corporate taxation services</div> <div>➤ International corporate taxation</div> <div>➤ Indirect taxes</div> <div>➤ Mergers and Acquisitions</div> <div>➤ Transfer pricing services</div> <div>➤ Preparation of accounting and tax reporting</div> <div>➤ Legal services</div> <div>Physical entities taxation</div> <div>➤ People services and physical entities taxation</div>	<div>Deal Advisory</div> <div>➤ Corporate Finance</div> <div>➤ Transaction Services</div> <div>➤ Restructuring Services</div> <div>Risk Consulting</div> <div>➤ Consulting in accounting</div> <div>➤ Internal audit</div> <div>Management Consulting</div> <div>➤ Financial risk management</div> <div>➤ Forensic</div> <div>➤ Management consulting</div> <div>➤ IT consulting</div>

Why KPMG?

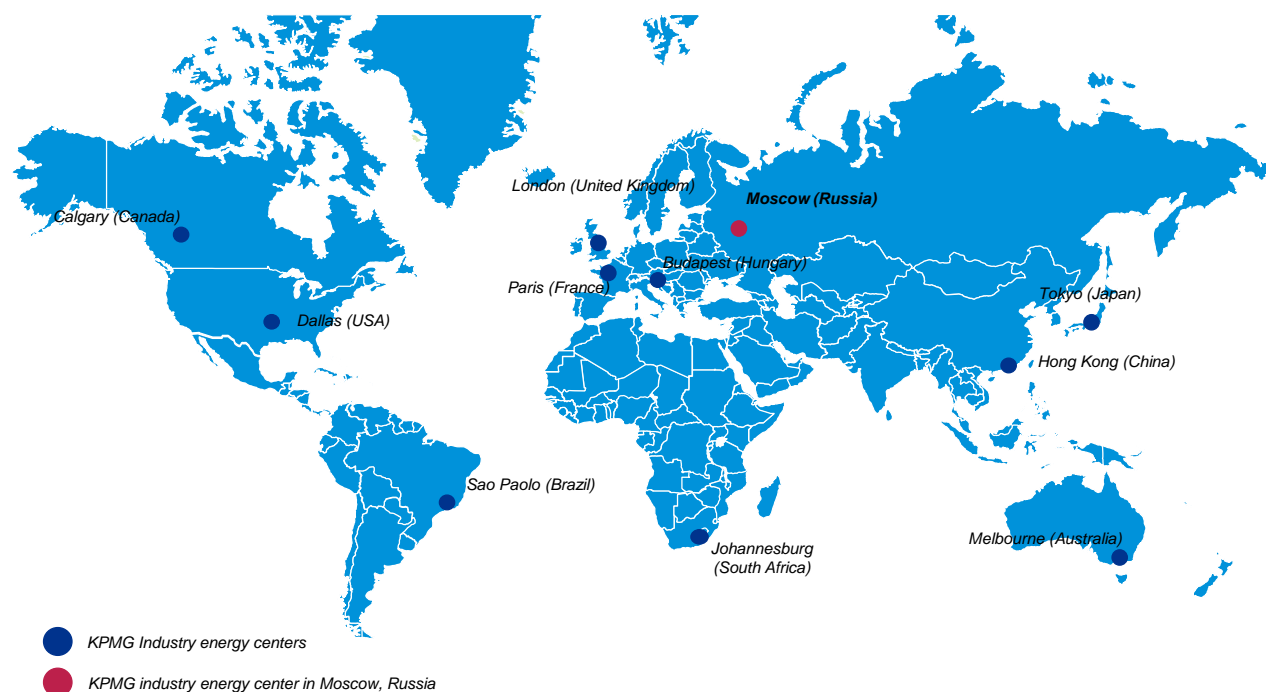
KPMG in Russia and the CIS

Being one of the leading advisory consultants in CIS, KPMG has experience and industry knowledge to support your business.

Key clients of KPMG in Russia and CIS are major P&U companies:

- Samruk Energo (Kazakhstan)
- Ekibastuz GRES-1 and GRES-2 (Kazakhstan)
- Kazakhstan Utility Systems (Kazakhstan)
- KEGOC (Kazakhstan)
- Gazprom Energoholding (Russia)
- RusHydro (Russia)
- Rosatom (Russia)
- Siberian Generating Company (Russia)
- Irkutskenergo (Russia)
- Rosseti (Russia)
- TNS Energo (Russia)
- Gazeks (Russia)
- NAK Energoatom (Ukraine)
- DTEK (Ukraine)
- Kievenergo (Ukraine)
- Azerenerji (Azerbaijan)

KPMG established global industry energy centers, which carry out an intensive exchange of knowledge and experts in the implementation of energy projects around the world, thereby helping KPMG clients in finding solutions to the complex problems of any degree of complexity.



Why KPMG?

International experience



Americas region

41,000 professionals

192 offices

18 countries

Key clients

Audit	Non-Audit
Cemig	CenterPoint
CPFL Energia	CMS Energy
EPCOR Utilities Inc.	Consolidated Edison
GenON Energy	Electrobras
NRG Energy	Energy Future Holdings
Ocean PowerTechnologies	Enmex Power Corporation
PNM Resources	Entergy
TransCanada	Exelon
Ultrapar	Pacific Gas & Electric Company
	The AES Corporation
	Union Gas Ltd

Key highlights

- KPMG in the US has over 650 professionals focused on the Power & Utilities industry
- For over a decade, KPMG firms in the Americas have worked with Power & Utilities companies to address industry matters, providing executives with proactive, effective and timely advice
- KPMG firms in the Americas region are actively involved in the American Gas Association, Energy Council of Canada, Edison Electric Institute and US Energy Association.

Why KPMG?

International experience

EMEA region

73,000 professionals

497 offices

116 countries

Key clients

Audit	Non-Audit
AECI	A2A
Areva	ENEL
CEA Group	Elektrownia "Kozienice" S.A.
Dalkia Lodz S.A.	ENEA
EDP Energias de Portugal	E.On
Electricite de France	Fortum
EnBW	GALP
Energi Fyn	Gas Natural Fenosa
Energie Baden	Gas Natural SDG
Eskom Holdings	GDF Suez
Koorporata Elektroenergjitike	Iberdrola
LokalEnergi Group	Mainova AG
MPX Energy	MVV Energie AG
PGE Polska	Terna
Scottish and Southern Energy	RWE
Trianel	Vattenfall
Veolia Environment	

Key highlights

- Since 2011, EMEA region has been holding international conferences of Power & Utilities companies on an annual basis
- KPMG firms in the EMEA region are actively involved in the following associations: German World Energy Council (DE WEC), Foundation of Offshore Wind Energy, UK World Energy Council (UKWEC)

Why KPMG?

International experience



Asia Pacific region

37,000 professionals

111 offices

21 countries

Key clients

Audit	Non-Audit
China Longyuan Power	AGL
Chubu Electric Power	Asian Development Bank
Chugoku Electric Power	Atkins
Guodian Technology & Environment	China Southern Grid
Huadian Fuxin	China State Grid
Huaneng Power International	CPG Consultants
Huaneng Renewables	Energy Australia
Jemena	Essential Energy
Korea Electric Power	Gulf Electric Public Company Limited
Origin Energy	Marubeni Corp
Osaka Gas	Ministry of Economy, Trade and Industry of Japan (METI)
Power Assets Holdings Ltd	Mitsubishi
Singapore Power	Mitsui & Co.
SP Ausnet	New South Wales Government
Sumitomo	Tokyo Electric Power Company
Tuas Power	Western Power

Key highlights

- Establishment of the GEI Singapore in 2013
- KPMG International’s inaugural Global Energy Conference — Asia Pacific was hosted in Singapore on 25 April 2013
- ENRich India 2013 – KPMG’s Annual Energy Conclave, 20 November 2013
- KPMG member firms work with the Energy Policy Institute of Australia and with funding agencies to support free market choices within sound policy frameworks

Regional experience



CIS

3,800 professionals

19 offices

7 countries

Key clients

Key clients in P&U	
Kazakhstan communal systems (Kazakhstan)	Gazprom Energoholding
Ekibastuz GRES-1 и GRES-2 (Kazakhstan)	IES Holding
Rosatom group	RusHydro
OGK-1, OGK-2, OGK-3, OGK-5	RAO ES of the East
TGK-1, TGK-2, TGK-8, TGK-10, TGK-11	TNK-BP
Russian Grids (Rosseti)	Teploset (Saint Petersburg)
MOEK	Mosvodokanal
Lipetsk energy company	Yugvodokanal
Vodokanal of Saint Petersburg	Rosvodokanal
Gazeks	Samruk Energo (Kazakhstan)
NAK Energoatom (Ukraine)	Irkutskenergo
Kievenergo (Ukraine)	Siberian Generating Company
DTEK (Ukraine)	Azerenerji (Azerbaijan)
Mosenergo	Khudoni HPP, Nenskra HPP (Georgia)
Gazprom Germania	Razdan TPP (Armenia)

Key highlights

- One of the key developing markets
- KPMG clients' are top P&U companies in electricity and heat generation, transmission and distribution
- KPMG is actively engaged in discussions with industry ministries
- KPMG is actively participating in seminars and conferences

Accounting and reporting

Client business issues/risks	KPMG member firm services
Compliance with accounting standards	International Financial Reporting Standards (IFRS) advisory US accounts and reporting
IT projects implementation	IT risk management
Major project assurance	Financial management Project governance
Quality reporting	Financial statement audit Health, Safety and Environment (HSE) report
Global tax requirements	Transfer pricing Tax planning Tax compliance

Tax efficiencies

Client business issues/risks	KPMG member firm services
Managing mergers, acquisitions, joint ventures and other third-party relationships	Tax due diligence Tax-efficient structuring Implementation assistance Post-venture tax structuring
Managing major capital expenditure projects and energy investment requirements	Structured financing (tax-efficient structuring)Tax modeling
Meeting the increasing regulatory, government and multiple stakeholder demands	Tax compliance Tax calculation, tax reporting, tax accounting Transfer pricing documentation
Security of supply	Transfer pricing Supply chain optimization Indirect taxes

Development and growth

Client business issues/risks	KPMG member firm services
Acquisitions and sales	Financial Modeling Assessment and determination of value Pre-investment studies
Project financing	Advising on corporate finance
Support of large transactions	Support of transactions Assessment services Project financing and advising on debt financing Structuring joint ventures and improving operational efficiency Consulting on IPO

Business performance

Client business issues / risks	KPMG services
Real-time assurance on capital expenditure management	Capital expenditure monitoring
Capital projects	Major projects programs
Risk identification	Enterprise risk management Construction risk management
Privatization	Transaction services
Credit facilities	Debt renegotiations and corporate financial restructuring Economic assessment of risk Debt refinancing Liquidity risk assessment
Board assurance regarding model and controls	Internal audit
Effective board oversight	Performance measurement Asset management
Improvements in corporate governance	Corporate governance advisory
Ensuring business continuity and the capability of recovering	Business-continuity management
Reporting and communications	Performance insight
Financial forecasting	Financial modeling
Management of the finance function	Transforming the finance function Advisory on shared-service centers Cost optimization and operational transformation Information systems planning and development
Outsourcing versus in sourcing	Sourcing strategy Contract management and procurement process transformation
Capitalize on different technology investments	Technology optimization
Demand side management	Operational strategy Data analytics Customer experience Internal control and assurance business operations

Why KPMG?

Industry events

Global Power & Utilities Conference

The conference is KPMG's leading event for CEOs, divisional heads and financial executives in the power & utilities sector and will bring together over 250 executives from across a broad spectrum of the industry, including power producers, developers, investors, regulators and other key industry stakeholders.

The conference brings together 250 executives of power producers, developers, investors, regulators and other industry stakeholders (NGOs, Research Institutions etc.) from over 40 countries around the world in a series of interactive discussions.

The conference focuses on strategic, financial, environmental and risk related issues that are top of mind for power and utilities executives. The intensive day-and-a-half program consists of keynote presentations by distinguished leaders, issue-focused plenary roundtable discussions and parallel interactive sessions.

The goal of the conference is to provide participants with new insights, tools, and strategies to help them manage industry-related issues and challenges. Attendees also have the opportunity to join their peers from leading power and utilities companies to share effective practices and participate in networking activities.

KPMG's 5th Annual Global Power & Utilities Conference took place on 28-29 October in Madrid, Spain

For more details visit kpmg.com/powerconference.

Business breakfasts in KPMG offices

KPMG specialists regularly conduct business breakfasts devoted to key issues and hottest trends among P&U companies.

These events are attended by representatives of the leading industry companies – Inter RAO, Mosenergo, Rosseti, Samruk Energo, Ministries of Energy of Russia and Kazakhstan and by many others.

Presentations are given both by KPMG experts as well as by invited specialists.

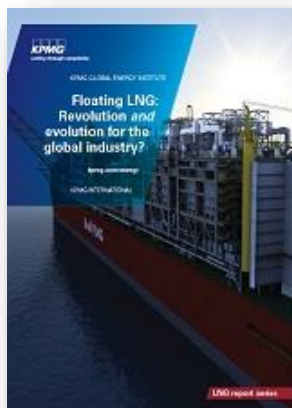
KPMG trainings

Upon clients' requests, KPMG experts also organize trainings on P&U industry specifics and financial modelling for P&U companies.



Leading the field means more than just having a strong client base. KPMG member firms currently provide services to the world's leading Power & Utilities companies. Being the leader also means investing in developing thought leadership, spearheading industry debates to help keep our firms' clients at the forefront of progressive thinking, and giving our people the skills and knowledge to provide the quality and customized services our clients require.

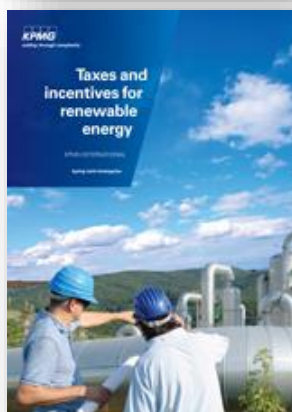
You can find the most recent publications at <http://www.kpmg.com/energy>



Floating LNG: Revolution and evolution for the global industry?

With security of energy supply one of the critical issues many countries face, floating liquefied natural gas (FLNG) is seen as an emerging technology for fast and cost-effective development of new gas resources. Expected cost savings and new confidence in floating designs are driving the first wave of project sanctions.

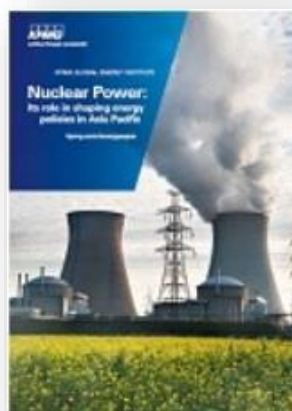
FLNG promises to unlock smaller, remote or environmentally-sensitive fields and numerous projects in Southeast Asia, Australasia, Africa, the Eastern Mediterranean and Latin America may benefit. Not just an offshore solution, developers in Western Canada and Papua New Guinea are considering it for onshore fields.



Taxes and incentives for Renewable Energy

KPMG's Taxes and Incentives for Renewable Energy—2015 is designed to help energy companies, investors and other entities stay current with local country policies and programs supporting renewable energy around the world.

This publication provides up-to-date information about tax and incentive programs that encourage energy generation from wind, solar, biomass, biofuels, geothermal and hydropower sources. These programs also encourage increased energy efficiencies, smart-grid technologies, carbon capture and storage technologies.



Nuclear Power: its role in shaping energy policies in Asia Pacific

This report provides an overview of the current Asian nuclear power market, noting growing demands for nuclear power in the region. It also focuses on two most crucial problems for potential investors in nuclear: security and financing.

Report also covers the new development plan for nuclear power in the UK; consequences of Fukushima disaster for the industry.

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