

# OUTCOMES

## VI INTERNATIONAL CONFERENCE

### “RISK MANAGEMENT IN ENERGY-2023”



**13 April 2023**

**Information Report on  
THE VI INTERNATIONAL CONFERENCE  
“RISK MANAGEMENT IN ENERGY -2023”  
13 April 2023**

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The 6<sup>th</sup> International Conference "Risk Management in Energy-2023" (the Conference) was held with support of the Ministry of Energy of the Russian Federation and the Organization of the Black Sea Economic Cooperation (BSEC) on April 13, 2023 via webinar. The event was organized by the Institute for Energy and Finance Foundation (FIEF, Russia).

The Conference was included in BSEC's Plan of Actions for 2023. It was attended by high-level officials from the international organizations, energy ministries and companies, as well as financial, industrial, consulting organizations from Russia, Türkiye, Serbia, Moldova, Azerbaijan, Armenia, Iran, Pakistan, Venezuela, Egypt and other countries.

The Conference's participants discussed the scenarios and forecasts for the global energy sector development in the transition period, ways to overcome the increasing vulnerability of energy systems for countries with varying degrees of dependence on hydrocarbons and different opportunities for low-carbon transformation, the impact of price restrictions and other measures of non-market regulation by the consumer countries on the world energy markets volatility, the role of power generation in ensuring the secure energy transition, the international gas hub in Türkiye as a mechanism to improve the sustainability and security of energy supply, corporate risk management strategies in the transforming energy sector and other issues.

The international video broadcast and moderation of the Conference was carried out from a professional video studio in Moscow via Zoom application. All events were accompanied by highly professional Russian-English/ English-Russian simultaneous online translation.

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**PLENARY SESSION**  
**«THE GLOBAL ENERGY CRISIS AS A CATALYST FOR ENERGY  
TRANSITION AND A TEST FOR ENERGY SECURITY»**

The plenary session “The global energy crisis as a catalyst for energy transition and a test for energy security” was moderated by Alexey Gromov, Principal Director on Energy Studies of the Institute for Energy and Finance. Among the speakers of the Plenary session were the Deputy Minister of Energy of the Russian Federation Sergey Mochalnikov, General Director for International Relations of the Ministry of Energy and Natural Resources of the Republic of Türkiye Ozturk Selvitop, BSEC Permanent International Secretariat Executive Manager Ambassador Ashot Kocharian, President of the Black Sea Trade and Development Bank (BSTDB) Serhat Koksall, Member of the Board of the Iranian Oil and Energy Club (IPEC) Alireza Shirani.

In the Opening Remarks, BSEC PERMIS Executive Manager Ashot Kocharyan, responsible for energy issues, noted:

“The BSEC Member States attach particular attention to the field of energy which is one of the key priorities and strategic areas of cooperation.

We continue paying special attention to encouraging Green Energy investments in the BSEC Region with a view to creating a modern energy infrastructure that includes areas with poor access to energy and to encouraging local entrepreneurship in green energy production.

Our activities aimed at implementing the Sustainable Development Goal 7 (ensure access to affordable, reliable, sustainable and modern energy for all) are guided by the BSEC Green Energy Strategy adopted in 2018.

We are aiming at materializing the vision of transforming the BSEC region into a model of clean energy”.



“Our efforts are focusing on energy security, sustainability, harmonization of the national legislation of the BSEC Member States, the utilization of clean and innovative energy technologies in order to reduce negative environmental effects of non-sustainable fossil fuel technologies”, Ashot Kocharyan stressed.

Ambassador emphasized, that the region covered by the territories of the BSEC Members States is of paramount geostrategic importance, serving as a very significant Transport and, especially, Energy hub. It extends from the Caspian to the Adriatic seas, it encompasses all countries around Black Sea, the Caucasus and the South Balkans.

Summarizing the speech Ashot Kocharyan drew attention that finding innovative approaches to international cooperation and developing coordination mechanisms in the sector of energy becomes more than ever urgent especially in light of current developments and existing challenges. He expressed the hope that this Conference would be a good opportunity to discuss the latest developments in the global energy market, ways to overcome the increasing vulnerability of energy systems during the transition period, prospects for hydrocarbon and renewable sources of energy as well as corporate risk management strategies.



Opening the plenary session “The global energy crisis as a catalyst for energy transition and a test for energy security”, the Russian Deputy Minister of Energy Sergey Mochalnikov in his report on the topic "The Role and Place of Russia in Ensuring Global Energy Security in the Era of Changes" noted, that Russia has always paid increased attention to issues of ensuring global energy security. He recalled that the most important outcome of the G8 summit under the Russian chairmanship (St. Petersburg, July 15-17, 2006) was the adoption of the Statement



"Global Energy Security", which fixed the main goals and principles in this area, and a detailed Action Plan for their implementation.

“It’s obviously, that the current global energy crisis began long before the events in Ukraine. Its main reasons were many years of underinvestment in the oil and gas sector and a sharp contraction in demand as a result of the coronavirus pandemic, distortions in the markets of Western countries due to an unbalanced energy and climate policy, weather factors, as well as the pro-inflationary monetary policy of the US and the EU. All these factors put pressure on world prices for energy resources, but the main factor is the sanctions against Russia,” the Deputy Minister added.



“A variety of instruments of pressure have been used against the Russian fuel and energy complex, including an embargo on the Russian coal supply, sea supplies of oil and oil products to the EU countries, a “price cap” for oil and gas exported from Russia, as well as a ban on supplies to Russia the equipment and technologies necessary for the development of the fuel and energy complex.

In addition, sanctions restrictions in the financial and technological fields, and later the deliberate undermining of the Nord Stream gas pipelines, led to a sharp decrease in Russian pipeline gas supplies to European countries and aggravated the crisis in Europe, returning energy poverty to the European agenda,” Sergey Mochalnikov stressed.

He emphasized that the past 2022 year and the current year 2023 are very difficult and very important for our future. They can rightly be called transitional in the development of the Russian fuel and energy complex and the entire economy of our country.

“The main challenge for us was the unprecedented sanctions pressure from “unfriendly countries” who tried to limit the development of the Russian fuel and energy complex and isolate it from the global energy system.

However, despite this, according to the results of 2022, oil and gas condensate production in Russia increased to 535 million tons (+2.0% compared to 2021), and oil exports renewed a maximum of 242 million tons (+7.6% yoy).

Natural gas production, although it decreased by 11.7% compared to 2021 (674 billion cubic meters against 763 billion cubic meters in 2021), mainly due to a decrease in Russian gas exports to the European direction, but did not lead to systemic problems in the development of the industry. Moreover, over the past year, Russia has increased the export of liquefied natural gas by 20%, and also set a record for daily gas supplies to China via the Power of Siberia gas pipeline.

Coal production remained at the level of last year (443 million tons), and its export, despite the EU embargo, decreased by only 1% (from 223 to 221 million tons).

We continue to work on diversifying the export supplies of Russian energy resources through the accelerated development of transport and logistics infrastructure in the east of our country,” the Deputy Minister said.



Among the priority areas for the development of Russia's interaction with other countries, Sergey Mochalnikov noted the need to step up efforts to develop financial and insurance support for the export of Russian energy resources, independent of Western financial institutions.

“Moreover, we believe it is necessary to promote the Russian vision of the current trends in the global energy transition and the international climate agenda, based on ensuring a reasonable balance between the requirements of energy security and climate neutrality.

And of course, we will continue our efforts to improve the quality of risk management in the energy sector, the effectiveness of which largely determines the stability of the Russian fuel and energy complex, its adaptability to new challenges of the time and the reliability of its functioning as an important element of the global energy system,” the Russian Deputy Minister of Energy summed up.



Continuing the theme of ensuring the secure energy transition, Dr. Öztürk Selvitop, Director General of Foreign Relations of the Ministry of Energy and Natural Resources of the Republic of Türkiye, spoke about the 'National Energy Plan' and 'Hydrogen Technologies Strategy and Roadmap,' both prepared to meet the country's 2053 net zero emission targets through the use of renewable energy, nuclear and hydrogen energy.



Under the new plan, Türkiye's energy consumption, which was 147.2 million tons of oil equivalent in 2020, is projected to reach 205.3 million tons of oil equivalent in 2035, meaning a 39.5% increase, in line with Türkiye's growth targets.

Renewable energy sources, which had a 16.7% share in primary energy consumption in 2020, will increase to 23.7% in 2035. The country's installed power in electricity will reach 189,700 megawatts (MW), up from 95,900 MW in 2020.

Speaking about the diversification of energy sources, he stressed that Türkiye has a huge potential for the hydrogen production using renewable energy sources.

A special role in the energy balance of the country is given to natural gas. In recent years, Türkiye has managed to create a developed infrastructure for receiving

and transiting natural gas, including the Turkish Stream gas pipeline and the Trans-Anatolian gas pipeline (TANAP), as well as to diversify the composition of importers, thereby increasing its energy security and providing itself with the ability to respond flexibly to regional market factors.



Separately, the Director General noted that Türkiye intends to become the largest gas trading center, while one of the necessary factors for ensuring energy security in the region is the expansion of energy cooperation with Russia.

He also said that on the trading gas hub discussions were held with a number of countries: “Representatives of all states with which we discussed this issue declared their readiness to support the Turkish gas hub project. Operations to buy and sell gas through the proposed Russian gas hub project in Türkiye are scheduled to begin in 2024.”

Speaking on the topic “Increasing vulnerability of energy systems during the transition period and its consequences for countries with different dependence on hydrocarbons and different opportunities for low-carbon transformation”, President of the Black Sea Trade and Development Bank (BSTDB) Serhat Koksall noted that the implementation of joint actions to achieve the low-carbon development goals

and climate change mitigation is one of the key objectives of the Bank. This is the top priority in every aspect of BSTDB development finance in all member countries of the Black Sea region.



The Black Sea Trade and Development Bank (BSTDB) is an international financial institution headquartered in Thessaloniki (Greece), established jointly by Albania, Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Moldova, Romania, Russia, Türkiye and Ukraine and started operations in 1999. The bank, with an authorized capital of 3.45 billion euros, supports economic development and regional cooperation in the Black Sea region through trade and project lending, guarantees and equity participation in private enterprises and public organizations in member countries.

Serhat Koksall analyzed the main challenges faced by the countries of the region during the transition period and elaborated on the problems associated with the global energy trilemma:

“The global energy trilemma consists of three competing issues that drive energy competition, namely energy security, energy equity and environmental sustainability”.

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**Maslow's Hierarchy applied to Energy**

Applying Maslow's Hierarchy to Energy:

1. Developing Countries still fulfilling basic needs
2. As more developed increase focus on Renewables
3. Only most developed can focus on SDGs

SDG Goals → **Self-actualization:** achieving one's full potential including creative activities (Self-fulfillment needs)

Renewable Energy → **Esteem needs:** prestige and feeling of accomplishment (Psychological needs)

Robust infrastructure / Secure supply / Interconnections → **Belongingness and love needs:** intimate relationships, friends

Basic energy from currently available sources → **Safety needs:** security, safety (Basic needs)

**Physiological needs:** food, water, warmth, rest

The BSTDB President described in detail the portfolio of energy projects implemented by the Bank in the countries of the Black Sea region, which are characterized by the following main factors:

- Carbon usage still high (gas, oil, coal);
- RES growing from very low base;
- RES primarily financed with State and MDB support.

Alireza Shirani, Board Member of the Iranian Petroleum and Energy Club (IPEC), presented a comprehensive analysis of the geopolitical component of the “energy transition”, taking into account the existing areas of tension that affect the implementation of possible energy transformation scenarios, in his report “The effects of current geopolitical tensions on the energy portfolio of the CIS, Middle East, and European countries”.





Alireza Shirani paid special attention to the mechanisms for ensuring the security and reliability of energy supply to the regions of the Middle East, the Caucasus and Central Asia through the establishment of the Multinational Electricity Infrastructure co., with the propose of:

- Improving the interconnections between countries;
- Creating the hub of electricity for exporting the electricity to other regions;
- Benefitting peak demand difference to decrease the electricity cost;
- Helping the zero emission goals of the countries;
- Create adding value for the existing oil and gas recourses.

Speaking about the necessary prerequisites for creating such an infrastructure, he noted:

“All countries of the regions under consideration are interested in cross-border trade in electricity to improve the security of energy supply and reduce related costs. For this, existing cross-border power lines and cooperation models that were developed back in the days of the planned economy of the USSR can be used.”

  
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**In Middle east:**

- Middle east benefits of high gas and oil prices
- As Prediction shows the oil price will dramatically decrease in 2023 ( 40\$ per Barrel),It seems that the future market of oil and gas will not be as attractive as before
- Attraction of Investors for oil and gas will be more difficult in this new environment especially for well recovery projects





At the end of the plenary session, the key speakers answered questions from the delegates and took part in a lively discussion with the participation of the plenary session moderator Alexey Gromov, Principal Director for Energy Studies at the Institute for Energy and Finance.

Serhat Koksai, BSTDB President answered the question of a representative of the state oil company PDVSA (Venezuela) about the main risks of using cryptocurrencies in settlements at the energy projects implementation.





Dmitry Semenov, Director of the International Cooperation Department of the Russian Ministry of Energy spoke about the plans to expand the implementation of international projects in the near future.



Andrey Konoplyanik, Adviser to Director General of Gazprom export, took an active part in the discussion.



The Gazprom Export's representative commented in detail on the following questions of the delegates:

- What energy carriers do you consider to be low-carbon in general, as well as the most promising in the energy transition perimeter for providing affordable and sustainable energy sources, especially in developing countries?
- If the emission level factor during generation is considered as one of the key factors (however, by no means the only one), how do you assess the prospects for investing in the development of solutions to minimize and eliminate CO<sub>2</sub> emissions when using traditional energy resources?
- Is there a place for traditional energy resources in the energy balances of countries committed to the implementation of the global climate agenda, in what volume and in what time horizons?



## **STRATEGIC SESSION**

### **“MANAGING THE RISKS OF THE “ENERGY TRANSITION” FOR THE HYDROCARBON ENERGY AND POWER GENERATION”**

The risks of the hydrocarbon energy with the accelerated implementation of ESG regulation in the world were analyzed in detail by Alexander Shirov, Director of the Institute for Economic Forecasting of the Russian Academy of Sciences (IEF RAS).

Speaking about the main emitters of greenhouse gases, the Director of the IEF RAS noted:

“The share of developed countries in Global GDP will continue to decline until 2030 and will amount to 39 percentage points. Thus, over 30 years, starting from 2000, the share of developed countries in Global GDP will decrease by 17 percentage points.

A turning point in the distribution of key roles in the Global GDP production occurred in 2005-2010. After 2010, the trend towards an increase in the share of developing countries in Global GDP will continue until 2030. After 2030, the proportion between developed and developing countries will stabilize.”



Assessing the effectiveness of various ways to reduce greenhouse gas emissions, Alexander Shirov emphasized:

“As the potential of “cheap” measures (including forests, fugitive emissions, waste, utility efficiency) is exhausted, more costly solutions (carbon-free generation, electric vehicles, hydrogen, CO<sub>2</sub> capture, low-emission technologies in industry) have to be used to a greater extent.

The use of these “costly” technologies at later stages creates an opportunity and gives time for the development of the necessary production and infrastructure capacities and competencies in the country.”

In the presentation, he also provided a rationale for why carbon neutrality in 2050 is irrational and considered the ESG criteria as an economic policy tool.

Andrey Maximov, Director of the Electric Power Development Department of the Russian Ministry of Energy, considered the possible approaches to regulating low-carbon generation in the report “The Low Carbon Power Certification System: Possible Regulatory Approaches”.

Among the advantages of the introduced system in terms of energy transition, a representative of the Russian Ministry of Energy noted:

- reliable legal proof of consumption and purchase of low-carbon electricity;
- possibility of disclosing information to consumers about the sources of electricity supplied;
- stimulation of voluntary demand for "green" electricity;
- encouraging investment in the creation of new low-carbon generation.

Andrey Maximov analyzed international experience in the field of "green certification", the basic principles of organizing the system, methods for transferring generation attributes, as well as the life cycle of generation attributes and certificates.



Ahmet Türkoğlu, CEO, Energy Exchange Istanbul (EXIST), in his speech on the topic “Changing Energy Routes and the Growing Importance of EPIAŞ as a HUB”, presented in detail the history, structure, mission, strategic goals and objectives, types of energy markets and other aspects of the Exchange functioning.

He paid a special attention to the development of the natural gas market and the Turkish gas hub.

“The Spot Natural Gas Market (SGM), one of the most important steps taken in the development of energy trade and liberalization of energy markets in Türkiye, was put into service on 1 September 2018.





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# EXIST

Changing Energy Routes and The  
Role of EPIAŞ as a HUB

Ahmet Türkoğlu  
CEO

VI International Online Conference  
Risk Management in Energy - 2023  
April 13, 2023

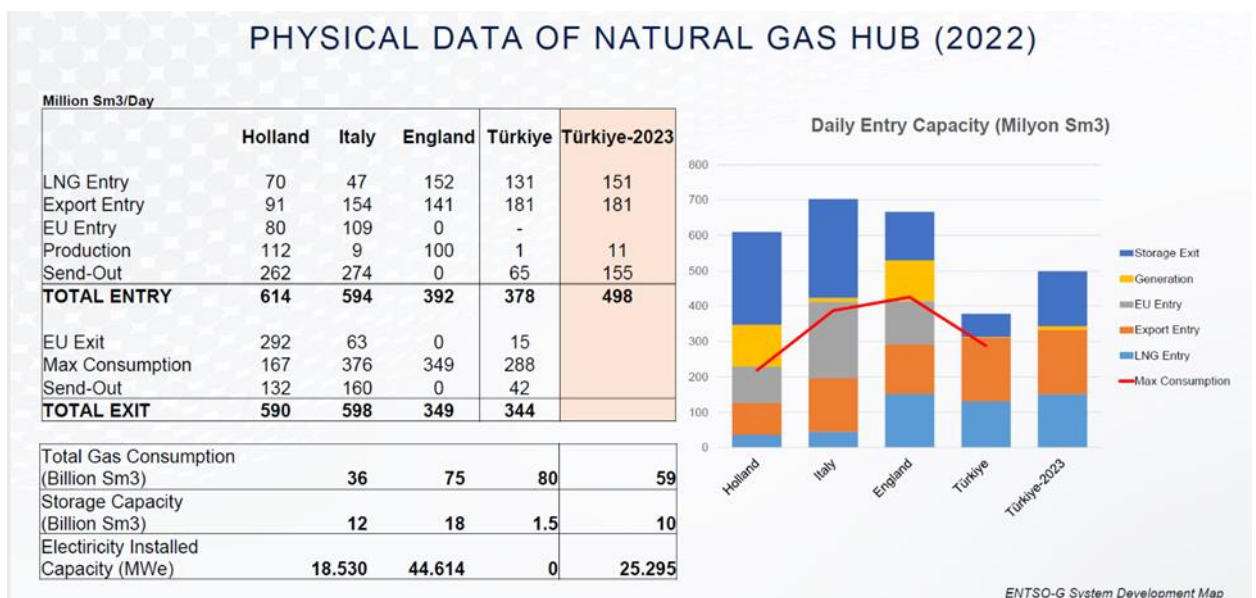
EPIAŞ



## Mr. Ahmet Türkoğlu

CEO, Energy Exchange Istanbul (EXIST),  
Türkiye

With the SGM designed and developed by EXIST using domestic and national resources, Türkiye has become the first country in its region, where the natural gas price is formed in the free market,” Ahmet Türkoğlu noted.

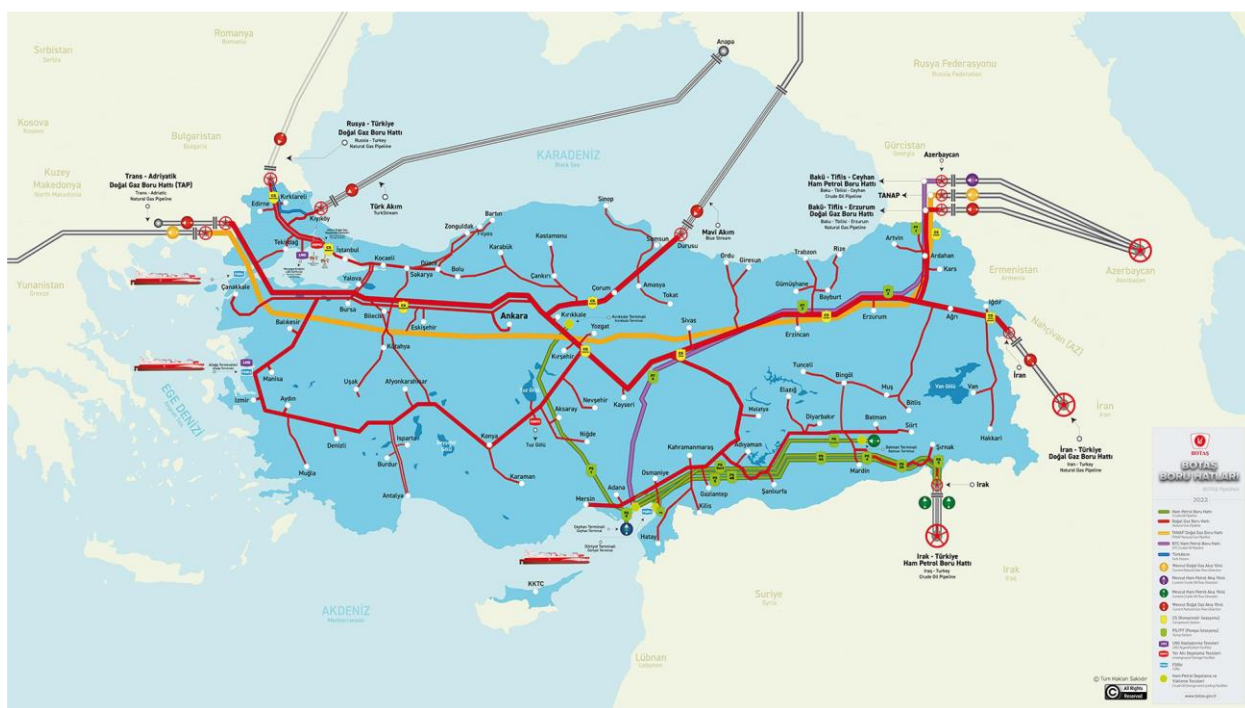


“The gas hub project involves the creation of a platform for gas supplies and pricing on the border with the EU, which could become an alternative to other



centers for determining the price of gas in Europe,” he stressed, comparing the physical indicators of natural gas trade at different sites.

Gas supplies for the hub creation will provide the capacities of the existing Russian gas pipelines (Turkish Stream and Blue Stream), other suppliers (Algeria, Qatar, Iran, Turkmenistan), with whom negotiations are currently underway, as well as gas from Turkish fields on the Black Sea shelf.



At the end of the report, he noted new opportunities for the development of regional gas markets and international energy cooperation, opening up as a result of the creation of the Turkish gas hub, including for the countries of Western, Eastern and Northern Europe, the Balkans and the Mediterranean.

More detailed information on the Turkish gas infrastructure necessary for the gas hub functioning, as well as its main figures were presented by Yunus Emre ICIK, Deputy Head of the BOTAS Natural Gas Purchase and Export Department in the presentation “Turkish Natural Gas Hub”.



The BOTAS representative recalled that seven export gas pipelines pass through the country. In addition, Türkiye's gas industry includes two LNG terminals, three floating LNG storage and regasification units, and two underground gas storage facilities.

The Turkish parliament has approved changes to the structure of the state-owned oil and gas company BOTAS in order to implement the gas hub project.

Aspects related to the formation and operation of the largest gas hubs, pricing and risk management were the focus of Sandy Singh, Market Research Analyst of the Gas Market Analysis Department of the Gas Exporting Countries Forum (GECF).

She considered the issues related to the creation and operation of the Turkish gas hub separately.



At the same time, Sandy Singh emphasized that the GECF continues to “support the fundamental role of long-term gas contracts as well as the gas pricing based on oil/oil products indexation to ensure stable investments in development of natural gas resources,” as outlined in its Doha Declaration dated 22 February 2022.

At the end of the presentation, the GECF representative summed up the main results of the analysis:

- Gas hubs has evolved over the past decades in Europe and North America, from acting as balancing points to becoming benchmark hubs and playing a crucial role in gas price setting based on market fundamentals.
- The creation of a gas hub is highly dependent on several factors including regulatory framework, infrastructure and market participants, with its success underpinned by its liquidity.
- Trading at hubs can be conducted via OTC or exchange trade, and used as a risk management tool.

- Türkiye may be poised to become a gas hub in the future particularly due to its unique geographic location however, there will need to be further infrastructure development and opening up of the market to more participants.

The creation of new price indicators for key raw materials based on exchange information was the key topic of the presentation by Olga Grek, Deputy Managing Director for Gas and Power Markets, St. Petersburg International Mercantile Exchange (SPIMEX).

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СПИМТСБ

**The main task of the exchange**

Fair on-exchange trade → Market indicators → The importance of market indicators grows in market economy

The value and importance of market indicators is much higher than a few years ago

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“After the sanctions’ imposition, Russia has been faced with the task of creating independent price indicators for key raw materials from unfriendly countries. SPIMEX has sufficiently representative statistics on exchange and over-the-counter transactions in order to form such price indices on its basis,” Olga Grek noted.

Summing up the outcomes of the Strategic Session, Alexey Gromov, Principal Director for Energy Studies of the Institute for Energy and Finance, once again drew attention to the key problems of transition to a low-carbon economy for hydrocarbon



energy and power generation, and the possible solutions in terms of the current energy crisis and simultaneously the tightening climate agenda.



## **PANEL DISCUSSION**

### **«CORPORATE RISK MANAGEMENT STRATEGIES IN ENERGY UNDER TRANSFORMATION»**

The Panel Discussion participants focused their attention on the following issues:

- ESG and climate risks;
- the corporate practice of the climate risks qualitative and quantitative assessment;
- Demand Response mechanism as an element for replacement of the least demanded capacities in the energy network;
- the role of corporate education in developing human capital for a low-carbon economy of the future.

Opening the session "Corporate Risk Management Strategies in Energy Under Transformation", Elena Uspenskaya, moderator - Program Director of the Conference, Head of the Public Events Department at the Institute for Energy and Finance, drew attention to the fact that achieving zero global CO<sub>2</sub> emissions by 2050 requires curbing the growth in energy demand along with a radical change in the energy balance, involving a large-scale transition to renewable and other environmentally friendly energy sources and technologies.

“At the same time, according to the Global Risks Report 2023 presented at the World Economic Forum, the landscape of long-term global risks is dominated by worsening environmental risks in the next 10 years.



Moreover, “failure to mitigate the effects of climate change” is rated as one of the most serious threats: 70% of the experts who participated in the preparation of the report rate existing measures to prevent or prepare for climate change as “ineffective” or “extremely ineffective”, - Elena Uspenskaya emphasized.

“How justified are such concerns and what can companies do to prevent a negative scenario in practice?” – answers to these and other questions were provided by Vsevolod Gavrilov, Managing Director of Sberbank, in his report on the topic “Priorities for Climate Risk mitigation today and at the nearest future”.

“Between the intensification of impact on the environment and the reaction in the form of risk-based events, from 15 to 20 years passes. Without solving the problem of carbon emissions today, we determine the problems of 2040”, the Sberbank Managing Director drew the attention.

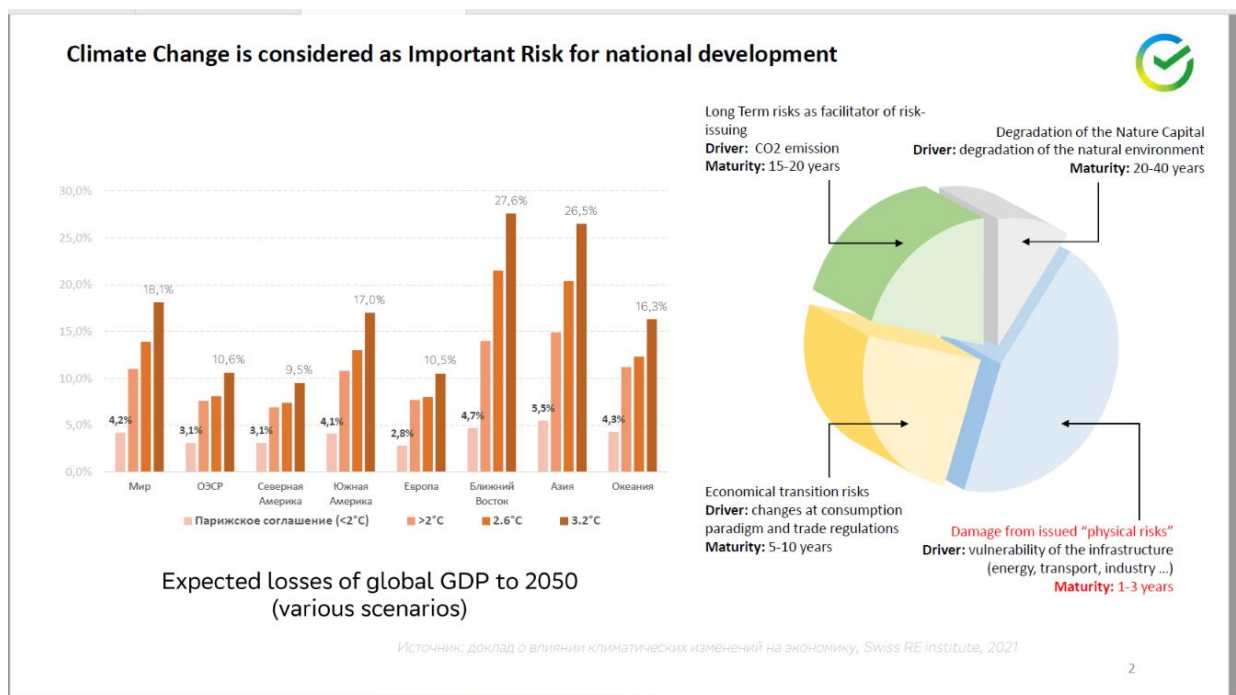


He outlined priority actions by financial institutions:

- Assessment of a client portfolio for a vulnerability to climatic risk;
- Integration of Climate risks and Transition risks to credit strategies.

For State Regulator:

- Regulation of the appetite of the financial system to climatic risk through «risk-weighting».





Vsevolod Gavrilov informed the delegates that in order to achieve the set goals, Sberbank has already partially developed modeling of physical climatic risks and the models of loss assessment from physical climatic risks are under development.

Practical issues related to the assessment of climate risks and opportunities at the corporate level were analyzed in detail by Maria Spiridonova, Director, Sustainable Development Services, Business Solutions & Technologies, Russia.

Among the key benefits of climate risk assessment, she noted:

- aid strategic management decisions;
- assess the degree of the Company's exposure to risks;
- disclose climate-related data;
- visualize climate risks and opportunities.



“The climate risk financial assessment tool is being introduced into the client’s financial model, demonstrating a direct impact on the company’s key financial indicators,” Maria Spiridonova emphasized.

What role the DR mechanism will play in balancing the supply and demand of energy consumption in the process of transition to low-carbon development was demonstrated by Mikhail Andronov, Director General of Rusenergosbyt in a report on the topic “The Demand Response as the mechanism for replacement of the least demanded capacities in the energy network”.

“DR has shown an economic feasibility: the reduction in electricity prices in terms of value for all consumers is greater than their costs for DR. Moreover, those consumers who do not participate in DR also benefit from the growth of the DR market,” the Director General of Rusenergosbyt said.



Mikhail Andronov also drew attention to the fact that for the further development of DR, it is necessary to adopt the target model in 2023 and complete the integration of DR into the wholesale market of electric energy and power.

## DR in Russia

Period, year	Effect for consumers, MRUR	Payments to DR aggregators, MRUR
2019	20	64
2020	299	659
2021	1 731	917
2022	1 731	1 188

- DR gives economic benefits to consumers.
- DR can be used by the System Operator to resolve technical issues.

Since 2019

DR expenditures – 2.9 billion rubles  
(go to consumers participating in DR)



Effect from DR at DAM – 3.8 billion rubles  
(go to all consumers)

**The difference between two amounts  
is the net effect for consumers  
not participating in DR - 0.95 billion rubles**

Those consumers who do not participate in DR also benefit from DR market growth!

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And already traditionally, the special attention of the delegates was attracted by the report of Dmitry Lapin, Head of the Educational Project Management Department, Gazprom Corporate Institute in Moscow, on the topic “The culture of risk management as an element of the company effective development”.



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**Dr. Dmitry Lapin**  
Head of the Educational Project Management  
Department, Gazprom Corporate Institute in Moscow, Russia



Dmitry Lapin recalled that, in accordance with ISO 31000:2018, risk management culture is a set of organizational norms and rules that contribute to the timely identification, analysis and assessment of risks, methods of response and management.

He discussed in detail the main problems and practical steps aimed at developing a corporate culture of risk management.

Among the main barriers to the development of a risk management culture at the enterprise, Dmitry Lapin noted:

- lack of leadership support;
- fear of open discussion of risks;
- unwillingness to take responsibility for risks;
- perception of risk management as a distracting process;
- erroneous sense of security, as the risks have not been realized before;
- perception of risk management as too complex a process.

“The company's success during the global transition to low-carbon development largely depends on the effective actions of the staff, their readiness for change, the availability of new knowledge and skills, which are the components of the risk management culture,” Dmitry Lapin summed up.



## **The final provisions and recommendations of the Conference's participants**

The 6th International Conference "Risk Management in Energy-2023" was attended by more than 150 heads and representatives of the international organizations, energy ministries, leading energy, finance, investment and consulting structures from Russia, Türkiye, Serbia, Moldova, Azerbaijan, Armenia, Iran, Pakistan, Venezuela, Egypt and other countries.

Among the Conference delegates are leaders and representatives of the Organization of the Black Sea Economic Cooperation (BSEC), Gas Exporting Countries Forum (GECF), Ministry of Energy of the Russian Federation, Ministry of Foreign Affairs of the Russian Federation, Ministry of Energy and Natural Resources of the Republic of Türkiye, Ministry of Mining and Energy of the Republic of Serbia, Ministry of Energy of the Republic of Azerbaijan, Black Sea Trade and Development Bank (BSTDB), State Oil Company of the Republic of Azerbaijan (SOCAR), Central Bank of the Russian Federation (Bank of Russia), Moldovagaz JSC (Moldova), Inter State Gas Systems (ISGS, Pakistan), Iranian Petroleum and Energy Club (IPEC, Iran), EPIAŞ Energy Exchange (Türkiye), Monenco Iran Consulting Engineers (Iran), IMEX International (Egypt), BOTAS (Türkiye), PDVSA (Venezuela), NOVATEK PJSC, Zarubezhneft JSC, Gazprom Export, Gazprom Energoholding, Gazprom Mezhhregiongaz, Rosseti Moscow Region, SIBUR, Unipro, OGK-2, Rusatom Energy International, Sberbank, Gazprombank, All-Russian Bank for Regional Development, Commodity Trading, TAIF, SOCAR RUS, PDVSA RUSIA, RUSENERGOSBYT, SPIMEX, DRT, Institute of Economic Forecasting of the Russian Academy of Sciences, National Research Institute of World Economy and International Relations named after E.M. Primakov (IMEMO RAS), the M.V. Keldysh Institute of Applied Mathematics RAS, the Russian Energy Agency (REA) of the Ministry of Energy of Russia, the Institute of Economics and Industrial Engineering of the Siberian Branch of the

Russian Academy of Sciences, and other Russian and international companies and organizations.

The Conference participants noted the particular relevance of holding the event on an annual basis for the development of international dialogue with the participation of Russia and all interested countries and stressed the need to continue further discussion of ensuring global energy security and improving risk management systems in the energy sector.