

Electricity transmission

Electricity losses and supply in 2021

Branch	Total supply, million kWh	Net supply, million kWh	Electricity losses	
			million kWh	million kWh
Permenergo	17,226	15,844	1,382	8.02%
Sverdlovenegero	29,559	28,217	1,342	4.54%
Chelyabenergo	17,095	15,606	1,489	8.71%
IDGC of Urals	63,880	59,667	4,213	6.59%

* Net supply to consumers and regional grid operators at the boundaries of operational responsibility.

In 2021, the Company's net supply to consumers and regional grid operators at the boundaries of operational responsibility area amounted to 59,667 million kWh (+2,070 million kWh or +3.59%), if compared to 57,597 million kWh transmission metrics of 2020, due to the rise of consumption of large consumers.

Electricity losses in 2020–2021

Branch	2020		2021	
	million kWh	%	million kWh	%
Permenergo	1,398	8.54	1,382	8.02%
Sverdlovenegero	1,339	4.73	1,342	4.54%
Chelyabenergo	1,437	8.82	1,489	8.71%
IDGC of Urals	4,174	6.85	4,213	6.59%

Company's customers* as of 31.12.2021

Branch	Corporates	Individuals
Permenergo	28,919	754,806
Sverdlovenegero	13,145	442,608
Chelyabenergo	36,464	1,058,324
IDGC of Urals	78,528	2,255,738

* Incl. transfer of individuals living in apartment buildings to building-level meters.

Consumption breakdown, thousand kW

Customers	Permenergo	Sverdlovenegero	Chelyabenergo
Industrial consumers	4,892,391	8,907,690	4,810,965
Transportation	1,354,406	2,468,020	1,490,205
Oil and gas pipe lines	2,210,434	303,085	310,691
Agriculture and food industry	172,552	170,051	332,763
Non-industrial consumers	1,295,807	1,060,796	3,160,432
Federal (municipal) organizations and other budget-funded consumers	863,871	166,364	542,579
Residents and the like	2,304,889	1,716,415	2,722,657
Regional grid operators	2,750,106	13,424,304	2,235,830
Total	15,844,457	28,216,725	15,606,122

Additional (non-tariff services)

In 2021, to promote additional (non-tariff) services the Company:

- Defined a HQ unit, liable for general arrangement and coordination of activities related to additional (non-tariff) services, created Sales and Commercial Departments.
- Revised the Regulations on additional (non-tariff) services (incl. responsibility matrix).
- Formed unified approach to prices and composition of additional services.
- Initiated modification of Company's information systems in terms of contract-by-contract treatment and management control.
- Disclosed information on additional (non-tariff) services on its official web-site, incl. e-forms of applications.
- Analyzed the market in terms of additional (non-tariff) services and prospective launch of new services.
- Formed detailed plans on promotion of additional services and sales targets (in light of the formation of the Sales Section).
- Arranged and conducted workshops and trainings on efficient sales and promotion technologies, feat. external experts.
- Analyzed existing business processes related to rendering and development of additional (non-tariff) services, optimized schemes and regulations on the business processes, factoring in the Regulations on rendering additional (non-tariff) services.
- Implemented simplified procurements for rendering of additional (non-tariff) services, incl. conclusion of framework contracts.

In 2021, the Company also initiated the following activities (to be completed in 2022):

- formation of the plan on revisions of regulatory documents regarding additional services (factoring in market requirements and changes of organizational structure);
- formation of commercial sections/groups in branches and production units;
- creation of an additional services catalogue on the official web-site;
- initiation of a project on development of the automated system for administering non-tariff services on the corporate portal platform;
- development of simplified scheme of income-generating contracts;
- initiation of projects on creation of new product lines and promotion of existing additional services, incl.:
 - a) CAW consortium agreement;
 - b) Concession agreements;
 - c) Promotion of Energoservice product line;
 - d) Rosseti Urals supermarket;
 - e) Installation, connection, maintenance and repair of solar stations for individuals and corporates;
 - f) Creation of CAW integrator;
 - g) DSW consortium agreement.

During the reported period OAO IDGC of Urals sold 15.0+ thousand additional (non-tariff) services amounting to RUB 609,662 thousand.

 **15+ thous.**
 ADDITIONAL (NON-TARIFF) SERVICES
 WAS SOLD IN 2021



Financial metrics, RUB million

Metrics	2019	2020	2021	2021/2020, %
Revenues	370	434	609.6	40%
Rental lease and arrangements	244	252	295	17%
Maintenance and repairs	24	79	62.5	-21%
Construction and assembly works	9	43	172.6	301%
Consulting and technical services	17	30	51	70%
Agency services	0	0	1.3	-
IT and telecommunications	0	1,2	3.7	208%
Other operating services	73	26,1	19.6	-25%
Other services	3,6	1,8	3.1	72%
Net profit	105	116	152.6	31%
Rental lease and arrangements	91	82	93.5	14%
Maintenance and repairs	5,5	13	18	38%
Construction and assembly works	1	5	18	260%
Consulting and technical services	-15	9	15.5	72%
Agency services	0	0	0.9	-
IT and telecommunications	0	0,96	1.9	97%
Other operating services	23	7	6.3	-10%
Other services	-0.131	-1.7	-1.8	-6%

The following lines of business showed the highest revenue gains:

- Construction and assembly works (+301% YoY).
 - a) Connection-related works within the applicant's responsibility ("turn-key connection" package) (+424% YoY due to its active promotion).
 - b) Construction and assembly works, reconstruction and retrofitting of consumers' grid facilities (+97% YoY).
- Consulting and technical services (+70% YoY).
 - a) Energy audit, development and implementation of activities related to energy saving and enhancement of energy efficiency (+21,130% YoY due to technical audit conducted for OOO AS Invest).



Consumer liaison

With a view to improve the level of customer service, the year 2021 was declared the year of customer service. The Company established “Proservis” program designed to create a customer-friendly model of interaction and enhance customers’ loyalty.

The Company adopted the following customer-friendly tenets:

1. The Customer is the focus of attention.
2. The Customer sees us as experts and trusts us.
3. The Customer sees our progress.
4. Omnichannel is the basis of service.

Key existing forms and services provided by the Company:

- a) In-person format: customer service centers.
- b) Remote format: interactive channels, postal items, call centers:

There is an increase in the number of requests forwarded to the Company by electronic channels every year. In 2021, the Company received 532,174 requests (+21% YoY). The largest portion of requests accrues to requests related to connection, power outages and fiscal metering. During the reported period the Company achieved the target QoS values, set by the state regulators. In 2021, the Company conducted a survey among its customers aiming at improving Company’s practices and creating the most comfortable conditions for its customers. Average QoS score (using 5-point scoring system) in 2021 totaled 4.13 (for call centers) and 4.7 (for customer service centers). Customers also assessed the quality of request response at 3.5.

The following additional services were put as promising for development in 2022:

Rental lease and arrangements

- rental
- arrangement of telecom equipment

Maintenance and repairs

- maintenance of grid facilities owned by a consumer
- maintenance of street lighting
- maintenance and repairs of grid facilities owned by a consumer
- maintenance and repairs of street lighting
- test run and diagnostics of equipment, personal protective gear, devices
- other services related to maintenance and repairs, test runs and diagnostics

Design and survey, construction and assembly works

- construction and assembly works related to street lighting (“arrangement of street lighting” package)
- connection-related works within the applicant’s responsibility (“turn-key connection” package)
- design and survey works for construction, reconstruction and retrofitting of consumer’s grid facilities
- construction and assembly works, reconstruction and retrofitting of consumer’s grid facilities
- roll-out of metering (installation/replacement, repair of meters, installation of electric power fiscal metering system, etc.)

Consulting and technical services

- energy audit, preparation and implementation of activities related to energy saving and enhanced energy efficiency
- consulting (energy-related consultant, etc.)

Financial and economic targets related to sales of additional (non-tariff) services for 2022–2026, RUB million

Metric	2020	2021	Targets				
	actual value	actual value	2022	2023	2024	2025	2026
Revenues	434	610	957	1,229	1,532	2,003	3,461
Net profit	116	153	128	148	169	208	321