

**Risks of Rosseti Centre, PJSC for 2025
with significant and critical levels of materiality**

Risk ID	Risk category	Risk name	Level of risk significance (final risk assessment)	Risk management measures
SR 1	Strategic risks	Failure to achieve indicators of the level of reliability and quality of power supply	Significant	<ol style="list-style-type: none"> 1. Formation of maintenance and repair programs taking into account the results of assessment of the current technical condition of equipment, including those performed based on the results of diagnostics of electrical grid equipment. 2. Monitoring the quality of maintenance and repair (including those performed by contractors). 3. Timely renovation of the grid and targeted programs to improve reliability (execution of the investment program). 4. Organizing control over the implementation of measures based on the results of the investigation of technological violations (failures). 5. Development and updating of provisions on technological interaction with related subjects of the electric power industry. 6. Improving the quality of work with personnel: hiring, training, advanced training.
OR 1	Operational risks	Major failures at electrical grid facilities	Significant	<ol style="list-style-type: none"> 1. Analysis of outages based on data from a specialized software package, identification of bottlenecks. 2. Establishing causes and prerequisites of failures and fires for development of organizational and technical preventive measures to prevent fires at facilities; implementation of measures to eliminate causes of violation of fire safety requirements at facilities. 3. Implementation of renovation of the grid, targeted programs to improve reliability and the level of technical condition of the grid. 4. Implementation of measures to improve the reliability of electrical equipment. 5. Carrying out repairs of facilities based on technical condition, taking into account risks and data on outages. 6. Work with personnel: training, advanced training. 7. Conducting emergency training, including specialized training for introduction of a temporary outage schedule. 8. Development and updating of provisions on technological interaction with related subjects of the electric power industry.
OR 2	Operational risks	Occurrence of an accident at work	Critical	<ol style="list-style-type: none"> 1. Comprehensive program to reduce the risk of injury to personnel of Rosseti Centre, PJSC for 2025.
OR 3	Operational risks	Failure to achieve readiness for work during the heating season	Significant	<ol style="list-style-type: none"> 1. Monitoring the implementation of activities of supervisory authorities. 2. Monitoring performance indicators. 3. Monitoring reporting during preparation for the heating season. 4. Timely planning and implementation of measures based on the results of inspections by state supervisory authorities (Rostekhnadzor, Ministry of Energy, etc.).

OR 5	Operational risks	Exceeding the established target value of the level of electricity losses (%)	Significant	<ol style="list-style-type: none"> 1. Implementation of energy saving and energy efficiency programs, including programs of measures to reduce electrical energy losses and programs for the long-term development of electrical energy metering systems. 2. Conducting periodic inspections of the activities of territorial structural divisions in the field of sales of services and reduction of electrical energy losses. 3. Control of data on the volume of losses and prices for electrical energy used by suppliers of last resort when calculating the cost of electrical energy losses. 4. Formation of judicial practice in resolving disagreements in determining the volume of electrical energy losses.
OR 9	Operational risks	Violation and (or) termination of the functioning of critical information infrastructure facilities as a result of computer attacks	Significant	<ol style="list-style-type: none"> 1. Implementation of organizational and technical measures in accordance with the requirements of the legislation of the Russian Federation in the field of information security: practical implementation of measures to create a comprehensive information security system within the framework of the Information Security program. 2. Regular monitoring of the measures taken to protect information at the Critical Information Infrastructure facilities: checking the settings of the information security system; conducting inspections of compliance with requirements of local regulations on information protection; updating the local regulations in accordance with the requirements of legislation in the field of information security.
FR 1	Financial risks	Failure to achieve the planned level of revenue from electricity transmission services	Significant	<ol style="list-style-type: none"> 1. Monitoring and forecasting of electricity consumption by voltage levels, by which the price (tariff) for electric energy transmission services is differentiated, and categories of consumers, as well as monitoring of physical parameters of the balance of electric energy and power, carrying out work to improve the accuracy and reliability of demand planning for electric energy and power. 2. Carrying out work with consumers of electric energy transmission services to agree on planned volumes of services, including customer contract demand, for inclusion in the relevant contracts for provision of electric energy transmission services and submission to state tariff regulatory authorities.
FR 2	Financial risks	Failure to achieve the planned level of revenue from grid connection services	Significant	<ol style="list-style-type: none"> 1. Ensuring the fulfillment of the accumulated obligations of the Company under previously concluded agreements on the implementation of grid connection, the deadline for which was violated by the Company. 2. Regular updating of the demand for grid connection according to previously concluded agreements on the implementation of grid connection and issued technical conditions. 3. Carrying out grid connection activities by own forces. 4. Updating applications for grid connection of consumers on an ongoing basis.
FR 3	Financial risks	Failure to achieve the planned level of revenue from additional (non-tariff) services	Significant	<ol style="list-style-type: none"> 1. Monitoring the fulfillment of revenue targets, quarterly generation of a consolidated report on contracted and actual revenue based on data provided by branches and verification in the EDMS. 2. Monitoring the implementation of the Roadmap activities, ensuring that the issue of "Considering the report on the implementation of the Roadmap for the development of additional (non-tariff) services of Rosseti Centre, PJSC" is submitted for consideration by the Board of Directors of the Company and the Grid Connection Committee under the Board of Directors of the Company within the timeframes established by the instruction of PJSC Rosseti. 3. Control of competitive procedures on electronic trading platforms.

FR 4	Financial risks	Exceeding the planned level of uncontrollable operating expenses: for the purchase of electricity to compensate for losses, for payment for services for the transmission of electricity through TGOs' grids, through the UNPG	Significant	<ol style="list-style-type: none"> 1. Monitoring of balances in terms of balance flows of electrical energy through the UNPG, the volume of TGOs' services and the formation of forecasts based on actual indicators to forecast volumes for the regulation period. 2. Control of data on the volume of losses and prices for electrical energy used by suppliers of last resort when calculating the cost of electrical energy losses.
FR 5	Financial risks	Exceeding the planned level of other operating (controllable and uncontrollable) expenses	Significant	Control of the level of specific operating expenses (costs) taking into account the growth of standard units of equipment.
FR 6	Financial risks	Exceeding the planned level of interest expenses	Significant	<ol style="list-style-type: none"> 1. Implementation of operational planning and control of cash flows to reduce the risk of cash gaps. 2. Carrying out procurement procedures for concluding credit line agreements with the condition of limited interest rate growth. 3. Ensuring open limits on credit lines in several credit institutions to create the opportunity to choose the lowest rate in the event of borrowing funds.
FR 7	Financial risks	Exceeding the planned value of overdue receivables from electricity transmission services	Significant	<ol style="list-style-type: none"> 1. Claim-related work, monitoring the timeliness of implementation deadlines. 2. Introducing a complete and (or) partial limitation of energy supply to debtor-consumers at the request of energy sales companies, conducting checks of the introduced restriction on the mode of electricity consumption in relation to consumers who violate their obligations. 3. Interaction with the Federal Bailiff Service of the Russian Federation at the stage of enforcement proceedings, signing interaction agreements with the Federal Bailiff Service of the Russian Federation, monitoring the repayment of debt within the framework of enforcement proceedings based on received court decisions for the collection of overdue debts. 4. Interaction with bankruptcy trustees within the framework of bankruptcy procedures for debtors.
FR 8	Financial risks	Exceeding the planned level of debt burden	Significant	<ol style="list-style-type: none"> 1. Implementation of operational planning and control of cash flows to reduce the risk of cash gaps. 2. Participation in assessing the effectiveness of investment projects.
LR 1	Risks of violating the law	Violation of antimonopoly legislation	Significant	Analysis of compliance by the Company/an employee of the Company with antimonopoly legislation.
LR 2	Risks of violating the law	Violation of labour laws	Significant	<ol style="list-style-type: none"> 1. Improving the organizational and staffing structure of the company, taking into account the centralization/decentralization of functions. 2. Implementation of measures to increase employee motivation and loyalty.

LR 9	Risks of violating the law	Commitment of a corruption-related crime by employees of the Company	Critical	<ol style="list-style-type: none"> 1. Sending information to management about non-compliance by employees with anti-corruption legislation, as well as liability for non-compliance with the requirements of anti-corruption legislation. 2. Updating of information displays "Territory without corruption" in all branches, Distribution Zones, customer service centres. 3. Training of personnel on the topic "Prevention of Corruption".
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