

# ORGANISATIONAL STRUCTURE

No changes were made to the organisational structure of the Company in 2024. As of 31 December 2024, the [Company's organisational structure](#) is in effect, as approved<sup>1</sup> by the Board of Directors of Rosseti Kuban PJSC on 30 November 2021.

# KEY PERFORMANCE INDICATORS

Indicator	2020	2021	2022	2023	2024	Δ 2024/2023 (%)
<b>Financial indicators<sup>2</sup></b>						
Revenue (RUB million)	49,369.6	57,669.7	63,738.9	74,557.5	<b>88,071.6</b>	<b>+18.1</b>
Revenue (RUB million) <sup>3</sup>	46,975.3	50,054.5	53,153.7	62,117.5	<b>69,863.9</b>	<b>+12.5</b>
Net profit (loss) (RUB million)	–1,501.3	1,711.8	5,244.5	6,166.5	<b>10,877.6</b>	<b>+76.4</b>
Net assets (RUB million)	37,989.1	41,029.5	45,803.2	54,950.4	<b>64,021.4</b>	<b>+16.5</b>
Loans and borrowings at the end of the year (RUB million)	23,436.8	20,870.5	20,921.8	20,188.8	<b>24,539.1</b>	<b>+21.5</b>
Return on equity (%)	–3.86	4.36	12.20	12.40	<b>18.55</b>	<b>+6.15 p.p.</b>
Return on assets (%)	–1.80	2.10	5.78	5.81	<b>8.64</b>	<b>+2.83 p.p.</b>
Amount of dividends declared in the reporting year based on the results of the previous year (RUB million)	636.9	0.0	932.2	2,710.0	<b>1,944.7</b>	<b>–28.2</b>
<b>Operating indicators</b>						
Delivery to the Company's grid (million kWh)	23,008.0	25,221.7	26,062.3	26,860.4	<b>28,493.0</b>	<b>+6.1</b>
Volume of electricity transmission services rendered (million kWh)	19,108.1	21,004.5	21,947.8	22,624.4	<b>24,192.3</b>	<b>+6.9</b>
Electricity losses (million kWh)	2,310.8	2,502.1	2,479.5	2,548.4	<b>2,658.8</b>	<b>+4.3</b>
Connected consumer capacity (MW)	650	788	795	845	<b>772</b>	<b>–8.6</b>
Total length of overhead transmission lines and cable transmission lines by circuits (km)	92,226.11	93,067.0	93,597.1	94,517.6	<b>96,137.1</b>	<b>+1.7</b>

	About the Company	Strategic Report	Operational Results	Sustainable Development	Corporate Governance Report	Appendix
Indicator	2020	2021	2022	2023	2024	Δ 2024/2023 (%)
Installed capacity of 35–220 kV substations (MVA)	11,471.07	11,561.03	11,826.4	12,080.3	<b>12,255.2</b>	<b>+1.4</b>
Installed capacity of 10–6/0.4 kV substations in the distribution grid (MBA)	5,073.26	5,640.37	5,978.038	6,307.5	<b>6,698.6</b>	<b>+6.2</b>
System average interruption duration index per point of delivery (I <sub>said</sub> , h)	0.8870	4.0939	2.8424	3.3403	<b>3.2982</b>	<b>–1.3</b>
System average interruption frequency index per point of delivery (I <sub>saff</sub> , interruptions)	0.4592	1.2873	1.2195	1.3099	<b>1.2401</b>	<b>–5.3</b>
Number of disturbances (emergencies) in the 110 kV and above power grid	403	391	309	365	<b>347</b>	<b>–4.9</b>
<b>Sustainable development</b>						
Ratio of employees who received off-the-job training to average headcount (%)	92	96	144	118	<b>141</b>	<b>+23.0 p.p.</b>
Average training time per employee (academic hour)	64	66	65	70	<b>58</b>	<b>–17.1</b>
Specific occupational health and safety costs per employee (RUB '000)	40.4	48.9	41.4	48.3	<b>51.4</b>	<b>+6.4</b>
VMI and accident insurance coverage of employees (% of average headcount)	100	100	100	100	<b>100</b>	<b>Unchanged</b>
Amount of decommissioning of used trichlorodiphenyl-containing condensers (under the obligations of the Stockholm Convention on Persistent Organic Pollutants) (pcs)	0	1,343	731	932	<b>877</b>	<b>–5.9</b>
Provision of power grid facilities with bird diverters (pcs)	4,978	4,217	2,977	2,350	<b>2,722</b>	<b>+15.8</b>
<b>Regional development</b>						
Capital investment utilisation (RUB million)	4,658	5,871	11,469	12,579	<b>19,368</b>	<b>+54.0</b>
Number of cooperation agreements with relevant universities and colleges in the region of the Company's presence	30	62	40	55	<b>55</b>	<b>Unchanged</b>
Number of students who completed internships at the Company's facilities	701	468	741	807	<b>576</b>	<b>–28.6</b>
Volume of tax deductions to federal, regional and local budgets (RUB million)	3,990.1	5,400.5	6,841.6	7,463.1	<b>8,629.2</b>	<b>+15.6</b>

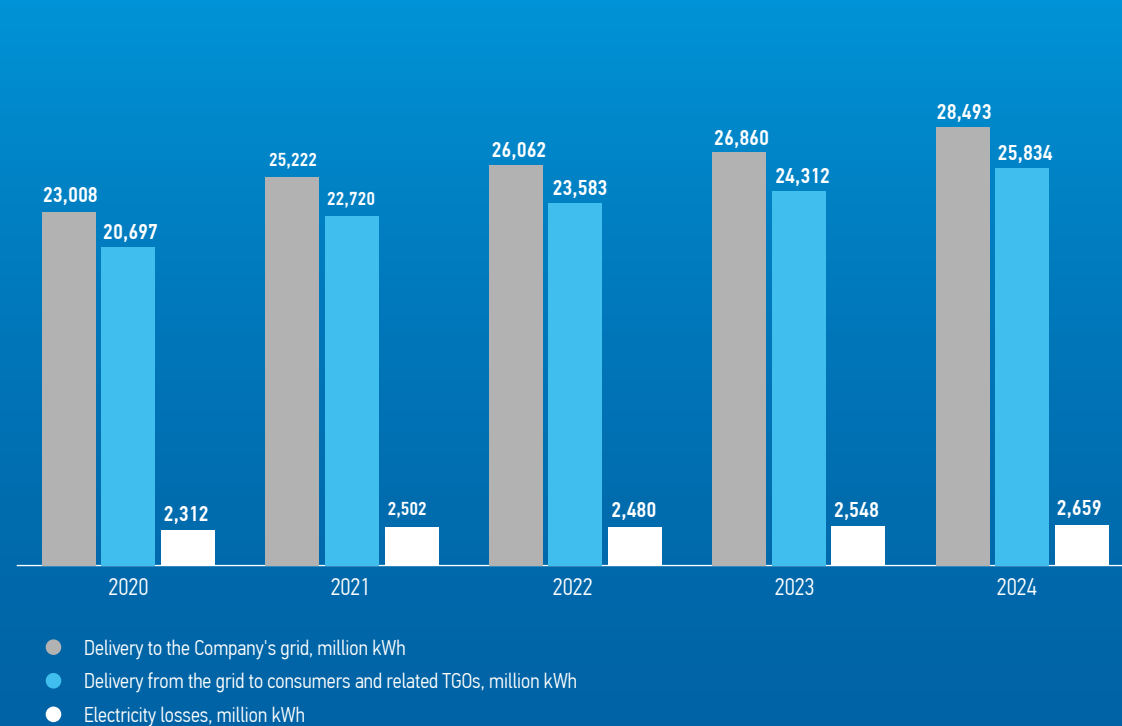
<sup>1</sup> Minutes No. 455/2021 dated 1 December 2021.

<sup>2</sup> The following data were used to calculate the indicators:

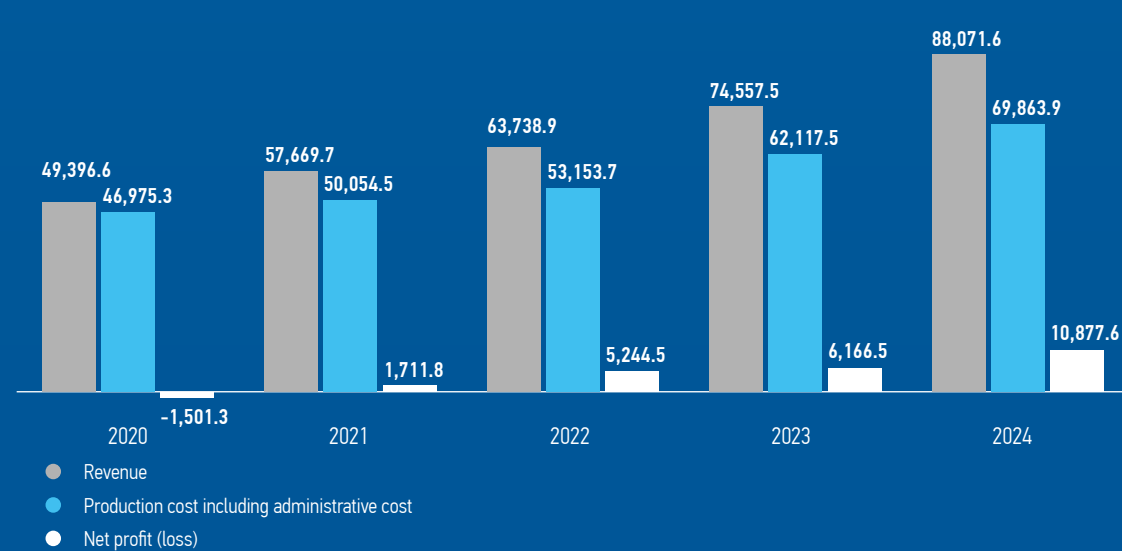
- for 2020 — balance sheet for 2021 ('As at 31 December 2020' column), profit and loss statement for January — December 2020 ('In 2020' column)
- for 2021 — balance sheet for 2022 ('As at 31 December 2021' column), profit and loss statement for January — December 2021 ('In 2021' column)
- for 2022 — balance sheet for 2023 ('As at 31 December 2022' column), profit and loss statement for January — December 2022 ('In 2022' column).

<sup>3</sup> Including administrative costs.

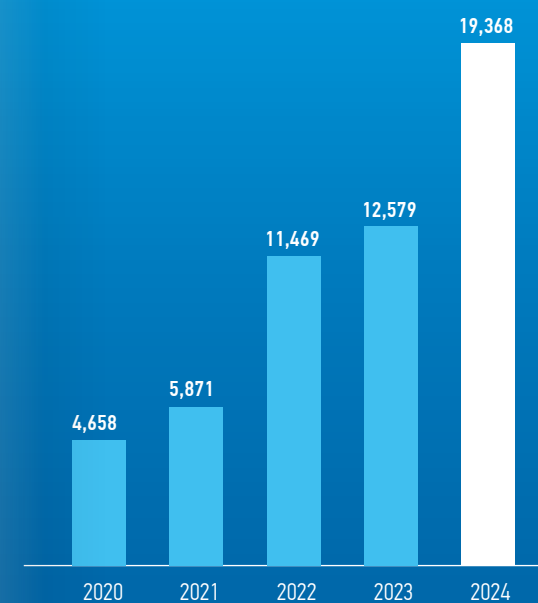
Electricity delivery to/from the Company's grid and transmission losses for 2020–2024 (million kWh)



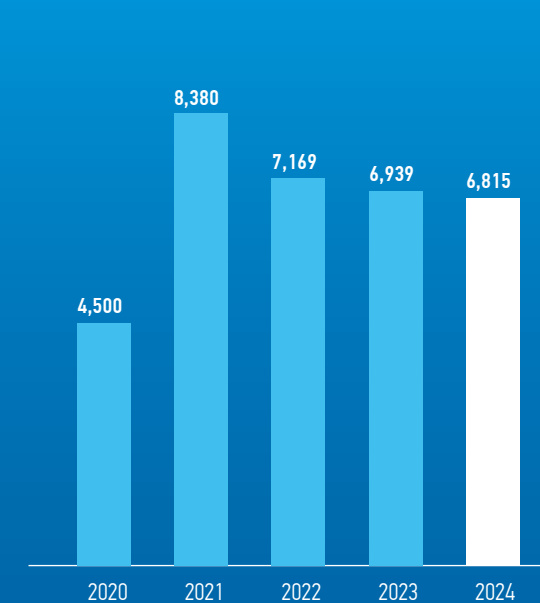
Changes in the Company's key economic indicators for 2020–2024 (RUB million)



Capital investments assimilated by the Company in 2020–2024 (RUB million, excl. VAT)



Number of disturbances (emergencies) in the 0.4 kV and above grids in 2020–2024



Amount of dividends declared in the reporting year based on the results of the previous year, in 2020–2024 (RUB million)

