ATOMENERGOPROM
ROSATOM



ANNUAL REPORT 2025
JSC ATOMENERGOPROM

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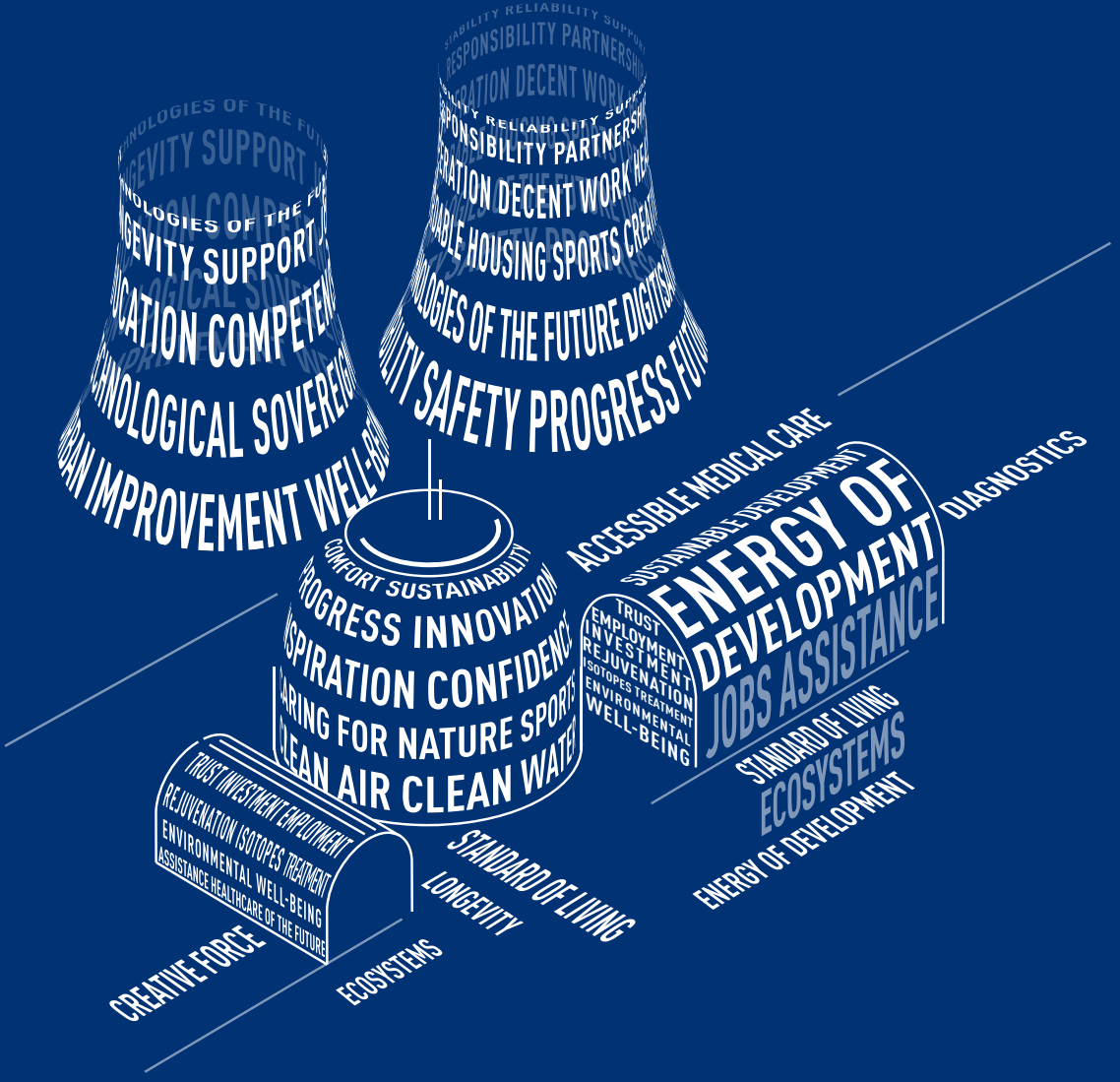
1 JSC ATOMENERGOPROM TODAY

2 BUSINESS STRATEGY



RUB 2,822.9 billion

revenue under IFRS
(+RUB 315.0 billion)

>87%

NPP capacity factor (the best performance in the history of the Russian nuclear power industry)

36%

share of the global uranium enrichment market (first place)

AAA

rating assigned to the Company by the Chinese state-owned agency Dagong Global Credit Rating Co., with a stable outlook (the highest level)

GRI 2-1

COMPANY PROFILE

Joint-Stock Company Atomic Energy Power Corporation (JSC Atomenergoprom).

Primary state registration number (OGRN): **1077758081664.**

State registration date: **19 July 2007.**

State registration authority: **Inter-District Inspectorate No. 46 of the Federal Tax Service in Moscow.**

Location: **24 Bolshaya Ordynka Street, Moscow.**

Tel.: **+7 (495) 969-29-39** Fax: **+7 (495) 969-29-36**

Official website: **www.atomenergoprom.ru**

Shareholders of JSC Atomenergoprom

Holders of record of JSC Atomenergoprom as at 31 December 2025:

1.1. State Atomic Energy Corporation Rosatom

- Location: 24 Bolshaya Ordynka Street, Moscow, 119017.
- Status of the holder of record: shareholder.
- Interest in the Company's authorised share capital: 95.3577%.
- Portion of voting shares held by the entity: 100%.

1.2. Russian Federation represented by the Russian Ministry of Finance

- Location: 9 Ilyinka Street, Moscow, 109097.
- Status of the holder of record: shareholder.
- Interest in the Company's authorised share capital: 4.6423%.
- Portion of voting shares held by the entity: 0%.

Auditor of JSC Atomenergoprom

Full name: LLC Financial and Accounting Consultants (LLC FBK).

Location: 44, bldg. 2, Myasnitskaya Street, Moscow, 101000.

INN: 7701017140.

OGRN: 1027700058286.

Tel.: +7 (495) 737-53-53.

Fax: +7 (495) 737-53-47.

Email: fbk@fbk.ru

JSC Kept is the auditor for the summary consolidated IFRS financial statements for 2025.

Full company name: Joint-Stock Company Kept.

Abbreviated company name: JSC Kept.

Location: 34A Leningradsky Avenue, Moscow, 125040.

INN: 7702019950. OGRN: 1027700125628.

Registrar of JSC Atomenergoprom's shares

The shareholder register of JSC Atomenergoprom is kept by Joint-Stock Company Independent Registrar Company R.O.S.T.

Abbreviated company name: JSC IRC – R.O.S.T.

Location: 18, bldg. 5B, office IX, Stromynka Street, Moscow, 107996.

INN: 7705038503.

OGRN: 1027739216757.

Licence: 045-13976-000001.

Date of issue: 3 December 2002.

Expiry date: perpetual licence.

Licensing authority: Russian Federal Commission for the Securities Market (Federal Financial Markets Service).

Date from which the registrar has kept the issuer's shareholder register: 28 October 2009.

JSC Independent Registrar Company R.O.S.T. also maintains shareholder registers of the majority of JSC Atomenergoprom's subsidiaries, which enables more rapid and reliable transactions in their shares when restructuring the corporate group.

MESSAGE FROM THE MANAGEMENT

GRI 2-22

Dear colleagues,

We would like to present to you the report of JSC Atomenergoprom for 2025 (hereinafter referred to as the Report), which the Company traditionally prepares in accordance with Russian and international public reporting standards.

In the reporting year, JSC Atomenergoprom successfully accomplished all tasks set by the government. Nuclear power plants achieved record-breaking efficiency. NPP performance against the balance target for electricity output set by the Federal Antimonopoly Service stood at 101.4% as total electricity output from NPPs increased by 1.3% year on year. The capacity factor exceeded 87%, reaching an all-time high in the history of Russia's nuclear power industry.

In the reporting year, JSC Atomenergoprom's revenue totalled RUB 2,822.9 billion, up by 12.6% year on year. Similarly, tax payments increased by 10.1% compared to 2024 and reached RUB 378.339 billion.

The Global Atomic Forum held in Moscow as part of the World Atomic Week to mark the 80th anniversary of establishment of Russia's nuclear industry was the highlight of the year. Leaders and experts confirmed the view that nuclear power is the only option as the basis for sustainable and affordable energy supply.

The Company is actively implementing new NPP construction projects in Russia and abroad, with operational safety remaining its top priority. An innovative 1,200 MW power unit with a VVER-TOI reactor has started pilot operation at Kursk NPP-2. Work has been started at the sites of future nuclear power plants.

In 2025, the first stage of the Novolakskaya WPP was connected to the grid. By year end, the total capacity of the Company's WPPs in Russia reached almost 1.2 GW. The target for the total installed renewable energy capacity in the Company's overseas portfolio by 2030 has been set at 5 GW.

In April 2025, a state-owned rating agency Dagong Global Credit Rating Co., Ltd (China) assigned JSC Atomenergoprom a national scale credit rating at AAA with a stable outlook, which corresponds to the highest possible sovereign rating.



Ekaterina Lyakhova,

Chair of the Board of Directors
of JSC Atomenergoprom

Safety is a top priority for JSC Atomenergoprom and its organisations. In the reporting year, as in previous years, all nuclear facilities operated safely and reliably, with no safety-relevant events recorded by the Company.

All these achievements have been made possible thanks to our people, who are our greatest asset. We actively implement projects to develop our host towns and cities, as we recognise that a comfortable environment has a direct impact on our performance. Our investment in social infrastructure, housing, education and healthcare in our host regions is growing year by year. A new lithium-ion battery gigafactory has started pilot operation in the Kaliningrad Region; equipment installation is underway at a similar factory in New Moscow; in addition, the Company is implementing projects focused on nuclear medicine, new materials and additive manufacturing.

We are confident that JSC Atomenergoprom will accomplish all its objectives in full. We would like to thank our partners for effective cooperation and to give our thanks to the teams of JSC Atomenergoprom's organisations for their excellent performance in the reporting year. We are well positioned to accomplish ambitious tasks of national importance and to develop various areas of our business in order to ensure long-term sustainability.

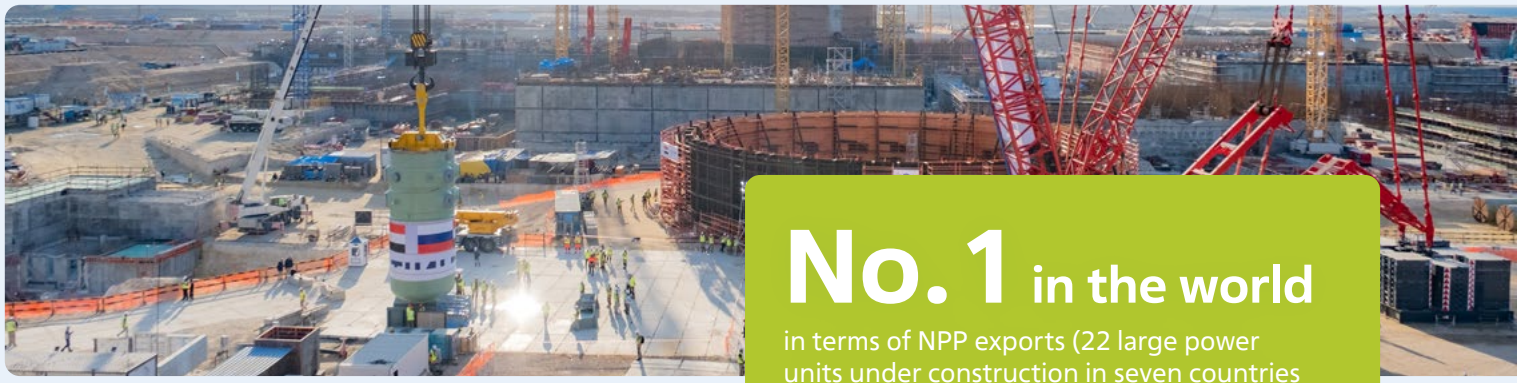


Kirill Komarov,

Director
of JSC Atomenergoprom

JSC ATOMENERGOPROM TODAY

GRI 2-6



No. 1 in the world

in terms of NPP exports (22 large power units under construction in seven countries worldwide, accounting for 88% of the global market), with the Company's portfolio of overseas NPP construction projects comprising 35 large power units and six small power units in 11 countries globally[1]

No. 1 in the world

in terms of uranium enrichment
(36% of the global market)

No. 3 in the world

in terms of uranium production
(12% of the global market)



No. 3 in the world

in terms of nuclear fuel fabrication
(18.2%[2] of the global market)

18.7%

share in electricity generation
in the Russian Federation

1. Including the portfolio of ROSATOM as at 31 December 2025. In March 2026, a supplementary agreement was signed with the Republic of Uzbekistan to revise the project configuration from six small NPPs to two large and two small NPPs.
2. The calculation does not include 23 NPP power units (Japan, India) which were classified as in 'suspended operation' as at 31 December 2025, according to data in the IAEA Power Reactor Information System (PRIS).

Joint-Stock Company Atomic Energy Power Corporation (hereinafter referred to as the Company) is an integrated company that consolidates civilian assets of the Russian nuclear industry. The Company is an organisation of State Atomic Energy Corporation Rosatom (hereinafter referred to as ROSATOM).

The Company's organisations (taking into account ROSATOM's portfolio) comprise a complete cycle of nuclear production ranging from uranium mining to NPP construction and electricity generation. The organisations give priority to improving product quality, introducing innovative technologies and environmental management.

The Company (including its group of companies) is the largest power generation company in Russia and one of the leaders on the global market for nuclear services and technologies. The Company and ROSATOM are capable of providing turnkey solutions for NPP design and construction, supplying fuel to NPPs throughout their entire service life, upgrading NPPs, rendering maintenance services and providing employee training.

The Company integrates leading organisations in the nuclear industry, whose history spans 80 years, and possesses unique experience gained across the entire range of nuclear fuel cycle and NPP construction technologies.

In addition to traditional segments of the market for nuclear technologies and services, the Company is actively diversifying into wind power generation, nuclear medicine, digital products, infrastructure solutions for towns and cities and into other new areas of business.

For details, see section 3.2.
'New Products for International Markets'.



HISTORY OF THE COMPANY

The Company was established in July 2007 pursuant to Federal Law No. 13-FZ on Peculiarities of the Management and Disposal of the Property and Shares of Organisations Operating in the Nuclear Power Industry and on Introducing Amendments to Selected Russian Laws of 5 February 2007, Decree No. 556 of the Russian President on Restructuring the Russian Nuclear Power Generation Complex dated 27 April 2007 and Resolution No. 319 of the Russian Government on Measures for Establishing Joint-Stock Company Atomic Energy Power Corporation dated 26 May 2007.

Regulations on the establishment of the Company stipulated a merger of 89 organisations in all nuclear power engineering and nuclear fuel cycle segments, including three federal educational institutions. The government contributed shares of 31 companies under federal ownership to the Company's authorised share capital upon its establishment.

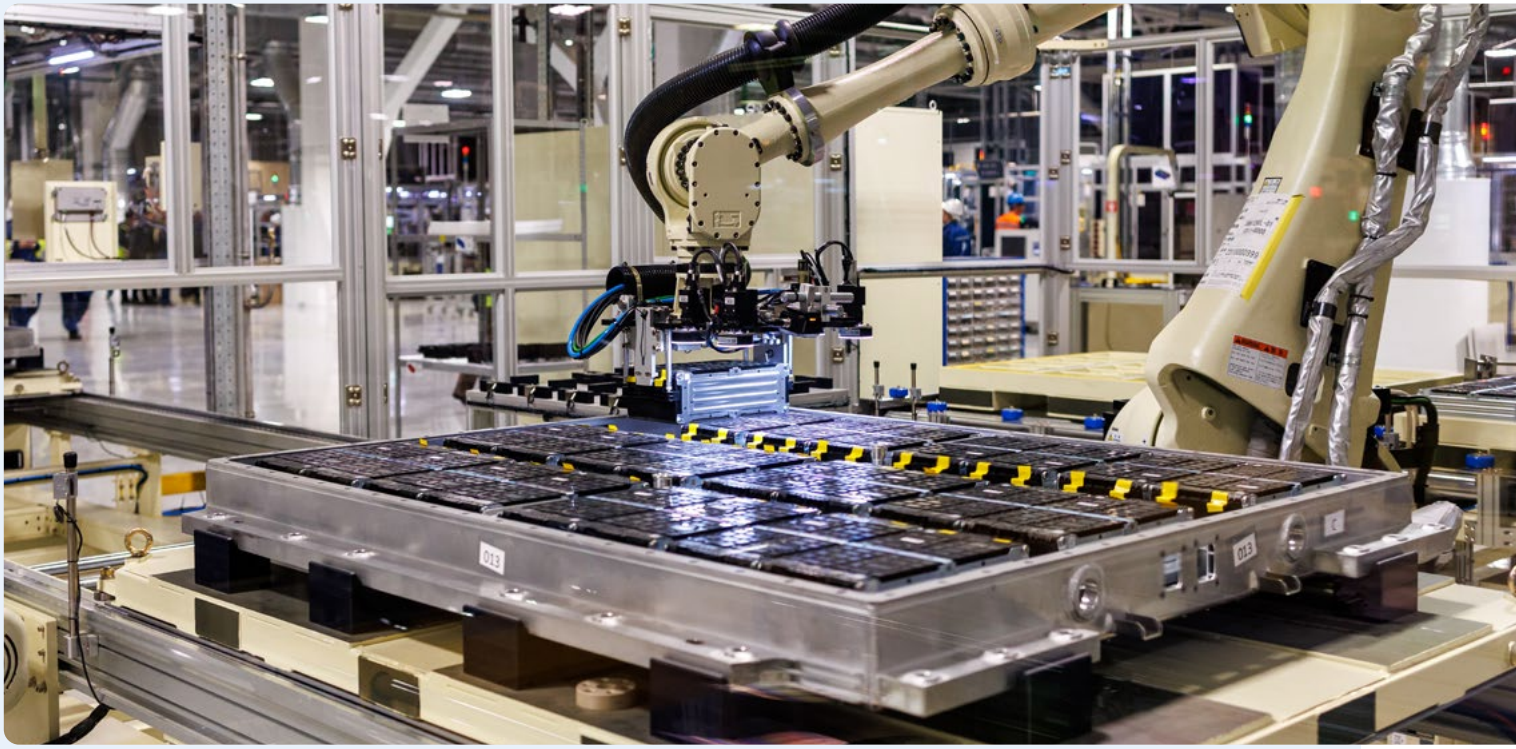
Other companies had been incorporated as federal state unitary enterprises (hereinafter referred to as FSUEs) and were subject to corporatisation to be merged with the nuclear corporation. Between 2008 and 2011, 55 FSUEs were reorganised into open joint-stock companies and merged with the Company. Thus, the formation of the Company's authorised share capital was completed.



These measures enabled the Company to start to form a new structure of the civilian branch of the nuclear industry and introduce a uniform policy on finances, corporate governance, HR management and management of non-core assets in 2011.

As at 31 December 2025, the Company's scope of consolidation in accordance with IFRS comprised 290 companies of different legal forms (including JSC Atomenergoprom).

As at 31 December 2025, the Company's shareholders were ROSATOM (95.3577%)[1] and the Russian Federation represented by the Russian Ministry of Finance (4.6423%).



1. ROSATOM holds 100% of voting shares in the Company.

KEY EVENTS IN 2025

Power generation

20 March. The concreting of the foundation of the reactor building was started at the construction site of power unit No. 4 of Leningrad NPP-2.

4 August. Design documentation was developed for the preparatory stage of construction of power unit No. 5 of Beloyarsk NPP.

9 October. The key stage of the SNPP construction project in Uzbekistan, which involves pit excavation for the first power unit, was launched.

19 November. The reactor vessel was installed at power unit No. 1 of El Dabaa NPP in Egypt.

December. Power units No. 2, 3 and 4 of Bilibino NPP were permanently shut down for decommissioning.

1 December. The first stage of the Novolakskaya WPP in the Republic of Dagestan started to supply electricity to Russia's unified power grid.

30 December. Power unit No. 1 of Kursk NPP-2 equipped with a VVER-TOI reactor started pilot operation.





New products

The Company registered a new domestically produced radiopharmaceutical for cancer therapy, Rakurs (223ra).

February. A technology for the production of a radiopharmaceutical for medical applications based on actinium-225 was patented.

June. Batch production of RusMelt 600M 3D printers using selective laser melting (SLM) technology was launched. These are the largest 3D printers in Russia.

December. Russia's first gigafactory producing lithium-ion energy storage systems started pilot operation in the Nemansky District of the Kaliningrad Region.

Russia's first EV charging hub equipped with energy storage systems produced by ROSATOM was commissioned in Zelenogradsk (Kaliningrad Region).



Uranium and rare-earth metal mining

April. The first batch of uranium for the Russian nuclear power industry was produced at the Dobrovolnoye deposit in the Kurgan Region.

August. The Company started to develop the Shirondukuyskoye uranium deposit in Krasnokamensk.

Design work was completed for a new rare-earth metal separation plant to be built in the Perm Territory.



Mechanical engineering

September. The Company shipped two VVER-1200 reactor vessels for power unit No. 1 of El Dabaa NPP in Egypt and power unit No. 4 of Akkuyu NPP in Turkey, and six steam generators for Kudankulam NPP in India and power unit No. 3 of Balakovo NPP, which is being upgraded.

The Mechanical Engineering Division produced 12 RITM reactor units for Russia's nuclear-powered icebreaker fleet.

Environmental protection and safety

June. The 22nd batch of SNF produced during the operation of propulsion units of nuclear submarines was removed from the storage facility in Andreev Bay (Murmansk Region).

25 July. The second stage of the Pilot and Demonstration Centre for SNF Reprocessing was launched in Zheleznogorsk.

September. Two framework contracts for SNF management were concluded with the Republic of Belarus (to meet the needs of the Belarusian NPP) and Bolivia (for the Russian-design research reactor to be built in El Alto).

December. The construction of a multi-layer cut-off wall was completed at the Krasny Bor industrial waste landfill in the Leningrad Region.

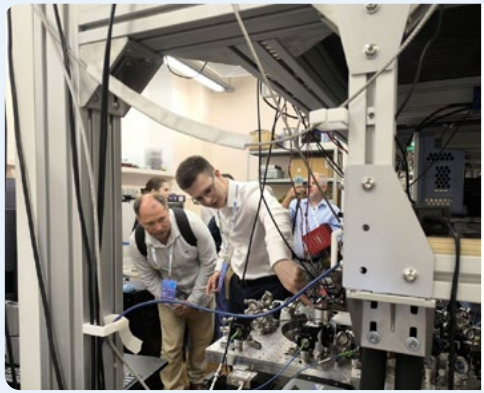
The construction of the first stage of two permanent RAW disposal facilities in Seversk (Tomsk Region) and Ozersk (Chelyabinsk Region) was completed.

The Western Siberia industrial facility for hazard class 1 and 2 waste recycling and treatment in the Tomsk Region started pilot operation.

The dismantling of all buildings and structures of the defunct Usolyekhimprom chemical plant in Usolye-Sibirskoye was completed.

Activities forming part of the intergovernmental target programme to rehabilitate areas affected by uranium mining operations in the CIS were completed. Measures were implemented to ensure radiation safety at a number of sites in the Kyrgyz Republic and the Republic of Tajikistan.





Quantum technologies

Five prototypes of quantum computers were presented. They are based on prioritised platforms (ionic, atomic, superconducting and photonic). Three of them have reached a scale of 70 qubits.



Digitisation

February. A voluntary certification system, CII-CERT, was developed and introduced; it is used for evaluating software and hardware systems used at critical information infrastructure facilities.

June. The Company presented its projects focused on achieving digital sovereignty in the sphere of life cycle automation for industrial products and construction projects using Russian software at the 2025 Conference on Digitalisation of Industrial Russia.



Ratings

The ratings assigned to the Company by national rating agencies JSC Expert RA and ACRA were confirmed at ruAAA with a stable outlook and AAA(RU) with a stable outlook respectively.

11 April. A state-owned rating agency Dagong Global Credit Rating Co., Ltd (China) assigned the Company a national scale credit rating at AAA with a stable outlook, which corresponds to the highest possible sovereign rating.

KEY RESULTS IN 2025

MED 1

Indicator	2022	2023	2024	2025	2025/2024, %
Revenue under IFRS, RUB billion	1,412.5	2,129.1	2,507.9	2,822.9	112.6
EBITDA, RUB billion	439.6	575.5	627.4	738.9	117.8
Profit under IFRS, RUB billion	155.1	249.8	347.6	37.1	10.7
Assets under IFRS, RUB billion	5,480	6,797	8,412.8	7,676.8	91.2
Intangible assets under IFRS, RUB billion	213.3	271	311.2	328.9	105.7
Nuclear power generation, billion kWh	223.4	217.4	215.5	218.3	101.3
NPP capacity factor, %	86.21	83.91	85.61	87.22	101.9
Uranium resources, '000 tonnes[1]	503.7	500.1	497.2	502.3	101.0
Uranium production, '000 tonnes [2]	6.9	7.5	8.5	8.2	96.5
Portfolio of orders for new products (outside the scope of the nuclear industry), RUB billion[3]	2,250.0	2,350.0	3,894.4	4,060.0	104.3
Average salary paid to employees, RUB '000 per month	115.6	135.1	150.0	161.2	107.5
Number of events rated above level 2 on the INES scale	0	0	0	0	0

MED 26

1. Data on uranium resources of the Mining Division in the Russian Federation (Russian assets).
2. Data on uranium production at ROSATOM's assets in Russia and abroad.
3. Including the order portfolio of ROSATOM.

FINANCIAL AND ECONOMIC PERFORMANCE

Key financial results

Consolidated financial results of JSC Atomenergoprom under IFRS, RUB billion[1]

Indicator	2023	2024*	2025	2025/2024, %
Revenue	2,129.1	2,507.9	2,822.9	112.6
Cost of sales	(1,477.7)	(1,773.9)	(1,974.3)	111.3
Gross profit	651.4	734.0	848.6	115.6
Selling and administrative expenses	(187.4)	(235.7)	(259.1)	109.9
Other (expenses)/income, net	(10.7)	(39.8)	(43.3)	108.8
Financial (expenses)/income, net	(66.3)	9.8	(327.7)	(3,343.9)
Share in the (loss)/profit of investments accounted for using the equity method	(3.2)	14.8	(48.1)	(325.0)
Gains on disposal of investments accounted for using the equity method	–	2.1	33.9	1,614.3
Income tax expense	(134.0)	(137.5)	(167.2)	121.6
Profit for the year	249.8	347.7	37.1	10.7
Other comprehensive income/(expenses)	157.5	37.6	(234.7)	(624.2)
Total comprehensive income/(expense) for the year	407.3	385.3	(197.6)	(51.3)
Net operating profit after tax (NOPAT)	319.3	321.0	379.0	118.1

1. Hereinafter in this section, (*) indicates that comparative data for 2024 have been restated due to the fact that: 1) in December 2025, the Company increased its stake to 89.76% and acquired control over JSC GSPI. Given that this organisation had been controlled by ROSATOM, this transaction has been recognised in consolidated financial statements as a common control transaction; accordingly, comparative data for 2024 have been retrospectively adjusted; 2) the effect of fair value measurement of recognised assets and assumed liabilities of subsidiaries acquired in 2024 was recognised in 2025.

Breakdown of revenue from sales to external customers by operating segment

Operating segment	2023		2024*		2025	
	RUB billion	% of the total	RUB billion	% of the total	RUB billion	% of the total
Electricity Generation	680.6	32.0	847.3	33.8	1,022.2	36.2
Sales and Trading	568.7	26.7	619.7	24.7	640.0	22.7
Transportation	274.5	12.9	275.2	11.0	233.7	8.3
Fuel	169.8	8.0	203.2	8.1	245.7	8.7
Mechanical Engineering	114.3	5.4	152.0	6.1	212.3	7.5
Mining	10.7	0.5	16.3	0.6	20.2	0.7
Other operating segments	310.5	14.5	394.2	15.6	448.8	15.9
Total	**2,129.1**	**100.0**	**2,507.9**	**100.0**	**2,822.9**	**100.0**

Revenue increased by 12.6%, or RUB 315.0 billion, compared to 2024; this included:

- Revenue growth in the Power Engineering Division driven primarily by a rise in prices for generated electricity and an increase in electricity sales volumes;
- Revenue growth in the Fuel Division driven mainly by an increase in the sales of nuclear fuel;
- Revenue growth in the Mechanical Engineering Division driven by an increase in equipment sales and the implementation of NPP construction projects;
- Revenue growth in the Sales and Trading Division due to a rise in the sales of uranium-containing products.

Revenue from transportation services provided by the Transportation Division fell as a result of a decrease in the volume of revenue-generating container rail transportation services and a decline in container turnover.

Direct economic value generated and distributed, RUB million

GRI 201-1

Indicator	2025
Direct economic value generated	**2,904,804**
Direct economic value distributed, including:	**2,412,032**
– operating costs	1,540,863
– salaries, other payments and benefits provided to employees, and insurance contributions	490,811
– community investments and charitable initiatives	28,849
– payments to providers of capital	135,425
– payments to government	216,084
Economic value retained	**492,772**

Cost of sales

Cost of sales under IFRS between 2023 and 2025, RUB billion

Cost of sales	2023	2024*	2025	2025/2024, %
Materials and fuel	709.6	777.4	799.7	102.9
Staff costs	252.6	308.1	362.7	117.7
Cost of electricity purchased for resale and for own use	104.9	152.8	160.7	105.2
Electricity transmission services	36.4	59.9	68.5	114.4
Depreciation and amortisation	124.6	136.0	147.6	108.5
Production services of third-party contractors	78.5	119.1	124.3	104.4
Property tax and other taxes and payments to the budget	30.0	34.6	40.1	115.9
Transport costs	170.4	168.0	161.7	96.3
Other expenses	93.9	104.0	118.0	113.5
Changes in finished goods and work in progress	(123.2)	(86.0)	(9.0)	10.5
Total	**1,477.7**	**1,773.9**	**1,974.3**	**111.3**

The cost of sales increased by RUB 200.4 billion (11.3%); this included:

- An increase in the cost of fuel and materials (including changes in finished goods and work in progress) by RUB 99.3 billion due to a rise in sales volumes;
- An increase in expenditure on operating personnel by RUB 54.6 billion;
- An increase in depreciation and amortisation costs by RUB 11.6 billion.

Structure of the statement of financial position

Key changes in the asset structure, RUB billion

Indicator	31 December 2023	31 December 2024*	31 December 2025
Goodwill	123	135	119
Intangible assets	271	311	329
Property, plant and equipment	3,777	4,848	3,540
Financial investments	299	283	250
Loans issued	173	185	348
Bank deposits	155	6	231
Cash	326	449	284
Accounts receivable	862	1,117	1,443
Inventory	489	634	743
Other non-current assets	274	394	340
Other current assets	48	51	50
Total	**6,797**	**8,413**	**7,677**

Key changes in the structure of equity and liabilities, RUB billion

Indicator	31 December 2023	31 December 2024*	31 December 2025
Provisions	226	245	280
Accounts payable	1,114	1,359	1,704
Borrowings	1,938	2,874	1,876
Other liabilities	305	431	511
Non-controlling interest	157	198	93
Retained earnings	1,639	1,900	2,022
Equity	1,418	1,406	1,191
Total	**6,797**	**8,413**	**7,677**

Key financial and economic indicators

Financial sustainability indicators	2023	2024*	2025
Debt-to-equity ratio	0.96	1.25	1.31
Liquidity ratios			
Quick ratio	0.91	0.85	0.97
Current ratio	1.27	1.22	1.37
Turnover indicators, days			
Inventory turnover	69	82	89
Accounts receivable turnover	58	67	81
Accounts payable turnover	139	170	167
Profitability ratios, %			
Return on sales (ROS)	11.7	13.9	1.3
Return on assets (ROA)	3.7	4.1	0.5
Return on equity (ROE)	7.8	9.9	1.1



Cash flow

Indicator	2023	2024*	2025	2025/2024, %
Cash flow from operating activities before changes in working capital	557.3	640.9	753.1	117.5
Changes in working capital	(118.4)	(206.3)	(320.1)	155.2
Income tax paid	(168.5)	(154.9)	(183.1)	118.2
Interest paid	(112.9)	(232.5)	(368.0)	158.3
Net cash flow from operating activities	**157.5**	**47.2**	**(118.1)**	**(250.2)**
Capital expenditures	(714.4)	(844.0)	(530.4)	62.8
Other	76.7	198.6	(321.3)	(161.8)
Net cash flow used in investing activities	**(637.7)**	**(645.4)**	**(851.7)**	**132.0**
Net changes in total debt	322.9	786.7	895.3	113.8
Payment of lease liabilities	(9.9)	(15.9)	(15.5)	97.5
Dividends paid	(68.1)	(70.5)	(45.4)	64.4
Acquisition of non-controlling interest	(15.2)	(6.3)	(4.8)	76.2
Proceeds from the sale of non-controlling interest	1.5	11.4	14.0	122.8
Net cash flow from financing activities	**231.2**	**705.4**	**843.6**	**119.6**
Net (decrease)/increase in cash and cash equivalents	**(249.0)**	**107.2**	**(126.2)**	**(117.7)**
Cash and cash equivalents at the beginning of the reporting period	492.5	328.3	437.9	133.4
Effect of movements in foreign exchange rates on cash and cash equivalents	82.8	2.4	(28.2)	(1,175.0)
Cash and cash equivalents at the end of the reporting period	**326.3**	**437.9**	**283.5**	**64.7**

Approach to taxation

The Company is a major taxpayer in Russia. Its organisations make significant contributions to budget revenue in their regions of operation. Information on taxes paid is regularly provided to regional administrations, the Government and the President of the Russian Federation. The Company views strict compliance with laws as a necessary prerequisite for the implementation of its strategy.

In order to develop a single approach and minimise tax risks, ROSATOM develops and regularly updates the following uniform industry-wide documents regulating tax matters for the Company's organisations: the Uniform Accounting Policy for Taxation; the Methodological Guidelines on Tax Due Diligence of Transactions; the Methodological Guidelines and Procedure for Communication on Transfer Pricing Matters; the Procedure for Calculating Income Tax for Controlled Foreign Companies and the Methodological Guidelines on Inspecting and Classifying Foreign Entities for the Purpose of Income Tax Calculation in the Russian Federation; the Procedure for Compiling Country-by-Country Data; the Methodological Guidelines on Identifying and Assessing Risks to Be Identified for the Purpose of Tax Monitoring; the Methodological Guidelines on Assessing the Applicability of Benefits under Tax Treaties (MLI).

Tax management, control and risk management

The Company has developed and operates a corporate risk management system on an ongoing basis. The tax risk management process is aimed at preventing or minimising risks, analysing the outcomes of the relevant measures and disclosing information on risks. Tax risk management approaches are regulated by the Uniform Industry-Wide Guidelines and recommendations of ROSATOM. In addition, those organisations that have joined the tax monitoring programme prepare quarterly tax risk reports to be submitted to tax authorities, as required by the Federal Tax Service of Russia (the risk register is compiled and updated based on the Industry-Wide Risk Library).

The performance of the tax function of the Company's subsidiaries is monitored by ROSATOM, which sets the relevant key performance targets (for the materiality of errors and for the share of non-deductible expenses).



2.1. BUSINESS STRATEGY UNTIL 2030

2.1.1. Business context

Trends in the development of the nuclear industry

The development of the nuclear industry is influenced by a number of factors, including:[1]

- Global population growth from 8.2 billion people in 2025 to 8.5 billion people by 2030 and an increase in the share of urban population from 57.8% to 59.2%;
- Global GDP growth of around 3.3% per year;
- Growth of global electricity output and consumption. Global electricity output is expected to increase by ~18% compared to 2025 and reach 37,900 TWh as early as in 2030, with the Asia Pacific region accounting for two thirds of the growth;
- Accelerating greenhouse gas accumulation. According to preliminary estimates, in 2025, carbon dioxide emissions reached a new high of about 38.1 billion tonnes. In 2025, emissions increased by 1.1% compared to 2024.

The development of low-carbon power generation, including nuclear power, is a necessary prerequisite for reducing emissions and achieving international climate targets. In 2025, amid geopolitical instability, rising inflation and disruptions in traditional energy supply chains, the global commitment to low-carbon and sustainable energy solutions was reaffirmed. The shared commitment to reducing greenhouse gas emissions will necessitate the active development of all low-carbon energy sources, including nuclear power generation.

The International Atomic Energy Agency forecasts an increase in net installed nuclear capacity from 398 GW[2] at year-end 2025 to 425–445 GW[3] by 2030.

The Company continues to give priority to the development of nuclear technologies, innovative non-nuclear technologies and related technologies that complement nuclear power generation and produce a multiplier effect across the industry as a whole. The Company focuses on promoting nuclear products and leveraging existing market opportunities to unlock the potential of existing mature technologies. At the same time, as the Company strengthens its position on existing markets, it actively diversifies into both adjacent segments and promising innovative technologies.

Key criteria for a decision to develop a new business area include its expected commercial appeal for the industry in the long term and safety for people and the environment.



1. Data from the World Bank, the IMF, the IEA World Energy Outlook 2025 (Stated Policies Scenario), the Global Carbon Project 2025, and the IAEA.
2. The data take into account a new demonstration power unit with a capacity of ≈1,427 MW (net) put into operation in 2024 in the Shandong Province (China), which was not recorded in the IAEA Power Reactor Information System (PRIS) as at 31 December 2025 (https://pris.iaea.org).
3. IAEA, Energy, Electricity and Nuclear Power Estimates for the Period up to 2050.

Thermal power generation will yield to nuclear energy primarily due to price fluctuations and constraints on the fuel market, as well as CO_2 emissions, which have a negative impact on the environment and drive up the cost of energy since many countries have imposed CO_2 emission fees. Projects to install CO_2 capture and utilisation systems at thermal power plants in order to minimise emissions are expected to be developed in the future. However, current estimates show that an increase in the cost per kilowatt-hour (LCOE) of thermal power plants by more than 35–55% will make them uneconomical.

Due to these factors, nuclear power will remain in demand in the long term.

Competitive advantages:

- Integrated offer for the entire NPP life cycle, which guarantees a competitive cost per kilowatt-hour (LCOE);
- Use of reference technologies meeting the highest safety standards;
- Assistance in securing financing and developing project infrastructure (the legal framework, employee training, community relations, etc.).

The Company's competitive position

The competitiveness of services provided by the Company is based on its unique facilities, technical capabilities and human resources, as well as the experience of coordinating R&D and design organisations. The Russian nuclear industry is a global leader in terms of research and development in reactor design, capabilities and technologies in the nuclear fuel cycle and in the sphere of NPP operation. Russia has the most advanced enrichment technologies in the world; nuclear power plants with water-cooled water-moderated power reactors (VVERs) have proved their reliability over one thousand reactor-years of fail-free operation. In 2025, the Company (including ROSATOM's portfolio) was the largest global market player in terms of the portfolio of overseas large NPP construction projects (35 power units).

For details, see section 2.3. 'Markets Served by Atomenergoprom'.



GRI 2-23

2.1.2. Long-term strategic goals

The Company implements ROSATOM's Business Strategy until 2030, which is aligned with the goals set by the government for the civilian branch of the nuclear industry; it was updated in 2024.

The development of the Company as an organisation of ROSATOM is based on the long-term technological policy, which involves mastering new-generation nuclear energy technologies (including fast neutron reactors and the closed nuclear fuel cycle), strengthening the export potential of Russia's nuclear technologies (NPP construction abroad, rendering uranium enrichment and conversion services, nuclear fuel fabrication, etc.), as well as ensuring safety, reliability and self-reliant technological development in Russia.

In the course of its operations, the Company is guided by the global sustainable development agenda and adheres to the Ten Principles of the UN Global Compact.

For details, see section 2.2. 'Sustainable Development Management'.

ROSATOM's Business Strategy, which the Company adheres to, provides general guidelines for the long term, shapes the target vision for 2030 and sets a framework for development.

The focus on the development of state-of-the-art technologies reinforces the Company's role as a leader in terms of national technological sovereignty. The development of new product lines will enable the Company to meet the needs of key industries by offering domestically developed technologies that ensure stability and security and help prevent the risk of delays caused by discriminatory measures taken by certain countries and organisations.

The Strategy also involves creating a governance system meeting international standards and easily adaptable to a changing environment; customer centricity, i.e. proactively identifying customer needs, and fully unlocking the potential of our employees by supporting lifelong learning and developing programmes to attract the best talent.

ROSATOM and the Company have set themselves four long-term strategic goals to be achieved by 2030:

- **To increase the international market share,** including both traditional and new business areas;
- **To reduce production costs and the lead time.** The Company works to improve its operational and investment performance, including minimising costs at all stages of the value chain to ensure that its products are competitive, with safety remaining its top priority;

Major external factors in 2025 included radical trade measures, tariff wars, an unpredictable foreign policy of a number of countries, and further escalation of regional conflicts and geopolitical tensions, which has highlighted the relevance of energy security issues and the necessity of diversifying the energy mix and increasing investment in clean, reliable and accessible energy sources.

As a global leader on the nuclear technology market, the Company continues to see opportunities for further expanding its international business, primarily by offering low-carbon products for developing countries.



- **To develop new products for the Russian and international markets.** The Company develops new energy and non-energy business areas to create new long-term growth points in the industry, reduce exposure to changes in the market environment in its traditional markets and maintain employment levels in its host regions;
- **To achieve global leadership in state-of-the-art technology.** The Company develops, produces and continuously upgrades technological solutions and products, and seeks to rank among the top five global companies in at least five advanced technologies prioritised by the industry within the time horizon of its strategy.

Necessary prerequisites for the implementation of the Strategy:

- Ensuring the safe use of nuclear energy;
- Minimising the negative environmental impact;
- Non-proliferation of nuclear technologies and materials;
- Ensuring that the development of nuclear power is socially acceptable;
- Developing the innovative potential of ROSATOM and the Company;
- Shaping a corporate culture focused on results and performance improvement;
- Ensuring full compliance with Russian legislation.

Progress in the implementation of the Strategy in the reporting year

In the reporting year, the Company was faced with systemic challenges, including sanctions, geopolitical tensions and logistical constraints. Nevertheless, the industry maintained its growth momentum and built the foundation for a quantum leap by ensuring technological self-sufficiency, diversifying export markets and developing fundamentally new business areas. The groundwork laid by the Company will enable it to shift its focus from adaptation to long-term sustainable growth, helping it accomplish all the objectives set in its Strategy.

Key strategy implementation risks

Key risks that can affect the achievement of strategic goals include:

- Economic risks (including financial risks, such as currency, interest rate and credit risks, etc.);
- Commercial risks (including risks associated with the nuclear fuel cycle product and service market, as well as reputational risks);
- Operational risks (including the risk of losing critical knowledge of existing and newly created products);
- Nuclear and radiation risks;
- Technical (project) risks;
- Climate risks (including environmental risks and energy transition risks);
- Social risks.

For details, see section 7.2. ‘Risk Management’.

2.2. SUSTAINABLE DEVELOPMENT MANAGEMENT

GRI 2-23

2.2.1. Key sustainable development results

The sustainable development agenda is integral to the strategy of ROSATOM and the Company, with the validated 'green' quality of their products and projects reflected in the 2030 Strategy as a necessary prerequisite for their operations. Environmental and social responsibility remains a priority both in Russia and internationally, including in the Global South.

The Company's reports are compliant with international sustainability reporting standards; more specifically, compliance with the GRI Standards is validated through independent non-financial audit. The Company's level of sustainability maturity is regularly confirmed by independent sustainability ratings.

For details, see section 2.2.2. 'Sustainability Ratings and Rankings'.

As part of its efforts to secure green credentials for its product line, the Company regularly conducts an internal certification procedure for various product areas, which involves assessing compliance with sustainability requirements and producing recommendations.

In 2025, the Company carried out a life cycle assessment of the carbon footprint of all large Russian NPPs; its findings confirmed the status of nuclear power as one of the cleanest power generation options. The carbon footprint of a large NPP with a VVER reactor averages 5.5 g of CO_2e/kWh, which is significantly lower than the threshold traditionally set for low-carbon energy sources at 100 g of CO_2e/kWh.

The Company regularly participates in various 'green' initiatives in Russia and abroad. In 2025, a project of the Power Engineering Division titled 'Implementation of Low-Carbon Electricity Generation Attributes for Nuclear Power Plants Using Bilateral Contracts and/or Certificates of Origin for Electricity (Nuclear Certificates)' was ranked first in the Sustainable Energy category in the Green Eurasia International Climate Competition, while the project to upgrade the Armenian NPP and extend its service life for a further 10 years won in the Eurasian Perspective category. An organisation in the Fuel Division was ranked second in the Water Resources in New Climatic Conditions category.

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2.2.2. Sustainability ratings and rankings

The Company's organisations are assigned ratings and included in rankings as part of ROSATOM. The assessment takes into account information on the performance of the Company's five key divisions: the Mining, Power Engineering, Mechanical Engineering, Fuel, and Sales and Trading Divisions. Starting from 2022, a sustainability rating is assigned to ROSATOM by the Russian Analytical Credit Rating Agency (ACRA) on an annual basis. In 2025, ACRA confirmed ROSATOM's rating at ESG-2 (AA+), which corresponds to a very high environmental, social and governance score (the assessment was solicited).

The high rating reflects the strong environmental, social and governance performance of the Company's organisations compared to peer companies, the fact that they have in place the relevant policies, procedures and measurable performance metrics for managing key sustainability risks, as well as a high level of compliance with best practices. Based on the findings of the assessment conducted by ACRA, focus areas for further development include advancing biodiversity

ESG rating assigned by ACRA



conservation practices, developing programmes to improve the efficiency of water use, wider implementation of the supply chain management system, and developing a Supplier Code of Conduct in individual Divisions.

Changes in the sustainability rating assigned to ROSATOM by the ACRA rating agency between 2022 and 2025

	2022	2023	2024	2025
Overall score	ESG-3	ESG-2 ↑	ESG-2 —	ESG-2 —
Environmental score	ESG-4	ESG-2 ↑	ESG-3 ↓	ESG-3 —
Social score	ESG-5	ESG-3 ↑	ESG-2 ↑	ESG-1 ↑
Governance score	ESG-1	ESG-1 —	ESG-1 —	ESG-1 —

In 2025, the Company was ranked in the top 3 in the EPS ('Environment, People, State') ranking with an AAA score.

Other sustainability ratings assigned to and rankings including ROSATOM and the Company in 2025

ESG-2 (AA+)

ESG-A

Level 1

Platinum

64 points (ranked No. 18 out of 120)*

138 out of 160 points (No. 2 in the overall ranking)*

Responsibility and Transparency **B+**

Sustainable Development Vector **A**

** For JSC Atomenergoprom*

2.2.3. Green product line

As part of developing its product line, the Company places a special emphasis on the environmental and climate performance of its products and projects, and value creation for end users in terms of alignment with sustainability priorities. As part of its efforts to secure green credentials for its product line, the Company reviews its key product areas to assess their compliance with sustainability principles. To do so, the Company applies an internal certification procedure, which involves businesses completing a questionnaire containing 50 questions; ROSATOM's Sustainability Department then assigns scores and produces recommendations.

2.2.4. Contribution to the climate agenda

In the context of sustainable development, it is important that the 'green' quality of nuclear power should be recognised in official documents at the national level. The inclusion of nuclear power in the scope of national green regulation along with renewable energy sources helps maximise its climate performance.

Systematic efforts are underway in Russia to ensure that projects in the nuclear power industry are covered by green regulation:

- In 2021, nuclear power was included in the Taxonomy of Green Projects;[1]
- The development of nuclear technology and the implementation of projects focused on nuclear power have been prioritised in the Strategy of Socio-Economic Development of the Russian Federation with Low Greenhouse Gas Emissions until 2050;[2]
- In 2023, nuclear power was listed among low-carbon power generation sources in the new version of Federal Law No. 35-FZ on the Electric Power Industry;
- In 2024, a national system for trading in green certificates of origin of electricity was launched in Russia; certificates available to Russian companies seeking to confirm the 'green' quality of energy that they consume include nuclear certificates;
- In 2025, nuclear power was included in the Nationally Determined Contribution (NDC) of the Russian Federation until 2035 as an instrument for achieving national climate targets. Overall, nuclear power has been explicitly included in the NDCs of 23 countries, including China, the US, Turkey and the UAE.

Nuclear power plays a crucial role in combating climate change due to low greenhouse gas emissions. In Russia, nuclear power makes up almost half of all low-carbon energy generated in the country, and nuclear power generation accounts for about 19% of the total electricity output. In accordance with the General Plan for the Location of Power Facilities until 2042 approved in 2024, the share of NPPs in power generation in Russia is expected to increase to 24%.

In addition to clean nuclear power, since 2017, the Company has been developing the wind power business. By year-end 2025, 10 wind farms with a total capacity of about 1.2 GW were in operation in Russia. The Company's renewable energy solutions are also in demand in foreign markets.

Since 2021, the Company's organisations have been offering consumers green credentials for low-carbon nuclear and wind power in the form of free bilateral contracts and certificates of origin of electricity. In 2025, the total volume of low-carbon energy covered by free bilateral contracts and green certificates exceeded 8.3 billion kWh (a total of 36.8 billion kWh between 2021 and 2025).

As part of the development of a system of green instruments in Russia, the Company issues nuclear certificates. These are certificates of origin of electricity confirming the low-carbon nature of electricity consumed and the fact that it has been generated by the Company's NPPs. Nuclear power has been

1. Approved by Decree No. 1587 of the Government of the Russian Federation dated 21 September 2021.
2. Approved by Order No. 3052-r of the Government of the Russian Federation dated 29 October 2021.



included in the list of power generation options eligible for certification on the Russian platform for trading in green certificates. By the end of 2025, three NPPs (Balakovo, Kalinin and Leningrad NPPs) with a combined installed capacity of 9 GW had been registered on the platform. In 2025, nuclear certificates were used to confirm the consumption of low-carbon energy by Russian companies totalling about 500 million kWh (since the launch of the platform in 2024). Importantly, to date, nuclear certificates have been included in national certification systems only in seven countries; apart from Russia, these are the UK, Canada, the UAE, the US, France and Japan.

In 2025, the Company concluded an agreement with the Roscongress Foundation on cooperation in the use of low-carbon energy for public events organised by the Foundation. The relevant certificates were used at the Russian Energy Week International Forum and the World Atomic Week Forum in Moscow in September 2025. The event was attended by more than 40,000 visitors.

2.2.5. Assessment of greenhouse gas emissions

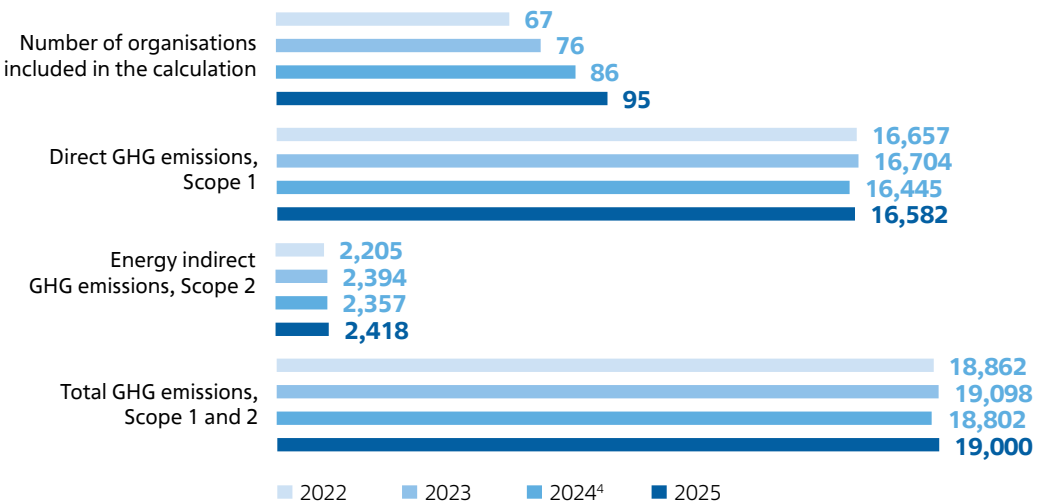
The Company assesses its greenhouse gas (GHG) emissions in accordance with international standards and the requirements of Russian legislation, as set out in Decree No. 707 of the Government of the Russian Federation dated 20 April 2022.[1]

2.2.5.1. Assessment of greenhouse gas emissions in accordance with international standards

When calculating GHG emissions in accordance with international standards, the Company applies the Uniform Industry-Wide Guidelines for the Calculation of GHG Emissions of ROSATOM and Its Organisations, which are aligned with international standards (ISO 14064-1,[2] ISO 14067,[3] the GHG Protocol) and approaches outlined in the IPCC Guidelines for National Greenhouse Gas Inventories.

The Company calculates Scope 1 GHG emissions using global warming potential values from the IPCC Fifth Assessment Report; energy indirect GHG emissions (Scope 2) are calculated using a location-based method. 2022 is used as the base year for calculating the Company's GHG emissions in accordance with international standards.

GHG emissions in the Company's organisations in accordance with international standards,
'000 tonnes of CO_2e



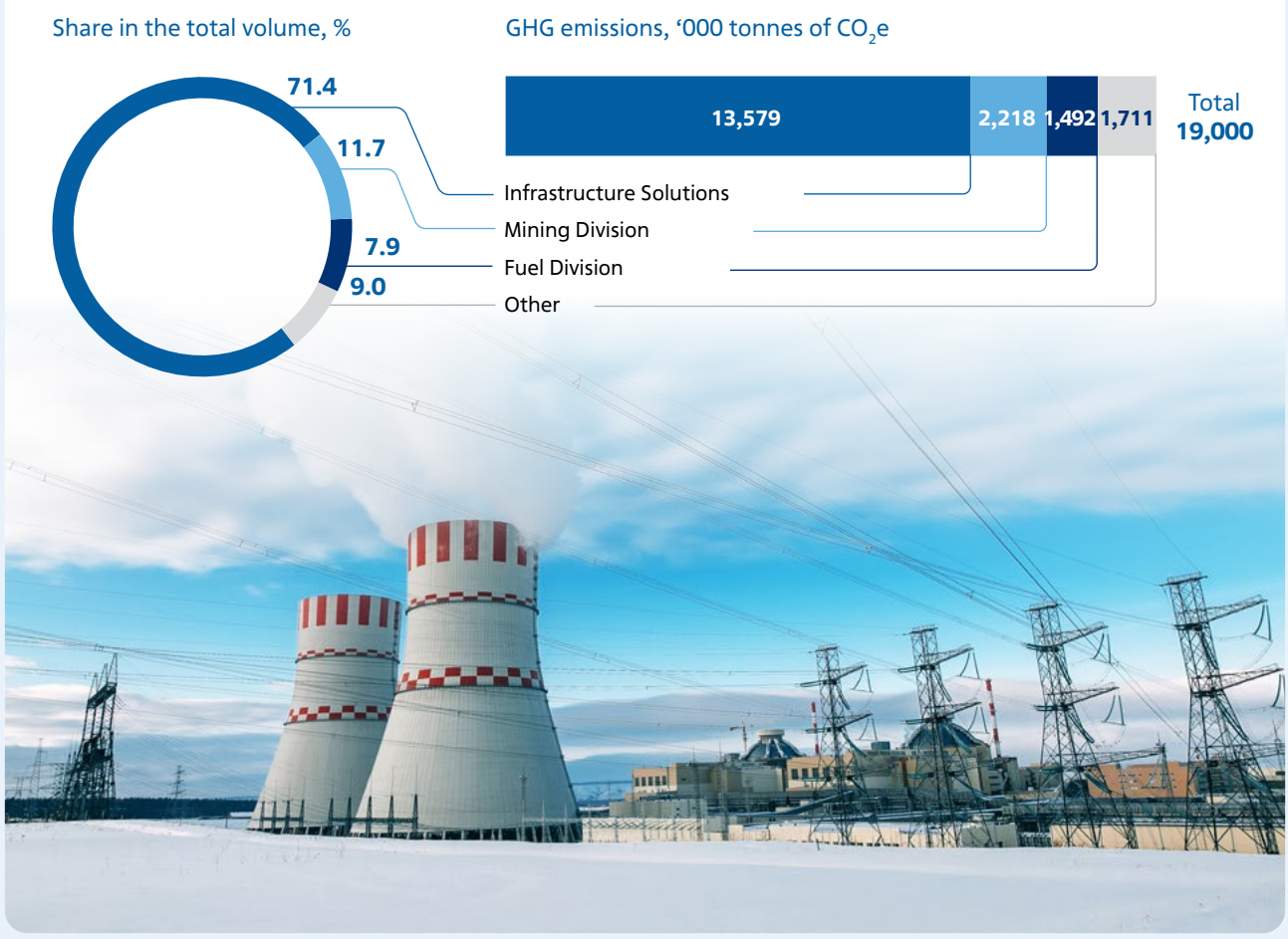
1. Decree No. 707 of the Government of the Russian Federation dated 20 April 2022 on Approving the Rules for Submitting and Verifying Greenhouse Gas Emissions Reports, the Greenhouse Gas Emissions Report Form, the Rules for Compiling and Maintaining a Greenhouse Gas Emissions Register, and on Amending Certain Regulations of the Government of the Russian Federation.
2. ISO 14064-1:2018 Part 1: Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removal.
3. ISO 14067:2018 Greenhouse gases – Carbon footprint of products – Requirements and guidelines for quantification.
4. Figures for 2024 have been revised following adjustments to input data used for calculating Scope 1 GHG emissions, and changes in the approach to Scope 2 GHG emissions accounting.

There were no significant changes in the total volume of GHG emissions in the Company's organisations compared to 2022 as the base year (the deviation was less than 1%). The indicator was affected primarily by the revision of the list of organisations included in the scope of IFRS reporting.

There were no significant changes in the breakdown of GHG emissions by key Division of the Company in 2025.

The major share of total GHG emissions (about 71% in 2024 and 2025) is produced by the Infrastructure Solutions Division, whose organisations operate heat supply systems in 20 Russian towns and cities (mainly gas-fired CHPPs) to ensure steady energy supply to consumers.

Breakdown of total GHG emissions (Scope 1 and 2) in accordance with international standards by Division of the Company, '000 tonnes of CO_2e, %



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2.2.5.2. Assessment of greenhouse gas emissions in accordance with the requirements of Russian legislation

Federal Law No. 296-FZ of 2 July 2021 on Limiting Greenhouse Gas Emissions establishes a regulatory framework for GHG emission control in the Russian Federation. As part of the national GHG emissions accounting system, the threshold for direct GHG emissions for regulated organisations has been set at 50,000 tonnes of CO_2e per year. In order to define the boundaries of its GHG emissions accounting in accordance with Russian legislation, the Company has set a more ambitious target of 20,000 tonnes of CO_2e per year or more; the scope of accounting includes only organisations based in the Russian Federation.

The list of organisations required to assess GHG emissions and disclose the relevant information in accordance with Russian legislation includes seven of the Company's legal entities (including their branches). In 2025, Scope 1 GHG emissions in these organisations totalled 15,984,000 tonnes of CO_2e.

GHG emissions in the Company's organisations in accordance with Russian legislation,[1]
'000 tonnes of CO_2e

Number of organisations included in the calculation



Direct GHG emissions, Scope 1



Coefficients used for the 'stationary fuel combustion' category of GHG emission sources when calculating GHG emissions in accordance with the requirements of Russian legislation differ from those used for calculation in accordance with international standards, and a more limited range of GHG emission sources is used.

1. Under Russian legislation, only direct (Scope 1) GHG emissions are taken into account.

2.2.5.3. GHG emissions management principles

ROSATOM's organisations currently have limited capabilities for physically managing GHG emissions due to the nature of technological solutions and infrastructure used at existing production facilities. The industry-wide energy conservation programme for the period from 2026 through 2030[1] provides a framework for the implementation of measures to reduce GHG emissions. The Infrastructure Solutions Division, which accounts for the majority of GHG emissions in the Company's organisations, is implementing an equipment modernisation and repairs programme, which is focused primarily on technical upgrades of its operating assets.

The Company currently does not apply market-based mechanisms for reducing GHG emissions ('paperwork' such as carbon units and certificates of origin of electricity). The Company is taking steps to identify climate risks and review climate change adaptation practices used in its organisations.



1. Energy Conservation and Energy Efficiency Improvement Programme of ROSATOM and Its Organisations for the period from 2026 through 2030.

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GRI 2-24

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2.2.6. Fulfilment of responsible business commitments

Sustainable processes

The Company applies the Uniform Industry-Wide Policy on Sustainable Development, which sets out the objectives and key principles guiding its efforts in the sphere of health, safety and the environment, in the social sphere and in the sphere of corporate governance. The Company is guided by the precautionary principle approved at the United Nations Conference on Environment and Development in 1992. In addition, the Russian nuclear industry applies the Uniform Industry-Wide Guidelines on the Management of Sustainability Initiatives. ROSATOM regularly updates and supplements its regulations: in 2025, it published updated versions of the Policy and the Uniform Industry-Wide Guidelines, which set out the revised goals, objectives and priorities in the sphere of sustainable development.

Regulations concerning every aspect of sustainable development have been approved in the industry; they define the key principles underlying the relevant initiatives and the mechanisms for implementing them. These regulations include the Environmental Policy, the Social Policy (updated in 2025), the Occupational Health and Safety Policy, the Human Rights Policy, the Code of Ethics and Professional Conduct, the Anti-Corruption Policy (updated in 2025) and the Uniform Industry-Wide Guidelines for the Calculation of Greenhouse Gas Emissions.

The Company's sustainable development initiatives involve continuous process improvement, the implementation of projects focused on health, safety and the environment and human rights, as well as personnel management and talent development. Tools used for measuring process efficiency include key sustainability indicators. The Company is developing its sustainability management system; this includes setting medium- and long-term goals.

GRI 414-1

Sustainability principles are being implemented not only in the Company but also in other organisations in the industry. Sustainability officers and employees responsible for individual aspects of sustainable development have been appointed in the Divisions; measures to improve sustainability maturity are developed and implemented on an annual basis.

Sustainable Development Policy

The Sales and Trading Division has implemented a supply chain sustainability management system based on the Supplier Code of Conduct. The Code focuses on three main aspects of suppliers' operations: environmental impacts, social impacts and business ethics. Compliance with the Code is monitored through audits, whose findings inform the development and implementation of corrective action plans.



As part of efforts to develop climate expertise in the industry, a Climate Performance Project Office was established in 2025; it will coordinate climate impact management initiatives in the nuclear industry. In addition, employees responsible for collecting data and calculating greenhouse gas emissions have been appointed in nuclear organisations.

The Company's representatives participate in public discussions on sustainable development on Russian and international platforms. In 2025, they participated in discussions focused on sustainable development and the climate agenda at the Nevsky International Ecological Congress (NIEC), the St. Petersburg International Economic Forum (SPIEF), Russian Energy Week (REW) and other events. The programme of the World Atomic Week Forum included a session titled 'Clean Energy for a Green Planet', which was attended by experts from Russia, Hungary, China, India, South Korea, as well as the International Atomic Energy Agency (IAEA).

The Company regularly participates in the work of a number of specialised international organisations, including the IAEA and the World Nuclear Association (WNA), focused on sustainable development and the climate agenda.

The Company regularly informs employees in the industry about sustainability priorities and objectives, holds workshops and other events, and conducts surveys. The Rosatom Corporate Academy provides face-to-face and online sustainability training on an annual basis. In 2025, more than 44,000 unique users in ROSATOM and the Company completed a basic online course on sustainable development.

In order to systematise existing approaches and enable organisations in the industry to share their experience, a Library of Industry Sustainability Practices has been made available to employees.

The results of the first competition of sustainability practices applied in the industry were announced in 2025. A total of 36 entries were submitted for the competition from five Divisions, with eight winners selected across five categories: Climate Change Adaptation Measures; Minimising Industrial Waste; Biodiversity Conservation; Social Entrepreneurship; Efficient Water Use. In addition, two practices were recognised outside the scope of the main topics of the competition.



2.3. MARKETS SERVED BY ATOMENERGOPROM

In 2025, the Company (including the portfolio of ROSATOM) ranked:

- First in the world in terms of NPP exports (22 large power units under construction in seven countries worldwide, accounting for 88% of the global market), with the Company's portfolio of overseas NPP construction projects comprising 35 large power units and six small power units in 11 countries globally (including the portfolio of ROSATOM);
- First on the global uranium enrichment market (36%);
- Third in the world in terms of uranium production (12% of the market);
- Third on the global nuclear fuel market (18.2%).

The vision of the Company as an organisation of ROSATOM is to become the flagship of national technological sovereignty and a global technological leader; this necessitates both developing in traditional segments and diversifying into new high-technology markets.

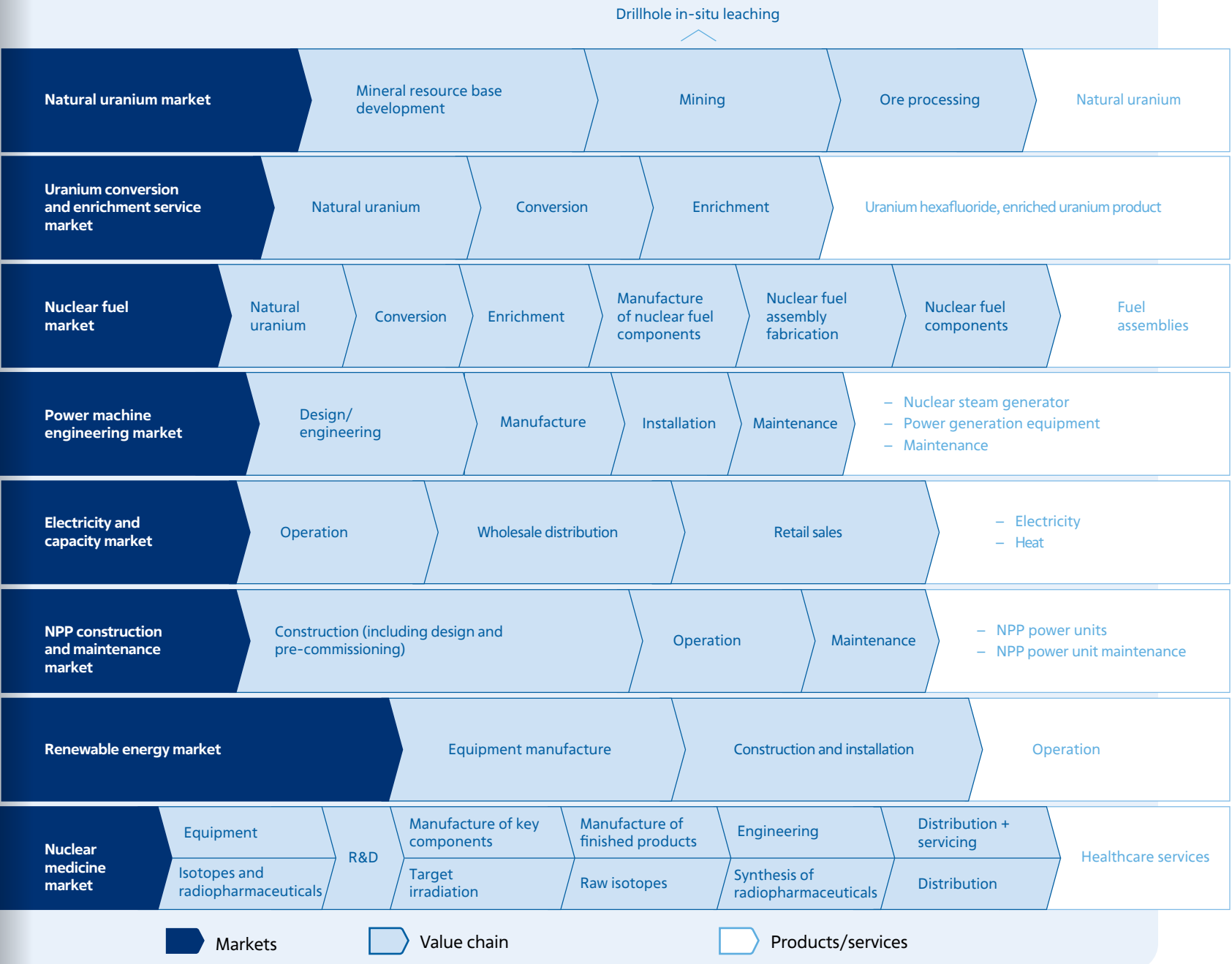
One of the key priorities of the Company's business is to develop globally competitive products that are able not only to effectively replace imports, but also to become leaders on global markets.



2.3.1. Markets served by Atomenergoprom and value chains

GRI 2-6

In the reporting year, there were no changes in the value chain, including the supply chain.



2.3.2. Natural uranium market

Forecast for changes in uranium demand by 2030

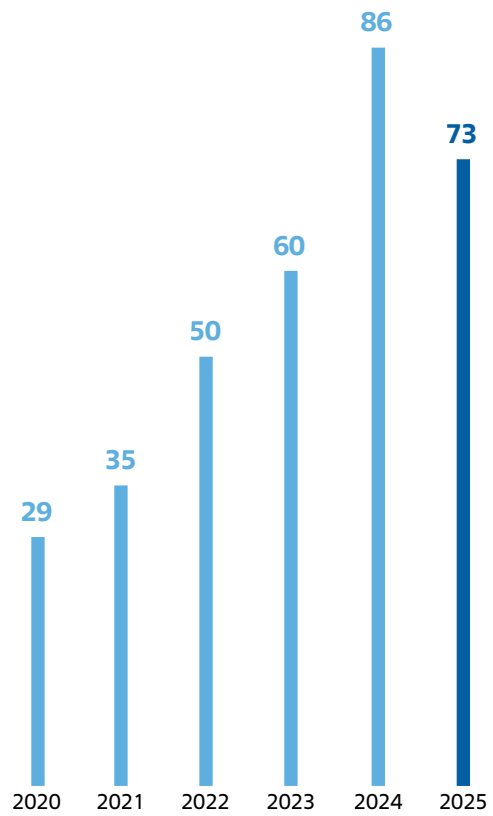
In 2025, global reactor demand for uranium totalled 70,300 tonnes.[1] Global demand taking into account commercial and strategic stockpiling not intended for current consumption is estimated at 83,000 tonnes.

In 2025, the natural uranium market continued to experience a high level of price volatility due to the fluctuating activity of market players. At the beginning of the year, prices fell following a decrease in uranium procurement volumes. The rise in prices was driven by the news of executive orders signed by the US President in May to support the development of the nuclear power industry, as well as increased activity in the investment sector, including the SPUT Fund, which started to conclude uranium purchase deals in June. During the months that followed, prices changed in line with the actions of market players, with investment funds continuing to buy natural uranium, which enabled prices to consolidate above USD 81/lb of U_3O_8 by the end of the year.

According to UxC, in 2025, spot market quotations for uranium averaged USD 72.6/lb of U_3O_8, which is 16% lower than the 2024 average.

The uranium market fundamentals remain favourable. In the medium and long term, market prices for uranium are expected to rise due to additional demand from investors and a reduction in the 'liquid' portion of secondary sources. In the long term, prices are expected to rise due to an increase in demand for uranium driven by the commissioning of new NPPs and the restart of previously shut-down NPPs in the US, China, India and other countries. According to the base case forecast of the World Nuclear Association (WNA), global reactor demand for uranium will increase to 85,900 tonnes by 2030 and to 150,500 tonnes by 2040.

Average annual spot market quotations for natural uranium, USD/lb of U_3O_8



Sources: input data from UxC;[2] average values have been calculated by the Company's Mining Division

1. Hereinafter, data on the uranium market from a report by UxC (UMO Q1 2026) are used.
2. UxC, LLC (UxC) is an independent international company specialising in market analysis, research and forecasting covering the entire nuclear fuel cycle (https://www.uxc.com/).

Natural uranium market overview

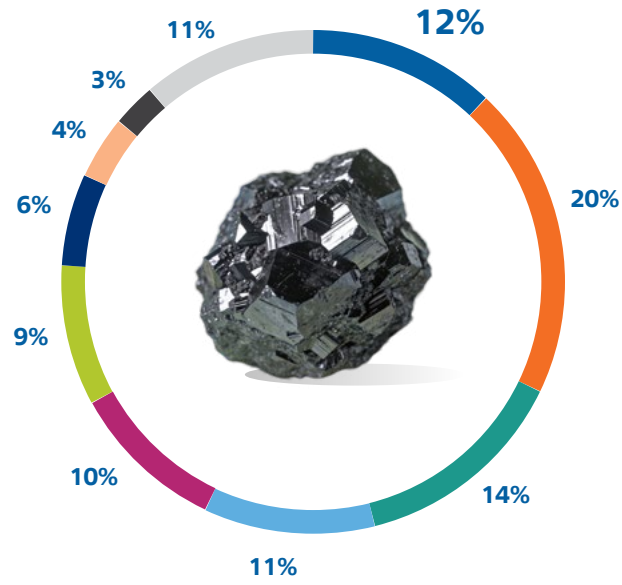
According to UxC, in 2025, global uranium production increased by 8% to 66,600 tonnes.

Ten major companies, namely NAC Kazatomprom (Kazakhstan), Cameco (Canada), two organisations managed by JSC Atomenergoprom, CNNC and CGN (China), Orano (France), Navoiyuran State Enterprise (Uzbekistan), BHP (Australia – UK) and Gereral Atomics (US), accounted for about 89% of global production.

NAC Kazatomprom has been the largest uranium mining company globally since 2010 (20% of global production in 2025). By year-end 2025, Canada's Cameco (14% of global production) remained in second place; however, its share decreased due to a decline in output at the McArthur River mine caused by operational issues. At year-end 2025, JSC Atomenergoprom ranked third among major companies (12% of global production).

Supplies from secondary sources (inventories of energy companies and some states, repreparation of depleted uranium hexafluoride, reprocessed uranium, etc.) in 2025 totalled 16,500 tonnes of natural uranium equivalent.

Largest players on the natural uranium market in 2025



Sources: company reports, UxC

2.3.3. Uranium conversion and enrichment market

Products and services offered on the market include uranium hexafluoride (UF_6), uranium conversion services, uranium enrichment services, enriched uranium product (low-enriched (up to 5%) and medium-enriched (5% to 20%)[1]) and uranium reconversion services.

Forecast for changes in demand for uranium conversion services by 2030

According to the base case scenario of the World Nuclear Association, in the reporting year, global reactor demand for uranium conversion services was estimated at 66,000 tonnes.[2]

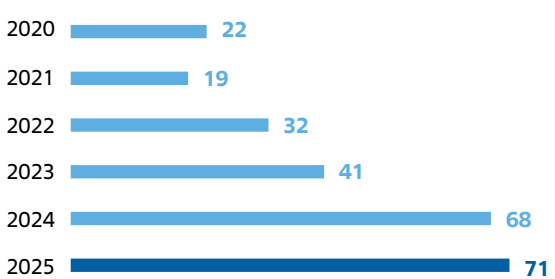
In 2025, average annual spot market quotations for uranium conversion services increased by 4% to USD 71/kg U, while average annual long-term quotations rose by 26% to USD 51/kg U.

The growth was driven by the following factors:

- An overall rise in interest in nuclear power accompanied by growing global demand for conversion services;
- Market participants remaining concerned about the availability of conversion services amid limited conversion capacities of Western producers and due to geopolitical factors.

The development of nuclear power generation until 2030 will have a positive impact on the market for uranium conversion services. According to the base case forecast of the World Nuclear Association, in 2026, global demand for conversion services will remain roughly at the same level as in the reporting year and may increase to 82,500 tonnes by 2030.

Average annual spot market quotations for conversion services, USD/kg of uranium (average for the North American and European markets)





1. Also termed HALEU (the abbreviation for High-Assay Low-Enriched Uranium) in foreign sources.
2. The Nuclear Fuel Report: Global Scenarios for Demand and Supply Availability 2025–2040, World Nuclear Association, 2025.

Forecast for changes in demand for uranium enrichment services by 2030

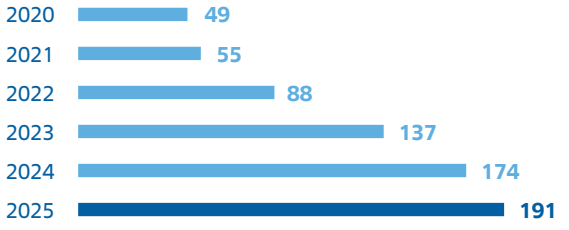
According to the World Nuclear Association, in 2025, global reactor demand for enrichment services was estimated at ~54 million separative work units (SWU).[1]

In 2025, average annual spot market quotations for uranium enrichment rose by 10% to USD 191/SWU, while long-term quotations increased by 6% to USD 170/SWU.

The rise in quotations was also driven by the following factors:

- Growing interest in nuclear power;
- Concerns among market players regarding the availability of uranium enrichment services.[2]

Average annual spot market quotations for enrichment services, USD/SWU



The development of nuclear power generation until 2030 will have a positive impact on the market for uranium enrichment services. According to the base case forecast of the World Nuclear Association, in 2026, global demand for enrichment will remain roughly at the same level as in 2025 and may reach 68 million SWU by 2030.

Uranium conversion and enrichment market overview

Along with the Company, key players on the global market for uranium conversion services include Orano (France), Cameco (Canada), CNNC (China) and ConverDyn (US).

The main players on the global market for uranium enrichment services include JSC Atomenergoprom (36% of the global market), URENCO (UK, Germany, Netherlands; 32%), CNNC (China; 19%) and Orano (France; 13%). Together, these companies control almost 100% of the market.

All market players currently use modern gas centrifuge technology for uranium enrichment.



1. The Nuclear Fuel Report: Global Scenarios for Demand and Supply Availability 2025–2040, World Nuclear Association, 2025.
2. With regard to enrichment services provided by Russian companies, the special regime for the supply of enriched uranium from Russia to the US or under export contracts concluded with persons registered under the US jurisdiction has been extended until 31 December 2027.

2.3.4. Nuclear fuel fabrication market

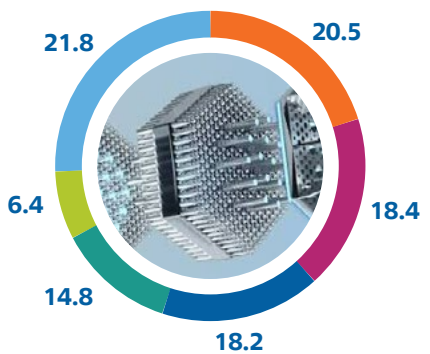
According to the Company's estimates, in 2025, the global nuclear fuel market capacity totalled about 10,900 tonnes of heavy metal (tHM), with fuel for light-water and other reactors requiring uranium enrichment accounting for ~7,200 tHM (including ~1,500 tHM of fuel for water-cooled water-moderated power reactors (VVERs)) and fuel for heavy-water reactors accounting for ~3,100 tHM.

As the reactor fleet will be expanding, the demand for fabrication services may increase to 11,600 tHM by 2030, including 1,400 tHM for VVER reactors.

Global suppliers on the fabrication market include Westinghouse (with a market share of 20.5%), Framatome (with a market share of 18.4%), JSC Atomenergoprom (18.2%),[1] CNNC (14.8%) and Global Nuclear Fuel (6.4%).

In the reporting year, Russian nuclear fuel fully met the demand of Russia and a number of customers, including Slovakia, the Republic of Belarus, Hungary, Finland, India, Turkey and China, for reactor fuel.

Shares of players on the nuclear fuel fabrication market, %





1. The calculation does not include 23 NPP power units (Japan, India) which were classified as in 'suspended operation' as at 31 December 2025, according to data in the IAEA Power Reactor Information System (PRIS).

Entering new nuclear fuel markets

In the reporting year, the Company supplied:

- batches of fuel for reloading at power unit No. 1 of Kudankulam NPP (India) and fuel for reactor start-up for power unit No. 3;
- fuel for the start-up of a VVER-1200 reactor at power unit No. 7 of Tianwan NPP (China); this is the first batch of fuel for reactor start-up supplied for this type of reactors in China;
- the first batch of nuclear fuel for reloading at power unit No. 1 of Rooppur NPP (Bangladesh);
- a commercial batch of fuel assemblies for the Dalat Research Reactor (Vietnam);
- fuel for partners in the CIS (the Republic of Belarus and Armenia).

Documents were signed for the supply of fuel for reactor start-up at power unit No. 1 of El Dabaa NPP (Egypt); the production of a batch of fuel was launched to ensure that it is delivered in time for the commissioning of the power unit.

In 2025, the pilot operation of three experimental fuel assemblies with MOX fuel in the BN-800 reactor continued. These fuel assemblies contain 1.5% of minor actinides (americium-241 and neptunium-237), which are present in individual fuel elements. Separately, MOX fuel for VVER reactors is being tested in the MIR.M1 research reactor. The test programme is designed to comprise six irradiation cycles. The tests are aimed at validating the efficiency and safety of the use of MOX fuel in VVER reactors, including the advanced VVER-S model.

2.3.5. Power machine engineering market

Power machine engineering is a strategically important industry that helps ensure energy security, supports industrial development and contributes to the country's technological self-sufficiency. In 2025, industrial output in Russia increased by 1.3%, with the manufacturing sector growing by 3.6%. At the same time, the machinery and equipment production index, which includes power generation equipment, decreased by 6.9% due to a decline in output in certain categories of mechanical engineering products.

Last year saw the start of implementation of the General Plan for the Location of Power Facilities until 2042,[1] which involves the commissioning of power generation equipment with a total capacity exceeding 88 GW, including NPPs with a capacity of about 29 GW; coal- and gas-fired TPPs with a capacity of 35 GW; wind and solar power plants with a capacity of 17 GW, and hydropower plants with a capacity of 7 GW. Given these plans, the Russian power machine engineering market is expected to grow.

The Company's Mechanical Engineering Division is a leader in the Russian power machine engineering sector; it is a fully integrated operation producing equipment for the nuclear and thermal power industries, the oil and gas sector, shipbuilding and the metals industry.

The key task of the Mechanical Engineering Division is to produce reactor equipment for the Company's NPP construction projects in Russia and abroad.

The Company's key competitive advantage consists in the fact that it controls all stages of the production chain, from special steel production to the manufacture of finished equipment, which helps ensure high product quality and reliability.

1. Approved by Order No. 4153-r of the Government of the Russian Federation dated 30 December 2024.

2.3.6. NPP construction and operation market

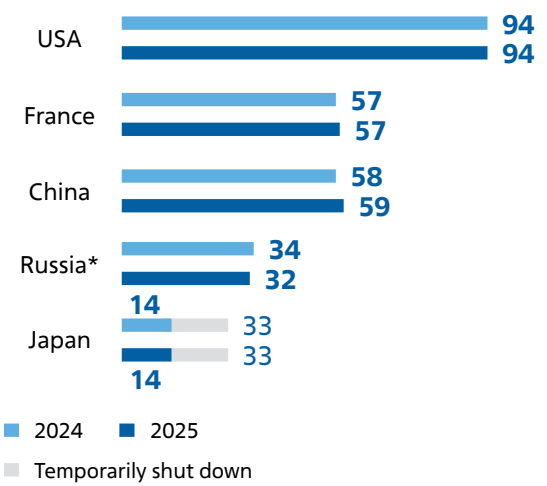
In recent years, the global energy market has been characterised by growing focus on the environmental aspects of the electric power industry and an increase in the share of low-carbon power generation. Countries seek to reduce the share of power plants using fossil fuels (coal and gas) and to develop renewable energy sources, such as wind and solar power plants, etc. Despite a surge in renewable power generation, its stability in the absence of expensive energy storage systems remains an unresolved issue. Nuclear power generation is currently one of the most reliable, cheapest and most environmentally friendly sources of electricity. The International Atomic Energy Agency forecasts that by 2030, global installed nuclear power capacity will reach 425–445 GW,[1] which reflects steady growth of nuclear power generation.

Nuclear power accounted for about 9% of global electricity generation, with 14 countries relying on nuclear power to meet more than a quarter of their electricity demand. Countries with the largest share of nuclear power generation include France (67.3%), Slovakia (60.6%) and Hungary (47.1%).[2]

According to the IAEA,[3] as at 31 December 2025, 437 power reactors with a total capacity of 398 GW were in operation (including the suspended Japanese reactors). Another 66 reactors were under construction. By year-end 2025, electricity and heat were generated in Russia by 33 power units of 10 NPPs with a total installed capacity of 29.7 GW, including the power unit of the *Akademik Lomonosov* floating thermal nuclear power plant (FTNPP) comprising two reactor units. In 2025, Russia ranked fourth in the world in terms of the number of NPP power units in operation.

Light-water reactors (VVER, PWR, BWR, LWGR) are the main type of reactors currently in operation in the world. They make up more than 90% of the global market (as a percentage of the total installed capacity).

Leading countries by the number of operating NPP power units in 2024 and 2025, at year end



* Excluding the floating thermal nuclear power plant.
Source: IAEA Power Reactor Information System (PRIS) (https://pris.iaea.org)

According to the IAEA, new nuclear power generation capacities connected to the grid globally in 2025 totalled just under 3 GW.[4] At present, demand for NPP construction comes primarily from Asian countries, which is due to rapidly growing electricity consumption in this region.

1. IAEA, Energy, Electricity and Nuclear Power Estimates for the Period up to 2050.
2. IEA, World Energy Outlook 2025; IAEA, 2025: Nuclear Power Reactors in the World.
3. Based on data in the IAEA Power Reactor Information System (PRIS) (https://pris.iaea.org) and taking into account a new demonstration power unit with a capacity of ≈1,427 MW (net) put into operation in 2024 in the Shandong Province (China).
4. IAEA Power Reactor Information System (PRIS) (https://pris.iaea.org).

2.3.7. NPP servicing market

The Company provides NPP maintenance services covering the entire life cycle: it provides personnel training and supplies equipment for training centres, provides engineering and technical support at the commissioning and operation stages, carries out maintenance, repairs and upgrades, supplies spare parts, tools and accessories and equipment and extends the service life of NPPs.

Key end markets in this segment include foreign countries where there are Russian-design power units in operation or under construction, namely Armenia, Bangladesh, Belarus, Bulgaria, Hungary, Egypt, India, China, Slovakia, Turkey, Finland and the Czech Republic.

In the reporting year, the portfolio of power units serviced by the Company comprised 48 Russian-design NPP power units abroad.

Furthermore, the Company is a market leader in China, Bulgaria and Armenia, acting as a general contractor for life extension, scheduled preventive maintenance and equipment modernisation at NPPs equipped with VVER reactors.

The Company's rivals on this market include national operators and local service companies forming part of or partnered with local energy corporations, as well as large international companies (Framatome, Engie, Westinghouse, AFRY, etc.).

To consolidate its position on the NPP servicing market, the Company has initiated and continues its localisation efforts in key regions by creating partnerships and joint ventures with local market players, establishing subsidiaries or developing branches.

The Company is exploring localisation opportunities in other regions of operation (Turkey, Egypt, Bangladesh, etc.) and plans to develop a line of NPP servicing products by 2030.

For details, see section
2.1. 'Business Strategy until 2030'.



2.3.8. Electricity and capacity market in the Russian Federation

Expansion on the electricity and capacity market in the Russian Federation remains one of the Company's top priorities, as it is one of the key power generation companies in Russia and the local market serves as a platform for testing technologies prior to their global roll-out.

In 2025, electricity consumption in the Unified Power System of Russia totalled 1,161.2 billion kWh as against 1,174 billion kWh in the previous year (down by 1.1%).

Nuclear power plants maintained their role in terms of meeting base load demand in the Unified Power System of Russia, with nuclear power generation totalling 218.35 billion kWh in 2025 (2024: 215.52 billion kWh). In the reporting year, the Company managed to remain a leader among power generation companies, with the share of nuclear power generation in the country's total electricity output totalling 18.7%. The Company's key goal remains to ensure safe and reliable NPP operation and remain a leader in terms of the share of electricity output in the country's energy mix.

The Company is a major player on the thermal power market. Power generation capacity of thermal power plants (TPPs) managed by the Company totalled about 4 GW, while their heat generation capacity exceeded 19,000 Gcal/h.

In 2025, power generation and net heat supply at the TPPs totalled 14.48 billion kWh and 29.6 million Gcal respectively (2024: 14.1 billion kWh and 26.8 million Gcal; 2023: 13.3 billion kWh and 24.5 million Gcal respectively).

The TPPs and boiler houses supplied power and heat to regions of the Far Eastern, Siberian, Ural and Central Federal Districts.

In addition, the Company builds and operates wind power plants in Russia. The portfolio of wind power plants to be built by the Company totals about 2 GW, with about 1.2 GW already put into operation. In 2025, electricity output from the Company's WPPs totalled 2.32 billion kWh (2024: 2.75 billion kWh; 2023: 2.27 billion kWh).

In addition to NPP, TPP and WPP operation, the Company also sells electricity, providing services to more than 112,000 organisations and 5 million households in nine regions. As the Company expanded its geographical footprint, in 2025, electricity sales more than doubled compared to 2024 and reached approximately 37 billion kWh.

For details, see section
4.4. 'Power Engineering Division'.



2.3.9. Renewable energy market

The global renewable energy market continues to demonstrate a consistently strong growth in terms of both capacity additions and investment. The International Energy Agency forecasts that by 2035, total installed renewable energy capacity globally will increase by a factor of more than 2.5 compared to the current level and reach 13.7 TW, with the capacity of onshore and offshore wind power plants (WPPs) increasing by 2.8 TW, while the capacity of solar power plants (SPPs) will grow by 8.9 TW.[1] In 2025, global investment in the electric power sector totalled USD 1.5 trillion, including USD 450 billion invested in renewable energy.[2]

The development of a new structure of the global renewable energy market has been completed; it is characterised by the domination of a limited number of players (mostly Chinese) combined with record-breaking capacity additions. According to the latest data, a total of 23,098 wind turbines (127 GW) were installed in 2024, with Chinese companies (Goldwind, Envision, Mingyang, Windey) ranking in the top four of the world's largest manufacturers for the first time, while the leading European manufacturer, Vestas, was only fifth in the global ranking. At the same time, in Europe, local manufacturers retained a 92% market share.[3] In the solar power segment, shipments by the ten largest manufacturers of solar photovoltaic modules reached a record high of 500 GW in 2024, having almost doubled year on year. Integrated companies, primarily Jinko Solar, JA Solar and LONGi Green Energy,[4] consistently remain leaders in terms of total shipments.

The Company (as an organisation of ROSATOM) positions itself on the global market as a renewable energy project developer. In accordance with the Strategic Programme titled 'Renewable Energy: Foreign Markets', the target portfolio of the Company's overseas renewable energy



1. IEA, World Energy Outlook 2025 (STEPS).
2. IEA World Energy Investment 2025.
3. Global Wind Energy Council (GWEC), Wind Turbine Suppliers deliver new record volume.
4. Wood Mackenzie, Global Solar Module Manufacturer Rankings 2025.

projects totals up to 100 MW in 2026 and is projected to reach 1.5 GW by 2030. Among other things, the Company plans to expand its international business by diversifying into new segments of the renewable energy market, namely the SPP and offshore WPP segments, while simultaneously expanding its footprint in the onshore WPP segment in target markets in the CIS countries, Southeast Asia, Africa and the Middle East.

In terms of the development of renewable energy in the Russian Federation, according to the General Plan for the Location of Power Facilities until 2042, renewable energy capacities are expected to expand by about 17 GW.

The Company successfully builds wind farms in the Russian Federation. Following competitive selection as part of the programme to support the use of renewable energy based on capacity supply agreements on the wholesale market, the Company has formed a portfolio of projects with a total capacity of approximately 2 GW.

In 2025, the Company completed the construction of the first stage of the Novolakskaya WPP (152.5 MW) in the Republic of Dagestan. By year-end 2025, 10 wind farms with a total capacity of 1,187.5 MW were in operation. Plans for 2026 include the commissioning of the second stage of the Novolakskaya WPP.

Taking into account wind power capacities commissioned in the Russian Federation, the Company's share on the Russian wind power market totals about 40%.

For details, see chapter 2. 'Business Strategy'.

GRI 3-3

2.3.10. Nuclear medicine market

Nuclear medicine is a high-technology branch of healthcare in which radiopharmaceuticals produced using isotopes, as well as medical products and medical equipment based on ionising radiation technology are used in order to diagnose and treat various diseases.

In 2025, the global market for isotope products totalled USD 9.5 billion, with radiopharmaceuticals accounting for up to 80% of the market (more than USD 7.5 billion). About 60% of radiopharmaceuticals are used for diagnostics, while the remaining 40% are used for treatment, with the balance gradually shifting towards the treatment segment. The radiopharmaceuticals market is growing rapidly (it has doubled over the past 10 years), primarily due to a wider use of targeted radiopharmaceuticals. The combined market for isotopes and radiopharmaceuticals is projected to reach USD 12.6 billion by 2030.

The Company is a major supplier of isotopes and radiopharmaceuticals for nuclear medicine in Russia. The Company's reactors make up about 30% of the global reactor fleet used for the industrial production of radioisotopes. The Company accounts for ~30% of global radioisotope production (for some types of radioisotope products, its share totals 50% to 100%). The Company's long-term goal is to rank among the top three global suppliers of isotope products for medical applications, including brand-name radiopharmaceuticals and generic drugs.

The Company's research and production capabilities also enable it to develop nuclear medicine equipment. The combined global market for main types of nuclear medicine equipment (PET and SPECT scanners and equipment for radiation therapy) totals USD 26 billion and is projected to grow to USD 46 billion by 2030.

The Company also develops medical equipment for diagnostics and therapy. By 2030, it plans to launch mass production of brachytherapy equipment and MRI scanners. The Company is examining the possibilities for producing equipment for radiation therapy, CT scanners and cyclotron/radiochemistry facilities.

The Company is currently building healthcare infrastructure facilities in several regions of Russia simultaneously in order to improve the accessibility of high-technology medical care using nuclear medicine technology. It is also actively developing projects to build nuclear medicine infrastructure facilities abroad.

In the coming years, the development of nuclear medicine in Russia will be driven primarily by a national project titled 'Long and Active Life', which has become a successor to the Healthcare National Project. As part of the project, funding will continue to be provided for the federal target programme titled 'Fighting Cancer', and new radiopharmaceuticals will be developed. Other growth drivers will also include nuclear medicine procedures being prescribed more often as part of high-technology healthcare services, as well as the construction of nuclear medicine centres specialising in radionuclide diagnostics and therapy. In a number of Russian regions, steps are being taken or plans have been developed to establish new radionuclide diagnostics and therapy departments and provide existing healthcare institutions with state-of-the-art nuclear medicine equipment for diagnostics and therapy.



3 PERFORMANCE IN THE INTERNATIONAL ARENA

4 PERFORMANCE OF DIVISIONS



USD 128.6 billion

10-year portfolio
of overseas orders

65 countries

geographical footprint
of the Company's projects

18.2%

share of the global nuclear
fuel market (third place)

12%

share of global uranium
production (third place)

CHAPTER 3. PERFORMANCE IN THE INTERNATIONAL ARENA
3.1. INTERNATIONAL BUSINESS

GRI 2-1
GRI 3-3

Key results in 2025*

- The 10-year portfolio of overseas orders totalled USD 128.6 billion.
- The portfolio of overseas orders covering the entire life cycle totalled USD 206.2 billion.
- Foreign revenue reached USD 17.2 billion.
- The overseas NPP construction project portfolio comprised 35 large power units and six small power units in 11 countries around the world.
- Projects were underway in 65 countries worldwide.

**Including the results of ROSATOM.*

Promoting technologies on foreign markets

Despite geopolitical turbulence, in 2025, the Company (taking into account ROSATOM's order portfolio) remained a leader in key segments of the global nuclear energy market.

The main focus of international business of ROSATOM and the Company is the construction of Russian-design nuclear power plants abroad. ROSATOM, jointly with the Company, offers a unique comprehensive approach covering a wide range of areas, from NPP construction and nuclear fuel supply to the development of nuclear infrastructure and personnel training. The Company actively promotes Russian nuclear technologies and solutions in countries whose nuclear industry is at various stages of development.

The Company provides support throughout the life cycle of nuclear facilities (including both energy and non-energy facilities) by supplying the global market with the full range of nuclear fuel cycle (NFC) products and services, as well as providing maintenance and modernisation services. In 2025, the Company remained a leader on the NFC product market.

As at 31 December 2025, ROSATOM (taking into account the Company's projects) was implementing projects in 65 countries worldwide.

The Company attaches special importance to partnerships in the CIS countries. Its plans include both expanding the existing NPP fleet in countries that already have certain nuclear industry capabilities (the Republic of Belarus and Armenia) and introducing nuclear power in Kazakhstan, Uzbekistan and Kyrgyzstan. The Company collaborates with its partners to develop approaches to establishing an appropriate regulatory framework.

GRI 2-28

The Company supports business in its host countries and regions by cooperating with overseas non-profit organisations. In 2025, the Company cooperated with 31 foreign organisations in 19 countries worldwide, including comprehensive cooperation with the World Nuclear Association. The Company is steadily expanding its partnerships in the Global South, with a focus on promoting not only nuclear power and NFC solutions but also new business areas.

In 2025, the Company (as part of ROSATOM) continued to play an active role on the BRICS Nuclear Energy Platform established on its initiative in 2024 to promote best practices in the application of nuclear technology and strengthen cooperation between policymakers and businesses in the BRICS countries and their partners. On 26 September 2025, the Annual Conference of the BRICS Nuclear Energy Platform was held in Moscow; by the end of 2025, the initiative had been endorsed by 10 companies from eight countries.

Highlights of the year included the World Atomic Week held in September 2025; it was attended by more than 40,000 participants from 119 countries worldwide. Over 50 documents of various levels were signed at the event.



NPP servicing abroad

The Company provides a wide range of maintenance services for 48 Russian-design power units abroad that are currently in operation or at the design/construction stage.

In 2025, the Company provided support for nine scheduled preventive maintenance projects at foreign NPPs, including the Belarusian NPP (Belarus), Tianwan NPP (China), Kudankulam NPP (India) and the Armenian NPP (Armenia). Long-term contracts were signed for the supply of equipment, spare parts, tools and accessories and service provision for foreign NPPs in China, Belarus, Bulgaria and the Middle East.

The Company continued to fulfil Russian commitments under the framework agreement signed in 2023 to re-extend the service life of the operational nuclear power plant in Armenia until 2036. As part of fulfilling its commitments under the framework contract, the Company completed an assessment of the remaining service life of certain equipment, buildings and structures at the Armenian NPP. It has validated their safe operation until at least 2036.

Pre-commissioning operations were completed at facilities forming part of the physical protection system of power unit No. 1 of Rooppur NPP (Bangladesh), paving the way for achieving first criticality in 2026.

Full-scale simulators were developed and delivered to El Dabaa NPP (Egypt).



Export of uranium products and natural uranium enrichment services

In 2025, the Company remained the world's leading supplier of uranium enrichment services.

All obligations under existing contracts in the reporting year were fulfilled in full, with uranium products supplied to 23 customers in 13 countries. Product quality, communication and supply chain resilience met customer expectations. The customer-centric approach adopted by the Company and the importance that it attaches to its partners' offers provide a foundation for constructive long-term cooperation. The 10-year portfolio of orders for uranium products remained roughly at the same level as in previous years.

In the reporting year, the Company concluded nine new contracts for the supply of uranium products.

Uranium mining abroad

In 2025, the Company's overseas uranium mining operations managed by the Sales and Trading Division produced about 5,560 tonnes on uranium (the share of production based on ownership interest). Together with the operating results of uranium mining companies in the Russian Federation, this enabled the Company to rank third in the world in terms of production.

As at 31 December 2025, uranium resources of organisations managed by the Sales and Trading Division in accordance with international standards totalled 258,100 tonnes.[1]

The Company plans to develop its mineral resource base and continuously improve the economics of its natural uranium mining projects.

Uranium mining by the Company's organisations in the Republic of Kazakhstan, '000 tonnes



Nuclear fuel export

In 2025, the Company strictly complied with contractual obligations to foreign customers with regard to nuclear fuel supply, despite transportation and logistics challenges, difficulties with money transfers and other external factors.

The Company's share on the global nuclear fuel fabrication market totalled 18.2% in 2025.

In 2025, Russian nuclear fuel fully met the demand of Russia and a number of partner countries for reactor fuel. Nuclear fuel was delivered for reactor start-up at power unit No. 3 at Kudankulam NPP. The Company delivered the first batch of nuclear fuel for reloading at power unit No. 1 of Rooppur NPP and made the first overseas shipment of fuel for the start-up for a VVER-1200 reactor at power unit No. 7 of Tianwan NPP. The Company supplies fuel for Russian- and foreign-design research reactors, including the research reactor at the Dalat Nuclear Research Institute in Vietnam. In August 2025, the Company signed two framework contracts with a South African company NECSA.

1. As at the date of the Report.

3.2. NEW PRODUCTS FOR INTERNATIONAL MARKETS

GRI 3-3

Non-energy applications of nuclear technologies

The Company also continues active work on non-energy applications of nuclear technology.

For instance, the Company's high-technology healthcare projects help to save lives and protect the health of thousands of people worldwide. They enable people to preserve food products and sterilise medical supplies, and provide access to medical equipment and radiopharmaceuticals for effective cancer diagnostics and treatment and to medical infrastructure facilities.

As part of projects focused on non-energy applications of nuclear technology, in 2025, work was underway to complete preparations for the commissioning of Bolivia's first nuclear research reactor at the site of the Nuclear Research and Technology Centre in El Alto. During the reporting period, the installation of key process equipment at the site was largely completed. The installation of equipment for the fresh nuclear fuel storage facility was completed, and steps were taken to ensure that fresh fuel assemblies were ready for shipment to Bolivia. A licence for the commissioning of the reactor was obtained from the Bolivian regulator. Three IAEA missions were completed successfully as part of preparations for the commissioning of the research reactor. This will make it possible to start large-scale pre-commissioning operations at the site in 2026, provided that the relevant issues, including the resumption of payments to the Russian party, are resolved by the customer.

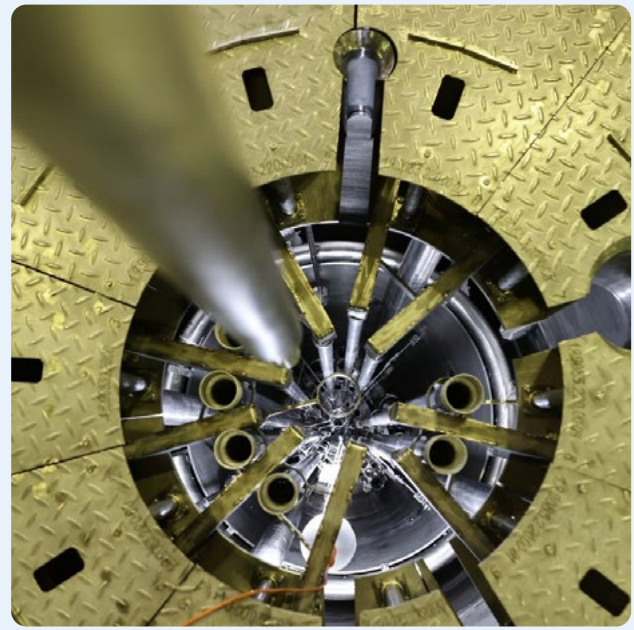
The Company successfully completed principal work aimed at preparing a feasibility study for the construction of an NRTC in Vietnam, including preliminary engineering surveys at the selected site, the development of a master plan and a layout plan for key NRTC facilities, and a preliminary design for the research reactor. A similar initiative is underway in Ethiopia.



Lithium projects

The Company continues to cooperate with the Bolivian state-owned company Yacimientos de Litio Bolivianos (YLB) on lithium production with a focus on a joint project to build an industrial lithium carbonate production complex in Bolivia. The new plant will be located on the world's largest lithium-rich salt flat, Salar de Uyuni. Resources of the salt flat will be developed using Russian direct sorption technology for lithium recovery, which has demonstrated a high level of safety and efficiency during testing. The technology does not require the use of aggressive chemicals in the production process and maximises water reuse, which will help preserve the neighbouring ecosystems in the Potosi Department of Bolivia.

The annual geological exploration programme has been completed as part of a lithium project in Mali. Preliminary findings confirm the geological potential of the licence area.



Nuclear medicine, isotope products and medical equipment

GRI 3-3

The Company is a global leader in the production of medical isotopes for the manufacture of radiopharmaceuticals. The sales geography includes over 100 companies in more than 50 countries worldwide. The Company produces and supplies more than 90% of the types of isotope products that are widely used worldwide and is rightly ranked in the top five isotope manufacturers on the global market. Despite existing sanctions restrictions, the Company continued to fulfil all its international commitments. In 2025, more than 2 million diagnostic and therapeutic procedures were performed using Russian isotopes.

The construction of Europe's largest radiopharmaceuticals plant compliant with GMP standards is ongoing. The plant will produce a wide range of radiopharmaceuticals and active pharmaceutical ingredients. It is expected that the production line at the radiopharmaceuticals plant will produce about 20 types of isotope products for cancer diagnostics and treatment and for the diagnostics of cardiovascular and neurodegenerative diseases.

The Company is successfully implementing projects focused on batch production of 16 types of medical equipment and products for medical applications.

In 2025, the Company supplied 10 Tianox devices to healthcare institutions in the Republic of Belarus and the Republic of Kazakhstan. In addition, work was ongoing to obtain registration for the device in Egypt: it is being tested at the Children's Hospital of Ain Shams University for future use.

Promoting life cycle back-end services

The Company continues to promote products and services for the back end of the nuclear fuel cycle (NFC) on the global market, including as part of the Balanced NFC framework developed by Russian specialists. To put this framework into practice, the Company has concluded the world's first contracts for the safe management of spent nuclear fuel (SNF) with the Republic of Belarus (to meet the needs of the Belarusian NPP) and Bolivia (for the Russian-design research reactor to be built in El Alto).

The Company is developing approaches to managing the 'short-lived' fraction of high-level waste (SL HLW) that will be produced during the processing of SNF from NPPs:

- It has been confirmed that it is feasible to avoid building deep geological repositories in the countries where NPPs are located;
- Preparations for the design of a pilot plant for SL HLW fractionation and solidification have been completed;
- Innovative technical solutions are being developed to build a demonstration facility for an intermediate-depth disposal site for radioactive waste generating a significant amount of heat.

Wind power

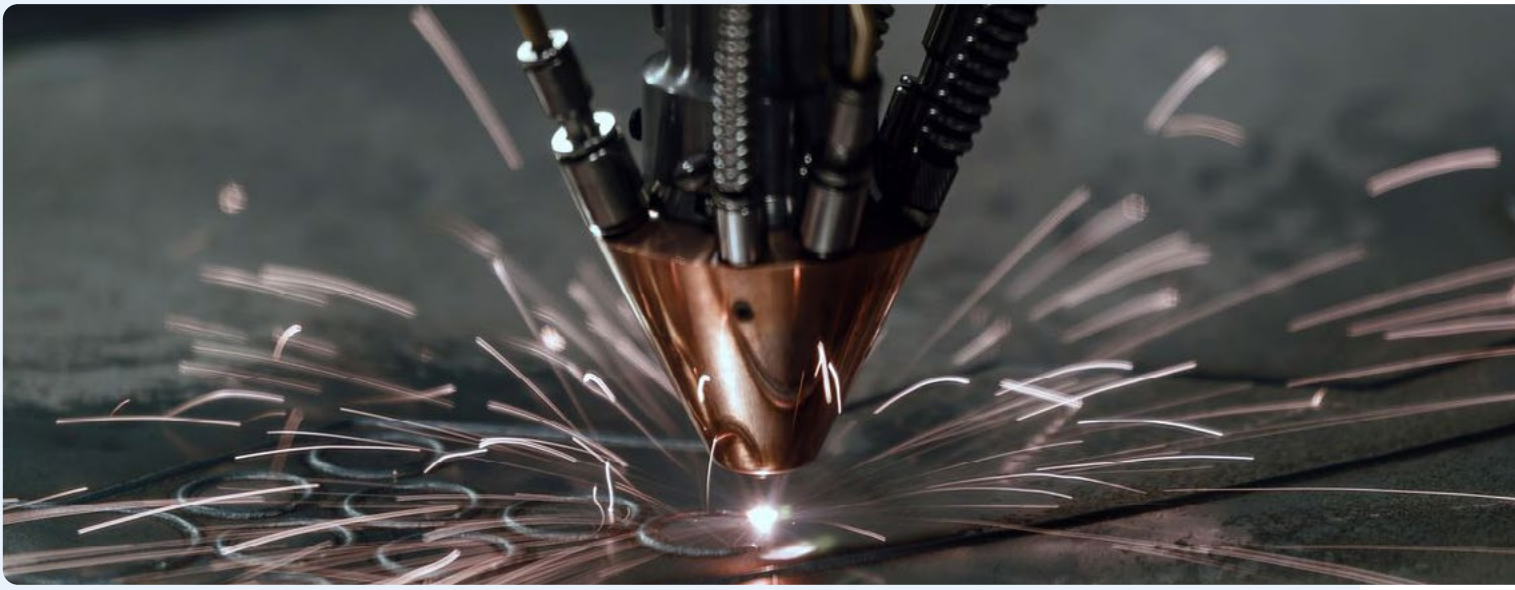
The first Russian project to build a 100 MW overseas wind power plant in Kyrgyzstan is underway. In 2025, the first batch of wind turbine equipment produced by an enterprise of the Company in Volgodonsk was delivered to the site.



Additive manufacturing

As part of the Comprehensive Russian-Belarusian Programme for Cooperation on Energy and Non-Energy Projects, the first overseas Additive Manufacturing Centre was opened on 29 September 2025 in Minsk; it will provide metal 3D printing services and implement R&D projects focused on additive manufacturing technologies for industrial enterprises in the Republic of Belarus.

Building on the groundwork laid by the Company, a similar package was prepared in November 2025 in Egypt in order to continue cooperation in new areas, including the construction of new power units and industrial application of additive manufacturing technologies and energy storage systems.



Plans for 2026 and beyond

In 2026, the Company plans to make preparations for the commissioning of several power units, including in Bangladesh and Turkey.

Given that the customers' interest is shifting towards flexible solutions, the Company plans to promote small NPPs, including the floating version, and gradually enter into new agreements with countries in Africa and Southeast Asia.

The Company plans to consistently diversify its product offer and launch new products on new markets, and to be more active on foreign markets with a focus on wind power, energy storage systems, additive manufacturing technologies and logistics services.

CHAPTER 4. PERFORMANCE OF DIVISIONS
4.1. MINING DIVISION

Operating results	2022	2023	2024	2025
Uranium production, tonnes	2,508	2,710	2,738	2,623
The decrease in uranium output in 2025 was due to a high degree of depletion of existing mines in the Zabaykalsky Territory.				
Uranium resources (Russian assets), '000 tonnes[1]	503.7	500.1	497.2	502.3
The Division's mineral resource base decreases annually due to the depletion of economic uranium reserves during mining. In 2025, the Division expanded its mineral resource base by obtaining a licence for the Shirondukuyskoye deposit.				
Average headcount, persons	7,689	8,870	12,932	12,915
The change is insignificant.				
Lost Time Injury Frequency Rate (LTIFR)	0.21	0.24	0.16	0.21
The increase was due to a rise in the number of people injured in accidents (five people), four of whom work for an organisation managed by the Division since 2024.				

ROSATOM's Mining Division (hereinafter referred to as the Division), which forms part of the Company, is one of the largest natural uranium producers in the world.

The Division's organisations operate in ten constituent entities of the Russian Federation: the Zabaykalsky and Perm Territories, the Murmansk, Arkhangelsk, Tomsk and Kurgan Regions, the Republic of Buryatia, the Sakha Republic (Yakutia) and the Chukotka Autonomous District.

The organisation in the Zabaykalsky Territory is Russia's oldest uranium mining operation; it specialises in underground mining. In the Republic of Buryatia and the Kurgan Region, uranium is mined using in-situ leaching (ISL), which is the most cost-effective and environmentally safe technique.

The Division's operations are supported by an R&D and design institute, a drilling company, a geological exploration company and a procurement authority.

In addition to uranium mining, the Division implements projects focused on the mining of rare and rare-earth metals (hereinafter referred to as RMs and REMs), gold and brown coal, and develops the Tuganskoye deposit containing ilmenite/zircon sands to produce titanium-bearing (ilmenite and rutile/leucoxene) and zircon concentrates, as well as construction and glass-making sand.

The Division includes two organisations producing RMs and REMs that form part of a single process chain. An organisation in the Murmansk Region is the only one in Russia to produce loparite concentrate on an industrial scale; the concentrate is then processed by an organisation in the Perm Territory into tantalum oxide, niobium oxide, titanium sponge and rare-earth carbonates.

An organisation owning assets in Yakutia and Chukotka develops the Severnoye and Sovinoye gold mining projects.

1. Data as at 1 January of the year following the reporting year.



Key results and events in the reporting year

- Uranium production totalled 2,623 tonnes; production targets were achieved in full;
- The coal production target was exceeded by 12%;
- Mining licences were obtained for the Shirondukuyskoye deposit in the Zabaykalsky Territory and the Tetrakhskoye deposit in the Republic of Buryatia;
- The first batch of uranium was extracted at the Dobrovolnoye deposit;
- The construction of Mine No. 6 continued in the Zabaykalsky Territory;
- Commercial production was started at the Severnoye deposit in Yakutia, with 1.5 tonnes of gold produced (100% of the target);
- Drilling operations were completed at the Sovinoye deposit, which is the largest gold deposit in modern Russia, and as part of the Dor and Ryveem projects in the Chukotka Autonomous District;
- The sulphuric acid plant in the Republic of Buryatia marked the 10th anniversary of its launch with production reaching a 1-million-tonne milestone;
- The Radius positioning system was launched in the Zabaykalsky Territory to monitor the location of employees in underground mines.

Developing the regions of operation

Ensuring transport accessibility in remote regions

In 2025, a project was implemented to improve transport accessibility in the town of Krasnokamensk. In July 2025, the first stage of renovation of the airfield in Krasnokamensk was completed: a modern passenger terminal was built, the runway was repaired, and fencing was installed around the perimeter to ensure flight safety. The project has made it possible to make regular flights to Chita, change the type of aircraft used and expand the route network by adding the Krasnokamensk – Irkutsk route.

Providing power supply

Following the successful completion of competitive selection as part of the KOMMod (competitive selection of modernisation projects) government programme, plans are in place to replace turbine No. 5 and the associated generator at the Krasnokamensk CHPP, which will enhance its reliability and efficiency.

Education

The Division, jointly with the Rosatom Corporate Academy, is developing the educational system in Krasnokamensk in order to support the development of engineering competences and train future specialists for the nuclear industry, with the system covering schools, secondary vocational education and universities. The schools have two engineering classes, four mining classes and one nuclear class (opened in 2025).

As part of the Professionality Federal Project, a vocational training hub specialising in mining professions (with a focus on the nuclear industry) was opened on 30 August 2025 at the Krasnokamensk Mining and Industrial College.

Healthcare

As part of a joint project of ROSATOM and the FMBA of Russia, an Industrial Medicine Centre was opened in 2025 at medical unit No. 107 in Krasnokamensk (following major repairs and the modernisation of medical equipment). The findings of a survey conducted in November 2025 showed that satisfaction with the quality of medical care stood at 79% (as against 38% in 2024).

To support the implementation of investment projects included in the long-term comprehensive development plan for Krasnokamensk, in 2024, the Mining Division, the Russian Ministry of Construction, Housing and Utilities and the Government of the Zabaykalsky Territory agreed on a solution for the renovation of the main water supply pipeline in Krasnokamensk: the mechanism (concession) and sources of funding for the project were identified, with RUB 3.3 billion to be allocated from the federal budget (as part of the Infrastructure for Life National Project) and RUB 1.7 billion to be allocated by the region. A concession agreement was signed, and the project proceeded to the implementation stage.



Developing social infrastructure in the host regions

The Division has partnered with government bodies to address a wide range of social and economic development issues in Krasnokamensk, Chita, Solikamsk, the town of Revda (Murmansk Region) and Tomsk.

When selecting social programmes and projects, the Division assesses the potential contribution of the initiative to social and economic development of its host communities and the region as a whole, and its focus in the context of addressing social issues. During the implementation of initiatives, the assessment of their effectiveness involves continuously monitoring social processes since their launch, conducting performance audits, which make it possible to align goals and objectives, promptly identify and address errors, and verify the accuracy of the data obtained, as well as progress reviews of projects and programs.

Plans for 2026

Uranium operations

In 2026, the Division will continue to develop new uranium deposits. As part of the uranium strategy, the Division plans to develop the Shirondukuyskoye deposit in the Zabaykalsky Territory and the Namaruskoye deposit in the Republic of Buryatia. The development of the Tetrakhskoye deposit will begin in the Republic of Buryatia.

An investment decision is to be made regarding the Elkon project (uranium).

The organisation in the Zabaykalsky Territory plans to implement a comprehensive development plan for the fuel and energy sector.

Strategic metals

Closing the production chain. A project is underway to build a separation facility to produce individual RM and REM concentrates. Positive results have been achieved in the development of a technology for the recovery of samarium.

Mining operations (Murmansk Region). In 2026, the Division plans to drill horizontal and inclined mine workings and transition to a selective mining technique involving mechanised mining. Equipment modernisation will continue at the mine and the processing plant.

REM Separation project. The Division plans to conclude SPIC 1.0 and secure a preferential loan through the cluster investment platform (CIP). Construction of the facility in the Perm Territory is expected to begin after the opinion is obtained from Glavgosexpertiza.

Lithium asset. The Division plans to develop design documentation for open-pit mining operations and the technology for the processing of spodumene concentrate.

Ilmenite/zircon project. A new plan has been approved to triple production capacity; this will involve developing a new site and building a processing plant in the open pit.

Gold mining. The Division is considering attracting external investment. As part of the Severnoye project, the Division expects to obtain an opinion from Glavgosexpertiza for stage 2 facilities.

Scandium (Kurgan Region). The Division will continue to produce scandium as a by-product with a focus on increasing output and improving the technology in order to reduce losses and production costs.

4.2. FUEL DIVISION

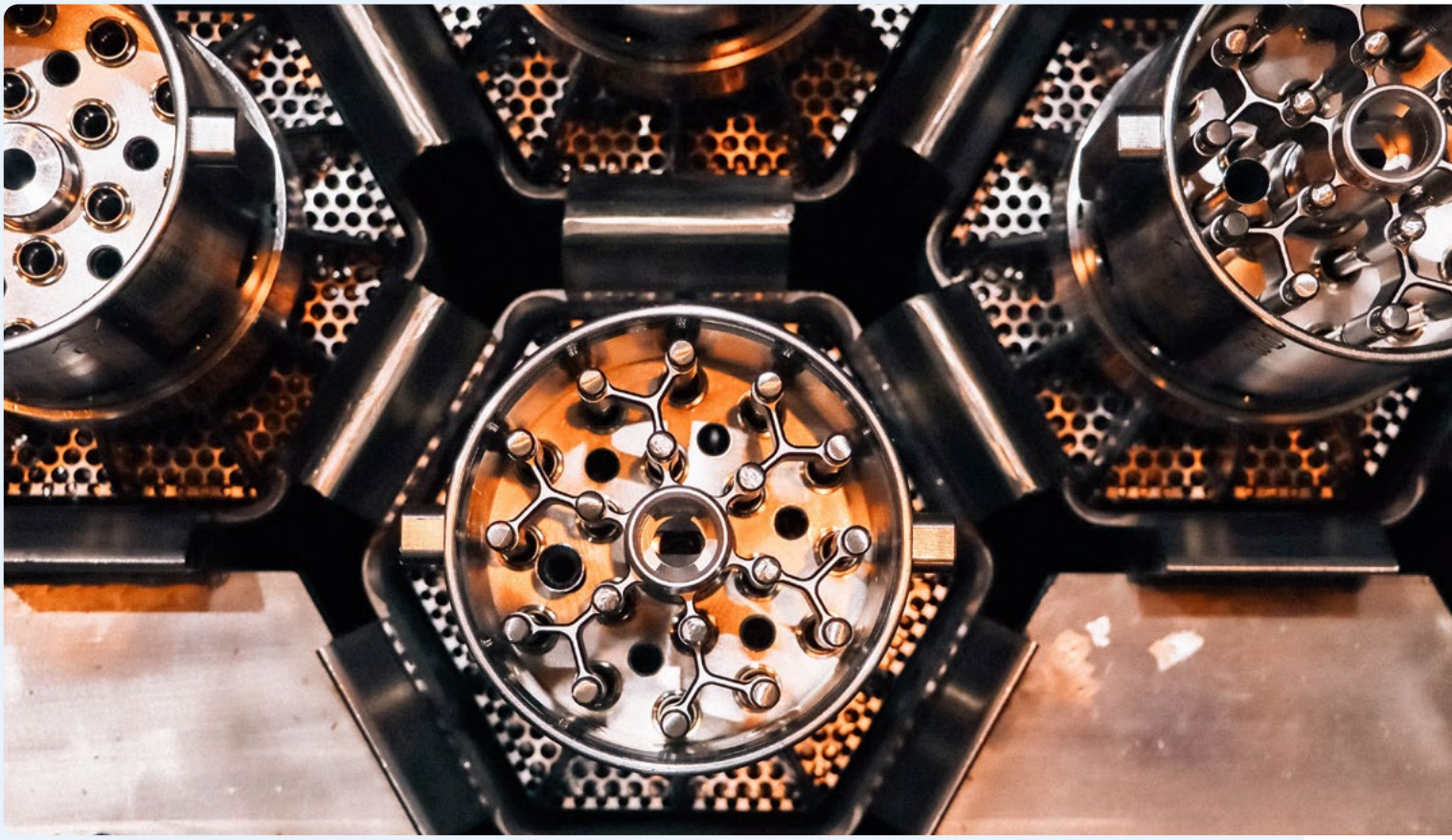
Operating results	2022	2023	2024	2025
10-year portfolio of overseas orders for products and services in the front-end stage of the NFC, USD billion	18.8	18.0	21.8	23.9
The portfolio expanded in line with the conclusion of new contracts.				
Lost Time Injury Frequency Rate (LTIFR)	0.09	0.04	0.02	0.1
The increase was due to a rise in the number of accidents. There were five minor accidents during the reporting year.				
Environmental costs, RUB million	2,366.83	2,793.42	3,996.96	4,888.8
The growth was driven by the development and improvement of radiation monitoring systems, as well as expenditure on equipment for industrial waste management.				
Average headcount, persons	23,382	24,939	25,860	29,036
The growth was driven by the development of new business areas and an increase in output.				

ROSATOM's Fuel Division (hereinafter referred to as the Division), which forms part of the Company, is one of the world's largest nuclear fuel producers. The Division is the only supplier of nuclear fuel for all Russian NPPs, marine and research reactors in Russia.

The Division provides nuclear fuel for more than 70 power reactors in 15 countries worldwide, as well as research reactors in nine countries. The Division comprises organisations specialising in gas centrifuge production, uranium enrichment and nuclear fuel fabrication, as well as research and design organisations.

The Division's core business is the production of various types of nuclear fuel for power reactors at NPPs, research reactors and marine propulsion reactors. The Division is the main supplier of fuel for Russian-design VVER reactors abroad and has the necessary capabilities for the fabrication of nuclear fuel for PWR and BWR reactors and its components from reprocessed uranium (in cooperation with Framatome), as well as fuel pellets for BWR and PHWR reactors. The Division has developed and supplies fuel assemblies for PWR reactors with a proprietary design, TVS-K.

The Division actively develops new business areas and 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. 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 participates in multiple major international research projects.



Key results and events in the reporting year

In 2025, the revenue of the Fuel Division increased by 43.2% year on year to RUB 488,908.77 million. In the reporting year, all contractual obligations to customers were fulfilled.

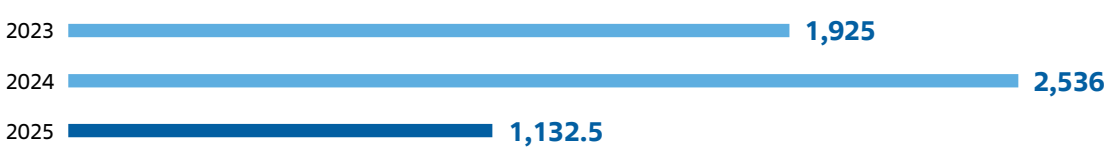
- Nuclear fuel for reactor start-up was delivered to power unit No. 3 of Kudankulam NPP in India;
- The pilot operation of a new fifth-generation nuclear fuel design, TVS-5, was started in the VVER-1200 reactor at power unit No. 6 of Novovoronezh NPP;
- The core for the reactor unit of the flagship *Lider*-class Project 10510 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 was supplied for the VVR-SM research reactor in Uzbekistan;
- Nuclear fuel was supplied to Vietnam for the Dalat Research Reactor;
- Organisations specialising in uranium enrichment in Zelenogorsk, Seversk and Novouralsk were provided with upgraded standard gas centrifuges;
- The pilot operation of advanced gas centrifuges continues. In terms of its technical characteristics, the new design outperforms all previous generations of centrifuges used by the Company's organisations;
- Large-sized components of main power generation equipment for the BREST-OD-300 power unit, including components of the reactor vessel and power equipment for the turbine hall, were delivered to the construction site of the Generation IV Pilot and Demonstration Energy Facility in Seversk as part of the Proryv ('Breakthrough') strategic industry-wide project. 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 the Kaliningrad Region;
- ROSATOM opened its first overseas Additive Manufacturing Centre in Minsk (Republic of Belarus);
- The first batch-produced Russian 3D printer using selective laser melting technology for large-scale metal printing, RusMelt 600M, was launched on the market.

Developing the regions of operation

The Division cooperates with government bodies of constituent entities of the Russian Federation and local governments on a number of social and charitable initiatives. Key principles underlying these initiatives include maintaining a balance of interests, commitment to shared values, building social capital and establishing long-term partnerships.

Social investment of the Fuel Division, RUB million[1]



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.



Agreements with the regions

The Division concludes cooperation agreements with regional authorities, whereby an increase in regional tax revenue from the operations of the Division's organisations in the region is allocated to municipal budgets of nuclear towns and cities and is used to finance their social and economic development. Under the agreements, in 2025, RUB 400 million was allocated for the CATF of Novouralsk (Sverdlovsk Region), with RUB 284 million spent; RUB 331.6 million was allocated for the town of Glazov (Udmurt Republic).

A total of RUB 1,407.3 million was allocated from the federal and regional budgets to fund initiatives supporting the implementation of national projects. In Seversk, Novouralsk, Zelenogorsk and Glazov, recreational areas were improved; roads were repaired; the water supply system was upgraded; schools underwent major repairs, and equipment was purchased for educational institutions.

The Division held a competition of socially important projects for non-profit organisations in its regions of operation; financial support totalling RUB 38.7 million was provided for 50 out of 89 applications.

Charitable initiatives and social projects

People, Towns and Cities programme. As part of the programme, in 2025, the Division's organisations allocated RUB 450 million for infrastructure projects selected through a vote by local residents in the Division's host towns and cities.

City/town	Work performed
Glazov	– Repairs to the town's pavements and improvements to Parkovaya Embankment
Seversk	– Major repairs to access roads and adjacent courtyard areas and the Molodost sports facility
CATF of Zelenogorsk	– Roads have been repaired, and LED lighting systems have been installed; the community centre and fencing around enclosures housing bears have been repaired; sound equipment has been purchased
Novouralsk	– Improvements to the town beach
Neman	– Design documentation has been prepared; improvements have been made to the central square; heating networks, a road and the facade of the community centre have been repaired; a kindergarten has been built

Radius of Trust project. As part of the project launched by the Division, 118 initiatives forming part of the third 'cohort' of People's Urban Transformation Programmes were implemented, with the budget totalling RUB 224.1 million; projects to be included in the fourth 'cohort' were selected (118 local and nine city-wide initiatives).

University of Local Communities project. Thematic workshops on urban development and a training event for consultants on the acceleration of urban initiatives were held. More than 250 people from Glazov, Zelenogorsk, Seversk and Novouralsk took part in this educational project.

Educational initiatives included the following:

- The fourth School Brotherhood competition of best practices for engaging with graduates was held;
- The Division provided financial support for the modernisation of secondary vocational schools in Glazov, Novouralsk and Elektrostal as part of the Professionality Federal Project. In addition, as part of the co-funding of the project, assistance was provided to Gusev Polytechnic College (Kaliningrad Region);
- Funds were allocated for the renovation of nuclear classes at School No. 22 in Kovrov and Gymnasium No. 21 in Elektrostal (RUB 2 million each). Based on a ranking, RUB 0.3 million was allocated to Lyceum No. 58 and Lyceum No. 56 in Novouralsk and Lyceum No. 2 in Angarsk;
- Since 2024, support has been provided to 110 young teachers in Glazov, Seversk, Zelenogorsk, Novouralsk and Sovetsk as part of a project to support young teachers that have a young specialist status.

Healthcare. In 2025, a number of initiatives were implemented in cooperation with the FMBA of Russia in Seversk (RUB 30 million), Zelenogorsk (RUB 45 million), Glazov (RUB 25 million), Novouralsk (RUB 10 million) and Elektrostal (with RUB 51.9 million allocated for the Central Medical Unit of the FMBA of Russia) as part of the project to improve the quality and accessibility of medical care in ROSATOM's host towns and cities.



Plans for 2026

- To supply fuel for reactor start-up to new power units with VVER-1200 reactors at Tianwan NPP and Xudapu NPP in China;
- To complete the pilot operation of REMIX fuel at Balakovo NPP;
- To complete the pilot operation of accident tolerant fuel with enhanced safety performance at Rostov NPP;
- To complete the pilot operation of MOX fuel containing minor actinides in the BN-800 reactor at Beloyarsk NPP;
- To export the first batch of 3D printers to a country outside the former Soviet Union (India);
- To launch the Moscow Energy Storage System Gigafactory in Krasnaya Pakhra.

4.3. MECHANICAL ENGINEERING DIVISION

Operating results	2022	2023	2024	2025
Shipment of mechanical engineering products, number of NPP power units	18	17	21	21
There was no change.				
Average headcount, persons[1]	20,367	20,876	22,813	23,689
The increase in the headcount was due to the scheduled expansion of production capacity to meet the targets for product output set in the production programme.				
Taxes paid, RUB billion[2]	7.8	14.6	23.8	12.8
The decrease in tax payments was due to an increase in VAT refunds from the budget.				
Lost Time Injury Frequency Rate (LTIFR)	0.19	0.1	0.09	0.07
The decrease in the indicator was achieved through the implementation of additional programmes and measures to prevent and reduce occupational injuries.				
Spending on charity, RUB million	80.0	81.7	176.2	167.5
The decrease in spending on charity was due to a change in the scope of initiatives.				
Occupational health and safety costs, RUB million	891	1,188	1,567	1,687
The change was caused by an increase in expenditure on occupational and process safety, including the introduction of technical and technological innovations.				

The Mechanical Engineering Division (hereinafter referred to as the Division), which forms part of the Company, offers a range of solutions for the manufacture and supply of equipment for the nuclear and thermal power industries, shipbuilding, the oil and gas industry, and the special steel market. Extensive production and technological capabilities of the Division's organisations and control over the entire production chain enable the Division to supply its customers with high-quality reliable equipment. Well-established manufacturing operations enable the Division to effectively participate in NPP construction projects, provide maintenance services and upgrade power generation equipment.

The Division contributes to national power machine engineering capabilities by producing and supplying equipment for power generation facilities, and has a complete process chain comprising all stages, from the production of special steel and metal blanks to the manufacture of end-user equipment.

The Division performs design and engineering work and calculations for both its own organisations and other suppliers of equipment for energy projects.

The core competence of the Division is the supply of full sets of reactor and turbine island equipment for nuclear power plants. The Division's organisations produce and supply key equipment for 36% of NPP power units currently under construction worldwide. Equipment produced by the Mechanical Engineering Division is used at all Russian-design NPPs with VVER reactors.

1. The figure includes organisations managed by the Company.
2. The figure does not include the Division's overseas organisations.

The Division is:

- The chief designer and single-source supplier of all marine reactor units for multipurpose nuclear icebreakers with RITM-200 units, which are rightly considered state-of-the-art icebreakers;
- The developer and supplier of reactor equipment for small nuclear power plants;
- The manufacturer of high-performance equipment for the Russian oil and gas industry. The Division's organisations have a proven track record in the design and manufacture of equipment for the thermal power industry.



Key results and events in the reporting year

In 2025, the Division continued to manufacture equipment for 31 power units of 15 NPPs, including research reactors.

In the reporting year, the Division's organisations produced and supplied key reactor equipment and turbine hall equipment for ROSATOM's NPP construction projects, including the following:

Kursk NPP-2, Russian Federation

- Power unit No. 1. An innovative power unit with a VVER-TOI reactor started pilot operation.
- Power unit No. 2. Auxiliary power supply was connected based on the design configuration.

Leningrad NPP-2, Russian Federation

- Power unit No. 3. The concreting of the foundation slab of the control building (30UCB) was completed.
- Power unit No. 4. The concreting of the foundation slab of the reactor building (40UJA) was started.

Akkuyu NPP, Republic of Türkiye

- Power unit No. 1. The production of turbine hall equipment for the power unit was completed.
- Power unit No. 4. The delivery of main equipment for the turbine unit was completed.

El Dabaa NPP, Egypt

- Power unit No. 1. In November 2025, the reactor vessel was moved into final position; the delivery of the turbine generator set was started.

Kudankulam NPP, India

- Power unit No. 4. The manufacture of turbine hall equipment was completed.
- Power unit No. 5. The delivery of main equipment for the nuclear steam generator was completed; the last (fourth) steam generator was delivered to a port in the Russian Federation.

Rooppur NPP, Bangladesh

- Power unit No. 1. Preparations were made for the first criticality stage.

Tianwan NPP, China

- Power unit No. 8. The delivery of the full set of long-lead equipment was completed.

Xudapu NPP, China

- Power unit No. 4. The delivery of the full set of long-lead equipment was completed.

Paks 2 NPP, Hungary

- Power unit No. 6. The first castings were made for reactor vessel blanks.

Specialised and innovative projects

- Large-sized equipment was delivered for the BREST-OD-300 reactor unit as part of the New Nuclear and Energy Technologies National Project; the upgrade, delivery and acceptance testing of an RCP[1] prototype were completed.
- The manufacture of blanks for some of the main components of power units of small nuclear power plants (SNPPs) to be built in Yakutia and Uzbekistan, and reactor vessel blanks for power unit No. 5 of Paks NPP was completed.
- Steam generator units were supplied for the *Rossiya* flagship nuclear icebreaker; key equipment was manufactured for Project 22220 icebreakers.
- A large-capacity reactor for oil refining weighing 671 tonnes was manufactured; contracts were concluded for the production of a new type of cryogenic equipment and a new type of circulation pumps for vacuum gas oil.

Development of production operations and digitisation

- An electroslag remelting unit was launched; this will enable an increase in special steel production for nuclear organisations.
- As part of the digitisation and robotic automation programme, eight key initiatives and 31 projects were implemented, including the establishment of robotic laboratories and the implementation of AI-powered automatic cargo identification and handling systems, row-counting systems for heat exchangers, robotic welding solutions, and video analytics to monitor the use of personal protective equipment by employees.



1. Reactor coolant pump.

Developing the regions of operation

The Division consistently provides support to local residents and social institutions in its host towns and cities. The Division's organisations participate in urban improvement and infrastructure development projects. Grant aid is provided annually to upgrade the facilities and equipment of educational and healthcare institutions, improve their premises, and renovate their buildings and individual rooms:

- Grant aid was provided to Alekseev Nizhny Novgorod State Technical University, the Petrozavodsk Motor Transport College, the Volgodonsk Metalworking and Mechanical Engineering College, Gymnasium No. 30, the University Lyceum in Petrozavodsk, the Izhora College and General Secondary School No. 258 in the Kolpinsky District of Saint Petersburg;
- Grants were provided to a sports club for people with disabilities, charitable foundations and non-governmental organisations.

The Division views talent development as one of its priorities and expands the scope of its career guidance initiatives. In 2025, the Division's organisations held 136 events for school students, 90 events for students from secondary vocational schools and 148 events for university students.

Medical care and promoting voluntary blood donation:

- The Division assisted in enhancing healthcare infrastructure, including Municipal Children's Hospital No. 22 in Saint Petersburg and the Grigorovich Republican Children's Hospital;
- The Division promoted the development of voluntary blood donation and provided assistance to the Karelian Registry of Unrelated Donors of Haematopoietic Stem Cells charitable foundation.

Development of sports:

- A donation was made to the Volgodonsk Boxing Federation to assist in organising a boxing tournament to commemorate Alexey Ulesov, twice Hero of Socialist Labour;
- Assistance was provided to Municipal State-Funded Institution of Continuing Professional Education Sports School No. 7 (Petrozavodsk) to purchase sports equipment.

Organisation of public cultural events:

- Donations were made to the Kurchatov Community Centre and the Parus kindergarten in Volgodonsk;
- Support was provided to the State Hermitage Museum to hold the Hermitage Days in Petrozavodsk;
- Assistance was provided to the administration of the Moskovsky District of Nizhny Novgorod in holding charitable and patriotic events and celebrations.



Plans for 2026

The Division intends to expand the range of equipment that it produces, develop proprietary technologies and new products for the energy sector, and develop its production capacities. It will continue to implement major investment projects focused on upgrading and expanding the infrastructure of its production sites. Key objectives include:

- Increasing revenue from the sales of equipment manufactured by the Division;
- Carrying out existing contracts and developing cooperation with companies in the mechanical engineering industry;
- Improving labour productivity and overall business performance;
- Securing the foothold in target markets;
- Expanding the range of equipment supplied by the Division;
- Supplying key equipment;
- Upgrading and expanding production capacities;
- Implementing projects focused on robotic automation and the digitisation of production operations.

4.4. POWER ENGINEERING DIVISION

Operating results	2022	2023	2024	2025
Nuclear power generation, billion kWh	223.372	217.398	215.523	218.349
The increase compared to 2024 (+2.826 billion kWh) was achieved through the implementation of RPS projects during scheduled maintenance of NPP power units, and measures to improve the reliability and efficiency of NPP power units.				
Performance against the balance target for electricity output set by the Federal Antimonopoly Service, %	102.52	101.49	100.70	101.4
The change is insignificant.				
Average headcount in the Division, persons	63,551.66	67,027.86	79,201.15	75,946.65
The change was caused by the transfer of employees to other companies to implement projects in the Russian Federation and abroad.				
Lost Time Injury Frequency Rate (LTIFR)	0.12	0.05	0.05	0.09
The increase was driven by a rise in the number of accidents compared to 2024 (one fatality, three serious accidents and eight minor accidents).				
Spending on charity, RUB million	1,924.1	3,049.2	4,433.2	5,563.7
The increase in the amount of funding was driven by changes in the list of beneficiaries and the number of initiatives.				

ROSATOM's Power Engineering Division (hereinafter referred to as the Division), which forms part of the Company, is the only NPP operator in Russia and a major player on the Russian electricity market. The Division ranks first among power generation companies in terms of the share in the total electricity output in Russia.

The Division includes a holding company (the central office, branches and a standalone division), 11 NPPs, branches, 22 subsidiaries and a number of other organisations.

The Division is a member of more than 30 industry and third-party non-profit organisations (associations).

The Division's main business areas include power and heat generation and capacity supply by NPPs and the operation of nuclear facilities (nuclear power plants), radiation sources, and storage facilities for nuclear materials and radioactive substances, in accordance with Russian legislation.

New and international businesses are also a significant area of the Division's operations, including a wide range of services for nuclear and non-nuclear markets in the Russian Federation and abroad.



Key results and events in 2025

- Nuclear power generation totalled 218.349 billion kWh (101.4% of the target set by the Federal Antimonopoly Service of Russia);
- The NPP capacity factor stood at 87.22%;
- The share of nuclear power generation in Russia totalled 18.7%;
- Repairs scheduled for 2025 were carried out in full and to the required standard. A total of 35 repairs were carried out at NPP power units with a total duration of 1,467 days (189 days below target). Optimisation was achieved through the implementation of RPS projects;
- Performance against the targets of the investment programme stood at 102.4%;
- In terms of safety, in 2025, there were no deviations in NPP operation rated at level 1 or higher on the INES scale and no incidents involving radiation exposure of employees exceeding 17 mSv per year;
- There were no deviations in NPP operation resulting in environmental pollution in 2025;
- The Federal Environmental, Industrial and Nuclear Supervision Service (Rostekhnadzor) granted the Division the status of a reliable operator of hazardous industrial facilities;
- Power unit No. 1 of Kursk NPP-2 started pilot operation;
- In July, preparatory work was started at the construction site of power unit No. 5 of Beloyarsk NPP (to be equipped with a BN-1200M reactor);
- Leningrad NPP was granted a licence for the decommissioning of power unit No. 1 (with an RBMK-1000 reactor);
- Licences were obtained for the siting of power unit No. 5 of Beloyarsk NPP and power units No. 3 and 4 of Kursk NPP-2, for the construction of power unit No. 3 of Kursk NPP-2, for the operation of power unit No. 1 of Kursk NPP-2 following the completion of construction, and for the extended operation of power unit No. 3 of Beloyarsk NPP, power unit No. 1 of Kalinin NPP, power units No. 3 and 4 of Leningrad NPP, power unit No. 5 of Novovoronezh NPP and power unit No. 2 of Smolensk NPP;
- On 30 December, power units No. 2, 3 and 4 of Bilibino NPP were switched to operation without power generation.

Developing the regions of operation

The Division contributes to the development of its regions of operation, regional social and economic development, job creation and the development of modern urban infrastructure primarily by building new NPP power units.

2025 saw the approval of the General Plan for the Location of Power Facilities in the Russian Federation, which involves building 38 new power units in Russia by 2042, including in seven new regions. This will include both replacing power units at existing sites and building entirely new NPPs. In 2025, there were four power units at the active construction stage (two each at Kursk NPP-2 and Leningrad NPP-2). Site development and the construction of phase one facilities are currently underway at the sites of new power units of Smolensk and Beloyarsk NPPs and the small nuclear power plant (SNPP) in Yakutia. A road map has been signed for the construction of Primorskaya NPP in the Far East.

Supporting the regions where the organisations of the Power Engineering Division are based and promoting their sustainable development is one of the key strategic objectives requiring a comprehensive and systematic approach.

Funds allocated for development projects in 2025 under agreements between ROSATOM and its host regions, RUB million



Significant investments were made in major repairs of social facilities, transportation and utilities infrastructure and the provision of equipment for them, as well as in infrastructure development projects. Under the agreements with the regions, special emphasis is placed on providing assistance in securing funding from the federal budget and developing master plans and strategic development documents for nuclear towns and cities. In 2025, the Division's contribution to development projects in its regions of operation totalled RUB 3.163 billion.

The project to improve the quality and accessibility of medical care in ROSATOM's host towns and cities continued to be implemented in eight of the towns and cities where the Power Engineering Division operates. As part of the programme, three of them (Udomlya, Sosnovy Bor and Polyarnye Zori) were provided with funding totalling RUB 75.0 million (including RUB 70.0 million provided by the Division and RUB 5.0 million provided by ROSATOM).

The Division implements initiatives to promote the development of grassroots sports and culture, which helps increase employee engagement. In 2025, the Division held corporate social events to commemorate the 80th anniversary of Victory in the Great Patriotic War of 1941–1945 and the 80th anniversary of establishment of the nuclear industry.

The Division applies a systematic approach to attracting and retaining young talents as part of the School – University – Enterprise programme, starting with a network of schools in the towns and cities where NPPs are located (89 schools), where students are first introduced to jobs in the energy sector. There are currently 53 nuclear classes across the Russian Federation, as well as 10 engineering classes, five of which were opened in 2025. As part of the Physics Now project, school students prepare for physics exams. The Professionality Federal Project, which is being implemented in Polyarnye Zori, Kurchatov and Zarechny, involves training in blue-collar jobs with a practical focus.

In 2025, the Division cooperated with 16 key universities to offer employment opportunities to graduates. The Division hired 919 graduates from its key partner universities (115% of the recruitment target). This included 280 people employed in core specialisms relevant to the nuclear industry.

With support from the Division, 35 classrooms and laboratories were opened in 2025 at key universities: Obninsk Institute for Nuclear Power Engineering, Balakovo Institute of Engineering and Technology and Novovoronezh Polytechnic Institute of NRNU MEPhI, Ivanovo State Power Engineering University, Kazan State Power Engineering University, Tomsk Polytechnic University, Sevastopol State University, Peter the Great St. Petersburg Polytechnic University, as well as classrooms at the Polyarnozorinsky Energy College and Ural Technological College of NRNU MEPhI.

RUB 500 million

is allocated annually to fund university development programmes*



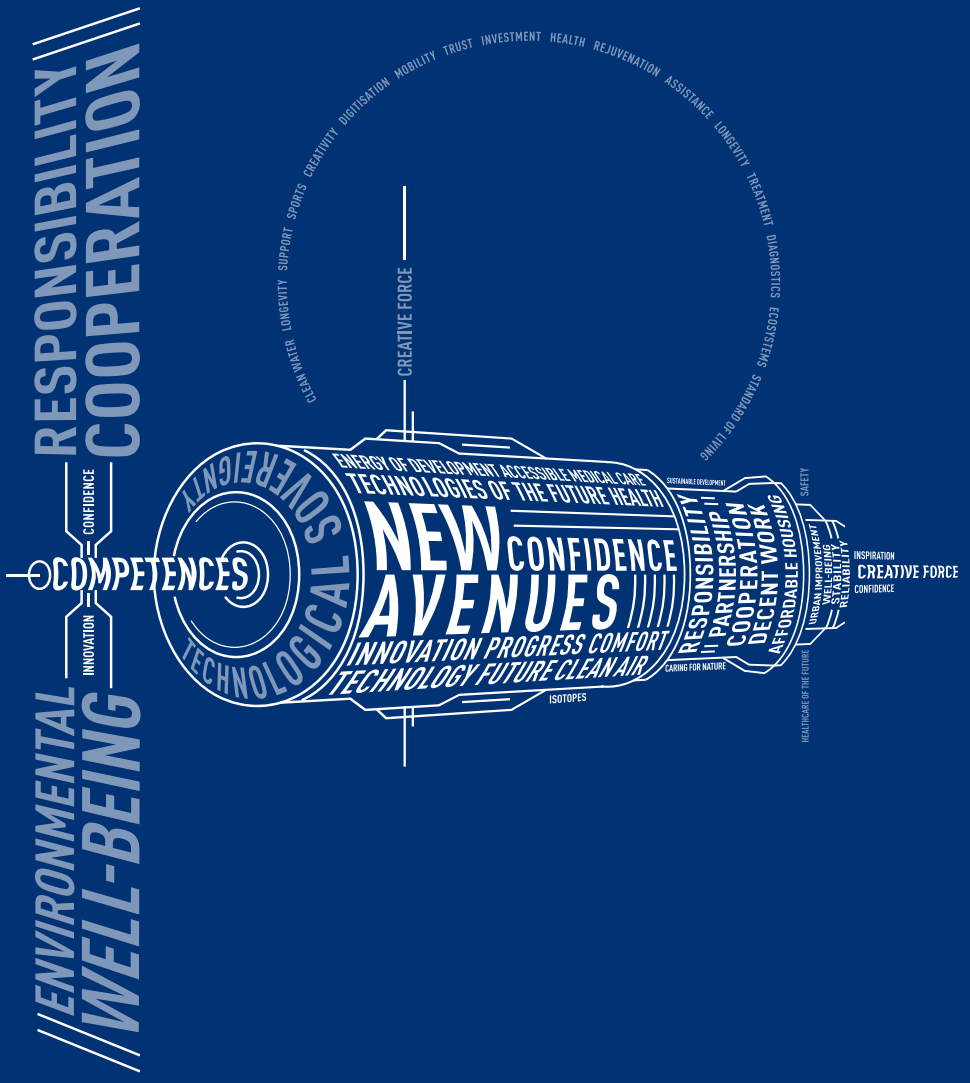
Plans for 2026

- To achieve the balance target for nuclear power generation set by the FAS of Russia at 209.5 billion kWh;
- To carry out 38 repairs at NPP power units with a total scheduled duration of 1,751 days (target);
- To optimise scheduled repairs at NPP power units; to optimise work related to replacing steam generators No. 1 and 3 at power unit No. 3 of Balakovo NPP and managing the service-life performance of power units with RBMK-1000 reactors to ensure that the government target for electricity output is met;
- To obtain licences for the extended operation of power unit No. 3 of Kola NPP and the SNF storage facility at Smolensk NPP;
- To implement measures included in the Government Programme of the Russian Federation ‘Development of the Nuclear Power and Industry Complex’ and the New Nuclear and Energy Technologies National Project aimed at achieving technological leadership;
- To carry out the government contract for the processing of accumulated radioactive waste (in federal ownership) in full.

* Not including the development programme of NRNU MEPhI.

5 INNOVATIONS AND NEW PRODUCTS

6 DIGITAL TRANSFORMATION IN THE INDUSTRY



RUB 1,512.5 billion

revenue from the sales of new products outside the scope of the nuclear industry (+RUB 38.7 billion)

No. 1 in the world

in the production of medical isotopes for the manufacture of radiopharmaceuticals

95%

share of Russian software used in the Company

74,000 people

use services available on the Smart City platform on a regular basis

CHAPTER 5. INNOVATIONS AND NEW PRODUCTS
5.1. RESEARCH AND INNOVATIONS

GRI 3-3

Innovative development in the nuclear industry involves ongoing work aimed at addressing strategic, technological, economic and other challenges that necessitate searching for and applying new knowledge and continuously improving efficiency. In 2025, development projects covered a wide range of areas, including mastering advanced technologies and promoting them in new markets.

The main objectives, targets and mechanisms for innovative development in the industry are set out in ROSATOM's Innovative Development and Technological Modernisation Programme until 2036 with an outlook until 2045 (in the civilian segment, including the Company and its organisations) (hereinafter referred to as the IDP). The IDP prioritises the development of nuclear, innovative non-nuclear and related technologies that complement nuclear power generation and produce a multiplier effect across the industry as a whole.

Performance indicators for the IDP are focused on contributing to the achievement of national development goals of the Russian Federation until 2030, including a resilient and dynamic economy, technological leadership, and digital transformation of public and municipal administration, the economy and the social sector.

The Company's Research Division is responsible for scientific research. An important area of the Company's operations is the development and commercialisation of the Division's technological competences, the search for and structuring of technologies and their subsequent sale in the domestic and foreign markets.

The activities of the Research Division have been grouped into three units focused on specific disciplines: the Physics and Energy Unit, the Electrophysics Unit, and the Chemical Technology Unit. A total of 12 organisations are directly involved in research and innovation activities. The Research Division also includes an industry integrator responsible for selling and promoting isotope products.

Another unit within the Research Division acts as the operator of the Consolidated Industry-Wide Plan of R&D Topics (CIPT), which includes various research and development (R&D) initiatives. It also assists nuclear organisations with the legal protection of intellectual property, participates in managing industry-wide development programmes for researchers, contributes to building the research talent pipeline and oversees ROSATOM's participation in the Decade of Science and Technology in the Russian Federation.



New Nuclear and Energy Technologies National Project aimed at achieving technological leadership

January 2025 saw the launch of the New Nuclear and Energy Technologies National Project aimed at achieving technological leadership (NNET NTLP).[1]

As part of the New Nuclear Technologies focus area of the NNET NTLP, ROSATOM cooperates with the Russian Ministry of Science and Higher Education, leading research centres, research institutes and universities, and the Russian Academy of Sciences on five federal projects. They include initiatives aimed at developing new nuclear, thermonuclear fusion and plasma technologies and other advanced technologies, upgrading and expanding R&D capabilities and pilot production facilities, designing and building innovative nuclear power units.

Federal projects launched during the year build on the initiatives launched as part of the comprehensive programme titled 'Development of Technical Capabilities, Technology and Scientific Research in the Use of Nuclear Energy in the Russian Federation until 2024' (CP DTTS), which was successfully implemented between 2021 and 2024.

In 2025, performance against the targets for the NNET NTLP stood at 100%.

New Nuclear Power Industry Federal Project forming part of the NNET NTLP

As part of the project to develop a reactor unit using spectral shift control (VVER-S), in 2025, the Division implemented a range of initiatives to optimise design solutions in order to reduce the estimated maximum cost of construction of power units to the target level. In addition, the Division adapted, verified and validated software packages (JARUS, SUHAM-S, TVS-VVER-S, BIPR-8AS, PERMAK-AS) for design calculations of neutron physics characteristics of the core of the VVER-S reactor to be used at a medium-sized power unit at Kola NPP-2.

As part of the project to build small nuclear power plants (SNPPs), the Division designed and produced mock-ups of components of the SHELF-M reactor unit and the power unit. They underwent service life tests, and the Division prepared documentation to validate the safety of the SHELF-M reactor unit and its components.



1. Approved under the resolution of the Presidium of the Presidential Council for Strategic Development and National Projects (minutes of the meeting No. 12pr dated 20 December 2024) pursuant to Decree No. 309 of the President of the Russian Federation dated 7 May 2024 on the National Development Goals of the Russian Federation until 2030 and for the Future until 2036.

Proryv (Breakthrough) Project aimed at closing the nuclear fuel cycle

As part of the New Nuclear Power Industry Federal Project, the Division is implementing a strategic industry-wide project, Proryv (Breakthrough), which is aimed at developing fast neutron reactors and closing the nuclear fuel cycle. The project will help address the issue of radioactive waste accumulation and make nuclear power plants more cost-effective.

The construction of the world's only Generation IV Pilot and Demonstration Energy Facility (PDEF) continued in Seversk (Tomsk Region). As part of the construction of the power unit with the BREST-OD-300 reactor unit, the reactor core barrel was delivered; metal structures for the shells of the central and peripheral cavities were delivered and installed in the reactor pit; the steam turbine and the turbine generator set were delivered. The equipment was transported along the Northern Sea Route. The turbine hall crane was moved into final position.

A limited-scope simulator of the power unit with the BREST-OD-300 reactor unit was commissioned as part of the construction of the third stage of the PDEF training and information centre.

The off-site gas pipeline was prepared for connection, and construction and installation operations were completed on the 110 kV overhead power line (line B), which will form part of the PDEF power supply system.

As part of R&D initiatives supporting the Proryv Project, a process was designed for the production of MNUP fuel containing neptunium and americium, and MNUP fuel pellets containing minor actinides were produced.

Federal Project 'Construction of Modern Experimental Test Facilities for the Development of Technologies for a Two-Component Nuclear Power Industry Based on a Closed Nuclear Fuel Cycle'

The main stage of construction of the MBIR multipurpose fast neutron research reactor is ongoing at the site in Dimitrovgrad. In 2025, the updated designs and cost estimates were reviewed by Glavgosexpertiza. A fire-fighting pumping station was commissioned at the site; the installation of main process equipment was completed at the sodium storage facility; process equipment (a fuel handling mechanism and a steam and water flushing stand) was delivered. As part of R&D initiatives, a key technology was developed for verifying the leak-tightness of fuel cladding in the MBIR research reactor.

Fusion Energy Technology Federal Project

As part of the project to build a unique tokamak with reactor technologies (TRT) in Troitsk:

- Technical designs were developed for the main systems of the TRT facility;
- The winding of the model TRT inductor coil was produced and tested;
- A preliminary design was developed for lithium-based in-vessel components for first-wall and TRT divertor protection;
- Prototypes of first-wall and divertor components for the TRT were developed, produced and tested.

A prototype two-stage plasma jet engine with a system for working medium (gas) pre-ionisation was developed; it reflects the key functional and structural characteristics of a future plasma jet engine with improved thrust and specific impulse that will be used for long-distance interplanetary flights.

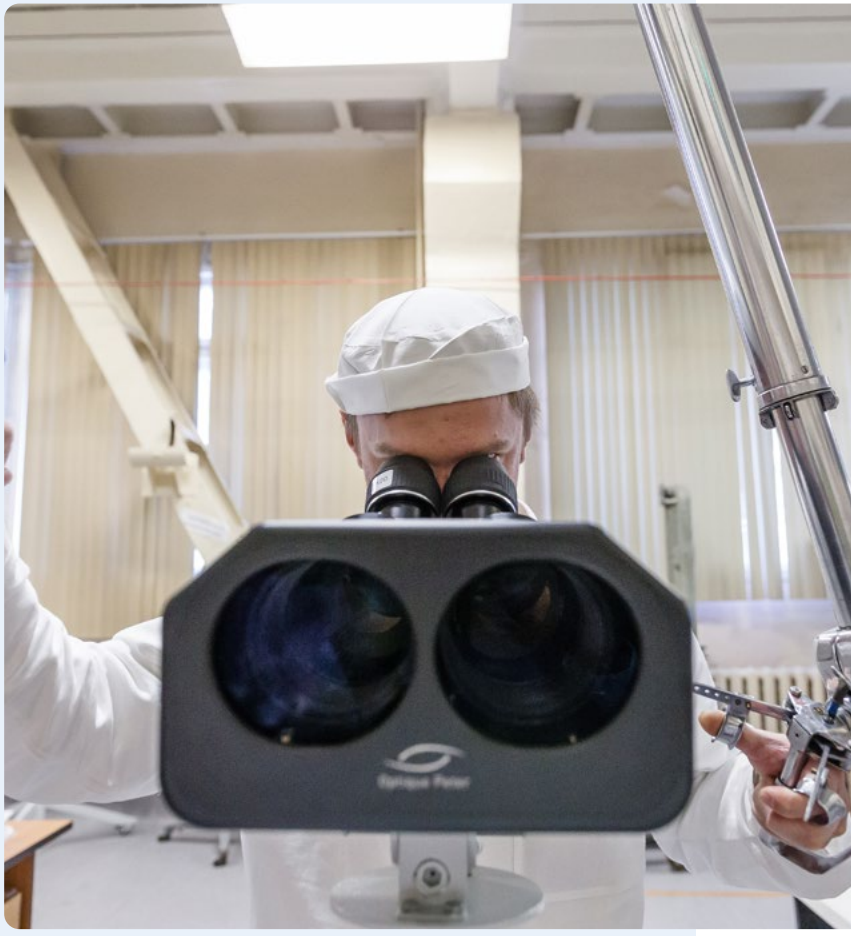
Federal Project ‘Special Materials and Technologies for Nuclear Power Engineering, and Proactive Training of Highly Qualified Personnel in New Nuclear Technologies’

Key initiatives in 2025 included developing technologies focused on extreme states of matter and the synthesis of superheavy elements; developing new materials and manufacturing technologies; developing and validating technological and design solutions for a molten-salt research reactor unit.

The following results were achieved in 2025:

- A preliminary design was developed for a process line for the automated synthesis of new materials using AI; experimental studies were conducted using mock-ups of core components of the line; test samples of materials were synthesised and studied; technical solutions adopted at the preliminary design stage were validated;
- An engineering design was developed for an experimental facility for metal and ceramic powder spheroidisation in inductively coupled plasma; key components were produced;
- A preliminary design was developed for a mock-up of an experimental fuel element containing metallic nuclear fuel. Tube blanks for fuel cladding were produced from ODS steel with various compositions; mechanical, corrosion and irradiation tests were carried out;
- A technique was developed for the recovery of 249Bk and 249Cf from accelerator target segments; reactor tests were carried out on targets containing heavy curium isotopes in a cadmium shield to produce the first batch of 249Bk in order to start experiments focused on producing a new, 119th element of the periodic table in 2026. Design documentation was prepared for the RAW collection and recycling site forming part of the isotope separation facility;
- Key technological solutions for a molten-salt research reactor (MSRR) were developed and demonstrated, with a focus on selecting candidate structural materials for equipment and piping components, the initial fuel preparation facility, the reactor unit, auxiliary systems and scram mechanisms.

To encourage employees to participate in initiatives focused on nuclear technologies that form part of the national project, core laboratories were designated at partner universities and specialised organisations; portfolios of proactive personnel training programmes were developed; career guidance events were held for school and university students. More than 9,000 highly qualified specialists were engaged to work on the national project in 2025.



International projects

In 2025, new contracts were concluded with partners from South Korea, China, Belarus and Brazil for R&D and the supply of knowledge-intensive products. Key areas of cooperation include reactor testing and post-irradiation examination, the development of radioisotope production technologies and the supply of materials and specialised equipment.

Major focus areas included the development of projects to supply chemical compounds of rare and rare-earth elements, and materials analysis: contracts were concluded with new customers from South Korea, Malaysia and Kazakhstan.

In the sphere of environmental and radiation safety, a site survey was carried out and a set of equipment was supplied to enable the safe storage of radioisotope thermoelectric generators (RTGs) under a trilateral international contract with the IAEA and a foreign company.

To support the development of future projects, comprehensive cooperation programmes were developed with Egypt and Algeria, and similar programmes with India and Belarus were updated.

Talent development

In 2025, 2,000 people joined the Research Division, 58% of whom were young employees aged under 35.

As a result of the Company's active efforts to train and recruit young science talents, young employees aged under 35 make up 27% of 11,400 employees of the Division (among research workers, the share of this age segment totals 39%). Young specialists are actively involved in research; many of them are promoted to project leaders or heads of laboratories and standalone divisions within two to three years.

Research internship programme

In 2025, 139 students from 22 Russian universities were selected for an internship programme in nine research organisations of ROSATOM. In addition to immersing themselves in real-life research projects, the participants of the programme learnt to use digital tools and developed specialised competences in prioritised areas, including new materials, radiochemistry, nuclear fusion and plasma technologies.

The following results have been achieved since the launch of the programme in 2020:

- More than 700 students have been enrolled (out of more than 4,500 applicants);
- More than 50% of participants have gone on to work for ROSATOM;
- There are more than 160 mentors (ranging from research supervisors to young researchers).

As a result of this practice, top talent are getting younger: the youngest holder of a PhD degree is 35 years old. In 2025, specialists in the Research Division set a record, with 19 specialists obtaining a higher academic degree.



The achievements of employees of the Research Division are recognised at the highest level:

- The research team of the Company's institute in Dimitrovgrad was awarded the Order of Alexander Nevsky;
- 66 employees of the Division were presented with government awards, while 39 employees received awards from the President of the Russian Federation;
- 620 employees were nominated for industry awards;
- More than 20 employees in the industry won government awards in the field of science, engineering and technology;
- For the first time, three employees in the industry won the VYZOV ('Challenge') National Prize for Future Technologies.

To reward employees for their achievements, industry executives present them with ROSATOM's science and innovation awards for young researchers. In 2025, six winning teams comprising young researchers and employees in the nuclear industry were awarded RUB 1 million each for R&D projects that are already transforming people's lives. These include a variety of initiatives ranging from the development of new materials for the energy and aviation industries to targeted cancer treatment.

Contribution of the nuclear industry to ensuring safety, reliability and self-reliant technological development

A pilot technology has been developed for the production of fuel for a high-temperature gas-cooled reactor (HTGR), making it possible to retain gaseous fission products generated during the irradiation of nuclear fuel at temperatures of up to 1,600 °C. A process line for the production of HTGR fuel that does not rely on imported technology has been built; it has a capacity of 250,000 fuel compacts per year, which will enable the supply of HTGR fuel for a nuclear power plant for hydrogen production in the future.

The Division has completed an R&D project focused on developing a technology for the reprocessing of radioactive liquid sodium coolant; in the future, this will support the decommissioning of fast neutron reactors. The Mineral 100/150 unit uses the solid-phase oxidation technology to convert liquid sodium into a solid mineral-like product suitable for permanent disposal. The key advantages of the unit include the fact that it does not produce gaseous emissions, there is no explosion or fire hazard, and the process is short, consisting only of one stage. The technology has been included in the CIS Register of Technologies and Technical Solutions and is compliant with current water resistance standards.

The Division is developing carbon fibre based on isotropic and mesophase resins with minimal susceptibility to thermal deformation; it is intended for use in the space industry. Due to its unique properties, this carbon fibre will be well suited for use in a number of space-based devices.

The technology and the process flow diagram have been developed for the production of ultra-high-purity tungsten hexafluoride. It is used in microelectronics (for instance, in semiconductor production) and for the production of coatings and products made from high-purity tungsten. The construction of Russia's first production site for the manufacture of this product has been completed. This will support import substitution efforts and will help achieve technological self-sufficiency.

The Division has successfully completed the first stage of tests of a prototype of a high-sensitivity analyser for determining the radionuclide composition of atmospheric xenon and krypton in order to detect unauthorised nuclear tests and accidents at nuclear facilities. The device can determine the radionuclide composition and atmospheric concentrations of xenon and krypton both in the field and in a laboratory environment; it helps detect radiation leaks and identify their likely cause (e.g. a nuclear explosion or an accident at a nuclear facility). Samples can be taken at temperatures ranging between -5 °C and -10 °C, whereas usually this is done at temperatures below -150 °C. The prototype outperforms rivals in terms of energy efficiency, compact size and ease of transportation.

For the first time in the world, a technology has been developed for the simultaneous recovery of three platinum group metals (ruthenium, rhodium and palladium) from high-level waste (refined products) generated during SNF processing using iron(III) hexacyanoferrate(II). Previously, it was not possible to recover platinum group metals simultaneously; their presence made it difficult to process waste using the vitrification technique and made the resulting glass environmentally unsafe.

Key results achieved as part of the Consolidated Industry-Wide Plan of R&D Topics (CIPT)

In 2025, about 100 R&D projects were implemented as part of the CIPT with support from ROSATOM. Most of the projects were focused on the development and implementation of new materials in the nuclear industry and mechanical engineering, as well as on nuclear medicine and additive manufacturing technologies.

Baseline induced pluripotent stem cells were developed jointly with the world-class Centre for Genetic Research affiliated with the Lopukhin Federal Research and Clinical Centre of Physical-Chemical Medicine. Researchers developed a set of 49 genetic tools (plasmid vectors) for editing the cell genome. Seven specialised constructs were developed that block the body's immune response genes within cells and introduce genes that enhance the body's compatibility with the new material.

A technology was developed for the production of powder used in the manufacture of high-strength ceramics for medical applications. The key objective was to achieve the smallest possible particle size for partially stabilised zirconium dioxide without grinding in order to avoid contaminating the powder. As part of the project, a pilot laboratory plant for powder synthesis was built; it has a capacity of at least 1 kg per hour. Ceramics made from synthesised powder have demonstrated a high performance across key metrics.

In the sphere of additive manufacturing, the Division launched Russia's first facility for producing titanium alloy powders from rods with diameters of 80 mm and 120 mm; its production capacity will total up to 20 tonnes per year. The powders will be used in the aerospace industry and mechanical engineering for the printing of complex parts, in healthcare for producing biocompatible implants, and in other high-technology industries that are highly reliant on imported materials for 3D printing.

Expert reviews and analytics

Amid global competition in the sphere of science and technology and resource constraints, scientific and technical expert reviews and analytics form the basis for strategic decision-making and help achieve technological sovereignty. Since 2019, these functions have been performed by the industry Centre for Analytical Research and Development (CARD).

The CARD is responsible for the benchmarking of technologies, providing analytical support for projects, monitoring R&D publications, conducting applied regional studies and representing ROSATOM's interests in the IAEA, including working with the International Nuclear Information System (INIS).

In 2025, the CARD prepared more than 10 research and technical reports, about 100 operational memos and more than 40 thematic newsletters and organised a number of scientific and technical events. As part of its international activities, the CARD uploaded a number of publication metadata records to the IAEA INIS, updated the Country Nuclear Power Profile in the IAEA information system, and conducted monitoring and provided support for ROSATOM's participation in the activities of WANO and cooperation projects run by the IAEA.



Implementation of the industry-wide radiochemistry programme

The first stage of development of the digital twin of a radiochemical production facility, the Virtual Radiochemical Plant – Recovery of Fissile Materials (VIZART-RDM), has been completed. Its implementation will enhance the efficiency of SNF reprocessing and RAW management. The new version of the VIZART software helps evaluate SNF reprocessing stages, optimise the process and minimise the risk of errors. In 2025, an overall vision was developed for the new version of the software suite, including approaches to calculation algorithms based on technical documentation describing all production processes, SNF reprocessing cycles and RAW management techniques, as well as requirements for the software suite and its structure. This will make it possible to start the development of the software.

Nuclear medicine

The Company (including the portfolio of ROSATOM) is a global leader in the production of medical isotopes for the manufacture of radiopharmaceuticals. The sales geography includes 600 organisations across Russia, more than 100 companies in neighbouring countries, and more than 50 countries globally.

The construction of Europe's largest radiopharmaceuticals plant compliant with GMP standards is underway in Obninsk; it will produce radiopharmaceuticals for the diagnostics and treatment of cancer, cardiovascular and neurodegenerative diseases.

A technology for the production of a radiopharmaceutical based on actinium-225 has been patented. The isotope is well suited for use in nuclear medicine and cancer therapy. The technology developed by the Company ensures high product quality, which has been confirmed by the necessary multi-stage monitoring of its technical characteristics.

A new domestically developed radiopharmaceutical based on radium-223 produced in the industry, Rakurs (223ra), has been registered at the Federal Scientific Clinical Centre for Medical Radiology and Oncology of the FMBA of Russia in Dimitrovgrad. This will help reduce logistical delays and make treatment more accessible to people across Russia. The drug is used for radionuclide therapy of prostate cancer and has a considerable potential for expanding its use to include the treatment of bone metastasis from tumours located in other sites.

A new treatment method for neuroendocrine tumours has been put into practice; it involves the use of the Company's isotope products. For the first time in Russia, a domestically produced drug based on lutetium-177 (Lu-177) has been used to provide treatment to both adults and children. The isotope selectively destroys tumour cells with minimal damage to healthy tissue.

For details, see section 5.2. 'Business Diversification'.



5.2. BUSINESS DIVERSIFICATION

GRI 3-3

Key results in 2025*

- In 2025, revenue from the sales of new products (outside the scope of the nuclear industry) totalled RUB 1,512.5 billion, which was 30.4% above the target (RUB 1,160.0 billion).
- In 2025, ROSATOM's 10-year portfolio of orders for new products (outside the scope of the nuclear industry) totalled RUB 4,060.0 billion, which was 26.9% above the target (RUB 3,200 billion).

**Including the order portfolio of ROSATOM.*

Wind power

The use of low-carbon energy (nuclear power and renewables) is a necessary prerequisite for accomplishing the objectives of the global climate agenda. In order to diversify its product solutions in the sphere of low-carbon power, the Company has been developing the wind power business since 2017. The Wind Power Strategic Programme involves building wind farms with a total installed capacity of about 2 GW in the Russian Federation, with capacities totalling about 1,187.5 MW already built and commissioned.

In 2025, as part of additional selection of investment projects in the Far East, the Company's Wind Power Division added a further 370 MW to its portfolio. New wind power plants are scheduled to be commissioned in 2027 and 2028.

On 1 December 2025, the first stage of the Novolakskaya WPP with installed capacity totalling 152.5 MW was commissioned in the Republic of Dagestan and started to supply electricity to Russia's unified power grid. After the second stage is commissioned in 2026, the total installed capacity of the wind farm will reach 300 MW, making it the largest in the country.

In addition, in December 2025, the Wind Power Division obtained permits for the construction of the Simonovskaya WPP in the Stavropol Territory and the Verbnaya WPP in the Rostov Region.

Taking into account the commissioned capacities, the share of wind farms managed by the Company in the Russian wind power market totals about 40%.

As part of a programme to manufacture wind turbines locally, the Company has launched the production of key wind turbine components at its production facilities in Volgodonsk (Rostov Region) followed by the assembly of wind turbines in the megawatt range (with installed capacity exceeding 1 MW per turbine). The Company produces hubs, nacelles, generators and cooling systems for 2.5 MW wind turbines. The capabilities of the plant operated by the Wind Power Division will enable it to assemble wind turbines with a capacity of 4.5 MW or more.

In accordance with established rules, local content in wind turbines produced by the Company currently stands at 85%. As part of the DPM RES 2.0 programme aimed at supporting wind power, this figure is expected to continue to increase.

The Wind Power Division is implementing a number of pilot projects in new segments of the energy market, such as the supply of energy storage systems based on lithium-ion batteries.

Nuclear medicine

The Company (including the portfolio of ROSATOM) is a global leader in the production of medical isotopes for the manufacture of radiopharmaceuticals. It also builds healthcare infrastructure facilities to make nuclear medicine technologies more accessible to people in various regions of Russia.

The Nuclear Medicine Building of the Dmitry Rogachev Centre has been commissioned. A cyclotron unit that will supply radionuclides for the Bakulev National Medical Research Centre for Cardiovascular Surgery is being built under a directive from the Government of the Russian Federation. Radionuclide therapy centres are under construction in Ufa and Lipetsk.

In 2025, the Company continued to develop its international business in the medical equipment segment; it was implementing projects focused on batch production of 16 types of medical equipment and products for medical applications.

The Company continues to develop and produce Brachium gamma radiation therapy devices, which are successors to the Agat line of equipment. In 2025, the Company sold three Brachium devices, with a contractual obligation to upgrade them based on feedback received from the medical community and to amend the registration certificate. At the same time, the Company launched a project to develop a new-generation brachytherapy device in line with current trends.

Prototypes of a Russian-made haemodialysis machine have been developed, with subsidies for R&D provided by the Ministry of Industry and Trade of the Russian Federation; all necessary tests have been carried out in order to register the machine as a medical device.

The Company has launched the production of cyclotrons designed to produce isotopes for the diagnostics of cancer, heart conditions and neurological disorders. Two cyclotrons have undergone all the required tests, and preparations have been made to install them at the V. A. Almazov National Medical Research Centre and the N. P. Bechtereva Institute of the Human Brain of the Russian Academy of Sciences. The Company has collaborated with the Ministry of Health of the Russian Federation to standardise requirements for cyclotron facilities, which will make it possible to supply 16 domestically produced cyclotrons to healthcare institutions across Russia.

In 2026, the Company plans to commission a new site for the production of stable isotopes for nuclear medicine using magnetic separation. This will enable the Russian Federation to consolidate its leading position in this segment of the global market.

Products exported by the Company include the Tianox device for inhaled nitric oxide therapy. It is used in neonatology and intensive care to treat severe respiratory conditions. The technology enables healthcare institutions to eliminate the need for nitric oxide supplied in cylinders, improve safety and reduce operating costs. In 2025, the Company supplied 92 Tianox devices, including to overseas markets.



Composite materials

In order to supply composite materials to strategically important industries in the Russian Federation, in 2025, the Company:

- commissioned the second stage of the Polymer Composites Centre in Saransk. This is the country's largest pultrusion facility with a capacity of up to 3,900 tonnes per year;
- launched the only facility in Russia for the mass production of thermoplastic composites; these are high-technology materials used in the aerospace industry and the oil and gas sector;
- increased pre-preg production capacity by a factor of more than 1.5, which has made it possible to double the supply of materials for unmanned aerial vehicles.

To ensure technological sovereignty in the composite materials segment, in 2023, the Government of the Russian Federation approved a comprehensive R&D programme titled 'New Composite Materials: Design and Production Technologies', which covers the entire innovation cycle.

As part of the comprehensive R&D programme, in 2025, the Company produced experimental and pilot batches of:

- PAN precursor produced using the dry-wet process and carbon fibre based on it;
- pre-pregs based on a melt-type cyanate ester binder;
- new-generation non-flammable thermosetting and impact-resistant binders;
- hybrid composites based on pre-pregs with an ultra-low surface filler density;
- non-woven materials using recycling technology.

These technologies and the resulting composite materials will be widely used in strategically important industries in the Russian Federation, including civilian and military aviation, unmanned aerial vehicles, rocket engineering and the energy sector.

In order to accomplish government tasks requiring the use of advanced composite materials, the Company is implementing projects to expand production capacities:

- for the production of fine carbon fibre at a site in the Alabuga Special Economic Zone (Republic of Tatarstan);
- for the production of fibreglass in Gus-Khrustalny (Vladimir Region).

In 2025, the Company's Composite Materials Division installed the first fibreglass composite blades developed in-house at Russia's largest wind farm, the Novolakskaya WPP. This involved supplying 156 blades (52 sets) for the first stage and 144 blades (48 sets) for the second stage of the Novolakskaya WPP. In addition, the Company supplied the first sets of blades for the construction of a wind farm in the village of Kök-Moynok near the town of Balykchy in the Issyk-Kul Region of the Kyrgyz Republic. The blades are produced at a plant in Ulyanovsk launched in 2024, which helps increase the share of local content in equipment for wind farm construction projects in Russia and abroad.



Additive manufacturing

In 2025, the additive manufacturing market in the Russian Federation comprised the following segments: additive manufacturing equipment, materials for 3D printing, additive manufacturing services and R&D.

The development of Russian additive manufacturing technologies is strategically important for high-technology industries. The Company's Composite Materials Division is a leader in the metal 3D printing equipment segment. Its activities are aimed at establishing a fully integrated process chain comprising all stages, from the development and mass production of equipment and materials to the adoption of the relevant technologies in industry and the provision of personnel training.

In 2025, the Company focused on reducing reliance on imported solutions and developing Russian components and technologies for additive manufacturing by producing critical components of additive manufacturing equipment locally, including the following:

- laser sources and optomechanical assemblies;
- scanning and printing process control systems;
- industrial robotics systems;
- Russian-made control systems and linear guideways.

As at 2025, the Company has completed a full range of initiatives focused on the following industrial additive manufacturing technologies:

- selective laser melting (SLM);
- direct metal deposition (DMD);
- electron-beam additive manufacturing (EBAM);
- industrial 3D scanning and digital control technologies.

The Company has completed the work to verify the readiness of additive manufacturing equipment for large-scale use; as a result, additive manufacturing equipment using DMD technology and the RusMelt 600M printer using SLM technology have been marked O1, which confirms their compliance with established requirements, the stability of manufacturing processes and the suitability of the equipment for use in industrial production. This stage is crucial in terms of scaling up production, expanding supplies and adopting the equipment for large-scale industrial production in enterprises across Russia.

The Company has launched the production of metal powders for additive manufacturing, including powders made from stainless steel and titanium alloys.

The Company has developed the Virtual 3D Printer 2.0 software suite for the simulation of physical processes involved in laser-based additive manufacturing in order to produce parts with the specified properties.



As part of a programme to develop production capacities and expand the product portfolio, in 2026, the Company plans to produce more than 40 items of additive manufacturing equipment in response to growing demand for domestically developed additive manufacturing solutions, the transition to the large-scale use of additive manufacturing equipment, and the expansion of supplies to both the domestic and international markets.

To enable the batch production of additive manufacturing equipment, the Company has partnered with other producers to establish a distributed manufacturing network. Currently, knock-down kits are produced and equipment is assembled at the Company's production facilities and in cooperation with third-party companies. As part of efforts to further develop production capabilities and diversify production sites, in 2027, the Company plans to establish an additional production site. This will help enhance the resilience of production chains, increase output and ensure that long-term supply programmes are fulfilled.

Electric mobility and energy storage systems

In 2025, Russia's first electric vehicle (EV) charging hub equipped with Russian-made energy storage systems was launched in Zelenogradsk (Kaliningrad Region).

The EV charging facility can charge six electric vehicles simultaneously; on average, charging from 20% to 80% takes 40 minutes. Each EV charging station has an output power of 60 kW. In addition, four EV charging facilities have been commissioned in the region; their installed capacity ranges from 66 kW to 270 kW.

The Company's network of EV charging stations spans 16 regions and currently comprises more than 260 charging stations, accounting for almost 10% of the total number of fast charging stations in the country.

The number of customers using the digital platform has increased more than six-fold, with more than 20,000 regular customers, which makes up one third of all electric vehicles in the country. Meanwhile, the number of charging sessions tripled year on year in 2025 and reached 210,000.

Two large-scale communication campaigns have been conducted to promote electric mobility in Russia and speed up the development of electric mobility:

- Atom on Board an Icebreaker (June). With support from the Company, a pre-production prototype of the Atom electric vehicle went on an Arctic expedition on board the *50 Let Pobedy* nuclear icebreaker, which made a trip to the North Pole and then returned to Murmansk. The polar expedition has demonstrated that modern Russian electric vehicles can operate in conditions that, until recently, were considered unsuitable for electric transport.
- Atom at Innoprom in Yekaterinburg (July). ROSATOM's display featured the Atom electric vehicle, an integrated electric drive, EV charging solutions, traction battery cells and modules and attracted considerable interest from visitors.

As part of an Electric Mobility Day, experts from organisations cooperating with the Company in the electric mobility segment presented key components of an electric vehicle, outlined technological trends and prospects for the development of EV production in Russia and described initiatives to develop EV charging infrastructure.

Russia's first gigafactory producing energy storage systems has started pilot operation in the Kaliningrad Region. The production capacity of the industrial site (measured as the combined capacity of devices manufactured by the factory) totals 4 GWh per year. This is Russia's only fully integrated industrial enterprise producing lithium-ion batteries, with operations covering all stages, from primary chemicals for battery cells to the production of finished modules and complete battery packs.

In 2025, the Company developed, produced and tested 36 lithium-ion battery modules, more than 100 prototypes of lithium-ion batteries based on various electrochemical systems, and solid-state batteries.

As part of R&D initiatives to develop traction and stationary energy storage systems, design documentation has been prepared for traction batteries, uninterruptible power sources and stationary energy storage systems.

Prototypes of these systems have been developed and tested, and it has been recommended that the development of these focus areas should continue. As a result, the Company will develop a product line of energy storage systems for various applications.

The Company has completed the in-house development of a universal monitoring and control system; its testing on a traction battery for electric buses is nearing completion.

In 2026, the Company plans to launch a gigafactory producing energy storage systems in Krasnaya Pakhra (New Moscow). The industrial site will have a production capacity of 4 GWh per year. The site with a total area of 134,000 m^2, which will house nine high-technology workshops, will be a modern fully integrated production facility, with operations covering all stages, from the mixing of electrode materials to a battery testing facility and an in-house R&D centre. Cells to be produced at the gigafactory are based on state-of-the-art lithium-ion cell technology; they will have an energy density of more than 260 Wh/kg and will be used in both traction batteries for electric vehicles and stationary energy storage systems.

The production of 3-in-1 integrated electric drives for electric vehicles will be launched in the Lipetsk Region. The capacity of the production site will be sufficient for assembling up to 141,000 electric drives per year. Simultaneously with the launch of mass production, the Company will launch a process to further increase the share of locally sourced drive components; this will involve searching for Russian suppliers of components.

The Company is developing prototypes of innovative charging stations (both mobile and stationary with an energy storage system). The start of industrial-scale production of innovative EV charging stations and their commercial launch are scheduled for 2027.

Key events will include the Moscow Parade of Innovative Electric Vehicles along the Garden Ring to be organised jointly with the Moscow Department of Transport. In 2026, the Company plans to expand its footprint in Moscow and the Moscow Region, install about 100 new EV charging stations and continue to participate in tenders for the installation of EV charging stations held by the Moscow Department of Transport.

Smart City

In 2025, the Company implemented about 40 projects in 17 towns and cities and two regions of Russia. These involved digital transformation in the utilities sector, the development of smart video surveillance and public security systems, and the roll-out of IoT solutions. The projects currently span more than 200 towns and cities and 15 regions.

In 2025, the Company gave priority to combining big data and artificial intelligence tools to make processes more manageable and reduce operating costs. For instance, the integration of AI technologies in housing and utilities management in Obninsk has made it possible to automate up to 80% of control centre operations and reduce incident response times from six hours to one hour. The predictive analytics feature, which issues alerts of potential failures and accidents, has helped reduce equipment repair costs by 10 to 20% compared to previous periods.

74,000 people

use services available on the Smart City platform on a regular basis. Neural networks help optimise the monitoring of household waste collection, categorise reports and enquiries from local residents, generate automated notifications and speed up the search for events in CCTV footage archives. More than 70,000 enquiries from local residents have been handled using the feedback module, including 20,000 in 2025.

Solutions for the commercial sector and the urban environment have proved to be highly effective. The introduction of an IoT platform in an office building control centre has helped achieve annual savings totalling RUB 3.4 million (29% of costs) by optimising the operation of lighting and climate control systems. Smart parking spaces help reduce road congestion and streamline the traffic flow. Calculations show that economic benefits from 1,500 parking spaces make it possible to recoup the cost of setting up smart parking spaces in less than two years and generate more than RUB 100 million of municipal budget revenue, which can be allocated for further infrastructure development.

The Power Engineering Division has assisted with a large-scale upgrade of digital services in towns and cities where NPPs are located.

Desnogorsk (Smolensk Region)	Segments of video surveillance systems have been upgraded, which will help increase the data transfer speed tenfold
Balakovo (Saratov Region)	The development of a system for the automated collection of meter readings based on the Infrastructure IoT platform developed in-house is ongoing
Volgodonsk (Rostov Region)	The Real-Time Alerts and Mobile Retail Outlets services have been launched
Zarechny (Sverdlovsk Region)	The security system has been enhanced through the integration of video analytics, including number-plate recognition
Novovoronezh (Voronezh Region)	The Smart Novovoronezh platform has been updated to the latest version
Udomlya (Tver Region)	Smart bus shelters have been installed to improve passenger comfort

New products launched in 2025 include the Smart Gateway for environmental monitoring and the METEOR hardware and software system for photo and video recording.

For details, see section 9.1. ‘Nuclear and Radiation Safety; Occupational Safety and Health’.

Rare and rare-earth metals

Faulty equipment has been replaced, and the operation of the ore processing plant has been stabilised. The Company has developed a proprietary technology for the separation of REM oxides from domestically produced raw materials.

In the lithium business segment, as part of the project to develop the Kolmozerskoye lithium deposit, following the recently completed follow-up geological exploration, reserves have doubled compared to the initial assessment carried out in 1961. As part of preparations for the start of mining, an open-pit mining plan has been developed.

The Glazovsky industrial park has been established in the town of Glazov; its area totals 20 hectares and can potentially be expanded to 60 hectares, including in order to launch large-scale production of rare-earth magnets.

Hydrogen energy

The Company continues to develop a nuclear power plant for hydrogen production comprising a high-temperature gas-cooled reactor (HTGR) and chemical processing facilities; it will enable the non-electric use of nuclear power in industry, including the use of high-potential nuclear industrial heat for low-carbon production in the oil, gas and petrochemical sector and other industries.

The following results have been achieved as part of the project:

- A pilot HTGR fuel production line has been established with a design capacity of 250,000 fuel compacts per year. The industrial adoption of the domestically developed technology for TRISO fuel production opens up avenues for the use of this fuel in other innovative projects focused on reactors with enhanced safety performance (the engineering design for a fuel compact for the HTGR reactor unit for the nuclear power plant for hydrogen production has been approved);
- A modular test facility for the ODU-150 unit has been commissioned; it is a 1:1000 scale prototype of chemical processing facilities forming part of the nuclear power plant for hydrogen production designed to test all stages of the domestically developed natural gas conversion process (desulphurisation, steam and steam-oxygen reforming, CO conversion, hydrogen recovery) and verify that catalysts, adsorbents and equipment are operational;
- An industry-wide centre for the safety of hydrogen technologies and hydrogen industry products has been established in order to ensure the safe operation of facilities involved in hydrogen production, storage, transportation and consumption and validate the fire and explosion safety of these facilities.

Service life tests of the first Russian electrolysis units with a capacity of 5 and 50 Nm^3/h are ongoing.

GRI 3-3

Contribution to the achievement of national development goals

In order to achieve the targets set for the Innovative Vehicle Production[1] and New Lithium-Ion and Post-Lithium Energy Storage System Technologies and Production Capabilities[2] Federal Projects and the Concept for the Development of the Production and Use of Electric Vehicles in the Russian Federation until 2030,[3] the Company is implementing a number of investment projects to develop electric mobility in the Russian Federation.

The Government of the Russian Federation is developing national projects aimed at achieving technological leadership to ensure the technological sovereignty of the Russian Federation.[4]

To achieve this goal, work is underway to develop facilities for the testing of electrical equipment in the Russian Federation; more specifically, this will involve establishing a Nationwide Testing Centre (hereinafter referred to as the NTC) to conduct comprehensive research and testing of high-voltage electrical equipment with voltage ratings of up to 750 kV (and up to 1,150 kV in the future) in Istra (Moscow Region).

The programme of the World Atomic Week marking the 80th anniversary of establishment of the nuclear industry included a session titled ‘Connection Point: Towards the New Reality in Testing and Certification’, which was

1. Forming part of the Industrial Support for Transportation Mobility National Project aimed at achieving technological leadership.
2. Forming part of the New Nuclear and Energy Technologies National Project aimed at achieving technological leadership.
3. Approved by Order No. 2290-r of the Government of the Russian Federation dated 23 August 2021.
4. Pursuant to Decree No. 309 of the President of the Russian Federation Vladimir Putin dated 7 May 2024 on the National Development Goals of the Russian Federation until 2030 and for the Future until 2036.

focused on the establishment of the NTC. The participants of the session believe that the NTC will help reduce reliance on overseas testing facilities and safeguard intellectual property rights, speed up the development and adoption of innovative technologies, and enable Russia to regain its leading position in the sphere of high-voltage electrical engineering. The initiative will also result in the establishment of the Elektrograd research and technology hub in Istra and will support the development of research capabilities and the talent pipeline.

The Company expects that in 2026, state expert review of design documentation will be completed and the project will then proceed to the next stage: the construction of the Centre. The NTC will stimulate business activity in its host region, promote the development of social and utility infrastructure and support the establishment of a science and technology hub for research and development.

The initiative to establish the NTC has been included in the Energy Strategy of the Russian Federation until 2050[1] in order to ensure that the needs of the domestic market for products and services are met, unlock the export potential and enable a transition to a new technological paradigm in Russia's fuel and energy sector.

Following the start of global transformation in Russia and worldwide, the imposition of sanctions and the withdrawal of a number of companies from the Russian market, the Company has focused on maximising the share of local content and ensuring technological sovereignty. The approach initially adopted in the renewable energy sector in Russia involved the transfer of critical technologies to Russia and a significant degree of control. As part of the first DPM RES programme, the local production of wind turbine generators and nacelles was launched, followed by the production of hubs.

After some suppliers refused to do business with Russian companies, the Company has established an effective supply chain relying on suppliers from Russia and friendly countries, which has stimulated the development of numerous production operations. The Company plans to launch the fully integrated production of permanent rare-earth magnets. The Company has started to produce wind turbine blades in-house (to replace a Danish company that has stopped supplying them). These blades are already used at the Novolakskaya WPP in the Republic of Dagestan. The Company has introduced proprietary software for managing the wind farm and wind turbines. Currently, the Company's WPPs have a local content score of 108 points (while the minimum level required by law stands at 87 points). Steps are being taken to further increase the share of local content.

The Company has independently developed its WPP maintenance capabilities, with the necessary WPP repairs and maintenance carried out by its own personnel and partners.



1. Order No. 908-r of the Government of the Russian Federation dated 12 April 2025.

CHAPTER 6. DIGITAL TRANSFORMATION IN THE INDUSTRY

Key results

- The updated Uniform Digital Strategy of ROSATOM has been approved.
- An industry-wide certification system and a mechanism for granting trusted manufacturers of automated process control systems access to the Company's critical information infrastructure facilities have been established.
- One of the first testing centres for verifying the compliance of software with requirements for trusted software has been established in the industry.
- Three new software packages replacing imported software have been developed and registered.

6.1. UNIFORM DIGITAL STRATEGY

The Company has adopted a systematic approach to digital transformation. The Company (as part of ROSATOM) has been one of the first to develop strategic approaches to digital transformation as part of the Uniform Digital Strategy (UDS) and embed them in its operations.

The document is regularly updated in line with current global trends, technological developments and improvements in the regulatory framework; it is designed to support the effective adoption of digital technologies to meet business needs and enable the Company to gain a sustainable competitive advantage on the markets where it operates.

The updated UDS[1] was approved in 2025. The key provisions of the document include the following:

- Implementing the government policy on digital transformation in the nuclear industry to achieve technological sovereignty;
- Continuing efforts to replace imported software and radio and electronic equipment;
- Improving the efficiency of internal processes, developing new digital products and launching them on the Russian and foreign markets;
- Supporting the development of cutting-edge digital technologies, including a significant increase in the number of projects involving the use of artificial intelligence (AI).

The implementation of the UDS will drive an increase in investment in Russian software and radio and electronic products, which will stimulate the development of Russian solutions and support digital transformation across various business areas to strengthen the Company's technological leadership.

1. The Strategy has been updated in line with updates to the Methodological Recommendations on Digital Transformation in State Corporations and Companies Partially Owned by the State, as approved by the Presidium of the Government Commission on Digital Development and the Use of Information Technology to Improve the Quality of Life and the Business Environment (minutes of the meeting No. 29pr dated 4 July 2025).

6.2. PARTICIPATION IN DIGITISATION IN RUSSIA

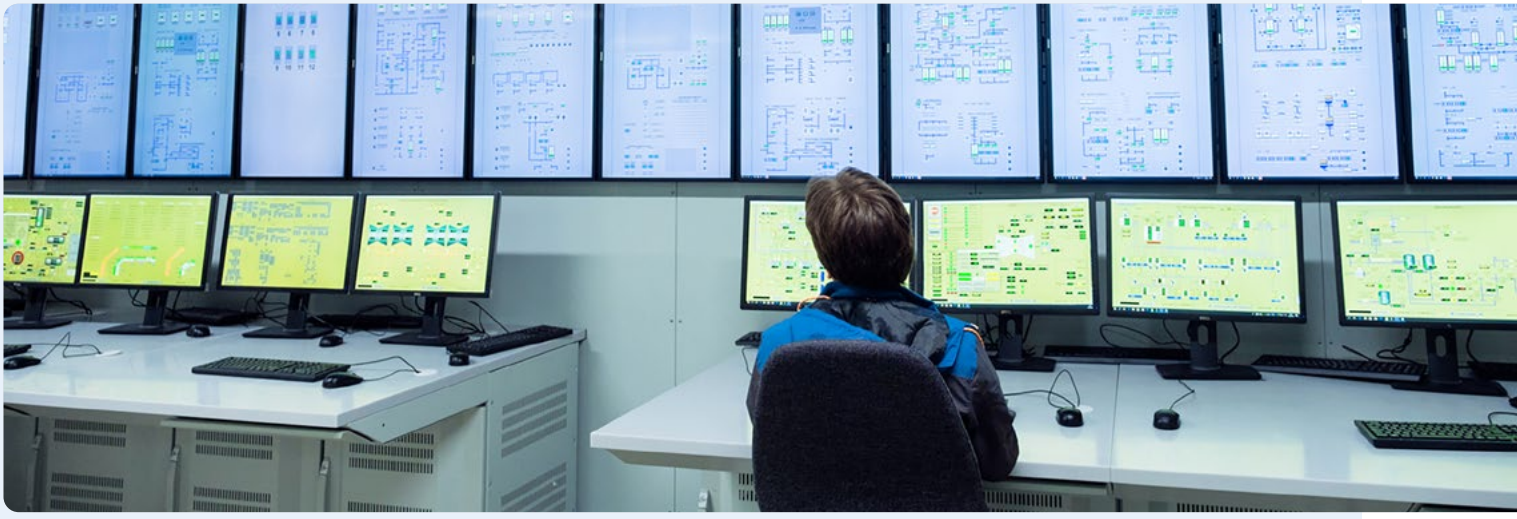
The Company and its organisations actively participate in initiatives launched by the Government of the Russian Federation to develop the digital economy and the data economy, drive digital transformation and achieve technological sovereignty. In 2025, representatives of the Company and its organisations were members of the public expert council for the implementation of the Data Economy and Digital Transformation of the State National Project until 2030; they also took part in projects and working groups of the Autonomous Non-Profit Organisation Digital Economy.

In order to achieve technological sovereignty, the Company has established one of the first testing centres in the industry for verifying the compliance of software with requirements for trusted software.[1]

In 2022, ROSATOM was assigned responsibility under an agreement with the Government of the Russian Federation to develop the New Industrial Software (NIS) high-technology area; with assistance from the Company's organisations, it is implementing the NIS Road Map, which will result in the development of a digital landscape focused on proactively replacing imported solutions in Russian industry.

In 2025, the Company cooperated with the NIS Competence Centre, industrial competence centres (ICCs) and the relevant federal executive bodies on the implementation of the NIS Road Map, the development of a consolidated IT landscape and other initiatives. In addition, the Company participates (both as a customer and as a developer) in the implementation of critical projects focused on developing and deploying industrial software.

The Company's organisations have been actively involved in the activities of a number of ICCs focused on replacing foreign digital products and solutions used in the industry, and in the activities of competence centres responsible for developing Russian system-wide and applied software. The ICC for General Mechanical Engineering of the Industry Committee on Industry and Trade comprises leading Russian industrial enterprises. Following competitive selection, in 2025, two more projects in the nuclear industry were granted the status of critical projects.



1. Pursuant to Decree No. 1931 of the Government of the Russian Federation dated 28 November 2025.

6.3. DIGITAL PRODUCTS

As part of the digital business, a number of major projects and initiatives were implemented in 2025:

- Three new software packages replacing imported solutions were developed and registered; they are widely used as part of initiatives to develop information infrastructure for the government; this included a project to supply solutions and host resources for the Government of the Moscow Region;
- The Rosleskhoz FGIS LK project (a new accounting system for Russia's forestry sector) was implemented;
- The BIIG system for biometric identification of foreign nationals at border crossings in Russia was developed for the Moscow Department of Information Technology; it has helped reduce the number of undesirable individuals entering the country via Moscow's airport hub by 22%;
- The Company implemented projects to develop a unified information space for the life-cycle management of rocket and space equipment, and to close data gaps, ensure the completeness of product data at various stages in the life cycle and implement a manufacturing equipment monitoring system at production sites of a Russian automotive group;
- The first working prototype of a security gateway based on an entirely Russian platform and using Russian electronic components was developed in cooperation with a Russian IT company. A high-performance TS3030 server featuring six GPUs was launched, opening up new avenues for AI data processing;
- An industry company acting as an integrator of infrastructure of the Company's data centres ensured the uninterrupted operation of technical infrastructure of the data centres and maintained the required SLA levels.



6.4. INTERNAL DIGITISATION

Ensuring the technological independence of automated process control systems (APCSs) and critical information infrastructure (CII) is one of the key priorities for the Company as an organisation of ROSATOM in the context of the government policy aimed at enabling the Russian Federation to achieve technological sovereignty.

In 2025, the Company systematically carried out incoming inspection of APCS designs against technical specifications. 165 bids worth a total of RUB 79.4 billion underwent expert reviews. Following the expert reviews, 32 bids that did not meet the technological independence criteria were rejected, which helped prevent the risk of undue expenses and avoid spending RUB 22.4 billion to repurchase APCSs. This mechanism enables the efficient use of funds and ensures compliance with uniform industry-wide standards during the implementation of projects to build and upgrade CII facilities.

Significant progress was made in the sphere of regulation and standardisation. The APCS Management, and Ensuring the Technological Independence of APCSs and CII Facilities process groups were developed; the Uniform Industry-Wide Guidelines on the Standardisation of APCS Products and an industry-wide code for implementing the Uniform Industry-Wide Policy on Automated Process Control Systems were drafted and approved. Requirements for the technological independence of CII and APCSs were incorporated in standard design specifications for construction projects, which helps ensure that the requirements are taken into account at an early stage of project implementation.

A key achievement in 2025 was the testing of the CII-CERT system for the voluntary certification of trusted products and processes (the CII-CERT voluntary certification system) and its integration into CII in the nuclear industry.

In 2025, the necessary amendments were made to ROSATOM's internal regulations whereby contracts for the supply of equipment for CII facilities must include a provision stipulating that the performance of the contract may begin only after the products have been certified as compliant in the CII-CERT voluntary certification system; 27 certificates of conformity were issued for products, primarily IT, computer and telecommunications equipment. In order to support the professional development of specialists working in the CII-CERT voluntary certification system, a training centre was opened at NRNU MEPhI, and the first cohort of specialists successfully completed training.

The results achieved to date as part of certification in the CII-CERT voluntary certification system have been taken into account by National Technical Committee for Standardisation 167 'Hardware and Software Systems for Critical Information Infrastructure and Related Software' (hereinafter referred to as TC 167). Provisional national standard PNST 1045-2026 'Critical Information Infrastructure. Trusted Hardware and Software Systems. Conformity Verification Procedure' has been developed and approved. It establishes the procedure for verifying that hardware and software systems meet the criteria for recognising them as trusted systems.

The Advanced Standardisation Programme for CII Hardware and Software for the period from 2024 through 2028 (the Programme) is being implemented in cooperation with the Federal Agency for Technical Regulation and Metrology (Rosstandart); it is aimed at ensuring the technological independence of CII. The Programme involves developing more than 130 standards by 2028. To date, 20 national standards have been developed, including 10 standards developed by TC 167.

In 2026, the Company plans to further expand the range of certified products, develop the conformity assessment infrastructure of the CII-CERT voluntary certification system and roll it out in related CII segments.

The following events were held in the sphere of R&D support:

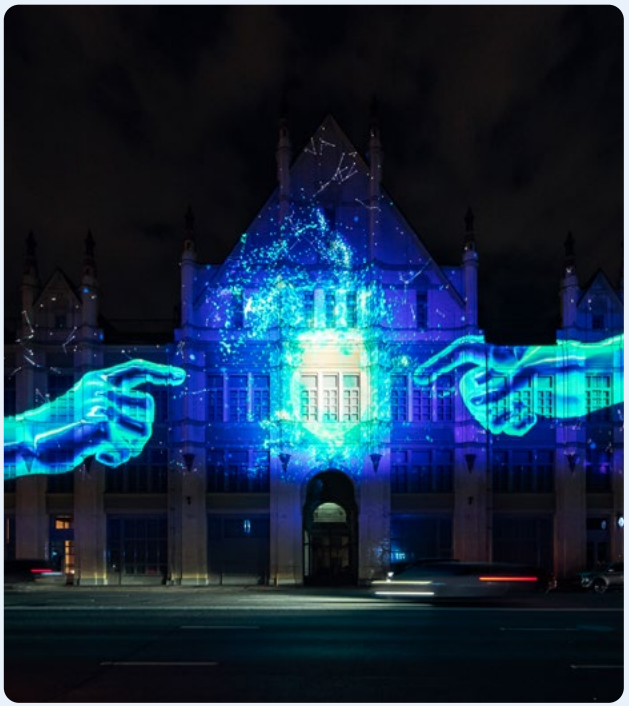
- Eight sections of the R&D Board focused on APCSs;
- Four meetings of the Council of Chief Designers of APCSs for NPPs;

- A strategic session and an industry conference;
- An industry-wide survey on the status of APCSs, whose findings informed an update to the parameters of all current APCS projects within the Company and ROSATOM;
- Proposals were formulated for amending Decree No. 719 of the Government of the Russian Federation dated 17 July 2015 on Confirmation of Production of Industrial Products in the Russian Federation in terms of clarifying requirements for APCS products.

GRI 3-3

Contribution to the achievement of the national goal of digital transformation of public and municipal administration, the economy and the social sector

The Company contributes to the achievement of the following targets and objectives:



- Ensuring that between 2025 and 2030, the growth rate of investment in domestically developed IT solutions is twice as high as the GDP growth rate;
- Ensuring that by 2030, at least 80% of Russian organisations in key sectors of the economy have transitioned to the use of Russian basic and applied software in systems supporting core production and management processes;
- Increasing the share of Russian software used by government bodies, state corporations, state-owned companies and business, as well as their affiliates, to 95% by 2030.

These objectives will be achieved by implementing the UDS and the associated action plan (road map) for the transition of ROSATOM (including the Company and organisations that it manages) to the use of Russian software.

By the end of 2024, the Company completed the full transition of significant CII facilities of nuclear organisations to Russian software separable from hardware. Software that is an integral part of hardware and software systems at key CII facilities in the Company and its organisations is being replaced pursuant to Decree No. 1912 of the Government of the Russian Federation dated 14 November 2023.

The share of Russian software used in the Company has reached 90%.

Plans for 2026 and beyond

- To implement the High-Level Plan for the Transition to the Use of Russian Software and Radio and Electronic Products (2024–2027);
- To develop a long-term vision of digital transformation in the nuclear industry until 2050. By reviewing global experience, identifying best practices and formulating recommendations on how to adapt them to its business, the Company will be able to ensure the continuity of digital development and support digital evolution during the coming decades.



7 GOVERNANCE SYSTEM

8 HR POLICY AND SOCIAL RESPONSIBILITY



RUB 568.8 billion

personnel costs
(+RUB 44.8 billion)

216,000 people

average headcount

RUB 161,300

average monthly salary
(+7.5%)

13.9%

personnel turnover
(down by 2.1%)

CHAPTER 7. GOVERNANCE SYSTEM
7.1. CORPORATE GOVERNANCE

Objectives, principles and mechanisms of corporate governanceя

The Company exercises the powers of a shareholder/member with regard to organisations in the nuclear power sector in accordance with the applicable Russian corporate legislation in order to maintain a high standard of corporate governance. Since ROSATOM holds 100% of voting shares in the Company, decision-making by the shareholder/member with regard to certain organisations in the nuclear power sector is aligned with ROSATOM's position.

The Company's actions with regard to organisations in the nuclear power sector are aimed at improving their performance in order to help to achieve the strategic goal of ROSATOM, namely to ensure the security and competitiveness of the Russian Federation.

The corporate governance system in the nuclear industry is currently underpinned by the following key principles:

- Standardisation of governance in organisations in the Russian nuclear power sector and organisations of various legal forms specialising in nuclear and radiation safety, nuclear science and technology and personnel training, with due regard to the special characteristics of individual organisations;
- Removing non-operating and inactive companies from the nuclear industry and eliminating redundant corporate ownership levels;
- Avoiding excessive expansion of the area of competence of corporate governance bodies of nuclear 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;
- A division-based management model in the Company, which involves creating core business divisions (e.g. the Mining, Fuel, Mechanical Engineering and Power Engineering Divisions), as well as a number of incubated divisions and functional industry organisations whose holding companies own/manage various organisations in the nuclear industry, depending on their areas of business.



Key governance mechanisms include the following:

- Performance of corporate governance functions: currently, the Company exercises the powers of an asset owner or a shareholder/member with regard to nuclear organisations, as stipulated by applicable legislation of the Russian Federation;
- Engagement on operational matters in certain areas of operations of the said organisations based on the relevant regulations.

Governing bodies

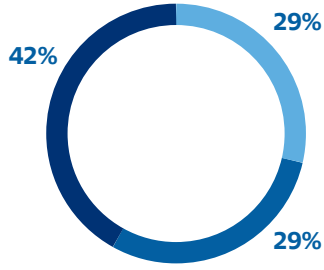
GRI 2-10
GRI 2-9

Between 1 January 2025 and 31 December 2025, the Company's Board of Directors consisted of seven members, three of whom are the Company's employees. There are no independent members of the Board of Directors. During the reporting period, there were no changes in the composition of the Board of Directors.

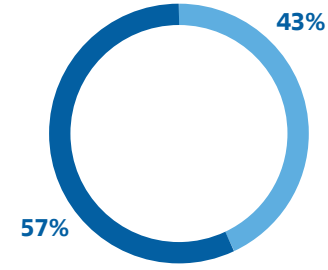
The procedure for nominating and selecting candidates to the highest governance body is set out in the Charter of the organisation.[1] The Board of Directors is formed taking into account considerations such as whether a candidate has professional experience in the relevant areas, a university degree and practical knowledge. At the same time, the Company recognises the importance of diversity and seeks to ensure that the composition of the Board of Directors is well-balanced.

MED 37
MED 44

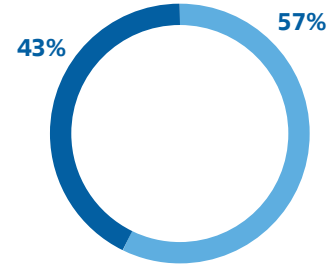
Tenure of the members of the Board of Directors



Gender composition of the Board of Directors



Age of the members of the Board of Directors



GRI 2-18

The Board of Directors carries out self-evaluation on an annual basis in accordance with the Regulations on the Company's Board of Directors (paragraph 3.6). The self-evaluation of the Board of Directors for 2024 was carried out in 2025; the self-evaluation for 2025 will be carried out in 2026. The results of the self-evaluation of the Board of Directors are recorded by the secretary and, if necessary, are taken into account when organising corporate events.

1. Paragraphs 80–82 of the Charter of JSC Atomenergoprom (version No. 43 dated 18 March 2024). https://atomenergoprom.ru/#info

Report of the Board of Directors

GRI 2-16

MED 36

In 2025, the Board of Directors held 84 meetings by absentee voting. The attendance rate at meetings of the Company's Board of Directors (absentee voting) stood at 94.66%.[1]

Sustainability matters and critical concerns are communicated to the Board of Directors during its meetings (including those held by absentee voting).

Under the resolution of the Board of Directors dated 30 May 2025, the Company's annual report and annual financial statements (accounts) for 2024 were approved.

Under the resolution of the Board of Directors dated 21 May 2025, the auditor for 2025 was appointed.

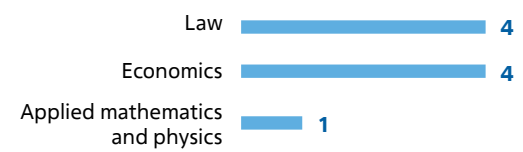
GRI 2-12

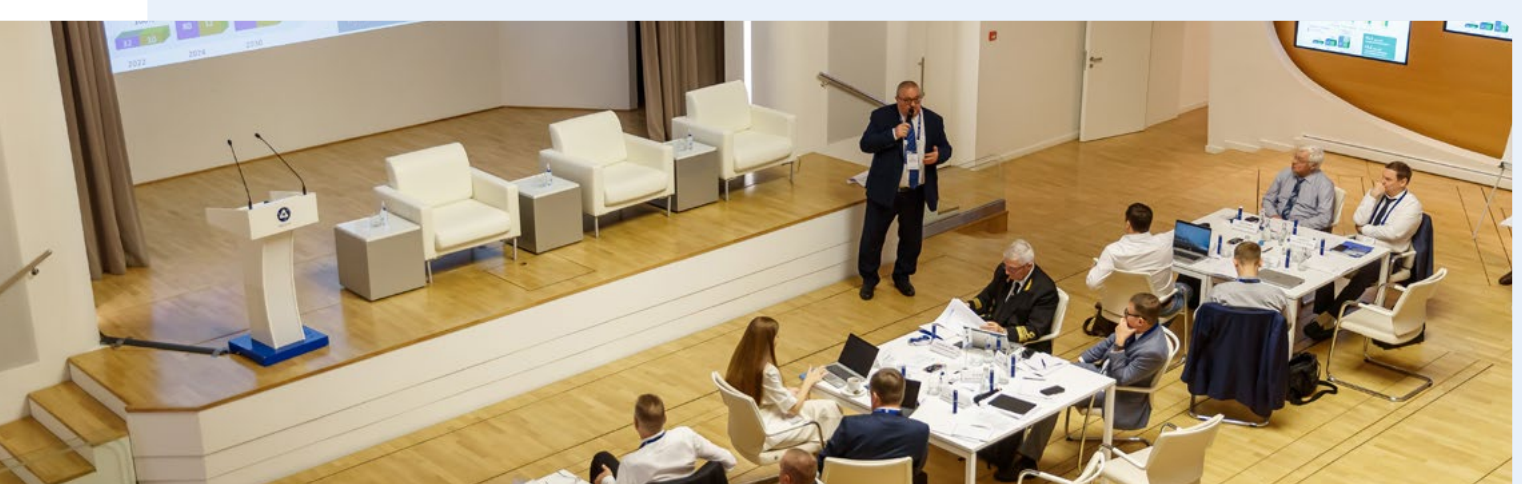
Competences of the members of the Board of Directors

The Board of Directors functions in accordance with the Charter. The main task of the Board of Directors is to pursue a policy that promotes the Company's dynamic growth, enhances its sustainability and increases the Company's profit.

In accordance with the Charter, the Board of Directors is responsible, among other things, for approving the Company's annual report, reviewing its sustainability reports (which are approved by the Board of Directors) and appointing a person responsible for sustainability matters from among the Board members. The competences of the Board of Directors related to managing the Company are defined in paragraph XIII of the Charter.

Educational profile of members of the Board of Directors,[2] persons





1. The ratio of the number of Board members attending the meetings to the total number of Board members.
2. The data take into account the fact that some members of the Board of Directors hold more than one degree.

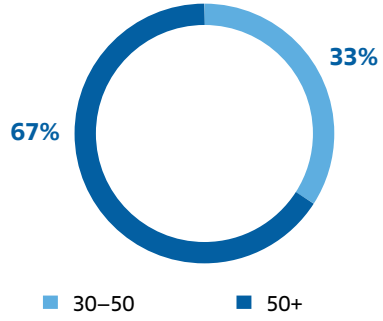
Audit Committee

GRI 2-12
GRI 2-9

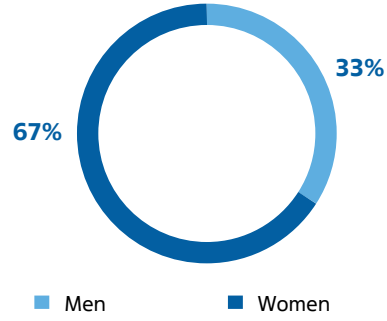
An Audit Committee has been established under the Company's Board of Directors; it assists the Board in overseeing the Company's financial and business operations and other matters. The Committee's area of competence includes, among other things, considering the approval of sustainability reports. The members of the Audit Committee are not the Company's employees.

In accordance with the Regulations on the Audit Committee under the Company's Board of Directors, resolutions of the Audit Committee are advisory in nature. The Audit Committee consists of three members; all Committee members have been serving on the Committee since 2021.

Age of the members of the Audit Committee



Gender composition of the Audit Committee



Educational profile of members of the Audit Committee,[1] persons



Director of the Company

GRI 2-13

The Company's Director is its sole executive body. Kirill Komarov was reappointed to this post for a new term as from 14 April 2025 (minutes No. 800 of the meeting of the Board of Directors of JSC Atomenergoprom dated 9 April 2025). Until 14 April 2025, Kirill Komarov served as Director pursuant to the resolution of the Company's Board of Directors dated 14 April 2020.

1. The data take into account the fact that some members of the Board of Directors hold more than one degree.

Resolutions of the sole shareholder

In 2025, the shareholder owning all voting shares in the Company adopted four resolutions, including the approval of the distribution of the Company's net profit for 2024 and the re-election of the current members of the Board of Directors; the approval of dividend payments for the six months of 2025 and for the nine months of 2025; and the approval of a major transaction to be concluded by the Company.

Payment of declared (accrued) dividends on the Company's shares

Under the resolutions of ROSATOM as the holder of 100% of voting shares in the Company, dividends were declared and/or paid in 2025 (see the table).

Dividends declared and/or paid in 2025

Date	Type of payment	Amount, RUB million
January 2025	Dividends for the nine months of 2024 (paid in January 2025)	**10,658**
June 2025	Dividends declared for 2024 (paid in August 2025)	**16,359**
September 2025	Dividends declared for the six months (paid in November 2025)	**6,292**
December 2025	Dividends declared for the six months (paid in February 2026)	**12,276**

Major transactions and non-arm's length transactions

In 2025, the Company concluded two major transactions (a series of related transactions) pursuant to:

1. The resolution of the Company's Board of Directors dated 22 October 2025 (minutes No. 844/1 recording the results of absentee voting by the Board of Directors for the adoption of resolutions);
2. Resolution No. 50 of the shareholder owning all voting shares in the Company dated 26 December 2025.

In accordance with paragraph 17.1 of the Company's Charter, the provisions of Chapter 11 of the Federal Law on Joint-Stock Companies do not apply.

Key changes in the corporate structure in 2025

GRI 2-6

1. Legal entities were established in order to:

- Implement a project to supply electricity generated by floating power units;
- Develop the lithium business;
- Implement a project to build outfitting facilities for the construction of floating power units;
- Develop traditional and new business areas in the Middle East.

2. Shares/interests in certain Russian and foreign companies were acquired, and a number of joint ventures were established in order to:

- Develop Russia's first mass-produced electric vehicle, ATOM;
- Implement a project to supply electricity generated by floating power units;
- Ensure product safety in the steam generator tube segment;
- Increase the Company's market share in the production of radio and electronic products.

3. Shares/interests in a number of companies were sold and the companies were excluded from the scope of ROSATOM, and certain companies were dissolved in order to maintain an effective corporate ownership structure.

Compliance with the principles and recommendations of the Corporate Governance Code recommended by the Bank of Russia

The Company adheres to the key corporate governance principles stipulated by Russian legislation and the Corporate Governance Code (e.g. respect for shareholder rights, the procedure, format and scope of information disclosure), with some exceptions stemming from the nature of the business and the legal status of the Company and its organisations (restricted civil circulation of shares of joint-stock companies appearing on the lists approved by the Russian President and comprising Russian legal entities that may be holding nuclear materials or nuclear facilities).

Key provisions of the policy on remuneration and/or reimbursement of expenses; information on remuneration and/or reimbursement of expenses

GRI 2-19

GRI 2-20

Board members who are employees of the Company are remunerated for their work in accordance with the Standardised Industry-Wide Remuneration System instituted by ROSATOM and adopted by the Company in 2009.

Under the 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 members of the Board of Directors. There are no KPIs for Board members who are employees of the Company, including with regard to sustainability matters. Clawback mechanisms are described in internal regulations of the Company and ROSATOM on remuneration.

There are no sign-on bonuses or recruitment incentive payments for members of the highest governance body or senior executives. Members of the Board of Directors do not receive any termination payments or retirement benefits. Rules on termination payments and retirement benefits that apply to ROSATOM's senior executives are the same as those for other employees.

No decisions were taken in 2025 to pay out remuneration and/or reimburse expenses incurred by the members of the Company's Board of Directors.

7.2. RISK MANAGEMENT

Risk management system

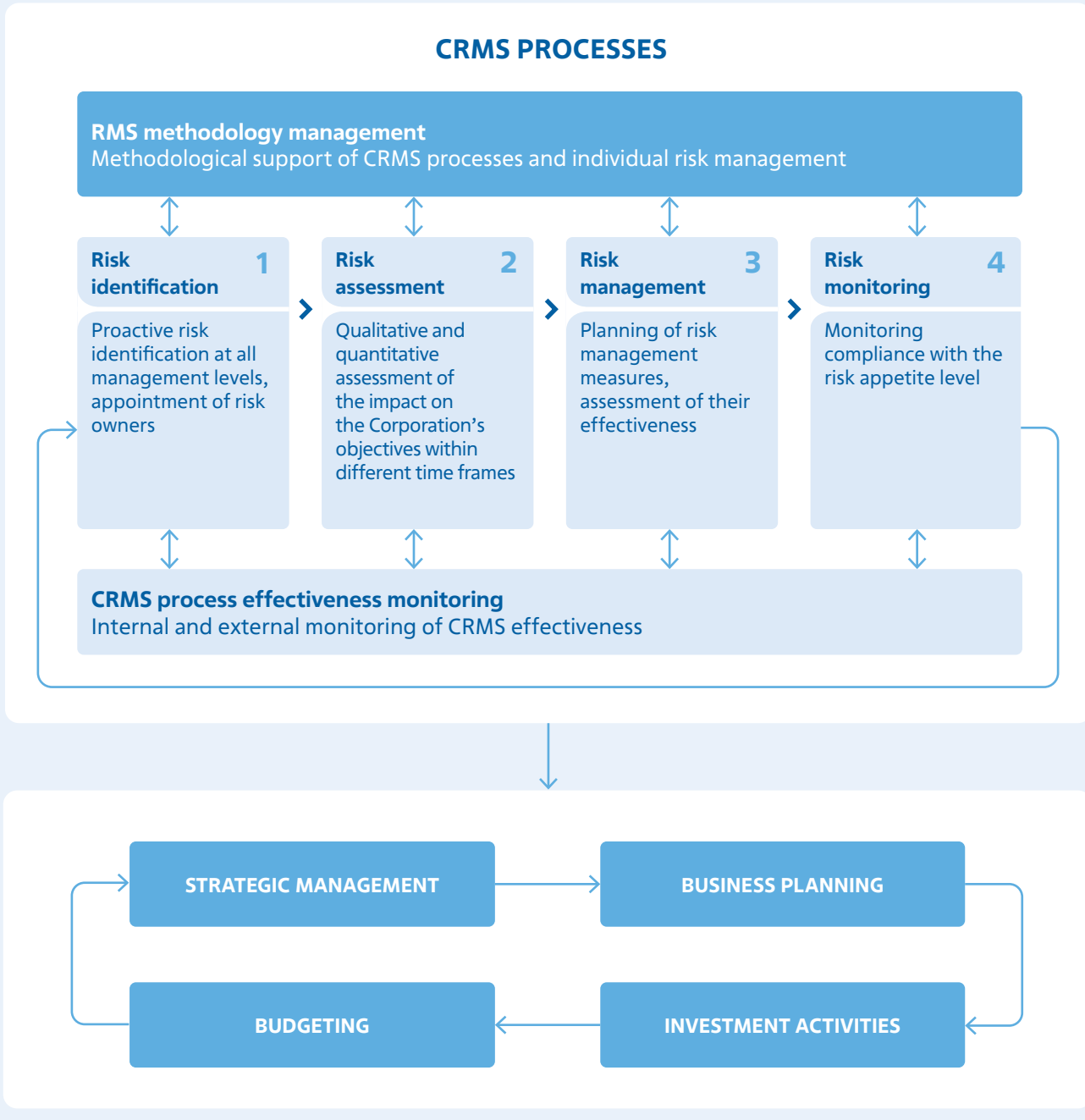
The corporate risk management system (CRMS) is integrated into the Company's planning and management processes. The CRMS is based on a continuous cyclical process of identifying, assessing and managing the risks that can affect the Company's short- and long-term performance and the implementation of its strategy.

Results in 2025:

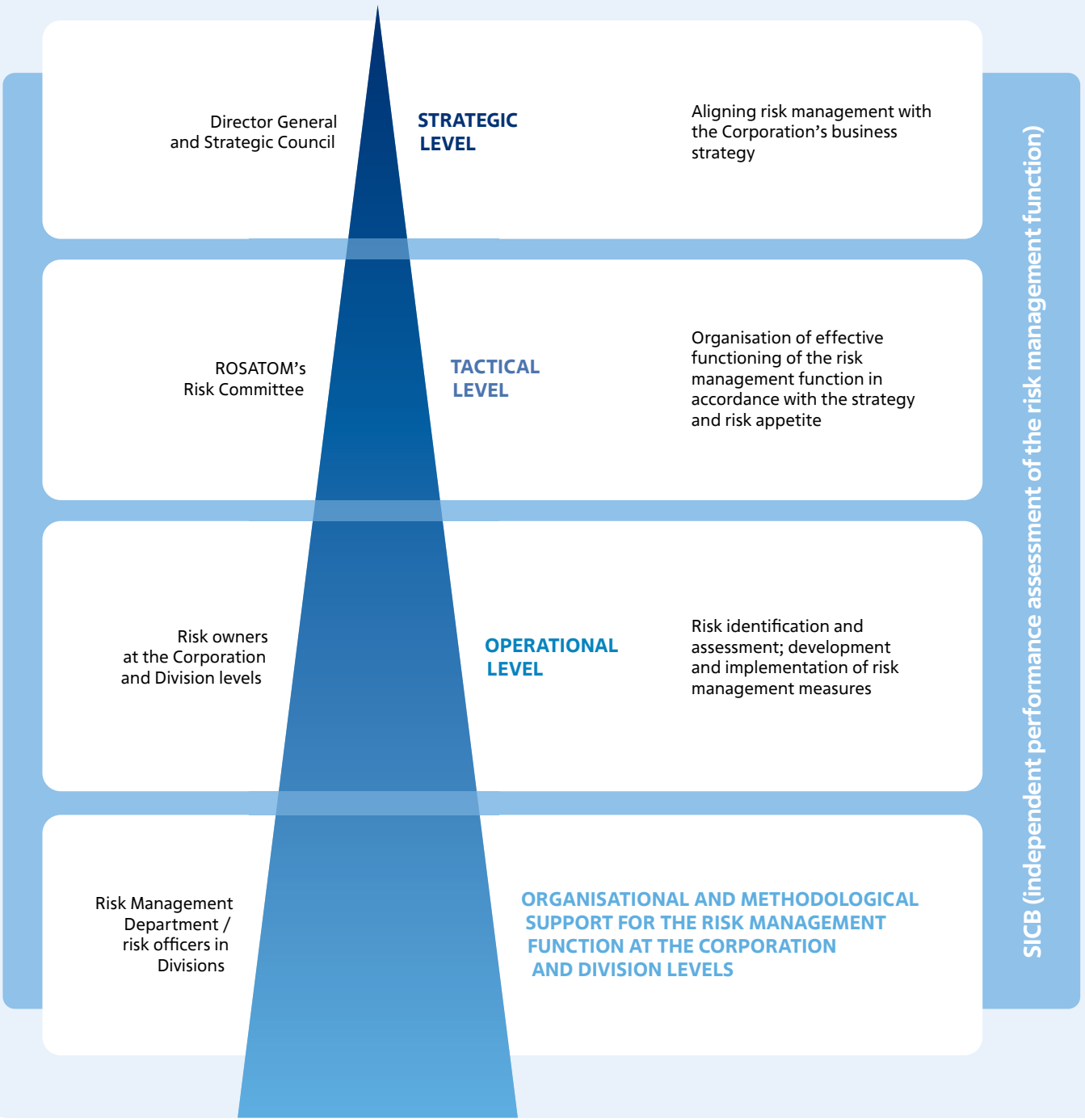
- The responsibility assignment matrix for the owners of key risks in the Company and its subsidiaries was updated to reflect the management of key risks associated with national and federal projects;
- Approaches to assessing risks associated with investment projects were updated to reflect the shortage of sources of financing;
- Guidelines were developed for calculating country risk limits;
- A system for early response to risks related to the Government Programme 'Development of the Nuclear Power and Industry Complex', national and federal projects was in place; key risks were monitored;
- Workshops, risk sessions and conferences were held to enable risk officers and employees within the hierarchy of the Risk Management function and the relevant divisions to share their experience.



Risk management process in the Company



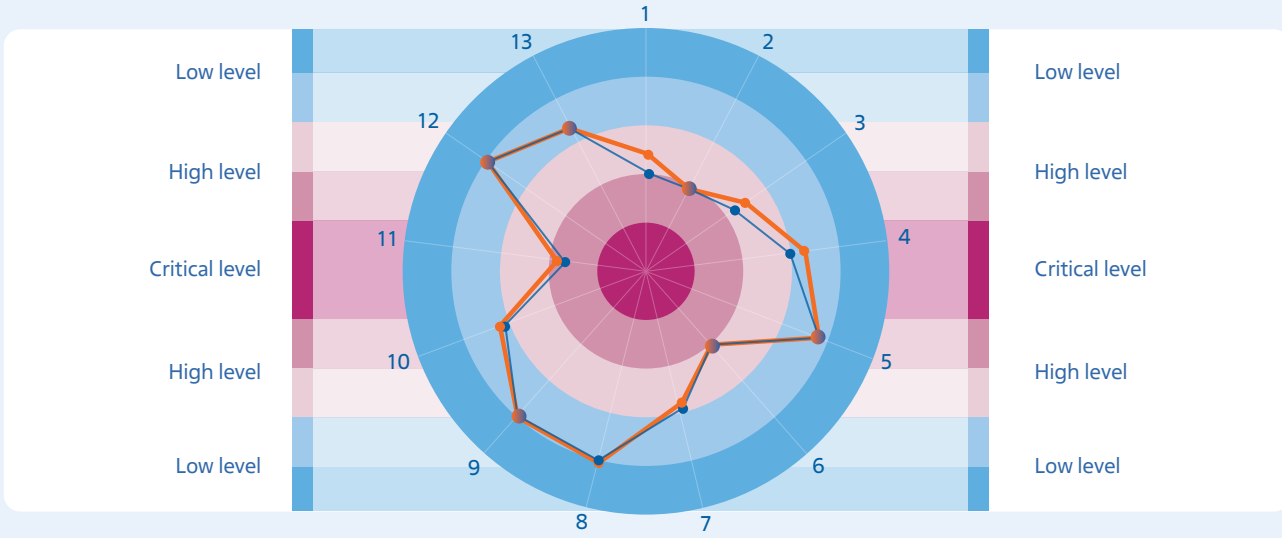
Organisational model of ROSATOM's risk management system applied in the Company



Key business risks[1]

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

Risk radar



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

A systematic approach to managing risks associated with the Company's operations and projects largely offset the negative impact of external factors on the performance of ROSATOM and its organisations. Information on key risks, the relevant risk management approaches applied by the Company and results achieved in 2025, as well as the link between the risks and ROSATOM's strategic goals, is provided in the table.

1. The annual report does not contain an exhaustive description of all risks that may affect ROSATOM's operations; it only provides information on key risks.

Risk management outcomes in 2025

Strategic goals of the Company/ROSATOM:

1. To increase the international market share;
2. To reduce production costs and the lead time;
3. To develop new products for the Russian and international markets;
4. To achieve global leadership in state-of-the-art technology.

Risk name (risk owners)	Risk description	Connection with strategic goals
Economic risks		
1. Currency risk (Executives of the Company's Divisions)	Adverse changes in exchange rates	1 2 3

MANAGEMENT PRACTICES

Management approaches:

- Applying currency clauses in commercial contracts and locking in exchange rates (where possible);
- Switching to settlements with counterparties in the currencies of friendly jurisdictions and in Russian roubles;
- Examining the possibility of switching to settlements with counterparties through banks in friendly jurisdictions;
- Using long-term pricing mechanisms with counterparties;
- Exploring opportunities for engaging Russian suppliers and contractors in order to reduce the foreign exchange position;
- Continuously monitoring exchange rates to enable prompt decision-making to mitigate currency risk;
- Setting the highest possible conversion rates when negotiating the terms of expense contracts;
- Monitoring the terms of foreign currency payments under revenue contracts and expense contracts concluded as part of performance of revenue contracts;
- Maintaining a balance of claims and liabilities denominated in foreign currencies (natural hedging);
- Examining opportunities for the use of financial hedging instruments.

Results:

- An optimal ratio of assets and liabilities denominated in the same currency was maintained;
- Foreign currency liabilities were met without raising additional funds to compensate for exchange rate fluctuations;
- Divergent trends in the exchange rates of currencies in which project financing, key items of capital expenditure and operating cash flows are denominated were taken into account.

2. Interest rate risk (ROSATOM's Treasury Department)	Adverse changes in interest rates, different timing of interest income and interest expenses	1 2 3

MANAGEMENT PRACTICES

Management approaches:

- Maintaining a balance of interest income and interest expenses in terms of timing and amounts;
- Reasonable selection of interest rates (fixed or floating) for the expected maturity period. Taking into account projected changes in the key rate and the required term of the loan, the Company may prefer either fixed-rate or floating-rate loans. At the same time, all things being equal, the Company prefers loans with the option of penalty-free early repayment;
- If there is a risk of an increase in the interest rate on floating-rate loans, the Company examines opportunities for refinancing them.

Risk name (risk owners)	Risk description	Connection with strategic goals

Results:

- The Company maintains a stable long-term loan portfolio;
- There was no significant increase in the risk level in 2025 due to the effective use of the risk management approaches described above.

For details, see section 7.3. ‘Financial Management’.

3. Credit risk (ROSATOM’s Treasury Department; executives of the Company’s organisations)	Failure by counterparties to fulfil their obligations in full and on time	1 2

MANAGEMENT PRACTICES

Management approaches:

- Setting and monitoring limits for counterparty banks;
- Using suretyship, guarantees, restrictions on advance payments in favour of external counterparties;
- Monitoring the status of accounts receivable and the financial position of counterparties;
- An internal counterparty solvency rating system;
- Using an extended list of potential collateral to secure counterparties’ obligations; closer communication with counterparties in order to monitor the performance of work and the financial position;
- Improving the regulatory framework for the wholesale electricity and capacity market (including increasing fines and improving the system of financial guarantees).

Results:

- Losses through the fault of counterparties were minimised.

4. Liquidity risk (ROSATOM’s Treasury Department/ executives of Divisions)	Lack of funds for the fulfilment of obligations by the Company and its organisations	1 3

MANAGEMENT PRACTICES

Management approaches:

- Centralised cash management (cash pooling);
- Rolling liquidity forecasts and cash flow budget;
- Maintaining required amounts of open lines of credit with banks (funds committed by banks);
- Reducing the period of keeping spare cash on bank deposits when this is advisable from an economic perspective;
- Discussing matters related to state support measures with federal and regional executive authorities of the Russian Federation;
- Active use of project financing instruments as part of implementation of projects and programmes by ROSATOM and its organisations;
- Maintaining the credit ratings assigned to the Company and to ROSATOM by national rating agencies, JSC Expert RA and ACRA, at the highest possible level. In April 2025, the Chinese rating agency Dagong Global Credit Rating Co., Ltd assigned the Company a national scale credit rating at AAA with a stable outlook and an international scale credit rating at iA with a stable outlook.

Results:

- The Company maintained sufficient liquidity to repay liabilities on time, preventing unacceptable losses and reputational risks.

For details, see section 7.3. ‘Financial Management’.

Risk name (risk owners)	Risk description	Connection with strategic goals
Commercial risks		
5. Nuclear fuel cycle (NFC) product and service market risk (Executives of the relevant Divisions of the Company)	Adverse changes in the pricing environment and demand on markets for natural uranium and uranium conversion and enrichment services	1 2 4

MANAGEMENT PRACTICES

Management approaches:

- Maintaining an optimal balance between market-focused and escalation pricing (benchmark price inflation) in contracts;
- Embedding quantitative flexibility and options in contracts with suppliers to align purchase and sales volumes;
- Discussing the volume of future orders with customers in advance;
- Promoting products in new market segments;
- Improving the technical and economic characteristics of nuclear fuel; introducing new types of fuel;
- Establishing partnerships in the form of joint ventures (JVs) with foreign suppliers of NFC products and services to partially localise production abroad in order to maintain and secure access to the markets of these countries for Russian organisations;
- Using long-term pricing mechanisms; aligning pricing mechanisms used for procurement and those used in contracts with a high level of commodity risk;
- Taking into account the current market performance and established operational limits in the course of transactions;
- Product supply diversification;
- Promptly changing the structure of product sales; exploring alternative sales channels.

Results:

- There were no significant changes in the risk level, as quotations for natural uranium and the separative work unit are currently low, which limits their downside, while creating an upside if the market environment improves.

6. Electricity and capacity market risk (Head of the Power Engineering Division)	Adverse changes in electricity and capacity prices	1

MANAGEMENT PRACTICES

Management approaches:

- Participating in the methodological work focused on the market model and in the working group on forecasting hosted by the Russian Ministry of Energy and the Association NP Market Council;
- Monitoring short- and long-term price drivers on electricity and capacity markets;
- Updating price forecasts for electricity markets on a monthly basis;
- Optimising the modes of operation of power generation equipment in line with market price indices.

Results:

- Actual prices did not deviate significantly from forecast levels, which has helped minimise the risk of failure to achieve targets for ROSATOM's revenue and market share.

Risk name (risk owners)	Risk description	Connection with strategic goals
7. Reputational risk (Communications Department of ROSATOM and executives of Divisions)	Changes in stakeholder perception of the trustworthiness and appeal of the Company and its organisations	1 3

MANAGEMENT PRACTICES

Management approaches:

- Measures to shape a positive public opinion on the development of technologies and projects of the Company and ROSATOM through improved information transparency and open stakeholder engagement;
- Continuous efforts to improve the recognition and appeal of ROSATOM's HR brand (both in the industry and among prospective employees and within the expert community);
- Continuously monitoring and analysing news reports in the national and international media and information obtained during business meetings, industry conferences and workshops; promptly informing industry executives about key developments in the media space in Russia and abroad;
- Implementing communication, humanitarian and educational projects in cooperation with foreign partners. The Company continuously monitors public opinion on NPP construction and information on the decisions of government and regulatory bodies on the curtailment or development of nuclear power generation in the countries where the Company is implementing projects;
- Technical tours (including virtual tours) and media tours of Russian nuclear facilities for bloggers and foreign media representatives;
- Maintaining a presence on social media: the number of followers and the reach of official social media accounts of the Company and ROSATOM are growing steadily;
- Participation of the Company's representatives in international trade fairs as speakers/delegates;
- Producing printed materials and videos targeted at various stakeholder groups in order to raise public awareness about the nuclear power industry;
- Setting up various types of communication platforms with assistance from the expert community to discuss matters related to the development, safety and environmental friendliness of nuclear technology;
- An information campaign has been launched in the Far East to gain public acceptance for nuclear power in the regions where NPPs will be built.

Results:

- Projects implemented in Russia and abroad are supported by governments;
- The opinion poll conducted in 2025 showed that 78.6% of the Russian population approved of the use of nuclear energy as a way to provide power supply for the country (2024: 78.3%).

This upward trend shows that a growing number of people perceive the Company as a developing high-technology organisation that helps ensure the sovereignty of our country. A high level of openness and transparency in ROSATOM is confirmed by the appreciation of the quality of the Corporation's public reports. ROSATOM's public report, including the reports of its Divisions forming part of the Company, won in the Business Leaders: Dynamics, Responsibility, Sustainability – 2024 Nationwide Competition held by the RSPP in the High Quality of Sustainability/ESG Reporting category. In addition, ROSATOM's public report was ranked second in the Best Annual Report (Non-Financial Sector) category in the competition of annual reports held by the RAEX rating agency and was awarded five stars (the highest score) in the ranking of reports.

- In 2025, the level of reputational risk remained unchanged due to successful communication activities.

For details, see section 8.3. 'Stakeholder Engagement'.

Risk name (risk owners)	Risk description	Connection with strategic goals
Operational risks		
8. Risk of a decrease in power generation (Head of the Power Engineering Division)	Decrease in power generation due to equipment shutdowns and unavailability	1

MANAGEMENT PRACTICES

Management approaches:

- Optimising repairs and improving their quality; building centralised reserves;
- Updating traffic and analysing orders for equipment that has gone out of service;
- Improving the quality of operational management at NPPs;
- Improving the resilience of power units under capacity supply agreements;
- Improving reliability and safety;
- Addressing flaws in the designs of NPP and FTNPP power units;
- Implementing RPS projects to optimise the duration of scheduled preventive maintenance at NPP and FTNPP power units;
- Implementing measures to prevent the recurrence of deviations in NPP operation;
- Implementing plans to replace imported equipment.

Results:

- All incidents and equipment failures were properly investigated. Corrective and preventive measures were developed in order to address the root causes of the incidents and prevent their recurrence. The implementation of risk management measures and the use of RPS tools make it possible to offset the impact of negative factors.

For details, see section 4.4. ‘Power Engineering Division’.

Nuclear and radiation risks		
9. Health, safety and environmental (HSE) risks (Executives of Divisions)	Major accidents/incidents in nuclear organisations	4

MANAGEMENT PRACTICES

Management approaches:

- Occupational safety and health monitoring in nuclear organisations, including inspections and preventive visits, development of action plans and implementation of risk mitigation measures;
- Implementing initiatives to improve industrial and environmental safety;
- Monitoring the environmental situation in the Company’s regions of operation;
- Constant readiness of emergency and incident response teams and equipment;
- Special reserve funds formed by the Company to ensure safety at all stages of the life cycle of its production facilities;
- Arranging civil liability insurance against damage resulting from accidents for organisations that own hazardous industrial facilities;

Risk name (risk owners)	Risk description	Connection with strategic goals

- Calculating and monitoring indicators used for assessing the probability of potential negative impacts of industrial safety violations at hazard class 1 and 2 industrial facilities;
- Timely updates to internal regulations of the organisations, as required by legislation and federal rules and standards;
- Technical inspection of equipment used at hazardous industrial facilities;
- Maintaining a high level of professionalism, accountability and safety culture among employees, including certification of operating personnel at hazardous industrial facilities;
- Continuously monitoring the use of personal protective equipment by employees in the workplace;
- Improving project management practices in the sphere of occupational safety and health;
- In 2025, the Uniform Industry-Wide Guidelines on Environmental Risk Management in ROSATOM and Its Organisations were adopted;
- In 2025, a section on managing the risk of accidents at hazardous industrial facilities was developed as part of the review of the Uniform Industry-Wide Guidelines on the Design of the Industrial Safety Management System in ROSATOM's Organisations.

Results:

- Safe operation of the Company's organisations, including hazardous industrial facilities

For details, see chapter 8. 'HR Policy and Social Responsibility' and chapter 9. 'Safe Operations'.

Corruption risks		
10. Risk of loss of and damage to assets (Asset Protection Department of ROSATOM)	Corruption and other offences leading to a damage to/loss of assets	1 2

MANAGEMENT PRACTICES

Management approaches:

The Company and its organisations have adopted an industry-wide system for the prevention of corruption and other offences, which includes the following:

- Continuous assessment of corruption risks across all business processes implemented in the Company and all accounting events;
- Professional development of employees focused on combating corruption, including newly hired employees; those holding positions involving responsibility for compliance with anti-corruption standards; those responsible for preventing corruption; and those authorised to carry out procurement activities;
- Introducing online anti-corruption training based on mobile platforms accessible to every employee in the industry;
- Reporting evidence of corruption and other offences through dedicated hotline channels;
- Updating industry-wide regulations on asset protection and combating corruption in line with updates to anti-corruption legislation of the Russian Federation;
- Identifying, preventing and resolving conflicts of interest;
- Implementing industry-wide anti-corruption regulations in new businesses.

Results:

- The Company implemented measures included in the Plan of Prioritised Anti-Corruption Measures of ROSATOM and Its Organisations for 2025 and fulfilled the requirements of anti-corruption laws of the Russian Federation and ROSATOM's internal regulations, which supported corruption risk management.

Risk name (risk owners)	Risk description	Connection with strategic goals
Technical risks		
11. Project risk (Executives of Divisions)	Changes in the macroeconomic indicators of the countries participating in the projects; contractors' failure to fulfil their commitments with regard to the schedule and quality of work to be performed	1 3 4

MANAGEMENT PRACTICES

Management approaches:

- Full-cycle risk management applied in NPP construction projects, including risk identification and assessment, development and implementation of risk management measures, risk monitoring, updates to the risk register, and reporting;
- Improving project management and risk management systems;
- Negotiating the main terms and conditions of contracts with customers in advance;
- Developing risk maps for new business areas;
- Regular monitoring and communication with customers concerning the schedule for NPP maintenance and training of foreign NPP personnel abroad, as well as other matters related to the implementation of overseas projects;
- Implementing best project management practices (including ROSATOM's industry-wide risk management system and the TCM NC cost and schedule management methodology) and ROSATOM's industry-wide guidelines for projects and investment activities in project companies;
- Steps taken both by shareholders and at the operational level to enhance risk-based project management;
- Developing action plans for engagement with foreign customers;
- Developing standardised design solutions;
- Implementing a programme to reduce the cost and duration of NPP construction;
- Using opportunities for the redistribution of available credit resources between projects;
- Concluding agreements that impose penalties for the full or partial repudiation of commitments;
- Developing alternative projects meeting the established criteria;
- Searching for new, more efficient technological solutions and implementing measures to keep costs within budget.

Results:

- Given the continuing influence of factors such as more complex logistics arrangements for equipment supply, special features of payment processes, as well as the effects of accelerated import substitution efforts amid persisting sanctions pressure, there were no significant changes in the risk level.

Nature and climate risks and environmental risks		
12. Nature and climate risks and environmental risks (Executives of the Company's Divisions)	Risk of damage to or loss of assets due to the impact of random natural factors (natural disasters) and climatic factors (hyrdological, weather and other anomalies). Risk of environmental damage from the operation of nuclear facilities and other facilities in the industry	1 4

Risk name (risk owners)	Risk description	Connection with strategic goals

MANAGEMENT PRACTICES

Management approaches:

- Implementing the Uniform Industry-Wide Environmental Policy of ROSATOM and Its Organisations;
- Assessing risks posed by the climatic characteristics of the region where the Company plans to build capital facilities, including nuclear facilities, at the design stage;
- Implementing the approaches defined in Decree No. 812 of the President of the Russian Federation dated 26 October 2023 on Approving the Climate Doctrine of the Russian Federation and the Uniform Industry-Wide Guidelines on Nature and Climate Risk Management in ROSATOM and Its Organisations;
- Developing and implementing measures to reduce greenhouse gas emissions from operations;
- Monitoring environmental protection in nuclear organisations, including industrial environmental monitoring, internal inspections and preventive visits;
- Implementing the Uniform Industry-Wide Guidelines on Environmental Risk Management in ROSATOM and Its Organisations;
- Radiation monitoring at the locations of nuclear facilities, which provides timely information on the status of the environment and helps assess and forecast changes in the environment to minimise the potential negative impacts of radiation on people and the environment.

Results:

- Approaches applied by the Company in the course of operation of nuclear facilities and other facilities in the industry have helped prevent the risk from materialising;
- The Company systematically implements measures to reduce the human impact on the environment.

Social risks		
13. Social and political risks in the regions of operation (ROSATOM and executives of Divisions)	Loss of public approval for the location of infrastructure facilities	1 3 4

MANAGEMENT PRACTICES

Management approaches:

- Implementing projects to build and renovate (upgrade) social infrastructure facilities in cooperation with regional and municipal governments as part of federal projects and target programmes;
- Engaging with regional and municipal governments on matters related to promoting regional development, increasing regional tax revenue and maintaining social and economic stability in the regions;
- In order to reduce social risks in its regions of operation, the Company implements a set of measures (public consultations, engagement with non-governmental organisations and the media) to inform the general public about the operations of its regional organisations, plans for their future development and their stability, and the fact that its operations do not pose any environmental risks.

Results:

- The situation in the Company's host towns and cities remains stable. Constructive engagement with regional and municipal governments has helped prevent the negative impacts of social and political factors.

Other risks

Risk of a shift in the technological paradigm

Decreased competitiveness of technologies that the Company is developing and introducing may affect the achievement of innovative development and technological modernisation goals. To prevent this, the Company implements measures to reduce material intensity, adopt industrial construction techniques, maintain quality and apply state-of-the-art management tools.

The Company works to accomplish its goals and support the future development of the nuclear industry as part of efforts to ensure national sovereignty in the sphere of science and technology; this involves implementing the following measures:

- Developing the required technologies to replace imported solutions;
- In-house development of IT systems; expanding the use of AI systems;
- Expanding the range of research and development initiatives;
- Launching in-house production of software, new materials and robotics solutions that do not rely on imported technology;
- Establishing world-class in-house research and education centres;
- Developing research and production capabilities for the closed nuclear fuel cycle and a two-component nuclear power industry, including in order to provide exclusive services to countries not included in the list of foreign countries and territories that take hostile steps against the Russian Federation, Russian legal entities and individuals.

Risk of shortage of qualified personnel

The demographic crisis, a declining economically active population and a rise in the cost of qualified human resources pose a risk of shortage of workforce in general and specific professions.

Efforts to accomplish the objectives of ensuring technological leadership and sovereignty of the Russian Federation also drive demand for highly qualified personnel.

To reduce this risk, the Company and its organisations take steps to recruit employees from other regions, provide social security for employees, pay market-rate salaries, and build a talent pipeline to support professional development. Based on the findings of analysis of statistical information on the causes of employee turnover, the relevant managerial decisions are taken, if necessary. The Company cooperates with universities and specialised educational institutions on an ongoing basis.

For details, see section 8.1. ‘Personnel Management’.



Risk insurance

Risk insurance is one of the main risk management approaches used by the Company.

To improve the reliability of insurance coverage, in 2025, the Company and its organisations continued to cooperate with the insurance community in order to insure Russian operators against property risks. A significant share of liability of Russian NPPs for potential nuclear damage was transferred for reinsurance to the Russian Nuclear Insurance Pool (RNIP) and the Russian National Reinsurance Company (RNRC). This proves that the insurance community acknowledges the safety and reliability of Russian NPPs to be adequate.

In 2026, the Company plans to continue to engage RNIP and RNRC experts to audit key organisations in the industry for insurance purposes.

In order to mitigate commercial, operational and other risks, in addition to the approaches outlined in the Report, the Company takes a number of additional steps, including arranging insurance against the risk of early contract termination, maintaining a reserve stock of equipment and components to ensure the uninterrupted operation of facilities and comply with the investment project schedule, and other measures.

Objectives for 2026 and the medium term

Taking into account the Company's strategic goals, the following key objectives have been set for the development of risk management in the Russian nuclear industry:

- To adopt updated approaches to investment decision-making in 2026, as approved by ROSATOM's Strategic Council;
- To develop a system for overseeing and monitoring the effectiveness of risk analysis as part of the budgeting process in ROSATOM's organisations;
- To develop a set of industry-wide tools to be integrated into planning and management processes;
- To develop a practice of adopting uniform approaches to risk management, including in terms of support for the implementation of new national projects in which ROSATOM and its organisations (including the Company) participate as joint contractors;
- To expand the range of tools for monitoring the implementation of investment projects, including applying the risk-based approach;
- To revise the list of key risks taking into account the current challenges and to update the approach to early risk response (key risk indicators);
- To complete the integration with investment management systems applied in the industry as part of the project to develop the Industry-Wide Risk Management System (the IRMS information system).

7.3. FINANCIAL MANAGEMENT

Implementation of the Company's financial strategy in 2025

Given the scale of the Company's business in Russia and abroad, the Company's management attaches special importance to the financial resilience of nuclear organisations in a changing environment. The financial strategy is an integral part of the overall business strategy of ROSATOM and the Company. The main aim of the financial strategy is to ensure the financial resilience of ROSATOM and the Company in a changing external environment and to maximise the efficiency of financing and financial risk management.

The Company's key financial transactions have been centralised through:

- A single industry-wide framework of local regulations governing financial management (including the Uniform Industry-Wide Financial Policy);
- Vertical integration of treasury departments in subsidiaries and affiliates, which are functionally accountable to ROSATOM's Treasury Department; this enables 100% control of funds in the industry;
- Concentration of principal treasury functions of nuclear organisations in the Treasury Department, which communicates with nuclear organisations in a shared information space and is essentially a liquidity management centre;
- An industry-wide automated system for recording treasury transactions, which enables the recording of all treasury transactions across the group on a daily basis.

Targets set for 2025 in the financial strategy in terms of engagement with banks, debt portfolio management as part of the day-to-day operations and projects of the Company and its organisations, and further centralisation of financial transactions were met. In order to improve the performance of the treasury functions, in 2025, the Company continued to work towards:

- Accumulating spare cash in the accounts of pool leaders;[1]
- Improving the accuracy of payment scheduling (a rolling liquidity forecast);
- Maintaining a competitive cost of servicing of the consolidated debt portfolio;
- Centralising treasury transactions (complying with the financial policy);
- Introducing project financing instruments as part of project implementation by the Company and its organisations.

In 2025, the Company continued to implement and expand the scope of the project focused on further centralisation of the treasury function, including the rollout of the Payment Factory at JSC Atomenergoprom. This project is aimed at further improving the performance of the treasury function in the industry.

Green bonds

The Company currently has nine outstanding bond issues, including one green bond issue (the series 001R-01 issue of exchange-traded bonds with a par value of RUB 10 billion placed in 2021).

In 2025, the Company placed seven issues of exchange-traded bonds (series 001R-04 to 001R-10, including series 001R-06 and 001R-07 additional issues) with a total par value of more than RUB 260 billion.

1. A pool leader is an organisation of the Corporation on whose accounts spare cash is accumulated and subsequently redistributed between ROSATOM's organisations through loan agreements. The organisation performing the functions of a pool leader is appointed under the resolution of ROSATOM's executive bodies.

Receiving and maintaining credit ratings

In the reporting year, the Company continued to take steps to maintain the credit rating assigned by a national rating agency, JSC Expert RA.

As at 31 December 2025, the ratings assigned to the Company by national rating agencies JSC Expert RA and ACRA were confirmed at ruAAA and AAA(RU) respectively.

In April 2025, the Chinese rating agency Dagong Global Credit Rating Co., Ltd assigned the Company an AAA national scale credit rating and an iA international scale credit rating.

All these rating have a stable outlook.



Raising financing for day-to-day operations and for projects

Despite turbulence on the Russian financial market amid sanctions pressure, throughout 2025, the Company maintained sufficient liquidity to ensure that it and its organisations operate normally and fulfil their contractual obligations on time.

The Company's organisations continued to obtain funding on preferential terms as part of government support measures and programmes.

The Company continued to use suretyship to secure obligations of organisations in the industry to their counterparties. This measure helps to reduce both the cost of bank guarantees and the cost of financing raised by the Company (including interest expenses).

The operation of a wholly owned subsidiary of ROSATOM has enabled an optimal debt burden distribution between the Company and organisations outside its scope.

The Company continued to search for sources of financing for projects in traditional and new business areas and closed a number of landmark financial deals, including securing financing for biogas reactors in Kazakhstan, floating power units, healthcare projects, etc.

The Company continued to take active steps to raise loans for the Akkuyu NPP construction project.

The Company continued to actively engage with the Industry Development Fund on matters related to the financing and support of ROSATOM's projects, including through a cluster investment platform (Decree No. 295 of the Government of the Russian Federation dated 22 February 2023).





Plans for 2026 and for the medium term

- To roll out the Payment Factory project;
- To ensure a consistent payment discipline for intra-group financing;
- To improve the accuracy of medium-term cash flow planning;
- To prevent internal competition for credit resources between organisations;
- To continue to centralise cash management;
- To fulfil all obligations (including covenants) to existing lenders and rating agencies;
- To discuss the Company's project financing arrangements in order to reduce recourse on the group and minimise the use of ROSATOM's consolidated investment resources (including through the use of project financing instruments);
- To expand the range of financing instruments used by the Company (where it is economically feasible to do so) in order to reduce the cost of debt service and ensure timely and full financing of the investment programme of organisations in the industry on acceptable terms and conditions;
- To continue to discuss potential areas of cooperation in the sphere of digitisation, including the use of digital financial assets, with credit institutions.

7.4. INVESTMENT MANAGEMENT

Key results in 2025

The investment programme was 91% completed (+10 p.p. compared to 2024).

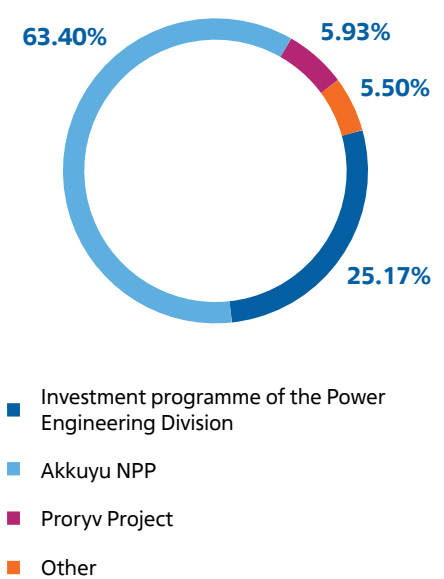
Key approaches to investment management

- A distributed system has been built for investment decision-making by the governing bodies of the Company and its organisations; it is aligned with the distribution of competence centres in the industry;
- A phase-gate approach is applied to project implementation, with decisions on key milestones made in a staged process;
- Key projects are monitored at the corporate level;
- Investment decisions related to day-to-day operations of assets are delegated to the Company's organisations in order to speed up the decision-making process;
- To improve the quality of investment decision-making, opinions of experts independent from the project initiator are taken into account;
- The Company's project portfolio is built as a set of projects of organisations in the industry for a year and for the medium term based on available investment resources and the required rate of return;
- Experts are engaged to perform an in-depth probabilistic risk analysis for significant projects; the findings of analysis are incorporated in the decision-making system;
- A comprehensive audit is conducted, which helps to formulate recommendations on how to improve project planning and implementation;
- Measures to raise external financing for projects are being developed.

Results in 2025

In 2025, the Company's investment programme was 91% completed.[1] Performance against the targets of the investment programme (including in the Divisions) increased by 10 percentage points compared to 2024.

Breakdown of investments in significant projects



1. Including the investment programme of the Power Engineering Division.

Measures to improve investment efficiency

In the reporting year, steps were taken to improve process quality and introduce tools to automate routine operations. A robot was developed for the automated monitoring of network schedules; a robot for monitoring the specifications of all components of the investment portfolio became fully operational. In addition, the Company implemented AI-powered solutions, including intelligent assistants for methodology and market analysis. A chatbot for IT projects became fully operational.

In 2025, the Project Management School continued to run skills development programmes for members of project teams, including planners. An industry-specific competence model was developed for planners in order to assess their competences and prepare personalised development plans. During the training, special focus was given to teams implementing projects funded or supported by the government: an online course was developed; an in-person practical workshop was refined; an in-person event was held featuring experts from federal executive bodies and banks. The Company continued to update existing and develop new training programmes. The score reflecting the practical value of the training increased from 87% in 2024 to 93% in 2025.

In order to streamline network scheduling and improve the quality of project schedules, a Network Scheduling Competence Centre was established; its key focus areas include the following: 1) expert reviews of network schedules of investment projects; 2) ‘tutoring’, with planners undergoing on-the-job training as part of projects with support from expert mentors.

The efficiency of secretarial services provided to collective governing bodies continues to improve: as the scope of work was expanded while the headcount remained unchanged, labour productivity increased by 37% compared to 2023.

The regulatory framework governing investment activities and projects continued to evolve. Approaches to investment decision-making were updated to incorporate the results of risk modelling, and the criteria for risk modelling were expanded. A role model and approaches to setting goals and performance targets for project portfolios were defined, and responsibility for achieving them was assigned. A project portfolio management tool was developed to assess the impact of a project on the portfolio’s performance indicators and build an optimal portfolio taking into account existing constraints.

Significant progress was made in 2025 in the improvement of the functionality and interface of the domestically developed Risk Analytics software, which is designed for quantitative assessment of risks associated with investment projects.



Plans for 2026 and for the medium term

- To continue efforts to speed up investment and project processes through process automation and the introduction of state-of-the-art information technologies (robotic process automation, machine learning, artificial intelligence);
- To develop project management competences by working systematically with project teams, improving the quality of project planning, and scaling up the operations of the Network Scheduling Competence Centre;
- To review projects more thoroughly and increase return on projects through the active use of quantitative risk assessment across a wider range of projects;
- To improve the investment decision-making system by developing portfolio management and risk modelling;
- To further develop the Sirius information system by integrating it with industry-wide systems, including the risk management system and the procurement management system 2.0.



7.5. INTERNAL CONTROL SYSTEM

Key results in 2025

The leading position of the SICBs of the organisations managed by the Company was confirmed by professional communities:

- The Effective Internal Control and Audit National Award (National Association of Internal Auditors and Controllers):
  - The Power Engineering Division won in the Best Internal Control Unit category;
  - An employee of the Fuel Division was awarded as the Best Internal Auditor of the Year;
- The Internal Auditor of the Year National Award (Association Institute of Internal Auditors).
- Based on the findings of monitoring, internal control performance was highly rated by internal customers, with a score of 6.61 out of 7 against a target of 6.6 until 2030.
- Internal control performance was highly rated by government monitoring and supervisory agencies, with the maturity of internal financial audit assessed at 100% (the highest possible score) by the Russian Ministry of Finance and the performance of the internal financial audit function assessed as high by the Accounts Chamber of the Russian Federation.

The internal control system in ROSATOM and its organisations (including the Company) is based on:

- Russian laws and regulations;
- The IAEA requirements;
- The COSO model (The Committee of Sponsoring Organisations of the Treadway Commission);
- Guidelines for Internal Control Standards for the Public Sector by the Internal Control Standards Committee of the International Organisation of Supreme Audit Institutions (INTOSAI).

Key characteristics of the internal control system include the following:

- Preventive control and development of timely, comprehensive and practicable corrective measures;
- Efficient communication and cooperation with operating divisions at all stages of operations;
- Proactive change management;
- A high level of demand from executives in ROSATOM's organisations for advisory services provided by specialised internal control bodies (SICBs) of the organisations.



Results in 2025

1. Improving the internal control system (ICS):

- Independent control functions adopted the methodology for assessing the ICS in the Company's organisations as part of control activities;
- A standardised risk assessment methodology for selecting internal audit focus areas when planning control activities, including an initial assessment of ICS effectiveness, was developed and tested;
- A large-scale initiative was implemented to improve the effectiveness of post-audit follow-up, including by replicating best practices for evaluating the effectiveness of corrective measures and recommendations;
- The approach to independent customer assessment (including based on the findings of preventive audits and continuous monitoring) was updated;
- A continuous audit methodology for construction projects was introduced and is being developed; it helps forecast the achievement of key milestones;
- A preventive control mechanism for monitoring the achievement of supporting and key milestones in construction projects was tested;
- Steps are taken jointly with the management to demonstrate the value of the ICS to employees in the industry, including by holding regular meetings with business process owners;
- Two online courses focused on the ICS were developed: the full version has been included in the Executive E-School programme, while the short version is available to all employees in the industry;
- An industry-wide IT project titled 'System for Monitoring and Controlling ROSATOM's Capital Expenditure' was launched;
- The internal audit strategy of ROSATOM's SICBs was updated to align it with the requirements of the Global Internal Audit Standards;
- The concept for the digitisation of SICBs was updated;
- Preparations are being made for the launch of the Digital Auditor project in order to improve the digital analytics system in independent control functions through data sorting, smart search across data from corporate information systems and data analysis across multiple dimensions.

2. Promoting the Company's practices in the Russian Federation and globally, and developing a national legal framework for the relevant activities:

- The Company actively contributed to the development of a draft national standard, Guidelines on the Organisation of Internal Audit, under the auspices of the Institute of Internal Auditors; the standard was approved and brought into force by an order of Rosstandart in October 2025;
- Two draft national standards in the sphere of internal control are being developed under the auspices of the National Association of Internal Auditors and Controllers;
- A working group on internal control and audit led by the Deputy Chief Controller of ROSATOM was established under the BRICS Nuclear Energy Platform;
- Articles were published and presentations were made on internal control and audit, risk management and corporate governance on various platforms, including international conferences;
- Steps were taken to promote stakeholder control practices at the Nuclear Power Plants Expo & Summit;
- A session on internal audit was held in partnership with the Institute of Internal Auditors as part of the World Atomic Week International Forum; it featured participants and speakers from China, Uzbekistan and Saudi Arabia.

3. Developing the internal professional community of independent control functions in the nuclear industry:

- Monthly online meetings of internal auditors and controllers were held in order to share best practices

and practical experience (every event was attended by more than 250 employees);

- Nine centralised training sessions were held on end-to-end internal audit based on a uniform methodology for assessing the efficiency of a specific business process in nuclear organisations; the training sessions were attended by more than 350 SICB employees;
- 129 SICB employees in nuclear organisations underwent an independent assessment of compliance of their qualifications with the professional standards for internal control specialists (internal controllers) and internal audit specialists (internal auditors);
- The library of best internal audit practices was updated;
- The compliance of qualifications of employees within the SICB hierarchy with professional standards was verified.

Outcomes of control activities

In the reporting year, SICBs of ROSATOM and its organisations conducted 187 inspections in the Company's organisations.

Based on the findings of the inspections, 1,607 corrective measures were developed, and disciplinary sanctions were imposed on 159 employees of the Company's organisations, including 14 senior executives.



GRI 2-25

Stakeholder control

In 2025, the Company took steps to involve stakeholders in internal control processes:

- Approaches were developed for introducing AI-powered digital tools as part of a project to replace imported solutions for the Partner Special Monitoring and Analytics Unit; AI-powered digital tools are being implemented to prevent irregularities in procurement procedures and contract performance. The project is also aimed at improving the labour productivity of SICB employees through process automation;
- The Company continues to maintain a public information system for calculating the business reputation score of suppliers, which is one of the key risk assessment tools used in the course of procurement in the nuclear industry. As part of the Nationwide Business Reputation Rating (NBRR) project, the Company developed and introduced a tool for tracking suppliers' positive business reputation in order to update the methodology for calculating their business reputation score. It also developed a mechanism for connecting organisations outside the industry to the NBRR information system in order to improve the accuracy of calculations and labour productivity through automation. The NBRR is one of the key risk assessment tools used in the course of procurement in the nuclear industry;
- As part of methodological initiatives to improve procurement practices, methodologies for monitoring the development of statements of work for conducting procurement procedures and determining whether the initial maximum price is justified amid declining competition were developed and sent to SICBs of the organisations for the purpose of preventive control in the sphere of procurement;
- As part of advisory activities, explanatory letters on individual issues are sent in order to prevent similar violations; advice is provided to employees in procurement departments regarding the application of provisions of the Uniform Industrial Procurement Standard (UIPS) and the business reputation score of suppliers. A Q&A forum for employees in the industry is in operation as part of the Partner Special Monitoring and Analytics Unit.

In the reporting year, bodies responsible for out-of-court settlement of disputes in the sphere of procurement in the nuclear industry (the Central Arbitration Committee and the arbitration committees of the Power Engineering and Fuel Divisions) received 807 reports (complaints) from stakeholders regarding violations of procurement rules established by Russian legislation, the UIPS and other regulations of ROSATOM and its organisations supporting the UIPS. 576 complaints were investigated; 160 complaints (27.8% of the total number of investigated complaints) were deemed to be valid. Other complaints were withdrawn by complainants or were dismissed on the following grounds:

- Because the deadline for filing the complaint had expired;
- Because a similar complaint had been accepted for investigation or investigated by the Federal Antimonopoly Service;
- Because the complainant was not entitled to file a complaint (after the deadline for submitting bids has expired, complaints may only be filed by bidders that have submitted a bid);
- Because the defendant had taken corrective measures to address the violation before the complaint was investigated by an arbitration committee.

Steps were taken to enhance the stakeholder control mechanism in a new environment. A 56% increase in the number of complaints received from stakeholders was due to the fact that they can be submitted to industry arbitration committees via online platforms as part of a non-public procurement process and an appeal may be filed with the Central Arbitration Committee using a new procurement method introduced in 2024 (the BRIEF solution). The number of valid complaints as a percentage of the total number of purchases in the industry increased from 0.09% in 2024 to 0.16% in 2025.

Systematic efforts of the arbitration committees, including detailed explanations provided to customers/procurement authorities during the investigation of complaints concerning the nature of detected violations, the publication of reviews and a library of arbitration practices maintained on the official procurement website of the nuclear industry, presentations at forums and meetings, the provision of advice and the holding of webinars are aimed at ensuring that procurement processes in the industry are legitimate and minimising the number of violations.

In addition, the Central Arbitration Committee reviewed 33 complaints related to the calculation of the business reputation score of suppliers (all complaints were found to be invalid) and 42 requests for the inclusion of information in the supplier blacklist of the nuclear industry (information on seven entities was included).

Plans for 2026 and beyond

In 2026, control activities will be focused primarily on improving labour productivity and the cost efficiency of the Company's financial and business operations, investment activities and projects and ensuring its competitiveness in the future.

Further improvement of the internal control system will be supported by the implementation of a set of measures including the following:

- The SICB hierarchy transitioning to a monitoring and analytical model that involves benchmarking the performance indicators of comparable entities subject to monitoring, as well as best practices;
- Introducing a methodology for calculating the target and actual workload involved in control activities carried out by SICBs in order to provide a rationale for an in-depth analysis of entities subject to monitoring and clearly demonstrate its results;
- Developing mechanisms to speed up the identification of risk factors that may affect project implementation, and providing data that will inform the development of corrective measures in a timely manner;
- Building a talent pipeline for the hierarchy of independent internal control functions in ROSATOM;
- Introducing a mechanism for the sharing of specialist expertise ('expert sharing') between specialised internal control bodies when planning and carrying out control activities;
- Developing digital tools to support control activities of independent control functions and the monitoring of construction projects, including in order to expand the analytical base: implementing IT projects, including the Digital Auditor, the Automated System for Monitoring Capital Construction Projects, the Nationwide Business Reputation Rating, replacing imported solutions for the Partner Special Monitoring and Analytics Unit, etc.;
- Developing a targeted learning system;
- Maintaining a leading position in the Russian professional community and in the international arena.

CHAPTER 8. HR POLICY AND SOCIAL RESPONSIBILITY
8.1. PERSONNEL MANAGEMENT

Key results in 2025

- The average monthly salary reached RUB 161,300 (up by 7.5% compared to 2024).
- The personnel turnover rate stood at 13.9%.
- 27.6% of employees were aged under 35.
- 2,600 university and college graduates were hired.
- Social investment totalled RUB 13.3 billion.

8.1.1. Goals of the HR policy

The goals of the Company's HR policy include the following:

- Developing talent and helping everyone unlock their potential. Building an educational ecosystem covering all stages, from kindergarten to industry-specific training;
- Contributing to the implementation of the government policy on social development. Enabling the Company and its organisations to accomplish the objectives of national and federal projects of the Russian Federation in the following areas: the youth policy, education, and employment policy;
- Developing the labour market; providing proactive personnel training; supporting demographic development; supporting families and children and fostering their development; supporting spiritual and moral development and education;
- Strategic workforce planning; proactive personnel training; providing the Company with employees having the required skills;
- Developing the corporate culture and maintaining a high level of employee engagement;
- Improving the performance and labour productivity of employees of the Company and its organisations;
- Implementing the social policy; providing social support to employees in the industry;
- Making the Company more attractive as an employer; attracting and retaining young and highly skilled professionals;
- Protecting and maintaining the health of employees of the Company and its organisations; cooperating with partners to create an environment supporting a long working life of local residents in the Company's host regions;
- Creating a more attractive social environment in the Company's host regions and promoting their comprehensive development;
- International humanitarian cooperation; developing education abroad; promoting Russian education in nuclear and related disciplines. Building the talent pipeline in the Company's host countries; training personnel for overseas projects;
- Managing strategic workforce planning; providing the industry with employees having the required qualifications;
- Developing the corporate culture and maintaining a high level of employee engagement.

8.1.2. Human rights

GRI 2-23
GRI 3-3

The Company actively supports and complies with employment standards pursuant to the legislation of the Russian Federation, industry-wide and internal regulations, the Social Charter of the Russian Business and the Industry-Wide Agreement on Nuclear Power, Industry and Science.

The Industry-Wide Agreement on Nuclear Power, Industry and Science and the Company's internal regulations contain no provisions barring people from being employed in the industry on the grounds of gender, ethnicity, background, the level of personal wealth, marital or social status, position, age, place of residence, attitude towards religion, political opinions or membership of public associations.

The Uniform Industry-Wide Code of Ethics and Professional Conduct was adopted in 2024. It places greater responsibility on employers for respecting employee rights, promotes a culture of trust and cooperation, and establishes the rules of business conduct and procedures for handling complaints and enquiries.

The Code of Ethics communicates the key values of the nuclear industry and defines the relevant ethical principles of employee conduct when interacting with a wide range of external and internal stakeholders. The rules of conduct set out in the Code concern combating corruption, protecting the Corporation's resources, property and information, occupational health and safety, environmental safety, conflict prevention and resolving conflicts of interest, as well as maintaining the corporate image.

The Company is guided by the principles of ROSATOM's Code of Ethics[1] and the Uniform Industry-Wide Human Rights Policy of ROSATOM and Its Organisations, which are aligned with regulations ratified by the Russian Federation, the Constitution of the Russian Federation, UN conventions, including the Universal Declaration of Human Rights, the Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and the Voluntary Principles on Security and Human Rights. In 2020, the Corporation joined the United Nations Global Compact. ROSATOM is committed to complying with the Ten Principles of the United Nations Global Compact, including the principles pertaining to human rights.

In 2025, changes were made in the composition of ethics committees and codes of ethics were updated in nuclear organisations. The Industry-Wide Ethics Committee established in ROSATOM held two in-person meetings.

GRI 2-25
GRI 2-26

Employees have been informed about various channels available in the industry for submitting reports and enquiries, including the Russian Post and the Integrated Public Services Portal. Reports and enquiries are recorded on the day when they are received; they are processed within the prescribed time frame, which includes conducting an investigation; if necessary, reports and enquiries are forwarded to the Ethics Committee. The Company also assists its employees by providing advice on policy implementation and the practice of responsible business conduct.

Reports and enquiries related to social and labour relations, including those related to ethics and human rights, are reviewed jointly with a representative body acting on behalf of employees.

Two face-to-face training events were organised and held for specialists in holding companies that are responsible for handling reports and enquiries from individuals (32 experts in 16 Divisions). The training covered the rules and procedures for handling reports and enquiries from individuals, practical case studies focused on complex issues, and current developments in the sphere of employment law. The Company will continue to organise and hold webinars and training sessions on handling reports and enquiries from individuals in 2026.

An online course titled 'Ethics in Practice: How to Follow the Code in the Course of Day-to-Day Work' has been made available to employees in the RECORD Mobile

1. Full name: Code of Ethics and Professional Conduct for Employees of ROSATOM.

online training system. The Company analyses systemic and recurrent enquiries in order to develop industry-wide approaches and solutions, establish procedures, analyse the risk of violation of ethical norms and human rights and prevent detected violations from recurring in the future.

8.1.3. The Company's workforce profile

GRI 2-7

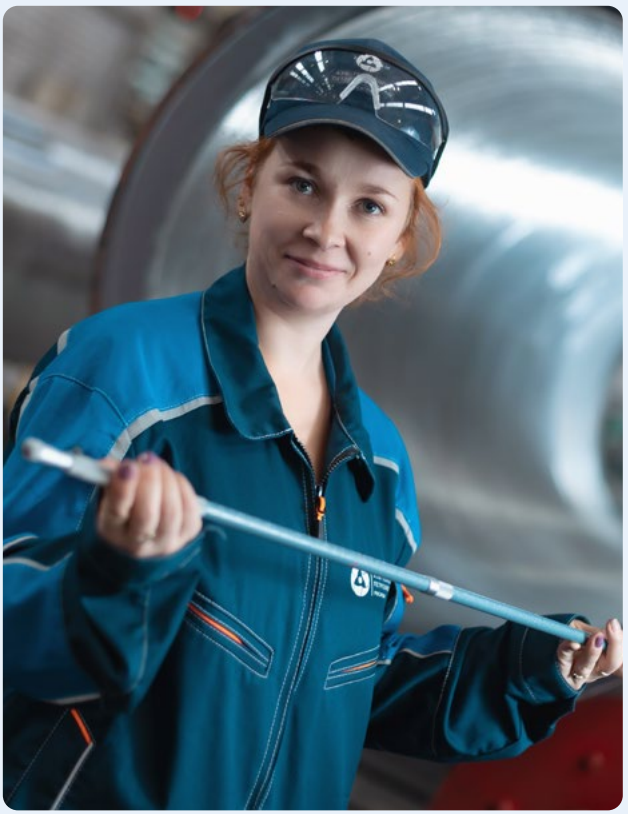
MED 25

To achieve the strategic goals of the nuclear industry, it is necessary to fully unlock the potential of its employees. Accordingly, people are the Company's most important capital. The Company's HR policy prioritises the rapid development of competences, the ability to work in a new, changing environment and the training of leaders at all levels.

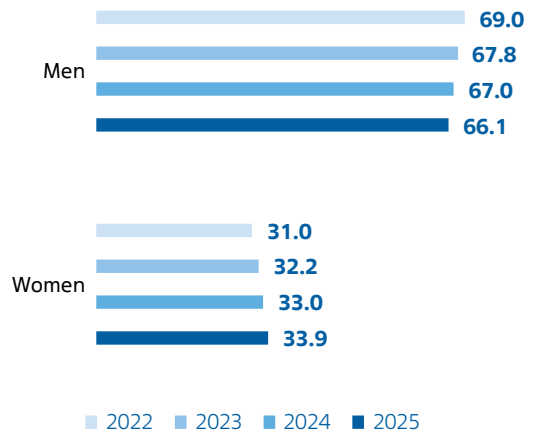
By year-end 2025, the number of employees of the Company and its organisations reached 225,000 people[1] (the average headcount for 2025 totalled 216,000 people).

128,200 employees have a university degree.

1,894 employees are Candidates or Doctors of Sciences.



Gender composition of the workforce, %



The male/female ratio in the Company remains stable and is determined by the nature of the industry.

1. The decrease in the headcount was due to a reduced scope of construction projects and a decline in the number of M&A deals.

Male/female ratio by employee category, %

Employee category	Share of men	Share of women
Executives	77.8%	22.2%
Specialists and white-collar workers	50.1%	49.9%
Blue-collar workers	80.5%	19.5%

The age of employees averaged 43 years, with 27.6% of employees aged under 35 and 27.5% aged over 50.

GRI 2-8
GRI 401-1

The average number of employees working in the Company and its organisations under independent contractor agreements totalled 656 people.[1]

In 2025, the Company and its organisations hired 48,000 new employees, which totals 22.2% of the average headcount. 29,900 employees were dismissed in 2025; the personnel turnover rate reached 13.9%.[2]

The Company's organisations operate in 80 regions of Russia and have a headcount of 211,900 employees, with the highest headcount in the following regions:

- Moscow and the Moscow Region: 47,000 people;
- Saint Petersburg and the Leningrad Region: 21,100 people;
- Sverdlovsk Region: 10,500 people;
- Kursk Region: 10,200 people;
- Rostov Region: 9,900 people;
- Voronezh Region: 9,300 people;
- Nizhny Novgorod Region: 8,000 people.

MED 33

The Company's organisations operate in 23 foreign countries, where they employ 13,100 people[3] (5.8% of the Company's total headcount), with the highest headcount in the following countries:

- Turkey: more than 7,600 people;
- CIS countries (Republic of Belarus, Republic of Kazakhstan, etc.): over 2,600 people.

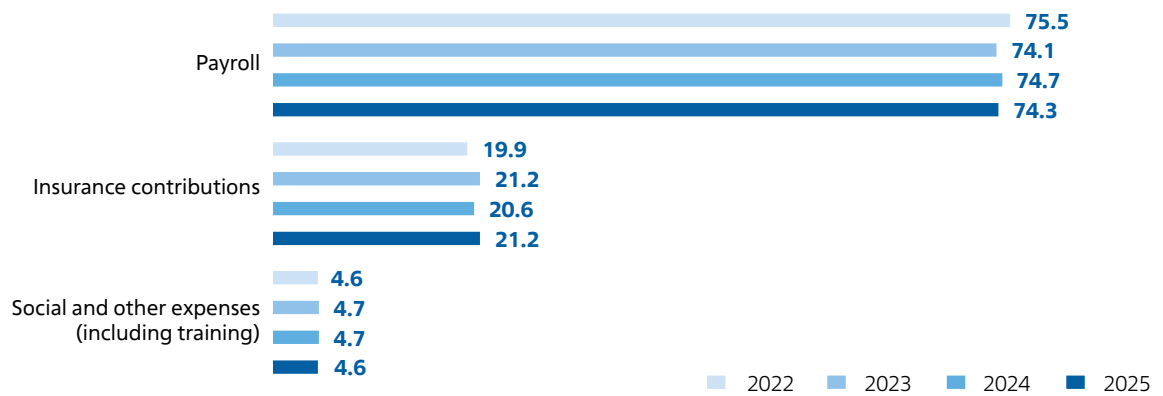
1. The average number of employees increased by 18.6% compared to 2024 due to the expansion of the scope of work across the Company's business areas.
2. Management turnover rate. The decrease in the personnel turnover rate compared to 2024 was due to the expansion of the scope of social support programmes for employees and a high level of employee engagement amid the overall cooling of the labour market. The personnel turnover rate is calculated only for full-time employees.
3. For details, see Appendix 4.

8.1.4. Personnel costs and remuneration system

MED 24

In 2025, personnel costs totalled RUB 568.8 billion,[1] up by 8.5% year on year. Costs per employee increased from RUB 2,414,000 in 2024 to RUB 2,610,000 in 2025.

Structure of personnel costs, %



In order to standardise approaches to the development and implementation of the HR policy in the nuclear industry as part of a uniform governance approach, a performance management system has been introduced in the Company's organisations.

The Deputy Director General for HR of ROSATOM is also responsible for HR management in the Company.

GRI 2-20

The current industry-wide performance management system ensures the continuity of the Company's long-term and operational goals and helps to align them with the goals and objectives of employees.

The industry-wide approach to performance management is based on standardised principles, which provide uniform criteria for decision-making on remuneration, horizontal and vertical movement of employees, their inclusion in succession plans and nomination as candidates for inclusion in the succession pool.

The performance management process is automated through an integrated industry-wide system, RECORD.

The Company's current remuneration system:

- Provides competitive remuneration matching the level of remuneration in the best companies in Russia;
- Is result-based: the size of an employee's salary is linked to their efficiency, professionalism and achievement of key performance indicators (KPIs).

The Company has in place a flexible remuneration system which includes a variety of tools ensuring that employees achieve business targets and are closely focused on results.

1. Including payroll costs, social expenses, expenditure on personnel training, development and evaluation, and other personnel costs.

In accordance with the requirements of the Integrated Industry-Wide Remuneration System and the Uniform Industry-Wide Performance Management Policy, the size of the annual bonus paid to employees depends on achieving KPI targets and reflects progress in achieving the key performance targets of the Company 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 down to business units and employees.

In 2025, the average monthly salary per employee increased by 7.5% compared to 2024 and totalled RUB 161,300 per month.

MED 26



8.1.5. Career development opportunities

GRI 3-3

In order to ensure succession and train employees to be appointed to managerial positions, an executive succession pool (ESP) is being formed and developed in the nuclear industry.

In order to select development programmes that are best suited to the target positions of ESP members, the ESP is divided into four levels:

- ROSATOM's Assets and ROSATOM's Assets. Basic Level (top and senior executives);
- ROSATOM's Capital (middle-level executives);
- ROSATOM's Talents (promising specialists and junior executives).

Since the establishment of the executive succession pool, the number of its members has exceeded 7,700.

Number of ESP members with a breakdown by gender

Gender	2022		2023		2024		2025	
	Number	Share	Number	Share	Number	Share	Number	Share
Men	4,614	78%	4,928	78%	5,157	77%	5,905	76%
Women	1,306	22%	1,426	22%	1,542	23%	1,835	24%

Appointments of ESP members to a new position,[1] %

Indicator	2021	2022	2023	2024	2025
Share of ESP members appointed to vacant top and senior executive positions (top 30 and top 1,000 executives in the industry)	70.4%	70.8%	74.1%	77.7%	81.0%
Share of ESP members among senior, middle-level and junior executives appointed to a new (management) position	91.0%	92.0%	94.0%	96.0%	95.9%

A special feature of succession pool development programmes is their practical focus. Executives not only complete training modules, but also work on their own projects contributing to the achievement of the strategic goals of the nuclear industry.

Training as part of ESP development programmes

Development programme	Key training topics	2021	2022	2023	2024	2025
Senior executives						
ROSATOM's Assets	Shaping the Future, Virtuosos of Management, Communication in Times of Change, Marketing, Finance	391	416	449	483	519
ROSATOM's Assets. Basic Level	Strategy, Leadership and People Management, Change Management and Horizontal Interaction, Marketing, Finance	427	491	562	621	693
Middle-level executives						
ROSATOM's Capital	Leadership and Project Management, Advanced Leadership Skills, Data Management, Situational Leadership	2,271	2,448	2,640	2,833	2,974
Junior executives		2,376	2,565	2,703	2,855	2,999
ROSATOM's Talents						
Total		**5,465**	**5,920**	**6,354**	**6,792**	**7,185**

The practice of assessing high-potential employees was introduced in 2018 in order to improve the quality of succession plans and the transparency of employee promotion processes. The methodology is based on the best practices adopted in major international companies. Executives are involved in talent assessment and are responsible for developing succession plans. In order to share experience and ensure that decisions are made objectively, the assessment methodology involves the possibility of cross-functional/cross-divisional cooperation, whereby executives participate in the assessment of other executives who are candidates for managerial positions. Successor candidates are assessed in terms of their commitment to corporate values, the relevant professional and managerial experience and knowledge, motivation and potential.

1. The promotion of succession pool members is assessed based on the number of ESP members appointed to new positions over the last three reporting years. In 2025, the assessment focused on the share of promoted ESP members who had been included in the ESP in 2023.

The number of executives who take part in the assessment of successors to be appointed to managerial positions is growing year by year. In 2025, more than 115 organisations carried out an assessment of successor candidates for higher management positions. The assessment is performed by the superiors of the potential successors and is facilitated by a certified expert. As part of this approach, executives have a greater personal responsibility for and are more actively involved in the development of succession plans; this also reduces the duration and cost of the assessment process. A total of 2,168 successors were evaluated in 2025. More than 175 certified successor assessment experts work in the industry; 65 experts obtained certification in 2025.

The career counselling service continued to function. Career counselling is provided by 43 industry experts. During 2025, 749 consultations were held in 121 organisations in the industry, including 225 consultations at the industry-wide career counselling centre for IT specialists opened in 2024 and hosted by an organisation of the Company. In 2025, the service was highly rated by employees (66% of employees were willing to recommend career counselling to their colleagues, and 84% were satisfied with the career advice they received).

The development of digital career management tools for employees has continued: in 2025, the online training course titled ‘My Career in ROSATOM’ was completed by more than 6,000 employees, and more than 1,200 participants used the Restart interactive career simulator. The number of subscribers to the ‘My Career in ROSATOM’ group on the ROSATOM LIFE corporate social media platform exceeded 3,200 people in 2025.



8.1.6. Digital services for employees

The Company continues to develop its digital environment to provide employees with digital tools at all stages of their career. One of the key focus areas is the design and development of software products in order to achieve technological self-sufficiency as part of HR process automation.

In 2024, the Company launched a project titled 'Ecosystem of HR Services', which enables a 'seamless journey' for employees using digital HR services to enhance user engagement. The system comprises ROSATOM Life, RECORD Mobile, the Employee's Personal Account, Record 2.0 and the Digital Assistant Mark, which are integrated into a single platform featuring a personalised profile, tasks, notifications and an end-to-end search function. In late 2025, the system was piloted, with 170,000 users connected to it. The start of full-scale operation is scheduled for 2026.

In 2020, the Company launched a project to develop the Atomkor system to replace imported systems. The system covers 21 organisations with a total headcount of more than 28,000 employees.

At the same time, the Company is developing the Atomkor Employee's Account to replace the existing Personal Account. In 2024, the basic functionality of the system was rolled out in seven organisations. In 2025, the share of active users exceeded 90%.

The existing Personal Account enables paperless HR document management and can be accessed from both work and home computers and via a mobile app. In 2024 and 2025, the functionality of the electronic HR document management system was expanded to include the approval of overtime pay and work at weekends, the signing of orders on changes in salary, paperwork for various types of leave, drafting job descriptions and viewing them online, paperwork for financial assistance, and updates to personal details. The service is used by about 160,000 employees, including 50,000 blue-collar workers; the mobile app has been rolled out in more than 80 organisations and is used by more than 70,000 employees. In 2025, more than 2.2 million HR actions were recorded electronically, which has resulted in a 30% to 80% reduction in the duration of HR processes. The user rating remains the highest among HR services.

The catalogue of the RECORD Mobile platform contains more than 3,500 units of content. By the end of 2025, the system had been used by about 200,000 employees, with 43,000 employees receiving training every month. A total of 1,300,000 courses were completed in 2025, up by 30% year on year. The platform is accessible 24/7 as a web app and a mobile app, with user ratings remaining consistently high.

The RECORD 2.0 system (developed by the Company to replace imported solutions) is accessible to more than 190,000 employees in 137 organisations. It can be used to assess employees' performance and competences, carry out a 360-degree assessment, as well as for training and career planning and successor and talent pool management. The system has been highly rated by users, and the Company is actively developing it.

In 2025, the integrated career portal was visited by more than 2.5 million people. More than 80,000 applications for vacancies were received, and more than 10,000 people registered for youth events. A section titled 'Talent Marketplace' was added to the portal, and AI features were introduced to provide personalised job recommendations. The user ratings of the portal are rising year by year.

In 2025, the functionality of the ROSATOM LIFE social media platform was expanded; it is accessible online to more than 130,000 employees in 121 organisations. During the year, the portal was used by 105,000 employees; more than 400 communities were created; 90,000 posts and comments were published, and over 200 surveys were conducted.

The Digital Assistant is used by 70,000 employees, with 11,000 employees connected in 2025. The knowledge base contains more than 3,200 articles; the number of queries has increased by 52%. 11 new processes have been automated, with 5,000 documents signed in 2025, including accounting documents. The service is available on workstations and via a mobile app, with user ratings rising year by year.

The HR systems introduced by the Company are highly rated by users, which reflects their effectiveness, popularity and user satisfaction with their functionality.

8.1.7. Educational ecosystem to attract talent

The Company attaches special importance to building the talent pipeline for the nuclear industry; it is developing a comprehensive system for engaging with professionals and prospective employees in order to secure human resources for the organisation. This includes the systematic training of blue-collar workers and engineers.

The Company has built an effective educational ecosystem based on partnerships with schools, colleges and universities and incorporating continuous professional development tools for employees in the industry. This enables the training of highly qualified specialists from school level onwards and supports them throughout their professional journeys.

The ecosystem covers all levels of education: school, college/university and corporate training.

Cooperation with schools

A network of almost 300 schools with specialised nuclear, engineering, mining and Mendeleev classes operates in ROSATOM's host towns and cities. Since the project was launched 11 years ago, the number of nuclear classes has grown to 100 classes in 51 towns and cities.

In 2025, the implementation of the Teacher for ROSATOM project continued. As part of the project, 461 students did teaching internships in the Company's host towns and cities, and 50 teachers were hired after completing internships. More than 500 teachers and head teachers took part in the Green Pen conference and the Festival of Teaching Excellence.

Major projects included ROSATOM's Educational Missions. More than 1,600 teachers and head teachers, education officials, further education teachers and parents took part in four educational missions in the Company's host towns and cities.

In 2025, a professional development course for physics and mathematics teachers was run in partnership with the National Centre for Physics and Mathematics (NCPM), NRNU MEPhI and Moscow Institute of Physics and Technology (MIPT). More than 100 teachers did the course. The Istok award ceremony for teachers was held in partnership with the Russian Academy of Sciences, with 20 winners awarded prizes of RUB 250,000.

In 2025, the Parents' League continued its work. More than 550 parents of school students from the Company's host towns and cities and various Russian regions took part in the project in person.

ROSATOM's Student Community has expanded its network, with a total of 52 units established at Russian universities. The Community comprises more than 2,000 students.



Cooperation with colleges and vocational secondary schools

ROSATOM, with assistance from the Company, is a key partner of the Professionality Project, a federal educational project run by the Russian Ministry of Education. The project helps speed up the training of highly qualified engineers and blue-collar workers for the nuclear industry by aligning employers' staffing needs and the capabilities of the vocational secondary education system.

In 2025, the project covered 12 colleges in nuclear towns and cities providing training in 35 professions and specialisms. 2,350 students were enrolled on programmes forming part of the project in 2025. Almost 300 college teachers, mentors and experts from nuclear organisations completed professional development programmes. In 2025, the graduation ceremony for students who had obtained a specialist degree was held at four clusters in Ozersk, Kursk and Glazov. A total of about 400 people graduated in 2025. 91% of students who graduated in 2025 have been hired in the industry and in the towns and cities hosting the educational clusters.

Over 2,500 college and university students attended Student Workshops. These are online workshops presented by leading teachers and industry experts in 20 competences. More than 2,600 students took mock exams in practical competences at both basic and specialised levels; these were assessed by industry engineers.

Cooperation with universities

In 2025, the Company's organisations arranged work placements for more than 9,500 students, with more than 2,600 university and college graduates hired in the industry, including 261 students who had completed targeted training.

To support systematic cooperation with universities, ROSATOM has established a Consortium of Core Universities, which coordinates initiatives in the sphere of higher and postgraduate education and continuing professional development, as well as research projects for the nuclear industry. Special emphasis is placed on integrating education with research and operations, and on advancing basic and applied research at universities.

In 2025, NRNU MEPhI, which acts as the leader of the Consortium, confirmed its high standing. According to the findings of admissions quality monitoring conducted by the Higher School of Economics in cooperation with the Russian Ministry of Education and Science, NRNU MEPhI ranked second among all Russian universities; those who got state-subsidised places at the Moscow branch of NRNU MEPhI through the general admissions process achieved an average score of 91.5.

The implementation of the programme to develop NRNU MEPhI in cooperation with ROSATOM until 2030 continued in the reporting period. The programme is focused on personnel training for the nuclear industry.

The following results were achieved as part of the programme:

- Steps were taken to support the recruitment of graduates by improving the quality of education and the educational environment, increasing student and teacher engagement, and helping ROSATOM build brand recognition and loyalty;
- The Science and Education Centre was renovated and equipment was purchased for Sarov Physics and Technical Institute;
- Facilities were renovated at the branches of NRNU MEPhI, including major repairs of the entrance area at Obninsk Institute for Nuclear Power Engineering and the construction of three laboratory facilities at the Institute as part of the Obninsk Tech project.

In addition, steps have been taken to promote international cooperation: more than 2,200 foreign students are studying at the university; a scholarship competition has been held for nationals of partner countries, and events have been organised to promote Russian education abroad. As a result of their systematic efforts, branches of NRNU MEPhI rank in the top 20% of higher education institutions in their host regions.

The industry-wide Student Community, which helps young people make informed career choices and encourages them to participate in science and technology projects, expanded its network in 2025, with a total of 52 units established at Russian universities. The Community comprises more than 2,000 students. In 2025, the Student Community held its first congress. The Company's executives, experts and prospective employees in the nuclear industry reviewed the outcomes of the Community's initiatives, formulated the strategy for its future development and discussed current issues related to building the talent pipeline. The event was attended by 250 students from 60 leading Russian universities.

Career events involving representatives of nuclear organisations, such as open days and job fairs, are a traditional tool for promoting the employer brand at core universities. More than 59,000 students attended career events in 2025. Over 110 nuclear organisations were represented at the events.

The project to promote the development of student construction teams in the nuclear industry continued, with about 1,700 activists participating in the winter and summer work terms in 2025. They worked on construction projects at five sites in Russia, as well as overseas NPP construction projects in Egypt, Turkey, Bangladesh and India.



Advanced Engineering Schools Federal Project

The main aim of the Advanced Engineering Schools (AES) initiative is to train highly qualified personnel for Russian technology companies with a focus on practical skills. It involves providing training as part of Master's degree and continuing professional education (CPE) programmes tailored to the specific needs of industry partners.

The Company as an organisation of ROSATOM has contributed to the establishment of 10 Advanced Engineering Schools. Total demand for graduates of the relevant Master's degree and continuing professional education programmes is estimated at approximately 3,000 people until 2030.

Since the start of cooperation with partner universities, 45 higher education programmes have already been launched as part of the AES initiative. At least 200 people completed these programmes in 2025, with 146 graduates hired by nuclear organisations. About 350 participants of AES programmes are expected to graduate in 2026.

In parallel, 49 continuing professional education programmes have been developed and launched as part of the AES initiative. 630 engineers in the Company's organisations completed the programmes in 2025. In addition, 84 R&D projects have been implemented, and at least 15 projects are ongoing.

Research and education centres in the Company's host towns and cities

The Company establishes and develops educational facilities in its host towns and cities in order to train new generations of engineers and researchers. The centres provide training as part of an end-to-end education model covering all stages, from school to Master's degree and postgraduate studies. These projects are aimed at transforming nuclear towns and cities into modern science and education hubs capable of attracting and retaining young talents.

Obninsk Tech International Centre

The key objective of the Obninsk Tech International Research and Education Centre is to provide comprehensive training for specialists involved in ROSATOM's overseas projects and to promote Russian nuclear and related technologies on the global market in order to enable Russia to achieve technological sovereignty. To accomplish these objectives, the Company is implementing the Development Programme for the Obninsk Tech Project.

ROSATOM, with assistance from the Company, organises international research and practice conferences in order to encourage young people to study and discuss nuclear technology. In 2025, the events were attended by more than 5,000 students, young specialists and lecturers. The Corporation traditionally holds the Obninsk NEW International Youth Nuclear Forum. The project's Mega Council is active. It comprises foreign students and postgraduates participating in the Ambassadors of Russian Nuclear Education and Impact Team projects, ROSATOM's youth councils, young people from core universities and partner communities abroad, researchers and professionals, united by a shared goal of creating a nuclear research and education hub in Obninsk that will attract young people.

As part of the Obninsk Tech project, in 2025, eight new research laboratory facilities were opened at Obninsk Institute for Nuclear Power Engineering, and 24 educational programmes were developed in cooperation with leading Russian and overseas universities.

8.1.8. Unlocking talent in the industry

The development of employee competences is a major priority of the Company's HR policy. Personnel training and development programmes are tailored to the Company's business needs and strategic goals.

Employee training

GRI 3-3

GRI 404-1

GRI 404-2

MED 31

MED 30

Training for specialists and executives in the industry is provided primarily by the Rosatom Corporate Academy and the Rosatom Technical Academy. Currently, both Academies are full partners of ROSATOM and the Company in achieving their strategic objectives; they implement projects directly relevant to areas of business development prioritised by the Company.

182,000 employees of the Company and its organisations underwent training or retraining or completed professional development programmes in 2025; the training coverage rate stood at 86%.

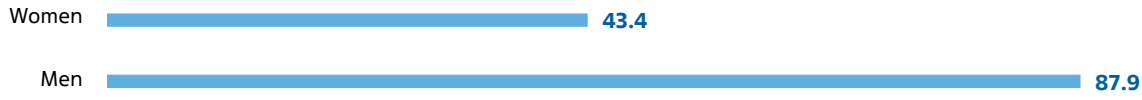
In 2025, the number of training hours per employee in the Company's organisations averaged 72.9 hours.[1]

Expenditure on employee training, development and evaluation totalled RUB 2.8 billion, with training costs per employee averaging RUB 12,700 in 2025.

Average annual training hours per employee in the Company's organisations by employee category

Employee category	2022	2023	2024	2025
Executives	77.2	96.1	87.2	125.4
Specialists and white-collar workers	43.8	55.5	46.7	57.1
Blue-collar workers	45.7	82.4	67.7	75.0

Average annual training hours per employee in the Company in 2025 by gender



1. Based on the average headcount, in accordance with the methodology of the Ministry of Economic Development, Order No. 764 dated 1 November 2023. Based on the number of employees on the payroll as at 31 December 2025, the figure stood at 69.0 hours per employee.

GRI 404-2

Rosatom Corporate Academy

The Corporate Academy implements programmes focused on developing leadership and business competences, management training, developing corporate functions, encouraging the best graduates and professionals to work in the industry, competence evaluation, career counselling, training blue-collar workers and engineers, and developing the corporate culture, the youth community and the safety culture.

The Academy plays a leading role in key projects in the nuclear industry: People, Towns and Cities (focused on building a sustainable social environment in ROSATOM's host towns and cities); Acceleration (aimed at reducing red tape); Blue-Collar Workers and Engineers for Production Growth and Technological Development; Safety Culture Development in ROSATOM, and ROSATOM's Values. New projects and programmes are rolled out every year; for instance, in 2025, the Top League leadership programme was launched for municipal government officials, and more than 2,300 events were held, including training sessions, workshops, contests, competitions, conferences and sessions. They had a total reach of 36.8 million person-courses and views of content posted on social media.

Rosatom Technical Academy

GRI 403-5

In 2025, the Rosatom Technical Academy acted as the leading centre for continuing professional development in the industry with a focus on the safe use of nuclear energy, controls, state security, operational and supporting processes in the nuclear industry.

The Technical Academy provides training for personnel at foreign NPPs as part of projects to build Russian-design NPPs abroad; trains personnel for the Company's new businesses; conducts independent scientific and technical reviews of R&D for major industry projects, and trains information security specialists.

The Technical Academy systematically provides occupational health and safety training in order to reduce injury rates in the industry. In 2025, the Technical Academy developed new online training courses titled 'General Issues Related to Occupational Health and Safety and the Functioning of the Occupational Health and Safety Management System' and 'Safe Working Practices'.[1]

In 2025, 23,000 people completed continuing professional development programmes, with employees from organisations outside the industry accounting for about 10% of the total number. The share of online training courses stood at 47%.

GRI 3-3

Employees' participation in external and industry-wide professional competitions

The Company's employees actively participate in the 'Leaders of Russia. Teams' competition, with 1,186 employees in the industry (more than 230 teams) competing in the sixth season. The competition will run until June 2026.

In 2025, the anniversary 10th Atomskills Competition was held in Yekaterinburg; it featured more than 2,000 professionals from Russia and nine other countries, including Turkey, China, Indonesia, Bangladesh and India. The Competition included the Main and Student Leagues (featuring 70 universities and colleges). In addition, as part of the AtomSkills Competition, about 3,000 school students participated in a career guidance track. The competition covered 44 competences. New competences were added in a demonstration format: Business Application Development on the 1C: Enterprise Platform, and Graphic Design.

The 12th High-Tech: Skills of the Future International Competition of High-Technology Professions was held in Yekaterinburg in 2025. ROSATOM's team competed in 25 out of the 41 main and additional competences represented in the competition, including Quantum Technologies

1. Paragraphs 46A and 46B of Decree No. 2464 of the Government of the Russian Federation dated 24 December 2021.

and Digital Transformation, and won 32 medals: 26 golds (including eight in the international competition), five silvers and one bronze. A participant and an expert in the CAD Engineering Design category were awarded a special prize from the Agency of Technological Development (RUB 2 million each).

Participation in competitions and awards won in 2025 (as part of ROSATOM's team)

Competitions	Competences represented	Total medal count	Gold	Silver	Bronze
High-Tech 2025	25	32	26	5	1
5th World Construction Championship	20	14	4	4	6
Total	**–**	**46**	**30**	**9**	**7**

As part of the Professionals Competition, the Company as part of ROSATOM's team set up career guidance stands for 3,000 school and university students and held strategic sessions focused on the development of the Professionality Project. Students from educational clusters established in the industry won 31 prizes in 2025.

The industry team participating in the 4th World Construction Championship competed in 20 categories. In the competition among specialists, ROSATOM's team won 14 medals: four golds, four silvers and six bronzes, including in one of the biggest and most prestigious categories, The Best Construction Site.



8.1.9. Social policy

The Company's social policy is designed to:

- Make the Company more attractive as an employer;
- Recruit and retain young professionals and highly skilled specialists;
- Improve the efficiency of social assistance and social expenditure.

Benefits provided to employees and retirees are aligned with the Uniform Industry-Wide Social Policy, which is based on standardised corporate social programmes, as well as programmes aimed at providing enhanced support for specific categories of employees, including young people, working parents, etc.

GRI 403-6

MED 28

Key corporate social programmes of the Company, RUB million[1]

Programme	2022	2023	2024	2025
Voluntary health insurance	2,241.9	2,943.9	4,133.1	3,933.6
Accident and illness insurance	88.2	138.4	142.5	363.8
Health resort treatment and recreation for employees and their children, including:	1,042.8	1,334.7	1,468.5	1,640.2
– health resort and rehabilitation treatment for employees	818.8	1,045.9	1,080.7	1,118.5
– health resort treatment and recreation for children	224.0	288.8	387.8	474.8
Provision of housing for employees	582.0	690.6	903.4	1,058.2
Private pension plans	588.6	675.6	773.3	996.8
Support for retirees	1,244.4	1,014.4	1,032.1	141.7
Catering arrangements	1,073.4	1,086.4	1,130.9	845.0
Sporting and cultural events	1,272.0	1,813.4	1,904.2	2,347.1
Assistance to employees	1,507.9	1,974.1	2,625.7	2,767.3
Other	278.4	616.4	507.6	573.0
Total	**9,919.6**	**13,622.6**	**14,621.3**	**15,666.6**

As part of the Uniform Industry-Wide Social Policy, the Company implements corporate social programmes focused on voluntary health insurance, voluntary insurance against accidents and illness, and health resort treatment for employees. Their main goal is to maintain and protect employees' occupational health, including rehabilitation and health improvement after occupational diseases and accidents.

In 2025, 89.1% of the Company's employees (200,600 people) had quick access to medical care covered by voluntary health insurance. 63.6% of employees

GRI 401-2

1. As part of corporate social programmes implemented by the Company, compensation and benefits are provided to all employees, except for those employed in seasonal and temporary jobs (some fixed-term employment contracts), those working part-time outside their main employment, and those working under independent contractor agreements.

(143,100 people) had insurance against accidents and illness, i.e. were entitled to additional payments upon the occurrence of insurable events, which include not only workplace accidents but also non-occupational diseases.

In 2025, 65.2% of employees who needed health resort treatment based on the findings of a regular health check-up were given vouchers for health resort and rehabilitation treatment.

A social support programme for working parents, and for mothers and children was introduced in 2025 to support the achievement of objectives of the family-focused policy pursued by the government. 37.2% of the Company's employees have minor children or children aged under 23 receiving full-time education. More than 5% of the Company's employees have multiple children. The Company's employees have a total of 116,155 children, with 3,849 children born in 2025.

In 2025, the Industry-Wide Agreement on Nuclear Power, Industry and Science for 2023–2025 (the Agreement) was in force in the nuclear industry. The Agreement is based on the established practice of social partnership in the nuclear industry and is aimed at implementing the Occupational Health and Safety Management System, the Integrated Standardised Remuneration System, and the Uniform Industry-Wide Social Policy. Under the Agreement, the Company has assumed greater responsibility for observing and respecting human rights, the principles of equality and fairness, non-discrimination, informing employees about working conditions, ensuring the safety and protecting the health of employees, contractors' personnel and the population of the regions where it operates, regularly paying salaries, ensuring adequate social guarantees and job security and improving well-being, respecting the freedom of association and the right to collective bargaining, and developing the regions of operation and local communities.

GRI 404-2

The Agreement sets out social security measures for employees facing redundancy due to downsizing, including the provision of training and being prioritised for re-employment if new jobs are created in the organisation.

GRI 2-30
GRI 402-1
MED 32

Collective bargaining agreements cover 69.3% of employees in the Company's organisations.[1] The minimum notice period is two months for significant operational changes (such as the dissolution of an organisation or downsizing) and three months for situations that may lead to large-scale redundancies.



1. Social and labour relations with employees not covered by collective bargaining agreements (30.7% of employees) are governed by local regulations in accordance with applicable labour laws of the Russian Federation.

8.1.10. Employee engagement

In 2025, the employee engagement rate in the industry increased by 2% and reached 84%, on a par with the world's best employers. Celebrations marking the 80th anniversary of establishment of the nuclear industry contributed significantly to the rise in engagement levels by bringing together all employees of ROSATOM. As part of the anniversary celebrations, more than 500 events were held to foster intergenerational continuity, instill a sense of patriotism, promote science and technology, and express a heartfelt gratitude to veterans who had built the industry from scratch.

Focus groups held as part of an employee engagement survey in more than 100 nuclear organisations confirmed that the motto of the celebrations, 'Pride, Inspiration, Dream', had become a unifying force for ROSATOM's employees reflecting the narratives unique to the nuclear industry that help tackle unconventional tasks in a challenging environment.

Throughout 2025, the Company continued to give priority to maintaining a trust-based dialogue between managers and employees and promptly responding to employees' concerns. Systematic efforts in this area helped improve the quality of communication between managers and employees: 84% of managers (+5 percentage points) said that they knew how to answer challenging questions from their subordinates, and 82% of employees (+3 percentage points) confirmed that they did indeed receive answers to such questions. The level of trust in the management has increased: 84% of employees (+5 percentage points) feel that their concerns are addressed.

Nuclear organisations apply a variety of practices to establish two-way communication. These include monthly meetings with the management in the form of an open dialogue, discussing topics relevant to employees in an informal setting (casual meetings, business breakfasts), visits to production sites to discuss employees' concerns (site visits by senior executives, the Atmosphere of Openness and Live Dialogue projects), meetings with opinion leaders and activists (meetings with the youth council, line managers, etc.).

The Company continues to develop the project titled 'New Opportunities Offered by Communication Days' to enable every employee in the industry to ask the management a question and get a reply. The project is aimed at raising the standard of organising and holding online events to a level consistent with ROSATOM's image as a global technology leader by introducing and developing the Communication Day 2.0 information system that does not rely on imported solutions.

Over the past five years, the reach of Communication Day online broadcasts has expanded from 16,000 to 125,000 employees in 143 nuclear organisations; the Atom Display system for centralised broadcasting on plasma display panels has been launched, with 105 organisations and 187 devices connected to the system; broadcasts can be viewed at both Russian and overseas sites via the Atomspace corporate messaging app.

As part of the project, the Atom. Efir ('Atom. On-Air') IPTV content delivery technology has been introduced, and a real-time service communication subsystem has been established. It is unique among Russian companies. The technology enables high-quality audio and video transmission regardless of the Internet connection quality and the bandwidth available at the site.

An AI-powered robot capable of analysing open-ended responses has been developed. The service can assess the overall sentiment of responses and identify the most relevant topics; it helps reduce the amount of time required to analyse responses from 4 hours to 10 minutes.

For the third year in a row, employees have named the Communication Days as the most popular channel for obtaining information about the industry (78%). Following the second Communication Day held in 2025, 98% of employees expressed a positive opinion of the event, and 82% of employees who had submitted questions confirmed that they had received a reply.

Employee recognition

In 2025, the number of applications submitted for the industry-wide recognition programme titled 'ROSATOM's Person of the Year' reached a record high of 4,268. A record number of finalists – 540 industry employees – attended the awards ceremony in Yekaterinburg. More than 28,000 industry employees have taken part in the recognition programme over the 12 years since its launch. More than 3,200 finalists have received awards. The best employees for 2024 were selected across 67 categories, including 39 divisional, 6 cross-divisional and 11 corporate categories, as well as 10 special nominations put forward by the Director General. The event was attended by more than 1,100 employees in the nuclear industry and their families, representatives of nuclear towns and cities and ROSATOM's overseas sites, industry executives and invitees.

8.1.11. Contribution to the achievement of the national goal of unlocking the potential of every individual, developing their talents, fostering a patriotic and socially responsible person

GRI 3-3

Patriotic education for young people

To promote patriotic values among the children of the Company's employees and residents of nuclear towns and cities, the second Atomic Guard military patriotic games were held in 2025 in three nuclear towns (Desnogorsk, Seversk and Novouralsk) and in Volgograd. A total of 420 girls and boys aged 14 to 17 from 24 nuclear towns and cities took part in the games.

Initiatives launched to mark the 80th anniversary of Victory in the Great Patriotic War and the 80th anniversary of establishment of the nuclear industry included a poetry event, Heart to Heart, and a project titled 'We Live as Long as We Remember'.

In 2025, ROSATOM partnered with the Ministry of Education of the Russian Federation to hold a series of events titled 'Conversations about Important Matters'. Representatives of the nuclear industry introduced school and college students to the history of the nuclear industry. The lessons were held at 250 venues in 56 Russian towns and cities.

A special category, Patriotic Projects, was introduced in 2025 as part of the Anatoly Alexandrov Corporate Social Responsibility (CSR) and Volunteering Competition, with awards presented to 12 teams.

Engaging young people in volunteer initiatives

There are more than 25,000 young volunteers and social leaders in the industry, making up more than 38% of the total number of volunteers. The Company works systematically to engage young people in volunteering and social activism; this includes educational and volunteer initiatives for members of the Movement of the First, the community affiliated with the Federal Agency for Youth Affairs (Rosmolodyozh), young naturalists, students at core universities, local residents in nuclear towns and cities (cooperation with kindergartens, schools, universities and youth centres), as well as young employees in the industry (through Youth Councils). Examples of notable projects include Children's Foresight, which involves teenagers learning about project work and implementing their first social projects under the guidance of mentors, and the Ekouznavayka ('Environmental Discovery') workshop, where volunteers teach children the basics of an environmentally responsible lifestyle through games. Five business projects have been launched in three nuclear towns as part of the Accelerator for Single-Industry Towns track for young entrepreneurs forming part of the Rosmolodyozh.Predprinimay ('Rosmolodyozh.Entrepreneur') programme.

Career guidance for young people

In 2025, the Company, jointly with the Movement of the First, organised a series of guided tours of historical sites in the nuclear industry (the *Lenin* icebreaker, the Atom Museum, the world's first NPP in Obninsk), implemented a nationwide project titled 'The First in the City' with a reach of more than 2.5 million people and the Peaceful Atom nationwide campaign with a total reach of more than 7,000 participants, including activists of the Movement of the First from 89 constituent entities of the Russian Federation; held nuclear industry days in regional children's centres and university summer camps, and at the Russian Children's Centre and the International Children's Centre (with a reach of more than 800,000 participants), as well as a number of other events.

One of the flagship projects of the Movement of the First is the Big Break Nationwide Competition, with ROSATOM (represented by the Company) acting as its strategic partner. In 2025, more than 20,000 school students from the Company's host towns and cities registered for the competition.

To encourage talented school and university students to pursue a career in the nuclear industry, the Company has partnered with the Talent and Success Educational Foundation, Sirius University and Sirius Lyceum to run joint educational programmes. More than 16 joint events were held in 2025; they were attended by 1,419 school students and 48 industry experts from 20 enterprises.



8.1.12. Active social life in the Company's host towns and cities

Today, nuclear towns and cities offer plenty of opportunities for an active life and personal fulfilment. For instance, social activism has been singled out as a separate focus area of the People, Towns and Cities programme. It includes promoting volunteering; cooperation with non-profit organisations; the environmental agenda; promoting creative industries; supporting SMEs and social entrepreneurship; and developing comprehensive programmes focused on regional development, tourism and hospitality. As a result of initiatives implemented in this area, the level of satisfaction with opportunities for an active social life available in the Company's host towns and cities has increased from 47% to 75%. As part of its corporate social responsibility programme, the Company places special emphasis on those programmes and projects that promote the active development of civil society and entrepreneurship and support the implementation of the Youth and Children, Environmental Well-Being, and Tourism and Hospitality National Projects.

Volunteering

The Company as part of ROSATOM actively promotes volunteering both in nuclear organisations and in its host towns and cities. It also actively supports federal initiatives focused on volunteering and corporate social responsibility programmes.

In 2025, 66% of employees in the industry (more than 270,000 people) and 46% of residents in nuclear towns and cities participated in volunteer projects and engaged with non-profit organisations.

Projects implemented by the Company are focused on supporting vulnerable groups, developing an inclusive and accessible environment, environmental conservation and environmental education, urban improvement, career guidance and mentoring, developing family and youth leisure activities, promoting a healthy lifestyle, providing assistance to the families of conscripted employees and local residents in the Company's regions of operation, patriotic education, blood donation, creative initiatives and intellectual volunteering (leveraging employees' professional skills in the Company's regions of operation). More than 900 social projects were implemented in the reporting year, with the number of beneficiaries exceeding 1 million people.

More than 180 tonnes of supplies and RUB 65 million were collected with assistance from volunteers to support the town of Kurchatov.

More than 5,000 employees took part in patriotic campaigns to mark the 80th anniversary of the Great Victory. The Rare Match media project (редкоесовпадение.рф) has been launched in partnership with the FMBA of Russia to promote bone marrow donation. During the year, over 1,000 people were entered in the federal register.

In 2025, an office of the National Council for Corporate Volunteering (NCCV) in the Kaluga Region was opened in Obninsk. The office will be responsible for coordinating and developing corporate volunteering in the region, with the Rosatom Technical Academy acting as an aggregator of the relevant initiatives.

An incentive programme has been launched and an industry-wide award has been established for volunteers. The Anatoly Alexandrov Corporate Social Responsibility (CSR) and Volunteering Competition is a key project aimed at rewarding volunteering and social initiatives. In 2025, more than 140 entries were submitted for the competition in four main categories: Best Volunteer Project, Best CSR Project, Best CSR Programme, and Best Overseas Programme. In addition, a special category, Patriotic Projects, was established, with awards presented to 12 teams.

In 2025, a number of industry projects won the WeAreTogether International Award: a project of Smolensk NPP titled 'Autographs of Victory' won in the Leader of Social Change: Large Businesses category; a project titled 'Workshop 52' (Denis Lukinykh, an employee of the Environmental Solutions Division) won in the Heroes of Our Time category; more than 20 projects in the nuclear industry won at the regional stage of the competition and were presented with awards in their respective regions. In addition, the town of Glazov won in the Single-Industry Towns category.

Partnership with Dobro.rf

As part of an initiative to develop social activism centres in its host towns and cities, the Company, in cooperation with Dobro.rf and the Dobro.Centres federal franchise, has opened 24 Dobro.Centres in nuclear towns and cities, including seven centres opened in 2025. They work systematically to develop social projects and engage with local communities. In 2025, 11 Dobro. Centres were awarded grants totalling RUB 6 million.

A new conceptual model was developed in 2025, whereby Dobro.Centres in nuclear towns and cities will become grant-writing and regional development centres.

All 24 Dobro.Centres in nuclear towns and cities participate in training programmes aimed at enhancing their project management and grant-writing capabilities and supporting the implementation of a communications strategy.

Training is provided and grants are awarded on an annual basis. In 2025, 11 Dobro.Centres were awarded grants totalling RUB 6 million.

As part of the Territory of Kindness track, 15 road maps for promoting social activism in the host towns and cities were developed, and 10 towns and cities presented innovative strategies for promoting social activism.

Special emphasis is placed on engagement with communities and non-profit organisations. For instance, the NPO School project, the Volunteer University and a social accelerator for students at ROSATOM's core universities have been running for two years. More than 3,000 people have taken part in training events, and more than 200 people have subsequently launched their own social projects.



Grant competitions, accelerators and training for non-profit organisations

Industry-wide grant competitions and the provision of training for non-profit organisations and volunteers in applying for external federal and regional grants are an important measure to support volunteers and social leaders in the Company's host towns and cities, non-profit and community organisations.

In 2025, ROSATOM and its organisations provided support for more than 650 socially important projects as part of 26 grant competitions, with funding totalling about RUB 930 million.

An industry-wide grant competition, 80 Good Deeds, was a landmark project in 2025; it was held in all nuclear towns and cities. The competition marked the 80th anniversary of the Great Victory and the 80th anniversary of establishment of the nuclear industry. The aim of the competition was to identify the best social and volunteer initiatives in nuclear towns and cities. During the application stage, a total of 985 applications were received from 32 towns and cities. The competition had a total grant fund of RUB 310 million. Funding was provided for 169 projects, which will be implemented in 2026.

In addition, an international grant competition was held in seven countries: India, Egypt, Kazakhstan, Uzbekistan, Kyrgyzstan, Turkey and Bangladesh, with grants awarded for 34 social and environmental projects.

The Social Leaders of Russia award has been established jointly with the Federation Council; more than 350 entries have been submitted for the competition, and support has been provided for five projects. The award is aimed at identifying, supporting and recognising best practices applied by local administrations in small and medium-sized towns in Russia, state-funded institutions, non-profit organisations, social entrepreneurs, small and medium-sized businesses that contribute to improving the standard of living and developing the urban environment, tourism and hospitality.

Environmental agenda

The second season of ROSATOM's Environmental Accelerator was held in 2025. This is a project aimed at identifying new environmental improvement initiatives in ROSATOM's regions of operation, as well as supporting greening and the development of existing SMEs in the environmental sector. As part of the Environmental Accelerator project, 19 environmental start-ups received funding of RUB 500,000.

As part of a special programme to train environmental coaches, a pool of professional speakers and organisers of environmental events has been established in 21 nuclear towns and cities, and 60 experts from 18 nuclear towns and cities have joined the community of environmental partners.

A training programme for environmental leaders has been launched in the host towns and cities, and accelerator programmes are run for non-profit organisations with an environmental focus. In addition to developing competences in the sphere of environmental entrepreneurship, the Company also runs a programme to train environmental coaches in nuclear towns and cities.

An environmental standard for nuclear towns and cities has been developed in cooperation with the Russian Ecological Society; biodiversity surveys have been conducted in the regions where nuclear facilities are located in cooperation with the All-Russian Research Institute for Environmental Protection (VNII Ecology).



ROSATOM's Hospitable Towns and Cities programme

The programme titled 'ROSATOM's Hospitable Towns and Cities' is a comprehensive initiative aimed at supporting social and economic development in small towns with considerable science and technology potential. Key objectives of the programme include supporting the sustainable development of tourism, shaping a welcoming modern environment, improving the quality of life of local residents, making nuclear towns and cities more attractive to young specialists and their families, and developing new tourism products and infrastructure.

In 2025, 11 of the Company's host towns and cities participated in the programme: the CATF of Zheleznogorsk, Volgodonsk, Udomlya, Polyarnye Zori, Sovetsk and Neman, Glazov, Sosnovy Bor, Pevek and Bilibino, and Novovoronezh.

A new season of an educational programme titled 'ROSATOM's Higher School of Hospitality' was held. The programme is designed to promote the development of the hospitality industry, tourism and the urban economy in ROSATOM's regions of operation and help municipal teams, entrepreneurs, industry specialists, representatives of the nuclear industry and local activists develop the relevant competences. The training programme comprises five faculties: tour operating, hospitality services, marketing, infrastructure, and sustainable municipal tourism management.

46 representatives of municipalities and 189 entrepreneurs took part in the educational project forming part of the programme in 2025. Winners received grants totalling RUB 13 million; participants were awarded continuing professional development certificates.

All projects that have completed training at ROSATOM's Higher School of Hospitality are included in the programme titled 'Tours of Opportunities to Nuclear Towns and Cities'; as a result, their initiators gain practical skills. Total revenue earned by entrepreneurs hosting groups taking part in the Tours of Opportunities has exceeded RUB 100 million.

74 Tours of Opportunities were organised in 2025; 3,500 young people across various professions and specialisms took part in the tours. 100% of surveyed participants of the tours were willing to recommend the tour; 90% of them were willing to work in the nuclear industry, and 64% were considering relocating to a nuclear town or city.

Developing entrepreneurship and creative industries

The Company actively supports the development of entrepreneurship in its host towns and cities. In order to support social entrepreneurship, ROSATOM has become a partner of the Rosmolodyozh.Predprinimay programme for the first time, with five business projects launched in three nuclear towns as part of the Accelerator for Single-Industry Towns track.

A grant competition titled 'Atoms of Taste. Culinary Heritage of ROSATOM's Host Towns and Cities' is a major project to support entrepreneurship. Its aim is to promote local gastronomy and strengthen the brands of the towns and cities with a focus on their history and regional characteristics. As part of the competition, in 2025, funding totalling RUB 24 million was provided for 14 projects. Following the competition, a book titled 'Atoms of Taste. Culinary Heritage of ROSATOM's Host Towns and Cities' will be published. It will feature local recipes and the favourite dishes of the founders of the nuclear industry.

The Company develops creative projects in nuclear towns and cities. Examples include a landmark project titled 'Creators from Nuclear Towns and Cities', which has helped artisans from nuclear towns and cities earn more than RUB 4 million.

As part of the Creators from Nuclear Towns and Cities project, an online platform (rosatomcreators.ru) has been set up, with more than 300 manufacturers from nuclear towns and cities registered on the platform and more than 1,500 items included in the catalogue. The manufacturers have been represented at key federal events, including the Russian Creative Week and the World Youth Festival in Nizhny Novgorod.

As part of an educational programme for creative professionals, experts have delivered 26 online lectures; five entrepreneurs have been awarded grants totalling more than RUB 900,000 to develop their businesses.

An educational programme has been run in cooperation with leading experts on the market to support the development of a creative community of photographers, including enabling its participants to earn income independently at a professional level. The project to develop the community of photographers culminated in an exhibition held at the New Tretyakov Gallery in Moscow as part of the Golden Turtle Festival, which featured the 20 best works.

Plans for further development include continuing active engagement with local communities in the host towns and cities, replicating successful social practices and innovations in the sphere of regional development in nuclear towns and cities, developing a standard for an industry-wide grant system, advancing cooperation with the Dobro.rf Association (integrating the new model of Dobro.Centres in nuclear towns and cities with additional capabilities focused on regional development); scaling up successful environmental businesses, expanding the community of environmental partners, supporting new environmental centres in nuclear towns and cities, sharing environmental and social practices with foreign partners; involving local entrepreneurs in organising events, including tourism products; developing new approaches to promoting products and services offered by small and medium-sized businesses in nuclear towns and cities, building the capabilities of SME representatives; and including new towns and cities in the Hospitable Towns and Cities programme.



Plans for 2026 and for the medium term

- To work in the talent development ecosystem;
- To develop an online training system and increase the number of employees covered by training programmes;
- To develop technological education in order to facilitate a technological breakthrough;
- To create an environment for unlocking talents in the Company and in nuclear towns and cities;
- To roll out programmes focused on developing an inclusive environment for people with disabilities and physically handicapped people;
- To implement the youth support programme, which is particularly important in terms of encouraging young engineers and researchers to work in the industry.

8.2. DEVELOPING THE REGIONS OF OPERATION

GRI 3-3

Key results in 2025

- The Company paid RUB 378.3 billion in taxes.
- Master plans were developed for two towns where the Company operates.
- The development of master plans for six towns was initiated.

The Company contributes to the social and economic development of the towns and cities where nuclear facilities are located in a number of ways. The Company makes a significant contribution to the energy security of a number of regions and is also a major taxpayer making tax payments to budgets of all levels. The Company makes a substantial economic impact on its regions of operation by creating a significant number of skilled jobs in the nuclear and related industries, providing not only employment, but also decent working conditions and remuneration.

Contribution to the implementation of national projects

In 2025, the Company continued to support the participation of nuclear towns and cities in the implementation of national projects. This is a tool that helps secure substantial funding from the federal budget to address local priorities ranging from urban improvement to the modernisation of social infrastructure.

The Company's host towns and cities are actively involved in new national projects developed pursuant to Decree No. 309 of the President of the Russian Federation dated 7 May 2024.

The revised consolidated target for the funding of national projects in 27 nuclear towns and cities for 2025 stood at RUB 7,947.6 million (between 2019 and 2024, funding totalled RUB 39.1 billion).

Implementation of the Infrastructure for Life National Project (27 towns and cities):

- Improvements have been made to public spaces and courtyards in 24 towns and cities as part of regional programmes;
- Winning projects from nationwide competitions for previous years have been implemented in 15 towns and cities;
- Projects to upgrade public utilities infrastructure have been launched in Dimitrovgrad, Novouralsk, Seversk, Bilibino, Krasnokamensk and Kovrov, with a total budget of RUB 373.6 million;
- As part of the Stimulus programme (forming part of the Housing Federal Project), incentives have been provided for housing construction in Bilibino, Kovrov, Usolye-Sibirskoye and Seversk (with funding totalling RUB 438.6 million);
- RUB 547.5 million has been allocated to repair roads in Zheleznogorsk, Seversk, Krasnokamensk and Usolye-Sibirskoye and upgrade them to ensure compliance with the relevant standards.

Implementation of the Youth and Children National Project (27 towns and cities):

- Comprehensive youth policy development programmes are being implemented in Glazov, Dimitrovgrad, Novovoronezh and Obninsk (RUB 131.7 million);
- RUB 739.1 million has been allocated for the modernisation of school education systems (major repairs and provision of equipment for schools) in 16 nuclear towns and cities;
- All 27 of the Company's host towns and cities have participated in initiatives forming part of the Teachers and Mentors Federal Project, with spending totalling RUB 1,563.8 million.

Implementation of the Family National Project (13 towns and cities):

- Major repairs have been carried out and equipment has been provided for kindergartens in Obninsk and Udomlya (RUB 89.2 million);
- Social support measures for large families and programmes to increase the birth rate have been implemented in Volgodonsk, Glazov and Obninsk (RUB 235.3 million);
- RUB 139.9 million has been allocated for the modernisation of libraries, children's art schools and museums in 10 towns and cities (Volgodonsk, Glazov, Desnogorsk, Dimitrovgrad, Obninsk, Bilibino, Kovrov and Elektrostal).

In 2025, projects in 15 towns and cities won the 10th National Competition for the Best Projects to Create a Comfortable Urban Environment, and a project in Bilibino won the 4th Competition for the Best Projects to Create a Comfortable Urban Environment in the Regions of the Far Eastern Federal District.

The list of winning towns and cities included Pevek, Bilibino, Usolye-Sibirskoye, Kurchatov, Seversk, Desnogorsk, Novovoronezh, Sosnovy Bor, Kovrov, Zarechny (Sverdlovsk Region), Sovetsk and Neman.

Success in the competitions is a direct result of systematic engagement with municipal teams, including as part of the Urban Expeditions educational programme. In 2025, the expedition was held in the Republic of Tatarstan, where architects and administrators from nuclear towns and cities studied best practices in the implementation of projects focused on the urban environment in Kazan, Laishevo, Mendeleevsk and Almetyevsk.

A total of RUB 1.5 billion has been allocated from the federal budget for the implementation of the winning projects.

The comprehensive development of the town of Usolye-Sibirskoye, which is subject to special monitoring, is ongoing. Rehabilitation work is underway at the industrial site of the defunct Usolyekhimprom enterprise. The project to establish a federal chemical industry hub, which has been included in a new national project, New Materials and Technologies, and the construction of the Vostok environmental technology park are ongoing. At the same time, the Company supports social initiatives, with more than 30 initiatives with a reach of more than 5,000 people launched in 2025.

Urban environment

The development priorities of nuclear towns and cities for 2025 were determined by the need to align the Company's long-term plans with government objectives for spatial, social and economic development in the Russian Federation. A key focus is the establishment of a sustainable link between developing the operations of enterprises playing a central role in the local economy and a fundamental transformation of the urban environment, infrastructure and human capital.

The Company has assisted in drafting and approving the Strategy for Spatial Development of the Russian Federation until 2030 with an outlook until 2036.[1] 31 municipalities hosting nuclear organisations have been

1. Order No. 4146-r of the Government of the Russian Federation dated 28 December 2024.

included in the consolidated list of core communities of the Russian Federation. This decision has established a legal and budgeting framework for providing them with prioritised support as part of government programmes and national projects over the next few years.

The development of master plans is a key tool for implementing this policy at the local level. In 2025, this work continued with support from the Company, and its scope was significantly expanded.

Master plans have been developed for the Company's host towns, namely Usolye-Sibirskoye (Irkutsk Region) and Glazov (Udmurt Republic); the development of master plans has been initiated for towns hosting NPPs: Kurchatov, Desnogorsk, Sosnovy Bor, Novovoronezh and Zarechny (Sverdlovsk Region). In addition, work has been started on master plans for the CATF of Novouralsk.

The key feature of the Company's approach consists in the fact that the master plans are designed to maintain a long-term balance between the development of the manufacturing sector of the economy (investment projects) and urban development (housing, infrastructure, social services and amenities).

The key achievement of the year was the transition from the development of master plans to the approval and funding of long-term comprehensive social and economic development plans for the following regions:

- The Kirovsk – Apatity urban agglomeration in the Murmansk Region, which includes the town of Polyarnye Zori. The plan includes projects supporting the implementation of the key investment project, namely the construction of Kola NPP-2, including repairs to social infrastructure and the renovation of utilities networks;
- The Pevek – Bilibino urban agglomeration in the Chukotka Autonomous District. The plan reflects the region's most pressing needs, including the construction of a federal highway, the modernisation of public utilities infrastructure, as well as projects to repair neighbourhood driveways and build a modular food processing plant.

At the regional and municipal levels, cooperation agreements with constituent entities of the Russian Federation and support for the participation of the Company's host towns and cities in national projects remain the main forms of cooperation; more detailed information is provided in the following sections.

Implementation of the comprehensive development plan for the town of Krasnokamensk (approved in 2023).

Out of the five initiatives included in the plan that are being implemented with assistance from the Company:

- The establishment of a vocational training hub and the first stage of renovation of the runway have been completed;
- The renovation of the CHPP, the main water supply pipeline and wastewater treatment facilities is underway.

By 2030, ROSATOM plans to provide funding totalling RUB 9.5 billion. At the same time, a short-term urban renovation plan is being implemented.



Contribution to the economy

The economic prosperity of nuclear towns and cities depends directly on the steady operation of enterprises playing a central role in the local economy and on successful economic diversification. In 2025, the Company continued to increase its contribution to budgets of all levels and to take steps to attract new investment. The Company is a major taxpayer in Russia.

Tax payments by the Company to budgets of different levels in the Russian Federation, RUB billion

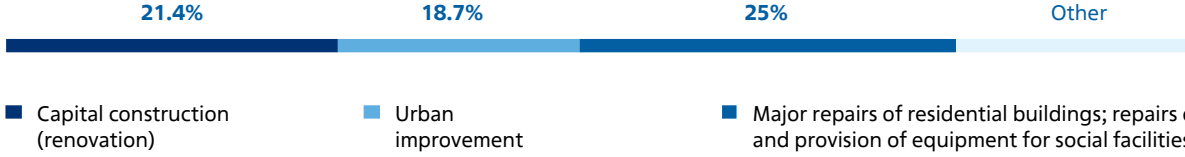
MED 7

Level of the budget system	For 2022	For 2023	For 2024	For 2025
Federal	166.0	224.0	223.2	255.8
Regional	72.1	140.7	120.1	122.2
Local	0.4	0.3	0.4	0.4
Total	**238.5**	**365.0**	**343.7**	**378.3**

Agreements with the regions

Cooperation agreements remain the main format of bilateral cooperation with constituent entities of the Russian Federation. A total of 28 agreements of this kind are currently being implemented, including agreements with 18 regions where the Company's organisations are based.

Focus areas of initiatives funded out of regional budgets



Funds are also allocated for the repairs of housing and utilities infrastructure and support for small businesses.

GRI 203-2

Priority development areas (PDAs)

Priority development areas remain a key mechanism for diversifying the economies of closed administrative and territorial formations and single-industry towns. Pursuant to a resolution of the Government of the Russian Federation, PDAs have been established in 8 out of 10 CATFs where ROSATOM operates, including the Company's host towns: Novouralsk, Seversk and Zheleznogorsk, as well as in four other towns and cities: Glazov, Dimitrovgrad, Krasnokamensk and Usolye-Sibirskoye.

Initiatives implemented in seven PDAs have produced the following results:

- Number of resident companies: 147 companies.
- Announced investment: RUB 61.5 billion.
- Actual investment: RUB 40.5 billion.
- Projected number of new jobs: 10,835.
- Actual number of jobs created: 8,143.

More than 60% of resident companies are high-technology companies whose products are often unique in Russia. 80% of products manufactured by the companies are designed to replace imports and are being actively integrated into the production chains of nuclear organisations.

In 2025, the Company continued to take steps to expand the boundaries of existing PDAs in order to implement new large-scale projects. Applications to revise the boundaries of the Zheleznogorsk PDA are awaiting approval. The Company is developing industrial parks; in Novouralsk, the project has entered an active stage, which will help maintain momentum in terms of attracting investors.

In order to make PDAs more attractive to investors, in 2025:

- Municipal regulations were adopted establishing preferential rates for the lease and purchase of land plots for resident companies in the CATF of Seversk;
- 42 federal-level events and 10 Resident Day themed meetings were held;
- The website at https://atomtor.ru/ was updated; this included the launch of an interactive investment map.

Social development

Investment in human capital, including education and awareness-raising, culture and support for community initiatives, is a necessary prerequisite for improving the standard of living in nuclear towns and cities. In 2025, work was underway across a wide range of initiatives.

ROSATOM's School

During the year that saw the anniversary of establishment of the industry, the project continued to contribute to shaping an environment for developing children's talents and supporting the professional development of teachers.

The following results were achieved in 2025:

- 207 events were held, attended by more than 50,000 preschoolers, 65,000 school students and 10,000 teachers from 356 schools and 674 kindergartens in 31 towns and cities;
- 12 new schools were added to the nuclear class network, which now comprises a total of 97 schools in 35 constituent entities of the Russian Federation, as well as in the Republic of Belarus and the Republic of Abkhazia. More than 60,000 school students have an opportunity to study STEM disciplines in depth;

- Seven schools forming part of the nuclear class network were included in the top 300 of the RAEX ranking;
- The teaching community expanded to 29,000 people. 53 events were held for teaching staff, including 20 internships for colleagues from nuclear towns and cities;
- As part of the Project School, 122 public-benefit initiatives were implemented. More than 5,000 people took part in a metadisciplinary academic competition;
- Children from Russia and neighbouring countries took part in International Smart Holidays at Orlyonok and Artek;
- In December 2025, the Alumni Ball of ROSATOM's School was held at the Atom Museum at VDNKh to mark the 80th anniversary of establishment of the nuclear industry.

ROSATOM's Territory of Culture programme

In the reporting year, the Company implemented a number of large-scale projects combining art, education and anniversary celebrations.

A marathon of celebratory concerts featuring Denis Maydanov, Nadezhda Babkina, Niletto, Yulianna Karaulova and other celebrities was held in 31 nuclear towns and cities and had a total audience of more than 250,000 people.



Exhibitions:

- The Energy of Dreams exhibition held in Zaryadye Park in collaboration with State Museum and Exhibition Centre ROSIZO and the Pushkin State Museum of Fine Arts attracted more than 23,000 visitors;
- The Invisible Frontline exhibition was opened simultaneously in 29 towns and cities;
- A photo exhibition titled 'ROSATOM's Big Family' featuring portraits of 119 families was toured in all nuclear towns and cities;
- A nationwide project titled 'Atom. The Future' was run in seven of Russia's largest cities.

Theatre and music projects:

- The 1st Luch Theatre Festival featuring eight theatres from nuclear towns and cities (Novouralsk);
- A Laboratory for Theatre Leaders at the Bolshoi Drama Theatre (Saint Petersburg);
- The ECHO BDF Festival under the direction of Sergey Bezrukov (Zheleznogorsk, Zelenogorsk).

Academies for children: the 8th Music Academy under the direction of Yury Bashmet was held in Snezhinsk and was attended by 56 young musicians; the 3rd Arts Academy under the direction of Vasily Tsereteli was held in Novouralsk and was attended by 45 children.

4,500 children and teenagers from Russia, Abkhazia, Belarus, Hungary and Turkey took part in the **Territory of Success** series of projects. The Pegasus and multiCLIPation projects were shortlisted for the Our Contribution National Award.

In spring, the **Running Book** Nationwide Intellectual Running Race brought together more than 2,500 libraries and 80,000 participants across the country.

For details, see section 8.1. 'Personnel Management'.

Outcomes of initiatives run by the Nuclear Towns and Cities Union

In 2025, the Nuclear Towns and Cities Union implemented an integrated social planning programme with a reach of hundreds of thousands of local residents and expanded the scope of its initiatives to support the professional development of local residents and help them unlock their creative potential.

- In the anniversary year, the number of participants of the **Atomic Quiz** project reached a record high of more than 126,000 people. Offline venues were set up at 150 institutions across Russia, including the Russian State Library, the Sirius Educational Centre, RUDN University, NRNU MEPhI and the Sarov branch of Moscow State University. The quiz questions were translated into English, Chinese and Turkish; the project attracted participants from the Republic of Belarus, Hungary and Turkey. The quiz was held for the first time on board the *50 Let Pobedy* nuclear icebreaker as part of the Icebreaker of Knowledge educational programme.
- In 2025, more than 300 young leaders from nuclear towns and cities received training in social media marketing and blogging as part of the career guidance project titled **'Creators. People Transforming the World'**.
- 12 entrepreneurs from nuclear towns and cities received support as part of the **ABC of SMEs** programme. The programme includes training modules, expert support and funding for the purchase of equipment. The project has received the Force for Good Award. Special emphasis is placed on promoting the development of social entrepreneurship aimed at addressing important social issues.

- More than 1,000 senior citizens from 18 nuclear towns and cities took part in the **Atomic Longevity** project. More than 450 events were held, including educational lectures, legal advice sessions, creative workshops, health and fitness activities, and guided tours. In 2025, the development of the project was supported by its integration with the ABC of SMEs: entrepreneurs from its host towns and cities ran sessions for participants at their own studios.
- More than 700 families from nuclear towns and cities took part in the programme titled **'ROSATOM's Family'**, which is aimed at maintaining family traditions and strengthening intergenerational ties.
- As part of the **Best Municipal Practices** project, in 2025, the Company published a compendium and an interactive map of urban development projects featuring more than 200 successful practices.
- More than 50 environmental projects in nuclear towns and cities received support as part of the **Green Atom** programme.
- Activities are held as part of an educational programme titled **'The Atom Explained in Simple Words'**, which is aimed at raising awareness of the achievements of the Russian nuclear industry and stimulating interest in science and technology.



8.3. STAKEHOLDER ENGAGEMENT

GRI 2-29

Key results in 2025

- 78.6% of the population support the nuclear industry (2024: 78.3%).
- The World Atomic Week, a major forum in the nuclear industry, was held.
- Representatives of the Company and ROSATOM took part in 179 Russian and international exhibitions.

Approaches to stakeholder engagement

Due to its scale and the nature of its business (simultaneous performance of state and business tasks, operation across multiple markets in Russia and abroad), the Company has a wide range of stakeholders both in Russia and globally.

Targeted stakeholder engagement is aimed at achieving strategic goals and gaining public acceptance for nuclear power development.

The Company promotes systematic and constructive stakeholder engagement across all areas of its business and conducts communication and information campaigns for the general public.

Fundamental principles underlying stakeholder engagement in the Company are as follows:

- Respect for and accommodation of the interests of all participants;
- Open and productive cooperation;
- Timely provision of complete information on the Company's activities;
- Striving to provide specific benefits to all participants;
- Fulfilment of obligations.

Industry media

To inform employees and other stakeholders about news and key events in the Russian nuclear industry, a range of corporate media outlets operates under the common brand name *Strana ROSATOM* ('The Country of ROSATOM'):

- The *Strana ROSATOM* newspaper (published weekly and distributed in all organisations in the Russian nuclear industry, in core universities in the industry and nuclear towns and cities, with a circulation of 72,000 copies and a readership (including the online version, social media and video advertising) exceeding 500,000 people);
- A TV news programme (aired weekly in nuclear towns and cities).

Online communications

In 2025, the Company continued to actively communicate with its stakeholders on the Internet. Information is disclosed both on the official websites of ROSATOM (www.rosatom.ru) and the Company (www.atomenergoprom.ru), and on official community pages of ROSATOM and the Company's organisations on social media. In addition, ROSATOM runs the Atom Media Digital Press Office (atommedia.online), which aggregates news and other media content about the nuclear industry. ROSATOM published press releases informing the general public about the activities of the Corporation and its organisations on a daily basis. Key events involving the Company received extensive coverage; interviews with and comments from experts were published. In 2025, the Digital Press Office attracted 788,100 views (2024: 435,000 views), with the number of users totalling 382,600 (2024: 150,600).

ROSATOM
Digital Press Office



Opinion polls

The Company analyses the public perception of the development of nuclear power in Russia on an annual basis and adjusts its communication with stakeholders accordingly.

According to a nationwide opinion poll carried out by ZIRCON Research Group in 2025, 78.6% of respondents have a positive attitude towards the use of nuclear energy as a way to provide power supply for the country (2024: 78.3%). Over the past few years, the figure has remained consistently high.

Trends in the positive public perception of the nuclear power industry, %



Question: 'On the whole, do you approve or disapprove of the use of nuclear (atomic) energy as a way to provide power supply for the country?' (Combined number of answers: 'I definitely approve' and 'I somewhat approve').

Exhibitions

In 2025, the Company as part of ROSATOM took part in 179 industry events (including 90 events in the Russian Federation), including such venues as the Future Technologies Forum, the St. Petersburg International Legal Forum, the Conference on Digitalisation of Industrial Russia (CIPR), the St. Petersburg International Economic Forum (SPIEF), the INNOPROM International Industrial Exhibition, the Eastern Economic Forum (EEF), the St. Petersburg International Gas Forum (SPIGF), Russian Energy Week (REW), the 16th China International Exhibition on Nuclear Power Industry (CIENPI) (China), Power Uzbekistan (Uzbekistan), the 69th Regular Session of the IAEA General Conference, INNOPROM. Belarus, etc.

In September 2025, the World Atomic Week International Forum (WAW 2025) was held at VDNKh in Moscow to mark the 80th anniversary of establishment of Russia's

nuclear industry. The business programme of the Forum included multiple thematic tracks: Affordable Clean Energy; Industrial Innovation: Reimagining Production; Ecology: Let's Make the Planet Cleaner; Advanced Medicine: Protecting Human Health; Digital Breakthrough; Mobility: Logistics without Borders; Comfortable Environment; Science and Education: A Driving Force of Progress.



9 SAFE OPERATIONS



RUB 15.4 billion

occupational safety and health costs (+RUB 2.8 billion)

0.08

LTIFR (on average, 5 times lower than in other industrial and infrastructure companies)

RUB 31.23 billion

expenditure on environmental protection (+RUB 5.76 billion)

0.2%

share of pollutant emissions from the Company's organisations in total emissions in the Russian Federation

CHAPTER 9. SAFE OPERATIONS

9.1. NUCLEAR AND RADIATION SAFETY; OCCUPATIONAL SAFETY AND HEALTH

MED 27

Key results in 2025

- There were no events rated above level 1 on the INES scale.
- The injury frequency rate and the lost time injury frequency rate (LTIFR) stood at 0.27 and 0.08 respectively.
- Individual radiation risk was calculated for 45,152 people using the IRAW system.
- There were no accidents at hazardous industrial facilities.
- Occupational safety and health costs totalled RUB 15.4 billion.

GRI 3-3

Nuclear and radiation safety management system

Safety is the Company's top priority. A system for ensuring nuclear and radiation safety has been established in the nuclear industry and is successfully evolving. Key elements of the system include the following:

- A well-thought-out regulatory framework;
- A clearly defined structure comprising a governing body, operating, research, design and expert organisations, all of which are involved in ensuring safety;
- A set of organisational and technical measures aimed at ensuring nuclear and radiation safety;
- A system for the professional training and ongoing professional development of personnel at nuclear facilities;
- A strong safety culture.

The Company (as part of ROSATOM) contributes to the drafting of the Basic Principles of Government Policy on Nuclear and Radiation Safety and coordinates the implementation of the relevant resolutions.



Nuclear and radiation safety at nuclear facilities

In 2025, the Company ensured the reliable operation of nuclear organisations in terms of nuclear and radiation safety. There were no incidents involving radiation leaks during the year.

In 2025, 23 nuclear organisations were issued documents certifying that they were qualified to operate a nuclear facility, a radiation source or a storage facility, and to handle nuclear materials and radioactive substances.

By year-end 2025, a total of 166 operating organisations had undergone the certification procedure.

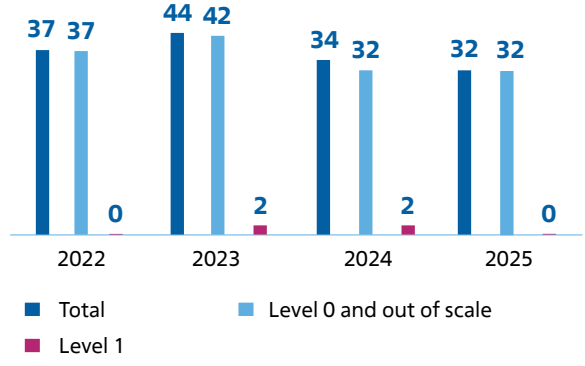
Nuclear power plants

In 2025, there were no events rated above level 1 on the international INES scale at Russian nuclear power plants.

In 2025, all deviations in NPP operation were investigated in accordance with the established procedure. Key causes of deviations included individual equipment components going out of service (failing) before the end of the operating time specified by manufacturers, and inadequate techniques for diagnostic assessment and monitoring of the technical condition of individual components of equipment in operation.

The Company rated each event that had occurred in accordance with the INES Scale User's Manual and developed corrective measures designed to prevent similar deviations from occurring in the future.

Changes in the number of deviations in NPP operation according to the INES scale



Nuclear research facilities

In 2025, there were no events (deviations) rated above level 0 on the INES scale at nuclear research facilities in the Company's organisations.

Changes in the number of deviations in the operation of nuclear research facilities



In 2025, a deviation in the operation of a nuclear research facility was caused by a fault (failure) in power supply to the facility.

There were no violations of safe operating limits or conditions for nuclear research facilities, no radioactive emissions or discharges; the statutory limit on radiation exposure of personnel operating nuclear research facilities was not exceeded.

All events were investigated by commissions established by the operators of the facilities; their causes were determined, and the relevant measures were developed.

Number of deviations detected by supervisory authorities at potentially hazardous facilities

The number of violations detected by supervisory authorities at potentially hazardous nuclear facilities in 2025 decreased by 24.84% as compared to the findings of previous inspections. Supervisory authorities inspected 18 organisations of ROSATOM, including their branches (including the Company's organisations), and conducted 22 routine benchmarking inspections, with 90.9% of the inspections conducted by commissions, including authorities responsible for ongoing monitoring. 31.8% of inspections conducted by supervisory authorities in seven organisations and their branches revealed no issues.

In 2025, nuclear and radiation safety inspections were conducted at 94 nuclear facilities; following 44 routine inspections, including ongoing monitoring, at 97% of the facilities no violations were detected that could affect their safe operation.

In 2025, all nuclear facilities operated reliably and safely, with no deviations from the established safe operating limits and conditions.

GRI 3-3

Physical protection of nuclear facilities

The security and physical protection of the Company's facilities posing nuclear and radiation hazards, as well as of nuclear materials and radioactive substances, including during their transportation, complies with Russian legislation and the Convention on the Physical Protection of Nuclear Material and is aligned with the recommendations of the International Atomic Energy Agency.

In 2025, the Company continued to improve the regulatory and methodological framework in the sphere of physical protection and security (including anti-terrorism security) of nuclear facilities (premises). Eight directives of ROSATOM were drafted and adopted (including three documents registered by the Russian Ministry of Justice as statutory regulations).

The main mechanisms for ensuring physical protection and anti-terrorism security include the following:

- Monitoring of the physical protection and anti-terrorism security of facilities (premises) by the relevant departments;
- Reliable operation of existing physical protection and security equipment at facilities, as well as its scheduled modernisation and improvement;
- Strict compliance with the requirements of federal and industry-wide regulations.

As part of departmental monitoring in accordance with ROSATOM's Consolidated Plan of Inspections, 10 inspections of the physical protection of nuclear materials, nuclear facilities and nuclear material storage

sites were conducted in 2025 in nuclear organisations (including the Company's organisations), including the inspection of their anti-terrorism security status. In 2022, 2023 and 2024, 13, 12 and 12 inspections respectively were conducted as part of departmental monitoring.

The findings of all inspections were documented in reports; plans of corrective measures were developed. Progress in eliminating the deficiencies identified in the course of inspections and implementing recommendations from the commissions is being monitored.

Plans for 2026 include conducting 10 inspections as part of departmental monitoring of the status of physical protection; the relevant consolidated plan has been approved by order of ROSATOM.

In accordance with the approved programmes, in 2025, the organisations continued to take steps to improve physical protection and security equipment at facilities posing nuclear and radiation hazards. All physical protection and security equipment is fully operational; its maintenance is carried out as scheduled.

Given the growing threat of terrorist attacks against nuclear facilities in the context of the special military operation, additional steps were taken in 2025 to enhance the security of the Company's facilities in the current environment.

Measures taken in cooperation with the relevant federal executive authorities made it possible to prevent unlawful acts against nuclear facilities.

In 2025, as in previous years, there were no violations of access control or internal security regulations at the Company's facilities which could have resulted in the theft of nuclear materials, terrorist acts or sabotage at nuclear facilities.



GRI 3-3

Industry-Wide Radiation Monitoring System

ROSATOM operates the Industry-Wide Radiation Monitoring System (IRMS)[1] as a functional subsystem of the Integrated State Automated Radiation Monitoring System (ISARMS) in the Russian Federation. The IRMS is designed primarily to conduct regular long-term radiation monitoring in buffer areas and radiation control areas at the locations of nuclear facilities.

Radiation monitoring is performed by 30 of ROSATOM's organisations covered by the IRMS, including 14 organisations of the Company.

In order to detect and forecast changes in radiation levels in a timely manner and prevent or minimise the potential negative impacts of radiation exposure on people and the environment, the information and analysis centre forming part of ROSATOM's departmental radiation monitoring subsystem (ISARMS DIAC) aggregates data from:

- Local radiation monitoring systems in ROSATOM's organisations;
- The on-site subsoil condition monitoring (OSCM) system;
- The Industry-Wide Automated Radiation Monitoring System (IARMS).

Local radiation monitoring is performed using portable, mobile and fixed equipment for monitoring radionuclide content in the lowest layer of the atmosphere, atmospheric precipitation, soil, surface water bodies, bottom sediments, aquatic organisms, groundwater, vegetation, as well as in locally produced food products and fodder. In 2025, the Company's local systems comprising more than 2,800 radiation monitoring stations performed more than 166,000 measurements (in addition to IARMS data received automatically).

To assess the long-term impact of nuclear organisations on the environment, subsoil condition monitoring is performed at the locations of nuclear facilities. It provides information on the status of the geological environment taking into account protective properties of geological and man-made barriers, which makes it possible to assess and forecast its changes.

In order to promptly respond to any changes in radiation levels at the locations of nuclear facilities, the IARMS is in operation. Real-time data from ARMS stations located in buffer areas and radiation control areas of nuclear organisations are available online at https://egasmro.ru.

To ensure the steady operation of the IRMS and align it with current trends in the development of science and technology, ROSATOM has adopted and is implementing the Industry-Wide Radiation Monitoring System Development Programme for the period from 2021 through 2030 (hereinafter referred to as the Programme). The implementation of initiatives included in the Programme supports the development of the functionality of local systems, with a focus on the practical objectives of the IRMS.

In the context of current global trends focused on enhancing safety standards, the comprehensive approach adopted by the Company ensures the safe operation of nuclear facilities in the Russian Federation.

In 2025, radiation levels in the areas where nuclear facilities of the Company's organisations are located were within the range of natural background radiation and remained unchanged compared to previous years.

1. Pursuant to Article 20 of Federal Law No. 170-FZ of 21 November 1995 on the Use of Nuclear Energy, ROSATOM performs state radiation monitoring in the Russian Federation at the locations of nuclear facilities owned by operators with regard to which ROSATOM exercises government control over the use of nuclear energy.

Emergency preparedness and special transportation

GRI 3-3

In order to ensure the safe operation of the nuclear industry and protect employees, the local population and regions against the possible impacts of accidents (emergencies), the Company operates and improves a functional subsystem for emergency prevention and response that covers the organisations (facilities) controlled by the Company and falling within the scope of its operations. This subsystem forms part of the integrated state system for emergency prevention and response.

In 2025, the Company continued to implement the Action Plan for the Implementation of the Programme for the Development of ROSATOM's Emergency Preparedness and Response System until 2035 and Beyond approved by Order No. 1/1279-P of ROSATOM dated 28 September 2022.

As at 31 December 2025, 17 professional and 70 volunteer emergency response teams had undergone certification and were in a state of readiness for emergency response in the industry (including in the Company). A total of 2,904 emergency response workers have undergone certification.

The core of emergency response forces consists of 11 professional emergency response teams forming part of federal-level standby forces of the integrated state system for emergency prevention and response, as defined by Decree No. 1007 of the Government of the Russian Federation dated 8 November 2013 on the Capabilities of the Integrated State System for Emergency Prevention and Response.

In the reporting year, the needs of organisations in the industry for special cargo transportation were fully met. All shipments of nuclear materials, radioactive substances and products made from them fully complied with established requirements. Steps are being taken to improve the industry-wide automated system for safe transportation of radioactive substances (ASST-RS). Work was continued to produce and upgrade special vehicles and equip them with modern automated security systems.



GRI 3-3
GRI 403-1

Occupational health and safety

Occupational health and safety management system (OHSMS)

One of the core principles that the Company adheres to in the course of business is to ensure occupational safety, provide safe working conditions for its employees and protect their lives and health in the course of operations.

GRI 403-3
GRI 403-8

ROSATOM adheres to the Uniform Industry-Wide Policy on Occupational Safety and Health,[1] which applies to the Company and its organisations. The Policy sets out the goals, key principles, commitments and management frameworks in the sphere of occupational health and safety.

The Uniform Industry-Wide Policy on Occupational Safety and Health is designed to support the implementation of the main provisions of the Constitution and legislation of the Russian Federation, the norms of international law recognised by the Russian Federation and the provisions of international treaties, the Basic Principles of Government Policy on Nuclear and Radiation Safety in the Russian Federation until 2030 and other fundamental documents supporting the main areas of government policy of the Russian Federation in the field of occupational safety and health and national regulatory requirements for occupational safety and health.

The policy applies to all of the Company's employees; in addition, the Company requires its contractors to comply with occupational safety and health standards.

The key principles underlying occupational safety initiatives of the Company and its organisations include the following:

- Minimising risks and preventing the threat of workplace injuries and occupational diseases;
- Improving systems for monitoring and managing the occupational safety and health performance and working conditions;
- Ensuring that every employee assumes personal responsibility for complying with occupational safety rules, and encouraging employees to contribute to ensuring compliance of workplaces with occupational safety rules adopted in the organisation;
- Ensuring that employees in nuclear organisations are committed to achieving the zero injury rate, in line with the Vision Zero framework of the International Social Security Association (ISSA), and to the principles of the culture of safe behaviour;
- Creating the prerequisites for decision-making aligned with national occupational health and safety regulations at all levels of operations management;
- Promoting comprehensive communication and cooperation with employees and their representatives on occupational health and safety matters taking into account voluntary occupational health and safety commitments, including the provisions of the Industry-Wide Agreement on Nuclear Power, Industry and Science for the period from 2023 through 2025 and beyond.

GRI 403-2

Managing occupational safety and health risks

The Company and its organisations operate and continuously improve an industry-wide system for identifying, assessing and managing occupational risks.

The occupational risk management commission annually reviews the findings of the monitoring of occupational risk assessment and management activities in order to ensure that all measures at the planning and implementation stages have been implemented in full and on time. Based on the results of the annual review, a plan of corrective actions (measures) is developed, which is aimed at improving the effectiveness of occupational risk management.

1. https://rosatom.ru/upload/iblock/9a8/bclz24hmw33ix80b0dp9txw3qlahy8ux/74a0da78404893d842f5cc1136de08c7.pdf

Accidents are investigated by commissions set up in the Company's organisations in accordance with the Labour Code and Order No. 223n of the Ministry of Labour and Social Protection dated 20 April 2022. Following the investigation, the organisation issues an order stipulating measures to prevent similar accidents.

The Company has set up and operates a hotline to receive employees' enquiries and reports concerning working conditions and occupational safety and health. The Company is introducing a practice whereby employees may suspend or refuse to perform any work that poses a threat to their life and health. The Company's top management guarantees that no sanctions will be applied against employees if they refuse to perform any work in conditions which they consider unsafe.

The Eighth Industry-Wide Dialogue Forum titled 'Nuclear Power and Industry Safety Day' was held in October 2025. Following the conclusion of the event, decisions were made concerning the target safety status in ROSATOM by 2030 and measures required to achieve it. The current safety status and key mechanisms for preventing injuries were reviewed; best practices and the outcomes of initiatives focused on occupational safety and health, industrial, nuclear and radiation safety, environmental protection and the culture of safe behaviour were presented.

A project is underway to introduce the Integrated Industry-Wide Occupational Safety System, a digital tool designed to automate and digitise occupational health and safety and occupational risk assessment processes.



GRI 2-25
GRI 403-3

Prevention of occupational injuries

The Company's organisations implement a number of initiatives launched by ROSATOM on an ongoing basis, as stipulated in the following documents:

1. The List of Instructions of ROSATOM's Director General on Preventing Injuries When Working with Electrical Equipment.
2. The List of Instructions of ROSATOM's Director General on Improving Process Discipline in ROSATOM's Organisations during Construction, Renovation, Upgrade and Repairs of Facilities.
3. The Order of ROSATOM on Approval of an Action Plan for the Prevention of Occupational Injuries at the Facilities of ROSATOM's Organisations When Working at Heights.
4. The Order of ROSATOM on Approval of an Industry-Wide Plan of Urgent Measures to Ensure Safety and Reduce Occupational Injuries.
5. The Order of ROSATOM on Approval of a Comprehensive Programme for Preventing Occupational Injuries in the Nuclear Industry.
6. The Directive of ROSATOM on Approval of an Action Plan to Minimise Risks of Road Accidents in ROSATOM's Organisations.
7. The List of Instructions of ROSATOM's Director General Based on the Findings of Industrial Safety, Occupational Safety and Health and Environmental Safety Audits.

Safety culture

The Company's organisations work continuously to enhance the safety culture in order to reduce the number of fatalities and serious injuries to zero and prevent accidents. Key objectives include providing employees with an insight into their role in the safety management system, ensuring that they are committed to achieving the zero injury rate, and creating an atmosphere of openness and trust based on the Seven Golden Rules for Vision Zero.

To encourage organisations and employees to play a leading role in advancing the safety culture, the Corporation holds a competition, ROSATOM's Best Organisation in Terms of Occupational Safety and Health; industry teams also participate in nationwide occupational health and safety competitions.

GRI 403-1
GRI 403-7

The requirements of the occupational health and safety management system (OHSMS) are binding on suppliers and contractors operating at the Company's facilities. In addition, contractors undertake to comply with occupational safety and health legislation and to ensure compliance by their subcontractors. The Company does not impose any other occupational safety and health requirements on suppliers and contractors.



Worker participation, consultation, and communication on occupational health and safety

GRI 403-4

Employee communication process

Communication within the OHSMS provides a basis for coordinated efforts of executives and specialists at all management levels. In 2025, ROSATOM approved the following documents, which the Company is guided by:

- The Uniform Industry-Wide Guidelines for Delivering Occupational Health and Safety Training and Workplace Health and Safety Internships in ROSATOM's Organisations;
- The Uniform Industry-Wide Guidelines for Occupational Risk Management within the Occupational Health and Safety Management System in ROSATOM's Organisations;
- The Uniform Industry-Wide Guidelines for Delivering Occupational Health and Safety Briefings in ROSATOM's Organisations;
- The Uniform Industry-Wide Guidelines for Selecting Reference Product Samples during the Procurement of Personal Protective Equipment in ROSATOM's Organisations.

Information support within the OHSMS of an organisation is designed to:

- Promptly notify employees of the organisation and its contractors;
- Present the findings of investigation of accidents, incidents and workplace injuries and preventive action plans to employees of the organisation;
- Visualise safe working practices and the consequences of non-compliance with occupational safety rules on the part of employees of the organisation;
- Enable executives and specialists to review federal and industry-wide occupational health and safety standards and rules, and inform them in a timely manner about changes in legislation.

Provision of information to employees of an organisation includes the mandatory communication of the following information, to be acknowledged by an employee's signature:

- The organisation's occupational health and safety policy and goals;
- Risks of damage to health;
- Findings of special assessment of working conditions in the workplace;
- Personal protective equipment required to be provided to employees;
- The occupational health and safety status and requirements in the workplace;
- Guarantees and compensations to be provided to employees;
- Local regulations on occupational safety and health adopted in the organisation.

Joint occupational health and safety committees

GRI 403-4

In order to support the joint efforts of the employer, employees and the trade union aimed at ensuring compliance with occupational health and safety requirements, preventing workplace injuries and occupational diseases, and protecting employees' health, nuclear organisations have established Occupational Health and Safety Committees.

The Committee forms part of the occupational health and safety management system and facilitates employee participation in occupational health and safety management. Its work is based on the principles of social partnership in accordance with the Standard Regulations on Occupational Health and Safety Committees (Commissions), as approved by Order No. 650n of the

Ministry of Labour and Social Protection of the Russian Federation dated 22 September 2021.

The frequency of the Committee's meetings is determined by the organisation's internal regulations. At its meetings, the Committee hears reports from employer representatives, heads of divisions and other employees on the fulfilment of their commitments related to ensuring safe working conditions in the workplace, and safeguarding employees' rights to occupational health and safety. The Committee also reviews proposals for producing recommendations to improve working conditions.

GRI 403-9

Occupational safety and health performance

The number of workplace injuries in the Company's organisations increased by 23.7% compared to 2024. Injuries caused by a fall on the premises as a result of personal negligence on the part of the injured persons and deteriorating health accounted for more than 29.8% of the total number. There was an increase in the number of fatalities. There were three fatalities in 2025 as against one in 2024. The total number of serious and fatal accidents increased slightly compared to 2024, accounting for 28% of the total number of accidents.

The following types and causes of injuries were recorded:

- Falling from a height: 4 (violation of workplace rules and regulations, personal negligence; the investigation of two accidents is ongoing);
- Electric shock: 1 (non-compliance with workplace regulations and operational procedures);
- Road accidents: 2 (caused by a third party);
- Falling on the premises: 2 (personal negligence, deterioration of health);
- Fall of an object on the victim: 1 (inadequate work organisation).

The injury rate decreased compared to 2024 in the Environmental Solutions, Infrastructure Solutions, and Industrial Automation (Automated Process Control Systems) and Electrical Engineering Divisions; however, the injury rate increased in the Fuel, Logistics, and Composite Materials Divisions.

MED 29

Occupational injury rates in the Company's organisations in 2025

Indicator	2022	2023	2024	2025
Number of people injured in accidents	35	29	38	47
Number of fatalities	6	4	1	3
Injury frequency rate (FR)	0.24	0.2	0.22	0.27
LTIFR[1]	0.07	0.11	0.06	0.08
Number of people newly diagnosed with an occupational disease	6	16	25	11

1. Lost Time Injury Frequency Rate (LTIFR) = number of lost time injuries / man-hours worked × 1 million man-hours. The LTIFR calculation does not include 18 people outside the scope of the calculation. Seven injured persons were included in the calculation for 2026 as the investigation of the accidents is ongoing. Two people injured in 2024 were included in the calculation following the conclusion of accident investigations in 2025. The calculation includes a total of 24 people injured in accidents.

Occupational safety and health performance of the Company's organisations in 2025

Number of man-hours worked	302,603,588[1]
Number of serious injuries	10
Number of people newly diagnosed with an occupational disease	11
Fatality rate (per 1 million man-hours)	0.01
Fatality rate (per 200,000 hours)	0.002
Serious injury rate (per 1 million hours)	0.033
Serious injury rate (per 200,000 hours)	0.007
Recordable occupational injury rate (per 1 million hours) (including/excluding fatalities)	0.155/0.145
Recordable occupational injury rate (per 200,000 hours) (including/excluding fatalities)	0.031/0.029
Occupational disease rate (per 1 million hours)	0.036
Occupational disease rate (per 200,000 hours)	0.007
Lost day and absenteeism rate	1.00005
Number of people injured in accidents in contractor organisations[2] (including severe injuries/fatalities)	9 (2/1)

GRI 403-10

The incidence of occupational diseases decreased by 56% compared to 2024. The main occupational hazards posing a risk of occupational diseases include general and local impacts of vibration on the body and noise exposure affecting hearing. Occupational hazards are identified based on a special assessment of working conditions.

In 2025, the most common occupational diseases included disorders of the peripheral nervous system and musculoskeletal disorders. Measures taken by the Company to prevent occupational diseases included the following: operating personnel more closely monitoring the condition of ventilating equipment supplying clean air to workspaces; installation of additional DV-1000 doors to prevent contaminated air from entering mine workings; and timely personnel rotation.

1. Not including 153 organisations.
2. No data are available on man-hours worked or newly diagnosed occupational diseases in contractor organisations.

GRI 3-3

Radiation exposure of employees

Ionising radiation is an occupational hazard specific to the Company's organisations. The radiation safety of personnel is governed by:

- The Radiation Safety Standards (NRB-99/2009);
- The Basic Sanitary Rules of Radiation Safety (OSPORB-99/2010) and other regulations.

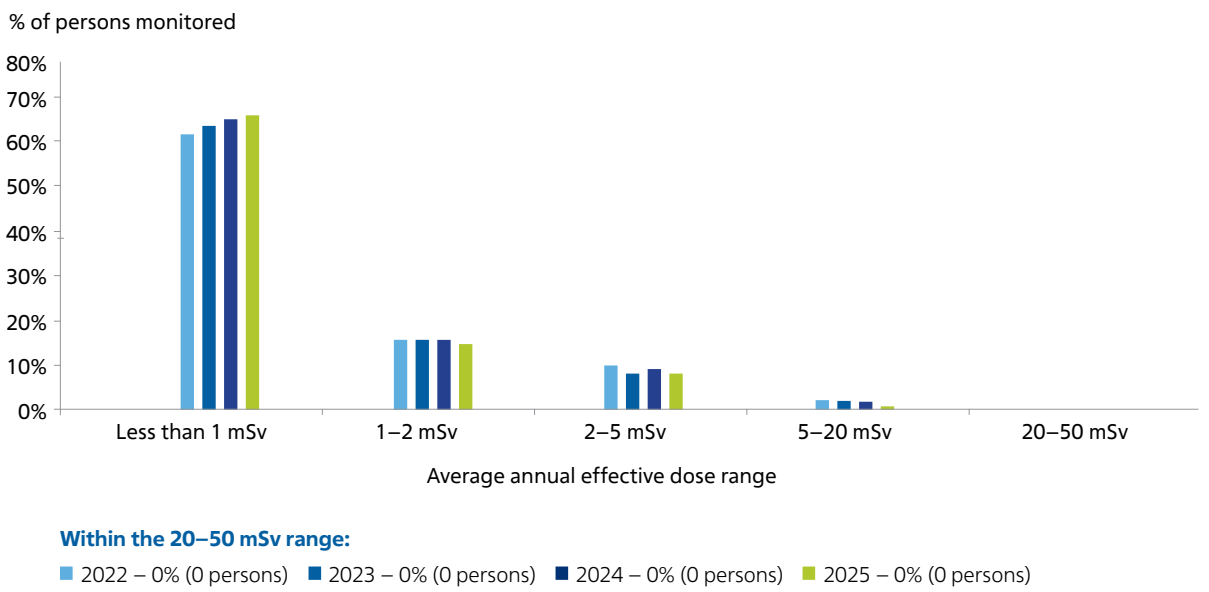
Working conditions in the industry are fully compliant with the established requirements.

Average annual effective radiation dose for employees

As at 31 December 2025, 45,152 people (group A personnel) at the Company's facilities were under individual radiation exposure monitoring. This figure increased by ~1.0% compared to 2024 and by ~6.5% over the last three years.

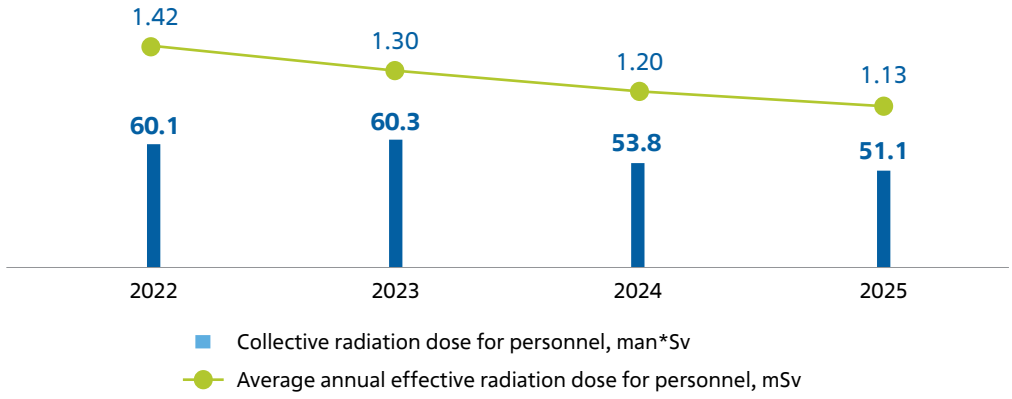
In 2025, the average annual effective radiation dose for employees of the Company's organisations totalled 1.13 mSv. The average annual effective radiation dose for employees has been declining over the past three years (down by 20.4% compared to 2022).

Distribution of group A personnel by dose range, %



In 2025, the collective radiation dose for group A personnel in the Company's organisations stood at 51.1 man*Sv. Despite an increase in the number of employees under individual radiation exposure monitoring, the collective dose has been decreasing steadily (down by 15.0% compared to 2022).

Changes in the collective and average annual effective radiation dose for employees of the Company's organisations



The statutory limit on radiation exposure of employees was not exceeded in 2025. There were no persons with a total effective dose of more than 100 mSv over five consecutive years (from 2021 through 2025). The basic dose limit of 50 mSv per year was not exceeded.

In the structure of radiation exposure of employees, the share of employees with doses ranging between 2 mSv and 20 mSv tends to decrease (from ~18.2% in 2020 to ~14.9% in 2025).

Individual radiation risks

GRI 403-2

In 2025, the Company continued to monitor radiation risks for group A personnel using the IRAW (individual risk assessment workstation) occupational radiation risk assessment system. Individual risk was calculated for 45,152 people. The vast majority of group A employees work in the conditions of acceptable occupational risk. For 542 people (1.20% of the total number of employees included in the IRAW system), individual risk exceeded the standard value of 10^{-3}. The high-risk group comprises mainly industry veterans, whose average age exceeds 60 years.

Changes in the key indicators of the IRAW system, %

Indicator	2022	2023	2024	2025
Share of employees exposed to negligible and acceptable occupational risk	98.59	98.80	98.78	98.80
Share of employees in the high-risk group	1.41	1.20	1.22	1.20
Share of employees in the industry undergoing individual radiation exposure monitoring and included in the IRAW system	100.0	100.0	100.0	100.0

Fire safety

The fire situation at the Company's facilities is stable.

In 2025, there were no fires at the Company's facilities under construction. Seven fires occurred at facilities operated by the Company. No harm to the life or health of personnel was caused, and there were no violations of the limits or conditions of safe operation of the facilities. The cost of damage from fires in the Company's organisations totalled RUB 634.04 million.

List of fires in the Company's organisations

Division	City/town	Date	Description
Mechanical Engineering Division	Saint Petersburg	27 August 2025	A cable line and busbar insulation caught fire due to faulty electrical equipment. There were no injured persons or damage to property.
Fuel Division	Moscow	19 July 2025	The indoor unit of an air conditioning system caught fire due to faulty electrical equipment. There were no injured persons or damage to property.
Fuel Division	Seversk	28 July 2025	Ignition of flammable gas caused by a faulty gas-flame cutting machine. There were no injured persons or damage to property.
Fuel Division	Seversk	8 September 2025	A relay cabinet near the organisation's railway tracks caught fire as a result of arson. There were no injured persons; the cost of damage totalled RUB 781,860.
Fuel Division	Moscow	5 October 2025	A fire occurred in a rented warehouse used for storing lithium-ion batteries. There were no injured persons; the cost of damage totalled RUB 633.258 million.
Fuel Division	Elektrostal	11 October 2025	As a result of negligent handling of fire, a fire occurred in a building rented out to third-party organisations. There were no injured persons or damage to property.
Fuel Division	Seversk	25 November 2025	A germicidal air purifier caught fire in a laboratory building due to faulty electrical equipment. There were no injured persons or damage to property.



Industrial safety

GRI 3-3

Hazardous industrial facilities operated by the Company's organisations are registered in the departmental section of the state register of hazardous industrial facilities of ROSATOM in accordance with Decree No. 1371 of the Government of the Russian Federation on the Registration of Facilities in the State Register of Hazardous Industrial Facilities dated 24 November 1998.

As assessment of the probability of potential negative consequences of non-compliance with industrial safety requirements at hazardous industrial facilities controlled by ROSATOM shows that the level of risk of accidents is acceptable. In 2025, there were no events classified as accidents at facilities operated by the Company's organisations.

All organisations managed by the Company are involved in industrial safety initiatives as part of ROSATOM's Integrated Industrial Safety Management System.

Following an assessment of operator reliability carried out by the Federal Environmental, Industrial and Nuclear Supervision Service (Rostekhnadzor) in 2025, the Power Engineering Division was recognised as meeting the reliability criteria.

Key objectives in the sphere of industrial safety include the following:

- Reducing the risk of accidents and incidents at hazardous industrial facilities;
- Improving the integrated industrial safety system in order to maintain a safe working environment and minimise potential harm to people's lives and health, equipment, and the environment;
- Supporting sustainable development while meeting the established industrial safety targets.

9.2. ENVIRONMENTAL SAFETY

Key results in 2025

- Expenditure on environmental protection totalled RUB 31.23 billion.
- The Company's organisations accounted for 0.2% of the total pollutant emissions in the Russian Federation.

GRI 3-3

Environmental safety and environmental protection management

The environmental footprint of the nuclear power industry is smaller than that of carbon-based power generation using fossil fuels. Emissions of hazardous chemicals, including those that destroy the ozone layer or contribute to the greenhouse effect, from nuclear power plants are close to zero.

The Company's organisations attach great importance to environmental safety and environmental protection and operate responsibly in accordance with the following principles:

- Giving priority to preserving natural ecosystems;
- Making use of the latest scientific achievements and ensuring environmental safety as a mandatory requirement;
- Ensuring transparency and making information about the environmental aspects of operations of nuclear organisations publicly available.

The goals and initiatives of the Company and ROSATOM in the field of environmental safety and environmental protection are stipulated in the Uniform Industry-Wide Environmental Policy of ROSATOM.[1]

GRI 2-25

Inspection visits are carried out as part of the internal safety control system to prevent non-compliance with legislative and regulatory requirements for environmental protection, including inspections of environmental protection at production facilities in the industry; the findings of these inspections provide a basis for managerial decisions aimed at improving environmental safety performance. The Company's organisations continue to develop and implement environmental, energy and quality management systems, as well as occupational health and safety management systems. To support the implementation of the Environmental Policy of ROSATOM and its organisations and ensure compliance with environmental legislation, a three-year Comprehensive Plan for the Implementation of the Environmental Policy of ROSATOM and its Organisations has been developed and approved; it includes operational and technical measures aimed at reducing the negative impact of their operations on the environment, among other things.

A five-year industry-wide action plan until 2030 to minimise the negative environmental impact has been developed; it is aimed at:

- Reducing the negative impact (including waste) on the atmosphere, water bodies, soil, land resources and subsoil;
- Reducing the climate impact and the use of ozone-depleting substances;
- Preserving biodiversity;

1. https://rosatom.ru/upload/iblock/32d/3a473n6252yhs0cyony5war22jsilv26/05db3c9f22e2eed5bb72f30f57a75620.pdf

- Improving energy efficiency;
- Improving the monitoring and management of impacts on various components of the environment.

In order to meet statutory requirements, a greenhouse gas emissions accounting system has been established in the nuclear industry, and steps are being taken for its further improvement. As part of Russia's commitment to comply with the requirements of the Stockholm Convention on Persistent Organic Pollutants, equipment containing polychlorinated biphenyls (PCBs) has been decommissioned in the Company's organisations, and plans have been developed for the transfer of PCB-containing waste for decontamination/disposal. A dialogue is maintained with representatives of regional departments of federal executive authorities as part of inspections and preventive visits to the organisations.

In order to minimise environmental risks, in the reporting period, the Company consistently implemented comprehensive preventive measures to prevent potential environmental damage from its operations.

The Company's organisations operated steadily in 2025; there were no accidents or incidents that could have had a negative impact on the environment.

Financing of environmental measures

In 2025, expenditure on environmental protection in the Company's organisations totalled RUB 31.23 billion, including expenditure on environmental measures totalling RUB 25.24 billion and fixed asset investment for environmental purposes totalling RUB 5.99 billion.

Environmental costs increased by RUB 5.76 billion year on year. The increase in environmental costs was driven by the expansion of environmental protection facilities at Novovoronezh NPP, as well as major repairs and equipment upgrades in an organisation in the Fuel Division.

MED 10

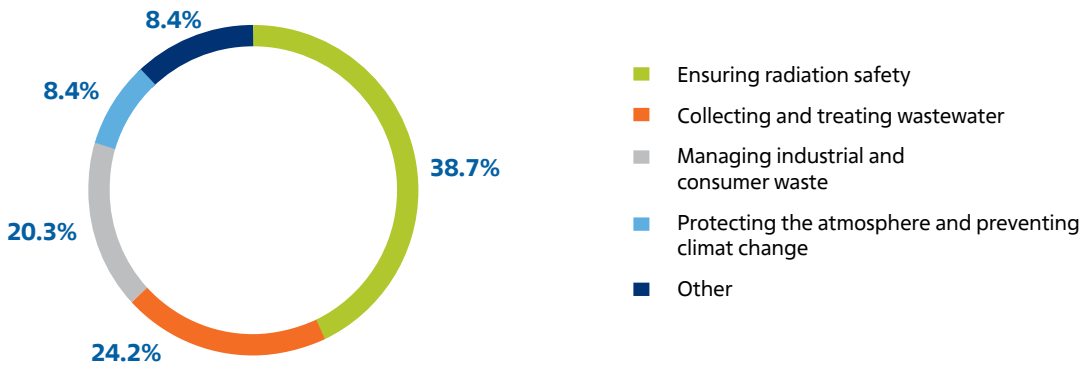
Allocation of expenditure on environmental protection, RUB billion

MED 21

Indicator	2022	2023	2024	2025
Expenditure on environmental measures	12.69	14.55	19.66	25.24
Fixed asset investment for environmental purposes	4.70	5.87	5.81	5.99
Total	**17.39**	**20.42**	**25.47**	**31.23**

The largest portion of expenditure on environmental measures was allocated for ensuring radiation safety (38.7%).

Environmental cost structure



A major part of fixed asset investment was allocated for the protection and sustainable use of water resources (62.6%) and the protection of the atmosphere (29.7%). The Company's organisations account for 1.6% of the total amount of environmental investment in the Russian Federation.[1]

GRI 2-27

Environmental charges and fines

Environmental charges

In 2025, charges for the negative environmental impact totalled RUB 208.0 million, including charges for allowable emissions and discharges of pollutants, disposal of industrial and consumer waste totalling RUB 54.7 million (26.3%), and charges for excess emissions and discharges totalling RUB 153.3 million (73.7%).

Charges for the negative environmental impact, RUB million

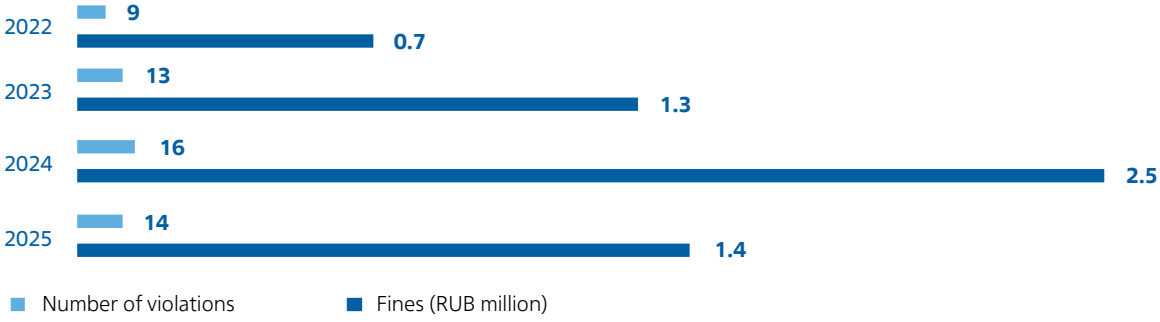
Indicator	2022	2023	2024	2025
Charges for allowable emissions (discharges) of pollutants (disposal of industrial and consumer waste), total, including:	**25.3**	**37.1**	**47.2**	**54.7**
– into water bodies	2.3	3.3	8.2	7.3
– into the atmosphere	3.5	4.9	5.7	6.6
– for the disposal of industrial and consumer waste	19.5	28.9	33.3	40.8
Charges for excess emissions (discharges) of pollutants (disposal of industrial and consumer waste), total, including:	**69.6**	**26.7**	**22.3**	**153.3**
– into water bodies	23.9	12.2	10.8	74.1
– into the atmosphere	0.8	6.6	6.9	39.1
– for the disposal of industrial and consumer waste	44.9	7.8	4.6	40.1
Charges for allowable and excess emissions (discharges) of pollutants (disposal of industrial and consumer waste), total	**94.9**	**63.8**	**69.5**	**208.0**

1. Based on data provided in the Government Report on the Status and Protection of the Environment of the Russian Federation in 2024.

Fines

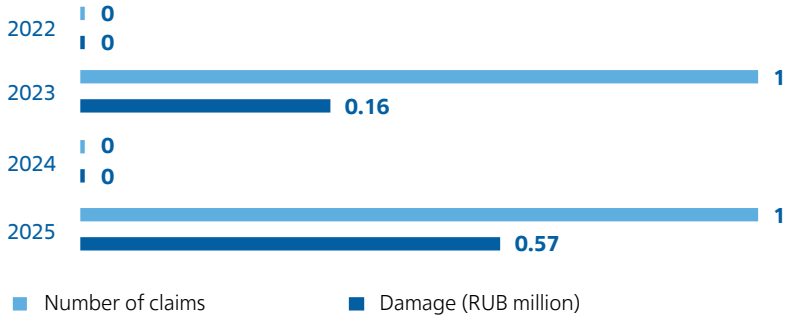
In 2025, government supervision agencies in the field of natural resource management detected 14 violations in the Company's organisations, for which they imposed administrative penalties in the form of fines. The number of detected violations decreased by 22.5% compared to 2024. Fines imposed on the Company's organisations for environmental non-compliance totalled RUB 1.4 million, down by 44.0% compared to 2024.

Number of violations of environmental legislation by the Company's organisations and the amount of fines between 2021 and 2025



In 2025, government agencies responsible for environmental supervision put forward a claim for a total of RUB 0.57 million for environmental damage caused by soil contamination with industrial waste.

Changes in the number and value of claims for environmental damage against the Company's organisations between 2021 and 2025



No administrative penalties in the form of administrative suspension of operations were imposed on nuclear organisations in 2025; violations detected by the government supervision agencies were local in scale and did not pose a significant threat to the local environment.

GRI 305-7

MED 19

Pollutant emissions into the atmosphere

In 2025, pollutant emissions into the atmosphere totalled 48,900 tonnes; the pollutant capture rate reached 88.1%. The Company's organisations accounted for 0.2% of the total pollutant emissions in the Russian Federation.[1]

Pollutant emissions into the atmosphere, '000 tonnes[2]

	2022	2023	2024	2025
Total, including:	**33.0**	**45.2**	**45.0**	**48.9**
Particulate emissions	10.1	9.7	8.7	12.0
NO_x emissions	8.8	19.1	24.7	21.8
SO_2 emissions	9.8	9.8	4.6	8.0
CO emissions	2.8	5.1	5.5	5.7
Hydrocarbon emissions, including:	1.2	1.1	1.2	1.2
Methane emissions	*0.1*	*0.2*	*0.2*	*0.3*
Volatile organic compounds	*0.8*	*0.7*	*0.8*	*0.9*
Other hydrocarbons	*0.3*	*0.2*	*0.2*	*0.003*
Other gases and liquids	0.3	0.4	0.2	0.2

Pollutant emissions into the atmosphere increased by 3,900 tonnes compared to 2024 due to a rise in electricity generation by the branch of the Infrastructure Solutions Division in Seversk. Significant changes in the volume of sulphur dioxide and nitrogen oxide emissions were caused by changes in the types or quality of fuel used at ROSATOM's CHPPs, which produce electricity and heat both for ROSATOM's organisations and for their host towns and cities.

Pollutant emissions from individual groups of pollution sources, '000 tonnes

Substance	From fuel combustion for electricity and heat generation	From production and other processes
Particulate matter	10.8	1.2
NO_x	20.6	1.2
SO_2	7.5	0.5
CO	4.6	1.1
Hydrocarbons, including volatile organic compounds (excluding methane)	0.016	0.9

1. Based on data provided in the Government Report on the Status and Protection of the Environment of the Russian Federation in 2024.
2. Data on pollutant emissions provided by the Company's organisations are based on calculations or instrumental assessment techniques.

Emissions of major ozone-depleting substances, tonnes of chlorofluorocarbon-11 equivalent[1]

GRI 305-6

Substance	2022	2023	2024	2025
Dichlorodifluoromethane (Freon 12)	14.05	16.58	3.812	2.40
Chlorodifluoromethane (Freon 22)	0.13	0.09	0.09	0.052
Chlorotrifluoromethane (Freon 13)	123.75	0.11	0.00	0.00
Tetrafluoromethane (Freon 14)	0.24	0.22	0.17	0.008
Total	**138.17**	**17.00**	**4.072**	**2.46**

Ozone-depleting substances (ODS) are used as a chemical agent for chemical tests in laboratories, for the filling and refilling of compressors, air conditioning units and industrial air conditioners, and in refrigeration equipment in organisations.

In 2025, ODS emissions decreased as a result of direct measurements and a reduction in the duration of a production process contributing to ODS emissions in an organisation in the Fuel Division.

Initiatives to reduce harmful emissions into the air

The following initiatives were implemented in 2025:

- The Power Engineering Division (Leningrad NPP) replaced domestic split-system air conditioners containing chlorodifluoromethane (R-22) with air conditioners containing an ozone-friendly refrigerant, which helps reduce the use of ozone-depleting substances by 20% to 25% per year;
- An organisation of the Research Division in Yekaterinburg replaced a system for removing particulate matter from flue gas during the combustion of solid fuel; this will reduce particulate matter emissions and increase the efficiency of gas treatment by 13%;
- An organisation in the Mechanical Engineering Division renovated ventilation systems in its buildings and upgraded gas scrubbers and dust extraction systems, which has helped improve equipment performance and reduce emissions.

1. The data are presented taking into account the ozone depletion potential of substances under the Montreal Protocol on Substances that Deplete the Ozone Layer. The calculations have been made for those ozone-depleting substances that are reported in Form 2-TP (Air) as specific pollutants.

Impact on local flora and fauna

In 2025, the Company's organisations took steps to replenish aquatic wildlife in order to maintain a balance of fish species and prevent water bodies from becoming overgrown.

In the Power Engineering Division:

- Kalinin NPP: juvenile bighead carp and common carp were released into the Udomlya Reservoir;
- Beloyarsk NPP: the Beloyarsk Reservoir was stocked with bighead carp, grass carp and black carp;
- Novovoronezh NPP: juvenile silver carp were released into the cooling pond;
- Rostov NPP: grass carp and common carp were released into the Tsimlyansk Reservoir;
- Smolensk NPP: silver carp, grass carp and black carp were released into the Desnogorsk Reservoir;
- Kursk NPP: the cooling pond was stocked with silver carp and grass carp.

An organisation in the Fuel Division released juvenile nelma into the Tom River to restore the fish population.

Rehabilitation of disturbed areas

At the end of the reporting year, the area of disturbed land in the Company's organisations totalled 7,700 hectares.

Breakdown by type of operations that caused land disturbance in 2025, '000 hectares

Mining	0.058
Construction	0.030
Other operations	0.031
Total	**0.119**

In 2025, the Company's organisations implemented a set of measures to restore the productivity and economic value of disturbed land and improve the environment. In the reporting year, the area of rehabilitated (restored) land totalled 0.217 hectares.

Land rehabilitation in the Company's organisations, hectares

Region	2022	2023	2024	2025
Moscow Region	0.05	0.042	0.034	0.00
Novosibirsk Region	2.45	0.00	0.00	0.00
Rostov Region	0.00	0.045	0.00	0.00
Udmurt Republic	0.00	0.00	0.049	0.217
Total	**2.50**	**0.087**	**0.083**	**0.217**

Land rehabilitation was carried out in accordance with approved designs; following its completion, the relevant work completion certificates were prepared.

Industrial and consumer waste management

GRI 3-3

In 2025, nuclear organisations generated 35.9 million tonnes of industrial and consumer waste. Hazard class 4 and 5 waste (low-hazard and virtually non-hazardous waste) produced during mining accounted for 99.99% of the generated waste. An increase in the volume of waste generated in 2025 was caused by an increase in the amount of overburden produced in the Mining Division due to a rise in the overburden-to-coal ratio. Industrial and consumer waste generated in the Company's organisations accounted for 0.4% of the total volume of waste generation in Russia in 2024.[1]

The Company takes measures to prevent waste generation. Part of construction waste is a mixture of virtually non-hazardous waste containing loose overburden, which is placed in internal dumps of an open-pit coal mine of an organisation in the Mining Division (Zabaykalsky Territory) for subsequent technical reclamation.

GRI 306-1

The Company's organisations manage industrial and consumer waste both independently, under waste management licences, and under contracts with organisations licensed to collect, transport, process, recycle, treat and dispose of hazard class 1 to 4 waste.

Quantitative monitoring of waste flows is carried out as part of industrial environmental monitoring.

GRI 306-2

97.9% of the total amount of waste generated and received by the Company's organisations was recycled; 0.002% was treated. The weight of transferred waste totalled 238,992 tonnes, including 17,704 tonnes of municipal solid waste (MSW) transferred to regional operators.

1. Based on data provided in the Government Report on the Status and Protection of the Environment of the Russian Federation in 2024.

Industrial and consumer waste management, '000 tonnes

Year	Amount at the beginning of the year	Waste generated and received during the year	Recycling and treatment of generated and received waste		Transferred to third-party organisations	Storage in organisations	Amount at the end of the year
			Amount	%			
2022	442,538.899	27,795.482	27,351.997	98.4	123.322	303.838	442,835.849
2023	456,880.272	30,779.876	30,225.905	98.2	193.410	359.874	457,144.732
2024	457,245.833	31,780.939	30,992.461	97.5	366.374	415.236	457,446.886
2025	457,483.757	35,866.808	35,123.327	97.9	238.992	501.148	457,754.720

In 2025, the Company's organisations did not transport, import, export or process waste classified as 'hazardous' according to Annexes I, II, III, and VIII of the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal.

GRI 306-3
GRI 306-4
GRI 306-5
MED 17
MED 18

Industrial and consumer waste management by hazard class in 2025, '000 tonnes

Waste hazard class	Amount at the beginning of the year	Waste generated and received in the reporting year	Recycling of generated and received waste		Treatment of generated and received waste		Waste transfer to third-party organisations	Waste stored at the sites operated by the Company in the reporting year, '000 tonnes		Amount at the end of the year
			'000 tonnes	%	'000 tonnes	%		Total	Including burial	
Class 1	0.490	0.760	0.000	0.0	0.0	0.0	0.170	0.000	0.000	1.079
Class 2	0.092	0.907	0.000	0.0	0.636	70.1	0.269	0.000	0.000	0.094
Class 3	0.283	7.135	0.001	0.01	0.0	0.0	6.895	0.0001	0.000	0.501
Class 4	4,451.776	98.417	6.665	6.8	0.0	0.0	84.826	2.905	2.476	4,456.227
Class 5	453,031.116	35,759.589	35,116.025	98.2	0.0	0.0	146.832	498.243	231.029	453,296.819
Total	**457,483.757**	**35,866.808**	**35,122.691**	**97.9**	**0.636**	**0.002**	**238.992**	**501.148**	**233.505**	**457,754.720**

Emissions and discharges of radionuclides

Emissions of radionuclides

The total activity of radionuclides released into the atmosphere by the Company's organisations in 2025 amounted to $5.33 \cdot 10^{15}$ Bq.

Beta-emitting radionuclides accounted for 84.45% of the total activity ($4.50 \cdot 10^{15}$ Bq).

Actual and permitted emissions of radionuclides by the Company's organisations in 2025

Type of radionuclides	Permitted emission, Bq	Actual emission, Bq	Percentage of the permitted level
Alpha-emitting	$7.85 \cdot 10^{17}$	$8.28 \cdot 10^{14}$	0.11
Beta-emitting	$2.48 \cdot 10^{18}$	$4.50 \cdot 10^{15}$	0.18

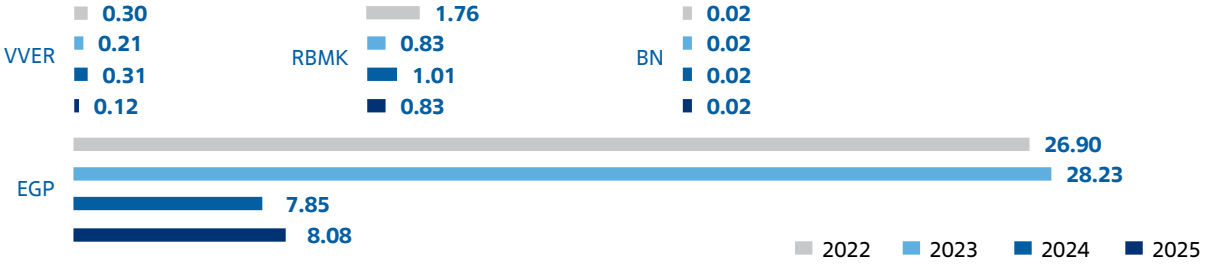
Gas and aerosol emissions from NPPs

Factors behind the exposure of local residents and the environment to radiation from nuclear power plants include emissions of radioactive substances from NPPs into the atmosphere. The radiation impact of emissions of radioactive substances on local residents and the environment is regulated by statutory limits for NPPs established by the Federal Environmental, Industrial and Nuclear Supervision Service (Rostekhnadzor). Emissions of all radionuclides subject to the limits are continuously monitored at all nuclear power plants to make sure that they are within the limits.

In 2025, as in previous years, gas and aerosol emissions from NPPs were significantly lower than the allowable limits set by Rostekhnadzor for emissions of radioactive substances into the atmosphere. Actual emissions of radioactive substances calculated under a conservative accounting procedure did not exceed:

- 8.08% of the permitted amount for inert radioactive gases;
- 33.0% of the permitted amount for tritium;
- 13.4% of the permitted amount for carbon.

Emissions of inert radioactive gases from NPPs by type of reactors,
% of the permitted amount



Discharges of radionuclides

In 2025, the Company's organisations discharged 106.67 million m^3 of wastewater with a total activity of $8.91 \cdot 10^{13}$ Bq into surface water bodies.

Actual and permitted discharge of radionuclides by the Company's organisations in 2025

Type of radionuclides	Permitted discharge, Bq	Actual discharge, Bq	Percentage of the permitted level
Alpha-emitting	$1.17 \cdot 10^{13}$	$2.65 \cdot 10^{10}$	0.23
Beta-emitting	$8.16 \cdot 10^{15}$	$8.91 \cdot 10^{13}$	1.09

Contaminated sites and their remediation

At year-end 2025, the area of contaminated sites in the Company's organisations totalled 24.88 km^2, including:

- 24.03 km^2 at industrial sites;
- 0.75 km^2 in buffer areas;
- 0.1 km^2 in radiation control areas.

Radioactive contamination is caused mainly by caesium-137 and strontium-90 nuclides, as well as natural uranium and its decay products.

In 2025, the Company's organisations did not rehabilitate contaminated sites.

Radiation impact on the population and the environment

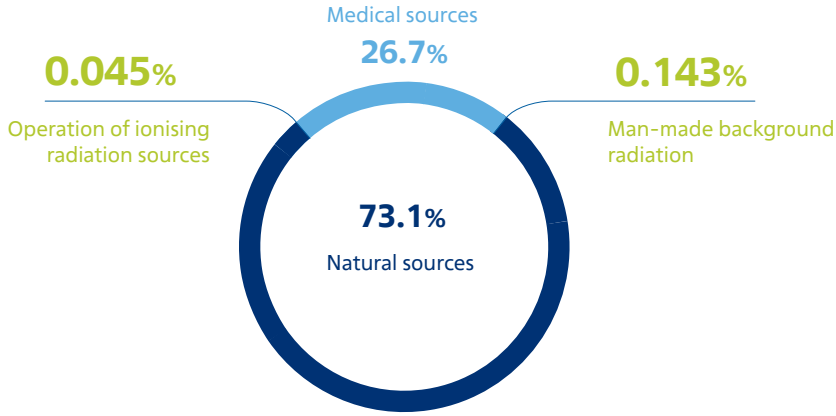
According to the findings of radiation and hygienic certification in the Russian Federation for 2024,[1] average additional radiation exposure per person of the population at the locations of nuclear organisations associated with their day-to-day operation did not exceed 1.0% of the basic dose limit for the population set in the NRB-99/2009 Standard (1 mSv on average for any consecutive five years). The highest level of radiation exposure among local residents was recorded in Ozersk in the Chelyabinsk Region (6.5% of the basic dose limit for the population, which is 1.1% lower than in the previous year).

According to the Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing (Rospotrebnadzor),[2] the key factors behind radiation exposure of the population are natural and medical sources of ionising radiation. In 2024, the average contribution of natural sources of ionising radiation to the total radiation exposure of local residents across Russia stood at 73.1%, while medical sources accounted for 26.7%. The contribution of organisations using nuclear technology is estimated at a fraction of a percent (0.045%). The average contribution of medical sources to radiation exposure of local residents across the Russian Federation increased by approximately 1.8% year on year.

In 2024, average total radiation exposure of local residents from all radiation sources across the Russian Federation stood at 4.55 mSv per resident.

1. Findings of radiation and hygienic certification of organisations and areas presented by the Burnasyan Federal Medical Biophysical Centre of the FMBA of Russia.
2. Data book: Annual Effective Radiation Dose to the Population of the Russian Federation in 2024, Ramzayev Saint Petersburg Research Institute of Radiation Hygiene, Saint Petersburg, 2025.

Breakdown of radiation exposure of the population, %



Contribution of NPPs to measurable background radiation

The gamma radiation dose rate is continuously monitored in buffer areas and radiation control areas around nuclear power plants.

The analysis of field data on the gamma radiation dose rate shows that gamma radiation doses in buffer and radiation control areas of all NPPs are within the limits of natural background radiation which was formed before the start-up of the nuclear power plants. This indicates that nuclear power plants produce no radioactive contamination in the monitored areas.

The findings of regular measurement of the content of radioactive substances in the natural environment at the locations of NPPs show that NPPs have no detectable impact on local residents or the environment.

The contribution of NPP operation to radiation exposure of the population living in the areas where NPPs are located does not exceed the minimum significant dose of 10 μSv/year; the level of radiation risk for local residents is entirely acceptable.

Water use

GRI 303-1
GRI 303-4

The nuclear industry is a major water user. The systematic approach to water use management is underpinned by water accounting data covering all water resources used in the industry (surface water, groundwater, reused and recycled water). Furthermore, industrial facilities are designed and their locations are selected with due regard for uneven geographical distribution of natural water resources. Wastewater quality assurance approaches and methods used by the Company are based on scientific research and are aimed at preserving the natural water quality and minimising pollutant discharges into water bodies, thus ensuring the sustainability of water resources in the regions of operation.

Water withdrawal and discharge for the needs of the Company's organisations is regulated by water use agreements and fully complies with prescribed limits.

Sustainable use of water resources is achieved through:

- The use of water recycling and reuse systems;
- Wastewater treatment using mechanical, biological, and physical and chemical methods;
- Minimising freshwater consumption in regions with access to seawater;
- Continuous monitoring of wastewater quality and compliance with statutory limits;
- The implementation of investment projects focused on the construction and renovation of wastewater treatment facilities and water supply networks.

In 2024, water withdrawal from natural sources by the Company's organisations made up 8.1%[1] of the total water withdrawal in the Russian Federation. The main water consumers are Leningrad NPP and Kola NPP (76.0% of the total water withdrawal).

In the reporting year, water withdrawal by the Company's organisations totalled 5,502.9 million m³, which is 457.8 million m³ less than in 2024. This was caused by a decrease in seawater consumption at Leningrad NPP due to lower electricity output at power units No. 3 and 4 equipped with RBMK-1000 reactors, which have a once-through cooling system, rather than power units equipped with VVER-1200 reactors, which have a closed-circuit cooling system with evaporative cooling towers.

GRI 303-3

Total water withdrawal, million m³

Source	2022	2023	2024	2025
Seawater	2,926.3	2,767.6	3,086.7	2,927.6
Fresh surface water, including rivers, marshes and lakes	2,441.6	2,633.8	2,723.7	2,425.0
– *Including in regions with the scarcest water resources*	–	*83.5*	*82.5*	*1.9*
Groundwater	69.3	113.6	116.3	117.3
– *Including in regions with the scarcest water resources*	–	*13.0*	*12.6*	*4.5*
Rainwater	2.0	1.9	4.7	1.8
Third-party water	8.7	22.5	29.3	31.2
Total	**5,447.9**	**5,539.4**	**5,960.7**	**5,502.9**
– *Including in regions with the scarcest water resources*	–	*96.6*	*95.1*	*6.4*

MED 14

Volume of recycled and reused water, million m³

Indicator	2021	2022	2023	2024	2025
Total volume of recycled and reused water, million m³	37,781.0	37,572.7	37,696.7	37,374.3	38,325.145
Water withdrawal, million m³ (% of the volume of recycled and reused water)	4,883.1 (12.9)	5,447.9 (14.5)	5,539.4 (14.7)	5,960.7 (15.8)	5,502.9 (14.4)
Total, million m³	42,664.1	43,020.6	43,236.1	43,335.0	43,828.0
Volume of recycled and reused water as a percentage of water withdrawal volume, %	773.7	689.7	680.5	627.0	796.5

1. Based on data provided in the Government Report on the Status and Protection of the Environment of the Russian Federation in 2024.

ROSATOM's regions of operation include regions with very limited availability of renewable water resources, namely the Belgorod Region.[1] The volume of water used by the Company's organisations for their own needs in 2025 totalled 5,403.5 million m³, which is 459.4 million m³ less than in 2024. This was due to a reduction in seawater consumption at Leningrad NPP.

Water consumption for own needs, million m³

MED 13

Type of consumption	2022	2023	2024	2025
Drinking and sanitary purposes	27.1	37.2	38.2	41.0
– *Including in regions with the scarcest water resources*	–	1.3	1.3	0.04
Operational needs	5,323.8	5,363.9	5,783.4	5,318.1
– *Including in regions with the scarcest water resources*	–	30.9	90.4	6.4
Other types	30.9	31.2	41.3	44.4
– *Including in regions with the scarcest water resources*	–	1.2	1.2	0.0
Total	**5,381.8**	**5,432.3**	**5,862.9**	**5,403.5**

Water discharge

GRI 303-2

GRI 303-4

MED 15

Wastewater discharge by all of the Company's organisations is regulated by the relevant permits and is within the established limits taking into account the profile of the receiving water body and its physical and chemical properties. Pollutant content in wastewater is monitored by in-house laboratories as part of industrial environmental control; compliance with statutory limits is confirmed as part of monitoring and supervision by the Federal Service for Supervision of Natural Resources. In some cases, water from natural water sources does not meet quality standards, and an organisation withdraws water for its own needs that has already been contaminated. In these cases, water is also treated before discharge to ensure compliance with statutory limits, where possible.

In 2025, wastewater discharge by the Company's organisations totalled 4,725.6 million m³ (including 0.8 million m³ in regions with the scarcest water resources), with clean water compliant with regulatory requirements accounting for 95.9% of the total volume, while the share of treated wastewater compliant with regulatory requirements and contaminated wastewater was 0.6% and 3.5% respectively.

In the structure of wastewater discharge, the main destinations include seas (2,867.9 million m³, or 60.7%), reservoirs (1,386.9 million m³, or 29.3%) and rivers (453.7 million m³, or 9.6%).

Wastewater discharge decreased by 243.4 million m³ compared to 2024 due to a reduction in seawater consumption at Leningrad NPP.

In the reporting year, discharge of treated wastewater compliant with regulatory requirements totalled 26.3 million m³, of which 38.6% was treated using the biological method, 0.2% was treated using the physical and chemical method, and 61.2% was treated using the mechanical method.

Contaminated wastewater discharge by the Company's organisations accounted for 1.8% of the total volume of discharges in Russia.[2]

1. According to the 2024 Water Ranking of Russian Regions compiled by the Institute of Economics of the Ural Branch of the Russian Academy of Sciences. Water-stressed regions are defined as regions with very low and catastrophically low availability of renewable water resources to the population.
2. Based on data provided in the Government Report on the Status and Protection of the Environment of the Russian Federation in 2024.

MED 15

Total wastewater discharge, million m³

Water category	2022	2023	2024	2025
Clean water compliant with regulatory requirements	4,619.8	4,368.5	4,778.6	4,532.6
Treated wastewater compliant with regulatory requirements	17.3	23.2	23.8	26.3
Contaminated wastewater	170.3	162.8	166.6	166.7
Total	**4,807.4**	**4,554.5**	**4,969.0**	**4,725.6**

Pollutant content in wastewater, kg

Pollutant	2022	2023	2024	2025
Chemical oxygen demand	5,560,506.694	242,822.899	24,540,248.716	9,244,901.052
Suspended matter	2,455,203.000	809,254.000	2,758,897.000	2,132,368.000
Phosphates (phosphorus contained)	29,919.000	30,217.000	49,004.000	52,242.000
Hexavalent chromium	54.599	248.882	247.506	181.320
Trivalent chromium	112.906	426.153	581.752	408.620
Manganese	616.855	342.004	475.050	597.212
Iron	32,691.304	13,208.045	198,452.554	139,451.879
Nickel	61.860	143.713	199.672	150.145
Copper	525.250	196.332	454.998	420.440
Zinc	640.017	708.589	826.227	1,010.794
Molybdenum	622.000	467.168	191.610	66.967
Lead	4.460	0.001	14.707	0.000

Initiatives to reduce discharges of harmful substances into water bodies

Key measures implemented in 2025 included the following:

- In the Power Engineering Division (Kalinin NPP), wastewater treatment facilities forming part of a filtration unit were upgraded to ensure compliance with statutory limits on the concentration of petroleum products in wastewater;
- In the Power Engineering Division (Balakovo NPP), pumping stations with a variable-frequency drive were installed; this will help conserve water resources and use them sustainably and will extend the service life of equipment;
- In the Power Engineering Division (Bilibino NPP), wastewater treatment facilities were upgraded, which will reduce the weight of pollutant discharges by 40%;
- In the Mechanical Engineering Division (Petrozavodsk), a wastewater treatment plant was renovated, which will reduce pollutant concentration in effluents (suspended matter by 88.5% and ammonium by 85.3%);
- In the Fuel Division, on-site wastewater treatment facilities were renovated, which will help reduce discharges of pollutants (trivalent chromium, total iron, copper and chlorides) by 10%.

Contribution to the implementation of the Environmental Well-Being National Project

GRI 3-3

The Environmental Well-Being National Project (scheduled to run from 2025 through 2030) is aimed at preserving and restoring the environment. As part of the National Project, in 2025, the Company participated in the implementation of the Circular Economy and General Cleanup Federal Projects.

Circular Economy Federal Project

The Company (as part of ROSATOM) is responsible for developing a comprehensive system for the management of municipal solid waste and hazard class 1 and 2 waste across three key focus areas: improving the federal state information system for tracking hazard class 1 and 2 waste and monitoring its management (FGIS OPVK), building process infrastructure and developing the regulatory framework for the industry.

The key objective of ROSATOM, which the Company helps accomplish, is to build a network of environmental technology parks in seven constituent entities of the Russian Federation with a total capacity of up to 232,000 tonnes of waste per year, which will help overcome the shortage of processing capacities and provide raw materials for a circular economy.

Three industrial facilities have started pilot operation: in the Saratov and Kurgan Regions in 2024 and in the Tomsk Region in 2025. In 2025, the construction of industrial facilities continued in the Udmurt Republic, the Irkutsk and Kirov Regions.

General Cleanup Federal Project

The following initiatives were implemented in 2025 as part of the General Cleanup Federal Project, which is aimed at repairing environmental damage:

- The implementation of measures to ensure the safety of landfill cells, the construction of a cut-off wall around the perimeter of the site and the construction of infrastructure for the processing of liquid and paste-like waste were completed at the Krasny Bor toxic industrial waste landfill (Leningrad Region);
- The dismantling of all above-ground buildings and structures was completed; construction rubble and hazard class 2 to 4 liquid waste were removed and transferred for processing, and site restoration measures were implemented in the Usolye-Sibirskoye municipality (Irkutsk Region).

9.3. ENERGY EFFICIENCY

Energy conservation is a necessary prerequisite for the efficient use of the Company's energy resources, making it more competitive and reducing the negative impact on the environment. An energy conservation and energy efficiency improvement programme for the period from 2023 through 2027[1] is being implemented in the Russian nuclear industry.

Results in 2025[2]

In 2025, energy costs incurred by the Company's organisations (under comparable conditions, in 2020 prices) totalled RUB 26.17 billion, including:

- Mining Division: RUB 3.09 billion;
- Mechanical Engineering Division: RUB 1.03 billion;
- Power Engineering Division: RUB 2.30 billion.

Energy consumption in the nuclear industry in physical terms (reduction against 2020 as the base year)

Division/complex	Heat		Water		Electricity		Other (gas, fuel oil, etc.)	
	Actual consumption during the period under comparable conditions, '000 Gcal	%	Actual consumption during the period under comparable conditions, '000 m³	%	Actual consumption during the period under comparable conditions, '000kWh	%	Actual consumption during the period under comparable conditions, tonnes of fuel equivalent	%
Mining Division	614.71	-2.68	9,246.68	3.84	451,447.20	6.58	679,375.84	3.97
Mechanical Engineering Division	47.62	5.72	1,292.26	41.96	154,091.92	5.49	64,180.31	5.53
Power Engineering Division	381.61	9.09	1,183,057.28	0.69	983,421.29	1.11	–	–
Other	2,329.73	4.08	568,557.55	0.69	3,189,635.36	2.92	1,835,883.33	3.32
Total across the Company	**3,373.67**	**3.55**	**1,762,153.76**	**0.76**	**4,778,595.78**	**3.00**	**2,579,439.48**	**3.55**

1. Starting from 2026, the Company has been implementing the Energy Conservation and Energy Efficiency Improvement Programme of ROSATOM and Its Organisations for the period from 2026 through 2030.
2. According to the reports of nuclear organisations in the AEEMS information system.

Energy cost savings between 2021 and 2025 (against 2020 as the base year, excluding VAT)

2021		2022		2023		2024		2025	
RUB million	%	RUB million	%	RUB million	%	RUB million	%	RUB million	%
231.98	0.96	336.67	1.25	558.53	2.08	690.19	2.57	760.08	2.82

In 2025,[1] specific fuel and energy consumption in relation to revenue in the Company's organisations totalled 3.24 tonnes of fuel equivalent per RUB 1 million excluding VAT, including:

Specific fuel and energy consumption in relation to revenue between 2023 and 2025

Division/complex	2023	2024	2025
	tonnes of fuel equivalent per RUB 1 million excluding VAT	tonnes of fuel equivalent per RUB 1 million excluding VAT	tonnes of fuel equivalent per RUB 1 million excluding VAT
Mining Division	27.91	26.64	21.90
Mechanical Engineering Division	1.00	0.65	0.50
Power Engineering Division	0.34	0.31	0.26
Other	0.09	0.08	0.08
Total across the Company	**4.20**	**3.69**	**3.24**

In 2025,[2] specific fuel and energy consumption per unit of output in the Company's organisations in individual areas of business totalled:

Specific fuel and energy consumption by type of operations (per unit of output) in 2024 and 2025

Type of operations	2024	2025
Electricity generation (in the non-nuclear segment of the industry), tonnes of fuel equivalent per 1,000 kWh	0.28	0.28
Mining Division	0.32	0.32
Infrastructure Solutions	0.27	0.28
Heat generation, tonnes of fuel equivalent per 1,000 Gcal	164.10	165.77
Mining Division	183.28	184.9
Infrastructure Solutions	162.79	164.41
Uranium mining (tonnes of fuel equivalent per tonne)	13.9	13.3
Coal mining (tonnes of fuel equivalent per 1,000 tonnes)	2.66	3.18

The Company's organisations have implemented most elements of an energy management system compliant with the ISO 50001 international standard (organisations in the Power Engineering and Fuel Divisions have obtained international certificates; other organisations have implemented individual elements of the system).

1. The indicator 'Specific fuel and energy consumption in relation to revenue, tonnes of fuel equivalent per RUB 1 million excluding VAT' is calculated starting from the data for 2023 in accordance with Order No. 1/933-P of ROSATOM dated 23 May 2023.
2. The indicator 'Specific fuel and energy consumption per unit of output, tonnes of fuel equivalent per unit of output' is calculated starting from the data for 2024 in accordance with Order No. 1/915-P of ROSATOM dated 15 May 2025.

9.4. PROJECTS AND PROGRAMMES TO CREATE A SAFE LIVING ENVIRONMENT IN NUCLEAR TOWNS AND CITIES

In 2025, the Company expanded the line of software and equipment for the digitisation of the urban environment and Smart City systems.

Meteor software and hardware system

A new solution developed by the Infrastructure Solutions Division is designed to measure vehicle speeds on roads and comprises cameras produced in-house and the relevant software. These systems are currently used on roads in the Krasnodar Territory.

Smart environmental monitoring station

In 2025, the Company developed a device for measuring environmental indicators that is capable of simultaneously monitoring carbon dioxide (CO_2) levels, explosive gas concentration, radiation and noise levels, particulate matter content and a number of other indicators, and launched it on the market. The equipment has successfully undergone all the required certification procedures and has been included in the Unified Register of Russian Radio and Electronic Products maintained by the Russian Ministry of Industry and Trade under the name 'M1 Smart Gateway'. In addition, the Company has integrated its own digital products: the M1 Smart Gateway and the Infrastructure IoT Platform software, which is used for the smart management of buildings, housing and utilities infrastructure and in other sectors. The integration has helped improve the customer experience as the amount of time required for the deployment of an environmental monitoring station has been reduced to a few hours.

Digital Water Supply and Sewerage System

In 2025, the Company, in cooperation with the Ministry of Digital Development of the Belgorod Region and State Unitary Enterprise Beloblvodokanal, completed the roll-out of the automated Digital Water Supply and Sewerage System in order to minimise losses in water supply networks, prevent failures and accidents, and improve water supply quality. The system includes predictive analytics modules based on machine learning technology. It sends automatic alerts about potential failures, indicates areas requiring intervention, and monitors the status of equipment. The system covers 184 wells, 23 pumping stations, 11 water treatment plants and 17 so-called dictating points (the farthest and highest points in the water supply system relative to the water supply source).

Developing projects in the Company's host towns and cities

The Company has rolled out the Infrastructure IoT Platform software suite at selected municipal institutions in Balakovo (Saratov Region), has updated the Smart City platform in Novovoronezh, and has implemented the project in Volgodonsk, Zarechny, Udomlya and a number of other towns and cities. The adoption of state-of-the-art technologies helps improve the standard of living and enhance the efficiency of municipal administration.

Safe City

A smart safety system was installed in 2025 on bridges in Nizhny Novgorod. The solution collects and processes real-time status updates on the bridges, helping to prevent emergencies and promptly respond to unlawful interference with transportation infrastructure in accordance with applicable laws on transport security.

Number of the Company's organisations covered by the Automated Energy Efficiency Management System (AEEMS)





Plans for 2026 and for the medium term

In 2025, the energy conservation target was 0.32% higher than the target set as part of the Government Programme 'Development of the Nuclear Power and Industry Complex' (DNPIC). The following differentiated energy conservation targets have been set for 2026 as part of KPI targets of executives of the Company's Divisions and complexes, providing for outperformance against the targets set in the DNPIC Programme for the current year:

Division/complex	Energy conservation targets for 2026 (%)[1]
Mining Division	1.2
Mechanical Engineering Division	1.2
Power Engineering Division	0.1
Other	0.2–1.4

In the medium term, the Company will also continue to take steps to meet the requirements of the Government Programme 'Development of the Nuclear Power and Industry Complex' until 2030.

In addition, between 2026 and 2030, the Company plans to:

- Monitor progress on scheduled energy audits in organisations in the industry;
- Monitor updates to energy conservation programmes for the next five years following the completion of the current programmes (in organisations with energy costs exceeding RUB 50 million per year);
- Assess the outcomes of energy conservation measures implemented by the organisations (assign industry ratings) on an annual basis;
- Maintain the energy efficiency management and energy management system and improve its performance;
- Achieve additional synergy between energy conservation initiatives and the Company's sustainability practices;
- Update the Company's scope of reporting;
- Continuously improve the functionality of the AEEMS information system.

1. Against 2025 as the baseline.

APPENDICES

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APPENDIX 1. REPORT PROFILE

The Public Annual Report (hereinafter referred to as the Report) of Joint-Stock Company Atomic Energy Power Corporation (hereinafter referred to as the Company) for 2025 provides an integrated account of the Company's strategy and key financial, economic and operating results for 2025. The Report also outlines the Company's health, safety and environmental performance, its contribution to the development of the towns and cities where nuclear facilities are located, implementation of the social policy and other aspects of sustainable development.

GRI 2-3

The Company publishes its reports on an annual basis. The previous annual report was published on 30 May 2025. The publication date of the Annual Report for 2025 is no later than 29 May 2026.

This Report covers the performance of the Company and its organisations within the scope of consolidation in accordance with IFRS (hereinafter referred to as the Company's organisations) for the period from 1 January through 31 December 2025. It also discloses some information on and the performance of the Russian nuclear industry as a whole. GRI disclosures that belong to the Environmental category are reported for all significant organisations of the Company which provide information on their environmental performance using corporate reporting forms (100 legal entities).

The reporting period for financial reporting coincides with the reporting period for the annual report.

The annual report is approved by the Company's Board of Directors. GRI 2-14

Standards and regulatory requirements

The Report has been prepared in accordance with the following documents:

- The Uniform Industry-Wide Policy of State Atomic Energy Corporation Rosatom on Public Reporting and the Uniform Industry-Wide Methodological Guidelines (Standard) on Public Reporting of State Atomic Energy Corporation Rosatom and Its Organisations;
- The Global Reporting Initiative Sustainability Reporting Standards, including the GRI 14: Mining Sector standard (2024);
- Federal Law No. 208-FZ on Joint-Stock Companies of 26 December 1995;
- Regulations of the Bank of Russia No. 714-P on Disclosure of Information by Issuers of Issue-Grade Securities dated 27 March 2020.

Process for determining the materiality of disclosures

GRI 3-1

GRI 3-2

Material topics to be disclosed in the Report were identified in several stages as part of the process of determining material topics to be disclosed in ROSATOM's public report for 2025 and their decomposition in the Company's public reports. Following an analysis of the business context, ROSATOM's Communications Department identified the impacts (economic, environmental and social) made by ROSATOM and the Company. The list of impacts was expanded to include topics from the GRI 14: Mining Sector standard (2024). Stakeholders and experts assessed these impacts, which were then prioritised by experts and users of information. Based on this, the Company formulated the following material topics to be disclosed in the Report:

1. Contribution to economic development in the Company's host countries.
2. Impact of industrial waste generated by nuclear organisations on water, air and land.
3. Contribution to ensuring the safety of nuclear facilities and emergency preparedness.
4. Contribution to employment and personnel development, including the promotion of blue-collar jobs.
5. Developing the regions of operation and improving the standard of living.
6. Contribution to the implementation of national projects and the achievement of national goals.
7. Contribution to the implementation of the Environmental Well-Being National Project.
8. Occupational health and safety.

In 2025, the material topic 'Contribution to ensuring reliable energy supply' was incorporated in the topic 'Contribution to economic development in the Company's host countries', while the topic 'Environmental impacts, including the impact on water resources' was replaced by the following topics: 'Impact of industrial waste generated by nuclear organisations on water, air and land' and 'Contribution to the implementation of the Environmental Well-Being National Project'.

Verification of reporting information

GRI 2-5

Reporting information was certified as accurate and reliable by an independent auditor which certifies the annual financial statements. Non-financial reporting information was certified as accurate and reliable by an independent auditor which assured compliance of the Report with the GRI Standards.

Disclaimer

The Report contains information about the Company's medium- and long-term objectives and initiatives. The objectives are forward-looking, and their actual achievement will depend, among other things, on a number of economic, political and legal factors beyond the Company's control (the global financial, economic and political environment; situation on the key markets; amendments to the tax, customs and environmental legislation, etc.). Therefore, actual performance in the future years may differ from the forward-looking statements contained herein.

APPENDIX 2. GRI CONTENT INDEX[1]

Statement of use	JSC Atomenergoprom has reported in accordance with the GRI Standards for the period from 1 January through 31 December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 14: Mining Sector (2024)

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organisational details	-	Section 'Company Profile', p. 6 Section 3.1. 'International Business', p. 56 Section 'Contact Details', p. 254 Nature of ownership: publicly owned[2]			
	2-2 Entities included in the organisation's sustainability reporting	-	The Company's Report covers all organisations included in its financial statements under IFRS. Material subsidiaries included in the IFRS financial statements are listed in note 39 to the financial statements, which are available on the Company's website			
	2-3 Reporting period, frequency and contact point	-	Appendix 1, p. 222 Section 'Contact Details', p. 254			
	2-4 Restatements of information	-	Financial and economic indicators of the Company and its Divisions for 2024 have been restated			

1. Two terms ('workers' and 'employees') are used in the table in line with the wording of the source material, which is in the English language.
2. With regard to 100% of ordinary shares that are voting shares.

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-5 External assurance	-	Appendix 1, p. 223 The Company's policy with regard to seeking external assurance is set out in the Uniform Industry-Wide Methodological Guidelines on Public Reporting of ROSATOM and Its Organisations. The external assurance report is available on the website at https://report.rosatom.ru/aep			
	2-6 Activities, value chain and other business relationships	-	Section 'JSC Atomenergoprom Today', p. 10 Section 2.3. 'Markets Served by Atomenergoprom', p. 40 Section 7.1. 'Corporate Governance', p. 117			
	2-7 Employees	-	Section 8.1. 'Personnel Management', p. 146 Appendix 4, p. 248			
	2-8 Workers who are not employees	-	Section 8.1. 'Personnel Management', p. 147	Types of work performed by workers who are not employees	Lack of data on the types of work	The Company does not plan to obtain this information
	2-9 Governance structure and composition	-	Section 7.1. 'Corporate Governance', pp. 113, 115 There are no representatives of under-represented social groups or stakeholders among members of the Company's Board of Directors			
	2-10 Nomination and selection of the highest governance body	-	Section 7.1. 'Corporate Governance', p. 113			

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	-	The Board of Directors is chaired by the Deputy Director of the Company (as at 31 December 2025). The arrangement is determined by the management requirements of ROSATOM as the main shareholder; the approach to managing conflicts of interest is the same as the one applied with regard to other employees of the Company			
	2-12 Role of the highest governance body in overseeing the management of impacts	-	Section 7.1. 'Corporate Governance', p. 114, 115			
	2-13 Delegation of responsibility for managing impacts	-	Section 7.1. 'Corporate Governance', p. 115 For information on the allocation of responsibility for impact management in the Company, see the Annual Report for 2023, section 2.2. 'Sustainable Development Management'			
	2-14 Role of the highest governance body in sustainability reporting	-	Appendix 1, p. 222			
	2-15 Conflicts of interest	-	Competences of the Board of Directors related to preventing conflicts of interest are set out in paragraph 85 of the Company's Charter. None of the Board members own the Company's shares. Information on related-party transactions is provided in paragraph 36 of IFRS consolidated financial statements for 2025, p. 117			

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	-	Section 7.1. 'Corporate Governance', p. 114			
	2-17 Collective knowledge of the highest governance body	-	Members of the Board of Directors did not undergo sustainable management training in the reporting year			
	2-18 Evaluation of the performance of the highest governance body	-	Section 7.1. 'Corporate Governance', p. 113			
	2-19 Remuneration policies	-	Section 7.1. 'Corporate Governance', p. 117			
	2-20 Process to determine remuneration	-	Section 7.1. 'Corporate Governance', p. 117 Section 8.1.4. 'Personnel Costs and Remuneration System', p. 148 Consultants are not involved in determining remuneration			

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	-	The indicator has not been disclosed	Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees	The information is not available	Detailed data on employees of the Company's subsidiaries are not available. No methodology for calculating the indicator has been approved. The Company plans to examine the possibility of data consolidation for the calculation of the indicator in the medium term
	2-22 Statement on sustainable development strategy	-	Section 'Message from the Management', p. 8			
	2-23 Policy commitments	-	Section 2.1. 'Business Strategy until 2030', p. 28 Section 2.2. 'Sustainable Development Management', pp. 30, 38 Section 8.1. 'Personnel Management', p. 145 For information on the levels at which the policy commitments were approved within the organisation, see the Annual Report for 2023, section 2.2. 'Sustainable Development Management'			

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	-	Section 2.2. 'Sustainable Development Management', p. 38			
	2-25 Processes to remediate negative impacts	-	Section 7.5. 'Internal Control System', pp. 142, 145 Section 9.1. 'Nuclear, Radiation, Industrial and Fire Safety; Occupational Safety and Health', p.192 Section 9.2. 'Environmental Safety', p. 200			
	2-26 Mechanisms for seeking advice and raising concerns	-	Section 8.1. 'Personnel Management', p. 145 Section 'Contact Details', p. 254			
	2-27 Compliance with laws and regulations	-	Section 9.2. 'Environmental Safety', p. 202 There were no significant instances of non-compliance with laws and regulations, i.e. instances that resulted in administrative suspension of the Company's operations, in 2025	Information on fines (other than fines for environmental non-compliance)	The information is not available	Government and corporate statistical reports prepared by ROSATOM provide no statistics on this topic. The Company does not plan to obtain this information

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-28 Membership associations	-	Section 3.1. 'International Business', p. 57 Membership in associations is maintained through the participation of organisations managed by the Company. For example, the holding company of the Mechanical Engineering Division is a member of the Russian Union of Employers in the Nuclear Industry, Power and Science; the All-Russian Public Organisation 'The Union of Machine Engineers of Russia'; the Self-Regulating Organisation Association of Building Organisations in the Nuclear Branch SOJUZATOMSTROJ, etc.			
	2-29 Approach to stakeholder engagement	-	Section 8.3. 'Stakeholder Engagement', p. 178 See also the Annual Report of JSC Atomenergoprom for 2023, p. 123			
	2-30 Collective bargaining agreements	-	Section 8.1. 'Personnel Management', p. 161			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	-	Appendix 1, p. 223			
	3-2 List of material topics	-	Appendix 1, p. 223			
Contribution to economic development in the Company's host countries						
GRI 3: Material Topics 2021	3-3 Management of material topics	14.9.1	Section 3.1. 'International Business', p. 56 Section 3.2. 'New Products for International Markets', p. 60 Section 8.2. 'Developing the Regions of Operation', p.170			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	14.9.2	Section 'Financial and Economic Performance', p. 21 Calculated using the accrual method based on data from IFRS financial statements			

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	14.9.3	Charitable expenditure: RUB 28.9 billion			
	203-2 Significant indirect economic impacts	14.9.4	Section 8.2. 'Developing the Regions of Operation', p. 174			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	14.9.5	The proportion of spending on local suppliers stands at 60.02%. The calculation has been made for those regions of the Russian Federation where the Company's assets with an average headcount of more than 2,000 employees are located, based on publicly available information on procurement governed by Federal Law No. 223-FZ of 18 July 2011 on the Procurement of Goods, Work and Services by Certain Types of Legal Entities and the UIPS, except for information constituting a state secret, a trade secret or restricted-access information. Local suppliers are defined as suppliers registered in the relevant constituent entity of the Russian Federation. The indicator includes all purchases of financial services (including those related to borrowings, excluding loans from nuclear organisations; the procurement of factoring services; unsecured letters of credit, etc.) governed by article 7.6 of the Uniform Industrial Procurement Standard (Regulations on Procurement) of ROSATOM which resulted in the conclusion of contracts by the Company's organisations in the reporting period			

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
Impact of industrial waste generated by nuclear organisations on water, air and land						
GRI 3: Material Topics 2021	3-3 Management of material topics	14.5.1	Section 9.2. 'Environmental Safety', p. 200			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	14.5.2	Section 9.2. 'Environmental Safety', p. 207			
	306-2 Management of significant waste-related impacts	14.5.3	Section 9.2. 'Environmental Safety', p. 207			
	306-3 Waste generated	14.5.4	Section 9.2. 'Environmental Safety', p. 208			
	306-4 Waste diverted from disposal	14.5.5	Section 9.2. 'Environmental Safety', p. 208 Disclosures 306-4 and 306-5 are provided in part, with no breakdown by waste management methods stipulated in the GRI Standards. Data on waste management are disclosed with a breakdown by waste management method as listed in the statistical reporting form 2-TP (Waste) due to a lack of waste management accounting practices aligned with the GRI 306 Standard (2020) in Russia			

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 306: Waste 2020	306-5 Waste directed to disposal	14.5.6	Section 9.2. 'Environmental Safety', p. 208 Disclosures 306-4 and 306-5 are provided in part, with no breakdown by waste management methods stipulated in the GRI Standards. Data on waste management are disclosed with a breakdown by waste management method as listed in the statistical reporting form 2-TP (Waste) due to a lack of waste management accounting practices aligned with the GRI 306 Standard (2020) in Russia			
Contribution to ensuring the safety of nuclear facilities and emergency preparedness						
GRI 3: Material Topics 2021	3-3 Management of material topics	14.15.1	Section 9.1. 'Nuclear and Radiation Safety; Occupational Safety and Health', p. 184			
GRI 306: Effluents and Waste 2016	306-3 (2016) Significant spills	14.15.2	There were no significant spills in 2025			
Contribution to employment and personnel development, including the promotion of blue-collar jobs						
GRI 3: Material Topics 2021	3-3 Management of material topics	14.17.1	Section 8.1. 'Personnel Management', p. 149			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	14.17.2	The indicator has not been disclosed	Ratios of standard entry level wage by gender compared to local minimum wage	The information is confidential	The information constitutes a trade secret of the Company

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	14.17.3	Section 8.1. 'Personnel Management', p. 147 With regard to turnover, the 'adjusted turnover' rate has been disclosed, which includes the termination of an employment contract on certain grounds	In terms of breakdown by age group, gender and region. Total number of employees dismissed on all grounds for the termination of an employment contract, except for reassignment to a different position within the nuclear industry, in accordance with the methodology described in the GRI Standards, and the relevant turnover rate	The information is not available	The indicator has been disclosed in part, with no breakdown by age group, gender and region, due to the lack of the relevant records. The Company plans to develop a system of indicators in future reporting periods
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	14.17.4	Section 8.1. 'Personnel Management', p. 160			

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
	401-3 Parental leave	14.17.5	The indicator has not been disclosed		The information is not available	There is no system for recording the relevant data. The Company does not plan to obtain this information
GRI 402: Labour/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	14.17.6	Section 8.1. 'Personnel Management', p. 161 Notice periods with regard to changes are not duplicated in collective agreements as they are stipulated in the Labour Code of the Russian Federation			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	14.17.7	Section 8.1. 'Personnel Management', p. 157			
	404-2 Programmes for upgrading employee skills and transition assistance programmes	14.17.8	Section 8.1. 'Personnel Management', pp. 157, 158, 161			

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	14.17.9	Section 2.2. 'Sustainable Development Management', p. 38 The Company does not carry out social assessment of its suppliers			
	414-2 Negative social impacts in the supply chain and actions taken	14.17.10	The Company does not carry out social assessment of its suppliers			
Developing the regions of operation and improving the standard of living						
GRI 3: Material Topics 2021	3-3 Management of material topics	14.10.1	Section 2.3. 'Markets Served by Atomenergoprom', p. 52 Section 5.2. 'Business Diversification', p. 95 Section 8.1. 'Personnel Management', p. 163 Section 8.2. 'Developing the Regions of Operation', p. 170			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	14.10.2	The Company and its organisations have no separate arrangements with their regions of operation. Local community engagement forms part of ROSATOM's stakeholder engagement			
	413-2 Operations with significant actual and potential negative impacts on local communities	14.10.3	The indicator has not been disclosed	The location of enterprises whose operations have a significant actual and potential negative impact on local communities	The information is confidential	

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	-	Section 8.2. 'Developing the Regions of Operation', p. 174			
Contribution to the implementation of national projects and the achievement of national goals						
GRI 3: Material Topics 2021	3-3 Management of material topics	-	Section 5.1. 'Research and Innovations', p. 86 Section 5.2. 'Business Diversification', p. 95 Section 6.4. 'Internal Digitisation', p. 107 Section 8.1. 'Personnel Management', p. 163 Section 8.2. 'Developing the Regions of Operation', p.170			
Contribution to the implementation of the Environmental Well-Being National Project						
GRI 3: Material Topics 2021	3-3 Management of material topics	-	Section 9.2. 'Environmental Safety', p. 215			
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	14.16.1	Section 9.1. 'Nuclear and Radiation Safety; Occupational Safety and Health', p. 190			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	14.16.2	Section 9.1. 'Nuclear and Radiation Safety; Occupational Safety and Health', pp. 190, 192	The number and percentage of workers and other employees covered by a certified occupational health and safety management system	The information is not available	The Company does not plan to disclose this information

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	14.16.3	Section 9.1. 'Nuclear and Radiation Safety; Occupational Safety and Health', pp. 190, 197 In accordance with the Labour Code of the Russian Federation (Articles 216 and 379), the Company's employees have the right to refuse to perform work if there is a hazard to their life and health due to non-compliance with occupational safety requirements until the hazard has been eliminated, except as otherwise provided in federal laws			
	403-3 Occupational health services	14.16.4	Section 9.1. 'Nuclear and Radiation Safety; Occupational Safety and Health', pp. 190, 192			
	403-4 Worker participation, consultation, and communication on occupational health and safety	14.16.5	Section 9.1. 'Nuclear and Radiation Safety; Occupational Safety and Health', p. 193			
	403-5 Worker training on occupational health and safety	14.16.6	Section 8.1. 'Personnel Management', p. 158			
	403-6 Promotion of worker health	14.16.7	Section 8.1. 'Personnel Management', p. 160			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	14.16.8	Section 9.1. 'Nuclear and Radiation Safety; Occupational Safety and Health', p. 192			

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	14.16.9	Section 9.1. 'Nuclear and Radiation Safety; Occupational Safety and Health', p. 190	The number and percentage of employees covered by a certified occupational health and safety management system. The Company has not conducted an internal audit of the OHSMS	The information is not available	No occupational safety and health records are kept for this type of workers
	403-9 Work-related injuries	14.16.10	Section 9.1. 'Nuclear and Radiation Safety; Occupational Safety and Health', p. 194 The number of persons injured in accidents includes employees at the sites of the Company's organisations, including abroad, provided that the employee works for an organisation within the scope of consolidation of the Company, is employed under Russian law, and the accident has been investigated under Russian law	Injury rates for workers who are not employees but whose work and/or workplace is controlled by the organisation; micro-injuries (microtrauma) suffered by employees and requiring medical assistance beyond first aid	The information is not available	No records of hours worked by contractors are kept. No records of micro-injuries (microtrauma) with a breakdown by type of required medical assistance are kept. The Company does not plan to obtain this information

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2018	403-10 Work-related ill health	14.16.11	Section 9.1. 'Nuclear and Radiation Safety; Occupational Safety and Health', p. 195	Information on work-related ill health for workers who are not employees but whose work and/or workplace is controlled by the organisation; information on fatalities as a result of work-related ill health	The information is not available	No occupational safety and health records are kept for these groups of employees. The Company does not plan to obtain this information
Disclosures not included in the list of material topics						
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	-	Section 9.2. 'Environmental Safety', p. 211			
	303-2 Management of water discharge-related impacts	-	Section 9.2. 'Environmental Safety', p. 213			
	303-3 Water withdrawal	-	Section 9.2. 'Environmental Safety', p. 212	In terms of breakdown into freshwater and other water	The information is not available	Lack of information in government statistical reporting forms
	303-4 Water discharge	-	Section 9.2. 'Environmental Safety', pp. 211, 213	In terms of breakdown into freshwater and other water	The information is not available	Lack of information in government statistical reporting forms
	303-5 Water consumption	-	Water consumption calculated in accordance with the methodology described in the GRI Standards (total water withdrawal minus water discharge) totals 777.3 million m^3, including 5.6 million m^3 in areas with water stress			

GRI Standard	Disclosure	GRI Sector Standard Ref. No.	Location	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	-	Section 9.2. 'Environmental Safety', p. 205			
	305-7 Nitrogen oxides (NO_x), sulphur oxides (SO_x), and other significant air emissions	-	Section 9.2. 'Environmental Safety', p. 204 The Company does not emit persistent organic pollutants	Emissions of hazardous air pollutants (HAP)	The information is not available	Data on HAP emissions cannot be obtained from government statistical reporting forms
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	-	The Company's organisations and suppliers have no risk of incidents of child labour			
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	-	The Company's organisations and suppliers have no risk of incidents of forced labour			

Topics in the GRI 14 Mining Sector standard (2024) determined as not material:

14.1 GHG emissions
14.2 Climate adaptation and resilience
14.3 Air emissions
14.4 Biodiversity
14.6 Tailings
14.7 Water and effluents
14.8 Closure and rehabilitation
14.11 Rights of Indigenous Peoples
14.12 Land and resource rights
14.13 Artisanal and small-scale mining
14.14 Security practices
14.18 Child labour
14.19 Forced labour and modern slavery
14.20 Freedom of association and collective bargaining
14.21 Non-discrimination and equal opportunity
14.22 Anti-corruption
14.23 Payments to governments
14.24 Public policy
14.25 Conflict-affected and high-risk areas

APPENDIX 3. ALIGNMENT WITH THE METHODOLOGICAL RECOMMENDATIONS ON SUSTAINABILITY REPORTING OF THE MINISTRY OF ECONOMIC DEVELOPMENT OF THE RUSSIAN FEDERATION

No.	Indicator	Value	Comments
Economic indicators			
1	Revenue (or a similar indicator)	RUB 2,822.9 billion	
2	Value added	Not disclosed	
3	Net value added	Not disclosed	
4	Total R&D costs	Not disclosed	
5	Labour productivity	Not disclosed	
6	Amount of accrued mandatory payments (excluding fines and penalties), total, including: – Taxes and duties – Insurance premiums – Other mandatory payments	Amount of accrued mandatory payments (excluding fines and penalties), total (RUB '000): 508,463,466; including: taxes and duties: 307,356,477; insurance premiums: 201,106,989; other mandatory payments: 0	
7	Amount of mandatory payments made by the Company (excluding fines and penalties), total, including: – Taxes and duties – Insurance premiums – Other mandatory payments	Total amount of taxes and duties: RUB 378.3 billion Amount of mandatory payments made by the Company (excluding fines and penalties), total (RUB '000): 682,854,421; including: taxes and duties: 477,658,919; insurance premiums: 205,195,502; other mandatory payments: 0	
8	Share of purchases of Russian goods, work and services in the total volume of purchases of goods, work and services	97.11%	
9	Share of goods, work and services purchased from small and medium-sized enterprises in the total volume of purchases from Russian organisations	34.29%	
10	Sustainable investments, including green investments	Fixed asset investment for environmental purposes: RUB 5.99 billion. The total amount of sustainable and green investments has not been disclosed	

No.	Indicator	Value	Comments
11	Investments in projects related to the achievement of technological sovereignty and structural adaptation of the economy of the Russian Federation	Not disclosed	
12	Economic vulnerability of business and other activities to climate risks	Not disclosed	
Environmental indicators			
13	Volume of water used from all water sources	5,403.5 million m^3	
14	Volume of recycled and reused water	796.7 million m^3	
15	Volume of contaminated wastewater discharge, total, including untreated wastewater	Total wastewater discharge: 4,725.6 million m^3. Contaminated wastewater discharge: 166.7 million m^3	
16	Water use efficiency ('specific water use')	Not disclosed	
17	Hazard class 1–5 waste generation, total, including: Class 1 Class 2 Class 3 Class 4 Class 5	Waste generated and received during the reporting year: 35,866,815 tonnes, including: Hazard class 1: 760 tonnes Hazard class 2: 907 tonnes Hazard class 3: 7,154 tonnes Hazard class 4: 98,405 tonnes Hazard class 5: 35,759,589 tonnes	For details on industrial and consumer waste management by waste hazard class in 2025, see section 9.2. 'Environmental Safety'
18	Hazard class 1–5 waste management, total, including, by category: – Recycling – Treatment – Burial – Reuse – Processing – Reduction of waste generation	Waste recycled during the year 30,991,840 tonnes. Waste treated during the year: 622 tonnes. Waste burial during the year: 233,505 tonnes. Data on the amount of processed and reused waste and reduction in waste generation have not been disclosed	For details on industrial and consumer waste management by waste hazard class in 2025, see section 9.2. 'Environmental Safety'
19	Weight of air pollutant emissions from stationary sources	Total weight of pollutant emissions: 48,900 tonnes	For details on pollutant emissions into the atmosphere, see section 9.2. 'Environmental Safety'

No.	Indicator	Value	Comments
20	Greenhouse gas emissions	Assessment of GHG emissions in accordance with the Russian methodology: 15,984,000 tonnes of CO_2e Assessment of GHG emissions in accordance with international standards: Total: 19,000,000 tonnes of CO_2e, including: – Direct (Scope 1) emissions: 16,582,000 tonnes of CO_2e; – Indirect (Scope 2) emissions: 2,418,000 tonnes of CO_2e	
21	Expenditure on the implementation of environmental protection measures, total, including: – Protecting the atmosphere; – Preventing climate change; – Wastewater collection and treatment; – Waste management; – Biodiversity conservation; – Protection of natural sites	Expenditure on environmental measures: RUB 25.24 billion, including: – Protecting the atmosphere and preventing climate change: RUB 2.13 billion; – Wastewater collection and treatment: RUB 6.12 billion; – Waste management: RUB 5.13 billion; – Biodiversity conservation and protection of natural sites: RUB 0.35 billion; – Land conservation and sustainable land use, land rehabilitation: RUB 0.61 billion	
22	Renewable and low-carbon energy consumption	3,520,500 GJ	
23	Energy efficiency: energy consumption per unit of net value added	Not disclosed	
Social indicators			
24	Payroll costs, total	RUB 568.8 billion	This amount includes payroll costs, social expenses, expenditure on personnel training, development and evaluation, and other personnel costs

No.	Indicator	Value	Comments
25	Average headcount, total, including the number of people with disabilities	Average headcount: 216,000 people. Data on the number of employees with disabilities have not been disclosed	
26	Average salary, total, including: – By job group – By gender – By age group	RUB 161,300 per month Data on the average salary with a breakdown by age group, job group and gender have not been disclosed	
27	Occupational health and safety costs, total, including average per employee	RUB 15.4 billion. Average costs per employee have not been disclosed	
28	Expenditure on organising and hosting social, sporting and recreational, and healthcare events for employees and members of their families	Expenditure on corporate social programmes in the Company and its organisations: RUB 15.7 billion	
29	Number of people injured in workplace accidents resulting in time lost from work of one working day or more, including fatalities	Number of people injured in accidents: 47 people, including 3 fatalities	
30	Employee training costs, total, including average per employee	RUB 2.8 billion Average training costs per employee: RUB 12,700	
31	Average hours of training per year per employee by job group	Average training hours per employee: 72.9	For details on average hours of training per employee in the nuclear industry by job group (category), see section 8.1. ‘Personnel Management’
32	Share of employees covered by a collective bargaining agreement as a percentage of the average headcount	67.2%	
33	Personnel turnover rate	13.9%	
34	Expenditure on supporting social programmes not targeted at employees and their families, total, including: – Charity – In the housing sector – In healthcare – In education – Support for people in need of social assistance	Charitable expenditure: RUB 28.849 billion. Social investment: RUB 13.3 billion	

No.	Indicator	Value	Comments
Governance indicators			
35	Existence of a sustainable development policy and/or other strategic documents in this field	The Company, along with other organisations of ROSATOM, has adopted the Unified Industry Policy on Sustainable Development (https://rosatom.ru/upload/iblock/e78/iz4wbf84okc9o8xfeysjkyss5qvuybtb/Unified%20Industry%20Policy%20on%20Sustainable%20Development%20of%20ROSATOM%20and%20its%20Organizations.pdf). The sustainable development agenda is incorporated into ROSATOM's Business Strategy until 2030	
36	Number of meetings of the Board of Directors and attendance rate	84 meetings; attendance rate: 94.66%	
37	Number of members of the Board of Directors, total, including by age group	The Board of Directors consists of seven members. Number of members of the Board of Directors by age group: – Aged 30 to 50: 5 people; – Aged 50+: 2 people;	
38	Number of meetings of the Audit Committee and attendance rate	9 meetings of the Audit Committee; attendance rate: 89.00%	
39	Inclusion in sustainability (ESG) indices and rankings	7 ratings and rankings (ACRA, ESP, NCR, Forbes, rating from the Moscow Government, RAEX, RSPP)	For details on the inclusion of the Company in rankings, on scores and changes in scores over the past few years, see section 2.2.2. 'Sustainability Ratings and Rankings'
40	Number of recorded violations of the rights of indigenous minorities in the Russian Federation	No violations of the rights of indigenous minorities have been recorded	
41	Share of employees holding positions with a high corruption risk	Not disclosed	
42	Average hours of anti-corruption training per employee	Not disclosed	
43	Number of cases of administrative sanctions imposed on the organisation, its subsidiaries and affiliates for corruption offences	Not disclosed	
44	Share of female executives in the total number of executives, total, including on the Board of Directors	Share of women on the Board of Directors: 57% Share of female executives in the total number of executives: 22.2%	

APPENDIX 4. NUMBER OF EMPLOYEES IN THE COMPANY WITH A BREAKDOWN BY TYPE OF EMPLOYMENT AND REGION (AS AT 31 DECEMBER 2025)

GRI 2-7

Number of employees in the Company with a breakdown by type of employment and region[1]

Region	Number of employees	Number of permanent employees	Number of temporary employees	Number of full-time employees	Number of part-time employees
Moscow	35,369	33,499	1,869	33,590	1,778
Saint Petersburg	12,234	11,587	647	11,806	428
Kursk Region	10,217	9,787	430	10,141	76
Moscow Region	11,593	11,036	557	11,464	129
Sverdlovsk Region	10,547	10,281	266	10,337	210
Rostov Region	9,890	9,377	513	9,538	352
Voronezh Region	9,253	8,601	652	9,227	26
Leningrad Region	8,875	8,280	595	8,693	182
Nizhny Novgorod Region	7,974	7,424	550	7,516	458
Zabaykalsky Territory	6,885	6,661	224	6,841	44
Smolensk Region	6,057	5,944	113	6,038	19
Tomsk Region	6,511	6,160	351	6,409	102
Saratov Region	5,798	5,658	140	5,742	56
Udmurt Republic	5,417	5,301	116	5,388	29
Chelyabinsk Region	5,858	5,710	148	5,808	50
Ulyanovsk Region	4,665	4,331	334	4,439	226
Vladimir Region	4,650	4,564	86	4,597	53
Murmansk Region	3,899	3,736	163	3,849	50
Krasnoyarsk Territory	3,673	3,583	90	3,616	57
Novosibirsk Region	4,004	3,499	505	3,909	95
Krasnodar Territory	2,555	2,506	49	2,543	12
Tver Region	5,721	5,615	106	5,638	83
Irkutsk Region	1,740	1,356	384	1,716	24
Belgorod Region	1,831	1,738	93	1,812	19
Lipetsk Region	1,537	1,518	19	1,535	2
Republic of Karelia	1,467	1,368	99	1,455	12
Primorsky Territory	1,315	1,304	11	1,314	1
Chukotka Autonomous District	1,203	1,135	68	1,182	21
Perm Territory	847	840	7	843	4
Kurgan Region	866	578	288	853	13

1. There are no non-guaranteed hours employees. Data are provided on the number of employees, regardless of the full-time equivalent value.

Region	Number of employees	Number of permanent employees	Number of temporary employees	Number of full-time employees	Number of part-time employees
Republic of Buryatia	764	557	207	754	10
Republic of Tatarstan	707	700	7	702	5
Oryol Region	696	689	7	696	0
Tambov Region	583	578	5	582	1
Tula Region	631	626	5	623	8
Kaluga Region	576	574	2	568	8
Sakhalin Region	534	534	0	534	0
Sakha Republic	546	438	108	544	2
Republic of Mordovia	288	286	2	282	6
Yaroslavl Region	233	231	2	225	8
Stavropol Territory	304	302	2	304	0
Republic of Bashkortostan	777	767	10	777	0
Republic of Khakassia	281	279	2	281	0
Penza Region	263	255	8	261	2
Omsk Region	251	245	6	249	2
Ryazan Region	236	229	7	236	0
Samara Region	210	202	8	204	6
Khabarovsk Territory	167	158	10	157	11
Astrakhan Region	135	135	0	135	0
Kaliningrad Region	404	372	32	402	2
Tyumen Region	172	172	0	171	1
Kemerovo Region	146	146	0	146	0
Ivanovo Region	224	222	2	216	8
Orenburg Region	74	71	3	74	0
Volgograd Region	157	156	1	156	1
Altai Territory	82	82	0	82	0
Kirov Region	69	44	25	68	1
Amur Region	50	50	0	50	0
Republic of Dagestan	180	169	11	178	2
Arkhangelsk Region	31	28	3	31	0
Other regions	9,723	9,548	175	9,577	146
Total	**211,944**	**201,821**	**10,123**	**207,103**	**4,841**

Number of employees in the Company's overseas branches and organisations with a breakdown by type of employment

Indicator	Number of employees	Number of permanent employees	Number of temporary employees	Number of full-time employees	Number of part-time employees
Turkey	7,569	5,528	2,041	7,569	0
Kazakhstan	2,424	2,400	24	2,414	10
Bangladesh	1,221	993	228	1,214	7
Egypt	805	108	697	802	3
Hungary	265	214	51	259	6
South Korea	326	305	21	326	0
Czech Republic	200	182	18	198	2
Belarus	121	63	58	119	2
Bolivia	62	45	17	61	1
Tanzania	16	15	1	16	0
Namibia	10	10	0	10	0
Other countries	36	17	19	35	1
TOTAL	**13,055**	**9,880**	**3,175**	**13,023**	**32**

Number of employees with a breakdown by gender and type of employment

Indicator	Women	Men	Total
Number of employees	78,225	146,774	224,999
Number of permanent employees	73,823	137,878	211,701
Number of temporary employees	4,402	8,896	13,298
Number of full-time employees	75,617	144,509	220,126
Number of part-time employees	2,608	2,265	4,873
Number of non-guaranteed hours employees	0	0	0

APPENDIX 5.

Summary Consolidated Financial Statements Based on Consolidated Financial Statements for the Year Ended 31 December 2025 and the Independent Auditors' Report

https://atomenergoprom.ru/#investors

LIST OF ABBREVIATIONS AND ACRONYMS

AI	Artificial intelligence
CATF	Closed administrative and territorial formation
FAS	Federal Antimonopoly Service
FMBA	Federal Medical and Biological Agency of Russia
FTNPP	Floating thermal nuclear power plant
GRI	Global Reporting Initiative (an organisation developing sustainability reporting standards)
IAEA	International Atomic Energy Agency
INES	International Nuclear Event Scale
IoT	Internet of Things
IRAW	Individual risk assessment workstation
KPI	Key performance indicator
LTIFR	Lost Time Injury Frequency Rate
MNUP fuel	Mixed uranium-plutonium nitride fuel
MOX fuel	Mixed-oxide fuel: nuclear fuel containing more than one oxide of fissile material
NFA	Nuclear fuel assembly
NFC	Nuclear fuel cycle
NFE	Nuclear fuel element
NPP	Nuclear power plant
NRTC	Nuclear Research and Technology Centre
PDEF	Pilot and Demonstration Energy Facility
PET	Positron emission tomography
R&D	Research and development

Radiopharmaceuticals	Pharmaceutical drugs containing radioactive isotopes
RAW	Radioactive waste
RBMK	High-power channel-type reactor
Renewables	Renewable energy sources
RPS	ROSATOM Production System
SNF	Spent nuclear fuel
SNPP	Small nuclear power plant
SPECT	Single-photon emission computed tomography
SPIC	Special investment contract
SPP	Solar power plant
tHM	Tonne of heavy metal
TPP	Thermal power plant
UIPS	Uniform Industrial Procurement Standard
VVER	Water-cooled water-moderated power reactor
WNA	World Nuclear Association
WPP	Wind power plant

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FEEDBACK FORM

Dear readers,

You have read the annual report of JSC Atomenergoprom, which is intended for a wide range of stakeholders. We attach great importance to the opinion of the readers of our Report. We would appreciate it if you helped improve the quality of the Company's reports by completing the questionnaire below.

Please return the completed form by mail to the Communications Department or to the Treasury Department at 24 Bolshaya Ordynka Street, Moscow, 119017 or by email (EAMamy@rosatom.ru).

1. Please assess the Report using the following criteria:

Accuracy and objectivity

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Completeness and relevance of information

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Report structure, ease of reference, wording

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

2. Please specify which sections of the Report you have found to be relevant and useful:

3. What topics do you think should be covered in the next Report?

4. Your recommendations and additional comments:

5. Please specify which stakeholder group you represent:

- ☐ Employee of JSC Atomenergoprom / ROSATOM
- ☐ Employee of an organisation forming part of JSC Atomenergoprom or ROSATOM
- ☐ Representative of the federal government
- ☐ Representative of a regional government
- ☐ Representative of a local government
- ☐ Representative of a contractor / supplier
- ☐ Representative of a customer / consumer of goods and services
- ☐ Representative of a business partner
- ☐ Representative of a non-governmental organisation
- ☐ Representative of the media
- ☐ Representative of the expert community
- ☐ Other (please specify)



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