



# **Enel OGK-5**

## **9M2009 Results**

Moscow, 3 November 2009

## Enel OGK-5 9M2009 Results

### Agenda

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

Financial Highlights<sup>1</sup>

	Unit	9M2008	9M2009	Chg
Revenues	M RUR	32,003	30,400	-5%
<b>EBITDA</b>	<b>M RUR</b>	<b>3,840</b>	<b>5,776</b>	<b>+50%</b>
EBITDA margin	%	12	19	
<b>Net Income</b>	<b>M RUR</b>	<b>1,263</b>	<b>2,654</b>	<b>+110%</b>
Net Debt <sup>2</sup>	M RUR	6,008 <sup>3</sup>	15,121	+152%
<b>EBITDA/Net Financial Expenses</b>	<b>n.</b>	<b>13</b>	<b>19</b>	
Net Debt/EBITDA <sup>4</sup>	n.	1.2	2.1	
<b>Net Debt/Equity</b>	<b>n.</b>	<b>0.09</b>	<b>0.23</b>	

**Solid performance in a challenging business environment**

<sup>1</sup> Unaudited financial results under IFRS

<sup>2</sup> Excluding accrued financial interest recognized in other payables

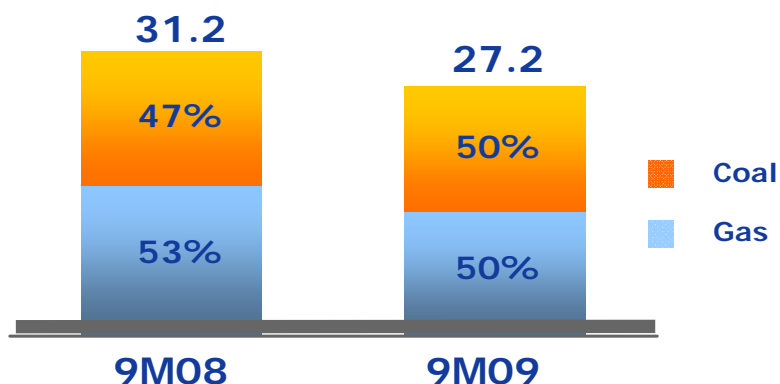
<sup>3</sup> Net Debt as of 31 December 2008

<sup>4</sup> Net Debt at the end of the period divided by 12 months rolling EBITDA

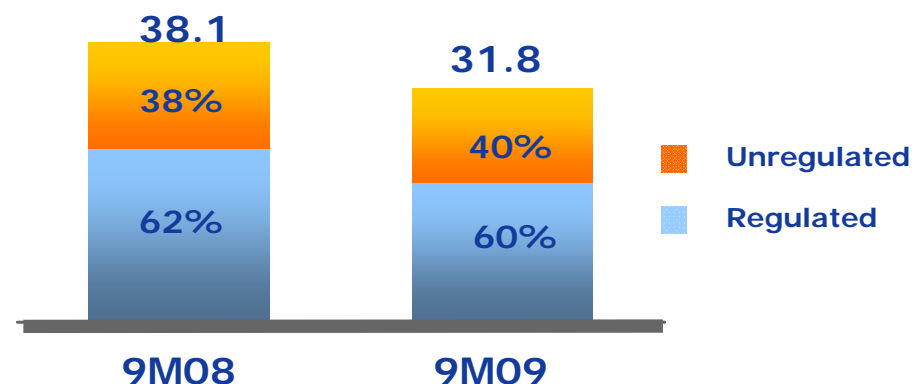
## Enel OGK-5 9M2009 Results

### Power Generation and Sales

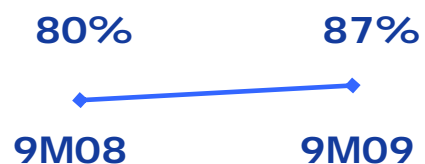
Net Output (TWh)



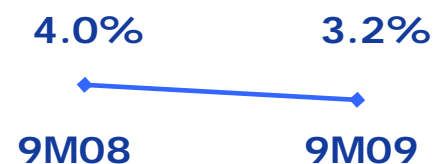
Power Sales (TWh)



Plant availability<sup>1</sup>



Unplanned outage ratio

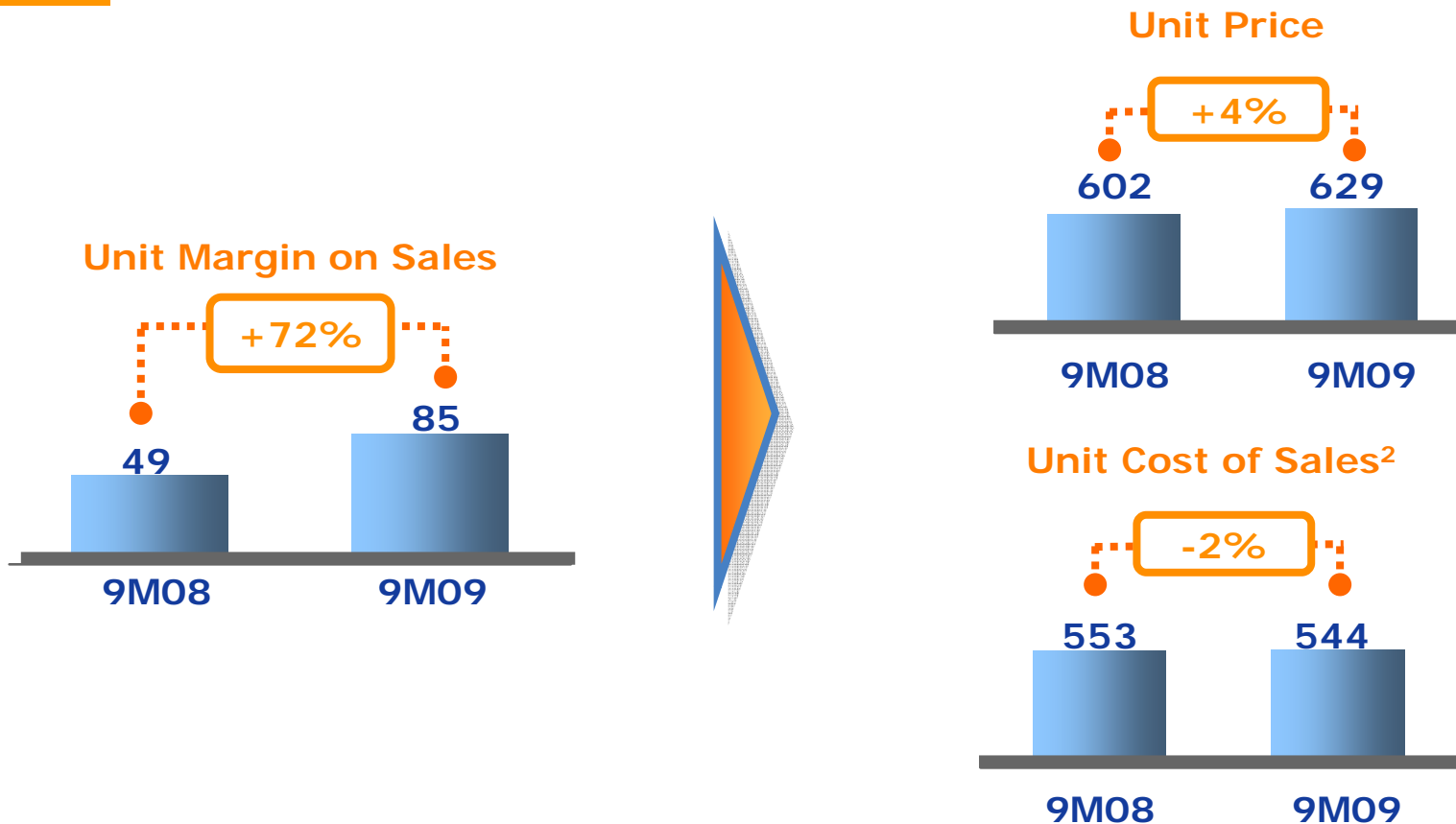


- ✓ Trend in power generation and sales influenced by the drop in energy consumption and non-recurring stack maintenance at Reftinskaya
- ✓ Significant improvement of plant availability on a recurring basis due to a more effective maintenance policy

<sup>1</sup> Without considering the effects of a non-recurring stop for stack maintenance at Reftinskaya (4x500 MW units) in 2009 and recovery of Unit 10 at Reftinskaya GRES in 2008 after the fire accident in December 2006

## Enel OGK-5 9M2009 Results

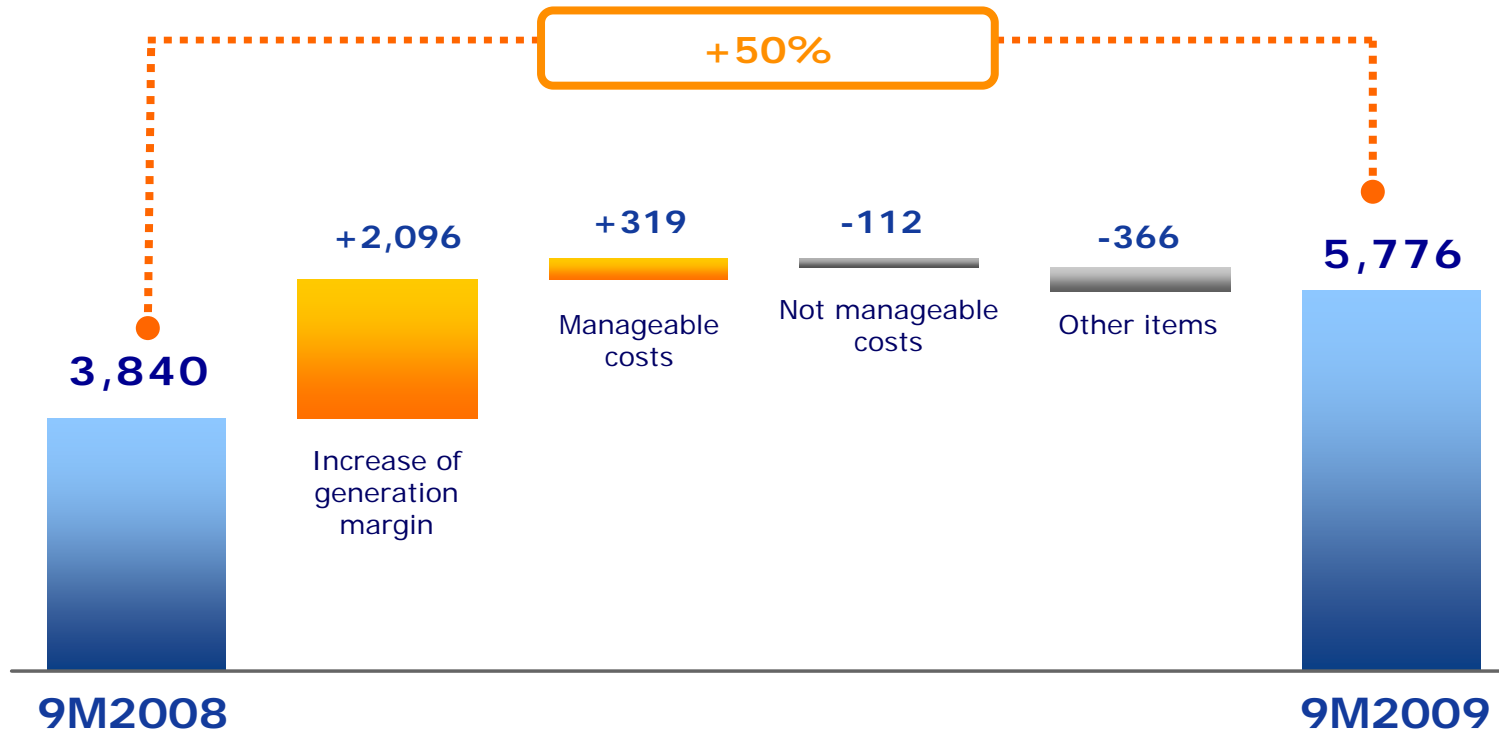
### Unit Margin on Sales (RUR/MWh)<sup>1</sup>



**Considerable unit margin growth due to the increase of power tariff outpacing average fuel cost growth**

- 1. Excluding capacity payment
- 2. Including energy purchases

# EBITDA evolution (m RUR)



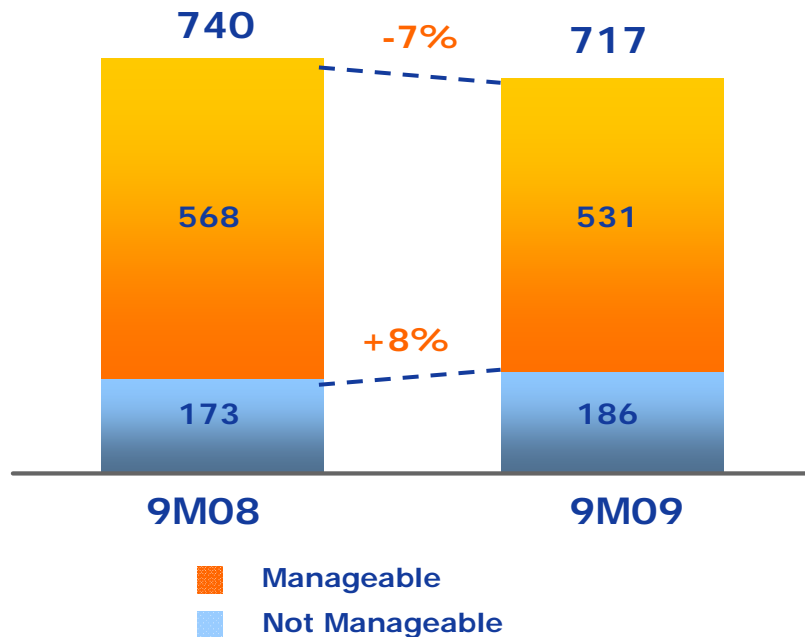
**EBITDA growth driven by increase in generation margin and cost reduction notwithstanding inflation dynamics**



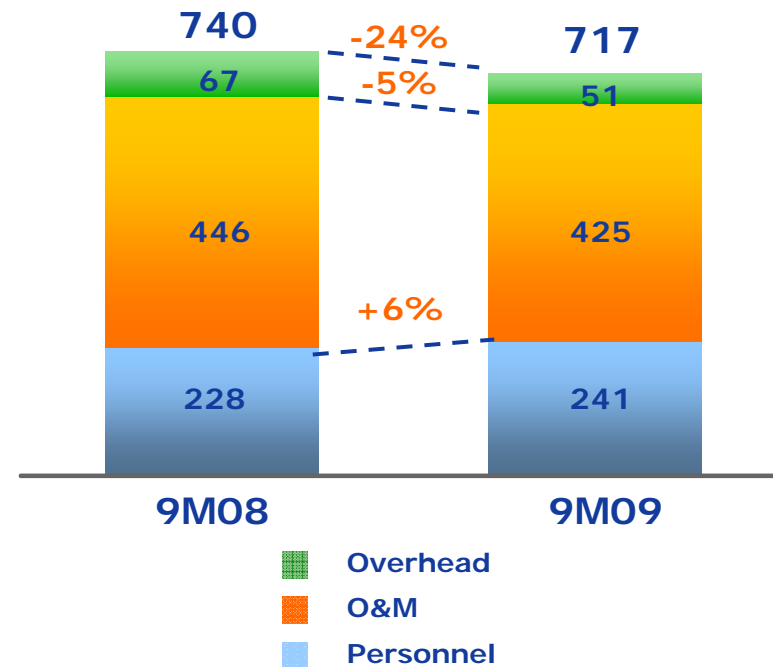
# Enel OGK-5 9M2009 Results

## Focus on Operating Costs (Th RUR/MW)<sup>1</sup>

Breakdown by cost manageability



Breakdown by category



**Strong capability in cost containment:  
- Manageable costs down by 37 Th RUR/MW**

<sup>1</sup> Excluding fuel and energy purchases;

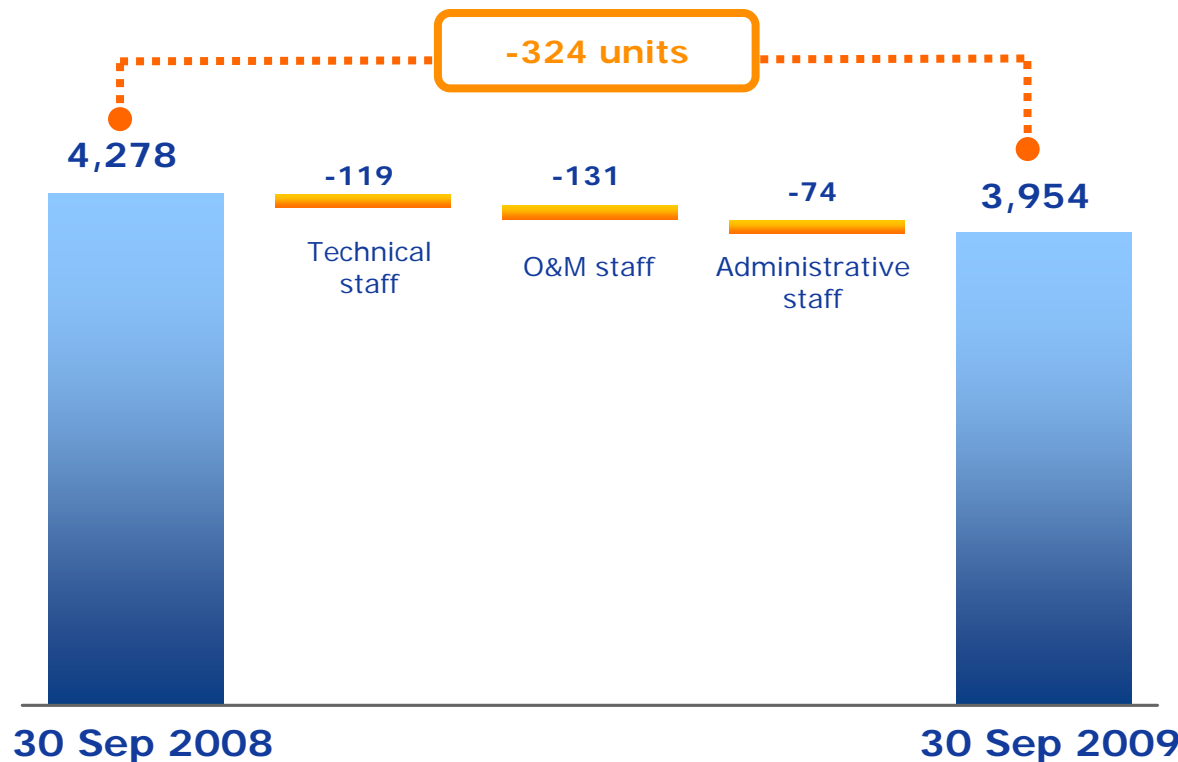
## From EBIT to Net Income (m RUR)

	9M2008	9M2009	Chg
EBIT	1,992	3,679	+85%
Net Financial Charges	(294)	(311)	+6%
Interest Charges	(353)	(323)	-8%
Other	59	12	-80%
Share of result of associates	1	6	+570%
<b>EBT</b>	<b>1,698</b>	<b>3,373</b>	<b>+99%</b>
Income Tax	435	720	+66%
<b>Net Income</b>	<b>1,263</b>	<b>2,654</b>	<b>+110%</b>

## Enel OGK-5 9M2009 Results

# Headcount Restructuring Plan

### Headcount Restructuring Plan



### Restructuring Plan Highlights

#### Goals

- Align the HC/MW ratio to the best international standards
- Change the quality mix and decrease the average age of employees

#### Actions

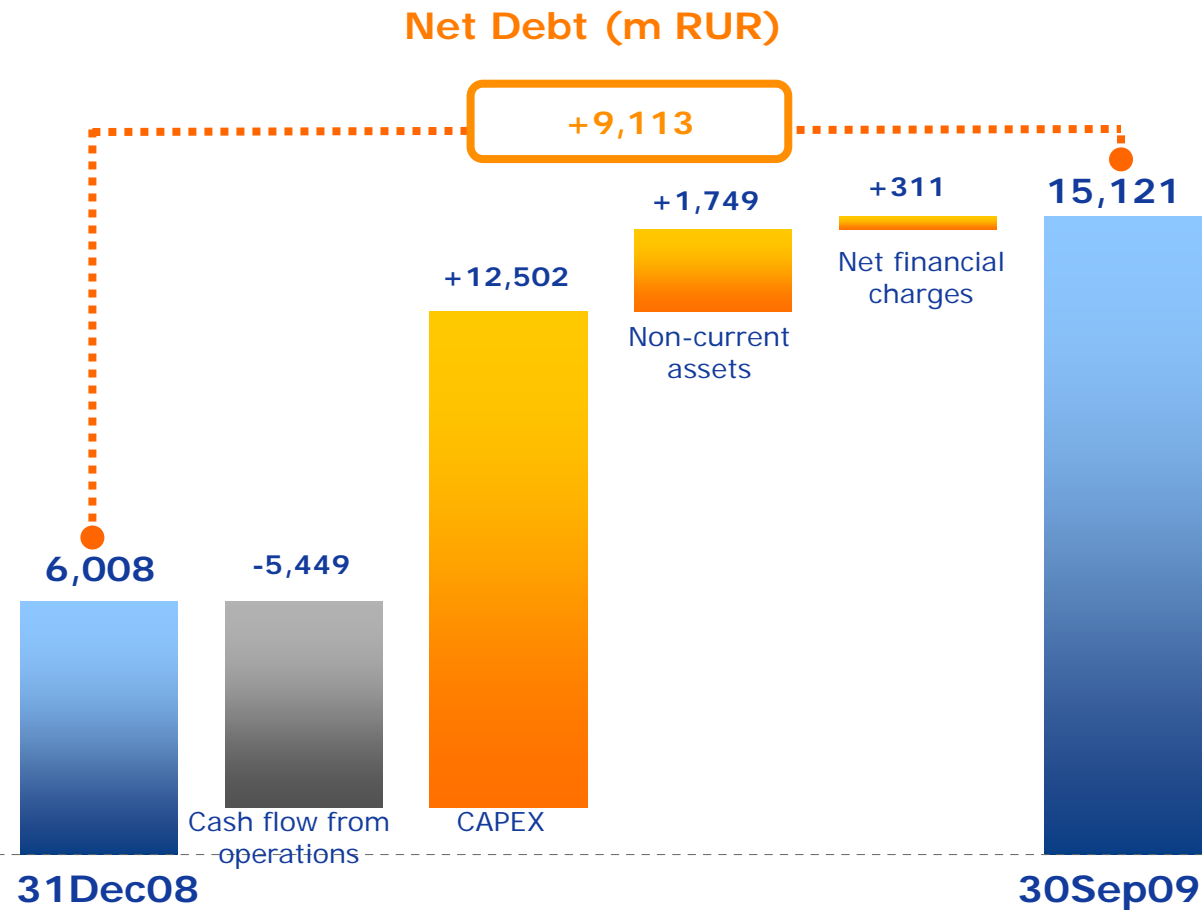
- Optimization of processes and organizational structure (lean methodology approach)
- Centralization of staff functions
- Development of multi-skill competencies
- Adoption of a new ERP platform (SAP/R3)
- Decommissioning of old units

**Successful implementation of the downsizing plan:**

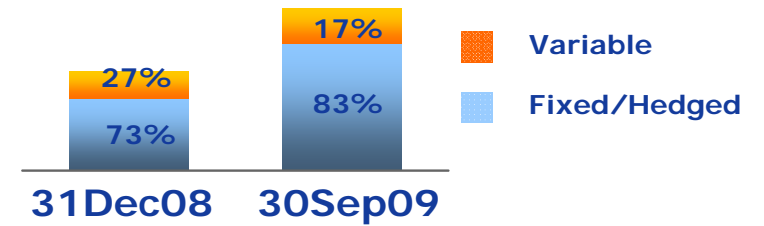
- ✓ Headcount/MW ratio reduced down to 0.45
- ✓ Lowest headcount/MW ratio in the sector

Enel OGK-5 9M2009 Results

Net Debt Evolution



Fixed + Hedged on Total Debt



Average Cost of Debt

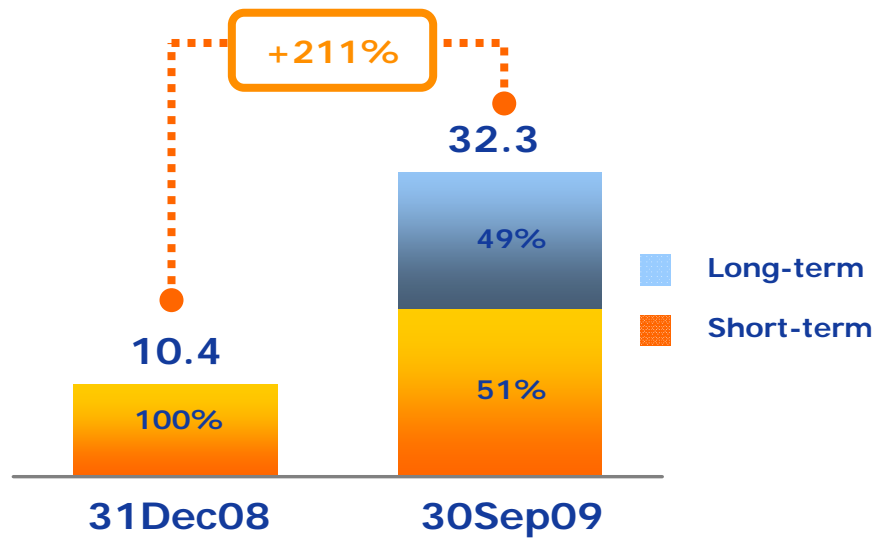
	9M08	9M09
RUR	7.5%	10.9%
EUR	-	6.2%



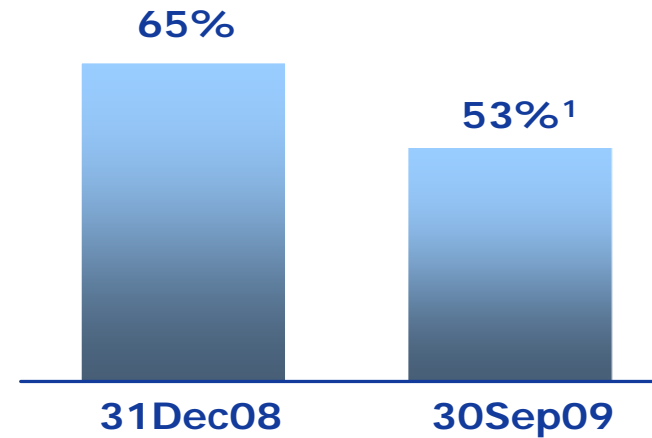
## Enel OGK-5 9M2009 Results

### Focus on Liquidity

Available credit facilities (B RUR)



Utilized amount (%)



- ✓ Better balanced debt structure with respect to capital employments
- ✓ Residual life extended from 10 months to 7 years

<sup>1</sup> Taking into account the repayment of existing short-term facilities for 3.1b RR executed at the beginning of October

# Disclaimer

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