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**History, methodology and prospects of project financing  
in Russia**

Project Management and Financing in the Fuel & Energy Industry

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16 November 2005

## Russian banking system

- Relatively small Russian banks
  - Sberbank (100% state-owned; assets 2004: US\$ 50 billion)
  - Vnestorgbank (100% state-owned; assets 2004: US\$ 11 billion)
  - Gazprombank (100% owned by Gazprom; assets 2004: US\$ 7 billion)
  - Alfa Bank (assets 2004: US\$ 6 billion)
  
- Banking crisis in 1998 and again (on a smaller scale) in 2004 (11 banks disappeared)
  
- No long term financing available from Russian banks due to limited interbank market liquidity
  - In principle loan terms of 3-4 years maximum; however, loan tenors are generally becoming longer
  - Limited mortgage lending (needs for state support provided through the Agency for Housing Mortgage Lending)
  - Lending is limited in many financings on pledgeable assets, even in the resource and energy sector
  
- High loan margins for all creditors except first tier borrowers (Gazprom, Rosneft, Transneft, Norilsk Nickel) for whom margins have reduced dramatically; however, loan margins are generally declining
  
- Little experience with structured financings such as acquisition finance, project financing or derivatives



# Financing of Russian oil & gas transactions trends (1)

- International banks
  - From offshore accounts to onshore accounts
  - From US\$ to RUR (and consequently from export to domestic receivables)
  - From trade financing based structures to project / asset based structures with limited or no recourse, incl. acquisition and resource based financings
  - From the involvement of a multilateral development banks (such as EBRD / IFC) or ECA coverage to a pure commercial bank financing
  
- Corporate financings
  - Many transactions fully financed by company's equity, but move to acquisition financings
  - Alternatively often loans in the form of full recourse corporate financing
  - Russian banks use little structure documentation and require only limited security (limited mostly to corporate guarantee, accounts and payment instructions, and power to receive funds as well as hard assets)
    - In some cases lending is limited to the value of „hard assets“ of the company including a substantial over-collateralization
  - Corporate bonds available to first tier companies (e.g. Gazprom, Rosneft, Norilsk Nickel), are becoming more and more reality for second tiers



## Financing of Russian oil & gas transactions trends (2)

- Pre-export financing / hybrid structures
  - Focus on export receivables and reserves base of producing companies
  - Focus on export receivables
  - But: still limitations on the tenor and calculated on existing production
  
- Acquisition financing
  - Only offered by international banks, not yet by Russian banks
  - Not yet available on a non-recourse basis
  - Should develop in the near future since private equity funds are getting more and more interested in Russian targets
  
- Project finance
  - Offered mostly by international banks
  - Very few transactions so far
  
- **But:** project finance is becoming more and more interesting in view of
  - Longer tenors available from both Russian and international banks
  - Bankability of Russian Rubel denominated income



# Loan market trends in the Russian oil & gas sector (1)

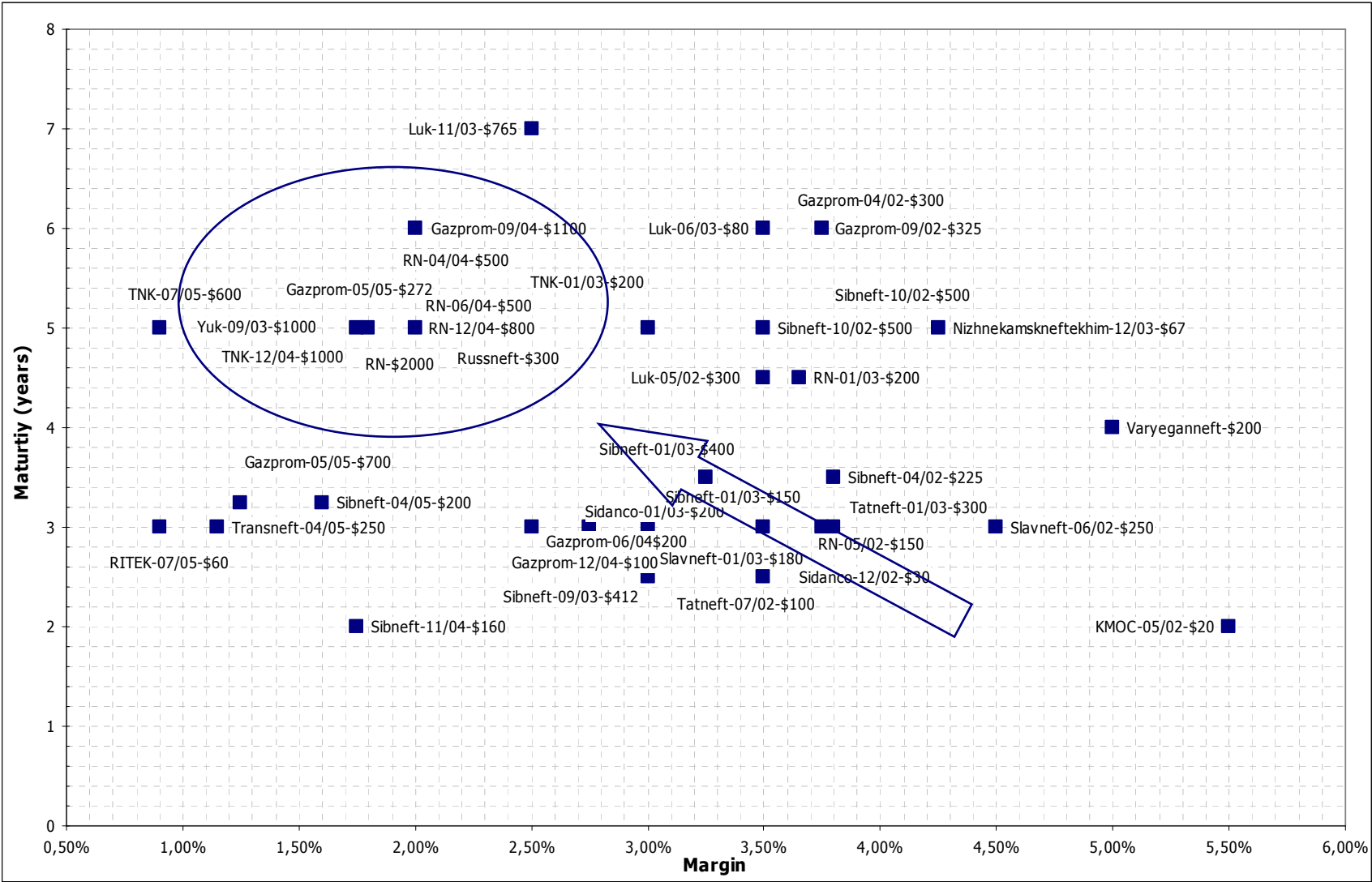
Date	Borrower Name	US\$ mm	Margin	Mty	Purpose	Instrument	Arrangers
Jun 2003	Lukoil Perm	80	LIBOR:350.00 bp	6 years	REF	ALOAN, BLOAN	EBRD, ABNAM, BANK NV, BNPP, DZBANK, COMERZ, WESTLB
Aug 2003	Transnefteproduct AK	75		5 years	WCA	ALOAN, BLOAN	EBRD, RZB, NXBP, COMMERZ
Sep 2003	Siberian Oil Co OAO - Sibneft	412	EURIBOR:215.00 bp; LIBOR:300.00 bp	2,5 yrs and 4,5 yrs	GEN,REF	TL	BNPP,WESTLB, CITIGR
Sep 2003	Yukos Oil Co OAO	1 000	LIBOR: 150.00 bp LIBOR: 175.00 bp	3 yrs and 5yrs	TF, GEN	TL	CITIGR,Credit Lyonnais SA,HSBCGP, SG,KBCB,COMERZ,DB; ING, BNPP,UFJ
Nov 2003	Rosneft OAO	150		5 years	TF	TL	NXBP, RZB, RAIFMOS
Nov 2003	Lukoil OAO	765	LIBOR: 200.00 bp LIBOR: 250.00 bp	5 yrs and 7yrs	TF, REP	TL	ABNAM, CITIGR
Dec 2003	Nizhnekamskneftekhim OAO	67	EURIBOR:425.00 bp	5 years	TF	TL	CITIRG
Jan 2004	Gazprom OAO	50		6 yrs 8m	TF	TL	DB
Jan 2004	Gazprom OAO	10		5 yrs 8m	TF	CRF	DB
Jan 2004	LUKoil OAO	100		1 year	GEN	TL	HSBCGP, ABNAM, UFJNED
Jan 2004	LUKoil OAO	150		1 year	GEN	TL	HSBCGP, ABNAM, UFJNED
Mar 2004	Archneftegeolgya JSC	25		3 years	TF	TL	BNPP
Apr 2004	Gazprom OAO	200	LIBOR:275.00 bp	3 years	GEN	TL	ABNAM, BNPP, CALYON, SG, UFJGR, WESTLB, COMERZ, MIZU, SMBCORP, DNB
Apr 2004	Gazprom OAO	1 100	LIBOR:210.00 bp	6 years	REF,TF	TL	CALYON, KFW, DRBLSA, SPIMI, BAYLAN, COMERZ, SG, ING, CITIGR, DB, DEPBK, KBCB, RBS
May 2004	RITEK	150			TF	TL	NXBP
Jun 2004	Tatneft OAO	188		6 months	TF	TL	BNPP
Jul 2004	Gazprom OAO	200	LIBOR:275.00 bp	3 years	GEN	TL	ABNAM, BNPP, CALYON, SG, UFJGR, WESTLB, COMERZ, MIZU, SMBCORP, DNB
Jul 2004	Rosneft OAO	500	LIBOR:220.00 bp	5 years	TF,GEN	TL	ABNAM, HVB, SG, CALYON, COMERZ, DRBLSA, JPCCHASE, KBCB, MNB, NXBP, UFJ
Sep 2004	Gazprom OAO	1 100	LIBOR:200.00 bp	6 years	REF,TF	TL	ABNAM, BOTM, BAYERN, CALYON, COMERZ, DEXIAG, DZBANK, FORT, HSH, HVB, ING, KBCB, NXBP, RBS, SGCI, SMBCORP, UFJGR, WESTLB
Oct 2004	Petrol Complex	250		1 year	GEN	TL	CITIGR, HSBCGP, ING, RZB
Nov 2004	Siberian Oil Co OAO - Sibneft	160	LIBOR:175.00 bp	2 years	TF	EC	ABNAM
Dec 2004	Gazprom OAO	100	LIBOR:250.00 bp	3 years	GEN	TL	BNPP
Dec 2004	Rosneft OAO	800	LIBOR:200.00 bp	5 years	TF	TL	ABNAM, BARCLAY, CALYON, COMERZ, DB, HVB, ING, JPMPLC, KBCB, NXBP, SG, UFJ, BAWAG, BBVA, FORTISB, HSH, NORDLB, SMBCORP
Dec 2004	Tyumen Oil Co OAO - TNK	1 000	LIBOR:140.00 bp	5 years	TF,GEN	TL	ABNAM, BNPP, CITIGR, CALYON, DRKW, MIZU, NXBP, SMBCEU, WESTLB
Apr 2005	Siberian Oil Co OAO - Sibneft	200	LIBOR:160.00 bp	3 yrs 3m	TF	CRF	RZB, BAYERN, HSH
Apr 2005	Transneft OAO	250	LIBOR:115.00 bp	3 years	REP,GEN	TL	BARCLAY, ABNAM, CITIGR, COMERZ, ING, SGCI, SACHSEN, BACREDT, FORTISB, MIZU, SMBCORP, BOTM, WESTLB, BAWAG, LRP, SEBMER, UFJGR, INVKB, SBINDA
May 2005	Gazprom OAO	700	LIBOR:125.00 bp	3 yrs 3m	REF,TF	TL	ABNAM, BAYERN, CALYON, COMERZ, MIZU, SGCI, SMBCORP, WESTLB, DNNOAS, HVB, NXBP, SPIMI, DZBANK, FORT, KFW, LBW, SEBMER
May 2005	Gazprom OAO	272	LIBOR:150.00 bp	5 years	REF,TF	TL	ABNAM, BAYERN, CALYON, COMERZ, MIZU, SGCI, SMBCORP, WESTLB, DNNOAS, HVB, NXBP, SPIMI, DZBANK, FORT, KFW, LBW, SEBMER
Jun 2005	Regional Oil Consortium	159		4 yrs 6m	TF,GEN	CRF	BNPP
Jun 2005	White Nights	117		4 yrs 6m	TF	EC	BNPP
Jul 2005	Tyumen Oil Co OAO - TNK	600	LIBOR:90.00 bp	5 years	TF	TL	ABNAM, CALYON, CITIGR, BAYERN
Jul 2005	RITEK	60	LIBOR:90.00 bp	3 years	REF	TL	COMERZ, NXBP, BAYERN, DRKW, SGCI, SMBCORP
n/a	Rosneft OAO	150		1 yr 4m	TF	TL	HVB, SG
n/a	Varyeganneft	200	LIBOR:500.00 bp	4 years	TF,GEN	TL	BNPP, COMERZ, HVB, MNB
n/a	Rosneft OAO	300		5 years	TF	EC	BNPP
n/a	Russneft	300	LIBOR:200.00 bp	5 years	GEN	CRF	BNPP, BCENE, CSFBL, HVB, MNB, NXBP
n/a	LUKoil OAO	180			GEN	TL	EBRD
n/a	Rosneft OAO	2 000	LIBOR:180.00 bp	5 years	TF,REP	EC	ABNAM, BARCLAY
n/a	Rosneft OAO	7 300			ACQ	BF	ABNAM, BARCLAY, BNPP, DRKW, JPMPLC, MSTAN
n/a	Yenisey	100		4 years	GEN	CRF	COMERZ
n/a	Tyumen Oil Co OAO - TNK	500		3 years	GEN	TL	HSBCGP, SMBCEU, WESTLB
n/a	Goil ZAO	75		5 years	TF	CRF	HVB

ACQ	Acquisition
GEN	General corporate
REF	Refinancing
REP	Debt repayment
TF	Trade financing
WCA	Working capital

ALOAN	A-Loan
BC	Buyer credit
BF	Bridge facility
BLOAN	B-Loan
CRF	Credit facility
EC	Export credit
MEZ	Mezzanine loan
REV	Revolving credit
TL	Term loan



# Loan market trends in the Russian oil & gas sector (2)



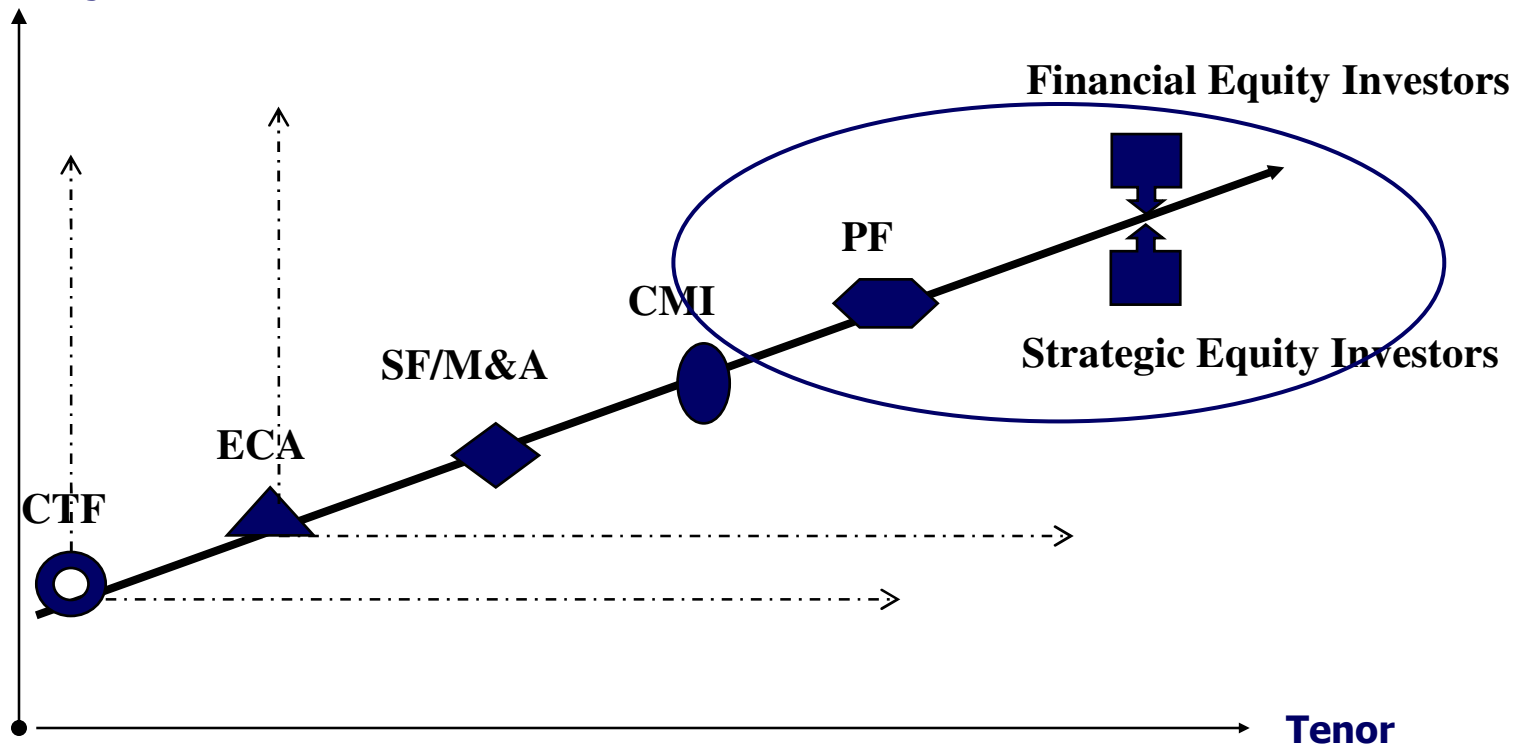
## Loan market trends in the Russian oil & gas sector (3)

- Longer loan tenors and larger size available
  - Maturities over 7 years for secured loans and over 10 years for capital market instruments (e.g. 30 years Gazprom bond)
- Financing of second and third tier oil and gas companies, but still limited choice and innovation:
  - borrowers and banks prefer proved credit instruments (i.e. corporate and trade finance based loans),
  - Still limited: non-recourse or limited recourse transactions (e.g. resource based lendings or project financing)
- Ongoing interest of international banks in the Russian debt financing market
- Pricing competition: margin under 100 bps soon for first tier unsecured short term debt?
  
- Conclusion: it is the right time to introduce more complex financing structures in the debt market



# Evolution of financing instruments in the Russian oil & gas sector

Complexity and Investment Size  
(with risk adjustment)



CTF – Commodity Trade Finance;  
ECA – Export Credit Agency;  
SF/M&A – Structured Finance / Mergers & Acquisitions;  
CMI – Capital Market Instruments (bonds, commercial papers);  
PF – Project Financing



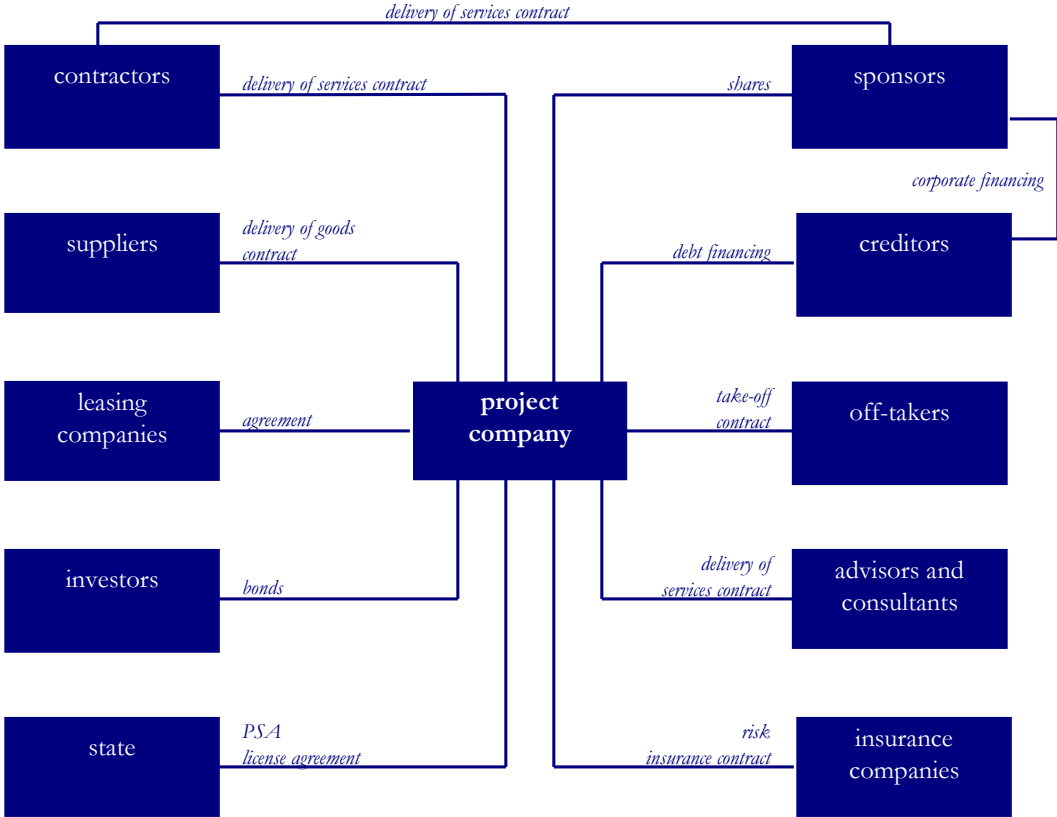
## Special features of project financing

- Project financing is a relatively new financing instrument used for realisation of new high-cost middle and large sized projects, particularly in the asset-based industries (oil & gas, mining, power, infrastructure)
- A special purpose vehicle is created (= project company):
  - banks provide the financing to the project company directly
  - project company has all rights and incurs all obligations with regard to the project realisation, it manages the project, acts as party in all project related agreements (e.g. off-take contracts, EPC contract, etc)
- Limited or no recourse to the project sponsors:
  - the debt is serviced from the project company's future cash flows
  - the sponsors usually take up the construction completion guarantees under a proven technology
  - in case of project failure, the losses of the project sponsors are limited to their investments into the project company
  - Under certain jurisdictions: off balance sheet financing is still possible



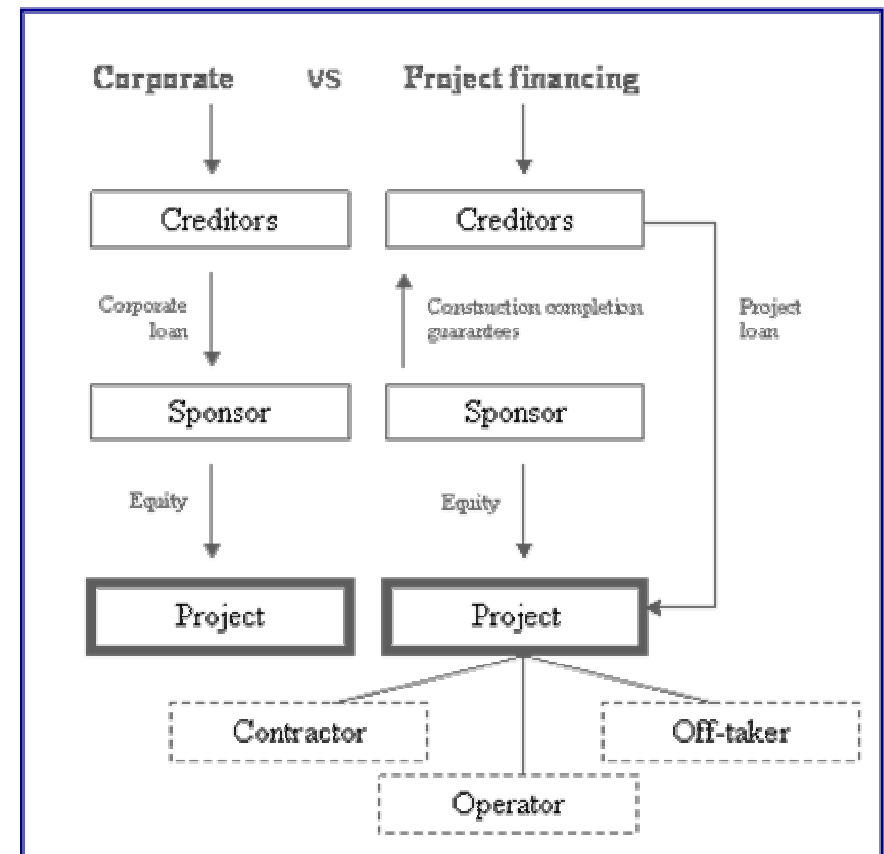
# Key parties of project financing

- Sponsors / investors
- Project company
- Arrangers of the financing
- ECAs / MLAs
- Financial, legal and other advisors, independent experts
- State authorities
- Contractors
- Suppliers, off-takers
- Insurance companies
- Transportation companies
- Operating and managing companies



## Main differences from corporate financings

- Clear isolation of project assets
- Debt is repaid from future project cash flows
- After completion of the construction phase (when sponsors may be required to provide the construction completion guarantees), responsibility of project sponsors limited to their equity contributions
- Risk sharing between **all** project parties



## Advantages and disadvantages of project financing

- Longer and more complicated preparation stage
- More complex structure
- Larger transaction costs and fees
- Larger security volumes required
- Restrictions to operating flexibility

### **But!**

- Longer tenors
- Larger investment volumes
- Higher leverage
- Limited responsibility of the sponsors
- Off-balance-sheet structures possible
- Risk sharing between all project parties
- Transparency and better monitoring
- More flexibility: tailor made repayments
- Cost saving potentials



## Risks and instruments of their mitigation (1)

- Credit risks
  - Adequate debt-to-equity ratio
  - Adequate security
  - Insurance contracts
  
- Technological risks: completion risk, performance risk, resource risk
  - Reliable EPC contractor
  - EPC contract provisions: turn-key contract, fixed date, completion test
  - Use of proven technologies
  - Independent reserves audit, adequate concession tenor, reserve tail
  
- Economical risks: cost overrun risk, supply and marketing risks, price risks, inflation risk, casualty loss risk, ecological risk
  - Fixed price contracts
  - Long term supply contracts
  - Long term off-take contracts with take-or-pay or take-and-pay obligations
  - Use of derivatives: forward contracts, futures, options
  - Use of hard currencies in contracts
  - Contingency contributions
  - Insurance contracts



## Risks and instruments of their mitigation (2)

- Political and country risks
  - Political risk insurance
  - Involvement of international finance organisations
  - Government support (comfort letter)
  
- Currency transferability and convertability risks
  - Use of hard currency
  - Currency export permits
  - Use of off-shore hard currency accounts
  
- Legal risks: risk of inability to receive licenses, risk of documentation validity, risk of legislation ambiguity
  - Comprehensive due-diligence process
  - Inclusion in loan agreements of conditions precedent
  
- Force-majeure risk
  - Insurance



## Requirements to project parties

- Project sponsor shall
  - have experience in similar projects
  - have high creditworthiness
  - be able to provide security if required
  - be able to secure long term contracts
  - conduct a comprehensive feasibility study
  
- EPC contractor shall
  - be a well known and respectable company
  - have extensive experience in similar projects
  - use proven technologies
  
- Independent experts shall
  - be well known and respectable companies



# What makes a project even more bankable

## ■ Project risk:

- Proper risk and risk mitigant structure
  - a project advisor might be helpful and helps reducing total financing costs
  - Excellent evaluation of of the cash flow and financial risks that may affect the forecasted results
- Reliable and experienced sponsors
- Reliable offtake and supply
- insurance coverage
- Excellent economics

## ■ Country risk

- Strong macroeconomic environment
- Improving investment environment
- Investment grade country rating



## Macroeconomic outlook: investment highlights

- **Russia has achieved economic stability and is poised for continued growth**
  - GDP growing at 7%+ per year
  - Inflation under 12%
  - Strengthening currency
  - Investment grade from all three major credit rating agencies (S&P, Moody's, Fitch)
  - Growing consumer demand and buoyant private consumption
  - Net creditor (i.e. loans to other states larger than Russian federal debt) since 2004
  - Improved trade conditions
  
- **Improving investment environment**
  - Significant growth in FDI
  - Intensification of strategic investor interest
  
- **The new reform agenda**
  - Strong economic fundamentals underpinned by aggressive political reform
  - Strong central government will drive reform and economic growth
  
- **Domestic financing market unable to cope with demand for capital**
  - Domestic banks provided estimated 5% of investment capital in 2004



## Project financing in the Russian oil & gas sector

Project financing structure can well be applied in the Russian oil & gas sector due to a number of positive sector features:

- Oil & gas projects' assets are clearly isolated and can be easily used to establish a new independent project company
- With the beginning of the exploitation stage, oil & gas projects are capable to generate constant cash flow (=> reduced credit risks)
- Large reserves base is available (=> lower resource risk)
- Constantly growing demand for Russian oil & gas, also from Western European and Asian countries (=> very low marketing risks)
- Domestic demand is far below the current production volumes, which gives way to extraordinary export potential. This in turn secures hard currency revenues (=> lower currency related risks)
- Oil & gas projects are usually long-term high-cost projects, and it may be impossible to attract financing on acceptable terms in other forms



## Case studies

- SeverTEK
  - Description: development of the Yuzhno-Shapkinskoye oil field in Komi
  - Year: 2002
  - Sponsors: Lukoil and Fortum
  - Total investments volume: over US\$ 355 million (thereof debt US\$ 200 million)
  - Tenor: 6.5 years
  - Margin: construction stage – 6 month LIBOR + 300 bps, exploitation stage – LIBOR + 475 bps
  - Lead arrangers: EBRD and HVB
  
- RussNeft-Bryansk
  - Description: oil terminal near Bryansk with the capacity of 5 million tonnes per year
  - Year: 2005
  - Sponsors: RussNeft
  - Total investments volume: over US\$ 90 million (thereof debt US\$ 63 million)
  - Tenor: 4 years
  - Lead arrangers: HVB and IMB



## Introduction to Asset Capital Partners (1)

- **Asset Capital Partners** is a globally operating investment banking firm based in Munich and Moscow

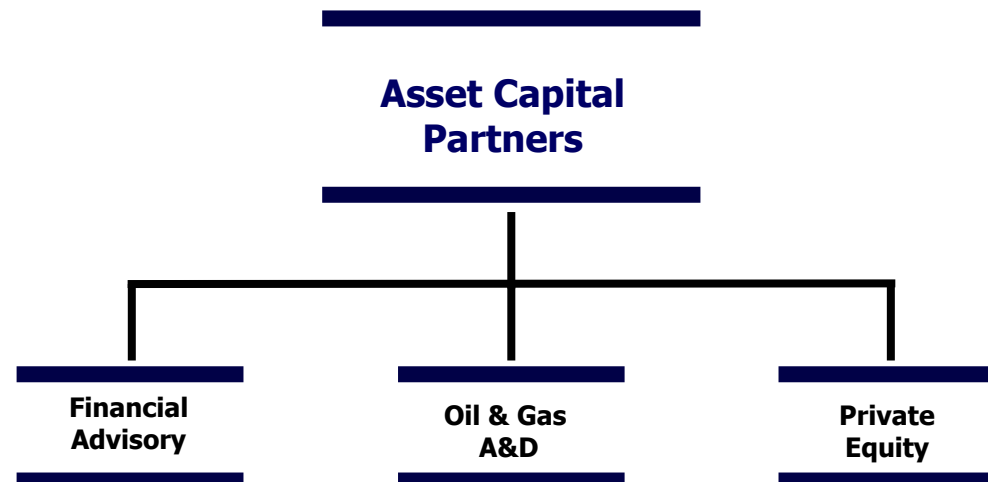


- Given the partners' proven track record, **Asset Capital Partners** has a special focus on Russia and other CIS countries
- We provide investment, commercial banking and private equity services for asset based industries, particularly the oil & gas, mining, power and infrastructure sectors



## Introduction to Asset Capital Partners (2)


- **Asset Capital Partners** offers a wide range of investment banking services:
  - Financial advisory with regard to debt, mezzanine, and equity
  - Acquisitions and divestiture (A&D) services in the oil and gas sector
  - Private equity services including fund management and direct equity investments



## Introduction to Asset Capital Partners (3)

- **Asset Capital Partners** was established as a spin off from the private equity and corporate finance division of HVB Group, one of the leading European banks
- The company's founders Hansjörg Gonser, Vladimir Matias, Jan-Hendrik Röver and Marc Wallenstein have successfully worked as a team for more than 7 years and have a combined financing and industry experience of almost 40 years
- All founders are managing partners of **Asset Capital Partners**
  
- The partners' expertise covers the whole spectrum of financing solutions from equity over mezzanine to senior debt
  - Thorough senior debt know how and track record as well as unique investment track record and reputation in Russia and other CIS countries, resulting inter alia in the No. 1 arranger position in 2002 and „Deal of the Year“ awards in 2001 and 2002
  - Quasi-equity financing experience in the form of asset based mezzanine investments
  - Substantial private equity know how and track record as the partners represented the first institutional fund-of-funds-investor exclusively focused on asset based investments





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