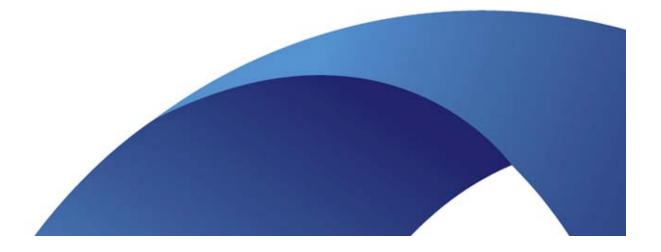
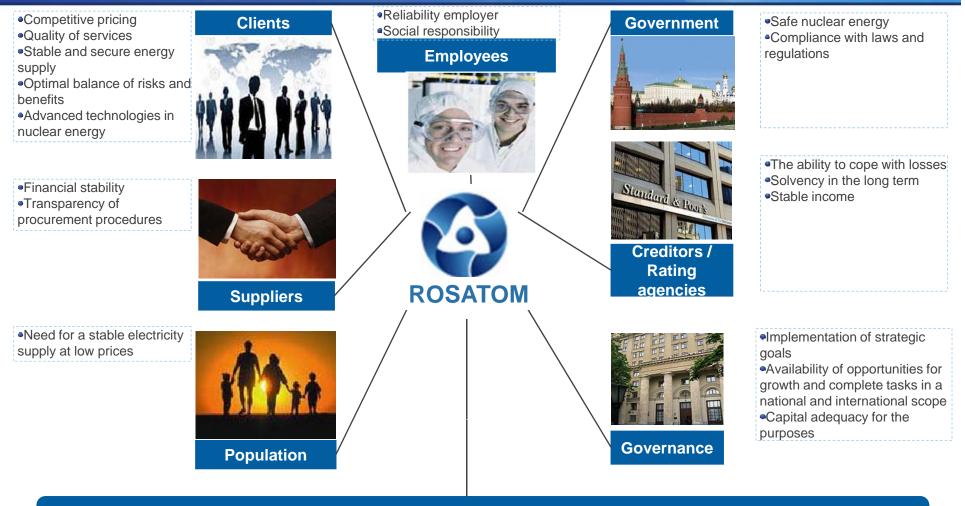


Risk management system and the interaction with the Internal control and audit

Moscow 2014 June 9



Stakeholders are claiming different requirements



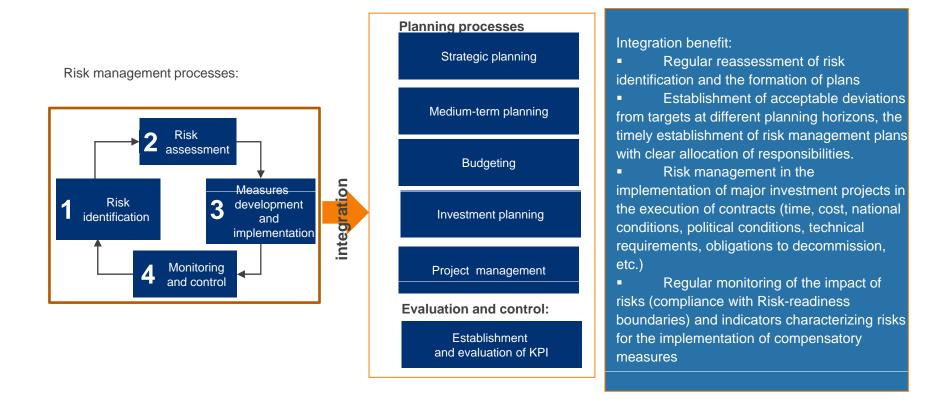
Rapidly changing business conditions require a timely response to changes that may entail some threats or new opportunities.

Risk management system. Basic principles (1 from 2)

Compliance with corporate strategy

• Transparency of the risk management process - information about the possible risks and open dialogue about the possible consequences

Risk Management - is not separate processes, but an integral part of the management system



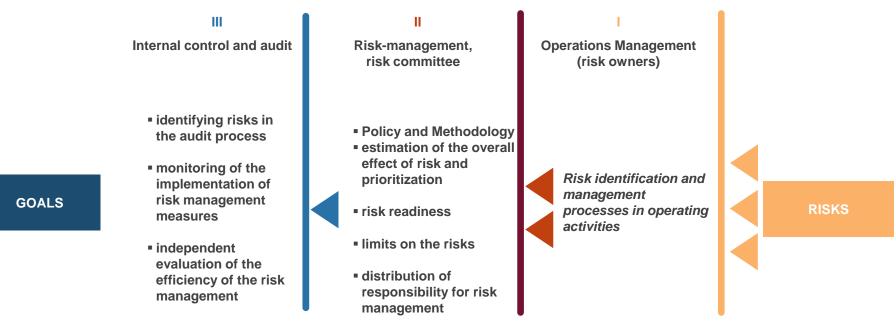
Risk management system. Basic principles (2 from 2)

- Compliance with the current operating management model
- Operational Risk Management the duty of every employee
- Separation of the functions of the activities on the effects on risk and control over their performance and efficiency

Management levels:



Interaction of risk-management and internal control and audit



Independent from the management, assessment of risk management conducted by the Internal Audit, identifying the risks into audit process and monitoring of the implementation of risk management measures allows to improve the system, being essentially a «third line of business defense»

Three lines of defence