



Moscow, 11 March 2011

Agenda

- Financial Highlights
- Power Generation and Sales
- Unit Margin on Sales
- EBITDA Evolution
- Focus on Operating Costs
- From EBIT to Net Income
- Net Debt Evolution
- Focus on Liquidity



Financial Highlights (Mn RUR)¹

	2009	2010	%
Revenues ²	41,567	52,561	+26
EBITDA	7,827	9,246	+18
EBITDA recurring ³	7,827	10,529	+35
EBITDA margin (%)	19	20	
Net Income	3,200	3,695	+15
Net Debt	17,427	20,203	+16
EBITDA/Net financial expenses ⁴	8.9	7.4	
Net Debt/EBITDA	2.2	2.2	
Net Debt/Equity	0.29	0.31	

Solid performance driven by recovery of economic environment, market liberalization and continuous efficiency improvements

¹ Audited financial results under IFRS

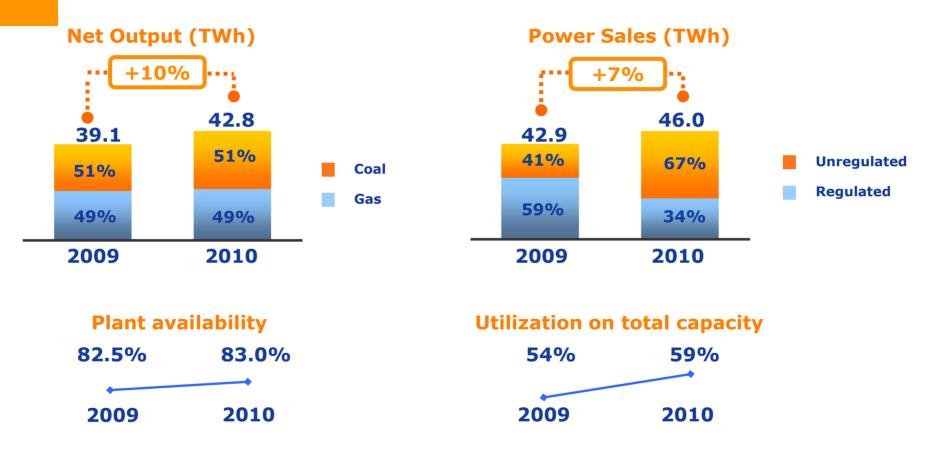
² Revenue from non-regulated bilateral contracts netted with the corresponding amount of power purchases

³ Excluding the effect of 1.3 Bn RUR of one-off items

⁴ Excluding FX differences and the corresponding change in fair value of derivatives



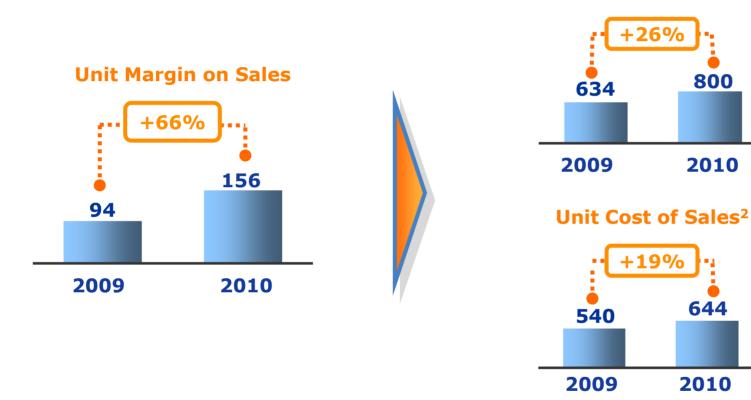
Power Generation and Sales



- ✓ Generation volumes influenced by energy demand recovery and supported by good plant availability
- ✓ Free market sales boosted by ongoing liberalization process



Unit Margin on Sales (RUR/MWh)¹



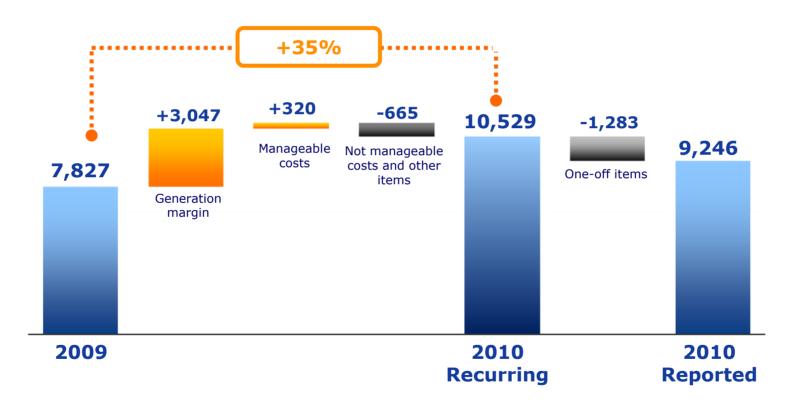
Unit Price

✓ Strong increase in unit price mainly driven by day-ahead market
✓ Slower growth of unit cost of sales despite gas tariff growth of 29%

¹ Excluding capacity payment ² Including energy purchases



EBITDA evolution (Mn RUR)



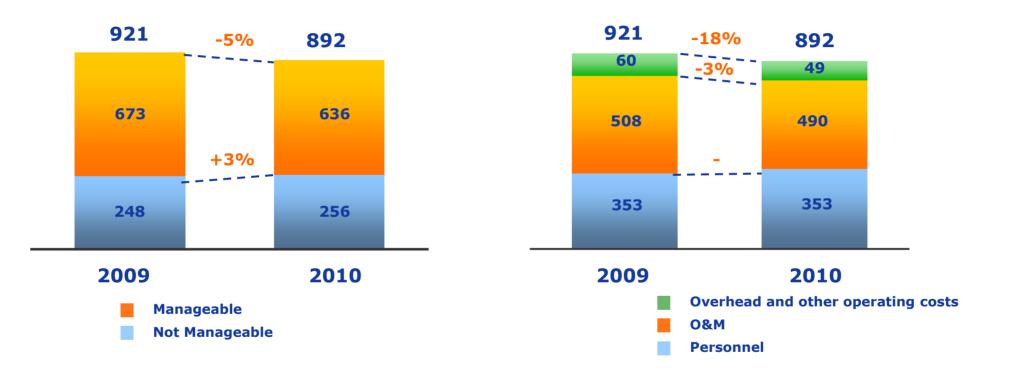
EBITDA growth supported by increase in generation margin and reduction of manageable costs



Breakdown by category

Focus on Operating Costs (Th RUR/MW)¹

Breakdown by cost manageability



Continuous efficiency improvements

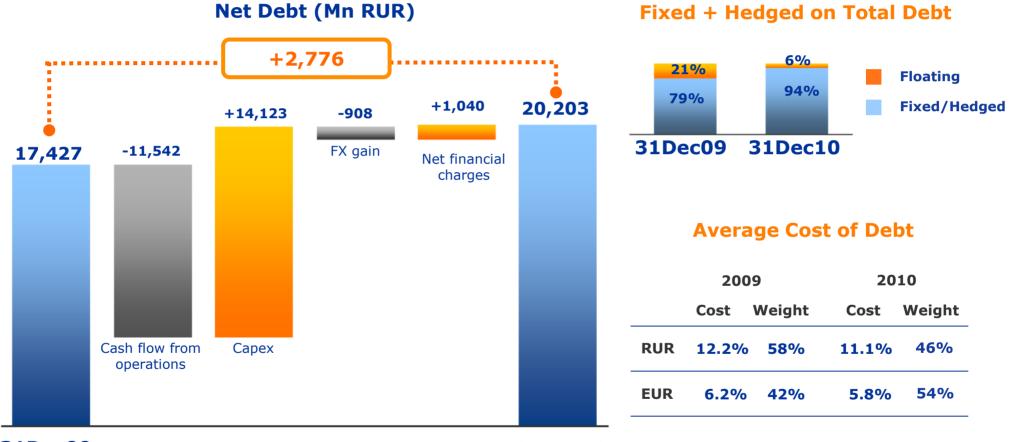


From EBIT to Net Income (Mn RUR)

	2009	2010	%
EBIT	5,086	5,648	+11
Net financial charges	(811)	(1,040)	+28
FX differences and other financial items	15	(9)	n.a.
Share of result of associates	(70)	-	n.a.
EBT	4,219	4,600	+9
Income Tax	(1,019)	(905)	-11
Net Income	3,200	3,695	+15



Net Debt Evolution

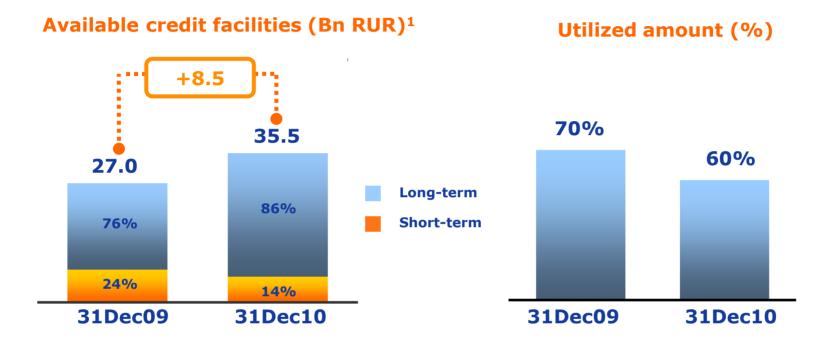


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Focus on Liquidity



Well-balanced debt structure



¹ Not adjusted for FX differences on EUR-nominated facilities

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