

PERSONNEL MANAGEMENT

Key goals of the Company's HR policy focused to achieve strategic goals of the Company and power grids are:

- Personnel requirement planning — ensuring the availability of reliable information on current and projected quantitative and qualitative labor resource needs, sufficient and necessary for the accomplishment of the tasks set before the Company
- Timely provision of the Company's personnel needs with staff of required qualifications
- Securing of personnel efficiency and labor productivity growth

The average headcount of PAO Rosseti Ural in 2025 totaled 14,609 (-0.5% on 2024). The reduction in the average headcount of PAO Rosseti Ural was attributable to natural personnel turnover.

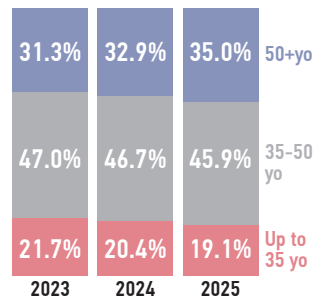
The Company's staffing level as of 31 December 2025 stood at 93%. The active staff turnover rate amounted to 4.8%.

The average age of employees in 2025 was 44.4 years, which is higher than in 2024 (43.5 years).

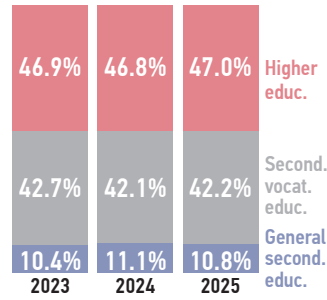
In the personnel structure in 2024, the predominant share was comprised of employees under the age of 50 — 65%.

The Company's personnel is characterized by a high level of employee qualifications: 89.2% of employees hold vocational education.

Personnel age structure in 2023-2025

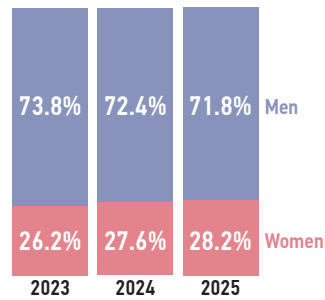


Personnel education structure in 2023-2025

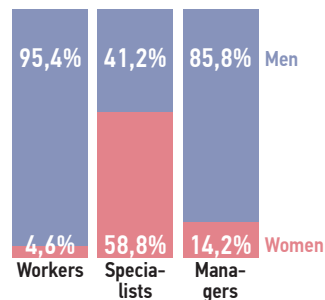


The gender composition of the Company's employees corresponds to the typical ratio for electricity grid companies. As of 31 December 2025, the share of men employed by the Company amounted to 71.8%, and the share of women was 28.2%.

Personnel gender structure in 2023-2025



Personnel gender structure by categories in 2025



Training and Personnel Development

The share of PAO Rosseti Ural employees participating in off-the-job training programs amounted to 98.8% of the average headcount: 14,438 persons (43,766 person-courses), exceeding the key performance indicator of the Personnel and Social Policy of PAO Rosseti Ural (30%). Production personnel accounted for the largest share among those trained — 87.5% or 12,627 persons (37,348 person-courses), including support staff (34 persons or 78 person-courses). Actual expenditures by PAO Rosseti Ural on personnel training in 2025 totaled RUB 114,621.40 thousand, of which RUB 68,188.33 thousand was allocated to training at the corporate training center. In 2024, RUB 124,836.78 thousand was allocated to personnel training, including RUB 67,528.24 thousand for the corporate training center.

To ensure timely filling of vacant managerial positions, as well as to identify, retain, and develop high-potential employees, the Company implements career planning for its personnel. Formation of the managerial talent pool ensures equal opportunities for career advancement within the Company, as well as horizontal and vertical rotation. Systematic training of employees and development of their professional and managerial competencies required for successful performance of target position duties is carried out through work with the Company's managerial talent pools. The managerial talent pool included

253 most promising employees, with staffing of target managerial positions by the talent pool reaching 102% as of the end of the reporting period. As part of talent pool development activities, measures were implemented to involve pool members in tasks promoting the development of competencies necessary for target position occupancy, as well as referral of pool members to educational programs for developing managerial and professional competencies. The trained pool members ratio in 2025 was 99% (251 pool members). The vacant target managerial position fill rate by pool members was 27%, with 28 out of 104 closed vacant managerial positions in 2025 filled by pool members. The pool member promotion ratio was 33%, with 11 out of 33 rotated employees to target positions in 2025 filled by pool members.

Personnel Remuneration System

Rosseti Ural implements the principle of remuneration for labor contingent upon the employee's qualifications, the complexity, and quality of work performed. The procedure for remuneration of the Company's employees is governed by the uniform Regulations on Remuneration of Labor, in full compliance with the applicable Russian Federation legislation on remuneration, and is based on the following principles:

- equal pay for equal work
- reasonable ratio of wage levels for various employee categories

depending on the complexity and qualifications

- creation of equal opportunities for wage growth across all employee categories

Social Policy

Social and labor relations within the Company are governed by the collective agreement of PAO Rosseti Ural. The foundation of the Company's social policy is the principle of social partnership. The parties to the social partnership, on a parity basis, implement joint projects in the interests of the employer and employees, and exercise joint oversight of compliance with the collective agreement. The principal objectives of the Company's social policy are: care for the Company's employees, members of their families, and veterans of the Company; creation of the image of a socially responsible enterprise to attract and retain qualified personnel; establishment of a favorable working environment; and provision of a decent standard of living for the Company's employees upon reaching retirement age.

The Company's social program identifies socially significant projects, measures for their implementation, and sources of funding.

The program encompasses the following areas:

Private health insurance scheme

To ensure employees receive high-quality and timely medical services in accordance with the Insurance Coverage Regulations, approved by the Company's Board of Directors, each Company employee is insured under a voluntary medical insurance policy. The comprehensive voluntary medical insurance program guarantees the timely and high-quality provision of medical services. Corporate programs include a wide range of services at leading state, departmental, and commercial medical institutions within the Company's areas of operation. Accident insurance covers the period of performance of labor duties and provides for payments to employees (or beneficiaries) in the event of loss of working



capacity, deterioration of health, or death resulting from an accident.

Non-state pension provision for employees

Non-state pension provision for the Company's employees is implemented pursuant to an agreement with AO NPF VTB Pension Fund" and the Non-State Pension Provision Program, which is approved annually by the Company's Board of Directors. The Non-State Pension Provision Program is designed to ensure a decent standard of living for employees upon attainment of pension eligibility criteria, and to create conditions for the effective resolution of personnel matters related to the attraction, retention, and motivation of staff.

State, departmental and corporate awards

For achieving high labor performance and making a significant contribution to the improvement and development of the Ural electric grid complex, 2,262 Company employees were recognized in 2025 with state, departmental, sectoral, and corporate awards, including state awards (5 employees), departmental awards (170 employees), awards from the "ERA of Russia" Association (58 employees), and corporate awards (2,029 employees).

Corporate support for employees in improving housing conditions

In 2025, in accordance with the Regulations on Corporate Support for Company's Employees in Improving Housing Conditions, 265 employees received corporate support in the form of compensation for interest on mortgage loans.

Work with energy sector veterans

The Company pays particular attention to work with veterans. The Company operates a Veterans' Coordinating Council, which oversees and organizes the activities of branch Veterans'

Councils. The Veterans' Coordinating Council unites 5,732 non-working retirees of the Company. In 2025, the Company continued activities to maintain the health of veterans and retirees from production divisions. Non-working retirees actively participated in sports competitions in cross-country skiing, track and field, mini-football, volleyball, basketball, and chess.

Cultural, mass, and health improvement events for employees and their family members

During the reporting period, the Company continued to implement measures aimed at maintaining an active lifestyle among employees,



developing corporate sports, and engaging personnel in social and environmental initiatives. Group sports activities of various kinds were organized for employees. In June 2025, an interregional sports competition was held in 6 sports (swimming, table tennis, track and field, volleyball, basketball, and mini-football). A qualifying online chess tournament was conducted, based on the results of which a team was formed to participate in the XV Open Chess Tournament of Power Engineers in memory of M.M. Botvinnik. The Company supports employee participation in the GTO movement. In 2025, more than 150 employees completed GTO standards, the majority of whom were awarded gold and silver distinction badges.

Charitable activities

PAO Rosseti Ural places particular emphasis on developing corporate volunteering among its personnel. In 2025, employees actively participated in blood donation campaigns and various regional charitable events. For the fourth year, the Company has continued the corporate project "Bright Deeds of Bright People," which is intended not only to strengthen team cohesion but also to promote and uphold high human values such as mutual assistance, empathy, and an active life stance.

In 2025, PAO Rosseti Ural continued to strengthen the material and technical base of vocational educational institutions in its areas of operation in the Sverdlovsk, Chelyabinsk and Perm regions. Over RUB 46 million were allocated in 2025 to equip 18 educational institutions with equipment to organize training in specialized fields under the federal projects "Professionalitet" and "Energy Circles." Additionally, more than RUB 5 million were allocated for the purchase of educational equipment for Perm National Research Polytechnic University. To support patriotic and moral-spiritual education of children and youth, the Company provided assistance in the creation and installation of a stele "Lysva — City of Labor Valor" in the town of Lysva, Perm Krai.

Youth policy

PAO Rosseti Ural implements a systematic youth policy focused on three key areas of engagement:

- Engagement with schoolchildren: The Company continues the deployment of its "Energy Circles" initiative, which currently involves 10 schools across the Company's service territory, providing advanced physics instruction to 423 students. Additionally, the Company hosted the All-Russian Olympiad for Schoolchildren for



the "Rosseti" Group in the Ural region, drawing 151 participants, and conducted electrical safety educational sessions reaching over 32,000 children in preschools, general education schools, and recreational summer camps

- Engagement with Higher and Vocational Education: To facilitate practice-oriented training for future specialists, the Company maintains active collaboration with universities and vocational training institutions. This includes partnership within the federal "Professionalitet" program (implemented in the Chelyabinsk and Perm regions) and the development of an educational-

production cluster dedicated to the fuel and energy complex

- Professional and Social Adaptation of Young Professionals: This core component of the youth policy is predicated on the principle of partnership. The Company maintains a Young Professionals Council, which fosters the moral, professional, intellectual, physical, and creative development of junior staff. The Council provides comprehensive support for the workplace integration of newly hired specialists and actively participates in implementing social projects and initiatives aimed at strengthening the Company's corporate culture and professional heritage



In 2025, the Company's commitment to the development of young professionals was demonstrated through active participation in federal and sectoral events:

- International Forum of Young Power Engineers and Industrialists "Forsazh"
- "Case-in" Engineering Championship
- Youth Day at the Russian Energy Week
- "Case-R" Sectoral Case Championship
- International Youth Scientific and Technical Conference "Energy System. Management. Quality"

Labor protection and industrial safety

The Company's labor protection management system functions in line with the PAO Rosseti's Regulations on the System Managing Labor Protection³⁰ and PAO Rosseti Ural's Regulations on the System Managing Labor Protection³¹, regulating provision of safe labor conditions on all stages of production process, creation of conditions preventing the injury risks. The Regulations also stipulates the evaluation of the system and remedial action procedures that help enhance the efficiency of labor protection activities. In 2023, the Company and AO EESK conducted identification of dangers and evaluation of risks of every work place in line with the Methodology³². Hazards with an "unacceptable" risk level have not been identified. In 2025, the Company reviewed identification of dangers and evaluation of risks of workplaces where accidents occurred due to employees' faults.



The primary types of occupational injuries during the 2023–2025 were as follows: electric shock (3 cases); traffic accidents (3 cases); falls from height (1 case); falls due to difference in floor levels (1 case); falls on the same level resulting from slipping, misstep, or tripping (1 case); and impacts from falling objects (1 case).

In 2025, the occupational injury rate decreased by 33% compared to 2024 (3 cases in 2024 and 2 cases in 2025). In 2025, two employees of PAO Rosseti Ural sustained occupational injuries, one with severe injuries and one with minor injuries.

The primary causes of occupational injuries in 2025

attributable to PAO Rosseti Ural employees were inadequate organization of work processes and carelessness, inattention, or haste, manifesting in loss of balance, resulting in approach to live energized parts at distances less than the permissible limits. No occupational diseases were identified among the Company's employees.

| Indicator | 2023 actual | 2024 actual | 2025 actual | 2025/2024, % |
|---|-------------|-------------|-------------|--------------|
| Labor protection expenses, RUB million | 666,35 | 810,97 | 795,035 | -0,46% |
| Industrial injuries | | | | |
| Employees | | | | |
| Number of persons injured in fatal accidents / number of fatal incidents, pers./case | 1/1 | 0/0 | 0/0 | - |
| Number of persons with heavy injuries / number of heavy injuries, pers./case | 0/0 | 2/2 | 1/1 | -50% |
| Persons who are not employees but their work or workplace is controlled by the Company | | | | |
| Number of persons injured in fatal accidents / number of fatal incidents, pers./case | 0 | 0 | 0 | - |
| Number of persons with heavy injuries / number of heavy injuries, pers./case | 0 | 0 | 0 | - |
| Work-related deceases and works associated with increased danger, employees | | | | |
| Number of work-related deceases ended in employee's death, cases | 0 | 0 | 0 | - |
| Number of employees recognized as disabled as a result of work-related decease, pers.. | 0 | 0 | 0 | - |
| Number of persons with registered work-related decease, pers.. | 0 | 0 | 0 | - |