



## BUSINESS MODEL

### KEY ASSETS

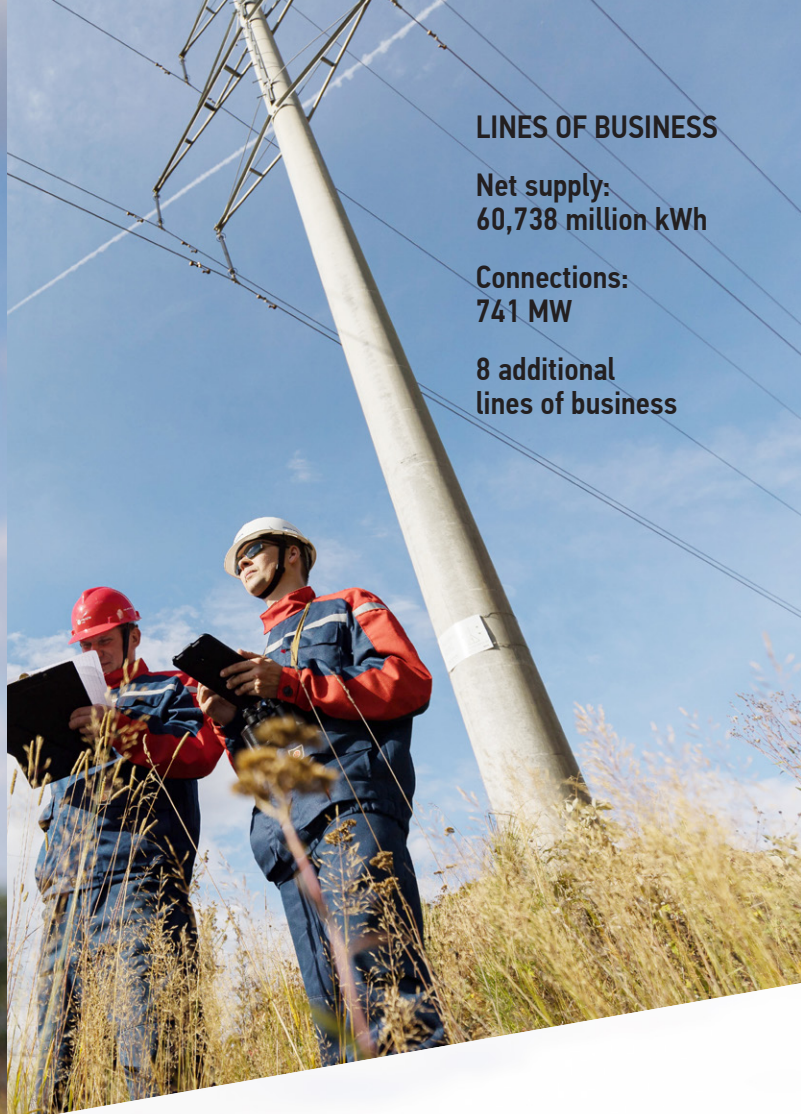
Grids

Power lines:  
154.1 thousand km

Substations:  
38.7 thousand

Capacity:  
35.3 GVA

Personnel:  
15.0 thous



### LINES OF BUSINESS

Net supply:  
60,738 million kWh

Connections:  
741 MW

8 additional  
lines of business

### REVENUES FROM SERVICES

Total revenues

RAS: RUB 105,283 million  
IFRS: RUB 106,103 million

Transmission fees

RAS: RUB 101,389 million  
IFRS: RUB 91,293 million

Connection fees

RAS: RUB 1,934 million  
IFRS: RUB 2,926 million

Other revenues

RAS: 1,960 million  
IFRS: RUB 1,836 million



### STAKEHOLDERS

Investors and shareholders

Net Debt/EBITDA: 0.70 (RAS)  
Net Debt/EBITDA: 0.82 (IFRS)

Customer base

Corporates: 70.6 thousand  
Individuals: 2.2 million

Business partners

Total purchases:  
RUB 58.8 billion

Personnel

Labor protection:  
RUB 701.5 million

State and society

Environmental costs:  
RUB 46.6 million

“Polluter pays”  
charges:  
RUB 295.6 thousand

