

trust  
experts  
global  
inspired  
services  
together  
worldwide  
quality  
personalised



AO ENERGY CONSULTING  
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Dear Sirs,

We are delighted to provide the attached brief information about our company and our services.

Energy Consulting is a Russian audit and consulting company, providing professional services in audit and consulting, founded in 2001.

Energy Consulting provides the following services:

- audit and accounting services
- consulting services for the financial sector
- tax and legal services
- services in the field of fraud investigation and assistance in disputable situations
- transaction advisory services
- evaluation and business modeling services
- creation of business plan and marketing strategy
- management consulting and internal control
- development of accounting systems methodology
- international business services

We understand that a significant aspect of any relationship is the commitment of the people who will be working to fulfill the client's needs. Our team has the experience, ability, and skills necessary to provide exceptional service.

Our audit and tax staff works as a team. We are in close, regular contact, keeping each other informed of our progress and any issues that arise. We emphasize communication — making sure that issues that cross disciplines are fully evaluated by the entire team.

Our fees are based on the timely delivery of services provided, the experience of personnel assigned to the engagement, and our commitment to meeting your deadlines. Clients don't like fee surprises – neither do we! We are always candid and fair in our fee discussions, and we avoid surprises.

For all our clients we are available for brief routine questions at no additional charge, as welcome investment in an on-going relationship, and any additional charges are mutually agreed upon up front.

We look forward to discuss the potential opportunities to work together and clarify any questions you may have.

Yours Sincerely,  
Elena Potrusova  
CEO

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## ISTORY OF ENERGY CONSULTING

- 2001** Основание Energy Consulting. Первые аудиторские и консалтинговые проекты.  
Foundation of Energy Consulting, first audit and consulting projects.
- 2002** Energy Consulting становится партнером SAP, первые проекты внедрения ERP-систем.  
Energy Consulting becomes an SAP Partner, first ERP implementation projects.
- 2003** Energy Consulting входит в топ-10 российских аудиторско-консалтинговых групп по версии рейтингового агентства «Эксперт РА».  
Energy Consulting is in the top-10 Russian auditing and consulting groups according to the Expert RA rating agency.
- 2007** Energy Consulting получает высший статус локального партнера SAP – SAP Alliance Service Local Partner, реализует первые проекты по IFRS-аудиту, становится лидером рейтинга «Эксперт РА» по управленческому консультированию в области информационных технологий среди аудиторско-консалтинговых групп.  
Energy Consulting is assigned the highest SAP local partner status – SAP Alliance Service Local Partner. The company carries out first IFRS-audit projects, becomes the leader of Expert RA ranking in IT consulting among audit and consulting groups.
- 2008** Energy Consulting выходит на рынок системной интеграции, становится партнером IBM, Oracle, Hewlett Packard, CISCO, Microsoft. Компания начинает сопровождение продуктивных ERP-систем на базе решений SAP.  
Energy Consulting enters the system integration market and becomes a partner of IBM, Oracle, Hewlett Packard, CISCO, Microsoft. The company starts supporting ready to use ERP systems based on SAP solutions.
- 2009** Energy Consulting становится эксклюзивным партнером Sage в России и реализует проект по локализации решения для малого и среднего бизнеса Sage X3.  
Energy Consulting becomes a Sage exclusive partner in Russia and carries out a localisation project of Sage X3 solution for small and medium-sized enterprises.
- 2010** Energy Consulting реализует первый проект по внедрению Sage X3.  
Energy Consulting carries out the first Sage X3 project.
- 2012** Energy Consulting становится главным членом международной аудиторской сети HLB International, которая поднимается на 5-ю строчку списка крупнейших сетей в России по версии International Accounting Bulletin.  
Energy Consulting as a Principal Member joins HLB International, a world-wide network of independent accounting firms and business advisers. HLB International becomes the 5th largest auditing network in Russia according to the International Accounting Bulletin.

- 2013** Решение ОАО «Татнефть» и Energy Consulting побеждает в конкурсе SAP на лучшее партнерское решение в области управления персоналом.  
Energy Consulting совместно с партнерами основывает HLB Russian Group – сообщество российских членов HLB International.  
The solution of Tatneft and Energy Consulting wins an SAP competition for the best partner HR management solution.  
Energy Consulting together with its partners sets up HLB Russian Group, an association of the Russian members of HLB International.
- 2014** Energy Consulting становится главным дистрибутором Sage X3 в России и странах СНГ.  
Energy Consulting becomes a Sage X3 Master Distributor in Russia and CIS.
- 2015** Проект Energy Consulting по управлению финансами в холдинге выходит в финал конкурса International Accounting Bulletin Awards (Великобритания).  
Energy Consulting совместно с HLB International открывает China Desk в России для поддержки китайских компаний и Global Russian Desk для поддержки российских компаний по всему миру.  
The Energy Consulting project on financial management in a holding company reaches the final of the International Accounting Bulletin Awards.  
Energy Consulting together with HLB International starts China Desk in Russia to support Chinese companies and Global Russian Desk to support Russian businesses worldwide.
- 2016** Energy Consulting открывает офис в Нидерландах – Energy Consulting B.V.  
Energy Consulting opens an office in the Netherlands – Energy Consulting B.V.
- 2017** Energy Consulting вступает в группу HLB IBS для поддержки международных инвесторов на иностранных рынках.  
Высокое качество услуг Energy Consulting подтверждено успешным прохождением проверок Министерства финансов РФ и СРО аудиторов «Содружество», а также получением сертификата соответствия системы менеджмента качества ISO 9001:2015.  
Energy Consulting joins HLB IBS group to support international investors moving into foreign markets.  
High quality of Energy Consulting is confirmed by the successfully passed audit of the Russian Federal Treasury and a self-regulatory organization of auditors Association Sodruzhestvo, as well as by the Certificate ISO 9001:2015.



## 18 ЛЕТ ДОВЕРИЯ НАШИХ КЛИЕНТОВ

## 18 YEARS OF TRUST

**A101 Девелопмент / A101 Development**  
**Авгур Эстейт / Avgur Esteit**  
**Автоспеццентр / Avtospetsstsentr**  
**Алмазэргиэнбанк / Almazergienbank**  
**Атомредметзолото / Atomredmetzoloto**  
**Атомэнергопроект / Atomenergoproekt**  
**Аэропорт Внуково / Vnukovo Airport**  
**Балтийский Балкерный Терминал / Baltic Bulk Terminal**  
**Банк Зенит / Bank Zenit**  
**Бизнеспарк Новая Рига / Biznespark Novaya Riga**  
**Биофонд РВК / Biofond RVK**  
**Внешэкономбанк / Vnesheconombank**  
**Воронежсинтезкаучук / Voronezhskintezkauchuk**  
**ВТБ / VTB**  
**Газпром / Gazprom**  
**Галс-Девелопмент / HALS Development**  
**Галс-Инвест Девелопмент / HALS Invest Development**  
**Галургия / Galurgiya**  
**ГОК Денисовский / GOK Denisovski**  
**ГОК Инаглинский / GOK Inaglinski**  
**ГОК Пекин / Hotel & Business Centre Peking**  
**Группа Чулпан / Chulpan Insurance Group**  
**Девон-Кредит / Devon-Credit**  
**ЕФГ Управление Активами / EFG Upravlenie Aktivami**  
**Запсибнефтехим / Zapsibneftehim**  
**Ижсталь / Izhtal**  
**Искра-Парк / Iskra Park**  
**Концерн ИЖМАШ / Concern IZHMAH**  
**Корпорация Развития / Korporatsiya Razvitiya**  
**Коршуновский ГОК / Korshunov Mining Plant**  
**Курортный комплекс Камелия / Kamelia Resort Sochi**  
**Лубянка-Девелопмент / Lubyanka-Development**  
**Лысьвенская металлургическая компания / Lysva Metallurgical Company**  
**Металлоинвест / Metalloinvest**  
**Мечел / Mechel**  
**Национальная Страховая Группа / National Insurance Group**  
**Национальная управляющая компания / National Management Company**  
**Национальный НПФ / Natsionalny NPF**  
**НИАЭП / NIAEP**  
**Нижнекамскшина / Nizhnekamskshina**  
**Норильский Никель / Norilsk Nickel**  
**НПФ Группы БИН / B&N Group Pension Funds**  
**НПФ Сафмар / Safmar NPF**  
**НСПК / National Payment Card System**  
**ОАК / United Aircraft Corporation**  
**ОМК / United Metallurgical Company**  
**ОТЭКО / United Transport And Forwarding Company**  
**ПК ХК Электрозавод / PK KHK Elektroavod**

**ПОВС Застройщиков / POVS Zastroishchikov**  
**ПОЛИЭФ / POLIEF**  
**Полярный кварц / Polyarny Kvarts**  
**ППГХО / Priargunsky Industrial Mining And Chemical Union**  
**Прогресс-Экология / Progress-Ecology**  
**РОСНАНО / ROSNANO**  
**Ростех / Rostec**  
**РусГидро / Rusgidro**  
**Русский Мир / Insurance Company Russky Mir**  
**Сбербанк / Sberbank**  
**СвязьСтройКомплект / SvyazStroyComplect**  
**Сибур-Портэнерго / Sibur-Portenergo**  
**СибурТюменьГаз / SiburTyumenGaz**  
**Сибур-Химпром / Sibur-Khimprom**  
**Сименс / Siemens**  
**СПБ ГУП «Пассажиравтотранс» / SPB GUP Passazhiravtotrans**  
**Страховая Бизнес Группа / Strakhovaya Biznes Gruppa**  
**Страховая компания БАСК / Insurance Company BASK**  
**Сургутнефтегаз / Surgutneftegas**  
**СФАТ / SFAT**  
**Сыктывкарский фанерный завод / Syktyvskarski Fanerny Zavod**  
**Таманьнефтегаз / Tamanneftegas**  
**ТАНЕКО / TANEKO**  
**Татинтек / Tatintek**  
**Татнефть / Tatneft**  
**Технопарк / Technopark**  
**Тобольск-Нефтехим / Tobolsk-Neftekhim**  
**Тобольск-Полимер / Tobolsk-Polimer**  
**Тольяттикаучук / Tolyattikauchuk**  
**Топливо-энергетический комплекс СПб / ТЕК SPB**  
**Трансмашхолдинг / Transmashholding**  
**УК Колмар / UK Kolmar**  
**УК Нерюнгриуголь / UK Neryungrigol**  
**Уралкалий / Uralkali**  
**Уралкалий-Ремонт / Uralkali-Remont**  
**Уралкалий-Технология / Uralkali-Tekhnologiya**  
**Уралоргсинтез / Uralorgsintez**  
**Уральская кузница / Urals Stampings Plant**  
**Фирма Мелодия / Firma Melodia**  
**ФЦПФ / Federal Center For Project Finance**  
**Хиагда / Khiagda**  
**Хонда Мотор Рус / Honda Motor Rus**  
**Челябинский металлургический комбинат / Chelyabinsk Metallurgical Plant**  
**Эльгауголь / Elgaugol**  
**Южный Кузбасс / Southern Kuzbass**  
**Южуралникель / Southern Urals Nickel Plant**  
**ЯЖДК / Yamal Railway Company**  
**Якутуголь / Yakutugol**



## AUDIT AND ASSURANCE

### Our Approach

In our view, an audit should be given a much greater status than a necessary compliance requirement. Why? Because it provides you with an opportunity to undertake a thorough business-focused health check that will give you the peace of mind you need in order to grow your business, to identify opportunities for improvement and to resolve any issues that might be holding you back.

Our dedicated team of experienced audit practitioners deliver the full range of skills that you would expect across a broad spectrum of clients. Our policy of continuous training and skills enhancement means that, not only do we deliver the very best service, we do so in a way that is commercially-focused, honest and, above all, friendly and approachable.

If we are appointed as your auditor, we will assign Energy Consulting partner to you (you will find a short resume further in this proposal). He/she will take responsibility for all of your audits and will be your primary point of contact for as long as we work in partnership with you. Our audit team consists of highly trained qualified audit managers with suitably qualified support staff. The team allocated to you will be available at all locations to carry out on-site fieldwork.

Our policy is to keep the same team from year to year where it is possible to do so, however as staff pass examinations they may go on to become managers and supervisors themselves. If a member of your audit team is replaced for that reason, we go to great lengths to ensure that the new team member is fully briefed at the audit planning stage to ensure no disruption for you. The ongoing involvement of the director and manager and their input into the audit process ensures continuity.

### Planning

A key priority for us is to ensure a fast, smooth appointment process that is designed to minimise disruption to your staff. We will manage our relationship through regular contact because we believe that obtaining agreement at the earliest stage is key to the delivery of a 'no surprises' audit.

As soon as we have been appointed, we will organise a meeting with your predecessor auditor to review their working papers from the previous year's audits and obtain as much information as possible about your businesses, the key risks and operational and financial systems. We will also visit your offices before the year end to speak with management personnel and the internal audit department to build up our background knowledge of your businesses, discuss your approach to risks, assess the systems, procedures and internal controls in place and establish deadlines.

If we consider the work of the internal auditors is relevant to our audit work, we will design tests sufficient for us to rely on their work. With all this information gathered, we can then plan our audit efficiently to focus on the key risk areas. We will also comply with any Group Audit Instruction issued and apply this to our audit approach.

Following this preliminary work, the audit team will be fully briefed about your businesses, our agreed approach and timeline so all team members are aware of what is expected of them and the direction the audits will take. We will also provide a schedule of working papers and supporting information that will be required from you before the start of our audit fieldwork. This assists with the smooth flow of work and guards against any unnecessary delays while waiting for information.

In year two, the initial planning time will be reduced as our knowledge of your business matures. Our planning meetings with you will focus on any changes that have occurred during that year. From year two, if mutually agreed, we can carry out some interim audit work on systems and procedures to reduce the amount of work we need to do after the year end.

### Fieldwork

All on-site work will be closely supervised by Energy Consulting partner to ensure the work is carried out efficiently and any issues raised with the relevant members of your team as soon as is practicable and resolutions reached. We will carry out an analytical review of the financial statements

**AUDIT AND ASSURANCE (CONTINUED)**

to determine the extent of substantive audit work necessary consistent with our contractual obligations to you and our statutory responsibilities. All our audit work is fully compliant with current auditing standards.

Through our considerable investment in IT, we are able to reduce the time spent on data handling and improve the efficiency of the audit fieldwork.

**Completion**

On completion of the fieldwork we will finalise all matters including our auditors' memorandum, potential adjustments and draft management letter with your nominated finance team representative. Our objective is not only to assist with statutory compliance but to present ideas on how to improve and develop the systems and practices already adopted by you. We will also help keep you updated on best practice and current legislation. We will then present our findings in a formal management letter detailing any significant points arising from the audits together with our recommendations on how they should be addressed. We will focus on key issues and not dwell on immaterial matters. We will also discuss any departures from sector best practice or legislation and offer constructive advice on management issues.

**Confidentiality**

Energy Consulting builds long-standing and mutually beneficial relationships with clients in strict compliance with high standards of professional ethics, while ensuring the storing and security of documents received and/or developed in the service rendering process, and respecting the confidentiality of information we receive according to Federal Law No. 307-FZ dated 30 December 2008 on audit activity.

A unified procedure is established in Energy Consulting to handle information which is business secret or other confidential information. Besides the business secret regime and the workflow requirements regarding confidential information are ensured by local normative acts currently in force in Energy Consulting.

The quality management system of Energy Consulting JSC was recognized as complying with the requirements of the ISO 9001:2015 standard for audit and consulting services.

**Independence**

Independence is the underlying principle of audit set out in Federal Law No. 307-FZ dated 30 December 2008 on audit activity. This obliges the auditor to have no financial, material or personal interest in the business of the audited client beyond the bounds of audit contract are understood within their agreement.

Compliance with independence is an inherent condition of Energy Consulting's work. We understand and acknowledge the public and social responsibility entrusted to an independent auditor and unconditionally fulfill it.

In effective corporate regulatory documents governing audit activity we confirm that our auditors and directorate are not the founders, owners, shareholders, managers or other officers responsible for accounting and financial reporting at our clients. We comply with Independence Rules of auditors and audit organizations.

Energy Consulting and its professionals have no conflicts of interest on client projects and act independently from clients and any third party, including state authorities, commercial organizations and suppliers of software and technical products, which is confirmed by report forms for all team members for each project.

We represent and warrant that we have no obligations or interests which could impact our fairness and objectivity, or give an impartial observer grounds to doubt the independence of our work, including the issuing of conclusions and opinions.

**Contact us:**

Artem Silakov

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**TAX CONSULTING****Our services:**

- Organization of tax accounting methodology, the development of new registers, accounting policy, instructions, standards and other local regulations on taxation
- Tax advisory, tax expert examinations and tax structuring for concrete transactions and situations
- Complex and special purpose examinations of tax computation at a company, including tax examinations in the course of due diligence
- Personal income tax advisory, including tax concessions application
- Tax returns preparation for legal entities and individuals
- "Modelling" of on-site tax checks, preparation of an enterprise for a tax check by the tax authorities
- Support for enterprises undergoing on-site tax checks, representing taxpayers before the tax authorities, including preparation and defense of explanations, objections, complaints etc.
- Support for tax controversies – from appeals till the highest courts
- Complex and special purpose advisory on transfer pricing rules
- Controlled foreign companies advisory
- Customs law advisory

**Advantages and results:**

- Revealing tax risks as well as tax reserves – excessively paid taxes because of overestimation of tax liabilities; taking into consideration tax consequences and risks when planning business transactions and business restructuring
- Management of tax risks, avoiding excessive tax payments when taking decision on taking decisions on tax treatment of business transactions in difficult and ambiguous cases
- Working out valid legal positions on practical issues of taxation with account of official position of fiscal authorities and legal precedents
- Prompt response on demands and actions by the tax authorities, qualified legal assistance in working out and defending a standpoint on questionable issues in case of laying groundless claims by the tax authorities
- Practical assistance in organizing and keeping tax accounting and tax reporting preparation

**LEGAL CONSULTING****Our services:**

- Advisory on corporative and civil law with regard to concrete situations and problems
- Special purpose and complex legal expert examination, including legal examinations in the course of due diligence, revealing legal risks, assistance in working out strategic and tactical decisions
- Analysis of complicated situations, conflicts and events in the context of labour law, analysing and structuring labour relations, drawing up internal labour regulations
- Civil law structuring of business transactions, active or remote legal support of business transactions negotiations
- Legal analysis of contracts, drafting and improving texts of contractual documents, protocols, agreements
- Analysis of agreements on public-private partnership, advisory in the process of public-private partnership agreements implementation
- Complex legal support of business upon the "Multiskilled Corporate Lawyer" program

**Advantages and results:**

- Professional revealing of civil law risks in the course of effecting business transactions, taking measures on mitigating or eliminating probable negative effects of legal risks
- Rendering qualified legal assistance on the representation of a client in the course of civil law controversies, including civil litigations
- Labour controversies and conflicts prevention and resolution, labour law compliance, preparation of suitable labour law documents and organizing internal control system for their implementation, legal protection from unlawful demands by the labour inspectorates
- Formation of opinion on difficult and ambiguous legal issues
- Alternative to in-house lawyer on the initial stage of business activities or on the specific issues of legal support

**Contact us:**

Yulia Gladysheva  
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**MANAGEMENT CONSULTING****INTERNAL CONTROL****Perfection of management accounting system****The service includes:**

- Development of recommendations on restructuring the business processes of planning, production / services prime cost formation and monitoring, the improvement of organizational structure, information exchange and document workflow for the purposes of management system improvement
- Recommendations on the improvement of accounting policies and management accounting and management reporting standards, elaboration of rules and regulations
- Development of production/services primary cost formation taking into consideration sectoral regulations and the specificity of concrete business
- Recommendations on the changes and integration of corporate information systems and the order of keeping analytical and production records in accordance with methodological requirements
- Methodological support of information technologies implementation on the basis of SAP and 1C systems for keeping records and management accounting reports preparation

**Advantages:**

- Provision of topical and reliable information for taking management decisions
- Provision of competitive costs level based on production differentiation
- Enterprise market value increasing
- Provision of tools for the control of management accounting system business processes
- Improvement of enterprise financial stability and reducing dependency on external financing

RUSVIETPETRO  
TATNEFT  
ONPP TECHNOLOGIYA  
ATOMREDMETZLOTO  
ROSATOM  
KHIAGDA • DALUR

**Improvement of internal control system for financial accounting and accounting processes****The service includes:**

- Corporate control system analysis and determining elements and objects of financial reporting internal control systems
- Revealing and evaluating the risks of financial reporting divergence
- Risk matrices and control procedures development and business processes modeling
- Current system diagnostics, including control procedures testing to improve their design and operational effectiveness
- Recommendations on internal control systems improvement
- Elaboration of company's business units cooperation procedures
- Methodological support of internal control systems implementation

**Advantages:**

- Prevention of material mistakes in the course of financial statements preparation and corrections upon period end closing
- Provision of financial statements accuracy level required for taking effective management decisions, planning and achieving goals control
- Lowering labour efforts and expediting financial reporting preparation
- Lowering labour intensiveness when evaluating control effectiveness by internal audit of enterprise
- Restricting finance results manipulation capabilities
- Provision of corporate management system further improvement
- Allocation of responsibility for providing unauthentic financial statements

**Contact us:**

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\* Work is performed in accordance with Article 19 of the Federal law No. 402-FZ dated 6 December 2011 "On accounting".