

BUSINESS MODEL

Key assets	Lines of business	Revenues from services	Stakeholders												
Grids Power lines 153.4 thousand km Substations 38.1 thousand Capacity 34.9 GVA	Net supply 60,309 million kWh	Total revenues RAS RUB 88,722 million IFRS RUB 102,984 million	Investors and shareholders Net Debt/EBITDA 1.31 (RAS) Net Debt/EBITDA 1.25 (IFRS)												
	Connections 657 MW			Personnel 15.0 thousand	8 additional lines of business	Transmission fees RAS RUB 85,718 million IFRS RUB 77,588 million	Customer base Corporates 69.8 thous. Individuals 2.2 million		Connection fees RAS RUB 1,259 million IFRS RUB 1,899 million	Business partners Total purchases RUB 25.4 billion			Other revenues RAS RUB 1,745 million IFRS RUB 1,595 million	Personnel Labor protection RUB 680 million	
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			State and society Environmental costs RUB 34.1 million “Polluter pays” charges RUB 414.75 thousand												

