

Approved  
by Resolution of the Board of Directors  
of PJSC Inter RAO  
dated August 30, 2017  
(Minutes No.207 dated September 1, 2017)

Chairman  
of the Board of Directors  
of PJSC Inter RAO

\_\_\_\_\_ I.I. Sechin

# Policy on Interaction with the External Auditor of Public Joint-Stock Company Inter RAO UES

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## Contents

1. PURPOSE AND SCOPE.....	3
2. MAIN TERMS, DEFINITIONS AND ABBREVIATIONS USED IN THIS POLICY .....	4
3. COMPANY GOALS IN EXTERNAL AUDITOR ROTATION.....	4
4. MAIN PRINCIPLES OF EXTERNAL AUDITOR ROTATION.....	5
5. EXTERNAL AUDITOR APPROVAL PROCEDURE AND CRITERIA .....	5
6. ROTATION OF EXTERNAL AUDITOR AND LEAD AUDITOR.....	7
7. INTERACTION WITH AN EXTERNAL AUDITOR REGARDING THE PROVISION OF OTHER SERVICES.....	8

## **1. PURPOSE AND SCOPE**

1.1. This Policy on Interaction with the External Auditor of Inter RAO UES Public Joint-Stock Company (hereinafter the "Policy") was developed in accordance with the requirements of Federal Law No. 208-FZ "On Joint-Stock Companies" dated December 26, 1995 (hereinafter the "Federal Law on Joint-Stock Companies"), Federal Law No. 307-FZ dated December 30, 2008 "On Auditing Activity"(hereinafter the "Federal Law on Auditing Activities"), the Code of Professional Ethics of Auditors, approved by the Audit Council on March 22, 2012 with amendments, Rules for independence of auditors and audit companies approved by the Council on Auditing Activities on September 20, 2012, with amendments, Methodological Recommendations on the organization and conducting of the mandatory audit of financial (accounting) statements approved by Order No. 12 of the Federal Agency for State Property Management (Rosimushchestvo) dated January 21, 2016, international regulatory legal acts, the Articles of Association of the Company, other local regulations and approved by the decision of the Board of Directors dated August 30, 2017 (Minutes No.207 dated September 1, 2017).

1.2. This Policy is an internal regulation of the Company, and represents a set of legal, economic, and organizational approaches aimed at improving the transparency of the procedure for approving and changing the Company's auditor.

1.3. This Policy defines the organizational and legal principles providing for the approval and change of the Company's auditor and lead auditors.

1.4. This Policy governs the following:

- the procedure and criteria for selecting the Company's auditor based on the results of tender procedures;
- the procedure for approving the auditor at the Company's Annual General Meeting of Shareholders;
- approaches to providing non-audit services by the Company's Auditor;
- the rules for rotating the lead auditors.

## **2. MAIN TERMS, DEFINITIONS AND ABBREVIATIONS USED IN THIS POLICY**

In this Policy, the following terms are used with the following meanings:

**Company** – Public Joint-Stock Company Inter RAO UES (PJSC Inter RAO).

**Audit Committee** – Audit Committee of the Board of Directors of Public Joint-Stock Company Inter RAO UES

**Auditor** – commercial organization that is a member of one of self-regulating organizations of auditors.

**Audit** – independent inspection of accounting (financial) reports of the audited entity for the purpose of expressing an opinion on the accuracy of such reports.

**Observation audit** - an independent audit of accounting (financial) statements of an enterprise entity in order to make an opinion/assessment on whether the information from the reporting under the observation audit contains any material errors.

**External auditor rotation** – change of auditing companies in accordance with the principles of legitimacy and expediency, generally accepted standards, and internal documents of the Company.

**Lead auditor** – a person duly certified to conduct auditing activities according to the auditing specialization, who meets requirements of this audit assignment and who has the necessary international certificate.

**Auditing companies network** – an association of auditing companies that uses a single brand name and has a single system of quality control, or jointly uses considerable professional resources.

## **3. COMPANY GOALS IN EXTERNAL AUDITOR ROTATION**

The company's goals in the field of external auditor rotation include the following:

3.1. Company compliance with the laws on joint-stock companies, improving the Company's level of corporate management;

3.2. Formation of an effective mechanism for the procurement of auditing services for the Companies and group of Company entities;

3.3. Improving the Company's level of transparency in approving an auditor based on the results of tender procedures for conducting an audit;

#### **4. MAIN PRINCIPLES OF EXTERNAL AUDITOR ROTATION**

The principles of the Company's external auditor rotation are as follows:

4.1. Legality – approval of an auditor in accordance with the laws of the Russian Federation on joint-stock companies;

4.2. Continuity – auditing of the Company's reports by the same auditor over several years in order to maintain a high-quality audit;

4.3. Transparency – openness of tender procedures held to approve an auditor;

4.4. Consistency – engagement of one auditor to the extent allowed by law for auditing and observation auditing of consolidated financial reports in accordance with IFRS and for auditing accounting reports of the Company executed in accordance with RAS. Moreover, engagement to the extent allowed by law of an auditor that is part of an auditing companies network together with the Company's Auditor in order to perform auditing and observation auditing of financial reporting according to IFRS standards and accounting reporting in accordance with national accounting standards, as well as reporting of companies included in PJSC Inter RAO Group is preferable;

4.5. Independence – lack of concern and conflicts of interest from the Company's management and the Auditor in entering and executing the contract (performing the audit), which could affect the professional judgment of the auditor.

#### **5. EXTERNAL AUDITOR APPROVAL PROCEDURE AND CRITERIA**

5.1. To comply with the continuity principle, the winner based on the results of the tender procedures for conducting an audit of accounting reports of PJSC Inter RAO, executed in accordance with Russian Accounting Standards (hereinafter the "RAS"), and consolidated financial reports of PJSC Inter RAO executed in accordance with International Financial Reporting Standards (hereinafter the "IFRS"), shall be determined at least once every three years.

5.2. Following the consistency principle, PJSC Inter RAO considers it advisable to hold tender procedures aimed at the approval of one auditor for conducting an audit of the Company's accounting reports executed in accordance with RAS, audits and observation audits of the Company's consolidated financial reports executed in accordance with IFRS, as well as selection of an auditor from the auditing companies network together with the Company Auditor for the needs of the companies of the PJSC Inter RAO Group.

5.3. The procedure for approval of the Company's external auditor:

5.3.1. The Audit Committee develops recommendations to the Company for selection of the Company's external auditor candidates in accordance with the requirements of the legislation of the Russian Federation, the qualifications of external auditors, the quality of their work, and their compliance with independence requirements at least once every three years.

5.3.2. The Company's management:

5.3.2.1. Arranges tender procedures based on recommendations by the Audit Committee in the manner stipulated by the laws of the Russian Federation and the Regulations on the Procedure for Regulated Procurement of Goods and Services for PJSC INTER RAO UES approved by the Board of Directors of PJSC INTER RAO UES (hereinafter the "Procurement Regulations") as amended and with consideration for clause 5.1. of this Policy.

5.3.2.2. Approves the auditor selected based on the results of tender procedures, the audit and observation audit conditions, and the contents of the draft contract.

5.3.3. The Audit Committee decides on recommendations to the Board of Directors for determining the cost of the auditor's services with regard to the tender procedures.

5.3.4. The Board of Directors will make the following decisions with regard to the opinion of the Audit Committee on the candidacy of an external auditor, the recommendations of the Audit Committee on determining the cost of the auditor's services, and the protocol of the procurement commission on determination of the winner:

5.3.4.1. On recommending the auditor's candidacy for approval by the General Meeting of Shareholders of PJSC Inter RAO;

5.3.4.2. On determining the cost of the auditor's services. The cost of the auditor's services shall be disclosed in accordance with the legally established procedure.

5.3.5. The General Meeting of Shareholders of PJSC Inter RAO will annually approve the auditor of accounting and consolidated financial reports.

5.4. The contract for auditing services will be concluded with the winner of tender procedures after the auditor is approved by the General Meeting of Shareholders for a period determined by the tender documents (not to exceed three years) in accordance with the recommendations of the Audit Committee and decision of the Board of Directors on determination of the cost of the auditor's services.

5.5. Insofar as it concerns performing audits and observation audits in the second and third year (if the contract with the auditor is concluded for more than one year), the contract shall contain provisions on commencement of such contract subject to the positive decision of the Audit Committee, decision of the Board of Directors on determination of the price of the auditor's services, and approval of the auditor's candidacy by the General Meeting of Shareholders for the relevant year.

5.6. If the tender procedures as per clause 5.1 of this Policy are not held (upon conclusion of a contract for more than one year), the actions specified in subclause 5.3.3., 5.3.4. and 5.3.5. shall be performed in accordance with the procedure specified in this Policy.

5.7. The following criteria may be applied during the tender for the procurement of external auditor services:

5.7.1. Membership in a self-regulating organization of auditors,

5.7.2. The lead auditor and the person signing the auditor's opinion shall have an auditor's qualification certificate;

5.7.3. Compliance by the auditor and their activities with the independence criteria stipulated by the Federal Law on Auditing and the Independence Rules for Auditors and Auditing Companies approved by the Council on Auditing Activities;

5.7.4. Strong reputation of the auditing company;

5.7.5. Permits to conduct audits in the countries where the Group is present, as required by the legislation of these countries;

5.7.6. Experience of the auditing company in auditing financial reports of energy sector companies;

5.7.7. Ability to provide services within the established time frames.

## **6. 6. ROTATION OF EXTERNAL AUDITOR AND LEAD AUDITOR**

6.1. Rotation of the external auditor takes place in the following cases:

- a conflict of interest between the Company and the auditor;

- insurmountable, in the opinion of the Company, violation of the independence principle during signing and execution of the contract (performing an audit);

- approval of another auditor by the General Meeting of Shareholders.

6.2. If reasons arise that affect the external auditor's independence, the Audit Committee can study the issue of the need to replace the auditing company or rotate the lead auditor and give appropriate recommendations to the Company's management.

6.3. The Company will adopt the lead auditor rotation principles set forth in the Auditor's internal documents, and will make all necessary efforts to rotate the lead auditor in the following cases:

- If a person has been performing the functions of lead auditor for over seven years;
- If doubts arise as to the independence of the lead auditor.

## **7. INTERACTION WITH AN EXTERNAL AUDITOR REGARDING THE PROVISION OF OTHER SERVICES**

7.1. The Audit Committee will assess the quality of work of the Company's external auditor and their compliance with the principles of independence and consistency on an annual basis.

7.2. The auditor is not entitled to provide services in accordance with Appendix No. 1 to this Policy.

7.3. The auditor is entitled to render services for which the use of an external auditor is deemed to be pre-approved, in accordance with Appendix No. 2 to this Policy.

7.4. The Audit Committee shall first consider the possibility of rendering by the Auditor and its affiliates the services specified in Appendix No. 3 to this Policy.

7.5. Provision by Auditor of other services not listed in Appendices No. 1-3 to this Policy is possible only after preliminary approval by the Audit Committee and taking into account the principle of independence of the external Auditor.

7.6. The Audit Committee shall annually request and analyze a report from the Company's Auditor, which contains a description of audit and other services provided by the auditing companies network together with the Company's Auditor to all companies that are part of PJSC Inter RAO.

When reviewing this report, the Audit Committee shall analyze, in particular, the share of the price of other services in the total price of services provided by companies in an auditing companies network together with the Company's Auditor to all companies that are part of PJSC Inter RAO.

7.7. When analyzing the Report specified in clause 7.6 of this Policy, the following factors are taken into account:

- type and time frame of services provided;
- information by members of the audit team about direct or indirect financial interest in transactions;
- degree of impact of the service on accounting records and financial indicators reflected in accounting (financial) statements in relation to which the auditing company intends to express an opinion;
- measures taken or expected to be taken by the auditing company to reduce or prevent the risk of further violations.

7.8. The Audit Committee, following the results of analysis in accordance with clauses 7.6 and 7.7 of this Policy, may recommend that the Company's management:

- consider the issue of replacing/rotating the audit leader within the audit team;
- if the violation concerns another service that affects the accounting records and financial indicators reflected in accounting (financial) statements, engage another auditing company to assess the results of service provision, or re-perform the service to the extent required for another auditing company to be able to bear responsibility for such audit;
- if no measures can be taken to properly eliminate the consequences of the violation, take the necessary steps to stop the provision of services by the auditing company.
- if an insurmountable, in the opinion of the Company, violation of the independence principle is discovered, submit to the Board of Directors the issue of recommending to the General Shareholders Meeting the approval of a new candidate for auditor.

**List of services  
prohibited to be rendered to PJSC Inter RAO, its subsidiaries and/or affiliates (hereinafter the "Group")  
by an external auditor and unable to be approved by the Audit Committee**

No.	Service Category	Clause	Service Description
1	Services in Tax Dispute Resolution	a)	Support during tax disputes within the framework of a court decision, including:
			· drafting of claims/complaints and other procedural documents;
			· representation of interests in arbitration courts (first instance, appellate, cassation) and the Supreme Court of the Russian Federation.
2	Accounting	a)	Drafting or modification of primary documentation or initial data in electronic form or another form confirming the business activities of the Group companies
		b)	Creation or modification of the Group companies' accounting records
		c)	Preparation of accounting (financial) statements of the Group companies
		d)	Services on the development of the Group companies' payroll records
3	Assessment Activities	a)	Services on the assessment of assets and liabilities of the audited entity and/or newly acquired companies if the assessment will have a significant impact on the financial statements (possible deviation of the value is more than 10% of the book value of all assets of the audited entity).
4	Calculation of Taxes for Preparing Accounting Records	a)	Calculation of current and deferred tax liabilities or assets for the audited entity in order to generate accounting records and reporting
5	Internal Audit Functions	a)	Management of the internal audit service and assumption of liability for actions of the internal audit service employees of the Group companies
		b)	Making decisions on which recommendations of the internal audit service should be adopted and implemented by the Group's employees
		c)	Provision of the report on the results of the internal audit service's activities to the representatives of the owner on behalf of the management of the audited entity
6	Corporate Risk Management Functions	a)	Implementation of procedures that are part of the internal control system, such as the examination and approval of changes in the authority of employees regarding access to

			information
		b)	Assumption of liability for development, implementation, and maintenance of internal controls
		c)	Assumption of liability for development, documentation, implementation and maintenance of the risk management system
		d)	Implementation of risk assessment procedures and development of risk management measures
7	<b>Information Services</b>	a)	Development and implementation of information systems that comprise a significant part of control measures or generate meaningful information for accounting statements
8	<b>Litigation Services</b>	a)	Services related to litigation support or damage assessment or other financial indicators affecting accounting statements by more than 10% of the book value of assets are prohibited
9	<b>Services on Hiring Personnel for the Position of Manager or Other Administrative Official or Officials with Functions Allowing Influence Over Financial Statements</b>	a)	Search for candidates for management positions and/or positions who can influence the reporting of the Group companies
		b)	Check of recommendations for potential candidates for the above positions
10	<b>Services on Promotion of Shares in the Market</b>	a)	Promotion of shares of the audited entity in the stock market
		b)	Transactions in the market with shares and their public or private offering

**List of services for which use of an external auditor is considered pre-approved<sup>1</sup>**

No.	Service Category	Clause	Service Description
1	Personal Taxation Services	a)	Preparation of personal reporting of company employees
		b)	Migration services for company employees
		c)	Current counseling on personal income tax and insurance contributions
2	Personnel Management Services	a)	Provision of services to carry out studies and reviews of the labor market and salaries, and generation of reports on these topics
		b)	Provision of services on personnel training, seminars, corporate program training in various qualifications, accounting and reporting, and other training for employees and board members
3	Preparation/Updating of Transfer Pricing (TP) Documentation	a)	Assistance in the preparation of TP documentation for controlled transactions, including economic research
		b)	Assistance in updating TP documentation, including economic research
4	Preparation of Intercountry Reporting	a)	Advising on the preparation of intercountry TP reporting, in particular:
			· planning and selection of information to be disclosed; · recommendations/assistance in preparing Country Reports, Master Files, and National Files for all segments of the Group's activities.
5	TP Review	a)	Consulting support in the interaction with tax authorities within TP requests and reviews (both in Russia and in the countries where the Group is present)
6	Labor Law	a)	Advising on labor law issues
		b)	Advising on documents regulating labor activity

<sup>1</sup> Subject to the management of service provision by a person who is not in charge of the Company's audit

7	<b>Improvement of Client-Oriented Focus</b>	a)	Analysis of the customer experience and customer needs; optimization of the strategy to attract and retain customers; analysis and optimization of customer support systems.
8	<b>Provision of Administrative Services</b>	a)	Assistance to the audited entity in the performance of formal or technical tasks in routine business activities, namely: document processing services, filling out administrative or statutory forms for subsequent approval by the audited entity, monitoring the statutory deadlines for filing documents and informing the audited entity about these deadlines.

**List of services requiring preliminary approval of the Audit Committee of the Board of Directors  
of PJSC Inter RAO**

No.	Service Category	Clause	Service Description
<b>1</b>	<b>Services in Tax Dispute Resolution</b>	a)	Support within the framework of on-site and off-site tax audits, including:
			· analysis and assessment of requirements and requests of tax authorities;
			· drafting of motivated responses to the requirements and requests of tax authorities;
			· support within certain activities of tax control (seizure, expert examination, etc.);
		b)	· support in the questioning of employees by tax authorities;
			Advising on issues of interaction with tax authorities
c)	Support of tax disputes as part of pre-court tax dispute settlements, including:		
	· drafting of an objection to inspection reports, complaints and appeals; · support during the consideration of inspection materials and additional tax control measures.		
<b>2</b>	<b>Corporate Taxation Services</b>	a)	Advising on current taxation issues
		b)	Consulting services in international tax planning
		c)	Consulting services in structuring and taxation of transactions, including pre-investment expertise (Due Diligence)
<b>3</b>	<b>Services in Accounting and Preparation of Financial Statements</b>	a)	Rendering methodological support for accounting and reporting under RAS and IFRS
		b)	Optimization of the process of preparing financial reports; Development of draft methodological and regulatory documents in the field of accounting and reporting under RAS and IFRS

4	<b>Services to Improve the Performance of Financial Functions</b>	a)	Development of a Strategy and road map for development of the financial function; development of an operating model of the financial function; description and optimization of financial function business processes ("lean" processes), development of an approach to the calculation of the number of staff, preparation of draft regulatory documents
		b)	Concept development, detailed design, and support for the implementation of general service centers of the Group of companies and individual business segments (various functional units)
		c)	Development and optimization of long-term, medium-term and short-term planning systems, investment planning, budgeting (under RAS, IFRS), management accounting and reporting (including the development of dashboards), as well as cost control and controlling systems
		d)	Development of treasury operating model; optimization of financial flows; optimization of working capital; cash pulling; liquidity planning and debt management
		e)	Optimization of the structure and process of administrative reporting preparation; development of draft methodological and regulatory documents in the field of management accounting and management reporting
		f)	Provision of methodological support for financial functions: system of long-term, medium-term and short-term planning, investment planning, budgeting (RAS, IFRS), management reporting, cost control and controlling
5	<b>TP Services</b>	a)	Advising on TP methodology development in planned/existing controlled transactions, taking into account the emerging judicial practice and explanations of the financial and tax service
		b)	Development of an effective TP policy during business restructuring, including in connection with changes in the functional profile of different group companies, transfer of business area/business functions between Group companies, etc.
		c)	Analysis of effective ways to perform M&A deals in the context of TP
6	<b>Conclusion of Pricing Agreements with Tax Authorities</b>	a)	Analysis of the need and ability to conclude pricing agreements with tax authorities
		b)	Provision of methodological support on the conclusion of pricing agreements with tax authorities, including assistance in the preparation of the draft agreement and participation in working meetings and discussions with tax authorities
7	<b>Tax Monitoring</b>	a)	Assistance in the preparation of reporting documents established by the requirements of the Federal Tax Service of Russia for the internal control system of tax monitoring participants, including: · description and assessment of the Company's risks disclosed in the framework of tax monitoring;

			<ul style="list-style-type: none"> <li>· development of recommendations on the Company's control procedures disclosed in the framework of tax monitoring;</li> <li>· drafting of the Company's regulations on the internal control system disclosed in the framework of tax monitoring;</li> <li>· assistance in the development of other documents stipulated by the requirements of the Federal Tax Service of Russia to tax monitoring participants;</li> <li>· assistance in drafting requests for a motivated opinion of the tax authority;</li> <li>· participation in the evaluation of the effectiveness of control procedures/internal control system disclosed for the purpose of tax monitoring.</li> </ul>
		b)	<p>Support for the transition of the Group's companies to the tax monitoring mode, including:</p> <ul style="list-style-type: none"> <li>· assessment of the readiness of the Group's companies to transition to tax monitoring;</li> <li>· assistance in preparation of documentation necessary to transition to tax monitoring.</li> </ul>
<b>8</b>	<b>Increasing the Effectiveness of Taxation</b>	a)	<p>Advising on and assisting in the implementation of potential ways to improve the effectiveness of taxation of the Group's companies, including:</p> <ul style="list-style-type: none"> <li>· identification of tax reserves;</li> <li>· development of recommendations on the approach to implementation of identified tax reserves;</li> <li>· support during the offloading of tax reserves.</li> </ul>
<b>9</b>	<b>Improving the Tax Function</b>	a)	Improvement in the Group's tax risks and reserve management system
		b)	Development of key performance indicators of the Group's tax function
		c)	Diagnostics of the current status of the tax function and development of the target model of the Group's tax function
		d)	Recommendations on the development and improvement of tax business processes of the Company and the Group companies (regulations, schemes)
<b>10</b>	<b>Corporate Law</b>	a)	Advising on special administrative regulations, including, but not limited to, antimonopoly, currency, customs, and banking legislation
		b)	Advising on licensing and special permits
		c)	Support for administrative procedures, including, but not limited to, obtaining special permits and licenses
		d)	Advising on the regulation of rights to the results of intellectual activity and means of individualization
		e)	Structuring of inheritance rights

		f)	Advising on property rights, including real estate
11	Transactions	a)	Support of transactions, in particular property purchase and sale transactions, including, but not limited to, interest, shares, real estate, and intellectual property
		b)	Support of transactions for the purchase of interest and shares under Russian law/English law/in the Russian Federation and foreign jurisdictions, support for the establishment of joint ventures, participation in partnerships and other associations, including the preparation of documents (purchase agreement, corporate agreement, security documents and other documents), support in the negotiation process and at transaction closing
		c)	Conducting legal expert evaluations of companies and other property, including real estate assets
12	Environmental Protection and Industrial Safety	a)	Advising on environmental issues (environmental review, analysis of individual issues, compliance with the requirements for expanded producer responsibility, categorization of industrial enterprises, issues of Negative Environmental Impact payment), industrial safety issues (licensing, compliance)
13	Automation of Tax and Legal Business Processes	a)	Advising on the application of IT solutions for automation of tax and/or legal business processes, including:
			· setting of Functional Requirements and the Requirements Specification for the development of IT solutions;
			· development of an IT solution based on Functional Requirements and the Requirements Specification;
			· installation and configuration of IT solutions on the Customer's server/computers;
			· development of a package of supporting documentation for the IT solution;
			· conducting a pilot operation, testing of IT solutions;
			· training of users and preparation of training materials.
			These processes, in particular, include:
			· processes to ensure compliance with the requirements of Russian legislation on deoffshorization in accordance with Federal Law No. 376-FZ;
			· preparation of reports in accordance with Actions 11 and 13 of the BEPS Plan, as well as other Activities under the BEPS Plan;
· processes for collecting, processing, and storing tax and/or legal information on Group companies around the world and preparing relevant reports.			
b)	Technical support and updating of tax and/or legal IT solutions, including:		
	· advising users on the technical issues of the IT solution;		
	· updating the IT solution in case of changes in the relevant legislation;		
	· elimination of deficiencies in IT solutions that were not identified earlier in the testing phase.		

		c)	Integration of existing tax and/or legal IT solutions of the Group and/or expansion of their functionality
		d)	Expert evaluation/quality control of the results of the implementation of tax and/or legal IT solutions developed by the Group's specialists and/or external contractors
14	<b>Development of Market Strategy</b>	a)	Analysis of the market and competitors, identification of options for entering new markets and options for developing new segments in Russia, the CIS, and the world; development of strategies to promote new areas/services/products
15	<b>Development of Corporate Strategy</b>	a)	Development of the Company's Strategy, determination of strategic areas of activity, including future areas in related and innovative business segments (manufacture of power equipment, "green energy", etc.); development of business strategies in each area (functional block strategies, business segment strategies)
16	<b>Strategic Supply Chain Management</b>	a)	Defining a strategy for selecting suppliers, optimizing the supply chain
17	<b>Strategy of Outsourcing Non-Core Assets and Functions</b>	a)	Evaluation of the rationale of the choice between purchasing services/equipment/materials and developing one's own
18	<b>Elaboration of Strategic Development Plans</b>	a)	Scenario forecasting of market conditions, planning of revenue and expenses, planning of operational activities, investment planning, inventory planning
19	<b>Development of Functional Structures</b>	a)	Development of the organizational structure of the Group of Companies as a whole, as well as individual business segments and functional blocks; determination of a functional model of interaction, development of a matrix of authority differentiation; formalization and optimization of the business processes of the Group of Companies as a whole, as well as individual business segments and functional units, determination of the approach to the calculation of the number of personnel, including the development of draft regulatory documents
20	<b>Development of Efficiency Management System for Key Indicators</b>	a)	Development of an interconnected list of strategic, operational, and financial KPIs of the Group of companies; development of a value creation tree (interconnected in a single driver and KPI scheme that affect the value creation of the Group of Companies), cascading and breaking down KPIs from top-level strategic goals to the level of business segments and functional blocks, assignment of KPIs to business units; linking with the personnel bonus system (development of bonus cards, relevant draft regulatory documents)

21	<b>Development of Joint Venture Operating Model</b>	a)	Development of the joint venture operating model, analysis of the distribution of functions and responsibilities within joint ventures, formation of requirements for documents/development of recommendations for the amendment of documents governing the activities of the joint venture, the work of government bodies and interaction of members of joint companies to maximize the interests of the Group of Companies
22	<b>Increasing Operational Efficiency</b>	a)	Increasing operational efficiency: cause-and-effect analysis of problem areas and identification of optimization potential; introduction of lean manufacturing principles; increase in labor productivity; optimization of the number of personnel in the production area; implementation of energy efficiency initiatives; optimization of costs for maintenance and repair of equipment
23	<b>Increasing the Efficiency of Capital Construction Projects</b>	a)	Development of an integrated project management system; optimization of the project portfolio; system of internal control of projects; operational reporting system for projects; optimization of the procurement of equipment, material and technical resources, and services for implementation of the project, support for contracting; analysis of the economic component of the project and the main technical parameters; crisis management of projects and restructuring
24	<b>Optimization of Operations Support Functions</b>	a)	Occupational health, safety, and environmental protection, logistics, metrology, laboratory research, etc.
25	<b>Operational Restructuring, Allocation of Non-Core Assets</b>	a)	Operational restructuring, allocation of non-core assets
26	<b>Optimization of the Procurement of Equipment, Services, Material and Technical Resources; Support in Contracting</b>	a)	Optimization of the procurement of equipment, services, material and technical resources; support in contracting
27	<b>Improvement in the Change Management Process; Development and Implementation of Continuous Improvement Program</b>	a)	Improvement in the change management process; development and implementation of a program for continuous improvement

28	<b>Improvement in the Process of Managing Business Innovation/R&amp;D and Development of Technological Strategies</b>	a)	Improvement in the process of managing business innovation/R&D and development of technological strategies
29	<b>Increasing the Effectiveness of Investment Project Portfolio Management</b>	a)	Development of the investment project portfolio management process; development of a methodology for investment project portfolio optimization; development of functional requirements for investment project portfolio optimization systems
		b)	Selection of the system, support of the implementation of the investment portfolio optimization system to ensure the compliance of the system's functionality with the developed methodology
30	<b>Services Providing Confidence</b>	a)	Audits and/or reviews of the results of the implementation of the long-term development program, the annual report, the implementation of memoranda and other requirements of regulatory bodies and third parties, in accordance with the concluded agreements