



**WE
ARE**



We are proud of the results!

WE WORK FOR THE FUTURE!

Annual report 2019

Annual Report of OJSC OGK-2 for 2019

Disclaimer, Concerning Responsibility for Forward Looking Statements

This 2019 annual report (hereinafter referred to as the "Annual Report") has been prepared using the information available to Open Joint Stock Company "Second Generating Company of the Wholesale Electricity Market" (hereinafter, OGK-2, or the Company) at the moment of its preparation. Names of branches of OJSC OGK-2 are also mentioned as: Adlerskaya TPP, Groznenskaya TPP, Kirishskaya GRES, Krasnoyarskaya GRES-2, Novocherkasskaya GRES, Pskovskaya GRES, Ryazanskaya GRES, Serovskaya GRES, Stavropolskaya GRES, Surgutskaya GRES-1, Troitskaya GRES, Cherepovetskaya

GRES, Svobodnenskaya TPP. Some statements included in this Annual Report of the Company are statements including forecasts for future events.

Words such as "plans", "will be", "expected", "will take place", "estimates", "will total", "will occur", and the like are forecasting by nature. Investors should not fully rely on the estimates and forecasts as they imply a risk of contradiction to reality. For this reason, the Company warns that the actual results or course of any events may significantly differ from forecast statements included in this Annual Report.

Except as otherwise set forth in the applicable laws, the Company does not undertake to revise or confirm any expectations and estimates or publish updates and changes of forecast statements of the Annual Report resulting from any subsequent events or availability of new information.

Information about the Company's management staff is provided pursuant to Federal Law No. 152-FZ On Personal Data dated July 27, 2006.

TABLE OF CONTENTS

○	ADDRESS OF THE CHAIRMAN OF THE BOARD OF DIRECTORS OF OJSC OGK-2, DIRECTOR GENERAL OF GAZPROM ENERGOHOLDING LLC	6		
○	ADDRESS OF THE MANAGING DIRECTOR OF OJSC OGK-2	8		
○	1. INFORMATION ABOUT THE COMPANY	10		
	1.1 OGK-2 is one of Russia's largest power generating companies	12		
	1.2 Key Performance Indicators	18		
	1.3 Business Model	30		
	1.4 Geographical reach	32		
○	2. STRATEGY REPORT	34		
	2.1 Market Overview	36		
	2.2 The Strategy of Gazprom PJSC in Electrical Energy Industry for 2018–2027	46		
	2.3 Priority Areas for the Development of OGK-2	48		
	2.4 Key Performance Indicators	52		
	2.5 Sustainable Development	54		
○	3. COMPANY ACTIVITY RESULTS	58		
	3.1 Operating Indicators	60		
	3.2 Financial Results	64		
	3.3 Efficiency Improvement and Investment Activity	70		
	3.4 Innovative Development	74		
	3.5 Information Technology	75		
	3.6 Environmental Protection	76		
	3.7 Human Capital	82		
	3.8 Social Partnership	87		
	3.9 Supply Chain	89		
	3.10 Relations with Suppliers	91		
	3.11 Risk Management	92		
○	4. Corporate governance report	100		
	4.1 Memorandum of Intents of Gazprom PJSC	102		
	4.2 Corporate Governance Principles	103		
	4.3 OGK-2 Corporate Governance Improvements in 2019 and Plans for 2020	105		
	4.4 Assessment of Compliance with the Corporate Governance Principles	106		
	4.5 Corporate Governance Structure	107		
	4.6 Remuneration and Incentives	129		
	4.7 Conflict of interest prevention and resolution policy	132		
	4.8 Anti-corruption policy	133		
	4.9 Shareholder value generation	134		
○	5. FINANCIAL STATEMENTS	142		
	5.1 Financial statements of OGK-2 for 2019 in accordance with IFRS	144		
○	6. APPENDICES	154		
	6.1 Additional statistical information	156		

**DENIS FEDOROV**Chairman of the OGK-2
Board of Directors

ADDRESS OF THE CHAIRMAN OF THE BOARD OF DIRECTORS OF OJSC OGK-2, DIRECTOR GENERAL OF GAZPROM ENERGOHOLDING LLC

DEAR SHAREHOLDERS,

OJSC OGK-2 implementing the Strategy of Gazprom PJSC in the electric power industry for 2018–2027 is one of the most successfully developing companies in the sector in the country. The Company provides a high level of reliability of power supply to consumers and achieves improved financial and economic performance indicators.

In 2019, Gazprom Energoholding Group fully completed the fulfillment of its obligations to build generating capacities under the program of capacity supply agreements (CSA) at OJSC OGK-2. The final object of the large-scale program was the second power unit of the Groznenskaya TPP, introduced at the annual General Meeting of Shareholders of Gazprom PJSC.

In total, 36 energy facilities with a total capacity of about 9 GW, of which almost half – 4.4 GW – are accounted for by OJSC OGK-2, were built and modernized within Gazprom Energoholding under the CSA. According to the results of 2019, the growth in electricity generation at the power units of the CSA of the Company amounted to 26.5%, and the volume reached 14.5 billion kWh, having increased by three percentage points.

During the implementation of the CSA program, OJSC OGK-2 gained extensive experience in the construction and operation of modern power units, in cooperation with domestic developers and manufacturers of the latest equipment of various kinds. This builds confidence in the success of our next projects. The construction of a new facility, which will be managed by OGK-2, Svobodnenskaya TPP, designed to supply the Amur Gas Processing Plant, one of the largest projects of the Gazprom Group, is near completion, which will ensure the effect of corporate synergy. With the prompt commissioning of this power plant, OGK-2 will expand the geography of its activities to the Far East. In the period until 2026, the Company is waiting for a new stage in updating the fleet of existing production assets. Projects for the modernization of generating equipment at the Kirishskaya GRES with a capacity of 190 MW and the Surgutskaya GRES-1 at 405 MW are included in the corresponding government program of competitive selection of power for modernization.

In 2019, OJSC OGK-2 showed positive financial results. With a 4.7% decrease in revenue to 134 billion 247 million rubles, due in many respects to ongoing measures to optimize production activities, cost of sales was reduced by 6.8% to 109 billion

123 million rubles, EBITDA increased by 4.8% to 28 billion 944 million rubles, and net profit increased by 6.3% to 11 billion 852 million rubles. Such record figures put OGK-2 at the maximum amount of dividend payment in the entire history of the Company. In addition, OGK-2 joined the Gazprom Group's centralized cash flow and liquidity management system in December 2019. Integration into the system will create an additional financial support tool, and will increase the efficiency of liquidity management.

The reliability and stability of OJSC OGK-2 in the market is confirmed by leading credit rating agencies. In particular, the Expert RA Rating Agency assigned the Company a ruAA+ rating with a Stable outlook.

An important component in the Company's policy is the permanent improvement of the environmental indicators of energy facilities in all regions of presence. In this direction, we have also achieved positive results. Greenhouse gas emissions were reduced by 9%, which was mainly due to a reduction in the amount of fuel burned and a decrease in the share of coal and liquid fuel in the fuel balance. The amount of coal burned was reduced by 14.5%, by 33.1% of fuel oil, by 5.8% of gas.

The Company's management continues implementing a strategy to reduce the generation of electricity by inefficient equipment and to ensure optimal loading of power units. Last year, the thermomechanical equipment of the first stage of the Serovskaya GRES was decommissioned.

In 2019, OGK-2 concluded one of the largest transactions in the industry – the Krasnoyarskaya GRES-2 was implemented in favor of the SUEK Group. This transaction was conducted on favorable terms and allowed to reduce the share of coal capacity in the generation structure of the Company.

In addition, OJSC OGK-2 expects the development of cooperation aimed at further improving efficiency with Russian equipment manufacturers, in particular with REP Holding, which joined the Gazprom Energoholding Group in 2019.

The Company has a strong market position, competing confidently with the country's largest energy holdings. Together, we will achieve new successes, increase profits and the shareholder value of OJSC OGK-2.

Denis Fedorov



ARTYOM SEMIKOLENOV
Managing Director
of OJSC OGK-2

ADDRESS OF THE MANAGING DIRECTOR OF OJSC OGK-2

attractiveness. The financial results achieved by the Company in 2019 show a record result, which will positively affect the payment of dividends to our shareholders.

In 2019, the Company continued to pay special attention to environmental issues. Environmental protection costs increased by 31.1% compared to the previous period. The increase in this indicator is connected, inter alia, with a set of environmental measures aimed at maintaining and developing water and biological resources. One of the results of this work was a 24% reduction in fees for negative environmental impacts, which generally indicates the effectiveness of the measures taken in the regions where OGK-2 is present. As part of the investment project for the construction of power unit No. 10 STU-660, a modern desulfurization complex was put into operation at the Troitskaya GRES. The new complex provides flue gas cleaning at a higher level than current environmental legislation requires.

In the reporting period, OGK-2 actively implemented programs aimed at improving the efficiency of production management, reducing costs, and re-equipping. Thus, in

2019, the generating equipment of OJSC OGK-2 generated 54.7 billion kWh, which is 7% less than in 2018 (58.9 billion kWh). The decrease in production volumes is due to the optimization of production activities. The Company will continue implementing a strategy to reduce electricity generation by inefficient equipment that has exhausted its park resource.

In 2019, our Company reaffirmed its status as socially oriented. In a number of regions, inclusive projects have been implemented aimed at the adaptation and socialization of children with disabilities in the modern world. In 2020, the Company will continue developing social guidelines.

I note that OGK-2 was among the best industry enterprises in 2019 in terms of popularizing the fuel and energy complex, energy conservation and engineering education. The Company showed a high result in organizing and attracting young professionals, students and schoolchildren to events. Starting work with youth today, we can be sure that they will form a pool of promising graduates who want to work at our energy facilities in a few years.

A key factor of the successful activity is the high qualification of our team. Last year, we again conducted a staff engagement survey. The level was 54% – the indicator is included in the neutral zone of the involvement scale, which includes steadily developing organizations that have already achieved some success in this direction. This suggests that there is significant potential for development, using which we can achieve even more. Mutual respect, teamwork, trust and cooperation contribute to the effective solution of the tasks set by the Board of Directors of OJSC OGK-2 and Gazprom Energoholding LLC, the managing Company.

Due to the professionalism of OJSC OGK-2 staff, as well as the constructive dialogue between shareholders, the Board of Directors and the Management of the Company, the tasks set for 2020 will be successfully resolved and the Company will be able to stay a reliable support for the development of the energy industry in the regions. Difficult but interesting work is ahead, which, I am sure, will lead to the successful and effective implementation of the Gazprom Group Strategy in the electric power industry, approved before 2027.

Artyom Semikolenov

DEAR SHAREHOLDERS,

This year, OJSC OGK-2 celebrates a significant anniversary date – the Company turns 15, and the results achieved to date are impressive! Much has been done in 2019!

The Company has completed a large-scale program for the construction and modernization of capacities under capacity supply agreements (CSA) – the second power unit of the Groznenskaya TPP was successfully launched into the wholesale electricity

and capacity market. The new power plant allowed to significantly increase the reliability of power supply not only in the Chechen Republic, but also in the entire power system of the North Caucasus Federal District.

Over the period of formation and development, the Company's production assets have more than doubled, and in the near future another new facility – the Svobodnenskaya TPP – will be

commissioned. A number of the Company's facilities are included in the new government program of competitive selection of capacities for modernization. The renewal of generating capacities will take place until 2026 at the Kirishskaya GRES and the Surgutskaya GRES-1. Prospects make it possible to look with confidence into the future, to concentrate efforts on ensuring the reliability of energy supply, increasing profitability and investment

1 INFORMATION ABOUT THE COMPANY

MW
19,012
INSTALLED ELECTRIC CAPACITY

Gcal/h
3,959.3
INSTALLED HEAT CAPACITY

5%

THE COMPANY'S SHARE IN ELECTRICITY GENERATION BY RUSSIAN THERMAL POWER PLANTS

1.1	OGK-2 is one of Russia's largest power generating companies	12
1.2	Investment attractiveness	18
1.3	Business Model	30
1.4	Geographical reach	32

1.1 OGK-2 IS ONE OF RUSSIA'S LARGEST POWER GENERATING COMPANIES

OJSC OGK-2 is the largest Russian thermal generation company with an installed capacity of 19 GW and an annual revenue of about 140 billion rubles.

PRINCIPAL ACTIVITIES AND MARKET

The principal activities of OJSC OGK-2 are the production of electricity and heat, the supply (sale) of electricity and heat to consumers. As part of this activity, OJSC OGK-2 ensures the operation of power equipment in accordance with

applicable regulatory requirements, conducts timely and high-quality repairs, technical re-equipment and reconstruction of power facilities.

As part of the investment program, 4.2 GW of new capacity was built,

confirmed by capacity supply agreements (CSA). When choosing equipment, priority is given to high-efficiency steam-gas cycle technologies and modern coal combustion technologies.

Installed electric and heat capacity

19,012

MW, installed electric capacity

3,959.3

Gcal/h, installed heat capacity¹

4,220

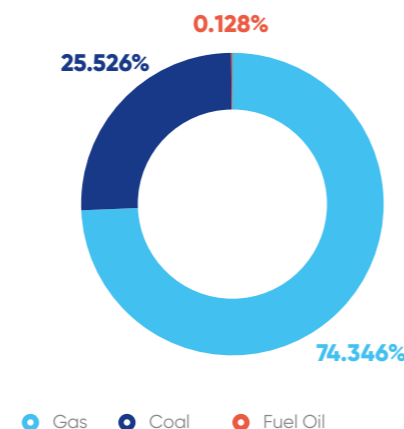
MW, the imbedded electrical capacity

110.5

Gcal/h, the imbedded heat capacity

as part of the ended CSA program

Fuel balance, %



Assets

Branches of OJSC OGK-2 are located in the Northwestern, Central, Southern, North Caucasian, Ural, Siberian and Far Eastern Federal Districts.

The structure of OGK-2 includes branches and subsidiaries.

5% the Company's share in electricity generation by Russian thermal power plants

¹ Taking into account water-heating boilers.

OGK-2 STRUCTURE



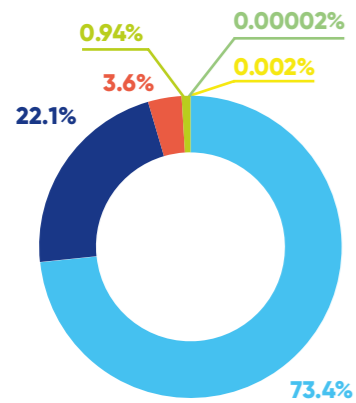
COMPETITIVE ADVANTAGES:

- one of Russia's largest thermal power generating companies;
- availability of operating generating equipment that features a high degree of relevance (thus ensuring reliable power supply), a wide power control range, and high-speed load setting and resetting, which maximizes the capacity of these power plants and improves adherence to the consumption schedule;
- technical and technological capabilities of power plant equipment to provide system reliability services, as well as the availability of stations with operating modes for various types of fuel;
- some of the OGK-2 power plants are the backbone plants in the free-exchange zones;
- potential capacity for power plant efficiency enhancements;
- ability to diversify the fuel balance and optimize it to better suit the fuel market situation.

DEVELOPMENT PROSPECTS:

- the Company has stable revenue from capacity payment in accordance with concluded Capacity Supply Agreements (CSA);
- the Company continually upgrades its equipment fleet and makes its electricity generation ever more reliable and efficient, which is partly due to participation in the National Modernization Program approved by the Government of the Russian Federation on March 25, 2019;
- expansion of the geography of generation in accordance with the program for the construction and commissioning of new facilities;
- cost optimization as a part of the Program to Improve Operating Efficiency and Reduce Expenses;
- parametric optimization of the generating equipment.

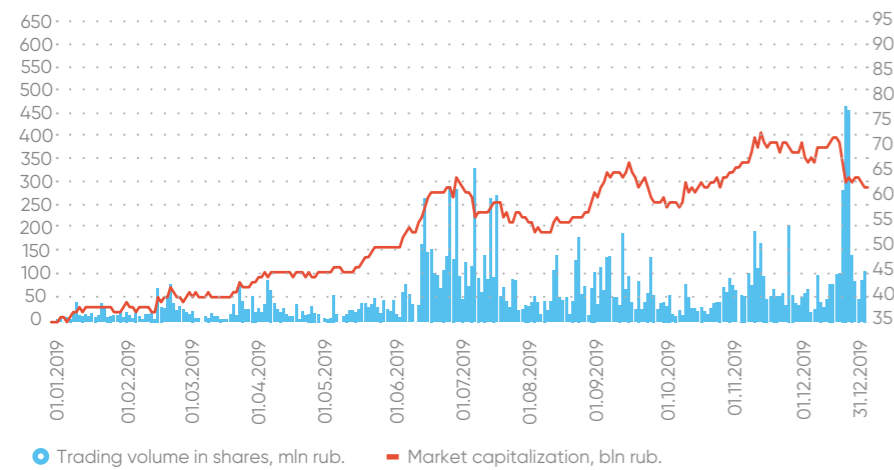
Investment attractiveness



› Share Capital as of 31.12.2019, %

- Centerenergoholding, PJSC
- Other legal entities (including owners, central depository, nominal holders and trustees)
- Gazprom Energoholding, LLC
- Natural persons (including owners, co-owners and trustees)
- Count of unidentified persons
- Russian Federation (entities of the Russian Federation and municipal formations)

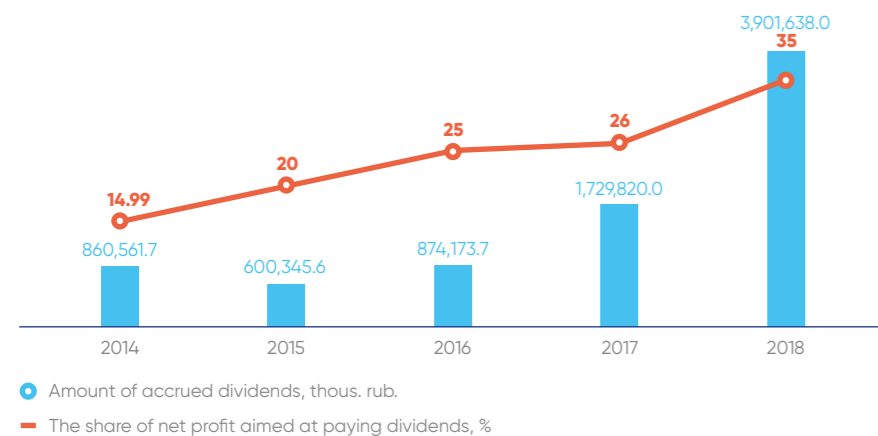
› Dynamics of OGK-2 shares trading on the MICEX



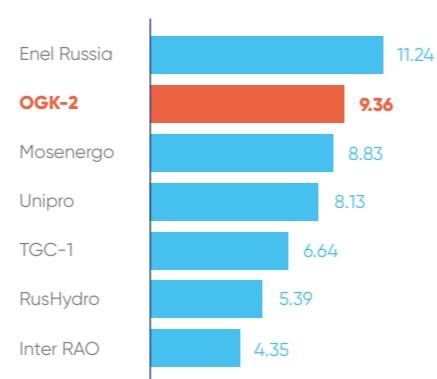
› As of 31.12.2019:

62.2 bln rub. market capitalization
 4.9 P/E
 0.13 EPS
 2.8 EV/EBITDA

› Dividend history

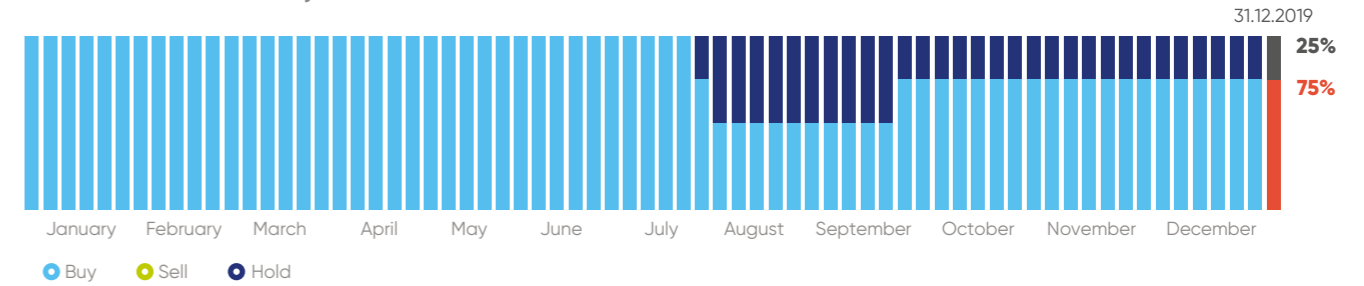


› Dividend yield for 2018, %



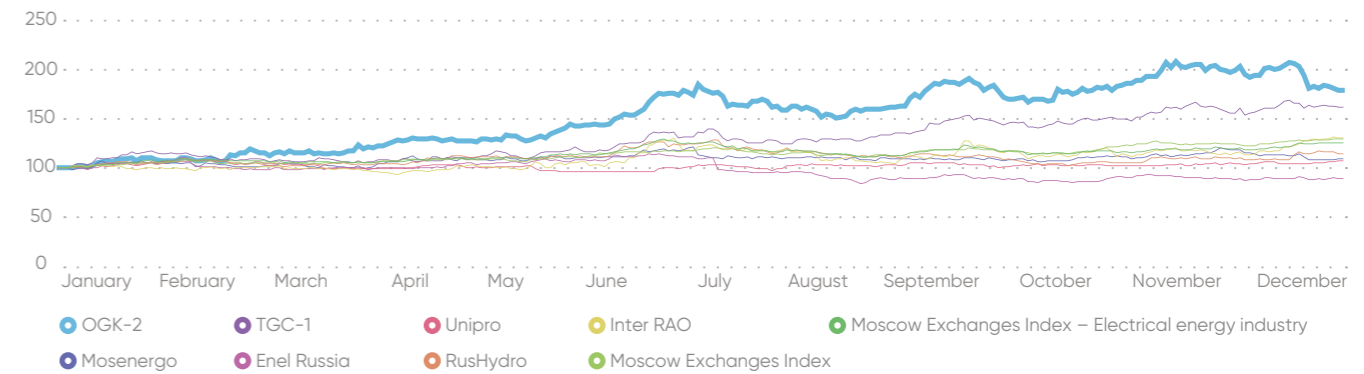
Source: <https://www.moex.com/ru/listing/dividend-yield.aspx>

› Recommendations of analysts on shares of OJSC OGK-2



Source: Bloomberg, calculation of OGK-2, OJSC

› Comparative dynamics of the stock price of OJSC OGK-2, companies of peers and major indices



Source: Bloomberg, calculation of OGK-2, OJSC

Electricity and heat production contributes to the achievement of the following UN Sustainable Development Goals:

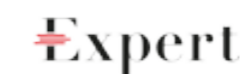


CREDIT RATINGS



Date: 30.05.2019

- Long-term IDR rating in foreign and national currency "BBB-"; Outlook "Stable"
- Short-term IDR rating in foreign and national currency "F3"



Date: 25.12.2019

- Credit rating "ruAA+"; Outlook "Stable"

ESG RATINGS



- Rating on Climate Change 2019 "F"

COMPANY HISTORY AND KEY EVENTS OF 2019

2005

Establishment of OGK-2 OJSC as a subsidiary of RAO UES of Russia OJSC.

2006

Serovskaya GRES OJSC, Stavropolskaya GRES OJSC, Pskovskaya GRES OJSC, Troitskaya GRES OJSC and Surgutskaya GRES-1 OJSC joined OGK-2 OJSC as branches.

2007

Placement of shares of an additional issue (IPO).

2008

Completion of the reorganization of RAO UES of Russia OJSC, distribution of the stake in OGK-2 OJSC among shareholders of RAO UES of Russia OJSC.

2010

Creation of the Adlerskaya TPP branch.

2011

Joining OGK-6 OJSC to OGK-2 OJSC.

2015

Creation of the Groznenskaya TPP branch, launching a new line of business – providing infrastructural capabilities of power plants for the development of small and medium-sized businesses.

2016

Commissioning of new power units at Novocherkasskaya GRES (330 MW) and Troitskaya GRES (660 MW) as part of the CSA.

2018

Commissioning of a new power unit No. 1 at the Groznenskaya TPP (about 180 MW) as part of the CSA.

February

Creation of the Svobodnenskaya TPP branch

The Board of Directors of OGK-2 made a decision on creation of the Svobodnenskaya TPP branch.

May

Gazprom's strategy in the electric power industry

The St. Petersburg TASS press center hosted the annual press conference of Gazprom Energoholding Head Denis Fedorov "Gazprom's Strategy in the Electric Power Industry".

June

Long-Term Service Agreement

Within the framework of the St. Petersburg International Economic Forum – 2019, Denis Fedorov, Director General of Gazprom Energoholding LLC, and Sergey Milto, Director General of TER-Service LLC, signed a long-term service agreement for Siemens gas turbines and generators at the Groznenskaya TPP. The signing took place in the presence of Alexey Miller, Chairman of the Gazprom Management Committee.

DEVELOPMENT
STRATEGY

May

OGK-2 credit rating enhancement from Fitch Ratings

Fitch Ratings enhanced the credit rating of OGK-2 to an investment level ("BBB-") and confirmed the outlook on the rating "Stable".

› See page 137 for more information on rating enhancement.

June

35% of net profit – dividend payments for 2018

At the annual General Meeting of Shareholders of OJSC OGK-2, a decision was made to pay dividends in the amount of 3 billion 901 million 638 thousand rubles (0.036784587 rubles per ordinary share).

INVESTMENT ATTRACTIVENESS

August

OJSC OGK-2 completed a transaction to sell a treasury stake in the amount of 3.889% of shares

The market value of the sold stake amounted to 2,137,170 thousand rubles. As a result of the transaction, a change in the structure of equity of OJSC OGK-2 was reflected, the use of retained earnings to cover the loss was not required. The transaction did not affect the financial results of the Company in 2019, which meets the interests of OJSC OGK-2 shareholders and is consistent with Gazprom Energoholding Group's strategy for improving asset management efficiency.

December

OGK-2 credit rating enhancement from Expert RA

Expert RA enhanced the credit rating of OGK-2 to ruAA+ level and approved the Stable rating outlook.

› See page 137 for more information on rating enhancement.

July

Launch of a modern desulfurization complex

As part of the investment project for the construction of power unit No. 10 STU-660, a modern desulfurization complex was put into operation at the Troitskaya GRES.

› See page 76 for more details on the completed project.

December

OJSC OGK-2 and the Siberian Generating Company Conclude an Agreement on the Sale of the Krasnoyarskaya GRES-2

The total transaction value is 10 billion rubles (excluding VAT). Its perimeter includes movable and immovable property of the Krasnoyarskaya GRES-2, coal reserves, spare parts, and other material and technical resources. During the transition period, OGK-2 will continue to operate the power plant. SGC will begin operational management, as expected, no later than in 12 months.

› For details on the agreement, see page 45.

CORPORATE
SOCIAL
RESPONSIBILITY
AND SUSTAINABLE
DEVELOPMENT

June

Commissioning of power unit No. 2 of the Groznenskaya TPP

At the annual General Meeting of Shareholders of Gazprom PJSC, the power unit No. 2 of the Groznenskaya TPP was commissioned – the final object of the Gazprom Group's large-scale program to create new capacities under capacity supply agreements. Participants of the meeting contacted the Groznenskaya TPP via videoconference, which was attended by the Head of the Chechen Republic Ramzan Kadyrov and Director General of Gazprom Energoholding LLC Denis Fedorov.

July

Completion of construction and connection to the Groznenskaya TPP of a new Plievo power line with a length of 75 km

The new power line made it possible to directly connect the Groznenskaya TPP with neighboring regions without the use of intermediate stations, which significantly increased the reliability of power supply to the Republic of Ingushetia.

INVESTMENT
PROJECTS

December

OGK-2 completed a transaction to acquire a stake in GEH Industrial Assets LLC, which has become one of a series of transactions for the acquisition of production assets of REP Holding JSC

The strategy of Gazprom PJSC in the electric power industry for 2018–2027 (approved by the decision of the Board of Directors of Gazprom PJSC on June 20, 2018) defines the main directions for the further development of Gazprom Energoholding Group companies, including, among other things, the implementation of modernization projects (the "Strategy on the Internal Market" section), ensuring the reliability of energy supply to Gazprom Group facilities, import substitution and the priority of using Russian equipment (section "Technologies"). In order to develop competencies in the field of localization and production of gas turbines, as well as to organize the production of equipment to potentially meet the needs of the Gazprom Energoholding Group in gas turbines for the implementation of the modernization program (the total demand for gas turbines for the Gazprom Energoholding Group can be up to 18 units, for companies Gazprom Group (up to 31 units until 2035) it is expected to complete a series of transactions to acquire the production assets of REP Holding JSC.

OGK-2 joined the Gazprom Group's centralized liquidity management system

Gazprom PJSC (the borrower) entered into a Loan Agreement with OJSC OGK-2 (the lender). The cache-pooling system model also includes loans in which OGK-2 acts as the borrower and Gazprom as the lender.

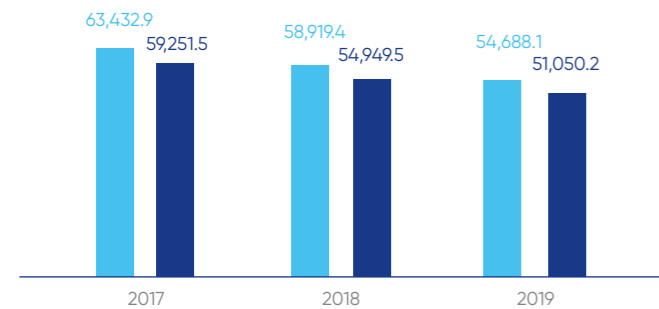
CORPORATE
GOVERNANCE

1.2 KEY PERFORMANCE INDICATORS

Key Performance Indicators of 2019

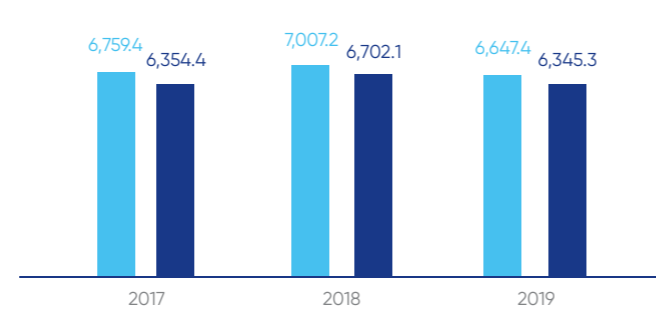
PRODUCTION RESULTS²

› Generation and net supply of electricity, million kWh



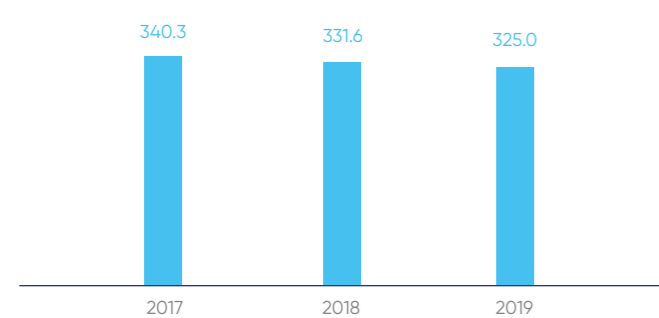
- Generation of electricity
- Net electricity supply

› Generation and net supply of thermal energy, thousand Gcal

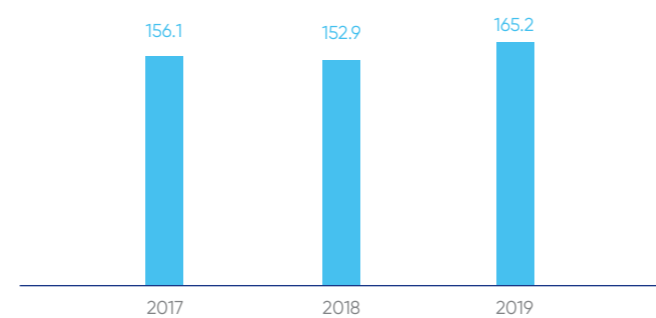


- Thermal energy generations
- Net supply of thermal energy to consumers

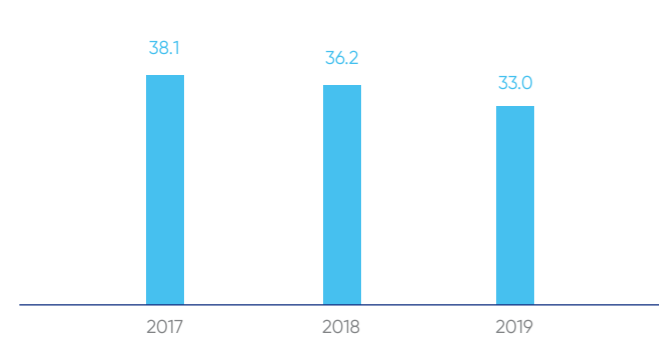
› SRFC for electricity supply, g/kWh



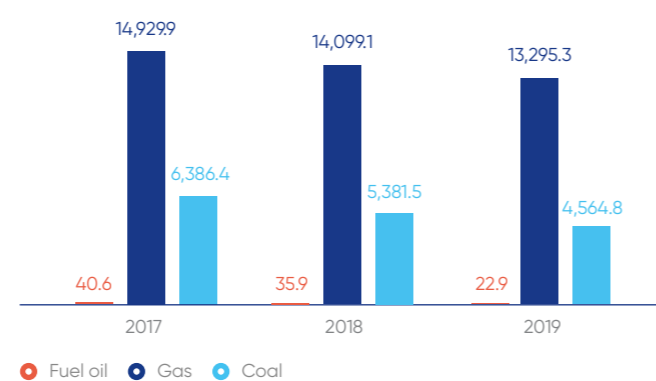
› SRFC for thermal energy supply, kg/Gcal



› ICUF, %



› Fuel consumption, thousand tons of standard fuel

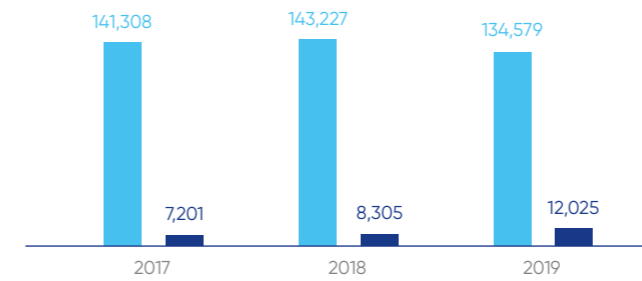


- Fuel oil
- Gas
- Coal

² According to managerial reports.

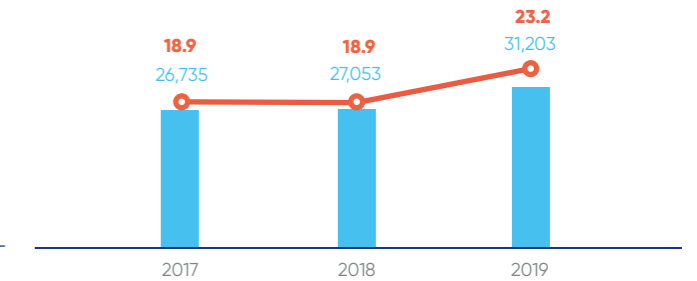
FINANCIAL RESULTS ACCORDING TO IFRS

› Revenue, net profit, million rubles



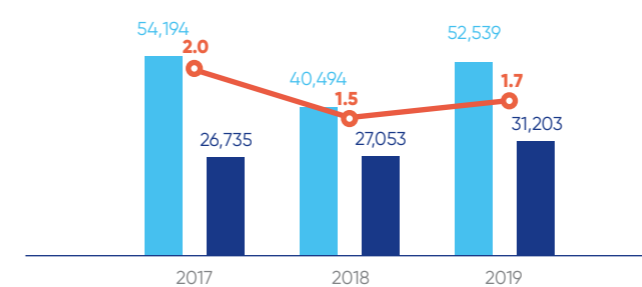
- Revenue
- Profit for the year

› EBITDA, EBITDA profitability



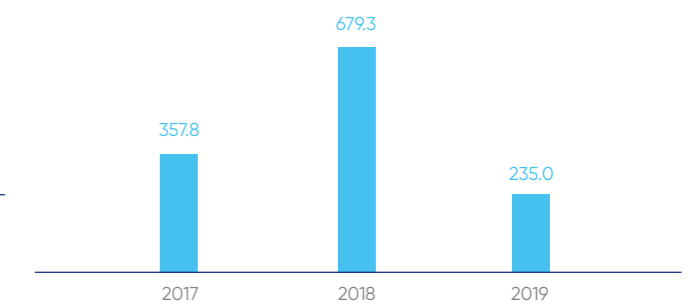
- EBITDA, million rubles
- Profitability EBITDA, %

› Net Debt/EBITDA



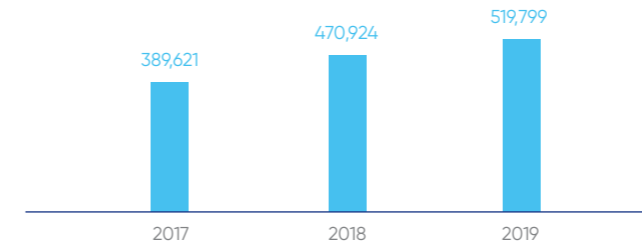
- Net debt at the end of the period, million rubles
- EBITDA for 12 months, million rubles
- Net debt / EBITDA, %

› EBITDA growth due to activities under the Program for Increasing Operating Efficiency and Cost Reduction, million rubles

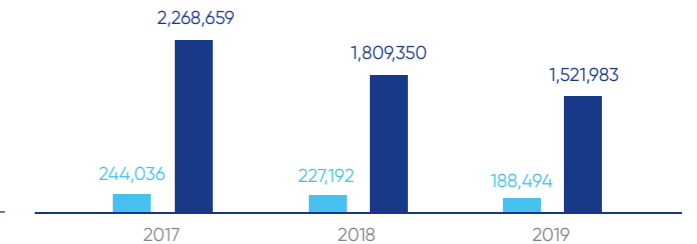


SUSTAINABILITY INDICATORS

› The cost of environmental protection, thousand rubles



› Pollutant emissions and waste generation, t



- Gross emission of harmful substances into the air
- Waste generation

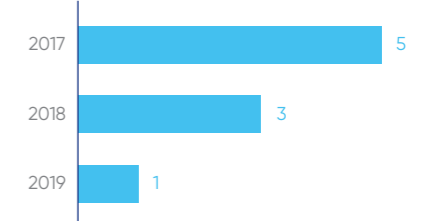
› Labor productivity, million rubles/person*



› The cost of training employees, million rubles



› Industrial accidents, persons*



* Labor productivity = revenue according to RAS / average headcount

* Mild severity

COMPLETION OF THE CSA PROGRAM

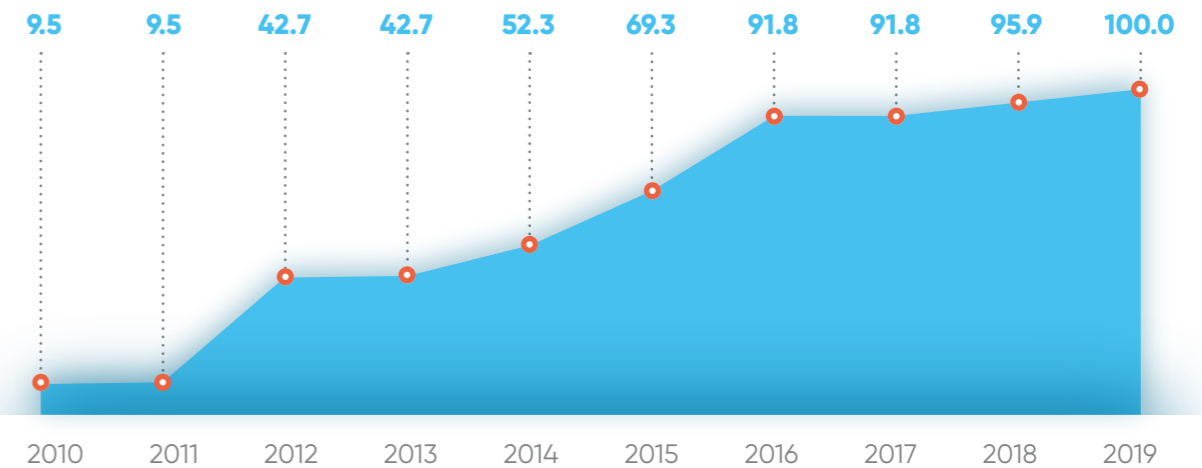


The CSA investment program was completed: on June 29, 2019, the 2nd power unit of the Groznenskaya TPP (with a capacity of 180 MW) completing the CSA program object was commissioned. Since 2010, the Company has commissioned 4.2 GW of new capacities.

The end of a large-scale modernization program led to an increase in the efficiency of operation of power plants (reduction of fuel consumption and specific emissions), and, consequently, increased a stable financial flow from the payment for capacity for CSA facilities, which guarantees a return on investment and increased capitalization of the Company.

4.2 GW of new capacities

› Dynamics of the CSA program, %



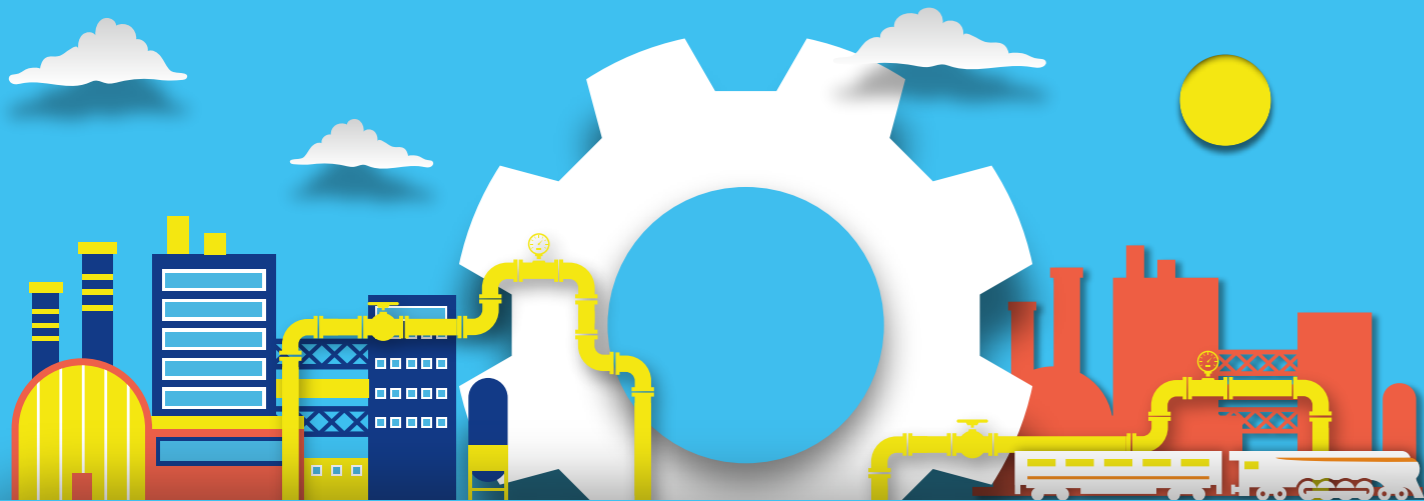
› The period of supply of capacity under the CSA for new construction/modernization facilities at OGC-2 branches

Power Plant	Generation Facility	Years																			
		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
Ryazanskaya GRES	CCGT-420																				
Ryazanskaya GRES	STU-330																				
Kirishskaya GRES	CCGT-800																				
Adlerskaya TPP	CCGT-180																				
Adlerskaya TPP	CCGT-180																				
Cherepovetskaya GRES	CCGT-450																				
Serovskaya GRES	CCGT-420																				
Novocherkasskaya GRES	STU-330																				
Troitskaya GRES	STU-660																				
Groznenskaya TPP	CCGT-180																				

■ Period of validity of CSA rates for capacity

■ Reporting period

GOVERNMENT SELECTION PROGRAM OF MODERNIZATION PROJECTS FOR GENERATING EQUIPMENT



In 2019, OGK-2 participated in the selection of modernization projects for generating equipment as part of the KOMMod program.

2022–2024

According to the results of the first filing of applications for 2022–2024, two OGK-2 projects for the modernization of turbines of the Kirishskaya GRES with a total capacity of 125 MW (1.5% of the total capacity selected for modernization in both price zones) passed the competitive selection. The projects provide for the partial modernization of the PT-60 turbine station No. 2 (in the PT-65) and the comprehensive replacement of the PT-50 turbine station No. 1 (at the PT-60).



125 MW of total capacity of the turbine modernization in the Kirishskaya GRES as part of the KOMMod for 2022–2024

Since the generating equipment of OJSC OGK-2 is in demand on the electricity and capacity market, and its parameters comply with the conditions for participation in the KOMMod modernization program, the Company organized continuous activities to formulate projects for participation in competitive selections of subsequent periods.

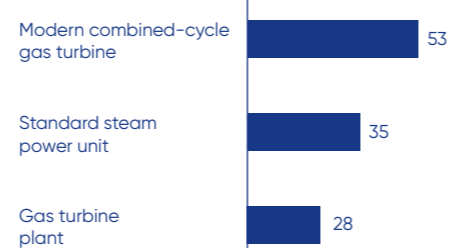
KEY INNOVATION PROJECTS



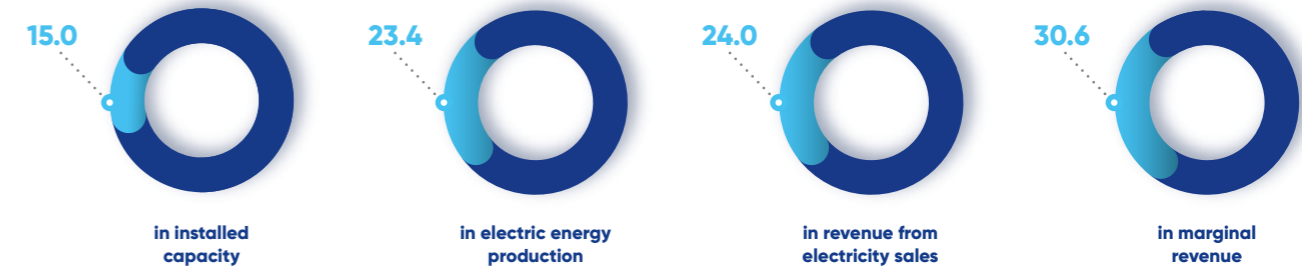
During the implementation of the CSA program, 6 combined-cycle plants were installed at the power plants, which make it possible to achieve an electrical efficiency of more than 50% versus 35% for steam power units operating separately and 28% for gas turbine units.

Combined-cycle gas turbines can significantly reduce fuel consumption per unit of generated electricity from 360 tons of reference fuel in conventional steam units up to 235 tons of reference fuel, which allows to reduce emissions of harmful substances into the atmosphere.

Efficiency factor, %

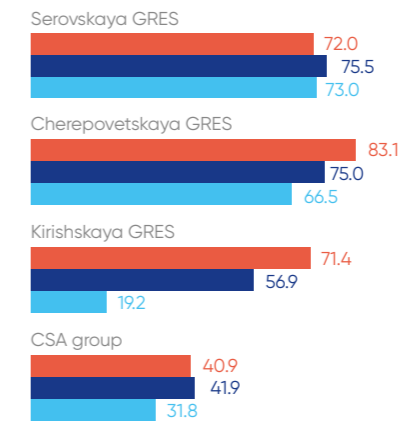


Share of new CCGT units, %

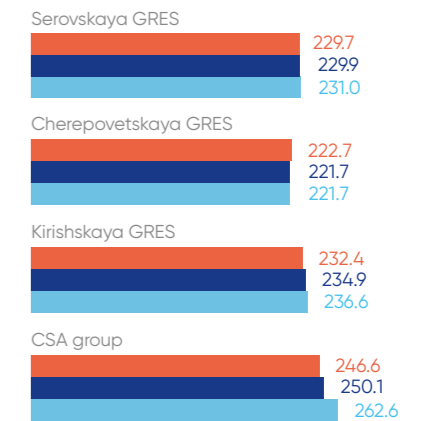


Due to the commissioning of CSA facilities, ICUF at some CSA facilities (Kirishskaya GRES (CCGT-800), Cherepovetskaya GRES (CCGT-450), Serovskaya GRES (CCGT-450) is over 70% in 2019. There is a downward trend in specific reference fuel consumption (SRFC) for electricity supply associated with increased load.

CSA ICUF, %



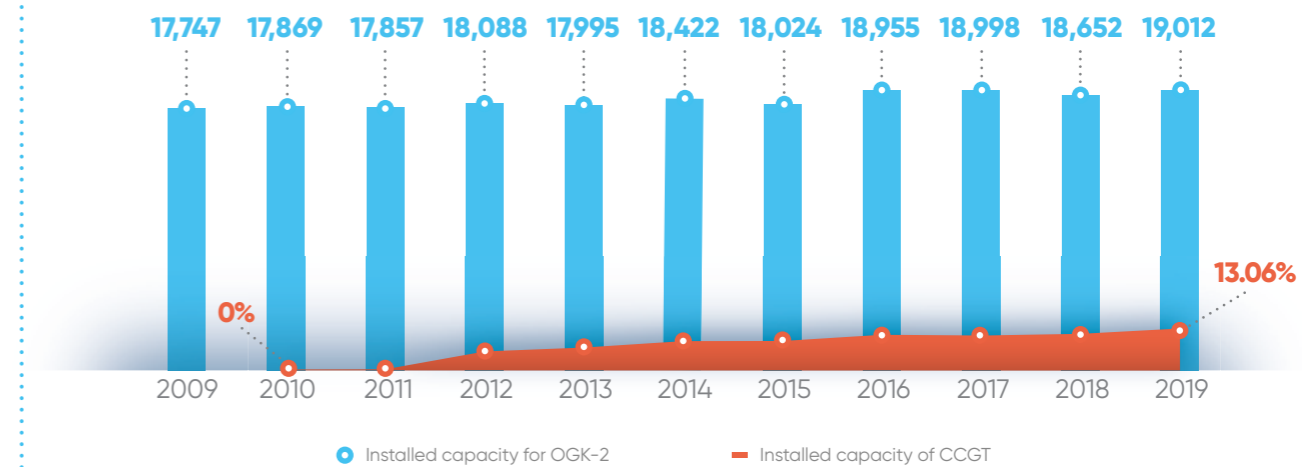
CSA SRFC, g/KWh



● 2017 ● 2018 ● 2019

● 2017 ● 2018 ● 2019

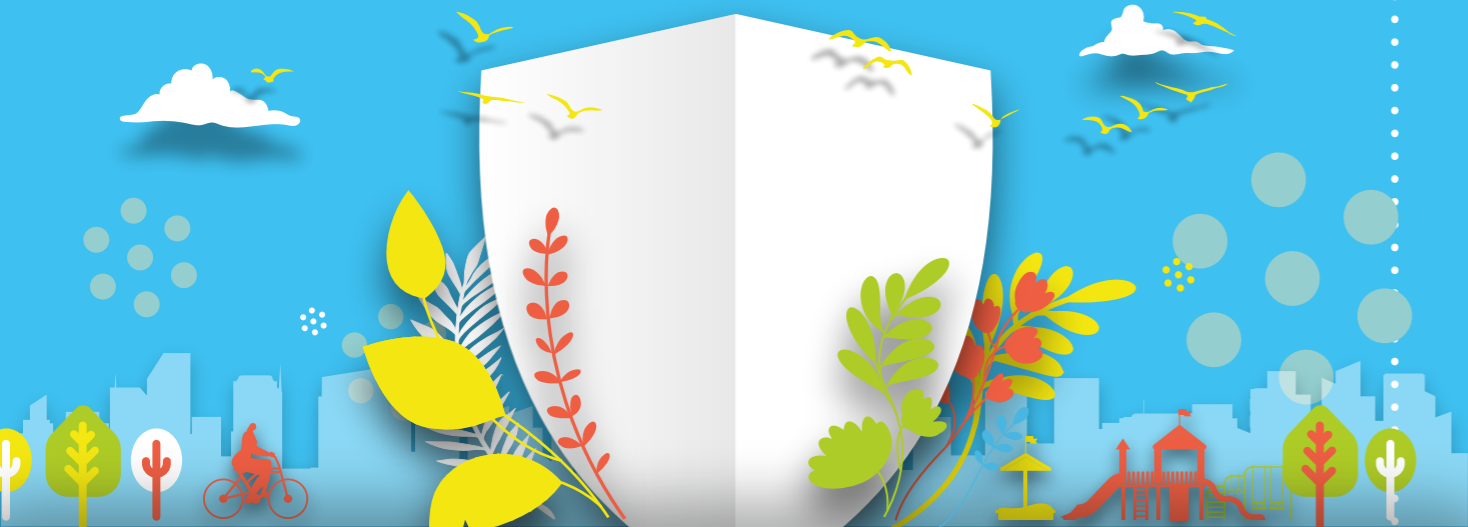
Dynamics of CCGT share in the installed capacity of OGK-2, MW



● Installed capacity for OGK-2

■ Installed capacity of CCGT

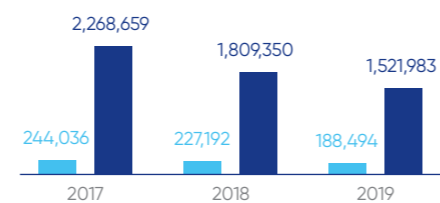
ENVIRONMENTAL PROTECTION



The basis of the sustainable development strategy of OGK-2 is environmental safety, parity of economic, social and environmental values.

The activities of OGK-2 are directly related to the use of natural resources and the impact on the environment. In this regard, the Company takes all possible measures to minimize the harmful impact on the environment and allocates significant funds to the implementation of relevant measures.

» Pollutant emissions and waste generation, t



● Gross emission of harmful substances into the air
 ● Waste generation

OGK-2 is actively working to reduce water costs during abstraction and discharge and seeks to minimize the content of harmful substances in

wastewater. For this purpose, special devices and facilities for wastewater treatment and neutralization are built or reconstructed at all power plants.

↓ 28.4%

reduction in fees for negative environmental impact

↑ 31.1%

increase in environmental protection costs

↓ 15.9%

reduction in waste generation

↓ 17.0%

reduction in gross pollutant emissions

↓ 18.0%

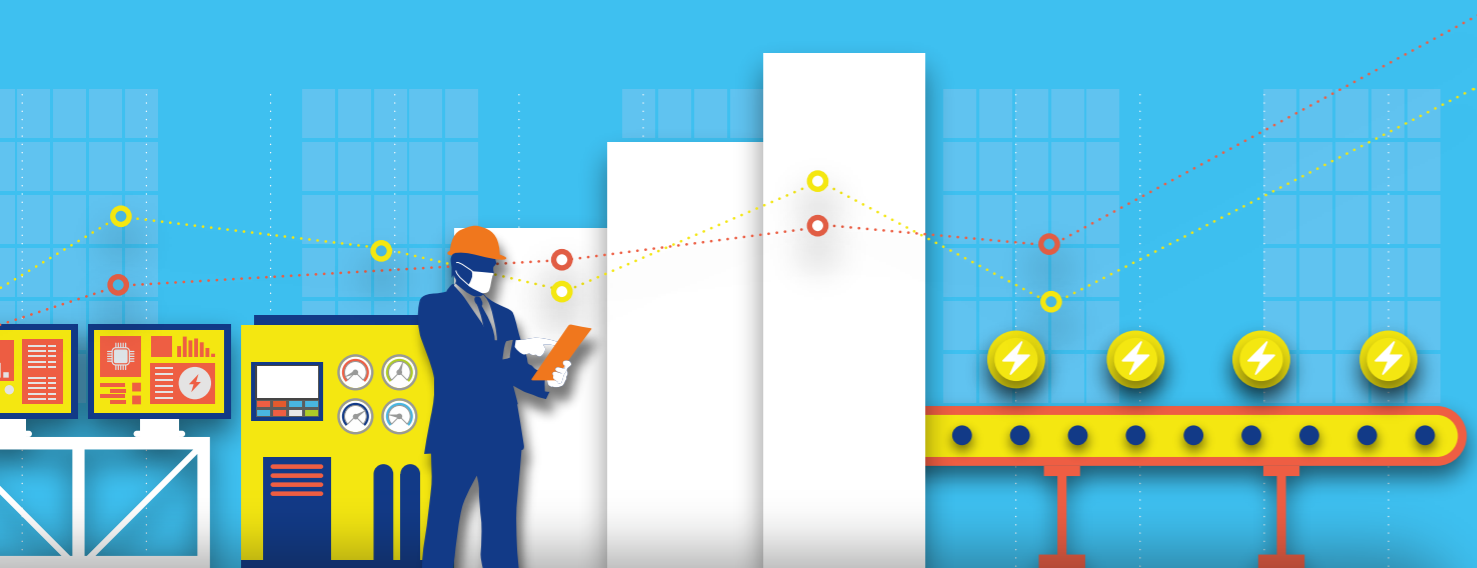
decrease in the mass of pollutant discharges into water bodies

due to a decrease in electricity generation

↓ 13.6%

decrease in water withdrawal

HIGH STANDARDS IN THE FIELD OF SOCIAL POLICY, LABOR PROTECTION AND SAFETY



Our goal is the creation of an organizationally effective company with a transparent corporate governance system, which represents the opportunity to maximize the potential of employees.

OGK-2 has collective agreements and mutual obligations. The goal of developing contractual relations between the parties to social partnership is the realization of socio-economic rights and guarantees of employees, increasing the efficiency and productivity of labor, improving the quality of work, observing labor and technological discipline, labor protection requirements, safety precautions and industrial sanitation. The validity of collective agreements was extended until December 31, 2020.

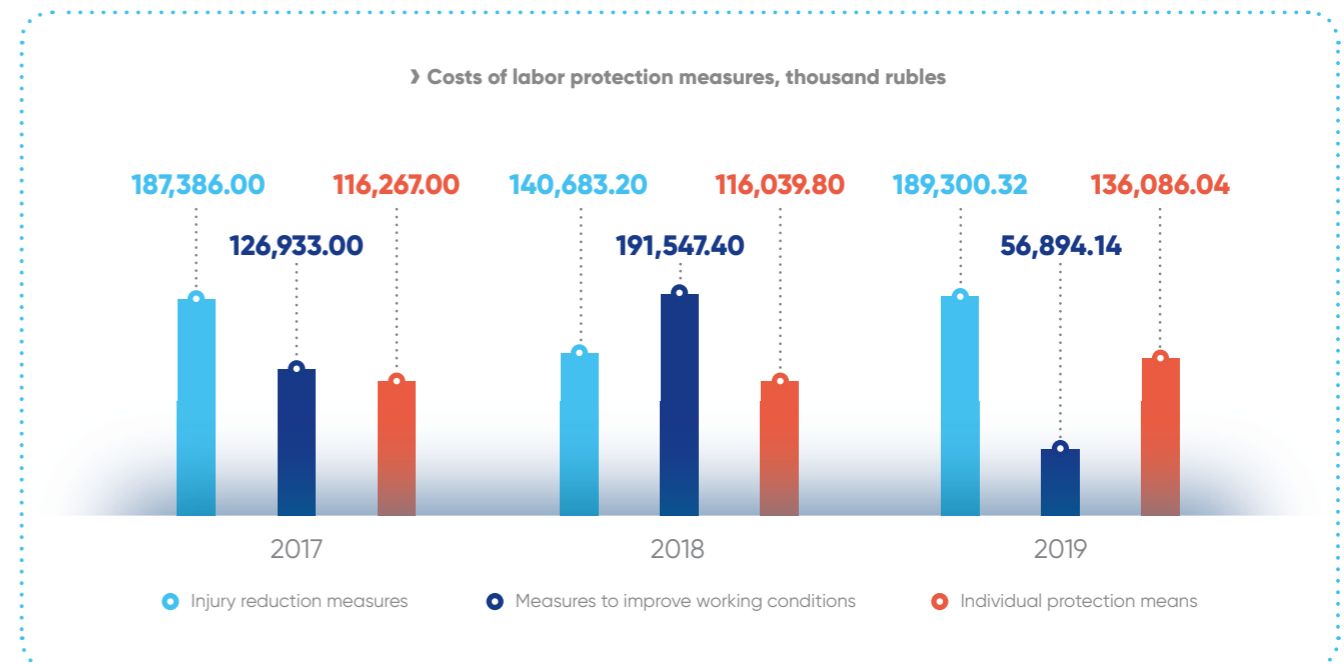
OGK-2 constantly implements the process of hazard identification and risk assessment to determine the management measures necessary to reduce the risks of accidents/incidents/injuries. The main purpose of the risk assessment process is to recognize and understand the dangers that may be associated with the activities of the Company, and to ensure that the risks associated with these dangers are assessed, ranked and managed in a way that allows them to be kept at the most acceptable level, ensuring compliance with industrial safety requirements.

The Company applies **31** professional standards.

In 2019, there was **1** accident related to the mild category in OGK-2, which is **66.7%** lower than in 2018.

73.4% 
of the Company's employees join Trade union organizations

39.4 million rubles 
are expenses for training, retraining and advanced training of employees of the Company



1.3 BUSINESS MODEL

1 Strategic goal

ENSURING STABLE PROFIT GROWTH WHILE MAINTAINING THE RELIABILITY OF ENERGY SUPPLY TO CONSUMERS

Strategic priorities

1. Building the optimal structure of production facilities
2. Cost optimization and efficiency improvements to adapt to changing market conditions
3. Improving the safety and reliability of production
4. Ensuring sustainable development and corporate social responsibility

2 Our resources

FINANCIAL CAPITAL

- > **137,341 million rubles** of equity
- > **88,562 million rubles** of borrowed capital

PRODUCTION CAPITAL

- > **19,012 MW** of installed electric capacity
- > **3,959.28 Gcal/h** of installed heat capacity
- > **12 power plants** in Russia

INTELLECTUAL CAPITAL

- > **442 million rubles** of intangible assets

HUMAN CAPITAL

- > **8,261.2 people** the average number of employees
- > **7,126 people** (84,72%) including those with vocational education

NATURAL CAPITAL

- > **2.8 thous. tons** of water consumption

SOCIAL REPUTATION CAPITAL

Credit ratings

FitchRatings

- > Long-term IDR rating in foreign and national currency "BBB-"; Outlook "Stable"
- > Short-term IDR rating in foreign and national currency "F3"

Expert

- > Credit rating "ruAA+"; Outlook "Stable"

ESG ratings

CDP

- > Rating on Climate Change 2019 "F"

3 Activity

Description of activities

The main activity of OGK-2 is the production and sale of electric energy and capacity with delivery to the wholesale market, the production of thermal energy and its sale to end consumers.

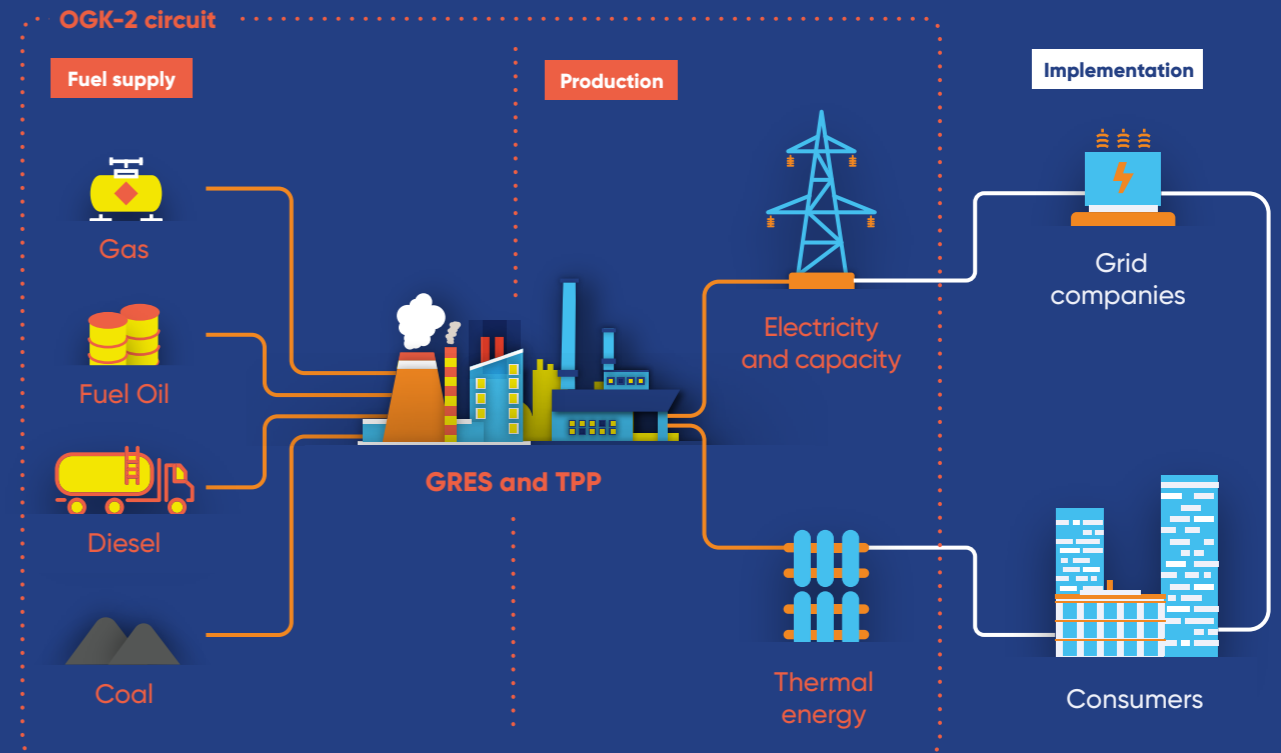
As part of this activity, OGK-2 ensures the operation of power plants, conducts timely and high-quality repairs of power equipment, and provides technical re-equipment and reconstruction of power facilities.

Company management

How we manage the activities of our Company can be found in the relevant sections of the Report:

- > Priority areas of development page 48
- > Environmental protection page 76
- > Human capital page 82
- > Occupational health and safety page 86
- > Social partnership page 87
- > Risk management page 92
- > Corporate Governance Report page 100

Key processes



4 Results for interested parties

5 Production results

- > **54,688.1 million kWh** (-7.2%) electricity generation
- > **51,050.2 million kWh** (-7.1%) net electricity supply
- > **6,647.4 thousand Gcal** (-5.1%) thermal energy generation
- > **6,351.2 thousand Gcal** (-5.4%) net supply of thermal energy
- > **325.0 g/kWh** (-2.0%) SRFC for electricity supply
- > **165.2 kg/Gcal** (+8.1%) SRFC for thermal energy supply
- > **33.0%** (-3.2 p.p.) ICUF

Sustainable development results

- > **519,799 thousand rubles** (+10.4%) cost of environmental protection
- > **188,494 tons** (-17.0%) gross emission of harmful substances into the air
- > **34,730,442 tons of CO₂ equivalent** (-9.1%) greenhouse gas emission
- > **1** (-66.7%) industrial accidents
- > **1,521,983 tons** (-15.9%) waste generation
- > **16.25 million rubles/person** (-4.9%) labor productivity

Financial results

- > **134,579 million rubles** (-6.0%) revenue
- > **12,025 million rubles** (+15.3%) net profit
- > **5,889.4 billion rubles** (-11.6%) actual financing of capital investments
- > **3,899.378 million rubles** (+126.1%) dividends paid in 2019

6 Contribution to achievement of sustainable development goals



1.4 GEOGRAPHICAL REACH



2 STRATEGY REPORT

4,220 MW

NEW CAPACITY COMMISSIONED UNDER CSA SINCE 2010

235 MILLION RUBLES

EFFECT OF OPERATIONAL EFFICIENCY PROGRAM

2.1	Market overview	36
2.2	The Strategy of Gazprom PJSC in electrical energy industry for 2018–2027	46
2.3	Priority areas for the development of OGK-2	48
2.4	Key Performance Indicators	52
2.5	Sustainable Development	54

25.5 BILLION RUBLES

EBITDA PER YEAR - EFFECT OF CAPACITY MODERNIZATION FOR OGK-2 DURING PEAK PERIODS

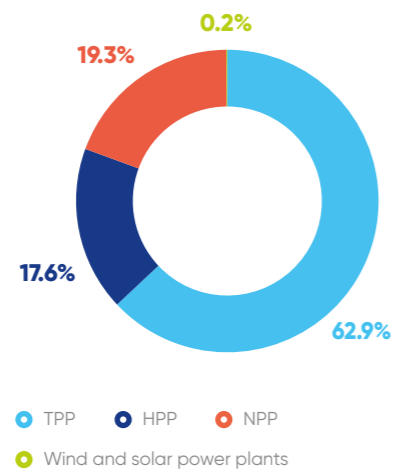
2.1 MARKET OVERVIEW

Sectorial overview³

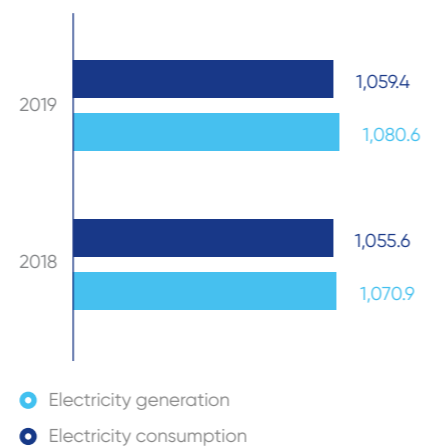
CONSUMPTION AND GENERATION OF ELECTRICITY

In 2019, the electricity generation by power plants of UES of Russia amounted to 1,080.6 billion kWh, which is 0.9% higher than the level of 2018. In 2019, the electricity consumption amounted to 1,059.4 billion kWh, which is 0.4% higher than the level of 2018.

› The structure of electricity generation by power plants of the UES of Russia in 2019, %

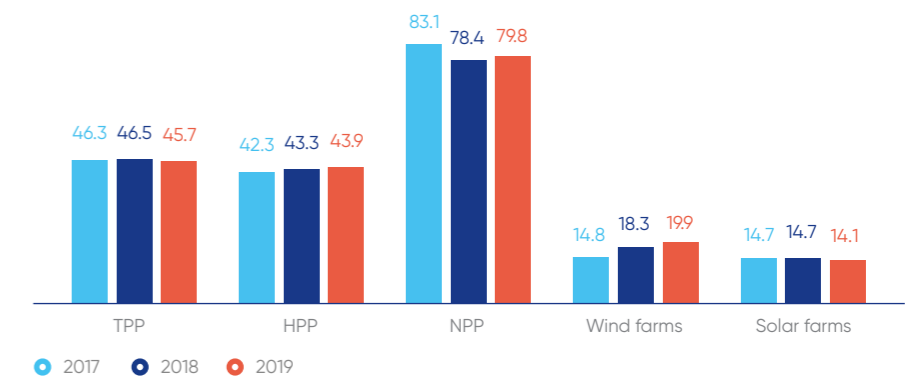


› Generation and consumption of electricity in the UES, billion kWh



In 2019, the number of hours of using the installed capacity of power plants as a whole across the UES of Russia amounted to 4,384 hours or 50.04% of the calendar time (installed capacity utilization factor – ICUF).

› ICUF of power plants of the UES in 2017–2019, %



INSTALLED CAPACITY

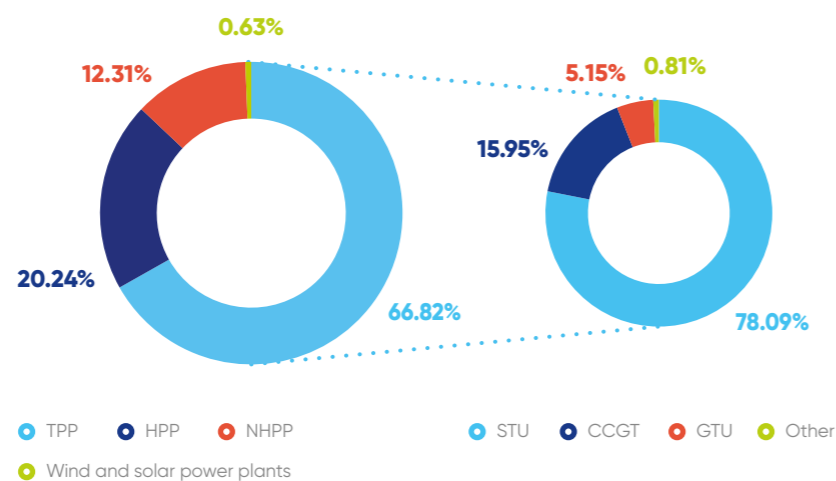
3 GW

of new generating equipment was commissioned in Russia in 2019

At the end of 2019, the installed capacity of power plants of the UES of Russia amounted to 246,342.45 MW, which is 1.3% higher than in 2018,

due to the commissioning of new generating equipment, and the re-marking of existing equipment.

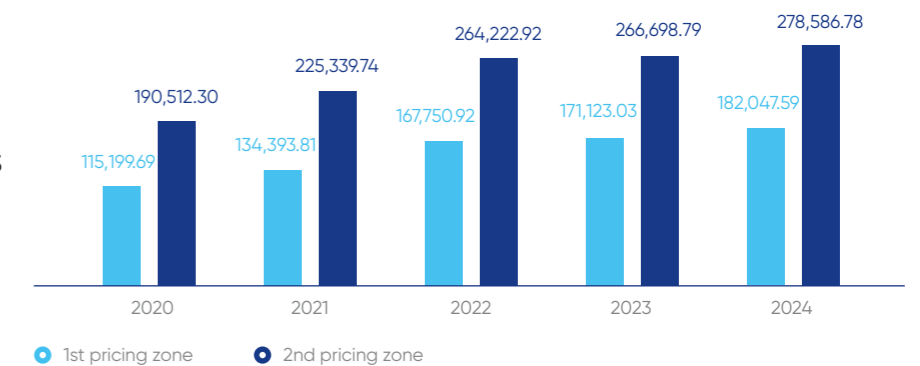
› The structure of the installed capacity of power plants as of December 31, 2019, %



COMPETITIVE CAPACITY OUTTAKE

In August 2019, the results of the CCO for 2022–2024 were summed up. In 2022, the price of capacity for power plants in the European part of the Russian Federation and the Urals (first price zone) increased by 24.8% compared to 2021, the price increase compared to the previous year in 2023 amounted to 2.0%, in 2024 – 6.4%. In Siberia (the second price zone), the price of capacity increased by 17.3% in 2022, by 0.9% in 2023, and by 4.5% in 2024.

› Results of competitive capacity outtake for 2022–2024, rubles/MW per month



³ Except as otherwise indicated, source: "Report on the functioning of the UES of Russia in 2019" of the System Operator of the Unified Energy System.

Prospects for capacity modernization for the period of 2022–2031

One of the main tasks of the reform of the Russian power industry in the 2000s was a significant investment in the industry in the construction of new and modernization of existing generation facilities. The main mechanism for the implementation of the task was the conclusion of capacity supply agreements (CSA).

Since the beginning of this program in 2010, OGK-2 has commissioned 4,220 MW of new capacity under the CSA. The final object of the CSA program was the 2nd power unit of the Groznenskaya TPP with a capacity of 180 MW, which was built by Gazprom Group.

The CSA-2 modernization program for Russia as a whole:

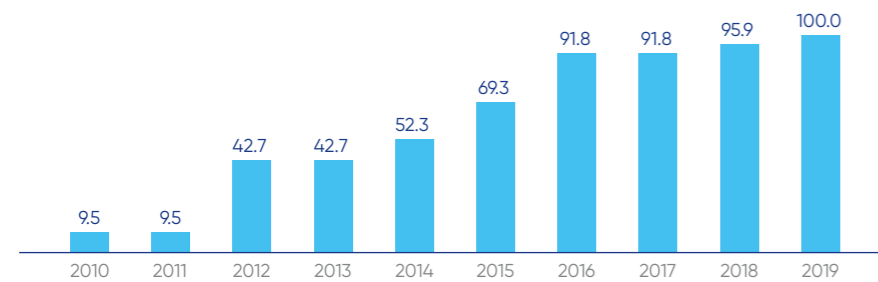
41

GW of thermal power

14%

of profitability guaranteed

› Execution of the CSA program, increment total, %



According to the Ministry of Energy, up to half of the capacity in Russia may require either decommissioning or modernization in the coming years. At the same time, as the CSA expires, the tariff component can be redistributed for modernization as part of the CSA-2 program.

the supply of capacity of KOMMod provide for a period of delivery of capacity of 192 months (16 years). According to the Russian Ministry of Energy, the modernization program will attract up to 1.9 trillion rubles of private investment over 10 years. The first competitive selections were held in April 2019 with the start of power supply in 2022–2024.

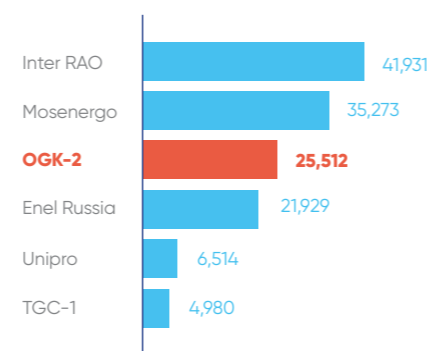
up to **1.9**

trillion rubles of investment over 10 years

On 25.01.2019, the Government of the Russian Federation approved the modernization program for generating facilities of thermal power plants (KOMMod), developed by the Ministry of Energy of Russia. This project will upgrade almost 41 GW of installed capacity of generating facilities, which is about 16% of the installed capacity of UES of Russia.

In August, the order of the Government of the Russian Federation dated 02.08.2019 No. 1713-r was published, containing the final list of generating facilities, the capacity of which is supplied under purchase and sale (supply) agreements for the capacity of modernized generating facilities with a total installed capacity of 8.6 GW, of which 125 MW – capacity of OJSC OGK-2. The average cost of projects selected for modernization in 2022–2024 is about 7,000 rubles per kW of installed capacity.

› Economic effect of capacity modernization during peak periods, million rubles



Source: Calculations of VTB Capital

It is assumed that the modernization program will be valid until 2031, and investors will gain access to the long-term market – the contracts for

The economic effect of the modernization of facilities for OGK-2 may reach peak periods of up to 25.5 billion rubles of EBITDA per year.

Modernization of obsolete capacities will reduce annual gas consumption to 17 billion m³ and coal to 16 million tons.

Industry position

The main direction of increasing the efficiency of the company in 2019 was to improve sales profitability by responding flexibly to changing

market conditions for electricity sales, as well as reducing production costs, including maximizing the potential for diversifying the fuel balance and

improving the quality of contractual work with suppliers coal.

Competitive review

› Comparison with some Russian public companies in the electric power industry whose shares are traded on the Moscow Exchange*

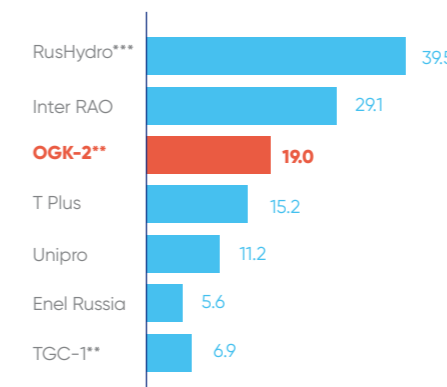
	Capitalization as of December 31, 2019, billion rubles	Average daily trading volume in 2019, million rubles	Dividend yield, 2018, %	EBITDA for 2019, million rubles	Profitability EBITDA in 2019, %	EV/EBITDA for 2019	P/E for 2019
OGK-2	62.2	799	9.36	30,504	22%	2.8	4.9
Mosenergo	89.8	24.7	8.83	32,670	17%	2.0	5.8
TGC-1	49.7	51.9	6.64	27,065	28%	2.4	3.9
Enel Russia	33.8	115.9	11.24	18,024	25%	3.1	7.3
Unipro	180.7	297.8	8.13	29,475	36%	6.0	9.6
Inter RAO	590.9	2,534.4	4.35	130,856	13%	3.3	7.2
RusHydro	250.9	284.0	5.39	84,864	23%	4.8	10.7

* Capitalization and trading volume – according to Bloomberg. Dividend yield – according to the Moscow Exchange. EBITDA and subsequent indicators – Promsvyazbank calculation.

KEY COMPETITORS IN THE ELECTRICITY AND CAPACITY MARKET

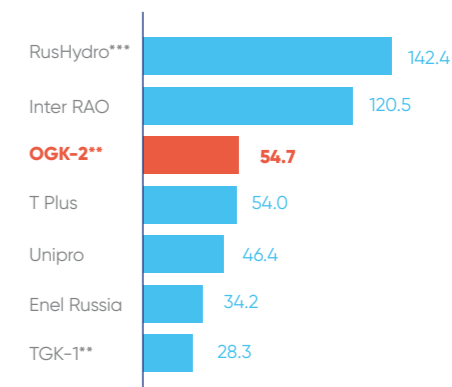
The main competitors of OGK-2 in the electricity and capacity market are companies that own large generating facilities in Russia.

› Installed capacity of the main generating companies whose power plants are located in the regions where OGK-2 is present, as of December 31, 2019, GW*



Competition in the electric power industry is limited by the price zones in which the power plants are located. The main competitors of OGK-2 branches are power plants located in one zone and neighboring regions connected by high-voltage lines.

› Electricity generation by the main generating companies, whose capacities are located in the regions where OGK-2 is present, in 2019, billion kWh*



* According to companies (information from open sources), OGK-2. By generation facilities in the Russian Federation.
** The controlling stakes of TGC-1 PJSC and OGK-2 belong to Gazprom Energy Holding Group.
*** Including the Boguchanskaya HPP.

Sales regions	OGK-2 branch	Principal competitors	Competitive advantages	Forecast of electricity demand based on an analysis of schemes and development programs of the UES of Russia for the period until 2024
North-Western UPS	Kirishskaya GRES	North-West CHPP (Inter RAO – Power Generation JSC), Leningrad NPP (Rosenergoatom Concern, JSC), stations of TGC-1 PJSC	<ul style="list-style-type: none"> › the main frequency and capacity regulator in the North-Western UPS (the total regulation capacity of other power plants in winter is less than the regulating capacity range of the Kirishskaya GRES and does not satisfy the needs of the central part of the UPS for regulation). 	Electricity consumption is expected to increase at the military-industrial complex facilities located in the Kaliningrad, Murmansk, Arkhangelsk Regions. An increase in the share of transport in the structure of electric energy consumption is forecasted. Demand for electric energy is growing in the power system of the Kaliningrad Region.
	Pskovskaya GRES	North-West CHPP (Inter RAO – Power Generation JSC), Leningrad NPP (Rosenergoatom Concern, JSC), stations of TGC-1 PJSC	<ul style="list-style-type: none"> › dependence of electric energy production on electricity demand, including in the Baltic countries and Belarus. 	
Central UPS	Ryazanskaya GRES	Kashirskaya GRES, Kostromskaya GRES and Cherepetskaya GRES (Inter RAO – Power Generation JSC), Shaturskaya GRES and Smolenskaya GRES (Unipro PJSC), Konakovskaya GRES (Enel Russia PJSC). In addition, the 500 kV network also receives energy from the Novovoronezhskaya, Kalininskaya and Smolenskaya NPPs (Concern Rosenergoatom JSC), Volzhskaya HPP (RusHydro PJSC) and energy from the Mid-Volga Region UPS and the Ural UPS	<ul style="list-style-type: none"> › one of the five largest Russian power plants in terms of installed capacity; › one of the main suppliers in the balancing electricity market of the region; › uses 2 types of fuel: the main fuel of the 1st stage is brown coal, the main fuel of the 2nd stage is natural gas. 	The increase in demand for electric energy in the Belgorod Region due to the expansion of existing enterprises. Demand for electric energy will increase in Moscow and the Moscow Region.
	Cherepovetskaya GRES	Stations associated with the district on a 500 kV transmission line, namely: Kostromskaya GRES (Inter RAO – Power Generation JSC) and Konakovskaya GRES (Enel Russia PJSC), as well as Kalininskaya NPP (750 kV transmission line, basic schedule) (Concern Rosenergoatom JSC)	<ul style="list-style-type: none"> › The competitive advantage of the Cherepovetskaya GRES is the low cost of electricity production by the CCGT. 	

Sales regions	OGK-2 branch	Principal competitors	Competitive advantages	Forecast of electricity demand based on an analysis of schemes and development programs of the UES of Russia for the period until 2024
Southern UPS	Novocherkasskaya GRES	Rostovskaya NPP (Concern Rosenergoatom JSC), Nevinomysskaya GRES (Enel Russia PJSC)	<ul style="list-style-type: none"> › is the backbone station of the free power transfer zone (FPTZ) Kuban – power plant generation accounts for more than 15% of the consumption of the Southern UPS; › partially participates in the balancing market; › 2 types of fuel – coal and natural gas, has high competitiveness when working with coal. When using gas, the fuel component is higher than the market price indicators on average. 	An increase in demand for electric energy is expected in the Southern UPS, primarily due to the implementation of a number of large investment projects, including the creation of new high-tech metallurgical complexes, as well as related to the continued existence of industrial enterprises.
	Stavropolskaya GRES	Nevinomysskaya GRES (Enel Russia PJSC), Krasnodarskaya CHPP (LUKOIL-Kubanenergo LLC)	<ul style="list-style-type: none"> › plays a key role in maintaining the system reliability of the Southern UPS; › a wide range of power regulation, speed of set-up and load shedding, which provides maximum power plant capabilities to cover the consumption schedule. 	
	Adlerskaya TPP	Sochinskaya TPP (Inter RAO – Power Generation JSC), Nevinomysskaya GRES (Enel Russia PJSC), Krasnodarskaya CHPP (LUKOIL-Kubanenergo LLC)	<ul style="list-style-type: none"> › provides reliable electricity and heat supply to sports and tourist infrastructure in Sochi; › modern gas turbine technologies for the production of electric energy, which provide high performance indicators; › a wide range of power regulation, speed of set-up and load shedding, which provides maximum power plant capabilities to cover the consumption schedule. 	
	Groznenskaya TPP	The TPP of North Caucasus of RusHydro PJSC (Dagestan branch, Kabardino-Balkarian branch, Karachayevo-Cherkess branch, North-Ossetian branch)	<ul style="list-style-type: none"> › the largest power plant in the region, has high efficiency indicators, which are ensured by modern gas turbine technologies; › gas turbines of the Groznenskaya TPP have a high degree of maneuverability, and also provide cover for peak loads in conditions of low water in the region. 	

Sales regions	OGK-2 branch	Principal competitors	Competitive advantages	Forecast of electricity demand based on an analysis of schemes and development programs of the UES of Russia for the period until 2024
Ural UPS	Surgutskaya GRES-1	Nizhneartovskaya GRES (Inter RAO – Power Generation JSC), Surgutskaya GRES-2 (Unipro PJSC), Urengoiyskaya GRES and Nyaganskaya GRES (Fortum PJSC)	<ul style="list-style-type: none"> the main and reserve fuel is associated petroleum gas from the Ob region fields; the main consumers of electricity generating capacities are oil and gas companies located in the Tyumen Region. 	Low growth rates of demand are forecasted, this is due primarily to the features of the development of core industries – oil production and metallurgy.
	Troitskaya GRES	Reftinskaya GRES (Unipro PJSC), South-Ural GRES (Inter RAO – Power Generation), Kurganskaya CHPP (Fortum PJSC)	<ul style="list-style-type: none"> high demand for generating equipment due to the proximity of the power plant to large energy-intensive consumers. 	
	Serovskaya GRES	Bogoslovskaya CHPP (Bogoslovsky Aluminum Plant, RUSAL UK). There are two large power plants in adjacent nodes: Yaivinskaya GRES (Unipro PJSC), Nizhneturinskaya GRES (T PLUS PJSC)	<ul style="list-style-type: none"> location in the Serovo-Bogoslovsky node, in which there are energy-intensive production units of steel, aluminum and ferroalloys; in 2015, high-efficiency combined-cycle equipment (CCGT-420) with a low fuel component was commissioned. 	
Siberian UPS	Krasnoyarskaya GRES-2	Berezovskaya GRES (Unipro PJSC), Sayano-Shushenskaya HPP and Boguchanskaya HPP (RusHydro PJSC), Krasnoyarskaya HPP (EuroSibEnerg JSC), Belovskaya and Tom-Usinskaya GRES (Kuzbassenergo JSC), Nazarovskaya GRES (Siberian Generating Company LLC)	<ul style="list-style-type: none"> loading depends on seasonal factors, such as water level in reservoirs, air temperature. During the repair period at the Sayano-Shushenskaya HPP, the Krasnoyarskaya GRES-2 operated at a load level close to the maximum. 	An increase in demand for electric energy is expected in the Siberian UPS due to the planned increase in aluminum production.

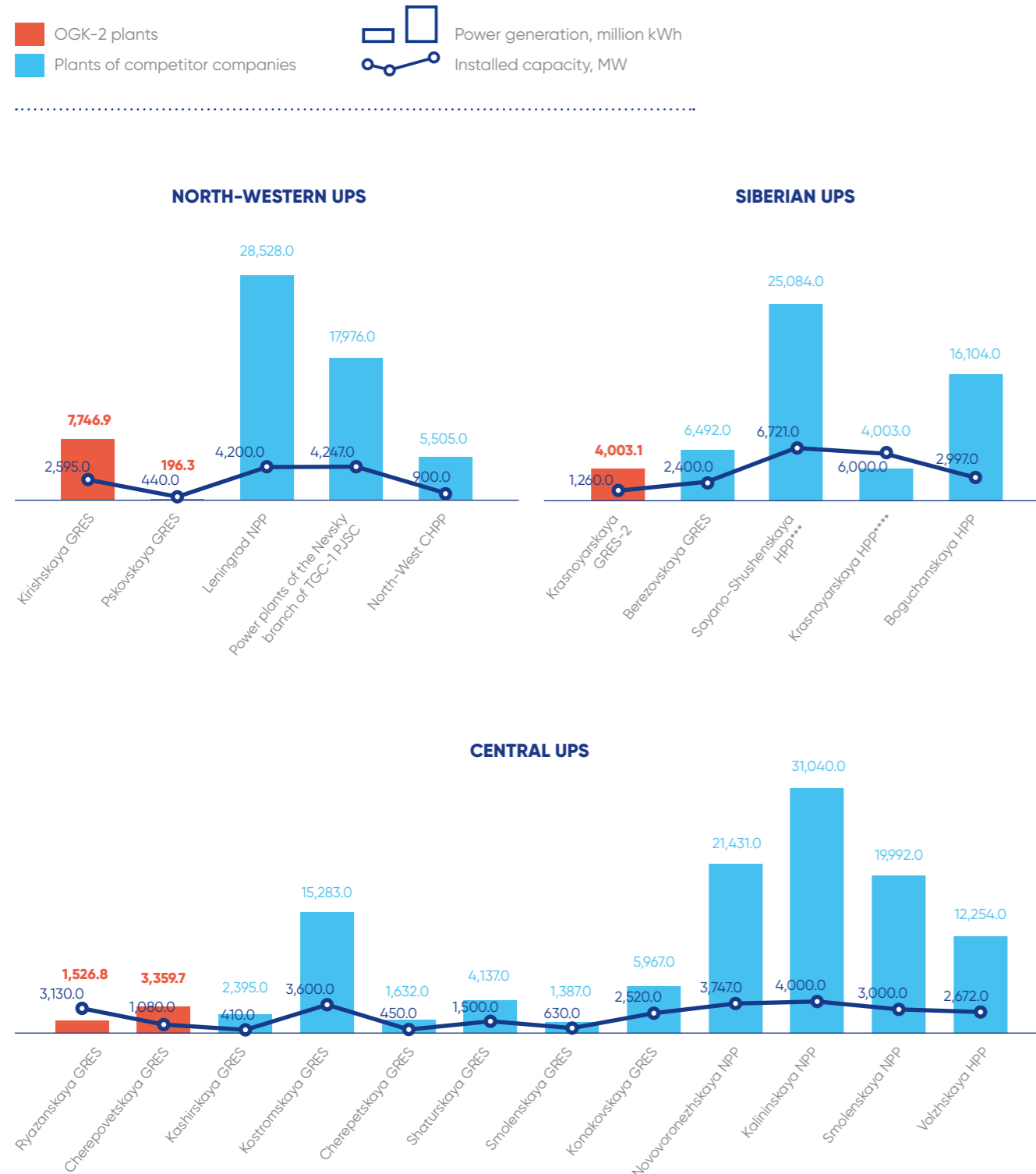
› OGK-2 power plant market share by regional power systems

Branches	Sales Regions / Unified Power Systems (UPS)	Market share, % ⁴				Comments on changing market share	
		Share in the UPS by electricity, %		Share in the UPS by capacity, %			
		2018	2019	2018	2019		
Kirishskaya GRES	North-Western UPS ⁵	6.51	8.68	13.89	13.92	The increase in the share of electric energy generation is associated with the initiatives of the System Operator in the context of the balance-sheet situation of the North-Western UPS (the inclusion of equipment for the supply of electricity to foreign energy systems).	
Pskovskaya GRES		0.17	0.22	2.35	2.36		The work of the power plant was mainly carried out at the initiative of the System Operator and is associated with ensuring the supply of electricity to the Republic of Belarus and the Baltic States.
Ryazanskaya GRES	Central UPS	0.76	0.65	5.97	5.95	The demand for coal generation in the Central UPS remains at a rather low level.	
Cherepovetskaya GRES		1.35	1.42	2.06	2.05		The increase in production is primarily associated with the modernization of generating equipment and an increase in available capacity by 30 MW.
Novocherkasskaya GRES	Southern UPS	9.25	7.50	9.59	9.08	The decrease in the share of electric energy production is associated with the current schematic and balance situation in the Southern UES. The decrease in the installed capacity share is associated with the commissioning of new generating capacities in the Southern UES.	
Stavropolskaya GRES		8.30	4.90	10.29	9.75		The decrease in the share of electric energy production is associated with the current schematic and balance situation in the Southern UES. The decrease in the installed capacity share is associated with the commissioning of new generating capacities in the Southern UES.
Groznenskaya TPP		-	0.65	-	1.45		The power generation of power plants is associated with the balance sheet situations in the Southern UES.
Adlerskaya TPP		2.36	1.66	1.56	1.48		The decrease in the share of electric energy generation is associated with the scheduled repair of generating equipment.
Troitskaya GRES	Ural UPS	0.54	0.46	2.45	2.45	A slight decrease in the share in the generation of electric energy in the Ural UPS is due to the conditions of the circuit-balance situation.	
Serovskaya GRES		1.07	1.07	0.84	0.84		Production share in the UES remains unchanged.
Surgutskaya GRES-1		7.07	7.02	6.22	6.21		Production share in the UES practically remained at the level of the previous year.
Krasnoyarskaya GRES-2	Siberian UPS	2.14	1.92	2.43	2.42	The decrease in the share of electricity generation in the UPS is due to the current pattern and balance situation in the Siberian UPS, namely, an increase in the generation of the HPP.	

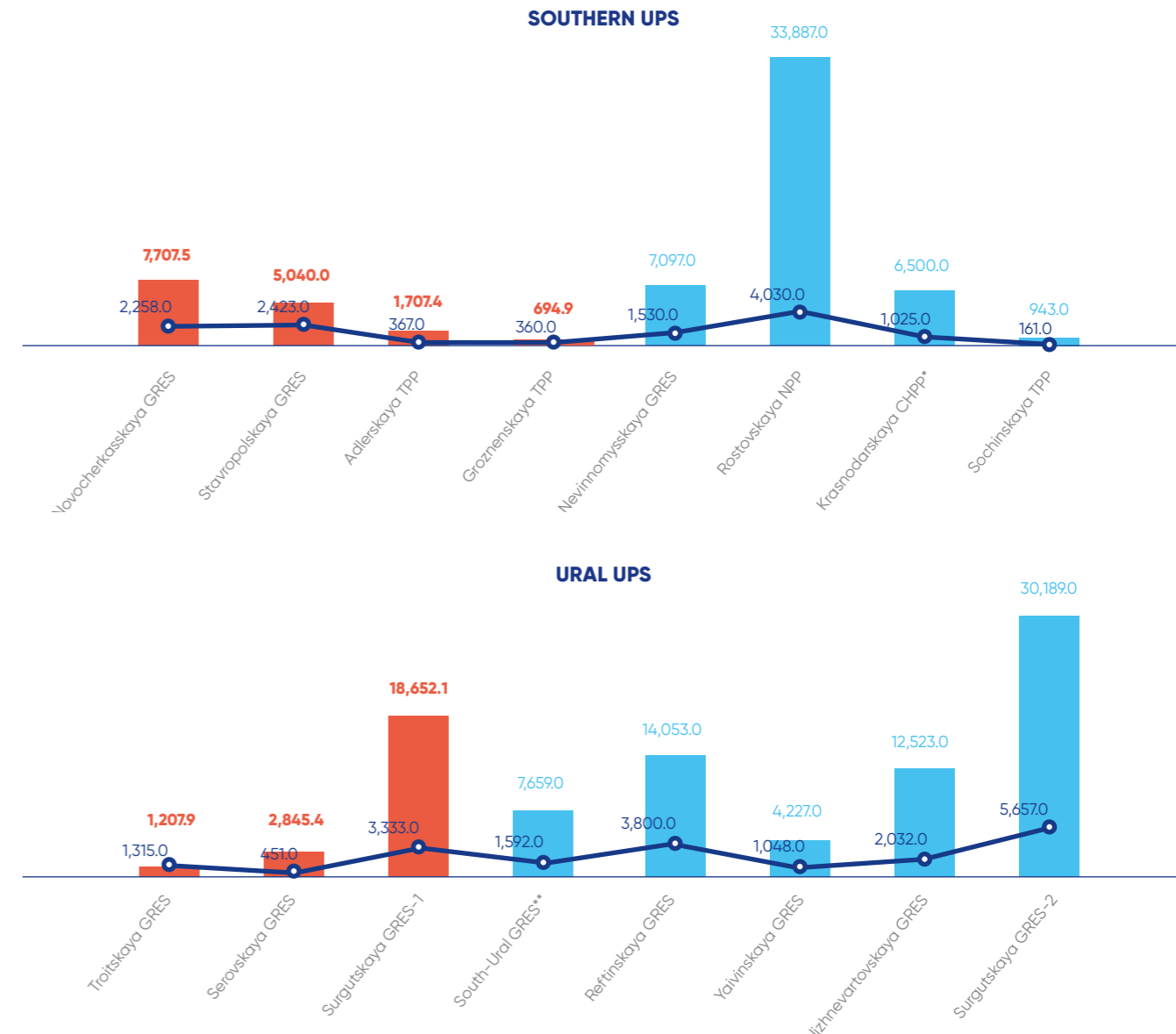
⁴ Based on data from SO of the UES.

⁵ With the exception of Arkhangelsky RDO, Baltic RDO and Komi RDO.

INDICATORS OF INSTALLED CAPACITY AND POWER GENERATION OF OGC-2 PLANTS IN COMPARISON WITH THE MAIN COMPETITORS AS OF DECEMBER 31, 2019⁶



⁶ Source: OGC-2, company data.
 * Annual average.
 ** Taking into account the South-Ural GRES-2.
 *** Including the counter-regulatory Mainskaya HPP.
 **** Average annual production.



In December 2019, negotiations between the management of OJSC OGC-2 and Siberian Generating Company LLC (SUEK Group) were successfully completed, the subject of which was the question of the conditions for the sale of Krasnoyarskaya GRES-2.

So, on December 31, 2019 OJSC OGC-2 and Yenisei TGC JSC (TGC-13) (a subsidiary of Siberian Generating Company LLC) signed a sale and purchase agreement for the Krasnoyarskaya GRES-2.

The transaction value amounted to 10 billion rubles (excluding VAT), which significantly exceeded the book value of this asset, taken into account by OJSC OGC-2.

The economic feasibility for OJSC OGC-2 for the sale of the Krasnoyarskaya GRES-2 due to a decrease in the production and financial indicators of the power plant due to the outstripping increase in fuel prices compared to the level of electricity sales at the wholesale electricity market, high competition and surplus electricity

in the Krasnoyarsk energy system, caused by the presence of efficient hydro generation of RusHydro, En+, the predicted deterioration in the balance sheet situation after the commissioning of the restored unit of the Unipro Berezhovskaya GRES. In addition to the significant one-time economic effect, the sale of the Krasnoyarskaya GRES-2 will allow OGC-2 to direct investments in the construction of new and modernization of more promising capacities.

2.2 THE STRATEGY OF GAZPROM PJSC IN ELECTRICAL ENERGY INDUSTRY FOR 2018–2027⁷

Since Gazprom's entry into the electric power industry (in 2007), the largest vertically integrated electric power holding in Russia has been created, combining assets in the field of electric and heat energy production, transmission and sales of heat energy – Gazprom Energoholding LLC (100 percent subsidiary of Gazprom PJSC). On the basis of the holding, the assets of Mosenergo PJSC, MOEK PJSC, OJSC OGK-2 and TGC-1 PJSC were consolidated.

In 2019, Gazprom completed the implementation of a large-scale investment program for the construction and modernization of facilities with a capacity of about 9 GW under capacity supply agreements (CSA). In total, it includes 17 combined-cycle power units, 5 steam-powered power units, 8 hydraulic units and 6 gas turbine units.

On June 19, 2018, the Board of Directors of Gazprom PJSC approved the Strategy of Gazprom PJSC in the electric power industry for 2018–2027. The key strategic goal is to ensure stable profit growth while

maintaining a high level of reliability of energy supply to consumers. The restated strategy, in particular, involves the implementation of projects to create new and modernize existing generating facilities, as well as the withdrawal of facilities whose operation is not economically feasible. Special attention is paid to further improving operational efficiency, technological development, and the use of import-substituting equipment. Gazprom aims to diversify the electricity business by entering into promising markets in Russia and abroad.

KEY DEVELOPMENT PRIORITIES / STRATEGIC DIRECTIONS OF THE GAZPROM ENERGOHOLDING GROUP⁸

- **Implementation of the Gazprom Strategy in the electric power industry.**
- **Construction of new capacity and modernization in the presence of economic incentives in the industry.**
- **Optimization of operating and investment costs.**
- **Withdrawal of assets:**
 - › It is planned to withdraw about 2 GW of capacity till 2022.
- **Participation in the Gazprom project in terms of construction of generating capacities:**
 - › Svobodnenskaya TPP: 160 MW in 2020⁹.
- **Purchase of core assets:**
 - › Monitoring is being carried out regarding horizontal expansion.
- **Participation in international projects:**
 - › The construction of the Pancevo TPP in Serbia is underway;
 - › The possibility of building gas generation in China and Vietnam is being discussed.
- **Debt reduction due to operating flow and income from CSA projects.**

⁷ Reference for the press conference "Gazprom Strategy in Electrical Energy Industry" (May 20, 2019): https://energoholding.gazprom.ru/d/textpage/3f/63/background-press-conf-2019-05-20-ru_1.pdf

The key strategic goal is to ensure stable profit growth while maintaining a high level of reliability of energy supply to consumers. The restated strategy, in particular, involves the implementation of projects to create new and modernize existing generating facilities, as well as the withdrawal of facilities whose operation is not economically feasible.

PARTICIPATION OF GAZPROM ENERGOHOLDING COMPANIES IN THE CSA PROGRAM

CSA

Results
(2007–2019)

CSA-2

Outlook
(2018–2027)

IMPLEMENTATION COSTS

450 billion rubles

140 billion rubles

POWER INPUT UNDER THE PROGRAM

+8.9 GW

+5.0 GW

WITHDRAWAL OF THE ASSET IN THE PERIOD OF

-4.3 GW

-4.3 GW*

* Taking into account 0.6 GW output in 2018–2019

⁸ On the results of Gazprom activity in the electric power industry in 2018: <https://energoholding.gazprom.ru/d/textpage/3f/63/presentation-press-conf-2019-05-20-ru.pdf>

⁹ With participation of Gazprom Invest Project LLC.

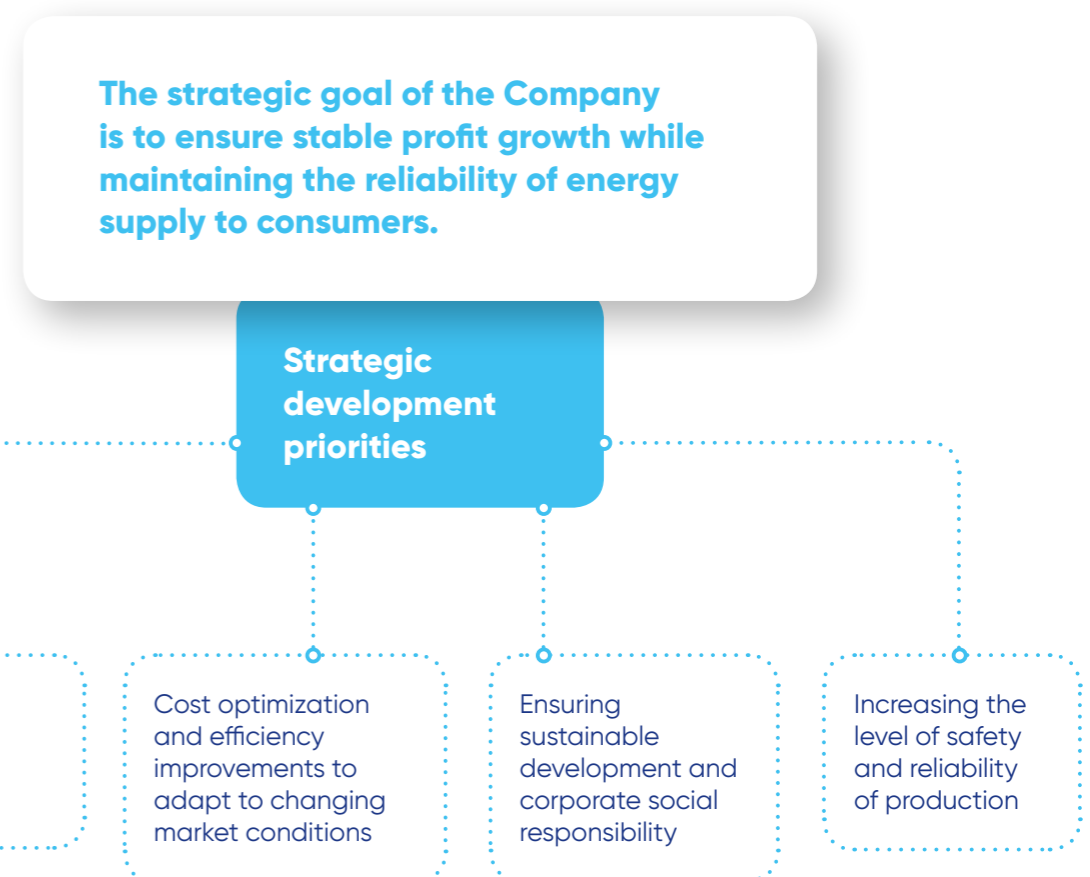
2.3 PRIORITY AREAS FOR THE DEVELOPMENT OF OGK-2

OJSC OGK-2 plans its priority development directions within the framework of the general Strategy of Gazprom PJSC in the electric power industry for the next ten-year period (until 2027).

OGK-2 development priorities are determined by the need to increase the efficiency of the Company in order to increase business value. Improving the efficiency of the Company should be aimed at the formation of its economic potential, providing the ability to update generating capacities.

Taking into account the strategic goal, the characteristics of the Company, the market situation and risks, the main directions of development of OGK-2 are formed with an emphasis on improving profitability, efficiency and competitiveness.

Mission and development priorities of the Company



To implement these tasks, a system of Key Performance Indicators (KPIs) has been established that sets specific goals and motivates the management of the Company to achieve them.

Based on the work of the OGK-2 risk management system, the monitoring of possible negative impacts on the implementation of the Company's development priorities is carried out with further adjustment of tasks and KPIs.

DEVELOPMENT PRIORITIES OF OGK-2

1 EFFICIENCY

- > Cost optimization
- > Structure optimization

TASKS

- > Fuel efficiency and optimal capacity utilization
- > Optimization of operating and investment costs
- > Increase of the efficiency of equipment maintenance work
- > Reduced power shortages
- > Search and development of new activities subject to the use of existing assets
- > Optimization of stocks of raw materials
- > Implementation of R&D results and proposals for optimizing all types of activities on the part of the Company's employees
- > Renewal of fixed assets: reconstruction and technical re-equipment of existing generating and auxiliary equipment, replacement of energy equipment that has exhausted its resource
- > Improvement of technical and economic indicators of the operation of power units
- > Withdrawal of inefficient capacities
- > Increase of the efficient work with real estate

STRATEGICAL

- > Net profit
- > Profitability of sales
- > The ratio of the growth rate of receivables to the growth rate of revenue
- > EBITDA

OPERATIONAL

- > Semi-fixed costs limit
- > Net working capital
- > Return on average capital employed
- > Profit margin
- > Collection of payments for electricity and capacity
- > Collection of payments for thermal energy
- > Net debt/EBITDA
- > Marginal wage growth rate

PROJECT

- > Execution of a program to increase operational efficiency and reduce costs

KPI

RISKS

- > Reduction in demand for electric and thermal energy
- > Change in electricity prices
- > Change in prices for energy, services, materials and equipment
- > Lack of demand in the capacity market for a part of the generating capacities of the Company
- > Competition with more efficient electricity producers
- > Increased competition in the future, after the implementation of investment programs

2 RELIABILITY

- Improving the safety and reliability of production

- > Conducting regular inspections of the technical condition of the equipment and performing service, preventive and repair work
- > Taking preventive measures to reduce the risks of emergencies and increase the reliability of equipment
- > IT infrastructure modernization in order to increase the reliability of its functioning and ensure guaranteed continuity of critical business processes
- > Conducting a special assessment of working conditions, medical examinations of employees and staff briefings on safe working methods
- > Close cooperation in ensuring security and developing response measures in cases of emergencies with the Ministry of Emergencies, emergency services in the settlements of power plants, medical and public organizations, as well as with network and other generating companies

OPERATIONAL

- > Production Reliability (Availability Ratio)
- > Repair program implementation
- > Investment program implementation effectiveness
- > Deviation of underpayment by capacity from the set value
- > Compliance with regulatory fuel reserves
- > Single source procurement reduction
- > Execution of the repair program as per deadline
- > Implementation of the investment program

- > Risk of increased defaults on electricity and heat supplied
- > Accidents due to physical deterioration of the asset
- > Failure to fulfill contractual obligations by contractors and partners
- > Risks associated with weather factors
- > Risks of financial and reputational losses in the implementation of investment projects

3 SUSTAINABLE DEVELOPMENT

- Ensuring sustainable development and corporate social responsibility

- > Introduction of new environmentally friendly technologies with high efficiency
- > Rational use of fuel resources in the production and transmission of electric and thermal energy
- > Standardization and voluntary certification of production wastes (ash and slag) with a view to their resale for recycling
- > Development of profiles of professional knowledge and skills for key positions and implementation of professional standards for the qualification of employees
- > Distribution of the new Occupational Safety Policy and raising the culture of safe behavior in the workplace
- > Increasing the level of social protection of workers through the spread of various personal insurance mechanisms, including Non-state pension schemes (NSPS)
- > Forming an open dialogue with suppliers of material and technical resources (MTR), creating a list of bona fide counterparties

STRATEGICAL

- > Production safety

OPERATIONAL

- > Effectiveness of priority projects
- > Implementation of activities of development projects
- > Heat energy consumer satisfaction index
- > Efficiency of work within the framework of antitrust control
- > Compliance with financial market disclosure requirements
- > Efficient work with real estate
- > No civil liability cases
- > No cases of non-provision of established regimes
- > Staffing level
- > Staff training and development
- > The amount of fines and penalties by regulatory authorities
- > Compliance with reporting deadlines
- > Effectiveness of claims work
- > Work efficiency in the framework of enforcement proceedings
- > The share of certified staff
- > Staffing level
- > Compliance with antitrust laws regarding procurement

- > Risks of damage to the environment or its pollution
- > Risks of a terrorist threat
- > Risks associated with technological violations and accidents due to erroneous actions of staff
- > Corruption risks and risks of conflict of interests
- > Judicial risks

CHANGE OF STRATEGIC DEVELOPMENT PRIORITIES IN THE REPORTING YEAR

In the reporting year, there were no changes in strategic development priorities.

2.4 KEY PERFORMANCE INDICATORS

The use of the KPI system in OGC-2 improves the performance of governing bodies and gives the company an objective basis for a regular bonus system.

In 2019, the KPI composition was formed on the basis of the report of PricewaterhouseCoopers Consulting LLC on the project "Development of a system of key performance indicators for organizations (heads of organizations) of Gazprom Energoholding Group and functional distribution of responsibilities between the leaders of the Company.

The list, methods of calculation and performance assessment, as well as target KPIs for 2019 were approved by a decision of the Board of Directors in September 2019.

KPIs of the Company and senior managers are decomposed (cascaded) into employees of the executive office and branches of the Company taking into account their individual goals and objectives.

In the KPI matrix for 2019, indicators are presented in the following areas:



Key Performance Indicators and the Matrix of Responsibility for their Implementation for 2019

Group/title of the KPI	Title of the unit being responsible for the KPI performance
Strategic KPI	
Net profit	
Profitability of sales	
Production safety	All Company units
The ratio of the growth rate of receivables to the growth rate of revenue	
EBITDA	
Operational KPIs	
Production reliability (availability ratio)	
Execution of the repair program as per deadline	Production unit
Repair program implementation	
Implementation of the investment program	Production units, which projects are part of the investment program
Investment program implementation effectiveness	
Inventory turnover	Production units Procurement unit
Effectiveness of priority projects	Production unit
Implementation of activities of development projects	Development unit
Semi-fixed costs limit	
Net working capital	Unit of economics and finance
Net debt/EBITDA	
Return on average capital employed	
Profit margin	
Collection of payments for electricity and capacity	
Collection of payments for thermal energy	Power distribution unit
Heat energy consumer satisfaction index	
Deviation of underpayment by capacity from the set value	
Compliance with regulatory fuel reserves	
Single source procurement reduction	
Compliance with antitrust laws regarding procurement	Procurement unit
Efficiency of work within the framework of antitrust control	
Compliance with financial market disclosure requirements	
Efficient work with real estate	Unit of corporate and legal issues
Effectiveness of claims work	
Work efficiency in the framework of enforcement proceedings	
No civil liability cases	Corporate protection unit
No cases of non-provision of established regimes	
Staffing level	
Marginal wage growth rate	Staff management unit
The share of certified staff	
Staff training and development	
The amount of fines and penalties by regulatory authorities	Accounting unit
Compliance with reporting deadlines	
Project KPIs	
Execution of a program to increase operational efficiency and reduce costs	Company units, whose projects are part of the Program

2.5 SUSTAINABLE DEVELOPMENT

We combine the traditions accumulated by generations of our predecessors and the desire to change in accordance with the requirements of the times. We operate equipment commissioned decades ago and introduce modern technology to become stronger. We are working to be more efficient and take our rightful place in the market. Only this will allow us to update generating capacities and provide the best conditions for our team. Moreover, the main goal remains unchanged for power engineers of all time: reliable and uninterrupted power supply to consumers.

Such work can only be built on the principles of a responsible attitude of business towards people, the environment and society. Our core

corporate values, which are designed to ensure the sustainable development of the company, lead from a responsible attitude. Following openness and

transparency we conduct an open and honest exchange of information with all interested parties.

Sustainability management approaches

The implementation of approaches to managing sustainable development processes in OGK-2 coincides with the vision of the principles reflected in the United Nations (UN) Declaration on Environment and Development.

The Company pays great attention to meeting the requirements of environmental legislation, increasing the level of industrial and

environmental safety, ensuring a planned and effective reduction of the negative impact of industrial activities on the environment.

OGK-2 ACTIVITIES AND THE UN SUSTAINABLE DEVELOPMENT GOALS

On September 25, 2015, at the UN headquarters in New York, world

leaders, including heads of state and government, approved the Post-2015 Sustainable Development Agenda, entitled "Transforming Our World: 2030 Agenda for Sustainable Development". This agenda contains 17 goals and 169 tasks.

OGK-2 operates based on the UN Sustainable Development Goals.



CORPORATE REPORTING AND ESG FACTORS¹⁰

Today, the financial statements of companies cannot be a source of complete information for investors. Therefore, companies need to increase the amount of disclosed

non-financial information in order to increase the transparency of their activities and increase investment attractiveness. Non-financial disclosure requirements in reporting

are subject to disclosure standards. One of the important factors attracting the attention of investors is the disclosure of the impact of climate risks on the activities of the Company.

› Analysis of the possible impact of climate risks and opportunities on the activities of OGK-2

CLIMATE RISKS

Transitional risks

- › Replacing products and services with greener ones
- › Costs of moving to greener technologies

- › Consumer behavior change
- › Increase in the cost of raw materials

POTENTIAL FINANCIAL IMPACT

Technological

- › Write-off and premature disposal of assets
- › R&D expenses in the field of new and alternative technologies
- › Capital investment in technology development

Market

- › Decrease in demand for goods and services due to changes in consumer preferences
- › Increase in the cost of production due to changes in the cost of raw materials and production requirements

CLIMATIC FEATURES

Resource efficiency

- › Use of more efficient transportation methods
- › Use of a more efficient manufacturing process
- › Greener construction

POTENTIAL FINANCIAL IMPACT

- › Reduced operating costs (due to increased efficiency and prime cost reduction)
- › Increase in production capacities and, as a result, increase in revenue
- › Increase in the value of fixed assets

Energy sources

- › Use of greener energy sources
- › Use of new technologies

- › Reduced operating costs
- › Availability of capital (due to investor interest in greener industries)
- › Positive impact on reputation

¹⁰ Environmental, social and governance (ESG) are three main factors in assessing the sustainability and ethical impact of investing in a company or business.

CORPORATE VALUES

Corporate values of the Company:



PROFESSIONALISM

Is deep knowledge of one's specialty, timely and high-quality fulfillment of assigned tasks, continuous improvement of professional knowledge and skills.



INITIATIVE

Is the activity and independence of workers in optimizing the production process.



LEAN

Is a responsible and careful approach to the use of the Company's assets, to own working time and working hours of other employees.



MUTUAL RESPECT

Is a team spirit in work, trust, friendliness and cooperation in the process of solving assigned tasks.



OPENNESS TO DIALOGUE

Is an open and honest exchange of information, willingness to jointly work out the best solution.



CONTINUITY

Is respect for the work and experience of older generations, communication between beginners and labor veterans, vocational training and mentoring.



IMAGE

Is the use of techniques and strategies aimed at creating a positive opinion about the Company.

OGK-2 corporate values are enshrined in the Code of Corporate Ethics, approved by the Board of Directors on 02.10.2014. Along with documents defining the strategic goals of the Company, as well as the Corporate Governance Code, the Code of Corporate Ethics serves as the main one that ensures the sustainable development of OGK-2 and is an integral part of the corporate culture of the Company.

The Code establishes the rules of business conduct in accordance with generally accepted standards of corporate ethics in the field of:

- relations between the Company and an employee;
- environmental protection;
- conflict of interest;
- collaboration of relatives;
- gifts;
- use of assets and resources of the company, handling information;
- relationship with competitors and contractors;
- relationship with investors;
- relationship with the state;
- anti-corruption;
- relationship with controlled legal entities;
- corporate style;
- personal behavior.

Organization of work to comply with the requirements and provisions of the OGK-2 Code of Corporate Ethics is entrusted to the Corporate Ethics Commission, which is contacted by sending messages via e-mail and hotline.

PARTIES CONCERNED

OGK-2 adheres to the principles of an open and honest exchange of information, readiness for joint development of an optimal solution with all interested parties.

To develop optimal mechanisms for interaction, the company identifies several key groups of stakeholders. The main principles that guided the Company in the formation of these groups are:

- the commonality of their interests and expectations presented to the Company;
- the nature of their influence on the achievement of priority areas of development;
- tools used by the Company to interact with them.

Residents of the regions where OGK-2 is present can ask questions about the environmental impact of the Company's production facilities by sending a request. Specialists of PR divisions, together with representatives of specialized units, respond promptly to them, providing information to those who request it upon request.

Parties concerned	Interaction and information exchange topics	
INVESTMENT COMMUNITY (shareholders and investors)	<ul style="list-style-type: none"> › financial and production indicators › investment program › dividend politics 	<ul style="list-style-type: none"> › shareholder value increase › increase of production efficiency and reduction of costs › priority areas for the development of the Company
CAPITAL SUPPLIERS (lenders and rating agencies)	<ul style="list-style-type: none"> › financial and production indicators › investment program › debt indicators and debt portfolio structure 	<ul style="list-style-type: none"> › credit policy › priority areas for the development of the Company
LOCAL COMMUNITIES (local people, civil society organizations and local authorities)	<ul style="list-style-type: none"> › uninterrupted heat and power supply › compliance with environmental regulations and standards › energy saving and energy efficiency › compliance with safety standards and regulations › job creation and wage levels 	<ul style="list-style-type: none"> › taxes › charity › joint events with public organizations and local authorities › participation in the development of local infrastructure › business development
CUSTOMERS (wholesale buyers of heat and electricity and capacity, including guaranteeing suppliers and large industrial consumers)	<ul style="list-style-type: none"> › uninterrupted heat and power supply › production indicators › investment program 	<ul style="list-style-type: none"> › connection conditions › increased efficiency › priority areas for the development of the Company
THE GOVERNMENT OF THE RUSSIAN FEDERATION AND BRANCH MINISTRIES AND DEPARTMENTS, REGIONAL EXECUTIVE BODIES	<ul style="list-style-type: none"> › uninterrupted heat and power supply › production and financial indicators › investment program 	<ul style="list-style-type: none"> › increased efficiency › priority areas for the development of the Company
ENVIRONMENTAL ORGANIZATIONS	<ul style="list-style-type: none"> › compliance with environmental regulations and standards › reduction/increase of all types of environmental impact of production › ongoing programs and activities related to environmental protection 	<ul style="list-style-type: none"> › investment program › energy efficiency improvement › priority areas for the development of the Company
SUPPLIERS OF GOODS AND SERVICES	<ul style="list-style-type: none"> › creditworthiness › procurement rules and transparency › environmental, technical and other regulations and standards in the selection of suppliers 	<ul style="list-style-type: none"> › investment program › priority areas for the development of the Company
WORKERS AND LABOUR ORGANIZATIONS	<ul style="list-style-type: none"> › compliance with environmental regulations and standards › compliance with safety standards and regulations › job creation and wage levels 	<ul style="list-style-type: none"> › social and medical care › opportunity for professional growth and development › corporate culture › business development

More detailed information on the activities of OJSC OGK-2 in the field of sustainable development

can be found in the Report on the Sustainable Development of Gazprom Energoholding LLC on the

Company's website: <https://www.ogk2.ru/rus/about/social/charity/>

3 COMPANY ACTIVITY RESULTS

3.1	Operating indicators	60
3.2	Financial Results	64
3.3	Efficiency improvement and investment activity	70
3.4	Innovative development	74
3.5	Information technology	75
3.6	Environmental protection	76
3.7	Human capital	82
3.8	Social partnership	87
3.9	Supply chain	89
3.10	Relations with suppliers	91
3.11	Risk management	92

MILLION RUBLES
31,203
IFRS EBITDA AS OF 31.12.2019

MILLION RUBLES
12,025
IFRS PROFIT FOR 2019 FY

MILLION RUBLES
127,755
COMPANY REVENUE FROM ELECTRICITY
AND CAPACITY SALES FOR 2019 FY

3.1 OPERATING INDICATORS

In 2019, OGC-2 generating capacities ensured the stable operation of power plant equipment and a reliable supply of heat and electric energy to consumers.

Key operating results for 2017–2019 and planned results for 2020

Indicator	2017 (actual)	2018 (actual)	2019		2019 vs 2018	2020 (plan)
			plan	actual		
Generation of electricity, million kWh	63,432.9	58,919.4	57,433.9	54,688.1	-7.2%	56,876.1
Net electricity supply, million kWh	59,251.5	54,949.5	53,697.5	51,050.2	-7.1%	53,289.2
Thermal energy generations (supply from collectors), thousand Gcal	6,759.4	7,007.2	6,480.5	6,647.4	-5.1%	6,376.9
Net supply of thermal energy, thousand Gcal	6,354.4	6,702.1	6,109.1	6,345.3	-5.3%	6,122.8
SRFC for electricity supply, g/kWh	340.3	331.6	326.0	325.0	-2.0%	328.5
SRFC for thermal energy supply, kg/Gcal	156.1	152.9	164.0	165.2	+8.1%	163.9
ICUF, %	38.1	36.2	34.7	33.0	-3.2 p.p.	34.1
Fuel consumption, thousand tons of standard fuel:	21,356.9	19,516.5	18,749.2	17,883.1	-8.4%	18,684.7
• Coal	6,386.4	5,381.4	5,124.6	4,564.8	-15.2%	5,228.5
• Gas	14,929.9	14,099.1	13,610.7	13,295.3	-5.7%	13,442.6
• Fuel oil	40.6	35.9	13.8	22.9	-36.3%	13.7

Electricity generation¹¹

In 2019, OGC-2 power plants generated 54,688.1 million kWh, which is 7.2% less than the level of 2018. The share of OGC-2 generation in the Russian electricity market in 2015–2019 decreases from 6.3% to 5.1%. The main reasons for reducing production:

- Strategy to minimize the composition of the included generating equipment of the Ryazanskaya GRES, the Novocherkasskaya GRES, the Stavropolskaya GRES, aimed at reducing the operating time of non-marginal equipment by generating price bids when calculating the choice of the composition of the turned-on generating equipment and generating equipment in reserve;
- Decrease in equipment capacity at the Krasnoyarskaya GRES-2 and the Troitskaya GRES on behalf of the System Operator / decrease in demand for generation in the UPS;
- Increasing the time for repairing equipment at the Adlerskaya TPP.

¹¹ The distribution of generation and net supply of electricity among OGC-2 power plants is presented in Appendix 1.

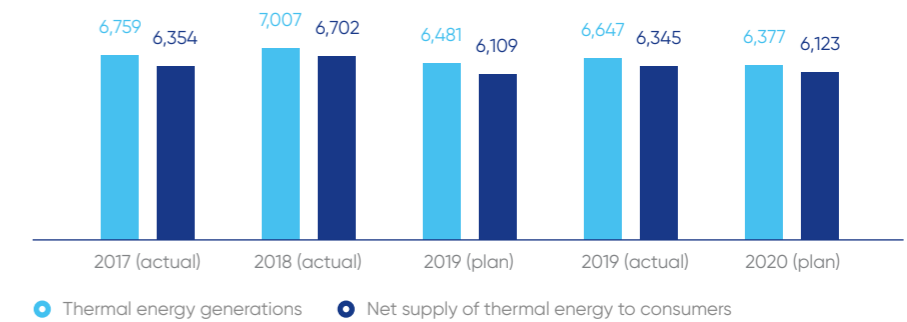
Thermal energy generations¹²

In 2019, the production of thermal energy for OGC-2 amounted to 6,647.4 thousand Gcal, which is 5.1% less than the same indicator for 2018.

The largest share of OGC-2 thermal energy production in 2019 is accounted for by the Kirishskaya GRES, the Surgutskaya GRES-1 and the Krasnoyarskaya GRES-2.

OGC-2 thermal energy production is seasonal. The bulk of the supply of thermal energy falls on the period from October to April.

Generation and net supply of thermal energy, thousand Gcal

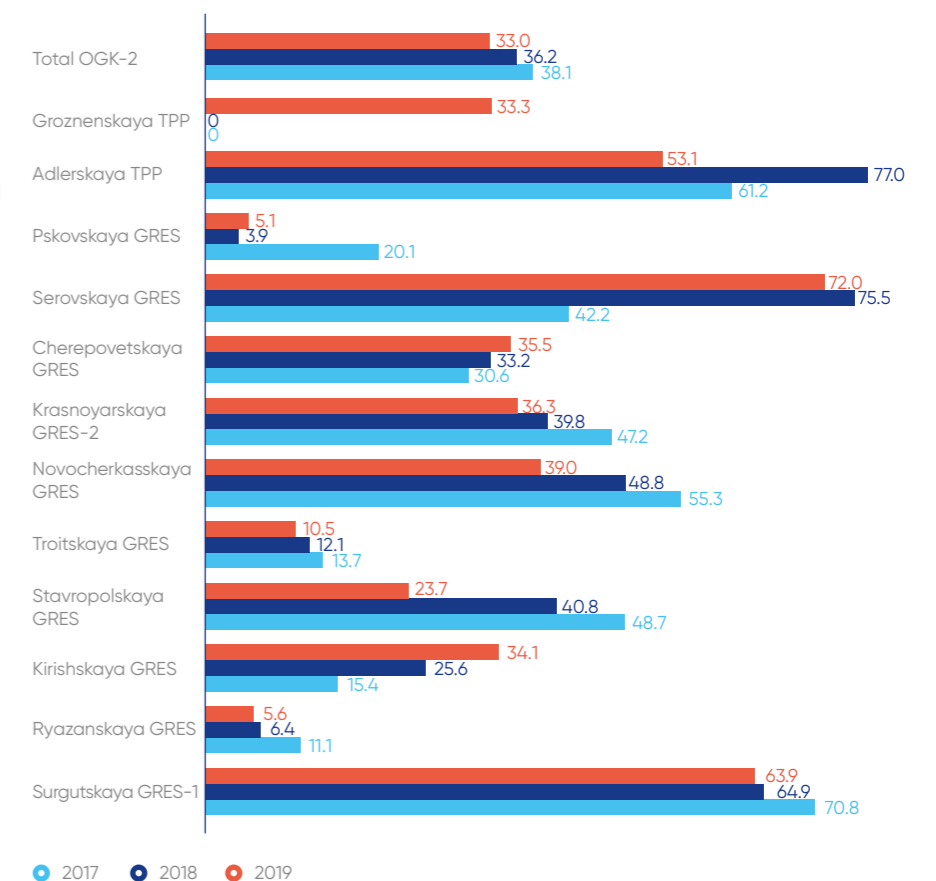


Installed Capacity Utilization Factor

The Installed Capacity Utilization Factor (ICUF) directly depends on the generation of plants, which varies depending on the demand for electricity. In 2019, the ICUF decreased by 3.2 p.p. compared to 2018.

In 2019, the highest ICUF was observed at the Serovskaya GRES – 72.0% and the Surgutskaya GRES-1 – 63.9%. In 2019, the highest ICUF growth occurred compared to 2018 at the Kirishskaya GRES (+8.5 p.p.).

Dynamics of Change of the ICUF of OGC-2 Plants in 2017–2019, %



¹² The distribution of generation and net supply of thermal energy among OGC-2 power plants is presented in Appendix 1.

Specific fuel consumption

Recalculation of natural fuel consumption into a conditional one allows the total quantitative accounting of various types of fuel (solid, liquid and gaseous), as well as to compare the effectiveness of various types of fuel and the efficiency of various generating capacities.

In OGK-2 as a whole, the specific consumption of standard fuel for electricity supply in 2019 decreased by 6.6 g/kWh, and the specific consumption of standard fuel for supply of thermal energy increased by 12.4 kg/Gcal.

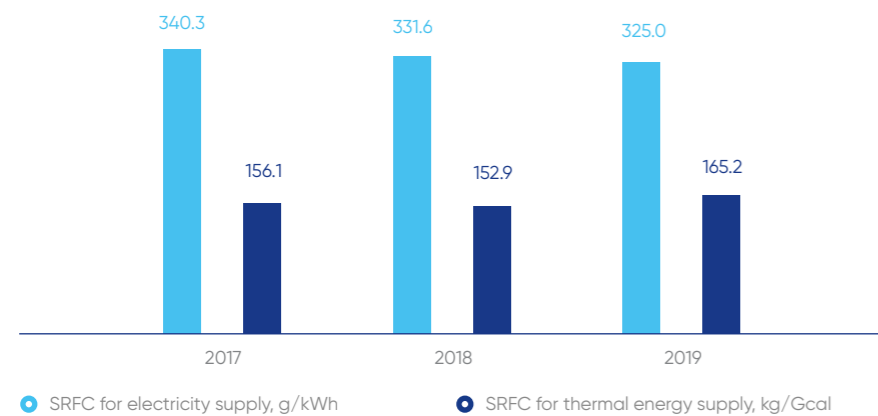
Factors that influenced the reduction of the SRFC for electricity supply:

- increase in the share of electricity supply by cost-effective equipment of the CCGT of the Kirishskaya GRES, the Cherepovetskaya GRES, the Serovskaya GRES;
- decrease in the share of coal generation electricity supplied to the Krasnoyarskaya GRES-2, the Novocherkasskaya GRES, the Troitskaya GRES, Stage 1 of the Cherepovetskaya GRES;

- transition to the thermal method of allocating costs by type of product of a CHPP of a part of the Kirishskaya GRES.

The increase in the SRFC for heat supply is due to the transition to the thermal method of allocating costs to the Surgutskaya GRES-1 and the Kirishskaya GRES, as well as to a decrease in the volume of heat supply from collectors.

› Dynamics of the SRFC for electricity and heat supply in 2017–2019



6.6

g/kWh decrease of specific reference fuel consumption for electricity supply in 2019

Fuel balance

The technological process of heat and electricity production determines the use of various types of fuel as the main raw material. Coal is represented as the main fuel along with gas in the structure of the fuel balance of OGK-2. Fuel oil and diesel fuel are also used as backup, starting and emergency fuels.

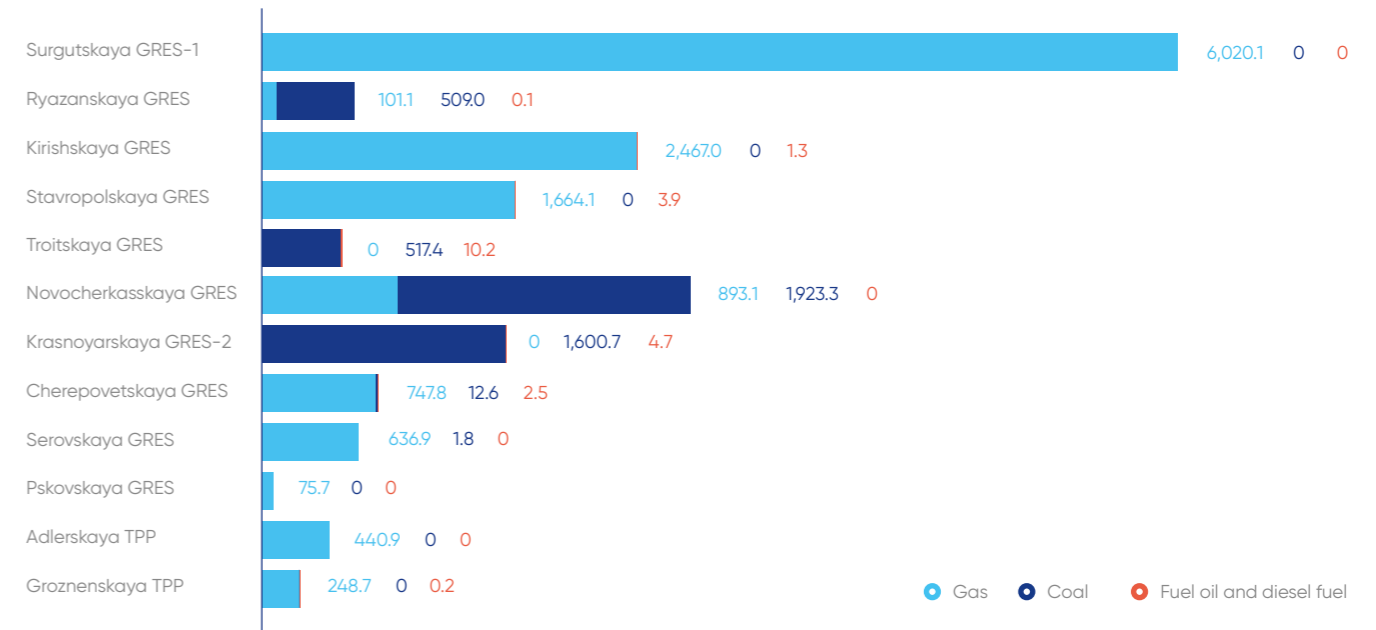
Gas prevails in the structure of the OGK-2 fuel balance. In particular, the Surgutskaya GRES-1, 2nd and 3rd stages of the Ryazanskaya

GRES, the Stavropolskaya GRES, the Kirishskaya GRES, the Pskovskaya GRES, the Adlerskaya TPP and the Groznenskaya TPP, as well as the CCGT-450 of the Cherepovetskaya GRES and the Serovskaya GRES. Coal is the main fuel for the 1st stage of the Ryazanskaya GRES, the Troitskaya GRES, the Krasnoyarskaya GRES-2. The Novocherkasskaya GRES and 1st stage of the Cherepovetskaya GRES have the opportunity to use both gas and coal as the main fuel for the production of heat and electricity,

which enables them to regulate their fuel balance in the event of price fluctuations for these types of fuel.

At the same time, fuel oil serves as reserve fuel at three OGK-2 power plants (Ryazanskaya GRES, Stavropolskaya GRES, Kirishskaya GRES), and 5 power plants (1st and 2nd stages of the Ryazanskaya GRES, Novocherkasskaya GRES, Troitskaya GRES, Krasnoyarskaya GRES-2 and Cherepovetskaya GRES) use fuel oil as kindling fuel.

› Structure and actual fuel consumption at power plants of OGK-2 in 2019, thousand tons of standard fuel



The CCGP-450 of the Cherepovetskaya GRES, the CCGT-450 of the Serovskaya GRES, the Adlerskaya TPP and the Groznenskaya TPP can use diesel fuel in emergency situations.

OGK-2's fuel supply strategy is aimed at optimizing the fuel balance in order to minimize fuel costs. It provides for the maximum possible replacement of expensive fuel with a cheaper one, the purchase of fuel through competitive procedures, the conclusion of long-term contracts for the supply of fuel.

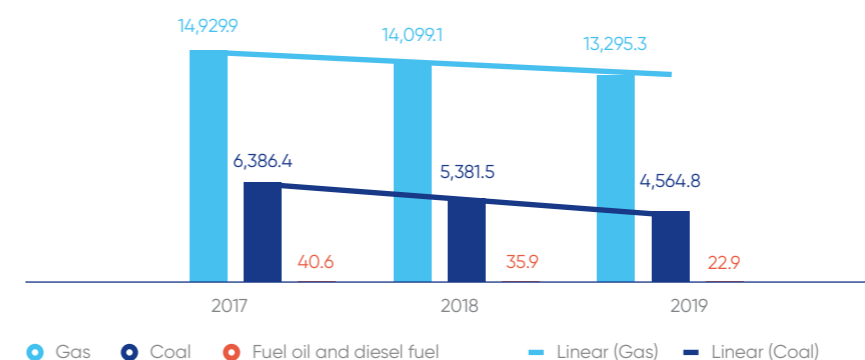
In 2019, the following structure of the OGK-2 fuel balance was formed: coal – 25.526%; gas – 74.346%; fuel oil – 0.128%. Compared to 2018, the share of coal decreased by 2.0%, the share of gas increased by 2.1%, the share of fuel oil decreased by 0.06%.

In OGK-2 as a whole, in 2019, coal consumption amounted to 7.4 million tons, which is 1.3 million tons or 14.5% less than in 2018. Gas consumption in 2019 decreased by 0.7 billion m³ (5.8%) and amounted to 11.5 billion m³. The increase in the share of gas in the fuel balance and, as a consequence, the decrease in the share of coal is associated with:

- An increase in the share of electricity generated using gas from the Surgutskaya GRES-1, the Kirishskaya GRES, the Serovskaya GRES, the Cherepovetskaya GRES, the Pskovskaya GRES;
- Commissioning of GTUS at the Groznenskaya TPP;
- Decrease in the share of coal generation electricity supplied to the Krasnoyarskaya GRES-2, the Novocherkasskaya GRES, the Troitskaya GRES, Stage 1 of the Cherepovetskaya GRES;
- An increase in the share of heat energy supplied by gas to the Kirishskaya GRES and the Adlerskaya TPP;
- Decrease in the share of coal heat supply on the coal at the Troitskaya GRES.

Fuel oil and diesel fuel consumption amounted to 17.8 thousand tons (-33.1%) in 2019.

› Dynamics of actual fuel consumption in 2019, thousand tons of standard fuel



3.2 FINANCIAL RESULTS

Financial results according to IFRS

Despite a decrease in revenue in 2019, it was possible to achieve a significant increase in profit indicators compared to the previous year due to cost control and optimization of OGK-2 capacity utilization.

31,203

million rubles is EBITDA indicator according to IFRS according to the results of the year

12,025

million rubles is net profit according to IFRS for 2019

According to the results of 2019, EBITDA amounted to 31,203 million rubles. Profit for the year reached 12,025 million rubles, an increase of 44.8% compared to 2018.

Key financial indicators under IFRS in million rubles and factors

Indicator title	As of 31.12.2017	As of 31.12.2018	As of 31.12.2019	2019 vs 2018
Revenue	141,308	143,227	134,579	-6.0%
Operational costs, incl.	122,241	127,388	116,285	-8.7%
Wear	11,265	12,970	13,365	+3.1%
Impairment loss on financial assets	3,597	1,756	456	-74.0%
EBITDA (Profit from operating activities + Wear)	26,735	27,053	31,203	+15.3%
Profitability EBITDA (EBITDA / Revenue, %)	18.9%	18.9%	23.2%	+4.3 p.p.
Operating cash flow (cash flow from operating activities)	24,741	27,480	27,885	+1.5%
Cash flow from operating activities before changes in working capital and income tax paid and before interest	30,210	32,886	36,303	+10.4%
Free cash flow (according to the statement of cash flows: Cash flow from operating activities – Acquisition of fixed assets and intangible assets)	14,501	18,434	18,793	+2.0%
Net working capital	8,304	7,756	4,229	-45.5%
Net profit (loss)	7,201	8,305	12,025	+44.8%
Net profit margin (Net profit / Revenue, %)	5.1%	5.8%	8.9%	+3.1 p.p.
Capital	121,013	127,316	137,341	+7.9%
Net debt	54,194	40,493	52,539	+29.8%
Net debt / Capital (The factor shows the ratio of borrowed funds to capital. The lower this indicator, the higher the financial stability of the company)	45.0%	31.8%	38.3%	+6.5 p.p.
EBITDA / Interest paid (Interest coverage ratio. The higher this indicator, the lower the company's debt burden)	4.4	6.5	8.0	+23.1%
Net debt / EBITDA (The coefficient shows how many annual profits the company will need to cover its net debt)	2.0	1.5	1.7	+13.3%
ROE (Net profit / Equity, %. The ration shows the efficiency of using the company's equity)	6.0%	6.5%	8.8%	+2.3 p.p.

REVENUE

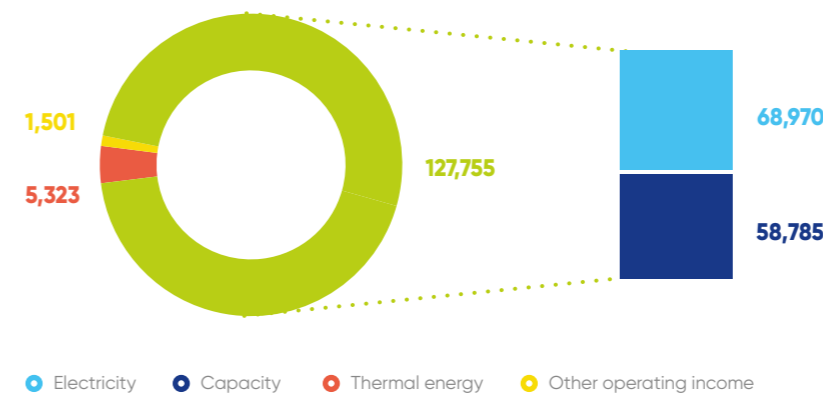
94.9

% of revenue was sales of electricity and capacity in 2019

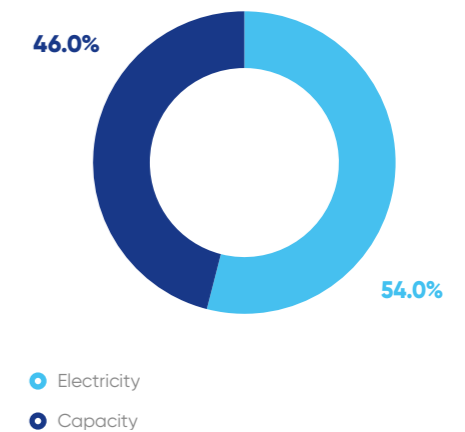
Revenue, million rubles

Indicator title	2017	2018	2019	2019 vs 2018
Electricity and capacity	133,355	134,545	127,755	-5.1%
Thermal energy	5,014	5,233	5,323	+1.7%
Other operating income	2,939	3,449	1,501	-56.5%
Total	141,308	143,227	134,579	-6.0%

Revenue structure for 2019, million rubles



Electricity and capacity sales revenue structure for 2019

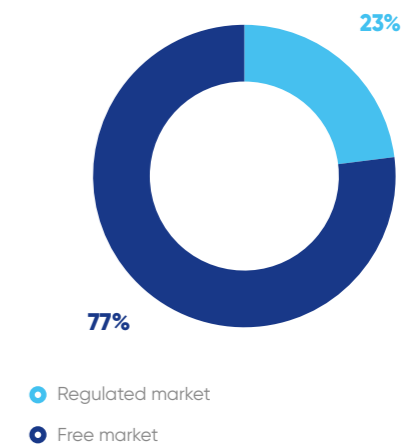


In 2019, the company's revenue from the sale of electricity and capacity in the wholesale market amounted to 127,755 million rubles, including: from the sale of electricity – 68,970 million rubles and from the sale of capacity – 58,785 million rubles.

The bulk of electricity sales is performed in the free market.

In 2019, electricity sales under retail agreements amounted to 276 million kWh, which is 1,361 million kWh less than in 2018 and 1,218 million kWh less than in 2017. This deviation is due to with the cessation of the sale of electricity (capacity) in retail markets. In 2019, electricity was sold on retail markets only to guaranteeing suppliers and was determined by the transition period associated with the need for guaranteeing suppliers to obtain the right to trade electricity on the wholesale market for electricity and capacity at points of supply registered in relation to the respective retail electricity consumers.

The structure of electricity sale volumes on the wholesale electricity market for 2019



127,755

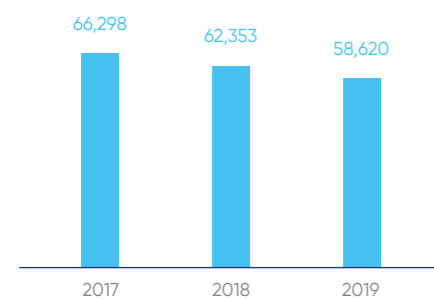
million rubles is the company's revenue from sales of electricity and capacity under IFRS in 2019

OPERATIONAL COSTSVariable costs¹³

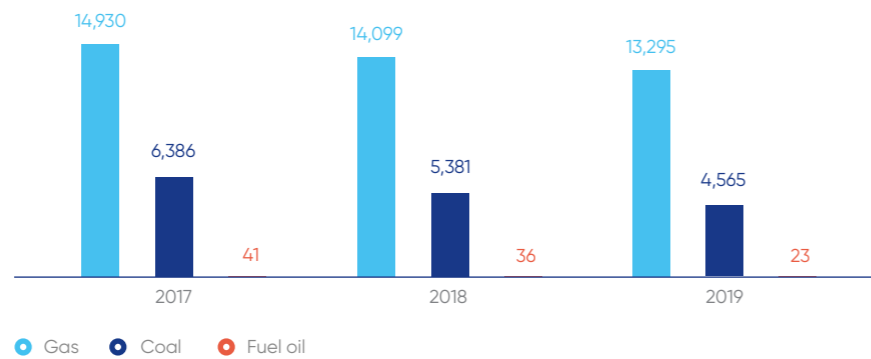
Variable costs, million rubles

Indicator title	2017	2018	2019	2019 vs 2018
Variable costs	79,475	75,488	67,879	-10.1%

Fuel costs, million rubles



Fuel consumption, thousand tons of standard fuel

Fixed costs¹⁴

Fixed costs, million rubles

Indicator title	2017	2018	2019	2019 vs 2018
Fixed costs	31,501	38,930	35,041	-10.0%

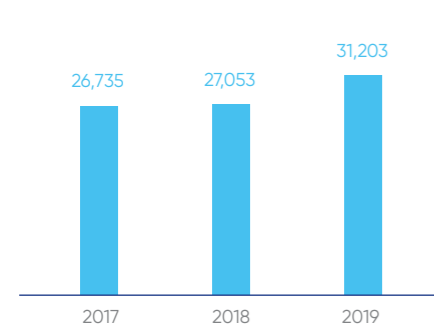
EBITDA AND PROFIT GENERATION

EBITDA was 31,203 million rubles, having increased by 4,150 million rubles (by 15.3%) compared with the same period in 2018.

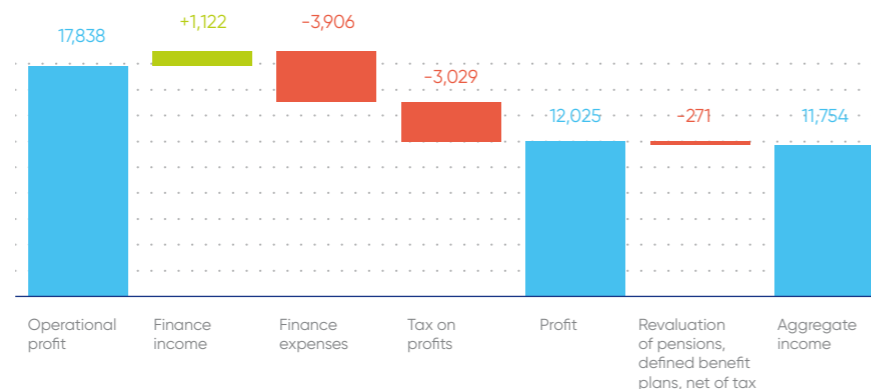
At the end of 2019, OGK-2 net profit amounted to 12,025 million rubles, which is 44.8% (or 3,720 million rubles) more than in 2018. The total income

for the year also increased compared to 2018 by 39.3% and amounted to 11,754 million rubles.

EBITDA, million rubles



Profit generation in 2019, million rubles



¹³ The separation of variable costs and fixed costs is presented according to management reporting.
¹⁴ The separation of variable costs and fixed costs is presented according to management reporting.

Financial results according to RASSummary of financial results for 2017–2019 and plans for 2020¹⁵

Indicator title	2017	2018	2019	2019 vs 2018	2020 (plan)
Revenue from the sale of goods, products, works, services, thousand rubles, including:	139,613	140,870	134,247	-4.7%	134,837
• Electricity sales	82,795	80,062	68,971	-13.9%	69,147
• Capacity sales	50,561	54,483	58,785	+7.9%	58,931
• Heat sell	5,015	5,203	5,262	+1.1%	5,118
• Other earnings from current activities	1,243	1,122	1,230	+9.6%	1,641
Cost of goods, products, works, services sold	118,286	117,098	109,123	-6.8%	115,662
Gross profit	21,327	23,772	25,124	+5.7%	19,175
Administrative expenses	2,550	3,046	3,349	+9.9%	3,898
Profit (loss) from sales	18,777	20,725	21,775	+5.1%	15,277
Profit (loss) before tax	9,566	14,312	16,011	+11.9%	11,840
Net profit (loss) for the reporting period	6,653	11,148	11,852	+6.3%	8,998
EBITDA*	22,775	27,606	28,944	+4.8%	25,029
Profitability EBITDA	16.3%	19.6%	21.6%	+2.0 p.p.	18.6%

* EBITDA = Profit before tax (excluding income from participation in other organizations) + Interest payable – Interest receivable + Wear.

The dynamics of changes in profit from sales at state district power plants in 2017–2019

Branch	2017	2018	2019	2019 vs 2018
TOTAL	18,777	20,725	21,775	+5.1%
Surgutskaya GRES-1	2,285	1,795	3,047	+69.7%
Ryazanskaya GRES	2,829	2,753	3,280	+19.1%
Kirishskaya GRES	4,573	7,483	5,442	-27.3%
Stavropolskaya GRES	-284	-369	-248	-32.8%
Novocherkasskaya GRES	38	1,170	1,254	+7.2%
Troitskaya GRES	4,872	4,596	4,323	-5.9%
Krasnoyarskaya GRES-2	1,269	926	954	+3.0%
Cherepovetskaya GRES	1,356	1,264	1,650	+30.5%
Serovskaya GRES	1,633	1,492	2,086	+39.8%
Pskovskaya GRES	-20	70	69	-1.4%
Adlerskaya TPP	226	-372	-398	+7.0%
Groznenskaya TPP	0	-82	315	-484.1%

¹⁵ In accordance with the 2019 Business Plan.

Financial indicators

The indicators used to assess the financial condition of OGK-2 are the following financial indicators,

calculated on the basis of accounting data according to RAS:

Indicator title	Formula for calculating the indicator	Recommended values	2017	2018	2019
Liquidity indices					
Absolute liquidity ratio	(Cash + Short-term financial investments) / Short-term liabilities	>0.15	0.26	0.35	0.26
Quick ratio	(Cash + Short-term financial investments + Receivables for less than 12 months) / Short-term liabilities	>0.95	1.02	0.86	0.61
Current liquidity ratio	Current assets / Current liabilities	>1	1.62	1.36	1.02
Financial stability indicators					
Coefficient of financial independence	Equity / Total assets	>0.8	0.60	0.64	0.65
Profit margins					
Profitability of sales (ROS), %	(Profit from sales / Revenue from sell) * 100	>15%	13.45	14.71	16.22
Return on equity (ROE), %	(Net profit / Equity) * 100	>5%	5.54	8.60	8.48
Return on assets (ROA), %	(Net income / Total assets) * 100	>3%	3.31	5.50	5.50
Efficiency ratio					
Dynamics of receivables	(Receivables at the end of the reporting period – receivables at the end of the base period) / Receivables at the end of the base period	-	-10.37	-7.70	-3.31
Dynamics of creditors	(Creditors at the end of the reporting period – creditors at the end of the base period) / Creditors at the end of the base period	-	19.21	-5.76	-2.45
Ration of receivables and creditors	Receivables at the end of the reporting period / Creditors at the end of the reporting period	>1	0.82	0.80	0.79

IFRS Debt

› The structure of short-term liabilities, million rubles

Indicator title	Effective interest rate as of 31.12.2019	2017	2018	2019	2019 vs 2018
Short-term portion of long-term borrowed funds	7.1–8.83%	1,317	8,507	9,303	+9.36%
Short-term credits	6.87–6.9%	-	-	8,306	+100.00%
Short term bonded loans	7.11–7.12%	114	89	1,776	+1,895.51%
Short-term portion of finance lease liabilities	-	12	15	-	-100.00%
Total		1,443	8,611	19,385	125.12%

› The structure of long-term liabilities, million rubles

Indicator title	Effective interest rate as of 31.12.2019	Maturity date as of 31.12.2019	2017	2018	2019	2019 vs 2018
Long-term credits	6.25%	2022	14,110	9,110	19,450	+113.50%
Long-term loans	8.0–8.83%	2021–2025	33,759	22,659	8,796	-61.18%
Bond loans	7.12%	2021	10,000	6,683	5,000	-25.18%
Finance lease liability	-	-	23	8	-	-100.00%
Total			57,892	38,460	33,246	-13.56%

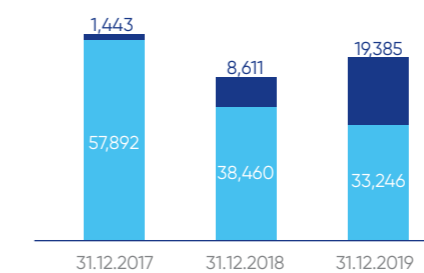
As of 31.12.2019, the total amount of borrowed funds amounted to 52,631 million rubles, which is 11.81% higher than the same indicator in 2018.

Long-term debt as of 31.12.2019 amounted to 33,246 million rubles.

Short-term debt as of 31.12.2019 amounted to 19,385 million rubles.

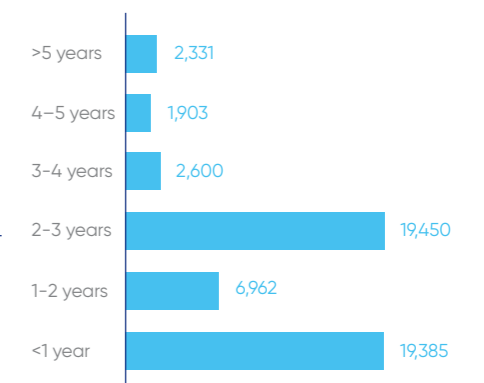
The change in the structure of borrowed funds is mainly related to the refinancing of loans and bonded loans.

› Structure of borrowed funds, million rubles



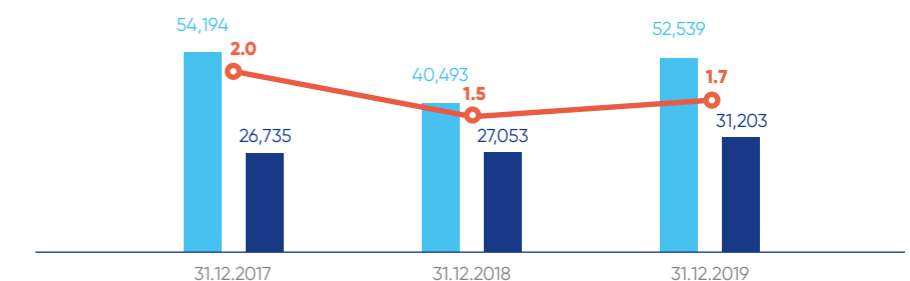
- Short-term borrowed funds and current portion of long-term borrowed funds
- Long-term borrowed funds

› Diversification of borrowed funds by maturity as of December 31, 2019, million rubles



Effective interest rates in the reporting period ranged from 6.25% to 8.83%. The company's net debt as of December 31, 2019 amounted to 52,539 million rubles.

› Net Debt/EBITDA



- Net debt at the end of the period, million rubles
- EBITDA for 12 months, million rubles
- Net debt / EBITDA, %

3.3 EFFICIENCY IMPROVEMENT AND INVESTMENT ACTIVITY

Efficiency Project

The Company has implemented the Program for Increasing Operating Efficiency and Cost Reduction of OJSC OGK-2 for 2019. The Program for Increasing Operating Efficiency and Cost Reduction of OGK-2 for 2020 was formed according to the principles defined in 2019.

The program to increase operational efficiency and reduce costs of OGK-2 is aimed at realizing the Company's potential in the main type of activity and is formed in the following sections:

- Increased operational and investment efficiency.
- Organizational and structural measures aimed at improving the efficiency of activities.
- Ensuring technological independence.

According to the results of 2019, the effect of the implementation of the program approved by the Board of Directors of OGK-2 amounted to 235 million rubles.

235

million rubles is the outcome of the Program for Increasing Operating Efficiency and Cost Reduction

› Actual economic effect from the implementation of measures from the implementation of the Program for Increasing Operating Efficiency and Cost Reduction, million rubles

	2018		2019		2020
	Plan	Actual	Plan	Actual	Plan
Actual economic effect under the Program for Increasing Operating Efficiency and Cost Reduction, million rubles	611.3	679.3	233.6	235.0	247.4

In order to monitor the implementation of the Program for Increasing Operating Efficiency, a system for monitoring the implementation of measures has been developed, incentive and incentive mechanisms have been introduced. Work is underway to replicate best practices.

The priority area of activity in 2020 is the further development of the Program for Increasing Operating Efficiency of the Company, one of the main directions of which is to increase the efficiency of work on equipment maintenance, reduce under-supply of power and improve the technical and economic indicators of operation of power units.

Energy Management System

In 2019, the Company developed and implemented an energy management system in accordance with the requirements of the ISO 50001:2018 standard.

In accordance with the policy of energy conservation and energy efficiency, the priorities of OJSC OGK-2 in the field of energy conservation have been identified:

- increase of the economic efficiency of the Company due to economy and rational use of energy resources;
- continuous improvement of energy efficiency of production activities by reducing specific fuel consumption for the supply of electric and thermal energy through the implementation of technical and operational-technical measures;

- ensuring sustainable development of the Company, taking into account the best practices in the field of energy conservation and energy efficiency;
- assistance in the implementation of the state strategy in the field of energy conservation and energy efficiency.

The purpose of the Company in the field of energy conservation and energy efficiency is to achieve planned savings in fuel and energy resources by branches and the Company in kind and in money terms for the period, subject to economic feasibility.

A certification audit conducted by an independent expert organization confirmed the compliance of the functioning system with the requirements of the standard ISO 50001:2018. The certificate of conformity was obtained in March 2020.

In the second half of 2019, the Company began the development and implementation of a **Quality Management System** in accordance with the requirements of ISO 9001:2015 and STO Gazprom 9001-2018.

The development of the system is based on mutual support of mutual coordination, unification of the quality management system of Gazprom Energoholding LLC and OJSC OGK-2 due to their harmonization at the level of quality policy and goals, as well as through the implementation of a unified approach to the formation of the process model of the system management to ensure uniformity of business architecture of the management system of OJSC OGK-2 with Gazprom Group companies.

Investment program

The main objectives of OGK-2 investment activities are to increase the capacity of power plants with high reliability, cost-effectiveness and overall performance, replace existing main generating equipment with new high-performance equipment, complete construction of new facilities under the CSA and introduce modern technologies.

In 2019, the actual financing of capital investments amounted to 8,187.1 million rubles. The actual financing of capital investments in the framework of the technical re-equipment and reconstruction program in 2019 amounted to 5,889.4 million rubles, which is 11.6% lower than in 2018.

8,187.1

million rubles is actual financing of capital investments

› The most significant projects implemented in 2019 as part of the technical re-equipment and reconstruction program

Projects	Benefits achieved
Serovskaya GRES	
Construction of a pre-heating boiler with three steam and three domestic-made hot water boilers	› Ensuring steam supply for start-up operations of the power unit No. 9 (CCGT-450), built as part of the CSA program, as well as heating of buildings and structures located on the territory of the enterprise.
Surgutskaya GRES-1	
Technical re-equipment of instrumentation and automation of power unit 7 with the introduction of automated process control systems	› Reliability increase; › improvement of technical, economic and environmental performance indicators of the power unit due to the optimization of automatic control algorithms; › ensuring the improvement of information support for the power unit operator for making optimal control decisions; › increasing the operational readiness and maneuverability of the power unit.
Technical re-equipment of fire water supply facilities of the Surgutskaya GRES-1	› Bringing the fire water supply system in accordance with the current requirements of current regulations.
Reconstruction of AIMS CEM (automated information-measuring system of commercial electricity metering)	› Confirmation of compliance with the technical requirements of the wholesale electricity and capacity market and ensuring receipt of the Class A Compliance Certificate.
Pskovskaya GRES	
Commissioning of domestic-manufactured electric boilers	› Significant economic effect due to elimination of gas consumption to the boiler and reduction of energy consumption for own needs.
Kirishskaya GRES	
Modernization of automated process control systems for boilers of the TPP	› Expansion of the software and hardware complex functions to a full-scale automated process control system of the boiler; › reduction of excessive equipment downtime; › elimination of emergencies through the fault of staff.
Novocherkasskaya GRES	
Reconstruction of the ash and slag dump (stage 2)	› Extension of the life of an existing ash and slag dump by increasing its capacity in tier construction of dams.
Krasnoyarskaya GRES-2	
Technical re-equipment of power units No. 4 and No. 10 with the introduction of automated process control system	› Provision of the possibility of automated process control, including participation in the general primary frequency control, preventing the erroneous actions of operating staff.

Energy repair activities

The main objective of the Company is to maintain the basic production assets in good operational condition at optimal costs for repairs and maintenance of equipment, buildings and structures.

In 2019, in order to ensure the required reliability of energy supply in accordance with the annual schedule of repair of the main equipment, overhaul and medium repairs were carried out in 18 turbines with a total capacity of 3,628 MW and 22 boilers with a steam capacity of 11,610 t/h, as well as extended current repairs were performed. In addition, 2018 repairs were completed:

- › overhaul of the unit No. 5 of the Surgutskaya GRES-1 with a capacity of 215 MW;
- › overhaul of the boiler No. 2T of the Kirishskaya GRES with a steam capacity of 420 t/h;
- › current repair of the unit No. 9 of the Surgutskaya GRES-1 with a capacity of 215 MW;
- › current repair of the unit No. 3 of the Kirishskaya GRES with a capacity of 300 MW.

New generation maintenance service

The most effective and technically sophisticated new generation facilities are given increased attention both during operation and in the organization of the maintenance service.

The Company has developed a set of measures aimed at timely service, taking preventive measures to reduce the risk of emergency situations and improving the reliability of equipment.

In order to ensure the power supply reliability, trouble-free and economical operation of the equipment, minor inspections of gas turbines of the modern power units of two CCGTs-180 of the Adlerskaya TPP, CCGT-800 of the Kirishskaya GRES, CCGT-450 of the Cherepovetskaya GRES, CCGT-450 of the Serovskaya GRES, a sophisticated main

inspection of the gas turbine of the GTU-21 of the Adlerskaya TPP were performed in 2019.

The service maintenance of the power unit of STU-330 of the Novochoerkasskaya GRES with a unique and single boiler in Russia with a circulating fluidized bed and the power unit of the STU-660 of the Troitskaya GRES constructed based on imported elements, was performed by designated companies.

In addition, in order to eliminate the identified defects, unscheduled repair work was carried out on the GTU-12 of the Adlerskaya TPP in the scope of the main inspection (with the replacement of working and guide vanes of 1–3 stages of a gas turbine) and GTU-22 (with the replacement of compressor blades).

3,628

MW total capacity of 18 turbines

11,610

t/h steam capacity of 22 turbines that underwent major and medium repair work in 2019

3.4 INNOVATIVE DEVELOPMENT

Power industry is an industry in which modern technologies are actively applied. To maintain competitiveness, OGK-2, like other large electricity companies, conducts research and development in the field of increasing production efficiency and introducing innovative equipment.

A significant role in this process is performed by scientific and technical and experimental design work (R&D).

The 2019 OGK-2 R&D program includes 13 events. Of these, 5 are transitioning to 2020. At the end of 2019, 8 events were fully completed.

52,233.06

thousand rubles (net of VAT) fact of development under R&D activities in 2019

The most significant projects completed in 2019 as part of the implementation of the R&D program:

SURGUTSKAYA GRES-1

A project has been implemented to develop a methodology and a computer program for evaluating the effectiveness of adjustable drives through the use of fluid couplings and FCDs (frequency-controlled drives, hereinafter – FCDs). As part of the event, a program was created to assess the effectiveness of the use of variable speed drives (fluid coupling and FCDs), taking into account the technical characteristics and operating modes of the equipment.

TROITSKAYA GRES

A project to develop technology and equipment for the organization of oil-free kindling of a boiler of the station No. 10. As part of the event, a feasibility study was developed for the project, a number of successful field tests of the burner were carried out, and the possibility of using solid fuel boiler units using fuel oil as heating fuel was confirmed.

8

R&D activities were fully completed in 2019

3.5 INFORMATION TECHNOLOGY

In 2019, a number of projects were completed at OGK-2 stations to implement automated systems for commercial accounting of electricity, exchange of technological information with the System Operator, local warning systems, and telecom.

The implementation of projects has significantly improved the reliability of the operating activities of the company. The data storage system implementation project has

transformed the current computing infrastructure into a high-tech hardware platform designed to increase the fault tolerance of services and efficiently solve current

and future tasks, taking into account available resources and using modern information technologies and international best practices in the field of information technologies.

In 2019, as part of the development of the Corporate Geographic Information System of the Generating Company (CGIS GC), the following works were performed:

- › **A registering damage module** has been introduced to the heating surfaces of boiler units, which allows aggregating information about damage in the sections of control of their technical condition and justifies repair programs
- › **Design solutions for predicting** the cost of ownership of the main technological equipment are developed taking into account its technical condition. A methodological basis for decision-making on technical impacts has been formed that ensures the efficient spending of funds and the reliability of equipment operation
- › A pilot project on continuous **vibration diagnostics of auxiliary rotating equipment** was successfully completed with the aim of switching from scheduled preventive repairs to repairs according to their technical condition in order to optimize operating costs.

In 2020, it is planned to continue the modernization of IT systems at the branches of the Company, as well as

the creation of a fault-tolerant and catastrophic data center.

3.6 ENVIRONMENTAL PROTECTION

The activities of OGK-2 are directly related to the use of natural resources and the impact on the environment. In this regard, the Company takes measures to minimize the harmful impact on the environment and allocates significant funds to the implementation of relevant measures.

The management of OGK-2 is aware of its responsibility for the state of the environment, environmental risks and the health of the population living in the zone of influence of thermal

power plants. OGK-2's sustainable development strategy is based on environmental safety and the parity of economic, social and environmental values.

Environmental activities

In the reporting year, the branches carried out a large amount of environmental protection measures aimed at protecting atmospheric air, wastewater treatment, waste management, protecting and rehabilitating land, surface and groundwater, and protecting the environment from noise, vibration and other types of physical impact.

Employees of all branches traditionally go to voluntary Saturday work for cleaning and landscaping not only power plants, but also regions. The employees of the branches took measures to green the territory, liquidated unauthorized landfills, put in order the territory of the reservoirs, and improved the streets of towns and cities.

As part of the investment project for the construction of power unit No. 10 STU-660, a modern desulfurization complex was put into operation at the Troitskaya GRES. A comprehensive testing of desulfurization equipment, including the necessary commissioning, was carried out by the general contractor with the participation of the operational staff of the branch in April 2019. The complex worked 72 hours steadily and was declared ready for operation by the decision of a special commission. In June, the Troitsk town administration issued to power engineers permission to commission the facilities of the second launch complex STU-660. Now, the Troitskaya GRES can produce not only electric and thermal energy, but also gypsum. It is formed as a by-product of gas purification by binding sulfur compounds and can be implemented as a raw material for the construction industry.

› Environmental activities held at power plants in 2019

OGK-2 branches	Events
Krasnoyarskaya GRES-2	<ul style="list-style-type: none"> › Overhaul of ash collectors of boilers and suction units of fuel supply; › New draft project of maximum permissible emissions, permit for emissions are valid till 31.12.2022; › Work to reduce the discharge of contaminated wastewater; › Measures aimed at reducing the use of water for industrial needs; › The positive conclusion of the state environmental review of the technical documentation "Ash and slag material obtained as a result of the branch activities", which will allow the use of ash and slag waste as a remediation agent of solid municipal waste landfills and for the elimination of mining; › The stocking of the Krasnoyarsk reservoir of the Yenisei River basin with young sterlet in the amount of 12,789 pieces.
Novocherkasskaya GRES	<ul style="list-style-type: none"> › Works on improvement and gardening of the sanitary protection zone and protection of the water protection zone of the canals; › Metrological certification and maintenance of the SIRENA cooling water measuring system in order to reduce water losses; › Measures aimed at reducing the use of water for industrial needs.
Pskovskaya GRES	<ul style="list-style-type: none"> › Stocking of a reservoir on the Shelon River of the Dedovichsky district with pike perch fry; › Activities on planting a linden alley with first graders on the Knowledge Day.
Ryazanskaya GRES	<ul style="list-style-type: none"> › Monitoring of aquatic biological resources of the Novomichurinsky reservoir on the Pronya River.
Serovskaya GRES	<ul style="list-style-type: none"> › Maintenance work on the treatment facilities of storm and oily wastewater of the power unit of the station No. 9 with a complete replacement of the filter load, filter sorbers and sorbent napkins, as well as in the treatment facilities of household wastewater KOS-600; › The positive conclusion of the environmental impact assessment on the developed project for the rehabilitation of ash dump No. 3. Reclamation of ash dump No. 3 is planned to be carried out in the period from 2020 to 2028.
Surgutskaya GRES-1	<ul style="list-style-type: none"> › A flue gas analysis system was put into operation at the unit No. 10 (MAK 2000), which will allow controlling the content of CO, NO, O₂ in the flue gas; › Participation in an ecological tree planting campaign.
Troitskaya GRES	<ul style="list-style-type: none"> › Measures to protect atmospheric air in terms of reducing dusting ash dump; › Reclamation of 676 hectares in the second section, flattening of the enclosing dam according to the project for liquidation of the ash dump located at the Shubarkul Lake; › At the power unit No. 10, a system for purifying gases from sulfur oxides with a degree of purification of more than 98% was put into operation. › The stocking of the Troitsk reservoir by fry of carp is in the amount of 1,020,443 pieces.
Cherepovetskaya GRES	<ul style="list-style-type: none"> › Due to the reuse of wastewater in the production cycle, water resources amounted to 38 million m³ (+42% by 2018). › Measures for the current repair of storm sewage treatment plants, biological treatment plants, ash collecting units of power units Nos. 1–3, suction plants, ash pipelines, and fish protection devices at water intakes Nos. 1, 2.
Groznenskaya TPP	<ul style="list-style-type: none"> › Planting alleys of young trees.

Environmental expenditures and investments

› Environmental protection expenditures and fees for negative environmental impact in 2017–2019, thousand rubles

Indicator	2017	2018	2019	Change 2019/2018
Current environmental expenditures	389,621	470,924	519,799	+10.4%
including:				
for protection of water bodies	216,304	242,633	235,889	-3%
for protection of ambient air	128,589	138,915	202,584	+46%
for protection of land resources from production and consumption waste	32,613	38,787	42,007	+8%
for land restoration	3,565	36,489	25,690	-30%
Payment for environmental services, total, including:	428,056	126,437	263,489	+52%
for protection of water bodies	50,003	54,750	66,841	+18%
for protection of ambient air	8,911	11,914	22,941	+48%
for protection of land resources from production and consumption waste	26,345	35,324	43,384	+18%
for land restoration	329,411	4,937	16,063	+69%
Investment in equity that is sent for environmental protection	245,357	984,445	16,636	-98%
Payment for negative environmental impact	179,063	135,992	97,426	-28.4%
including:				
for emissions of pollutants into the atmosphere	20,251	18,050	12,474	-30.9%
for discharges of pollutants into water bodies	11,975	9,010	5,204	-42.2%
for waste dumping	146,837	108,933	79,748	-26.8%

31.1

% increase in environmental protection costs

10.4

% of current (operational) environmental expenditures increase

Current (operational) environmental protection costs in 2019 amounted to 519,799 thousand rubles (10.4% increase), the increase in costs was mainly due to an increase in funds aimed at protecting the air and land reclamation. This is due to the fact that at the branch of OJSC OGK-2 – the Novocherkasskaya GRES – the power unit No. 9 worked for a longer time. Accordingly, there was an increase in operating costs, including the amount of wages for operating staff. In addition, in 2019, the indicated branch increased the cost of repairing gas cleaning equipment. The decrease in land restoration costs is due to the fact that the Surgutskaya GRES-1 branch of OJSC OGK-2

carried out work to strengthen the banks of the reservoir and the slopes of the discharge and supply channels in 2018. In 2019, the volume of work performed was significantly less.

The main contribution to the change in the indicator of costs for environmental services is made by the branch of the OJSC OGK-2 – the Troitskaya GRES: in 2019, work was carried out on the restoration of 2 sections of the ash dump in the Republic of Kazakhstan and the stocking up of the Troitsk reservoir. On 01.01.2019, the Groznenskaya TPP was put into operation at OJSC OGK-2. Thus, an object of negative impact was added, therefore, the cost of

28.4

% reduction in fees for negative environmental impact

paying for environmental services was increased. In 2019, the branch of OJSC OGK-2 – the Novocherkasskaya GRES carried out work to clear the bed of the supply channel. This work was not carried out in 2018.

In 2019, the investment program of OJSC OGK-2 provided for and carried out two measures: the installation of a flue gas analysis system was completed at the unit No. 10 of the branch of OJSC OGK-2 – the Surgutskaya GRES-1 and the costs of commissioning of the desulfurization system in the branch of OJSC OGK-2 – the Troitskaya GRES.

The accrued payment for the negative impact on the environment amounted to 97,426 thousand rubles, of which 35,206 thousand rubles in the territory of the Russian Federation, 62,220 thousand rubles in the territory of the Republic of Kazakhstan. The fee for negative environmental impact decreased by 28% compared to last year due to a decrease in the actual negative environmental impact provided by the branches of OJSC OGK-2 as a result of their production activities, which mainly depends on electricity generation and balance and quality of fuel burned, as well as the use of the coefficient for suspended solids in terms of calculating fees for wastewater discharges into water bodies.

Pollutant emissions and waste generation

17.0

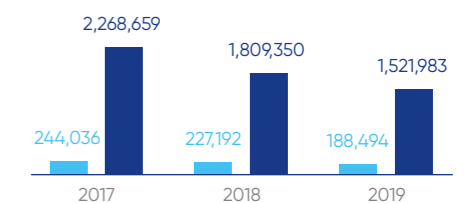
% reduction in gross pollutant emissions into the air

15.9

% reduction in waste generation

Gross pollutant emissions into the air, despite the introduction of a new facility at the Groznenskaya TPP, overall decreased by 17.0%, mainly due to a decrease in electricity generation, lower fuel consumption and a change in the balance of burned fuel: reduction in the amount of coal burned from 8,700.6 up to 7,442.3 thousand tons (14.5% less), the amount of gas burned from 12,180.8 to 11,478.4 million m³ (5.8% less) and the amount of fuel oil from 26.6 to 17.8 thousand tons (33.1% less).

› Pollutant emissions and waste generation, t



- Gross emission of harmful substances into the air
- Waste generation

In 2019, in terms of greenhouse gas emissions, a decrease is observed from 38,195,457.54 to 34,730,442.00 thousand tons of CO₂-equivalent,

which is mainly due to a reduction in the amount of fuel burned and a decrease in the share of coal and liquid fuel in the fuel balance.

› Greenhouse gas emission in CO₂-equivalent

Indicator	2017	2018	2019	Change 2019/2018
Greenhouse gas emission in CO ₂ -equivalent	41,514,954.00	38,195,457.54	34,730,442.00	-9.1%
CO ₂ -equivalent emissions per unit volume of production, tons CO ₂ /million kWh	582	569	556	-2.3%

Waste generation decreased by 15.9%, including ash and slag waste generation (ASW) – by 15%, in general for the reasons stated above. The decrease in the formation of ASW is associated with the sale of this type of waste to third parties for use in various fields of activity. The work on waste management, the burial of which has been prohibited since 2019, was established by order of OGK-2 dated 14.05.2018 No. 178.

9.1

% reduction of greenhouse gas emissions

2.3

% reduction of CO₂-equivalent emissions per unit of output

OJSC OGK-2 took first place in the nomination "The best environmental project implemented on the territory of single-industry towns and closed administrative-territorial entities", within the framework of which the power engineers of the Krasnoyarskaya GRES-2 recultivated the solid industrial waste landfill, stocked

the reservoir and developed a mechanism for involving ash and slag waste into economic circulation. The result of the measures was the reduction of the negative impact on the environment, its restoration and the creation of a favorable environment for the population of Zelenogorsk.

› Emissions of pollutants, t

Branch name	2017	2018	2019	Change 2019/2018
Adlerskaya TPP	1,154	1,420	1,020	-28.2%
Kirishskaya GRES	6,639	5,729	7,502	+30.9%
Krasnoyarskaya GRES-2	42,904	41,358	39,384	-4.8%
Novocherkasskaya GRES	98,398	109,275	82,377	-24.6%
Pskovskaya GRES	503	78	102	+30.8%
Ryazanskaya GRES	26,899	13,984	17,678	+26.4%
Serovskaya GRES	6,638	507	843	+66.3%
Stavropolskaya GRES	7,029	6,517	3,509	-46.2%
Surgutskaya GRES-1	15,520	15,747	14,198	-9.8%
Troitskaya GRES	31,083	25,156	19,546	-22.3%
Cherepovetskaya GRES	7,269	7,420	1,737	-76.6%
Groznenskaya TPP	-	-	598	-
OGK-2 Totals	244,036	227,192	188,494	-17.0%

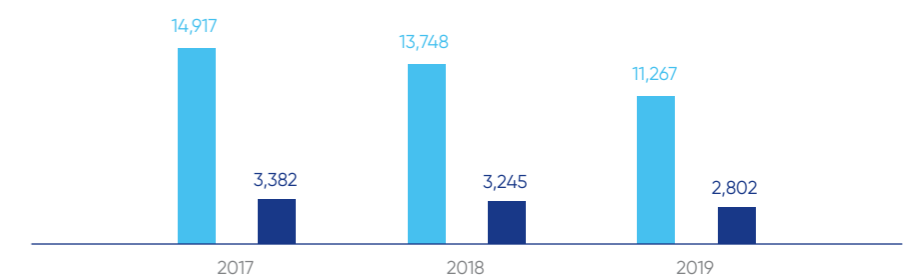
› Waste generation, t

Branch name	2017	2018	2019	Change 2019/2018
Adlerskaya TPP	161	116	105	-9.5%
Kirishskaya GRES	3,047	3,310	2,316	-30.0%
Krasnoyarskaya GRES-2	251,287	228,563	191,190	-16.4%
Novocherkasskaya GRES	1,195,424	1,053,686	922,172	-12.5%
Pskovskaya GRES	183	145	129	-11.0%
Ryazanskaya GRES	189,843	115,040	136,973	+19.1%
Serovskaya GRES	82,813	514	315	-38.7%
Stavropolskaya GRES	1,107	733	3,282	+347.7%
Surgutskaya GRES-1	5,054	5,398	6,214	+15.1%
Troitskaya GRES	484,927	364,977	252,620	-30.8%
Cherepovetskaya GRES	54,813	36,868	6,654	-82.0%
Groznenskaya TPP	-	-	13	-
OGK-2 Totals	2,268,659	1,809,350	1,521,983	-15.9%

Water use

An 18.0% decrease in the mass of pollutant discharges into water bodies and a 13.6% decrease in water withdrawal is due to a decrease in electricity generation.

› Water use information



- Mass of pollutants discharged into surface water bodies, t
- Water intake and drawing, mln m³

3.7 HUMAN CAPITAL

In all regions of presence, our Company can rightfully be called, if not the best, but definitely one of the best employers. But we also expect from our employees to be involved in the fate of the enterprise, to participate in the process of improving it. We need people who are ready to treat the company as a personal matter, who associate their personal success with its future. Only by joint efforts can we build a company in which it is interesting and prestigious to work.

The OGK-2 staff management policy is based on principles conducive to the successful socio-economic development of the Company and a harmonious combination of the interests of employees, shareholders, consumers and the state, creating the necessary conditions for ensuring the Company's leading positions in the market and the implementation of its mission.

Our goal is the creation of an organizationally effective company with a transparent corporate governance system, which represents the opportunity to maximize the potential of employees.

The key principles for building relationships between employees within the Company are defined in the Code of Corporate Ethics. The Company provides transparency and openness in staff management, improves management methods, providing favorable working conditions, as well as providing opportunities for advanced training and realization of the potential of employees.

Regularly, the Company conducts an **employee engagement survey**. The study allows identifying factors that have a positive impact on employee engagement, and to quickly respond to the causes of existing problems

in the Company. In 2019, 7.1 thousand employees took part in the employee engagement survey. The engagement level was 54% in 2019. The greatest positive dynamics were achieved at the Ryazanskaya, Stavropolskaya, Pskovskaya GRESs. The results of the survey directly affect those activities that are developed and implemented as a result of the study, which means that the industry's employees themselves determine the direction. Based on the results of the survey, action programs were developed to improve those aspects of the life of the Company that were noted by the study participants as in need of development. In 2020, one of the key vectors of development is openness and informativeness.

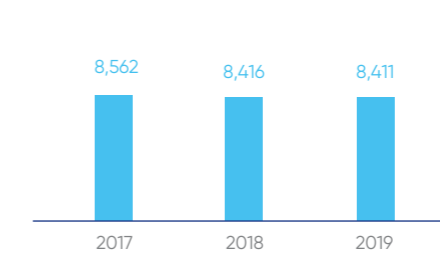
HR Management Policy Implementation

Directions for the HR Management Policy Implementation	Events implemented in 2019	Events planned for 2020
Attraction, selection and realization of the potential of employees	<ul style="list-style-type: none"> The implementation of a large-scale project to recruit staff for the newly commissioned facility, the Svobodnenskaya TPP, has begun. The work on automation and optimization of staff administration processes based on a single information platform was continued. 	<ul style="list-style-type: none"> Further staffing of the Svobodnenskaya TPP. Development of measures to assess personal and business competencies and staff adaptation. Realization of the task of generating information on labor activity in electronic form ("electronic employment record book"). Increase of staff awareness of the Company activities. Introduction of new communication channels with staff and improvement of existing ones.
Training and development	<ul style="list-style-type: none"> Unified approaches to the allocation of costs for staff training and development have been developed. Unified and systematized approaches to the formation of a labor pool for senior positions of branches, taking into account the criteria for staff retirement. 	<ul style="list-style-type: none"> Improvement of corporate procedures for organizing staff training and development. Expansion of professional skills contests. Participation in the implementation of corporate staff training and development programs. Development of a system of work with the labor pool.
Incentives and Remuneration	<ul style="list-style-type: none"> The systematization and analysis of the relevance of key performance indicators in the branches of the Company are carried out. The requirements for the operation of health centers in the branches of the Company are systematized. The LNAs of the Company, which regulate NGO issues, are finalized in accordance with changes in pension legislation. 	<ul style="list-style-type: none"> Continuation of work to improve and unify approaches to stimulating branch staff. Further improvement of the OGK-2 non-state pension system.

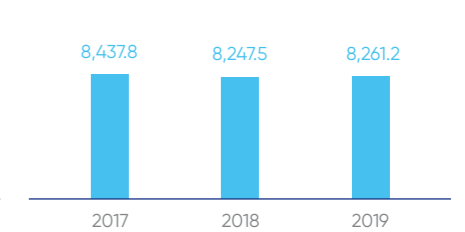
Headcount and staff structure

As of 31.12.2019, the workforce of the Company's employees (by executive office and branches) amounted to 8,411 people, decreasing by 0.06% compared to 2018. The average number of staff of OJSC OGK-2 (by executive office and branches)* amounted to 8,261.2 people for 2019, which is 0.2% more than the corresponding indicator for 2018. Changes compared to 2018 are not significant and are within the natural staff turnover.

Staff number of the Company, persons

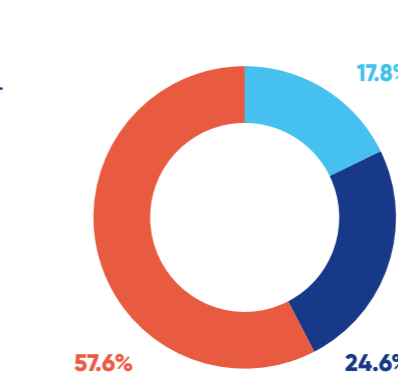


The average number of employees, persons*

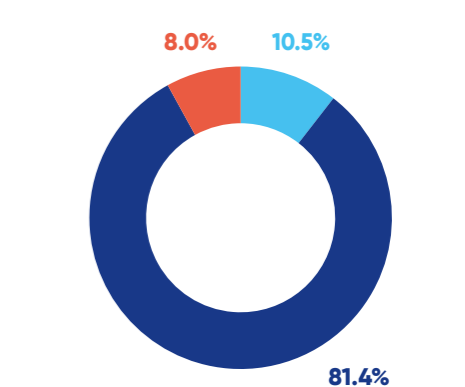


* The average number of employees is defined in accordance with clause 77 of the Order of the Federal State Statistics Service dated 22.11.2017 No. 772 (revised on 05.04.2018).

Number of employees by category



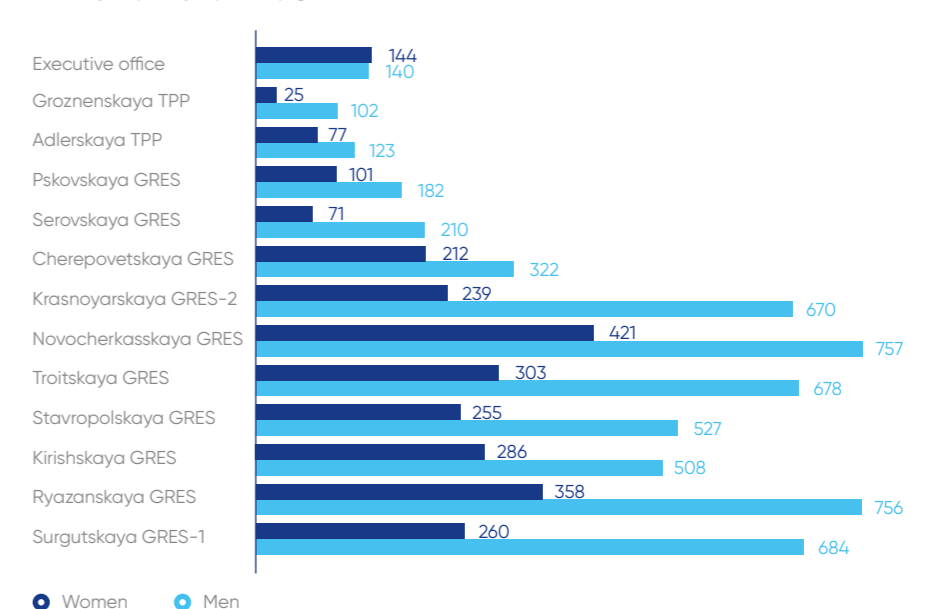
Staff age profile



8,411

the workforce of the Company's employees (by executive office and branches) as of 31.12.2019

Company employees by gender**



** The Svobodnenskaya TPP is at the stage of construction.

STAFF REWARDING SYSTEM

OGK-2 has built a comprehensive remuneration system based on competitive wages, remuneration for results and the social component.

The system includes tangible and intangible types of incentives, is closely linked to key performance indicators (KPIs), and is constantly

being improved in accordance with the current and strategic objectives of the Company.

INTERESTS AND RIGHTS OF EMPLOYEES

One of the key areas of OGK-2 policy in the personnel sphere is to ensure the social security of employees. **Trade union organizations** unite about 73.4% of the Company's employees and participate in resolving issues affecting the professional and social-labor rights and interests of workers.

An important element of the interaction of the Employer with the Trade Unions is the development and **implementation of collective agreements**. In 2018, the result of active collaboration with trade union organizations was the adoption of a decision on the conclusion of Agreements on the extension of existing Collective Agreements of OGK-2 branches for a period until December 31, 2020.

In order to ensure social protection of the Company's employees, personal insurance mechanisms are used:

- voluntary health insurance;
- accident and illness insurance;
- insurance of expenses of citizens traveling outside their permanent place of residence.

OGK-2 applies a **non-state pension system (NSPS)** for employees of the Company. This system allows ensuring a decent standard of living in retirement age, which increases staff motivation and helps to attract and retain qualified personnel. In order to implement pension programs in 2019, the Company interacted with such non-state pension funds as Otkritie NPF JSC and GAZFOND NPF.

more than 190

million rubles total amount of funds aimed at financing personal and pension insurance programs in 2019

With the financial participation of the Company, employees are insured in case they or their loved ones have a complex or serious illness that requires the provision of high-tech medical care.

In 2019, the total amount of funds aimed at financing personal and pension insurance programs amounted to more than 190 million rubles.

IMPLEMENTATION OF PROFESSIONAL STANDARDS

OJSC OGK-2, as a part of Gazprom Energoholding LLC, initiated the development of new professional standards in the energy sector jointly with the All-Russian Industrial Association of Employers of Energy Suppliers (AEES Union). In agreement with the Council on Vocational Qualifications in the Energy Sector, it was decided to develop two professional standards in 2019: "Worker in chemical analysis of a thermal power plant", "Worker in water treatment of a thermal power plant".

As part of the project, an expert group was created from among the employees of the Gazprom Energoholding Group, representatives of the AEES Union and other generating companies. Draft professional standards were developed during the year, received approval from the Council on Vocational Qualifications in the Energy Sector and were submitted for further approval to the Ministry of Labor of Russia.

In 2019, OJSC OGK-2 applied 31 professional standards. The Company conducts an independent assessment of qualifications by the voluntary consent of employees. In order to ensure compliance with the requirements of professional standards, training programs are developed and updated in corporate training centers, regular work is carried out to monitor regulatory acts in the areas of development of the national qualifications system.

Training and competence development programs

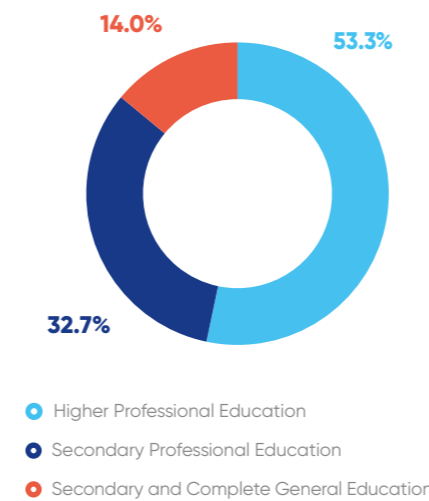
OGK-2 provides employees with ample opportunities to unlock their own potential and career growth, implementing a wide range of training and development programs for personnel, interacting with educational institutions and technical centers.

The training is carried out in specialized accredited training centers located in the immediate vicinity of power plants and equipped with modern material and technical facilities, all the necessary simulators, laboratories and highly qualified teaching staff.

Total expenses for training, retraining and advanced training of the Company's employees amounted to more than 39.4 million rubles.

During 2019, 182 employees were trained in the core specialties of the Company for higher and secondary professional education.

› Staff Education Level



more than 39.4

million rubles total expenses for training, retraining and advanced training of the Company's employees

In the framework of the international forum "Russian Energy Week", OGK-2 was among the best industry enterprises in terms of popularizing the fuel and energy complex, energy conservation and engineering education. The Company showed a high result in organizing and attracting young professionals, students and schoolchildren to events.

ATTRACTING AND DEVELOPING YOUNG PROFESSIONALS, PROFESSIONAL GROWTH

One of the strategic tasks in the field of staff policy, we consider maintaining the optimal age structure of the staff and ensuring professional continuity of generations.

The Company pays special attention to the professional development and career growth of young professionals. In order to identify, promote and support the most talented and proactive of them, OGK-2 holds conferences and competitions within the framework of individual functional modules and the Company as a whole. In 2019, OGK-2 held the eleventh Competition of young

specialists and rationalizers, in which 86 people took part, submitting 75 works for consideration.

In order to preserve and develop the traditions of responsible, trouble-free work and ensure the continuity of technical knowledge and skills, targeted work with a personnel reserve is being implemented. In 2019, 53 persons of 625 workers of the Company involved in the labor pool underwent targeted training, and 49 people were appointed to senior positions.

In 2019, OGK-2 took an active part in the development of the corporate modular management training program "School of the Chief Engineer", implemented by Gazprom Energoholding LLC, including 12 employees of the Company.

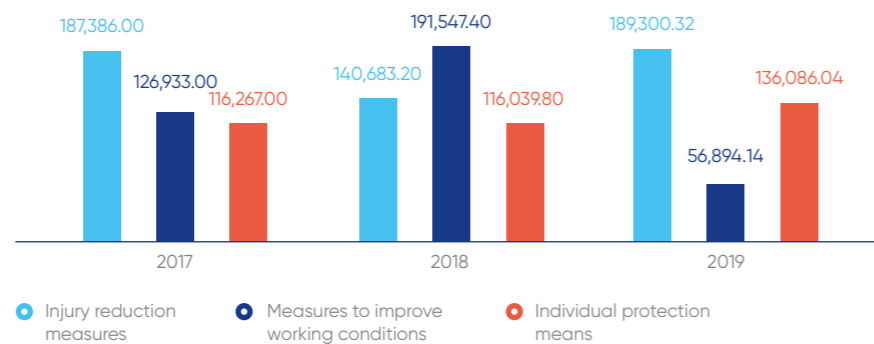
Occupational health and safety

382,280.5

thousand rubles for occupational health and safety

The OGK-2 occupational safety management system is aimed at ensuring industrial safety, preserving the life and health of workers in the process of their production activities. The current system fully complies with the requirements of the Russian legislation. OGK-2 obligations on occupational safety issues are further enshrined in collective agreements.

› Costs of labor protection measures, thousand rubles



Objectives in the field of occupational safety:

- › work without injuries;
- › exclusion of cases of occupational diseases;
- › continuous improvement of working conditions.

Main areas of labor protection:

- › safety and health risk management;
- › work with personnel in accordance with the standards;
- › providing personnel with high-quality and reliable means of protection;
- › planning and financing of labor protection measures;
- › providing employees with regulatory documents on labor protection;
- › conducting internal and external audits of the state of labor protection, examination of working conditions.

In 2019, there was 1 accident related to the mild category in OGK-2.

› Industrial accidents in 2017–2019, persons

Indicator	2017	2018	2019
Industrial accidents, persons	5	3	1
including:			
• severe	1	0	0
• resulting in death	0	0	0

3.8 SOCIAL PARTNERSHIP

The principle of social partnership is our main priority in the interaction of business with the Company. We actively interact with municipal authorities, the media, non-profit organizations and the local population and take their interests into account when making decisions.

SOLEMN EVENTS

2019 was an anniversary for two branches of OJSC OGK-2: the Serovskaya GRES turned 65 years old, the Stavropolskaya GRES – 45 years old. Anniversary events were held in the regions where the branches were present throughout the year.

In order to maintain and further strengthen the corporate

spirit of labor collectives, the Company's branches held events dedicated to the professional holiday, the Day of the Power Engineer, uniting employees, members of their families, and industry veterans. In 2019, as part of the celebration of the Day of the Power Engineer, a contest of flash mob videos on the theme "My bright profession" was held.

ENERGY OF GENERATIONS

An important step towards maintaining the prestige and popularization of the energy profession is career counseling for students. For this purpose, excursions to enterprises and events for children

are regularly conducted. Excursions for first-graders – children of employees of power plants – dedicated to the Day of Knowledge, have become traditional in all branches of the Company.

SPORTS, EMPLOYEE HEALTH

The 2019 sports plan of the Company included more than 100 competitions in various sports held at various levels – from inter-workshop competitions of branches to tournaments of the Ministry of Energy of the Russian Federation, the Government of Moscow and St. Petersburg.

In 2019, the main event in the sports life of the Company's employees was the tenth anniversary summer Spartakiad of OJSC OGK-2, which took place in April in Sochi. The competition was attended by 12 teams, consisting of 240 best athletes of the branches and the executive office of OGK-2. According to the results of the competition, the first place was taken by the team of the Novocherkasskaya TPP, which became the winner of the summer Spartakiad of OJSC OGK-2 for the eighth time. The second place was taken by the team of the Krasnoyarskaya GRES, the third – by the Kirishskaya GRES.

CHARITY

OJSC OGK-2 provides charitable assistance, focusing on social support and development of the regions where the Company operates. In 2019, 6.8 million rubles were allocated for charity work. The Company provided support for inclusive festivals, events with the participation of children with disabilities, organized assistance to children and youth sports, medical, educational institutions located in St. Petersburg, Stavropol Territory, Sverdlovsk, Pskov, Vologda and Ryazan Regions. The distribution of funds takes place in the framework of in-person and extramural meetings of

the Charity Commission, acting on the basis of the relevant Regulation, and appeals received by the Company and its branches.

The Company has identified priority areas for the allocation of charitable funds, such as: providing assistance to sick children, disabled people and veterans; assistance to orphanages and orphanages; assistance to educational and scientific institutions; public organizations; support for child and adult health care; support for activities aimed at the development of energy and the economy of the

6.8

million rubles directed to charity

regions of presence; support for sports facilities and events; supporting cultural institutions; assistance to projects in the field of science and art.

INTERACTION WITH THE MEDIA AND AUTHORITIES

During 2019, the activities of the Company were actively covered in federal and regional mass media: financial results, production, environmental and social topics, social and sports life of the team. The PR divisions of the Company interact with news agencies, electronic and print media, public organizations and authorities. Internal communications are provided through the Internet portal of the Company, as well as through corporate pages on social networks and the corporate press, which highlight important aspects of the Company's activities, team achievements, corporate projects and social events.

Interaction with state authorities and local self-government of the regions where the Company operates is based on the principles of open dialogue and reliable partnership. Company leaders and heads of local governments interact in many areas of activity, including regional development. Representatives of the Company's branches participate in the implementation of regional development projects, environmental and social orientation as experts in the field of electricity.

Given the positive reputation of the Company among the population of the regions of presence as a reliable and socially responsible enterprise, representatives of many branches were elected to representative

bodies of local self-government. The employees of the Cherepovetskaya GRES, the Pskovskaya GRES, the Krasnoyarskaya GRES-2, and the Ryazanskaya GRES are elected deputies of local self-government bodies.

Official pages were created in Instagram and Facebook. The growth of subscribers is ensured and the reach is increased. The average number of followers in VKontakte is 3 thousand people, and in Instagram is 2 thousand. 73 press releases are published on the Company's website.

3.9 SUPPLY CHAIN¹⁶

The main resource procured by OGK-2 for the production of electric and thermal energy is fuel. In accordance with the reporting data prepared

according to RAS standards, fuel costs also prevail in the structure of the variable costs of the Company:

Type of fuel	The cost of spent fuel, million rubles				Share of fuel costs in variable costs according to RAS		
	2017	2018	2019	Change 2019/2018	2017	2018	2019
Gas	50,736	48,857	46,362	-5.11%	63.94%	64.80%	68.25%
Coal	15,256	13,210	12,131	-8.17%	19.23%	17.51%	17.86%
Fuel oil	297	342	214	-37.43%	0.37%	0.28%	0.31%
Diesel fuel	7	6	25	311.14%	0.00%	0.01%	0.04%
Total	66,296	62,415	58,731	-5.90%	83.55%	77.91%	86.46%

In 2019, fuel costs amounted to 58,731 million rubles, which is 5.90% lower than in 2018.

In 2019, the cost of gas consumed decreased by 5.11% compared to 2018. This decrease was affected by:

- production decline at the Stavropolskaya GRES;
- a decrease in the share of gas in the fuel balance structure at the old equipment of the Novocherkasskaya TPP and a decrease in production by the 2nd stage of the Ryazanskaya TPP.

A 8.17% decrease in the cost of consumed coal is associated with a decrease in production at the Ryazanskaya GRES and the Troitskaya GRES.

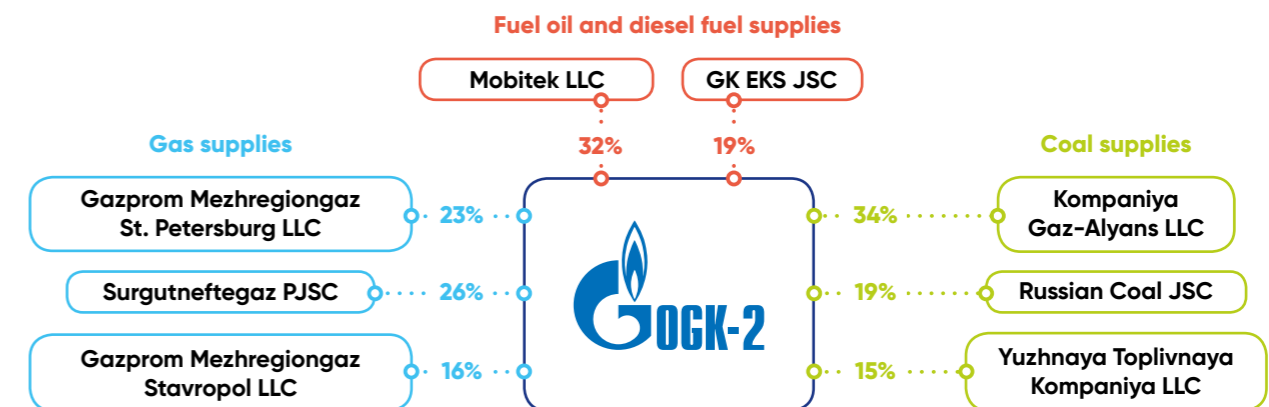
In 2019, the cost of spent fuel oil decreased by 37.4% due to the general decrease in fuel oil consumption.

The increase in diesel costs by 311.14% is due to an increase in the cost of testing.

The strategy of OJSC OGK-2 in the field of fuel supply is aimed at optimizing the fuel balance in order to minimize costs. It provides for the maximum possible replacement of expensive fuel with other types of fuel, the purchase of fuel through competitive procedures, the conclusion of long-term contracts for the supply of fuel.

The capacities of the Company are dispersed across 12 regions of Russia. In this regard, OJSC OGK-2 actively cooperates with regional coal suppliers and optimizes fuel costs through the use of gas and various types of coal by power plants. Coal from the Kansk-Achinsk, near-Moscow, Borodino, Pereyaslov, Rostov and Ekibastuz open casts is supplied to the branches of OJSC OGK-2 mainly under long-term supply contracts.

› Scheme of the 2019 fuel supply chain showing the most significant suppliers



The supply chain of OJSC OGK-2 reflects the most significant suppliers and their share in the Company's expenses for the purchase of the main types of raw materials

used – gas, coal, fuel oil and diesel fuel. When selecting the most significant suppliers, we were guided by the principle of materiality – the scheme shows suppliers whose share

is more than 10% in the total cost of deliveries of this type of raw material for 2019.

Factors of changes in the distribution of shares between the main gas suppliers in 2019 compared to 2018:

- The decrease in the shares of Gazprom Mezhrefiongaz Rostov-on-Don LLC by 1%, Gazprom Mezhrefiongaz Stavropol LLC by 9% in the total cost of gas supplies is due to a reduction in gas consumption by the Novocherkasskaya GRES and the Stavropolskaya GRES respectively.
- The increase in the share of Gazprom Mezhrefiongaz St. Petersburg by 6% and Surgutneftegaz PJSC by 2% in the total cost of gas supplies is associated with an increase in the share of gas consumption of the Kirishskaya GRES and Surgutskaya GRES-1 in the total gas consumption of the Company by 5% and by 2% respectively.

Factors of changes in the distribution of shares between the main coal suppliers in 2019 compared to 2018:

- The increase in the shares of Russian Coal JSC by 3% and Yuzhnaya Toplivnaya Kompaniya LLC by 5% was caused by an increase in the supply of coal by these companies for the needs of the Ryazanskaya GRES and Novocherkasskaya GRES, respectively, against the background of a general decrease in coal consumption.
- The decrease in the share of Gaz-Alyans LLC by 3% is due to a reduction in the volume of deliveries to the Novocherkasskaya GRES at the initiative of the supplier.

Fuel oil supplies to power plants of OJSC OGK-2 are carried out on a competitive basis, based on the results of requests for proposals for the corresponding period. Consequently, the key factor in the change in the distribution of shares between the main suppliers of fuel oil in 2019 compared to 2018 is the preference of suppliers who offered the lowest prices, all other things being equal.

› Dynamics of the distribution of shares between major gas suppliers in 2017–2019

Supplier	Share in the total gas supply cost		
	2017	2018	2019
Gazprom Mezhrefiongaz St. Petersburg LLC	11%	17%	23%
Gazprom Mezhrefiongaz Rostov-on-Don LLC	12%	10%	less than 10%
Surgutneftegaz PJSC	26%	24%	26%
Gazprom Mezhrefiongaz Stavropol LLC	27%	25%	16%

› Dynamics of the distribution of shares between major coal suppliers in 2017–2019

Supplier	Share in the total coal supply cost		
	2017	2018	2019
Russian Coal JSC	11%	16%	19%
Kompaniya Gaz-Alyans LLC	17%	37%	34%
Yuzhnaya Toplivnaya Kompaniya LLC	18%	10%	15%

› Dynamics of the distribution of shares between major fuel oil and diesel fuel suppliers

Supplier	Share in the total cost of fuel oil and diesel fuel supplies		
	2017	2018	2019
Nova Group LLC	0%	29%	less than 10%
Krasnoyarskaya Toplivnaya Kompaniya LLC	17%	15%	less than 10%
GK EKS JSC	13%	26%	19%
Mobitek LLC*	-	-	32%

* In 2017–2018 Mobitek LLC did not supply fuel oil and diesel fuel.

3.10 RELATIONS WITH SUPPLIERS

We build relationships with all our suppliers, regardless of their share in the supply structure, on the principles of responsible partnership. We strive to maintain long-term, stable,

mutually beneficial relationships with suppliers. OGK-2 is constantly working to improve the stability of supply, as well as transparency of pricing. We select suppliers and contractors mainly

on a competitive basis and strive to work with contractors who have an impeccable reputation, comply with the law, as well as corporate and business ethics.

Procurement activities

4.8

% achieved a positive effect from the initial (maximum) price of competitive purchases (excluding fuel purchases) in 2019

The goals of the OGK-2 procurement system are the cost-effective spending of financial resources, timely and complete satisfaction of the needs for goods, work, services, taking into account the safety of hazardous production facilities, as well as the implementation of measures aimed at reducing the Company's costs, improving the order and increasing the efficiency of procurement.

The main document determining the procurement policy of the Company is the Regulation on the procurement of goods, works, services. This document defines a unified methodological basis for ensuring efficient procurement procedures conducted mainly on a competitive basis.

Basic principles of procurement:

- disclosure;
- transparency;
- equality;
- development of fair competition;
- expansion and simplification of access of participants to purchases;
- creating conditions that increase competition between procurement participants;

- balance of costs for organizing and conducting procurement procedures and expected economic benefits from their results.

The Company Procurement System includes:

- Organization and monitoring of the market of material and technical resources in order to expand the competitive environment and make decisions in the course of procurement.
- Improvement of the unified regulatory and reference information of the resource supply system.
- Organization of work on the formation, coordination and approval of projects of the annual integrated procurement program (AIPP) in accordance with corporate requirements.
- Organization of the examination system and preparation of expert opinions during the procurement process for submission to the Procurement Commission for consideration.
- Organization and conduct of all stages of the procurement procedures in accordance with the AIPP of the Company.
- Formation, coordination and control of the implementation of supply contracts, services, work.
- Formation of consolidated reporting on procurement activities to the management bodies of the Company.

- Decrease in the level of unproductive diversion of capital to stocks.
- Optimization of stock balances, including through the sale of unclaimed material and technical resources and recyclable waste.

All procurements organized on a competitive basis in 2019 were carried out in electronic form on the websites of the Trading System "Gazneftorg.ru" (www.gazneftorg.ru), the National Electronic Site (www.etp-ets.ru), and the Automated Trading System "Sberbank-AST" (www.sberbank-ast.ru). Based on the results of organizing competitive procurement procedures in 2019, a positive effect was achieved in the amount of 4.8% of the initial (maximum) price of competitive procurements (excluding fuel purchases).

In 2019, OGK-2 complied with the requirements of Decree of the Government of the Russian Federation dated December 11, 2014 No. 1352 with respect to the annual volume of contracts concluded as a result of procurement, of which only small and medium-sized enterprises are participants. In 2019, the volume of contracts concluded on such purchases amounted to 22% of the total annual volume of contracts concluded by OGK-2 based on the results of all purchases, with the established regulatory value of 15%.

Cash flow from the sale of unclaimed material and technical resources and recyclable waste in 2019 amounted to 58 million rubles without VAT.

3.11 RISK MANAGEMENT

Corporate Risk Management System

OGK-2's risk management and internal control system is built on the basis of international best practices and corporate governance principles enshrined in the Russian Corporate Governance Code.

Recognizing that the implementation of activities is subject to uncertainties

in the form of risks, OGK-2 takes risk management measures in order to provide sufficient guarantees to achieve the goals set for the Company by its management bodies.

The Company has developed and approved by a decision of the Board of Directors (Minutes No. 223

dated 30.09.2019) and has a Risk Management and Internal Control Policy that defines the goals, objectives and components of the risk management and internal control system, the principles of its functioning, as well as the functions of participants in the management system risks and internal controls.

Key participants in the Risk Management and Internal Control System (RM&ICS):

- › Board of Directors of the Company;
- › Audit Committee of the Board of Directors of the Company;
- › Sole Executive Body of the Company (Management Company of the Company);
- › Managing Director of the Company;
- › Structural divisions of the Company;
- › Business process owners;
- › Owners (Co-owners) of risks;
- › Responsible for the implementation of risk management measures;
- › Risk coordinators;
- › Owners (Co-owners) of internal control procedures;
- › Responsible for monitoring the implementation of internal control procedures;
- › Risk Management Division.

The Company's Risk Management Policy applies to the structural units of the Company (including branches), its subsidiaries and organizations.

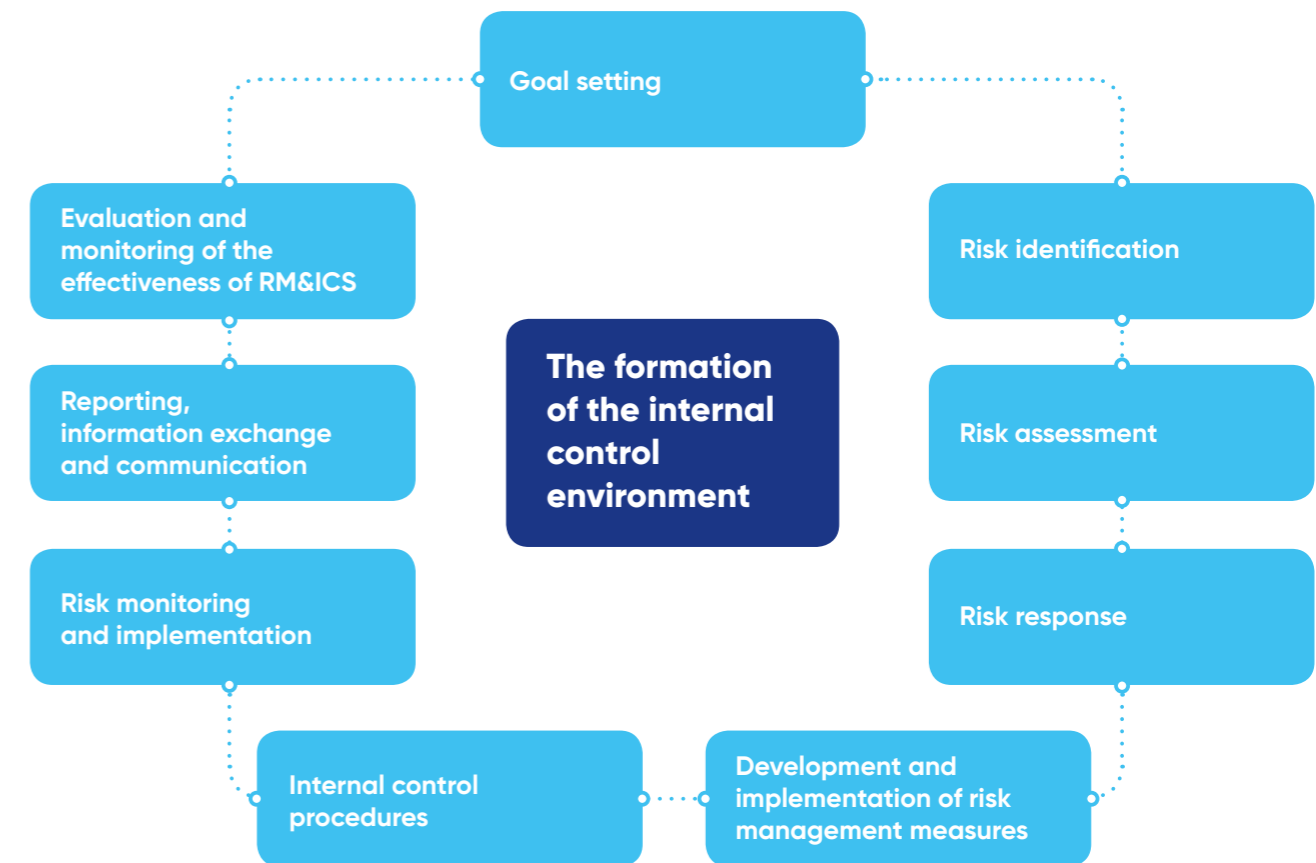
The risk management and internal control policy defines the following objectives:

- ensuring sufficient confidence in achieving the objectives of the Company;
- ensuring proper control of the financial and economic activities of the Company.

The organization of the risk management system implements the following basic principles:

- › The principle of systemacity (integration).
- › The principle of complexity.
- › The principle of compliance (goals).
- › The principle of sufficient confidence.
- › The principle of adaptability and development.
- › The principle of materiality and resource support.
- › The principle of continuity (functioning).
- › The principle of interaction and collegiality.
- › The principle of responsibility.
- › The principle of separation of duties.
- › The principle of evaluating the results.
- › The principle of structuredness and efficiency.
- › The principle of a single regulatory environment.
- › The principle of economic feasibility.
- › The principle of three lines of defense.

› Key processes enshrined in the OGK-2 Risk Management Policy



Risk management and internal control activities provide for the continuous operation of system components.

Based on Order No. 258 dated 27.06.2018, the Company has allocated a unit that forms a unified policy in the field of risk management of the Company, provides methodological support for the implementation of the policy in the field of risk management, as well

as interaction with structural divisions of the Company. The structural divisions of the Company carry out risk identification, risk assessment, development and implementation of risk management measures, monitoring of risks and measures.

Risk management activities in 2019

In 2019, as part of the development of the risk management system, the Company carried out the following activities:

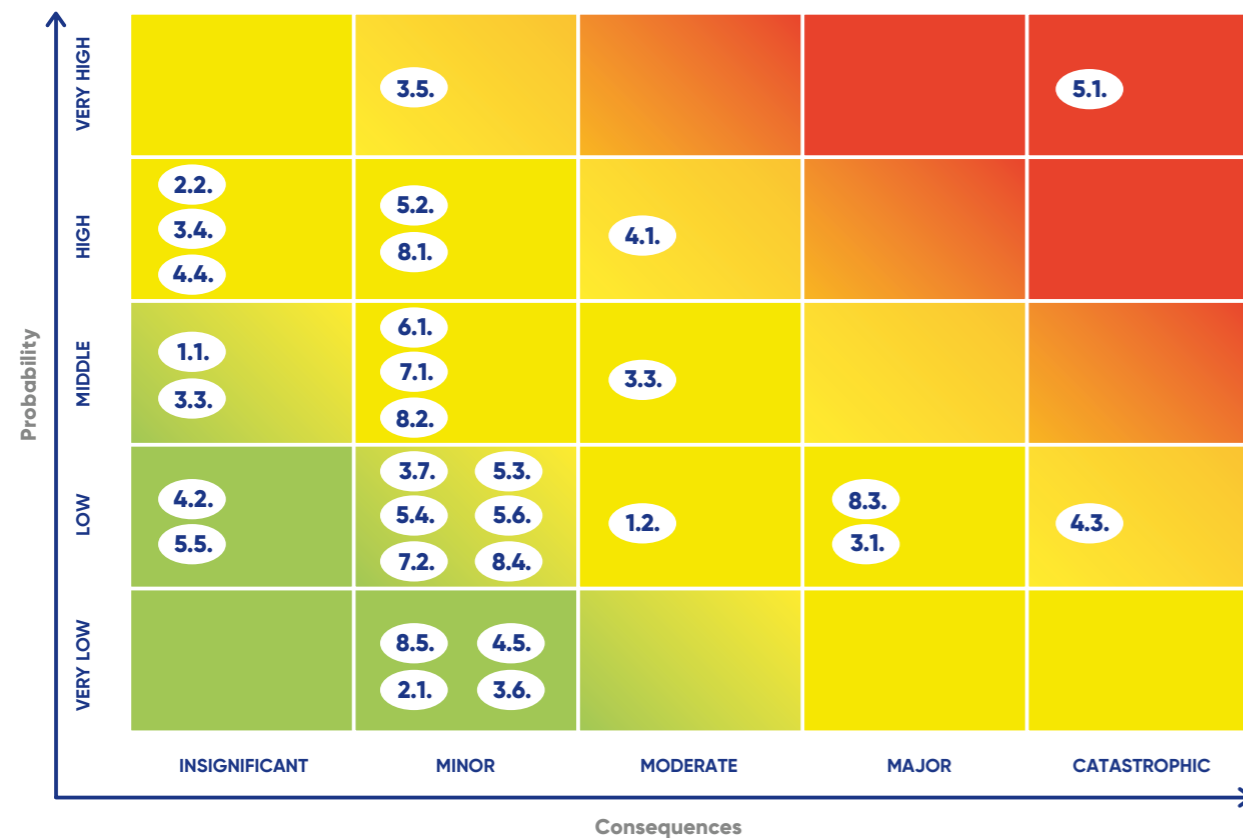
- The Risk Management and Internal Control Policy of OJSC OGK-2 was developed and approved.
- A working group on risk management and internal control has been created, a regulation on the working group has been developed and approved.
- Methodological recommendations on risk assessment of OJSC OGK-2 have been developed and agreed.

- Risk coordinators have been appointed in the branches of OJSC OGK-2 for production risks.
- The risk register of OJSC OGK-2 has been updated and risk owners have been appointed.
- The risk passports of the Company have been updated.
- Draft documents have been updated and submitted to Gazprom PJSC: draft Regulation on liquidity risk management of OJSC OGK-2, draft Regulation on management of foreign exchange risk of OJSC OGK-2, draft Regulation on management

of interest rate risk of OJSC OGK-2, draft Regulation on the operational risk management system of OJSC OGK-2, the draft Methodological Recommendations for risk management using qualitative assessments of OJSC OGK-2, the draft Methodology for assessing expected credit losses of OJSC OGK-2, the draft Methodological Recommendations of OJSC OGK-2 for definition of key risk indicators.

Risk matrix

› Risk matrix is an assessment of the likelihood of the implementation of risks and their consequences for the activities of the Company at the end of 2019



№.№. According to the numbers in the table "Classification of risks of OGK-2 and their significance"

› OGK-2 classification of risks and their significance

Risk type	Risk description	Significance of risk level	Management / impact on risk
1. Sector risks			
1.1. Risk of decrease in revenue from electricity sales	Decrease in electricity supply.	insignificant	<ul style="list-style-type: none"> › Diversification of the supplier list. › Accumulation of fuel reserves (coal). › Fuel market monitoring. › Decommissioning of equipment whose operation is not economically feasible. › Application of the most optimal trading strategies on the wholesale market.
1.2. Risk of increased company costs due to rising energy prices	<ul style="list-style-type: none"> › Significant increase in energy prices. › The fuel price growth rate is significantly higher than forecasted. 	significant	<ul style="list-style-type: none"> › Diversification of the supplier list. › Fuel market monitoring.
2. Strategic risks			
2.1. The risk of reduced effectiveness of activities due to the adoption of incorrect business decisions	<ul style="list-style-type: none"> › Incorrect assessment of the effectiveness of business decisions. › Reducing the share of effective measures in the production programs of the Company. › An increase in the share of non-core loss-making businesses. 	insignificant	<ul style="list-style-type: none"> › Conducting a plan-factor analysis of the largest implemented projects in the "efficiency" class of the previous year. › Periodic training courses on "Performance Management" and "Assessment of the value of enterprises". › Approval of the share of costs for the implementation of activities of the class "Efficiency" in production programs. › Creation of a special fund for staff bonuses. › Organization of maintaining the most economical efficient operating mode of equipment related to non-core unprofitable types of business
2.2. Production program failure risk	<ul style="list-style-type: none"> › Shortage of repair facilities. › Untimely completed work stages. › Untimely commissioning of equipment. › Lack of funding for scheduled new generation service / maintenance. 	significant	<ul style="list-style-type: none"> › The contract for the provision of services includes liability in cases of untimely performance of work, performance of work with defects, as a result of which defects are identified. › Request from the Contractor for documentation on working personnel and engineering (qualification documents, experience in similar work). Developing schedules for mobilizing workers. › Development of a calendar-network schedule for the supply of equipment (materials) and construction and installation works. › Address formation of both individual events and technical impact programs in relation to specific units of equipment, buildings & structures using technological maps.
3. Production and technical risks			
3.1. Risk of failure to meet the deadlines for commissioning of facilities from technical re-equipment and reconstruction	Modernization of the generating facility, construction of a start-up and heating boiler plant for the needs of the power unit, technical re-equipment of instrumentation and automation, boiler unit, HPH Nos. 5, 6, 7 of the turbine unit of st. No. 3, gas consumption systems, chimney reconstruction, technical re-equipment of HPH Nos. 5, 6, 7 of the turbine unit of st. No. 3 with the replacement of pipe systems.	significant	The works contract includes measures for penalties in case of failure to comply with the schedule of work performed.
3.2. Occupational injury risks	Violation by employees of established occupational safety and health regulations.	significant	<ul style="list-style-type: none"> › Briefing on the need to use PPE. › Conducting audits of the use (correct use) of PPE by employees. › Monitoring the availability of PPE for employees. › Timely provision of employees with PPE.

Risk type	Risk description	Significance of risk level	Management / impact on risk
3.3. Risk of identification of non-compliances with the requirements of legislation in the field of civil defense and protection against emergencies during inspections of regulatory bodies	Failure to comply with requirements and measures: in the field of civil defense, requirements of rules and regulations for the prevention and recovery of emergencies, civil defense and protection of the population and territory against emergencies.	insignificant	<ul style="list-style-type: none"> Timely implementation of measures in the field of civil defense, requirements of norms and rules for the prevention and recovery of emergencies. Timely and full financing of measures in the field of civil defense and emergencies. Monitoring of compliance with the requirements related to civil defense and emergencies.
3.4. Risk of rise in project costs	Overstatement of the cost of works and services calculated as per labor costs at the stage of formation of the initial (maximum) purchase price.	significant	<ul style="list-style-type: none"> Better study of the market conditions of procurement item. Use of more sources of information in order to collect data in determining the initial (maximum) prices. Performance of work and provision of services based on the results of competitive procedures. Further training in the field of pricing for the employees of the initiator (unit) of procurement of work and services.
3.5. Risk of reduction in equipment availability / risk of equipment failure	<ul style="list-style-type: none"> Damage to heat transfer tubes in the form of cracks due to creep of tube metal associated with a change in steel structure during long service life. Holes, dissection of adjacent tubes, imbalance between water and steam, the boiler can be stopped by flame safety system, by live steam temperature trigger, as well as by operational personnel in accordance with the requirements of the Grid Code and Operating Manual of the boiler unit. Damage to the heating surfaces of the boiler and the flow part of the turbines due to standstill corrosion during long downtime of the equipment associated with the strategy of the branch aimed at reducing unprofitable electricity generation. Decrease in reliability and deterioration of the technical and economic performance of equipment, emergency repairs, associated losses in the capacity market, additional repair costs. 	significant	<ul style="list-style-type: none"> Reduction in periods of diagnosis of the state of metal. Compliance with the terms of maintenance and repair. Increase in the scope of maintenance and repair. Replacement of defective items of equipment. Timely and high-quality equipment conservation in accordance with RD. Purchase of a unit for preservation of turbine with drained air (air-cleaning facility).
3.6. Risk of obsolescence / failure of materials and equipment	Inappropriate storage of the stock of materials and equipment, resulting in the loss of their consumer properties. As a result, additional costs for the purchase of new materials and equipment, as well as the failure to meet the deadlines for the implementation of the production program/improper maintenance of buildings and structures (roof leaks, ingress of cold, water through windows, etc.).	insignificant	<ul style="list-style-type: none"> Tightening of control over the quality of materials and equipment storage by the managers of the resource provision service of the branch. Tightening of control over the planning of the necessary amount of repair/maintenance work for the proper maintenance of buildings and structures. Tightening of control by the branch technical service over the quality of maintenance of equipment and utilities, repair of buildings and structures of the warehouse complexes of the branches. Providing materials and equipment insurance against force majeure.
3.7. Risk of non-timely commissioning of capital construction facilities	Additional operating costs due to the untimely commissioning of the start-up and heating boiler plant for the needs of the power unit.	insignificant	Assistance of the Contractor in terms of the timely issuance of working documentation, coordination of technical solutions adopted.

Risk type	Risk description	Significance of risk level	Management / impact on risk
4. Legal risks			
4.1. Risk of deterioration of company performance indicators as a result of the adoption/ amendment of regulatory legal acts governing the activities of electric power industry entities, including the rules of the wholesale electricity market, regulatory acts in the field of heat supply	<p>Changes in legislation in the field of electricity and heat supply and other related energy sectors significantly affect the company's activities because:</p> <ul style="list-style-type: none"> the Company, as an economic entity on the territory of the Russian Federation, must carry out its activities within the framework of the current legal field and comply with federal, regional and municipal requirements; the branches of the Company's activities are recognized as socially significant and therefore are controlled and regulated by the state, thereby the state influences the activities of business entities within the framework of the current legislation. <p>Thus, there is an increase in the role of monitoring and adequate timely response to changes in legislation in order to comply with the interests of the Company or not to infringe on the current situation.</p>	significant	<ul style="list-style-type: none"> Preparation and direction of positions, risks affecting the industry. Staff development. Regular monitoring and discussion of changes in the regulatory legal acts.
4.2. Inconsistency of existing technological processes with legal requirements	<ul style="list-style-type: none"> Due to inspection by regulatory authorities, it is possible to stop the process until it is brought to conformity with legal requirements. An emergency can occur and lead to equipment damage and hazard to the life and health of workers and third parties. 	insignificant	<ul style="list-style-type: none"> Monitoring of changes in legislation in the field of electric power, ecology, etc. Inclusion of measures aimed at bringing technological processes to conformity with legislation in the investment program. Organization of timely repair of equipment. Establishment of financial reserves to comply with remarks.
4.3. Risk of performance of a judicial act giving rise to obligations for the Company	Failure to satisfy claims/demands raised by/against the company (debt collection, recovery of damages, protection of property rights).	significant	<ul style="list-style-type: none"> Participation in training seminars, round tables, forums. Self-training / self-education. Meetings on the issues related to changes in legislation and judicial practice. Increase in the staff of legal departments of branches.
4.4. Risks of non-performance of contracts by the municipality/ administration/city	Refusal to receive compensation under the Agreement between the SGO Administration and the Branch. In view of the absence of other sources of heat supply, an Agreement was concluded with the Administration, which binds the SGO Administration with an obligation to reimburse costs and losses associated with the continuation of the supply of heat energy and heat-transfer medium, including the costs for equipment maintenance.	significant	Development of mechanisms and grounds for receiving compensation.
4.5. Risk of late receipt/ suspension of permits (licenses)	Change in licensing requirements for the core business of the company or termination of licenses.	insignificant	<ul style="list-style-type: none"> Qualitative study of the requirements of regulations for the preparation of documents and changes in licensing requirements. Qualitative preparation of a package of documents in accordance with the requirements of licensing authorities. Control of license validity terms and licensing requirements. Timely payment of state duty.

Risk type	Risk description	Significance of risk level	Management / impact on risk
5. Financial risks			
5.1. Credit risk (risk of growth of receivables due to untimely or incomplete fulfillment of financial obligations by the counterparties)	Growth of receivables under the contracts of the wholesale electricity market, for thermal energy and heat-transfer medium.	critical	<ul style="list-style-type: none"> Monitoring of counterparties on the wholesale electricity market. Monitoring of timely fulfillment of obligations by counterparties by the key date of payment. Conclusion of contracts with determination of payment terms and settlement procedure. Awareness-raising work among consumer related to the need of payments with a description of the liability for delays in accordance with the norms of the current legislation.
5.2. Currency risk	Risk of adverse changes in the fair value of liabilities denominated in foreign currencies under the influence of changes in exchange rates, as well as risk of changes in expenses denominated in foreign currencies under the influence of exchange rates.	significant	<ul style="list-style-type: none"> Monitoring of the exchange rate and, if necessary: <ul style="list-style-type: none"> creation of a liquidity reserve in foreign currency for the fulfillment of obligations of companies pegged to the exchange rate; conclusion of hedging transactions using derivative financial instruments on the basis of current agreements on futures transactions in financial markets (RISDA). Providing a regular (on a quarterly basis) assessment of the currency risk of the Company, generating reports on the exposure of the Company to currency risk for the management of the Company and other users of information. In case of high exposure of the Company to currency risk – change of the agreed (contractual) conditions, including the introduction of currency clauses in the Company's contracts, amendment of the terms of payment under such contracts. Optimization of the currency structure of the raise/deposit portfolio of the Company.
5.3. Risk (tariff) of adverse tariff and balance decisions made by the regulator	Growth of tariffs for heat and power, as a regulated type of activity, cannot exceed the payment level in the constituent entity of the Russian Federation. Thus, the risk assessment was carried out taking into account the assessment of the impact on the financial results of the Company in case of failure to reach the maximum level of growth when approving (adjusting) the tariff for the next regulatory period. The growth rate of electricity tariffs under regulated contracts and "forced generators" is approved at the level of growth provided for by the Forecast of the Social and Economic Development, prepared by the Ministry of Economic Development.	insignificant	<ul style="list-style-type: none"> Development of tariff strategies (for each branch) for risk leveling. Monitoring of legislative initiatives, development of positions and conclusions in case of detection of risk of adverse effects.
5.4. Interest rate risk	Risk of changes in interest income or expenses due to interest rate volatility.	insignificant	Hedging (interest rate swap).
5.5. Liquidity risk	Inability to fulfill obligations in a timely manner and in full.	insignificant	Liquidity chart, payment calendar, liquidity reserve.
5.6. Tax risks	Risk of additional accrual of property tax.	insignificant	Judicial settlement measures are possible, depending on the results of the on-site tax audit, after receiving the Decision.
6. Environmental risks			
6.1. The risk of sanctions by regulatory authorities for violations of environmental law	The number of violations of environmental law identified by the state environmental supervision bodies that were not eliminated within the prescribed period through the fault of the risk owner.	significant	Monitoring of compliance with the terms for the implementation of measures aimed at the elimination of environmental law violations.

Risk type	Risk description	Significance of risk level	Management / impact on risk
7. Risks of supporting processes			
7.1. Risk of IT system failure	In the event of a failure of IT systems associated with the operation of stationary computers, software installed on them, digital signature keys.	significant	It is necessary to provide additional independent laptops with long battery life and the possibility of connecting to unlimited high-speed Internet in the event of a failure of IT systems and software applications in the company's office.
7.2. Violation of data integrity, availability, confidentiality	<ul style="list-style-type: none"> Unauthorized access (unauthorized actions) (UA) – access to information or actions with information that violate the rules for restricting access using regular means provided by computer equipment or automated systems. Unauthorized distribution of protected information to persons who do not have access to this information. 	insignificant	<ul style="list-style-type: none"> Protection of information infrastructure by means of technical measures. Organizational activities (including staff training).
8. Social risks			
8.1. Risks of technological violations and accidents due to erroneous actions of personnel	Erroneous actions of personnel responsible for the control of the main and auxiliary equipment, which lead to its shutdown or damage.	significant	<ul style="list-style-type: none"> High-quality position training before admission to independent work. Optimization of operation mode: work/rest. Rational equipment of the workplace. Conducting emergency response drills, working out information about accidents.
8.2. Asset loss risk	Committing an act of unlawful interference at a generating facility.	significant	Provision and maintenance of sufficient level of physical protection at the facility (provision of the complex of technical security equipment at the facility, maintaining its operability; ensuring physical security of the facility; provision of safety regimes at the facility).
8.3. Degradation of business reputation	Decrease in the positive perception of the Company.	significant	<ul style="list-style-type: none"> Conducting kick-off meetings on the need for harmonization of information materials. Development of a regulatory document governing the procedure for coordination and submission of information in the media.
8.4. Risk of lack of qualified personnel HR risks	<ul style="list-style-type: none"> Dependence on key employees, vacation of key employees. Reducing the influx of new personnel. 	insignificant	<ul style="list-style-type: none"> Creation and development of personnel reserve, comprehensive program for the development of personnel reserve. Implementation of joint programs with educational institutions. Personnel training and retraining. Implementation of activities aimed at work with youth. Analysis and provision of competitive working conditions and wages. Monitoring of the age structure and qualification structure of personnel, analysis of personnel rotation and staffing.
8.5. Corruption risk	Abuse of official position or other illegal use of official position by an individual.	insignificant	Provision of a set of measures to prevent and detect corruption.

4 CORPORATE GOVERNANCE REPORT

82%

STATUS OF COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

4.1	Memorandum of Intents of Gazprom PJSC	102
4.2	Corporate Governance Principles	103
4.3	OGK-2 Corporate governance improvements in 2019 and plans for 2020	105
4.4	Assessment of compliance with the corporate governance principles	106
4.5	Corporate Governance Structure	107
4.6	Remuneration and Incentives	129
4.7	Conflict of interest prevention and resolution policy	132
4.8	Anti-corruption policy	133
4.9	Shareholder value generation	134

158 ISSUE

WERE CONSIDERED BY THE BOARD OF DIRECTORS IN 2019
24 MEETINGS WERE HELD

2 INDEPENDENT DIRECTORS

IN THE BOARD OF DIRECTORS

4.1 MEMORANDUM OF INTENTS OF GAZPROM PJSC

Electric power industry is a strategically important area of activity of the Gazprom Group. Over the past 10 years, the largest vertically integrated electric power holding in Russia has been created in the structure of Gazprom PJSC, combining assets in the field of production of electric and heat energy, transmission and sale of heat energy, as well as assets in related segments.

Electric power assets of Gazprom Group are consolidated in the 100% subsidiary – Gazprom Energoholding LLC, which owns controlling stakes in Mosenergo PJSC, TGC-1 PJSC and the unified heat supply company of Moscow – MOEK PJSC. The controlling stake of OJSC OGK-2 belongs to Centrenergoholding PJSC, a subsidiary of Gazprom Energoholding LLC.

Mosenergo PJSC, TGC-1 PJSC, OJSC OGK-2 and MOEK PJSC are an integral part of the Gazprom Group’s business, the disposal of these assets is out of the question.

Gazprom PJSC considers the priority task of the electric power sector to be the progressive development of companies, ensuring the stable growth of their financial indicators while maintaining the reliability of energy supply to consumers.

Gazprom PJSC exercises companies management in compliance with common corporate standards, recognizes the importance of improving corporate governance of controlled companies and strives to ensure openness and transparency of their activities.

4.2 CORPORATE GOVERNANCE PRINCIPLES

The corporate governance system of OGK-2 is aimed at increasing the efficiency of the Company, strengthening its reputation and

increasing capitalization. Corporate governance is an important factor in building trusting relationships with all interested parties who are equally

influenced by the Company and influence it by themselves.



The specifics of the corporate governance of the Company are determined by the following main factors:

- › ownership structure – the presence of one controlling shareholder (Centrenergoholding PJSC, which is part of the Gazprom Group);
- › Company development stage – the implementation of the strategy of Gazprom PJSC in the electric power industry for 2018–2027, approved by the Board of Directors of Gazprom PJSC in June 2018. The key strategic goal of Gazprom PJSC in the electric power industry for the period from 2018 to 2027 is ensuring stable profit growth while maintaining a high level of reliability of energy supply to consumers. The strategy, in particular, involves the implementation of projects to create new and modernize existing generating facilities, as well as the withdrawal of facilities whose operation is not economically feasible. Special attention is paid to further improving operational efficiency, technological development, and the use of import-substituting equipment;
- › listing on the Moscow Exchange in the second-level quotation list.

Strong points of the corporate governance of OGK-2:

- › attribution to the competence of the Board of Directors of a wider range of issues than it is required by law;
- › disclosure by the Company of a significant amount of additional information in addition to statutory information;
- › application of common standards and approaches to the formation of lists of affiliates, quarterly reports, individual messages on material facts and press releases related to the implementation of corporate events in the Gazprom Energoholding LLC Group of Companies.
- › compliance of the number of members of the Board of Directors with the scale of the business and good awareness of the Board of Directors about the activities of the Company due to the fact that many members have been members of the Board for several years;
- › early reporting disclosure terms under RAS and IFRS;
- › development of corporate governance by introducing the best corporate practices used in the world;

The corporate governance system of OGK-2 is based on the norms of current legislation,¹⁷ as well as on the main provisions of the internal corporate documents of the Company posted on the official website:

<http://www.ogk2.ru/rus/si/docs/>

THE MAIN DOCUMENTS OF THE COMPANY REGULATING THE ISSUES OF CORPORATE GOVERNANCE:

- › **Company Charter**
- › **Corporate Governance Code of OJSC OGK-2**
- › **Code of Corporate Ethics of OJSC OGK-2**
- › **Regulation on the information policy of OJSC OGK-2**
- › **Regulation on the procedure of access to insider information of OJSC OGK-2**
- › **Regulation on the General Meeting of Shareholders of OJSC OGK-2**
- › **Regulation on the Board of Directors of OJSC OGK-2**
- › **Regulation on the Director General of OJSC OGK-2**
- › **Regulation on the procedure for determining the amount of remuneration and compensation to the members of the Board of Directors of OJSC OGK-2**
- › **Regulation on the Audit Commission of OJSC OGK-2**
- › **Regulation on the payment of remuneration and compensation to the members of the Audit Commission of OJSC OGK-2**
- › **Regulation on the Strategy and Investment Committee of the Board of Directors of OJSC OGK-2**
- › **Regulation on the Audit Committee of the Board of Directors of OJSC OGK-2**
- › **Regulation on the Reliability Committee of the Board of Directors of OJSC OGK-2**
- › **Regulation on the Human Resources and Remuneration Committee of the Board of Directors of OJSC OGK-2**
- › **Regulation on the Corporate Secretary of OJSC OGK-2**
- › **Internal Audit Policy of OJSC OGK-2**

4.3 OGK-2 CORPORATE GOVERNANCE IMPROVEMENTS IN 2019 AND PLANS FOR 2020

In 2019, an automated system was created to prepare information on the companies included in the Gazprom Energoholding Group (including about changes in the composition of participants, the names of companies, their location, the composition of the management bodies of companies, the ownership of shares by the members of the Board of Directors, the Management Boards, and the Sole Executive Bodies of the companies included in Gazprom Group, etc.).

The use of this automated system in the work of employees of the Directorate of Corporate and Property Relations of OJSC OGK-2 will ensure the optimization of processes related to the preparation of a number of documents required by law. These documents include the lists of affiliates and groups of individuals. Also, work in this program eliminates the risks of a conflict of interest when entering in contractual relationships with counterparties.

In the reporting period, the companies of Gazprom Energoholding Group continued to actively cooperate with the Central Bank of the Russian Federation on conducting a number of consultations regarding raising the level of corporate governance in the companies of the Group, as well as on standard-setting activities.

In order to improve the corporate governance system in the companies of the Gazprom Energoholding Group, a working group was formed on 04.03.2019, which included representatives of OJSC OGK-2.

In 2019, the Board of Directors of OJSC OGK-2 adopted a number of decisions related to the disposal of treasury shares of OGK-2. In November 2019, the Company carried out back-to-back deals with Mosenergo PJSC for the sale of treasury shares of the respective companies. The annual return on the stake in Mosenergo PJSC acquired by OGK-2 is estimated at about 20%.

On 09.12.2019 the voluntary liquidation of OGK-Finance LLC was completed as part of the optimization of the structure of the group of OJSC OGK-2.

PLANS FOR 2020

In 2020, as part of improving the compliance system in corporate governance, Gazprom Energoholding Group companies plan to continue work on further improvement of the automated system and complement

it with the possibility of holding on-line meetings of the Board of Directors of the companies and generating related documents (notifications, extracts from minutes, minutes).

In 2020, the Company plans to strengthen the work of the committees under the Board of Directors in terms of preliminary study of a wider range of issues compared to the reporting period.

¹⁷ Federal Law No. 208-FZ On Joint-Stock Companies dated 26.12.1995; Regulation No. 660-P On General Meetings of Shareholders approved by the Bank of Russia on 16.11.2018; Regulation No. 454-P On disclosure of information by issuers of equity securities, approved by the Bank of Russia on 30.12.2014; Letter of the Central Bank of the Russian Federation No. 06-52/2463 On the Corporate Governance Code dated 10.04.2014.

4.4 ASSESSMENT OF COMPLIANCE WITH THE CORPORATE GOVERNANCE PRINCIPLES

The company annually conducts internal assessments of compliance with the level of corporate governance.

This report represents the results of the assessment of the compliance of the corporate governance level in OGK-2 with the principles of the Corporate Governance Code (approved by the letter of the Bank of Russia in 2014, annex to the letter of the Bank of Russia No. IN-06-52/8 dated 17.02.2016).

The assessment was carried out by the Company independently

and in accordance with the Recommendations for the preparation of a report on compliance with the principles and recommendations of the Corporate Governance Code.

Comparison was made between the recommendations of the Code and the provisions of the current internal corporate documents of OGK-2, as well as the practice of the Company in the field of corporate governance. The assessment was carried out in accordance with the criteria recommended by the Code. Each principle was assessed by the criterion

(status) "observed", "not observed", "partially observed".

The report contains comments on those principles of the Code that are not observed or partially observed in the opinion of the Company. A detailed report is attached in Appendix 2.

Improvement of compliance with the Corporate Governance Code was facilitated by the changes specified in the section "Information Policy of the Company".

Assessment of compliance of the corporate governance level with the Corporate Governance Code

Section	Number of principles recommended by the Code	Number of criteria for assessing compliance with the principle	Status of compliance with the criteria					
			2018			2019		
			Observed	Not observed	Partially observed	Observed	Not observed	Partially observed
I. Rights of shareholders and equality of conditions for shareholders in the exercise of their rights								
1.1.	6	14	12	-	2	12	-	2
1.2.	4	5	3	1	1	3	1	1
1.3.	2	2	2	-	-	2	-	-
1.4.	1	1	1	-	-	1	-	-
II. Board of Directors of the Company								
2.1.	7	12	9	1	2	10	-	2
2.2.	2	3	2	1	-	2	1	-
2.3.	4	5	-	2	3	-	3	2
2.4.	4	6	3	2	1	4	2	-
2.5.	3	4	2	2	-	2	2	-
2.6.	4	8	3	2	3	3	1	4
2.7.	4	4	2	1	1	2	-	2
2.8.	6	13	4	2	7	4	1	8
2.9.	2	3	1	2	-	-	3	-
III. Corporate Secretary of the Company								
3.1.	2	3	3	-	-	3	-	-
IV. Remuneration system for the members of the Board of Directors, executive bodies and other key executive employees of the Company								
4.1.	4	4	3	1	-	3	1	-
4.2.	3	3	1	1	1	2	-	1
4.3.	3	6	3	3	-	3	3	-
V. Risk management and internal control system								
5.1.	4	5	4	1	-	3	1	1
5.2.	2	3	2	-	1	3	-	-
VI. Disclosure of information about the Company, information policy of the Company								
6.1.	2	5	4	1	-	3	1	1
6.2.	3	7	7	-	-	7	-	-
6.3.	2	3	3	-	-	3	-	-
VII. Major corporate actions								
7.1.	3	5	4	1	-	4	-	1
7.2.	2	4	3	1	-	3	-	1
Total	79	128	80	25	23	82	20	26

4.5 CORPORATE GOVERNANCE STRUCTURE

OGK-2 corporate governance bodies are the General Meeting of Shareholders, the Board of Directors, the sole executive body represented

by the managing organization. The Board of Directors and the sole executive body of the Company exercise Company management in

strict compliance with the principles of shareholders and investors rights protection, transparency and information openness.



General Meeting of Shareholders is the supreme governance body of the Company. It provides shareholders with the opportunity to receive information about the activities of the Company, its achievements

and plans, to exercise their right to participate in the management of the Company. The General Meeting of Shareholders makes decisions on the most important issues of the Company within its competence. The

Board of Directors, the sole executive body of the Company and the Audit Commission are accountable to the General Meeting of Shareholders.

Annual General Meeting of Shareholders held in 2019

Minutes Number and Date	Agenda Items
Minutes No. 13 dated 11.06.2019	<ol style="list-style-type: none"> On approval of the annual report of OJSC OGK-2, the annual accounting (financial) statements of OJSC OGK-2 for 2018. On the distribution of profits (including payment (declaration) of dividends) and losses of OJSC OGK-2 based on the results of 2018. On the election of members of the Board of Directors of OJSC OGK-2. On the election of members of the Audit Commission of OJSC OGK-2. On approval of the auditor of OJSC OGK-2. On payment of remuneration and compensation to the members of the Board of Directors of OJSC OGK-2. On reducing the authorized capital of OJSC OGK-2 by means of shares redemption. On approval of the new edition of the Charter of OJSC OGK-2. On approval of the new edition of internal documents governing the activities of the bodies of OJSC OGK-2. On the participation of OJSC OGK-2 in financial and industrial groups, associations and other unions of commercial organizations.

The Board of Directors provides general management of the Company's activities, makes decisions on significant issues, controls the implementation of decisions of the General Meeting of Shareholders and ensures the enforcement of the rights and legitimate interests of the Company as required by law. The competence and operating procedures of the Board of Directors

are governed by internal documents – the Charter and the Regulation on the Board of Directors. The Board of Directors is a collegial body, the members of which are elected by the General Meeting of Shareholders for a period until the next annual General Meeting of Shareholders. By decision of the General Meeting of Shareholders, the powers of all members of the Board of Directors

may be terminated ahead of schedule. Persons elected to the Board of Directors may be re-elected an unlimited number of times. Candidates for election to the Board of Directors may be nominated by shareholders owning at least 2% of the voting shares of the Company, as well as by the Board of Directors if the number of candidates nominated by shareholders is insufficient.

Board of Directors

In 2019, the composition of the Board of Directors of OGK-2 changed as follows:

Composition of the Board of Directors effective from 26.06.2018 to 10.06.2019 (elected on 26.06.2018 at the annual General Meeting of Shareholders of OJSC OGK-2, Minutes No. 12 dated 26.06.2018)	Current composition of the Board of Directors effective from 11.06.2019 (elected on 11.06.2019 at the annual General Meeting of Shareholders of OJSC OGK-2, Minutes No. 13 dated 11.06.2019)
1. Denis Vladimirovich Fedorov (chairman)	Denis Vladimirovich Fedorov (chairman)
2. Roman Eduardovich Abdullin	Roman Eduardovich Abdullin
3. Albert Fyaritovich Bikmurzin	Albert Fyaritovich Bikmurzin
4. Andrey Igorevich Dmitriev	Andrey Igorevich Dmitriev
5. Yuri Efimovich Dolin	Evgeny Nikolaevich Zemlyanoy
6. Evgeny Nikolaevich Zemlyanoy	Irina Yuryevna Korobkina
7. Irina Yuryevna Korobkina	Denis Viktorovich Kulikov (independent director)
8. Denis Viktorovich Kulikov (independent director)	Valery Gennadievich Pyatnitsev (independent director)
9. Alexander Vladimirovich Rogov	Alexander Vladimirovich Rogov
10. Pavel Olegovich Shatsky	Artyom Viktorovich Semikolenov
11. Alexander Viktorovich Shevchuk (independent director)	Pavel Olegovich Shatsky

INDEPENDENT MEMBERS OF THE BOARD OF DIRECTORS

In 2019, 2 directors had a status of independent members, which complies with the recommendations of the Corporate Governance Code:

- 08.07.2019 the Board of Directors recognized Kulikov D. V. as an independent member of the Board of Directors (Minutes No. 218 dated 08.07.2019).
- Pyatnitsev V. G. is an independent member of the Board of Directors.

2

independent directors in the Board of Directors

INFORMATION ON THE COMPOSITION OF THE BOARD OF DIRECTORS OF OGK-2 AS OF 31.12.2019



DENIS VLADIMIROVICH FEDOROV

Chairman of the Board of Directors

- **Year of birth:** 1978
- **Education, qualification:** Higher, graduated from the N. E. Bauman MSTU, in major Managing Economist, and completed full-time postgraduate study at Moscow Power Engineering Institute (Technical University), Ph.D. in Economics in 2 specialties: economics and industrial heat power engineering
- **Place of work, current position:**
 - › Head of the Directorate of Gazprom PJSC
 - › Director General of Gazprom Energoholding LLC
 - › Director General of Centrenergoholding PJSC
- **Information on participation in the work of the committees of the Board of Directors of OGK-2:** Does not participate in the work of committees of the Board of Directors
- **Membership in the boards of directors of other companies:**
 - › Chairman of the Boards of Directors of Gazprom Energosbyt Tyumen JSC, MOEK PJSC, GEH Engineering LLC
 - › Member of the Boards of Directors of Mosenergo PJSC, Inter RAO PJSC, Centrenergoholding PJSC, Svobodnenskaya TPP LLC, TGC-1 PJSC
 - › Member of the Board of Trustees of FSBEI of HE NRU "MPEI"
- **Positions, including in other companies, held over the past 5 years:**
 - › **2014 – present:** Head of the Directorate of Gazprom PJSC (until 2015 – Gazprom OJSC)
 - › **2014 – present:** Director General of Gazprom Energoholding LLC
 - › **2014 – present:** Director General, member of the Board of Directors of Centrenergoholding PJSC (until 2015 – Centrenergoholding OJSC)
 - › **2014 – present:** Member of the Board of Directors of Mosenergo PJSC (until 2015 – Mosenergo OJSC)
 - › **2014 – present:** Member of the Board of Directors of TGC-1 PJSC (until 2016 – TGC-1 OJSC)
 - › **2014 – present:** Chairman of the Board of Directors of OJSC OGK-2 (until 2015 – OGK-2 OJSC)
 - › **2014 – present:** Chairman of the Board of Directors of Gazprom Energosbyt Tyumen JSC (until 2018 – Tyumen Energy Retail Company JSC)
 - › **2014 – 2018:** Member of the Supervisory Board, Chairman of the Supervisory Board of the Council of Energy Producers NPO
 - › **2014 – present:** Chairman of the Board of Directors, Member of the Board of Directors of MOEK PJSC (until 2015 – MOEK OJSC)
 - › **2014 – present:** Member of the Board of Directors of Inter RAO PJSC (until 2015 – Inter RAO OJSC)
 - › **2014 – 2017:** Member of the Board of Directors of Teplosbyt LLC
- › **2014 – 2017:** Member of the Supervisory Board of CIET NPO
- › **2014 – 2015:** Member of the Board of Directors of FGC UES PJSC (until 2015 – FGC UES OJSC)
- › **2014 – 2015:** Member of the Board of Directors of Gazprom Armenia CJSC
- › **2014 – 2015:** Chairman of the Board of Directors of Gazprom Energoremont JSC (until 2015 – IDGC CJSC)
- › **2015 – present:** Chairman of the Board of Directors of GEH Engineering LLC (INN 7729722060, until 2015 – Centrenergoinvest LLC)
- › **2015 – 2016:** Member of the Board of Directors of Situatsionny Tsentr GEH LLC (INN 7729462119, until 2016 – GEH Engineering LLC)
- › **2016 – 2019:** Member of the Council of the Union "Moscow Chamber of Commerce and Industry"
- › **2017 – 2017:** Director General of ATEs LLC
- › **2017 – present:** Member of the Board of Directors of Svobodnenskaya TPP LLC (until 2019 – Amurskaya TPP LLC)
- › **2019 – present:** Member of the Board of Trustees of FSBEI of HE NRU "MPEI"
- **Ownership (direct or indirect) of company shares:** Fraction of ordinary shares of OJSC OGK-2 owned by the person, %: 0.097
- **Presence of a conflict of interests (including those related to participation in the management bodies of Company's competitors):** No



**ROMAN EDUARDOVICH
ABDULLIN**

- **Year of birth:** 1975
- **Education, qualification:**
Higher, graduated from the Gubkin Russian State University of Oil and Gas
- **Place of work, current position:**
Deputy Head of the Department of Gazprom PJSC
- **Information on participation in the work of the committees of the Board of Directors of OGK-2:**
Member of the Audit Committee of the Board of Directors
- **Membership in the boards of directors of other companies:**
Member of the Board of Directors of Gazprom Gas-Engine Fuel LLC, Gazprom Energoremont JSC, MOEK PJSC, Gazprom Armenia CJSC, member of the Supervisory Board of Gazprom Transgaz Belarus OJSC
- **Positions, including in other companies, held over the past 5 years:**
 - › 2014 – 2014: Head of the Planning and Economic Directorate of the Department for Finance and Economics of Gazprom OJSC
 - › 2015 – 2015: Head of the Administration of Gazprom OJSC Department
 - › 2015 – present: Deputy Head of the Department of Gazprom PJSC (until 2015 – Gazprom OJSC)
 - › 2016 – present: Member of the Board of Directors of Gazprom Energoremont JSC
 - › 2016 – 2019: Member of the Board of Directors of Gazprom Gas-Engine Fuel LLC
- › 2016 – present: Member of the Board of Directors of OJSC OGK-2
- › 2017 – present: Member of the Board of Directors of MOEK PJSC
- › 2019 – present: Member of the Supervisory Board of Gazprom Transgaz Belarus OJSC
- › 2019 – present: Member of the Board of Directors of Gazprom Armenia CJSC
- **Ownership (direct or indirect) of company shares:**
Fraction of ordinary shares of OJSC OGK-2 owned by the person, %: 0.019
- **Presence of a conflict of interests (including those related to participation in the management bodies of Company's competitors):**
No



**ALBERT FYARITOVICH
BIKMURZIN**

- **Year of birth:** 1977
- **Education, qualification:**
Higher, graduated from the Moscow University of Consumer Cooperation, qualification – lawyer with a degree in Jurisprudence
NSPEI of HE "Economics and Energy Institute", qualification – Managing economist
- **Place of work, current position:**
 - › Deputy Director General – Director for Corporate and Property Affairs of Gazprom Energoholding LLC
 - › Director General of MOEK-Finance LLC
 - › Director General of MTER Holding LLC
- **Information on participation in the work of the committees of the Board of Directors of OGK-2:**
Does not participate in the work of committees of the Board of Directors
- **Membership in the boards of directors of other companies:**
 - › Member of the Boards of Directors of MOEK PJSC, Spetsavtotrans LLC, TER LLC, TEK Inform LLC, MRES LLC, GEH Engineering LLC, Centrenergoholding PJSC, Gazprom Energoremont JSC
 - › Member of the Corporate Affairs Committee of the All-Russian Association of Employers "Russian Union of Industrialists and Entrepreneurs", member of the Committee of Share Issuers of Moscow Exchange PJSC
- **Positions, including in other companies, held over the past 5 years:**
 - › 2014 – 2014: Member of the Board of Directors of MOEK OJSC
 - › 2014 – 2018: Lecturer of the Department of Energy Law (part-time) of the Kutafin Moscow State Law University (MSAL)
 - › 2014 – present: Deputy Director for Corporate Legal Affairs – Head of the Directorate of Corporate Affairs; Director for Corporate and Property Affairs; Deputy Director General – Director for Corporate and Property Affairs of Gazprom Energoholding LLC
 - › 2014 – 2018: Director General of Spectrum JSC (until 2017 – Spectrum CJSC)
 - › 2015 – 2016: Member of the Board of Directors of MOEK PJSC (until 2015 – MOEK OJSC)
 - › 2015 – 2018: Member of the Board of Directors of TECON-Engineering JSC (OGRN 1037722013120)
 - › 2015 – 2019: Member of the Board of Directors of MTER Sankt-Peterburg LLC
 - › 2015 – present: Director General of MOEK-Finance LLC
 - › 2016 – 2018: Member of the Board of Directors of St. Petersburg Heating Grid LLC
 - › 2016 – present: Chairman of the Board of Directors, member of the Board of Directors of Spetsavtotrans LLC
 - › 2016 – present: Member of the Board of Directors of MOEK PJSC
 - › 2016 – 2019: Director General of Shtokman IDGC LLC
 - › 2016 – present: Member of the Board of Directors of TER LLC
 - › 2016 – present: Director General of MTER Holding LLC
 - › 2016 – present: Member of the Board of Directors of TEK Inform LLC (until 2019 – ANT-Service LLC)
 - › 2017 – 2018: Member of the Board of Directors of MTER PJSC
 - › 2017 – 2018: Member of the Board of Directors of St. Petersburg Heating Grid JSC
 - › 2017 – 2018: Member of the Board of Directors of TECON-Engineering JSC (OGRN 1047796891185)
 - › 2017 – 2018: Member of the Supervisory Board of Angrensor Trading LLP
 - › 2018 – present: Member of the Board of Directors of MRES LLC
 - › 2018 – present: Member of the Board of Directors of GEH Engineering LLC (INN 7729722060)
 - › 2018 – present: Member of the Board of Directors of OJSC OGK-2
 - › 2018 – present: Member of the Board of Directors of Centrenergoholding PJSC
 - › 2018 – present: Member of the Board of Directors of Gazprom Energoremont JSC
 - › 2019 – present: Member of the Corporate Affairs Committee of the All-Russian Association of Employers "Russian Union of Industrialists and Entrepreneurs"
 - › 2019 – present: Member of the Committee of Share Issuers of Moscow Exchange PJSC
- **Ownership (direct or indirect) of company shares:**
Fraction of ordinary shares of OJSC OGK-2 owned by the person, %: 0.006
- **Presence of a conflict of interests (including those related to participation in the management bodies of Company's competitors):**
No



**EVGENY NIKOLAEVICH
ZEMLYANOV**

○ **Year of birth:** 1985

○ **Education, qualification:**

Higher, graduated from the G. V. Plekhanov Russian University of Economics

○ **Place of work, current position:**

Deputy Director General for Economics and Finance of Gazprom Energoholding LLC, Director General of GEH Finance LLC, Member of the Strategy and Investment Committee of the Board of Directors of the Company

○ **Information on participation in the work of the committees of the Board of Directors of OGK-2:**

Member of the Strategy and Investment Committee of the Board of Directors of the Company

○ **Membership in the boards of directors of other companies:**

- › Chairman of the Board of Directors of MRES LLC
- › Member of the Boards of Directors of MOEK PJSC, Centrenergoholding PJSC, Gazprom Energoremont JSC, GEH Engineering LLC

○ **Positions, including in other companies, held over the past 5 years:**

- › **2014 – 2014:** Head of the Department of Marketing in the Electric Power Industry, Deputy Head of the Directorate – Head of the Department of Electric Power Sector Development, Directorate of Electric Power Sector Development and Marketing in the Electric Power Industry of Gazprom PJSC (until 2015 – Gazprom OJSC)

- › **2014 – 2014:** Member of the Audit Commission of TGC-1 PJSC (until 2016 – TGC-1 OJSC)

- › **2014 – 2014:** Member of the Audit Commission of OJSC OGK-2 (until 2015 – OGK-2 OJSC)

- › **2014 – 2014:** Member of the Board of Directors of MTER PJSC (until 2014 – MTER OJSC)

- › **2014 – 2014:** Member of the Board of Directors of HTK JSC (until 2015 – HTK OJSC)

- › **2014 – 2014:** Member of the Board of Directors of St. Petersburg Heating Grid JSC (until 2016 – St. Petersburg Heating Grid OJSC)

- › **2014 – 2016:** Member of the Audit Commission of Mosenergo PJSC (until 2015 – Mosenergo OJSC)

- › **2014 – 2016:** Member of the Board of Directors of TSK Mosenergo LLC

- › **2014 – present:** Member of the Board of Directors of Centrenergoholding PJSC (until 2015 – Centrenergoholding OJSC)

- › **2014 – present:** Member of the Board of Directors, Chairman of the Board of Directors of MRES LLC

- › **2014 – present:** Member of the Board of Directors of MOEK PJSC (until 2015 – MOEK OJSC)

- › **2014 – 2017:** Member of the Board of Directors of Promkontroller PC CJCS

- › **2014 – 2018:** Member of the Board of Directors of NSPGU LLC

- › **2014 – present:** Deputy Director General for Economics and Finance of Gazprom Energoholding LLC

- › **2014 – present:** Member of the Board of Directors of Gazprom Energoremont JSC (until 2015 – IDGC CJSC)

- › **2015 – 2016:** Member of the Board of Directors of Situatsionny Tsentr GEH LLC (INN 7729462119, until 2016 – GEH Engineering LLC)

- › **2015 – 2016:** Deputy Director General for Economics and Finance, member of the Management Board of OJSC OGK-2 (until 2015 – OGK-2 OJSC)

- › **2015 – present:** Member of the Board of Directors of GEH Engineering LLC (INN 7729722060, until 2015 – Centrenergoinvest LLC)

- › **2016 – present:** Member of the Board of Directors of OJSC OGK-2

- › **2017 – present:** Director General of GEH Finance LLC

○ **Ownership (direct or indirect) of company shares:**

Fraction of ordinary shares of OJSC OGK-2 owned by the person, %: 0.006

○ **Presence of a conflict of interests (including those related to participation in the management bodies of Company's competitors):**

No



**DENIS VIKTOROVICH
KULIKOV**

Independent
director

○ **Year of birth:** 1975

○ **Education, qualification:**

Higher, graduated from the O. E. Kutafin Moscow State Law Academy, Lawyer

○ **Place of work, current position:**

Advisor to the Executive Director of the Association of Professional Investors

○ **Information on participation in the work of the committees of the Board of Directors of OGK-2:**

Member of the Audit Committee of the Board of Directors, member of the Human Resources and Remuneration Committee of the Board of Directors

○ **Membership in the boards of directors of other companies:**

Member of the Board of Directors of TZA PJSC

○ **Positions, including in other companies, held over the past 5 years:**

- › **2014 – 2014:** Member of the Board of Directors of VEROFARM OJSC
- › **2014 – 2014:** Member of the Board of Directors of IDGC of the Northwest OJSC
- › **2014 – 2015:** Member of the Board of Directors of OJSC OGK-2 (until 2015 – OGK-2 OJSC)
- › **2014 – 2015:** Executive Director of the Association of Professional Investors
- › **2014 – 2014:** Member of the Board of Directors of IDGC of Centre and Volga Region OJSC

- › **2014 – 2015:** Member of the Board of Directors of IDGC of Center PJSC (until 2015 – IDGC of Center OJSC)

- › **2014 – 2016:** Member of the Board of Directors of IDGC of Volga PJSC (until 2015 – IDGC of Volga OJSC)

- › **2014 – 2016:** Member of the Board of Directors of NEFAZ PJSC (until 2016 – NEFAZ OJSC)

- › **2015 – present:** Advisor to the Executive Director of the Association of Professional Investors

- › **2016 – present:** Member of the Board of Directors of TZA PJSC (until 2016 – TZA OJSC)

- › **2016 – present:** Member of the Board of Directors of OJSC OGK-2

- › **2017 – 2017:** Member of the Board of Directors of IDGC of Ural OJSC

○ **Ownership (direct or indirect) of company shares:**

Fraction of ordinary shares of OJSC OGK-2 owned by the person, %: 0.007

○ **Presence of a conflict of interests (including those related to participation in the management bodies of Company's competitors):**

No



**IRINA YURYEVNA
KOROBKINA**

○ **Year of birth:** 1976

○ **Education, qualification:**

Higher, graduated from the O. E. Kutafin Moscow State Law Academy; State University of Management

○ **Place of work, current position:**

Deputy Head of the Directorate of Gazprom PJSC, Deputy Director General of Centrenergoholding PJSC

○ **Information on participation in the work of the committees of the Board of Directors of OGK-2:**

Member of the Audit Committee of the Board of Directors, member of the Human Resources and Remuneration Committee

○ **Membership in the boards of directors of other companies:**

- › Chairman of the Boards of Directors of Centrenergoholding PJSC, Gazprom Energoremont JSC
- › Member of the Boards of Directors of MRES LLC, PPTK LLC, TeconGroup JSC, MOEK PJSC, GEH Engineering LLC, MOEK-Proekt JSC, TER-Servis LLC, TER LLC, TEK Inform LLC

○ **Positions, including in other companies, held over the past 5 years:**

- › **2014 – present:** Deputy Head of the Department, Head of the Department, Deputy Head of the Directorate of Gazprom PJSC (until 2015 – Gazprom OJSC)
- › **2014 – present:** Member of the Board of Directors, Chairman of the Board of Directors of Centrenergoholding PJSC (until 2015 – Centrenergoholding OJSC)

› **2014 – 2017:** Corporate Secretary of Centrenergoholding PJSC (until 2015 – Centrenergoholding OJSC)

› **2014 – 2015:** Member of the Board of Directors of MTER PJSC (until 2014 – MTER OJSC)

› **2014 – present:** Member of the Board of Directors of MRES LLC

› **2014 – present:** Member of the Board of Directors of OJSC OGK-2 (until 2015 – OGK-2 OJSC)

› **2014 – present:** Member of the Board of Directors of PPTK LLC

› **2014 – 2019:** Member of the Board of Directors of Shtokman IDGC LLC

› **2014 – present:** Member of the Board of Directors of MOEK PJSC (until 2015 – MOEK OJSC)

› **2014 – present:** Member of the Board of Directors of TeconGroup JSC (until 2019 – TeconGroup CJSC)

› **2015 – 2016:** Member of the Board of Directors of Mosenergo PJSC

› **2015 – 2016:** Member of the Board of Directors of Situatsionny Tsentr GEH LLC (INN 7729462119, until 2016 – GEH Engineering LLC)

› **2015 – 2018:** Member of the Board of Directors of Gazprom Energoholding Serbia Ltd. (until 2019 – Serbian Generation Ltd. Novi Sad)

› **2015 – present:** Chairman of the Board of Directors of Gazprom Energoremont JSC (until 2015 – IDGC CJSC)

› **2015 – present:** Member of the Board of Directors of GEH Engineering LLC (INN 7729722060, until 2015 – Centrenergoinvest LLC)

› **2016 – present:** Member of the Board of Directors of TER-Servis LLC

› **2016 – present:** Member of the Board of Directors of MOEK-Proekt JSC (until 2016 – MOEK-Proekt OJSC)

› **2016 – 2016:** Member of the Board of Directors of TGC-Servis LLC

› **2016 – 2016:** Member of the Board of Directors of ANT-Servis LLC

› **2016 – 2017:** Member of the Board of Directors of TER-Moskva LLC

› **2016 – 2018:** Member of the Board of Directors of TGC-1 PJSC (until 2016 – TGC-1 OJSC)

› **2016 – 2018:** Member of the Board of Directors of MTER PJSC

› **2017 – present:** Member of the Board of Directors of TER LLC

› **2017 – present:** Deputy Director General of Centrenergoholding PJSC

› **2018 – present:** Member of the Board of Directors of TEK Inform LLC (until 2019 – ANT-Servis LLC)

› **2019 – 2019:** Member of the Board of Directors of TGC-1 PJSC

○ **Ownership (direct or indirect) of company shares:**

Fraction of ordinary shares of OJSC OGK-2 owned by the person, %: 0.019

○ **Presence of a conflict of interests (including those related to participation in the management bodies of Company's competitors):**

No



**ALEXANDER VLADIMIROVICH
ROGOV**

○ **Year of birth:** 1981

○ **Education, qualification:**

Higher, graduated from Lomonosov Moscow State University. Ph.D. of Physical and Mathematical Sciences

○ **Place of work, current position:**

- › Deputy Head of the Directorate
- › Head of the Department, Gazprom PJSC, Deputy Managing Director
- › Strategy Director of MOEK PJSC

○ **Information on participation in the work of the committees of the Board of Directors of OGK-2:**

Member of the Strategy and Investment Committee of the Board of Directors, member of the Human Resources and Remuneration Committee of the Board of Directors

○ **Membership in the boards of directors of other companies:**

- › Chairman of the Boards of Directors of TeconGroup JSC, SITs Teploizolyatsiya LLC, Astrakhanskaya TPP LLC
- › Member of the Board of Directors of Centrenergoholding PJSC, Gazprom Energoholding Serbia Ltd., TECON-Engineering JSC (INN 7722284869), PPTK LLC, MOEK PJSC, TEK-Inform LLC, MOEK-Proekt JSC, TSK Metrology LLC, TSK Mosenergo LLC, TECON-Engineering JSC (INN 7722531204)

○ **Positions, including in other companies, held over the past 5 years:**

› **2014 – 2015:** Member of the Board of Directors of Mezhtregionenergostroy CJSC

› **2014 – 2017:** Chairman of the Board of Directors of Promkontroller PC CJSC

› **2014 – present:** Deputy Head of the Directorate – Head of the Department of Gazprom PJSC (until 2015 – Gazprom OJSC)

› **2014 – present:** Member of the Board of Directors of PPTK LLC

› **2014 – present:** Chairman of the Board of Directors of TeconGroup JSC (until 2019 – TeconGroup CJSC)

› **2014 – present:** Member of the Board of Directors of MOEK PJSC (until 2015 – MOEK OJSC)

› **2014 – present:** Chairman of the Board of Directors of SITs Teploizolyatsiya LLC

› **2014 – present:** Member of the Board of Directors of OJSC OGK-2 (until 2015 – OGK-2 OJSC)

› **2014 – present:** Member of the Board of Directors of TECON-Engineering JSC (INN 7722284869)

› **2014 – present:** Member of the Board of Directors of Centrenergoholding PJSC (until 2015 – Centrenergoholding OJSC)

› **2014 – 2018:** Member of the Board of Directors, Chairman of the Board of Directors of MTER PJSC (until 2014 – MTER OJSC)

› **2014 – present:** Chairman of the Board of Directors of Astrakhanskaya TPP LLC

› **2015 – 2016:** Member of the Board of Directors of Situatsionny Tsentr GEH LLC (INN 7729462119, until 2016 – GEH Engineering LLC)

› **2015 – present:** Deputy Managing Director – Strategy Director of MOEK PJSC (until 2015 – MOEK OJSC)

› **2015 – present:** Member of the Board of Directors of TEK Inform LLC (until 2019 – ANT-Servis LLC)

› **2015 – present:** Member of the Board of Directors of Gazprom Energoholding Serbia Ltd. (until 2019 – Serbian Generation Ltd. Novi Sad)

› **2015 – present:** Member of the Board of Directors of MOEK-Proekt JSC (until 2016 – MOEK-Proekt OJSC)

› **2016 – present:** Member of the Board of Directors of TSK Metrology LLC

› **2016 – present:** Member of the Board of Directors of TSK Mosenergo LLC

› **2017 – present:** Member of the Board of Directors of TECON-Engineering JSC (INN 7722531204)

○ **Ownership (direct or indirect) of company shares:**

Fraction of ordinary shares of OJSC OGK-2 owned by the person, %: 0.03

○ **Presence of a conflict of interests (including those related to participation in the management bodies of Company's competitors):**

No



**ARTYOM VIKTOROVICH
SEMIKOLENOV**

○ **Year of birth:** 1978

○ **Education, qualification:**

Higher, graduated from the Samara Humanitarian Academy with a degree in Jurisprudence and the Russian Presidential Academy of Public Administration with a degree in State and Municipal Management

○ **Place of work, current position:**

- › Managing Director of OJSC OGK-2
- › Director General of OGK-Investproekt LLC

○ **Information on participation in the work of the committees of the Board of Directors of OGK-2:**

Does not participate in the work of committees of the Board of Directors

○ **Membership in the boards of directors of other companies:**

-

○ **Positions, including in other companies, held over the past 5 years:**

- › **2014 – 2018:** Director General of Gazprom Energo LLC
- › **2018 – present:** Managing Director of OJSC OGK-2
- › **2019 – present:** Member of the Board of Directors of OJSC OGK-2
- › **2019 – present:** Director General of OGK-Investproekt LLC

○ **Ownership (direct or indirect) of company shares:**

No shares of OJSC OGK-2

○ **Presence of a conflict of interests (including those related to participation in the management bodies of Company's competitors):**

No



**PAVEL OLEGOVICH
SHATSKY**

○ **Year of birth:** 1972

○ **Education, qualification:**

Higher, graduated from the Russian State Agrarian Extramural University and the State University of Management

○ **Place of work, current position:**

First Deputy Director General of Gazprom Energoholding LLC

○ **Information on participation in the work of the committees of the Board of Directors of OGK-2:**

- › Chairman of the Human Resources and Remuneration Committee of the Board of Directors
- › Chairman of the Strategy and Investment Committee of the Board of Directors

○ **Membership in the boards of directors of other companies:**

- › Chairman of the Boards of Directors of Situatsionny Tsentr GEH LLC, Svobodnenskaya TPP LLC, Spetsavtotrans LLC
- › Member of the Board of Directors of Centrenergoholding PJSC, TGC-1 PJSC, MOEK PJSC, Gazprom Energoremont JSC
- › Member of the Supervisory Board of the Association "Council of Energy Producers"

○ **Positions, including in other companies, held over the past 5 years:**

- › **2014 – present:** First Deputy Director General of Gazprom Energoholding LLC
- › **2014 – 2014:** Chairman of the Board of Directors of Spetsavtotrans LLC
- › **2014 – 2014:** Chairman of the Board of Directors of Teploenergoremont LLC
- › **2014 – 2014:** Member of the Board of Directors of Rosseti PJSC (until 2015 – Rosseti OJSC, until 2013 – IDGC Holding JSC)
- › **2014 – 2015:** Chairman of the Board of Directors of Mezhtregion-Energostroy CJSC
- › **2014 – 2017:** Member of the Board of Directors of Teplosbyt LLC
- › **2014 – 2019:** Chairman of the Board of Directors of Shtokman IDGC LLC
- › **2014 – present:** Member of the Board of Directors of Centrenergoholding PJSC (until 2015 – Centrenergoholding OJSC)
- › **2014 – present:** Member of the Board of Directors of MOEK PJSC (until 2015 – MOEK OJSC)
- › **2014 – present:** Member of the Board of Directors of OJSC OGK-2 (until 2015 – OGK-2 OJSC)
- › **2014 – present:** Member of the Board of Directors of Gazprom Energoremont JSC (until 2015 – IDGC CJSC)
- › **2015 – 2016:** Member of the Board of Directors of GEH Engineering LLC (INN 7729722060, until 2015 – Centrengoinvest LLC)

› **2015 – present:** Member of the Board of Directors, Chairman of the Board of Directors of Situatsionny Tsentr GEH LLC (INN 7729462119, until 2016 – GEH Engineering LLC)

› **2015 – 2019:** Member of the Board of Directors of Mosenergo PJSC

› **2016 – present:** Member of the Board of Directors of TGC-1 PJSC (until 2016 – TGC-1 OJSC)

› **2017 – present:** Chairman of the Board of Directors of Svobodnenskaya TPP LLC (until 2019 – Amurskaya TPP LLC)

› **2017 – present:** Chairman of the Board of Directors of Spetsavtotrans LLC

› **2018 – present:** Member of the Supervisory Board of the Association "Council of Energy Producers"

○ **Ownership (direct or indirect) of company shares:**

No shares of OJSC OGK-2

○ **Presence of a conflict of interests (including those related to participation in the management bodies of Company's competitors):**

No



VALERY GENNADIEVICH PYATNITSEV

Independent
director

○ **Year of birth:** 1976

○ **Education, qualification:**

Higher, graduated from Moscow State Mining University in major Managing Economist

○ **Place of work, current position:**

- › Strategy Director of FINAM JSC
- › Head of the Committee for the Election of Directors to Joint-Stock Companies of the Association of Independent Directors

○ **Information on participation in the work of the committees of the Board of Directors of OGK-2:**

Member of the Strategy and Investment Committee of the Board of Directors, Chairman of the Audit Committee of the Board of Directors, member of the Human Resources and Remuneration Committee of the Board of Directors

○ **Membership in the boards of directors of other companies:**

-

○ **Positions, including in other companies, held over the past 5 years:**

- › **2014 – 2014:** Director of the Department of Operations on the Stock Market (associate) of BK Region LLC
- › **2014 – 2016:** Director of the Department of Strategic Investments of IK Region JS
- › **2016 – 2018:** Member of the Board of Directors of Mosenergo PJSC
- › **2017 – present:** Strategy Director of FINAM JSC

- › **2018 – 2019:** Member of the Board of Directors of TGC-1 PJSC

- › **2018 – present:** Head of the Committee for the Election of Directors to Joint-Stock Companies of the Association of Professional Directors of the AID (Association of Independent Directors)

- › **2019 – present:** Member of the Board of Directors of OJSC OGK-2

○ **Ownership (direct or indirect) of company shares:**

No shares of OJSC OGK-2

○ **Presence of a conflict of interests (including those related to participation in the management bodies of Company's competitors):**

No



ANDREY IGOREVICH DMITRIEV

○ **Year of birth:** 1974

○ **Education, qualification:**

Higher, graduated from the Volga Academy of Water Transport

○ **Place of work, current position:**

- › Director General of Gazprom Gas-Engine Fuel LLC
- › Advisor to the Director General of Gazprom Pererabotka LLC

○ **Information on participation in the work of the committees of the Board of Directors of OGK-2:**

Member of the Strategy and Investment Committee of the Board of Directors, member of the Human Resources and Remuneration Committee of the Board of Directors

○ **Membership in the boards of directors of other companies:**

- › Chairman of the Boards of Directors of Himsorbent CJSC, Metaclay JSC
- › Member of the Board of Directors of Gazprom Neft PJSC, TGC-1 PJSC, MOEK PJSC, Mosenergo PJSC

○ **Positions, including in other companies, held over the past 5 years:**

- › **2014 – 2016:** Director General of Gazprom Gazenergoset LLC (until 2017 – Gazprom Gazenergoset JSC, until 2015 – Gazprom Gazenergoset OJSC)
- › **2014 – 2018:** Member of the Board of Directors of Gazprom Gazenergoset LLC (until 2017 – Gazprom Gazenergoset JSC, until 2015 – Gazprom Gazenergoset OJSC)

- › **2016 – 2019:** First Deputy Head of the Department of Gazprom PJSC

- › **2017 – present:** Chairman of the Board of Directors of Himsorbent CJSC

- › **2018 – present:** Member of the Board of Directors of OJSC OGK-2

- › **2018 – present:** Chairman of the Board of Directors, member of the Board of Directors of Metaclay JSC

- › **2018 – present:** Member of the Board of Directors of Gazprom Neft PJSC

- › **2018 – present:** Member of the Board of Directors of TGC-1 PJSC

- › **2019 – present:** Member of the Board of Directors of Mosenergo PJSC

- › **2019 – present:** Member of the Board of Directors of MOEK PJSC»

- › **2019 – present:** Director General of Gazprom Gas-Engine Fuel LLC

- › **2019 – present:** Advisor to the Director General of Gazprom Pererabotka LLC

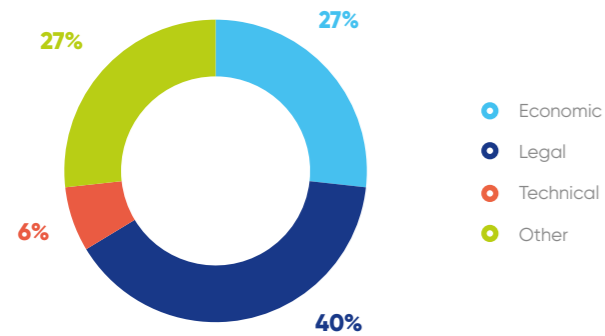
○ **Ownership (direct or indirect) of company shares:**

Fraction of ordinary shares of OJSC OGK-2 owned by the person: 0.006%.

○ **Presence of a conflict of interests (including those related to participation in the management bodies of Company's competitors):**

No

› Composition of the Board of Directors by the type of education of its members*



* Taking into account second university degree and academic degrees.

Report on the work of the Board of Directors

In 2019, the Board of Directors of OGK-2 held 24 meetings. No in-person meetings of the Board of Directors of OGK-2 were held in the reporting year.

The Board of Directors resolved the most important issues related to the current activity and strategic development of the Company. A total of 158 issues were considered (including sub-questions).

24

meetings the Board of Directors of OGK-2 held in 2019

› Participation of members of the Board of Directors in the meetings of the Board of Directors in 2019

Full name of the member of the Board of Directors	Number of meetings in which a member of the Board of Directors participated / Number of meetings in which a member of the Board of Directors could participate
1. Denis Vladimirovich Fedorov (Chairman)	24
2. Roman Eduardovich Abdullin	24
3. Albert Fyaritovich Bikmurzin	24
4. Andrey Igorevich Dmitriev	24
5. Evgeny Nikolaevich Zemlyanoy	24
6. Irina Yuryevna Korobkina	24
7. Denis Viktorovich Kulikov	24
8. Valery Gennadievich Pyatnitsev	15
9. Alexander Vladimirovich Rogov	24
10. Artyom Viktorovich Semikolenov	15
11. Pavel Olegovich Shatsky	24
12. Alexander Viktorovich Shevchuk*	8
13. Yuri Efimovich Dolin*	9

* Shevchuk A. V. and Dolin Yu. E. were not elected at the annual General Meeting of Shareholders of OJSC OGK-2 on 11.06.2019 (Minutes No. 13 dated 11.06.2019).

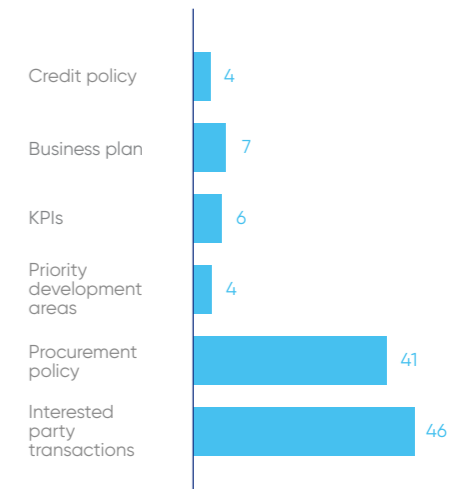
The most significant issues for the Company's activities considered at the meetings of the Board of Directors of OGK-2 in 2019 include:

- determination of priority areas of Company development;
- approval and consideration of the results of the implementation of business plans;
- reaching the target values of key performance indicators (KPIs);
- determination of the status of members of the Board of Directors of the Company – recognition of the member of the Board of Directors of OJSC OGK-2 D. V. Kulikov as independent;

- on approval of the participation of OJSC OGK-2 in the authorized capital of GEH Industrial Assets Limited Liability Company (GEH Industrial Assets LLC, OGRN 1197847196876), by acquiring a share in the authorized capital of GEH Industrial Assets LLC by making a contribution of the Company to the authorized capital of GEH Industrial Assets LLC;
- on consent to the transaction related to the disposal of the property of the Company (Krasnoyarskaya GRES-2).

The list of issues falling within the competence of the Board of Directors of OGK-2 is determined by the requirements of federal laws, by-laws and local regulations.

› Distribution of issues considered by the Board of Directors in 2019 by topics (number of questions):



LIABILITY INSURANCE FOR THE MEMBERS OF THE BOARD OF DIRECTORS

OGK-2 provides liability insurance for the members of the Board of Directors as for the members of the management bodies of the Company. Insurance is aimed at compensation for potential damage as a result of unintentional erroneous actions

(omissions) of insured persons in the exercise of their functions. The insurance premium under the contract concluded in 2019 amounts to 3 million rubles, and the insurance amount – 600 million rubles.

600

million rubles the amount of liability insurance for members of the Board of Directors as members of the Company's management bodies in 2019

CONFLICT OF INTEREST AND FAMILY RELATIONS

None of the members of the Board of Directors and the members of the Committees under the Board of Directors have any family relations with other persons who are members of the management bodies and/or bodies controlling the financial and economic activities of OGK-2.

None of the members of the Board of Directors and the members of

the Committees under the Board of Directors of OGK-2 were granted loans (credits).

The Commission for Conflicts of Interest of the Company did not establish any facts of conflicts of interest among the members of the Board of Directors and executive bodies of the Company in 2019.

Committees under the Board of Directors

There are four committees under the Board of Directors of OGK-2 – Strategy and Investment Committee, Audit Committee, Human Resources and Remuneration Committee, and

Reliability Committee. The listed Committees are consultative and advisory bodies and ensure the effective performance by the Board of Directors of its functions in the overall

management of the Company. The composition of the Committees is approved by the Board of Directors.

Strategy and Investment Committee is responsible for:

- defining general strategic priorities, goals and principles of Company development;
- assessing the performance of the Company in the medium and long term;
- analyzing the implementation of adopted programs and projects of strategic development;
- adjusting the adopted development strategy;
- setting key performance indicators (KPIs) for approval by the Board of Directors;
- controlling the achievement of strategic goals and the implementation of key performance indicators (KPIs) approved by the Board of Directors;
- defining and improving policies in the field of business planning and budgeting;
- carrying out financial planning, determining credit and dividend policy;
- considering issues on debt financing, including the issuance of bonds and other debt securities;
- making decisions in the field of investment activity;
- organizing the examination of investment projects and programs submitted for consideration by the Board of Directors.

Composition of the Strategy and Investment Committee			
for the period from 27.07.2018 till 30.07.2019 (formed by the decision of the Board of Directors, Minutes No. 200 dated 30.07.2018)		for the period from 31.07.2019 till the present time (formed by the decision of the Board of Directors, Minutes No. 219 dated 31.07.2019)	
Full name	Position	Full name	Position
Pavel Olegovich Shatsky (Chairman)	First Deputy Director General of Gazprom Energoholding LLC	Pavel Olegovich Shatsky (Chairman)	First Deputy Director General of Gazprom Energoholding LLC
Andrey Igorevich Dmitriev	First Deputy Head of the Department of Gazprom PJSC	Andrey Igorevich Dmitriev	Director General of Gazprom Gas-Engine Fuel LLC
Yuri Efimovich Dolin ¹⁸	Deputy Director General for Capital Construction of Gazprom Energoholding LLC	Alexey Yuryevich Doronin	Director for Regional Development of OJSC OGK-2
Evgeny Nikolaevich Zemlyanoy	Deputy Director General for Economics and Finance of Gazprom Energoholding LLC	Evgeny Nikolaevich Zemlyanoy	Deputy Director General for Economics and Finance of Gazprom Energoholding LLC
Dmitry Rufimovich Kiselyov	Deputy Director for Economics and Finance of Gazprom Energoholding LLC	Dmitry Rufimovich Kiselyov	Deputy Director General for Economics and Finance of Gazprom Energoholding LLC
Sergey Andreyevich Kozimirov	Chief Expert of Gazprom PJSC	Sergey Andreyevich Kozimirov	Chief Expert of Gazprom PJSC
Roman Viktorovich Litvinov	Deputy Head of the Department of Gazprom PJSC	Roman Viktorovich Litvinov	Deputy Head of the Department of Gazprom PJSC
Sergey Vadimovich Pokrovsky	Deputy Executive Director of the Association of Professional Investors	Sergey Vadimovich Pokrovsky	Deputy Executive Director of the Association of Professional Investors
Sergey Nikolaevich Popovsky	Deputy Managing Director for Economics and Finance of OJSC OGK-2	Valery Gennadievich Pyatnitsev	Strategy Director of Finam JSC
Alexander Vladimirovich Rogov	Deputy Head of the Directorate – Head of the Department of Gazprom PJSC	Alexander Vladimirovich Rogov	Deputy Head of the Directorate – Head of the Department of Gazprom PJSC
Alexander Viktorovich Shevchuk	Executive Director of the Association of Professional Investors	-	-

¹⁸ By the decision of the Board of Directors of OJSC OGK-2 dated 31.07.2019 (Minutes No. 219 dated 31.07.2019), a 10-member Committee was formed. The Committee has been amended – the authorities of Sergey Nikolaevich Popovsky, Alexander Viktorovich Shevchuk, Yuri Yefimovich Dolin have been terminated, Valery Gennadievich Pyatnitsev and Alexey Yuryevich Doronin have been elected to the Committee.

The current composition of the Committee includes one independent director: V. G. Pyatnitsev.

Report on the work of the Strategy and Investment Committee of the Board of Directors in 2019	
Number of meetings	The most important issues considered and recommendations to the Board of Directors
3	<ul style="list-style-type: none"> On approval of the report on the implementation of the Company business plan for 1H 2019. On consideration of the adjusted business plan for 2019. On consideration of the report on the implementation of the business plan of OJSC OGK-2 for 9 months of 2019.

Audit Committee is responsible for:

- developing and submitting recommendations in the field of audit and internal control to the Board of Directors;
- assessing and selecting candidates for auditors of the Company;
- assessing the auditor's opinion;
- evaluating the effectiveness of internal control procedures and preparing proposals for their improvement.

Composition of the Audit Committee			
for the period from 04.07.2018 till 07.07.2019 (formed by the decision of the Board of Directors, Minutes No. 199 dated 04.07.2018)		for the period from 08.07.2019 till the present time (formed by the decision of the Board of Directors, Minutes No. 218 dated 08.07.2019)	
Full name	Position	Full name	Position
Alexander Viktorovich Shevchuk (Chairman)	Executive Director of the Association of Professional Investors	Valery Gennadievich Pyatnitsev ¹⁹ (Chairman)	Strategy Director of Finam JSC
Irina Yuryevna Korobkina	Deputy Head of the Directorate of Gazprom PJSC	Irina Yuryevna Korobkina	Deputy Head of the Directorate of Gazprom PJSC
Denis Viktorovich Kulikov	Advisor to the Executive Director of the Association of Professional Investors	Denis Viktorovich Kulikov	Advisor to the Executive Director of the Association of Professional Investors
Roman Eduardovich Abdullin	Deputy Head of the Department of Gazprom PJSC	Roman Eduardovich Abdullin	Deputy Head of the Department of Gazprom PJSC
Evgeny Nikolaevich Zemlyanoy	Deputy Director General for Economics and Finance of Gazprom Energoholding LLC	-	-

The current composition of the Committee includes two independent directors: V. G. Pyatnitsev and D. V. Kulikov.

Report on the work of the Audit Committee of the Board of Directors in 2019	
Number of meetings	The most important issues considered and recommendations to the Board of Directors
3	<ul style="list-style-type: none"> On preliminary consideration of the Work Plan of the Internal Audit Directorate of OJSC OGK-2 for 2019. On the assessment of the opinion of the auditor of the Company on the results of the audit of the annual accounting (financial) statements for 2018. On consideration of the candidacy of the auditor of the Company. On approval of the Work Plan of the Audit Committee of the Board of Directors of the Company for 2019–2020. On preliminary approval of the general policy in the field of risk management and internal control.

¹⁹ By the decision of the Board of Directors of OJSC OGK-2 dated 08.07.2019 (Minutes No. 218 dated 08.07.2019), a 4-member Committee was formed. The Committee has been amended – the authorities of Alexander Viktorovich Shevchuk and Evgeny Nikolaevich Zemlyanoy have been terminated, Valery Gennadievich Pyatnitsev have been elected to the Committee.

Reliability Committee is responsible for:

- conducting examination of strategic priorities, goals and principles of the development of the Company in terms of ensuring the requirements of integrated reliability;
- conducting examination of technical re-equipment and reconstruction programs, plans for the repair of power facilities, analyzing their implementation;
- preparing proposals to the Personnel and Remuneration Committee on the assessment of management activities in terms of ensuring compliance with the requirements of integrated reliability;
- assessing the completeness and sufficiency of measures taken based on the results of accidents and major technological violations;
- considering and approving the Technical Policy of the Company, as well as the annual report of the Director General of the Company on its implementation;
- assessing the activities of the technical services of the Company in terms of ensuring the reliability of the network, generating equipment, facilities and other technological infrastructure.

Composition of the Reliability Committee			
for the period from 27.07.2018 till 30.07.2019 (formed by the decision of the Board of Directors, Minutes No. 200 dated 30.07.2018)		for the period from 31.07.2019 till the present time (formed by the decision of the Board of Directors, Minutes No. 219 dated 31.07.2019)	
Full name	Position	Full name	Position
Mikhail Vladimirovich Fedorov (Chairman)	Director for Production of Gazprom Energoholding LLC	Mikhail Vladimirovich Fedorov (Chairman)	Director for Production of Gazprom Energoholding LLC
Oleg Nikolaevich Ivanov	Deputy Chief Engineer – Head of the Directorate for the Organization of Technical Services of OGK-2	Oleg Nikolaevich Ivanov	Deputy Chief Engineer – Head of the Directorate for the Organization of Technical Services of OGK-2
Andrey Viktorovich Kalashnikov	Deputy Head of Technical Directorate – Head of Retooling and Modernization Department of Gazprom Energoholding LLC	Andrey Viktorovich Kalashnikov	Deputy Director for Production – Head of Technical Directorate of Gazprom Energoholding LLC
Sergey Arturovich Zaitsev	Deputy Director General for Production – Chief Engineer of OJSC OGK-2	Sergey Arturovich Zaitsev	Deputy Managing Director for Production – Chief Engineer of OJSC OGK-2
Sergey Faritovich Mukhametov	Deputy Head of Technical Department – Head of the Repair Department of Gazprom Energoholding LLC	Sergey Faritovich Mukhametov	Deputy Head of Technical Department – Head of the Repair Department of Gazprom Energoholding LLC
Sergey Alexandrovich Petelin	Deputy Director for Production – Head of Production Directorate of Gazprom Energoholding LLC	Sergey Alexandrovich Petelin	Deputy Director for Production – Head of Production Directorate of Gazprom Energoholding LLC
Mikhail Vladimirovich Sorokin	Head of the Department of Gazprom PJSC	Mikhail Vladimirovich Sorokin	Head of the Department of Gazprom PJSC

The current composition of the Committee does not include any independent directors.

Report on the work of the Reliability Committee in 2019	
Number of meetings	The most important issues considered and recommendations to the Board of Directors
4	<ul style="list-style-type: none"> Implementation of the repair program based on the results of 2018. Plan and actual quarterly implementation for 2019. Implementation of the investment program based on the results of 2018. Plan and actual quarterly implementation for 2019. Analysis of accident rate and economic damage based on the results of 4Q 2018 and 2018 as a whole. On the implementation of the R&D program based on the results of 2018. Overcoming of the spring flood in 2019. On compliance with quarterly KPIs.

Human Resources and Remuneration Committee is responsible for:

- developing and submitting recommendations on personnel affairs, remuneration and social and labor policy of the Company to the Board of Directors.

Composition of the Human Resources and Remuneration Committee			
for the period from 27.07.2018 till 30.07.2019 (formed by the decision of the Board of Directors, Minutes No. 200 dated 30.07.2018)		for the period from 31.07.2019 till the present time (formed by the decision of the Board of Directors, Minutes No. 219 dated 31.07.2019)	
Full name	Position	Full name	Position
Pavel Olegovich Shatsky (Chairman)	First Deputy Director General of Gazprom Energoholding LLC	Pavel Olegovich Shatsky (Chairman)	First Deputy Director General of Gazprom Energoholding LLC
Andrey Igorevich Dmitriev	First Deputy Head of the Department of Gazprom PJSC	Andrey Igorevich Dmitriev	Director General of Gazprom Gas-Engine Fuel LLC
Alexander Viktorovich Shevchuk ²⁰	Executive Director of Investor Protection Association	Valery Gennadievich Pyatnitsev	Strategy Director of Finam JSC
Denis Viktorovich Kulikov	Advisor to the Executive Director of the Association of Professional Investors	Denis Viktorovich Kulikov	Advisor to the Executive Director of the Association of Professional Investors
Irina Yuryevna Korobkina	Deputy Head of the Directorate of Gazprom PJSC	Irina Yuryevna Korobkina	Deputy Head of the Directorate of Gazprom PJSC
Alexander Vladimirovich Rogov	Deputy Head of the Directorate – Head of the Department of Gazprom PJSC	Alexander Vladimirovich Rogov	Deputy Head of the Directorate – Head of the Department of Gazprom PJSC

The current composition of the Committee includes two independent directors: V. G. Pyatnitsev and D. V. Kulikov.

Report on the work of the Human Resources and Remuneration Committee in 2019	
Number of meetings	The most important issues considered and recommendations to the Board of Directors
2	<ul style="list-style-type: none"> On recommendations to shareholders regarding voting in the election of candidates to the Board of Directors of the Company. On approval of the Work Plan of the Human Resources and Remuneration Committee of the Board of Directors of the Company for 2019–2020. On the annual assessment of the activities of the Corporate Secretary of the Company.

Corporate Secretary

The Corporate Secretary ensures the implementation of mechanisms for exercising the rights and ensuring observance of the interests of shareholders, including observing the procedure for holding the General Meeting of Shareholders, and acts as a secretary of the

General Meeting of Shareholders and the Board of Directors of the Company; organizes the activities of management and control bodies, as well as the interaction of the Board of Directors and the management of the Company; provides storage, disclosure and provision of information

about the Company; carries out work on maintaining corporate traditions, resolving disputes and conflicts, monitors the observance of the interests of the Company, including during interaction with the Regulator and government authorities.

By the decision of the Board of Directors (Minutes of the Board of Directors No. 154 dated 30.09.2016) Alexey Mikhailovich Gusev was appointed to the position of the Corporate Secretary of OGK-2.

²⁰ By the decision of the Board of Directors of OJSC OGK-2 dated 31.07.2019 (Minutes No. 219 dated 31.07.2019), a 6-member Committee was formed. The Committee has been amended – the authorities of Alexander Viktorovich Shevchuk have been terminated, Valery Gennadievich Pyatnitsev have been elected to the Committee.

Information about Corporate Secretary

**ALEXEY MIKHAILOVICH
GUSEV**

Year of birth: 1980

Education, qualification:

Higher, Udmurt State University

Place of work, current position:

› OGK-2, Corporate Secretary

› Deputy Director for Corporate and Property Affairs – Head of the Corporate Affairs Directorate of Gazprom Energoholding LLC

Positions, including in other companies, held over the past 5 years:

› 2017 – present: Deputy Director for Corporate and Property Affairs – Head

of the Corporate Affairs Directorate of Gazprom Energoholding LLC

› 2016 – present: Corporate Secretary of Mosenergo PJSC

› 2015 – present: Corporate Secretary of OGK-2

› 2014 – present: Secretary of the Board of Directors of MOEK PJSC

› 2015–2017: Head of the Corporate Affairs Directorate of Gazprom Energoholding LLC

› 2011–2015: Deputy Head, Head of Corporate Relations and Control Department, Deputy Head of Corporate Relations Department of Gazprom Energoholding LLC

Ownership (direct or indirect) of company shares:

No ownership of ordinary shares of OGK-2

Presence of a conflict of interests (including those related to participation in the management bodies of Company's competitors):

No

The Company is also governed by the Regulation on the Corporate Secretary approved by the decision of the Board of Directors of OGK-2 (Minutes of the Board of Directors No. 165 dated 30.12.2016), which describes the main functions of the Corporate Secretary.

In addition to the Corporate Secretary, the corporate governance department of the Corporate and Property Relations Directorate of OGK-2 also performs corporate governance functions within the Company.

Sole Executive Body

By the decision of the annual General Meeting of Shareholders of OGK-2 dated 26.06.2018, the powers of the sole executive body (SEB) were transferred to the managing organization – Gazprom Energoholding LLC (197198, St. Petersburg, 16 Dobrolyubova prospect, bldg 2, lit. A, prem. 11, TIN 7703323030, OGRN 1037739465004).

The transfer of the powers of SEB to the managing organization allowed for enhanced control over the implementation of the unified corporate governance standards

of the Gazprom Group, as well as the implementation of strategic and operational decisions in the process of energy asset management.

The rights and obligations of the managing organization for the management of the current activities of the Company are determined by the legislation of the Russian Federation, the Charter of the Company and the agreement concluded with the Company. The managing organization solves all issues related to the management of the current activities of the Company,

with the exception of issues falling within the competence of the General Meeting of Shareholders of OGK-2 and the Board of Directors of the Company.

Gazprom Energoholding LLC (100% subsidiary of Gazprom PJSC) is the controlling entity of OGK-2.

During the reporting period, Gazprom Energoholding LLC did not make any transactions for the acquisition or disposal of Company shares.

Audit Commission

The Audit Commission is an elected body and is determined by the General Meeting of Shareholders of OGK-2 in order to exercise control over the financial and economic activities of the Company. The

Audit Commission is a collegial body consisting of five people. The operating procedures of the Audit Commission are regulated by the Charter of OGK-2 and the Regulation on the Audit Commission.

Composition of the Audit Commission

Composition of the Audit Commission			
for the period from 27.06.2018 till 10.06.2019 (formed by the decision of the annual General Meeting of Shareholders, Minutes No. 12 dated 26.06.2018)		for the period from 11.06.2019 till the present time (formed by the decision of the annual General Meeting of Shareholders, Minutes No. 13 dated 11.06.2019)	
Full name	Position	Full name	Position
Margarita Ivanovna Mironova (Chairman)	First Deputy Chief of the Management Committee Administration – Head of the Department of Gazprom PJSC	Margarita Ivanovna Mironova (Chairman)	First Deputy Chief of the Management Committee Administration – Head of the Department of Gazprom PJSC
Yuri Andreevich Linovitsky	Head of Internal Audit Directorate of Gazprom Energoholding LLC of Internal Audit Project of Gazprom Personal LLC	Yuri Andreevich Linovitsky	Head of Internal Audit Directorate of Gazprom Energoholding LLC of Internal Audit Project of Gazprom Personal LLC
Alexander Mikhailovich Yuzifovich	Deputy Head of the Directorate of Gazprom Energoholding LLC	Kirill Alexandrovich Pristavka	Head of the Liquidity Management Department of Gazprom Energoholding LLC
Vadim Kasymovich Bikulov	Deputy Head of the Department – Head of the Directorate of Gazprom PJSC	Vadim Kasymovich Bikulov	Deputy Head of the Department – Head of the Directorate of Gazprom PJSC
Denis Anatolyevich Korshnyakov	Head of the Department for Financial Investments and Investor Relations of Gazprom Energoholding LLC	Denis Anatolyevich Korshnyakov	Head of the Department for Financial Investments and Investor Relations of Gazprom Energoholding LLC

Internal Audit Directorate

The main objective of the Internal Audit Directorate is to conduct an independent and objective assessment of the reliability and effectiveness of systems, processes, operations in all divisions and branches of the Company, as well as in its subsidiaries, and to improve them.

The Internal Audit Directorate was established in accordance with the Organizational Structure of the Executive Office of OGK-2, approved by the decision of the Board of Directors in 2012.

The Internal Audit Directorate is functionally subordinate to the Board of Directors, and administratively – to the Director General. The quantitative composition of the Internal Audit Directorate as of 31.12.2019 amounts to 5 people.

The Internal Audit Directorate carries out the following basic functions:

- conducting internal audit and other inspections aimed at improving the effectiveness of the internal control system;
- generalization and analysis of the facts of violations of financial and economic activities of the Company in order to develop measures to eliminate the consequences and prevent such violations;
- assessment of the effectiveness of the internal control and risk management system and corporate governance, and development of recommendations for improving their effectiveness;
- preparation of proposals to improve the effectiveness of the internal control system.

External Auditor

In 2019, the Company conducted competitive procurement (competitive selection) for choosing the Auditor. The following criteria to were determined for participants willing to take part in competitive procurement:

- compliance with the requirements established in accordance with the legislation of the Russian Federation for persons providing services that are the subject of competitive procurement;
- experience in providing services for auditing accounting (financial) statements of generating companies and companies whose shares are included in the second-level quotation list of the Russian trading organizer – Moscow Exchange PJSC;

- availability of qualified personnel with qualification certificates of auditors giving the right to conduct a mandatory audit in accordance with Clause 3, Article 5 of Federal Law No. 307-FZ On Auditing Activities, international qualifications of persons that are members of international organizations (ACCA, CPA diplomas) and have experience in the field of audit of generating companies;
- availability of license within the period of provision of services for carrying out work using information constituting a state secret issued by the FSB of the Russian Federation.

The specified criteria were evaluated in accordance with the bid evaluation methodology defined in the tender documentation.

Based on the results of the competitive procurement (competitive selection), the candidacy of BDO Unicon JSC was submitted for approval to the annual General Meeting of Shareholders. At the annual General Meeting of Shareholders of OJSC OGK-2, held on 11.06.2019 (Minutes No. 13 dated 11.06.2019), BDO Unicon Joint-Stock Company was approved as the Auditor of OGK-2 for 2019.

› Amount of payment for the provision of services by the auditor in 2019, thous. rub.

Subject of the contract	Amount of services provided in 2019 (including VAT)	Amount of services paid in 2019 (including VAT)
Provision of audit services for the inspection of accounting statements compiled in accordance with the requirements of Russian legislation (RAS) and financial statements compiled in accordance with international financial reporting standards (IFRS) for 2018.	4,408	4,408
Provision of audit services for the review of interim consolidated financial statements (IFRS) for 1H 2019, for the inspection of accounting statements compiled in accordance with the requirements of Russian legislation (RAS) for 2019, financial statements compiled in accordance with international financial reporting standards (IFRS) for 2019.	4,109	1,080
TOTAL	8,517	5,488

4.6 REMUNERATION AND INCENTIVES

Procedure for determining the remuneration of the members of the Board of Directors

Members of the Board of Directors of OGK-2 can be paid remuneration and/or compensation for expenses related to the performance of their duties. The amount of remuneration and compensation to the members of the Board of Directors of OGK-2 is determined by the Charter of the Company and the Regulation "On the procedure for determining the amount of remuneration and compensation to the members of the Board of Directors" (approved by the decision of the annual General Meeting of Shareholders, Minutes No. 13 dated 11.06.2019).

In accordance with this Regulation, the remuneration to the members of the Board of Directors consists of the basic and additional parts. The basic part of the remuneration is paid for participating in each meeting of the Board of Directors in the amount equivalent to the four minimum monthly tariff rates of the first-class worker established by the Industry Tariff Agreement in the electric power complex of the Russian Federation.²¹ The basic part of the remuneration for each meeting paid to the Chairman of the Board of Directors, Deputy Chairman or other person acting as the Chairman of the Board of Directors increases by 50%.

An additional part of the remuneration is paid to the members of the Board of Directors based on the results of the financial year in the event that the Company receives net profit. The total amount of the additional part of the remuneration based on the results of the Company activities may not exceed 5% of the Company net profit. The decision to pay an additional part of the remuneration to the members of the Board of Directors is made by the General Meeting of Shareholders. The additional part of the remuneration is not paid to those members of the Board of Directors who participated in less than half of the meetings of the Board of Directors (from the moment of election until the termination of powers). An additional part of the remuneration is paid within a month after the date of the General Meeting of Shareholders. It is also possible to pay an additional part of the remuneration with the shares of the Company at their market value.

39,265

thous. rub. remuneration to the members of the Board of Directors for 2019

› Information on the amount of remuneration to the members of the Board of Directors for 2019

Remuneration elements	thous. rub.
Basic part of remuneration (for participation in meetings)	2,279
Additional part of remuneration (in the form of shares of the Company) ²²	36,986
Total paid	39,265

²¹ The minimum monthly tariff rate for a first-class worker established by the Industry Tariff Agreement in 1H 2019 amounted to 8,030 rubles, and in 2H 2019 – 8,643 rubles.
²² Paid at the end of fiscal year 2018.

TRANSACTIONS WITH SHARES OF THE COMPANY COMPLETED BY MEMBERS OF THE BOARD OF DIRECTORS IN 2019

Shares of OGK-2 (uncertified registered ordinary shares, state registration number 1-02-65105-D dated 19.04.2007) received by the

members of the Board of Directors of the Company as payment of additional remuneration in accordance with the decision of

the annual General Meeting of Shareholders of OGK-2 dated 11.06.2019 (Minutes No. 13 dated 11.06.2019):

Full name of the member of the Board of Directors	Date of transaction	Number of shares received, pcs
Denis Vladimirovich Fedorov	11.09.2019	7,104,010
Denis Viktorovich Kulikov	02.10.2019	7,104,010
Roman Eduardovich Abdullin	13.09.2019	7,104,010
Irina Yuryevna Korobkina	10.09.2019	7,104,010
Alexander Vladimirovich Rogov	09.09.2019	7,104,010
Evgeny Nikolaevich Zemlyanoy	04.10.2019	7,104,010
Andrey Igorevich Dmitriev	02.10.2019	7,104,010
Pavel Olegovich Shatsky	04.10.2019	7,104,010
Albert Fyaritovich Bikmurzin	03.09.2019	7,104,010
Yuri Efimovich Dolin*	17.09.2019	7,104,010
Alexander Viktorovich Shevchuk*	11.09.2019	7,104,010

* As of 31.12.2019, the person is not a member of the Board of Directors of OJSC OGK-2

Full name of the member of the Board of Directors	Date of transaction	Number of shares sold, pcs
Denis Viktorovich Kulikov	25.04.2019	2,500
Denis Viktorovich Kulikov	26.04.2019	2,500
Denis Viktorovich Kulikov	26.04.2019	4,787,000
Denis Viktorovich Kulikov	25.06.2019	2,000,000
Denis Viktorovich Kulikov	26.06.2019	2,000,000
Pavel Olegovich Shatsky	28.06.2019	33,957,256
Pavel Olegovich Shatsky	01.07.2019	10,040,105
Albert Fyaritovich Bikmurzin	29.05.2019	19,631
Evgeny Nikolaevich Zemlyanoy	14.08.2019	13,871,000
Alexander Vladimirovich Rogov	15.10.2019	2,000,000
Alexander Vladimirovich Rogov	23.10.2019	2,000,000
Alexander Vladimirovich Rogov	30.10.2019	2,000,000
Alexander Vladimirovich Rogov	05.11.2019	1,495,000
Alexander Vladimirovich Rogov	11.11.2019	4,000,000
Pavel Olegovich Shatsky	25.10.2019	7,104,010
Alexander Vladimirovich Rogov	09.12.2019	1,000,000
Irina Yuryevna Korobkina	09.12.2019	20,000,000
Irina Yuryevna Korobkina	10.12.2019	5,000,000
Irina Yuryevna Korobkina	11.12.2019	2,000,000
Irina Yuryevna Korobkina	12.12.2019	3,000,000
Alexander Vladimirovich Rogov	17.12.2019	2,000,000

Remuneration to the managing organization

The remuneration to the managing organization is defined in the Agreement on Delegation of

Authority of Sole Executive Body of the Company to the managing organization. For 2019, remuneration

was paid in the amount of 168,786.95 thous. rub. incl. VAT.

Remuneration of the members of the Audit Commission

In accordance with the Charter and the Regulation "On the Payment of Remuneration and Compensation to the Members of the Audit Commission", approved by the annual General Meeting of Shareholders (Minutes No. 8 dated 11.06.2015), the members of the Audit Commission of OGK-2 are paid remuneration and/or compensation for expenses related to the performance of their duties.

Each member of the Audit Commission of OGK-2 is paid a lump-sum fee for participation in the audit of financial and economic activities in the amount equivalent to twenty-five minimum monthly tariff rates for the first-class workers, established by the Industry Tariff Agreement in the electric power complex of the Russian Federation for the period of the audit.

The remuneration of the Chairman of the Audit Commission is paid at a time-and-a-half rate. In 2019, members of the Audit Commission were paid remuneration in the amount of 961 thousand rubles.

Compensation for expenses

The members of the Board of Directors receive the following compensation for expenses for the exercise of their powers in accordance with the Regulation "On the procedure for determining the amount of remuneration and compensation to the members of the Board of Directors" (approved by the decision of the annual General Meeting of Shareholders, Minutes No. 13 dated 11.06.2019):

- payment of per diem in the manner prescribed for the sole executive body of the Company, or the sole executive body of the managing organization of the Company;

- reimbursement of travel expenses to the place of business trip and back to the place of permanent work or residence (including insurance premium for compulsory personal insurance of passengers on transport, payment of services for issuing travel documents, etc.) – in the amount of actual expenses confirmed by travel documents, but not higher than the cost of travel:
- by rail – in a business-class luxury car (SV, S);
- by sea and river transport – at the tariffs set by the carrier, but not higher than the cost of travel in a "luxury" cabin with comprehensive passenger service;

- by air – at a business class rate;
- by road – in a public motor vehicle (except taxi and car rental);
- reimbursement of expenses for the rental of residential accommodation – in the amount of actual expenses confirmed by the relevant documents, but not more than three minimum monthly tariff rates for a first-class worker established by the Agreement on the day of reimbursement, taking into account the indexation established by the Agreement, for each day of residence.

Information on the amount of compensation to the management bodies in 2019

Name of the management body	2019
Board of Directors, thous. rub.	21
Managing organization, thous. rub.	0

4.7 CONFLICT OF INTEREST PREVENTION AND RESOLUTION POLICY

In order to identify and prevent conflicts of interest in OGK-2, the following measures are taken:

- analysis and systematization of information on the chain of owners of counterparties, including beneficial (as well as ultimate) owners are carried out, confirmation documents are mandatorily requested, according to which verification measures are taken to ensure the reliability of the information provided;

- the Commission on Conflicts of Interest of OGK-2 is available in the composition approved by the order of OJSC OGK-2 No. 141 dated 23.05.2019 in accordance with the Regulation on the Commission on Conflicts of Interest (approved by the order No. 1307 dated 03.12.2014). Regulations on the "Operating procedure for interaction with counterparties to obtain information on the chain of owners, including beneficiaries (as well as ultimate owners), and/or on the composition of the executive bodies of the counterparty" in OGK-2 was approved by the order No. 926 dated 22.09.2014;
- in order to prevent a conflict of interest, potential candidates for filling vacant positions in the Company, as well as employees of OGK-2 and their close relatives are checked in strict accordance with applicable laws on the protection of personal data.

Commission on Conflict of Interest

The Commission on Conflicts of Interest includes 5 persons. The Chairman is Deputy Managing Director of OGK-2 for Corporate Protection – Igor Yuryevich Podkin.

The majority of issues considered in 2019 was related to the adoption of decisions on Company transactions in cases where counterparties did not fully disclose information about the ownership chain or refused to disclose such information. No conflict of interest was established among the members of the Board of Directors and executive bodies of the Company.

The main tasks of the Commission are:

- making decisions on transactions when the counterparty does not disclose information about the chain of owners in full or refuses to disclose such information at all;
- making decisions on the settlement of conflicts of interest in the event of their occurrence;

- development of tactics and methodologies for identifying, preventing and resolving conflicts of interest.

In 2019, 14 meetings of the Commission on Conflicts of Interest were held, at which 27 issues were considered.

4.8 ANTI-CORRUPTION POLICY

In OGK-2, anti-corruption measures are implemented in strict compliance with the current legislation of the Russian Federation:

- Federal Law No. 273-FZ dated 25.12.2008 "On Combating Corruption";
- Decree of the President of the Russian Federation dated 02.04.2013 No. 309 "On Measures Aimed at Implementation of Individual Provisions of the Federal Law "On Combating Corruption";
- order of the Chairman of the Government of the Russian Federation dated 28.12.2011 No. VP-P13-9308;
- departmental and local regulatory acts.

OGK-2 has standards and procedures developed to ensure the responsible operation of the Company, including procedures adopted to identify and prevent corruption, including bribery of foreign officials.

Systematically and routinely measures are taken to ensure compliance with the corporate interests of the Company and minimize risks of economic damage. A set of measures has been developed and is being implemented to identify, suppress and prevent corruption offenses and minimize their adverse consequences. In accordance with corporate procedures, control over the organization of procurement activities, contractual work, continuous input control of incoming inventory items is carried out.

Since 2014, a hotline has been operating in Gazprom PJSC aimed at combating fraud, corruption and theft in companies included in the Gazprom Group. All appeals received through it are carefully checked and analyzed.

Gazprom Group Fraud, Corruption and Theft Hotline:

+7 812 613-11-88

+7 812 613-11-92 (fax)

hotline@ss.gazprom.ru

BOX 1255, St. Petersburg, 190000

**Corporate Protection Service
of PJSC Gazprom**

Source: <https://www.gazprom.ru/contacts/warning/>

4.9 SHAREHOLDER VALUE GENERATION

OGK-2 is a securities market participant, whose shares are quoted on the Russian trading platform (Moscow Exchange PJSC) and who is aware of the need of building relationships with securities market participants, shareholders and other interested parties based on the principles of information transparency and openness. For this purpose, the Company regularly and fully informs all interested parties about its activities.

The Company discloses information in accordance with the requirements of the legislation of the Russian Federation, Company Charter, as well as international corporate governance practices, based on the Regulation on OGK-2 Information Policy approved by the Board of Directors of the Company on 07.09.2009 (Minutes No. 3 dated 10.09.2009).

When disclosing information to shareholders, investors and other interested parties, OGK-2 is guided by the following principles:

- Regularity and promptness
- Accessibility of information
- Completeness and accuracy of the information disclosed
- Maintaining a reasonable balance between Company openness and observance of its commercial interests

Authorized capital and structure of shareholders

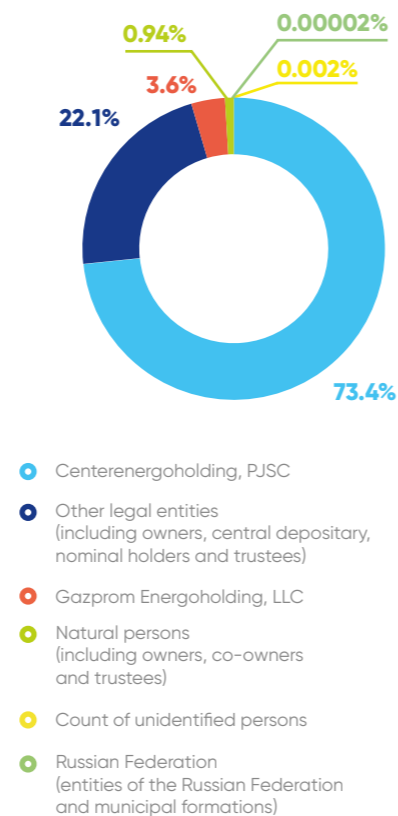
The authorized capital of OGK-2 as of 31.12.2019 amounts to 40,057,009,047,549 rubles and is divided into 110,441,160,870 pcs of ordinary registered uncertified shares with a nominal value of 0.3627 rubles each. The Company have not issued preferred shares.

Persons with non-zero balances on personal accounts recorded in the register of shareholders of OJSC OGK-2 as of 31.12.2019: **307,554**, of which individuals: **306,797**, legal entities – owners: **739**, legal entities – nominal holders – **16** and legal entities – trustees: **1**, account of unidentified persons – **1**. The Russian Federation, including the constituent entities of the Russian Federation and municipal entities, owns **0.000018%** of OGK-2 shares.

The only legal entity with more than 5% of OGK-2 shares on its accounts as of 31.12.2019 is Centrenergoholding PJSC²³ (with a share in the authorized capital of 73.42%²⁴). There are no individuals among the shareholders of the Company, who own more than 5% of OGK-2 shares.

The total beneficial ownership of Gazprom Group companies in the authorized capital of OGK-2 is 81.14%. During 2019, there were no changes in the size of the share capital and the structure of the main shareholders having the right to control at least 5% of the votes of OGK-2.

› Share Capital as of 31.12.2019, %



Shares

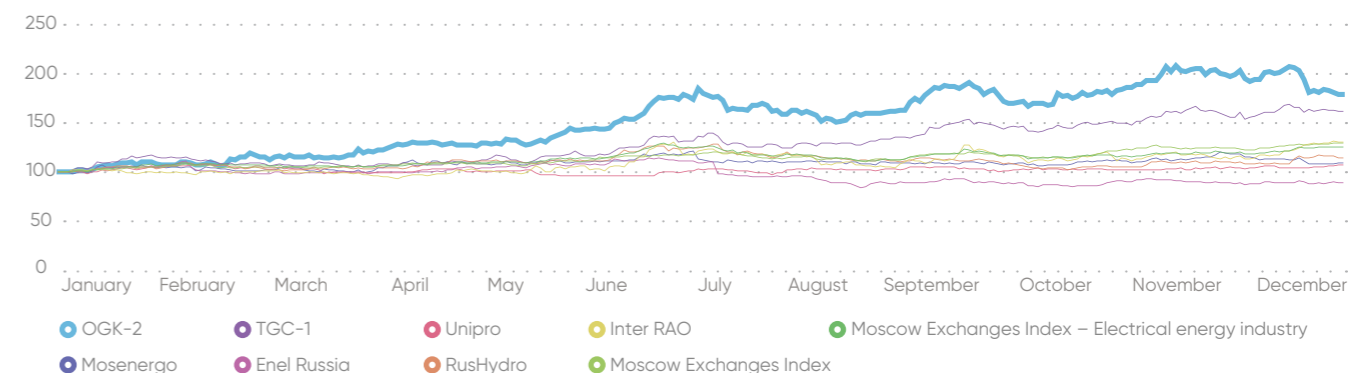
OGK-2 shares are traded on the main trading floor of the Russian stock market – Moscow Exchange MICEX-RTS PJSC. Trading of OGK-2 shares has been carried out since July 2006 on such stock exchanges as MICEX Stock Exchange CJSC and RTS OJSC. On 06.11.2009, the Company's shares were included in the First-Level Quotation List "A" of MICEX Stock

Exchange CJSC. On 28.05.2013, the Company's shares were transferred from the First-Level Quotation List "A" to the Quotation List "B" of the list of securities admitted to trading at Moscow Exchange PJSC. On 09.06.2014, the listing reform resulted in the transfer of the shares of the Company to the Second Level.

OGK-2 shares are included in the calculation base for the industry index of the electric power industry – with the weight of the stock is 5.29%, as well as in the calculation base of the broad market index with a stock weight of 0.1% and the medium and small capitalization index with a weight of 1.63%.

Nº	Registered Share Issues OGK-2	Date of Issue Registration	State Registration Number	Amount of Ordinary Shares in the Issue	Nominal Value, rub.
1.	Principal issue	11.05.2005	1-01-65105-D	10,769,803,935	1.0
2.	First issue	21.03.2006	1-01-65105-D-001D	14,547,265,563	1.0
3.	Second issue	31.08.2006	1-01-65105-D-002D	44,857,010	1.0
4.	Third issue	31.08.2006	1-01-65105-D-003D	88,257,396	1.0
5.	Fourth issue	31.08.2006	1-01-65105-D-004D	621,543,725	1.0
6.	Fifth issue	31.08.2006	1-01-65105-D-005D	409,168,128	1.0
7.	Sixth issue	31.08.2006	1-01-65105-D-006D	61	1.0
8.	Principal issue (after conversion)	19.04.2007	1-02-65105D	26,480,895,818	0.3627
9.	First issue	07.08.2007	1-02-65105-D-001D	6,252,026,095	0.3627
10.	Second issue	01.04.2008	1-02-65105-D-002D	1,452,433	0.3627
11.	Third issue	01.04.2008	1-02-65105-D-003D	194,036	0.3627
12.	Fourth issue	25.08.2011	1-02-65105-D-004D	26,593,358,578	0.3627
13.	Fifth issue	30.08.2012	1-02-65105-D-005D	51,113,233,910	0.3627
Total shares outstanding				110,441,160,870	0.3627

› Comparative dynamics of the stock price of OJSC OGK-2, companies of peers and major indices



Source: Bloomberg, calculation of OGK-2, OJSC

²³ It is controlled by Gazprom Energoholding LLC (99.591%, direct control) and Gazprom PJSC (indirect control).

²⁴ The share of Centrenergoholding PJSC in the authorized capital of OJSC OGK-2 recorded in its name in the register of shareholders of the Company is 46.279 of the authorized capital of OJSC OGK-2, in accordance with the information received from DRAGA JSC (Company Registrar) as of 31.12.2019. The rest of the shares in the amount of 27.14% of the authorized capital of OJSC OGK-2 owned by Centrenergoholding PJSC is recorded in the register of shareholders of OJSC OGK-2 in the name of the nominal holder.

According to Bloomberg, in 2019, the market price of one share of OGK-2 increased by 77.8% from 0.3167 rubles (closing price as of 29.12.2018) up to 0.5630 rubles (closing price as of 30.12.2019).

At the same time, over the year, the Moscow Exchange Index grew by 28.6% from 2,369.33 points as of 29.12.2018 to 3,045.87 points as of 30.12.2019. During 2019, the sector index of electric power industry increased by 25.0% from 1,608.85 points as of 29.12.2019 to 2,010.99 points as of 30.12.2019.

Thus, the dynamics of OGK-2 share prices in 2019 significantly outperformed the dynamics of

analogue companies in the electric power sector and the main indices in general.

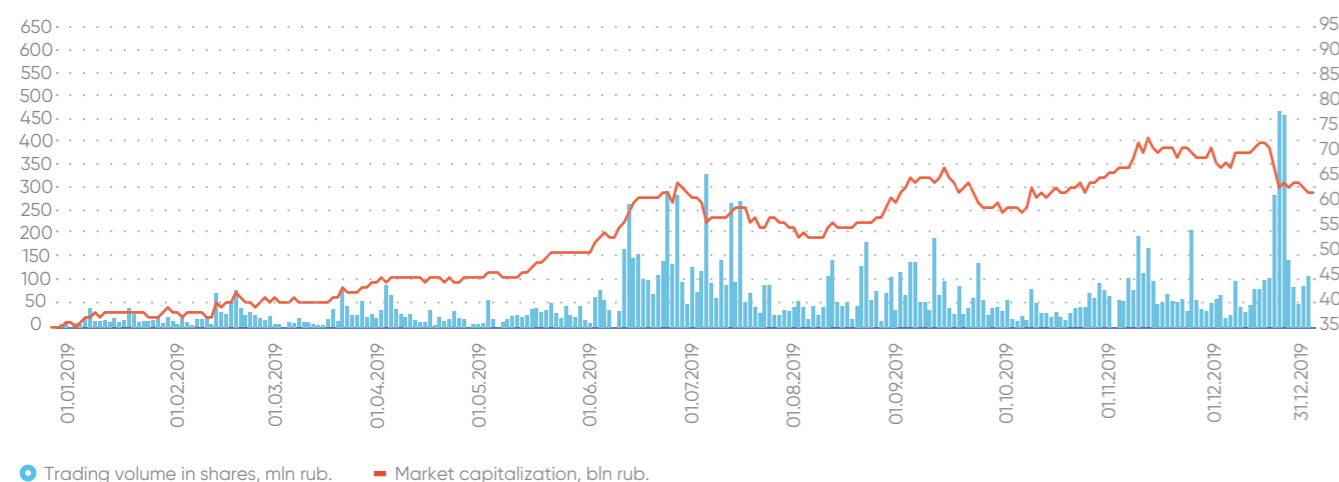
Investors remain interested in the Russian electric power sector due to the fact that most companies have completed the PDC investment program and have guaranteed cash flow from fees for new capacity for the next few years. Investors were enthusiastic about the prospects of the program for the modernization of power generating assets initiated at the level of the Government of Russia, under which more than 12 GW of power were selected in 2019 for modernization during 2022–2025, including 595 MW of OGK-2 capacity.

19

% free-float of OGK-2

OGK-2 free-float coefficient calculated in accordance with the Methodology for Calculating Free-Float Coefficient approved by Moscow Exchange PJSC (Minutes No. 12 dated 16.03.18) is 19%.

Capitalization and trading volume of OGK-2 shares in 2019



Depository receipts

A part of the shares of OGK-2 is circulated outside the Russian Federation through circulation in accordance with foreign law of securities of foreign issuers, certifying the rights in respect of the said shares.

The program of Global Depository Receipts (GDR) for OGK-2 shares was launched in October 2007. The program was opened under Regulation S and Rule 144A. Each depository receipt certifies the right

to 100 registered ordinary shares of the Company. The program was initiated to ensure the enforcement of the rights of the holders of depository receipts of UES of Russia RJSC, which, after its liquidation, received the securities of the allocated companies in proportion to their share in the holding. Deutsche Bank Trust Company Americas was selected as a depository bank of OGK-2.

Information on obtaining permission from the Federal Commission for the admission of shares of this category (type) to circulation outside the Russian Federation: Order of the FFMS of Russia dated 07.08.2007 No. 07-1737/pz-n for ordinary registered uncertified shares of OJSC OGK-2 with a nominal value of 0.3627 rubles in the amount of 8,400,000,000 (eight billion four hundred million) pieces. 1 GDR corresponds to 100 shares.

Bonds

As of 31.12.2019, OGK-2 has three bond loans in circulation.

Issue identification number	Date of floatation	Date of redemption	Coupon rate	Coupon profit rate by periods
1P3R	06.04.2018	31.03.2023*	6.95%	Coupons 1 to 6 – 6.95% Coupons 7 to 10 – will be determined in the manner prescribed by item 9.3 of the Exchange-Traded Bond Programs (identification number 4-65105-D-001P-02E dated 28.09.2015, assigned by MICEX Stock Exchange CJSC)
61P1R	24.11.2015	17.11.2020	6.95%	Coupon Period 1 to 5: 11.50% Coupon Period 6 to 10: 6.95%
61P2R	24.11.2015	17.11.2020	6.95%	Coupon Period 1 to 5: 11.50% Coupon Period 6 to 10: 6.95%

* Date of redemption. In accordance with item 9.5.1 of the Terms of Issue of exchange-traded bonds of OJSC OGK-2, there is a list of cases of the possibility of early repayment at the request of bond owners.

Credit ratings²⁵

On 30.05.2019, Fitch Ratings increased::

- long-term issuer default ratings (IDRs) of OGK-2 in foreign and local currencies from level BB+ to level BBB-, forecast – Stable;
- short-term issuer default ratings (IDRs) of OGK-2 in foreign and local currencies from level B to level F3.

On 25.12.2019 Expert RA Rating Agency increased:

- credit rating up to level ruAA+; forecast – Stable from level ruAA; forecast – Stable.

Date	Rating type	Assigned rating value	Name of organization that assigned rating
30.05.2019	long-term IDRs of OGK-2 in foreign and local currencies	BBB-, forecast – Stable	Fitch Ratings CIS Ltd.
30.05.2019	short-term IDRs of OGK-2 in foreign and local currencies	F3	Fitch Ratings CIS Ltd.

Date	Rating type	Assigned rating value	Name of organization that assigned rating
25.12.2019	credit rating	ruAA+, forecast – Stable	Expert RA Rating Agency

Securities rating

On 30.05.2019, Fitch Ratings increased:

- long-term rating of priority unsecured bonds in national currency (bond loan series 001P-01R, registration number 4B02-01-65105-D-001P, ISIN RU000A0JVYN4, bond loan series 001P-02R, registration number 4B02-02-65105-D-001P, ISIN RU000A0JVYP9) to level BBB- from level BB+.

²⁵ Detailed information on the current credit ratings of the Company is represented on OGK-2 website https://www.ogk2.ru/rus/si/subject/informatsiya_o_reytingakh/

Dividends

9.36

% dividend yield for 2018

OGK-2 dividend policy (approved by the Board of Directors on 30.08.2017, Minutes No. 178 dated 30.08.2017) was developed in accordance with the current legislation of the Russian Federation, the Corporate Governance Code recommended Central Bank of Russia, as well as the Charter and internal documents of the Company. The dividend policy defines the principles used by the Board of Directors of OGK-2 in preparing recommendations to the General Meeting of Shareholders for deciding

on the distribution of profits, including the payment of dividends.

The Charter of OGK-2 stipulates that the Company has the right, based on the results of the first quarter, six months, nine months of the financial year and (or) based on the results of the financial year, to make decisions on (declare) the payment of dividends on placed shares, unless otherwise provided by the Federal Law "On Joint-Stock Companies".

To make a decision on the payment of dividends, the OGK-2 Board of Directors submits recommendations on the amount of dividends for consideration by the General Meeting of Shareholders. Dividends are paid after a decision is made by the General Meeting of Shareholders.

In August 2017, the Board of Directors of OGK-2 approved the new version of the Dividend Policy Regulation. The new document removes the threshold restrictions on the payment of dividends in the amount of 5–35% of profit (according to RAS). This allows to potentially increase the share of profit allotted for the payment of dividends, as well as link the calculation of the amount of dividends to the share of profit calculated according to international standards (IFRS).

As stipulated by the Dividend Policy of OGK-2, the calculation of dividends is based on the amount of the Company net profit reflected in the annual financial statements prepared in accordance with the requirements of the legislation of the Russian Federation. When calculating the amount of dividends, the following principles are observed:

- transparency of the mechanism for determining the amount of dividends;
- balance of short-term (income generation) and long-term (Company development) interests of shareholders;
- focus on increasing the investment attractiveness and capitalization of the Company.

The Company has the right to make a decision on (declare) the payment of dividends on shares and make their payment subject to the restrictions established by Article 43 of the Federal Law "On Joint-Stock Companies".

The term for the payment of dividends to the nominee holder and to the trustee who is a professional participant in the securities market, which are recorded in the register of shareholders of the Company, shall not exceed 10 working days, and to other persons recorded in the register of shareholders of the Company – 25 working days from the date on which persons having the right to receive dividends are determined. The date chosen by the decision on the payment (declaration) of dividends for the determination of persons entitled

to receive them cannot be set earlier than 10 days from the date of the decision on the payment (declaration) of dividends and later than 20 days from the date of such decision.

In accordance with the Charter of the Company, a person who has not received declared dividends due to the fact that the Company or the Registrar does not have accurate and necessary address information or bank details, or due to another delay of the creditor, has the right to request the payment of such dividends (unclaimed dividends) within three years from the date of the adoption of decision to pay them. After this period, declared and unclaimed dividends are restored as part of the retained earnings of the Company, and the obligation to pay them terminates.

Information on the dividend history of OGK-2

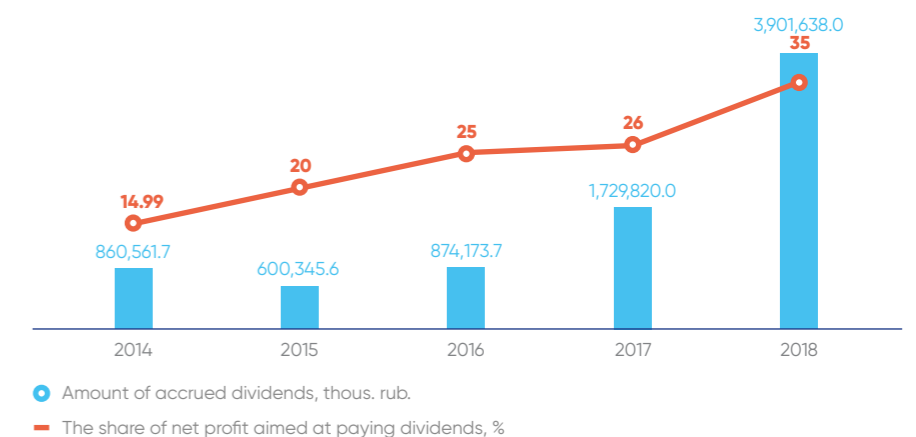
Period	Date of decision (AGM)	Declared dividends on all shares, thous. rub.	Declared dividends per 1 share, rub.
9 months 2005	23.12.2005	67,462	0.006264
2005	21.04.2006	127,471	0.011836
6 months 2006	25.09.2006	89,597	0.003539
2006	22.06.2007	49,599	0.001873
1Q2007	22.06.2007	40,402	0.0015257
2010	21.06.2011	159,611	0.0048759
2011	22.06.2012	56,905	0.000998761
2014	11.06.2015	860,562	0.00814151591815
2015	08.06.2016	600,346	0.00567376233395
2016	02.06.2017	874,173.7	0.00825304739908
2017	26.02.2018	1,729,820	0.016319020075
2018	11.06.2019	3,901,638	0.036784587

Information on the payment of accrued dividends for the period from 2014 to 2018

Indicator title	2014	2015	2016	2017	2018
Dividends per ordinary share, rub.	0.0081	0.0057	0.0083	0.0163	0.0368
Amount of accrued dividends, thous. rub.	860,561.7	600,345.6	874,173.7	1,729,820	3,901,638
Share of net profit allotted for dividends payment, % ²⁶	14.99	20.00	25.00	26.00	35.00
Amount of paid dividends, thous. rub.	857,368,717.34	597,916,573.10	870,663,469.00	1,724,062,195.77	3,890,250,944.45

Dividends are not paid in full due to the lack of accurate and necessary address data or bank details by the Registrar (unclaimed dividends). Unclaimed dividends remain unpaid for reasons beyond the control of OJSC OGK-2.

Dividend history



²⁶ Share of declared dividends in the net profit of the reporting year, %

Information about auditor and registrar

INFORMATION ABOUT AUDITOR

<p>○ Full corporate name: BDO Unicon Joint-Stock Company</p>	<p>○ Fax: (495) 797-5660</p>
<p>○ Short corporate name: BDO Unicon JSC</p>	<p>○ E-mail: reception@bdo.ru</p>
<p>○ Legal address: 117587, Moscow, 125 Varshavskoye shosse, bldg 1, section 11, 3rd floor, prem. I, room 50</p>	<p>○ Web-site: www.bdo.ru</p>
<p>○ INN: 7716021332</p>	<p>○ Information on the auditor's membership in self-regulatory organizations of auditors: Self-regulatory organization of auditors "Assotsiatsiya Sodruzhestvo" (SRO AAS), ORNZ 12006020340</p>
<p>○ OGRN: 1037739271701</p>	
<p>○ Telephone: (495) 797-5665</p>	

INFORMATION ABOUT REGISTRAR

<p>○ Full corporate name: Joint-stock company "Specialized registrar – Holder of registers of shareholders of the gas industry"</p>	<p>○ Telephone: (495) 719-40-44</p>
<p>○ Short corporate name: DRAGA JSC</p>	<p>○ Fax: (495) 719-45-85, (495) 719-81-66</p>
<p>○ Legal address: Russian Federation, 117420, Moscow, 71/32 Novochemushkinskaya Str.</p>	<p>○ E-mail: info@draga.ru</p>
<p>○ Postal address: Russian Federation, 117420, Moscow, 71/32 Novochemushkinskaya Str.</p>	<p>○ Web-site: www.draga.ru</p>

Contact information

DETAILS OF THE COMPANY

<p>○ Full corporate name: Public Joint-Stock Company "Second Generating Company of the Wholesale Electricity Market"</p>	<p>○ E-mail: office@ogk2.ru</p>	<p>○ codes: OKVED 35.11.1, OKPO 76851389</p>
<p>○ Short corporate name: OJSC OGK-2</p>	<p>○ Date of state registration: 09.03.2005</p>	<p>○ Settlement account: №40702810750010004720</p>
<p>○ Legal address: 356126, Russian Federation, Stavropol Territory, Izobilnensky District, Solnechnodolsk village</p>	<p>○ State registration authority: Inspectorate of the Federal Tax Service of Russia for the Izobilnensky district of the Stavropol Territory</p>	<p>○ Bank: Central branch of ROSSIYA AB</p>
<p>○ Postal address: 196140, St. Petersburg, 66 Peterburgskoye shosse, bldg 1, lit. A</p>	<p>○ INN: 2607018122</p>	<p>○ BIC: 044525220</p>
<p>○ Telephone: (812) 646-13-64</p>	<p>○ OGRN: 1052600002180</p>	<p>○ Correspondent account: №30101 810 4 5250 000220</p>
	<p>○ KPP: 997650001, 260701001</p>	<p>○ Managing Director: Artyom Viktorovich Semikolenov</p>
		<p>○ Chief Accountant: Larisa Vladimirovna Klisch</p>

CONTACT PERSONS FOR SHAREHOLDERS AND INVESTORS

<p>○ Elena Nikolaevna Egorova Head of the Department of Corporate and Property Relations</p>	<p>○ Natalia Olegovna Grisel Head of Corporate Governance Department</p>
<p>○ Tel./Fax: (812) 646-13-64</p>	<p>○ Tel./Fax: (812) 646-13-64</p>
<p>○ E-mail: EgorovaEN@ogk2.ru</p>	<p>○ E-mail: Grizel.Natalya@ogk2.ru</p>

CONTACTS FOR MASS MEDIA

<p>○ Tel./Fax: (812) 646-13-84</p>
<p>○ E-mail: pressa@ogk2.ru</p>

5 FINANCIAL STATEMENTS

MILLION RUBLES

40,057

STATUTORY CAPITAL AS OF 31.12.2019

MILLION RUBLES

12,025

IFRS NET PROFIT FOR 2019 FY

MILLION RUBLES

3,901.6

DIVIDENDS FOR 2019 FY

5.1 FINANCIAL STATEMENTS OF OGK-2 FOR 2019 IN ACCORDANCE WITH IFRS¹

BDO

Tel: +7 495 797 56 65
Fax: +7 495 797 56 60
reception@bdo.ru
www.bdo.ru

BDO Unicon AO
Suite 50, Office 1, 3rd Floor, Section 11,
Block 1, Bldg. 125, Warshavskoe Shosse,
Moscow, 117587, Russia

Translation from the Russian original

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of JSC "OGK-2"

Opinion

We have audited the consolidated financial statements of JSC "OGK-2" (the Company) (OGRN 105260002180, Solnechnodolsk Village, Izobilnensky District, Stavropol Region, 356126) and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2019, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements for the year ended 31 December 2019, which comprise a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2019, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs).

Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in the Russian Federation, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

BDO Unicon AO, a company registered under the laws of the Russian Federation, is a member of BDO International, network of independent member firms. BDO is the brand name for the BDO network and for each of the BDO Member Firms.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Estimation of allowance for doubtful debts

We paid special attention for determining the allowance for doubtful debts because of the complex appraisal process and management requirements for making significant assumptions.

Our audit procedures for management estimates in respect of accounts receivable impairment have included:

- review of application the "expected credit losses" model in relation to Group accounts receivable;
- review of aggregation the trade receivables based on the general credit risk characteristics, type of debt and terms of delay;
- review of calculation the expected rates of losses for accounts receivable based on historical data.

As a result of the conducted procedures, we did not find any significant inconsistencies.

The results of applying the expected credit loss model for the Group's receivables are presented in Note 10 to the consolidated financial statements.

Assessment of impairment of property, plant and equipment

At each reporting date, the Group checks for signs of impairment of property, plant and equipment and, if necessary, conducts appropriate testing. This annual impairment test was significant to our audit because the impairment test procedure is a complex process that involves management's use of significant judgments and is based on assumptions that are influenced by projected future market and economic conditions that are inherently are indeterminate.

Our audit procedures included checking the initial data for the test and analyzing cash flows, to which the results of the impairment test are the most sensitive and which have the most significant effect on determining the recoverable amount of property, plant and equipment. During our audit, we engaged an expert to assist us in evaluating the assumptions and methodology used by the Group to conduct the test.

The results of the impairment test and the key assumptions used are presented in Note 6 to the consolidated financial statements.

As a result of the conducted procedures, we did not find any significant inconsistencies.

¹ The full version of the consolidated financial statements is available on the Company's website: <https://www.ogk2.ru/eng/investors/financial-results/>

Other Information

Managing Director of the Company (management) is responsible for the other information. The other information comprises the information included in the Annual report, Issuer's quarterly report for the 1st quarter of 2020, but does not include the consolidated financial statements and our auditor's report thereon. The Annual report, Issuer's quarterly report for the 1st quarter of 2020 are expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual report, Issuer's quarterly report for the 1st quarter of 2020 report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Managing Director of the Company is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Translation from the Russian original

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The translation is true and correct.

The engagement partner on the audit resulting
in this independent auditor's report is



A.B. Baliakin

Audit company:

BDO Unicon Aktsionernoe Obshchestvo

Main State Registration Number: 1037739271701

Suite 50, Office 1, 3rd Floor, Section 11, Block 1, Bldg. 125, Warshavskoye Shosse, Moscow, 117587, Russia

Member of the Self-regulatory organization of auditors Association "Sodruzhestvo"

Principal Registration Number of the Entry in the State Register of Auditors and Audit Organisations: 12006020340

5 March 2020



OGK-2 Group

Consolidated Statement of Financial Position as at 31 December 2019

(in millions of Russian Roubles unless noted otherwise)

	Notes	31 December 2019	31 December 2018
ASSETS			
Non-current assets			
Property, plant and equipment	6	162,476	176,494
Intangible assets	7	442	616
Investments in associates	1	20,000	-
Trade and other receivables	10	563	434
Deferred tax assets	14	466	354
Long-term financial assets	12	-	41
Other non-current assets		507	501
Total non-current assets		184,454	178,440
Current assets			
Inventories	11	13,486	12,004
Trade and other receivables	10	12,459	13,354
Income tax receivable		9	6
Cash and cash equivalents	9	92	6,578
Short-term financial assets	12	9,722	3,000
		35,768	34,942
Assets held for sale	8	5,681	-
Total current assets		41,449	34,942
TOTAL ASSETS		225,903	213,382
EQUITY AND LIABILITIES			
Equity			
Share capital	13	40,057	40,057
Share premium		26,846	28,379
Treasury shares		-	(3,707)
Retained earnings and other reserves		70,423	62,587
Equity attributable to the shareholders of JSC "OGK-2"		137,326	127,316
Non-controlling interest		15	-
Total equity		137,341	127,316
Non-current liabilities			
Non-current debt	15	33,246	38,460
Employee benefit liabilities	16	2,047	1,600
Trade and other payables	19	2,210	4,874
Provisions	17	1,171	959
Deferred income tax liabilities	14	12,668	12,987
Total non-current liabilities		51,342	58,880
Current liabilities			
Current debt and current portion of non-current debt	18	19,385	8,611
Trade and other payables	19	15,390	15,468
Current income tax payable		141	128
Other taxes payable	20	2,304	2,907
Provisions	17	-	72
Total current liabilities		37,220	27,186
Total liabilities		88,562	86,066
TOTAL EQUITY AND LIABILITIES		225,903	213,382

Managing Director

A.V. Semikolenov

Chief Accountant

L.V. Klishch

5 March 2020



The consolidated statement of financial position is to be read in conjunction with the notes to, and forming part of, the consolidated financial statements set out on pages 12 to 52

OGK-2 Group
Consolidated Statement of Comprehensive Income
for the year ended 31 December 2019
(in millions of Russian Roubles unless noted otherwise)



	Notes	Year ended 31 December 2019	Year ended 31 December 2018
Revenues	21	134,579	143,227
Operating expenses	22	(116,285)	(127,388)
Impairment loss on financial assets		(456)	(1,756)
Operating profit		17,838	14,083
Finance income	23	1,122	507
Finance costs	24	(3,906)	(4,197)
Profit before income tax		15,054	10,393
Income tax charge	14	(3,029)	(2,088)
Profit for the year		12,025	8,305
Other comprehensive (loss) / income:			
<i>Items that will not be reclassified subsequently to profit or loss:</i>			
Remeasurements of defined benefit pension plans, net of tax	14,16	(271)	130
Total comprehensive income for the year		11,754	8,435
Profit for the year attributable to:			
Shareholders of JSC "OGK-2"		12,022	8,305
Non-controlling interest		3	-
		12,025	8,305
Total comprehensive income for the year attributable to:			
Shareholders of JSC "OGK-2"		11,751	8,435
Non-controlling interest		3	-
		11,754	8,435
Earnings per ordinary share attributable to the shareholders of JSC "OGK-2" – basic and diluted (in Russian Roubles)			
	25	0.11	0.08

Managing Director

Chief Accountant



A.V. Semikolenov

L.V. Klishch

5 March 2020

OGK-2 Group
Consolidated Statement of Cash Flows for the year ended 31 December 2019
(in millions of Russian Roubles unless noted otherwise)



	Notes	Year ended 31 December 2019	Year ended 31 December 2018
CASH FLOWS FROM OPERATING ACTIVITIES:			
Profit before income tax		15,054	10,393
Adjustments to reconcile profit before income tax:			
Depreciation and amortisation	22	13,365	12,970
Impairment loss on financial assets		456	1,756
Impairment loss on non-financial assets	6, 22	4,321	3,953
Loss on disposal of property, plant and equipment and other assets		202	1,072
Non-state pensions and other long-term benefits	22	134	(86)
Finance income	23	(1,122)	(507)
Finance costs	24	3,906	4,197
Other non-cash items		(13)	(862)
Operating cash flows before working capital changes		36,303	32,886
Working capital changes:			
Change in trade and other receivables		(672)	(2,280)
Change in inventories		(1,794)	(659)
Change in trade and other payables		2,337	807
Change in other taxes payable		(611)	1,330
Change in provisions		(78)	(6)
Change in employee benefit liabilities		(128)	(129)
Working capital changes		(946)	(937)
Income tax paid		(3,406)	(1,008)
Interest paid	18, 19	(4,066)	(3,461)
Net cash from operating activities		27,885	27,480
CASH FLOWS FROM INVESTING ACTIVITIES:			
Purchase of property, plant and equipment, intangible assets and other non-current assets		(9,092)	(9,046)
Proceeds from sale of property, plant and equipment and other assets		10	46
Loans issued		(12,199)	-
Proceeds from loans issued		2,852	78
Capitalized interest paid		(368)	(796)
Interest received		1,074	465
Business acquisition of subsidiaries, net of cash acquired		(1,061)	-
Increase in deposits		(3,000)	(3,000)
Proceeds from deposits		6,000	-
Investment in associate		(20,000)	-
Net cash used in investing activities		(35,784)	(12,253)
CASH FLOWS FROM FINANCING ACTIVITIES:			
Proceeds from borrowings	15, 18	36,050	22,410
Repayment of borrowings	15, 18	(30,463)	(34,589)
Payment of lease liabilities	19	(178)	(11)
Dividends paid to shareholders of JSC "OGK-2"		(3,886)	(1,722)
Net cash from / (used in) financing activities		1,523	(13,912)
Net (decrease) / increase in cash and cash equivalents		(6,376)	1,315
Effect of exchange rate changes on cash and cash equivalents		(110)	122
Cash and cash equivalents at the beginning of the year	9	6,578	5,141
Cash and cash equivalents at the end of the year	9	92	6,578

Managing Director

Chief Accountant



A.V. Semikolenov

L.V. Klishch

5 March 2020

The consolidated statement of comprehensive income is to be read in conjunction with the notes to, and forming part of, the consolidated financial statements set out on pages 12 to 52

The consolidated statement of cash flows is to be read in conjunction with the notes to, and forming part of, the consolidated financial statements set out on pages 12 to 52

OGK-2 Group
Consolidated Statement of Changes in Equity for the year ended 31 December 2019
(in millions of Russian Roubles)



	Share capital	Treasury shares	Share premium	Retained earnings and other reserves	Equity attributable to the shareholders of JSC "OGK-2"	Non-controlling interest	Total equity
At 1 January 2018	40,057	(3,821)	28,379	55,969	120,584	-	120,584
Profit for the year	-	-	-	8,305	8,305	-	8,305
Other comprehensive income:							
Remeasurements of defined benefit pension plans, net of tax	-	-	-	130	130	-	130
<i>Total comprehensive income for the year</i>	-	-	-	8,435	8,435	-	8,435
Transactions with shareholders recognized directly in equity							
Dividends (Note 13)	-	-	-	(1,730)	(1,730)	-	(1,730)
Restoration of unclaimed dividends	-	-	-	3	3	-	3
Remuneration paid (Note 13)	-	114	-	(90)	24	-	24
At 31 December 2018	40,057	(3,707)	28,379	62,587	127,316	-	127,316
At 1 January 2019	40,057	(3,707)	28,379	62,587	127,316	-	127,316
Profit for the year	-	-	-	12,022	12,022	3	12,025
Other comprehensive loss:							
Remeasurements of defined benefit pension plans, net of tax	-	-	-	(271)	(271)	-	(271)
<i>Total comprehensive income for the year</i>	-	-	-	11,751	11,751	3	11,754
Transactions with shareholders recognized directly in equity							
Dividends (Note 13)	-	-	-	(3,901)	(3,901)	-	(3,901)
Restoration of unclaimed dividends	-	-	-	2	2	-	2
Acquisition of businesses under common control (Note 1)	-	-	-	(16)	(16)	12	(4)
Transfer of treasury shares (Note 13)	-	3,707	(1,533)	-	2,174	-	2,174
At 31 December 2019	40,057	-	26,846	70,423	137,326	15	137,341

Managing Director

Chief Accountant



A.V. Semikolenov

L.V. Klishch

5 March 2020

The consolidated statement of changes in equity is to be read in conjunction with the notes to, and forming part of, the consolidated financial statements set out on pages 12 to 52

6 APPENDICES

million kWh
54,688.1
ELECTRICITY GENERATION IN 2019

thousand Gcal
6,345.3
THERMAL ENERGY GENERATIONS IN 2019

33%
INSTALLED CAPACITY UTILIZATION FACTOR IN 2019

6.1 ADDITIONAL STATISTICAL INFORMATION

Information about power plants

Information about power plants as of 31.12.2019

Power plant	Installed electric capacity, MW	Installed thermal capacity (including boilers), Gcal/h	Geographical location	Main / reserve / start-up fuel
Surgutskaya GRES-1	3,333.00	903.00	Tyumen Region	gas / gas / -
Ryazanskaya GRES	3,130.00	212.50	Ryazan Region	1st turn: coal / - / gas, fuel oil 2nd turn: gas / fuel oil / - GRES-24: gas / - / gas
Kirishskaya GRES	2,595.00	1,234.00	Leningrad Region	gas / fuel oil / -
Stavropolskaya GRES	2,423.00	145.00	Stavropol Territory	gas / fuel oil / -
Troitskaya GRES	1,315.00	210.00	Chelyabinsk Region	coal / - / fuel oil
Novocherkasskaya GRES	2,258.00	60.00	Rostov Region	coal / gas / gas, fuel oil
Krasnoyarskaya GRES-2	1,260.00	976.00	Krasnoyarsk Territory	coal / - / fuel oil
Cherepovetskaya GRES	1,080.00	39.00	Vologda Region	coal / gas / gas, fuel oil CCGT: gas / - / -
Serovskaya GRES	451.00	0.00	Sverdlovsk Region	gas / - / -
Pskovskaya GRES	440.00	116.80	Pskov Region	gas / - / gas
Adlerskaya TPP	367.00	63.00	Krasnodar Territory	gas / - / -
Groznenskaya TPP	360.00	0.00	Chechen Republic	gas / - / -
Svobodnenskaya TPP (project)	(160.00)	(434.00)	Amur Region	-
Total:	19,012.00	3,959.28		

SURGUTSKAYA GRES-1

Surgutskaya GRES-1 is located in Surgut, Tyumen Region, and is part of the Ural UPS. Surgutskaya GRES-1 is one of the largest power plants in the Russian Federation in terms of installed electric capacity.

Key indicators	2019
Generation of electricity, million kWh	18,652.1
Net electricity supply, million kWh	17,617.9
Heat supply, thous. Gcal	1,726.0
Net supply of thermal energy to consumers, thous. Gcal	1,709.9
ICUF, %	63.9

Fuel balance and fuel consumption in 2019			
Type of fuel	Fuel balance	Fuel consumption for heat generation	Fuel consumption for electricity generation
Gas	100.00%	227.3 mln m ³	4,996.8 mln m ³
Coal	-	-	-
Fuel oil	-	-	-
Diesel fuel	-	-	-

RYAZANSKAYA GRES

Ryazanskaya GRES is located in Novomichurinsk, Ryazan Region. Ryazanskaya GRES is one of the five largest Russian power plants in terms of installed capacity.

Key indicators	2019
Generation of electricity, million kWh	1,526.8
Net electricity supply, million kWh	1,325.5
Heat supply, thous. Gcal	219.7
Net supply of thermal energy to consumers, thous. Gcal	129.8
ICUF, %	5.6

Fuel balance and fuel consumption in 2019			
Type of fuel	Fuel balance	Fuel consumption for heat generation	Fuel consumption for electricity generation
Gas	16.57%	6.5 mln m ³	79.8 mln m ³
Coal	83.42%	67.9 thous. tnf	913.4 thous. tnf
Fuel oil	0.01%	0.0005 thous. tnf	0.056 thous. tnf
Diesel fuel	-	-	-

KIRISHSKAYA GRES

Kirishskaya GRES is located in Kirishi, Leningrad Region.

Key indicators	2019
Generation of electricity, million kWh	7,746.9
Net electricity supply, million kWh	7,386.0
Heat supply, thous. Gcal	2,976.9
Net supply of thermal energy to consumers, thous. Gcal	2,943.4
ICUF, %	34.1

Fuel balance and fuel consumption in 2019			
Type of fuel	Fuel balance	Fuel consumption for heat generation	Fuel consumption for electricity generation
Gas	99.95%	411.4 mln m ³	1,720.4 mln m ³
Coal	-	-	-
Fuel oil	0.05%	0.01 thous. tnf	0.90 thous. tnf
Diesel fuel	-	-	-

STAVROPOLSKAYA GRES

Stavropolskaya GRES is located in Solnechnodolsk, Stavropol Territory.

Key indicators	2019
Generation of electricity, million kWh	5,040.0
Net electricity supply, million kWh	4,800.7
Heat supply, thous. Gcal	67.4
Net supply of thermal energy to consumers, thous. Gcal	47.7
ICUF, %	23.7

Fuel balance and fuel consumption in 2019			
Type of fuel	Fuel balance	Fuel consumption for heat generation	Fuel consumption for electricity generation
Gas	99.77%	10.0 mln m ³	1,411.2 mln m ³
Coal	-	-	-
Fuel oil	0.23%	0.01 thous. tnf	2.8 thous. tnf
Diesel fuel	-	-	-

NOVOCHERKASSKAYA GRES

Novocherkasskaya GRES is located in Novocherkassk, Rostov Region.

Key indicators	2019
Generation of electricity, million kWh	7,707.5
Net electricity supply, million kWh	7,081.9
Heat supply, thous. Gcal	74.5
Net supply of thermal energy to consumers, thous. Gcal	52.2
ICUF, %	39.0

Fuel balance and fuel consumption in 2019			
Type of fuel	Fuel balance	Fuel consumption for heat generation	Fuel consumption for electricity generation
Gas	31.71%	4.6 mln m ³	760.6 mln m ³
Coal	68.29%	13.6 thous. tnf	2,739.3 thous. tnf
Fuel oil	-	-	-
Diesel fuel	-	-	-

TROITSKAYA GRES

Troitskaya GRES is located in Troitsk, Chelyabinsk Region.

Key indicators	2019
Generation of electricity, million kWh	1,207.9
Net electricity supply, million kWh	950.1
Heat supply, thous. Gcal	156.7
Net supply of thermal energy to consumers, thous. Gcal	111.4
ICUF, %	10.5

Fuel balance and fuel consumption in 2019			
Type of fuel	Fuel balance	Fuel consumption for heat generation	Fuel consumption for electricity generation
Gas	-	-	-
Coal	98.07%	54.0 thous. tnf	759.8 thous. tnf
Fuel oil	1.93%	0.6 thous. tnf	6.9 thous. tnf
Diesel fuel	-	-	-

KRASNOYARSKAYA GRES-2

Krasnoyarskaya GRES-2 is located in Zelenogorsk, Krasnoyarsk Territory.

Key indicators	2019
Generation of electricity, million kWh	4,003.1
Net electricity supply, million kWh	3,564.7
Heat supply, thous. Gcal	1,000.0
Net supply of thermal energy to consumers, thous. Gcal	979.0
ICUF, %	36.3

Fuel balance and fuel consumption in 2019			
Type of fuel	Fuel balance	Fuel consumption for heat generation	Fuel consumption for electricity generation
Gas	-	-	-
Coal	99.70%	302.1 thous. tnf	2,568.0 thous. tnf
Fuel oil	0.30%	0.5 thous. tnf	3.2 thous. tnf
Diesel fuel	-	-	-

CHEREPOVETSKAYA GRES

Cherepovetskaya GRES is located in Kadui, Vologda Region.

Key indicators	2019
Generation of electricity, million kWh	3,359.7
Net electricity supply, million kWh	3,180.1
Heat supply, thous. Gcal	119.7
Net supply of thermal energy to consumers, thous. Gcal	86.9
ICUF, %	35.5

Fuel balance and fuel consumption in 2019			
Type of fuel	Fuel balance	Fuel consumption for heat generation	Fuel consumption for electricity generation
Gas	98.02%	31.1 mln m ³	615.4 mln m ³
Coal	1.65%	1.3 thous. tnf	19.8 thous. tnf
Fuel oil	0.33%	0.2 thous. tnf	2.6 thous. tnf
Diesel fuel	0.003%	-	0.02 thous. tnf

SEROVSKAYA GRES

Serovskaya GRES is located in Serov, Sverdlovsk Region.

Key indicators	2019
Generation of electricity, million kWh	2,845.4
Net electricity supply, million kWh	2,698.7
Heat supply, thous. Gcal	61.2
Net supply of thermal energy to consumers, thous. Gcal	50.4
ICUF, %	72.0

Fuel balance and fuel consumption in 2019			
Type of fuel	Fuel balance	Fuel consumption for heat generation	Fuel consumption for electricity generation
Gas	99.71%	22.7 mln m ³	527.2 mln m ³
Coal	0.288%	3.2 thous. tnf	-
Fuel oil	-	-	-
Diesel fuel	0.002%	-	0.01 thous. tnf

PSKOVSKAYA GRES

Pskovskaya GRES is located in Dedovichi, Pskov Region (North-Western UPS).

Key indicators	2019
Generation of electricity, million kWh	196.3
Net electricity supply, million kWh	151.3
Heat supply, thous. Gcal	55.9
Net supply of thermal energy to consumers, thous. Gcal	36.8
ICUF, %	5.1

Fuel balance and fuel consumption in 2019			
Type of fuel	Fuel balance	Fuel consumption for heat generation	Fuel consumption for electricity generation
Gas	100%	94 mln m ³	55.9 mln m ³
Coal	-	-	-
Fuel oil	-	-	-
Diesel fuel	-	-	-

ADLERSKAYA TPP

Adlerskaya TPP is a modern combined cycle power plant consisting of two autonomous power units CCGT-180. It is located in Sochi, Krasnodar Territory.

Key indicators	2019
Generation of electricity, million kWh	1,707.4
Net electricity supply, million kWh	1,612.7
Heat supply, thous. Gcal	189.4
Net supply of thermal energy to consumers, thous. Gcal	188.9
ICUF, %	53.1

Fuel balance and fuel consumption in 2019			
Type of fuel	Fuel balance	Fuel consumption for heat generation	Fuel consumption for electricity generation
Gas	99.99%	20.3 mln m ³	358.7 mln m ³
Coal	-	-	-
Fuel oil	-	-	-
Diesel fuel	0.01%	0.001 thous. tnf	0.02 thous. tnf

GROZNEKSKAYA TPP

Groznenskaya TPP is located in Grozny of the Chechen Republic. It consists of two gas turbine units.

Key indicators	2019
Generation of electricity, million kWh	694.9
Net electricity supply, million kWh	680.7
Heat supply, thous. Gcal	-
Net supply of thermal energy to consumers, thous. Gcal	-
ICUF, %	33.3

Fuel balance and fuel consumption in 2019			
Type of fuel	Fuel balance	Fuel consumption for heat generation	Fuel consumption for electricity generation
Gas	99.91%	-	209.2 mln m ³
Coal	-	-	-
Fuel oil	-	-	-
Diesel fuel	0.09%	-	0.1 thous. tnf

SVOBODNENSKAYA TPP

Svobodnenskaya TPP is a branch of OJSC OGK-2, located in Svobodny, Amur Region. The branch will include 2 steam-powered plants, with a unit capacity of 80 MW each, with 3 power boilers, cross-links for steam and feed water.

Production results

» Dynamics of electricity generation in 2017–2019, mln kWh

Indicator, branch	2017	2018	2019	Change 2019/2018
Net electricity supply (million kWh)				
Surgutskaya GRES-1	19,229	17,570	17,617	+0.3%
Ryazanskaya GRES	2,731	1,526	1,325	-13.1%
Kirishskaya GRES	3,239	5,524	7,385	+33.7%
Stavropolskaya GRES	9,928	8,301	4,800	-42.2%
Troitskaya GRES	1,380	1,130	950	-15.9%
Novocherkasskaya GRES	10,071	8,918	7,081	-20.6%
Krasnoyarskaya GRES-2	4,702	3,939	3,564	-9.5%
Cherepovetskaya GRES	2,640	2,937	3,180	+8.3%
Serovskaya GRES	2,792	2,654	2,698	+1.7%
Pskovskaya GRES	701	103	151	+47.2%
Adlerskaya TPP	1,840	2,349	1,612	-31.3%
Groznenskaya TPP	-	-	680	-
OGK-2	59,252	54,950	51,050	-7.1%
Generation of electricity (million kWh)				
Surgutskaya GRES-1	20,262	18,642	18,652	+0.1%
Ryazanskaya GRES	3,034	1,753	1,527	-12.9%
Kirishskaya GRES	3,511	5,819	7,747	+33.1%
Stavropolskaya GRES	10,334	8,667	5,040	-41.9%
Troitskaya GRES	1,678	1,429	1,208	-15.5%
Novocherkasskaya GRES	10,887	9,660	7,708	-20.2%
Krasnoyarskaya GRES-2	5,202	4,398	4,003	-9.0%
Cherepovetskaya GRES	2,814	3,119	3,360	+7.7%
Serovskaya GRES	2,990	2,811	2,845	+1.2%
Pskovskaya GRES	775	149	196	+31.5%
Adlerskaya TPP	1,944	2,472	1,707	-30.9%
Groznenskaya TPP	-	-	695	-
OGK-2	63,433	58,919	54,688	-7.2%

› Supply of thermal energy, thousand Gcal

Indicator, branch	2017	2018	2019	Change 2019/2018
Net thermal energy supply				
Surgutskaya GRES-1	1,720.1	1,848.1	1,709.9	-7.5%
Ryazanskaya GRES	148.4	142.2	129.8	-8.7%
Kirishskaya GRES	2,707.1	2,889.2	2,943.4	+1.9%
Stavropolskaya GRES	52.8	53.2	47.7	-10.4%
Troitskaya GRES	346.6	305.7	111.4	-63.6%
Novocherkasskaya GRES	53.9	55.2	52.2	-5.4%
Krasnoyarskaya GRES-2	927.7	1,027.7	979.0	-4.7%
Cherepovetskaya GRES	98.7	97.2	86.9	-10.6%
Serovskaya GRES	71.4	69.0	50.4	-27.0%
Pskovskaya GRES	41.7	39.9	36.8	-7.6%
Adlerskaya TPP	183.8	173.0	188.9	+9.2%
Groznenskaya TPP	-	-	-	-
OGK-2	6,354.4	6,702.1	6,345.3	-5.4%
Thermal energy supply from collectors				
Surgutskaya GRES-1	1,734.6	1,866.0	1,726.0	-7.5%
Ryazanskaya GRES	237.3	239.2	219.7	-8.2%
Kirishskaya GRES	2,747.4	2,919.1	2,976.9	+2.0%
Stavropolskaya GRES	66.7	67.1	67.4	+0.4%
Troitskaya GRES	504.2	351.4	156.7	-55.4%
Novocherkasskaya GRES	74.9	79.5	74.5	-6.2%
Krasnoyarskaya GRES-2	947.7	1,049.9	1,000.0	-4.8%
Cherepovetskaya GRES	120.2	123.0	119.7	-2.7%
Serovskaya GRES	85.0	78.8	61.2	-22.4%
Pskovskaya GRES	57.1	59.7	55.9	-6.3%
Adlerskaya TPP	184.3	173.4	189.4	+9.2%
Groznenskaya TPP	-	-	-	-
OGK-2	6,759.4	7,007.2	6,647.4	-5.1%

› Installed Capacity Utilization Factor

Indicator, branch	2017	2018	2019	Change 2019/2018
ICUF, %				
Surgutskaya GRES-1	70.8	64.9	63.9	-1.0 p.p.
Ryazanskaya GRES	11.1	6.4	5.6	-0.8 p.p.
Kirishskaya GRES	15.4	25.6	34.1	+8.5 p.p.
Stavropolskaya GRES	48.7	40.8	23.7	-17.1 p.p.
Troitskaya GRES	13.7	12.1	10.5	-1.6 p.p.
Novocherkasskaya GRES	55.3	48.8	39.0	-9.9 p.p.
Krasnoyarskaya GRES-2	47.2	39.8	36.3	-3.6 p.p.
Cherepovetskaya GRES	30.6	33.2	35.5	+2.3 p.p.
Serovskaya GRES	42.2	75.5	72.0	-3.4 p.p.
Pskovskaya GRES	20.1	3.9	5.1	+1.2 p.p.
Adlerskaya TPP	61.2	77.0	53.1	-23.9 p.p.
Groznenskaya TPP	-	-	33.3	+33.3 p.p.
OGK-2	38.1	36.2	33.0	-3.1 p.p.

› Specific reference fuel consumption (SRFC) for the supply of electricity and thermal energy

Indicator	2017	2018	2019	Change 2019/2018
SRFC for electricity supply (g/kWh)	340.3	331.6	325.0	-2.0%
Surgutskaya GRES-1	324.3	326.1	324.0	-0.7%
Ryazanskaya GRES	396.0	394.2	408.7	+3.7%
Kirishskaya GRES	308.7	274.6	268.4	-2.3%
Stavropolskaya GRES	335.9	339.9	341.6	+0.5%
Troitskaya GRES	475.1	472.0	469.1	-0.6%
Novocherkasskaya GRES	386.8	392.1	393.0	+0.2%
Krasnoyarskaya GRES-2	393.3	398.4	399.2	+0.2%
Cherepovetskaya GRES	246.3	233.7	226.9	-2.9%
Serovskaya GRES	258.2	229.7	225.9	-1.6%
Pskovskaya GRES	349.9	360.0	352.6	-2.1%
Adlerskaya TPP	266.3	256.3	257.7	+0.6%
Groznenskaya TPP	-	-	364.0	-
SRFC for thermal energy supply (kg/Gcal)	156.1	152.9	165.2	+8.1%
Surgutskaya GRES-1	137.1	134.6	151.3	+12.4%
Ryazanskaya GRES	188.8	187.3	194.5	+3.8%
Kirishskaya GRES	146.6	143.2	160.0	+11.7%
Stavropolskaya GRES	172.7	172.6	172.8	+0.1%
Troitskaya GRES	167.8	172.6	198.3	+14.9%
Novocherkasskaya GRES	185.6	185.7	198.7	+7.0%
Krasnoyarskaya GRES-2	171.6	164.9	169.8	+3.0%
Cherepovetskaya GRES	348.5	345.5	308.0	-10.9%
Serovskaya GRES	239.9	270.8	318.9	+17.8%
Pskovskaya GRES	197.8	191.3	194.8	+1.8%
Adlerskaya TPP	128.3	124.9	124.4	-0.4%
Groznenskaya TPP	-	-	-	-

› Fuel balance structure, %

Branch	2017			2018			2019		
	Coal	Gas	Fuel oil	Coal	Gas	Fuel oil	Coal	Gas	Fuel oil
Total OGK-2	29.90	69.91	0.19	27.574	72.242	0.183	25.526	74.346	0.128
Surgutskaya GRES-1	0.00	100	0.00	0.00	100	0.00	0.00	100	0.00
Ryazanskaya GRES	81.57	18.42	0.01	70.96	29.03	0.01	83.42	16.57	0.01
Kirishskaya GRES	0.00	98.80	1.20	0.00	99.99	0.01	0.00	99.95	0.05
Stavropolskaya GRES	0.00	99.96	0.04	0.00	99.41	0.59	0.00	99.77	0.23
Troitskaya GRES	98.18	0.00	1.82	98.05	0.00	1.95	98.07	0.00	1.93
Novocherkasskaya GRES	63.43	34.46	0.11	69.63	30.34	0.03	68.29	31.71	0.00
Krasnoyarskaya GRES-2	99.81	0	0.19	99.74	0.00	0.26	99.70	0.00	0.30
Cherepovetskaya GRES	12.02	87.9635	0.0149	7.62	92.33	0.05	1.65	98.02	0.33
Serovskaya GRES	15.96	84.01	0.03	0.00	99.98	0.02	0.288	99.710	0.002
Pskovskaya GRES	0.00	100	0.00	0.00	100	0.00	0.00	100	0.00
Adlerskaya TPP	0.00	99.998	0.002	0.00	99.997	0.003	0.00	99.99	0.01
Groznenskaya TPP	-	-	-	-	-	-	-	99.91	0.09

› Fuel consumption for production in physical units in 2017–2019

Type of fuel	2017, thous. t, mln m ³	2018, thous. t, mln m ³	2019, thous. t, mln m ³	Change 2019/2018
Coal				
Total OGK-2	10,563.1	8,700.6	7,442.3	-14.5%
Surgutskaya GRES-1	-	-	-	-
Ryazanskaya GRES	1,698.8	914.2	981.3	+7.3%
Kirishskaya GRES	-	-	-	-
Stavropolskaya GRES	-	-	-	-
Troitskaya GRES	1,268.8	1,059.2	813.8	-23.2%
Novocherkasskaya GRES	3,595.2	3,464.8	2,752.9	-20.5%
Krasnoyarskaya GRES-2	3,625.8	3,152.8	2,870.1	-9.0%
Cherepovetskaya GRES	162.5	109.6	21.0	-80.8%
Serovskaya GRES	212.0	-	3.2	-
Pskovskaya GRES	-	-	-	-
Adlerskaya TPP	-	-	-	-
Groznenskaya TPP	-	-	-	-
Gas				
Total OGK-2	12,878.3	12,180.8	11,478.4	-5.8%
Surgutskaya GRES-1	5,631.7	5,249.5	5,224.1	-0.5%
Ryazanskaya GRES	178.2	167.1	86.3	-48.4%
Kirishskaya GRES	1,202.0	1,675.8	2,131.8	+27.2%
Stavropolskaya GRES	2,887.9	2,434.9	1,421.2	-41.6%
Troitskaya GRES	-	-	-	-
Novocherkasskaya GRES	1,231.0	921.1	765.1	-16.9%
Krasnoyarskaya GRES-2	-	-	-	-
Cherepovetskaya GRES	529.5	588.3	646.4	+9.9%
Serovskaya GRES	547.3	553.7	549.9	-0.7%
Pskovskaya GRES	228.3	53.0	65.3	+23.3%
Adlerskaya TPP	442.5	537.3	379.0	-29.5%
Groznenskaya TPP	-	-	209.2	-
Fuel oil				
Total OGK-2	29.59	26.49	17.81	-33.1%
Surgutskaya GRES-1	-	-	-	-
Ryazanskaya GRES	0.07	0.07	0.06	-16.6%
Kirishskaya GRES	11.58	0.17	0.91	+422.4%
Stavropolskaya GRES	0.89	12.43	2.81	-77.4%
Troitskaya GRES	10.15	9.27	7.42	-19.9%
Novocherkasskaya GRES	3.81	0.83	-	-100.0%
Krasnoyarskaya GRES-2	2.85	3.39	3.64	+7.2%
Cherepovetskaya GRES	0.07	0.36	2.81	+689.4%
Serovskaya GRES	0.17	0.11	0.01	-90.2%
Pskovskaya GRES	-	-	-	-
Adlerskaya TPP	0.007	0.012	0.02	+45.3%
Groznenskaya TPP	-	-	0.15	-

› Consumption of oil equivalent in 2017–2019

Type of fuel, Branch	2017, thous. toe	2018, thous. toe	2019, thous. toe	Change 2019/2018
Coal				
Total OGK-2	6,386.4	5,381.5	4,564.8	-15.2%
Surgutskaya GRES-1	-	-	-	-
Ryazanskaya GRES	922.9	478.0	509.0	+6.5%
Kirishskaya GRES	-	-	-	-
Stavropolskaya GRES	-	-	-	-
Troitskaya GRES	747.6	640.1	517.4	-19.2%
Novocherkasskaya GRES	2,491.6	2,455.7	1,923.3	-21.7%
Krasnoyarskaya GRES-2	2,020.4	1,751.5	1,600.7	-8.6%
Cherepovetskaya GRES	83.9	56.2	12.6	-77.6%
Serovskaya GRES	119.9	-	1.8	-
Pskovskaya GRES	-	-	-	-
Adlerskaya TPP	-	-	-	-
Groznenskaya TPP	-	-	-	-
Gas				
Total OGK-2	14,929.9	14,099.1	13,295.3	-5.7%
Surgutskaya GRES-1	6,501.6	6,043.7	6,020.1	-0.4%
Ryazanskaya GRES	208.4	195.5	101.1	-48.3%
Kirishskaya GRES	1,393.1	1,940.2	2,467.0	+27.1%
Stavropolskaya GRES	3,369.4	2,839.0	1,664.1	-41.4%
Troitskaya GRES	-	-	-	-
Novocherkasskaya GRES	1,432.1	1,070.1	893.1	-16.5%
Krasnoyarskaya GRES-2	-	-	-	-
Cherepovetskaya GRES	614.0	681.4	747.8	+9.7%
Serovskaya GRES	631.2	642.3	636.9	-0.8%
Pskovskaya GRES	265.0	61.4	75.7	+23.2%
Adlerskaya TPP	515.1	625.4	440.9	-29.5%
Groznenskaya TPP	-	-	248.7	-
Fuel oil + diesel fuel				
Total OGK-2	40.58	35.95	22.90	-36.30%
Surgutskaya GRES-1	-	-	-	-
Ryazanskaya GRES	0.09	0.08	0.07	-15.62%
Kirishskaya GRES	16.96	0.24	1.28	+422.32%
Stavropolskaya GRES	1.20	16.92	3.85	-77.23%
Troitskaya GRES	13.89	12.74	10.18	-20.07%
Novocherkasskaya GRES	4.28	0.92	-	-100.00%
Krasnoyarskaya GRES-2	3.81	4.50	4.75	+5.60%
Cherepovetskaya GRES	0.10	0.37	2.51	+585.14%
Serovskaya GRES	0.24	0.16	0.02	-89.86%
Pskovskaya GRES	-	-	-	-
Adlerskaya TPP	0.01	0.02	0.03	+45.26%
Groznenskaya TPP	-	-	0.21	-



St. Petersburg, Petersburg highway, 66,
building 1, lit. A.

+7 (812) 646-13-64

office@ogk2.ru

www.ogk2.ru

Prepared in collaboration with