




Achievement of PJSC Rosseti's LTDP strategic goals in 2023


Development of the UNPG, higher customer satisfaction

How we measure results	Impact of key operational risks on the realisation of strategic goals	Contribution of 2023 results to strategy implementation
 UNPG development		
Compliance with the commissioning schedule	<ul style="list-style-type: none"> KOR-010 Risk of non-fulfilment of key parameters of the investment programme KOR-011 Risk of deviation of the target % reduction of specific investment costs from the one set for the planned period KOR-012 Risk of failure to achieve the target capacity utilisation set for the planned period KOR-014 Risk of failure to achieve the grid connection service quality established under tariff regulation 	Results of the PJSC Rosseti's Investment Programme for 2023: <ul style="list-style-type: none"> 1,594 MVA of transformer capacity and 909 km of PTLs were commissioned RUB 111.8 bln, VAT excluded, was the commissioning amount RUB 248.8 bln, VAT included, was the actual financing of the Investment Programme in 2023


How we measure results	Impact of key operational risks on the realisation of strategic goals	Contribution of 2023 results to strategy implementation
 Increased customer satisfaction		
Compliance with grid connection deadlines Achievement of a high reliability of the services provided	<ul style="list-style-type: none"> KOR-010 Risk of non-fulfilment of key parameters of the investment programme KOR-011 Risk of deviation of the target % reduction of specific investment costs from the one set for the planned period KOR-012 Risk of failure to achieve the target capacity utilisation set for the planned period KOR-013 Risk of failure to achieve the level of reliability of power transmission services established during tariff regulation KOR-014 Risk of failure to achieve the grid connection service quality established under tariff regulation 	The integrated index of customer satisfaction with the quality of grid connection services increased by 1.7% year-on-year and reached 9.65 points (out of 10 maximum possible points). 98% of operations related to grid connection are carried out in a digital format 13.5 GW capacity of grid connection agreements satisfied 406,100 number of grid connection agreements satisfied 8.65% (-0.04 p.p. in 2023) level of electricity losses

Technological and innovative development with due regard for maintaining the achieved level of power supply reliability

How we measure results	Impact of key operational risks on the realisation of strategic goals	2023 Result / Contribution of 2023 results to strategy implementation
 Technological and innovative development		
Efficiency of innovations Compliance with the commissioning schedule	<ul style="list-style-type: none"> KOR-010 Risk of non-fulfilment of key parameters of the investment programme KOR-013 Risk of failure to achieve the level of reliability of power transmission services established during tariff regulation 	92,700 km (+3,000 km in 2023) length of FOCLs of the transmission power grid complex 75,100 km (+2,500 km in 2023) length of FOCLs of the distribution grid complex RUB 1.13 bln (+9.1% in 2023) R&D expenditures 7 R&D developments were put into pilot operation 13 R&D developments were rolled out in subsidiaries of PJSC Rosseti

How we measure results	Impact of key operational risks on the realisation of strategic goals	2023 Result / Contribution of 2023 results to strategy implementation
 Ensuring reliability of energy supply		
non-exceedance of the target average interruption duration Readiness for operation in the heating season No increase in the number of people injured in accidents	<ul style="list-style-type: none"> KOR-013 Risk of failure to achieve the level of reliability of power transmission services established during tariff regulation KOR-015 Risk of an accident occurred through the fault of the Company 	The system average interruption duration in the transmission grid complex was 0.0132 Id, hour/interruptions (with the target being 0.03192 Id, hour/interruptions). I _{SALIDI} (average interruption duration for the point of supply) remained flat with the previous year: 2.8 hours. I _{SALIFI} (average interruption frequency index for a point of supply) decreased from 1.5 interruptions in 2022 to 1.4 interruptions in 2023. The actual reliability indicators of the services provided in 2023 correspond to the reliability level set by the FAS of Russia. RUB 8.4 bln occupational health and safety expenses

Improving the economic efficiency of operations

How we measure results	Impact of key operational risks on the realisation of strategic goals	2023 Result / Contribution of 2023 results to strategy implementation
 Improving the economic efficiency of operations		
Growth of financial and economic indicators (revenue, profit, EBITDA) Reduction of specific operating expenses Increase in labour productivity Decrease in accounts receivable Control of the debt load level	<ul style="list-style-type: none"> KOR-001 Risk of deviation of the volume of electricity transmission services from the value set in the business plan KOR-004 Risk of deviation of loss purchase costs from the value set in the business plan KOR-005 Risk of deviation of non-influenceable costs from the value set in the business plan, except for the cost of purchasing electricity to compensate for losses KOR-006 Risk of increase in actual operating expenses from the amount set for the planned period KOR-007 Risk of deviation of the volume of overdue receivables from the volume set in the business plan KOR-008 Risk of deviation of the Debt/EBITDA indicator value from the value set in the business plan KOR-009 Risk of deviation of net profit from the value set in the business plan KOR-016 Risk of deviation of labour productivity increase indicator from the value set in the business plan 	The Rosseti Group showed stability and solid financial results as of the end of 2023. Net profit totalled RUB 161.3 bln (up 21.5% year-on-year). Revenue grew by 16.7% to RUB 1,378.7 bln. Revenue from electricity transmission grew by 13.8% to 1,153.4 bln, while revenue from grid connection more than doubled from RUB 38.2 bln to RUB 81.9 bln. EBITDA ¹ grew by 37.4% to RUB 528.2 bln.

Promotion of energy and environmental safety

How we measure results	Impact of key operational risks on the realisation of strategic goals	2023 Result / Contribution of 2023 results to strategy implementation
 Promotion of energy and environmental safety		
Achievement of the specified reliability of the services provided Compliance with the commissioning schedule Compliance with deadlines of grid connection	<ul style="list-style-type: none"> KOR-010 Risk of non-fulfilment of key parameters of the investment programme KOR-013 Risk of failure to achieve the level of reliability of power transmission services established during tariff regulation 	156,000 t of CO ₂ -eq. greenhouse gas emissions (Scope 1) — reduction by 34% vs. 2022 RUB 0.8 bln environmental safety costs ² RUB 146.6 mln economic effect from measures taken to reduce energy/fuel consumption 23 million computer attacks prevented in the reporting year by the corporate cybersecurity centre, with no information security breaches

¹ Excluding impairment of fixed assets.

² Does not include the negative environmental impact fee, as well as the installation costs of bird diverters.