

KEY AREAS OF DEVELOPMENT

The Company is part of the Rosseti Group of Companies and is a key element of the economic infrastructure, ensuring economic development and growth in the well-being of the population within the territory falling under the Company's operational responsibility. The Company's mission and vision are defined by the Development Strategy of Public Joint Stock Company "Federal Grid Company — Rosseti" and its subsidiaries and affiliated companies for the period through 2030².

Mission: affordable and high-quality electricity to every home, institution, and enterprise for the comfortable life of people, the conduct of business, and the development of the national economy.

For the purposes of implementing the Development Strategy, the Company has developed and is implementing the action plan³, aimed at fulfilling the Development Strategy of Public Joint Stock Company "Federal Grid Company — Rosseti" and its subsidiaries and affiliated companies for the period through 2030.

The Development Strategy implementation plan includes measures set forth in the Company's key policy documents, approved by the governing bodies or by the Company's organizational and administrative instruments, and aimed at achieving the following strategic objectives of the Rosseti Group of Companies:

1. Establishment of a unified electric grid complex of the Russian Federation through consolidation of electric grid assets under the management of the Rosseti Group of Companies.
2. Improvement of the efficiency of the electric grid complex.
3. Ensuring the implementation of the national projects of the Russian Federation.
4. Ensuring the reliability and accessibility of electricity supply.
5. Ensuring technological sovereignty.

The achievement of the strategic objectives is assessed, inter alia, by means of the system of key performance indicators and functional key performance indicators applied by the Company.



Strategy in Action

1. To achieve the strategic objective of “Establishment of a unified electric grid complex of the Russian Federation through consolidation of electric grid assets under the management of the Rosseti Group of Companies,” work was carried out in 2025 to address the following tasks:

- Consolidation of electric grid facilities owned by RGOs, as well as ownerless electric grid facilities
- Obtaining the SIRGO status in the regions of presence

Key indicator of the Development Strategy	MU	2025 Target	☑ / ☒	2030 Forecast
Composite indicator: “The Rosseti Group’s share in the electric grid complex of the Russian Federation”	%	Development of the methodology and determination of the baseline value	☑	Annual increase relative to the value of the previous year

2. To achieve the strategic objective of “Improvement of the efficiency of the electric grid complex” work was carried out in 2025 to address the following tasks:

- Optimization of processes and systems
- Improvement of labor productivity
- Reduction of electricity losses
- Increase in capacity utilization
- Improvement of effectiveness and reduction of the unit cost of investments
- Reduction of opex
- Improvement of the profitability level of the core business
- Ensuring energy security
- Introduction of new technologies, innovative products, and services
- Digital transformation and development of information technologies
- Ensuring financial stability and sustainable development

Key indicator of the Development Strategy	MU	2025 Target	☑ / ☒	2030 Forecast
Loss level	%	6.02	☑	5.82
ROIC	%	11.6	☑	>15.6
Operating margin	%	11.6	☑	>18.0
Net profit, net of impairment and connection revenues	RUB thous	7,516,561	☑	> 21,723,737
EBITDA	RUB thous	24,870,831	☑	> 44,436,222
Increase in labor productivity against 2022 figures	%	15	☑	x
Active staff turnover	%	6.5	☑	6.5
Debt/EBITDA	Rel. units	1.0	☑	<0.5
Overdue electricity transmission receivables	RUB thous	1,062,660.1	☑	147,495.9
Company’s credit rating assigned by a national rating agency	Rating scale	Value at or above AA+	☑	Value at or above AA+
Safety of the Company’s assets	%	100	☑	100
Enforcement of protection of insider information and maintenance of listing for the Company’s shares	%	100	☑	100
Timely conduct of AGM by the Company and its subsidiaries	%	100	☑	100
Share of contracts concluded upon conducted electronic tenders	%	70	☑	81
Approval of Company’s accounting (financial) statements and absence of remarks from the auditor and board of internal auditors in the course of the audits of the reported period with regard to the Company’s accounting practices	%	100	☑	100
Net margin, net of impairment and connection	%	6.0	☑	>12.7
Compliance with renovated facility launch schedule	%	100	☑	100

3. To achieve the strategic objective of “Ensuring the implementation of the national projects of the Russian Federation” work was carried out in 2025 to connect participants of the national projects to the networks.

The Company has developed a methodology for assessing customer satisfaction with the quality of technological connection services provided to participants of the national projects and has conducted its first survey.

Key indicator of the Development Strategy	MU	2025 Target	☑ / ☒	2030 Forecast
Compliance with facility launch schedule	%	100	☑	100
Ensuring the implementation of the national projects of the Russian Federation through the technological connection of consumers participating in national projects, including new national projects, based on the methodology for assessing customer satisfaction with the quality of services rendered by the Rosseti Group to consumers participating in national projects (CSI index).	CSI index	Development of the methodology and determination of the baseline value	☑	Annual increase of more than 5%.

4. To achieve the strategic objective of “Ensuring the reliability and accessibility of electricity supply” work was carried out in 2025 to address the following tasks:

- Reduction in the specific failure rate
- Reduction in the average time required to eliminate technological disturbances
- Development and implementation of an effective repair program
- Improvement of network efficiency and controllability
- Implementation of equipment renovation programs
- Execution of network development projects
- Improvement of the accessibility of grid infrastructure and simplification of technological connection procedures

Key indicator of the Development Strategy	MU	2025 Target	☑ / ☒	2030 Forecast
Readiness for the heating season	units	1	☑	1
Receipt of a heating season readiness certificate	units	1	☑	1
Absence of material accidents in the electric grids investigated by Rostekhnadzor	pcs	0	☑	0
Compliance with the time limits for technological connection	Rel. units	1.1	☑	1.1
Average duration of interruption of electricity supply to consumers (I_{SAIDI}) (duration of electricity transmission interruption per consumer)	hour	1.31	☑	1.21
Average frequency of interruptions in electricity supply to consumers (I_{SAIFI}) (number of electricity transmission interruptions per consumer)	pcs	0.78	☑	0.72

5. To achieve the strategic objective of “Ensuring technological sovereignty” work was carried out in 2025 to address the following tasks:

- Implementation of the corporate import substitution plan
- Development of innovation
- Transition to domestically produced software and Russian radio electronic products

Key indicator of the Development Strategy	MU	2025 Target	☑ / ☒	2030 Forecast
Effectiveness of innovation activities	%	≥98	☑	≥98
Effectiveness of the transition to the use of domestically produced software	%	88.9	☑	95