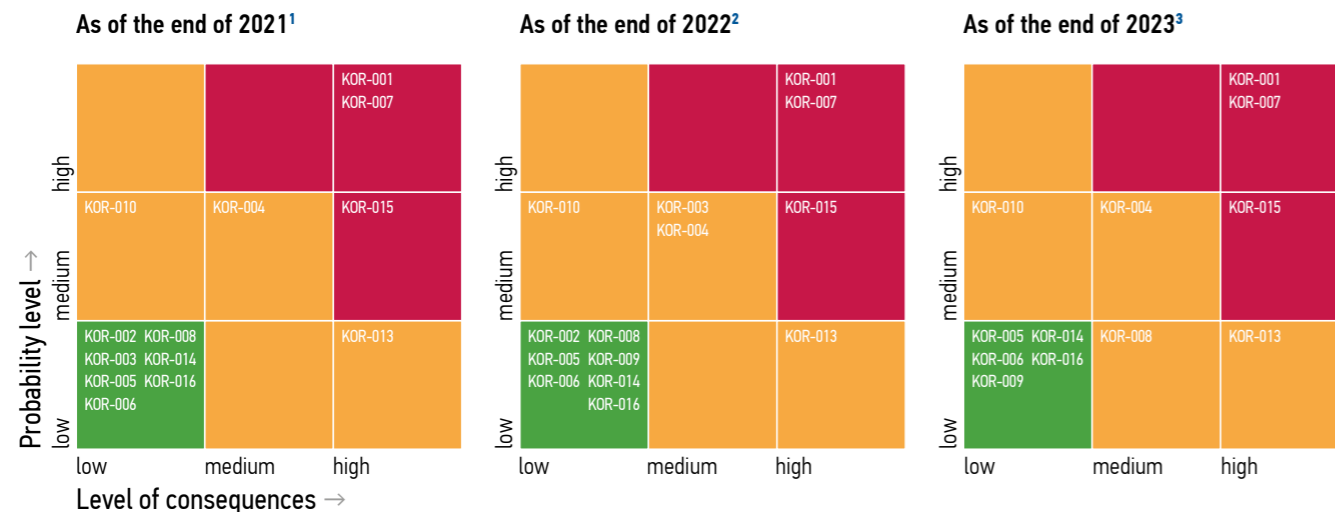


## Maps of key operational risks of PJSC Rosseti for 2021–2023



## Impact of key operational risks on achievement of the Company's performance targets

Performance targets of PJSC Rosseti	Risk assessment parameters	Risks
Financial results and creditworthiness	Revenues	KOR-001
		KOR-002
		KOR-003
		KOR-007
		KOR-012
		KOR-014
Expenses		KOR-004
		KOR-005
		KOR-006
Creditworthiness and liquidity		KOR-008
Net profit		KOR-009
Investment activities	Main parameters of the investment programme	KOR-010
Fulfilment of strategic goals in terms of ensuring uninterrupted power transmission and quality of grid connection services	Indicator describing electricity transmission service reliability	KOR-013
	Indicator describing grid connection service quality	KOR-014
Human resources	Occupational safety	KOR-015
	Labour productivity	KOR-016

<sup>1</sup> Since it is anticipated that net profit will be higher than the amount specified in the business plan, KOR-009 is not applicable.  
<sup>2</sup> KOR-003 increased due to the revision of the methodological approach to determine the level of materiality of risks associated with the provision of grid connection services and the use of the revenue from the provision of grid connection services as a parameter for risk assessment.  
 KOR-009 increased due to possible insignificant deviation of net profit from the plan.  
<sup>3</sup> Since the average transmission service tariff is projected to have a positive weighted average deviation, KOR-002 is not applicable.  
 KOR-003 is not applicable due to the expected increase in revenue from sales of grid connection services.  
 KOR-008 increased due to a possible growth of the debt load, which may affect the Company's credit rating (in terms of reliability as a borrower) and cause a rise in the cost of subsequent borrowings.

## Key operational risks realised in 2023

Realised risk	Indicator	Risk realisation in the reporting period (amount of actual deviation of the risk-underlying indicator from the planned (target) value)		Reasons for risk realisation
		%	abs.	
KOR-003 Risk of deviation of the grid connection scope from the target value set in the business plan	Execution of grid connection agreements	-42%	-1,934 MW	In 2023, it was planned to execute 135 agreements for a total maximum capacity of 4,571 MW. In fact, 179 agreements were executed, with the maximum capacity amounting to 2,637 MW.  Decrease in the volume of connected maximum capacity by 1,934 MW is due to rescheduling of certificate signing under grid connection agreements for the following reasons:  1. Unpreparedness of applicants, including: • Grid connection of recycling CHPP-2 (PJSC NLMK, agreement No. 754/TP dated 30.11.2021, 300 MW) • Grid connection of power plant No. 1, Ivanovo CCPPs (JSC InterRAO — Electric Power Plants, 364.5 MW) • Grid connection of Roschinskaya 110 kV substation (PJSC Rosseti Lenenergo, agreement No. 233/TP-M7 dated 16 March 2011, 191 MW)  2. Absence of grid connection fees established by the FAS of Russia, including: • Grid connection of Prokat 220 kV substation, Stal 220 kV substation (LLC RNC, 358 MW) • Grid connection of Nergin 500 kV substation (LLC Amur Minerals, 250 MW) • Grid connection of Novoshakhtinskaya 220 kV substation (JSC Novoshakhtinsky Oil Products Plant, 120 MW)  3. Rescheduling of certificate signing under agreement No. 286/TP-M6 dated 18.11.2019 with JSC Vyksa Metallurgical Plant, 240 MW in accordance with Additional Agreement No. 2 dated 13.09.2023 (grid connection of GPP-10)
	Revenue from grid connection services	+ 55%	+ RUB 10,223 mln	
	Number of executed agreements, signed grid connection certificates	+ 33%	+ 44 pcs.	

For more details on the Company's KOR management, please see Appendix 1.

## Risks pertaining to sustainable development

### Climate risks

Climate risk management is an important aspect of PJSC Rosseti's activities that is integrated into the corporate risk management system. The Company takes a responsible approach to issues related to climate impact, studies global experience, adapts applicable international and national practices, and develops its own innovative solutions.

The Rosseti Group's production assets are situated in many regions of the Russian Federation. With such a vast geographic reach, changes in climatic conditions can affect both production operations and the financial results of the Group's companies.

The Company is constantly working to manage risks associated with climate change, including both physical and transient risks.

**Physical risks** are the risks associated with natural phenomena arising as a result of climate change and capable of affecting the condition and functioning of various elements of energy systems (generation, distribution and consumption of electricity).

**Transition risks** are the risks associated with the transition to a low-carbon economy that may impact the industry's economy.

Based on the findings of the identification and assessment process, a list of climate risks significant to PJSC Rosseti was compiled, with respective mitigation and adaptation measures devised.