ROSATOM

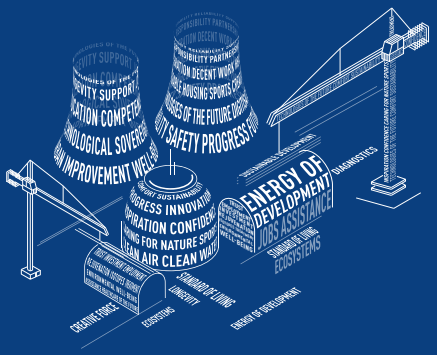
PERFORMANCE OF THE FUEL DIVISION
OF STATE ATOMIC ENERGY CORPORATION ROSATOM

2025

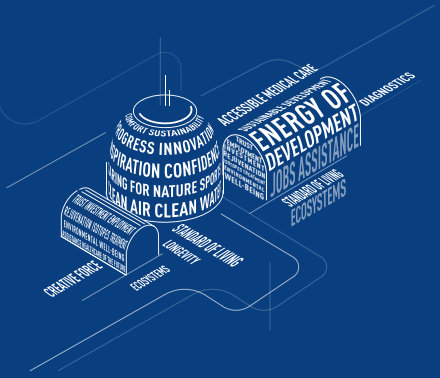
ROSATOM DIVISION REPORTING

MINING DIVISION

ENGINEERING DIVISION

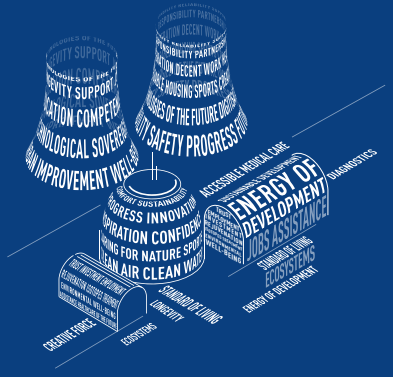


MECHANICAL ENGINEERING DIVISION



FUEL DIVISION

POWER ENGINEERING DIVISION



SALES AND TRADING DIVISION

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MESSAGE FROM THE HEAD OF THE DIVISION

Dear colleagues, friends and partners,

In 2025, the Fuel Division of State Atomic Energy Corporation Rosatom (hereinafter referred to as ROSATOM) met 100% of its contractual obligations, confirming ROSATOM's reputation as a reliable partner and supplier.

For several years our organisations have been implementing a large-scale production programme, and it influences their financial performance. In 2025, the Fuel Division's consolidated revenue increased by 24.5% year-on-year and exceeded half a trillion roubles for the first time, reaching RUB 559.6 billion.

Traditionally, the largest nuclear fuel supplies are related to the start-up of new reactors. In the reporting year, we once again supplied fuel to power units designed in Russia which are under construction. Fuel was supplied to power unit No. 3 of Kudankulam NPP in India and power unit No.7 of Tianwan NPP in China.

Innovative development of Russian nuclear fuel continues in all key areas, including new designs, materials, and production technologies. An important milestone in 2025 was the start of pilot operation of the fifth-generation TVS-5 fuel assembly in the VVER-1200 reactor at Novovoronezh NPP. The unique feature of this fuel assembly is that its fabrication can be fully automated and 'unmanned', due to which the industrial production and introduction of uranium/plutonium fuel becomes possible.

In addition to the fuel for power reactors, the Fuel Division is taking new steps in making products for other nuclear units. In 2025, the core for the reactor unit of the flagship Project 10510 'Leader' nuclear icebreaker, Rossiya, was produced. This is the first ever batch of nuclear fuel for new high-power marine propulsion reactors, RITM-400.

At the same time, we are developing our technologies not only in terms of the fabrication of complete fuel assemblies, but throughout the entire production chain. Uranium enrichment is the key step in the nuclear fuel cycle, and the reporting year was truly eventful in this regard. Our engineers developed and started testing the GC-10 tenth-generation gas centrifuge for separating uranium isotopes. The industrial implementation of this machine will make our separation plants even more efficient and competitive. At the same time, modernisation of the main separation plant started in Seversk, while in Zelenogorsk it was successfully completed.

We have new landmark achievements in our non-nuclear businesses, such as additive manufacturing. The first overseas Additive Manufacturing Centre was opened in the Republic of Belarus, and the manufacture of our second 3D printer in serial production, RusMelt 600M, started in Russia. This machine became our largest 3D printer which uses selective laser melting (SLM) technology and the first Russian printer for large-scale metal printing in serial production.

Finally, one of the most exciting and large-scale events took place at the end of the year in the town of Neman in the Kaliningrad Region. Russia's first gigafactory producing energy storage systems started pilot operation. Energy storage systems are among the most promising sectors in the new technological paradigm: they are already making our transport more environmentally friendly, and energy systems are becoming more reliable.

This project is a remarkable example of how ROSATOM's technologies and production facilities are giving a new impetus to the development of the regions where it operates. When the gigafactory reaches its design capacity, more than 1,000 jobs will be created in the Nemansky District at production facilities alone. Since the start of building the gigafactory, the Fuel Division has been actively involved in the social development of the region. Since 2022, funding for social programmes in Neman and Sovetsk has been provided for the total amount of RUB 180 million. In cooperation with the government of the Kaliningrad Region, five residential buildings with 150 flats for employees of the new enterprise are being built in Neman. Two buildings have already been completed.

Therefore, the combination of ROSATOM's innovative technologies and the social policies of the nuclear industry produces a comprehensive effect to ensure the sustainable development of Russian regions, improve people's quality of life, and open up new opportunities for everyone.

Natalya Nikipelova,

Head of the Fuel Division of ROSATOM

1 KEY RESULTS AND EVENTS IN THE REPORTING YEAR

2 OVERVIEW OF THE DIVISION

PROGRESS
CREATIVE FORCE
ENERGY OF DEVELOPMENT
URBAN IMPROVEMENT
CLEAN AIR
TECHNOLOGICAL SOVEREIGNTY
PARTNERSHIP
SPORTS
STANDARD OF LIVING
CONFIDENCE
ENVIRONMENTAL WELL-BEING
ENERGY OF DEVELOPMENT
SUPPORT
AFFORDABLE HOUSING
EMPLOYMENT
ACCESSIBLE MEDICAL CARE
ENERGY OF DEVELOPMENT
PARTNERSHIP DECENT WORK
CLEAN WATER
RELIABILITY
TECHNOLOGY
LONGEVITY
RESPONSIBILITY
CREATIVITY
COMFORTABLE ENVIRONMENT
SUPPORT
ISOTOPES
EMPLOYMENT
LONGEVITY
INVESTMENT
ECOSYSTEMS
REJUVENATION
ISOTOPES
COMFORT
DIAGNOSTICS
CONFIDENCE
PROGRESS
SUSTAINABILITY
INSPIRATION
TRUST
ASSISTANCE
MOBILITY
STABILITY
SPORTS
URBAN IMPROVEMENT
INVESTMENT
WELL-BEING ENVIRONMENT
DIAGNOSTICS
TECHNOLOGIES OF THE FUTURE
SUSTAINABLE DEVELOPMENT

1. KEY RESULTS AND EVENTS IN THE REPORTING YEAR

Key results in 2025

Indicator	2022	2023	2024	2025
Consolidated revenue, RUB million	271,001.1	401,086.1	449,244.86	559,650.88
Environmental costs, RUB million	2,366.8	4,498.53	3,996.96	4,888.8
Average headcount, people	23,382	24,939	25,860	29,036

Operating results of the Fuel Division

Indicator	2022	2023	2024	2025	Analysis of changes in operating results
Ten-year portfolio of overseas orders for products and services of the front-end stage of the NFC, USD billion	18.8	18.7	21.8	**23.9**	*The portfolio expanded in line with the conclusion of new contracts.*
Lost Time Injury Frequency Rate (LTIFR)	0.09	0.04	0.02	**0.1**	*The increase was due to a rise in the number of accidents. There were five minor accidents during the reporting year.*

Key events in 2025

- Nuclear fuel for reactor start-up was delivered to power unit No. 3 of Kudankulam NPP in India.
- The pilot operation of a new fifth-generation nuclear fuel design, TVS-5, was started in the VVER-1200 reactor at power unit No. 6 of Novovoronezh NPP.
- The core for the reactor unit of the flagship Project 10510 'Leader' nuclear icebreaker, Rossiya, was produced and underwent the acceptance procedure. This is the first ever batch of nuclear fuel for new high-power marine propulsion reactors, RITM-400.

- Modified nuclear fuel for a VVR-SM research reactor operated at the Institute of Nuclear Physics of the Uzbekistan Academy of Sciences was supplied under the contract.
- Nuclear fuel was supplied to Vietnam for the Dalat Research Reactor under the contract, marking the resumption of supplies to the country.
- The organisation of the sublimate-separation complex in Zelenogorsk completed the modernisation of the main uranium enrichment facility.
- Modernisation of the third uranium enrichment facility of ROSATOM started. The first unit of high-performance generation 9+ gas centrifuges was put into commercial operation at the isotope separation plant.
- A pilot batch of tenth-generation gas centrifuges for separating uranium isotopes, the GC-10, was manufactured. In terms of its technical characteristics, the new design outperforms all previous generations of centrifuges used by ROSATOM's organisations.
- Key milestones in the construction of the Generation IV PDEF in the CATF of Seversk as part of the Proryv ('Breakthrough') strategic industry-wide project were reached. Large-sized components of main power generation equipment for the BREST-OD-300 power unit, including components of the innovative reactor vessel, as well as power equipment for the turbine hall (a turbine rotor and a generator stator), were delivered to the construction site. The metal shell of the central reactor cavity and metal shells of the peripheral cavity were installed.
- Russia's first gigafactory producing energy storage systems started pilot operation in Neman in the Kaliningrad Region.
- ROSATOM opened its first overseas Additive Manufacturing Centre in Minsk.
- The first batch-produced Russian 3D printer using selective laser melting technology for large-scale metal printing, RusMelt 600M, was launched on the market.

2. OVERVIEW OF THE DIVISION

GRI 2-1
GRI 2-6

The Fuel Division (the management company, hereinafter referred to as the Company) and the organisations managed by the Company (hereinafter referred to as the Division) are among the world's largest producers and suppliers of nuclear fuel.

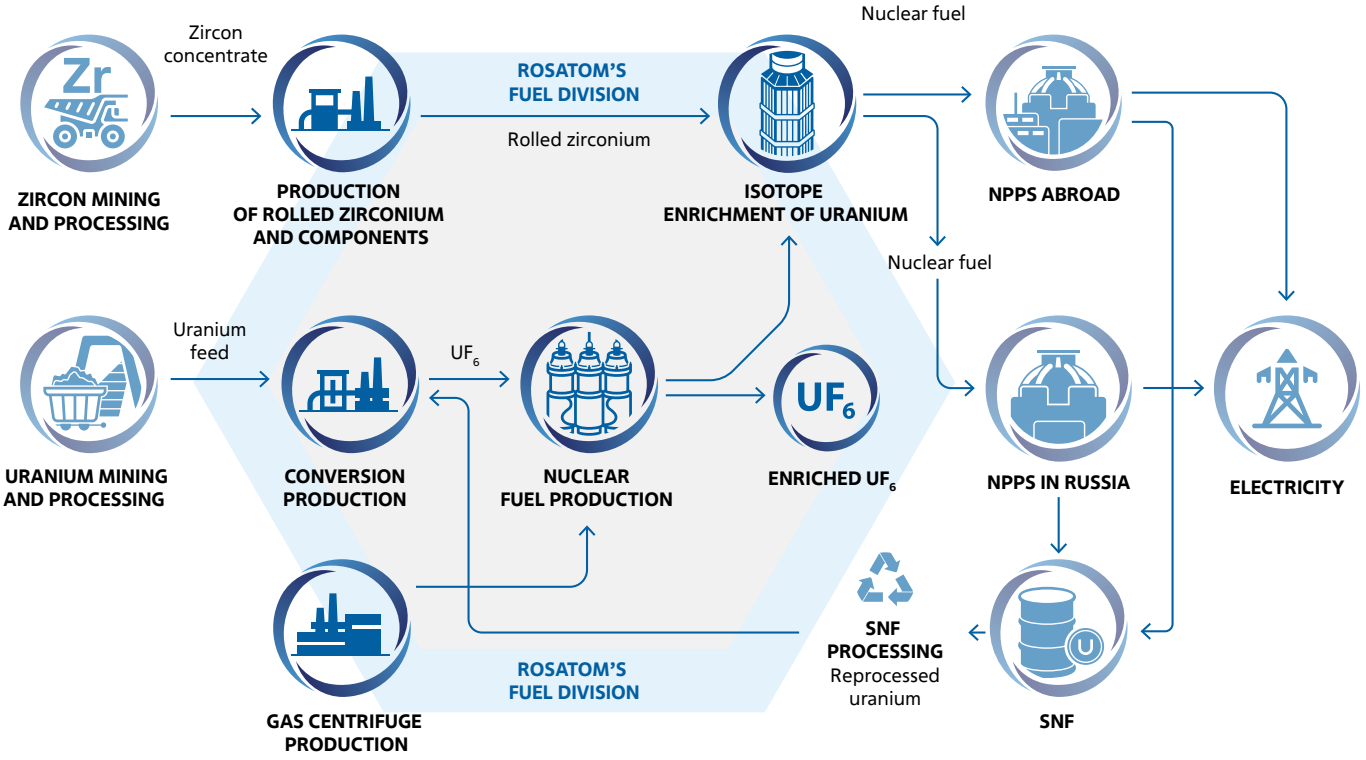
The Company is the only supplier of nuclear fuel for all Russian NPPs, marine and research reactors in Russia. The Division comprises over 40 enterprises specialising in gas centrifuge production, uranium enrichment and nuclear fuel fabrication, as well as research and design organisations and industry integrators in various areas of business.

The Division's organisations produce more than a third of the enriched uranium products consumed globally, and their share on the global fuel fabrication market is more than 18%.

The main competitive advantages of the Division are the following:

- being a turnkey supplier: flexible pricing due to the fact that all fuel production stages are performed within the Division, including the capacity for improving the characteristics of products and compensating for losses at each of the stages;
- ensuring continuous improvement of the consumer properties of nuclear fuel: flexible operating modes, the possibility of increasing the capacity of the reactor unit, extended fuel campaigns and cycles, high burnup of nuclear fuel, offering accident tolerant fuel;
- using various types of feedstock: increasing the commercial attractiveness of fuel by reducing cost;
- offering samples and solutions certified in the Russian Federation to customers;
- reducing costs and the size of sites: increasing price competitiveness through cost reduction; concentrating production facilities, divesting of non-core production facilities, developing new and waste-free technologies;
- improving logistics to ensure guaranteed supplies.

Role of the Division in the structure of the nuclear industry



At all stages of its operations, the Division's priority is to strictly comply with nuclear and radiation safety, industrial, fire and environmental safety requirements, and the requirements for occupational health and safety, physical protection of nuclear facilities and nuclear materials, and emergency preparedness.

Key business areas

The Division mainly produces nuclear fuel, which is a complex and high-tech product. It is produced in several stages involving mining, chemical, metallurgical, and mechanical engineering enterprises in the nuclear industry. The Division has a fully integrated production cycle of nuclear fuel with operations covering all stages, from triuranium octoxide to finished fuel assemblies. It also sells nuclear fuel on the market. Fuel and its components produced by the Division are exported and supplied for all types of reactors designed in Russia and light-water reactors designed in the West. The Company also has competences in manufacturing and supplying fuel components for foreign-design pressurised heavy water reactors (PHWRs). In addition, the Company has developed TVS-K, fuel assemblies with a proprietary design for PWR reactors designed in the West; its advantages have been confirmed during pilot operation at a foreign NPP.

An integrated offer for thermal reactor operators is being developed separately as part of the Balanced Nuclear Fuel Cycle (NFC). This concept allows combining various elements of nuclear fuel cycle closure with improved fuel cycle economics through the reuse of reprocessed nuclear materials.

Ensuring fuel safety is the Division's priority. The development of highly reliable innovative solutions continues. Particular attention is paid to simultaneously improving fuel efficiency by increasing fuel burnup and extending the fuel campaign to 18 and 24 months.

The Division provides integrated fuel supply and support services related to its use, offering the best engineering solutions to its customers for improving fuel and the nuclear fuel cycle throughout the entire service life.

The Division's organisations produce the world's most efficient gas centrifuges, which are manufactured using carbon fibre-based solutions.

To develop new businesses, industry-wide integrators have been established. These are specialised companies in specific areas that facilitate interaction with production and research enterprises with the necessary competences, including the enterprises not related to the nuclear industry.

The Division supplies the Russian and international markets with a wide range of non-nuclear products and services in the following areas: metals production, energy storage systems, the chemical industry, and 3D printing technologies. It is one of the world's largest producers of isotope products, and is among the leaders in the Russian market in terms of producing zirconium, calcium, lithium and niobium products.

The Division's R&D projects cover a wide range of areas, from improving nuclear fuel designs and materials, closing the nuclear fuel cycle, and developing innovative types of fuel to addressing a number of applied scientific tasks related to developing new materials and civilian products.

Regions of operation

The Division's organisations operate in 12 Russian regions. A number of organisations operate in the closed administrative and territorial formations (CATFs) of Seversk, Novouralsk, Zelenogorsk, and in the single-industry town of Glazov, where they are major employers and taxpayers, and play a central role in the local economy.

Membership in associations

The Division participates in third-party organisations, associations, unions, etc., including:

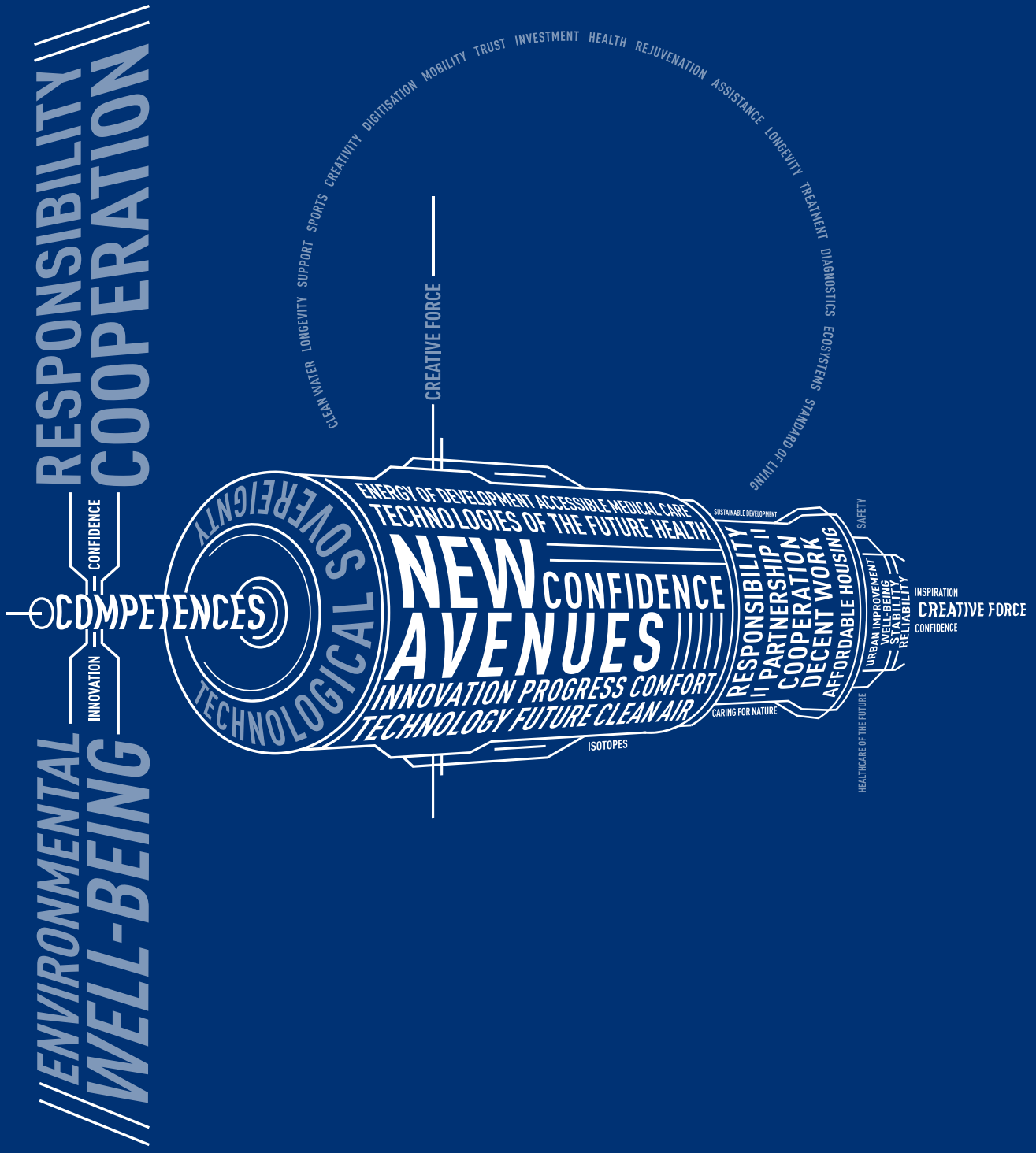
- the Nuclear Towns and Cities Union;
- the Nationwide Industry Association of Employers 'Russian Union of Employers in the Nuclear Industry, Power Industry and Science';
- Atom-Sport Autonomous Non-Profit Sports and Wellness Organisation;
- Energy of Development Autonomous Non-Profit Organisation.

Awards

- In April 2025, for the first time in the history of the nuclear industry, ROSATOM's Director General Alexey Likhachev gave 25 awards to the Division's employees for their contribution to the development of additive manufacturing.
- The Company was among the winners of the 2025 Commonwealth of Independent States Award for achievements in product and service quality and represented Russia in the Industrial Products category.
- In 2025, the organisation of the nuclear fuel fabrication complex in Glazov won the nationwide Russian Business Leaders: Dynamics, Responsibility and Sustainability Competition organised by the Russian Union of Industrialists and Entrepreneurs in the 'Dynamic Business Development' and 'Talent Pool Development' categories.
- The organisation of the nuclear fuel fabrication complex in Glazov became the winner of the 23rd National Environmental Prize named after V.I. Vernadsky for its contribution to biodiversity conservation in the Udmurt Republic. The plant won the prize for the project titled 'In Harmony with the Nature of the Native Land'.
- The organisation of the nuclear fuel fabrication complex in Glazov won a prize in the Green Eurasia International Climate competition organised jointly with the Eurasian Economic Commission. The organisation was ranked second in the Water Resources in New Climatic Conditions category with its environmental initiative to reduce the impact on the Cheptsa River.
- A turner of the organisation of the nuclear fuel fabrication complex in Glazov was awarded the title of the Hero of Labour of the Russian Federation for professional achievements of special value to the nuclear industry. He became the first Hero of Labour among the Division's employees.

3 GOVERNANCE SYSTEM

4 INNOVATION AND DEVELOPMENT OF SCIENCE


RESPONSIBILITY
COOPERATION
ENVIRONMENTAL
WELL-BEING
CONFIDENCE
COMPETENCES
INNOVATION
CLEAN WATER LONGEVITY SUPPORT SPORTS CREATIVITY DIGITISATION MOBILITY TRUST INVESTMENT HEALTH REJUVENATION ASSISTANCE LONGEVITY TREATMENT DIAGNOSTICS ECOSYSTEMS STANDARD OF LIVING
CREATIVE FORCE
SOVEREIGNTY
TECHNOLOGICAL
ENERGY OF DEVELOPMENT ACCESSIBLE MEDICAL CARE
TECHNOLOGIES OF THE FUTURE HEALTH
NEW CONFIDENCE
AVENUES
INNOVATION PROGRESS COMFORT
TECHNOLOGY FUTURE CLEAN AIR
ISOTOPES
CARING FOR NATURE
SUSTAINABLE DEVELOPMENT
RESPONSIBILITY
PARTNERSHIP
COOPERATION
DECENT WORK
AFFORDABLE HOUSING
SAFETY
URBAN IMPROVEMENT
WELL-BEING
STABILITY
RELIABILITY
HEALTHCARE OF THE FUTURE
INSPIRATION
CREATIVE FORCE
CONFIDENCE

3. GOVERNANCE SYSTEM

GRI 2-1

The Company builds its corporate governance system in accordance with Russian and global best practices and standards. The corporate governance system of the Division complies with applicable laws and regulations of the Russian Federation governing the activities of a joint-stock company and its governing bodies, as well as with uniform industry-wide methodological guidelines of ROSATOM and internal documents adopted as a follow-up to these guidelines.

3.1. CORPORATE GOVERNANCE PRINCIPLES

GRI 2-9

The Company voluntarily applies certain provisions of the Corporate Governance Code, as recommended in Letter No. 06-52/2463 of the Bank of Russia dated 10 April 2014, taking into account ROSATOM's legal status stipulated in laws and regulations of the Russian Federation ensuring the uniformity of management of nuclear industry organisations. These provisions are incorporated in a number of the Company's internal documents.

In accordance with the Charter, the governing bodies of the Company include the following:

- The General Meeting of Shareholders (represented by the sole shareholder);
- The Board of Directors;
- The President (the sole executive body).

Decisions on issues falling within the purview of the General Meeting of Shareholders are taken by the sole shareholder of the Company, JSC Atomenergoprom.

GRI 2-10
GRI 2-17

The Board of Directors of the Company plays a key role in the strategic management of the Division. The Board of Directors is formed by the sole shareholder, JSC Atomenergoprom, and mainly consists of outside directors not employed by the Company. These directors are professionals with considerable experience in the industry and a deep insight into the nature of the Company's operations. There are no independent directors (within the meaning of the Corporate Governance Code recommended by the Bank of Russia) on the Board of Directors of the Company.

In accordance with the resolution No. 66 of the Company's sole shareholder dated 27 June 2025, seven members were elected to the Board of Directors.

The share of women on the Board of Directors is 28.6%. All members of the Board of Directors have higher education.

Members of the Board of Directors own no shares. In 2025, members of the Board of Directors neither purchased nor sold the Company's shares, and no decisions to pay remuneration and/or reimburse expenses incurred by members of the Company's Board of Directors were made; no remuneration was paid, and no expenses were reimbursed.

During the period from 1 January 2025 to 31 December 2025, the Company did not enter into any major transactions.

In 2025, absentee voting was held nine times to ensure decision-making by the Company's Board of Directors. In accordance with the Charter and the resolution of the sole shareholder, as well as the contract concluded with the Company, the functions of the sole executive body are performed by the President of the holding company.

Ownership structure

Joint Stock Company Atomic Energy Power Corporation is the owner of 100% of the voting shares of the Company.

The Company has issued 23,926,252 ordinary shares with a par value of RUB 1 (one rouble) each. The Company's authorised capital is RUB 23,926,252.

All shares of the Company have been issued in book-entry form.

Management of subsidiaries and affiliates

The Division's main management mechanisms in relation to its subsidiaries are related to exercising the powers of a shareholder/participant stipulated by the current legislation of the Russian Federation, as well as operational interaction based on bilateral regulations.

In relation to the Division's organisations, the Company exercises its powers as a shareholder/participant, as stipulated by applicable corporate law of the Russian Federation, to ensure that corporate procedures are followed in a timely manner and meet the required standards.

The Company's activities in relation to the Division's organisations are aimed at improving their performance to help achieve the strategic goal of ROSATOM, which is to ensure the security and competitiveness of the Russian Federation. The corporate governance system is currently based on the following key principles:

- ensuring the uniformity of management and personnel training in the Division's organisations with different organisational and legal structure, taking into account the specifics of operations of individual organisations; and eliminating superfluous corporate ownership levels;
- avoiding excessive expansion of the area of competence of corporate governance bodies of nuclear industry organisations and transferring a number of 'optional' issues to the level of cooperation between them based on regulatory documents adopted in the industry with regard to various groups of business processes.

If a member of the Board of Directors simultaneously serves on governing bodies of other companies (cross-board membership), such a member does not vote on matters related to the approval of transactions between the companies, provided that the member is considered to be interested in the transaction pursuant to Federal Law on Joint-Stock Companies.

3.2. COMMITMENT TO SUSTAINABILITY PRINCIPLES

GRI 2-22
GRI 2-28

3.2.1. Implementation of the sustainable development agenda in the Division and key results for the reporting period

The Division shares ROSATOM's commitment to sustainability principles and gives priority to environmental, social and governance aspects in the course of its operations.

The Division's core business is the nuclear fuel production chain, which ensures stable, low-carbon energy generation at nuclear power plants. Nuclear power is recognised as 'green' in the Taxonomy of Green Projects of the Russian Federation,[1] and is also included as sustainable in the Taxonomy of the EAEU, Kazakhstan, Japan, South Korea, China, Bangladesh, Indonesia, and the EU countries.

According to expert estimates, approximately 400 billion kWh of electricity are generated annually in Russia and abroad using nuclear fuel and its components produced by the Division.

In 2025, low-carbon energy production at Russian nuclear power plants within the Power Engineering Division amounted to 218.349 billion kWh, which is 1.3% more than in 2024.

In addition, ROSATOM represented by the Division is the world's largest producer of low-enriched uranium (with a global market share of over 30%), which is partially exported under contracts with Techsnabexport JSC. Enriched uranium produced by the Division's organisations is also used to for nuclear fuel fabrication to produce nuclear energy.

The Division took part in the procedure for obtaining a sustainability rating for ROSATOM from the Analytical Credit Rating Agency (ACRA). In 2025, ACRA confirmed ROSATOM's sustainability rating at ESG-2 (AA+), which corresponds to a very high environmental, social and governance score.

3.2.2. Sustainable development management system in the Division

The systemic sustainable development activities in the nuclear industry are provided for by uniform methodological approaches enshrined in the Uniform Industry-Wide Policy on Sustainable Development and other documents of ROSATOM and approved by the Division. The Division takes into account all sustainable development aspects in its operations: environmental protection, occupational health and safety, energy conservation and energy efficiency, anti-corruption measures, and the implementation of projects and initiatives aimed at social support and development of the host towns and cities of the Division's organisations.[2]

The Division appointed a sustainable development officer and determined the tasks to introduce sustainable development practices in accordance with ROSATOM's uniform industry-wide guidelines on sustainable development.

1. Decree No. 1587 of the Government of the Russian Federation dated 21 September 2021 on Approving the Criteria for Sustainable (including Green) Development Projects in the Russian Federation and Requirements for the System for Verifying Sustainable Development Financial Instruments in the Russian Federation.
2. For more information, see https://www.tvel.ru/sustainable-development/

As part of its activities and strategic priorities, the Division contributes to the achievement of the UN SDGs for the period up to 2030, and to the achievement of the national development goals of the Russian Federation for the period up to 2036, and also to the implementation of national projects of the Russian Federation:

- In cooperation with ROSATOM and the Federal Medical and Biological Agency (FMBA) of Russia, the Division is participating in a federal project to improve the quality of medical care and is implementing programmes to support medical institutions in the regions where it operates, including the acquisition of modern equipment and the improvement of living conditions for medical personnel.
- The implementation of the one-off payment programme to support young teachers in the host towns and cities of the Division's organisations continues.
- Financing is provided for projects to upgrade the infrastructure of educational institutions.
- The Division participates in the Professionality Federal Project and implements projects in schools and kindergartens aimed at providing children with career guidance, education, and developing technical creativity.
- More than 200 digital manufacturing and corporate projects are being implemented using AI.

The Division systematically integrates sustainable development principles into all technological processes. Within each group of process chains, elements are introduced to ensure compliance with the 'green' criteria. The assessment is carried out in three key areas: the environmental friendliness of the final product, the sustainability of the technologies used, and the efficiency of waste management.

3.2.3. Key results across prioritised ESG aspects

Key results	Unit of measurement	2022	2023	2024	2025
Environmental protection					
Environmental costs	RUB million	2,366.8	4,498.53	3,996.96	**4,888.8**
Collected (paid in the reporting year) damages for the negative impact on the environment	RUB billion	0	0.00016	0	**0**
Water withdrawal	million cubic metres	568.3	539.4	537.1	**510.1**
Total pollutant emissions	'000 tonnes	1.10	0.95	0.69	**0.55**

- The implementation of the strategic industry-wide Proryv (Breakthrough) project continues. It is aimed at closing the nuclear fuel cycle based on fast neutron reactors.
- The Division is developing technologies for recycling of nuclear materials.
- The Division has been the basic organisation of the CIS member states for spent nuclear fuel (SNF) and radioactive waste (RAW) management and decommissioning of facilities posing nuclear and radiation hazards.
- The Division provides a full range of services related to the clean-up of legacy facilities, from project preparation to site rehabilitation. It is also an industry-wide integrator for the Decommissioning of Facilities Posing Nuclear and Radiation Hazards and the Management of Associated Radioactive Waste.

The Division's organisations systematically implement measures to reduce wastewater discharge, minimise emissions and waste, and improve energy efficiency (for more details, see the 'Environmental Safety' section).

Key results	Unit of measurement	2022	2023	2024	2025
Personnel					
Total expenditure on social programmes for employees	RUB million	1,630	1,665	1,866	**2,227**
Average headcount	people	23,382	24,939	25,860	**29,036**
Number of employees trained	people	15,202	23,229	26,485	**28,950**
Lost Time Injury Frequency Rate (LTIFR)	rate	0.09	0.04	0.02	**0.1**
Number of university and vocational school graduates hired by the Division	people	266	293	242	**579**

- In recent years, the headcount in the Division has been steadily increasing due to the active expansion of new areas related to making non-nuclear products.
- In 2025, salaries were indexed by up to 11.2%.
- The Division cooperates with the country's universities in terms of talent pool development, environmental protection, research and development.
- The lithium-ion battery gigafactory has been launched in the Nemansky District of the Kaliningrad Region. When the factory reaches its design capacity, the number of employees will increase to approximately 1,500 people.

Governance					
Social investment level in the regions of operation[1]	RUB million	1,581.0	1,925.0	2,536.0	**3,155.4**
Number of events rated at or above level 2 on the INES scale	events	0	0	0	**0**
Investments in R&D in the Division	RUB million	4,220	4,942	6,897	**6,964**

- The Division's organisations are the organisations playing a central role in the local economy that are among the largest taxpayers in their regions. They create an extensive network of suppliers and numerous jobs in the supply chain.
- The Division's integrators create new industries in Russia, such as additive manufacturing, energy storage technologies, etc.

Stable isotopes, titanium and zirconium products manufactured by the Division are widely used in medicine and fundamental research. Competitions for socially significant projects are held, and the Division supports local NGOs and implements programmes aimed at developing human resources and improving the quality of life in its host towns and cities.

To improve maturity, in 2025, environmental and social initiatives were implemented, which have an impact not only on the Division's organisations but also on the society as a whole.

The Division's organisations have all the necessary licenses to carry out production operations, permits and certificates for working in the field of nuclear energy use.

1. This includes funding for regional development programmes under agreements with constituent entities of the Russian Federation; funds allocated from federal and regional budgets for the implementation of initiatives as part of national projects; the implementation of social and charitable initiatives focused on culture, sports, education and healthcare. Social investments from the Fuel Division in 2025 amounted to RUB 1,132.5 million.

3.2.4. Greenhouse gas emissions

GRI 305-1
GRI 305-2
GRI 305-5

Greenhouse gas emissions are calculated in accordance with the Uniform Industry-Wide Guidelines for the Calculation of GHG Emissions of of ROSATOM and Its Organisations.

Greenhouse gas emissions, '000 tonnes of CO_2e

Indicator	2022	2023	2024	2025
Direct GHG emissions, Scope 1	62.8	152.1	144.3	120.2
Energy indirect GHG emissions, Scope 2	1,161.8	1,277.3	1,318.3	1,371.6

The main sources of direct greenhouse gas emissions (Scope 1) are the production processes associated with the combustion of hydrocarbon fuels in uranium enrichment and nuclear fuel fabrication organisations, as well as electricity and heat generation facilities in the Division's organisations. In 2025, direct greenhouse gas emissions (Scope 1) decreased by 17% and amounted to 120,200 tonnes, which is due to the transfer of the Division's boiler house to a third-party organisation. The volume of indirect energy emissions (Scope 2) remained virtually unchanged, with the main source being electricity purchased from third-party suppliers.

The Division is taking steps to identify climate risks and review climate change adaptation practices used in its organisations.

3.2.5. Green product characteristics

The Division's fuel is used to generate about 400 billion kWh of clean, low-carbon energy per year.

The Division is implementing projects to develop innovative types of nuclear fuel, such as fuel produced from reprocessed uranium, various types of uranium/plutonium fuel for thermal and fast neutron reactors (MOX, MNUP and REMIX fuel). The introduction of new types of fuel will improve the safety of nuclear power plant operation and reduce the consumption of natural uranium. The development of closed nuclear fuel cycle technologies makes a significant contribution to reducing the environmental impact: the production of fresh uranium/plutonium fuel from irradiated fuel (SNF) will allow recycling of SNF instead of its storage, as well as a significant reduction in the volume of radioactive waste to be disposed of, and its activity.

The Division's technologies include robotic automation and the implementation of low-waste technologies. Systematic work is underway to dispose of all types of waste and ensure safe isolation of radioactive waste, and defluoridation of waste generated by separation plants.

The Division's energy storage systems provide technology for the development of environmentally friendly electric vehicles, renewable energy, smart grids, and energy efficiency solutions.

The Division is a leading Russian manufacturer of automotive and motorcycle catalysts, which reduce harmful atmospheric emissions.

The Division produces wind turbine components and is developing a range of products for hydrogen energy.

GRI 2-29

The use of the Division's products in electric vehicles allows reducing greenhouse gas emissions compared to vehicles powered by internal combustion engines. Their 'green' characteristics apply to the product and its entire life cycle:

Energy efficiency. The high performance of the electric drive reduces the load on the power grid and the carbon footprint of the vehicle.

Environmental friendliness of materials and production facilities. The modern lithium-ion battery production technology allows minimising the use of heavy metals. New approaches enable quick extraction of essential elements with minimal environmental impact, making supply chains more sustainable.

Service life and resource of cycles. The long service life of the Division's batteries allows replacing them less frequently, which reduces waste and the need for making new products. Projects are being developed for using the used traction batteries with a certain service life in stationary systems.

Operating parameters. The capacity of the Division's batteries ensures a long range for the electric vehicle (over 400 km), which allows recharging the battery less frequently.

3.3. STAKEHOLDER ENGAGEMENT

Stakeholder engagement is essential for the sustainable development of the Division and the achievement of its strategic goals. Taking into account and understanding the requirements and expectations of stakeholders allows us to respond to risks promptly and seize relevant opportunities to address significant issues in the partnership.

The Division actively engages with various stakeholder groups, including consumers, population in the regions of operation, suppliers and subcontractors, the scientific community, educational institutions, non-governmental organisations, rating agencies, the expert community, shareholders, senior managers of ROSATOM's organisations and divisions, employees, government authorities (for instance, regulatory and supervisory bodies), local authorities, and mass media. Engagement formats vary depending on specific stakeholder requirements.

During the preparation of the public annual report, public consultations are organised to discuss the draft reporting materials of the Division.

3.4. ANTI-CORRUPTION MEASURES

Preventing corruption is one of the Division's most important business principles. The Division is guided by the Uniform Industry-Wide Anti-Corruption Policy of ROSATOM and Its Organisations and the Uniform Industry-Wide Guidelines for Corruption Risk Assessment in ROSATOM and Its Organisations. The Division has zero tolerance for corruption.

In order to combat corruption and implement Decree No. 478 of the President of the Russian Federation on the National Anti-Corruption Plan for 2021–2024 dated 16 August 2021, the Division has implemented policies and procedures aimed at avoiding and preventing corruption offences, identifying and eliminating the causes of corruption, and revealing and investigating such offences. To combat corruption, the Division has worked to identify and eradicate the causes of offences and minimise and eliminate their consequences.

Employees undergo training in the laws aimed at preventing corruption. GRI 2-25

The Division operates a multi-channel hotline. In addition, every quarter, employees sign up for and take part in the Corporate Anti-Corruption Policy offline training programme.

3.5. QUALITY MANAGEMENT SYSTEM (QMS)

All organisations of the Division have implemented and are operating an integrated management system (IMS) for quality, environmental protection, occupational health and safety, and energy management in accordance with the requirements of ISO 9001:2015, GOST R ISO 19443-2020, ISO 14001:2015, ISO 45001:2018, ISO 50001:2018 standards, and IAEA GSR Part 2. The Division's organisations are certified by an international certification authority to ensure compliance with the requirements of ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and ISO 50001:2018 standards, and by a national certification authority to ensure compliance with the requirements of GOST R ISO 9001-2015, GOST R ISO 14001-2016, and GOST R ISO 45001-2020 standards.

In accordance with the approved programme, audits of subsidiaries are conducted annually to ensure compliance with the requirements of ISO 9001:2015, GOST R ISO 19443-2020, ISO 14001:2015, ISO 45001:2018, ISO 50001:2018 standards, IAEA GSR Part 2 and the quality assurance programme. In 2025, about 30 IMS and QMS audits were conducted. The procedure for conducting an internal audit of the corporate integrated management system is regulated by the STC-7 standard 'Organisation and Conduct of Audits'.

In 2025, audits were conducted in the Division's organisations by representatives of foreign partners in relation to orders for Paks NPP and Loviisa NPP. An audit was also conducted as part of carrying out an export contract through the management company of the Sales and Trading Division to ensure compliance with international standards. No nonconformities were identified.

In 2025, the first witness audit was conducted in the Division to ensure compliance with the requirements of ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and ISO 50001:2018 standards, and the validity of the certificate of conformity was extended until 27 August 2027.

The organisation of the nuclear fuel fabrication complex in Glazov was successfully certified under the Made in Russia programme. In the areas such as Uniqueness, Reliability and Quality, the organisation received the Made in Russia certificate for titanium products: ingots, pipes, rods and wire.

In the reporting year, the first witness audit was conducted in the Company to ensure compliance with the requirements of GOST R ISO 9001-2015, GOST R ISO 14001-2016 and GOST R ISO 45001-2020 standards, and the validity of the certificate of conformity was extended until 27 August 2027.

The Company annually conducts an assessment of its customers' satisfaction, carried out in accordance with the STC-135 standard 'Assessment of Customer Satisfaction', developed based on the requirements of the ISO 9001:2015 standard.

In 2025, there were no claims and complaints from consumers of the Division's products.

The Division's supply chain security management system has been transformed into the new supply chain continuity architecture, as it has been agreed on with the Sales and Trading Division.

R&D projects in the nuclear industry

The Division's R&D projects cover a wide range of areas, from improving nuclear fuel designs and materials, closing the nuclear fuel cycle, and developing innovative types of fuel to addressing a number of applied scientific tasks. The Division uses advanced technological solutions to produce reliable fuel with improved characteristics for the existing and new reactor types.

Innovative projects in the nuclear industry are very important for the Division's long-term competitiveness and sustainable business development, and contribute to the achievement of ROSATOM's strategic goals related to increasing its share of international markets and developing new nuclear energy products.

In 2025, the project on the development of an industrial method for producing the nitrogen-15 isotope for the production of isotopically modified nitride fuel was completed. Work started on the project to justify the draft GOST for determining the crack resistance of fuel cladding materials for fast neutron reactors.

To improve NPP power units that are currently in operation or are to be commissioned, the Division's specialists focus on the following objectives:

- ensuring higher fuel burnup;
- ensuring longer service life of NFAs;
- providing more reliable nuclear fuel;
- validating NFA performance during power unit operation at increased capacity in strict compliance with safety requirements.

The Division's main innovative projects in the nuclear industry are the following:

- developing nuclear fuel for a two-component nuclear energy system with a closed nuclear fuel cycle;
- developing and improving uranium nuclear fuel and cores of Russian-design nuclear reactors (primarily VVER-1000/1200/1300 reactors);
- developing nuclear fuel for reactors designed in the West (PWR);
- developing fuel for VVER and PWR reactors based on advanced technologies;
- developing nuclear fuel for small NPPs, research reactors and nuclear icebreakers.

Projects to design new types of gas centrifuges and optimise the design of TVS-K fuel, new types of fuel for small nuclear power plants (SNPPs), research reactors and nuclear icebreakers facilitate the implementation of plans to develop international business and enter new markets.

The main R&D projects of the Division include the development of technologies and new fuel products for closing the nuclear fuel cycle.

In 2025, results were achieved in the following areas.

In 2025, results were achieved in the following areas.

MOX fuel for fast neutron reactors

- R&D programmes were developed and approved to extend the nuclear fuel campaign for the BN-600 and BN-800 reactors;
- type tests of BN-800 MOX fuel pellets were conducted in order to verify the effectiveness and feasibility of the proposed changes to the use of scrap up to 20%, and positive results were obtained;
- two microcampaigns of irradiation of fuel assemblies with MOX fuel and minor actinides (MA) (up to 1.5%) were successfully completed. The final, third micro-campaign will be completed in 2026;
- preliminary estimates of the use of MA in the BN-800 fuel assembly were obtained to provide for the pilot stage of MA burning;
- a decision on the production, testing and post-reactor studies of combined experimental fuel assemblies (KETVS) with an increased MA content (up to 4%) was developed and approved;
- technical specifications for fuel elements and KETVS with increased MA content were developed and approved;
- a decision on the selection of MOX fuel for the BN-1200M reactor unit (power unit No. 5 of Beloyarsk NPP) was approved;
- materials for establishing industrial production of MOX fuel for the BN-1200M reactor unit, as well as a draft R&D programme for the BN-1200M project were developed;
- a draft schedule for the development/adjustment of technical documentation for the components of the BN-1200M reactor core was developed.

MNUP fuel for fast neutron reactors

- manufacturing and acceptance testing of the OS-5 irradiation assembly;
- a technical design for the container for the removable irradiation assembly of the BN-600 reactor with fuel elements containing MNUP fuel was developed;
- qualification tests of simulated fuel assemblies were completed, the manufacturing technology was adopted, acceptance and qualification tests of hexagonal tubes for the BREST-OD-300 reactor core components were carried out;
- a list of steps for experimental justification and technological development of the BR-1200 reactor core components was made.

Introduction of fuel from reprocessed nuclear materials for VVER and fast neutron reactors

- a technology for producing uranium/plutonium pellets without grinding was developed;
- a batch of pellets for the production of three fuel assemblies for VVER-1000 reactors with uranium/plutonium fuel with chrome-based coating was manufactured and accepted;
- a full-scale model of a VVER-1000 reactor fuel assembly with fuel elements with chrome-based coating was manufactured, and the possibility of defect-free assembly of fuel assemblies with uranium/plutonium fuel with no varnish was confirmed;
- the technology of applying the chrome-based coating was adopted, acceptance tests were carried out, industrial batches of cladding tubes with chrome-based coating were manufactured and sent to consumers;

– a decision was developed on organising the manufacture, start of production and delivery of fuel for the BN-600 reactor to Beloyarsk NPP, made from triuranium octoxide with an increased content of even-even isotopes.

The Division's investments in R&D, RUB million

Key R&D projects and results for non-nuclear businesses

Metals

– to ensure the supply of rare earth magnets for the Wind Power Division of ROSATOM, technologies for mechanical processing, application of galvanic coatings, cataphoresis and magnetisation of products were developed;

– work is being carried out to improve technologies for the manufacture of titanium products in key areas;

– a pilot technology for the production of samples of a metal matrix composite material based on aluminium, reinforced with carbon and silicon carbide fibre, was developed;

– the first stage of the project to develop a new resource- and energy-efficient technology for producing electrolytic calcium was partially completed;

– superconducting cable assemblies were developed to connect the elements of the quantum computer which is being designed.

The Division's organisations participate in a project implemented by the Science Division with the support from the Ministry of Industry and Trade to design a domestic medical magnetic resonance imaging scanner. In 2025, the organisation of the nuclear fuel fabrication complex in Glazov started manufacturing a niobium-titanium wire-in-channel superconductor.

Additive manufacturing

- the Division's Integrator took part in the development and review of 25 national standards in the field of additive manufacturing, and several of them were approved in 2025;
- the design documentation for the additive manufacturing equipment using DMD technology and the installation of RusMelt 610 printer using SLM technology received confirmation that the equipment complies with established requirements; the stability of technological processes and the possibility of using the equipment in serial industrial production was also confirmed;
- the development of Virtual Printer 2.0, the software designed for modelling and digital support of additive manufacturing processes, was completed.

Energy storage systems

Projects are underway to localise lithium-ion battery components:

- a composite anode material based on the new generation of carbon subgroup elements and suspensions of carbon conductive additives for the cathode and the anode (ensuring a significant increase in the anode specific capacity and more efficient battery operation by facilitating current collection from the electrodes);
- battery-grade carbonate solvents: ethyl methyl carbonate, diethyl carbonate and propylene carbonate, functional additives to the electrolyte (vinylene carbonate and fluoroethylene carbonate (the basis for the production of modern electrolytes));
- battery-grade LiFSI used as an auxiliary lithium salt and functional additive to increase the cycle life of batteries;
- electrolyte and synthesis of functional additives for new electrolyte systems.

Current projects to develop technologies for manufacturing lithium-ion battery components are aimed at improving consumer properties and enhancing the competitiveness of products, as well as protecting critical industries from geopolitical risks. The implementation of these projects will help perform the transition to low-carbon energy, promote the active adoption of renewable energy sources, increase the reliability of energy systems, facilitate the mass electrification of transport, and advance the development of technologies.

Specialty chemistry

An R&D project to develop the technology for the production of high-purity aluminium hydroxide powder and catalyst supports for the oil refining and petrochemical industries was successfully completed. The developed laboratory technology made it possible to obtain high-purity aluminium hydroxide powder and a spherical catalyst support that meet the strictest requirements for new generations of catalysts.

The necessary approvals are being obtained for the launch of the pilot stage of the project to develop the technology for producing high-purity aluminium hydroxide powder with pseudoboehmite structure.

In 2025, a pilot plant was commissioned in the organisation in Seversk for the production of fluorinated carbon materials (CFx) for various applications, from lubricant and paint additives to chemical power sources. In 2025, pilot commercial batches of fluorinated carbon were produced and delivered for use in chemical power sources. Work is underway to improve the quality of finished products, reduce costs, and test new carbon feedstock.

Patent activity of the Division

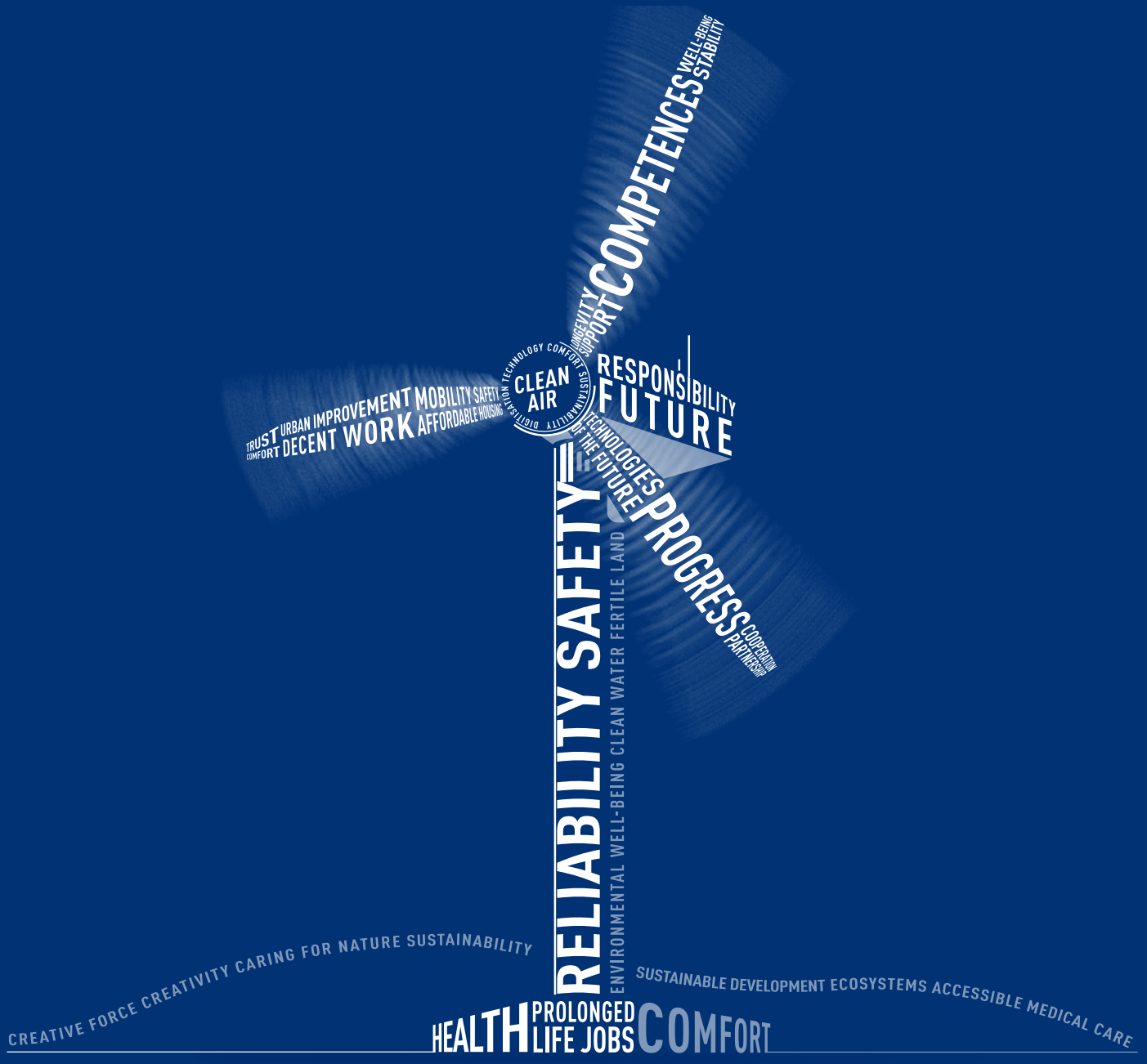
Number of intellectual property assets owned by the Division at year end (cumulative)

Number of patents obtained for inventions and utility models, certificates for computer programmes, and know-how registered

Intellectual property assets	2022	2023	2024	2025
Inventions (Russian)	16	40	23	8
Inventions (foreign)	13	47	36	27
Utility models (Russian)	0	3	2	3
Utility models (foreign)	0	0	0	1
Computer programmes	13	12	20	
Know-how	109	122	115	138

5 NEW PRODUCTS AND BUSINESSES

6 SAFETY OF OPERATIONS


COMPETENCES
WELL-BEING
STABILITY
SUPPORT
LONGEVITY
RESPONSIBILITY
FUTURE
TECHNOLOGIES OF THE FUTURE
PROGRESS
COOPERATION
PARTNERSHIP
RELIABILITY SAFETY
ENVIRONMENTAL WELL-BEING CLEAN WATER FERTILE LAND
CLEAN AIR
DIGITALISATION TECHNOLOGY COMFORT SUSTAINABILITY DIGITALISATION
TRUST URBAN IMPROVEMENT MOBILITY SAFETY
COMFORT DECENT WORK AFFORDABLE HOUSING
CREATIVE FORCE CREATIVITY CARING FOR NATURE SUSTAINABILITY
SUSTAINABLE DEVELOPMENT ECOSYSTEMS ACCESSIBLE MEDICAL CARE
HEALTH PROLONGED LIFE JOBS COMFORT

5. NEW PRODUCTS AND BUSINESSES

In 2025, the Fuel Company's strategy until 2035 was approved, which includes a significant increase in revenue from non-nuclear products by developing new business areas and entering new markets.

In response to the current market need for cutting-edge products and technology, and based on the competences in the nuclear industry, the Division launches new businesses in high-technology sectors.

Additive manufacturing

In July 2025, the Division's RusMelt 300M 3D printer using selective laser melting technology was successfully certified under the Made in Russia programme in the Uniqueness category. The Made in Russia label confirms that products meet high quality and safety standards, guaranteeing reliable supplies and adherence to strict production standards. These are important factors for exporting products.

In September 2025, ROSATOM opened the first Additive Manufacturing Centre in the Republic of Belarus.

In 2025, the Additive Manufacturing Centres with Public Access (AMCPA) were opened in Khabarovsk at the Far Eastern State Transport University and at the Samara National Research University named after Academician S. P. Korolev. The most important objective of the AMCPA is to provide advanced training of highly qualified specialists in additive manufacturing, as well as to implement R&D projects to develop domestic materials and 3D printing technologies.

In the reporting year, the Division presented the first Russian 3D printer in serial production which uses selective laser melting technology for large-scale metal printing (RusMelt 600M). The printer was developed to meet the needs of Russian industry for the production of complex mechanisms for innovative industries. Its installation enables the production of metal parts with complex geometry with high precision and without the use of tooling, while achieving a very high material utilisation rate. Class 600 3D printers open up new opportunities for application in the aviation and space industries, the nuclear industry, the power industry, and engine manufacturing (in any industry that requires the production of parts from metal alloys).

Energy storage systems

On 15 December 2025, Russia's first gigafactory producing energy storage systems started pilot operation in the Nemansky District of the Kaliningrad Region. The production capacity of the industrial site (measured as the combined capacity of devices made by the factory) totals 4 GWh per year. This is the only industrial enterprise in Russia which produces lithium-ion batteries, with operations covering all stages, from primary chemicals for battery cells to the production of finished modules and complete battery packs. The launch of the gigafactory in Kaliningrad is an industrial breakthrough for Russia and a huge contribution to national technological sovereignty.

Technological leadership is supported by systemic government support measures. The professional standard titled 'Specialist in the Preparation of Components and Materials for the Production of Metal-Ion Batteries' was approved (it came into force on 1 March 2026). The Government of the Russian Federation amended Decree No. 719 to stimulate the development of the industry. The adoption of Federal Law No. 391-FZ, in which an energy storage system was enshrined as a concept of the electric power industry for the first time, was the key event. In addition, the industry products are included in Appendix No. 2 to Decree No. 1875; starting from 1 July 2026, it will restrict the access foreign manufacturers to

government procurement of lithium-ion batteries and storage systems.

As part of large-scale implementation of energy storage systems in the unified energy system (UES), ROSATOM cooperates with the grid company to implement a pilot project to meet the projected capacity shortage in the UES of the South by 2030. The project envisages the installation of extremely large storage systems with the total capacity of over 300 MW and the reserve capacity of at least six hours. This is the first time when energy storage systems of this scale are to be applied in Russia to quickly meet the shortage. Optimisation of the equipment composition already ensures economic efficiency at the capital investment stage, as well as a reduction in diesel fuel consumption and CO_2 emissions. The project is an example for entering the markets of friendly countries (India, Turkey, Egypt, Vietnam, South Africa, etc.) with a validated technology package.

The Division's Head presented the legendary traveller Fyodor Konyukhov with a portable battery produced by the Kaliningrad gigafactory. The device has a number of key advantages for operation in harsh conditions and will be used during the expedition to the South Pole.

Electric mobility

The Division is becoming a leader in electric mobility, which is a new sector.

In December 2025, the electric vehicle (EV) charging hub equipped with energy storage systems made by the Company was launched in Zelenogradsk in the Kaliningrad Region. In Novosibirsk, a classic 150 kW EV charging station without energy storage systems was launched during the same period.

In the summer of 2025, the Russian Atom electric car, which is being developed in partnership with the Division's organisations, set off on a polar expedition on the 50 Let Pobedy nuclear icebreaker. Atom is the first Russian serial electric car.

Specialty chemistry

Unique chemical production facilities were established on the Division's production sites. They produce high-purity metals and materials and complex chemical compounds used in various industries, healthcare, agriculture and science.

In 2025, the Division's specialists developed an innovative lithium-7 fluoride production technology. This compound is necessary for salt melt, which is ideal for use as a coolant in advanced molten salt reactors. This salt melt has high heat capacity, thermal stability, and low neutron absorption. It dissolves uranium and thorium fluorides well, which makes it safe and efficient for use in the nuclear industry. The highly effective technology developed for producing lithium-7 fluoride by solid-phase synthesis can be used to design industrial production facilities for producing this compound.

Occupational health and safety

Ensuring safety is the top priority for the Division. The Safety Culture Development and Improvement Policy is the document establishing the main principles and approaches to enhancing the Company's safety culture. The goals and objectives aimed at implementing the Policy provisions are set out in the safety culture development strategy. The key areas and commitments to ensure the safety and health of the Division's employees are established in its policy in relation to quality, environmental protection, energy efficiency, occupational health and safety, and sustainable development.

The initiatives to enhance the safety culture are implemented in the following areas: personnel qualification management, technology improvement, activities to increase motivation and engagement, studying and implementing best practices, etc. The Division's organisations regularly conduct external independent assessments of their safety culture. Final reports identify areas for further development and improvement of the safety culture.

To study best practices and share expertise in safety culture management, the Division's specialists participate in working groups of international projects, conferences, and visits to exchange experience. The Division has created and is operating a Knowledge Base on Safety Culture.

Commissions of the Division's organisations conducted inspections to assess the condition of industrial sites and the safety of operating power plants. An inspection of the organisation of arc and gas welding was also carried out. Based on inspection results, several organisational and technical measures were implemented.

In 2025, the Division's occupational health and safety costs totalled RUB 1.94 billion, which is 12% more than in the previous year. The average cost of occupational health and safety measures per employee amounted to RUB 70,600, and the cost of personal protective equipment was RUB 28,630.

The Division's LTIFR increased to 0.10 in 2025, with the number of accidents increasing from one to four in 2025 compared to 2024. However, all accidents were minor.

GRI 403-9

Indicator	2022	2023	2024	2025
Occupational injury rate (number of injured persons per 1,000 employees)	0.19	0.09	0.04	0.17
Injury frequency rate (FR)	0.02	0.01	0.01	0.02
Occupational disease rate (ODR)	0.00	0.01	0.00	0.00
Absenteeism rate	4.20	4.26	2.56	3.87
Lost day rate (LDR)	2.00	0.29	0.05	0.69
LTIFR	0.09	0.04	0.02	0.10

In 2025, there were five accidents in contractors' organisations, including one serious accident.

Accidents in contractors' organisations and the Division

Indicator	2022		2023		2024		2025	
	Division	Contrac-tors	Division	Contrac-tors	Division	Contrac-tors	Division	Contractors
Total	4	0	2	0	1	3	5	5
including fatalities	0	0	1	0	0	0	0	0

The Occupational Health and Safety Agreement, which stipulates the requirements for ensuring safety and preventing injuries during the construction, repair, renovation and modernisation of nuclear facilities, as well as for training, forms an integral part of the contract for the provision of services/performance of work concluded with a contractor. Inspections of contractors' organisations are carried out regularly.

An automated system for identifying occupational safety incidents is currently being implemented.

Due to the increased risk, the Division strictly monitors the individual effective radiation doses of employees. In 2025, the average annual effective radiation dose decreased and amounted to 0.99 mSv.

Nuclear and Radiation Safety

The Division's organisations are systematically implementing measures aimed at ensuring nuclear and radiation safety.

In order to improve the radiation monitoring system, organisations regularly implement initiatives to upgrade measuring stations and equipment used for measuring radiation parameters.

In order to ensure radiation safety and reduce exposure for personnel working with new types of fuel, temporary guidelines were developed in 2025 in cooperation with specialists from the FMBA of Russia. These guidelines will help ensure safe working conditions when working with new types of fuel.

In 2025, in order to reduce the negative impact of radioactive waste on the environment, the R&D Centre carried out an R&D project on developing modes for extracting uranium from the products of fabrication stages of the Division's organisations, and studying the composition and developing methods for managing the generated radioactive waste.

Nuclear and radiation safety is based on preventing nuclear and radiation accidents, reducing the generation of radioactive waste (RAW), reducing discharges and emissions of radionuclides to the environment, improving systems for monitoring nuclear safety parameters, radiation monitoring, and improving working conditions for personnel.

Emergency response and preparedness

The Division's organisations operate local public warning systems, automated radiation monitoring systems, and have developed and approved emergency prevention and response plans, personnel protection plans in the event of an accident, and instructions for interaction with local authorities in the event of a radiation accident. Emergency drills, as well as unscheduled and ad hoc drills during comprehensive inspections of the Division's companies are conducted regularly. In 2025, the Company's industry certification commission certified the emergency response team of the organisation of the nuclear fuel fabrication complex in Glazov for the work to eliminate the consequences of radiation accidents.

Since establishing the Division, the Company's nuclear facilities have neither recorded any major violations to be rated on the International Nuclear and Radiological Event Scale (INES), nor exceeded the safe and permitted nuclear and radiation safety parameters. They also recorded no accidents or incidents that must be officially registered with the Federal Environmental, Industrial and Nuclear Supervision Service (Rostekhnadzor).

Radiation monitoring

ROSATOM has approved the Industry-Wide Radiation Monitoring System Development Programme for 2021–2030.

The Division developed an action plan to implement the Programme. The plan includes measures aimed at improving measurement techniques used for radiation monitoring, and the re-equipment of radiation monitoring laboratories of the Division's organisations.

Decommissioning of facilities posing nuclear and radiation hazards

Since 2019, the Division has been an industry-wide integrator of decommissioning of facilities posing nuclear and radiation hazards and associated radioactive waste management.

In 2025, the Engineering Centre for decommissioning of facilities posing nuclear and radiation hazards and radioactive waste management was established. The organisation is the general contractor and general designer for decommissioning of the Division's facilities posing nuclear and radiation hazards. The process of concluding contracts was launched, and the Centre started working on the project to decommission the facilities posing nuclear and radiation hazards.

As part of the Federal Target Programme on Nuclear and Radiation Safety for the period from 2016 through 2020 and until 2035 (FTP NRS 2), work was carried out on decommissioning of 12 facilities posing nuclear and radiation hazards at industrial sites in Angarsk and Elektrostal, on conservation of the PKh-1 liquid radioactive waste storage facility at the site in Zelenogorsk, and on extracting radioactive waste from the Burial Site No. 1 storage facility in Novouralsk. At the end of 2025, a large-scale project to decommission building 802 of the separation plant in Angarsk was successfully completed.

The Division's organisations completed the rehabilitation of radiation-contaminated sites on the area of 79,941 m^2.

In order to provide for the safe handling of federal radioactive waste, in 2025, compliance of hazard class 3 and 4 waste generated during the decommissioning of legacy facilities in the amount of 980 m^3 with

the acceptance criteria was ensured, and waste was transferred to a specialised organisation for disposal (burial).

Since 2021, the Company has been the basic organisation of the CIS member states for spent nuclear fuel and radioactive waste management, and the decommissioning of facilities posing nuclear and radiation hazards.

In 2025, work continued on the draft CIS Model Law on Radioactive Waste Management, which contains regulatory recommendations, as well as options for possible legal solutions, providing for further national legislative initiatives in the field of radioactive waste management. The document is aimed at assisting CIS member states in establishing modern principles and directions of relevant policies at the state level. On 18 April 2025, the draft Model Law was approved by the Interparliamentary Assembly of the CIS Member Nations.

The council of representatives of the management level of regulatory bodies for safety in the use of nuclear energy of the CIS member states was formed and approved. The draft Main Areas of Cooperation among CIS Member States in the Field of Radioactive Waste Management, Spent Nuclear Fuel, and Decommissioning of Facilities Posing Nuclear and Radiation Hazards for the Period until 2030 were developed and approved by relevant authorities of the CIS member states.

The development of the main policy document, the Concept for Interaction between the CIS Member States in Eliminating Radiation and Environmental Hazards and Ensuring the Safety of Legacy Facilities, continued. The document contains the experience gained during the implementation of the CIS Programme for the Remediation of Uranium Legacy Sites in resolving complex technical issues, which were used to develop effective reclamation methods, and is supplemented with issues that contribute to the socio-economic development of the regions where tailings ponds are located. The draft Concept was approved at a meeting of the Expert Council on Ecology and Environmental Management Established under the Interparliamentary Assembly of the CIS Member Nations.

The processing of certificates of legacy facilities was completed. It is planned that the Register will become an integral part of the Concept for making legacy facilities safe.

As regards international projects, in 2025, the Division also took measures related to the decommissioning of facilities posing nuclear and radiation hazards:

- preparations for reclamation in Tajikistan were completed (the design and estimates for the rehabilitation of facilities were prepared);
- pre-design and radiation survey was carried out to prepare for the rehabilitation of areas in the Republic of Tajikistan affected by uranium mining and mining operations;
- engagement with the representatives of Belarus continued regarding the construction of a disposal facility for very low-level, low-level and intermediate-level radioactive waste, as well as designing and building the necessary infrastructure for its processing and conditioning;
- as part of cooperation with the Islamic Republic of Pakistan, in 2025, the production and ‘pilot’ delivery of process equipment for the design and construction of the plasma processing unit for medical and municipal waste was carried out, and a hydrogeological model and long-term safety analysis for the National Institute for Conservation of Environment (NICE) were developed;
- work continues to justify the planned expenditure on decommissioning the units and infrastructure facilities of Akkuyu NPP. In 2025, calculations were carried out to justify the amount to be paid to the operating organisation for the decommissioning of power unit No.1 of Akkuyu NPP.

Environmental safety

The main objective of the Division's environmental protection activities is to ensure environmental, nuclear and radiation safety, as well as to achieve social and environmental acceptability, which is a strategic goal.

The Division's activities to protect the environment and ensure environmental safety are regulated by the Uniform Industry-Wide Guidelines for the Implementation of the Environmental Policy of ROSATOM and the Division's environmental policy. Priority goals and objectives aimed at reducing environmental risks are an integral part of planning and are included in the programme for achieving environmental goals and objectives and the plan for implementing the environmental policy of the Division.

The functioning of the Integrated Management System (IMS) and the compliance with sustainability principles are top priorities in environmental protection and safety of the Division. The certificate of conformity of the environmental management system with the ISO 14001:2015 standard of the International Organisation for Standardisation confirms the high level of environmental safety of the operations of the Company's enterprises.

In 2025, internal audits of the corporate environmental management system were conducted at 12 organisations of the Division and divisions of the Company. Reports were prepared, and corrective measures were developed and are being implemented based on the findings of the audits. In 2025, the combined surveillance audit of the corporate environmental management system (forming part of the IMS) of the Company was successfully completed and demonstrated compliance with the ISO 14001:2015 standard requirements.

The regulatory and legal framework in the field of environmental protection is continuously being improved. The Division's specialists are members of ROSATOM's expert group in the field of ecology and environmental management, which reviews about five draft regulatory documents per week. In 2025, representatives of the Division also took part in the work of the Technical Committee For Standardisation 413.

The Division's organisations have implemented the STC-48 standard 'Procedure for Conducting the State Environmental Expert Review in the Division's Organisations in Order to Obtain a Positive Opinion of the State Environmental Expert Review' and the STC-18 standard 'Environmental Aspects and Associated Environmental Impacts'.

The availability and validity of environmental permits for environmentally significant organisations within the Division's management system are regularly checked. Environmentally significant organisations of the Division annually issue public environmental safety reports, which are designed to inform stakeholders, partners, local authorities, and the general public.

On 19 December 2025, a meeting of section No. 3 of the Scientific and Technical Council of the Company was held to discuss the issues related to the application of environmental laws.

Energy conservation and energy efficiency improvement

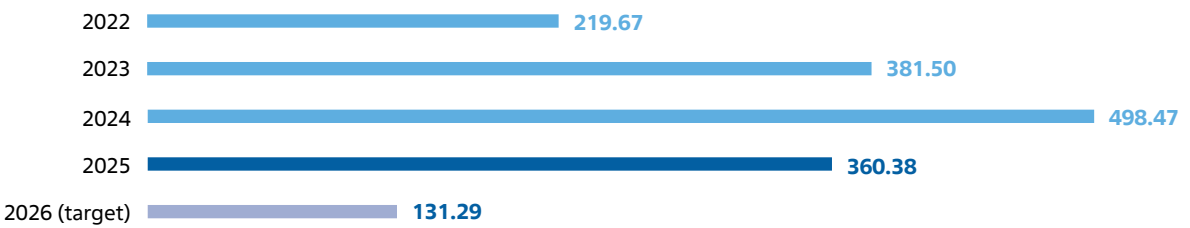
The Division's organisations are successfully implementing an energy conservation and energy efficiency improvement programme. The Company is the industry leader: compared to other ROSATOM's divisions, its cost savings share due to energy conservation is about 52.6%. In the reporting year, the Division continued to implement the Energy Conservation and Energy Efficiency Improvement Programme of ROSATOM and its organisations for the period from 2023 to 2027 (approved in 2022).

GRI 302-1

In 2025, electricity and heat consumption by the Division's organisations was reduced by 7.84% (to 237.10 million kWh) and 9.7% (to 201,080 Gcal) respectively, against 2020 as the base year in comparable conditions.

In monetary terms, energy consumption was reduced by 9.39% (RUB 1,207.95 million) against a target of 3.5% (RUB 450.11 million).

Total energy savings from energy conservation and energy efficiency improvement measures, against 2020 as the base year, in monetary terms, RUB million



Total energy savings, heat and electricity, '000 GJ

The reduction in energy consumption was not due to a decrease in the Division's production under its production programme. It was achieved due to implementing the Energy Conservation and Energy Efficiency Improvement Programme.

In 2025, the Division's organisations completed modernisation of equipment at production facilities, replaced light fittings with energy-efficient light sources, carried out repairs and replaced ventilation and refrigeration units, window structures, heating mains, etc.

In 2025, the Division actually invested RUB 335.71 million in the Programme. It plans to allocate RUB 222.14 million for energy conservation in 2026.

In 2025, the Division concluded contracts for a comprehensive survey of power plants and grids of organisations, including power supply, lighting, heat supply, ventilation and air conditioning, and water supply systems, as well as process equipment. Based on the findings of the energy audit, the Division completed thermal inspections and certification of buildings and facilities, prepared energy performance certificates of organisations, and developed an action plan to improve the fuel and energy efficiency until 2030, with 2025 as the base year.

Use of primary energy sources, million GJ[1]

GRI 302-4

Energy source	2022	2023	2024	2025	2026 (target)
Gas	2.13	2.00	2.22	2.05	2.03

Industrial and consumer waste management

GRI 2-25
GRI 306-1
GRI 306-2
GRI 306-3

In 2025, the total amount of industrial and consumer waste generated by the Division's organisations decreased by 19.3% against 2024 to 33,200 tonnes. The main reason is the reduction in the volume of construction and installation in the organisation of the nuclear fuel fabrication complex in Glazov and completing demolition in the organisation of the nuclear fuel fabrication complex in Novosibirsk.

The share of used waste in its volume generated in 2025 was 21.97%, and 47% of waste was transferred for recycling and reuse, while 29.68% of generated waste was transferred to third-party organisations for use. Hazard class 4 and 5 waste is the main type of waste (33,200 tonnes).

Water use and discharge

GRI 303-2
GRI 303-4

The Division's organisations calculate water use indicators based primarily on the actual water use; water is withdrawn from natural sources in accordance with established standards.

Water is taken from natural sources (73.3%) and municipal water supply systems (26.7%).

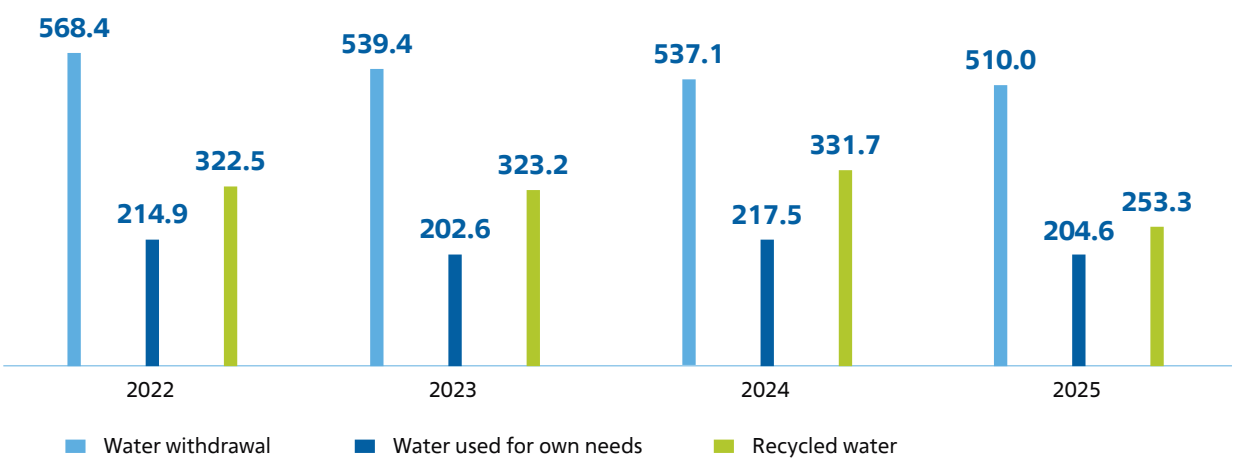
1. Including those associated with electricity and heat generation at thermal power plants of the Division's subsidiaries.

Water withdrawal by source, million cubic meters

Indicator	2022	2023	2024	2025
Natural sources of water	406.9	397.1	381.2	374.0
Municipal water supply systems	161.5	142.2	155.9	136.0
Total water withdrawal	**568.3**	**539.4**	**537.1**	**510.1**

In 2025, water use and water withdrawal indicators decreased primarily due to the implementation of energy conservation and energy efficiency programmes by the Division's organisations, which include the introduction of energy-saving solutions aimed at reducing water consumption.

Water consumption, million m³



GRI 303-3

As a result, the volume of water discharge in the Division's organisations decreased by 3% and amounted to 250.2 million m³ (64% of the limit).

The water withdrawal limit for 2025 was set at 559.1 million m³, while actual water withdrawal reached 91% of the established limit.

The share of recycled water in the total volume of water withdrawn was 50%; there was almost no reused water. The volume of contaminated wastewater decreased by 4% and amounted to 127.7 million m³.

Water discharge,
million m^3

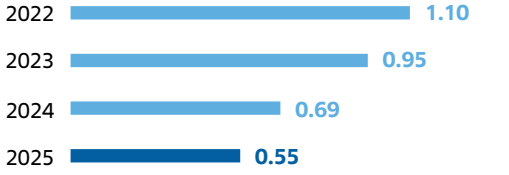
Contaminated wastewater discharge,
million m^3

Pollutant emissions

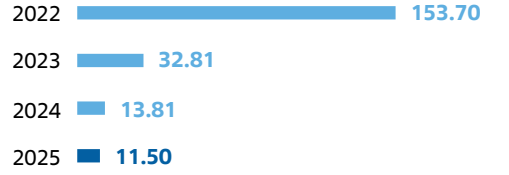
In 2025, total pollutant emissions from the Division's organisations into the atmosphere decreased by 20% and amounted to 31% of the established limit (550 tonnes). Emissions of ozone-depleting substances also decreased by 17%.

The reduction in emissions is due to a 19.6% decrease in the production of zirconium and hafnium powders in the organisation of the nuclear fuel fabrication complex in Glazov.

Total pollutant emissions,
'000 tonnes



Emissions of ozone-depleting substances,
'000 tonnes



The volume of specific pollutant emissions also decreased. For example, a reduction in sulphur oxide emissions amounted to 37%, which is due to the transfer of the Division's boiler house to a third-party organisation.

Indicator	2022	2023	2024	2025
Particulate emissions, tonnes	0.14	0.11	0.12	0.13
Emissions of volatile organic compounds (VOC), tonnes	0.25	0.10	0.08	0.08

GRI 305-6
GRI 305-7

In 2025, there were no emergencies or incidents in the Division's organisations that could have a negative impact on the environment. There were also no chemical spills.

GRI 101-2

The industrial sites of the Division's organisations and adjacent areas are neither protected natural areas nor areas with high value of biodiversity. There is no strategy for managing the impact on biodiversity.

In 2025, the organisation of the uranium enrichment complex in Novouralsk continued fish stocking of the Verkh-Neyvinskoye Reservoir in cooperation with municipal authorities. Overall, from 2023 to 2025, 90,000 juveniles of common carp, grass carp and silver carp were released into the reservoir. The enterprise annually allocates RUB 1 million for implementing the programme.

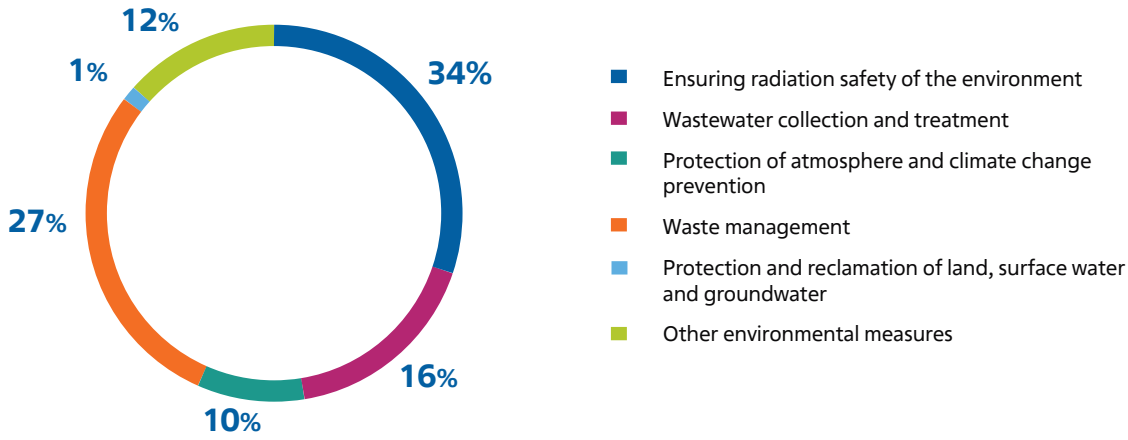
Environmental costs, RUB million[1]

Cost item	2022	2023	2024	2025	2026 (target)
Ensuring radiation safety of the environment	1,008.523	1,233.287	1,204.993	1,661.800	1,901.099
Wastewater collection and treatment	497.756	640.500	693.287	767.100	877.562
Protection of atmosphere and climate change prevention	229.776	373.000	349.114	510.300	583.783
Waste management	69.077	1,652.900	1,173.304	1,319.000	1,508.936
Protection and reclamation of land, surface water and groundwater	53.805	50.639	32.847	55.300	63.263
Other environmental measures	507.897	548.200	543.411	575.300	658.143
Total	**2,366.834**	**4,498.526**	**3,996.956**	**4,888.800**	**5,592.787**

The measures to ensure nuclear and radiation safety of the environment and waste management account for the major share in the Division's environmental costs.

1. The funds were allocated for both technical and organisational measures.

Environmental cost structure in 2025



The Division's environmental costs are related mainly to ensuring radiation safety and amount (RUB 1,661.8 million, or 34%).

No significant fines or penalties for negative impact on the environment were imposed on the organisations managed by the Division during the reporting year, and no harm was caused to the environment.

In 2025, representatives of the Division took part in the following events related to environmental, nuclear and radiation safety issues:

- an annual industry-wide meeting with the heads of environmental protection services of nuclear industry organisations;
- the 19th International Nuclear Forum on Safety of Nuclear Technologies and Safety Culture;
- the 14th International School on Safety Culture;
- the 12th and 13th Meetings of Safety Leaders of ROSATOM;
- the Fourth VOLNA (Wave) Youth Forum on Safety Culture held in the Nuclear Weapons Division (NWD) organisations;
- the third season of the industry-wide competition 'Best CSB Project-2025'.

During the reporting year, a meeting of leaders and managers on safety culture was held, and a meeting of the Division's leaders titled 'Leaders and Coaches: Reboot' took place.

7 DIGITISATION AND DIGITAL PRODUCTS

8 DEVELOPING THE HUMAN CAPITAL

SUSTAINABILITY PROGRESS INNOVATION INSPIRATION CONFIDENCE SPORTS TRUST EMPLOYMENT INVESTMENT FUTURE
JOBS HEALTHCARE OF THE FUTURE ENERGY OF DEVELOPMENT CREATIVE FORCE ACCESSIBLE MEDICAL CARE
ASSISTANCE
CREATIVE FORCE
EMPLOYMENT
INVESTMENT
PARTNERSHIP
PROMOTING
PEOPLE'S
WELL-BEING
TECHNOLOGIES OF THE FUTURE DIGITISATION COMFORT
TECHNOLOGICAL SOVEREIGNTY URBAN IMPROVEMENT
MOBILITY
CREATIVITY
EMPLOYMENT
TREATMENT
ECOSYSTEMS
DIAGNOSTICS
REJUVENATION
CLEAN WATER
CLEAN AIR
ENVIRONMENTAL
WELL-BEING
CARING
FOR NATURE
LONGEVITY
SUPPORT
EDUCATION
COMPETENCES
HEALTH
SPORTS
WELL-BEING
STABILITY
RELIABILITY
RESPONSIBILITY
ENVIRONMENTAL WELL-BEING TECHNOLOGY
STANDARD OF LIVING ASSISTANCE

7. DIGITISATION AND DIGITAL PRODUCTS

Digitisation objectives and management system

The Division's Digitisation Strategy until 2045 is adaptive and is regularly updated. The implementation of solutions that improve performance and labour productivity across all key end-to-end processes of the Division's operations is the focus.

The Division is working to achieve the national objective: replacing imported software and equipment for the Russian industry by supplying digital products to the market and making the expertise in nuclear industry digitisation available to manufacturing companies.

In 2025, the Division continued to develop four product areas: digital engineering, predictive analytics, automation and robotic automation in organisations, and telecommunications equipment.

As part of the Digitisation Strategy, 282 projects were selected, including 209 divisional, 62 industry-wide and 11 local projects in all key areas of business, to ensure digital leadership and develop business competences required for achieving the Division's strategic goals.

Key digital products

Product / Project	Application
AtomMind	AtomMind is a predictive analytics system for predicting the quality of products and the condition of equipment, determining the optimal parameters and operating modes of equipment to reduce non-compliance of finished products with standards, as well as visualising the production process and notifying users of deviations in parameters.
AtomReverse	AtomReverse is the digital product for efficient import substitution. It offers a range of digital engineering services for the reproduction, optimisation, and improvement of existing technologies and equipment, as well as the development of their new upgraded versions.
T-COM	T-COM provides network and telecommunications equipment, which does not rely on imported technology, and develops domestic software for building and upgrading corporate data transmission networks.

In 2025, as part of the digital transformation process, a number of projects were implemented to introduce and replicate basic automation systems in production facilities and corporate functions.

The Division continues large-scale deployment of artificial intelligence (AI) tools across its facilities, expanding the use of AI in procurement and treasury operations and automating the review of R&D and engineering documents. These tools allow automating routine operations, analysing and verifying documents, reducing process time and labour intensity.

Artificial intelligence at production facilities:

- Forecasting the quality of zirconium and titanium products, calculating the weight for balancing;
- Forecasting the technical condition of equipment for electrolysers and flame reactors, granulation units and BTU furnaces, increasing the service life of equipment;
- Controlling the quality of products made of zirconium, titanium, nuclear fuel, batteries, automation of control operations (CV);
- Monitoring of equipment used for production: the condition of machines (~600 pcs).

Artificial intelligence in corporate functions:

- Application of data recognition and extraction technologies to automate treasury processes;
- Application of intelligent information processing technologies and robotics and user activity to automate processes in procurement;
- Application of natural language processing technologies to automate document quality control processes in quality management;
- Testing the application of generative artificial intelligence technologies to automate the development of technical specifications for procurement;
- Testing the use of large language model technologies and search-enhanced generation to provide easier access to information in the internal document database.

To ensure the reliability and continuity of operations in the supply chain (adapting terms and conditions of contracts, ensuring safety of suppliers, contractors and consumers), and to increase the economic stability of organisations, long-term programmes for planning the demand for ten years are being developed and their implementation is monitored.

In 2025, the commissioning of the equipment maintenance and repair management system at all key production facilities of the Division was completed. The solution developed by digital specialists was implemented in 11 large organisations in several stages, starting from 2020. The effect of the implementation of the equipment maintenance and repair management system is expected to amount to up to RUB 0.5 billion in ten years until 2035.

8. DEVELOPING THE HUMAN CAPITAL

The Division's key HR management principles include caring about people, partnership and safety. HR management activities are aimed at balancing the interests of employees with those of the employer, while developing professional and managerial competences to achieve the Division's strategic goals.

The Division plays an important role for society. It employs local residents, and most employees live in the regions where it operates, which contributes to the socioeconomic stability.

The HR policy of the Division is aimed at providing its organisations with the required number of engaged employees with appropriate skills in a timely and cost-effective manner.

Personnel

In recent years, the headcount has been increasing steadily due to the active expansion of new areas for manufacturing non-nuclear products.

The average headcount in the Division was 29,036 people in the reporting year, which is 12.3% more than in 2024.

Headcount in the Division, people

Indicator	2022	2023	2024	2025
Average headcount	23,382	24,939	25,860	29,036
Headcount at the end of the reporting period	24,555	25,838	27,317	31,118

In 2025, 1,753 new jobs were created in the Division. The organisation of the nuclear fuel fabrication complex in Novosibirsk is the Division's leader in terms of creating jobs.

Headcount in the Division in 2025 with a breakdown by NFC organisations, people

GRI 2-7

Indicator	Organisation in Seversk	Organisation in Novouralsk	Organisation in Zelenogorsk	Organisation in Novosibirsk	Organisation in Glazov	Organisation in Elektrostal	Division
Headcount at the end of the reporting year, people[1]	4,040	2,405	2,110	2,057	3,682	4,188	31,118
Average headcount in the reporting year, people	3,793	2,145	2,037	1,778	3,662	3,819	29,036

Number of employees by category, people

GRI 2-7
GRI 2-8
GRI 405-1

Employee category	Division	Organisation in Seversk	Organisation in Novouralsk	Organisation in Zelenogorsk	Organisation in Novosibirsk	Organisation in Glazov	Organisation in Elektrostal
Headcount within the scope of consolidation (total), people including:	**31,118**	**4,040**	**2,405**	**2,110**	**2,057**	**3,682**	**4,188**
– Blue-collar workers	10,864	1,391	963	496	764	1,753	1,684
– Blue-collar workers, support	4,783	504	246	538	384	707	932
– Executives	2,872	299	162	140	250	296	371
– Specialists	12,424	1,845	1,024	933	646	920	1,200
– White-collar workers	175	1	10	3	13	6	1

GRI 2-7
GRI 2-8

The Division provides equal opportunities for all employees, irrespective of their personal and social traits. In 2025, the share of women in the total number of employees remained unchanged and amounted to approximately 35%.

The share of women in the total number of employees

1. Excluding employees under service contracts, external part-timers, and employees on maternity leave.

Number of employees, with a breakdown by type of employment and gender, and by region as of 31 December 2025

GRI 2-7

Region	Number of employees with indefinite employment contracts		Number of employees with fixed-term employment contracts		Number of full-time employees		Number of part-time employees		Total number of employees	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Moscow	1,295.00	2,121.00	79.00	103.00	1,266.00	2,123.00	108.00	101.00	1,374.00	2,224.00
Moscow Region	1,509.00	2,427.00	50.00	311.00	1,556.00	2,736.00	3.00	2.00	1,559.00	2,738.00
Saint Petersburg	98.00	138.00	8.00	8.00	93.00	134.00	13.00	12.00	106.00	146.00
Vladimir Region	2,009.00	1,994.00	35.00	50.00	2,021.00	2,021.00	23.00	23.00	2,044.00	2,044.00
Udmurt Republic	1,126.00	2,685.00	24.00	20.00	1,142.00	2,702.00	8.00	3.00	1,150.00	2,705.00
Novosibirsk Region	709.00	1,651.00	48.00	140.00	705.00	1,763.00	52.00	28.00	757.00	1,791.00
Sverdlovsk Region	1,291.00	2,672.00	51.00	84.00	1,296.00	2,675.00	46.00	81.00	1,342.00	2,756.00
Tomsk Region	1,190.00	2,858.00	40.00	44.00	1,189.00	2,869.00	41.00	33.00	1,230.00	2,902.00
Krasnoyarsk Territory	627.00	1,651.00	30.00	31.00	648.00	1,658.00	9.00	24.00	657.00	1,682.00
Irkutsk Region	334.00	751.00	10.00	12.00	333.00	753.00	11.00	10.00	344.00	763.00
Republic of Altai	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00	0.00
Chelyabinsk Region	0.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00
Khanty-Mansi Autonomous District – Yugra	0.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00
Kaliningrad Region	101.00	217.00	7.00	25.00	107.00	241.00	1.00	1.00	108.00	242.00
Samara Region	37.00	84.00	0.00	0.00	37.00	84.00	0.00	0.00	37.00	84.00
Rostov Region	1.00	2.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	2.00

The Division relies on young professionals and actively invests in youth development. The share of young people in the total number of employees increased to 22.4% compared to the previous year. The average age of the Division's employees is 44.6 years.

Average age of the Division's employees in the reporting year by category, years

Employee categories	2022	2023	2024	2025
Total for the Division, including	**45.11**	**44.52**	**44.53**	**44.60**
– Blue-collar workers	45.64	45.25	45.95	43.69
– Blue-collar workers, support	48.20	42.09	41.56	44.72
– Executives	45.41	45.09	44.34	47.17
– Specialists	43.76	41.86	42.02	44.82
– White-collar workers	49.92	41.07	41.38	37.90
– Non-industrial group	48.10	23.75	24.25	

Personnel structure by work experience

Employee categories	2022	2023	2024	2025
Total for the Division, including:	**24,555**	**25,838**	**27,317**	**31,118**
– up to 1 year	2,470	2,700	3,356	4,298
– from 1 year to 5 years	4,076	5,278	5,721	7,729
– from 5 years to 10 years	2,885	3,054	3,042	3,547
– from 10 years to 15 years	2,506	2,406	2,601	2,709
– over 15 years	12,618	12,400	12,597	12,835

GRI 2-21

Remuneration and incentive system

The main goal of the Division's incentive and remuneration policy is to maintain competitive salaries. In the reporting period, the average salary increased by 7.4% year on year to RUB 140,675.[1]

Average salary in the Division (including the management company), RUB

Share of the variable part in the salary structure of employees (except for senior executives), as of the end of the year

The share of the Division's employees whose salaries were indexed (at or above the inflation level) amounted to 99%.

In 2025, the following was done in the Division to increase employee motivation:

- indexing salaries by 11.2% in the Division's organisations (except for the Company) starting from 1 September 2025;
- revising salary matrices in individual organisations, developing and implementing measures aimed at increasing the variable part of total remuneration, which depends on personal and collective performance;
- revising integrated bonuses for employees based on annual performance assessment on a case-by-case basis;
- paying up to 25% of the annual bonus ahead of schedule (to improve the social protection of employees, due to the unstable economic situation);
- implementing measures to analyse the performance of the remuneration and incentive system in the Division's organisations.

The measures taken improved the performance and ensured an 11% increase in labour productivity by the end of the year.

1. Taking into account the management company.

Employee engagement

Systematic efforts made to create optimal working conditions are aimed at increasing employee engagement in the implementation of the Division's strategic goals. To increase employee engagement and retention, action plans are developed and presented across all organisations of the Division, and employee engagement surveys are conducted annually.

Based on the results of 2025, the Division's employee engagement level increased and amounted to 87%.

Staffing levels remain high at 82%.

Personnel turnover in 2025

Indicator	Division	Organisation in Seversk	Organisation in Novouralsk	Organisation in Zelenogorsk	Organisation in Novosibirsk	Organisation in Glazov	Organisation in Elektrostal
Number of employees who left the organisation	1,932	115	44	49	83	177	139
Number of employees hired, of which:	6,192	599	408	164	820	194	644
– left the organisation during the reporting period	802	37	14	6	82	42	55
Personnel turnover rate,[1] %	6.2%	2.85%	1.83%	2.32%	4.04%	4.81%	3.32%

Personnel turnover rate[2] in the Division, %

GRI 401-1

1. Calculated based on the headcount, as there is no average headcount analysis based on the age structure.
2. The personnel turnover rate is provided as the ratio to the average headcount.

Personnel training

Personnel training and development is among the priorities of the HR policy of ROSATOM and the Division. To maintain a high level of qualifications and professional skills, the Division has a personnel training and development system.

The Division's employees can join the following specialised training and professional development programmes:

- The programme for forming and developing the talent pool: 'ROSATOM's Assets' and 'ROSATOM's Assets. Basic Level', 'ROSATOM's Capital', 'ROSATOM's Talents' and 'Energy of Leadership'. The programme is aimed at improving managerial competences based on shared corporate values and engaging employees in addressing key strategic industry projects and objectives.
- ROSATOM's New Products programme is designed to support the achievement of the strategic goal of ROSATOM: creating new businesses for the Russian market and international markets.
- The First Line training and development programme for line managers.
- The Mastery of Productivity training programme for line managers related to productivity.

The annual People of Action recognition programme was implemented in 2025 to identify and honour the most talented and motivated professionals in the Division. About 1,700 people took part in it, and 345 winners and laureates were selected in 29 categories.

In accordance with the training plans, the Division arranges mandatory training in occupational health and safety, industrial, radiation and fire safety every year. In 2025, mandatory civil defence and emergency briefings were launched in electronic form in the Record Mobile information system, and the Company became the pilot organisation.

GRI 404-1

Number of employees who underwent training and training costs

Indicator	2022	2023	2024	2025
Number of employees trained	15,202	23,229	26,461	28,950
– including employee training in human rights	1,404	6,806	546	1,993
Expenditure on employee training, RUB '000	157,606	202,222	269,739	304,724
Expenditure on training per employee, RUB	6,740	8,109	10,344	10,480

Average number of training hours per employee of the Division per year

Forming and developing the talent pool and succession plans

Indicator	2022	2023	2024	2025
Talent pool, employees	167	138	108	79
Talent pool, employees applying for higher positions	167	138	108	79
Talent pool, promoted employees	22	25	19	27

Average annual training hours per employee, by employee category

	Division				Organisation in Seversk				Organisation in Novouralsk				Organisation in Zelenogorsk			
	2022	2023	2024	2025	2022	2023	2024	2025	2022	2023	2024	2025	2022	2023	2024	2025
Executives	78.1	149.4	48.8	109.5	119.7	132.1	51.9	112.9	51.2	77.5	53.8	75.6	56.1	90.6	40.5	227.9
Specialists and white-collar workers	40.2	45.8	38.1	54.0	62.7	54.1	40.1	54.6	36.9	57.6	58.2	55.5	35.3	32.1	35.0	112.4
Blue-collar workers	49.0	104.9	88.8	70.7	41.4	48.1	152.2	77.1	47.9	83.3	90.1	79.6	4.4	25.1	32.8	30.9
Average per employee	**45.9**	**82.3**	**62.5**	**68.0**	**55.1**	**55.9**	**90.4**	**78.7**	**43.0**	**70.4**	**74.0**	**73.9**	**21.2**	**31.5**	**35.5**	**96.3**

	Organisation in Novosibirsk				Organisation in Glazov				Organisation in Elektrostal			
	2022	2023	2024	2025	2022	2023	2024	2025	2022	2023	2024	2025
Executives	102.7	87.2	41.3	114.1	21.4	570.4	71.8	71.5	135.7	155.7	73.6	148.0
Specialists and white-collar workers	40.1	28.4	27.6	44.5	37.7	96.7	43.3	42.5	62.7	71.1	48.7	57.1
Blue-collar workers	12.3	38.1	42.1	59.9	56.0	264.2	136.8	115.9	110.1	134.3	107.5	102.1
Average per employee	**31.5**	**39.4**	**37.9**	**79.5**	**45.6**	**257.8**	**106.4**	**99.6**	**93.5**	**114.0**	**83.2**	**107.4**

Partnership with educational institutions

The Division maintains cooperation with higher and secondary educational institutions to train qualified professionals and attract graduates.

During the reporting year, the following activities were carried out:

- AtomFest festivals to mark the 80th anniversary of the industry, as well as annual career events of ROSATOM held at core universities;
- technical and guided tours to the Division's organisations;
- joint educational programmes, special courses provided by basic departments.

In 2025, the Division continued to engage with graduates and involve them in the activities of educational institutions. The Division held the Fourth School Fellowship competition in best practices used by general educational institutions to engage with graduates in its host towns and cities.

The Division's organisations continue to participate in the Professionality Federal Project: the Glazov Polytechnic College, the Seversky Industrial College, the Gusev Polytechnic College, and the College of the Kovrov State Technological Academy named after V. A. Degtyarev. In 2025, the Elektrostal College and the Novouralsk Technology College joined the project. The number of signed contracts for training was 392, and 55 graduates were employed.

As part of the Professionality Federal Project, in 2025, the Division participated in the modernisation of the infrastructure of professional educational institutions:

- Novouralsk Technology College: RUB 80.0 million.
- Elektrostal College: RUB 15.0 million.
- Glazov Polytechnic College: RUB 2.0 million
- Gusev Polytechnic College: RUB 3 million.

The implementation of the Advanced Engineering Schools Federal Project continues. Eight graduates were employed. In 2025, eight employees of the organisation in Glazov completed their training at the advanced engineering schools of NUST MISIS.

The following results were achieved in terms of attracting university graduates to nuclear industry organisations in 2025:

- The implementation of the plan for recruiting university graduates was 136%.
- Recruitment of nuclear industry specialists reached 187%.
- The grade point average of employed graduates exceeds 4.40.
- The implementation of the employment plan for graduates of NRNU MEPhI branches was 137%.
- The index of implementing key federal programmes and projects is at the upper level.

The AtomSkills Competition is the largest corporate competition in the world. The Division was represented by 98 people in 33 categories (by competence) and won 17 medals in 17 categories. In 2025, teams from the Fuel Division, the Power Engineering Division, the Engineering Division, the Mechanical Engineering Division, the Mining Division, the Science Division, the Environmental Solutions Division, the Digital Division, NWD and other divisions competed for to become the best ones.

Qualified personnel

Indicator	2022	2023	2024	2025
Number of university and vocational school students who completed internship at the Division's organisations	772	1,076	1,443	1,763
– those of them who were hired by the Division	128	114	6	230
Number of university and vocational school graduates hired by the Division	266	293	380	540
– number of young specialists hired after graduation from universities and vocational schools, including those trained on scholarships	6	5	9	50
Candidates and Doctors of Sciences	295	308	267	242
Number of employees holding an MBA degree	7	8	6	5
Share of employees who have worked in the industry for more than five years	78	77	75	70

Social programmes

The Division recognises the importance of social development and implements a number of charitable initiatives and socially significant projects in the regions where it operates.

To attract highly qualified specialists, a uniform industry-wide social policy has been developed.

The Division implements nine corporate social programmes:

- private pension plans;
- voluntary health insurance;
- insurance against accidents and illness;
- provision of improved housing for employees;
- health resort treatment and recreation for employees and their children;
- financial assistance to employees;
- support for retirees;
- catering;
- sporting and cultural events.

The total expenditure on social programmes for employees in 2025 increased by 19.3% and amounted to RUB 2,227 million, or RUB 77,000 per employee.

Social indicators of the Division

Indicator	2022	2023	2024	2025
Total expenditure on social programmes for employees, RUB million	1,630	1,665	1,866	2,227
Social benefits paid, per year per employee, RUB '000	70	67	72	77
Number of veterans awarded the Veteran of the Nuclear Industry and Energy badges	161	189	311	393

Social expenditure in the Division, RUB million

Activities	2022	2023	2024	2025
Healthcare programmes	290.17	376.51	406.03	456.0
Health resort treatment and wellness	199.03	243.15	262.3	326.1
Support for retirees	550.23	385.06	397.86	442.5
Assistance in the purchase of housing	79.10	97.16	112.23	160.1
Private pension plans	158.73	130.87	137.31	144.8
Sporting and cultural events	156.82	217.06	255.02	284.9
Financial aid and other types of assistance	137.06	131.93	142.22	247.2
Other, including costs related to catering and award policy	59.27	83.15	153.24	165.5
Total	**1,630.42**	**1,664.88**	**1,866.21**	**2,227.1**

In 2025, the Division developed and approved a plan of a campaign for raising awareness of asset protection and training in anti-corruption measures:

- an instruction in relation to gifts, invitations and business entertainment, giving and receiving gifts when performing duties was developed and distributed; it also stipulates that employees must report on receiving gifts in connection with their positions or the performance of their duties;
- a video explaining the principles and regulations for asset protection and anti-corruption measures was created and is demonstrated in electronic form;
- 9,454 employees of the Division underwent offline and online training (online training was provided using the Record Mobile information system).

Payments and benefits to employees of the Division's organisations are provided in accordance with and based on the Labour Code of the Russian Federation, Collective Bargaining Agreements of organisations, as well as on the internal documents on social support for employees based on the principles and approaches of the Uniform Industry-Wide Social Policy of ROSATOM and its organisations. Corporate programmes on voluntary health insurance and insurance against accidents and illness are aimed at improving the quality of healthcare and providing additional protection for employees of organisations.

GRI 2-30

Collective bargaining agreements and trade unions

The Russian Trade Union of Nuclear Energy and Industry Workers is actively working in accordance with the Industry-Wide Agreement on Nuclear Power, Industry and Science for 2023–2025.

Collective bargaining agreements, including provisions on occupational health and safety, have been concluded in most subsidiaries of the Division and apply to 100% of the employees of these organisations. In the Division's subsidiaries where collective bargaining agreements have been concluded, tripartite committees on occupational health and safety have been established and are functioning. They include representatives of management, employees and trade unions.

In 2025, the share of the Division's employees covered by the collective bargaining agreement on working conditions was 84.4%. The largest share of employees covered was in the Tomsk Region (98%), in the Moscow Region and the Novosibirsk Region (97%) and in the Udmurt Republic (96%).

Share of employees covered by collective bargaining agreements

Region	Number of employees covered by collective bargaining agreements	Total number of the Division's employees in the region	Share
Moscow	1,144	3,598	32%
Moscow Region	4,188	4,297	97%
Vladimir Region	3,432	4,088	84%
Udmurt Republic	3,682	3,855	96%
Novosibirsk Region	2,463	2,548	97%
Sverdlovsk Region	3,876	4,098	95%
Tomsk Region	4,040	4,132	98%
Krasnoyarsk Territory	2,110	2,339	90%
Irkutsk Region	1,001	1,107	90%
Saint Petersburg	0	252	0%
Republic of Altai	0	1	0%
Chelyabinsk Region	0	1	0%
Khanty-Mansi Autonomous District – Yugra	0	1	0%
Kaliningrad Region	0	350	0%
Samara Region	0	121	0%
Rostov Region	0	3	0%

Human rights

GRI 2-28

The Division respects human rights and does not tolerate any form of their violation, promotes the principles of diversity, ensures equal opportunities, combats child and forced labour, and protects personal data and other fundamental human rights.

Labour relations are based on the Constitution of the Russian Federation, the Labour Code, international regulations, as well as industry-wide regulations and the Industry-Wide Agreement on Nuclear Power.

The uniform principles and approaches of ROSATOM and its organisations in relation to human rights and freedoms are established in the Uniform Industry-Wide Human Rights Policy of State Atomic Energy Corporation Rosatom and Its Organisations.[1] The Division has the Ethics Committee that reviews employee requests and evaluates personnel actions for compliance with the Code of Ethics and the industry-wide policy. The employees and stakeholders can send requests for clarification on human rights protection issues to the email address info@rosatom.ru (the email should be marked 'Ethics and Human Rights Committee'), as well as to the Ethics Committees of the Division's organisations.

There is no pressure or adverse action in relation to whistle-blowers who report on any violations or risks. The Division guarantees that requests are confidential.

GRI 2-26

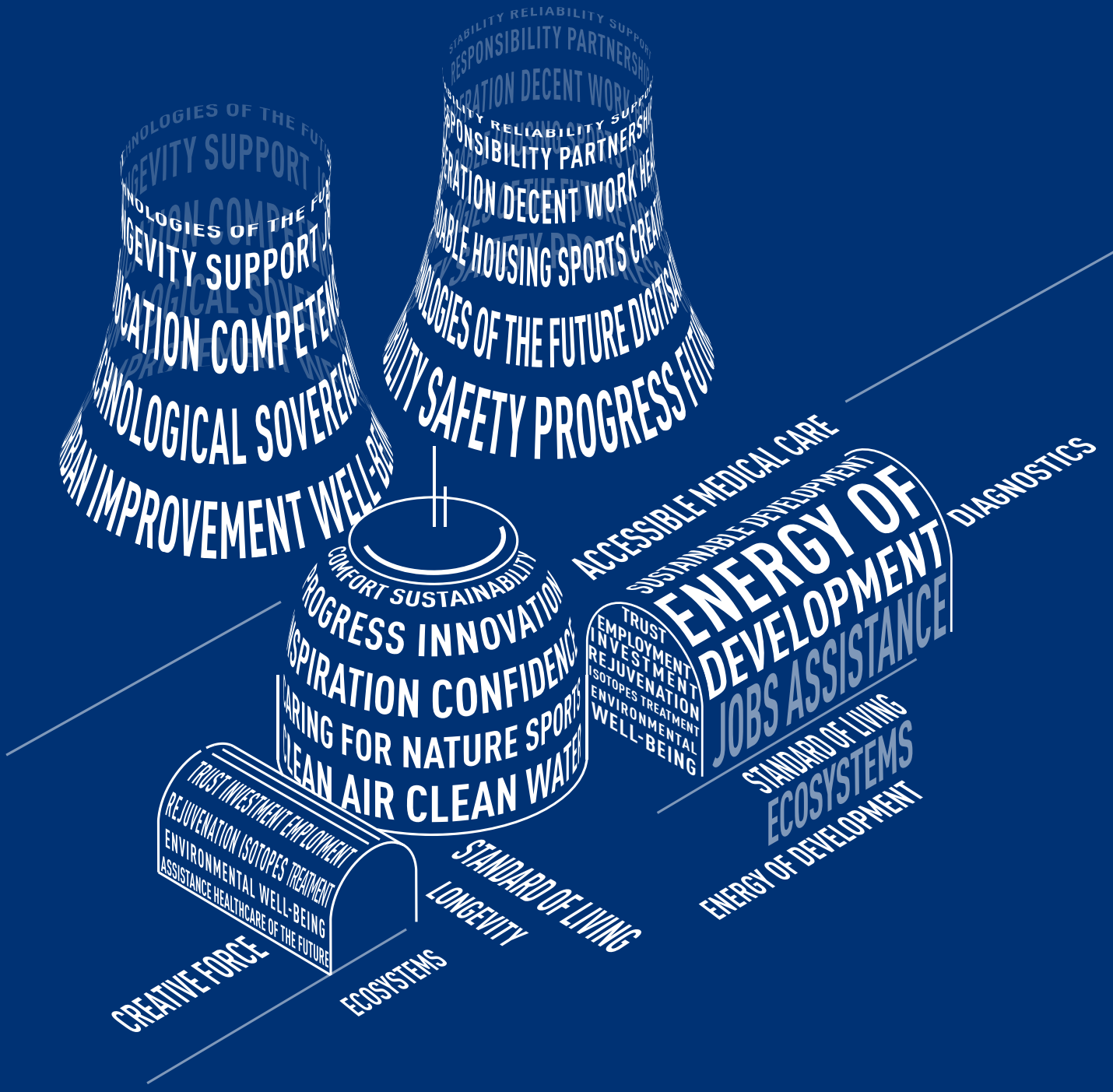
546 employees

of the Division's organisations completed training in human rights in 2025

1. https://rosatom.ru/upload/iblock/b4d/b4d74aeee3a30d6a1a8d8e53ab930aeb.pdf

9 DEVELOPING THE REGIONS OF OPERATION

10 SPECIFIC RISKS AND MANAGEMENT APPROACHES


RESPONSIBILITY PARTNERSHIP
DECENT WORK
SUSTAINABLE HOUSING SPORTS
SAFETY PROGRESS
ACCESSIBLE MEDICAL CARE
SUSTAINABLE DEVELOPMENT
ENERGY OF DEVELOPMENT
DIAGNOSTICS
JOBS ASSISTANCE
TRUST EMPLOYMENT INVESTMENT REJUVENATION ISOTOPES TREATMENT ENVIRONMENTAL WELL-BEING
STANDARD OF LIVING
ECOSYSTEMS
ENERGY OF DEVELOPMENT
COMFORT SUSTAINABILITY
PROGRESS INNOVATION
INSPIRATION CONFIDENCE
CARING FOR NATURE SPORTS
CLEAN AIR CLEAN WATER
TRUST INVESTMENT EMPLOYMENT
REJUVENATION ISOTOPES TREATMENT
ENVIRONMENTAL WELL-BEING
ASSISTANCE HEALTHCARE OF THE FUTURE
CREATIVE FORCE
ECOSYSTEMS
LONGEVITY
STANDARD OF LIVING

9. DEVELOPING THE REGIONS OF OPERATION

GRI 413-1
GRI 413-2

The Division's participation in the social and economic development of its host towns and cities includes not only its contribution to budget revenues at the regional and local level, but also a wide range of social and charitable initiatives based on common values and implemented jointly with the government authorities of the constituent entities of the Russian Federation and local governments.

Since 2012, cooperation agreements between ROSATOM and government authorities of the constituent entities of the Russian Federation have been successfully implemented as one of the main mechanisms for supporting and developing the Division's host towns and cities.

Key results of the Agreements implementation in 2025

Constituent entity / Town or city	Funding	Results
Sverdlovsk Region / CATF of Novouralsk	RUB 400.0 million[1]	The first stage of renovation of the central stadium, repairs to social facilities, improvement of city gardens and areas, repairs to roads and traffic lights, acquisition of new vehicles for public transport, opening of the School of Creative Industries
Udmurt Republic / Glazov	RUB 331.6 million	Continued renovation of the Glazov Interdistrict Hospital, renovation of the facades of five residential buildings, road and sidewalk repairs, renovation of the Korolenko-8 cultural center, improvement of urban areas, and the opening of the Krylya Cultural Development Center

In order to implement the activities under the national projects of the Russian Federation in the Division's host towns and cities the Company signed agreements with local government authorities.

Activities under the agreements with regions on the implementation of national projects in 2025

City/town	Financing from the federal and regional budgets, RUB million	Key projects
CATF of Seversk	415.6	– landscaping of public areas; – repairs to the roadways and streets; – major repairs to the building of the secondary school No. 90 – modernisation of water supply networks.

1. RUB 284 million were used; the remaining RUB 115.9 million were transferred to 2026 to implement the second stage of renovation of the stadium.

City/town	Financing from the federal and regional budgets, RUB million	Key projects
CATF of Novouralsk	404.0	– comprehensive landscaping of public areas; – major repairs and acquisition of teaching and educational equipment for the secondary school No. 48; – repairs to buildings, purchase of equipment under nine educational programmes as part of the Professionality Federal Project.
CATF of Zelenogorsk	96.2	– improving public areas and courtyards; – paying monthly remuneration for class leadership in general education organisations; – holding events in general education organisations.
Glazov	490.9	– improving the park embankment and the theatre square; – major repairs to the building where educational workshops are held at the Glazov Polytechnic College as part of the Professionality Federal Project; – major repairs to the building of the children's music school No. 1 in Glazov.
Total	**1,407.3**	

The funding for activities under the agreements on the implementation of the national goals of the Russian Federation in the regions where the Division operates almost doubled in 2025 compared to 2024.

In 2025, in order to improve the mechanism for monitoring the effectiveness and efficiency of regional development programmes, the establishment of additional monitoring of federal and regional urban development funding not taken into account in agreements on the implementation of national projects continued. Such funding is also aimed at improving the quality of life of citizens through the creation of new and/or renovation of existing social facilities, road and transport infrastructure.

The volume of additional funds raised and activities in the Division's host towns and cities in 2025

City/town	Volume of funds, RUB million	Key projects
CATF of Seversk	234.0	– road repairs; – construction of a warning system for the town of Seversk
CATF of Novouralsk	261.0	– renovation of the town's water supply system; – major repairs to the building of the Samotsvety health camp; – purchase of equipment for the organisation of the School of Creative Industries; – major repairs in the Lenin Street, including the transport bridge.
CATF of Zelenogorsk	140.0	– major repairs to the building of the secondary school No. 161; – major repairs to the water supply network; – repairs to sections of local public roads; – design and construction of a basketball court; – repairs to buildings of the lyceum No. 174 and the secondary school No. 175.
Glazov	488.0	– major repairs to the Glazov Interdistrict Hospital; – construction of the Centre for Cultural Development in Glazov; – major repairs to the secondary school No. 4.
Total	**1,223.0**	

Socially important events held by the Division in the regions of operation in 2024

In 2025, the fifth Radius of Trust forum of local communities of the Division's host towns and cities was held, with over 300 participants, including representatives of the Mining and Science Divisions of ROSATOM. At the forum, 57 urban community projects were presented by NGOs from towns and cities.

In 2025, a competition of socially important projects was held for NGOs in the Division's regions of operation. A total of 89 applications were submitted to the competition, 50 of which received support for a total amount of over RUB 38.7 million.

During the year, five humanities sessions titled 'Where Does the Motherland Begin?' were held for NGO leaders, teachers, journalists, and bloggers in the Division's host towns and cities. The sessions were held in Seversk, Glazov, Novouralsk, Zelenogorsk, and Moscow and were attended by more than 300 people. Following the sessions, at least 20 patriotic youth events were prepared and held. The Division's practice was recognised as one of the best practices in the industry.

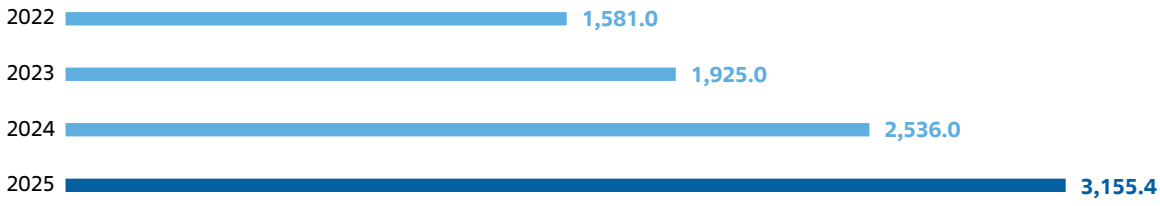
In 2025, the implementation of the University of Local Communities educational project continued. The project is aimed at supporting participants initiating urban transformation. More than 2025 people from Glazov, Zelenogorsk, Seversk and Novouralsk took part in this educational project.

Support for the nuclear classes established in the Division's host towns and cities continued. For the second consecutive year, the social project to support young teachers that have a young specialist status is being implemented.

Charitable initiatives and social projects

The Division finances and implements a wide range of projects and activities aimed at social support and development of its host towns and cities.

Social investment (including external sources) in monetary terms, RUB million[1]



1. This includes: the funding of regional development programmes financed through the implementation of agreements with the constituent entities of the Russian Federation; using funds allocated from federal and regional budgets for the implementation of initiatives under the national projects; the implementation of social and charitable initiatives in culture, sports education and healthcare.

In 2025, RUB 1,132.5 million were allocated for charitable initiatives and social projects (social investment, using funds of the Fuel Division), including:

- financing of infrastructure projects in its host towns and cities as part of the People, Towns and Cities programme: RUB 450 million;
- the Professionality Federal Project: RUB 97 million;
- the Radius of Trust People's Urban Transformation Programmes: RUB 224.1 million;
- financing of the project to improve the quality and accessibility of medical care in ROSATOM's host towns and cities: RUB 198.5 million;
- charitable initiatives: RUB 162.9 million.

Implementation of infrastructure projects under the People, Towns and Cities programme

Glazov	– repairs to the town's pavements and improvements to the park embankment at the intersection of the Tolstoy and Karl Marx Streets
CATF of Seversk	– major repairs to access roads in courtyards and blocks and adjacent courtyard area, major repairs to the Molodost sports facility
CATF of Zelenogorsk	– road repairs along the 1st Promyshlennaya Street, replacement of sodium lamps with LED ones along public roads, renovation of the Palace of Culture premises and the fencing around enclosures housing bears, and the purchase of audio equipment for the Zelenogorsk Palace of Culture
Novouralsk urban district	– improvement of the town's beach (stage 3)
Neman	– development of design and estimates for projects on the improvement of the central square, renovation of heating networks, major repairs to the highway, construction of a kindergarten, and repairs to the facade and the entrance to the Palace of Culture building

In 2025, 118 local community initiatives of the 'third' stage of the Radius of Trust People's Urban Transformation Programmes, initiated by the Division, were implemented, totalling RUB 224.1 million. Projects for the 'fourth' stage were selected in the CATFs of Novouralsk, Zelenogorsk and Seversk, Glazov, Neman, and Sovetsk. Municipal authorities, nuclear industry enterprises and more than 16,000 residents were involved in the implementation of the initiatives. The implemented initiatives include the improvement of courtyards, the design and construction of sports grounds, youth spaces, courtyard festivals, and support for creative projects.

In 2025, the Division continued to participate in the joint project of the FMBA of Russia and ROSATOM to improve the quality and accessibility of medical care in ROSATOM's host towns and cities. The project is aimed at increasing the satisfaction of city and town residents with the quality of medical services. For this purpose, ROSATOM and the FMBA of Russia allocate funds for major repairs in medical institutions in towns and cities, purchase of medical equipment, furniture, acquisition of flats for doctors, as well as for improvement of processes in healthcare.

10. SPECIFIC RISKS AND MANAGEMENT APPROACHES

The Division's Risk Management System (RMS) is based on continuous monitoring of external and internal factors and a comprehensive analysis of threats and opportunities influencing the achievement of economic and social objectives of the Company.

The main purpose of risk management is to identify, assess and mitigate the threats that could affect the Division's performance.

Participants of the Division's risk management system (CRMS) and their roles

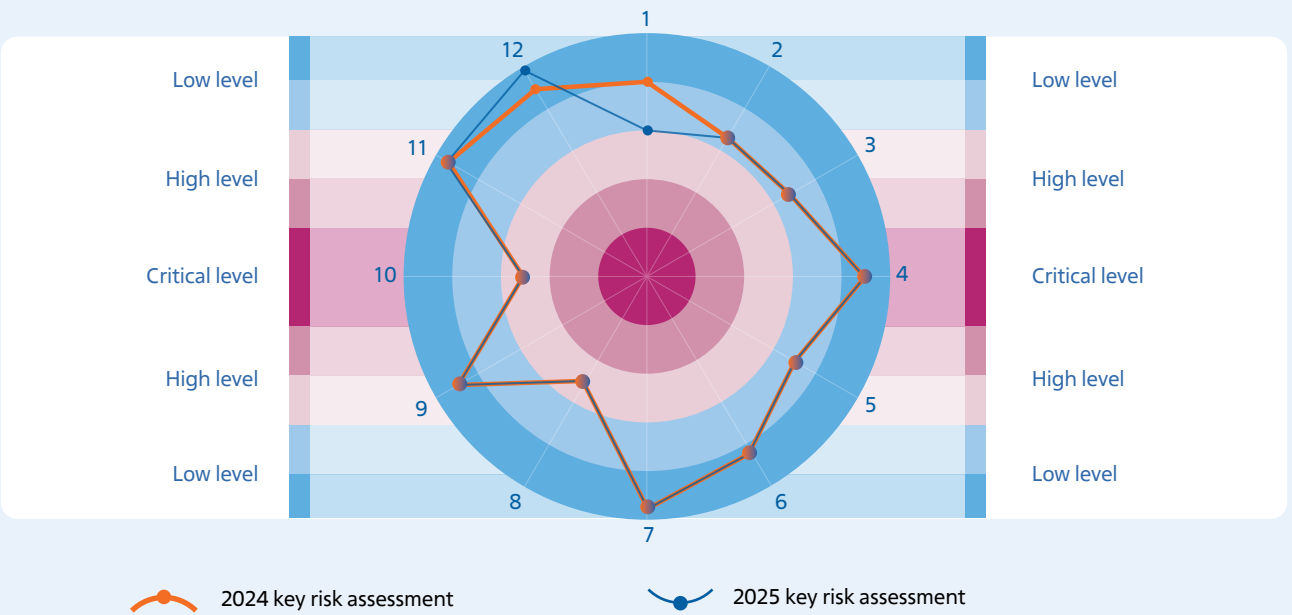
Process participants	Roles of RMS participants in the risk management process
Strategic level	
President of the Company	– approval of the Company›s risk management policy; – approval of the list of key risks; – appointment of key risk owners and distribution of responsibility for risk management; – approval of risk management strategies and programmes (including individual risk limits); – consideration of issues related to the distribution of authority and responsibility for managing individual risks.
Tactical level	
Risk Committee (responsible collegial body)	– approval of individual risk limits; – approval of strategies and programmes for managing individual risks; – consideration of issues related to the distribution of authority and responsibility for managing individual risks.
Operational level	
Key risk owners	– identification and assessment of individual risks; – development of risk factors and key risk indicators; – development and implementation of risk management strategies and programmes; – implementation of measures to manage individual risks.
Methodological support of the function	
Company Risk Officer	– organisation and methodological support of the risk identification process; – organisation and methodological support of the risk management measures development process; – consolidation of information on the status of the Division's risk management measures.

GRI 2-27

Key risks of the Division

As part of the functioning of the RMS, a list of critical risks was compiled; risk owners were appointed; risks were assessed, and risk management measures were developed and are implemented.

Key risk radar



1. Currency risk
2. Interest rate risk
3. Credit risk
4. Liquidity risk
5. NFC product and service market risk
6. Reputational risk
7. Health, safety and environmental risks
8. Political risk
9. Risk of loss of and damage to assets
10. Project risks
11. Climate risk (including environmental risk)
12. Social and political risks

Comprehensive risk management measures largely offset the negative impact of external factors on the implementation of the Division's strategy.

APPENDICES
APPENDIX NO. 1. REPORTING PROCESS OVERVIEW

The 2025 annual report of ROSATOM's Fuel Division details activities conducted from 1 January to 31 December 2025. The report discloses the prospective development areas, the main performance indicators of the Division, and information on initiatives and projects in sustainable development.

The consolidation perimeter for the reporting includes information on the performance of the Division.

The priority topic of the Division's reporting materials reflects the key topic of the public annual report of ROSATOM for 2025: nuclear technologies as a driver for the development of the regions of operation.

The reporting materials were prepared with reference to GRI 2021 Sustainability Reporting Standards (the Global Reporting Initiative).

GRI 2-4 There are neither restatement of data nor significant changes in the scope and boundaries of topics covered in the report as compared to previous reports. Adjustments of data for previous periods are explained in footnotes.

GRI 2-29
GRI 3-1 In the process of report preparation, the Company conducted a survey among internal and external stakeholders to identify significant environmental and social impacts of its operations. The survey identified the following material issues to be disclosed in the report:

GRI 3-2
- the Division's contribution to promoting import substitution in Russia;
- contribution to the digitisation of ROSATOM's operations and the Russian economy: digitisation and digital products;
- the Division's contribution to developing alternative energy sources and new businesses;
- impact of the organisations on the atmosphere, including through pollutant and greenhouse gas emissions;
- impact of the Division's operations involving RAW and SNF management on the flora and fauna, water, air, and land;
- impact on land and habitats (including contribution to the restoration and reclamation of disturbed land and habitats);
- impact on the infrastructure of the host towns and cities;
- impact on water resources, including water withdrawal, consumption and discharge.

The report underwent the approval procedure at the divisions of the Division and ROSATOM and was approved by the Director General of ROSATOM as part of ROSATOM's public report for 2025.

The draft report of the Division for 2025 prepared in accordance with stakeholder recommendations was presented during public consultations on 16 April 2026. The consultations resulted in a number of stakeholder proposals in relation to information disclosure in the report.

Public reports are disclosed on an annual basis. The reports are available on ROSATOM's website: https://report.rosatom.ru/.

APPENDIX NO. 2. GRI CONTENT INDEX

Statement of use	ROSATOM's Fuel Division has reported in accordance with GRI standards for the period from 1 January 2025 through 31 December 2025.
GRI 1 used	GRI 1: Foundation (2021)
Applicable GRI Sector Standard(s)	Not applicable

GRI Standard/ Other source	Indicator	Report section	Comments
General disclosures			
GRI 2: General Disclosures (2021)	2-1 Organisational details	2. Overview of the Division 3. Governance System	
	2-2 Entities included in the organisation's sustainability reporting	Appendix 1. Information on the Reporting Process	
	2-3 Contact point	Contact Details	
	2-4 Restatements of information	Appendix 1. Information on the Reporting Process	
	2-5 External assurance	–	There is no external assurance
	2-6 Activities (main brands), value chain and other business relationships	2. Overview of the Division	
	2-7 Employees	8. Developing the Human Capital	
	2-8 Workers who are not employees	8. Developing the Human Capital	
	2-9 Governance structure and composition	3. Governance System	
	2-10 Nomination and selection of the highest governance body (the Board of Directors: composition, nomination mechanism, brief details on its members)	3. Governance System	
	2-11 Chair of the Board of Directors	3. Governance System	The Chair of the Board of Directors does not simultaneously act as the chief executive officer.

GRI Standard/ Other source	Indicator	Report section	Comments
GRI 2: General Disclosures (2021)	2-12 Role of the highest governance body in overseeing the management of impacts	3. Governance System	The Federal Law on Joint Stock Companies does not assign the functions of supervising the management of the organisation's impact on the economy, environment and people and conflict prevention functions to the Board of Directors.
	2-13 Delegation of responsibility for managing impacts	3. Governance System	
	2-14 Role of the highest governance body in sustainability reporting	Appendix 1. Information on the Reporting Process	
	2-15 Mechanisms used to prevent and/or mitigate conflicts of interest	3. Governance System	Issues related to the resolution of conflicts of interest are governed by the Regulation approved by Order 4/420-P dated 17 August 2020 on Approval and Enactment of the Regulations on the Commission for Compliance with Requirements for Professional Conduct and Resolution of Conflicts of Interest in the Company and the Procedure for Preventing Any Possibility of a Conflict of Interest by Employees. If a member of the Board of Directors simultaneously serves on governing bodies of other companies (cross-board membership), such a director shall not vote on matters related to the approval of transactions with these companies, provided that the director is considered to be interested in the transaction pursuant to the Federal Law on Joint-Stock Companies.
	2-16 Frequency and form of communicating critical concerns about economic, environmental and social impact to the Board of Directors, including stakeholder complaints	3. Governance System	The Federal Law on Joint Stock Companies does not assign the functions of supervising the management of the organisation's impact on the economy, environment and people and conflict prevention functions to the Board of Directors. There were no critical concerns about economic, environmental and social impact, including stakeholder complaints, in the reporting period.

GRI Standard/ Other source	Indicator	Report section	Comments
GRI 2: General Disclosures (2021)	2-17 Collective knowledge of the highest governance body (the qualifications of members of the Board of Directors in sustainable development, including the frequency, subjects and duration of relevant training)	3. Governance System	
	2-18 Evaluation of the performance of the Board of Directors	3. Governance System	There has been no evaluation of the Board's performance.
	2-19 Remuneration policies	3. Governance System	Throughout 2025, no resolutions were adopted on paying remuneration and/ or reimbursement to the members of the Board of Directors; no remuneration was paid, and no expenses were reimbursed. Board members who are full-time employees of the Company are remunerated for their work in accordance with the Integrated Industry-Wide Remuneration System. Remuneration paid to Board members, including salary, is regulated by employment contracts and applicable internal documents of the Company/ROSATOM on remuneration. According to a resolution of the General Meeting of Shareholders, members of the Board of Directors may receive remuneration and reimbursement for expenses related to the performance of their functions as directors. The amount of such remuneration and reimbursement is established by the General Meeting of Shareholders.
	2-20 Process to determine remuneration	3. Governance System	In accordance with the requirements of the Integrated Industry-Wide Remuneration System and the Uniform Industry-Wide Performance Management Policy, the amount of the annual bonus depends on achieving KPIs and reflects progress in achieving the key performance targets of the Division and its organisations. KPIs of executives are based on strategic goals, priorities and key performance indicators; strategic objectives set for organisations are converted into KPI maps of their executives and cascaded to business units and employees.

GRI Standard/ Other source	Indicator	Report section	Comments
GRI 2: General Disclosures (2021)	2-21 Annual total compensation for 2025	3. Governance System 8. Developing the Human Capital	
	2-22 Statement on sustainable development strategy	3. Governance System	
	2-23 Policy commitments	3. Governance System 3. Governance System 4. Innovation and Development of Science 6. Safety of Operations 7. Digitisation 8. Developing the Human Capital 9. Developing the Regions of Operation 10. Specific Risks and Management Approaches	
	2-24 Embedding policy commitments	3. Governance System 4. Innovation and Development of Science 6. Safety of Operations 7. Digitisation 8. Developing the Human Capital 9. Developing the Regions of Operation 10. Specific Risks and Management Approaches	Availability of the Policy to stakeholders is ensured by posting it on the websites of the Division's organisations, as well as by sending the Policy to any stakeholder on request.
	2-25 Processes to remediate negative impacts	3. Governance System	The Division operates a multi-channel hotline.
	2-26 Mechanism for seeking advice and raising concerns	3. Governance System 8. Developing the Human Capital	Included in the functions of the Asset Protection Department and the HR Department. As regards complaints addressed jointly with the legal function, the Legal and Corporate Affairs Department monitors timely execution of instructions issued by regulators and provides legal support of litigation, if a decision on challenging a complaint is made.

GRI Standard/ Other source	Indicator	Report section	Comments
GRI 2: General Disclosures (2021)	2-27 Significant violations of laws or regulations which would result in the imposition of fines by competent authorities in the course of core business operations	3. Governance System	In the reporting year, the key organisations of the Division did not commit any material violations of laws or regulations which would result in the imposition of fines by competent authorities in the course of core business operations.
	2-28 Membership in third-party organisations, external charters, principles and other initiatives	2. Governance System 8. Developing the Human Capital	
	2-29 Approach to stakeholder engagement. The categories of stakeholders, the purposes and methods (events, mechanisms) of engagement with each of the stakeholder categories	3. Governance System Appendix 1. Reporting Process Overview	
	2-30 Collective bargaining agreements and trade unions	8. Developing the Human Capital	
Material topics			
GRI 3: Material topics	3-1 Process to determine material topics	Appendix 1. Reporting Process Overview	
	3-2 List of material topics	Appendix 1. Reporting Process Overview	
The Division's impact on the development of import substitution in Russia			
GRI 3: Material topics	3-3 Management of material topics	5. New Products and Businesses 7. Digitisation 9. Developing the Regions of Operation	
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programmes	9. Developing the Regions of Operation	
	413-2 Operations with significant actual and potential negative impacts on local communities	9. Developing the Regions of Operation	

GRI Standard/ Other source	Indicator	Report section	Comments
The Division's contribution to developing alternative energy sources, new businesses, etc.			
GRI 3: Material topics	3-3 Management of material topics	4. Innovation and Development of Science 5. New Products and Businesses 9. Developing the Regions of Operation	
Impact of the enterprises on the atmosphere, including through pollutant and greenhouse gas emissions			
Impact on water resources, including water withdrawal, consumption and discharge			
GRI 3: Material Topics (2021)	3-3 Management of material topics	6. Safety of Operations	
GRI 302: Energy (2016)	302-1 Energy consumption within the organisation	6. Safety of Operations	
	302-4 Reduction of energy consumption	6. Safety of Operations	
GRI 303: Water and Effluents (2018)	303-1 Interactions with water as a shared resource	6. Safety of Operations	There are no significant negative impacts.
	303-2 Management of water discharge-related impacts	6. Safety of Operations	
	303-3 Water withdrawal	6. Safety of Operations	
	303-4 Water discharge	6. Safety of Operations	
GRI 305: Emissions 2016	305-1 Direct GHG emissions	3.2.4. Greenhouse gas emissions	
	305-2 Indirect GHG emissions	3.2.4. Greenhouse gas emissions	
	305-5 Reduction of GHG emissions	3.2.4. Greenhouse gas emissions	
	305-6 Emissions of ozone-depleting substances (ODS)	6. Safety of Operations	
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	6. Safety of Operations	

GRI Standard/ Other source	Indicator	Report section	Comments
Impact of the Division's operations involving RAW and SNF management on the flora and fauna, water, air, and land			
GRI 306: Waste (2020)	306-1 (2020) Waste generation and significant waste-related impacts	6. Safety of Operations	
	306-2 (2020) Management of significant waste-related impacts	6. Safety of Operations	
	306-3 (2020) Waste generated	6. Safety of Operations	
GRI 101: Biodiversity (2024)	101-2 Management of biodiversity impacts	6. Safety of Operations	
Impact on land and habitats (including contribution to the restoration and reclamation of disturbed land and habitats)			
GRI 3: Material Topics (2021)	3-3 Management of material topics	6. Safety of Operations	
Impact on the infrastructure of the regions of operation			
GRI 3: Material Topics (2021)	3-3 Management of material topics	3. Governance System 4. Innovation and Development of Science 5. New Products and Businesses 6. Safety of Operations 7. Digitisation 8. Developing the Human Capital 9. Developing the Regions of Operation	
GRI 403: Occupational Health and Safety (2018)	403-9 Work-related injuries (LTIFR)	6. Safety of Operations	
GRI 405: Diversity and Equal Opportunity (2016)	405-1 Diversity of governance bodies and employees	8. Developing the Human Capital	

GRI Standard/ Other source	Indicator	Report section	Comments
GRI 404: Training and Education (2016)	404-1 Average training hours per employee	8. Developing the Human Capital	
GRI 401: Staff (2016)	GRI 401-1: New employee hires and employee turnover. Disclosure of the total number and proportion of new hires, as well as employee turnover by age, gender and region	8. Developing the Human Capital	

APPENDIX NO. 3. PERSONNEL CHARACTERISTICS

The composition of personnel of the Division's organisations in 2025, by gender and job level, %

Indicator	Division				Organisation in Seversk				Organisation in Novouralsk				Organisation in Zelenogorsk				Organisation in Novosibirsk				Organisation in Glazov				Organisation in Elektrostal			
	Job level			Total	Job level			Total	Job level			Total	Job level			Total	Job level			Total	Job level			Total	Job level			Total
	Executives	Specialists and white-collar workers	Blue-collar workers		Executives	Specialists and white-collar workers	Blue-collar workers		Executives	Specialists and white-collar workers	Blue-collar workers		Executives	Specialists and white-collar workers	Blue-collar workers		Executives	Specialists and white-collar workers	Blue-collar workers		Executives	Specialists and white-collar workers	Blue-collar workers		Executives	Specialists and white-collar workers	Blue-collar workers	
Women	2%	18%	15%	**35%**	1%	19%	9%	**29%**	1%	14%	9%	**23%**	1%	14%	12%	**27%**	2%	16%	14%	**32%**	1%	9%	18%	**28%**	1%	15%	19%	**35%**
Men	8%	22%	35%	**65%**	7%	27%	38%	**71%**	6%	29%	42%	**77%**	6%	30%	38%	**74%**	10%	16%	42%	**68%**	7%	16%	49%	**72%**	8%	14%	43%	**65%**
Total headcount	**9%**	**40%**	**50%**	**100%**	**7%**	**46%**	**47%**	**100%**	**7%**	**43%**	**50%**	**100%**	**7%**	**44%**	**49%**	**100%**	**12%**	**32%**	**56%**	**100%**	**8%**	**25%**	**67%**	**100%**	**9%**	**29%**	**62%**	**100%**

The composition of personnel of the Division's organisations in 2025, by gender and age, people

Indicator	Division				Organisation in Seversk				Organisation in Novouralsk				Organisation in Zelenogorsk				Organisation in Novosibirsk				Organisation in Glazov				Organisation in Elektrostal			
	Age group			Total	Age group			Total	Age group			Total	Age group			Total	Age group			Total	Age group			Total	Age group			Total
	under 30	30 to 50	over 50		under 30	30 to 50	over 50		under 30	30 to 50	over 50		under 30	30 to 50	over 50		under 30	30 to 50	over 50		under 30	30 to 50	over 50		under 30	30 to 50	over 50	
Women	1, 270	5, 921	3,557	**10,748**	154	625	377	**1,156**	29	275	249	**553**	45	284	229	**558**	81	290	279	**650**	84	700	243	**1,027**	170	791	534	**1,495**
Men	3, 218	10, 599	6, 553	**20,370**	393	1,645	846	**2,884**	140	811	901	**1,852**	182	766	604	**1,552**	195	649	563	**1,407**	371	1,779	505	**2,655**	598	1,205	890	**2,693**
Total headcount	**4, 488**	**16, 520**	**10, 110**	**31,118**	**547**	**2, 270**	**1, 223**	**4,040**	**169**	**1, 086**	**1, 150**	**2 405**	**227**	**1, 050**	**833**	**2,110**	**276**	**939**	**842**	**2,057**	**455**	**2,479**	**748**	**3,682**	**768**	**1, 996**	**1, 424**	**4,188**

The composition of the senior management of the Division's organisations in 2025, broken down by gender and age group

Indicator	Division				Organisation in Seversk				Organisation in Novouralsk				Organisation in Zelenogorsk				Organisation in Novosibirsk				Organisation in Glazov				Organisation in Elektrostal			
	Age group			Total	Age group			Total	Age group			Total	Age group			Total	Age group			Total	Age group			Total	Age group			Total
	under 30	30 to 50	over 50		under 30	30 to 50	over 50		under 30	30 to 50	over 50		under 30	30 to 50	over 50		under 30	30 to 50	over 50		under 30	30 to 50	over 50		under 30	30 to 50	over 50	
Women	–	35	19	54	–	3	–	3	–	2	2	4	–	–	3	3	–	3	–	3	–	1	1	2	–	–	2	2
Men	2	107	69	178	–	4	4	8	–	1	5	6	–	2	4	6	–	3	4	7	–	8	1	9	–	4	1	5
Total headcount	2	142	88	232	0	7	4	11	0	3	7	10	0	2	7	9	0	6	4	10	0	9	2	11	0	4	3	7

GLOSSARY, ABBREVIATIONS AND ACRONYMS

Term/ abbreviation	Definition
JSC	Joint-stock company
NPP	Nuclear power plant
VVER	Water-cooled water-moderated power reactor
University	Higher educational institution
GOST	National standard
GC	Gas centrifuge
CATF	Closed administrative and territorial formation
AI	Artificial intelligence
IMS	Integrated Management System
IT	information technologies
KPI	Key performance indicator
KETVS	Combined experimental fuel assembly
IAEA	International Atomic Energy Agency
MOX	Mixed-oxide fuel
MOX fuel	Uranium/plutonium oxide fuel
R&D	Research and development
NGO	non-governmental organisation
SNF	Spent nuclear fuel
RAW	Radioactive waste
SLM	Selective laser melting
QMS	Quality management system
CIS	Commonwealth of Independent States
MNUP	Mixed uranium/plutonium nitride fuel
STC	Fuel company standard
RMS	Risk management system
NFA	Nuclear fuel assembly
CHPP	Combined heat and power plant

FMBA	Federal Medical and Biological Agency
FTP	Federal target programme
UN SDGs	UN Sustainable Development Goals
NWD	Nuclear Weapons Division
NRS	Nuclear and radiation safety
NFC	Nuclear fuel cycle
DMD	Direct metal deposition: an additive manufacturing technology of layer-by-layer deposition of metal powder with its laser melting
ISO	International Organisation for Standardisation
ISO 14001	An international environmental management system standard: it describes the basic rules that an organisation can follow in order to build an effective environmental management system
ISO 45001	An international standard defining requirements for an occupational health and safety management system
ISO 50001	An international standard defining requirements for an energy management system
ISO 9001	An international standard defining requirements for a product and service quality management system
LiFSI	Lithium bis(fluorosulfonyl)imide
LTIFR	Lost Time Injury Frequency Rate: the number of lost time injuries / man-hours worked × 1 million man-hours
PHWR	Pressurised heavy water reactor, a foreign-design reactor that uses heavy water (D2O) as a coolant
PWR	Pressurised water reactor, a foreign-design reactor that is similar to VVER
RPA	Robotic Process Automation is a technology for automating business processes.
VVER	Water-cooled water-moderated power reactor

UNITS OF MEASUREMENT

MW	megawatt
GWh	gigawatt-hour
GJ	gigajoule
kW	kilowatt
kWh	kilowatt-hour
km	kilometre
RUB	rouble
t	tonne
‘000	thousand
pcs	pieces

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