

The logo consists of the letters 'SEK' in a bold, serif font, enclosed within a thin black rectangular border.

SEK

ADVISORY SERVICES

Selected Assignments

Creditworthiness Enhancement Programme, Ivano-Frankivsk, Ukraine

SEK Advisory Services appointed to develop and implement a Creditworthiness Enhancement Programme for the City of Ivano-Frankivsk, Ukraine



Client: City of Ivano-Frankivsk
Country: Ukraine
Purpose: Creditworthiness Enhancement Programme to enable modernisation and rehabilitation of municipal district heating infrastructure
SEK role: Financial Advisor
Period: April - July 2010

Project Highlights:

- SEK Advisory Services has been contracted to assess the City of Ivano Frankivsk's current financial standing and develop and implement a realistic Creditworthiness Enhancement Programme (CEP).
- The aim of the CEP is to improve the City's financial and capital budgeting management, so as to improve its creditworthiness, and therefore improve its ability to attract and manage investment finance in the future, as well as provide meaningful financial guarantees to its subsidiary companies.
- The City needs to improve its creditworthiness in order to secure financing needed to support the rehabilitation and modernisation of the municipal district heating infrastructure.
- The assignment is divided into two phases:
 - Phase 1: Assessment of the City's financial standing and development of the CEP, including:
 - Assessment of the current financial standing of the City and its financial planning;
 - Treasury and debt management;
 - Budget management and financial reporting;
 - Capital investment planning;
 - Asset management;
 - Municipal service delivery;
 - Management information system.
 - Phase 2: Implementation of the CEP

Biogas Production Unit Development Project, Galati, Romania

SEK Advisory Services appointed to conduct a Bankable Feasibility Study for the City of Galati, Romania, for the Biogas Production Unit Development Project



Client: City of Galati
Country: Romania
Purpose: Bankable Feasibility Study for the Biogas production unit development project.
SEK role: Financial Advisor
Period: September 2009 - ongoing

Project Highlights:

- The overall objective of the assignment to be performed by SEK Advisory Services is to prepare a Bankable Feasibility Study for a greenfield biogas production unit within or in connection to the City of Galati's municipal waste management facilities.
- The project will be implemented as an effective least cost short-term investment programme, within the context of a long-term development plan. The short-term investment plan will be justified on the basis of thorough technical, legal, financial and economic analysis.
- Furthermore, SEK Advisory Services will develop an efficient Project Implementation Plan, including a procurement schedule. The results of the work conducted by SEK Advisory Services shall create a firm basis for decisions on preferred options and strategies and means to further develop the Project.
- The rationale of the project is to; secure an optimal, economic, environmentally sustainable handling of municipal sludge and waste and thus limiting the discharges of greenhouse gases and the use of finite resources.
- SEK Advisory Services tasks include:
 - Financial assessment of the beneficiary and the project, including financial modelling;
 - Economic analysis of the proposed least cost investment programme, including sensitivity analysis on the economic results;
 - Review of the proposed funding options for the financing of the Project.

Eastern Europe Energy Efficiency and Environment Partnership, E5P

SEK Advisory Services awarded a framework agreement with EBRD to carry out feasibility studies for rehabilitation/upgrade of existing district heating systems in Ukraine on a call-off basis, Ukraine



European Bank
for Reconstruction and Development

Client: European Bank for Reconstruction and Development

Country: Ukraine

Purpose: Carry out Feasibility Studies for rehabilitation/upgrade of existing district heating systems in Ukraine

SEK role: Financial Advisor

Period: December 2009 - ongoing

Project Highlights:

- In the context of the Swedish initiative Eastern Europe Energy Efficiency and Environment Partnership (E5P) to support energy efficiency investments in Ukraine, the EBRD intend to finance projects in the district heating sector in Ukraine. The investment projects involve financing of improvement measures to existing infrastructure with a view to reducing energy consumption and other operating costs.
- SEK Advisory Services has been awarded a framework agreement with EBRD to carry out feasibility studies for rehabilitation/upgrade of existing district heating systems in Ukraine on a call-off basis.
- SEK Advisory Services tasks include, inter alia;
 - Financial analysis of the company including financial modelling,
 - Affordability analysis,
 - Improve tariff system to reflect actual consumption and full cost recovery as target.

Submarine High Voltage Interconnection between Romania and Turkey

SEK Advisory Services appointed as financial advisor to Transelectrica S.A. for the construction of a high voltage direct current (HVDC) transmission link between Romania and Turkey



Client: Transelectrica S.A.
Country: Romania & Turkey
Purpose: Feasibility Study for the construction of a HVDC Submarine Cable.
SEK role: Financial Advisor
Period: July 2009 - ongoing

Project Highlights:

- SEK Advisory Services was appointed to conduct a feasibility study for a submarine HVDC transmission cable between Romania and Turkey. The ultimate aim of the project is to install a submarine HVDC cable between Romania and Turkey to be operated by the Romanian and Turkish TSOs; Transelectrica and TEIAS.
- The Project will bring significant contribution and stability to the regional electricity market of South-Eastern Europe.
- SEK Advisory Services tasks include:
 - Analysis of the financial and economic profitability of an interconnection line, considering private benefits and costs as well as the external effects, such as public benefits and costs;
 - Identification of adequate project financing options;
 - Advice on financial and strategic advice as regards market intelligence, local and international preconditions and negotiations with stakeholders.

Sustainable Energy Financing Facility, Ukraine

SEK Advisory Services appointed as project manager to support commercial banks in financing energy efficiency investments through an EBRD dedicated credit line - Ukraine Energy Efficiency Programme (UKEEP2)



Client:	European Bank for Reconstruction and Development
Country:	Ukraine
Purpose:	To improve commercial banks' capacity in financing energy efficiency projects
SEK role:	Financial Advisor
Period:	July 2009 - ongoing

Project Highlights:

- Following the success of the Ukraine Energy Efficiency Programme (UKEEP), the European Bank for Reconstruction and Development has launched a complementary Sustainable Energy Financing Facility to finance energy efficiency and renewable energy projects of up to USD 2.5 million in the private commercial sector, especially in SMEs.
- The European Bank for Reconstruction and Development has established a dedicated credit line worth approximately EUR 100 million for on-lending to commercial sector borrowers.
- SEK Advisory Services is appointed as project manager and financial advisor to commercial banks participating in the program. Tasks include:
 - Managing the overall project
 - Identifying a pipeline of potential projects;
 - Promoting UKEEP2 through targeted public awareness and marketing campaigns;
 - Proactively working with the banks in reviewing their client base;
 - Providing training to the commercial banks;
 - Advising on the eligibility of sub-projects proposed to be financed under the facility;
 - Monitoring the performance of the credit line facility and the energy projects.

Muela Hydropower Upgrade Project, Lesotho

SEK Advisory Services has been appointed to conduct a Bankable Feasibility Study for the upgrade of the 'Muela Hydropower Station



Client: Lesotho Highlands Water Commission
Country: Kingdom of Lesotho
Purpose: Bankable Feasibility Study for the upgrade of the Muela Hydropower Station
SEK role: Financial advisor
Period: April 2009 - Jan 2010
Sub-consultant: Sweco International AB

Project Highlights:

- Lesotho is in urgent need of additional power generation, particularly during peak hours. The situation will radically worsen within the next years as South Africa and Mozambique, which now exports some power to Lesotho, have advised that their exports will cease.
- SEK Advisory Services was appointed by the Kingdom of Lesotho to prepare a Bankable Feasibility Study on how the 'Muela Hydropower Station can be upgraded from its current capacity of 72-80 MW to the new capacity of 120-140 MW.
- The assignment includes:
 - Financial assessment of the client
 - Financial modelling and analysis of the project
 - Review of funding options

Project Results and Innovations:

- Expected results include:
 - Investments in additional hydropower turbines at the 'Muela Hydropower Station.
 - Reduced dependence on imported energy and increased security of supply.

City of Niš - Wastewater Treatment Plant Project, Serbia

SEK Advisory Services has been appointed to conduct a Bankable Feasibility Study including arrangement of funding for the City of Niš - Wastewater Treatment Plant Development Programme



Client: JKP Naissus
Country: Republic of Serbia
Purpose: Bankable Feasibility Study including arrangement of funding for the City of Niš - Wastewater Treatment Plant Project
SEK role: Financial advisor
Period: March 2009 - ongoing
Sub-consultant: Sweco International AB

Project Highlights:

- The City of Niš is Serbia's second largest city located in the Nišava district on the banks of the Morava River close to the borders of Bulgaria and the Republic of Macedonia. The city has a sewage network but is lacking a wastewater treatment plant.
- The overall objectives of the project in Niš are the following:
 - Introduction of a sustainable sanitation system including a green field wastewater treatment plant.
 - Improvement of billing and collection efficiency.
 - Tariff reform: During due diligence, tariffs will be reviewed and a plan to improve cost recovery along with a transparent government subvention programme will be developed.

Project Results and Innovations:

- Expected results include:
 - Wastewater treatment and effluents in accordance with Serbian and EU standards.
 - Implement a Least Cost solution WWTP.

City of Niš - Airport Development Project, Serbia

SEK Advisory Services has been appointed to conduct a Bankable Feasibility Study including arrangement of funding for the City of Niš - Airport Development Project



Client: Aerodrom Niš
Country: Republic of Serbia
Purpose: Bankable Feasibility Study including arrangement of funding for the City of Niš - Airport Development Project
SEK role: Financial advisor
Period: March 2009 - Jun. 2010
Sub-consultant: Swedavia AB

Project Highlights:

- Aerodrom Niš is aiming for a sustainable development based on the utilization of balanced strategies. The new airport shall be planned in a fashion to enable its expansion into a large size airport at an appropriate time in the future when growth in passenger traffic and cargo necessitates such an expansion.
- The overall objective of the assignment is to prepare a Bankable Feasibility Study including arrangement of funding for investments that will completely or in part include the following components:
 - Landside aviation facilities
 - Airside aviation facilities
 - Landside non-aviation facilities

Project Results and Innovations:

- The project is expected to lead to investments in world-class aviation infrastructure including renovation of the terminal.

Analysis of the Iraqi banking system, Iraq

Review of Iraqi banking system and proposals aimed at supporting Swedish exporters for infrastructure projects in Iraq.



Client: Swedfund, EKN, SEK
Country: Iraq
Purpose: Review of Iraqi banking system
SEK role: Financial advisor
Period: March 2009 - October 2009

Project Highlights:

- This report was commissioned by Swedfund, EKN and SEK with the main purpose to
 - collect information on, and analyze, the main private banks in Iraq,
 - review the Iraqi financial system, and
 - produce general guidelines and recommendations for future involvement in the Iraqi banking sector with a view to develop the Iraqi financial sector and to promote Swedish exports to Iraq.

Project Results and Innovations:

- The project is expected to lead to the development of the Iraqi financial sector and to promote Swedish export to Iraq.

Implementation Support regarding modernisation and rehabilitation in District Heating, Ukraine

SEK Advisory Services has been appointed by EBRD to assist the district heating utility of the City of Cherkasy with implementation support in the upgrading and modernisation of its infrastructure.



Client: TeploKommunEnergo
Country: Ukraine
Purpose: Project Implementation Support to TeploKommunEnergo regarding rehabilitation and modernisation in district heating infrastructure
SEK role: Financial advisor
Period: January 2009 - ongoing

Project Highlights:

- SEK Advisory Services, together with ÅF-Process, have been appointed by the EBRD to assist TeploKommunEnergo, the City District Heating Company of the City of Cherkasy, with implementation support concerning modernisation and rehabilitation of the District Heating infrastructure.
- SEK Advisory Services tasks included in this project are:
 - Preparation of procurement documents for the Project, enabling the TeploKommunEnergo to meet the requirements of EBRD when it comes to procurement documents.
 - Advice TeploKommunEnergo in the creation of a Project Implementation Unit and a Tender Commission(s) including the development of operating procedures for the Project Implementation Unit.
 - Assistance with the administration of the goods, works and supply and installation contracts.

Institutional and Financial Development in District Heating, Romania

SEK Advisory Services engaged by a EBRD to give Financial and Institutional Advice regarding Energy Efficiency Development in the District Heating Sector.



Client: City of Arad
Country: Romania
Purpose: Financial and Technical assistance for institutional development in district heating
SEK role: Financial advisor
Period: October 2008 - Jan. 2009

Project Highlights:

- The current district heating services in many Romanian cities are provided within a system, which is uneconomic and technically outdated with high heat and water losses.
- Substantial rehabilitation is required not only to upgrade facilities but also to develop institutional set-up and to improve performance.
- SEK Advisory Services, together with AF-Process, have been appointed by the EBRD to assist with technical assistance in order to facilitate and initiate institutional and Financial development within the City Utility Company.
- The assignment includes:
 - Feasibility study of the project;
 - Reviewing current asset ownership arrangements, relevant legislation and regulatory arrangements, as well as legislative reforms under preparation;
 - Reviewing the current statutes and contractual arrangements between and the municipality, and its customers;
 - Financial modeling and assessment of the company and the investment.

Project Results and Innovations:

- A comprehensive financial model was developed for the project demonstrating the financial impact of the proposed investment plan.
- The required revenue in order to secure long-term sustainability for the project was calculated as well as pro forma financial statements going forward.
- Staff were trained in using the model as well as informed about the complexity and flexibility of the model.

Portfolio Valuation regarding conditional loans in Emerging Markets

SEK Advisory Services was engaged by the Swedish International Development Agency (SIDA) to give a fairness opinion on an offer made on a offer made on one of their loan portfolios.



Client: SIDA, Swedish International Development Agency

Country: Sweden

Purpose: To assist SIDA with a fairness opinion on the value of a loan portfolio before a sell off

SEK role: Financial advisor

Period: October 2008

Project Highlights:

- SEK Advisory Services was appointed by the Swedish International Development Agency (SIDA) to carry out an independent valuation of six conditional loans.
- SIDA had received an offer on the portfolio from a Venture Capitalist (VC) and needed a fairness opinion in order to be able to finalise the transaction in a commercial manner.
- The assignment included:
 - Risk assessment of the conditional loans;
 - Financial evaluation of earlier valuations made;
 - Financial evaluation of the bid.

Project Results and Innovations:

- SEK Advisory Services supported earlier valuations of the portfolio in which all loans attributed to a 100 percent reserve, that is to say that the value of loans taken up to zero.
- SEK Advisory Services supported the VC's offer, buying the outstanding account balance of the loans plus the payment of a premium amounting to 25 percent of the account balance.

Portfolio Risk Analysis of an Environmental Investment Fund

SEK Advisory Services engaged by a large Nordic Environment Fund to review the risks in its investment & loan portfolio in order to decrease funding costs and increase investment capacity



Client: Large Nordic Environment Fund
Country: Eastern Europe
Purpose: Risk analysis of the fund's investment/loan portfolio
SEK role: Financial advisor
Period: July - August 2008

Project Highlights:

- In any investment and lending operation, the risk of each commitment and the overall portfolio need to be analyzed and categorized in a systematic and transparent manner
- An intuitive and transparent risk categorization system facilitates decision making and ultimately leads to a better project portfolio with lower losses and decreased funding costs.
- SEK Advisory Services was appointed by a large Nordic environment fund as an independent financial advisor to review the risk of the fund's investment & loan portfolio and recommend improvements for categorizing risk in its current portfolio and for future undertakings. The assignment included:
 - Analysis of the overall portfolio risk
 - Recommendations on a system of categorizing risk
 - Recommendations on next steps

Project Results and Innovations:

- An analysis of the strengths and weaknesses of the present Fund structure.
- In depth evaluation of the main risks currently faced by the Fund.
- Presenting recommendations regarding the optimization of the future risk exposure of the Fund.

Financial and strategic evaluation of a Nordic State Housing Fund

SEK Advisory Services was appointed by a Nordic Government to review the risks related to financing of social housing and to come up with concrete suggestions for improvements



Client: Nordic Government
Country: Nordic Country
Purpose: Financial and strategic evaluation of the State Housing Fund
SEK role: Financial advisor
Period: April -June 2008

Project Highlights:

- The Fund's main function was originally to grant state housing loans. Since 2008 the granting of state housing loans was stopped. The Fund now gives investment grants, pays interest subsidies to social housing loans and grants state guarantees to housing loans.
- SEK Advisory Services was appointed to review the risks related to financing of social housing and to come up with suggestions for improvements. SEK Advisory Services' tasks included:
 - Assessment of the risk management of the Fund,
 - Evaluation of the future status and operations of Fund the with respect to the its cash flows.
 - Assessment of the importance of the Fund as an independent finance mechanism from the state budget for housing policy subsidies.

Project Results and Innovations:

- In depth evaluation of the main risks currently faced by the government in relation to the Fund.
- An analysis of the strengths and weaknesses of the main alternative financial solutions for social housing in the specific country was presented.
- Substantial revision of the current Fund is required not only to upgrade facilities but also to develop its institutional set-up and to improve performance. Specific recommendations were set forth in order to:
 - Reduce risks and improve cost efficiencies,
 - Simplify and standardize loan agreements,
 - Streamline work processes in the Fund, the State Treasury and in the municipal sector.

Institutional Development in District Heating, Moldova

SEK Advisory Services appointed to assist with an institutional development programme for SA Termocom, the district heating utility of the Moldovan capital Chisinau



Client:	SA Termocom
Country:	Moldova
Purpose:	Technical assistance for institutional development in district heating
SEK role:	Financial advisor
Period:	Feb 2008 - Jan 2009

Project Highlights:

- Substantial rehabilitation is required in the district heating and domestic hot water services systems, not only to upgrade facilities but also to develop institutional set-up and to improve performance.
- SEK Advisory Services, together with ÅF-Process, have been appointed to assist with technical assistance in order to facilitate and initiate institutional development within SA Termocom. SEK Advisory Services' tasks include:
 - Analysing and evaluating any legal status and governance issues of SA Termocom and establish a Legal and Governance Action Plan.
 - Analysing and evaluating various future options for the ownership and management of SA Termocom, such as privatizations, concessions, etc.
 - Set up a financial planning model for revenue, profitability, funds flow and balance sheet projections
 - Training SA Termocom staff in using the financial planning model, business planning procedures and techniques.
 - Preparing an affordability analysis of various consumer groups, including the analysis of existing social support mechanisms;

Project Results and Innovations:

- As a result of the project, Termocom now has the tools, i.a. in the form of Corporate Development Plan, Business Plan and Financial Projection Model, necessary to enable a successful transition from struggling public utility to a competitive company adapted to market conditions.

Debt Management Programme for the City of Kazan, Rep. of Tatarstan

SEK Advisory Services appointed to assist the City of Kazan in introducing debt management policies and procedures based on international best practice and forecast the city's future financial performance



Client: City of Kazan
& EBRD

Country: Republic of Tatarstan,
Russian Federation

Purpose: Introducing international
best practice debt
management

SEK role: Financial advisor

Period: Sep - Dec 2007

Project Highlights:

- During the refurbishment of the City of Kazan, with a population of 1.1 million, the City's borrowing capacity reached its ceiling, limiting its future borrowing capability.
- In order to improving its creditworthiness and borrowing capacity, the City wishes to introduce debt management policies and procedures based on international best practice, while considering local legal and other statutory requirements.
- SEK Advisory Services has been appointed to assist the City in reaching its debt management objectives. Specific tasks include:
 - Developing a financial model for the City budget;
 - Forecasting the financial performance and the financial debt of the City for a 10-year period;
 - Reviewing the City's system of managing debt and contingent liabilities;
 - Developing the borrowing capacity profile of the City;
 - Developing recommendations on forecasting and funding cash gaps;
 - Training the City staff in the use of the financial model and debt management systems;

Project Results and Innovations:

- A comprehensive but flexible and easy to use financial model was developed for the City;
- A debt management policy was established which will greatly enhance the city's debt management and improve its creditworthiness;
- Staff were extensively trained through workshops and a debt management handbook.

Improving the Business Climate for Forest-based Investments, Ecuador

SEK Advisory Services appointed to assist the Inter-American Development Bank in improving the business climate for forest-based investments in Ecuador according to international best practice



Client: Inter-American Development Bank
Country: Ecuador
Purpose: Improving the business climate for forest-based investments
SEK role: Financial advisor
Period: Nov. 2007 - Jun. 2008

Project Highlights:

- The forest sector is one of the truly global sectors, which is dramatically affected by globalization where production is taking place in locations with the highest comparative advantages.
- In order for Ecuador to capitalize on its natural resources, the Inter-American Development Bank wishes to assist the country in improving the business climate for forest-based investments through various measures.
- SEK Advisory Services, together with Indufor of Finland, have been appointed to assist the Bank in reaching its objectives. Specific tasks include:
 - Preparing a strategic action plan to improve the business climate for forest-based investments;
 - Identifying and designing institutional and legal reforms to be implemented in the short term;
 - Preparing a business plan to improve the performance, increase participants, and diversify and added value to the forest business clusters already exporting from Ecuador.

Project Results and Innovations:

- The services include the undertaking of the IADB-methodology “Process to Improve the Business Climate for Forest Investment” (PROMECIF)

Improving Energy Efficiency in District Heating, Ukraine

SEK Advisory Services appointed conduct a feasibility study for the district heating utility of the City of Cherkasy with the aim of undertaking a major investment programme for energy efficiency improvements



Client: CherkasyTeploKomunEnergo & EBRD
Country: Ukraine
Purpose: Feasibility study for energy efficiency investments in district heating
SEK role: Financial advisor
Period: Feb 2007 - July 2007

Project Highlights:

- The existing district heating system and internal systems in the buildings of Cherkasy require investments to reduce energy losses and to increase the quality of service.
- The investments will generate significant operating cost savings for the utility and energy savings for the end-users.
- The project will also gradually replace the current heat and hot water tariffs, based on normative calculations, with a new payment system based on actual consumption.
- SEK Advisory Services, together with ÅF-Process, were appointed to perform a feasibility study for the project. SEK Advisory Services' tasks include:
 - Developing a strategic investment programme for the entire district heating infrastructure in the city;
 - Preparing a financial analysis and detailed financial projections of the company;
 - Preparing an affordability analysis of various consumer groups;
 - Outlining a Service Agreement between the City and the Company covering service standards, responsibilities, rights and obligations of the different parties;
 - Analysing and evaluating various institutional options for the investments in buildings, such as SPV, separate business line of the Company, etc.

Project Results and Innovations:

- An innovative financial model of the utility was created with extensive scenario and risk analysis possibilities - leading to a solid and bankable feasibility study.
- The utility received a loan of €11m for the investments shortly after study completion - it was EBRD's first municipal district heating project in Ukraine without a sovereign guarantee.

Energy Efficiency Financing through Commercial Banks, Ukraine

SEK Advisory Services appointed as project manager to support commercial banks in financing energy efficiency investments through an EBRD dedicated credit line - Ukraine Energy Efficiency Programme (UKEEP)



Client: European Bank for Reconstruction and Development

Country: Ukraine

Purpose: To improve commercial banks' capacity in financing energy efficiency projects

SEK role: Financial Advisor

Period: Aug 2007 - ongoing

Project Highlights:

- There is a great need of energy efficiency investments in Ukraine.
- The European Bank for Reconstruction and Development has established a EUR 100 million dedicated credit line for the financing of these investments, including both industrial energy efficiency and renewable energy projects.
- SEK Advisory Services is appointed as project manager and financial advisor to commercial banks participating in the program. Tasks include:
 - Managing the overall project
 - Identifying a pipeline of potential projects;
 - Promoting the facility through marketing campaigns and seminars
 - Proactively working with the banks in reviewing their client base;
 - Providing training to the commercial banks;
 - Advising on the eligibility of sub-projects proposed to be financed under the facility;
 - Monitoring the performance of the facility and the sub-projects.

Project Results and Innovations:

- Loans signed with UkreximBank, Kreditprombank and Bank Forum for further on-lending to projects
- As of Aug 2010, 42 projects have been financed with \$100m
- The energy savings from the projects financed so far will lead to reduced CO2 emissions of more than 502,000 t CO2-equivalent per year - which equals annual average emissions of 224,000 cars.

Institutional Development Programme for District Heating, Russia

SEK Advisory Services appointed as advisor to the district heating company of the city of Pskov, in connection with an Institutional Development Programme for large environmental and economic efficiency improvements



Client: Pskov Teplovy Seti
Country: Russia
Purpose: Institutional development program in district heating
SEK role: Financial advisor
Period: October 2006 - June 2007

Project Highlights:

- The City of Pskov District Heating Company, Pskov Teplovy Seti (PTS), employs more than 1 000 people and heats ~2600 multi-story buildings.
- The current status of the company and its tariff system leads to uneconomic operations with high heat and water losses with increasing negative impact on the environment.
- The institutional development programme, partly financed by SIDA, aims at achieving cost recovery for the company and replacing the normative billing with direct billings of actual metered heat consumption, which in turn will improve energy efficiency greatly.
- SEK Advisory Services, together with Ramböll, have been appointed by SIDA to advise on the institutional development programme of PTS. SEK Advisory Services' tasks include:
 - Reviewing current asset ownership arrangements, relevant legislation and regulatory arrangements, as well as legislative reforms under preparation;
 - Reviewing the current statutes and contractual arrangements between PTS and the municipality, and PTS and its customers;
 - Assisting PTS in preparing a modern Municipal Order Agreement that specifies the roles, rights, obligations, and performance targets of PTS and the Municipality in district heating;
 - Training municipality leaders, Supervisory Board members and PTS management on issues of legal reform, ownership and good governance.

Flue Gas Desulphurization Plant at the Rovinari Power Complex, Romania

SEK Advisory Services appointed as exclusive financial advisor for the EUR 250 million investment in a Flue Gas Desulphurization Plant at the Rovinari Power Complex in Romania



Client: S.C. Complexul Energetic Rovinari S.A.

Country: Romania

Purpose: Arrangement of financing and feasibility study for a EUR 250 m. investment in a Flue Gas Desulphurization Plant at the Rovinari Power Plant

SEK role: Financial advisor

Period: Mar 2006 - Nov 2006

Project Highlights:

- S.C. Complexul Energetic Rovinari S.A. ('CER') is the second largest thermal power plant in Romania with a capacity of 1320 MW, producing 10% of Romania's electricity.
- In the light of Romania's accession to the EU and new, tougher environmental standards CER is to invest in a Flue Gas Desulphurization (FGD) plant.
- SEK Advisory Services appointed as exclusive financial advisor for the EUR 250 million investment.
- Work includes:
 - Feasibility study of the project;
 - Financial modeling and assessment of the company and the investment;
 - Institutional analysis of Romania's energy sector including the ongoing deregulation and privatization process;
 - Project Information Memorandum (PIM) to potential financiers;
 - Pre-qualification and evaluation of preferred bidders, ensuring compliance with Romanian procurement rules;
 - Participating in negotiations with the preferred bidders and establish a term sheet for the loan.

Project Results and Innovations:

- The first ever FGD project to be carried out in Romania.
- Largest non-recourse loan financing ever for a Romanian power company.
- The Project will contribute with 75% of the SO_x emission reductions that Romania has undertaken to achieve up to 2012 in the accession treaty with EU.

Wind Power Plants in the Autonomous Republic of Crimea, Ukraine

SEK Advisory Services selected by to carry out a review and assessment of a project concept encompassing two wind farms on the Crimean peninsula totaling 300 MW



Client: Nova-Eco Ltd.
Country: Ukraine
Purpose: Project concept assessment of a portfolio of wind power plants in the Autonomous Republic of Crimea
SEK role: Financial advisor
Period: Sept 2005 - Oct 2005

Project Highlights:

- Nova-Eco Ltd. is in the forefront of wind power development and Joint Implementation projects in Ukraine
- A wind power portfolio consisting of two wind farms of 100 MW and 200 MW respectively was planned to be implemented on the Crimean peninsula.
- Project investment of EUR 300 million
- Work included:
 - Review and assessment of the project idea as well as its merits and potential from a financial perspective;
 - Analysis of special proposed wind power tariffs;
 - Evaluation of the potential to sell carbon credits in accordance with the Kyoto Protocol;
 - Assessment of possible funding sources such as equity contributions, multilateral financing institutions, and international as well as domestic banks.

Project Results and Innovations:

- The evaluation and clarifications carried out by SEK Advisory Services acted as a foundation for continuing with the project. The wind power portfolio structure was further developed and external investors attracted.
- Currently, the project development is headed by the Martifer Group of Portugal and construction is scheduled to commence 2008.

High Voltage Interconnection between Sweden and Lithuania (Swindlit)

SEK Advisory Services appointed as financial advisor to Lietuvos Energija AB for the construction of a high voltage direct current transmission link between Sweden and Lithuania



Client:	Lietuvos Energija AB
Country:	Lithuania
Purpose:	Advice for the construction of a high voltage interconnection for electricity transmission between Sweden and Lithuania
SEK role:	Financial advisor
Period:	Oct 2004 - Aug 2006

Project Highlights:

- Lithuania aims to be an integrated part of the European electricity market and ensure a security of supply of electric energy.
- SEK Advisory Services was appointed to conduct a pre-feasibility study for a transmission link between Sweden and Lithuania, in conjunction with offshore wind farms, dubbed “Swindlit”.
- Following this, a revenue source study was performed, identifying revenue sources for the project.
- As a third step, SEK Advisory Services gave financial and strategic advice for the preparation of the project.
- Work includes:
 - **Pre-feasibility study** : Market assessment and financial analysis of the investment
 - **Revenue source study**: Economic, financial and institutional analysis, market price differences, price level effects, security of supply, peak load capacity, EU requirements;
 - **Financial and strategic advice**: Market intelligence, local and international preconditions, negotiations with stakeholders, elaboration of terms of reference for a full-scale feasibility study.

Project Results and Innovations:

- As a direct result of SEK Advisory Services’ mandate, the feasibility study process is ongoing, with the support and involvement of both countries’ Transmission System Operators: Lietuvos Energija and Svenska Kraftnät.

Rehabilitation and Upgrading of Stejaru-Bicaz Hydropower Plant, Romania

SEK Advisory Services appointed to conduct a feasibility study for the EUR 100m rehabilitation and upgrading of Stejaru-Bicaz Hydro Power Plant in Piatra Neamt, Romania



Client:	Hidroelectrica S.A.
Country:	Romania
Purpose:	Feasibility study for the Rehabilitation and Upgrading Project at Stejaru-Bicaz Hydropower Plant
SEK role:	Financial advisor
Period:	Dec 2005 - Aug 2006

Project Highlights:

- Stejaru-Bicaz Hydro Power Plant is one of the largest hydro power plants in Romania, owned by the country's number one power producer Hidroelectrica S.A.
- The plant is in urgent need of complete rehabilitation and upgrading, including a new unit and large improvements in workers' safety.
- The project is part of a comprehensive ongoing investment program to develop and increase the use of hydroelectric power in Romania.
- SEK Advisory Services and Sweco were appointed to perform a comprehensive feasibility study for the project. SEK Advisory Services' tasks included:
 - Financial assessment and modeling of Hidroelectrica S.A. as well as a stand-alone project finance based model of the proposed investment of EUR 100 million;
 - Institutional and market analysis of the energy sector of Romania, with particular focus on the ongoing deregulation and privatization process;
 - Assessment of potential funding sources, including grants, multilateral financial institutions, commercial banks, emission reduction units and internal cash flow;
 - Analysis of the possibility of trading emission allowances through a joint implementation scheme under the Kyoto Protocol.

Project Results and Innovations:

- Innovative financial modeling of different rehabilitation scenarios and stress tests.
- The project was deemed technically feasible and highly profitable in terms of NPV.
- A stand-alone project financing structure was determined achievable, given the strong and stable cash flows from the project.

Local Government Funding Agencies in Ukraine and Romania

SEK Advisory Services appointed as an advisor to support the European Bank for Reconstruction and Development in starting up Local Government Funding Agencies in Ukraine and Romania



Client: European Bank for Reconstruction and Development

Country: Ukraine and Romania

Purpose: To assess the transferability of the Local Government Finding Agency (LGFA) Concepts to Ukraine and Romania

SEK role: Financial advisor

Period: Apr - Oct 2005

Project Highlights:

- A Local Government Funding Agency (LGFA) is an innovative vehicle through which municipalities can access cost-effective funding in the capital markets by pooling risks.
- Great success for the concept in the Nordic countries, where local governments account for approximately 70% of public spending.
- SEK Advisory Services appointed as a financial advisor for the assignment which includes:
 - Determination of the specific success factors (operational, financial and legal) of the Nordic LGFAs, including explicit and implicit sovereign support;
 - Assessment of the operational, financial and legal parameters of other emerging markets for a local government funding approach;
 - Outlining of possible lessons learned from the Ukrainian and Romanian cases;
 - Review of the Ukrainian and Romanian local government context to assess which elements could be transferred and applied in Ukraine and Romania;
 - Outlining the legal, operational and institutional requirements for a start-up operation to set out the support needed from central government and from EBRD to ensure financial and operational success.

Project Results and Innovations:

- Groundbreaking work with the aim of ensuring that important municipal investments can be carried out through accessing low-cost funding in the capital markets.
- SEK Advisory Services recommended a number of tangible steps to be taken in forming a successful LGFA in Romania.
- Due to the political climate prevailing in Ukraine at that time, it was deemed too early to take the next steps in establishing an LGFA.

Disi-Mudawarra to Amman Water Conveyance System, Jordan

SEK Advisory Services appointed as a financial advisor for the EUR 550 million investment into building and operating a conveyance system for potable water in Jordan on the basis of a PPP/BOT structure



Client:	Ministry of Water and Irrigation
Country:	Jordan
Purpose:	Financial advice for the construction of a conveyance system for potable water to the Jordanian capital, Amman, on the basis of a PPP/BOT structure
SEK role:	Financial advisor
Period:	Aug 2002 - Oct 2005

Project Highlights:

- In the near future, Jordan will have very limited water resources - among the lowest in the world on a per capita basis.
- Given the success of the As-Samra Wastewater Treatment Plant, the Ministry of Water and Irrigation set out to construct a water conveyance system from the Disi well fields in southern Jordan to the capital, Amman, on the basis of a PPP/BOT (Build, Operate and Transfer) structure.
- SEK Advisory Services was appointed as financial advisor for the project. Tasks included:
 - Review of commercial, financial and regulatory aspects of the project
 - Financial advice throughout the bid process
 - Drafting Instruction for Bidders and the Project Agreement
 - Financial evaluation of bids
 - Bankability and risk analysis

Project Results and Innovations:

- Complex project with many different stakeholders with separate goals and views.
- Due to the comprehensive technical, legal and financial preparation of the project, it moved forward to the selection of contractor.

Construction of a Combined Heat/Power (CHP) Plant, Sweden

SEK Advisory Services appointed as a financial advisor in connection with the anticipated investment in a new solid waste fuelled CHP plant on a project finance basis.



Client:	Gävle Energi AB
Country:	Sweden
Purpose:	To invest into a new solid waste fuelled CHP plant in order to increase the share of renewable energy in the region
SEK role:	Financial advisor
Period:	Sep 2004 - Aug 2005

Project Highlights:

- Gävle Energi AB intended to expand its capacity by constructing a new waste fuelled CHP plant.
- Due to borrowing restrictions, a municipal financing of the project was deemed unlikely.
- A project financing structure was suggested by SEK Advisory Services, where a stand-alone project company would be formed with various stakeholders with interest in such a structure.
- SEK Advisory Services was mandated to further evaluate and proceed with the suggested structure. Work included:
 - Identifying and evaluating viable financing solutions, sources, and structures, as alternatives to traditional financing with municipal guarantee;
 - Compiling an Information Memorandum, including indicative term sheet formats, to be distributed to potential financiers;
 - Assisting in the tender process and carrying out a pre-qualification of interested financiers.

Project Results and Innovations:

- Great interest was shown by financiers for the suggested project financing structure.
- Due to an extension of existing heat supply agreements, the construction of the plant was postponed.

As-Samra Wastewater Treatment Plant, Amman, Jordan

SEK Advisory Services appointed as financial advisor to the Government of the Kingdom of Jordan for the USD 170 million investment in the As-Samra Wastewater Treatment Plant



Client: Government of Jordan,
Ministry of Water and
Irrigation

Country: Jordan

Purpose: Construction and operation
of the As-Samra Wastewater
Treatment Plant on a BOT-
basis

SEK role: Financial advisor

Period: Jan 2000 - Dec 2003

Project Highlights:

- The As-Samra Wastewater Treatment Plant will treat 267,000 m³ daily or Person Equivalents.
- 25-year BOT (Build-Operate-Transfer) concession - including a three-year construction period, sponsored by Samra Wastewater Treatment Plant Company Ltd. (SPC) controlled by the Suez Group (total 50%) [acting through Suez Environnement (20%) and ONDEO Degramont Inc (30%)] and the Morganti Group Inc (50%).
- The project is funded through a mix of equity (\$17.5 million), a commercial loan (\$60 million), and grants from USAID (\$78 million) and from the Ministry of Water and Irrigation (\$14 million).
- SEK Advisory Services acted as financial advisor to the Government of Jordan. Work includes:
 - Financial modeling and analysis;
 - Pre-qualification and evaluation of preferred bidders;
 - Negotiations with the preferred bidders to establish project- and loan agreements.

Project Results and Innovations:

- The first Public-Private Partnership (PPP) to be signed and implemented in Jordan and the first project in Jordan to be implemented on a BOT structure.
- Awarded the 2003 Middle East Water & PPP Deal of the Year by the Project Finance Magazine.



Local Infrastructure Financing through Commercial Banks, Croatia

SEK Advisory Services appointed as lead consultant by the European Bank for Reconstruction and Development to advise commercial banks in Croatia for financing local infrastructure projects



Client: European Bank for Reconstruction and Development

Country: Croatia

Purpose: To support Croatian municipalities in gaining access to funding for investments in local infrastructure projects

SEK role: Financial advisor

Period: Sep 2003

Project Highlights:

- The assignment is a part of an initiative by the European Commission to support Croatian municipalities in gaining access to funding for investments in local infrastructure projects.
- Envisaged infrastructure investments include water supply, wastewater treatment and sewerage, solid waste management, district heating systems, roads, parking, traffic management, public transport and rolling stock.
- SEK Advisory Services was appointed lead consultant for the assignment to provide technical assistance to Croatian commercial banks in strengthening their expertise in municipal lending operations.
- Work includes:
 - Specialist assistance in reviewing municipal lending operations;
 - Drafting of municipal credit strategy;
 - Processing borrower credit applications;
 - Appraisal of investments projects;
 - Credit-worthiness assessment;
 - Training.

Project Results and Innovations:

- Challenging financial environment: small municipalities and undeveloped banking standards.
- A EUR 20 million municipal finance facility through Zagrebacka Banka was established by EBRD.

Financial Modeling and Advice for a Major Private Acquisition

SEK Advisory Services acted as a financial advisor to a major Swedish stock listed corporation in an intended acquisition of a € 400 million target company



Client: Swedish Stock-listed corporation
Country: Sweden
Purpose: Financial modeling and advice for a major acquisition
SEK role: Financial advisor
Period: Aug - Oct 2005

Project Highlights:

- Our Client, a Swedish stock-listed corporation, intended to bid for a € 400 million company that was up for sale
- An investment bank had already been appointed for the transaction, but our Client needed more extensive financial modeling services and second opinion advisory regarding the investment bank's projections
- SEK Advisory Services assisted our Client throughout the acquisition process, our work including:
 - Extensive financial modeling of the target company as well as the financial short-term and long-term effects on the buyer that would arise from deal completion, taking into consideration different financing structures and ownership solutions;
 - Assistance during negotiations with the bank that would finance a significant part of the acquisition;
 - Assistance during the preparation of the bid on the target company

Project Results and Innovations:

- Given the high leverage ratio of the investment and the resulting ratings impact estimation from the financial model, it was deemed necessary to create a special purpose vehicle for the investment with a private investor as minority shareholder.
- After discussions and negotiations with the private investor and the bank, a bid was submitted, which unfortunately was lower than the winning bid.
- However, as indicated by the financial model before the actual bid, the price level of the winning bid would have required too aggressive leverage and recourse on the owner, which in turn would have been detrimental to our Client's rating, cost of capital and future investment opportunities.

Project Finance Advice for Major Greenfield Transmission Project

SEK Advisory Services appointed as a financial advisor for evaluation of various strategic and financial options of a EUR 450 million greenfield energy transmission project



Client: Major Nordic Energy Company (private)
Country: Sweden
Purpose: Greenfield energy transmission project
SEK role: Financial advisor
Period: Jun 2003 - Oct 2003

Project Highlights:

- A major Nordic energy company was planning a large transmission project
- Since there was uncertainty as regards the most optimal implementation and financing strategy, SEK Advisory Services was engaged to:
 - Identify and elaborate on possible ways to achieve the project objectives without resorting to full-recourse financing
 - Construct a comprehensive financial model to quantitatively assess alternative financing structures of the project
 - Establish a preliminary project structure and highlighting critical issues for going forward

Project Results and Innovations:

- Due to the specific parameters of the project objectives as well as the Client's requests, a feasible project finance structure was elaborated
- Specific components that would increase the viability of the project were identified and included how to:
 - Engage the commitment of key suppliers
 - Establish a firm and loyal customer base through a quasi equity approach
 - Maximize the opportunities of various forms of grant financing and guarantee support
- The project is currently being redesigned due to market changes

Modernization of Alarm Centers and Emergency Number System, Latvia

SEK Advisory Services appointed as lead institutional and financial advisor to the Latvian Government represented by the Ministry of Health in procuring a new national emergency number system.



Client: Government of Latvia,
Ministry of Health - Center
for Emergency and Disaster
Medicine

Country: Latvia

Purpose: Health sector reform

SEK role: Institutional and financial
advisor

Period: Aug 2003 - Oct 2004

Sub-consultants: SOS Alarm
Swepro

Project Highlights:

- In preparation for Latvia's accession to the EU, the country's emergency number system needed modernization, integration with other emergency services and compliance with EU-standards
- The project constituted the second phase of a World Bank-sponsored healthcare sector reform project in Latvia
- The project included:
 - Preparing a feasibility study for the project
 - Designing a small-scale project to be tested in a pilot project region
 - Advising the client on technical, organizational and financial aspects of the procurement of the new emergency number system
 - Preparing transparent bidding documentation including technical documentation, organizational description
 - Identifying possible funding sources for the project

Project Results and Innovations:

- The client was able to make decisions on project scope and limitations, organization and functionality
- Bidding documents were prepared introducing the functional procurement methodology
- Various funding opportunities for the project were identified

Upgrading and Rehabilitation of the Elektrėnai Power Plant, Lithuania

SEK Advisory Services appointed to conduct a feasibility study for the rehabilitation and upgrading of the Elektrėnai Power Plant, Lithuania



Client:	AB Lietuvos Elektrinė
Country:	Lithuania
Purpose:	Feasibility study for the Rehabilitation and Upgrading Project at Elektrėnai Power Plant
SEK role:	Financial advisor
Period:	June 2003 - June 2004
Lead-consultant:	Swedpower (Vattenfall Power Consultant)

Project Highlights:

- Elektrėnai Power Plant (EPP) is Lithuania's largest conventional thermal power plant. However, since the construction of Ignalina Nuclear Power Plant, it has only served as a source of reserve power. As a result of Lithuania's entry into the EU, however, Ignalina is in the process of being decommissioned and one of the results of this process is that EPP will once again have to assume the role as one of the main sources of power for Lithuania in the years ahead.
- To achieve the EU standards necessary for re-establishing EPP as a main source of electric power in Lithuania, comprehensive technical and environmental rehabilitation measures were required.
- SEK Advisory Services' tasks included:
 - Preparing a feasibility study for the project
 - Financial assessment and modelling of the project over a period of 20 years
 - Institutional and market analysis of the energy sector of Lithuania
 - Assessment of possible funding sources , including grants, multilateral financial institutions, commercial banks, emission reduction units and internal cash flow

Project Results and Innovations:

- The financial viability of the project was documented
- Various funding opportunities for the project were identified
- Bidding documents were prepared enabling EPP to procure equipment according to international procurement practices
- The project study was fully implemented in May 2008

Rehabilitation and Upgrading of Kaunas Power Plant, Lithuania

SEK Advisory Services appointed to conduct a feasibility study for the rehabilitation and upgrading of the Kaunas Hydroelectric Power Plant, Lithuania



Client:	Lietuvos Energija
Country:	Lithuania
Purpose:	Feasibility study for the Kaunas Hydroelectric Power Plant
SEK role:	Financial advisor
Period:	2002
Lead-consultant:	Swedpower (Vattenfall Power Consultant)

Project Highlights:

- Kaunas Hydroelectric Power Plant is one of only two hydropower plants in Lithuania and very important for the regulation of the electricity grid in the country.
- Due to many years of continuous operation, KHPP had reached a point where it was in urgent need of rehabilitation and upgrading.
- SEK Advisory Services' task included:
 - Preparing a feasibility study for the project
 - Evaluating financing options for the project, including soft loans, national and international grants, export credits, commercial loans and internal financing
 - Preparation of the tender documents
 - Evaluation of the tenders

Project Results and Innovations:

- The financial viability of the project was established through the Feasibility Study
- Various funding opportunities for the project were identified
- The prepared tender documents enabled KHPP to procure equipment according to international procurement practices.
- The project has been implemented and ordained

High Voltage Interconnector Study for Lithuania and Poland

SEK Advisory Services appointed to develop a financing plan and a business case for a major energy transmission project between Lithuania and Poland



Client: European Bank for Reconstruction and Development

Country: Lithuania and Poland

Purpose: Develop a financing plan and business case for a major energy transmission project, connecting the power grids of Lithuania and Poland by a high voltage direct current interconnector.

SEK role: Financial advisor

Period: 2002

Lead-consultant: IPA Energy, Swedpower (Vattenfall Power Consultant)

Project Highlights:

- The objective of the assignment was to develop a financing plan and business case for a major energy transmission project, connecting the power grids of Lithuania and Poland by means of a High Voltage Direct Current interconnector
- SEK Advisory Services' task included:
 - Financial and Economic analysis of the project
 - Assessment of the public as well as the private gains and losses resulting from the Project
 - Assessment of appropriate ownership structures

Project Results and Innovations:

- The Economical assessment demonstrated that the interconnector would be economically beneficial
- It was concluded that the interconnector would require the synchronising of the main western European power system with that of Russia and that this was to raise too many issues of system compatibility to be feasible on a credible timetable

Increasing Private Sector Participation in District Heating in Lithuania

SEK Advisory Services appointed to assess different options for the modernisation of district heating in Vilnius, Lithuania



Client: VST, Vilnius
Country: Lithuania
Purpose: Assessment for the modernisation of district heating in Vilnius
SEK role: Financial advisor
Period: 2000
Sub-consultant: ĀF International

Project Highlights:

- The project involved analysing different options for the modernisation of district heating in Vilnius.
- SEK Advisory Services' task included:
 - Evaluation of the tenders received for the lease of Vilnius District Heating Company's assets
 - Review of the Tender Rules and the proposed lease contract.
 - Analysis of the financial proposals, differences in the proposed lease fees, PV calculation, analysis of investment programs
 - The legal and regulatory framework was reviewed in order to pinpoint areas in need of adaptation in order to facilitate privatisation

Project Results and Innovations:

- The City of Vilnius awarded a concession to an international utility provider