

GAZPROM GROUP'S  
SOCIAL IMPACT REPORT

# *EVERY* Contribution *COUNTS*

2024

# EVERY Contribution COUNTS

The terms "PJSC Gazprom" and the "Company" used in the Report refer to the parent company of the Gazprom Group – Public Joint Stock Company Gazprom (Open Joint Stock Company Gazprom or OJSC Gazprom before July 17, 2015).

For the purpose of this Report, "the Gazprom Group", "the Group", "Gazprom Group entities", or "Gazprom" mean PJSC Gazprom and its subsidiaries and entities. Certain indicators also include data from the Gazprom Group's joint operations, joint ventures, and associated entities.

"Core subsidiaries of PJSC Gazprom" means subsidiaries responsible for the core operations of PJSC Gazprom (gas production, transportation, processing, and underground storage).

Similarly, "Gazprom Neft" means PJSC Gazprom Neft, its subsidiaries and entities, "Gazprom Mezhregiongaz" means Gazprom Mezhregiongaz LLC and its subsidiaries, "Gazprom Energoholding" means Gazprom Energoholding LLC and its subsidiaries, "Gazprom Neftekhim Salavat" means Gazprom Neftekhim Salavat LLC and its subsidiaries, and "Gazprom GNP Holding" means Gazprom GNP Holding LLC and its subsidiaries.

This Report uses lists of Gazprom Group subsidiaries and entities, as well as organizations in which Gazprom has investments classified as joint operations, associates, and joint ventures; these lists are based on the principles of the Gazprom Group's consolidated financial statements prepared in accordance with International Financial Reporting Standards (IFRS).

**For the purpose of the Process Safety section, "gas business companies"** means gas business companies covered by the ISPSM (Integrated System of Process Safety Management) excluding Gazprom GNP Holding and Gazprom Mezhregiongaz.

**Gazprom Neft** means the subsidiaries of Gazprom Neft as well as the joint ventures under its operational control in Russia and abroad.

**"Gazprom Energoholding"** means Gazprom Energoholding LLC, its subsidiaries, and JSC Gazprom Teploenergo (including its subsidiaries), which is under the operational control of Gazprom Energoholding LLC.

**For the purpose of the Environmental Protection. Improving Energy Efficiency and Energy Saving section, "the Gazprom Group's entities"** means PJSC Gazprom (the parent company of the Gazprom Group) and its subsidiaries responsible for the core operations.

**Gas business entities** include PJSC Gazprom companies and six subsidiaries of PJSC Gazprom, except for Gazprom Energoholding LLC and Gazprom Neftekhim Salavat LLC, whose data are presented within the metrics of Gazprom Energoholding and Gazprom Neftekhim Salavat, respectively.

The environmental impact, ecological, and economic indicators are shown for the Gazprom Group's operations in Russia. Foreign operations are considered separately.

**The Gazprom Group's Social Impact Report 2024 was prepared taking into account the indicators and metrics presented in the following sources:**

**Russia's national development goals**

The national development goals of the Russian Federation, approved by Decree No. 309 of the Russian President On the National Development Goals of the Russian Federation through 2030 and for the Future until 2036 dated May 7, 2024

**Russia's national projects**

The national and federal development projects (programs) of the Russian Federation, approved by Decree No. 309 of the Russian President On the National Development Goals of the Russian Federation Through 2030 and for the Future until 2036 dated May 7, 2024

**MED**

Guidelines of the Ministry of Economic Development of the Russian Federation for the preparation of sustainable development reporting approved by the Ministry's order No. 764 dated November 1, 2023

**Bank of Russia**

The Bank of Russia's Recommendations on Disclosure by Joint Stock Companies of Non-Financial Information Pertaining to Their Activities (Letter of the Bank of Russia No. IN-06-28/49 dated July 12, 2021)

Recommendations for Boards of Directors of Public Joint Stock Companies to Take into Account ESG and Sustainable Development Factors (Letter of the Bank of Russia No. IN-06-28/96 dated December 16, 2021)

**Gazprom Group Indicator**

List of indicators to assess the Gazprom Group's progress in sustainable development approved by order of PJSC Gazprom No. 354 dated September 21, 2023



Key indicators reviewed independently and aligned with the Recommendations on Disclosure by Joint Stock Companies of Non-Financial Information Pertaining to Their Activities



Gazprom's GHG emissions reviewed by an independent practitioner as per limited assurance request



For more details on standards and recommendations that the Report is based on, see the [About the Report](#) appendix.

1. About the Gazprom Group	2. Role in National Economy	3. Gazprom Group's people	4. Process Safety	5. Regional Social and Economic Development	6. Environmental Protection Improving Energy Efficiency and Energy Saving	7. Appendices
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# MESSAGE FROM THE CHAIRMAN OF THE PJSC GAZPROM MANAGEMENT COMMITTEE



Dear friends,

In 2024, the Gazprom Group's 500,000-strong team continued to confidently deliver on its plans across all priority areas.

The Group reliably supplies Russian consumers with the gas they need. In 2024, PJSC Gazprom hit a new record delivering 395.8 bcm of gas to the domestic market via its gas transmission system.

Gas significantly improves the quality of life for people in Russia, especially in rural areas, and gives industry additional incentives to boost production of popular goods. To maximize the number of people who benefit from our gas, we are actively implementing large-scale gas infrastructure expansion programs. By the end

of 2024, the Company had fulfilled 1.18 million contracts with residents of gasified communities across the country to provide free gas connections up to the boundaries of private household plots. Similar contracts were signed with members of horticultural non-profit partnerships as well as healthcare and educational institutions.

Natural gas is also one of the most efficient energy sources to generate electricity and heat. We are consistently upgrading and improving the reliability of our generating facilities, and building new ones to meet the growing energy needs of Russian regions. In the reporting year, we began construction of a new power plant in the Republic of Sakha (Yakutia) to support the development of railway infrastructure in Russia's East.

PJSC Gazprom plays a major role in ensuring the country's technological sovereignty. Together with Russian manufacturers and researchers, we develop and introduce cutting-edge equipment. For example, in 2024 we commenced the pilot operation of a new-generation gas turbine engine, which proved to be highly efficient and environmentally friendly.

Consistent enhancement of energy efficiency in production operations remains one of our core objectives. In the reporting year, we saved 3.9 bcm of gas through the use of energy-saving technologies and the best available solutions. To put this into perspective, this volume equals roughly a third of the annual gas consumption in a large city like St. Petersburg.

Improving corporate processes is another priority for the Company. In 2024, we undertook to establish the Unified Center for Support Functions (UCSF) as a way to ensure greater internal efficiency and long-term sustainable development of the Gazprom Group. The UCSF will consolidate previously dispersed support functions such as accounting, HR management, legal support, digital services, and end consumer interactions. This will significantly improve service quality across our production sites and free up their resources so that they could focus on strategic goals.

At the same time, we continue to invest in personnel development and upskilling in the Gazprom Group, offering our employees tailored training programs. We also actively recruit young talent by collaborating with schools and anchor universities and running initiatives to promote science and raise awareness about the gas industry among young people. In 2024, Gazprom Group entities employed more than 3,800 graduates of universities and secondary vocational institutions, with almost 20,000 university and vocational school students completing internships at our production facilities.

People seeking to build careers in the Gazprom Group value both the professional development opportunities we provide and our well-established corporate culture. Volunteering is an integral part of that culture. Every year, over 50,000 committed volunteers take part in social, environmental, patriotic, cultural, educational, and other initiatives. In the reporting year, the Gazprom Group ran more than 2,500 volunteer campaigns, while also supporting over 4,100 charity and sponsorship events in Russian regions.

We pay special attention to forging social partnerships in the regions where the Group operates, particularly those that support children's development. To help the younger generation grow up healthy and active, we build modern sports facilities ranging from multi-purpose playgrounds to full-scale sports complexes. These facilities can currently accommodate more than 270,000 children every day.

One of the highlights of 2024 was the opening of the Water Sports Center in Yuzhno-Sakhalinsk, one of the largest facilities of its kind in the Russian Far East that promotes new sports in Sakhalin such as synchronized swimming, diving, and water polo.

As we look to a secure future, we recognize the importance of Russia's rich cultural and historical heritage for our further development. Preserving this heritage is our duty to the past, current and future generations. In 2024, following a major restoration project supported by PJSC Gazprom, the Zubov Wing of the Catherine Palace in Tsarskoye Selo reopened to the public. All the halls of the Chinese Palace in Oranienbaum were also made accessible to visitors.

In the reporting year, we converted 171 Eternal Flame memorials across Russia to continuous gas supply. To mark the 80th anniversary of Victory in the Great Patriotic War in 2025 and commemorate the heroism of our ancestors, the Company is running the nationwide Preserving the Flame of Victory campaign. In just the first five months of the campaign, more than 130 Eternal Flame memorials were connected to the gas grid.

Dear friends, The Gazprom Group views environmental protection efforts in Russia as an integral part of its corporate social responsibility. That is why the Environmental Report is now included in the Group's annual Social Impact Report.

Our mission is to create value for people, open new opportunities for life and growth, and lay strong foundations for the future. The Gazprom Group is successfully delivering on this mission, and will continue to do so.

**ALEXEY MILLER**  
Chairman of the Gazprom Management Committee



# Key Sustainability Events in 2024



## All-time High Supplies

In 2024, PJSC Gazprom met domestic demand by supplying record high volumes of gas, thus underscoring its key role in safeguarding Russia's energy security. This achievement highlights the Gazprom Group's resilience to external challenges and its ability to respond effectively to growing internal demand. Early in the year, the Company twice set new all-time highs for daily gas supply within the Unified Gas Supply System (UGSS), hitting the hallmarks of 1,788.3 mcm on January 12 and 1,814.7 mcm on January 13. Summer and fall months also saw record supply volumes. Over the course of the year, the Gazprom Group delivered 395.8 bcm of gas via its gas transmission system (GTS), reaching a new historical high.

## Unified Gas Trunkline


PJSC Gazprom launched Eastern Gas Supply System, a strategically important project aiming to expand gas transmission capacity in Eastern Russia and ultimately integrate it with the gas infrastructure in the western part of the country. The project will give fresh momentum to the gas infrastructure expansion in Siberia and the Far East, improve the reliability and flexibility of supplies, and support the social development of the regions.

In 2024, PJSC Gazprom began construction of the Belogorsk – Khabarovsk section (approximately 800 km), which will link the Power of Siberia and Sakhalin – Khabarovsk – Vladivostok gas pipelines.




## Fuel for Russian Regions

PJSC Gazprom continues its large-scale gas infrastructure expansion programs in Russian regions, helping to improve quality of life across the nation and supporting growth in industry and agriculture. In 2024, the Company extended gas pipelines to hundreds of remote communities. Towns and villages with an existing gas network benefited from additional gas infrastructure expansion. Under this program, the Gazprom Group built gas connections from the main pipelines to individual households and boiler stations of medical and educational facilities at no cost to local residents. By the end of the reporting year, the Company had fulfilled 1.4 million additional gas infrastructure expansion agreements.



## Transformation for Greater Efficiency

The Gazprom Group established a Unified Center for Support Functions (UCSF) to improve operational efficiency by consolidating standard service delivery processes. The initiative focuses primarily on centralizing accounting, HR and other administrative operations to eliminate duplication and redirect resources towards the Group's core business activities. This will help enhance operational performance and reduce support-related costs.



## Ensuring a Stable Future

In February 2024, PJSC Gazprom and its subsidiaries extended the General Collective Bargaining Agreement through 2025–2027 ahead of the schedule. This decision plays a key role in maintaining social stability among employees, balancing the interests of the staff and employer, and reaffirming the Company's commitment to social responsibility.



## Risk Management Methodology

In the reporting year, the Company developed a Methodology for Managing the Gazprom Group's Sustainability Risks and Application Guidelines. These documents define categories of sustainability-related risks, outline methods for assessing their severity and likelihood, provide examples of risk mitigation measures, and offer formats for reporting such risks in the Company's disclosures.



## Openness in Supplier Relations

In 2024, the Group approved the Procedure for Interaction with Potential Suppliers (Contractors, Service Providers) of PJSC Gazprom and the Gazprom Group Entities, and the Code of Conduct for Suppliers (Contractors, Service Providers) of PJSC Gazprom and the Gazprom Group Entities. These documents set out the rules for interaction with potential counterparties based on the principles of fairness, equality, and mutually beneficial cooperation. The Company also launched the Gazprom Group's Counterparty Portal and introduced a regulatory framework for rating (ranging), evaluating and monitoring the performance of counterparties in fulfilling their contractual obligations.



## Innovative Management Systems

PJSC Gazprom launched its new Environmental Protection Information Management System (IMS) powered entirely by Russian software. For the first time, a vertically integrated Russian company fully automated all processes related to environmental monitoring, accounting, reporting, and compliance assessment. The system now serves 2,500 users across 58 subsidiaries and divisions of PJSC Gazprom. The Company also launched the Process Safety IMS, which covers the Head Office of PJSC Gazprom and 98 subsidiaries. This system automates special assessment of labor conditions, provision of employees with personal protective equipment, and collection of statistical data.



## Caring for Families

Svobodny saw the commissioning of 12 infill buildings comprising 854 apartments and a dormitory with 85 rooms. In the Alekseevsky residential neighborhood, 36 apartment blocks were built, offering employees of the Amur Gas Processing Plant 1,345 new flats. The same neighborhood benefited from the opening of Gazprom School Svobodny, with some 500 students (grades 1 to 7) attending this educational facility. Furthermore, a kindergarten with an indoor swimming pool for 350 children was commissioned and handed over to municipal authorities.



## Top Rating Reaffirmed

The Expert RA rating agency reaffirmed PJSC Gazprom's governance quality rating at the highest level of A++. Key factors contributing to this success included active involvement of the Company's Board of Directors and Management Committee in ESG matters, the link between performance against sustainability KPIs and remuneration of the Gazprom Group's directors and executives, and availability of effective systems for managing labor relations, corporate ethics, and anti-corruption compliance.



## Corporate Healthcare Standards

In 2024, PJSC Gazprom, its subsidiaries and entities adopted several regulations governing corporate medical services, including the Regulation on Medical Care, the Regulation on Sanitary and Epidemiological Well-Being, and the Procedure for Interaction between Sanitary and Epidemiological Experts and Occupational Safety Personnel. These documents aim to establish uniform standards for providing medical services across the Gazprom Group, enhance the effectiveness of infectious disease prevention measures, and help fight occupational illnesses among employees.



# The Gazprom Group's Contribution to the Achievement of the National Development Goals of the Russian Federation<sup>1</sup>

National Development Goal:

Preservation of the Population, Strengthening Health and Improving the Wellbeing of People, Supporting Families

National projects

АКТИВНАЯ ЖИЗНЬ

НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

СЕМЬЯ

НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

Active lifeFamily

ИНФРАСТРУКТУРА

НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

КАДРЫ

НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

InfrastructureHR

## The Gazprom Group's contribution

- Creating healthy and safe working conditions at Gazprom Group production facilities; providing employees, their family members, and pensioners with therapeutic, preventive, and rehabilitation measures to protect and restore health, prolong longevity, and reduce mortality from cardiovascular diseases
- Providing employees with medical care and insurance (including their family members)
- Implementing measures to prevent occupational injuries and diseases, and conducting preventive healthcare initiatives
- Charitable projects and programs in healthcare

Highlights



**614,000** people insured under voluntary medical insurance (VMI) programs

**Over 100** charitable projects in healthcare implemented

**RUB 5,399.5 million** paid for rehabilitation treatment

**39** public hearings held with indigenous minorities

**RUB 194.6 million** paid for targeted preventive initiatives under VMI

In the reporting year, the Gazprom Group **had no** fatalities caused by occupational diseases

**34,800** people received housing benefits in the form of mortgage subsidies. Of these, 33,100 were employees



For more details, see the [Gazprom Group's People](#) and [Role in National Economy](#) sections.

<sup>1</sup> Decree No. 309 of the President of the Russian Federation On the National Development Goals of the Russian Federation through 2030 and for the Future Until 2036 dated May 7, 2024.

National Development Goal:

Comfortable and Safe Living Environment

National projects

ЭКОЛОГИЧЕСКОЕ БЛАГОПОЛУЧИЕ

НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

ИНФРАСТРУКТУРА

НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

Ecological well-beingInfrastructure

## The Gazprom Group's contribution

- Ensuring a reliable, efficient and balanced supply of natural gas, other energy resources and their derivatives to consumers
- Developing social infrastructure in the regions of operation
- Reducing negative impacts on the environment to promote human health and longevity
- Developing the potential of natural gas as a basis for future low-carbon energy, including the production of hydrogen
- Reducing greenhouse gas (GHG) emissions at production facilities and energy consumers through gas infrastructure expansion programs in the regions and conversion of vehicles to natural gas
- Implementing environmental protection and climate change mitigation measures
- Increasing operational efficiency
- Developing energy energy infrastructure, including cross-border infrastructure

Highlights



The Group's efforts made it possible to bring gas to **59,800** households and apartments and **288** boiler houses in **585** localities

**4,743.8** million tons of reference fuel – actual fuel and energy savings as a result of energy saving programs

**471** agreements for additional gas infrastructure expansion signed with social institutions

**RUB 38.3** billion in investments allocated for environmental protection and efficient use of natural resources

**Over 80** charitable initiatives in urban infrastructure improvement in the regions of operation financed.

**3,957** voluntary environmental events held by the Gazprom Group employees

**203,570** tons of harmful emissions processed by units for capture and treatment of waste gases




For more details, see the [Environmental Protection. Improving Energy Efficiency and Energy Saving](#) and [Role in National Economy](#) sections.


National Development Goals:

Unlocking the Potential of Each Person, Developing Their Talents, and Fostering a Patriotic and Socially Responsible Personality; Technological Leadership

National Projects



Youth and children




HR

The Gazprom Group’s contribution

- Encouraging youth and adult involvement in both formal and informal education, including higher education
- Collaborating with educational institutions to develop professional training programs and facilitate staff professional development
- Promoting the accessibility of vocational education and training programs to everyone
- Developing a strong talent pool
- Developing and implementing new technologies, innovative products and services conforming to, and exceeding international standards, as well as promoting innovation
- Improving the efficiency of production and management processes through the integration of digital technologies

Highlights 24

<b>273,800</b> workers, <b>296,700</b> managers, specialists, and other white-collar staff of the Gazprom Group completed professional training, retraining, and skills upgrading programs	<b>45</b> Gazprom Classes operate in Russian schools
<b>3,830</b> graduates of universities and secondary vocational institutions hired	<b>18</b> partner universities cooperate with the Gazprom Group
<b>1,851</b> students study at Russian universities <sup>1</sup> under employer-sponsored training agreements with the Gazprom Group companies	<b>239</b> skills upgrading and professional retraining programs offered by universities meeting the needs of the Gazprom Group companies
<b>11,929</b> students from universities and <b>7,720</b> students from secondary vocational institutions completed internships at the Gazprom Group companies	<b>RUB 32.16 billion</b> of investments in the Gazprom Group’s R&D
<div></div> <div>For more details, see the <a href="#">Gazprom Group Profile</a> and <a href="#">Gazprom Group’s People</a> sections.</div>	

National Development Goal:

Sustainable and Dynamic Economy

National projects



Economy



HR

The Gazprom Group’s contribution:

- Creating new jobs, including across the supply chain
- Developing cooperation with small and medium-sized businesses
- Ensuring competitive salaries
- Protecting social, labor, and professional interests of employees and labor rights
- Ensuring freedom of association and collective bargaining
- Implementing occupational health and safety management systems, reducing potential risks to health and productivity

Highlights 24

<b>501,000</b> people the Gazprom Group’s headcount	<b>RUB 168.6 billion</b> of total economic effect from import substitution in 2016–2024 <sup>1</sup>
<b>80,300</b> people hired	<b>Over 55,800</b> contracts totaling <b>RUB 431.3 billion</b> signed with small and medium-sized enterprises (SMEs)
<b>613,190</b> people covered by the Integrated System of Process Safety Management (ISPSM)	<b>100% of employees</b> of PJSC Gazprom, its subsidiaries and entities covered by the General Collective Bargaining Agreement
<b>191,400</b> people completed training in process safety	
<div><div></div><div>For more details, see the <a href="#">Gazprom Group Profile</a> and <a href="#">Gazprom Group’s People</a> sections.</div></div>	
<div><sup>1</sup> From the moment the Group started calculating the economic effect of import substitution</div>	

# Mission and Strategy

PJSC Gazprom's mission is to ensure a reliable, efficient and balanced supply of natural gas, other energy resources and their derivatives to consumers.

PJSC Gazprom's (the Gazprom Group's) strategic goal is to strengthen its leading position among global energy companies by diversifying sales markets, ensuring energy security and sustainable development, improving operating efficiency and fulfilling its scientific and technical potential.

Strategic planning at PJSC Gazprom defines the development trajectories and management decisions for the entire Gazprom Group across business lines (gas, oil, power generation) and areas of operation in order to achieve the Gazprom Group's strategic goals. Strategic planning relies on an integrated approach, a balanced set of indicators, scientific validity, efficiency and continuity in decision-making. It is continuously improved by incorporating best practices and methodologies and marrying Russia's planning tradition with modern international approaches to strategic planning.

Operating, investment, and financial activities are planned for the medium and short term as part of the Group's budgeting process, which involves detailing the plans and ensuring budgetary congruence for the Gazprom Group as a whole, by business line, and area of operation.

PJSC Gazprom's Board of Directors determines reference values for corporate-level and first-level strategic target indicators (STIs) by business line at the end of a ten-year planning period. These values guide drafting of a comprehensive integrated plan – the Long-Term Development Program of PJSC Gazprom (the Gazprom Group)<sup>1</sup>.

<sup>1</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 4117 dated September 24, 2024.

## Key Objectives of the Long-Term Development Program of PJSC Gazprom (the Gazprom Group)

- Identifying prospective growth areas based on trends in the global and Russian energy markets and competition analysis;
- devising growth scenarios for each Gazprom Group business line and making a list of PJSC Gazprom's priority projects;
- conducting financial and economic analysis of the Gazprom Group's scenarios;
- performing strategic risk and opportunity assessment of the Gazprom Group;
- developing recommendations and initiatives aimed at achieving STIs and fostering PJSC Gazprom's sustainable development.



For more details on the Gazprom Group's sustainability management system, see the [Corporate Governance as a Component of Sustainable Development](#) subsection.



For more details on indicators assessing the Gazprom Group's progress in sustainable development, see [The Gazprom Group's Sustainability Indicators appendix](#).

In 2024, the Company's Board of Directors<sup>2</sup> approved proposals to consider recommendations issued by the auditor following the audit of the progress made in 2022 under the Long-Term Development Program of PJSC Gazprom (the Gazprom Group) for 2022–2031.



For more details on the Gazprom Group's strategy regulations, see the [official website of PJSC Gazprom](#).



## Link between key performance indicators (KPIs) in the realm of sustainability and the indicators used for planning PJSC Gazprom's operations, assessing performance of the Management Committee and other executives, and incentivizing the Company's Board of Directors

The Gazprom Group's sustainability progress is monitored against KPIs that are used for planning the operations of PJSC Gazprom, its subsidiaries and entities. These include:

- economic profit growth (serves as a corporate-level STI and as a first-level STI for each business segment individually);
- customer satisfaction index in Russia (gas business, power generation business, NGV business); reduction in unit greenhouse gas emissions (in CO<sub>2</sub> equivalent), including methane; average hours for all types of training per year; share of employees who participated in professional development (for blue-collar staff), skills upgrading and retraining programs; and incident frequency rate at facilities. These indicators serve as second-level STIs.

Furthermore, some sustainability KPIs (such as the Integrated KPI for Innovation, and the Total Shareholder Return) are used in assessing performance of the Management Committee and other executives, and incentivizing the Company's Board of Directors.

In 2023, PJSC Gazprom approved the List of the Gazprom Group's Sustainability Indicators by Order No. 354 dated September 21, 2023. This list includes the following second-level STIs:

- integrated indicator reflecting the share of foreign-made products purchased (gas business);
- integrated indicator reflecting the share of foreign-made products purchased (power generation business);
- customer satisfaction index (gas business);
- customer satisfaction index for the NGV fuel (gas business);
- customer satisfaction index (power generation business);
- lost time injury frequency rate.

<sup>2</sup> Resolution of the Board of Directors of PJSC Gazprom No. 4040 dated February 7, 2024.



# Gazprom Group's Scale of Operations

PJSC Gazprom is one of the world's leading energy companies and a dominant player in the natural gas market. With the largest gas reserves, advanced production facilities and the longest gas transmission system, the Company contributes to Russia's economic growth, social development and energy security.

The Gazprom Group plays a pivotal role as a guarantor of reliable gas supplies and a key contributor to Russia's energy security. It reliably meets seasonal and peak gas demand within the Unified Gas Supply System (UGSS) and across individual Russian regions outside of it, while also maintaining the system's process consistency, reliability, operational integrity, manageability, continuity and safety. The Group's priorities include consolidating gas infrastructure across Russia's western and eastern regions, fostering further gas infrastructure expansion, strengthening technological sovereignty, and upholding its commitments to consumers and partners.

The Gazprom Group is a reliable gas supplier to Russian and foreign consumers and the owner of the world's largest gas transmission system (GTS) reaching 181,600 km in length within Russia. Although the Gazprom Group sells about the two thirds of its gas domestically, it continues to be a reliable gas exporter to FSU and non-FSU customers.

The Gazprom Group provides significant tax, customs, and other payments to the country's budget, ensures rational use of natural resources, improves the energy efficiency of its operations, and supports the achievement of Russia's national development goals through its production, environmental, social, and educational projects.

- The Gazprom Group's core lines of business:**
- geological exploration and production of gas, gas condensate and oil
  - gas transportation and underground storage
  - hydrocarbon feedstock processing, gas and petrochemistry
  - sales of gas, gas condensate, oil, and refined hydrocarbon products
  - generation and marketing of heat and electric power
  - heat and electricity transmission

THE GAZPROM GROUP'S PARENT COMPANY IS PJSC GAZPROM.

**Name and legal form of the company** Public Joint Stock Company Gazprom

**Head Office** 2/3 Lakhtinsky Avenue, Bldg. 1, St. Petersburg, 197229, Russian Federation

**PJSC Gazprom's form of incorporation** Private property with a state-owned stake. The Russian Federation controls the majority stake in PJSC Gazprom directly and indirectly (over 50%).

To ensure vertically integrated management of its media assets, the Gazprom Group consolidated a controlling stake in Gazprom Media Holding, the largest media holding in Russia<sup>3</sup>. By relying on its own advanced expertise, the company has been making a significant contribution to the development of the domestic media industry for over 25 years now in the interest of the Russian society and the country's national development goals. Gazprom Media Holding informs the public about key social, economic and political events, invests in the development of the media industry and Russian cinema, promotes cultural and sports initiatives, and supports digital transformation by spearheading online services and multimedia technologies.



For more details on PJSC Gazprom's share capital structure, see [Gazprom Annual Report 2024](#).



<sup>1</sup> Pursuant to the Energy Security Doctrine of the Russian Federation (clause 27b, p. 15) approved by Decree No. 216 of the President of the Russian Federation dated May 13, 2019.

<sup>2</sup> The Gazprom Group consolidated its controlling stake in Gazprom Media Holding on December 29, 2023.

## Position of the Gazprom Group in the Industry



### Hydrocarbon reserves and production

**Reserves** ..... worldwide • in explored reserves of natural gas

**Production** ..... worldwide • in gas production

**Hydrocarbon processing** ..... in Russia • in gas processing

**Gas transportation** ..... worldwide • by length of the GTS  
• by active UGS capacity and maximum daily deliverability

### Electricity and heat

**Electricity** ..... in Russia • in installed electric capacity

**Heat** ..... in Russia • in installed heat capacity  
• in heat generation

### Position of the Gazprom Group in the media industry

- among media holdings by TV audience share in the age segment of 14–44 years<sup>4</sup>
- in the film distribution market

<sup>4</sup> Audience estimates are based on research by Mediascope, an authorized entity for audience measurements in Russia.

# always ON THE MOVE



Our mission is to ensure the sustainable, reliable and safe operation of infrastructure for road, air, rail and water transport, and for all types of vehicles across the Gazprom Group.

The seamless functioning and development of the Group's transport system is underpinned by the following internal documents: the Policy on the Sustainable and Safe Operation and Development of the Transport System in the Gazprom Group, and a set of corporate standards for various types of transport.

The transport system plays a critical role in the processes of PJSC Gazprom's production sites. The existing fleet exceeds 100,000, with the network of roads and railways stretching over 8,000 km.

PJSC Gazprom is actively developing its transport infrastructure and designing new models of vehicles.



## ALEXEY SHCHENDRIGIN

**Deputy Head  
of Department –  
Head of Directorate,  
PJSC Gazprom**

25 years with  
the Gazprom Group.

Alexey oversees  
transport and  
logistics support  
for the production  
operations  
of PJSC Gazprom's  
subsidiaries and  
entities.



# Key Consumers

The Gazprom Group's core production assets are located in Russia. The Gazprom Group entities also have production operations in the FSU and non-FSU countries.

## Main consumers of the Gazprom Group's natural gas in Russia via PJSC Gazprom's GTS

- Power industry
- Households
- Utilities
- Agrochemical industry
- Agricultural sector
- Metallurgy
- Petrochemical industry
- Oil industry
- Cement industry
- PJSC Gazprom
- Defense industry
- The Russian Ministry of Defense
- Agricultural machinery industry<sup>1</sup>



## Main consumers of liquefied petroleum gas (LPG) in Russia<sup>2</sup>

- Traders and owners of retail gas filling station chains
- Company's own small wholesale and retail infrastructure
- Petrochemical businesses



## Main electricity consumers<sup>3</sup>

- Guaranteeing suppliers
- Power supply companies
- Electricity suppliers
- Major consumers



## Main heat consumers<sup>3</sup>

- Utility companies
- State-owned entities
- Heat supply companies (resellers)
- Households



Domestic supplies of natural gas to consumers are made via Gazprom Mezhtregiongaz, a 100% subsidiary of PJSC Gazprom. Gazprom Mezhtregiongaz supplies gas to all categories of consumers and manages gas consumption metering in 70 Russian regions through a network of 53 regional gas supply companies and their branches, which manage end consumer contracts and payment collection.



For more details on the Gazprom Group's consumer relations, see the [Stakeholder Engagement Practices](#) appendix.



For more details on the production and sales of the Gazprom Group, see [Gazprom Annual Report 2024](#).



<sup>1</sup> The industry encompassing engineering businesses that facilitate industrialization and modernization of agriculture.  
<sup>2</sup> Data on Gazprom GNP Holding.  
<sup>3</sup> Data on Gazprom Energoholding.

# Organizational and Functional Transformation of the Gazprom Group

PJSC Gazprom keeps evolving and looking for new opportunities to improve its efficiency. To this end, the Group took a strategic decision to implement a service delivery model for support functions by establishing a unified service center, which will consolidate service-related assets.

In 2024, as part of the Company's organizational and functional transformation, the Group launched a priority project to create a Unified Center for Support Functions (UCSF) of the Gazprom Group. For the purposes of project oversight, the Company established the Strategic Committee<sup>4</sup>, which includes, among others, senior executives of PJSC Gazprom.

The UCSF initiative implies the creation of Shared Services Centers (SSCs), which will centralize support processes previously spread across various business units of PJSC Gazprom, its subsidiaries and entities.

## UCSF OBJECTIVES

- Increasing operational efficiency
- Reducing overall costs

## Transfer of Routine Operations to SSCs as Part of the UCSF Project: Key Functional Areas



Accounting, tax and management reporting, budget control, and treasury operations



Legal support



Real estate management



IT management



HR management



Interaction with end consumers as part of domestic gas sales

The UCSF organizational scope already includes over 100 subsidiaries of PJSC Gazprom. As the transformation efforts continue to scale up, they will eventually cover the entire Gazprom Group.

<sup>4</sup> The Strategic Committee for implementing the Unified Center for Support Functions of the Gazprom Group was established by order of PJSC Gazprom No. 407 dated November 8, 2024.

## Expected UCSF Outcomes

Through centralization, unification, standardization and increased automation of processes, UCSF is expected to deliver the following benefits:

> 20%

Reduction in overall office costs through centralization and elimination of duplicate roles

UP TO 20%

Increase in the document processing speed

thanks to shorter approval cycles and improved information flow enabled by expansion of the electronic management system

+20-30%

Rise in the speed and efficiency of staff performance

thanks to reduction of manual inputs and a greater focus on strategic challenges

+20%

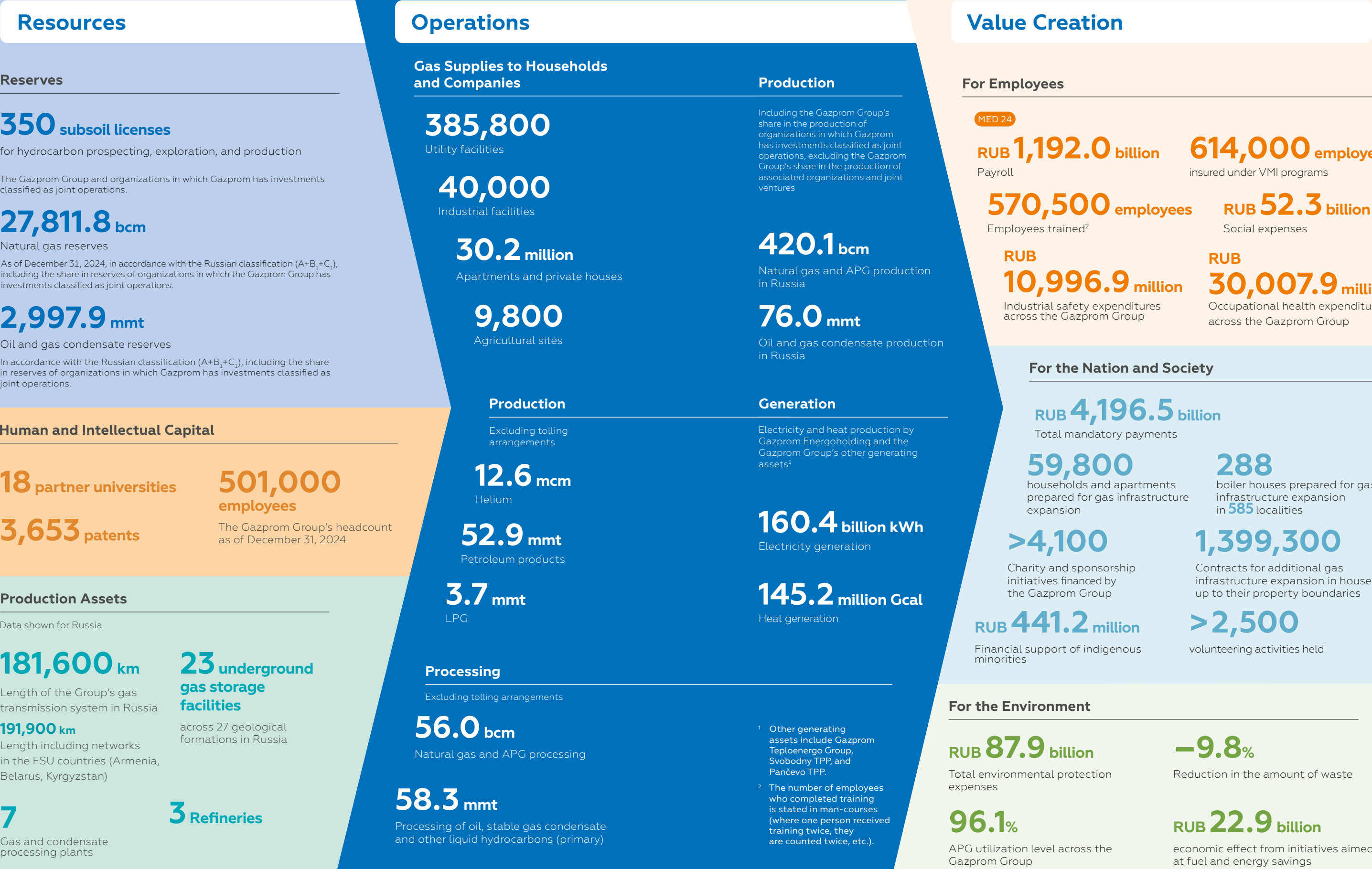
Improvement in the quality of services for both internal and external customers



For more details on the organizational and functional transformation of the Gazprom Group in the context of sustainable development, see The [Gazprom Group's People](#) and [Role in National Economy](#) sections, and the [Digital Transformation](#) subsection.



# Gazprom Group's Business Model



# Corporate Governance as a Component of Sustainable Development

## Corporate Governance and Control Structure

In accordance with the Corporate Governance Code of PJSC Gazprom<sup>1</sup>, its corporate governance and control bodies include the General Shareholders Meeting, Board of Directors, Management Committee, Chairman of the Management Committee, Audit Commission, and PJSC Gazprom’s auditor.

### General Shareholders Meeting

The General Shareholders Meeting is the supreme body responsible for the most important matters, such as:

- electing the Board of Directors and Audit Commission;
- appointing an auditor;
- resolving on paying (announcing) dividends;
- approving annual reports and annual accounting (financial) statements;
- approving internal documents governing PJSC Gazprom’s bodies.

### Board of Directors

The Board of Directors engages in strategic governance of the Company’s activities and has the following key functions:

- defining the development strategy, policy, and key principles of PJSC Gazprom’s operations across various domains, including sustainability, and overseeing their implementation;
- defining priority business lines, approving forward-looking plans and major programs, including an annual budget and investment programs;
- ensuring effective controls over financial and business results;
- outlining risk management, internal audit and control principles and approaches;
- establishing a procedure for transactions;
- approving internal documents on matters within its remit, including sustainability (for instance, the Sustainable Development Policy, Code of Corporate Ethics<sup>2</sup>, and Anti-Corruption Policy<sup>3</sup>).

The composition of the Board of Directors is sufficiently balanced to achieve targets that benefit the shareholders and PJSC Gazprom at large. The members of the Board of Directors possess diverse competencies across a broad range of areas, including corporate governance and sustainable development, aligned with the scale and nature of PJSC Gazprom’s operations.

Independent directors take an active part in the Board of Directors’ activities and propose matters for discussion, including those related to sustainability and corporate governance.

The General Shareholders Meeting determines the number of members of PJSC Gazprom’s Board of Directors,

<sup>1</sup> Approved by resolution of the annual General Shareholders Meeting of PJSC Gazprom dated June 30, 2017, minutes No. 1.

<sup>2</sup> Approved by resolution of the Board of Directors of OJSC Gazprom No. 2309 dated February 25, 2014 (as amended).

<sup>3</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 2846 dated November 15, 2016 (as amended).

1. About the Gazprom Group

2. Role in National Economy

3. Gazprom Group's people

4. Process Safety

5. Regional Social and Economic Development

6. Environmental Protection Improving Energy Efficiency and Energy Saving

7. Appendices

elects them, and may terminate their powers early. A shareholder (shareholders) collectively holding at least 2% of PJSC Gazprom’s voting shares may propose nominees to the Board of Directors, provided that the number of such nominees does not exceed the total number of seats on the Board.

The annual General Shareholders Meeting held on June 30, 2023 resolved to elect 11 directors to PJSC Gazprom’s Board

of Directors for a term starting from the election date until the third annual General Shareholders Meeting thereafter.

As of the end of the reporting year, two out of ten elected Board members qualified as independent directors. The Chairman of the Board of Directors does not serve as an executive officer of the Company.

<sup>4</sup> Nikolai Shulginov, elected to PJSC Gazprom’s Board of Directors on June 30, 2023 for a term until the third annual General Shareholders Meeting following the election date, resigned from his position and ceased to serve on PJSC Gazprom’s Board of Directors on September 12, 2024 (Clause 3.7 of the Regulation on the Board of Directors of PJSC Gazprom).

MED 37 BR. Prevention of Labor Discrimination, clauses 1, 2, page 42

Composition of the Board of Directors by director status, as of December 31, 2024, %

Director status	2022	2023	2024
Executive director	18	18	20
Non-executive director	64	64	60
Independent director	18	18	20

Competencies of PJSC Gazprom’s Board of Directors as of December 31

Competencies	Board members									
	1	2	3	4	5	6	7	8	9	10
Public administration	✓	✓		✓				✓		✓
Senior management and board experience	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Economics and finance	✓	✓	✓	✓		✓	✓	✓	✓	✓
Fuel and energy sector	✓	✓	✓	✓	✓	✓		✓	✓	✓
Strategic planning	✓	✓	✓	✓	✓		✓	✓		✓
International cooperation / doing business	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Corporate governance	✓	✓	✓	✓				✓		✓
Risk management / internal audit			✓	✓		✓	✓	✓	✓	✓
Operational management	✓	✓		✓	✓			✓	✓	✓
Human capital and remuneration	✓		✓	✓		✓	✓	✓	✓	✓
R&D	✓	✓		✓	✓	✓	✓	✓		✓
Sustainable development	✓	✓	✓	✓	✓		✓	✓		✓

## Board of Directors Committees

In June 2023, the Board of Directors of PJSC Gazprom resolved to establish four dedicated committees to preview the most important matters falling within their respective remits.

- The Board of Directors' committees are set up and operate in line with respective regulations approved by the Board of Directors:
- Regulation on the Audit Committee of the Board of Directors of PJSC Gazprom<sup>1</sup>;
  - Regulation on the Nomination and Remuneration Committee of the Board of Directors of PJSC Gazprom<sup>2</sup>;

- Regulation on the Sustainable Development Committee of the Board of Directors of PJSC Gazprom<sup>3</sup>;
  - Regulation on the Import Substitution and Technological Development Committee of the Board of Directors of PJSC Gazprom<sup>4</sup>.



For more details about the activities of the governing and control bodies of PJSC Gazprom, including attendance statistics, see [Gazprom Annual Report 2024](#).



### Sustainable Development Committee of the Board of Directors

- Key functions:
- issuing recommendations to the Board of Directors on defining areas of the Gazprom Group's sustainable development;
  - issuing recommendations to the Board of Directors on improving KPIs pertaining to sustainable development;
  - issuing recommendations to the Board of Directors on establishing performance indicators to assess the Gazprom Group's sustainable development achievements;
  - previewing the Gazprom Group's social impact reports and checking them for completeness, accuracy, and reliability;

- previewing the results of external audits and independent public assurance of the Gazprom Group's social impact reports;
  - issuing recommendations to the Board of Directors on improving information disclosure in the Gazprom Group's social impact reports;
  - issuing recommendations to the Board of Directors on assessing progress against the Sustainable Development Policy of the Gazprom Group;
  - previewing proposals on enhancing PJSC Gazprom's internal sustainable development documents to ensure compliance with Russian laws and Company needs.

Persons entitled to convene or request Board of Directors meetings to be convened in accordance with PJSC Gazprom's Articles of Association<sup>5</sup> may make proposals on committee formation and nominees to the Board of Directors committes.

### Audit Committee of the Board of Directors

- Key functions:
- evaluating PJSC Gazprom's auditor candidates and the auditor's report;
  - ensuring the independence and objectivity of internal and external audits;
  - verifying PJSC Gazprom's financial statements for completeness, accuracy, and reliability;

- checking risk management and internal controls for reliability and efficiency;
  - reviewing compliance with the Code of Corporate Ethics of PJSC Gazprom.

<sup>1</sup> Approved by resolution of the Board of Directors of OJSC Gazprom No. 2314 dated February 25, 2014 (as amended).  
<sup>2</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 2819 dated September 30, 2016 (as amended).  
<sup>3</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 3627 dated July 13, 2021.  
<sup>4</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 3707 dated January 18, 2022.  
<sup>5</sup> Approved by resolution of the annual General Shareholders Meeting of OJSC Gazprom dated June 26, 2015, minutes No. 1 (as amended)

### Nomination and Remuneration Committee of the Board of Directors

- Key functions:
- issuing recommendations to the Board of Directors on PJSC Gazprom's remuneration policy for the Board of Directors, incentivizing the members of the Management Committee and the Chairman of the Management Committee, and control over its implementation;
  - previewing nomination matters;

- issuing recommendations to the Board of Directors on an annual detailed formalized self-assessment or an external assessment of the Board of Directors, its members, and committees, and on defining priority areas for reinforcing the Board of Directors;
  - engaging with shareholders (not limited to major shareholders), as mandated by the Board of Directors, to develop voting recommendations for shareholders on electing nominees to the Board of Directors.

### Import Substitution and Technological Development Committee of the Board of Directors

- Key functions:
- issuing recommendations to the Board of Directors on defining areas of the Group's import substitution and technological development activities;
  - issuing recommendations to the Board of Directors on assessing the outcomes of import substitution measures;

- previewing proposals for improving import substitution and technological development documents.

34.9%

of matters reviewed by the Board of Directors are sustainability-related

### Activities of PJSC Gazprom's Board of Directors, its committees, and Management Committee in 2024

MED 36, 38

Indicator	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Import Substitution and Technological Development Committee	Sustainable Development Committee	Management Committee
Number of directors	10	3	3	3	3	14
• incl. independent directors	2	2	2	0	0	n/a
Number of meetings	57	8	10	2	3	22
incl.:						
• in person	8 <sup>6</sup>	–	–	1	–	12 <sup>6</sup>
• in absentia	49	8	10	1	3	10
Number of items considered	129	9	10	4	3	65
• incl. items related to sustainability	45	2	5	3	3	31
Share of items related to sustainability, %	34.9	22.2	50.0	75.0	100.0	47.7

<sup>6</sup> Meetings were held using video conferencing.



## Executive Bodies

The PJSC Gazprom Management Committee is a collegial executive body managing PJSC Gazprom's day-to-day operations. Its competencies include:

- developing forward-looking plans and major programs submitted to the Board of Directors (an annual budget and investment programs), preparing relevant progress reports, and drafting and approving PJSC Gazprom's current business plans;
- monitoring the implementation of forward-looking and current plans and programs along with investment, financial, and other projects of PJSC Gazprom;
- establishing the procedure for keeping the shareholders up-to-date with Company developments;
- approving the Company's internal documents on matters within the Management Committee's remit, including those related to sustainable development.

The Chairman of the Management Committee is the sole executive body responsible for implementing the resolutions of the General Shareholders Meeting, Board of Directors, and Management Committee, including those related to sustainable development.

## Audit Commission


PJSC Gazprom's Audit Commission is a permanent elective body that oversees the Company's financial and business operations, and drafts proposals on enhancing asset management efficiency, mitigating financial and operational risks, and improving internal controls.

## Auditor

PJSC Gazprom's auditor is an auditor engaged under contract to review the Company's financial and business operations in accordance with Russian laws. The auditor is appointed by the General Shareholders Meeting based on the Board of Directors' proposals following a competitive selection process.

## Corporate Secretary

PJSC Gazprom has in place a corporate secretary function<sup>1</sup>. The corporate secretary duties are distributed among the Company's several structural units to the extent required by the Russian Corporate Governance Code. Their activities are governed by respective regulations approved by the Board of Directors. In the reporting year, the Company approved amendments to regulations governing PJSC Gazprom's structural units<sup>2</sup> that perform corporate secretary functions, establishing requirements for managers' knowledge base and professional development frequency.

**Information system for collective governance bodies**

The Gazprom Group is running a project to deploy a domestic software-based information system for collective governance bodies. In the reporting year, a pilot project to implement this system in a foreign subsidiary of the Gazprom Group was successfully completed. Later on, a standardized solution for Gazprom Group entities is planned to be developed and rolled out.



For more details on corporate governance regulations, see the [official website of PJSC Gazprom](#).



<sup>1</sup> Resolution of the Board of Directors of PJSC Gazprom No. 2817 dated September 30, 2016.  
<sup>2</sup> Resolution of the Board of Directors of PJSC Gazprom No. 4137 dated November 19, 2024.

## Remuneration of Governance Bodies

### Remuneration of the Board of Directors

The General Shareholders Meeting may resolve to pay remuneration to members of the Board of Directors during their term in office. The remuneration amount is determined by the General Shareholders Meeting based on the Board of Directors' recommendations issued in compliance with the Remuneration Procedure for PJSC Gazprom's Board of Directors<sup>3</sup>. This document establishes formulas for calculating remuneration payable to Board members and defines the conditions and procedure for its payment. It stipulates that the Board of Directors may recommend to the General Shareholders Meeting that either no remuneration be paid to Board members or that the remuneration be smaller than what is calculated under the Procedure. It also provides for the possibility of withholding remuneration of the Board of Directors entirely if the Board unilaterally resolves not to pay interest on perpetual bonds issued by PJSC Gazprom's subsidiary.

Remuneration of the Board of Directors comprises three components: base, additional, and bonus.

Board of Directors members holding public or civil offices receive no remuneration from PJSC Gazprom.

As part of its key responsibilities, the Nomination and Remuneration Committee of the Board of Directors is tasked with

making recommendations to the Board on the Company's policy on Board member remuneration and financial incentives for Management Committee members and Chairman, as well as overseeing the policy adoption and implementation.

**Remuneration to members of PJSC Gazprom's Board of Directors**

Remuneration to members of PJSC Gazprom's Board of Directors generally aligns with the recommendations of Clause 4.2 of the Russian Corporate Governance Code<sup>4</sup>, in particular:

- Board member remuneration is not tied to attendance at individual Board or committee meetings;
- no additional financial incentives are used in the structure of remuneration payable to Board members;
- no stock option plan is provided for members of the Board of Directors;
- PJSC Gazprom makes no additional payments or compensations in case of early termination of powers of members of the Board of Directors.

On June 28, 2024, the Annual General Shareholders Meeting resolved<sup>5</sup> to pay a remuneration to the members of PJSC Gazprom's Board of Directors who hold no public or civil office in Russia in the amount recommended by the Board of Directors.

<sup>3</sup> Approved by resolution of the Board of Directors of OJSC Gazprom No. 2523 dated April 15, 2015 (as amended).  
<sup>4</sup> Recommended for application by Bank of Russia's letter No. 06-52/2463 On the Corporate Governance Code dated April 10, 2014.  
<sup>5</sup> Voting results are included in minutes No. 1 of the General Shareholders Meeting dated June 28, 2024.

Base remuneration	Additional remuneration	Bonus
Paid for performing the member's duties on the Board and is generally fixed and the same for all directors.	Paid for performing additional duties, including sitting on the Board's committees, acting as Chairman or Deputy Chairman of the Board. An additional remuneration is also fixed and not tied to attendance at individual Board committee meetings.	Paid for achieving corporate KPIs, including total shareholder return, return on equity, labor productivity, and an integrated KPI for innovation. The integrated KPI for innovation incorporates criteria reflecting sustainable development achievements, including the number of patents obtained during the reporting year and the reduction in specific greenhouse gas emissions measured in CO <sub>2</sub> equivalent.

## Remuneration of the Management Committee

According to the Regulation on Year-End Bonus System for PJSC Gazprom's Executives, the Board of Directors annually approves target and actual values of PJSC Gazprom's corporate performance KPIs. The annual bonus for PJSC Gazprom's Management Committee members (excluding the Chairman) comprises two components: corporate (80%) and individual (20%). The corporate component depends on achieving PJSC Gazprom's corporate KPIs, while the individual component is determined by personal goal achievement. The annual bonus for the Management Committee Chairman consists solely of the corporate component.

When actual KPI (goal) performance falls below 50%, no annual bonus is paid for that indicator (goal) and the total annual bonus amount is reduced, ensuring a direct relationship between KPI (goal) achievement results and remuneration amounts.

Management Committee member remuneration is also influenced by sustainable development goal achievement: the reduction in specific greenhouse gas emissions in CO<sub>2</sub> equivalent indicator is incorporated into the combined annual bonus system KPI – integrated KPI for innovation.

## Remuneration of the Audit Commission

The General Shareholders Meeting may resolve to pay remuneration to members of the Audit Commission during their term in office. The remuneration amount is determined by the General Shareholders Meeting based on the Board of Directors' recommendations issued in compliance with the Remuneration Procedure for PJSC Gazprom's Audit Commission<sup>1</sup>.

Remuneration is paid to Audit Commission members for performing their duties in the corporate year and depends on their degree of involvement in Audit Commission work, reflected through a personal contribution indicator. This indicator also accounts for additional duties performed as Chairman of the Audit Commission. In cases of early termination of powers or election of an Audit Commission member at an extraordinary General Shareholders Meeting, the remuneration amount is calculated based on the member's actual participation in the Audit Commission meetings and paid proportionally to the time served.

<sup>1</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 2641 dated December 9, 2015 (as amended).

## Sustainability Management System

The Gazprom Group's mission in the area of sustainable development is to make a positive contribution to the social and economic development of Russia and other regions of operation in line with environmental and social responsibility standards, so as to preserve and enhance the opportunities for future generations while meeting the needs of today.

### Approach to Sustainability Management

MED 35

The Gazprom Group's mission, goals and commitments in sustainability and the approaches to delivering them are set out in its Sustainable Development Policy<sup>2</sup>.

Sustainability management is enshrined in the corporate governance system of PJSC Gazprom. Responsibilities in this area are assigned in accordance with Russian laws and internal documents to PJSC Gazprom's governance bodies, structural units, subsidiaries, and entities.

During the reporting year, the Gazprom Group developed and adopted several documents regulating various aspects of sustainable development activities as part of the Action Plan for Sustainable Development Policy<sup>3</sup>. Specifically, the Group approved the Methodology for Managing the Gazprom Group's Sustainability Risks and Application Guidelines<sup>4</sup>, alongside adopting the Program for Biodiversity Conservation During Production and Field Development in the Areas of PJSC Gazprom's Operations on the Arctic Continental Shelf of the Russian Federation<sup>5</sup>.

Additionally, two important documents defining the Group's counterparty relations in the context of sustainable development were adopted in 2024: Procedure for Interaction with Potential Suppliers (Contractors, Service Providers) of PJSC Gazprom and Gazprom Group Entities<sup>6</sup>, as well as the Code of Conduct for Suppliers (Contractors, Service Providers) of PJSC Gazprom and Gazprom Group Entities<sup>7</sup>.



For more details on the link between KPIs in the realm of sustainability and the indicators used for planning PJSC Gazprom's operations, assessing performance of the Management Committee and other executives, and incentivizing the Company's Board of Directors, see the [Mission and Strategy](#) subsection.



For more details on indicators assessing the Gazprom Group's progress in sustainable development, see the [Appendix](#).



For more details on risk management at the Gazprom Group, see the [Risk Management](#) subsection.



For more details on procurement at the Gazprom Group, see the [Supplier Relations](#) section.



For more details on the Gazprom Group's environmental protection, see the [Environmental Protection. Improving Energy Efficiency and Energy Saving](#) section.

<sup>2</sup> Approved by resolution of the Board of Directors of PJSC Gazprom dated April 30, 2021 (as amended): <https://www.gazprom.com/f/posts/74/562608/2022-04-28-sustainability-policy-en.pdf>.

<sup>3</sup> Approved by order of PJSC Gazprom No. 333 dated September 1, 2022.

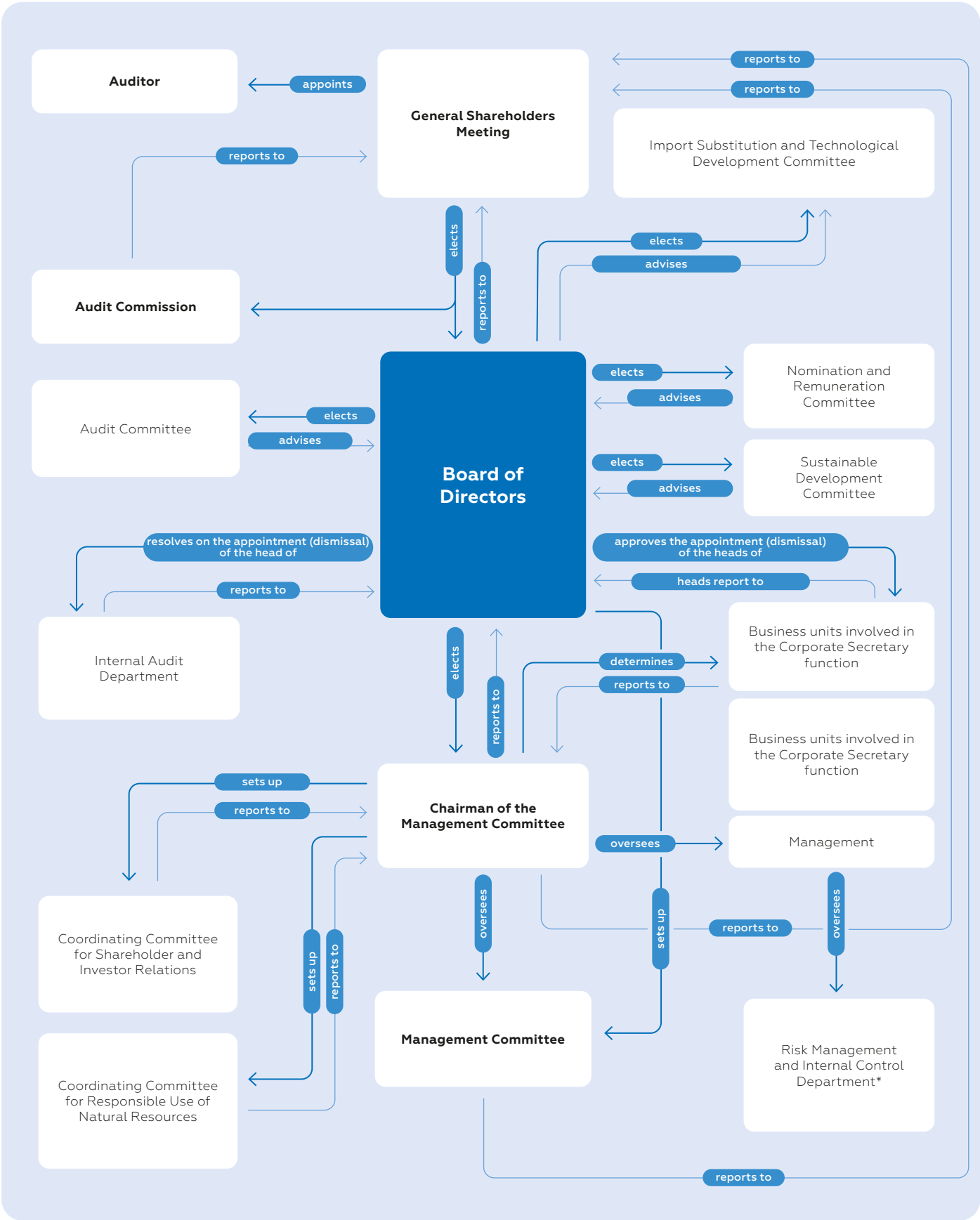
<sup>4</sup> Approved by resolution PJSC Gazprom No. 61 dated February 28, 2024.

<sup>5</sup> Approved by order of PJSC Gazprom No. 53 dated February 13, 2024.

<sup>6</sup> Approved by resolution PJSC Gazprom No. 148 dated May 27, 2024.

<sup>7</sup> Approved by resolution PJSC Gazprom No. 300 dated August 9, 2024.

Sustainability Management Structure



\* Reports to Deputy Chairman of the Management Committee.

At PJSC Gazprom, overseeing the implementation of the Sustainable Development Policy of the Gazprom Group is the responsibility of the **Chairman of PJSC Gazprom's Management Committee**, while at subsidiaries and entities this is among the duties of their **Directors General**.

Structural units of PJSC Gazprom and its subsidiaries and entities manage various sustainable development aspects and implement the Sustainable Development Policy of the Gazprom Group.

Coordination of sustainable development activities of PJSC Gazprom's structural units, subsidiaries, and entities is the responsibility of PJSC Gazprom's information policy unit.

PJSC Gazprom has in place the **Coordinating Committee for Sustainable Resource Management**<sup>1</sup>. It coordinates the efforts of PJSC Gazprom's units and entities in rational use of natural resources, energy efficiency, environmental protection, and sustainable development.

To insure a comprehensive approach to environmental and energy management, relevant efforts of PJSC Gazprom's structural units are coordinated by the

**Company's standing Environmental Management Improvement Task Force<sup>2</sup> and Energy Efficiency (Energy Management) Improvement Task Force<sup>3</sup>.** The Company also has the **Coordinating Committee for Shareholder and Investor Relations of PJSC Gazprom**<sup>4</sup>. It ensures a comprehensive approach and coordination of efforts of structural units with the Gazprom Group's shareholders and investors, including prospective ones. The Committee's key tasks include development and implementation of a unified and consistent shareholder and investor engagement policy. Investor relations are based on an annual plan drafted by the Committee.

The Sustainable Development Council under the Chairman of **PJSC Gazprom's Science and Technology Council takes part in sustainability management**<sup>5</sup>. The Council reviews the industry's R&D challenges, fuel and energy trends in Russia and abroad, and global energy landscape. It also helps make long-term forecasts on industry growth and PJSC Gazprom's R&D development, and drafts proposals on the strategic development of PJSC Gazprom, including concept studies for promising projects. In addition, the Council develops recommendations on introducing advanced technologies, solutions, as well as new forms and methods of production and management.

<sup>1</sup> Established by order of PJSC Gazprom No. 215 dated May 14, 2020.  
<sup>2</sup> Established by order of PJSC Gazprom No. 16 dated January 14, 2021.  
<sup>3</sup> Established by order of PJSC Gazprom No. 547 dated December 23, 2022.  
<sup>4</sup> Established by order of OJSC Gazprom No. 292 dated November 17, 2008.  
<sup>5</sup> Established by order of PJSC Gazprom No. 715 dated November 16, 2016.

MBA for a sustainable future

Since 2014, the Higher School of Economics of St. Petersburg State University of Economics has been running the Sustainable Development and Corporate Social Management MBA program, initiated by the Gazprom Workers' Union. This program enhances managerial and personal competencies in sustainable development while building a professional community of managers.

The training encompasses eight two-week modules and final certification. In 2024, 20 Gazprom Group employees received diplomas, bringing the total number of graduates to over 70 since the program's inception.



# Corporate Governance Scores and Ratings

In accordance with recommendations of the Russian Corporate Governance Code (Clause 2.9), PJSC Gazprom regularly conducts comprehensive independent assessments of corporate governance practices. Assessment findings are taken into account in drafting measures to further improve corporate standards. Since 2014, PJSC Gazprom has had three independent assessments of corporate governance, with KPMG and Horizon CF engaged in 2014 and 2017.

2023 saw another external comprehensive assessment of PJSC Gazprom's corporate governance by Kept Tax and Advisory<sup>1</sup> and Horizon CF. Similarly to previous assessments, in 2024, PJSC Gazprom's

corporate governance framework received high scores, which is fully in line with the top rating annually assigned to the Company by Expert RA rating agency since 2021.

In March 2025, the Expert RA rating agency once again affirmed PJSC Gazprom's highest governance quality rating

In 2021, the Expert RA rating agency assigned the highest governance quality rating (A++.gq) to PJSC Gazprom<sup>2</sup>. The agency has consistently affirmed this rating over the subsequent four years, from 2022 to 2025.

Governance quality was assessed by experts in the following key areas:

- positioning (business reputation, development strategy, etc.);
- governance and control bodies;
- transparency of information;
- rights of shareholders and other stakeholders;
- support factors (additional positive changes);
- stress factors (that have a significant adverse impact on the rating).

Among other positive factors, experts noted well-organized activities of PJSC Gazprom's collegial bodies, including:

- high workload of the Board of Directors (a lot of meetings);

- contribution of the Board of Directors and Management Committee to the ESG agenda;
- link between performance against ESG-related KPIs and remuneration of the Company's Board of Directors and executives;
- external comprehensive assessment of PJSC Gazprom's corporate governance.

An important factor in the experts' assessment was progress in supplier and client interaction – formalizing counterparty interaction procedures and adopting the Code of Conduct for Suppliers. Other positive aspects were the availability of units performing the Corporate Secretary functions, with their powers, responsibilities and competencies formalized in respective regulations, and effective labor management framework, corporate ethics and anti-corruption practices. Furthermore, experts noted a high degree of protection for shareholders' and other stakeholders' rights, an effective internal control system, and high-quality strategic planning.

A++.gq

(highest) governance quality rating of PJSC Gazprom assigned by the Expert RA rating agency

→

For more details on the Gazprom Group's corporate governance regulations, see the [official website of PJSC Gazprom](#).



→

For more details on the Gazprom Group's relations with shareholders and investors, see the [Stakeholder Engagement Practices](#) appendix.

<sup>1</sup> A former Russian arm of KPMG International.

<sup>2</sup> Expert RA's methodology for governance quality ratings is available on the agency's website at [www.raexpert.ru](http://www.raexpert.ru).

MED 39

## Independent Assessment

After foreign ESG ratings withdrew from the market, Russian companies shifted their focus to national assessment systems . The Bank of Russia supported this transition by developing a model methodology for ESG rating formation , designed to enhance transparency and standardize evaluations.

PJSC Gazprom actively works with rating agencies, strengthening its standing in Russian ESG ratings and demonstrating its commitment to sustainable development principles.

### PJSC Gazprom's ESG ratings

Rating/index	2022	2023	2024
Sustainability ranking of industrial Russian companies by the National Rating Agency (NRA)	0.814 (group 1, advanced)	0.796 (group 1, advanced)	0.796 (group 1, advanced)
Russian business' sustainability index (by RBC and the NCR rating agency)	Category 1 (high)	Category 1 (high)	Category 1 (high)
Best employer rating from Forbes	Gold	Gold	Gold
Expert RA rating of corporate governance quality	A++.gq (highest)	A++.gq (highest)	A++.gq (highest)
AK&M ESG reporting rating	Highest level of disclosure	Highest level of disclosure	Highest level of disclosure
Responsibility and Transparency Index (MOEX–RUIE)	A (leader group)	A (leader group)	A (leader group)
Sustainability Vector Index (MOEX–RUIE)	A (leader group)	A (leader group)	A (leader group)
Sustainalytics ESG Risk Rating <sup>3</sup>	56.6	56.2	– <sup>4</sup>
CHRB	–	6.4	– <sup>5</sup>
ISS ESG	C–	C–	C–
RAEX ESG Corporate Ranking	BBB	BBB	BBB

Finalist of the Our Contribution National Award

In the reporting year, PJSC Gazprom became a finalist for the Our Contribution National Award, reaffirming its status as the National Projects Partner and ranking in the top five in the State Corporations and State Companies category. This marks Russia's first award evaluating business and non-profit organizations' contributions to achieving national development goals and implementing national project objectives.

Winner of the Responsible Business Leadership National Award

PJSC Gazprom also received the Responsible Business Leadership National Award, reinforcing its commitment to responsible business practices. Established in 2023 following instructions from the President of the Russian Federation Vladimir Putin, this award recognizes large Russian companies for their sustainable development disclosure and implementation of corporate responsibility principles.

<sup>3</sup> The score reflects the risk level. The lower the better.

<sup>4</sup> The Agency suspended its rating of the Company.

<sup>5</sup> No rating took place in 2024. The methodology is to be updated.



# A SCIENTIFIC approach to production



I am responsible for gas treatment before transportation at the Kovyktinskoye GCF. In 2024, I took part in overseeing the construction, installation and start-up of the comprehensive gas treatment unit at the Kovyktinskoye field.

PJSC Gazprom actively supports employees' engagement in R&D, and their desire to draft and implement efficiency improvement initiatives. This benefits the entire production chain by making it more reliable, safer and more cost effective. Developers of new technologies and solutions get to see their ideas come to life and understand the real value they bring.

Working at PJSC Gazprom not only offers invaluable hands-on experience, but also opportunities to share knowledge and inspire new generations of gas industry professionals to pursue scientific and technical innovations.



**YEVGENY  
RUDYKH**

**Senior gas treatment  
foreman at Gas and  
Gas Condensate  
Production Workshop  
No. 1, Kovyktinskoye  
Gas Production Site,  
Gazprom Dobycha  
Irkutsk**



Co-author of 21 efficiency improvement proposals, including those with measurable economic benefits. Winner of more than 40 national and international energy industry competitions and conferences.





# Corporate Ethics and Anti-Corruption

## Material topics

- 4. The Gazprom Group's legal compliance
- 12. Anti-corruption practices of the Gazprom Group

## Corporate Ethics and Values

The Company has in place the Code of Corporate Ethics of PJSC Gazprom developed in 2012 to reflect Russian and international best practices. Its revised version has been in effect since 2014 (as subsequently amended).

The document sets forth PJSC Gazprom's corporate values and defines the key rules of business conduct regarding the prevention of conflicts of interest and corruption, in particular restrictions on joint work of relatives,

employee engagement with PJSC Gazprom's competitors and their serving on elected government bodies, and gift acceptance.

The Code of Ethics contains guidelines for employees on handling conflicts of interest and declares zero tolerance to corruption. Managers and workers must inform the employer of any corruption proposals they receive.

The Code also sets forth the principles of environmental protection and zero discrimination towards employees, and mechanisms for implementing and monitoring the corporate ethics rules.



[Code of Corporate Ethics of PJSC Gazprom](#)

### PJSC Gazprom's corporate values

- Professionalism
  - Thriftiness
  - Mutual respect
  - Image
- Initiative
  - Openness to dialogue
  - Continuity

In accordance with the Code of Ethics, PSJC Gazprom shall not engage in political activities or finance political organizations.

The Code is mandatory for all of PJSC Gazprom's employees. Since 2019, the Code of Ethics also applies to the members of the Board of Directors, with relevant amendments made to the Regulation on the Board of Directors of PJSC Gazprom<sup>1</sup>. Every year, the Company's executives, including

members of the Management Committee, make formal written commitments to comply with the Code of Ethics.

Entities controlled by PJSC Gazprom have their own codes of corporate ethics that comply with the Code of Ethics of the parent company.

<sup>1</sup> Approved by resolution of the annual General Shareholders Meeting of PJSC Gazprom dated June 30, 2016, minutes No. 1 (as amended).

In 2024, amendments were made to PJSC Gazprom's Code of Corporate Ethics<sup>2</sup>, prohibiting managers, employees and representatives of PJSC Gazprom and its controlled entities from giving and receiving intragroup corporate gifts. Work has been organized to introduce similar amendments to the corporate ethics codes of entities controlled by PJSC Gazprom.

For remote learning of third-party employees, the Company developed a course titled Corporate Ethics at PJSC Gazprom for Suppliers. Employees of third-party counterparties can access the supplier ethics course on PJSC Gazprom's website; in 2024, more than 5,000 users completed it.

The Code is mandatory for all of PJSC Gazprom's employees.

## PJSC Gazprom's Corporate Ethics Commission

Ensuring the implementation of the Code of Ethics is the responsibility of PJSC Gazprom's standing Corporate Ethics Commission. It consists of seven members appointed by PJSC Gazprom's order.

### Key focus areas of the Ethics Commission

- Advising employees on the interpretation and implementation of the Code of Ethics;
- reviewing inquiries in a timely manner and based on the applicable laws of the Russian Federation, with assistance from dedicated units, subsidiaries, and entities, if necessary; taking response measures within its remit in case of violations of the Code of Ethics;
- identifying potential conflicts of interest involving sole executive bodies of entities controlled by PJSC Gazprom and providing recommendations on eliminating and mitigating negative implications of identified conflicts of interest;
- arranging for the Company's executives, including members of PJSC Gazprom's Board of Directors and Management Committee, to submit formal written commitments to comply with the Code of Ethics on an annual basis.

Starting from 2021, measures have been taken to maximize the involvement of Gazprom's counterparties that are not part of the Gazprom Group in its corporate values system, including by integrating a clause requiring them to comply with the Code of Ethics into the contracts.

In 2024, the Code of Conduct for Suppliers (Contractors, Service Providers) of PJSC Gazprom and Gazprom Group Entities<sup>3</sup> was approved. This document aims to maximize the involvement of counterparties that are not part of the Gazprom Group in its corporate values system.

The Code of Conduct for Suppliers calls for compliance of professional activities with established requirements, standards and contractual obligations, adherence to principles of openness to interaction and cooperation based on equal partnership and mutual respect for interests, flexibility in economic activities, and social justice in employee relations.

## Corporate Ethics Training

Employees of Gazprom Group entities receive regular training by taking a Corporate Ethics e-learning course with a test-based knowledge assessment. In 2024, 177,566 employees completed the course.

177,566

Gazprom Group employees underwent training in corporate ethics in 2024

OVER 5 THOUSAND

users took a course in ethics in 2024



The Code of Conduct for Suppliers is publicly available on [PJSC Gazprom's website](#).



<sup>2</sup> Resolution of the Board of Directors of PJSC Gazprom No. 4129 dated October 29, 2024.

<sup>3</sup> Resolution of PJSC Gazprom No. 300 dated August 9, 2024.



The Ethics Commission's performance is reported to the Chairman of the Management Committee of PJSC Gazprom on an annual basis. Information on PJSC Gazprom's compliance with corporate ethics standards is reported to the Board of Directors on a regular basis (at least once every three years).

For the clarification of the Code's provisions and issues related to its application, or for details on the known violation of ethics rules, as well as in case of a conflict of interest, the Company's employees can contact their immediate supervisor or the Ethics Commission. If the immediate supervisor fails to take measures to prevent or eliminate the conflict of interest or the measures taken are insufficient, employees are to inform the Commission thereof.

In 2024, the Ethics Commission held eight meetings to review 41 inquiries. The majority of inquiries received in 2024 were related to business conduct of employees of PJSC Gazprom and its controlled entities, potential conflict-of-interest situations, and interpretation of the Code of Ethics' certain provisions.

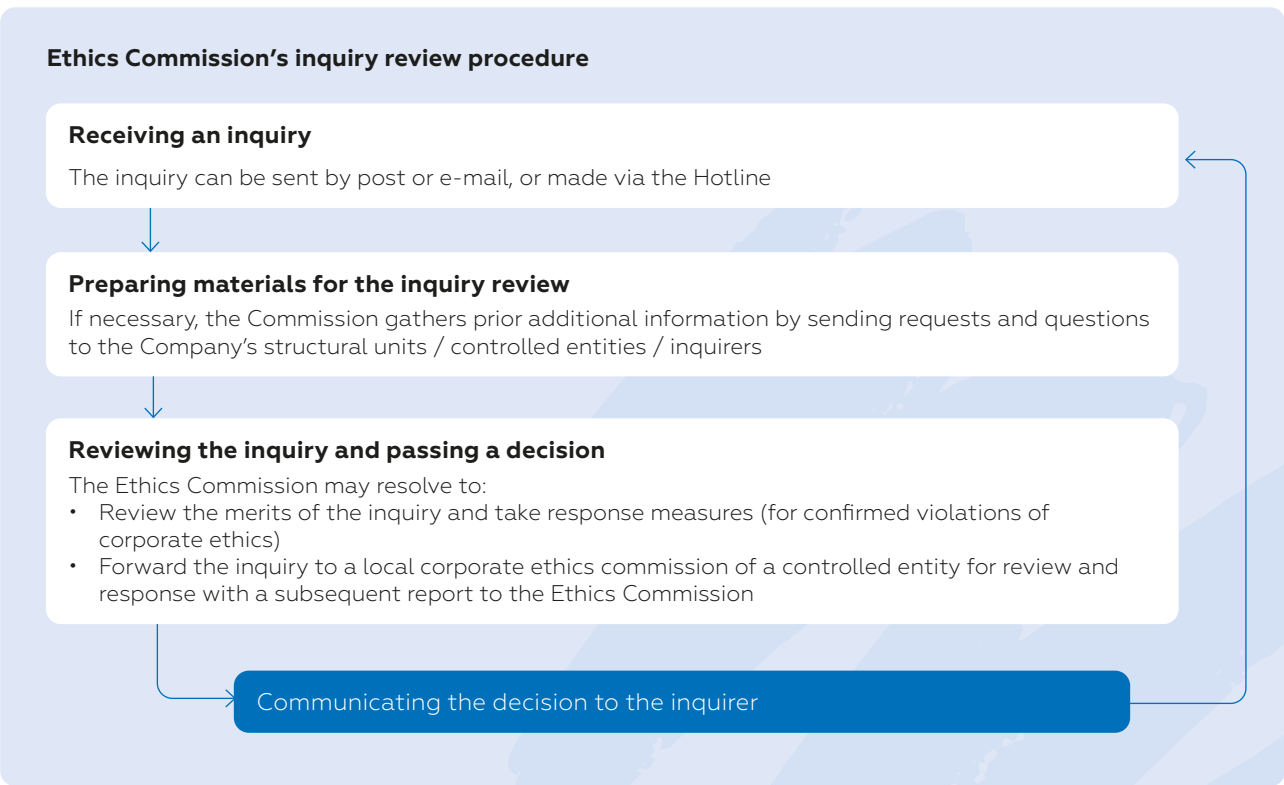


The Ethics Commission receives messages by e-mail at [ethics.comission@adm.gazprom.ru](mailto:ethics.comission@adm.gazprom.ru), by phone at the Hot Line number +7 495 719 1171, or by regular post.

Employee sanctions for violating the Code of Ethics include:

- public censure;
- denouncement;
- loss of bonuses (in line with the Company's internal documents);
- disciplinary action (in cases where there is evidence of a disciplinary offence).

Entities controlled by PJSC Gazprom have in place own ethics commissions reviewing inquiries from their employees in line with local codes of corporate ethics.



## Preventing Conflicts of Interest

The Gazprom Group has corporate mechanisms for identifying, preventing, and resolving conflicts of interest among members of PJSC Gazprom's governance bodies.

### Identifying, Preventing, and Resolving Conflicts of Interest Among Members of the Board of Directors

In accordance with Clause 5.5, Article 5 of the Regulation on the Board of Directors of PJSC Gazprom:

- Members of the Board of Directors shall not use their position or information about the Company for their own benefit or allow its use by third parties for their own benefit.
- Members of the Board of Directors shall refrain from actions that will or may lead to a conflict of interest.
- In case of a conflict of interest involving a member of the Board of Directors:
  - The member of the Board of Directors who has a conflict of interest must report it to the Board of Directors by sending a notice to the Chairman of the Board of Directors. The notice must detail the conflict of interest and its grounds.
  - The Chairman of the Board of Directors then sends the notice about the conflict of interest to all members of the Board of Directors prior to deciding on the item in which the member of the Board of Directors has a conflict of interest.
  - The member of the Board of Directors may abstain from voting on the item in which they have a conflict of interest. The Chairman of the Board of Directors may suggest that the member of the Board of Directors having a conflict of interest does not attend the discussion of the relevant item if the nature of the item under discussion or the specific nature of the conflict of interest so require.

- If the member of the Board of Directors who has a conflict of interest abstains from voting or attending the discussion of the relevant agenda item at a meeting of the Board of Directors, this is reflected in the minutes of the meeting of the Board of Directors.

In accordance with Clause 45.1, Article 45 of PJSC Gazprom's Articles of Association, members of the Board of Directors must notify the Company within two months from the date when they became aware or should have become aware of the circumstances due to which they may be deemed interested in the Company's transactions:

- of legal entities in which they, their spouses, parents, children, full and half siblings, adoptive parents and adoptees and/or their controlled entities are controlling persons or have the power to issue binding orders;
- of legal entities in the governing bodies of which they, their spouses, parents, children, full and half siblings, adoptive parents and adoptees and/or their controlled persons hold positions;
- of known actual or potential transactions in which they may be deemed interested.

An interested party transaction would not give rise to a conflict of interest if it complies with Chapter XI of Federal Law On Joint Stock Companies.

<sup>1</sup> Approved by resolution of the annual General Shareholders Meeting of PJSC Gazprom dated June 30, 2016, minutes No. 1 (as amended).

Identifying, Preventing, and Resolving Conflicts of Interest Among Members of the Management Committee

In accordance with Articles 5–8 and 10 of the Code of Corporate Ethics, Clause 3.4, Article 3 and Clause 5.6, Article 5 of the Regulation on the Management Committee of PJSC Gazprom<sup>1</sup>:

- Members of the Management Committee must not use their position or information about the Company for their own benefit or allow its use by third parties for their own benefit, and must refrain from actions that will or may lead to a conflict of interest.
- Members of PJSC Gazprom's Management Committee are subject to restrictions of the Code of Corporate Ethics on nepotism, employee engagement with PJSC Gazprom's competitors, their serving on elected government bodies, acceptance of gifts, etc.
- Members of PJSC Gazprom's Management Committee may only serve on governing bodies of other organizations with the consent of the Company's Board of Directors.
- Similar to other PJSC Gazprom employees, in the event of a conflict of interest members of the Management Committee may contact the Ethics Commission.

In 2024, the Corporate Ethics Commission did not receive information about any conflict of interest existing for any members of the Board of Directors or the Management Committee, or the Chairman of the Management Committee of PJSC Gazprom. Besides, Board members did not notify the Chairman of the Board of Directors about any conflict of interest arising with respect to the agenda items considered by this governance body.

PJSC Gazprom takes steps to identify and prevent conflicts of interest in the sole executive bodies of its controlled entities. According to an established practice, all sole executive bodies of controlled entities, on a regular basis (at least once every three years), submit information on the presence or absence of signs of a conflict of interest (through questionnaires) for further analysis. For newly appointed investee managers, questionnaires are filled after their appointment to the post.

Sole executive bodies of entities controlled by PJSC Gazprom that have conflicts of interest are required to bring the issue to the Corporate Ethics Commission's attention.

Anti-Corruption

The Anti-Corruption Policy of PJSC Gazprom reflects the commitment of the Company's management and employees to the ethical standards of conducting legal, open and honest business, improving the corporate culture, following the best corporate governance practices, and maintaining a good business reputation. This document outlines the goals and competencies of governance bodies in preventing and combating corruption, while also introducing comprehensive anti-corruption measures and liability for non-compliance with policy requirements.

The governance bodies' members and all employees of Gazprom Group entities must comply with the Policy.

Key principles of the Anti-Corruption Policy

- Compliance with applicable laws
- Leadership by example
- Employee engagement
- Proportionality between anti-corruption procedures and corruption risks
- Efficiency of anti-corruption procedures
- Responsibility and inevitability of punishment
- Business transparency
- Permanent control and regular monitoring

Anti-Corruption Management

Board of Directors

- General management of the Group's anti-corruption activities
- Review of anti-corruption reports by executive bodies of Gazprom Group entities

Chairman of the Management Committee

- Distribution of authority, obligations, and responsibilities in anti-corruption among Deputy Chairmen of the Management Committee and PJSC Gazprom's business units
- Organizing initiatives to implement the Anti-Corruption Policy (including by appointing managers in charge of developing, implementing and monitoring anti-corruption procedures)

Audit Committee of the Board of Directors

- Drafting proposals on improving the Group's anti-corruption internal control procedures

Corruption Reporting Mechanisms

The procedure for submitting and considering inquiries regarding fraud, corruption, and embezzlement is set out in the Regulation on Hotline for Fighting Fraud, Corruption, and Embezzlement at the Gazprom Group<sup>1</sup>.

Inquiries are registered, verified, and passed to the processing center, which ensures the confidentiality of the inquirer and the information submitted by him/her; no action against whistleblowers is allowed.

If the inquiry received by the Hotline relates to a conflict of interest or corruption, or other areas regulated by PJSC Gazprom's Code of Corporate Ethics, it shall also be forwarded to the Corporate Ethics Commission.

If the report contains information about an intended, ongoing or committed wrongful act or about persons

involved in preparing, committing, or having committed such act, it shall be forwarded to law enforcement authorities.

After processing the information received by the Hotline, in the cases when the relevant information is confirmed, other facts revealing fraud, corruption, and embezzlement at Gazprom Group are detected, facts of unreliable information are detected in respect of the beneficiaries of Gazprom Group's counterparties and the affiliation of Gazprom Group's counterparties with Gazprom Group's employees, the Corporate Security Service shall prepare a final report and forward it to the Management Committee Chairman in accordance with an established procedure. The report shall serve as the basis for deciding on the need to conduct an internal inspection, create working groups (commissions), and take measures to combat fraud, corruption, and embezzlement at the Gazprom Group.



Reports regarding fraud, corruption, and embezzlement at the Gazprom Group can be submitted by e-mail at [hotline@ss.gazprom.ru](mailto:hotline@ss.gazprom.ru), by phone at the Hotline number +7 812 613 1188, or by regular post.

<sup>1</sup> Approved by order of OJSC Gazprom No. 423 dated September 4, 2014; <https://www.gazprom.com/f/posts/74/562608/2014-09-04-regulation-hotline-en.pdf>

Anti-Corruption Training

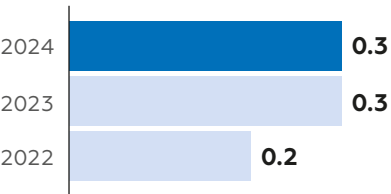
Employees of Gazprom Group entities undergo training in anti-corruption programs developed by Gazprom Corporate Institute, the Center for Entrepreneurial Risks, and other institutions.

Risks related to corruption are assessed for the Gazprom Group's main subsidiaries and entities involved in hydrocarbon production, transportation, and processing.

In the reporting year, PJSC Gazprom effectively managed risks related to financial and reputational damage, environmental performance, human life and health, and information security to prevent the occurrence of such risks and minimize their impact should they arise.

MED 42

Average duration of anti-corruption training per employee of Gazprom Group entities per year, hours



In 2024, **6,814** employees of the Gazprom Group took anti-corruption training

Protection of Personal Data

PJSC Gazprom's Personal Data Processing Policy<sup>1</sup> outlines the legal grounds, purposes, and methods of personal data processing, categories and scope of processed personal data, and data subjects' rights, and details measures to ensure the data operator's compliance with obligations regarding the processing and protection of personal data in accordance with Russian laws.



For more details on the Gazprom Group's anti-corruption regulations, see the [official website of PJSC Gazprom](#).



<sup>1</sup> Approved by order No. 453 dated December 12, 2024.

Risk Management

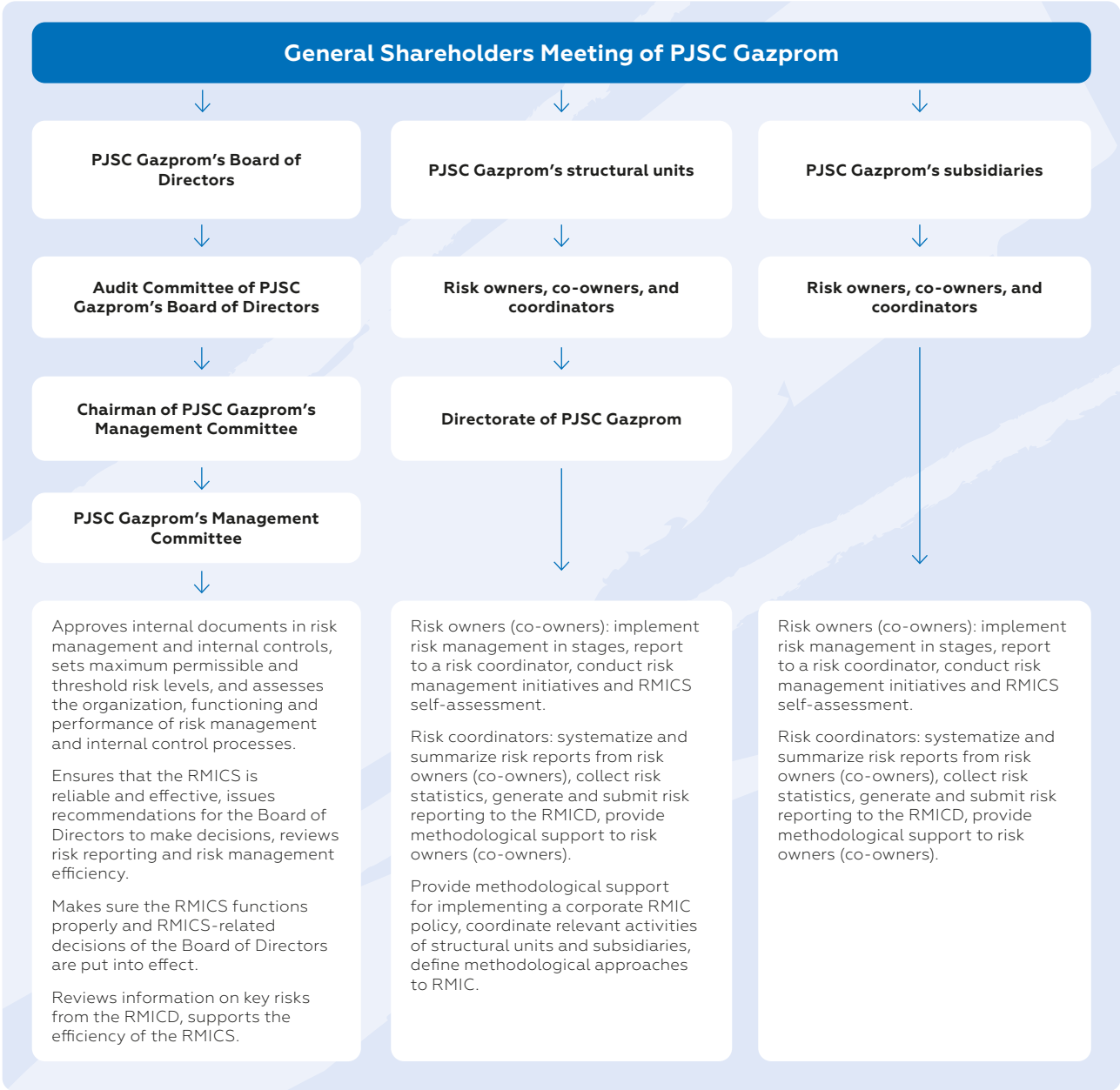
The Gazprom Group is consistently developing a corporate risk management and internal control system (RMICS) aimed at minimizing risks, ensuring compliance with regulatory requirements, and thereby strengthening business sustainability.

Powers and obligations in this area are distributed among the governance bodies, structural units of PJSC Gazprom, and its subsidiaries and entities. A dedicated department in charge of risk management and internal controls (RMICD) is responsible for the development of the

RMICS. It implements the unified policy, provides methodological support for its implementation, and coordinates risk management and internal control activities. The department is overseen by a Deputy Chairman of the Management Committee.

RMICS Description and Structure

RMICS Structure





PJSC Gazprom's corporate RMICS complies with Federal Law No. 208-FZ On Joint Stock Companies dated December 26, 1995, instructions and decrees of the Russian President, Russian Government's directives, recommendations of the Federal Agency for State Property Management and the Bank of Russia, the Corporate Governance Code, and Risk Management and Internal Control Policy of PJSC Gazprom<sup>1</sup> aimed at achieving the Company's goals.

At PJSC Gazprom, risk management and internal controls are governed by its Risk Management and Internal Control Policy designed to ensure proper operation and development of the RMICS.

The Policy outlines goals and objectives, main principles, approaches to risk management and internal controls, as well as process participants, their roles, and relevant requirements.

Key risks are regularly identified and assessed, with mitigants put in place to maintain identified key risks within acceptable limits.

PJSC Gazprom's internal controls provide a reasonable assurance of achieving the goals of business processes owned by relevant structural units.

Information on risk management and internal controls is collected and submitted to stakeholders in time to ensure substantiated decision-making by the management.

In the reporting year, in accordance with Federal Law No. 208-FZ On Joint Stock Companies dated December 26, 1995 and Clause 51.2 of PJSC Gazprom's Articles of Association, information materials were prepared and submitted to PJSC Gazprom's structural units and Gazprom Group entities to assess the reliability and efficiency of the RMICS. PJSC Gazprom's Internal Audit Department prepared and submitted an opinion on the Company's RMICS as part of the information materials for the General Shareholders Meeting.

To maintain a high risk management and internal control culture, as well as to develop professional competencies and additional skills, training is organized for employees of PJSC Gazprom and Gazprom Group entities. In 2024, Gazprom Corporate Institute conducted professional development programs for approximately 1,000 employees representing more than 100 Gazprom Group entities.

The Gazprom Group regularly organizes advisory webinars on the operation of the RMICS. Additionally, an advisory hotline on risk management and internal control was established on PJSC Gazprom's intranet portal. In 2024, the advisory line coordinated activities and provided advisory support to PJSC Gazprom's structural units, subsidiaries, and entities. This included guidance on implementing, developing, and improving the RMICS through business process transformations and gap resolution initiatives.

In 2024, the Company developed and approved a Methodology for Managing the Gazprom Group's Sustainability Risks and Application Guidelines<sup>2</sup>. The new document provides methodological support to PJSC Gazprom's structural units (owners and co-owners of sustainability risks), as well as risk coordinators.

For more details on the Gazprom Group's regulations on risk management and internal controls, see the [official website of PJSC Gazprom](#).



<sup>1</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 3195 dated December 25, 2018.  
<sup>2</sup> Approved by resolution of PJSC Gazprom No. 61 dated February 28, 2024.

The Gazprom Group's Environmental, Process Safety, Procurement, HR, IT and IS, Quality Management, Import Substitution Risks, and Risks Related to Sanctions and Sales Markets

Environmental aspect

Risk / risk group	Risk description	Risk sources
Environmental Protection Risks		
Natural and climate-related risks	Potential climate changes, natural disasters, and adverse weather conditions that may cause damage to buildings and structures, pipeline transportation systems and service lines. A major part of the natural gas produced by Gazprom comes from Western Siberia, where production may be difficult and relatively costly because of climate conditions.	External
Environmental risks	The core hydrocarbon production, transportation, processing and storage operations are exposed to environmental pollution risk. Adverse impacts may include accidents during business operations, damage to ecosystems (land and water pollution), deterioration of soil and vegetation, and erosion. This may lead to degradation of ecosystems and loss of habitat for rare and endangered plant and animal species.	External and internal risks



For more details on the Gazprom Group's measures to mitigate environmental risks, see the [Environmental Protection. Improving Energy Efficiency and Energy Saving](#) section.

Social aspect

Risk / risk group	Risk description	Risk sources
HR Risks		
HR management risks	Performance of Gazprom Group entities depends on the availability of sufficiently qualified personnel, development of professional skills in employees by means of comprehensive training and upskilling programs, and increased employee motivation to learn and develop.	External and internal risks



For more details on the Gazprom Group's efforts to mitigate HR risks, see the [Gazprom Group's People](#) section.

Process Safety Risks		
Labor risks	PJSC Gazprom's production activities are exposed to risks of adverse impact on employees' health and safety, as well as risks of accidents and fires.	External and internal risks
Fire safety risks		
Occupational safety risks		



For more details on the Gazprom Group's efforts to mitigate process safety risks, see the [Process Safety](#) section.

Governance aspect		
Risk / risk group	Risk description	Risk sources
Procurement Risks		
Procurement risks	Procurement is related to potential non-compliance with relevant laws.	External and internal risks
<div>➔</div> <div>For more details on the Gazprom Group's efforts to mitigate procurement risks, see the <a href="#">Supplier Relations</a> section.</div>		
IT and IS Risks		
Information technologies (IT) risks	In the course of a digital transformation, the Gazprom Group identified risks related to new/existing external sectoral IT sanctions seeking to destabilize information, information management and other automated systems.	External and internal risks
Information security (IS) risks	The Gazprom Group's operations may be exposed to information security risks, which, if materialized, may lead to breaches of the integrity, confidentiality, or availability of information resources or assets or computer networks.	
<div>➔</div> <div>For more details on the Gazprom Group's efforts to mitigate IT and IS risks, see the <a href="#">Digital Transformation</a> section.</div>		
Quality Management Risks		
Risks of deteriorating quality of products, work and services	The Gazprom Group's operations are exposed to the risks of deteriorating quality of products, work and services.	External and internal risks
<div>➔</div> <div>For more details on the Gazprom Group's efforts to mitigate quality management risks, see the <a href="#">Quality Management</a> section.</div>		

1. About the Gazprom Group	2. Role in National Economy	3. Gazprom Group's people	4. Process Safety	5. Regional Social and Economic Development	6. Environmental Protection Improving Energy Efficiency and Energy Saving	7. Appendices
Risk / risk group		Risk description			Risk sources	
Import Substitution Risks						
Risks of reduced technological sovereignty		The Gazprom Group's operations are exposed to the risks of restrictions imposed on Russian companies by the USA, EU, and other countries.			External	
<div>➔</div> <div>For more details on the Gazprom Group's efforts to mitigate import substitution risks, see the <a href="#">Contribution to Strengthening Technological Sovereignty</a> subsection.</div>						
Risks Related to Sanctions and Sales Markets						
Sanction-related risks		Risks of more sanctions and new sanctions imposed by the USA and EU against Russia and Russian persons due to external factors leading to financial (non-financial) consequences for PJSC Gazprom and its projects.			External	
Price and volume (commodity) risks on external markets		Adverse economic conditions, lower demand for energy commodities, decline in mercantile exchange quotations and/or their long-time stagnation at low levels, which have a negative impact on prices and volumes of gas supplies to external markets.				
<div>➔</div> <div>For more details on the Gazprom Group's efforts to mitigate foreign trade risks, see the <a href="#">Foreign Trade</a> subsection.</div>						



Material topic



2. The Gazprom Group's economic performance

In 2024, the Gazprom Group companies continued to operate efficiently, pay taxes, cooperate with domestic producers, small and medium-sized businesses, develop innovative technologies, and introduce them into production to contribute to Russia's economic development. The focus remained on strict cost control, maintaining a comfortable leverage, and building up the revenue base.

MED 1, 24 Gazprom Group Indicators 1, 35, 36

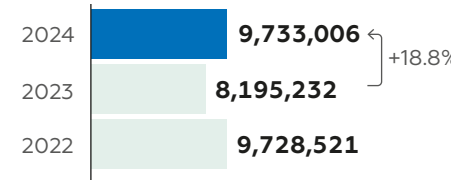
The Gazprom Group's contribution to the Russian economy

Indicator	2022	2023	2024	Change 2024/2023
The Gazprom Group's share in Russia's Gross Domestic Product (GDP), % <sup>1</sup>	5.1	2.8 <sup>2</sup>	3.2	+0.4 p.p.
Sales revenue, RUB billion	11,674.0	8,541.8	10,714.7	+25.4%
Social expenses, RUB billion	38.8	50.9	52.2	+2.6%
Payroll expenses, RUB billion	953.7	1,096.7	1,192.0	+8.7%

MED 6

Total mandatory payments due<sup>3</sup>, RUB million

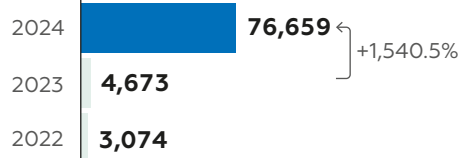
Taxes and charges, insurance payments



<sup>1</sup> Defined as the ratio of the Gazprom Group's added value to the GDP of the Russian Federation calculated by means of a production method as a sum of added values generated across economic sectors. The calculation uses Gross Domestic Product data from the official website of the Federal State Statistics Service (<https://eng.rosstat.gov.ru>).

<sup>2</sup> Recalculated in accordance with the updated data of the Federal State Statistics Service (Rosstat).

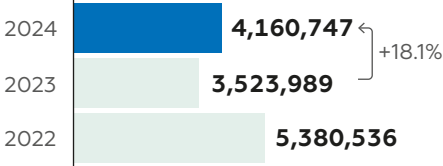
Other mandatory payments



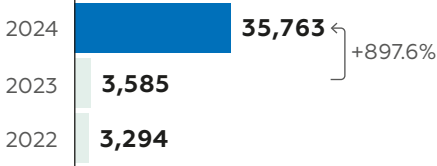
MED 7

Total mandatory payments made<sup>3</sup>, RUB million

Taxes and charges, insurance payments



Other mandatory payments



<sup>3</sup> Taxes and charges excluding fines and penalties.

The increase in other mandatory payments due and made for 2024 is attributable to the fact that they include payments due to the Russian Federation under the production sharing agreement.

On June 28, 2024, PJSC Gazprom's Annual General Shareholders Meeting resolved not to declare or pay dividends for 2023. PJSC Gazprom's 2023 profit was used for the Company's investment purposes.

# One of Russia's Largest Taxpayers

Material topic



4. The Gazprom Group's legal compliance

The Gazprom Group is consistently among Russia's largest taxpayers. For the reporting year, the Gazprom Group entities transferred RUB 4,196.5 billion to the Russian budget system.

PJSC Gazprom implements a single tax policy and ensures uniformity in tax law application by the Gazprom Group entities. PJSC Gazprom and the Gazprom Group entities independently determine their tax liabilities and bear responsibility for compliance with applicable tax laws.

## Tax Monitoring

In 2024, efforts continued regarding the transition of Gazprom Group entities to the tax monitoring system. 26 organizations were connected to Nalog 3 automated information system, a unified domestically-sourced solution for interactions with tax authorities. Since early 2025, an additional 21 participants have joined tax monitoring. The total number of tax monitoring participants within the Group now stands at 97.

Gazprom Group Indicator 4

RUB  
4,196.5  
BILLION

total mandatory payments by the Gazprom Group in 2024



For more details on the Gazprom Group's operating and financial performance, see [Gazprom Annual Report 2024](#).





# PJSC Gazprom's Investment Program

In the reporting year, PJSC Gazprom went on with its investment program. Actual CAPEX for the year stood at RUB 1,769.5 billion.

To address the strategic objectives of ensuring the country's energy supply and strengthening positions in export markets, PJSC Gazprom runs major investment projects, which contribute to key social development goals, create new jobs, and promote innovations in process safety, energy efficiency and environmental protection.

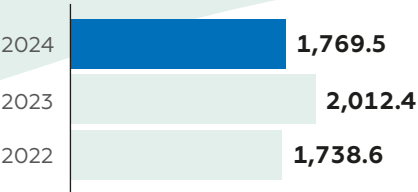
During the reporting period, the Management Committee and the Board of Directors reviewed matters related to the implementation

of the investment program. They approved the revised investment program of PJSC Gazprom for 2024<sup>1</sup>, endorsed the Company's continued implementation of major investment projects<sup>2</sup>, and approved the investment program of PJSC Gazprom for 2025<sup>3</sup>.

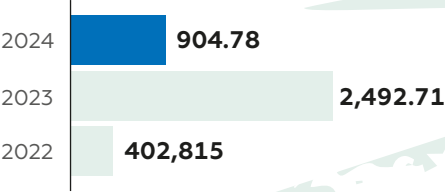
The program focuses on financing priority projects, including further development of gas production hubs in Eastern Russia and on the Yamal Peninsula, gas infrastructure expansion across Russian regions, capacity upgrades for the Power of Siberia gas pipeline and the Company's gas processing assets, construction of the Eastern Gas Supply System gas trunkline, and implementation of projects ensuring balanced peak gas supplies.

RUB  
**1,769.5**  
BILLION  
actual CAPEX  
for the year

Actual expenditures under PJSC Gazprom's investment program, RUB billion



Length of gas trunklines commissioned in 2022–2024, km



## Key Investment Projects of the Gazprom Group in the Context of Sustainable Development

### Map of the Gazprom Group's Key Investment Projects



- ① Gas Processing Facility<sup>4</sup> within the Ethane-Containing Gas Plant near Ust-Luga, Leningrad Region

② Bovanenkovskoye field

③ Kharasaveyskoye field

④ Kovyktinskoye field

⑤ Chayandinskoye field
- ⑥ Power of Siberia

⑦ Amur GPP

⑧ Belogorsk–Khabarovsk gas pipeline

⑨ Sakhalin–Khabarovsk–Vladivostok gas trunkline

<sup>1</sup> Resolution of the Board of Directors of PJSC Gazprom No. 4133 dated October 29, 2024.  
<sup>2</sup> Resolution of the Board of Directors of PJSC Gazprom No. 4134 dated October 29, 2024.  
<sup>3</sup> Resolution of the Board of Directors of PJSC Gazprom No. 4157 dated December 24, 2024.

<sup>4</sup> The project is run jointly with PJSC Gazprom's Russian partner.

Gas Production Projects

The Company’s fields use a wide range of advanced technologies helping to enhance their operational efficiency, ensure process safety and minimize environmental impact.

Technologies and automation

- Use of low-staffed and automated solutions to improve process manageability and reduce human error.
- Use of autonomous energy sources based on renewables.
- Application of equipment complying with the best available technologies (BAT).
- Implementation of shutdown devices, automated controls, and early warning systems.
- Use of variable frequency drive motors and LED lighting.
- Installation of energy-efficient boiler equipment.

Environment

- Use of closed-loop production systems to prevent air, soil and groundwater pollution.
- Assessment of environmental impact using bioindication methods.
- Storage of drilling waste in underground tanks located in stable permafrost zones.
- Use of heat-insulated casing pipes to prevent permafrost thawing and help minimize the size of the well pad.
- Ongoing transition to NGV fuels.
- Construction of special crossings under/over infrastructure lines for wildlife migration.

Process safety

- Operation of facilities under the Integrated System of Process Safety Management.
- Implementation of soil temperature stabilization and corrosion monitoring systems to ensure well operation safety.

Impact of the Company’s gas production projects on sustainability performance

Project	Number of jobs created	Sustainability highlights in 2024
<p><b>Development of the Chayandinskoye field</b></p> <p>📍 Republic of Sakha (Yakutia)</p> <p>📅 Project launch: 2013</p> <p><b>Purpose of the investment project:</b> gas production to ensure supplies to Russia’s Far Eastern Federal District, including exports to China.</p> <div><p>The Chayandinskoye oil and gas condensate field (OGCF) is one of the largest in Eastern Russia. It serves as the main resource base feeding the Power of Siberia gas trunkline. Furthermore, it plays a crucial role in developing the Yakutia gas production center, which will supply gas to consumers in Yakutia and other regions of Russia’s Far East.</p></div>	<p>In 2024: <b>0</b></p> <p>From the start of calculation till December 31, 2024: <b>1,176</b></p> <p>Planned<sup>1</sup>: <b>1,176</b></p>	<ul style="list-style-type: none"><li>• Financial assistance provided to renovate the in-patient section of the Vitim City Hospital.</li><li>• Three sports grounds constructed.</li></ul> <div><p><b>Smart soil stability monitoring</b></p><p>Located in a permafrost zone, the Chayandinskoye field faces soil stability challenges. To ensure the reliable operation of equipment and pipelines and strengthen the structural stability of buildings and facilities, in 2024, the field implemented a smart geotechnical monitoring system, which ensures continuous remote monitoring of temperatures in the ground under foundations and controls the spatial positioning of buildings and structures.</p></div>

<sup>1</sup> Planned for the project life cycle.

Impact of the Company's gas production projects on sustainability performance (continued)

Project	Number of jobs created	Sustainability highlights in 2024
<p><b>Development of the Kovyktinskoye field</b></p> <p>📍 Irkutsk Region</p> <p>🚀 Project launch: 2019</p> <p><b>Purpose of the investment project:</b> gas production to ensure supplies to Russia's Far Eastern Federal District, including exports to China.</p>	<p>In 2024: <b>362</b></p> <p>From the start of calculation till December 31, 2024: <b>2,912</b></p> <p>Planned<sup>1</sup>: <b>3,770</b></p>	<ul style="list-style-type: none"><li>Financial assistance provided to the Zhigalovo District Hospital so that it could purchase medical equipment, drugs, and reagents for the clinical and diagnostic lab.</li><li>Funding allocated for the reconstruction of the Resurrection of Christ Church in the village of Verkholsensk, Irkutsk Region.</li><li>Funding provided to renovate Secondary School No. 6 in Kirensk (Irkutsk Region) and to build a new school canteen.</li><li>A new dormitory for 130 employees of the operating company completed and put into operation.</li></ul>
<div><div><b>Digital observatory of Kovykta</b></div><p>PJSC Gazprom joined forces with the Russian Academy of Sciences and the TPM Scientific and Technical Center to deploy a geomagnetic observatory near the Kovyktinskoye field. The observatory uses digital terrain models and aircraft equipped with magnetometers to transmit data with a delay of no more than five minutes. The Company also put in place a service center tasked with integrating the data and transmitting it to drilling rigs. The data generated by the observatory will help improve the accuracy of directional drilling, reduce the risk of well deviation beyond the permissible zone, and enhance production efficiency at the Kovyktinskoye field.</p></div>		

Project	Number of jobs created	Sustainability highlights in 2024
<p><b>Development of the Kharasaveyskoye field (Cenomanian-Aptian deposits)</b></p> <p>📍 Yamal-Nenets Autonomous Area</p> <p>🚀 Project launch: 2012</p> <p><b>Purpose of the investment project:</b> expansion of gas production on the Yamal Peninsula.</p>	<p>In 2024: <b>4</b></p> <p>From the start of calculation till December 31, 2024: <b>508</b></p> <p>Planned<sup>1</sup>: <b>952</b></p>	<ul style="list-style-type: none"><li>Metal scrap and other legacy waste of the first geological exploration expeditions removed from indigenous territories.</li></ul>
<div><div><b>Caring for indigenous communities</b></div><p>In 2024, medical units operated by the Gazprom Group at the Bovanenkovskoye and Kharasaveyskoye fields provided care to 38 representatives of indigenous minorities of the Far North. General practitioners and specialist doctors offered repeated consultations, performed diagnostics and treatment, and provided obstetric care. The on-site medical stations ensure access to qualified healthcare for indigenous communities, which is of critical importance in the harsh climate of the Far North.</p></div>		
<p><b>Development of the Bovanenkovskoye field (Cenomanian-Aptian deposits)</b></p> <p>📍 Yamal-Nenets Autonomous Area</p> <p>🚀 Project launch: 2006</p> <p><b>Purpose of the investment project:</b> ramping up gas output to supply gas to Russian consumers and international markets.</p>	<p>In 2024: <b>36</b></p> <p>From the start of calculation till December 31, 2024: <b>3,304</b></p> <p>Planned<sup>1</sup>: <b>3,329</b></p>	
<div><div><b>Upgrades to enhance safety</b></div><p>In 2024, the Company started reconstruction of flaring units and pipelines at the Bovanenkovskoye field. The project includes installation of advanced corrosion monitoring systems to track the state of equipment and thus further improve occupational health and safety.</p></div>		
<div><div><b>The Bovanenkovskoye field is the backbone of the Yamal gas production center, a crucial project for the development of Russia's gas industry. It is also the largest field on the peninsula in terms of proven gas reserves.</b></div></div>		

<sup>1</sup> Planned for the project life cycle.



Gas Transportation Projects

The Gazprom Group uses innovative, energy efficient and environmentally safe technologies in the construction of gas pipelines to ensure high reliability and minimize environmental impact.

Technologies and automation

- Use of low-staffed and automated solutions to improve production efficiency.
- Application of automated welding with triple seam inspection to prevent accidents.
- Use of Russian-made steel pipes with smooth internal coating in the construction of gas pipelines to reduce energy consumption during gas transportation.
- Use of autonomous energy sources based on renewables.

Environment

- Installation of energy-saving equipment with improved efficiency at compressor stations to reduce emissions and prolong equipment lifespan.
- Regular environmental monitoring and control in construction areas.
- Use of rapidly deployable self-propelled bridges to preserve the ecosystem and minimize the environmental impact.
- Environmental improvements in communities undergoing gas infrastructure expansions, among other things, thanks to coal-to-gas power plant conversions, which help reduce harmful emissions and improve air quality.

Impact of the Company’s gas transportation projects on sustainability performance


Project
<b>Construction of the Power of Siberia gas trunkline</b>
<b>Purposes of the investment project:</b> social and economic development of eastern regions of Russia;
<ul style="list-style-type: none"><li>• creating process capabilities to run gas infrastructure expansion programs in local settlements;</li><li>• gas production from the Chayandinskoye OGCF and the Kovyktinskoye GCF to ensure supplies to Russia’s Far Eastern Federal District, including exports to China;</li><li>• development of state-of-the-art gas processing and gas-to-chemicals technologies.</li></ul>
<b>The largest gas transmission system in Eastern Russia</b>
The Power of Siberia gas trunkline (the Eastern route) transports gas from the Kovyktinskoye field in the Irkutsk Region and the Chayandinskoye field in the Republic of Sakha (Yakutia) to consumers in Russia’s Far East and China. The gas pipeline route runs across the territories of three Russian regions: Irkutsk Region, Republic of Sakha (Yakutia), and Amur Region.

1. About the Gazprom Group	2. Role in National Economy	3. Gazprom Group's people	4. Process Safety	5. Regional Social and Economic Development	6. Environmental Protection. Improving Energy Efficiency and Energy Saving	7. Appendices
Project	Number of jobs created		Sustainability highlights in 2024			
<b>Construction of the Power of Siberia gas trunkline</b> <ul style="list-style-type: none"><li>• Republic of Sakha (Yakutia), Amur Region</li><li>• Project launch: 2014</li></ul>	In 2024: <b>76</b>  From the start of calculation till December 31, 2024: <b>2,470</b>  Planned <sup>1</sup> : <b>2,521</b>		<ul style="list-style-type: none"><li>• Launch of the Svobodny gas distribution station (GDS), with gas supplied to a residential neighborhood where Amur GPP employees reside.</li><li>• Start of construction on the Southern Yakutia TPP. The plant will be powered by natural gas delivered via the Power of Siberia pipeline and will supply electricity to the railway infrastructure of the Eastern Operating Domain, helping improve transport accessibility and boost economic activity in the region.</li></ul>			
<b>Construction of the Power of Siberia gas pipeline section from the Kovyktinskoye GCF to the Chayandinskoye OGCF</b> <ul style="list-style-type: none"><li>• Republic of Sakha (Yakutia), Irkutsk Region</li><li>• Project launch: 2022<sup>2</sup></li></ul>	In 2024: <b>219</b>  From the start of calculation till December 31, 2024: <b>419</b>  Planned <sup>1</sup> : <b>590</b>		<b>Reliability through digitalization</b>  In 2024, during the construction of the Power of Siberia pipeline, the Gazprom Group implemented the Weldbook digital system. This domestically developed software automates welding operations by recording and monitoring weld joints in a centralized database. The use of Weldbook reduces human error, speeds up defect detection, and enhances structural reliability. This development marks an important step in ensuring operational safety and advancing Russia's digital technologies.			
<b>Construction of the Sakhalin–Khabarovsk–Vladivostok gas trunkline<sup>3</sup></b> <ul style="list-style-type: none"><li>• Sakhalin Region, Khabarovsk Territory, Primorye Territory</li><li>• Project launch: 2009</li></ul> <b>Purposes of the investment project:</b> <ul style="list-style-type: none"><li>• ensuring reliable gas supplies to consumers in the Primorye and Khabarovsk Territories;</li><li>• increasing gas supplies to Russian consumers via the trunkline;</li><li>• ensuring gas exports to the Asia-Pacific region.</li></ul> The Sakhalin–Khabarovsk–Vladivostok gas transmission system is the first interregional gas infrastructure project in Eastern Russia. It is designed to deliver gas extracted from the Sakhalin offshore fields to consumers in the Khabarovsk and Primorye Territories. This gas transmission system set the stage for large-scale gas infrastructure expansion projects and enabled gas exports to the Asia-Pacific countries.	In 2024: <b>20</b>  From the start of calculation till December 31, 2024: <b>1,144</b>  Planned <sup>1</sup> : <b>1,204</b>		<b>Protecting ecosystems</b>  In 2024, we completed the construction of underwater crossings under the Arkhara and Tom rivers in the Amur Region as part of the Belogorsk–Khabarovsk gas pipeline, which will link the Power of Siberia and Sakhalin–Khabarovsk–Vladivostok gas trunklines. The length of the crossing is 632 m across the Arkhara and 819 m across the Tom. The Company used the direct pipe technology, which enables pipe installation without disturbing the surface soil and thus significantly reduces the environmental impact.			


<sup>1</sup> Planned for the project life cycle.  
<sup>2</sup> Commissioning/launch year for key production facilities.  
<sup>3</sup> Including gas pipeline branch from the Sakhalin–Khabarovsk–Vladivostok gas trunkline to the Chinese border.

## Gas Processing Projects

The Gazprom Group's gas processing projects are built around high standards of process safety, environmental responsibility and state-of-the-art technologies, which helps minimize risks to the environment and human health.

**Process safety and risk management**

- Engagement of the leading Russian scientific and engineering institutions to conduct risk-based analysis at the design stage.
- Running all engineering processes in a sealed closed system to eliminate leakage and prevent environmental impact.
- Use of shut-off valves of at least leakage class 1 to ensure the minimum probability of pollutant emissions.
- Equipment of all process units with advanced monitoring, management and automation systems, including a highly efficient emergency shutdown system.
- Use of 3D navigation and positioning to familiarize staff with safety practices.

**Environment**

- Use of specialized software to automate environmental safety and protection tasks in large companies.
- Integration of solutions for preserving the surrounding ecosystems into relevant design documents.
- Use of cryogenic gas units in production processes without relying on external cold sources.
- Collection and treatment of all types of wastewater discharges at purification facilities using membrane bioreactor technology to enhance treatment efficiency without increasing the plant's footprint.
- Use of heat recovered from exhaust gases of gas pumping units to boil water.

### Impact of the Company's gas processing projects on sustainability performance

Project	Number of jobs created	Sustainability highlights in 2024
<p><b>Construction of the Amur Gas Processing Plant</b></p> <p>📍 Amur Region</p> <p>🔧 Project launch: 2015</p> <p><b>Purpose of the investment project:</b> processing of natural gas delivered via the Power of Siberia gas trunkline into valuable feedstock for gas chemistry and other industries.</p> <p>The Amur Gas Processing Plant (GPP) near the town of Svobodny (Amur Region) is one of the largest gas processing facilities globally. Russian manufacturers use its products as feedstock to make a wide range of consumer goods. As of December 31, 2024, four production trains are operational at Amur GPP, with project completion exceeding 90%.</p>	<p>In 2024: <b>859</b></p> <p>From the start of calculation till December 31, 2024: <b>4,756</b></p> <p>Planned<sup>1</sup>: <b>5,434</b></p>	<div><b>Comfortable living conditions for employees</b></div> <p>To mark the Year of the Family, new housing projects for employees and their families were commissioned in Svobodny: 36 apartment blocks with 1,345 flats in the Alekseevsky residential neighborhood, 12 infill housing buildings with 854 flats and a dormitory with 85 rooms.</p> <p>The Alekseevsky neighborhood is now home to Gazprom School Svobodny, an educational facility equipped with state-of-the-art equipment and staffed by highly qualified teachers. The school is currently attended by around 500 students from grades 1 to 7. Furthermore, a new kindergarten with a capacity for 350 children and an indoor swimming pool was handed over to the municipality of Svobodny in 2024. To ensure reliable water supply in the neighborhood, the Company commissioned drilling of artesian wells and construction of a water treatment facility. Heating and hot water are provided by a gas-fired boiler plant. All the facilities are adapted to the Far Eastern climate, with temperature fluctuations ranging from –40 to +40 °C.</p>
<p><b>Gas Processing Facility within the Ethane-Containing Gas Plant near Ust-Luga</b></p> <p>📍 Leningrad Region</p> <p>🔧 Project launch: 2019<sup>2</sup></p> <p><b>Purposes of the investment project:</b></p> <ul style="list-style-type: none"><li>higher LNG and LPG output;</li><li>stable supply of domestic feedstock for the petrochemical industry and reduced reliance on imported polymers.</li></ul> <p><b>Large-scale gas processing project</b></p> <p>The facility will become the largest gas processing unit in Russia and one of the world's most powerful in terms of processing capacity. It will also be the leading LNG producer in Northwestern Europe.</p>	<p>In 2024: <b>197<sup>3</sup></b></p> <p>From the start of calculation till December 31, 2024: <b>975<sup>3</sup></b></p> <p>Planned<sup>1</sup>: <b>3,172<sup>4</sup></b></p>	<ul style="list-style-type: none"><li>Housing, social infrastructure and utilities to be built in residential neighborhood No. 7 of Kingisepp</li></ul> <div><b>Comfort for shift workers</b></div> <p>To ensure comfortable living conditions for employees involved in the construction of the Gas Processing Facility, the Gazprom Group built new shift camps. In 2024, two camps in Ust-Luga were equipped with canteens, shops, parcel collection points, pharmacies, and hair salons.</p>

<sup>1</sup> Planned for the project life cycle.

<sup>2</sup> The year when the project office was launched. The operator is RusKhimAlyans, a joint venture of PJSC Gazprom and its Russian partner.

<sup>3</sup> Project office headcount.

<sup>4</sup> Headcount of the Gas Processing Facility within the Ethane-Containing Gas Plant for full-scale development, excluding outsourced employees.

# National Industrial Development

Material topic



11. The Gazprom Group's procurement system and procurement localization

Gazprom realizes the scale and significance of its influence on the Russian industry, fosters its development and promotes the creation and integration of Russian-made industrial products, works, and services.

The Gazprom Group's import substitution and technological independence policy provides for a continuous reduction in reliance on imported equipment and technologies across the Gazprom Group facilities and an increase in the share of Russian-made equipment and technologies in the Group's operating and investing activities.

The Gazprom Group is guided by PJSC Gazprom's Corporate Import Substitution Plan and implements import substitution projects.

## Measures to Implement Import Substitution Projects

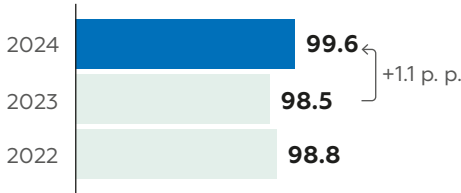
- Development and implementation of road maps approved by PJSC Gazprom jointly with federal and regional authorities and other organizations.
- Entering into, and monitoring the performance under, long-term contracts for mass production, supply, maintenance and repairs of import-substituting products against guaranteed supply volumes of upcoming years. The key areas of focus in import substitution are shaped by the gas business and processes of the Gazprom Group's operations.

During the reporting period, Gazprom Group entities carried out activities stipulated by the following documents:

- six import substitution road maps for LNG facilities;
- four road maps for identifying and creating modern technologies, process equipment, and materials to replace imported counterparts and thus ensure the Gazprom Group's technological independence;
- Program of cooperation between PJSC Gazprom and UEC to meet PJSC Gazprom's needs in efficient Russian-made gas turbine equipment.

MED 8 Gazprom Group Indicator 16

Share of goods, works, and services procured by the Gazprom Group from Russian organizations in total procurement of goods, works, and services<sup>1</sup>, %



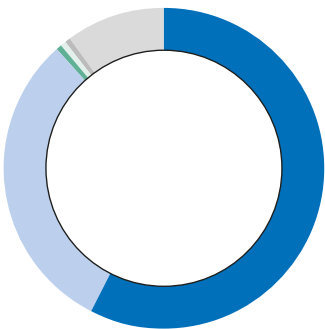
In addition, 2024 saw Gazprom consistently liaise with domestic industrial enterprises across 21 Russian regions as part of the road maps. As a result, the Company reviewed 106 proposals to use high-tech and import-substituting products from local manufacturers at Gazprom facilities.

In the reporting year, road maps were approved to expand the use of high-tech products made in the Astrakhan, Voronezh, Tomsk, and Yaroslavl regions as well as in the Republic of Bashkortostan. PJSC Gazprom also signed a Memorandum of Cooperation on Import Substitution with the Republic of Belarus.

The total economic effect of import substitution in the Gazprom Group for 2016–2024 stood at RUB 168.6 billion.

The strongest effect from the 2024 efforts was in production of gas, gas condensate and oil.

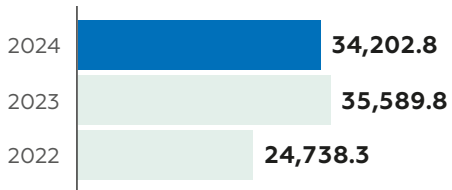
Total economic effect of import substitution in the Gazprom Group by type of activity in 2016–2024, RUB million



- 97,310.30 57.71% Production
- 51,987.00 30.83% Hydrocarbon transportation
- 1,014.10 0.60% Processing
- 956.40 0.57% Underground gas storage
- 505.00 0.30% LNG production
- 16,836.50 9.99% Other

Gazprom Group Indicator 11

Economic effect of import substitution, RUB million



In the reporting year, the share of Gazprom Group procurement from Russian businesses in the total volume of procurement increased, nearing

100%.

RUB 34.2 BILLION

economic effect of import substitution in the reporting year

RUB 168.6 BILLION

total economic effect from import substitution in 2016–2024

<sup>1</sup> The indicator is calculated as a ratio of the amount of procurement of goods, works, and services from Russian organizations by the Gazprom Group to the total amount of procurements of goods, works, and services by the Gazprom Group in the reporting period.

Economic effect of import substitution in the Gazprom Group by type of activity in 2020–2024, RUB million

Activity	2020	2021	2022	2023	2024
Production	10,580.0	14,584.2	13,579.0	22,655.4	19,550.5
Hydrocarbon transportation	4,266.2	4,879.7	9,185.3	10,218.2	9,394.2
Processing	31.8	7.4	302.4	1.7	171.3
Underground gas storage	0.5	600.6	286.6	8.0	31.3
LNG production	3.7	0.1	–	0.7	500.6
Other	1,761.9	1,820.2	1,385.0	2,706.0	4,554.8
Total	16,644.1	21,892.3	24,738.3	35,589.8	34,202.8



# ADVANCED

## IT solutions



One of my key responsibilities is overseeing digital transformation at the LNG production, storage and shipment terminal in the vicinity of Portovaya compressor station.

We have achieved 95% of our IT import substitution targets without engaging external contractors, with all new workstations equipped with domestically produced hardware and software. We manage operations, human resources, maintenance and repairs through integrated digital systems,

while also actively implementing IT solutions for predictive analytics, process monitoring and supply planning. We also launched a promising project to develop a digital assistant for LNG projects using neural network modelling. This tool is designed to help the LNG facility reach its maximum capacity.



**ARTYOM  
DYACHENKO**

**Head of IMS and  
Communications,  
Gazprom Portovaya  
LNG**

Leads the company's digital transformation and implementation of efficient digital tools.



New gas turbine engine for Gazprom

The Arskaya compressor station commenced the pilot operation of AL-41ST-25, a next-gen gas turbine engine. This 25 MW power unit created by United Engine Corporation for PJSC Gazprom is unmatched in the Russian gas industry. In the future, it will serve as the basis for developing a series of 25, 32, and 42 MW engines for gas transportation projects.

Measurement benchmark

In the reporting year, PJSC Gazprom launched a metrological center with the national primary standard for high-pressure gas flow rate. This is Russia's first site for testing, verification, and calibration of high-precision instruments measuring the volume of transported gas, including instruments to be installed on export pipelines. The creation of such standard with the highest accuracy in the country is an important milestone in the development of the national metrological base, as it will improve the quality of natural gas flow measurement and enable the development and production of Russian high-precision measuring instruments.

Testing new pipe products

In 2024, PJSC Gazprom commissioned a series of industrial studies, field, resource, and strength tests of a new range of pipeline fittings designed for the construction of advanced pipeline systems.

As part of R&D, pipe products with special protective and reinforcing coating were tested by relevant units of PJSC Gazprom, its subsidiaries (Gazprom VNIIGAZ and Gazprom Transgaz Yekaterinburg), and Russian pipe producers.

# Measures to Implement Technological Development Projects

## Cooperation with Production, Engineering and Service Companies for Technological Development and Rapid Import Substitution

Technological development efforts to support domestic production are focused on the consolidation of the needs of oil and gas companies and the unification of technical requirements for equipment and materials.

In order to support the national industry at the federal level, PJSC Gazprom contributes to the implementation of national projects to ensure Russia's technological sovereignty and leadership.

The Gazprom Group's activities in 2024 were governed by the following documents:

- six technological development road maps for offshore hydrocarbon production;
- three technological development road maps for onshore hydrocarbon production;
- seven technological development road maps for hydrocarbon transportation and storage;
- three technological development road maps for gas processing;
- Program of R&D Cooperation between PJSC Gazprom and Rosatom;

- Program of R&D Cooperation between PJSC Gazprom and Kurchatov Institute;
- collaboration agreement between PJSC Gazprom and Engineering and Innovation Support Center
- collaboration agreement between PJSC Gazprom and CenterEngineering.

In 2024, Russian-made alternatives of more than 20 types of expensive imported equipment, more than 1,000 spare parts, tools, and accessories for imported equipment in operation were offered to more than 10 domestic service companies.

In order to improve the efficiency of interaction with the Russian industry, the Import Substitution section was launched on the Gazprom Group's Counterparty Portal. It is available to all stakeholders, and enables manufacturers (service companies and contractors) to submit information about both their organizations and proposals in the field of technological development and rapid import substitution to PJSC Gazprom.

## Interaction with Non-governmental Development Institutions for the Purpose of Rapid Import Substitution and Technological Development

A grant program has been rolled out to support projects of technology companies aimed at establishing manufacturing capacities for import-substituting products for the benefit of major corporate customers in line with the Russian Government resolution<sup>1</sup>. The program is run by Engineering and Innovation Support Center established by Innopraktika.

As a corporate customer, PJSC Gazprom leads the way in terms of the number of projects supported under this program. At the end of 2024, the number of projects that received grant support on the recommendation of PJSC Gazprom increased, with 17 projects receiving support.

5

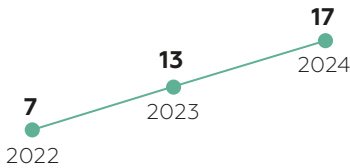
projects completed as part of the grant program in 2024

17

companies received grant support

<sup>1</sup> Approved on March 17, 2022, No. 392.

Projects in progress



NO. 1

- In terms of applications
- In terms of projects supported

Ranges of pipelayers with hydrostatic travel drive

A new range of pipelayers will satisfy demand for these products and reduce dependence on imports in the oil and gas industry. The product was designed specifically for pipeline construction and maintenance and features a compact design, an optimally positioned center of gravity, and special undercarriage dimensions.

Automated process control system for oil and gas industry

A new system has been implemented for the first time in Russia as part of the project for the installation of gas treatment unit-1 at the Urengoy Condensate Treatment Plant.

Automatic laser welding of pipelines




Development of an automatic laser welding technology for pipelines, using high-tech self-propelled laser welding machines based on ULST-1. This solution outperforms its foreign peers, as it enables constructing gas pipelines from extra-durable pipes.

Risk management measures in import substitution

The Gazprom Group manages the risks of reduced technological sovereignty by pursuing a policy of import substitution of the most important products and localizing production facilities to drive technological development across the Gazprom Group. Efforts are underway to monitor sanctions, including the likelihood of new restrictions by the EU, USA, and other unfriendly countries against Russia and Russian persons.

Supplier Relations

Material topics

- 2. The Gazprom Group's economic performance
- 4. The Gazprom Group's legal compliance
- 11. The Gazprom Group's procurement system and procurement localization

14,200

contracts worth RUB 697.4 billion were signed in 2024 as a result of bidding and marketing research

The Gazprom Group's procurement system relies on the following principles

- Catering to all Gazprom Group's needs for goods, works, and services in full and in due time, and identifying a supplier (contractor) capable of meeting the customer's needs in a timely and quality manner, and in line with the required indicators of price, quality, and reliability
- Information transparency of procurement
- Equality, fairness, zero discrimination or unreasonable restrictions on competition among bidders
- Targeted and economically efficient spending
- Safe operation of hazardous UGSS production facilities
- Stimulation of competitive environment

Gazprom Group Indicator 10

>99.7%

share of electronic procurement in the Gazprom Group's bidding and marketing research processes

Gazprom's procurement activities mainly seek to cater, in a timely manner, to all the Group's needs for goods, works, and services taking into account their price, quality, and reliability.

Gazprom Group Indicator 14

RUB 29.7 BILLION

savings (4.1% efficiency) from bidding and marketing research<sup>1</sup>

<sup>1</sup> Difference between the sum of initial (maximum) prices and those awarded after the bidding procedure.



## Procurement Management

For the purposes of the Gazprom Group's unified procurement policy in accordance with the principles set forth in the Regulation on Procurement of Goods, Works, and Services by PJSC Gazprom and the Gazprom Group Entities<sup>1</sup>, PJSC Gazprom established the Central Procurement Office of the Gazprom Group.

### The Group's Central Procurement Office is responsible for:

- planning and conducting procurements at the Gazprom Group;
- providing methodological guidance to the Gazprom Group and exercising control over its procurement activities;
- maintaining the Gazprom Group's Register of Potential Bidders following their pre-qualification.
- performing the coordinator role within the INTERGAZSERT voluntary certification system.

The Gazprom Group has put in place the Automated Electronic Procurement System (AEPS)<sup>2</sup>, covering the entire procurement cycle, from needs planning to signing and executing contracts.

As regards electronic procurement, the Group employs the Electronic Trading Platform of Gazprombank (ETP GPB)<sup>3</sup> integrated with the Unified Information System (UIS) for public and municipal procurement of goods, works, and services ([www.zakupki.gov.ru](http://www.zakupki.gov.ru)), and with the AEPS.

The Gazprom Group selects suppliers using the procedures stipulated by the Regulation on Procurement, which sets out uniform procurement rules and procedure for goods, works, services, including procurement methods and their terms.

The documentation used in the procurement process<sup>4</sup> may require that the bidders should offer products included in the Unified Register of Material and Technical Resources Admitted for Use at the Facilities of PJSC Gazprom and Compliant with the Requirements of PJSC Gazprom<sup>5</sup> and that a relevant provision is stated in the draft agreement. The Unified Register of Material and Technical Resources contains more than 1,880 entries from 498 industrial enterprises, with over 220 new entries made in 2024 from 21 manufacturers newly included in the Unified Register.

PJSC Gazprom prequalifies its suppliers (contractors, service providers) to be added to the Gazprom Group's Register of Potential Bidders if their goods, works, and services meet corporate requirements applicable to processes, quality, and safety. Bidders that have submitted applications for participation in the pre-qualification are evaluated as regards their legal capacity, solvency, business reputation, availability of qualified personnel, materials and equipment, compliance with standards and legal requirements, including those related to occupational health, environmental, industrial and fire safety.

In 2024, PJSC Gazprom announced 21 pre-qualification procedures, covering over 870 types of works and services. The Company received 771 applications and added 285 new participants to the Register, capable of performing specific types of works, providing specific types of services, and supplying specific goods in line with established requirements for production processes, quality, and safety of goods, works, and services.

As of December 31, 2024, the Gazprom Group's Register of Potential Bidders included more than 1,140 pre-qualified participants, including 784 SMEs.

<sup>1</sup> Approved by resolution of the Board of Directors of PJSC Gazprom.No. 3168 dated October 19, 2018 (as amended)

<sup>2</sup> AEPS: <https://zakupki.gazprom.ru/>

<sup>3</sup> ETP GPB's section of the Gazprom Group's procurements at: [https://etpgpb.ru/pao\\_gazprom/](https://etpgpb.ru/pao_gazprom/).

<sup>4</sup> According to the Regulation on Procurement at: [https://zakupki.gazprom.ru/reestr\\_mtr/index.html](https://zakupki.gazprom.ru/reestr_mtr/index.html)

<sup>5</sup> PJSC Gazprom's Unified Register of Material and Technical Resources at: <https://www.gazprom.ru/tenders/requirements-for-goods/>

In 2024, the Gazprom Group established and documented an ecosystem for interactions with potential counterparties:

- launched the [Counterparty Portal](https://asez.zakupki.gazprom.ru/), a digital platform for counterparty participation in the Gazprom Group's business processes, which enables any market player to introduce itself and sign up for pre-qualification and certification on PJSC Gazprom's AEPS, and to submit proposals for import substitution of goods, works, and services or an application for product certification;



Counterparty Portal digital platform: <https://asez.zakupki.gazprom.ru/>

- documented a mechanism for evaluating and monitoring the performance of counterparties in fulfilling their contractual obligations to the Gazprom Group, as well as for rating (ranking) counterparties.

- developed regulations, including the Procedure for Interaction with Potential Suppliers (Contractors, Service Providers) of PJSC Gazprom and the Gazprom Group Entities<sup>6</sup>, as well as the Code of Conduct for Suppliers (Contractors, Service Providers) of PJSC Gazprom and the Gazprom Group Entities;

To mitigate the risks of non-performance or improper performance of obligations by counterparties and their subcontractors, PJSC Gazprom monitors contract execution and assesses its quality. In 2024, the Company created a database covering over 335,000 contracts and 57,000 counterparties. These efforts will continue in 2025.



In 2024, the Gazprom Group entities signed contracts with over 34,700 suppliers of goods, works, and services, 34,400 (99%) of which were independent providers<sup>7</sup>.



For more details on the Code of Conduct for Suppliers (Contractors, Service Providers) of PJSC Gazprom and the Gazprom Group Entities, see the [Key Events and Corporate Ethics](#) and [Anti-Corruption](#) sections.

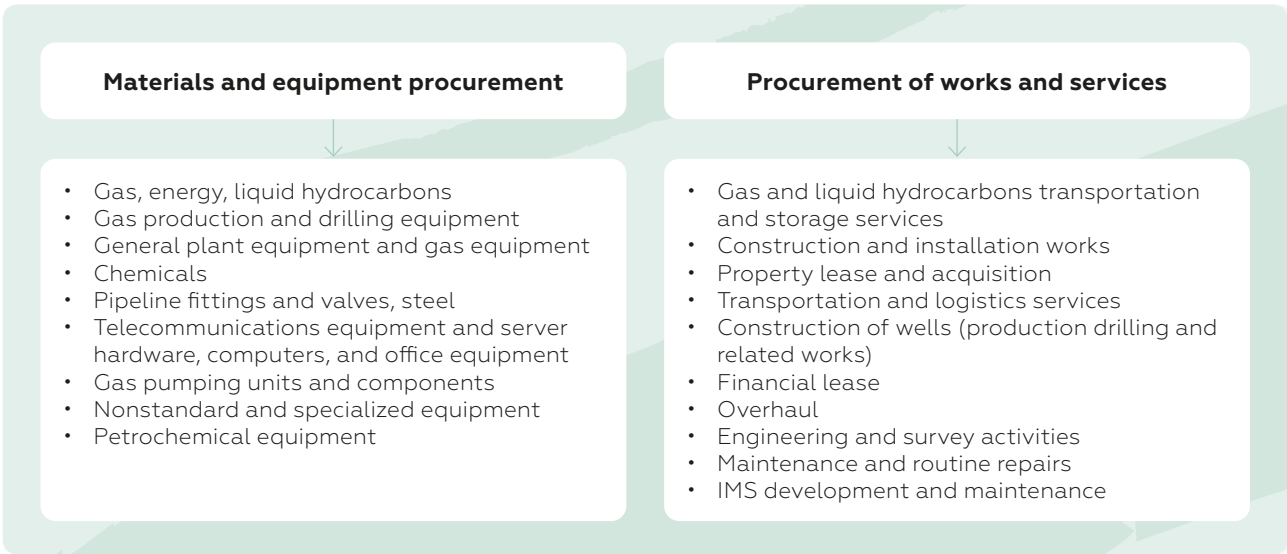


For more details on the Procedure for Interaction with Potential Suppliers (Contractors, Service Providers) of PJSC Gazprom and the Gazprom Group Entities, see the [Key Events](#) and [Sustainability Management System](#) sections.

<sup>6</sup> Approved by decree of PJSC Gazprom No. 148 dated May 27, 2024.

<sup>7</sup> Pursuant to clause 1.2.5 of the Regulation on Procurement.

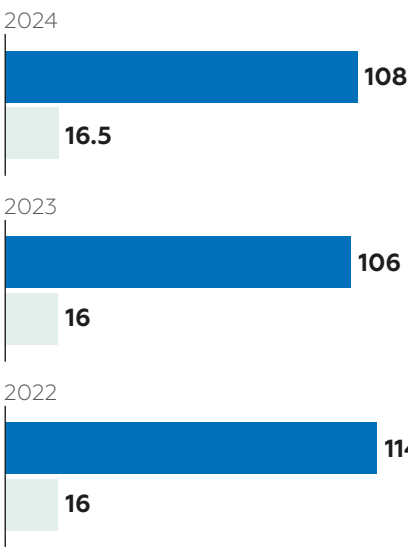
## Supply Chain



Gazprom Group Procurements

Indicator	2022	2023	2024	Change 2024/2023, %
Total value of bidding and marketing research, RUB billion	919.1	763.7	697.4	−8.7
Total number of contracts signed after bidding and marketing research, thousand	15.4	14.9	14.2	−0.5

Number of counterparty audits to confirm their reliability, solvency, and financial health as part of the Gazprom Group's procurement activities, thousand



- Number of counterparty audits by the Gazprom Group entities
- Number of counterparty audits by PJSC Gazprom

Risk management measures in procurement

The Gazprom Group manages procurement risks through mechanisms for preventing and avoiding such violations, including those embedded in its by-laws. The Group uses competitive procedures for contractor selection, conducts market research and screens initial (maximum) prices of goods, works, and services (contract prices).



For more details on the Gazprom Group's supplier relations in process safety, see the [Process Safety](#) section.

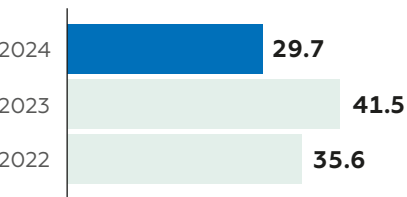


For more details on the Gazprom Group's supplier relations in environmental protection, see the [Environmental Protection. Improving Energy Efficiency and Energy Saving](#) section.

<sup>1</sup> Savings are defined as the difference between the initial (maximum) prices and those awarded following the bidding procedure, taking into account the notional costs of organizing and conducting the bidding.

Gazprom Group Indicator 14

Savings due to bidding for contracts and marketing research, RUB billion<sup>1</sup>



PJSC Gazprom's Board of Directors reviews procurement reports on a quarterly basis.

Digital Transformation of Procurement

In 2024, the Gazprom Group continued to improve its digital procurement processes and streamline counterparty interactions.



Development of AEPS 2.0

During the reporting year, PJSC Gazprom continued to develop its import-independent AEPS. Four AEPS modules were launched, and cost calculations for four procurement areas were automated, significantly accelerating operations. In line with the requirements of resolution No. 60<sup>2</sup> of the Government of the Russian Federation dated January 27, 2022, AEPS was integrated with the Independent Registrar Government Information System.



Transition to machine-readable powers of attorney

In accordance with Federal Law No. 476-FZ<sup>3</sup>, Gazprom transitioned to machine-readable powers of attorney, an electronic equivalent of conventional powers of attorney for signing electronic documents on behalf of the Company.



Digital systems for procurement staff

In 2024, the Counterparty Scanner was launched, a unified digital database for searching and analyzing suppliers and contractors that provides up-to-date information about them as a digital passport. Additionally, the Unified Methodological Procurement Portal was launched. This interactive platform fosters the development of competencies among procurement staff and provides methodological and advisory support and facilitates procurement-related communication within the Gazprom Group.



Transition to digital product certification

In the reporting year, the first stage of the transition to digital voluntary certification for counterparties was completed, with the INTERGAZCERT Digital Product Certification module launched. It ensures interaction among all system participants within a unified information environment and a transparent certification process. The new module significantly reduces paperwork and accelerates certification procedures.



For more details on the Gazprom Group's procurement regulations, see the [official website of PJSC Gazprom](#).



<sup>2</sup> Resolution No. 60 of the Government of the Russian Federation On Measures for Information Support of the Contract System in Public and Municipal Procurement of Goods, Works, and Services, for Document Management, for Amending Certain Acts of the Government of the Russian Federation, and On Invalidating Certain Acts and Provisions of Acts of the Government of the Russian Federation dated January 27, 2022.

<sup>3</sup> Federal Law No. 476-FZ On Amending the Federal Law On Electronic Signature and Article 1 of the Federal Law On the Protection of Legal Entities' and Individual Entrepreneurs' Rights During State Control (Supervision) and Municipal Control dated December 27, 2019.



For more details on the Gazprom Group's supplier relations, see the [Stakeholder Engagement Practices](#) appendix.

## Supporting Small and Medium-Sized Businesses

In line with the Russian Government's directives, the Group implements a set of measures to expand the SME access to procurement at PJSC Gazprom and its subsidiaries and entities.

**Procurement procedures in which SMEs can participate have been simplified to the maximum extent possible in order to involve them in cooperation:**

- procurement is electronic;
- minimum number of documents is required;
- no financial security is required.

PJSC Gazprom was ranked among the top three largest state-owned companies in terms of SME loyalty, a rating presented by SME Corporation at the St. Petersburg International Economic Forum in 2024.

MED 9

Gazprom Group Indicator 15

The total value of contracts signed in 2024 by the Gazprom Group entities with companies in the Unified Register of SMEs<sup>1</sup> exceeded RUB 431.3 billion (more than 55,800 contracts), including 8,800 contracts for RUB 246.3 billion based on bidding and marketing research.

SMEs accounted for more than a half (62.4%, or 21,700) of the Gazprom Group's counterparties under contracts for goods, works, and services signed in 2024.

For small-scale procurements, the Trading Portal electronic service is used<sup>2</sup>. This is a section of Gazprombank's Electronic Trading Platform (ETP GPB), designed for the quick small-scale procurement of goods, works, and services. Over 27,200 potential counterparties are registered on the Trading Portal (including more than 23,000 SMEs), offering over 1.5 million items of goods, works, and services.

To execute contracts concluded following price-list procurement, the Gazprom Market<sup>3</sup> platform is used. Today, 471 organizations are registered on Gazprom Market, including 123 SMEs, whose bids were recognized as the best following price-list procurement. In 2024, 141 new organizations were registered on Gazprom Market.

Gazprom Group Indicators 9, 15

### Gazprom Group Procurement from SMEs

Indicator	2022	2023	2024	Change 2024/2023
Share of SME suppliers in the total number of the Gazprom Group's counterparties, %	60.3	61.0	62.4	+1.4 p.p.
Value of contracts signed with SMEs, RUB billion	468.2	391.8	431.3	+10.1%

MED 8

**Share of goods, works, and services procured from SMEs in the total procurement of goods, works, and services from Russian organizations, %**

2024

9.3

2023

7.3

2022

9.2

+27.4%

<sup>3</sup> <https://gazprom.market/>, <https://etp.gpb.ru/>

62.4%  
share of SME suppliers

> RUB  
431.3  
BILLION  
worth of contracts with  
SME suppliers

<sup>1</sup> <https://ofd.nalog.ru>  
<sup>2</sup> <https://etpgpb.ru/en/>

## Innovative Development

### Material topic



9. Innovations in the Gazprom Group

The Gazprom Group's innovative ecosystem comprises gas, oil, and power generation businesses. By developing and integrating innovations, the Group makes its operations more efficient, secures its leadership in the energy industry, and contributes towards Russia's technological sovereignty.

## Innovation Management

### Innovative Development Program

The Innovative Development Program of PJSC Gazprom until 2025<sup>4</sup> adopted in 2020 focuses on continuously improving technological and organizational capabilities of PJSC Gazprom to cement its position as a global energy company and a reliable energy supplier. The program covers the Group's gas, oil, and power generation businesses.

One of the Program's key principles is implementing and cascading innovative processes from PJSC Gazprom to its subsidiaries and entities, including the development and implementation of their own programs in this area. In accordance with approved methodologies five subsidiaries, namely Gazprom Dobycha Yamburg, Gazprom Transgaz Moscow, Gazprom Transgaz Surgut, Gazprom Transgaz Tchaikovsky, and Gazprom Transgaz Yugorsk, have approved and are implementing their own innovative development programs, while another

six subsidiaries (Gazprom Dobycha Astrakhan, Gazprom Dobycha Noyabrsk, Gazprom Dobycha Urengoy, Gazprom Transgaz Kazan, Gazprom Transgaz Krasnodar, and Severneftegazprom) have drafted and are approving such programs.

To deliver on the technological and organizational priorities of the Program, there are relevant R&D initiatives and plans in place at PJSC Gazprom and Group companies, such as Gazprom Neft and Gazprom Energoholding.

The Program prioritizes technological development with a focus on improving prospecting and exploration and enhancing development efficiency, including greenfield, offshore, and unconventional resources. The Gazprom Group also develops technologies to streamline gas transportation and storage, hydrocarbon processing, LNG production, gas marketing and utilization.

MED 4

Gazprom Group Indicator 17

RUB  
32.16 BILLION  
of R&D investments in  
2024

3,653  
number of patents  
obtained by the  
Gazprom Group

Gazprom Group Indicator 18

451  
patents obtained by the  
Group in 2024

<sup>4</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 3513 dated December 1, 2020.



## Key areas of the Gazprom Group's organizational innovations

- improving innovation, corporate governance and long-term forecasting, cost and investment management, risk management;
- feasibility modeling;
- improving the pricing systems and tariff policy;
- increasing efficiency in the use of energy, natural, human and financial resources;
- reducing the cost of products and services;
- improving labor efficiency;
- mitigating environmental impacts of operations;
- improving the reliability and safety of production equipment;
- improving organizational capabilities.

## Innovation Management

The Gazprom Group has an advanced innovation management framework in place. It also has a standing R&D Commission, which considers whether and how PJSC Gazprom and its subsidiaries and entities should implement R&D projects based on the principles of transparency, objectivity, and independence.

The Company approved the Regulation on the Introduction of Innovative Products in PJSC Gazprom, Including R&D Results, and the Regulations on Establishing the Standing Commission for Introduction of Innovative Products at PJSC Gazprom.

### A glance into the future

In the reporting year, PJSC Gazprom started to draft its decade-long Innovative Development Program driven by changes in the geopolitical and economic landscape and the need for Russia to achieve technological sovereignty.

The key goal is to create a prototype of the future development model based on the analysis of external and internal factors, expert assessment, and mathematical modeling. One of the tools to define priority areas was a foresight study, an open forecasting process involving researchers and analysts from various industries.

The study engaged over 200 experts, including 18 and 35 scientists holding Post-Doc and PhD degrees respectively, specialists from PJSC Gazprom and its subsidiaries and entities, along with representatives of corporate research institutions and industry universities. The analysis covered 12 strategic areas, including traditional domains, hydrogen production and helium recovery, with 104 promising technologies identified as a result.

The Company will rely on the findings of the foresight study and other forecasting methods to update the priorities and develop projects under the Innovative Development Program until 2035.

The commission approves programs to implement R&D results as requested by PJSC Gazprom or its subsidiaries and entities, makes decisions on entering ready-to-use innovations in the relevant register, and signs off initiatives to put innovations into action for the upcoming calendar year.

In the reporting year, the commission approved an action plan to introduce innovative products and prototypes at PJSC Gazprom for 2024–2026<sup>1</sup>.



For more details on innovation management at PJSC Gazprom, see [the official website of PJSC Gazprom](#).



### Innovation Management Structure

#### Level 1

- Governance bodies (Board of Directors, Management Committee, Chairman of the Management Committee)
- Deputy Chairman of the Management Committee – Head of Department
- Science and Technology Council

#### Level 2

- Department responsible for innovations
- Business units involved in innovations

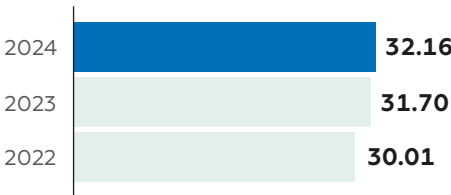
#### Level 3

Subsidiaries and entities

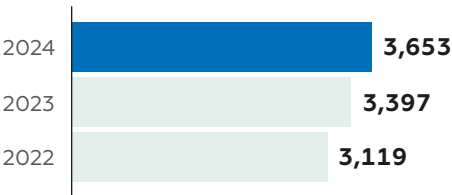
<sup>1</sup> In accordance with the current Regulation on the Introduction of Innovative Products in PJSC Gazprom, Including R&D Results approved by order of PJSC Gazprom No. 102 dated March 2, 2018 (as amended).

## Innovation Results

### The Gazprom Group's R&D investments, RUB billion<sup>2</sup>



### Number of patents obtained by the Gazprom Group



<sup>2</sup> Including pre-investment studies.



For more details on the Gazprom Group's innovative projects in 2024, see the [Environmental Protection. Improving Energy Efficiency](#) section and the [Energy Saving and National Industrial Development](#) subsection.

# INNOVATION

## for reliability



My role focuses on integrating cutting-edge solutions and technologies into production processes and ensuring the safe and reliable operation of facilities. In 2024, Gazprom Dobycha Orenburg implemented a software package for predicting hazardous areas and commissioned an information system for managing high-hazard operations, which offers uniform standards for gas hazardous and hot works. We also introduced drones equipped with video surveillance systems to inspect overhead pipeline crossings, buildings, and structures as part of monitoring their technical condition.

Thanks to these innovations, the company recorded zero injuries, fires, accidents or incidents during the reporting year.



**PAVEL  
LAREV**

**Chief Engineer –  
First Deputy Director  
General, Gazprom  
Dobycha Orenburg**

Improves technical and process standards across the production chain by enhancing reliability and safety through digital technologies and innovative solutions.



# Cooperation with the Scientific Community, Universities and Business Partners

## Interaction with the Scientific Community

The Group entities engage talented scientists to develop innovative gas technologies. A key tool is an annual contest for the PJSC Gazprom Science and Technology Prize. In 2024, the contest admitted 21 applications for the prize. Co-contractors for declared works were 17 Group entities and 14 third-party companies, while project teams featured 196 members.

PJSC Gazprom awarded ten projects with its 2024 Science and Technology Prize.



### Victories of young scientists

PJSC Gazprom organized an R&D contest among young scientists and professionals inviting employees aged 35 and below. The contest welcomed both individual and team R&D papers, with 40 submitted from 16 subsidiaries and entities. As a result, the jury selected 22 winners and runners-up in various categories, and recommended to publish 17 scientific articles. Winners received diplomas in the Open Science lecture hall set up at PJSC Gazprom's stand dedicated to partner universities as part of the St. Petersburg International Gas Forum.

## Collaboration with Universities and R&D Institutes

In collaboration with research establishments, the Gazprom Group carries out numerous initiatives geared toward advancing Russian science and augmenting the efficiency of technology processes at Gazprom Group entities. This cooperation is part of the Innovative Development Program.

In its collaboration with universities the Gazprom Group pursues continuity, systemic approach, and innovations. They are included in the approved University Collaboration Concept and the Regulation on Collaboration of OJSC Gazprom and its Subsidiaries with Anchor Universities<sup>1</sup>.

- Educational collaboration categories:
- **Anchor University of PJSC Gazprom** for collaboration in training, professional development, and retraining of employees, and R&D initiatives across the Gazprom Group's core operations;
  - **Special Partner of PJSC Gazprom** for cooperation in training, professional development, and retraining of employees in certain (targeted) areas of expertise (professions);
  - **Basic Partner of PJSC Gazprom's Subsidiary** for collaboration in training, professional development, and retraining of employees, and R&D initiatives aligned with the core business of the Gazprom Group's subsidiary.

> RUB 43 BILLION

total economic effect from projects and technologies awarded the PJSC Gazprom Science and Technology Prize in 2024

Gazprom Group Indicator 42

18

partner universities of Gazprom Group entities

<sup>1</sup> Approved by order of OJSC Gazprom No. 422 dated September 4, 2014.

### Domestic hydraulic fracturing technologies

In June 2024, the Urengoykoye field saw the successful hydraulic fracturing of formations using Russian-made equipment. This event represents a milestone in cooperation of PJSC Gazprom, research institutions, and manufacturers aimed at import substitution. In creating the prototype, special attention was paid to quality control and ensuring equipment reliability in real operational conditions.

Anchor universities create targeted R&D programs for the benefit of PJSC Gazprom. Based on such programs, the university can enter into duly executed R&D contracts that cover the topics included in the programs.

Anchor universities engaged by PJSC Gazprom undertake R&D initiatives spanning the entirety of its technological chain. Such collaborative research endeavors amplify the efficiency of technological processes.

### A Ticket to the IT Industry

In 2024, PJSC Gazprom and the Higher School of Economics ran the first scientific and educational project called A Ticket to the IT Industry. Undergraduate and post-graduate students enjoyed a unique opportunity to expand engineering competencies and gain experience in IT team work using machine learning technologies.

A Ticket to the IT Industry welcomed students from eight universities as well as young talent and scholars from six Group entities, with diplomas awarded to winning IT projects.

The initiative is continuously evolving, enabling participants to grow professionally and unlock their potential in IT.

### Partner universities of PJSC Gazprom as of December 31, 2024

#### Anchor universities of PJSC Gazprom

1. Kazan National Research Technological University
2. Bauman Moscow State Technical University (National Research University)
3. Lomonosov Moscow State University
4. National Research Tomsk Polytechnic University
5. National Research University Higher School of Economics
6. Gubkin Russian State University of Oil and Gas (National Research University)
7. St. Petersburg Mining University
8. St. Petersburg State Marine Technical University
9. Peter the Great St. Petersburg Polytechnic University
10. St. Petersburg State University of Economics
11. Industrial University of Tyumen
12. Ufa State Petroleum Technological University
13. Ukhta State Technical University

#### Special partners of PJSC Gazprom

14. St. Petersburg University Graduate School of Management
15. Admiral Makarov State University of Maritime and Inland Shipping
16. St. Petersburg Electrotechnical University LETI
17. Ammosov North-Eastern Federal University
18. Innopolis University



For more details on the Gazprom Group's relations with educational and research institutions, see the [Stakeholder Engagement Practices](#) appendix.



# Digital Transformation

The key objective of the Gazprom Group’s digital transformation is to markedly increase the efficiency of production and management processes through extensive use of digital technologies and promote new business lines.

The Group leverages digital technologies to improve production and cost efficiency, data management, and real-time process control. These efforts contribute to developing new business lines.

**24.57%**  
share of the Group's managers and specialists skilled in digital transformation

## Digital Transformation Strategy and its Progress

Digital technologies are an important tool for enhancing the efficiency of corporate governance and achieving strategic goals of the Gazprom Group. The Group’s efforts to address its complex challenges serve as a driving force for the development of various sectors, including the radio electronics industry and the broader IT landscape.

The Gazprom Group's digitalization endeavors are guided by the Digital Transformation Strategy of PJSC Gazprom (Gazprom Group)<sup>1</sup>, which enables enhanced operational efficiency and new business development through technological integration, as well as streamlined management of the transformation process and implementation of digital projects<sup>2</sup>.

### Production digitalization

In the reporting year, Gazprom Nedra launched a digital subsoil management platform that synchronizes data between production and financial systems in real time to dramatically reduce costs and time of well construction, boost drilling productivity, and minimize production losses from equipment failures.

<sup>1</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 4065 dated April 3, 2024.  
<sup>2</sup> The digital transformation initiatives of Gazprom Mezhhregiongaz and Gazprom Energoholding as the Group's subholding companies have been incorporated into the Digital Transformation Strategy of PJSC Gazprom (Gazprom Group) since 2022. PJSC Gazprom Neft is in the process of drafting its own Digital Transformation Strategy.

### Digital field monitoring

In 2024, Gazprom Dobycha Noyabrsk employees put in a lot of effort into developing domestic solutions for intellectual gas production monitoring. The company operates a single dispatching and information system to model and streamline production processes. The reporting year saw the company introduce the Vesta simulator (production) and tNavigator analytical software to support decision making. Gazprom Dobycha Noyabrsk also conducts R&D to build mathematical models for the precise planning and management of gas production, collection, and treatment.

### Organizational and functional transformation: digital aspect

ΕΛΛΟΦ

As part of the UCSF project, cutting-edge IT tools will be implemented to centralize data collection and processing, streamline processes and ensure their transparency.

Additionally, the project envisages digital finance, procurement and HR management services. When integrated with the Group's current information systems, these tools are set to enhance automation and reduce the risk of errors related to manual data input or document processing.

They will also make interactions easier for employees and partners by speeding up execution of internal requests and providing a comfortable and safe access to digital services.



For more details on digital technologies introduced across the Gazprom Group in 2024, see the [Quality Management](#) subsection and the [Process Safety](#) section.



For more details on the organizational and functional transformation of the Gazprom Group, see the [Organizational and Functional Transformation of the Gazprom Group](#) subsection.

## Artificial Intelligence at the Gazprom Group

The Gazprom Group's intelligent systems leverage a broad spectrum of artificial intelligence (AI) technologies, including intelligent decision support, computer vision, natural language processing, and speech recognition and synthesis.

Digital solutions combining classical analytical models and AI methods are now employed for various tasks.

Digital twins incorporate a hybrid approach, blending physical equations and AI algorithms to model and optimize asset or process performance in diverse conditions and operational modes, serving the asset throughout its lifecycle.

Launch of AI monitoring of gas pipelines

In 2024, Gazprom Space Systems and Sber successfully completed a pilot to embed AI in gas pipeline monitoring. The companies designed an AI-powered solution relying on a machine vision model created by Geometry, Sber's geoanalytics platform.

The solution analyzes orthophotomaps<sup>1</sup> made in various periods to detect changes in the condition of gas pipelines, including nine most widespread violations on adjacent territories.

Gazprom Space Systems plans to integrate this solution into the routine activities of its operators and field workplaces to cut the analysis time from several days to several minutes, increase the efficiency of monitoring, and enhance the safety of gas pipeline operation.

Training in Digital Technology

The Gazprom Group offers its employees a wide range of training programs in digital technology, from short courses in new software to retraining and Master's curricula.

Training enables Group employees to master and leverage advanced technology in production and management processes.

Professional development programs cover a variety of topics related to the introduction of digital solutions in business and the application of new software. Such topics include AI, predictive diagnostics, business process modeling and streamlining, robotization of routine operations, and digital project management. Training focuses on the application of digital solutions across a wide range of operations, including the oil and gas industry as a whole, information modeling

in construction, HR management, accounting and tax reporting. There is a dedicated six-module Digital Business program in place for young talent.

Data-driven Management (for employees of core units) and Organization of Corporate Digital Transformation (for employees of non-core units) corporate retraining programs focus on providing competencies in digital technology and data management. From 2021, St. Petersburg Electrotechnical University LETI has been running a Master's program on digital transformation management. The program targets employees with a technical or management university degree

In the reporting year,  
**30,251**  
Gazprom Group employees<sup>2</sup> received targeted training in digital transformation

<sup>1</sup> A high-precision imagery of the terrain created by processing aerial or satellite images and corrected for distortion and perspective.  
<sup>2</sup> The number of employees who completed training is stated in man-courses (if one person received training twice, they are counted twice, etc.).

engaged in relevant activities. In 2024, the program saw the second class of graduates, with 17 employees granted Master's diplomas. From September 1, 2021 to September 1, 2024, 35 employees of PJSC Gazprom's subsidiaries and Administration completed training, while another 36 continue education.

In the reporting year, the Company and St. Petersburg Electrotechnical University LETI launched a Master's program for advanced IT professionals dedicated to the use of digital twins in the management of industrial systems, with four employees enrolled.

Digital solutions for debt collection

In 2024, the Group's MOEK, Moscow's largest heat supply operator, filed 14,700 court claims to collect debts from individuals using the YurRobot automated solution, up 28% year-on-year. This tool enabled the Company's lawyers to handle even small debt with success by reducing costs and accelerating collection. On top of that, YurRobot increased the share of digital litigation documents, facilitating efficient interaction with debtors.

IT and information security risks management

The Gazprom Group manages information security and information technology risks through the following measures:

- transitioning to the predominant use of domestic software and replacing foreign computer hardware with local counterparts;
- complying with information security requirements set out in the federal legislation of the Russian Federation, including decrees of the Government of the Russian Federation, orders of federal executive authorities responsible for security and technical protection of confidential information, and local regulations of PJSC Gazprom.

# Quality Management

Material topic



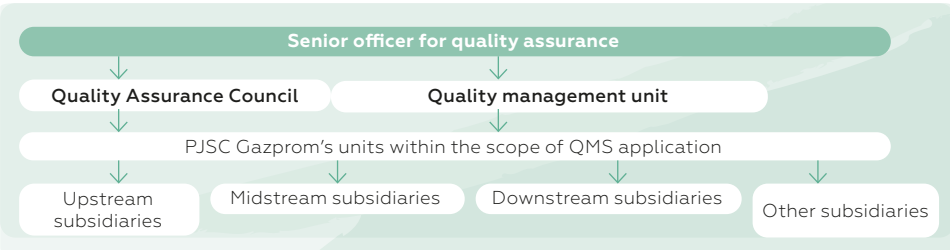
13. Quality management at the Gazprom Group

## Quality Management System

The Gazprom Group controls the quality of its products (works, services) at all stages of their life cycle. This process is based on a comprehensive approach that includes adherence to strict internal regulations, compliance with national standards, and the use of modern quality assessment and monitoring methods. Quality management systems (QMS) are in place at PJSC Gazprom and across the Gazprom Group's subsidiaries and entities.

65 companies of the Gazprom Group were certified for compliance with GOST R ISO 9001-2015

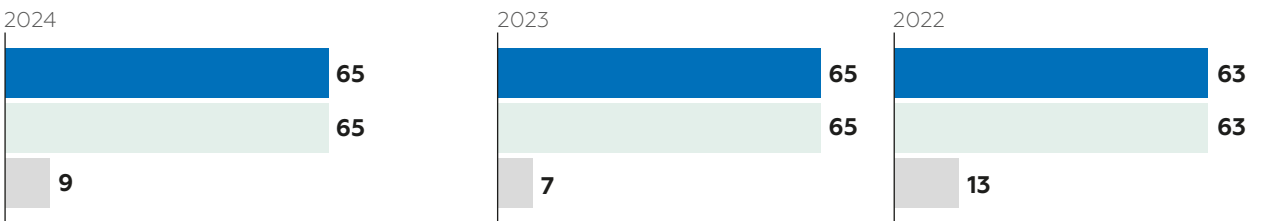
### Structure of PJSC Gazprom's QMS



In 2024, a surveillance audit of PJSC Gazprom's QMS was conducted, following which the Company's QMS certificate of compliance with GOST R ISO 9001-2015 was extended until 2026.

The overall structure of PJSC Gazprom's QMS comprises 15 PJSC Gazprom departments and 47 PJSC Gazprom subsidiaries (including 11 upstream, 19 midstream, 2 downstream, and 15 other subsidiaries of PJSC Gazprom).

### Number of the Gazprom Group entities with QMS audits passed



- External audits for compliance with GOST R ISO 9001-2015
- Internal QMS audits (first-party QMS audits) for compliance with GOST R ISO 9001-2015 and corporate requirements
- Second-party QMS audits conducted by PJSC Gazprom on the Gazprom Group entities for compliance with GOST R ISO 9001-2015 and corporate requirements



For more details on the Gazprom Group's quality management regulations, see the [official website of PJSC Gazprom](#).

## Control of the Supplier Performance Quality

To ensure a high quality of products, works, and services, PJSC Gazprom recommends that its suppliers (contractors, service providers) implement QMS systems based on the STO Gazprom 9000 corporate standards. These standards provide for stricter requirements

compared to similar national standards, and introduce additional requirements to ensure the quality of products, works, and services taking into account the nature of the safe operation of PJSC Gazprom's facilities.

425 suppliers of goods, works, services, and the Gazprom Group entities certified their QMS for compliance with STO Gazprom 9001-2018

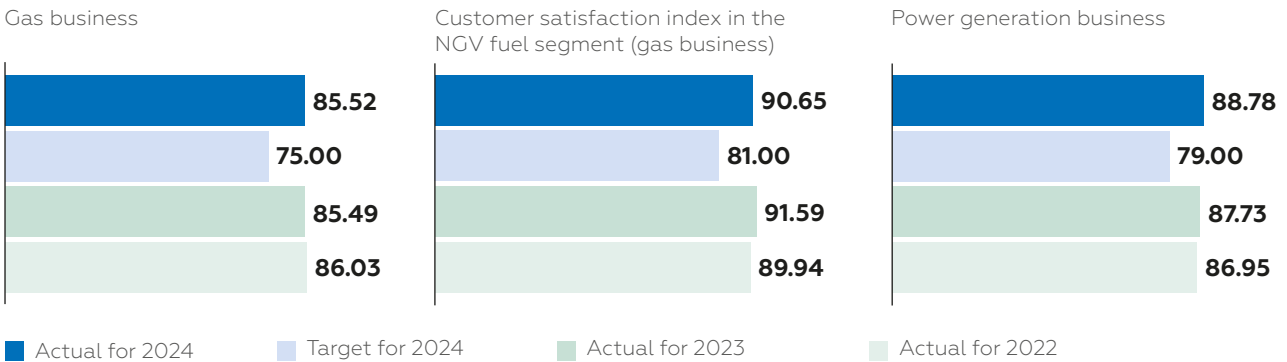
## Customer Satisfaction Monitoring

PJSC Gazprom places a strong emphasis on maintaining superior product, works, and service quality through ongoing customer satisfaction monitoring, by measuring and analyzing the second-level STIs – Customer Satisfaction Index.

In 2024, the Group collected feedback from approximately 84,000 customers to calculate these indices. All target index values were achieved.

### Gazprom Group Indicators 20, 21, 22

#### Customer satisfaction indices, %



### Measures to mitigate risks of deteriorating quality of products, works, and services

To mitigate the risk of quality deterioration, the Gazprom Group deploys comprehensive quality controls across all stages of product, work, and service lifecycles. To make these efforts more effective, quality management systems (QMS) have been implemented at PJSC Gazprom and the Gazprom Group entities, which include procedures for managing substandard products. The management of any substandard products includes their identification, rectification, subsequent re-evaluation, and a thorough analysis to pinpoint the origins of non-compliance, thereby facilitating corrective responses. When substandard quality products are detected, the Gazprom Group entities will promptly inform customers. In such instances, products with unidentifiable or questionable status are classified as non-compliant.



# Foreign Trade

Despite the challenging political environment, Gazprom ensures reliable supplies to foreign consumers and continues to expand its export capabilities.

In 2024, the global energy sector was shaped by the continued growth in demand for traditional energy sources amidst geopolitical instability and increased focus on energy security issues. Consumption of oil, gas, and coal hit historical highs. For many countries, natural gas will remain the most attractive energy resource due to its inherent reliability, ease of use, cost-effectiveness, and environmental advantages. Its continued utilization will be a key driver of economic development.

PJSC Gazprom estimates that global natural gas consumption grew by 100 bcm in 2024, a 2.4% increase year-on-year. This growth was primarily driven by increased demand in Russia, China, and India.

The Asia-Pacific region experienced the most substantial growth in gas consumption during 2024. The Company's preliminary estimates indicate that consumption in the region increased by over 55 bcm, a 6.3% rise from 2023. As has been the trend, China led this growth with a 32 bcm, or 8.0%, increase in consumption, driven by rising electricity production and growing demand for LNG as a fuel for cargo vehicles. PJSC Gazprom's increased pipeline gas supplies to China in 2024 met a quarter of the country's additional gas demand. India also saw substantial growth in gas demand in 2024, up by 7 bcm (10.2%).

The Asia-Pacific region is expected to maintain its position as a leading global energy center. The Gazprom Group enjoys successful partnerships throughout the Asia-Pacific region. In 2024, PJSC Gazprom increased its gas deliveries to China via the eastern route by over 36%. Throughout the year, Gazprom repeatedly set new daily records for gas supplies to China through the Power of Siberia pipeline.

Responding to a request from the Chinese side and in accordance with the signed agreement, PJSC Gazprom delivered an early increase in Russian natural gas exports to China via the Power of Siberia pipeline. Daily supplies reached the maximum contractual level as of December 1, a full month ahead of the schedule originally stipulated in the long-term bilateral gas purchase and sale agreement between PJSC Gazprom and CNPC for the eastern route.

PJSC Gazprom is also expanding its cooperation with Central Asian countries. The Company estimates that natural gas consumption in the region exceeded 110 bcm in 2024, with commercial gas production reaching approximately 150 bcm.

PJSC Gazprom's supplies to Central Asia are set to boost economic growth over an extended period.

In the European market, gas consumption remained at 2023 levels, due in part to a sharp increase in consumption during Q4 2024.

**>36%**  
increase in PJSC Gazprom's gas deliveries to China via the eastern route in 2024

In 2024, long-term contracts were signed with Kyrgyzstan and Kazakhstan for the supply and transit of Russian gas to consumers in these countries.

With that, EU policies continue to artificially suppress gas demand, even at the expense of their own economies. Over the past three years, gas consumption in the European region has fallen by over 100 bcm. This policy has resulted in production cuts and closures of energy-intensive industries.

PJSC Gazprom builds comprehensive strategic cooperation with international partners through joint coordinating committees and joint working groups. In 2024, several meetings of joint coordinating committees and working groups and other events were held with international partners from China, Uzbekistan, Algeria, Azerbaijan, Kazakhstan, Mongolia, Vietnam, Bolivia, Iran, and other countries.

A strategic memorandum was signed with the National Iranian Gas Company (NIGC) in June 2024 to explore the organization of pipeline supplies of Russian natural gas to Iran.

## Collaboration with International Energy Organizations

### Material topic

3. The Gazprom Group's participation in governmental, public, and international initiatives

International energy organizations remain vital platforms for promoting natural gas as the most accessible, reliable, and environmentally sound fuel. Gazprom Group representatives actively participate in these organizations, putting forward initiatives and proposing topics for events and research.

In 2024, Gazprom Group representatives took part in events organized by the International Business Congress energy initiative, the Global Gas Centre, the Boao Forum for Asia (China), and the UN Economic and Social Commission for Asia and the Pacific (UNESCAP). Furthermore, the Gazprom Group participated in the 29th session of the Conference of the Parties (COP 29) to the UN Framework Convention on Climate Change, the Gas Exporting

Countries Forum (GECF), and the "World of Opportunities: Russia–ASEAN" International Business Forum.

These events facilitated discussions on a wide range of pressing issues related to the development of the gas industry, including:

- the current state and trends of commodity markets;
- the current situation and developments in the global gas market;
- the role of natural gas in ensuring the reliability of energy supplies;
- strategies for a just energy transition;
- European and Asian energy policies;
- gasification and electrification of transport, and the use of hydrogen.

The discussions emphasized that stabilizing the global energy market, combined with mitigating climate change and advancing energy security, are essential for sustainable economic development.

### Managing sanction-related, price and volume (commodity) risks on external markets

- Ongoing monitoring is maintained over potential sanctions under the existing sanction laws, alongside tracking changes to or new enactments within the US and EU sanctions laws.
- PJSC Gazprom's management is swiftly notified of new sanctions and related legislative moves.
- Efforts are directed at diversifying energy markets and sales channels.

# long-term *PARTNERSHIP*



I am responsible for identifying promising areas for cooperation with international partners, planning and implementing initiatives to improve the economic efficiency of ongoing projects, and representing the Gazprom Group during negotiations with foreign partners and meetings of intergovernmental organizations.

2024 was a particularly productive year, as the Group reached commercially beneficial agreements with the People's Republic of China. These agreements enabled the early ramp-up of daily supplies via the Power of Siberia pipeline to full capacity, increased contributions to the Russian federal budget, and provided Chinese consumers with additional volumes of a highly popular energy resource.

Constructive engagement with the Chinese side continues: we developed and approved a number of technical agreements required for implementing the Far Eastern route of Russian gas supplies to China.

We also continued to enhance the performance of the Gazprom Group's international gas exploration and production projects.



*ANDREY  
BAZOVY*

**Deputy Head  
of Division,  
PJSC Gazprom**

Oversees pipeline gas supply to China and the Gazprom Group's international gas exploration and production projects.








3

Gazprom Group's People

# HR Management

## Material topics

- 6. The Gazprom Group's presence in the labor market and employment impact
- 8. Social benefits and non-financial motivation of the employees at the Gazprom Group
- 16. Equal opportunities for all employees of the Gazprom Group

PJSC Gazprom places a strong emphasis on employee well-being, motivation, and professional development. Gazprom Group entities bring together young professionals and seasoned experts, including members of multi-generational labor dynasties that pass down valuable experience and traditions. The corporate structure counts over 1,500 distinct roles and professions.

## HR Management Approach and System

The Gazprom Group is committed to building a competitive, highly skilled, and cohesive workforce capable of addressing pressing challenges in today's economic, social, and political landscape.

To guide human resource management based on the principles of social partnership, the Group has implemented the HR Management Policy of PJSC Gazprom and its Subsidiaries and Entities<sup>1</sup>. The policy's key goal of maximizing return on human capital investment is achieved by maintaining Gazprom's status as an employer of choice, implementing comprehensive employee motivation programs, and establishing a transparent system for evaluating employee contributions.

<sup>1</sup> Approved by resolution of the Management Committee of OJSC Gazprom No. 49 dated November 7, 2006.

The Gazprom Group continuously refines its HR management approach and system. A Comprehensive Program for Improvement of HR Management at PJSC Gazprom, its Subsidiaries and Entities (the "Program")<sup>2</sup> is developed for a five-year period.

## Focus areas:

- headcount planning;
- recruiting and assessment;
- employee training and development;
- staff motivation;
- social policy;
- expenditure management, reporting, and performance assessment;
- information support and corporate communications.

We set KPIs for each focus area of the Program. Their achievement is reviewed annually when performance of the Gazprom Group entities is assessed.

## Organizational and functional transformation: HR aspect

ЕЦОФ

The implementation of the Unified Center for Support Functions (UCSF) will create new opportunities for the Gazprom Group employees: routine tasks will be redistributed, freeing up resources for projects requiring higher expertise. Simultaneously, the center itself will create new jobs in service process management, IT support, analytics, and document workflow management.

The development of internal training programs will focus on upskilling existing employees and building a talent pipeline for the UCSF. This approach will ensure continuity and high-quality support for key business processes across the Gazprom Group's regions of operation.



The quality of the Group's HR management was assessed for compliance with the requirements of GOST R ISO 9001-2015, including Section 7.1.2 "Human Resources" as part of the external audit of PJSC Gazprom's Quality Management System, with compliance verified by the certification body.

## Risk management measures in HR policy

Gazprom is actively mitigating HR risks by ensuring Group companies are staffed with qualified professionals. This is achieved through comprehensive training and professional development programs that enhance employee skills while fostering a culture of continuous learning. The implementation of the Program, alongside targeted workforce risk management initiatives, helps maintain these risks at an acceptable level.

<sup>2</sup> In 2024, the Group applied the Comprehensive Program for Improvement of HR Management at PJSC Gazprom, its Subsidiaries and Entities in 2021–2025 approved by resolution of PJSC Gazprom No. 201 dated April 26, 2021.



For more details on the organizational and functional transformation of the Gazprom Group, see the [Organizational and Functional Transformation of the Gazprom Group](#) subsection.



For more details on the Gazprom Group's HR management regulations, see the [official website of PJSC Gazprom](#).



For more details on employee engagement at PJSC Gazprom, see the [Stakeholder Engagement Practices](#) appendix.



# A CONSISTENT APPROACH to HR management



I am responsible for developing the human capital strategy, strengthening corporate culture, and leading HR transformation projects at Gazprom Mezhregiongaz.

My focus lies in implementing systemic changes such as adopting modern approaches to employee motivation and engagement, integrating digital solutions into HR processes, and building a unified model for personnel management. We consistently cultivate a culture of high performance, responsibility and professional growth, and lay a solid foundation for the sustainable development of the entire Group.



**SERGEY  
TABACHUK**

**Deputy Director  
General for Human  
Resources and General  
Affairs at Gazprom  
Mezhregiongaz**

Track record of 20 years  
in the energy sector.

Defines HR priorities  
and oversees  
transformation projects  
in HR management and  
development of corporate  
culture.



## Equal Rights of Employees

PJSC Gazprom tolerates no labor discrimination based on gender, nationality, religion, or other characteristics not related to professional qualifications. All of the Group's HR decisions are made exclusively based on professional qualities of employees or applicants.

PJSC Gazprom rigorously complies with the Russian laws and International Labor Organization's standards governing working hours, labor conditions, occupational health and safety, remuneration, social security, and paid leaves.

All employees receive social benefits, with additional perks available to specific employee categories in accordance with the Russian laws.

In case of suspected discrimination, employees may seek recourse through PJSC Gazprom's Corporate Ethics Commission to protect their rights.

Equal rights and opportunities for all of the Group's employees are set out in the General Collective Bargaining Agreement of PJSC Gazprom and its Subsidiaries<sup>1</sup>.

MED 32

### General Collective Bargaining Agreement

A cornerstone of the Gazprom Group's social policy is the General Collective Bargaining Agreement of PJSC Gazprom and its subsidiaries. This three-year agreement forms the foundation of social partnership for the Group's core production companies and also serves as a benchmark for social partnership agreements across other Gazprom Group entities. It is based on assuming voluntary mutual obligations and commitment to meeting them and seeks to achieve the following objectives:

- enhancing and developing the social partnership framework through constructive dialogue;
- encouraging employees, through the fulfillment of mutual commitments, to improve their individual performance and contribute to achieving performance targets of PJSC Gazprom and its subsidiaries;
- establishing uniform approaches to protecting employee rights as related to remuneration, employment, occupational safety, and the provision of benefits, guarantees, and compensations;
- creating an effective mechanism for ensuring social stability at PJSC Gazprom and its subsidiaries.

Based on the General Collective Bargaining Agreement, PJSC Gazprom's subsidiaries enter into their own collective bargaining agreements that reflect their regional specifics and established practices. These agreements enable subsidiaries to tailor social benefits to their operational needs and local conditions. Employee



For more details on PJSC Gazprom's Corporate Ethics Commission, see the [PJSC Gazprom's Corporate Ethics Commission](#) subsection.

BR. Prevention of Labor Discrimination, clauses 1, 2, page 42

The Gazprom Group entities strictly comply with the requirements of Russian laws on job quotas for persons with disabilities. To this end, the Group's entities formalize employment relations with such employees or enter into agreements for the employment of people with disabilities with third-party organizations or sole proprietors. Employees with disabilities and employees raising children with disabilities are eligible for additional benefits and guarantees.

<sup>1</sup> Approved by the conference of employees of OJSC Gazprom and its subsidiaries on November 23, 2012.

interests in collective bargaining are represented by trade unions that are part of the Gazprom Workers' Union. The collective bargaining agreements encompass a broad range of social benefits, guarantees, and compensations.

The signing and amending of the General Collective Bargaining Agreement, as well as the supervision of its implementation fall within the scope of the Commission Governing Social and Labor Relations of PJSC Gazprom and its subsidiaries composed on an equal basis of duly authorized representatives of the parties to the General Collective Bargaining Agreement.

In February 2024, the General Collective Bargaining Agreement was extended ahead of schedule for the period from January 1, 2025 to December 31, 2027.

This extension played a key role in maintaining social stability within the workforce, balancing the interests of the parties involved, and reaffirming the Company's ongoing commitment to socially responsible business practices.

100%

of employees of PJSC Gazprom and its subsidiaries are covered by the General Collective Bargaining Agreement

238,000

employees total headcount as of December 31, 2024

MED 44

### Composition of the Management Committee, %

Index	2022	2023	2024
Gender			
• Men	85.7	92.3	92.9
• Women	14.3	7.7	7.1

In 2024, the proportion of men on the Management Committee increased as a result of new executive appointments.

Personnel Structure

MED 44 Gazprom Group Indicator 32

Headcount of Gazprom Group entities as of the end of the reporting period

Indicator	2022	2023	2024	Change 2024/2023, %
Headcount as of December 31 of the reporting year, thousand people	492.2	498.1	501.0	+0.6
incl.: Share of the Gazprom Group’s employees by category, %			Change 2024/2023, p.p.	
Executives	14.5	14.8	15.0	+0.2
incl.:				
• male	75.7	75.9	74.7	-1.2
• female	24.3	24.1	25.3	+1.2
incl.:				
• under 30 y.o.	3.6	4.1	3.3	-0.8
• 30 to 50 y.o.	69.3	68.2	68.0	-0.2
• over 50 y.o.	27.1	27.7	28.7	+1.0
Specialists and other white-collar staff	34.4	34.7	36.3	+1.6
incl.:				
• male	58.8	59.3	58.7	-0.6
• female	41.2	40.7	41.3	+0.6
incl.:				
• under 30 y.o.	11.9	11.8	12.2	+0.4
• 30 to 50 y.o.	67.4	66.2	65.1	-1.1
• over 50 y.o.	20.7	22.0	22.7	+0.7
Workers	51.1	50.5	48.7	-1.8
incl.:				
• male	78.8	78.9	78.7	-0.2
• female	21.2	21.1	21.3	+0.2
incl.:				
• under 30 y.o.	13.8	13.4	12.9	-0.5
• 30 to 50 y.o.	56.7	55.7	55.0	-0.7
• over 50 y.o.	29.5	30.9	32.1	+1.2

The increase in the Gazprom Group’s headcount in 2024 was driven by changes in its portfolio of companies.

The increase in the share of employees over 50 years old across all staff categories was due to the natural ageing of personnel and the pension reform in Russia in 2019–2028.

The Gazprom Group’s personnel accounts for

0.7% of all employed people in Russia

Shift Personnel

The Gazprom Group companies operate in remote regions of Siberia, the Russian Far North, and offshore areas. In 2024, the number of shift employees working at remote fields in harsh weather conditions amounted to 60,600 people.

The Group ensures comfortable working conditions for its shift personnel, including corporate transportation between assembly points and worksites, modern shift camps, and access

to quality healthcare and social services. Compliance with shift employees’ work and rest schedules is strictly monitored across the Group.

Growth in the average headcount of shift workers in 2024 by 1,400 people (up 2.4%) resulted from the commissioning of new facilities relying on shift personnel in remote areas.

60,600

headcount of shift personnel in 2024

Shift personnel structure¹

Indicator	December 31, 2022	December 31, 2023	December 31, 2024	Change 2024/2023
Roster of employees of the Gazprom Group entities which use the shift system, thousand people	233.9	241.3	237.0	-1.8%
Headcount of shift staff, thousand people, incl.:	56.7	59.2	60.6	+2.4%
• people working in the Far North and equivalent areas	52.9	56.0	55.7	-0.5%
Relative share of shift staff in the roster of the Gazprom Group entities which use the shift system, %	24.2	24.5	25.6	+1.1 p. p.

¹ Average headcount of the Gazprom Group entities.

Remuneration and Motivation System

Financial Incentives for Employees

The Gazprom Group offers its employees decent remuneration in compliance with Russian laws and PJSC Gazprom’s Employee Remuneration Management Policy², which establishes unified approaches to remuneration across the Group.

Gazprom’s key principle of financial incentives is linking employee remuneration to their qualifications, professional competencies, working conditions, job complexity, and performance results.



PJSC Gazprom ensures equal remuneration for men and women in equivalent positions. The ratio of fixed and variable remuneration is the same for both genders.

Remuneration consists of the fixed part (salaries / tariff rates) and the variable part (extra payments, allowances, and bonuses). The fixed part may constitute up to 70% of total remuneration, depending on the remuneration system used.

² Approved by order No. 133 dated March 20, 2015 (as amended).



The remuneration systems in place across the Gazprom Group entities include the following components:

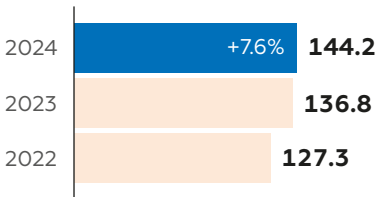
- salaries and tariff rates based on job complexity, employee qualifications, and professional competencies;
- monthly performance bonuses;
- extra payments and allowances depending on working conditions and the amount of work performed;
- one-off bonuses for commissioning production facilities, introducing new equipment, and achieving energy savings;
- year-end performance bonuses.

Remuneration for work performed under non-standard conditions, including overtime, is paid in accordance with labor laws and other regulatory documents governing labor relations.

To maintain the real wage level, in accordance with Article 134 of the Labor Code of the Russian Federation, PJSC Gazprom and its subsidiaries and entities conduct annual salary indexation. Salaries and tariff rates for employees of PJSC Gazprom's budgeted entities in Russia were raised by 2.0% effective January 1, 2024.

MED 26

Average monthly salary at subsidiaries engaged in core operations of PJSC Gazprom, RUB thousand



Non-financial Incentives

Gazprom Group Indicator 45

The Gazprom Group highly values employees' professional contribution to business and industry development. Exceptional achievements are recognized through state, ministerial, and corporate awards.

- In 2024, a total of **4,784 employees and 18 teams** of the Gazprom Group received awards for their personal contribution to the energy sector development, outstanding performance, and years of dedicated services, including:
- state awards of the Russian Federation – **46 people**;
  - presidential commendations – **20 people and one team**;
  - awards from the Russian Ministry of Energy – **1,448 people**;
  - other ministries and agencies – **88 people and one team**;
  - corporate awards of PJSC Gazprom – **3,182 people and 16 teams**.

Professional skills competitions serve as a key tool within the Gazprom Group for personnel development, motivation, recognition of achievements, and sharing of best practices.

Competitions are held biennially in even years as part of the Labor (Workmanship) Festival, in core professions relevant for PJSC Gazprom's subsidiaries and entities. In 2024, nine professional skills competitions were conducted at four PJSC Gazprom's subsidiaries and entities, drawing a total of 197 participants from 36 subsidiaries.

The 2024 Festival also included a computer-aided design and information technology competition hosted by Gazprom Corporate Institute. This specialized IT competition targeted professionals seeking career advancement and involvement in cutting-edge project development and implementation.

4,021

Gazprom Group employees participated in professional skills competitions in 2024

4,784

employees

and 18 teams across the Gazprom Group received awards in 2024

197

employees from 36 PJSC Gazprom subsidiaries and entities took part in the Labor (Workmanship) Festival in 2024

RUB

147,200

average monthly salary across subsidiaries and entities engaged in PJSC Gazprom's core operations

Employee Care

Material topic



8. Social benefits and non-financial motivation of the employees at the Gazprom Group

The Gazprom Group implements a wide range of social programs for employees seeking to improve their working conditions and enhance their quality of life. Particular attention is given to the well-being of employees' families and children. These initiatives contribute to higher birth rates and increased life expectancy across the country.

National Development Goal: Preservation of the Population, Strengthening Health and Improving the Wellbeing of People, Supporting Families»

Social Programs

Social Benefits

The Group entities attract top professionals and continue to strengthen their staff support systems. The Social Policy of the Gazprom Group helps boost staff motivation to work efficiently and over a long term. This policy relies on long-term programs designed to attract and retain qualified professionals with the required expertise.

Key Focus Areas of the Social Policy

**Social payments** are made to all Group staff, including select staff categories (employees with family responsibilities, workers who have multi-child families and children with disabilities, pensioners and members of their families).

**Medical care** is provided to employees, former employees (retirees) of the Gazprom Group entities, and members of their families under voluntary medical insurance (VMI) contracts and under direct contracts with healthcare institutions.

**Personal insurance.** In addition to compulsory social insurance, the Gazprom Group's employees enjoy voluntary accident and health insurance coverage where insured risks are disability or death as a result of an accident or disease, as well as a newly diagnosed critical illness.

**Housing support** is provided to employees as a way to preserve and strengthen the Gazprom Group's talent pool in the long term. The relevant corporate program is co-funded by employees and the employer and uses mortgage loans.

**Non-governmental pension insurance** involves payments from GAZFOND.



For more details on non-governmental pension insurance for the Gazprom Group's employees, see the [Pensions](#) subsection.

Voluntary personal social insurance provided to employees working under an employment contract<sup>1</sup>

Personal insurance coverage	Full-time employment	Temporary employment <sup>2</sup>	Part-time employment <sup>3</sup>
Life insurance <sup>4</sup>	✓	✗	✓
Medical services	✓	✗	✓
Injury and disability compensation	✓	✓	✓

National projects: Family, Youth and Children

Caring for families

PJSC Gazprom provides social support to employees with families.

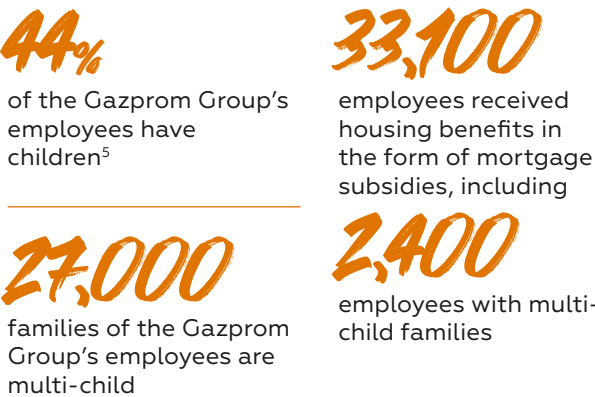
Social benefits and payments for families

1. Financial assistance
- One-off financial assistance for employees upon their first marriage and the birth (adoption or guardianship) of a child;
  - monthly childcare allowance for employees on parental leave until the child turns three;
  - financial aid to employees with multi-child families and children with disabilities, as well as to employees who are single parents;
  - financial assistance for children of deceased employees, including support for university education and a monthly allowance for brilliant academic performance;
  - compensation for the cost of children's health resort stays, and reimbursement of kindergarten and extracurricular education expenses (clubs, classes, etc.).
2. Housing support
- Enhanced housing benefits for employees with children;
  - priority access for multi-child families to improved housing conditions;
  - payments to multi-child families for partial repayment of the principal mortgage debt, including additional support at the birth of the next child.
3. Staff recreation
- Recreation opportunities for the Gazprom Group's employees and their families at 64 corporate resorts, including 11 designated for children's recreation.

Supporting Families and Family Values

In the reporting year, the Gazprom Workers' Union and its member organizations held more than 700 events aimed at strengthening the institution of the family and promoting healthy lifestyles among gas workers and their families. These events drew a total attendance of over 140,000 people.

In 2024, we launched a competitive selection process for trade union members seeking to obtain intra-budgetary financing for projects focused on strengthening the institute of the family and promoting family values. As a result, 113 project applications were submitted by 33 trade union organizations of PJSC Gazprom's subsidiaries.



<sup>1</sup> Information provided for PJSC Gazprom, its representative offices, branches and subsidiaries involved in core business activities and infrastructure entities included in PJSC Gazprom's budgeting.

<sup>2</sup> Temporary employment refers to fixed-term employment contracts. If their term is less than three years, life insurance is not provided. If their term is less than two months, medical services (voluntary medical insurance) are not provided.

<sup>3</sup> Part-time employment as per Article 93 of the Labor Code of the Russian Federation. The benefits are not provided under civil law agreements for the purchase of services.

<sup>4</sup> Extends to executives of PJSC Gazprom's Administration and subsidiaries engaged in core operations and provides additional insurance coverage against the risk of the employee's death or injury.

<sup>5</sup> The data refers to employees' children aged up to 18 and university students aged up to 24 (if the latter are supported by their parents).

National project: Family

Events held on occasion of the Year of the Family

The Dear Ones – Loved Ones nationwide family forum was held at VDNKh on January 19–23, 2024 as part of RUSSIA EXPO. It became the first major event of the Year of the Family, bringing together representatives of the business community, NGOs, and federal government agencies. More than 130 families from 89 Russian regions attended the forum, including the Gazprom Group's employee dynasties – the Chichirin and Chesnokov families. They took part in the Dynasties of Russia competition, where they showcased their talents and knowledge of Russian culture and traditions. The Chichirin family won in the Family Talent Show and Jack of All Trades categories.

Vladimir Putin, the President of Russia, met with the forum participants to emphasize the importance of preserving family values and supporting multi-child families.

As part of the forum, the Company's lecture space hosted a series of events for attendees of all ages, including a lecture on the Role of Sport in Raising Children, two themed quiz games Guess in 60 Seconds prepared by PJSC Gazprom and the Gazprom Workers' Union for the family teams from the Gazprom Group's subsidiaries, and a wooden spoon music workshop conducted by the Chichirin family.

140,000 people spent time at the Gazprom Group's health resorts

Pensions

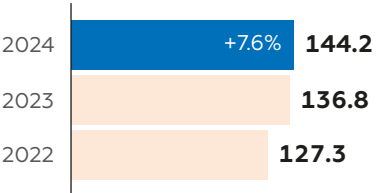
PJSC Gazprom runs a corporate non-governmental pension program for employees under agreements signed by PJSC Gazprom with Non-State Pension Fund GAZFOND. The program provides social guarantees to employees after their retirement by paying additional non-governmental pensions to those who meet certain requirements.

This classic corporate pension arrangement covers employees who have worked at PJSC Gazprom entities for at least 15 years and have reached the pension age.

New pension arrangements may include additional parameters such as the retired employee's position and achievements. Pension programs are implemented depending on the Gazprom Group entity's financial position and may imply co-financing on the part of employees.

Social guarantees for PJSC Gazprom's retirees are based on payments made by Non-State Pension Fund GAZFOND, PJSC Gazprom and its subsidiaries. Such payments are harmonized across the Group, with some of them reflecting the employment period.

Headcount of participating retired employees of the Gazprom Group entities, thousand people



In 2024, over 144,700 people received pensions under pension contracts (up 2% year-on-year due to an increase in the number of employees who reached the statutory pension age).

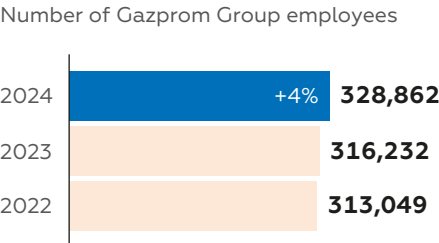
# Corporate Healthcare System and Medical Insurance

The Gazprom Group places special emphasis on employee health and longevity. The Company's employees, retirees and their families have access to comprehensive medical care. The Gazprom Group's employees are eligible for preventive health examinations, including annual screenings. We also create healthy lifestyle environment.

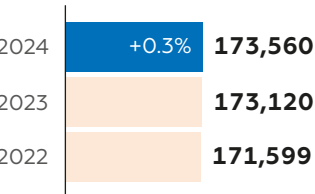
## Key objectives of the Gazprom Group's healthcare system

- Establishing unified medical care approaches across the Group;
- improving access to medical care and monitoring the quality of provided services;
- promoting a healthy lifestyle and encouraging employees to take personal responsibility for their health;
- introducing an emergency medical response system at production sites;
- conducting mandatory health check-ups and medical examinations;
- implementing disease prevention, medical screening, and employee health monitoring programs;
- implementing medical rehabilitation and health resort treatment programs;
- developing sanitary and epidemiological compliance initiatives and monitoring their implementation across the Gazprom Group.

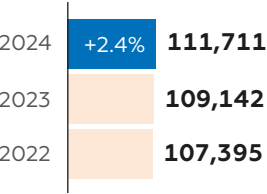
## Number of the Gazprom Group's employees, retirees, and members of their families insured under VMI programs



Number of family members of Gazprom Group employees



Number of Gazprom Group retirees (former employees) and their family members



The center of accountability in the Gazprom Group's corporate healthcare management system is the Directorate of PJSC Gazprom, which develops and implements uniform medical care approaches, monitors healthcare quality, and ensures compliance with sanitary and epidemiological requirements. All subsidiaries and entities engaged in core operations have designated centers of accountability for corporate medical services, well-defined healthcare development vision, and plans to build a modern medical care system.

Gazprom Group Indicator 37

614,000

people insured under VMI programs<sup>1</sup>

<sup>1</sup> Current employees of the Gazprom Group and their families, as well as retired employees of the Gazprom Group and their families.

In the reporting year, PJSC Gazprom adopted a set of corporate documents governing medical support and sanitary and epidemiological well-being across the Group:

- Regulation on Medical Care at PJSC Gazprom, its Subsidiaries and Entities<sup>2</sup>;
- Regulation on Sanitary and Epidemiological Well-Being at PJSC Gazprom, its Subsidiaries and Entities<sup>3</sup>;
- Procedure for Interaction between Sanitary and Epidemiological Experts and Occupational Safety Personnel at PJSC Gazprom, its Subsidiaries and Entities<sup>4</sup>.

Efforts continued to deliver on the Comprehensive Action Plan for Medical Care Development at the Gazprom Group for 2022–2025<sup>5</sup>. In 2024, PJSC Gazprom developed and rolled out a system for evaluating the effectiveness of medical care, and sanitary and epidemiological conditions at its subsidiaries and entities. This system relies on a dynamic assessment of a wide range of indicators, including the following criteria:

- lost time injury rates;
- employee satisfaction with the quality of corporate healthcare;
- number of employees covered by preventive healthcare initiatives;
- availability of medical equipment and supplies.

The reporting year saw improvements in employee satisfaction with the quality and speed of medical care. We recorded a drop in economic losses associated with lost time injuries across the Gazprom Group.

In 2024, the Group's subsidiaries and entities introduced a new approach to medical care planning with a focus on developing Plans for Establishing a Modern Corporate Healthcare System. Furthermore, the Company joined forces with Gazprom Corporate Institute's

occupational healthcare department to roll out a new healthcare staff training format reflecting today's best practices in medical education and the specific needs of the oil and gas industry. The Gazprom Group also developed standard job descriptions and a model competency profile for the management and professionals of medical services at its subsidiaries and entities.

<sup>2</sup> Approved by PJSC Gazprom's resolution No. 74 dated March 14, 2024.  
<sup>3</sup> Approved by PJSC Gazprom's resolution No. 550 dated November 7, 2024.  
<sup>4</sup> Approved by administrative document of PJSC Gazprom No. 04-19 dated October 21, 2024.



## Digital transformation

PJSC Gazprom integrates digital solutions into its corporate healthcare practices by:

- automating pre-shift medical examinations;

- using a medical information systems (MIS) in its healthcare units;
- automating personal insurance.

## Collaboration with Insurance Companies and Medical Institutions

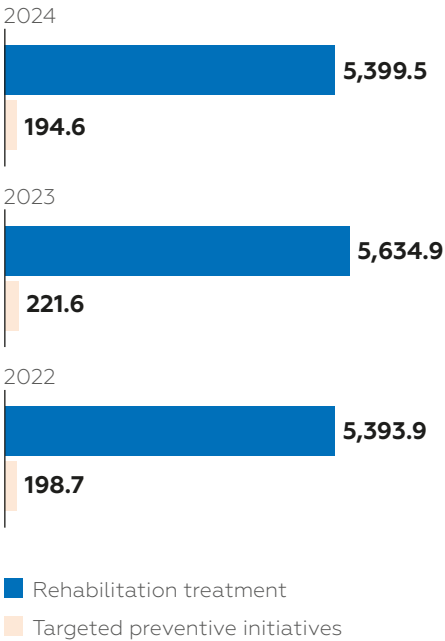
PJSC Gazprom signs VMI contracts with insurance companies, which arrange and pay for medical services and preventive measures at designated medical organizations, or, if not possible, at third-party healthcare institutions included in the VMI<sup>6</sup> program. The scope of relevant medical services is defined in voluntary medical insurance programs. Insured employees, retirees, and members of their families receive outpatient and inpatient care, as well as health resort and rehabilitation treatment under medical indications. VMI programs may also cover antenatal care and obstetric services in line with the national trend to protect maternity and childhood, while also providing for specific arrangements to prevent flu and other infectious diseases.

In 2024, the Company developed and approved the Procedure for Auditing Third-Party Medical Institutions for Compliance with the Standards of PJSC Gazprom, and prepared pre-qualification documents for the category of Medical Services.

<sup>5</sup> Approved by resolution of the Management Committee of PJSC Gazprom No. 39 dated October 20, 2022. The list and scope of medical services under the VMI contract.  
<sup>6</sup> Scope of healthcare services provided to the insured person under VMI



Payments made by the Gazprom Group entities for rehabilitation treatment and targeted preventive initiatives under VMI contracts, RUB million



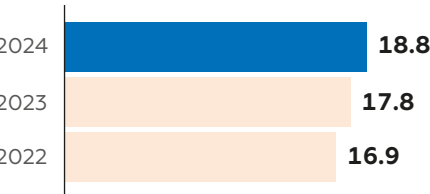
The reduction in rehabilitation treatment expenditures in 2024 resulted from the optimization of medical care approaches under VMI contracts

In 2024, expenditure on preparing and holding healthcare events for employees and their families rose by 4.2%, including a 4.5% increase per employee. This growth was driven by the introduction of innovative approaches to employee health management, repair and outfitting of medical infrastructure facilities, and the commissioning and finishing of healthcare infrastructure facilities at the Kovyktinskoye gas condensate field.

In the reporting year, PJSC Gazprom's partner insurance company screened rehabilitation and resort treatment facilities for compliance with the established criteria, and assessed the quality of medical services provided to employees under VMI contracts. The screening results were submitted to PJSC Gazprom.

Gazprom Group Indicator 38

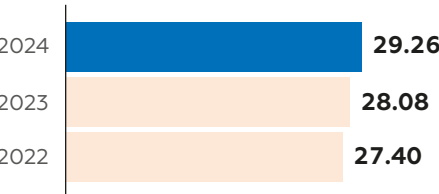
Expenditure on health insurance programs for employees, RUB billion<sup>1</sup>



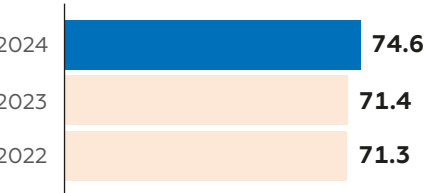
Expenditures under health insurance programs increased in 2024 due to the expansion of the Gazprom Group's corporate perimeter.

MED 28

Expenditure on preparing and holding healthcare events for employees and their families, RUB billion



Expenditure on preparing and holding healthcare events for employees and their families (per employee), RUB thousand

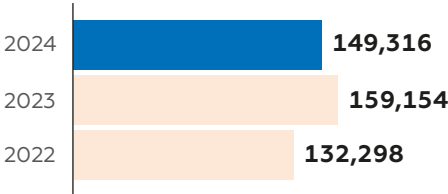


30,910

people received rehabilitation treatment as part of the Gazprom Group's VMI contracts in 2024

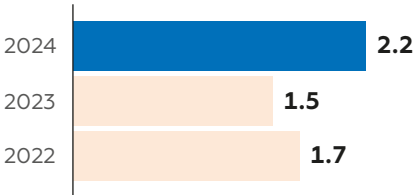
<sup>1</sup> Expenditures of PJSC Gazprom, its 16 branches and 109 budgeted subsidiaries, entities, and representative offices on voluntary medical insurance, accident and disease insurance, and life insurance.

Number of the Gazprom Group's employees who underwent medical screening



The decline is due to the fact that medical screenings are not conducted annually, but from time to time as required by the relevant age group.

Healthcare infrastructure expenditure, RUB billion



Healthcare infrastructure expenditure in the reporting year increased by 46.4% compared to 2023. This growth was linked to the renovation of medical equipment, construction of permanent facilities, and procurement of modular and mobile medical clinics for remote production sites.

As part of their employment contracts, employees of the Gazprom Group entities benefit from dedicated staff health programs.

Key staff health programs

Early detection of cancer and cardiovascular diseases

- Medical screening
- Targeted medical check-ups

Enhanced physical activity

- Co-financing of off-site sports activities
- Sports and wellness events
- Participation in GTO fitness tests
- Tournaments, competitions

Promotion of healthy lifestyles

- Health Days
- Health schools
- One-on-one consultations
- Lectures, marathons, etc.

Immunity-strengthening and vaccination programs

149,316  
EMPLOYEES

of PJSC Gazprom, its subsidiaries and entities underwent medical screening<sup>2</sup>, down 6.2% year-on-year

<sup>2</sup> The data refers to 92 organizations, including PJSC Gazprom's branches, subsidiaries and entities.

## Social Partnership

BR. Independent Trade Union Organizations and Collective Bargaining, clauses 1, 2, page 42

PJSC Gazprom recognizes the right of employees to the freedom of association and collective bargaining as provided by the Constitution of the Russian Federation, the Labor Code of the Russian Federation, and Federal Law No. 10-FZ On Trade Unions, their Rights and Guarantees of their Activities dated January 12, 1996.

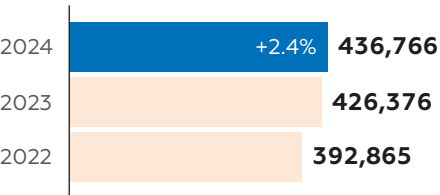
The interests of the Group's employees are represented by the Gazprom Workers' Union Interregional Organization and its member organizations. The Gazprom Workers' Union is one of Russia's largest industrial trade unions.

In 2024, the increase in the Gazprom Workers' Union membership was 2.4% year-on-year.

The Gazprom Workers' Union actively engages with employees across the Gazprom Group and promptly responds to their claims. In 2024, most employee inquiries contained requests for clarifications of applicable labor laws, provisions of the general collective bargaining agreement, and state and local regulations, including the Regulation on Remuneration and Social Guarantees for Retirees. Employees also raised issues concerning employment, housing and pension relations, as well as social and economic interests of trade union members.

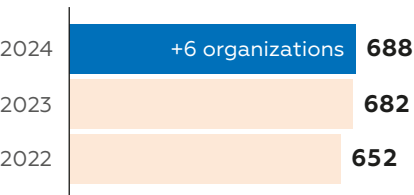
In 2024, there were no records of conflicts between employees and employers in the Gazprom Group's and entities that resulted in strikes, disruptions of operations, or collective labor disputes, including no conflicts related to violations of human rights regarding freedom of association or the right to conclude collective bargaining agreements.

Total membership in the Gazprom Workers' Union organizations



> 436,000 members in the Gazprom Workers' Union organizations

Number of the Gazprom Workers' Union organizations<sup>1</sup>



79.7% of employees were members of trade unions as of December 31, 2024

<sup>1</sup> Organizations within the budgeting scope, and trade unions comprising the Gazprom Workers' Union.

### Results of inspections conducted by the Gazprom Workers' Union organizations

Indicator	2022	2023	2024
Inspections conducted by trade union organizations	529	568	521
• incl. comprehensive checks of all issues relating to labor regulations	283	236	219
Claims reviewed	5,465	5,546	5,000
• incl. substantiated	1,402	1,398	1,084
• incl. partially substantiated	98	101	124
Employees and non-working retirees met in-person	12,374	15,092	14,637
Inspections of the state of occupational safety	349	443	469
Written claims from employees concerning the violation of their occupational safety rights	5	15	16
Violations identified	2,159	1,772	1,905
Notices issued to eliminate the violations of the labor legislation	182	127	334

## Corporate Culture and Communications

Effective communication and a unified information space play a crucial role in promoting and strengthening the corporate identity. They help foster team cohesion, reinforce shared values, and create a common cultural and informational environment.

### The Gazprom Group's internal communication channels:

54 corporate newspapers and 8 magazines

179 video hosting accounts

48 museums and 4 permanent exhibitions

3 TV channels

3 radio stations

303 corporate social media accounts and

1 corporate online media outlet



### Digital Foundations of Corporate Identity

The Gazprom ID Unified Interaction Platform (GID UIP) has become a key tool for building and reinforcing corporate identity among the Company's employees, as it brought them together into a shared informational and value-based environment. Available as both a super app and a web version, the GID UIP enables daily interactions among thousands of employees, fostering their loyalty, involvement, and a strong sense of belonging.

In 2024, the GID UIP published over 50,000 news pieces that garnered more than 4 million views. In addition to that, the platform launched five special projects that received significant attention and emotional engagement from the workforce.

The GID UIP promotes horizontal communication, enabling employees to share experiences, ideas, and professional achievements with colleagues.

Participation in platform-based surveys allows employees to express their views and be heard, encouraging their involvement in corporate discourse and strengthening their connection with the Company. In 2024, the GID UIP hosted over 1,000 surveys, collecting more than 1 million responses from 130,000 users.

The Sputnik educational platform plays an essential role in shaping a unified corporate culture and shared approaches to work. In 2024, more than 140,000 employees from 340 entities accessed training programs via Sputnik.

# SPEARHEADING employee HEALTH



My goal is to make sports a natural and integral part of HR management in the Gazprom Group and to maximize the number of employees who want to and can engage in physical activities on a regular basis.

This idea inspired the Sports Leaders of PJSC Gazprom project and the corporate contest for best sports arrangements across the subsidiaries.

One of the highlights of the Company's sporting life are the Gazprom Spartakiada Games, which have celebrated sporting excellence among employees for 29 years. In 2017, the Gazprom Group also started to revive national GTO fitness tests, with more than 44,000 employees having successfully passed the tests since then.



**ELENA  
KOSTYCHEVA**

**Chief Expert,  
at PJSC Gazprom**

37 years with the Gazprom Group.

Elena promotes corporate sports as an essential part of the healthy lifestyle culture at PJSC Gazprom.





National Development Goal: Preservation of the Population, Strengthening Health and Improving the Wellbeing of People, Supporting Families

Sports at the Gazprom Group

PJSC Gazprom places a special emphasis on corporate sports, and encourages its employees to exercise more. Corporate sports are promoted as part of the Gazprom Group's social policy.

Since 2023, we have been running the Corporate Sports Development Program of PJSC Gazprom, its subsidiaries and entities<sup>1</sup> (the "Program"), which aims to build an effective corporate sports management system and to hold various sports events for the Gazprom Group's employees.

The Program's goals

- Promoting physical activity, mass sports and healthy lifestyle as part of corporate culture, developing a regular habit for physical exercise and sports among employees, as well as motivation for leading a healthy lifestyle;
- creating an environment for physical exercise and sports, organizing and holding physical training and sports events;
- establishing an efficient corporate sports management system, including for managing corporate sports facilities.

National projects: Family, Long and Active Life

Sports events held on occasion of the Year of the Family

PJSC Gazprom actively participates in major national sports events to promote and preserve Russia's traditional family values.

**Russia's Ski Track** is the largest nationwide ski race that has been open to both amateurs and professionals since 1982. Skiing unites hundreds of thousands of people of all ages and occupations. Each year, the Gazprom Group staff and their families take part in the race, with approximately 5,000 employees from 28 subsidiaries joining the event in 2024.

**Nation's Cross Country Race** is the largest mass sporting event in Russia by the number of participants and geographical outreach. It has been held since 2004. Open to all age groups and fitness levels, the competition offered participants distances from 1 to 12 km. In 2024, some 4,000 amateur runners from the Gazprom Group entities took part in the regional events across the country.

An updated set of **GTO fitness tests** was revived in 2014 to serve as an organizational and regulatory framework for the country's efforts to promote physical training. The Gazprom Group began implementing it in 2017, with more than 76,500 employees having taken the tests since then. In 2024, some 13,000 employees joined the initiative. 4,000 of them received gold distinction badges, 2,500 – silver, and 2,500 – bronze.

<sup>1</sup> Approved by order of PJSC Gazprom No. 310 dated August 21, 2023.



As part of the Corporate Sports Development Program, in 2024 the Company launched Sports Leaders of PJSC Gazprom, a project seeking to promote a healthy lifestyle. Sports Leaders of PJSC Gazprom are employees who achieved outstanding results in corporate nationwide competitions under the GTO program. Their achievements reinforce healthy living values, inspire colleagues, and help advance corporate sports initiatives.

The Gazprom Group entities actively encourage their employees to engage in regular physical activities and sports. Occupational physical training sessions are held throughout the working day, with the Company regularly organizing weekend gatherings, corporate fitness and sports festivals, hiking trips, and mass fitness and sports activities, including in disciplines enlisted in the Gazprom Spartakiada Games.



Gazprom Spartakiada Games

The Group's largest sports event is the Gazprom Spartakiada Games. They have been held since 1996 in the regions where the Gazprom Group's subsidiaries and entities operate. The Games take place once every two years alternated between the summer and winter sports. Each event is divided into two stages: first, we hold competitions between standalone structural units of the Gazprom Group's subsidiaries and entities, then, the final competitions take place between the subsidiaries and entities themselves.

In 2024, the Gazprom Spartakiada Games were held in Yekaterinburg. In addition to the employees from 32 Gazprom Groupentities, students from 14 partner universities of PJSC Gazprom joined the event. They competed in gorodki (a traditional Russian game), fox hunting (amateur radio direction finding), a multi-stage relay race, and intellectual games. The 2024 Games set a new participation record, with 165 sets of gold, silver, and bronze medals awarded to athletes. For the first time in the history of the Spartakiada Games, subsidiary teams competed in two leagues based on the results of previous tournaments.

Ice Hockey Cup of the Gazprom Workers' Union

In 2024, Ufa hosted the Second Ice Hockey Cup of the Gazprom Workers' Union organized jointly with Transgaz Ufa. The tournament attracted 12 teams from subsidiaries of PJSC Gazprom. The Gazprom Workers' Union Cup was awarded to the team of Gazprom Pererabotka.

# Strengthening the Corporate Culture

National Development Goal: Unlocking the Potential of Each Person, Developing Their Talents, and Fostering a Patriotic and Socially Responsible Personality

## Corporate Cultural Events in 2024

By taking part in corporate and concerts, the Gazprom Group's employees enrich their cultural experience, express their creativity, deepen their engagement, and develop a stronger connection to shared values.

The final of PJSC Gazprom's anniversary corporate festival took place in May 2025 in St. Petersburg. The festival put top performers from the two regional rounds in the limelight, while also giving floor to a creative delegation from CNPC.

> **40 THOUSAND** employees of the Gazprom Group and their family members have taken part in the festival since its inception



For more details, see [www.gazpromfakel.ru](http://www.gazpromfakel.ru).



### 10th Fakel Corporate Festival

For 20 years now, the Fakel corporate festival has brought together amateur performing art teams and individual performers from more than 40 subsidiaries of PJSC Gazprom in Russia, Kyrgyzstan, Belarus, and Armenia. The 10th anniversary festival cycle spans 2024–2025.

From September 28 to October 4, 2024, Samara hosted the first regional round of the 10th Fakel corporate festival, with more than 1,000 participants from 21 subsidiaries of the Gazprom Group across Russia performing 150 competition pieces for the local audience.

The second regional round took place in Bishkek (Kyrgyzstan) on October 12–18, 2024. The event brought together more than 800 amateur performers from 22 subsidiaries and entities of PJSC Gazprom in Russia, Belarus, Armenia, and Kyrgyzstan, who gave a total of 131 performances.

### 14th Arts Festival Sponsored by PJSC Gazprom and CNPC

On April 8–12, 2024, China's Wuhan hosted the 14th Arts Festival sponsored by PJSC Gazprom and CNPC. Starting from 2007, the Festival has alternated between Russia and China, becoming one of the largest international cultural events designed to strengthen the partnership between the two companies and preserve the cultural traditions of both nations.

In the reporting year, PJSC Gazprom was represented by winners of the Fakel corporate festival from eight subsidiaries.

### Tour of the musicAeterna Symphony Orchestra Conducted by Teodor Currentzis

As part of a long-term partnership, in February 2024 the musicAeterna symphony orchestra staged performances for the employees of PJSC Gazprom's subsidiaries in Krasnodar, Novy Urengoy, Noyabrsk, Orenburg, and Stavropol. Even those employees who live in remote areas had an opportunity to enjoy classical music played by a world-renowned ensemble. The project also included open rehearsals (orchestral workshops) that were held for students of local music schools ahead of the shows.

# Employee Development

## Material topic



7. Training and education for employees and prospective employees at the Gazprom Group

To maintain and strengthen its industry leadership, PJSC Gazprom actively recruits talented professionals and creates conditions for their professional growth. To this end, it implements training programs aimed at enhancing employee competencies, acquiring new skills, and supporting career development.

## The Gazprom Group's Training System

National Development Goal: Unlocking the Potential of Each Person, Developing Their Talents, and Fostering a Patriotic and Socially Responsible Personality

National project: Human Resources

BR. Appendix 4, Training and Education, clauses 1–4, page 42

PJSC Gazprom has put in place the Continuous Vocational Education and Training System for PJSC Gazprom's personnel. A key instrument within system is the annual centralized Skills Upgrading and Professional Retraining Schedule for Managers and Specialists of PJSC Gazprom, its Subsidiaries and Entities. Subsidiaries and entities also adopt their own training plans for work-study centers and educational institutions in the regions of operation.

The system ensures alignment of employees' professional competences with the PJSC Gazprom production requirements and growth strategy through consistent service-long training based on custom-developed programs leveraging diverse learning aids, simulator technologies, and in-house training infrastructure.

To advance its continuous corporate professional training system, PJSC Gazprom has in place the Program for the Upgrade of Training and Production Resources of PJSC Gazprom Entities. The program envisages the construction of new and renovation and upgrade of existing training infrastructure, along with the development of PJSC Gazprom's digital educational environment in 2022–2027.

In September 2024, the Oil and Gas Competencies Training Ground was inaugurated at the Gazprom Vocational School Novy Urengoy. The facility features state-of-the-art equipment, enabling both students and professionals to gain hands-on experience in real-world simulated working conditions.

Gazprom contributes to the development of Russia's national qualifications system. In 2024, the Russian Ministry of Labor and Social Protection approved four professional standards developed by PJSC Gazprom. During the reporting year, the Company developed three new draft professional standards, with another four to be drafted in 2025.

MED 31

Gazprom Group Indicator 34

Implementation of training programs at the Gazprom Group

Indicator	2022	2023	2024	Change 2024/2023, %
Average duration of all types of training per employee of the Gazprom Group by training group, hours:				
• managers, specialists, and other white-collar staff	58	56	54	-4
• blue-collar staff	71	77	76	-1
Total duration of employee training of the Gazprom Group by gender, thousand hours:	30,609	32,299	31,578	-2
• male	25,428	26,891	25,043	-7
• female	5,181	5,408	6,535	+21
Number of employees covered by the Gazprom Group's skills upgrading and professional retraining programs, thousand people <sup>1</sup> :	559.2	594.7	570.5	-4
• managers, specialists, and other white-collar staff who participated in further professional training programs	299.7	290.0	296.7	+2
• blue-collar staff who participated in professional training	259.5	304.7	273.8	-10
Number of the Gazprom Group's employees who completed training in process safety <sup>2</sup>	177,219	173,687	191,448	+10
Number of the Gazprom Group's employees who completed training in corporate ethics	30,865	131,153	177,566	+35

- ➔

For more details on the Gazprom Group's personnel training in combating corruption, see the [Anti-Corruption Training](#) subsection.
- ➔

For more details on the Gazprom Group's personnel training in environmental protection, see the [Environmental Training of Employees](#) subsection.
- ➔

For more details on the Gazprom Group's personnel training in process safety, see the [Training in Process Safety](#) subsection.
- ➔

For more details on the Gazprom Group's personnel training in corporate ethics, see the [Corporate Ethics Training](#) subsection.

<sup>1</sup> The number of employees who completed training is stated in man-courses (where one person received training twice, they are counted twice, etc.).

<sup>2</sup> Data on managers, specialists, and other white-collar staff who completed training in industrial safety, occupational health, and other areas. The number of employees who completed training is stated in man-courses (where one person received training twice, they are counted twice, etc.).

Young Talent Training and Onboarding

National Projects: Human Resources, Youth and Children

PJSC Gazprom ensures prompt onboarding for new hires to maintain teams capable of tackling complex challenges and delivering large-scale projects.

The key principles guiding the onboarding of young professionals are outlined in the Regulation on Students and Young Talent Management at PJSC Gazprom's Subsidiaries and Entities<sup>3</sup>.

The onboarding is carried out through dedicated programs involving mentors, including both experienced and young professionals.

Onboarding programs familiarize new employees with corporate traditions, enhance professional qualifications, and identify the most promising young specialists for career development across PJSC Gazprom and its subsidiaries and entities.

PJSC Gazprom's School of Young Specialists has been expanded to include modules on implementing innovative technologies for hydrocarbon production, treatment, transportation, and processing at the Company's subsidiaries and entities. To engage young professionals in scientific activities and facilitate their effective production onboarding, 57 Councils of Young Scientists and Specialists operate across PJCS Gazprom's subsidiaries and entities. These councils organize roundtable discussions, applied research conferences, and various sports and cultural events.

Promising young employees can advance their professional skills through the Internship Program for Young Professionals at the Gazprom Group's Production Facilities. This program features various modules covering the Gazprom Group's strategic business areas, individual internships at its production sites, and sessions focused on developing personal, professional, and leadership

To build strong work teams and expedite the new employee onboarding process, the Gazprom Group entities rely on a corporate mentorship system. It involves both seasoned employees with recognized expertise and recent graduates of universities and vocational colleges. Members of the Councils of Young Scientists and Specialists also take an active role in the process. Training is conducted at production facilities and through e-learning formats, providing hands-on exposure to technological processes and equipment operation modes.

competencies. It culminates in the presentation of interns' graduation projects to an expert panel of PJSC Gazprom. In 2024, ten individuals completed internships under the Program.

During the reporting year, PJSC Gazprom's main scientific organization – Gazprom VNIIGAZ – held the 12th International Youth Scientific and Practical Conference “New Technologies in Gas Industry: Experience and Continuity”. The event brought together 243 young employees from the Company's 68 subsidiaries and entities, with 190 research papers presented across 11 thematic tracks.

Additionally, Gazprom VNIIGAZ organized a case study championship titled “Designing Digital Twins for Gas Production Facilities”. The competition involved 94 participants from the Company's 31 subsidiaries and entities.

Young researchers at PJSC Gazprom receive grant funding on a competitive basis every year. The competition winners are awarded grants for postgraduate studies and doctoral research placements.

In 2024, the Gazprom Group held a series of online lectures for young audiences titled Immersion in Science, covering key techniques for adapting scientific texts, effective public speaking, digital etiquette, as well as guidelines for writing research papers and dissertations. The total number of participants exceeded 1,300.

977

people completed training programs of PJSC Gazprom's School of Young Specialists

57

Councils of Young Scientists and Specialists

<sup>3</sup> Approved by order of PJSC Gazprom No. 310 dated June 9, 2015 (as amended).



## Collaboration with Education Institutions

National Development Goal: Unlocking the Potential of Each Person, Developing Their Talents, and Fostering a Patriotic and Socially Responsible Personality

National project: Human Resources

### Collaboration with Higher Education Institutions

The Gazprom Group maintains a long-standing collaboration with educational institutions, implementing joint cutting-edge scientific and technical projects while fostering high-quality professional training for future specialists.

To attract young talent, PJSC Gazprom organizes career guidance initiatives, including

- Gazprom Classes;
- Gazprom Industry Olympiad for Schoolchildren;
- Student Olympiad of Gazprom;
- Forums for Gazprom Classes students and its sponsored students.

PJSC Gazprom is committed to identifying high-potential students and subsequently employing them. To this end, it holds Gazprom Days and job fairs at partner universities, where students may learn about the operations of PJSC Gazprom's subsidiaries and entities, future projects, and current job openings, while also receiving internship invitations. In 2024, 18 job fairs were held at educational institutions.

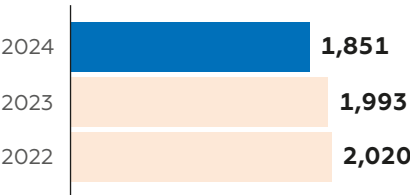
The Gazprom Group analyzes regional labor markets and monitors the composition and turnover of the workforce with secondary vocational and higher education. Based on this data, Gazprom Group entities identify candidates for sponsored training programs, organize student internships, and facilitate training placements

for academic staff from educational institutions at production facilities. In 2024, 11,929 university students and 7,720 vocational college students completed internships at PJSC Gazprom's subsidiaries and entities.

PJSC Gazprom has identified 18 partner universities through expert evaluation to ensure high-quality professional training in core business areas. These institutions are located in Innopolis, Kazan, Moscow, St. Petersburg, Tomsk, Tyumen, Ufa, Ukhta, and Yakutsk. Based on collaboration efficiency, alignment of university research with the Gazprom Group's technological priorities, research performance, operational excellence, and financial stability, 13 institutions were designated as PJSC Gazprom's anchor universities and 5 received special partner university status.

In 2025, the Gazprom Group is set to sign 332 employer-sponsored training agreements within the quota allocated for its entities.

Number of students who studied under employer-sponsored training agreements with the Gazprom Group entities



18  
PARTNER  
UNIVERSITIES

25  
SPECIALIZED  
DEPARTMENTS

Gazprom Group Indicator 40

11,929  
UNIVERSITY  
STUDENTS  
and 7,720  
VOCATIONAL  
COLLEGE STUDENTS  
completed internships at PJSC Gazprom's subsidiaries and entities in 2024

39  
PJSC Gazprom-sponsored university students were awarded named scholarships for the 2023–2024 academic year, including 24 students from PJSC Gazprom's partner universities

Gazprom Group Indicator 44

The Gazprom Industry Olympiad for Schoolchildren in the 2023–2024 academic year was held across six subject areas, three of which are included in the Russian Ministry of Education's List of School Olympiads. A total of 18,696 participants from 86 regions of Russia and 94 foreign countries registered for the competition. Following the final round, 930 schoolchildren were recognized as winners and prize recipients.

The Student Olympiad of Gazprom in the 2023–2024 academic year featured 11 subject areas. It attracted 4,708 participants from eight federal districts of Russia and 30 foreign countries, including 1,041 PJSC Gazprom-sponsored students. Diplomas were awarded to 259 students, 19 of whom were PJSC Gazprom-sponsored. Thirteen participants were named absolute winners and received valuable prizes.

18,696  
PUPILS

took part in the Gazprom Industry Olympiad for Schoolchildren

4,708  
UNIVERSITY  
STUDENTS

participated in the Student Olympiad of Gazprom

Gazprom Group Indicator 41

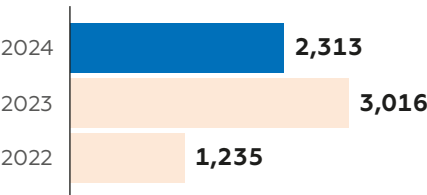
Number of graduates hired by Gazprom Group entities

Indicator	2022	2023	2024
Total number of hired graduates, including:	3,495	3,623	3,830
• graduates of higher education institutions	2,163	2,097	2,252
• graduates of secondary vocational institutions	1,332	1,526	1,578



The Gazprom Group actively engages students to work at its companies through student squads under a strategic partnership agreement between PJSC Gazprom, Gazstroyprom<sup>1</sup>, and the Russian Student Squads All-Russian Youth Public Organization (RSO).

Headcount of RSO student squads engaged at PJSC Gazprom's production facilities



In 2024, PJSC Gazprom's student squads participated in 20 labor projects as part of 112 construction and service squads working at the Chayandinskoye, Kovyktinskoye, and Kirinskoye fields in the Republic of Sakha (Yakutia) and Irkutsk Region. Students also took part in constructing the Ethane-Containing Gas Plant in the Leningrad Region as part of the Ust-Luga labor project.

Preparation for the labor season continued throughout the year, with both labor project managers and participants completing training programs. From June 1 to 3, 2024, PJSC Gazprom's inaugural Command Staff School was held for the first time at Peter the Great St. Petersburg Polytechnic University, providing new knowledge and skills to over 50 managers of PJSC Gazprom's student labor squad projects and representatives from partner universities.



For the list of partner universities, see the [Innovative Development](#) section.

> 6,500  
MEMBERS

of student squads worked at the Gazprom Group's sites in 2022–2024

<sup>1</sup> The Gazprom Group's associated entity.

Since 2023, RSO student members have been annually receiving vocational training in the areas of construction, service, and education through dedicated quotas at educational institutions. In 2024, a total of 2,212 students completed training across 36 professional disciplines.

In October 2024, Yekaterinburg hosted the 2nd Forum of PJSC Gazprom's Student Squads as part of the 4th International Construction Championship. The event brought together over 190 students from Russian universities who had worked in the Gazprom Group's student squads during 2024. The Forum honored the best-performing students of PJSC Gazprom's squads based on their work achievements during the labor season. Squad participants learned about career opportunities for young specialists within PJSC Gazprom and took an active part in the Championship events.

During the 13th St. Petersburg International Gas Forum, RSO signed cooperation agreements with Gazprom-Media Holding and Gazprom Invest. Student squad members provided volunteer support for the Forum's events.

In November 2024, Moscow hosted the All-Russian Student Labor Squad Forum commemorating the movement's 65th anniversary and the 20th anniversary of its modern revival. This culminating event of the anniversary year attracted over 12,500 movement participants, including top-performing students from PJSC Gazprom's student labor squads.

Gazprom Classes

PJSC Gazprom implements the Gazprom Classes initiative across its regions of operation to provide early career guidance for schoolchildren. Participants engage in team-building activities, sports and cultural events, as well as corporate career guidance training sessions. The most talented and highly motivated students undergo selection for sponsored education in areas that meet the needs of the Gazprom Group entities.

As of September 1, 2023, 45 Gazprom Classes operated at schools in six federal districts of Russia.

New regions join the initiative every year. In the reporting year, a Gazprom Class was launched for the first time in Tyumen, and another class opened in Nadym.

In 2024, with support from Gazprom Dobycha Yamburg and the Industrial University of Tyumen, the 7th Annual Forum of Gazprom Classes Students was held. For the first time, the event took place directly at an active production site of Gazprom Dobycha Yamburg in the Yamburg shift camp. This year's Forum brought together 185 participants, including 132 students from dedicated classes, Gazprom School, Gazprom School St. Petersburg, Matlashov Gazprom College in Volgograd, and Gazprom Vocational School Novy Urengoy, along with representatives from PJSC Gazprom's partner universities.



45

Gazprom Classes operational in 2024



The project's information platform: <https://gazprom-classes.etu.ru/>

Stepping Stones to the future

In April 2024, in partnership with Peter the Great St. Petersburg Polytechnic University, the Stepping Stones research project competition for Gazprom Classes students was held using remote technologies. Participants included students from Gazprom Classes, Gazprom School, Gazprom School St. Petersburg, Gazprom Vocational School Novy Urengoy, and Matlashov Gazprom College in Volgograd. The Technological Breakthrough: from Conception to Application competition featured five key sections: Engineering Solutions in the Oil and Gas Industry; Chemical Technology; Digital Economy, Social Technology Management; Technosphere Environmental Safety in the Oil and Gas Industry; and Energy Saving and Alternative Energy. A panel of experts from 15 partner universities of PJSC Gazprom reviewed and evaluated over 70 projects submitted by 106 participants.

Scientific and Educational Outreach

For five years since 2021, PJSC Gazprom has operated its Open Science corporate information platform aimed at enhancing the accessibility of information about the achievements and prospects of the oil and gas sector-related science. It also seeks to foster and strengthen scientific communications both within the research community and beyond, with a view to engaging scientists, developers, and providers of innovative solutions, equipment, and services to address scientific and technological challenges in the oil and gas sector.

Under the Open Science initiative, the Company organizes lectures by leading scientists and renowned experts in the oil and gas industry, workshops, scientific readings, quizzes, and marathons, including those held as part of major industry-specific and interdisciplinary forums and conferences.

PJSC Gazprom actively involves representatives from its anchor partner universities and special partner universities in these events.



In 2024, PJSC Gazprom's Open Science information platform hosted over 100 events.

The platform regularly conducted quizzes and intellectual games as part of the Power of Science marathon, with participation of young professionals and researchers from PJSC Gazprom's subsidiaries, students and postgraduates from partner universities, and school students.



The project's information platform: <https://openscience.gazprom.ru>

~ 1,000 PEOPLE

participating in the Power of Science intellectual marathon

# 4

## Process Safety Management

The Gazprom Group respects employee rights to workplace conditions in line with safety requirements as guaranteed by the government. By minimizing accident risks and continuously improving process safety management, the Group ensures good health of employees, while also boosting the resilience and reliability of its business.

### Material topics

- 

4. The Gazprom Group's legal compliance
- 

5. Health and process safety at the Gazprom Group and its contractors

## Approach to Process Safety Management

The Group takes a number of steps to create a safe working environment and comply with labor, industrial, fire and road safety requirements in its operations.

### Goals and objectives of the Gazprom Group in process safety

- Create a safe working environment and protect the lives and health of the employees;
- reduce the risks of accidents and incidents at hazardous facilities;
- reduce the risks of road accidents related to production activities;
- ensure fire safety.

## ISPSM Structure and Operation

PJSC Gazprom has in place the Integrated System of Process Safety Management (ISPSM) incorporated into the Group's business process management.



The ISPSM establishes a uniform procedure to manage process safety in accordance with applicable laws, latest scientific and technological solutions, and corporate requirements, while also taking into account geographic, production and other conditions characteristic of each subsidiary.

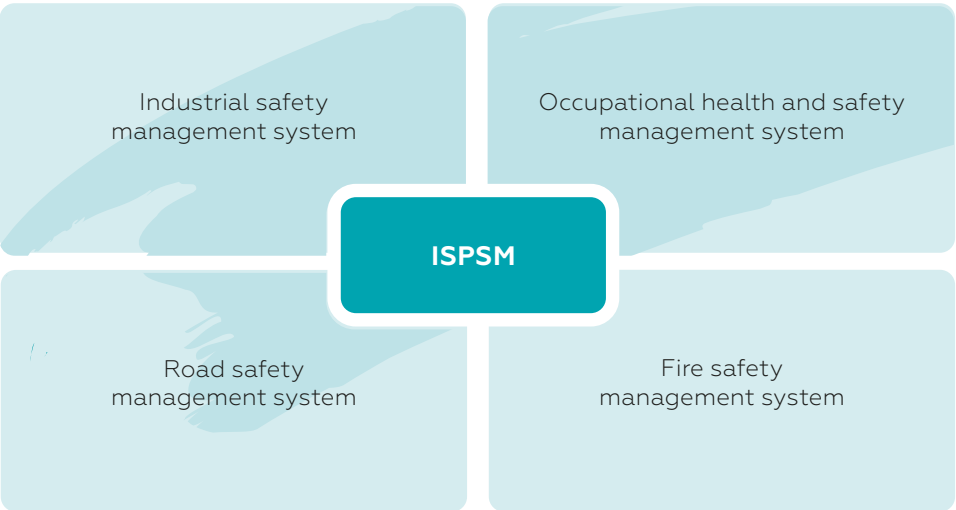
The ISPSM relies on documents which are part of the Integrated System of Process Safety Management standardization system<sup>1</sup>. It is designed for achieving the targets and fulfilling the commitments under the Occupational, Industrial, Fire and Road Safety Policy of PJSC Gazprom<sup>2</sup>.

<sup>1</sup> Including STO Gazprom 18000.1-001-2021 Integrated System of Process Safety Management. Key Provisions approved by order of PJSC Gazprom No. 2 dated January 12, 2021.  
<sup>2</sup> Approved by order of PJSC Gazprom No. 416 dated September 17, 2019.



For more details on the Gazprom Group's process safety regulations, see the [official website of PJSC Gazprom](#).

### Key ISPSM elements

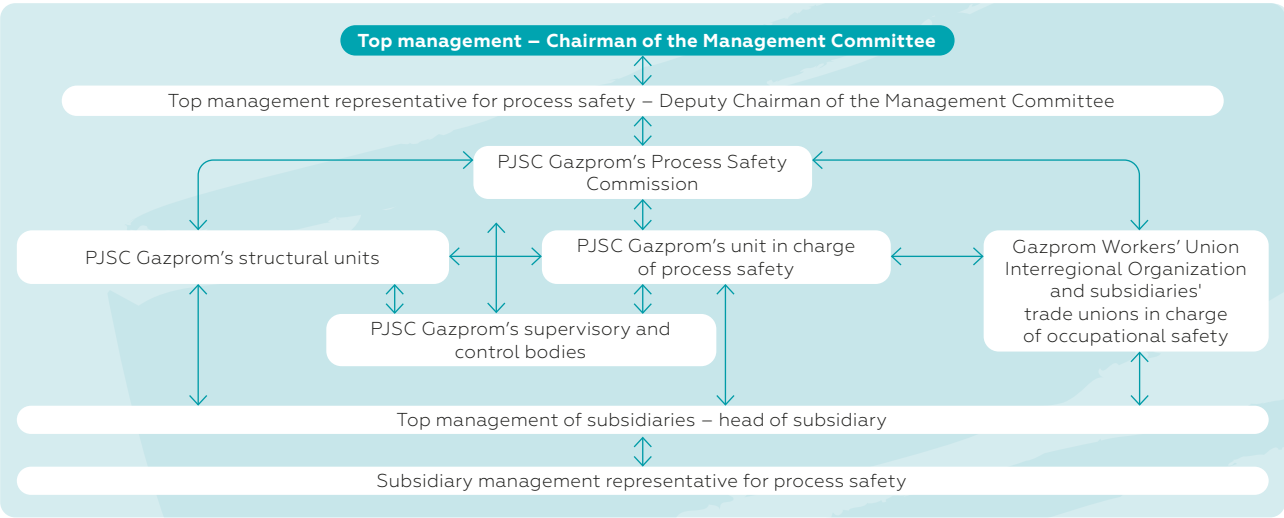


Development and enhancement activities with respect to the ISPSM and each of its elements are guided by the Development Strategy for Process Safety Management for 2021–2030<sup>2</sup> (the “Strategy”). Strategic objectives are fulfilled in accordance with PJSC Gazprom's Target Process Safety Enforcement Program for 2022–2025<sup>3</sup>.

<sup>3</sup> Approved by order of PJSC Gazprom No. 368 dated September 9, 2020.  
<sup>4</sup> Approved by order of PJSC Gazprom No. 50 dated February 7, 2022.



Structure of PJSC Gazprom’s ISPSM<sup>1</sup>



ISPSM Scope

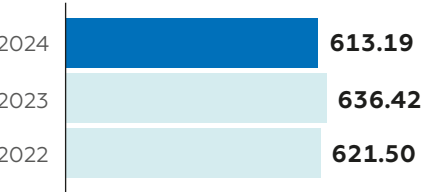
The ISPSM covers PJSC Gazprom, its core subsidiaries and entities specializing in natural gas, gas condensate and oil production, treatment, transportation, processing, distribution, and storage, as well as subsidiaries and entities responsible for the functioning of the Unified Gas Supply System of Russia.

The ISPSM also embraces the Head Office of PJSC Gazprom and its 15 branches, 79 subsidiaries and entities, and four subholding companies<sup>2</sup> – Gazprom Neft, Gazprom Energoholding, Gazprom Mezhhregiongaz, and Gazprom GNP Holding.

The ISPSM does not cover the Gazprom Group's representative offices outside Russia.

In 2024, new process safety documents and plans were adopted, including those resulting from accident investigations. These include process safety management standards, action plans to prevent accidents and ensure safety at the Group's facilities, incident reporting rules, and some guidelines.

ISPSM coverage, thousand employees



As of December 31, 2024, employees covered by the ISPSM<sup>3</sup> totaled 613,190<sup>4</sup>, 3.6% down year-on-year due to a decrease in the Group's headcount across all businesses covered by the ISPSM.

> 613,000 employees covered by the ISPSM

<sup>1</sup> Gazprom Neftekhim Salavat is not covered by the ISPSM.  
<sup>2</sup> Including the Gazprom Teploenergo Group.  
<sup>3</sup> Including employees dismissed on December 31, 2024.

100% of ISPSM entities are subject to five-year process safety assessment

ISPSM Compliance with Industry Standards

PJSC Gazprom's structural units, subsidiaries and entities engaged in the production, transportation, storage and processing of gas undergo process safety audits at least once every three years. The rest of PJSC Gazprom's subsidiaries and entities are subject to audits at least once every five years<sup>4</sup> in accordance with the standard<sup>5</sup>.

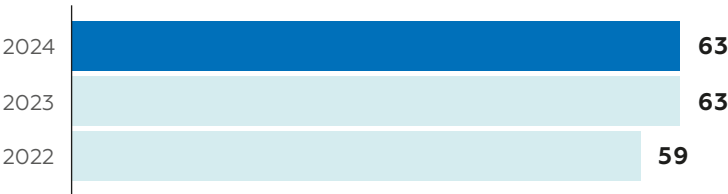
External ISPSM audits

63 Group entities with a total headcount of over 576,060 people were certified for ISPSM compliance with international and national standards<sup>6</sup>.

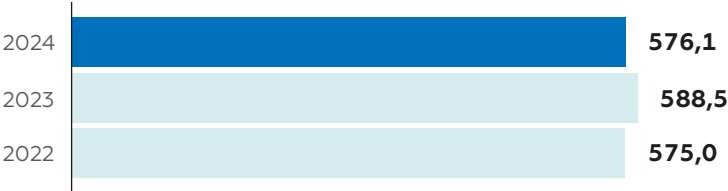
The Group's ISPSM complies with ISO 45001:2018<sup>7</sup> and GOST R ISO 45001-2020<sup>8</sup>.

<sup>4</sup> In line with STO Gazprom 18000.1-004-2020 Integrated System of Process Safety Management. Organizing and Conducting Audits.  
<sup>5</sup> STO Gazprom 18000.3-004-2020 Integrated System of Process Safety Management. Organizing and Conducting Audits approved by order of PJSC Gazprom No. 94 dated March 2, 2020.  
<sup>6</sup> Gas subsidiaries and PJSC Gazprom branches, including Gazprom Mezhhregiongaz, Gazprom GNP Holding, Gazprom Neft, and Gazprom Energoholding.  
<sup>7</sup> Occupation Health and Safety Management Systems. Requirements with Guidance for Use.  
<sup>8</sup> Occupation Health and Safety Management Systems. Requirements with Guidance for Use.

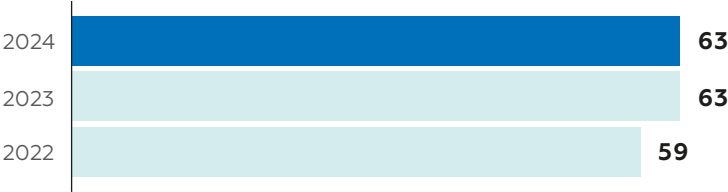
Number of Gazprom Group entities with ISPSM audits passed



Headcount of Gazprom Group subsidiaries and entities certified for compliance with Occupational Health and Safety Management Systems standard<sup>6</sup>, thousand people



Number of Gazprom Group entities certified for compliance with occupational health and safety management requirements

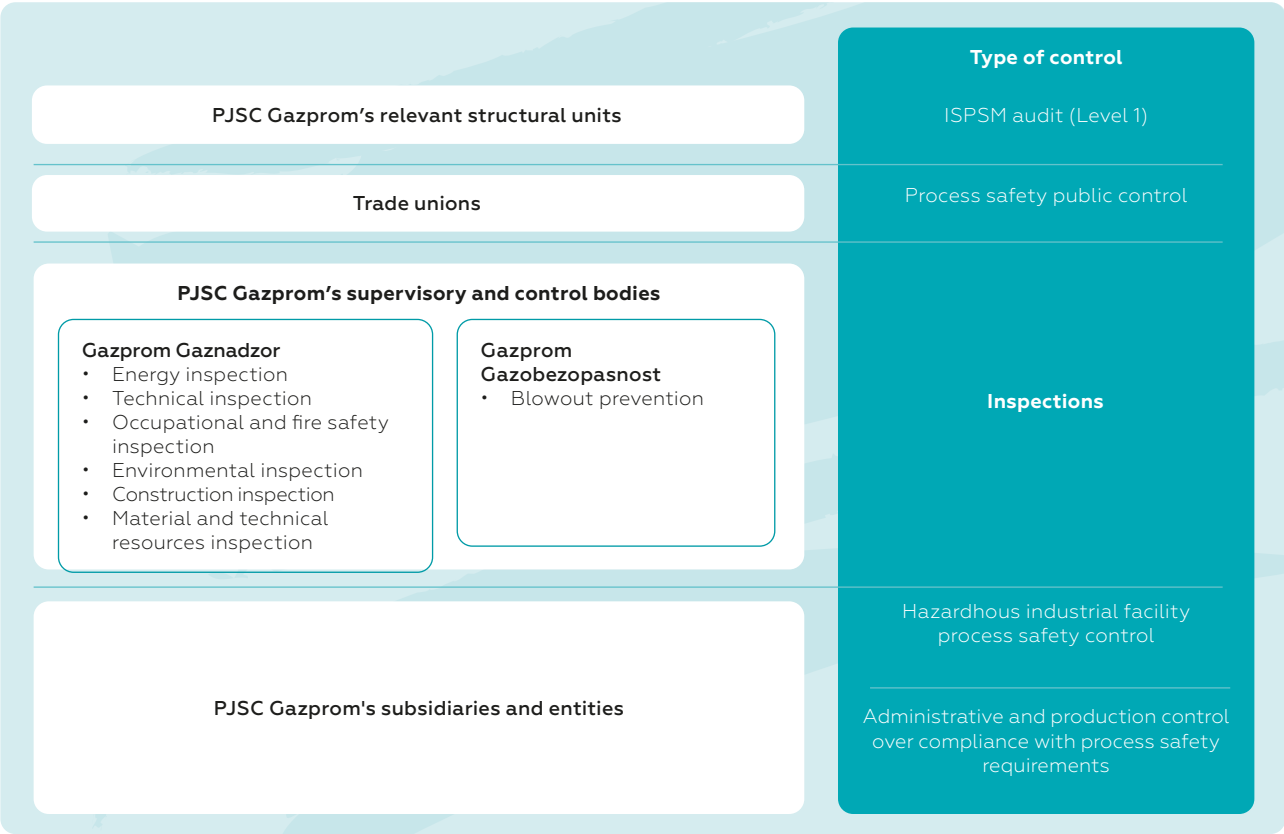


## Corporate Control over Compliance with Process Safety Rules

Internal audits of compliance with legislative and corporate requirements are conducted as part of corporate control over compliance with process safety requirements at the Gazprom Group's facilities.

Trade unions and authorized occupational safety officers from subsidiaries are in charge of public control over process safety.

### Corporate control over process safety



Sharing best practices

The Group exchanges relevant best practices with foreign partners. In 2024, R&D working groups including CNPC, Uzbekneftegaz and SOCAR representatives discussed relevant issues. Employees take an international training program on LNG production and storage safety in Istanbul, Turkey.

Digital safety management

In 2024, to handle large data sets in process safety, the Company launched an information management system for process safety (PSIMS) and plans to digitalize all processes in the near future.

The first PSIMS stage comprises digitalization of safety monitoring, supply of personal protective equipment, and labor conditions assessment, while the second stage will cover the automation of labor conditions control, incident recording and investigation, regulatory document management, process safety training, knowledge checks and certification.

For more details on process safety technologies applied in the Gazprom Group's investment projects, see the [PJSC Gazprom's Investment Program](#) subsection.

## Process Safety Risk Management

### Hazard and Risk Identification

PJSC Gazprom has a process safety management standard in place<sup>1</sup>.

In 2024, the risk assessment identified no critical risks related to process safety, while revealing six material risks:

- the risk of injury in a road accident;
- the risk of injury as a result of exposure to extreme temperatures;
- the risk of hazardous substances release with subsequent fire at HIFs of gas trunklines;
- the risk of electrical (electrical arc) injury;
- the risk of injury from aviation or rail accident;
- the risk of injury as a result of exposure to moving, flying or rotating objects and parts.

#### Risk management measures in process safety

The Gazprom Group manages process safety risks within the framework of the ISPSM. The risks are assessed in each subsidiary and entity. Measures are developed to mitigate key risks. Based on identified hazards and risk assessment, PJSC Gazprom, its subsidiaries and entities define process safety goals.

For each risk, the Company developed management measures, response methods, and mitigants. The implementation, performance and adequacy of these measures are controlled as part of the ISPSM audit, autumn and winter preparedness inspections, targeted checks, along with administrative and production assessment of process safety compliance. Progress against action plans is evaluated when reviewing subsidiaries' annual process safety reports and business reports.

<sup>1</sup> STO Gazprom 18000.1-002-2020 Integrated System of Process Safety Management. Hazard Identification and Process Safety Risk Management approved by PJSC Gazprom's order No. 37 dated January 30, 2020.

Incident Investigation

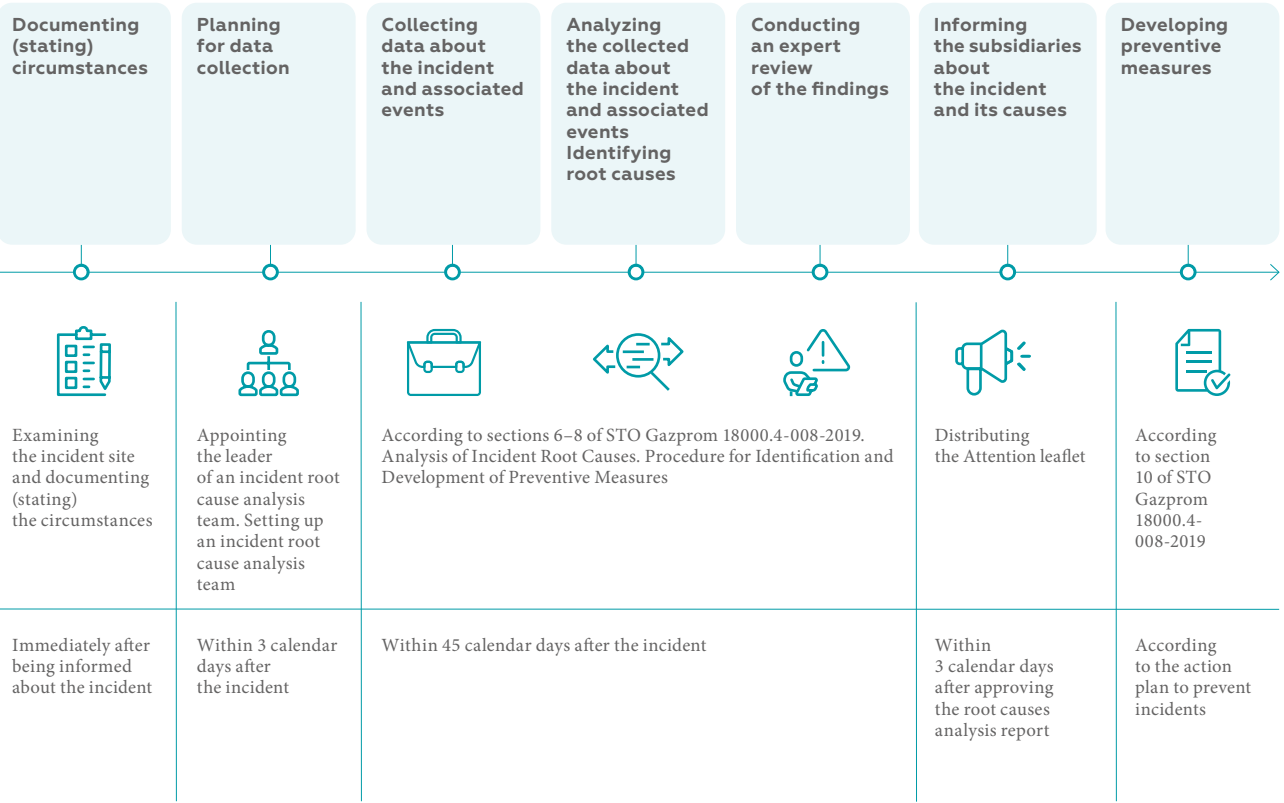
PJSC Gazprom ensures that every incident is rapidly and meticulously investigated to identify root causes and develop preventive measures. The investigation procedure is regulated by laws and a corporate standard<sup>1</sup>.

To investigate an incident, PJSC Gazprom creates a committee to take a record of the circumstances of the incident, collect data about the incident and all the associated events, analyze

the available materials and identified causes, and prepare an investigation report. The submitted information and findings are reviewed for completeness, accuracy, and reliability. Following the investigation, preventive measures are developed and implemented, and employees of PJSC Gazprom's structural units and branches are informed of the findings.

<sup>1</sup> STO Gazprom 18000.4-008-2019 Integrated System of Process Safety Management. Analysis of Incident Root Causes. Procedure for Identification and Development of Preventive Measures approved by order of PJSC Gazprom No. 208 dated May 31, 2019 (as amended).

Incident response process flow chart for occupational health, industrial, fire and road safety



Participation of Personnel in Ensuring Process Safety

The Gazprom Group has adopted a procedure for informing each employee about the process safety policy and objectives, as well as about each employee's personal responsibility and contribution to the ISPSM performance and improvement. Employees receive information about the requirements of ISPSM regulations applicable to their activities, learn about the actual and potential consequences of non-compliance. Personnel are made aware of the accident investigation procedure, risks, possible process safety incidents, and the actions to be taken by employees when they occur.

To exchange best practices in process safety, the Group employees take part in annual international and Russian conferences, present reports, read lectures as part of retraining programs, and act as moderators of panel discussions. In 2024, employees presented 120 reports, gave 27 lectures, and moderated 11 discussions.

Methods of Raising Employee Awareness of Process Safety

- Information stands;
- guides and videos on safe practices;
- reviews of accidents and incidents that occurred during the past month;
- video reconstructions of severe accidents;
- workplace legal reference systems for persons responsible for industrial safety;
- communication, notification and location systems for the personnel working at HIFs.



Training in Process Safety

Training of the Gazprom Group personnel in process safety forms the foundation for a safe working environment and preventing accidents. Training and professional development programs have been developed for each employee category at both the Gazprom Group's internal professional training centers and specialized educational organizations.

191,448 employees completed training in process safety<sup>2</sup>

<sup>2</sup> Data on managers, specialists, and other white-collar staff who completed training in process safety, occupational health, etc. The number of employees who completed training is stated in man-courses (where one person received training twice, they are counted twice, etc.).

Types of training programs

**In-person training programs**

Formats: training sessions, business games, etc.

**Digital learning tools**

Computer programs and models, interactive training courses, videos, webinars and online training

**Hands-on training and demonstrations**

Use of special equipment, evacuation and first aid drills

**Regular knowledge assessment**

Additional webinars are held online to clarify the application of ISPSM documents and work arrangements at PJSC Gazprom's facilities.

➔ For more details on the GID UIP, see the [Corporate Culture and Communications](#) subsection.

The GID UIP corporate mobile app, a shared communication channel for all of the Group's employees, features process safety functionality. The dedicated I Choose Safety section familiarizes employees with underlying ISPSM documents and provides access to courses and webinars. The reporting year saw over 650,000 visits to this section.



Group employees are obliged to report any incidents to their immediate supervisor and can also do so via a trade union organization or occupational safety officers. They can submit suggestions for improving ISPSM components, questions regarding process safety, and any other information on this topic through the following communication channels:

- by phone;
- by e-mail;
- by mail or courier with a “hotline” mark;
- through a subsidiary’s or entity’s intranet portal;
- through a mobile app;
- by an SMS message from the mobile phone or a text message via a messenger;
- by hand to the head of the respective unit or to the relevant service.

Any employee who reports an incident or risks, or makes a proposal for safety improvement is protected from any pressure, harassment or retaliation. They may refuse to perform work in case of danger to their life and health until such danger is eliminated¹.

112

process safety awards and accolades, including 41 federal ones, received by Gazprom Group employees in 2024

¹ Save where otherwise provided by law.

Control over Contractor’s Process Safety

PJSC Gazprom requires that contractors strictly comply with the applicable rules and standards regulated by the corporate document².

This document sets forth requirements for contractors’ process safety management system, interaction procedure, role distribution and areas of responsibility of all parties at construction, reconstruction and repair sites. A special emphasis is placed on work with potentially high risks associated with the presence of hazardous substances at assets under construction.

All contractor agreements for construction, renovation, diagnostics, maintenance, overhaul and current repair of PJSC Gazprom’s facilities include mandatory process safety requirements. Technical procurement regulations also have relevant provisions, while general contractor agreements impose penalties for violations, with mandatory requirements applicable along the entire supply chain.

² STO Gazprom 18000.2-015-2021 Integrated System of Process Safety Management. Requirements for Process Safety Management System. Procedure for Interacting with Contractors to Ensure Compliance with Process Safety Requirements at PJSC Gazprom’s Facilities approved by resolution of PJSC Gazprom No. 269 dated June 7, 2021.

### Safety Control

At each project stage, the contractor drafts and submits to PJSC Gazprom action plans to ensure process safety.

Measures to control contractual compliance include:

- administrative and production control;
- audits of contractors' safety management;
- remote monitoring using unmanned aerial vehicles.

In case of violations, the Company files a claim, including penalties, or, if agreed, has measures developed to improve labor conditions for an amount equivalent to the penalty.

Accidents involving contractors' employees are investigated in accordance with legal requirements. In line with their contractual obligations, contractors must analyze accident causes and design preventive measures³.

In the reporting year, fatalities among contractors dropped by 21.4% year-on-year, while work-related severe or permanent injuries⁴ went down 50%, from 22 to 11 cases, due to revised contractor engagement procedures and amendments to contracts on process safety penalties. Construction monitoring arrangements also had a positive effect.

### Injuries of contractors working at the Company's facilities

Year	Fatal accidents	Work-related severe or permanent injuries
2024	11	11
2023	14	22
2022	18	29

Number of fatal accidents related to the work of third-party contractors at the company's facilities

Number of work-related severe or permanent injuries by contractors (excl. fatal injuries)

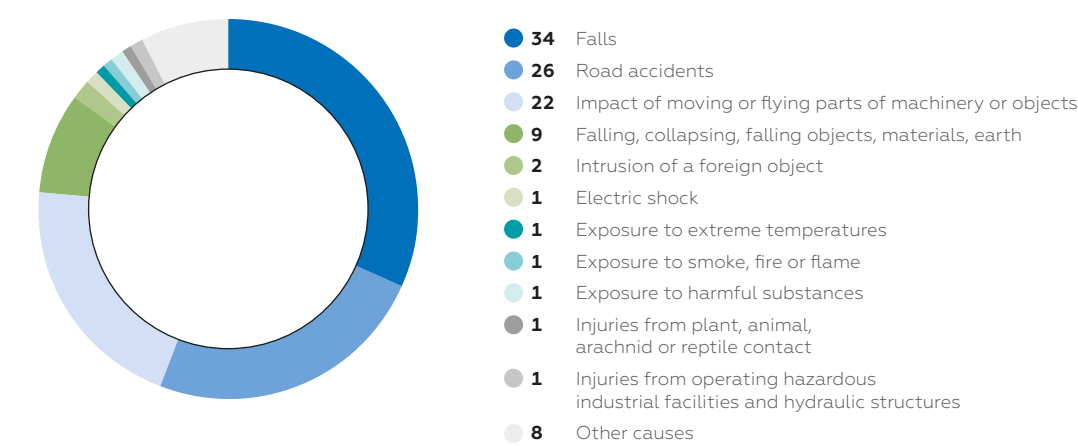
Gazprom Invest⁵ is responsible for contractor engagement in process safety, with a dedicated process safety commission coordinating this work. The commission meets at least once in six months.

³ According to STO Gazprom 18000.4-008-2019.

⁴ Excluding fatal injuries.

⁵ A single technical customer for implementing the Company's investment projects, 100% subsidiary of PJSC Gazprom.

Number of injured contractor employees by type of accident in 2024



Training of Contractor Employees

The Group oversees the implementation of process safety training programs for contractor employees.

The reporting year saw joint training sessions and drills held with contractors to respond to emergencies. Over 79,000 employees from 127 contractor companies of the Group took additional training on defensive driving, transport safety management for managers, specialists and drivers, dropped object prevention system, safety for HSE-2 managers and employees, analysis of accident root causes and procedures to identify them and develop preventive measures.

In 2024, two strategic sessions involving the first-line managers of key suppliers and PJSC Gazprom's operating entities were held to discuss targets, performance, priorities and future plans in process safety management. The sessions included training and round tables to exchange experience and find effective solutions enhancing process safety culture.

Audit of Suppliers in Process Safety

The Gazprom Group performs supplier audits for compliance with standards<sup>1</sup>. Comprehensive audits of suppliers run in three stages: desk audit, on-site audit and drafting of a comprehensive audit report. When auditing counterparties' management systems, the Company verifies compliance with process safety requirements stipulated by the Gazprom Group's standards<sup>2</sup> and contractual terms and conditions.

> 79,000 employees from 127 contractor companies of the Group took mandatory training in process safety in 2024

<sup>1</sup> STO Gazprom 178-2020 Procedure for Comprehensive Audit of Companies Manufacturing or Planning to Manufacture Products for the Needs of PJSC Gazprom approved by PJSC Gazprom's resolution No. 283 dated August 10, 2021.  
<sup>2</sup> STO Gazprom 18000 series.

Occupational Health

Material topics

4. The Gazprom Group's legal compliance

5. Health and process safety at the Gazprom Group and contractors

In addition to the system for managing process, fire and road safety, the ISPSM includes the occupational health and safety (OHS) management system, which complies with the Labor Code of the Russian Federation<sup>3</sup> and applicable laws and regulations, and covers all employees of PJSC Gazprom and its subsidiaries and entities.

PJSC Gazprom has trade union control over compliance with labor laws and safe working conditions, including audit of the Gazprom Group entities as part of the ISPSM, participation in commissions to check the quality assurance system and supply of employees with personal protective equipment. The Gazprom Workers' Union and its organizations employ 18 law labor inspectors, 37 technical labor inspectors, and 9,013 occupational safety officers.

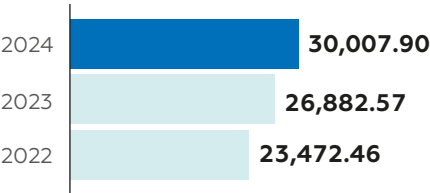
<sup>3</sup> Labor Code of the Russian Federation No. 197-FZ dated December 30, 2001.

Occupational health expenditures across the Gazprom Group, RUB million

Indicator	2022	2023	2024	Change 2024/2023, %
Gas business companies	14,663.4	17,165.78	18,528.71	+7.9
Gazprom Mezhhregiongaz	1,867.68	2,139.81	2,402.45	+12.3
Gazprom GNP Holding	95.37	138.35	134.14	-3.0
Gazprom Neft	5,106.71	4,805.30	6,482.26	+34.9
Gazprom Energoholding	1,739.3	2,633.33	2,460.39	-6.6
Gazprom Neftekhim Salavat	221.6	255.35	321.33	+25.8

MED 27 Gazprom Group Indicator 30

Occupational health expenditures of entities covered by the ISPSM, RUB million



RUB 30,007.9 MILLION occupational health expenditures of entities covered by the ISPSM

# SAFETY

## as the cornerstone of management decisions



Having worked my way up from oil and gas production operator to director general, I view strong process safety in the company as my top priority. In 2024, Gazprom Transgaz Stavropol implemented more than 400 occupational health and safety initiatives and introduced advanced process safety approaches to protect the lives and health of its employees, and prevent accidents and occupational diseases.

Our workers successfully complete overhauls, maintenance and equipment diagnostics, which helps ensure the accident-free operation of gas transportation facilities. The subsidiary not only meets its process safety targets, but also consistently wins corporate and industrial awards.



**ALEXEY  
ZAVGORDNEV**

**Director General,  
Gazprom Transgaz  
Stavropol**

Effectively manages the company, ensuring uninterrupted gas supplies in Southern Russia and stable gas transit to foreign consumers.

Honored with the second class Medal of the Order for Merit to the Fatherland.





Prevention of Occupational Injuries

National Development Goal: Comfortable and Safe Living Environment

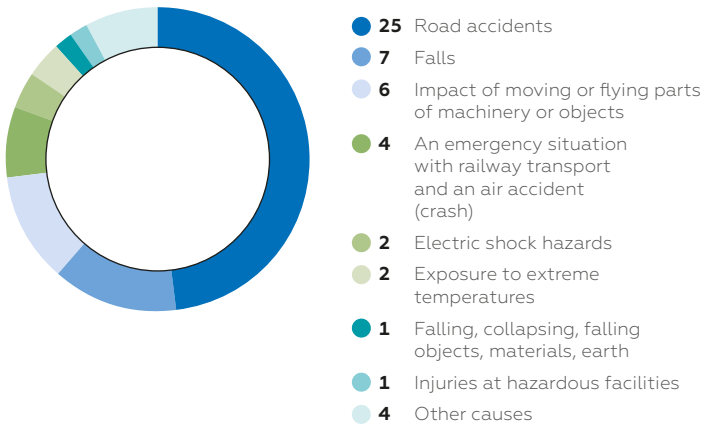
BR. Appendix 4, Identification of Hazards, Assessment of Accident and Incident Risks, Occupational Health Service, page 39

In 2024, PJSC Gazprom, its subsidiaries and entities<sup>1</sup> had 33 occupational accidents, which resulted in 52 injuries, including 9 fatalities. The number of injuries went down year-on-year thanks to a range of programs and measures seeking to reduce the occupational injury rates.

The main causes of work-related injuries in 2024 included road traffic accidents, falls and the impact of moving or flying parts of machinery or objects.

The Gazprom Group investigated the injury cases in accordance with the applicable Russian laws, identified their root causes and developed relevant prevention measures.

Types of accidents, 2024<sup>1</sup>



BR. Occupational injuries, page 40

Workplace injury rates<sup>1</sup>

Indicator	2022	2023	2024	Change 2024/2023, %
Injury frequency rate <sup>2</sup>	0.12	0.173	0.159	−8.1
Injury severity rate <sup>3</sup>	67.87	76.6	76.5	−0.13
Injured	39	57	52	−8.77
Fatalities	6	11	9	−18.18

In 2024, the injury frequency rate went down by 9.8% due to a lower overall number of occupational injuries. The injury severity rate decreased by 0.13% due to fewer work days lost, with a lower overall number of occupational injuries.

Among the reasons of fatalities in the reporting year there were road accidents (three employees died), electric shock (one fatality) and combustion of flammables and clothes (one fatality). Another four fatalities resulted from an emergency situation with railway transport and an air accident (crash).

<sup>1</sup> The data is provided for gas business companies covered by the ISPSM, excluding Gazprom Mezhregiongaz and Gazprom GNP Holding.  
<sup>2</sup> Number of work-related injuries requiring one or more days off work in the reporting year / average headcount × 1,000.  
<sup>3</sup> Total number of work days lost / total number of incidents.

MED 29



Number of injuries and fatalities as a result of incidents<sup>4</sup> at the Gazprom Group, persons

Indicator	2022	2023	2024
Gas business companies			
Injured	39	57	52
• incl. fatalities	6	11	9
Gazprom GNP Holding			
Injured	− <sup>5</sup>	6	3
• incl. fatalities	− <sup>5</sup>	2	0
Gazprom Mezhregiongaz			
Injured	− <sup>5</sup>	53	51
• incl. fatalities	− <sup>5</sup>	5	1
Gazprom Neft			
Injured	45 <sup>6</sup>	45 <sup>6</sup>	51
• incl. fatalities	0	0	1
Gazprom Energoholding			
Injured	7	15	11
• incl. fatalities	1	0	0
Gazprom Neftekhim Salavat			
Injured	1	0	5
• incl. fatalities	0	0	0

Gazprom Group Indicator 29.1

Lost time injury frequency rate (LTIFR)<sup>7</sup>, Gazprom Group

Indicator	2022	2023	2024	Change 2024/2023, %
Gas business companies	0.08	0.102	0.094	−7.8
Gazprom GNP Holding	− <sup>5</sup>	0.369	0.192	−48.0
Gazprom Mezhregiongaz	− <sup>5</sup>	0.204	0.207	+1,5
Gazprom Neft	0.338	0.323	0.360	+11.4
Gazprom Energoholding	0.086	0.191	0.155	−18.8
Gazprom Neftekhim Salavat	0.06	0	0.328	−

Lower LTIFR in the Gazprom Group's gas business and power generation companies in 2024 was driven by fewer persons injured as a result of incidents.

Higher LTIFR in the Gazprom Group's oil business was due to an increased number of lost time injuries.

<sup>4</sup> Injuries requiring one or more days off work and fatal injuries.  
<sup>5</sup> The data is provided for Gazprom Neft and its subsidiaries as well as the joint ventures under its operational control in Russia and abroad.  
<sup>6</sup> The data is provided for Gazprom Neft and its subsidiaries as well as the joint ventures under its operational control in Russia and abroad.  
<sup>7</sup> Number of persons injured as a result of incidents where lost time was involved / total man-hours worked × 1,000,000.

Gazprom Group Indicator 29.2

Fatal accident rate (FAR)<sup>1</sup>, Gazprom Group

Indicator	2022	2023	2024
Gas business companies	1.18	1.963	1.623
Gazprom Mezhregiongaz	— <sup>2</sup>	1.927	0.406
Gazprom GNP Holding	— <sup>2</sup>	12.309 <sup>3</sup>	0
Gazprom Neft	0	0	0.706
Gazprom Energoholding	1.23	0	0
Gazprom Neftekhim Salavat	0	0	0

Number of injuries and fatalities due to incidents at the Gazprom Group by gender

Indicator	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Gas business companies						
Injured	36	3	50	7	49	3
• incl. fatalities	6	0	11	0	9	0
Gazprom GNP Holding						
Injured	— <sup>2</sup>	— <sup>2</sup>	— <sup>2</sup>	— <sup>2</sup>	2	1
• incl. fatalities	— <sup>2</sup>	— <sup>2</sup>	— <sup>2</sup>	— <sup>2</sup>	0	0
Gazprom Mezhregiongaz						
Injured	— <sup>2</sup>	— <sup>2</sup>	— <sup>2</sup>	— <sup>2</sup>	44	7
• incl. fatalities	— <sup>2</sup>	— <sup>2</sup>	— <sup>2</sup>	— <sup>2</sup>	1	0
Gazprom Neft						
Injured	38	7	37	8	43	8
• incl. fatalities	0	0	0	0	1	0
Gazprom Energoholding						
Injured	6	1	14	1	9	2
• incl. fatalities	1	0	0	0	0	0
Gazprom Neftekhim Salavat						
Injured	1	0	0	0	4	1
• incl. fatalities	0	0	0	0	0	0

Differences in the numbers of injured male and female workers are due to the statistical difference between women and men working at hazardous industrial facilities.

To reduce accident risks, the Gazprom Group has a series of documents, including action plans to prevent workplace incidents, action plans to ensure safety at power utilities and fire safety, programs for the reconstruction and re-equipment of the Gazprom Group's facilities.

<sup>1</sup> Number of persons injured as a result of incidents where lost time was involved / total man-hours worked x 1,000,000.  
<sup>2</sup> No data was collected.  
<sup>3</sup> The indicator value for 2023 is due to two fatalities as a result of work-related injuries against a relatively low headcount of Gazprom GNP Holding's companies (9,161 employees as at December 31, 2023).

Road Safety

To mitigate the risks of road accidents, the Gazprom Group took the following measures in 2024.

- New documents were developed, including an action plan to ensure road safety<sup>4</sup>, a motor vehicle safety standard<sup>5</sup>, and guidelines with technical requirements for ensuring road safety<sup>6</sup>.
- Pilot projects to ensure road safety were launched at Gazprom Dobycha Astrakhan, Gazprom Dobycha Irkutsk, Gazprom Dobycha Orenburg, Gazprom Dobycha Urengoy, Gazprom Transgaz Krasnodar, and Gazprom Transgaz Tomsk. The projects envisage working groups made up of road safety department employees to organize

preventive checks at facilities, exchange successful practices and information on traffic management.

- There were checks to ensure implementation of the Comprehensive Plan of Key Measures to Prevent Road Accidents and Ensure Road Safety, and regular analysis of violations identified with further introduction of relevant remedies.
- We introduced a system using GLONASS data to monitor vehicle traffic at subsidiaries and entities engaged in core operations, and started connection of subsidiaries and entities not engaged in core operations to the corporate GLONASS monitoring system.
- As part of PJSC Gazprom's Labor Festival, there was an annual professional skills competition for drivers.

<sup>4</sup> The Comprehensive Plan of Key Measures to Prevent Road Accidents and Ensure Road Safety at Subsidiaries and Entities of PJSC Gazprom, approved by PJSC Gazprom's administrative document No. 03-258 dated September 12, 2024.  
<sup>5</sup> STO Gazprom 18000.2-014-2021 Motor Vehicle Safety. General Requirements for Road Safety at Subsidiaries and Entities of PJSC Gazprom, approved by decree of PJSC Gazprom No. 162 dated April 12, 2021.  
<sup>6</sup> PJSC Gazprom's Guidelines: Motor Vehicle Safety. Technical Requirements for Road Safety at Subsidiaries and Entities of PJSC Gazprom, approved by order No. 03-3186 of Deputy Chairman of the Management Committee – Head of Department at PJSC Gazprom dated November 22, 2022.



Digital control of roads in the North

Gazprom Neft developed a digital videoanalytics system to monitor snow-and-ice roads. This patented technology is being introduced at fields in Eastern and Western Siberia. The transport moving along snow-and-ice roads is equipped with video cameras and lidars , which use automated vision and laser scanning to create exact 3D models of road surfacing, tracing signs, locators, and borders of the auto track. This

helps analyse the condition of roads in real time, identify defects and deformations, and also enhance road safety. The innovation reduces the inspection time and improves control over the condition of snow-and-ice roads.

# Labor Conditions Assessment

To ensure process safety at the Gazprom Group's facilities, special labor conditions assessment (SLCA) and operational labor conditions control are carried out.

The occupational health services of subsidiaries and entities organize SLCA at least once in every five years<sup>1</sup>. The expert organizations included in the relevant register identify working environment and working process factors, and assess their impact on employees.

Operational control is held annually by industrial sanitation laboratories of PJSC Gazprom's subsidiaries and entities, and certified third-party laboratories. They identify harmful and/or hazardous workplace factors (if any) and their impact on employees' health.

Based on SLCA and operational control, programs to improve labor conditions are developed annually, with the following steps taken:

- employees are informed about the identified harmful and/or hazardous workplace factors at production sites;
- initiatives are developed and implemented to improve working conditions, including the provision of individual and collective protective equipment;
- mandatory preliminary and periodic medical check-ups are held.

**1.68 million** STUDIES AND MEASUREMENTS of harmful workplace factors conducted as part of operational control

PJSC Gazprom actively cooperates on process safety with federal executive bodies, including Rostekhnadzor, the Ministry of Labor and Social Protection, EMERCOM of Russia, Rostrud and Social Insurance Fund. In 2024, as part of agreements with Rostekhnadzor and the Ministry of Labor and Social Protection, over 30 events were organized, with the Company engaged in drafting regulations.

## SLCA across the Gazprom Group in 2024

Indicator	Number of workplaces
Gas business companies	32,218
Gazprom Mezhregiongaz	21,739
Gazprom GNP Holding	320
Gazprom Neft	12,498
Gazprom Energoholding	3,908
Gazprom Neftekhim Salavat	145

➔ For the number of workplaces and related employees in the organizations covered by the ISPSM, see the appendix to the [Process Safety](#) section.

<sup>1</sup> Pursuant to Federal Law No. 426-FZ On Special Assessment of Labor Conditions dated December 28, 2013.

# Occupational Disease Prevention

National Development Goal: Preservation of the Population, Strengthening Health and Improving the Wellbeing of People, Supporting Families

Long and Active Life National Project

BR. Support of Employee Health Improvements, Occupational Health Service, p. 39

Occupational diseases may develop in the Gazprom Group's employees exposed to production-related chemical and physical factors or experiencing physical overload and functional overexertion of certain bodily organs and systems.

Whenever an occupational disease is confirmed, the Group conducts an investigation to identify the causes and develop and adopt relevant prevention measures.

- informing employees about the identified harmful and/or hazardous workplace factors at production sites;
- providing employees with modern and effective personal and group protective equipment;
- mandatory medical check-ups;
- medical screening, monitoring, and preventive health examinations;
- programs to prevent occupational diseases;
- health resort treatment and employee vacations.

**0** fatalities caused by occupational diseases

**Occupational disease prevention measures taken by the Gazprom Group**

- Streamlining the labor process to cut the time of employees' exposure to production factors;
- working conditions control;
- upgrading and replacing obsolete equipment associated with high levels of employee exposure to harmful production factors;

In 2024, a Procedure for Interaction between Sanitary and Epidemiological Experts and Occupational Safety Personnel at PJSC Gazprom was developed for prompt response to occupational diseases identified. The document describes the procedure for identifying risk factors leading to development of occupational diseases and for working out rehabilitation measures.

## Occupational disease rates (ODR)<sup>2</sup>, Gazprom Group

Indicator	2022	2023	2024
Gas business companies	0.021	0.023	0.029
Gazprom Mezhregiongaz	— <sup>3</sup>	0	0.004
Gazprom GNP Holding	— <sup>3</sup>	0	0
Gazprom Neft	0	0	0
Gazprom Energoholding	0.012	0	0
Gazprom Neftekhim Salavat	0.062	0.062	0

In 2024, the occupational disease rate in the Gazprom Group's gas business companies grew by 26.1% due to a higher number of employees first diagnosed with occupational diseases (17 persons).

<sup>2</sup> Incident cases of occupational diseases / total man-hours worked x 1,000,000.  
<sup>3</sup> No data was collected.



# Industrial Safety

The Gazprom Group complies with industrial safety requirements, continuously monitors hazardous industrial facilities, and makes sure its assets are fully prepared for a fast response to accidents and incidents.

Industrial safety expenditures across the Gazprom Group, RUB million

Indicator	2022	2023	2024	Change 2024/2023, %
Gas business companies	6,814.17	5,130.48	8,389.27	+63.5
Gazprom GNP Holding	21.18	18.23	13.94	−23.5
Gazprom Mezhdregiongaz	951.41	11,392.84	1,197.47	−89.5
Gazprom Neft	368.07	478.82	338.96	−29.2
Gazprom Energoholding	697.12	786.11	1,057.31	+34.5
Gazprom Neftekhim Salavat	459.27	681.66	817.23	+19.9

Gazprom Group Indicator 31

Industrial safety expenditures of entities covered by the ISPSM, RUB million



The Gazprom Group's HIFs<sup>1</sup> as of December 31, 2024

Indicator	Number of HIFs
Gas business companies <sup>2</sup>	4.611
Gazprom GNP Holding	2.247
Gazprom Mezhdregiongaz	249
Gazprom Neft	730
Gazprom Energoholding	643
Gazprom Neftekhim Salavat	4

<sup>1</sup> Registered in Russia's State Register of Hazardous Industrial Facilities

<sup>2</sup> Excluding foreign gas business companies: Gazprom Armenia, Gazprom Transgaz Belarus, and Gazprom Kyrgyzstan.

## Accident Prevention

The Company implements the following programs aimed at cutting accident rate at production facilities:

- Comprehensive Program for Reconstruction and Re-Equipment of Gas Production Facilities for 2024–2028<sup>2</sup>;
- Comprehensive Program for Reconstruction and Re-Equipment of Gas and Liquid Hydrocarbon Processing Facilities for 2024–2028<sup>3</sup>;
- Comprehensive Program for Reconstruction and Re-Equipment of Gas Transportation Facilities for 2024–2028<sup>4</sup>.

On top of that, PJSC Gazprom drafts and updates local regulations to improve process control and equipment diagnostics.

In 2020, the Company introduced a corporate standard<sup>5</sup> with requirements imposed on employees trained to respond to potential emergencies at HIFs of PJSC Gazprom, its subsidiaries

and entities, including requirements for emergency response training (comprehensive, group, and individual) and assessing their efficiency.

To ensure occupational safety, the Gazprom Group:

- built 18 in-house emergency rescue teams;
- signed agreements with professional rescue teams;
- stockpiled materials and equipment and created provisions to contain and eliminate accident consequences;
- upgraded training and technical aids to prepare personnel for emergency response (computer simulators and training sites).

The Group upgrades and repairs equipment, conducts technical inspections, performs diagnostics and examines the industrial safety of technical devices, buildings and structures, holds personnel training in accident prevention and runs comprehensive accident response drills.

<sup>3</sup> Approved by resolution of the Management Committee of PJSC Gazprom No. 52 dated December 7, 2023.

<sup>4</sup> Approved by resolution of the Management Committee of PJSC Gazprom No. 36 dated September 28, 2023.

<sup>5</sup> Corporate standard STO Gazprom 18000.1-010-2020 Integrated System of Process Safety Management. Ensuring Preparedness for Emergencies at the Gazprom Group.

<sup>6</sup> The data is provided for entities covered by the ISPSM.

Number of of industrial accidents and incidents across the Gazprom Group

Indicator	2022	2023	2024
Gas business companies			
• Accidents	6	4	3
• Incidents	4	4	2
Gazprom Neft			
• Accidents	2	0	2
• Incidents	5	5	3
Gazprom Energoholding			
• Accidents	0	1	0
• Incidents	22	20	15
Gazprom Neftekhim Salavat			
• Accidents	0	0	1
• Incidents	0	1	5

The accidents mainly resulted from stress corrosion cracking, defects of welded pipeline joints, and poor tightness of shut-off valve threaded joints

Following the investigation of accidents and incidents and review of their root causes, the Company drafted and put in place a mitigation plan. Accident response measures are conducted in line with an action plan approved by each of the subsidiaries and entities. The plan provides for all accident breakout and development scenarios and interaction procedures while also allocating sufficient task force, materials and equipment, funds, and engineering resources.

Fire Safety

To prevent fires at the Gazprom Group's facilities, the Fire Safety Organizational and Technological Activities Plan was introduced<sup>1</sup>. In line with the Plan, the Group works to improve corporate controls, takes fire prevention measures, monitors the condition of fire-fighting systems, and holds comprehensive fire safety drills for personnel.

In 2024, the number of fires at PJSC Gazprom's protected facilities went up, i.e. there were three fires occurring due to different reasons, including electrical equipment failures, faults in the fuel supply system of the vehicle's auxiliary equipment, and vehicle electrical equipment faults. The fires resulted in no injuries.

<sup>1</sup> Approved by order No. 03-306 of Deputy Chairman of the Management Committee and Head of Department at PJSC Gazprom dated December 20, 2023.

Number of fires at the facilities of PJSC Gazprom<sup>2</sup>

Indicator	2022	2023	2024
Total number of fires	4	2	3
• incl. at production facilities	1	0	1
Fire injuries	1	0	0
• incl. fatalities	0	0	0
Damage, RUB million	26.1	81.6	0


PJSC Gazprom identifies threats of natural fires in the regions of natural gas production and transportation, with the information promptly communicated to relevant fire-fighting units. To that end, Gazprom Space Systems develops a fire monitoring IT service powered by space technology.

<sup>2</sup> The data is provided for gas business companies covered by the ISPSM, excluding Gazprom Mezhregiongaz and Gazprom GNP Holding.

Civil Defense

The Gazprom Group engages in consistent efforts to protect its employees, local residents and territories against emergencies.

Material topic



4. The Gazprom Group's legal compliance

Civil Defense System

In 2003, PJSC Gazprom launched a corporate civil defense system (CDS). It ensures protection of the Gazprom Group's staff and inventories against natural and man-made emergencies and terrorist attacks, and also protection of local residents and territories against natural and man-made emergencies linked to incidents and accidents at HIFs of the Gazprom Group.

Managing the civil defense system and its subsystems on the corporate level is the responsibility of the Chairman of PJSC Gazprom's Management Committee. The civil defense systems at PJSC Gazprom's subsidiaries and entities are managed by the executives of relevant subsidiaries and entities.

Structure of PJSC Gazprom's CDS

Civil Defense System

Protection of staff and inventories of PJSC Gazprom, its subsidiaries, entities, and branches

Gas Emergency System  
(part of a functional subsystem created by the Ministry of Energy)

Prevention and liquidation of emergencies at companies and facilities in the national energy industry, including;

- protection of employees;
- warning people living close to the HIFs of emergencies;
- improving the resilience of PJSC Gazprom's subsidiaries, entities, and branches;
- mitigating financial damage

# COURAGE,

## determination, professionalism



We work at the Russkaya compressor station operated by Gazprom Transgaz Krasnodar. This station is the starting point of the strategic TurkStream pipeline, and we are responsible for its security.

We successfully neutralized the threat, protected human lives, and prevented serious damage to the facility. We are proud to have fulfilled our professional duty.



ALEXEY  
DUBOVSKY

VIKTOR  
KLINOV

NIKOLAI  
BOGMA

**Employees of the Maykop Security  
Department, Krasnodar Security  
Division, Southern Interregional  
Security Directorate of PJSC Gazprom**

Repelled a drone attack on a secured facility, demonstrating personal courage and a high level of professionalism.

Honored with state awards  
of the Russian Federation.





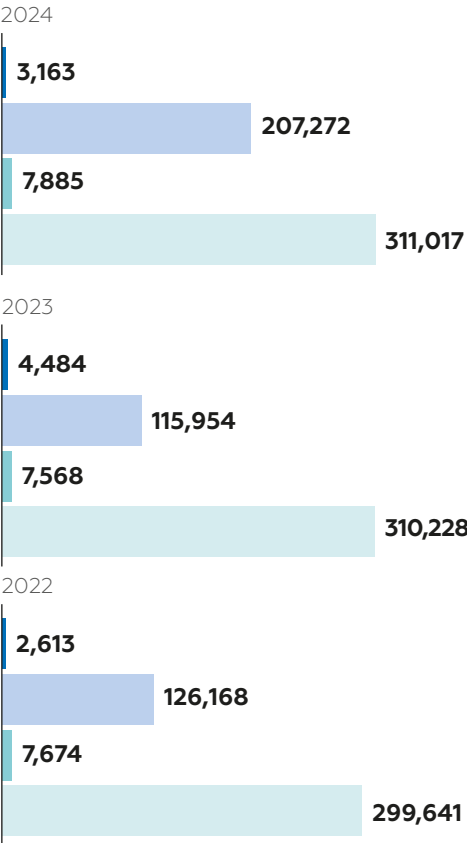
## Civil Defense Performance in 2024

In 2024, the Gazprom Group expanded its inventory of civil defense protection structures and made sure those were aligned with respective engineering and design regulations. Measures were taken to improve readiness of governance bodies and communication and alerting systems to remain fully operational in case of natural and man-made emergencies. Steps were made to cut accidents rate at industrial facilities and to protect employees and residents of adjacent territories from adverse effects associated with accidents and emergencies. Efforts continued to replace obsolete and expired personal protective equipment with cutting-edge alternatives made in Russia. Monitoring systems were improved to enhance safe operation of HIFs and to ensure protection of the lives and health of employees and local residents. Steps were taken to further train emergency rescue teams and improve access to necessary tools and equipment.

In the reporting year, Russia's Ministry of Civil Defence, Emergencies and Disaster Relief and PJSC Gazprom signed the Cooperation Agreement, with a joint action plan put in place.

In the reporting year, the number of the Gazprom Group's tactic drills, facility-based training sessions and tabletop exercises went down by 29.5% due to engaging more employees in the events already planned.

### Emergency preparedness among Gazprom Group employees



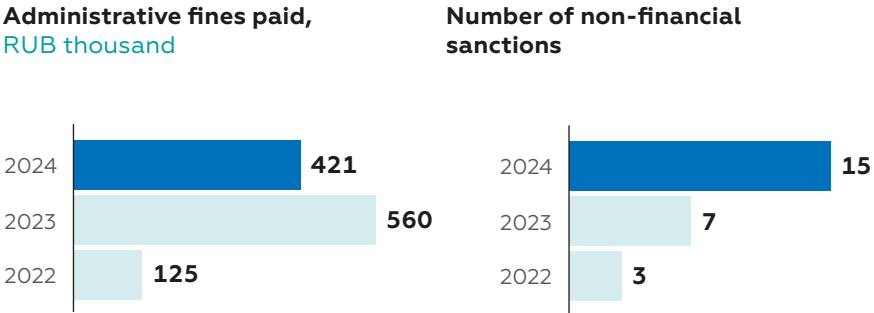
- Number of tactic drills, facility-based training sessions and tabletop exercises held to maintain emergency preparedness among Gazprom Group employees
- Number of Gazprom Group employees participating in tactic drills, facility-based training sessions and tabletop exercises
- Number of civil defense officers who completed training in emergency response
- Number of Gazprom Group employees who completed training in emergency response

0 natural or man-made emergencies at PJSC Gazprom facilities in 2024

In March 2024, PJSC Gazprom, its subsidiaries and entities took part in the Russian EMERCOM's tabletop exercises to liquidate emergencies caused by wildfires and floods. The exercises engaged management bodies and manpower of 27 branches in 12 entities across 19 regions of Russia, including 1,800 employees and 129 equipment items. The objectives of the exercises were fully accomplished. The results of the tabletop exercises confirmed that PJSC Gazprom's management bodies, manpower and equipment are ready for relevant tasks.

In the reporting year, the experts of the Russian Ministry of Energy's site commission engaged in the assessment of emergency response teams and rescuers at PJSC Gazprom carried out 40 checks of emergency response teams. The Ministry of Energy had 11 commission sessions, with over 1,400 rescuers and 40 emergency response teams certified. The effectiveness of the Company's system to prepare and certify rescuers was validated.

### Administrative fines and non-financial sanctions for failures to comply with civil defense and emergency protection procedures at the Gazprom Group



In 2024, the administrative fines paid for failures to comply with civil defense and emergency protection procedures amounted to RUB 421,000, which is 25% less than in 2023. The Gazprom Group entities saw 15 non-financial sanctions imposed against them in connection with civil defense and emergency protection (a 114% increase versus 2023). This was due to an increase in the number

of inspections held by regulatory bodies. The number of civil defense inspections went up in pursuance of the Russian President's Decree, which resulted in an increase in non-financial sanctions expressed by warnings. Their imposition led to smaller amounts of the administrative fines paid.

Regional Social and Economic Development

Cooperation with the Regions

One of PJSC Gazprom's key focus areas is improving people's quality of life, developing infrastructure in its regions of operation and creating conditions for raising healthy young generations with stable values. Through educational and healthcare projects, and by championing culture and sports, the Gazprom Group's entities drive continuous, dynamic growth in local communities' well-being, ensuring both preservation and full realization of human potential.

Material topics



1. Implementation of gas supply development and gas infrastructure expansion programs in Russian regions



10. Engagement with local communities across the Gazprom Group's footprint

Approach to Interaction with Regions of Operation

In building its partnerships with Russian regions, PJSC Gazprom is guided by the Regional Policy Concept<sup>1</sup>. Collaboration with government authorities, the Gazprom Group implements social programs that enhance quality of life for people across its regions of operation. The Company actively cultivates charitable initiatives and encourages corporate volunteering. Through dialog with local communities, PJSC Gazprom identifies resident needs and provides assistance where it is most needed.

<sup>1</sup> Approved by resolution of the Management Committee of OJSC Gazprom No. 32 dated May 22, 2003.

Areas of Cooperation with Russian Regions

- Tax payments to budgets of all levels
- Assistance in addressing social issues
- Support of indigenous minorities of the North
- Urban improvement in cities, towns, and villages
- Development of culture, sports, and education
- Employment opportunities
- Interaction with state institutions and local communities and implementation of joint projects
- Cooperation with state authorities on gas infrastructure expansion programs

Agreements with regions are concluded on behalf of PJSC Gazprom to ensure interaction with regions in implementing strategic projects, strengthen friendly partnership relations, and expand business ties between PJSC Gazprom's subsidiaries and entities with enterprises, organizations, and municipal authorities in the Russian regions. The Company interacts with regions in the area of social and economic development through its subsidiaries and entities operating in the respective regions.

Implementing regional agreements tackles social and economic challenges while making substantial contributions to infrastructure development. The Group also sets the scene for stable and promising operation of the Unified Gas Supply System based on a mutually beneficial partnership with Russian regions.

Cooperation agreements with municipal administrations are in place in almost all regions across the footprint of PJSC Gazprom's subsidiaries.

Organizational and functional transformation: regional aspect

ΕΠΟΦ

Creating the Unified Center for Support Functions (UCSF) requires strategic selection of locations for Shared Services Centers (SSCs). This process involves comprehensive studies of several Russian regions, weighing factors like economic attractiveness, transport and IT infrastructure quality, and local workforce training levels.

The analysis also focuses on the evaluation of expected social and economic benefits for host territories, including small business

development (encompassing service providers and infrastructure) and employment growth.

To attract qualified specialists and young talent to the UCSF, the Company plans to collaborate with regional universities and employment centers.

By establishing growth hubs and expanding local communities' human resource capabilities, the UCSF contributes to sustainable territorial development.

Gazprom Group Indicator 7

81 agreements with Russian regions in effect across the Gazprom Group in the reporting year



For more details on the effect of the Gazprom Group's investment projects in Russian regions, see the [About the Gazprom Group](#) section.



For more details on the Gazprom Group's relations with government and local authorities, see the [Stakeholder Engagement](#) Practices appendix.



For more details on the organizational and functional transformation of the Gazprom Group, see the [Organizational and Functional Transformation of the Gazprom Group](#) subsection.



# facing future WITH CONFIDENCE



I am responsible for building and developing a new residential district in Svobodny for employees of the Amur GPP and their families.

Designed for 5,000 residents, the Alekseevsky neighborhood features high-comfort apartments equipped with all the necessary furniture and appliances. So that our employees could focus on their work without worrying about their families, we have created a full range of amenities, including a kindergarten with an indoor swimming pool, Gazprom School Svobodny, and a fire station. Construction is underway on a clinic, a sports facility with an ice rink and an Olympic-size swimming pool, and a cultural venue that will accommodate a concert hall and a cinema. All facilities are adapted to the harsh climate of the Russian Far East.

This new neighborhood not only gives Amur GPP employees and their families confidence in a better future, but also showcases a modern approach to comfortable urban design, minimizes the environmental impact through innovative technologies, and creates new jobs and opportunities for the economic, social and cultural development of Svobodny and its residents.



**MIKHAIL  
SHIROKOV**

**Director General,  
Zhiloy Mikrorayon**

Leads construction of the Alekseevsky residential neighborhood in Svobodny for employees of the Amur GPP.





# Initial and Further Gas Infrastructure Expansion in Russian Regions

## Gas Infrastructure Expansion

The Gazprom Group views gas supply development and gas infrastructure expansion projects in Russian regions as its one of its key priorities.

Gas infrastructure expansion unlocks opportunities for business and industry by delivering more accessible, efficient energy. Replacement of old coal thermal power plants and boiler houses with modern gas stations helps cut atmospheric emissions and improve both environmental conditions and public health.

Russia's preliminary gas penetration rate hit 74.7% as of January 1, 2025<sup>1</sup> – or 90.1% of what is technically achievable nationwide.

The reporting year saw 272 inter-settlement gas pipelines with a total length of 3,040 km built by Gazprom Mezhrefiongaz to ensure gas supplies to 59,800 houses and apartments along with 288 boiler houses in 585 localities.

272

inter-settlement gas pipelines built with a total length of over 3,040 km

72

constituent entities of the Russian Federation<sup>2</sup> implement gas supply development and gas infrastructure expansion projects

74.7%

gas penetration rate in Russia as of the end of 2024<sup>1</sup>

RUB 262.0 BILLION

investment financing (including VAT) for inter- and intra-settlement gas pipeline construction, GDS and pipeline branches, as well as additional gas infrastructure expansion

<sup>1</sup> The gas penetration rate as of January 1, 2025 was preliminarily calculated by the Ministry of Energy of the Russian Federation and was presented at the Federal Gas Infrastructure Expansion Headquarters meeting held on February 6, 2025, in the report of Pavel Sorokin, Deputy Minister of Energy, indicating that the final calculation of the gas infrastructure coverage will be presented in 2H 2025 due to the timing of data provided for calculating the gas penetration rate by regional divisions of the Federal Service for State Registration and state statistics bodies.

<sup>2</sup> Under the 2021–2025 programs.

## Gas Infrastructure Expansion Program for 2021–2025

2020 saw the gas supply and gas infrastructure expansion programs for 2021–2025 drafted and approved for 67 constituent entities of the Russian Federation. In 2022, 66 of them were updated and programs through 2025 were developed and approved for the Republic of Tatarstan, as well as the Sverdlovsk, Chelyabinsk and Kostroma Regions; the respective program for the Irkutsk Region was adjusted.

In furtherance of Clause 8 of List of Instructions of the President of the Russian Federation Vladimir Putin<sup>3</sup>, Gazprom together with the executive authorities of the Republic of Buryatia, Trans-Baikal Territory, and Amur Region developed and approved the road maps for gas infrastructure expansion in Buryatia and Trans-Baikal Territory until 2032, and in Tynda Urban District until 2027. The road maps intended for Buryatia and the Trans-Baikal Territory provide for the drafting of Gas Supply Development and Gas Infrastructure Expansion Programs for 2026–2032 based on the results of the preceding activities, including work planned for 2024–2025, namely, the update, coordination, and approval of the forecast fuel and energy balances of these regions, as well as the preparation of materials for updating the Master Plans for Gas Supply Development and Gas Infrastructure Expansion.

We have strengthened our coordination with regional authorities on gas infrastructure expansion and gas supply in 2021–2025 by working more closely with regional headquarters, approving 2025 road maps, and maintaining tight oversight of social gas infrastructure expansion projects.



For the list of all Russian regions where the Gas Supply and Gas Infrastructure Expansion Programs are being implemented, see pages 154–155.

<sup>3</sup> List of Instructions of Vladimir Putin, the President of the Russian Federation, No. Pr-914 dated May 5, 2023.

### Facilities connected to gas as part of the Gas Supply and Gas Infrastructure Expansion Programs in Russian regions in 2024, by consumer category

Consumer category	Number of regions covered	Connected to gas in 2024
Apartment buildings and private households	72	59,800
Industrial, agricultural, municipal, and utility facilities	72	288
Educational institutions (schools, kindergartens, etc.)	33	41
Medical organizations	27	52
Eternal Flames and Memorial Flames	70	171

## Gas Infrastructure Expansion and the Clean Air Program

Under the federal Clean Air project (part of the Ecological Well-Being national project), gas is supplied to private households. Regional authorities provide targeted support to residents using compensations and financial assistance, while gas infrastructure expansion helps improve environmental conditions by reducing air pollution. Almost half of the participating cities and towns benefit from additional gas infrastructure expansion.

In 2021–2024, as part of the additional gas infrastructure expansion in the cities and towns participating in the Clean Air project, more than 27,000 private households were provided with a technical possibility of being connected to gas supply, with over 18,000 households actually connected to gas.

**In 2024, additional gas connection activities spanned 22 cities: :**

- Astrakhan
  - Barnaul
  - Bratsk
  - Iskitim
  - Kemerovo
  - Komsomolsk-on-Amur
  - Kurgan
  - Lipetsk
  - Magnitogorsk
  - Makhachkala
  - Mednogorsk
- Nizhny Tagil
  - Novokuznetsk
  - Novocherkassk
  - Omsk
  - Rostov-on-Don
  - Salavat
  - Sterlitamak
  - Ussuriysk
  - Chelyabinsk
  - Cherepovets
  - Yuzhno-Sakhalinsk

## Additional Gas Infrastructure Expansion

In the settlements with existing gas supplies, the Gazprom Group carries out further work to lay gas pipelines up to property boundaries and boiler houses of healthcare and educational facilities free of charge.

Gazprom Gazifikatsiya is a single operator responsible for gas infrastructure expansion in 73 Russian entities and the Sirius federal territory. Regional gas infrastructure expansion operators were selected for 16 constituent entities. The approved Rules of Interaction<sup>1</sup> establish how the Unified Gas Infrastructure Expansion Operator finances regional operators and independent gas distribution companies throughout the program.

Under the instruction of the President of the Russian Federation<sup>2</sup>, the social program providing for the connection of gas equipment of citizens, healthcare and educational facilities to gas distribution networks in gas-supplied localities was made permanent. The Unified Gas Infrastructure Expansion Operator concludes and performs additional gas infrastructure expansion agreements as respective requests are received.

<sup>1</sup> Instruction of Vladimir Putin, the President of the Russian Federation, No. Pr-2067 dated October 30, 2022.  
<sup>2</sup> Approved by the Russian Government's Decree No. 1550 dated September 13, 2021

### Utility connection of individuals<sup>3</sup>

Indicator	Across Russia	Including connections enabled by Gazprom Mezhhregiongaz and Gazprom Transgaz Kazan
Additional gas infrastructure expansion contracts signed with households	1,399.3 thousand	1,041.7 thousand
Gas infrastructure expanded to land plot boundaries as part of relevant contracts with households	1,178.4 thousand	886.4 thousand
Households with a technical possibility to be connected to gas supply	1,525.7 thousand	1,095.0 thousand
Households connected to and receiving gas supplies	767.9 thousand	576.0 thousand

From March 1, 2023 work is underway to connect educational and healthcare institutions to gas supplies.

<sup>3</sup> As of December 31, 2024, cumulative data from the start of additional gas infrastructure expansion.

### Utility connection of educational and healthcare institutions<sup>4</sup>

Indicator	Across Russia	Including connections enabled by Gazprom Mezhhregiongaz and Gazprom Transgaz Kazan
Additional gas infrastructure expansion contracts signed with educational and healthcare institutions	913	785
Gas infrastructure expanded to land plot boundaries as part of relevant contracts with educational and healthcare institutions	561	518
Educational and healthcare institutions connected to and receiving gas supplies	166	157

<sup>4</sup> As of December 31, 2024, cumulative data from March 1, 2023.

Gas Supply Development and Gas Infrastructure Expansion Programs in Russia for 2021–2025

Central Federal District

- 1 Belgorod Region
- 2 Bryansk Region
- 3 Vladimir Region
- 4 Voronezh Region
- 5 Ivanovo Region
- 6 Kaluga Region; Kemerovo Region
- 7 Kostroma Region
- 8 Kursk Region
- 9 Lipetsk Region 659(599)
- 10 Moscow and Moscow Region
- 11 Orel Region
- 12 Ryazan Region
- 13 Smolensk Region
- 14 Tambov Region
- 15 Tver Region
- 16 Tula Region
- 17 Yaroslavl Region

Southern Federal District

- 18 Astrakhan Region 794(187)
- 19 Volgograd Region
- 20 Krasnodar Territory
- 21 Rostov Region 2,143(1,714)
- 22 Republic of Adygeya
- 23 Republic of Kalmykia

North Caucasian Federal District

- 24 Kabardino-Balkarian Republic
- 25 Karachay-Cherkess Republic
- 26 Republic of Dagestan 206(128)
- 27 Republic of Ingushetia
- 28 Republic of North Ossetia – Alania
- 29 Stavropol Territory
- 30 Chechen Republic

North-Western Federal District

- 31 Arkhangelsk Region
- 32 Vologda Region 577(373)
- 33 Kaliningrad Region
- 34 St. Petersburg and Leningrad Region
- 35 Novgorod Region
- 36 Pskov Region
- 37 Republic of Karelia
- 38 Republic of Komi

Volga Federal District

- 39 Kirov Region
- 40 Nizhny Novgorod Region
- 41 Orenburg Region 16(16)
- 42 Penza Region
- 43 Perm Territory
- 44 Republic of Bashkortostan 859(801)
- 45 Republic of Mari El
- 46 Republic of Mordovia
- 47 Republic of Tatarstan
- 48 Samara Region
- 49 Saratov Region
- 50 Republic of Udmurtia
- 51 Ulyanovsk Region
- 52 Chuvash Republic

Siberian Federal District

- 53 Altai Territory 2,200(1,032)
- 54 Irkutsk Region
- 55 Kemerovo Region 71(48)
- 56 Novosibirsk Region
- 57 Omsk Region
- 58 Republic of Altai
- 59 Tomsk Region 1,126(626)

Urals Federal District

- 67 Kurgan Region 959(800)
- 68 Sverdlovsk Region 2,384(1,496)
- 69 Tyumen Region
- 70 Chelyabinsk Region 3,808(2,710)
- 71 Khanty-Mansi – Yugra Autonomous Area
- 72 Yamal-Nenets Autonomous Area

Far Eastern Federal District

- 60 Amur Region
- 61 Kamchatka Territory
- 62 Magadan Region
- 63 Primorye Territory 1,986(694)
- 64 Republic of Sakha (Yakutia)
- 65 Sakhalin Region 2,632(1,787)
- 66 Khabarovsk Territory 495(69)

In 2024, natural gas was supplied to:

- 30.2 million flats and private houses;
- 40,000 industrial facilities;
- 9,800 agricultural sites
- 385,800 utility facilities

27,519 (18,361)

Number of households with a technical possibility to be connected to gas supply under the Clean Air Program in 2021–2024 (connected households are indicated in brackets)



In Memory of Those Who Died in Defense of the Fatherland

As part of its gas infrastructure expansion efforts, PJSC Gazprom connects memorial complexes throughout the country to natural gas in honor of the Fatherland's defenders who gave their lives during the Great Patriotic War.

171

Eternal Flame memorials joined the gas network nationwide in 2024

1,807

Eternal Flames and Memorial Flames supervised by Gazprom Mezhregiongaz by the year-end

Following President Vladimir Putin's decision of May 1, 2022, natural gas is supplied to memorial flames at no cost<sup>1</sup>.

Alongside connecting and supplying gas to these memorial flames, PJSC Gazprom provides ongoing maintenance and landscaping for the memorial sites.



<sup>1</sup> In accordance with the Federal Law On Amendments to Article 8 of the Federal Law On Gas Supply in the Russian Federation and Articles 2 and 11 of the Law of the Russian Federation On Perpetuating the Memory of Those Who Died Defending the Fatherland dated May 1, 2022.



# Charity and Volunteering

One of the Gazprom Group's priorities is supporting populations in regions where it operates and creating opportunities for their development and well-being. Accordingly, preserving national values, creating sports opportunities for children and adults, developing culture and art, and improving regional infrastructure are important aspects of the Group's operations.

Material topics

-  3. The Gazprom Group's social projects
-  10. Interaction with local communities in the Gazprom Group's areas of operations

## Charity Management

PJSC Gazprom's Regulation on Sponsorship and Charitable Activities<sup>1</sup> sets out the key goals and objectives of the Gazprom Group in this realm, the guiding principles and priority areas, and competencies of PJSC Gazprom's governance bodies in making respective decisions.

### Key sponsorship and charity objectives

- Promote the government's social policies to support sustainable social and economic development in Russia and the regions where the Gazprom Group operates;
- contribute to addressing some of the most pressing social issues, thus enhancing public stability;
- foster a favorable environment for the Gazprom Group's core operations and build a positive public image.

Decisions on participation in financing social investment projects and events fall within the remit of the Chairman of the Management Committee.

Decisions on providing support to social projects by Gazprom Group subsidiaries and entities are made by their management.

PJSC Gazprom has a dedicated business unit (Department) responsible for planning, setting, and managing targets, control and provision of relevant details on charity activities to stakeholders. Some social investment projects and programs fall within the remit of the Department responsible for the information policy.

Number of charity and sponsorship initiatives funded by the Gazprom Group



OVER 4,100  
charity and sponsorship projects were funded by the Gazprom Group in 2024

<sup>1</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 2775 dated July 12, 2016 (as amended).

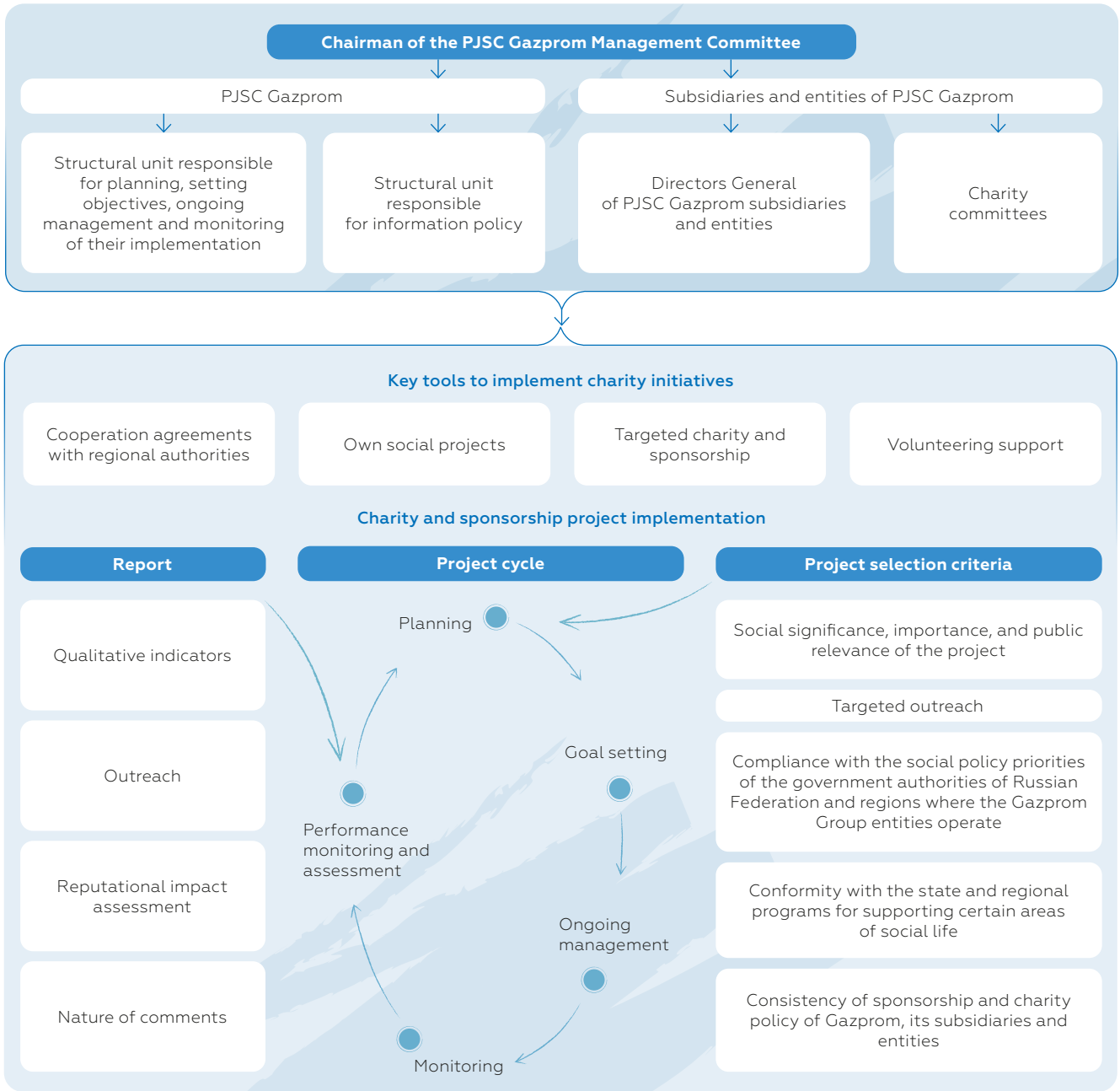
Gazprom Group entities decide whether to take part in projects based on the importance of such projects for local communities, as well as their relevance and potential positive impact on local development or improvement of living standards.

For more details on the Gazprom Group's engagement with local communities, see the [Stakeholder Engagement Practices](#) appendix

MЭP 34

PJSC Gazprom's charity support broken down by area, %

Type of costs	2022	2023	2024
Support of sports development (including sports facilities construction under the Gazprom for Children program)	52.67	30.86	25.22
Urban infrastructure improvement in PJSC Gazprom's regions of operation	18.04	37.68	45.25
Culture support	2.91	3.74	1.88
Education support	5.59	15.68	16.93
Spiritual values support	2.99	2.20	0.36
Other (support for healthcare, science, socially vulnerable groups, and other aspects)	17.80	9.84	10.36



# Gazprom for Children Project

17 years of running the Gazprom for Children project

194 sports, educational, social, and cultural facilities were built

1,859 outdoor flatworks (school stadiums and multifunctional sports grounds) were constructed

85 sports facilities were renovated

The Gazprom Group pays special attention to providing children and teenagers in Russian regions with opportunities for harmonious intellectual, spiritual, and physical development. This commitment led to the creation of the Group's flagship social project Gazprom for Children in 2007. The unprecedentedly scaled initiative spans 74 of 89 constituent entities of the Russian Federation across all federal districts, working to popularize sports and healthy lifestyles.

Modern sports infrastructure development and qualified coach training enhance sport's appeal and accessibility. The project has enabled hundreds

of thousands of children and teenagers to participate in sports at modern multifunctional and specialized sports facilities, visit modern pools and ice rinks, and compete at new stadiums and playgrounds. Sports facilities have been constructed not only in large cities with established sports cultures, but also in smaller settlements previously lacking adequate physical activity infrastructure.

New sports facility design incorporates the needs of children and teenagers with limited mobility. This approach sparks young people's sports interest, helps them appreciate physical activity's value, and establishes foundations for future achievements.

## Creation of New Jobs

Large-scale infrastructure construction requires substantial human resources. By building sports complexes and stadiums, PJSC Gazprom generates employment opportunities both during construction and throughout ongoing facility operations. The Gazprom for Children project provides employment opportunities for a wide range of professionals, from builders and engineers to the sports facilities' instructors, coaches, and maintenance personnel.



74 of 89 constituent entities of the Russian Federation across all federal districts joined the initiative to popularize sports and healthy lifestyles

~2,700 jobs were created by facilities built as part of the Gazprom for Children project in 2022–2024<sup>1</sup>

<sup>1</sup> Pursuant to the design documentation.

## Government Relations

PJSC Gazprom's collaboration with local administrations in the Gazprom for Children project implementation operates on social partnership principles. Facility planning considers the needs of each location for sports facilities, as well as the type and level of planned competitions.

PJSC Gazprom respects the interests of all project stakeholders, while also monitoring compliance with relevant agreements and commitments by all parties involved and providing project financing through charitable activities. The Gazprom for Children project draws extensive support from regional administrations, local authorities, and government bodies.

## Contribution to Sports Promotion

The Gazprom for Children project's extensive settlement coverage makes healthy lifestyles accessible across all generations. More than 270 thousand children can engage in different types of sports daily at sports facilities built over the project lifetime.

The Gazprom Group equips Gazprom for Children facilities to high standards, making them perfectly suited for competitions at multiple levels (local, federal, and international), strengthening regional economies.

Advanced sports infrastructure makes cities more attractive and comfortable, preventing migration of younger generations to large cities.

As part of the Gazprom for Children project, the Group supports the following key areas in sports:

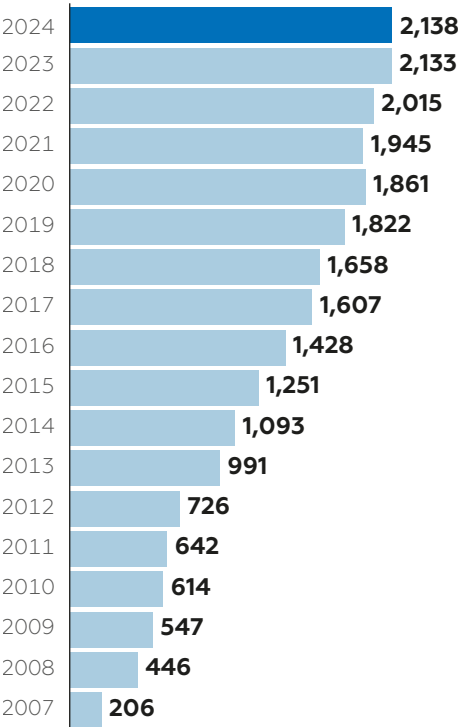
- water sports: swimming, diving, synchronized swimming, and water polo;
- ice hockey, figure skating, mass skating;
- game sports: basketball, volleyball, soccer, badminton;
- martial arts;
- athletics, physical training and fitness.

> 270,000

children can daily engage in different types of sports at sports facilities built over the project lifetime

Gazprom Group Indicator 6

Number of facilities as part of the Gazprom for Children project in 2007–2024 (cumulatively)



Key Focus Areas and Outcomes in 2024

In 2024, five facilities were commissioned in the Central and Far Eastern Federal Districts:

- one water sports center and two fitness complexes accessible to people with limited mobility (new construction);
- two sports facilities (refurbishment).

Amur Region

Sports and recreation center with an ice rink and a multipurpose hall in Tynda

July 2024 marked the grand opening of a sports and recreation center featuring an ice rink and multipurpose hall in Tynda, Amur Region, commemorating the 50th anniversary of Baikal–Amur Mainline construction commencement.

This center accommodates 804 daily visitors and is adapted for general physical training for users across all mobility groups. The ice rink serves both training and competition purposes for ice hockey and figure skating, while also hosting recreational ice skating. Additional facilities include a gymnasium, wrestling and choreography hall, and a universal hall equipped for basketball, volleyball, table tennis, badminton and futsal.

**6800 m²**  
total area of the sports center

Capital repairs of the Urozhay stadium in Tambovka

October 2024 saw completion of capital repairs at the Urozhay stadium in the village of Tambovka, Amur Region. The renovation encompassed the football field and lawn, spectator stands, sports pavilion, running tracks, athletics sectors, outdoor gymnasium and two universal playgrounds, plus installation of lighting and video surveillance systems.

The stadium restoration has revived training sessions in football, futsal, athletics, hockey, handball, volleyball, basketball and team sports, while enabling competitions and mass sporting events.

Capital repair of buildings and premises of the sports and recreation center in Zeya

April 2024 brought completion of capital repair of buildings and premises of the sports and recreation center in Zeya.

The renovation involved demolition and general construction work, complete replacement of heating, ventilation, water supply, sewerage and electrical systems, window replacement, exterior and interior door installation, building facade cladding with artificial panels, perimeter walkway construction, and sports parquet installation. The sports center with a swimming pool serves sports competitions, training programs, and swimming activities.

**2,000 m²**  
total area of the sports center

**> 5,200**  
young athletes were given a chance to do sports in 2024 under the Gazprom for Children project

Tula Region

Multipurpose sports center in Tula

March 2024 marked completion of a 2,500-seat multifunctional sports center in Tula. This new facility accommodates 696 daily visitors and combines a universal sports hall with 1,500-seat spectator stands and an athletics arena with 1,000-seat spectator stands. The arena features eight 100-meter straight running tracks, six 200-meter circular tracks, and sectors for high jump, triple jump, pole vault, javelin throw, and shot put.

The complex serves daily and periodic fitness, health and training sessions for the general population, including groups with limited mobility, hosts volleyball and basketball competitions at Russian championship level, and accommodates federal-level competitions and all-Russian athletics events.

**15,000 m²**  
total area of the sports center


Sakhalin Region

Volna water sports center in Yuzhno-Sakhalinsk

August 2024 witnessed the Volna water sports center opening in Yuzhno-Sakhalinsk. This facility accommodates 1,500 daily visitors and hosts all-Russian and international level competitions.

The complex houses two 50 × 25 meter pools with ten 3-meter-deep lanes and one 30 × 25 meter pool with twelve lanes up to 6 meters deep, equipped with diving apparatus ranging from 3 to 10 meters high, movable floating partitions and adjustable bottom systems for local depth reduction. Additional amenities include a choreography hall for synchronized swimming classes, a gymnasium, and a dedicated medical rehabilitation center.

**23,282 m²**  
total area of the sports center



President of the Russian Federation Vladimir Putin highly praised PJSC Gazprom’s achievements in implementing the Gazprom for Children project during an onsite meeting of the Council for the Development of Physical Culture and Sport held on October 17, 2024 in Ufa¹.

¹ President Putin’s speech at the opening ceremony of facilities commissioned in Russian regions in 2024: <http://kremlin.ru/events/president/news/75338>



Number of facilities built under the Gazprom for Children project

Central Federal District

- 42 Belgorod Region
- 23 Bryansk Region
- 20 Vladimir Region
- 105 Voronezh Region
- 28 Ivanovo Region
- 7 Kaluga Region
- 31 Kostroma Region
- 123 Kursk Region
- 29 Lipetsk Region
- 9 Moscow Region
- 4 Orel Region
- 26 Ryazan Region
- 5 Smolensk Region
- 10 Tambov Region
- 17 Tver Region
- 162 Tula Region
- 44 Yaroslavl Region
- 7 Moscow

692 Number of facilities built over the project lifetime

Southern Federal District

- 11 Republic of Adygea
- 12 Republic of Kalmykia
- 20 Krasnodar Territory
- 68 Astrakhan Region
- 68 Volgograd Region
- 79 Rostov Region

258 Number of facilities built over the project lifetime

North Caucasian Federal District

- 24 Republic of Dagestan
- 13 Republic of Ingushetia
- 3 Kabardino-Balkarian Republic
- 13 Karachayevo-Circassian Republic
- 9 Republic of North Ossetia – Alania
- 6 Chechen Republic
- 66 Stavropol Territory

134 Number of facilities built over the project lifetime

North-Western Federal District

- 25 Republic of Karelia
- 21 Republic of Komi
- 20 Arkhangelsk Region
- 10 Vologda Region
- 71 Kaliningrad Region
- 98 Leningrad Region
- 43 Novgorod Region
- 38 Pskov Region
- 43 St. Petersburg

369 Number of facilities built over the project lifetime

Urals Federal District

- 11 Kurgan Region
- 15 Sverdlovsk Region
- 8 Tyumen Region
- 13 Chelyabinsk Region
- 18 Khanty-Mansi Autonomous Area – Yugra
- 31 Yamal-Nenets Autonomous Area

96 Number of facilities built over the project lifetime

Volga Federal District

- 22 Republic of Bashkortostan
- 8 Republic of Mari El
- 9 Republic of Mordovia
- 12 Republic of Tatarstan
- 6 Republic of Udmurtia
- 10 Chuvash Republic
- 2 Perm Territory
- 53 Kirov Region
- 21 Nizhny Novgorod Region
- 57 Orenburg Region
- 58 Penza Region
- 17 Samara Region
- 21 Saratov Region
- 4 Ulyanovsk Region

300 Number of facilities built over the project lifetime

Siberian Federal District

- 1 Republic of Altai
- 5 Altai Territory
- 1 Krasnoyarsk Territory
- 25 Irkutsk Region
- 2 Kemerovo Region
- 6 Novosibirsk Region
- 90 Omsk Region
- 27 Tomsk Region

157 Number of facilities built over the project lifetime

Far Eastern Federal District

- 4 Republic of Sakha (Yakutia)
- 13 Primorye Territory
- 53 Khabarovsk Territory
- 40 Amur Region
- 20 Sakhalin Region
- 2 Jewish Autonomous Region

132 Number of facilities built over the project lifetime

2,138

Number of facilities built over the project lifetime

Contributing to St. Petersburg Development

The Gazprom Group is deeply committed to preserving the historical and cultural heritage of St. Petersburg and creating a comfortable urban environment. The Company strives to bequeath unique urban landmarks to future generations, fostering the city's development in line with Peter the Great's vision of openness to innovation and pursuit of progress.

PJSC Gazprom collaborates with the St. Petersburg Government through a dedicated agreement and several additional contracts. In 2022, a roadmap for interaction between the St. Petersburg Government and PJSC Gazprom was approved, outlining 64 major projects across ten diverse areas of social and economic development. This roadmap was updated in 2024 to reflect Gazprom's new initiatives crucial for St. Petersburg's growth.

Urban Improvement

As part of the city improvement program in St. Petersburg, architectural lighting and the city's street lighting are being modernized. Modern lamps with a historical look are being installed using energy-efficient technology.

Durable and safe granite is used for street improvements. Sidewalks and curbs are being reconstructed, ramps and dished water channels are being installed, and lawn fences and benches are being added. Green spaces are being expanded through the planting of trees and shrubs and the restoration of lawns.

In 2024, architectural lighting was installed on the Palace and Trinity Bridges, the Betancourt Bridge, the Elizaveta Buturlina Mansion, and the Pyotr Weiner Apartment Building. The fence around Kazan Cathedral was replaced, and outdoor lighting fixtures were upgraded on Marat Street, Pushkinskaya Street, and other sites in the city center. Work is nearing completion on updating the lighting of the architectural ensemble of Tekhnologicheskaya Square and on the comprehensive improvement of the Science Quarter on Vasilyevsky Island.

Peter's Way Walking Tour

2024 saw the launch of a new Peter's Way excursion route developed with the assistance of leading researchers from the St. Petersburg Institute of History of the Russian Academy of Sciences. The route features iconic locations where the city originated, including Petrovskaya Embankment, Peter the Great's Cabin, and Trinity Square. Extensive landscaping and outdoor lighting enhancements were undertaken as part of the project. A section of the route is paved with granite slabs measuring 84 cm in length, mirroring Peter the Great's stride. New lamps and lanterns, sculptures, bollards<sup>1</sup>, cannons, and even a height chart for comparison with the Emperor's stature have been installed. Visitors can walk Peter's Way with an accompanying audio guide available on the project's official website [https://petr.spb.ru/pp\\_en](https://petr.spb.ru/pp_en).

> 100 city streets, parks, embankments, and architectural assemblies successfully renovated since 2007.

> 20,000 lights installed



New Peter's Way Walking Tour [https://petr.spb.ru/pp\\_en](https://petr.spb.ru/pp_en)

<sup>1</sup> Paired posts with a common base on the deck of a vessel, used for securing mooring or towing lines (also "bits").

A 1,200 m<sup>2</sup> area near the Chernyshevskaya metro station has been reconstructed, as well as Smena Stadium, the home arena of FC Zenit. A sports complex featuring an indoor arena, a soccer field, and a general sports school has been constructed on Vernost Street.

Work continues on the architectural lighting of structures along the northeastern coast of the Neva Bay in the Gulf of Finland. A unified control system is being developed to manage and synchronize the lighting scenarios of existing projects. The design phase is also underway for illuminating the coastline and providing outdoor lighting for the Park of the 300th Anniversary of St. Petersburg.

Sports Facility Improvements

In 2024, Zenit Arena improved the sports and leisure center for testing compliance with the All-Russian GTO Physical Fitness Program (GTO site) located in the Park of the 300th Anniversary of St. Petersburg. In the reporting year, a tournament area, running tracks, pavilions for athletes, judges, and coaches, and an accessible area for people with limited mobility were constructed.

The total improved area of the GTO site is 28,378.0 m<sup>2</sup>. Efforts will continue in 2025.

Gazprom is developing a new maritime facade for the city. The Lakhta Center multifunctional complex, Gazprom Arena, and the Flagshtok public space have been opened in the Bolshaya Lakhta area. Comprehensive improvements are being made to the coastline of the Park of the 300th Anniversary of St. Petersburg.

The following public spaces and buildings within the Lakhta Center multifunctional complex were opened in 2024:

- **A new wharf** on the embankment near the Lakhta Center allows mooring for recreational passenger vessels. The wharf serves as the departure

point for Chaika, Russia's only LNG-powered river vessel owned by Gazprom LNG Technologies<sup>2</sup>.

- The **Lakhta Center Observation Deck** began operating in 2024 with limited access. Tours of the Lakhta Center's public spaces, including the observation deck on floors 83–86, were conducted for small groups, including athletes, journalists, photographers, representatives of socially vulnerable and disabled populations, museum staff, representatives of other scientific and cultural institutions, architects, and architecture students and faculty.
- **The Ark Building** of the Lakhta Center multifunctional complex and the surrounding area were also opened to the public. Over 220,000 people visited the Ark in 2024.

Flagshtock public space

In 2024, a combined ice rink covering 28,000 m<sup>2</sup> opened within the Flagshtock public space, setting a world record for artificial ice rinks.

Weekly charitable events were held for orphans, children with special needs, low-income families, and families of participants in the Special Military Operation.

During the two months of the 2024/2025 winter season, some 500,000 people visited the rink, bringing the total number of visitors since its opening in 2022 to 1.5 million. From November 2024 to January 2025, at least 86,000 people visited the Flagshtock ice rink for free, and at least 100,000 more as part of social groups.

Large-scale social events were also held, including free weekly ice-skating master classes in the "Mom, Dad, I are a Sports Family" series, regular free ice shows and performances for all rink visitors, a hockey tournament, and the Health in the Big City summer festival. More than 260,000 people took part in these events.

> 28,000 m<sup>2</sup>

a new world record set for the largest artificial ice rink, as recognized by the Russian Book of Records











Cultural and Artistic Endeavors

Friends of St. Petersburg

Gazprom's multifunctional social project, Friends of St. Petersburg, supports the Company's commitment to preserving and restoring the city's historical and cultural heritage. The project focuses on urban improvement and creative economy projects. Friends of St. Petersburg cultivates the creative environment, supports educational initiatives, and promotes professions related to restoration and preservation of St. Petersburg's cultural heritage.



Art Fair 1703

Since 2022, Gazprom has championed the promotion of contemporary art and the development of artistic practices through the St. Petersburg Art Fair 1703, providing systemic support to the Russian art market. The St. Petersburg Committee for Culture and the Manege Central Exhibition Hall are strategic partners of Art Fair 1703.

Art Fair 1703 marked a milestone as the first cultural event offered free of charge to the artistic community, galleries, and creative associations. The project runs parallel exhibition programs, special projects with galleries, and an educational lecture series, systematically engaging a broad audience with current artistic trends and issues related to collecting and supporting contemporary art.

In June 2024, PJSC Gazprom unveiled the fair's third season. 41 galleries from St. Petersburg, Moscow, Kaluga, Nizhny Novgorod, Samara, Istanbul, and Dubai participated, along with four collections in the non-commercial section.

>20,000 visitors  
21 lectures and discussions



For more details on Art Fair 1703, see <https://1703af.ru/en/>



For more details on Gazprom's Friends of St. Petersburg project, see <https://spbfriends.ru>.

Project highlights in 2024

Mentoring Program

Professional master classes, open lectures, an integrated course for students from relevant universities, led by experts, hosted by premier art restoration entities, and endorsed by the Committee for State Control, Use, and Protection of Historical and Cultural Monuments

56 events, 254 participants.

Professional master classes within the framework of the restoration of Karl Bryullov's painting "The Last Day of Pompeii" and the Zubov Wing of the Catherine Palace. Creation by students of the Amber Room capsule collection, from jewelry and accessories to wardrobe items and board games. Development of an inclusive route through the Zubov Wing of the Tsarskoye Selo State Museum and Heritage Site.

Laboratory

Hands-on research activities for students and young professionals in design, architecture, urban planning, restoration, and related fields

Student competition focused on developing the style for the Friends of St. Petersburg festival.

Implementation of a cultural research laboratory to create the audiovisual performance called The Reverse Side of the Palace in the Mikhailovsky Garden. Interconnections art residency educational project featuring artists from across Russia.

Creative Bureau

A media portal, social media, and analytical center managed by young professionals in collaboration with experts. New and experienced editors, columnists, journalists, and bloggers contributing content about St. Petersburg and its cultural and historical endeavors

Year-round Youth Editorial Board with students selected for a term of 12 months

65 communications students from different St. Petersburg universities. A School of New Media in Culture (350 participants), a sociological research analytical center, and international youth exchange programs with Serbia.

Volunteers

Cultural volunteering. An initiative fostering volunteering pursuits within the cultural sector, intertwined with the broader, collaborative efforts of everyone involved in the city's cultural activities

More than 1,500 volunteers.

Participation in 40 separate events (Children's Days, Museum Night, Friends of St. Petersburg festival, Russia EXPO at VDNKh, etc). Training of volunteer mediators, conducting art mediations at various city venues, including the Peter's Way route.

Festival

Annual city festival with free master classes, excursions, lectures, exhibitions, film screenings, as well as a business program featuring famous artists, art historians, architects, and curators

In September, the third annual Friends of St. Petersburg festival took place, bringing together 25 museum, exhibition, and concert venues.

There were over 100 free cultural events attracting more than 24,000 residents and tourists. For the first time, the festival was held at the Lakhta Center multifunctional complex.

Immersion

This initiative offers custom tours and educational historical programs featuring input from top professionals in art restoration, architecture, museum activities, and urban planning

**Immersion: Persian Motifs**, an intellectual video quest, premiered as part of a collaborative project with the Russia-K television channel. A series of exclusive excursions for a broad audience, including members of the project's social media community. Friends of St. Petersburg project boasting a social media audience of over 37,500. Architectural Ensemble, a 25-episode program, aired on Radio Zenit.



Projects to Preserve Russia’s Historical Heritage

Opening of New Halls in the Peter the Great Gallery

Since 2022, Gazprom and the State Hermitage Museum have collaborated on a permanent exhibition, The Gallery of Peter the Great, situated within the Winter Palace. This exhibition celebrates the life and legacy of Russia’s first emperor, his associates, and successors. The gallery showcases paintings, objects crafted by Peter the Great himself, his lathes, tools, attire, and other personal belongings.

In December 2024, an expanded exhibition opened, continuing the narrative of art and culture in the second quarter of the 18th century. This new section explores the development of Peter’s reforms in Russian art and culture during the reigns of Empresses Anna Ioannovna and Elizabeth Petrovna. Ten halls are now open to the public as part of the permanent Gallery of Peter the Great exhibition.

Restoration of the Chinese Palace

With Gazprom’s support, a comprehensive restoration of the Chinese Palace in Oranienbaum (Peterhof State Museum Reserve) took place from 2007 to 2024.

In June 2024, the 18th-century residence of Empress Catherine II reopened its doors to visitors, revealing the results of this comprehensive project. All seventeen state rooms, along with three additional spaces, are now accessible to the public.

Reconstruction of the Zubov Wing

In 2019, the Tsarskoye Selo State Museum and Heritage Site, with the backing of Gazprom, embarked upon an ambitious project to recreate the interiors of Catherine II’s private apartments in the Zubov Wing of the Catherine Palace.

In December 2024, these meticulously restored interiors were unveiled. The Catherine II: Personal Space exhibition, comprising eight rooms, now forms a new and captivating tourist route.

200 specialists, skilled in stuccowork, gilding, woodcarving, painting, and metal casting, contributed their expertise to this undertaking. 474 m2 of parquet flooring were recreated, and over 1,000 m2 of glass were manufactured for the halls’ embellishment. Furthermore, through a collaboration between the Tsarskoye Selo State Museum and Heritage Site and Gazprom’s Friends of St. Petersburg project, a series of themed master classes in painting and plaster molding accompanied the restoration.

Opening the Monument to Admiral Fyodor Ushakov

Gazprom’s support has enabled the installation of a monument honoring the distinguished Admiral Fyodor Ushakov, situated opposite the Central Naval Museum. The adjacent area has also been beautifully landscaped, with 1,260 m² of granite paving and 510 m² of green space, creating a welcoming new destination for visitors and a fitting tribute to Russia’s maritime legacy.

A Partner in the Restoration Projects of the Russian Museum

For many years, PJSC Gazprom has partnered with the State Russian Museum on a number of restoration projects. With the Company’s support, significant restoration work has been carried out on iconic paintings from the museum’s collection. Under the umbrella of the Friends of St. Petersburg project, a series of master classes on the preservation and restoration of museum treasures has been developed for students of dedicated educational institutions. This is crucial for passing down the traditions of the Leningrad school of restoration to emerging

professionals, allowing them to benefit from the knowledge and skills of established experts in restoration and museum practice.

“He Conquered Both Time and Space...”

On June 6, 2024, with the support of Gazprom, the exhibition opened in the halls of the Stroganov Palace at the Russian Museum. Commemorating the 225th anniversary of Alexander Pushkin’s birth, the extensive exhibition brought together over 300 items for the first time.

Live Restoration

Experts from the Russian Museum undertook the meticulous restoration of one of the museum’s signature pieces – Karl Bryullov’s historical canvas, The Last Day of Pompeii (1833). This process unfolded within the Benois Wing, allowing museum visitors to witness firsthand the revival of this world-renowned masterpiece of Russian painting. This innovative approach offered a unique glimpse behind the scenes of museum work, showcasing the delicate artistry of restoration to a wider audience.





# Examples of Charity Projects in the Gazprom Group's Regions of Operation in 2024

## Infrastructure Improvements

In the reporting year, the Gazprom Group continued to drive urban improvements and develop municipal infrastructure.

National Development Goal: Comfortable and Safe Living Environment

Russia's National Project: Housing and Urban Environment

During the restoration process, Gazprom Mezhrefiongaz made sure 190 km of gas pipelines were cleared of water, 136 gas regulation points were repaired, and surrounding areas were restored. Temporary accommodation was arranged for affected residents, and over 2,000 gas appliances were repaired in their homes; around 60 gas boilers, water heaters, and stoves were replaced free of charge. Additionally, 238 gas meters with automatic data transmission were installed.

Throughout 2024, Gazprom provided extensive support to residents of the Orenburg Region, assisting them in coping with the aftermath of spring flooding that impacted 67 settlements. To ensure the safety of gas consumers, employees swiftly suspended gas supply to over 32,000 properties in flooded areas. The Love, Family and Fidelity Square in Kargasok, Tomsk Region, was renovated in 2024 with the support of Vostokgazprom. The project included a full range of improvements:

- leveling the site;
- installing fencing and benches;
- providing lighting;
- planting shrubs and trees;
- laying out a lawn.

Children's playground equipment was also installed. The square now features a Reconciliation Bench and a heart-shaped architectural composition symbolizing love and fidelity.

> 80

improvement projects completed in 2024

## Culture Support

Russia's National Goal: Realization of the Potential of Each Person, Development of His Talents, Education of a Patriotic and Socially Responsible Personality

With Gazprom's support, cultural events are becoming accessible to people of all ages in various regions across Russia.

Gazprom's support made possible the 9th International Mariinsky Far East Festival, which brought opera and ballet performances by renowned artists to the Far East region. The festival showcased 12 performances attended by 14,600 spectators.

Gazprom also supports the National Drama Theatre of Russia (the Alexandrinsky Theatre), the Tovstonogov Bolshoi Drama Theater, and the St. Petersburg Lensovet Academic Theatre. Since 2016, Gazprom has been the general partner of the Context. Diana Vishneva International Festival of Contemporary Choreography, held at prominent venues in St. Petersburg and Moscow.

Gazprom Transgaz Saratov supported the creation and presentation of Bogolyubov.Live, the region's first promenade audio performance, based on the permanent exhibition of the Radishchev Art Museum in Saratov. This project blended theatrical and museum practices: audio equipment was acquired, and the creators collaborated with scriptwriters, playwrights, composers, musicians, and actors during the recording of lectures in a professional studio. From September to December 2024, approximately 30,000 people attended this event dedicated to the life and work of Alexey Bogolyubov.

In July 2023, a missile explosion in Taganrog damaged a branch of the local art museum and its precious collection. 22 paintings sustained damage, including works by renowned artists such as Victor Borisov-Musatov, Valentin Serov, Konstantin Korovin, Zinaida Serebriakova, Nicholas Roerich, Filipp Malyavin, Leonid Turzhansky, and others. Thanks to the generous support of Gazprom, a comprehensive restoration effort was undertaken. On April 22, 2024, these works were unveiled to the public in a special exhibition titled Saved Masterpieces: The Russian Museum to Taganrog.x The paintings were returned to the Taganrog Art Museum after the exhibition.

> 620

culture support projects completed in 2024

## Support for Education and Culture

Russia's National Goal: Realization of the Potential of Each Person, Development of His Talents, Education of a Patriotic and Socially Responsible Personality

Developing educational institutions and supporting their initiatives is a cornerstone of Gazprom's philanthropic endeavors.

The Gazprom Group entities are committed to fostering modern learning environments in kindergartens and schools, while also providing crucial support to educators and students. During the reporting year, the companies actively participated in the renovation and equipping of several universities, including Sirius University, Tomsk Polytechnic University, Tomsk

State University, Ufa State Petroleum Technological University, and the Gubkin Russian State University of Oil and Gas. Furthermore, 2024 saw the modernization of the training center at Admiral Makarov State University of Maritime and Inland Shipping, while the Tyumen Young Geologists Club received new equipment and educational resources.

> 790

education support projects completed in 2024

# comprehensive *SUPPORT* for regions of operation



I coordinate all aspects of charitable activities at Gazprom Transgaz Saint Petersburg to make sure they are efficient and tailored to the needs of beneficiaries.

For example, in 2024 the company continued to support St. Petersburg Hospice for Children and Adults by funding medical supplies that improve the quality of life for patients with severe and incurable illnesses. We sponsored two international futsal and mini-football tournaments for teams from boarding schools and childcare institutions for orphans and children without parental care. We also supported the National Underwater Research Center in its surveys of the Neva River and launch of a virtual museum featuring recovered artefacts.

Our charitable portfolio includes more than 60 cultural, spiritual, environmental, sports, social and other initiatives. We are committed to supporting partner organizations that are making a difference in various regions across the country.



*ALEVTINA  
BELENKO*

**Head of Charitable  
Activities at the PR and  
Media Department,  
Gazprom Transgaz Saint  
Petersburg**

Coordinates the company's charitable projects aimed at improving quality of life in the regions of operation.



Healthcare Support

Russia's National Goal: Preservation of the Population, Strengthening Health and Improving the Wellbeing of People, Supporting Families

Russia's National Project: Long and Active Life

The Gazprom Group places a strong emphasis on supporting healthcare programs and initiatives.

Diagnostics save lives

Thanks to a generous donation from Gazprom, the Science for Children Foundation, dedicated to supporting and advancing pediatric hematology, oncology, and immunology, funded a vital research project at the Dmitry Rogachev National Research Center. Since 2017, the project titled Development of Innovative Approaches to Treat Acquired Aplastic Anemia (AAA) in Children has established a comprehensive scientific registry encompassing 751 patients from 46 clinics across Russia. Of these, 582 patients (78%) received confirmed diagnoses of AAA; for 22% of the children, more precise diagnostics differentiated AAA from other conditions requiring different treatment approaches.

This refined diagnostic algorithm has now been implemented in clinical practice nationwide. As a result, patients receive necessary treatment more rapidly, whether it be a bone marrow transplant or specialized immunosuppressive therapy. Ongoing monitoring tracks their progress, with treatment outcome data meticulously collected and analyzed. These findings are then presented at medical conferences, contributing to continuous improvements in the diagnosis and treatment of such diseases. Ultimately, this project strengthens the pediatric hematological care system in Russia and significantly enhances the effectiveness of treatment for children battling serious blood disorders.

Gazprom Dobycha Tomsk, in collaboration with the Tomsk Region Department of Health, continues its Floating Clinic project, providing essential medical services to residents of remote villages. For six weeks, a team of medical professionals operated from a specially equipped vessel, visiting 32 settlements. Over 1,500 people, including more than 300 children, received medical examinations. The doctors conducted thousands of laboratory tests and ultrasound scans, helping to detect and prevent serious illnesses.

Support of Spiritual Values

Russia's National Goal: Realization of the Potential of Each Person, Development of His Talents, Education of a Patriotic and Socially Responsible Personality

Russia's National Project: Tourism and Hospitality

By preserving historical monuments, the spiritual and cultural heritage of Russia's multiethnic and multiconfessional community, and fostering historical memory, knowledge,

and respect for the spiritual feats of our ancestors, the Gazprom Group contributes to strengthening the nation's value priorities and sense of unity with the country, its rich history, and culture.

> 100

healthcare support projects completed in 2024

> 280

spiritual values support projects completed in 2024

1. About the Gazprom Group

2. Role in National Economy

3. Gazprom Group's people

4. Process Safety

5. Regional Social and Economic Development

6. Environmental Protection Improving Energy Efficiency and Energy Saving

7. Appendices

With the generous support of Gazprom Transgaz Saint Petersburg, 2024 witnessed the exquisite restoration of the wall murals within a unique 18th-century federal landmark, the Church of the Tikhvin Icon of the Mother of God and its adjoining garden, located in the village of Putilovo, Leningrad Region. Pentecost and The Ascension of the Lord compositions were meticulously crafted by artists in the architectural and artistic style of classicism, using a multi-layered academic oil painting technique. This church stands as one of the largest in the Leningrad Region, serving the village of Putilovo, home to approximately 2,000 residents. This project, which contributes significantly to the preservation of Russia's spiritual and moral heritage, will continue in the future.

Support of Sports

National Development Goal: Preservation of the Population, Strengthening Health and Improving the Wellbeing of People, Supporting Families

National project: Sports

Gazprom Group entities focus on creating sports infrastructure across regions of operations and holding significant events.

> 890

sports support projects completed in 2024<sup>1</sup>

<sup>1</sup> Including sports facilities constructed under the Gazprom for Children project.

Games of the Future

In 2024, supported by PJSC Gazprom, the first international multi-sports tournament – Games of the Future – was held in Kazan. Its objective is to bolster Russia's position and prestige on the international sports arena and to shape the development of innovative disciplines that combine competitions in the physical and digital dimensions.

The competitions are primarily aimed at young people who are actively involved not only

in traditional sports but also in esports disciplines. The main mission of the tournament blending classic sports and esports is to develop a well-rounded person.

The competitions were held in three categories:

- phygital sports (a mix of competitions in real and virtual worlds);
- esports (contests in popular computer games);
- tech sports (competitions for technology enthusiasts – drones, robots).

Competitions were held

IN 21

innovative disciplines,

featuring

250 TEAMS

FROM 100 countries



For more details on the Company's major social initiative aimed at promoting sports and a healthy lifestyle, see the [Gazprom for Children Project](#) subsection.



Support for Socially Vulnerable Population Groups

National Development Goal: Preservation of the Population, Strengthening Health and Improving the Wellbeing of People, Supporting Families

The Gazprom Group provides assistance to socially vulnerable population groups, including low-income citizens and people with special needs.

covering the costs of examinations, treatment, and related expenses, including travel to the treatment location, accommodation, caregiver service, rehabilitation, and other needs.

Throughout 2024, PJSC Gazprom traditionally provided charitable assistance in response to requests from people,

Recovering together

Gazprom Transgaz Nizhny Novgorod, in cooperation with the Nizhny Novgorod Cancer Research Center Foundation, participated in organizing the annual project Winners Games. It is designed for the social, physical, and psychological rehabilitation of children who have recovered from oncological and hematological diseases. In a safe and supportive environment, participants of the Winners Games learn to reintegrate into social life, restore communication and interaction skills that may have been lost due to isolation during extensive treatment. As part of the project, the Serve Up a Dose of Courage campaign was held, where company employees collected gifts for children undergoing treatment, as well as necessary items for the oncology center.

In 2024, 310 people participated in the Winners Games, and 352 people took part in the Serve Up a Dose of Courage campaign.

> 500

social projects completed in 2024



For more details on the engagement of the Gazprom Group with non-governmental organizations, see the [Stakeholder Engagement Practices](#) appendix.

Charity Environmental Projects

Gazprom provides charitable assistance to a number of community-focused environmental initiatives.

In 2024, a newborn female lion cub was delivered from Donetsk to the Tiger House big cat sanctuary in the Leningrad Region. The owners of the private circus where the cub was born faced challenges in animal care due to staff shortages and limited finance. PJSC Gazprom has become the official guardian of Pobeda (Russian for “victory”) the lioness to ensure she receives specialized veterinary care and support at the sanctuary.

> 70

environmental projects were implemented in 2024

In 2024, Gazprom Group entities supported the initiatives of the Russian Geographical Society in the Russian Arctic zone. Throughout the year, environmental, educational, and awareness-raising activities were implemented. These included the environmental expedition Arctic. General Cleanup intended to clean Arctic territories, a scientific conference for young researchers of the Russian Geographical Society, as well as social projects in the Yamal-Nenets Autonomous Area: Hello, Polar Explorer!, Inside Look, Sails of Yamal, and others.

Conservation of rare animal species

Cooperation between PJSC Gazprom and the Amur Tiger Population Research and Preservation Center gave rise to a series of environmental initiatives as part of the **program to preserve the Amur tiger population in Russia**.

In the reporting year, the development of infrastructure for the Bikin National Park in Krasny Yar village (Primorye Territory) continued, as did the ongoing program for technical support to hunting supervision services of federal designated conservation areas in tiger habitat regions. As part of educational and awareness-raising activities, the 25th Tiger Day was organized in Vladivostok. It was an important educational event spotlighting the challenges of Amur tiger conservation.

Supported by Achimgaz, a research project on the habitat, feeding grounds, and migration routes of another rare predator species – **Preserving Polar Bear Population** – was implemented in the Yamal-Nenets Autonomous Area in 2024. This project grew from long-term monitoring conducted since 2015 in this region of the Russian Arctic. The aerial survey program is based on the results of ice conditions studies, and the flight

path factors in coastline visibility by one onboard observer and the adjacent tundra area by the other. During the flight, 20 polar bears were spotted, all in good condition. The highest density of bear population was recorded on the western coast of Bely Island, which is attributed to sufficient food, specifically, ample fish washed ashore.

Since 2020, Gazprom Transgaz Saint Petersburg has been funding the activities of the Baltic Ringed Seal Foundation related to the **preservation of marine mammals in St. Petersburg and the Leningrad Region**. Efforts to protect ringed and other seals contribute not only to preserving the unique biodiversity of the regions but also to fostering a conscious attitude towards rare animals and the nature of the Gulf of Finland and Lake Ladoga, and to implementing effective protection measures. In the reporting year, awareness classes were held for 1,200 students in 35 schools, ringed seal population monitoring was carried out, snow lairs were arranged, and coastlines were cleaned by 100 volunteers. Monitoring revealed a decrease in the Baltic ringed seal population and identified new areas for their breeding grounds.



For more details on environmental protection and environmental policy, see the [Environmental Protection. Energy Efficiency and Energy Saving](#) section.



For more details on volunteering projects, see the [Developing Corporate Volunteering](#) subsection.

## Interaction with Indigenous Minorities

In dealing with indigenous minorities, the Gazprom Group adheres to the principles of long-term partnership and mutual interest in tackling shared challenges. The Group takes into account the specific economic and social context of the regions where it operates, and makes every effort to ensure environmental safety and preserve the traditional way of life for indigenous minorities.

### Material topic



10. Interaction with local communities in the Gazprom Group's areas of operations

MED 40



In 2024, there were no registered violations of indigenous minorities' rights in the Gazprom Group's regions of operation.

### Principles of Interaction with Indigenous Minorities

#### Respect for cultures

- Preservation of original habitats and traditional way of life of indigenous minorities
- Rational use of natural resources in territories where indigenous minorities live
- Planning operations of Gazprom Group entities in respective regions to reflect activities and nomadic lifestyle of indigenous minorities

#### Constructive cooperation

- Enhancing partnerships with associations of indigenous minorities and administrations of municipal districts to address social and economic challenges and develop local settlements
- Equal cooperation and mutual interests in dealing with common objectives

#### Social responsibility

- Involvement in addressing social issues of indigenous minorities
- Assistance in implementing projects of educational institutions in local settlements and preservation of long-standing traditions
- Support for academically successful and talented students from among indigenous minorities
- Ensuring accessibility of products and healthcare services for nomadic peoples in the regions where the Gazprom Group operates

#### Constructive cooperation

- Enhancing partnerships with associations of indigenous minorities and administrations of municipal districts to address social and economic challenges and develop local settlements
- Equal cooperation and mutual interests in dealing with common objectives



Gazprom Group entities engage with non-governmental organizations and associations of indigenous minorities, such as Yamal (Yamal Regional Social Movement of Indigenous Minorities), Yamal for Posterity! (Association of Indigenous Minorities of the Yamal-Nenets Autonomous Area), Vozrozhdeniye social movement of the Priuralsky District, and Dyanki-Koi (non-profit indigenous community association).

The right of local communities to engage in a traditional way of life in areas where they have been living for ages is an absolute priority for the Gazprom Group. Our projects take into account current geographies and specifics of indigenous minorities' lifestyle. No relocation is initiated, and no relevant programs are underway.

### Geography of Interaction with Indigenous Minorities

Gazprom Group entities engage with eight indigenous peoples in six regions of Russia:

- Khanty-Mansi – Yugra
- Yamal-Nenets Autonomous Area
- Republic of Sakha (Yakutia)
- Irkutsk Region
- Sakhalin Region
- Sverdlovsk Region

Gazprom Group entities interact with indigenous minorities such as

- Khanty
- Mansi
- Nenets
- Selkups
- Evenks
- Evens (Lamuts)
- Nivkh people
- Ulta people (Orok)

### Projects to Support Indigenous Minorities in 2024

Key areas of support for indigenous minorities in 2024:

- initiatives to support indigenous minorities and promote traditional activities, investment in farming and fishing craft;
- social care services, aid for people of the Far North with limited mobility, diagnostic assistance, medical treatment and rehabilitation of gravely sick and disabled children;
- environmental activities to clean up territories of the Yamal-Nenets Autonomous Area.

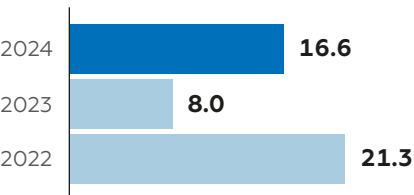
In 2024, healthcare costs for local communities more than doubled, reaching RUB 16.6 million. This is due to Gazpromneft-Zapolyarye's project to conduct a scheduled check-up of 420 representatives of indigenous minorities of the Far North in Yar-Sale village.

#### Spending in support of indigenous minorities, RUB million



> 120  
support projects  
completed in 2024

#### Healthcare spending for indigenous minorities, RUB million



Addressing Socially Significant Issues of Indigenous Minorities

Nomadic people often lack modern healthcare facilities near their locations. Gazprom provides tundra people with quality healthcare and appointments with specialist physicians at mobile outpatient clinics at fields. Indigenous minorities also receive targeted assistance for treatment and health promotion, as well as purchase and delivery of foods to the tundra for the benefit of nomadic people. Furthermore, Gazprom Group entities purchased necessary vehicles, household items, medications and other goods.

In 2024, Gazpromtrans concluded agreements with the non-governmental organizations Vozrozhdeniye and Yamal regarding the transportation of indigenous minority representatives on the Obskaya–Karskaya railroad. At the request of the NGOs, 1,171 passengers were transported at reduced tariffs.

Employment and Education Opportunities for Indigenous Minorities

Unlocking potential for indigenous minorities

Since 2023, the Gazprom Group has been running the Yasavey program, which offers opportunities for professional self-fulfillment to indigenous minorities of the North, accelerates their adaptation to the production process, and helps assimilate rules, values, and traditions of the Gazprom Group's corporate culture. The program is available to young employees of Gazprom Dobycha Yamburg (aged under 35) from among indigenous minorities applying for low-skilled positions. The program assists in recruiting indigenous minority members seeking professional advancement, transitioning them into skilled roles, and upskilling employees within their current positions.

The Edeyko program creates professional growth and development opportunities for training skilled workers and professionals from among indigenous minorities of the North. High school students from the Tazovsky, Nadymsky, and Purovsky districts take targeted training at Gazprom Vocational School Novy Urengoy and at Novy Urengoy Multidisciplinary College, with subsequent employment offered by the Gazprom Group. University students enjoy industrial and pre-graduation internships with job placement, summer internships, and a scholarship from the Gazprom Group awarded for good academic performance.

6

people were employed by Gazprom Dobycha Yamburg as part of the project

29

program participants were included in the talent pool,

3

students were offered internships

Preserving Culture and Traditions of Indigenous Minorities

In 2024, Gazprom Group entities traditionally funded and organized national holidays for indigenous minorities of the North. These events help preserve and develop the cultural traditions of indigenous peoples.

Gazprom Group entities regularly hold holidays for indigenous minorities of the North – Reindeer Herders’ Day and Fishermen’s Day. The events involve approximately 12,000 residents of the Yamal-Nenets Autonomous Area. From February to April, Reindeer Herders’ Days were held in Nadym, Yar-Sale village, Tazovsky settlement, and Khanymei settlement, while Fishermen’ Day took place in nine localities of the Yamal-Nenets Autonomous Area. The prize fund for sports competitions included valuable items such as snowmobiles, boat motors, gasoline generators, and chainsaws, which make the nomadic life of local communities more comfortable.

> 12,000

people took part in traditional holidays of indigenous minorities supported by Gazprom Group entities

Harmony with the tundra

Every summer, in July and August, the migration routes of two reindeer herding brigades from the Yarsalinskoye reindeer facility and private reindeer herders pass through the Bovanenkovskoye field. Over 10,000 reindeer cross the field during the migration.

Before the migration, a joint inspection of equipped crossings is carried out. A dedicated working group includes representatives from the Yamal-Nenets Autonomous Area and the Yamalsky District administrations, the regional social movement of indigenous minorities Yamal, and employees of Gazprom Dobycha Nadym. It evaluates the condition of embankments, slope gradients, and route readiness.

In several places, the pipeline is elevated above the ground, forming so-called reindeer gates that allow the herd to pass freely. Where it is technically impossible, gentle embankments are constructed, reinforced with nets and sown with grass. To protect sledges, the crossing point is covered with geotextile material. During the migration, vehicle traffic is suspended, and the reindeer with their sledges calmly follow their usual path.

This practice preserves the traditional way of life of the indigenous peoples of the North and the tundra's nature.



# Developing Corporate Volunteering



Volunteering is integral to many Gazprom Group employees, who complement their professional roles by engaging in charitable projects, supporting vulnerable groups, promoting patriotic values, and participating in environmental initiatives and blood donation campaigns.



## Gazprom Good Deeds digital platform

The GID UIP platform hosts Gazprom Good Deeds – an integrated digital ecosystem for corporate volunteering. This tool enables employees to engage with volunteering opportunities, charitable events, and major community initiatives. Features include crowdfunding campaigns and initiatives accessible to all staff.

Future enhancements to the platform will introduce training modules, an achievement-based incentive system, and advanced activity management tools to optimize volunteer coordination.

The Group has a Corporate Volunteering Policy<sup>1</sup> (the Policy) in place. It emphasizes promoting a culture of volunteerism amongst employees to address significant social needs and to bolster the image of the Gazprom Group entities as socially responsible employers.

To pursue the Policy's goals, the Company implements a set of measures dubbed Gazprom Good Deeds, designed to foster corporate volunteering at Gazprom Group entities.

### Objectives of the Gazprom Good Deeds initiative:

- enhancing Gazprom employees' engagement in volunteering activities;
- improving the effectiveness of projects implemented by corporate volunteers through guidance and information support, and establishing communication platforms (online and offline) for sharing best practices and developing joint initiatives;
- expanding the role of corporate volunteering as a tool for developing employees' personal skills and competencies.

## Key volunteering areas at Gazprom Group entities

### Environmental protection:

- Cleaning nature spaces, tree planting
- Participating in clean-up days, recycling paper
- Animal care

### Patriotism:

- Supporting WWII veterans
- Taking care of memorials
- Taking part in events dedicated to historical milestones

### Society:

- Supporting vulnerable social groups
- Holding sports and healthy lifestyle events
- Blood donation

### Culture and education:

- Preserving and revitalizing cultural and historical heritage

### Gazprom Group Indicator 8

191,590

Gazprom Group employees<sup>3</sup> participated in various volunteer activities

2,511

volunteering activities and campaigns held by the Gazprom Group in 2024, a 99.3% increase vs. 2023.

<sup>1</sup> Approved by order of PJSC Gazprom No. 292 dated August 10, 2023. <https://www.gazprom.com/f/posts/44/836691/corporate-volunteerism-policy-2023-en.pdf>.

<sup>2</sup> The total number of employees who participated in all volunteering campaigns (for example, if one person participated in two campaigns, they are counted twice).

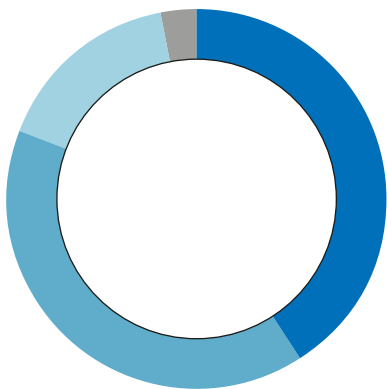


The Gazprom Group boasts over 50,000 active volunteers<sup>2</sup> in its ranks – representing more than 10% of its headcount.

<sup>3</sup> According to a survey conducted across subsidiaries and entities, there are 50,050 volunteers.

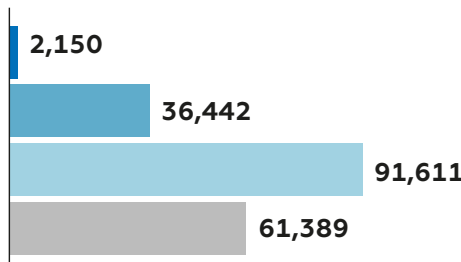
## Results of Gazprom Good Deeds initiative

### Participation in events by focus area in 2024, % of total volunteers involved



- 41.4 Society
- 39.6 Environmental protection
- 16.2 Patriotism
- 2.9 Culture and education

### Total number of volunteers by focus area, people



- Culture and education
- Patriotism
- Society
- Environmental protection

### Corporate Volunteer Forum

In December 2024, over 200 volunteers from 90 Gazprom Group entities participated in the 1st Corporate Volunteer Forum held in St. Petersburg. The forum included lectures, roundtables on patriotic volunteering, workshops, discussions with social design experts, and practical sessions to develop communication skills with beneficiaries of volunteer projects. Participants visited charitable, social, and environmental organizations in the city, including Children's Villages – SOS, Normal Place inclusive workshops, the Suvorov Foundation, and the Sborka eco-center.

### Select Gazprom Good Deeds initiatives in 2024

Aiding those in need remains a key focus area of volunteering activities for Gazprom Group employees. They regularly engage in charitable initiatives and provide support to people facing difficult life situations and emergencies.

> 7,400

Gazprom employees participated in 160 blood donation drives in 2024

In spring 2024, Gazprom volunteers actively contributed to helping flood victims in the Orenburg Region and in mitigating the consequences of the natural disaster. The Gazprom Workers' Union and its subsidiary trade unions funded the procurement of essential supplies, necessary equipment, and boats for evacuation, and provided financial aid to affected union members.

# HELPING through good deeds



My role is to make sure that resources are allocated efficiently and promptly across the healthcare units of the Gazprom Group so that they could deliver high-quality care to employees. This approach helps us make full use of our in-house medical infrastructure (including at remote sites), while also supporting the needs of core operations.

The key driver for me is the opportunity to help people and inspire colleagues to do the same, even outside the workplace. For 12 years now, I have helped to run the Do Good charity marathon, which raises funds for families with terminally ill children.



## MARINA SILINA

**Deputy Head of Division,  
PJSC Gazprom**

Coordinates efforts to define priorities and promptly reallocate resources among the subsidiaries of PJSC Gazprom to meet healthcare needs.  
Co-organizer of the Do Good charity marathon.



Fuel for good deeds

Since 2020, Gazpromneft filling stations have served as the key fuel partner for the LizaAlert search-and-rescue team, supporting vehicles and equipment across 44 regions. Under the strategic partnership agreement, stations also act as operational hubs for large-scale searches and host preventive education and awareness programs to mitigate the risk of children and adults going missing. In 2024, the OPTI network joined the partnership, expanding coverage.

As part of the Fuel the Search project, the mobile app of Gazpromneft filling stations enables motorists to donate fuel bonuses to the LizaAlert team. In 2024, the number of drivers providing charitable assistance to searcher teams increased by 42% to 30,000, while the number of bonuses transferred to LizaAlert grew by 35%. Overall, the annual volume of assistance exceeded RUB 10 million. Motorist support enabled volunteer crews to fuel vehicles and specialized equipment with 150,000 liters and cover approximately 1.2 million km

searching for missing people. Over four years, the Fuel the Search project by Gazpromneft's filling stations and LizaAlert has helped find and return home over 140,000 adults and children.

A similar digital project was carried out by the Gazpromneft filling station network in partnership with the Lighthouse Charity Foundation. Over the 1.5 years of the Fuel the Home Visit project, more than 18,000 customers of Gazpromneft's filling stations in Russia donated over 6 million fuel bonuses to the Lighthouse Charity Foundation via the mobile app. The bonuses received on the foundation's fuel card allowed palliative care outreach teams and medical personnel to fuel their vehicles with over 60,000 liters of fuel and provide home-based palliative care to more than 1,000 families with seriously ill children. The objectives of the outreach service include creating conditions for a child to live at home rather than in a hospital, alleviating symptoms, improving quality of life, and bringing about joyful events.

Since December 2024,

11,000+  
LITERS

have been allocated by Gazpromneft filling stations for volunteers to fuel their cars and quad bikes while restoring ecosystems in the Krasnodar Territory.

In 2024, the Molecule of Kindness project was launched to support charitable foundations through donations from employees of the Gazprom Group entities. Six foundations and organizations became the project's partners, to which employees contribute their personal funds. The ultimate beneficiaries include elderly people in the Kursk Region, orphans and children without parental care, children and adults with disabilities and mobility limitations, and temporarily homeless animals.

Gazprom Group volunteers clean natural areas, plant trees, participate in clean-up days, and recycle paper. They also assist

animal shelters, care for pets, and organize fundraising campaigns for them.

Results of volunteer environmental campaigns

Indicator	2022	2023	2024
Number of clean-up days	3,913	4,353	3,957
Number of cleaned-up territories	4,230	4,051	3,645
Total cleaned-up area, thousand ha	> 5.5	> 10	> 6
Number of planted trees and shrubs, thousand	> 185	> 241	> 190

Environmental protection: a shared responsibility

Employees of the Gazprom Group entities and their families actively participate in the nationwide Green Spring campaign, organized by the Vernadsky Non-Governmental Environmental Foundation and supported by PJSC Gazprom. The initiative covers clean-up days, tree planting, and landscaping efforts. In 2024, over 13,500 employees across Gazprom subsidiaries contributed to the campaign. Top-performing units recognized for their efforts

included: Gazprom Transgaz Samara (Sergievskoye GPOC branch), Gazprom Transgaz Yekaterinburg (Chelyabinskoye GPOC branch), Gazprom Transgaz Tomsk, Gazprom Transgaz Stavropol, Gazprom Dobycha Yamburg, Gazprom Dobycha Noyabrsk.

Green Spring is a contribution to Russia's environmental wellbeing and an example of responsible environmental stewardship.

Around 30 volunteers from Gazprom Mezhhregiongaz Krasnodar and Gazprom Gazoraspredelenie Krasnodar assisted in mitigating a Black Sea fuel oil spill, traveling to Anapa and Temryuksky District (Krasnodar Territory) to clean beaches of fuel oil alongside other activists. They also provided PPE (masks, boots, gloves, coveralls) to activists during beach clean-up operations.

662 kg

of used batteries collected and recycled by the Gazprom Group in 2024



In Saratov, Gazprom Proyektirovaniye employees collected 13.4 tons of plastic bottle caps through the **Capping Algae** recycling initiative. Proceeds funded the release of 52,000 herbivorous fish fry into the Volga River to combat extensive algal growth. This multi-purpose project addresses active algal blooms, reduces pollution on riverbanks and in water bodies, and fosters waste separation.

Educating children and teenagers

Gazprom Group volunteers implement educational projects aimed at engaging youth in environmental protection activities, fostering responsibility for nature conservation, and educating on health and safety.

Environmental awareness

Since 2022, **PJSC Gazprom's Environmental Camp** has been held annually at the Prometheus summer camp near Yekaterinburg for schoolchildren aged 14–17 from various regions whose parents work at the Gazprom Group entities. The goal is to create an open platform for discussing pressing environmental issues and fostering environmental awareness. The camp hosts 20 to 30 teams of schoolchildren, formed on a competitive basis.

Gazprom employees deliver lectures, workshops, consultations, and organize sports and team activities for children in the Environmental Camp.

At the end of the session, teams present their own environmental projects. Winners receive the opportunity to participate in an educational environmental expedition. In 2024, such an expedition took place in Samara and the Samara Region.

The **Green Trend** project seeks to develop environmental culture and creative potential among schoolchildren. In 2024, thematic lessons, clean-up days, and mass events were held in various regions of Russia. As part of the project, the Astrakhan Region hosted an environmental tent camp accommodating over 300 children. During the event, 12 field studies were conducted on plant and animal ecology, aquatic environment, and landscapes.

Safety lessons

In 2024, volunteers from Gazprom Pererabotka Blagoveshchensk continued the Safety and Me educational initiative in the Amur Region. Three interactive safety workshops were conducted for 75 students at Gazprom School Svobodny. At Yukhta special education school, a fire safety and occupational safety event was organized with Gazprom Gazobezopasnost, engaging 30+ children. A similar program was integrated into a quest at the Safe Childhood city festival, educating 100+ schoolchildren.

Thousands of Gazprom Group volunteers engaged in patriotic events throughout 2024. They provided assistance at the People's Front humanitarian centers and temporary refugee camps, organized humanitarian aid collection for those affected, cared for the wounded, manufactured essential goods, and participated in memorial events.

Memory Garden

Since 2021, Gazprom has partnered with the international **Memory Garden campaign**, which aims to plant 27 million trees to honor all WWII victims.

11 Gazprom subsidiaries and entities participated in this commemorative reforestation effort in 2024. The total number of trees planted as part of the campaign exceeded 33,000.

In January 2024, a Gazprom Workers' Union volunteer shift was held in Rostov-on-Don at the People's Front humanitarian center, a federal platform for assisting residents of the new territories and Special Military Operation participants. For a week, volunteers from over 30 PJSC Gazprom subsidiaries were involved in loading and unloading trucks with food, clothing, and other essential items for residents of the new territories. Furthermore, through PJSC Gazprom subsidiaries, the Gazprom Workers' Union initiated and coordinated campaigns to organize summer recreation in 2024 for 440 children from the Donetsk People's Republic, the Luhansk People's Republic, and families of participants in the Special Military Operation.

**362** events to support Special Military Operation participants, displaced persons, and border and new territories communities held by Gazprom volunteers in 2024

# Environmental Protection. Improving Energy Efficiency and Energy Saving

## Environmental Management

### Material topic



#### 4. The Gazprom Group's legal compliance

At the Gazprom Group, special emphasis is placed on preserving nature for future generations. To this end, PJSC Gazprom strictly complies with environmental legislation, continuously improves its production processes, and uses natural resources in a sustainable and rational manner.

## Environmental Policy and Corporate Environmental Goals

### Environmental Policy

The Gazprom Group's key environmental protection commitments and mechanisms are enshrined in PJSC Gazprom's Environmental Policy<sup>1</sup>. They ensure environmental safety across the Company's operations.

In its operations, PJSC Gazprom adheres to the key provisions of the precautionary principle and makes every effort to minimize its potential technogenic impact on the natural environment and to conserve rare and endangered species of flora and fauna along with unique natural areas and sites.

<sup>1</sup> Approved by resolution of the Management Committee of OJSC Gazprom No. 21 dated May 25, 2015

When planning investment projects, the Company mitigates the risks of adverse environmental impacts. Apart from that, it enhances the energy efficiency of production processes and reduces greenhouse gas (GHG) emissions. As part of investment project development, PJSC Gazprom's experts perform a comprehensive environmental impact assessment to evaluate the baseline state of key ecosystem components and identify the most vulnerable flora and fauna species. They also devise measures to prevent disturbances to the

natural balance, minimize environmental effects, and protect the environment during construction and operation of facilities. PJSC Gazprom regularly monitors permafrost and takes steps to make structures more stable and resilient.

PJSC Gazprom meets all its environmental commitments and requires that its partners and counterparties do the same. This approach enables us to ensure compliance with environmental regulations and requirements in the operations of Gazprom Group entities, both in Russia and internationally.

### Key commitments set out in the Environmental Policy of PJSC Gazprom

- Continuously reducing negative environmental impact, implementing all available resource conservation measures, and preserving biodiversity;
- making production processes more energy efficient and cutting GHG emissions;
- protecting the interests and rights of indigenous minorities to preserve traditional lifestyles and original living environments;
- improving environmental competencies at PJSC Gazprom entities, increasing employee engagement in minimizing relevant risks, consistently enhancing the environmental management system (EMS) and performance indicators;
- ensuring broad accessibility of environmental data to all stakeholders.



For more details on the Gazprom Group's environmental regulations see the [official website of PJSC Gazprom](#)



### Environmental Protection Strategy

Within the framework of PJSC Gazprom's EMS, the Company performs an annual assessment and analysis of significant environmental aspects and implements environmental protection programs aimed at achieving Corporate Environmental Targets. This contributes to reducing the negative environmental impact of PJSC Gazprom entities' production activities.

Current significant environmental aspects for PJSC Gazprom entities include methane emissions into the atmosphere

during gas trunkline repairs, nitrogen oxide emissions during compressor station operation, wastewater discharge, waste disposal, and environmental aspects related to investment projects.

In order to keep sustainable development on track, PJSC Gazprom carries out its Comprehensive Environmental Program for 2020–2024, which, among other things, provides for a set of measures to introduce consumption limits and adopt the best available technologies.

# Environmental Management System

Since 2011, PJSC Gazprom has been using a certified EMS, designed to implement the Environmental Policy, set and reach environmental targets, manage the environmental activities of PJSC Gazprom entities, meet the commitments taken on and assess risks and opportunities.

EMS boundaries

- Structural units of PJSC Gazprom's Administration;
- 37 subsidiaries and entities wholly owned by PJSC Gazprom<sup>1</sup>;
- PJSC Gazprom's Environmental Inspectorate;
- Gazprom VNIIGAZ Corporate Research and Development Center for Environmental Protection and Energy Performance.

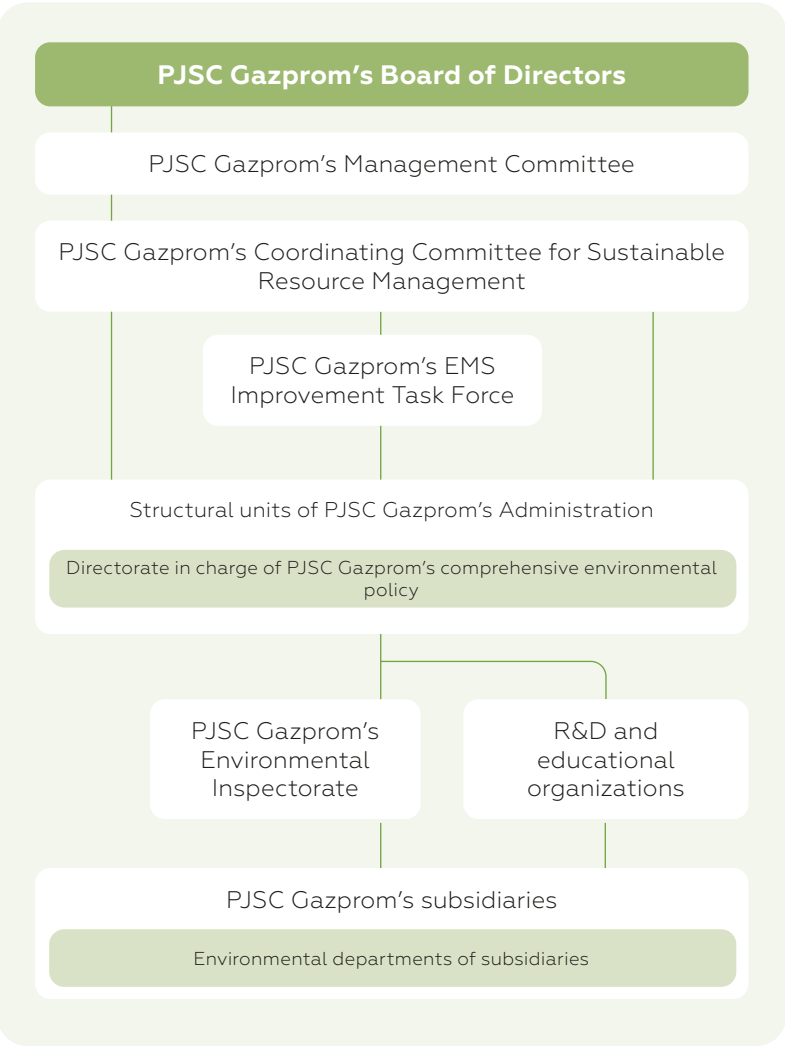
The EMS encompasses all management levels ranging from PJSC Gazprom's Board of Directors to branches and production facilities of its subsidiaries and entities.

The Management Committee of PJSC Gazprom is responsible for the overall management of environmental protection.

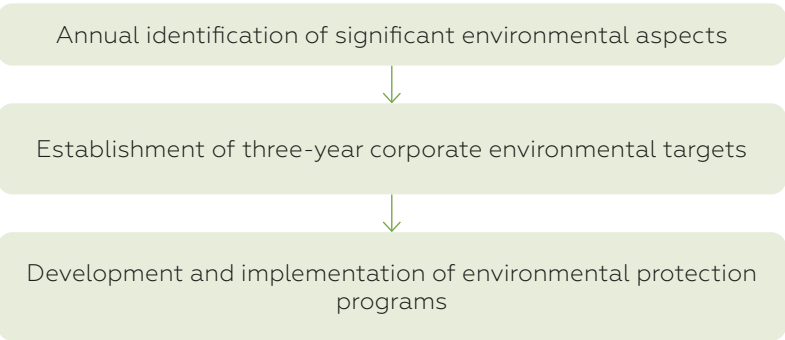
PJSC Gazprom's Coordinating Committee for Sustainable Resource Management is in charge of ensuring the efficient use of natural resources and reducing specific greenhouse gas emissions resulting from the Gazprom Group's operations. It is led by a senior executive who oversees the performance of PJSC Gazprom's environmental and energy management systems.

In 2024, a surveillance audit confirmed PJSC Gazprom's EMS compliance with the Russian national standard GOST R ISO 14001-2016 and the international standard ISO 14001:2015 Environmental management systems – Requirements with guidance for use. The EMS compliance certificates are valid until December 21, 2026.

Structure of PJSC Gazprom's environmental management system



EMS components



<sup>1</sup> Subsidiaries and entities engaged in the Group's core activities (gas and gas condensate exploration, production, transportation, storage, and processing), providing power and water supply, and those managing investment projects in the construction sector.

Achievement of the corporate environmental targets by PJSC Gazprom

Corporate environmental target	Organizations within the EMS scope	Baseline (2018)	Actual performance (2023)	Target achievement status	Actual performance (2024)	Target achievement status	Comment
Organizations within the EMS scope: All subsidiaries and entities involved in natural gas transportation							
Reduce GHG emissions during transportation of natural gas, t of CO <sub>2</sub> equivalent / bcm·km	All subsidiaries and entities involved in natural gas transportation	56.70 <sup>2</sup>	46.62	↓ 17.8 %	47.05	↓ 17.02 %	GHG emissions from natural gas transportation declined due to energy-saving measures, broader use of resource-saving technologies, as well as a reduction in natural gas consumption for fuel purposes and in product transportation volume.
Reduction in nitrogen oxide emissions into the atmosphere, t/mcm of fuel gas	All subsidiaries and entities involved in natural gas transportation	4.23	4.06	↓ 4.01 %	3.96	↓ 6.38 %	This target was achieved as a result of the effective implementation of measures under the Comprehensive Environmental Program for 2020–2024 and a decline in production.
Organizations within the EMS scope: All subsidiaries and entities with a negative environmental footprint							
Reduce excessive discharges of pollutants into surface water bodies, %	All subsidiaries and entities with a negative environmental footprint	5.26 <sup>2</sup>	1.47	↓ 3.79 p. p.	0.02	↓ 5.24 p. p.	The reduction was due to initiatives boosting the efficiency of water use for production and utility purposes and improving the wastewater treatment quality.
Reduce the share of waste sent for burial in the total waste managed, %	All subsidiaries and entities with a negative environmental footprint	37.53 <sup>2</sup>	16.27	↓ 21,26 p. p.	11.93	↓ 25.60 p. p.	The share of waste sent for burial went down thanks to adopted best available technologies and more efficient management of production and consumption waste as a result.
Reduce the share of subsidiaries and entities whose fees for excessive negative environmental impact are above 5%, %	All subsidiaries and entities with a negative environmental footprint	35	10.81	↓ 24.19 p. p.	8.11	↓ 26.89 p. p.	The target was achieved through the timely provision of permits and absence of excessive environmental impact.

The measures completed in 2024 enabled the achievement of PJSC Gazprom's Corporate Environmental Targets for 2023–2025.

To further reduce negative environmental impact and improve the EMS, a Comprehensive Environmental Program of PJSC Gazprom for 2025–2029 was developed in 2024.

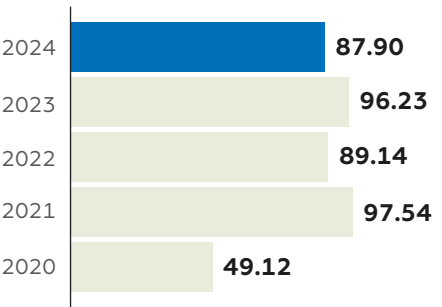
<sup>2</sup> The baseline was adjusted due to changes in the EMS boundaries since 2018 (to include performance of all subsidiaries and entities covered by the EMS in 2024 rebased to 2018).



Environmental Protection Expenditures

In 2024, the Gazprom Group’s total environmental protection expenditures in Russia decreased by 8.7% year-on-year, totaling RUB 87.90 billion. The decline is attributable to lower investments in capital assets aimed at environmental protection and rational use of natural resources

The Gazprom Group’s environmental protection expenditures in 2020–2024, RUB billion



**RUB 419.93 BILLION**  
invested by the Gazprom Group in environmental protection in 2020–2024

MED 21 Gazprom Group Indicator 23

Gazprom Group’s environmental protection expenditures, RUB million

Indicator	2022	2023	2024	Change 2024/2023, %
Investments in capital assets aimed at environmental protection and rational use of natural resources	47,971.71	52,068.48	38,336.85	–26.4
Current environmental protection expenditures	40,419.70	43,517.90	48,865.34	+12.3
Negative environmental impact fees	747.34	646.23	701.44	+8.5
Total for the Gazprom Group	89,138.75	96,232.61	87,903.63	–8.7

Investments of Gazprom Group entities in capital assets aimed at environmental protection and rational use of natural resources totaled RUB 38.34 billion. A 26.4% reduction vs. 2023 is attributable to the completion of key construction milestones of Gazprom Neft’s facilities designed for atmospheric air protection.

**RUB 212.9 BILLION**  
invested by the Gazprom Group in environmental protection and sustainable use of natural resources in 2020–2024

Investments in capital assets aimed at environmental protection and rational use of natural resources in 2020–2024, RUB million

Entity	2020	2021	2022	2023	2024
Gazprom Group	13,987.15	60,529.57	47,971.71	52,068.48	38,336.85
Gas business companies	3,607.24	16,245.96	13,996.60	12,915.79	9,893.07
incl.: PJSC Gazprom entities	1,646.16	14,973.70	13,606.36	12,525.16	9,635.58
Gazprom Neft	7,796.72	39,700.79	32,415.26	35,422.52	23,920.07
Gazprom Energoholding	729.41	3,766.70	1,029.79	1,813.26	1,260.46
Gazprom Neftekhim Salavat	1,853.78	816.12	530.06	1,916.91	3,263.25

Gazprom Neft’s investments in 2024 decreased by 32.5% to RUB 23.92 billion due to the completion of key construction milestones for the expansion of the comprehensive gas treatment unit (CGTU) and gas turbine power plant at Gazpromneft-Yamal. Of this amount, RUB 15.85 billion was allocated to the construction and reconstruction of fixed assets for atmospheric air protection at Messoyakhaneftegaz<sup>1</sup> and the execution of the Gas Program (66.3%). Over RUB 5.7 billion (24%) of investments were allocated to wastewater treatment, including the construction of Biosphere biological treatment facilities.

Gazprom Neftekhim Salavat’s major hike in investments was triggered by the reconstruction of treatment facilities and the continued construction of a technical sulfur production plant, which is part of an agreement between the Russian Ministry of Natural Resources and Environment, the Federal Service for Supervision of Natural Resources (Rosprirodnadzor), the Government of Bashkortostan, and Gazprom Neftekhim Salavat.

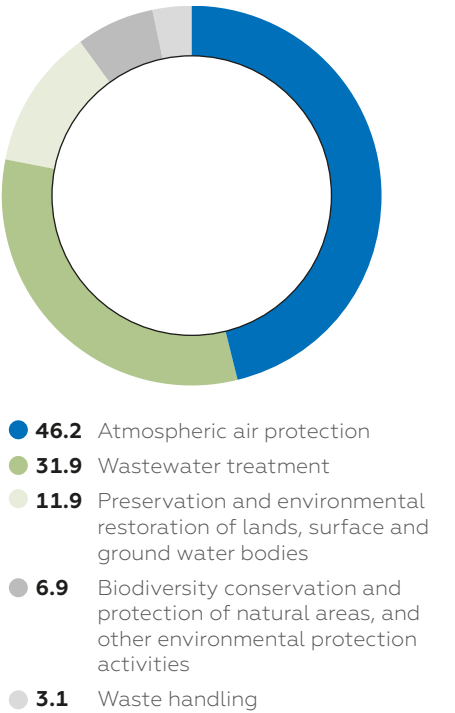
In 2024, the Gazprom Group’s investments were allocated as follows:

- atmospheric air protection and climate change prevention: RUB 17,706.59 million, including RUB 15,854.81 million for the construction and reconstruction of Gazprom Neft’s fixed assets;
- wastewater treatment: RUB 12,235.08 million, of which RUB 8,071.00 million for the construction of wastewater treatment plants and recirculated water systems;

- protection and environmental rehabilitation of land, surface and ground water: RUB 4,546.47 million, of which RUB 3,151.88 million for land reclamation;
- other initiatives: RUB 3,848.71 million, including RUB 1,048.50 million for waste recycling, processing, neutralization facilities, and landfills; RUB 616.82 million for the protection and reproduction of aquatic biological resources; and RUB 796.72 million for forest protection and sustainable use;
- other: RUB 1,386.67 million.

<sup>1</sup> Joint venture of the Gazprom Group.

The Gazprom Group’s investments in capital assets aimed at environmental protection and rational use of natural resources in 2024, %



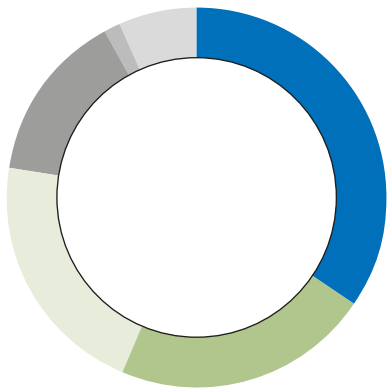
Current environmental protection expenditures in 2020–2024, RUB million

Entity	2020	2021	2022	2023	2024
Gazprom Group	34,440.66	36,303.25	40,419.70	43,517.90	48,865.32
Gas business companies	21,899.51	23,362.21	24,805.79	25,924.89	28,334.88
• incl.: PJSC Gazprom entities	18,303.85	19,562.22	20,506.15	21,610.74	22,984.64
Gazprom Neft	8,655.44	8,877.77	11,276.12	12,800.19	15,166.85
Gazprom Energoholding	2,329.58	2,412.42	2,720.36	2,821.42	3,128.55
Gazprom Neftekhim Salavat	1,556.13	1,650.85	1,617.43	1,971.40	2,235.04
Including current (operating) environmental protection expenditures					
Gazprom Group	13,979.38	14,765.66	16,313.71	17,966.08	17,513.73
Gas business companies	10,472.04	10,935.10	12,259.02	13,295.57	13,121.96
• incl.: PJSC Gazprom entities	9,906.52	10,321.74	11,357.38	12,603.97	12,730.16
Gazprom Neft	2,262.02	2,596.30	2,793.15	3,316.65	2,575.39
Gazprom Energoholding	633.56	573.04	607.50	653.67	776.31
Gazprom Neftekhim Salavat	611.76	661.22	654.04	730.19	1,040.07
Including current expenditures for nature conservation services					
Gazprom Group	18,980.31	20,079.41	22,540.71	24,336.62	29,997.67
Gas business companies	10,701.90	11,810.24	11,809.58	11,893.74	14,442.91
• incl.: PJSC Gazprom entities	7,678.02	8,700.84	8,468.38	8,332.98	9,511.33
Gazprom Neft	5,984.36	5,764.75	7,908.13	9,455.11	12,453.24
Gazprom Energoholding	1,508.39	1,715.75	1,970.62	2,076.21	2,233.04
Gazprom Neftekhim Salavat	785.66	788.67	852.38	911.56	868.48
Including current expenditures for overhaul of environmental protection fixed assets					
Gazprom Group	1,480.97	1,458.18	1,565.28	1,185.20	1,353.92
Gas business companies	725.57	616.85	737.19	735.58	770.01
• incl.: PJSC Gazprom entities	719.31	539.65	680.39	673.79	743.15
Gazprom Neft	409.06	516.72	574.84	28.43	138.22
Gazprom Energoholding	187.63	123.64	142.24	91.54	119.20
Gazprom Neftekhim Salavat	158.71	200.97	111.01	329.65	326.49

In 2024, the Gazprom Group's current environmental protection expenditures increased by 12.3% compared to 2023, reaching RUB 48,865.32 million. This resulted from higher costs of nature conservation services, including those associated with the preservation and restoration of lands, surface and ground water, and waste management.

Current expenditures increased across the gas, oil, and power generation business segments, which impacted the total amount for the Gazprom Group.

Breakdown of the Gazprom Group's current environmental protection expenditures, 2024, %



- 34.7 Wastewater collection and treatment
- 21.8 Preservation and restoration of lands, surface and ground water
- 21.1 Waste handling
- 14.5 Air protection and climate change prevention
- 1.5 Biodiversity preservation
- 6.4 Other environmental efforts

Traditionally, wastewater treatment costs predominated in the Gazprom Group's current expenditures, amounting to RUB 16.94 billion, or 34.7%, in 2024.

- RUB 10.66 billion was allocated to the protection and environmental rehabilitation of land, surface and ground water;
- RUB 10.31 billion to waste handling;
- RUB 7.10 billion to atmospheric air protection and climate change prevention;
- RUB 0.75 billion to biodiversity preservation and protection of natural areas;

and RUB 3.10 billion was spent on other environmental protection activities, including environmental protection from noise, vibration, and other types of physical impact, ensuring radiation safety for the environment, alongside research and development aimed at mitigating negative environmental impact.

Negative environmental impact fees in 2020–2024, RUB million

Entity	2020	2021	2022	2023	2024
Gazprom Group	693.11	710.64	747.34	646.23	701.44
Gas business companies	214.63	226.83	194.49	231.67	229.97
• incl.: PJSC Gazprom entities	186.81	205.44	165.40	204.57	202.55
Gazprom Neft	331.51	289.61	402.87	263.01	318.86
Gazprom Energoholding	136.69	187.37	142.85	141.59	141.85
Gazprom Neftekhim Salavat	10.28	6.83	7.13	9.96	10.76



In 2024, the Gazprom Group transferred RUB 701.44 million to budgets of various levels as negative environmental impact fees, an 8.5% increase year-on-year. The increase is associated with higher hydrocarbon production and flaring of associated petroleum gas (APG) at Gazprom Neft's facilities.

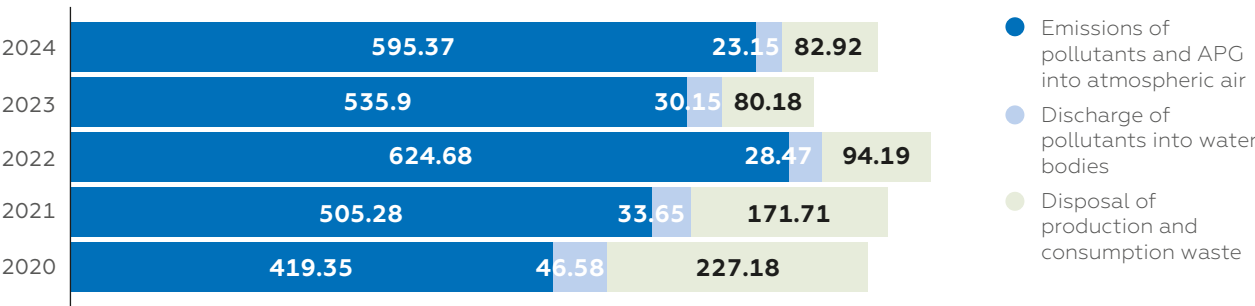
Excessive impact fees accounted for 56.8% of the Gazprom Group's total negative environmental impact fees; for PJSC Gazprom entities, the share was 12.3%; for Gazprom Neft – 90.8%; for Gazprom Energoholding – 54.9%; and for Gazprom Neftekhim Salavat – 0.4%.

Payment of excessive fees resulted mostly from APG flaring at Gazprom Neft's facilities and payments for APG and pollutant emissions.

Fees for pollutant emissions were predominant in Gazprom Energoholding's excessive impact fees, and arose from the reclassification of a facility to Category I and a gap in the validity of permits.

Excessive payments of PJSC Gazprom entities ensued from higher natural gas processing volumes and start-up works at Gazprom Pererabotka Blagoveshchensk.

The Gazprom Group's fees by type of negative environmental impact in 2020–2024, RUB million



In 2024, negative environmental impact fees were predominantly paid for atmospheric air pollutant emissions (84.9%) and disposal of production and consumption waste (11.8%).

Environmental risk management measures

The Gazprom Group is consistently undertaking the following measures to mitigate natural, climate, and environmental risks:

- developing and implementing energy efficiency and energy saving programs;
- leveraging the most effective operating procedures adapted to various climatic conditions;
- boosting the efficiency of gas production and transportation systems and gas transmission network operation;
- analyzing potential adverse environmental impacts and their implications resulting from identified accidents and other emergencies; implementing activities for emergency prevention, localization, response, and impact mitigation;
- assessing environmental damage in case of accidents and other emergencies;
- implementing comprehensive initiatives related to the enhancement of reliability of pipeline systems, landscape stabilization, soil reclamation, and vegetation rehabilitation.

Environmental Training of Employees

The Gazprom Group runs educational projects designed to help employees understand the importance of environmental protection, climate change, and adapting the Company's production activities to these issues. In 2024, a total of 8,600 employees received environmental training.

Traditionally, such programs include environmental training for managers and teams from environmental functions, where participants master the "Ecology. 1C-Corporate Management Systems. Environmental Protection" information system and enhance their qualifications in conducting environmental assessments. Employees of PJSC Gazprom's subsidiaries and entities also take training in environmental management in the gas industry, where they study the functioning of the EMS and evaluate its effectiveness. A webinar on climate change and low-carbon development was created and is regularly conducted for the Gazprom Group's employees.

Additionally, distance learning opportunities are available to employees, covering various environmental topics.

PJSC Gazprom annually holds a Competition for Environmental Services and Ecologists of Subsidiaries. Based on performance in 2023, Gazprom Dobycha Yamburg was recognized as the winner among environmental departments in the Best Environmental Service category in 2024.

The winners in the Best Ecologist nomination are employees of Gazprom Dobycha Urengoy, Gazprom Transgaz Stavropol, and Gazprom Dobycha Yamburg.

To uphold and enhance the environmental management system of PJSC Gazprom, advisory workshops and training sessions are held on an annual basis. Heads of environmental functions at PJSC Gazprom's subsidiaries, top management of PJSC Gazprom's subsidiaries, internal auditors of PJSC Gazprom's EMS, and staff from the Environmental Inspectorate participated in the following training sessions:

- Procedures and Mechanisms for Non-Conformity Management within the EMS;
- Functioning of PJSC Gazprom's Environmental Management System in Line with GOST R ISO 14001-2016 Requirements, Including the Specific Context of Subsidiary Operations;
- Internal Audit of the Environmental Management System.

8,600 EMPLOYEES

of Gazprom Group entities were covered by environmental training programs in 2024

<sup>1</sup> Enterprises and production facilities that have the most significant negative environmental impact.

In January 2024, PJSC Gazprom hosted a business game focused on obtaining integrated environmental permits (IEP) for Category I facilities . The event was attended by over 60 employees from 19 of the Company's subsidiaries, as well as representatives from the Russian Ministry of Natural Resources and federal executive authorities. The business game taught participants to assess environmental and legal risks in the process of obtaining IEPs for facilities with a negative environmental impact.

Environmental training of the Gazprom Group's employees, persons

Indicator	2022	2023	2024	Change 2024/2023, %
Number of employees who received environmental training	8,055	8,755	8,600	−1.8
Including employees who received training in the EMS	1,680	1,235	1,182	−4.4



# efficiency = SUSTAINABILITY



Switching heat loads from boiler houses to CHPPs boosts efficiency by increasing power generation from thermal energy. To implement this project, I built a team of hydraulic engineers at MOEK.

Thanks to the Program for Switching Loads from Boiler Houses to CHPPs, we saved over 6 bcm of gas and reduced GHG emissions by 11 mmt of CO<sub>2</sub> equivalent between 2013 and 2024.

In 2024, the Program won the international Green Eurasia award in the Low-Carbon Energy category.

My involvement in the working group under the Moscow Department of Housing and Utilities on developing and updating the city's heat supply network allows me not only to advocate for the interests of my company, but also to contribute to the advancement of a reliable, sustainable and environmentally responsible heat supply system for the residents of Moscow.



**ALEXEY  
DYSKIN**

**Head of Heat Supplies  
at the Head Office  
of MOEK**

Contributes to identifying the most cost-effective and optimal alternatives for Moscow's heat supply system and oversees the Program for Switching Loads from Boiler Houses to CHPPs, one of the flagship energy efficiency projects in Russia's capital city.



# Climate Change Management

Material topic



14. Emissions Management at the Gazprom Group

PJSC Gazprom takes a proactive approach to the comprehensive analysis, assessment and management of risks associated with the low-carbon transition and climate-related factors. The Company works systematically to monitor and reduce GHG emissions and consistently implements a wide range of measures to adapt its production operations to climate change.

## Climate Strategy of the Gazprom Group

The Gazprom Group's climate agenda is aligned with the Climate Doctrine of the Russian Federation, Russia's 2050 Social and Economic Development Strategy with Low Greenhouse Gas Emissions, the Paris Agreement, and the UN Sustainable Development Goals.

The Company's Climate Strategy through 2050 relies on sustainable development scenarios for PJSC Gazprom through 2050 based on the low-carbon trends in the global economy. The Strategy outlines key priorities of the Company in advancing low-carbon transition powered by natural gas.

The Climate Strategy is integrated into PJSC Gazprom's corporate planning system. It sets out plans for reducing GHG emissions in the form of strategic targets and key performance indicators incorporated into corporate programs on long-term and innovative development.

The Board of Directors of PJSC Gazprom approved the Climate Strategy through 2050.<sup>1</sup> This document reflects Russia's ambition of striking a balance between human-induced GHG emissions and their sequestration by 2060, while also affirming the Company's commitment to reducing the carbon intensity of its gas production, transportation, storage and processing operations, and setting the stage for a broader use of natural gas in energy, industry and transport

Key provisions of the Climate Strategy were formulated based on the findings of scientific research, expert analysis, forecasts, and scenario analysis using comprehensive economic and mathematical models. The Strategy outlines climate conservation priorities with due account of the national economic conditions and peculiarities, fundamental objectives of PJSC Gazprom, and low-carbon development trends in target international markets.

<sup>1</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 3990 dated October 24, 2023.

### GHG Reduction Targets

Short-term targets

Set for a period of three years as part of PJSC Gazprom's Corporate Environmental Targets and Corporate Energy Targets

Mid-term targets

Set for a period of 10 years under PJSC Gazprom's Long-Term Development Program and Innovative Development Program

Long-term targets

Set out in PJSC Gazprom's Climate Strategy through 2050 subject to Russia's ambition of striking a balance between human-induced GHG emissions and their sequestration by 2060

The corporate GHG emissions management system assigns responsibilities and functions across the governance structure. It involves definition of development priorities with a focus on climate factors, management of climate risks and climate change adaptation issues, establishment of targets for cutting GHG emissions, planning and implementation of energy efficiency improvement and GHG reduction initiatives, performance monitoring and evaluation, and verification and submission of voluntary and mandatory reports.

### PJSC Gazprom's low-carbon development priorities through 2050

- Gas infrastructure expansion in Russian regions and conversion of vehicles to natural gas;
- reduction of direct (Scope 1) and indirect (Scopes 2 and 3) GHG emissions across the process chain;
- improved energy efficiency of production operations, prevention of methane emissions in line with best practices available today, and APG utilization;
- development of a climate risk management system, implementation of measures to adapt the Company to potential climate changes;
- improvement of the GHG accounting and monitoring methods, including by using space technologies;
- introduction of low-carbon development innovations and best available technologies;
- responsible selection of suppliers and contractors, engagement with product manufacturers and consumers, and involvement of other stakeholders to reduce the carbon footprint;
- participation in climate initiatives designed to reduce the carbon footprint, reliance on renewable and secondary energy resources, implementation of climate projects;
- broader stakeholder engagement, bolstering of low-carbon development partnerships, participation in climate ratings;
- digitalization and optimization of process management systems, development of IT-driven low-carbon development systems;
- support for scientific research on climate and climate change adaptation, use and promotion of modern carbon footprint calculation methods, including the Global Temperature change Potential, to assess the role of methane in an unbiased manner;
- implementation of educational and outreach projects on climate and climate change adaptation issues;
- offsetting of GHG emissions through reforestation, ecosystem preservation, carbon sequestration and utilization, and contributions to the carbon credit market;
- creation of new sectors focused on the consumption of natural gas, including hydrogen energy and non-energy use of natural gas.

In reviewing climate risks and approving climate goals, PJSC Gazprom's Board of Directors is guided by the Company's Climate Strategy through 2050. The Chairman of the Management Committee ensures general management of the Gazprom Group's low-carbon transition efforts and determines development priorities with a focus on climate factors. The Management Committee of PJSC Gazprom reviews climate risks, signs off climate goals, and approves initiatives to reduce GHG emissions.

The Company regularly assesses regulatory, market, technology and reputation risks associated with the transition to a low-carbon economy, including risks across the entire value chain. The Gazprom Group applies a scenario-based approach to risk assessment (at least two scenarios) and identifies new business opportunities arising out of low-carbon transition.

Analysis of climate-related opportunities enables the Company to take steps to enhance resource efficiency and expand the use of gas, including as a natural gas vehicle (NGV) fuel.

In response to the global low-carbon trend and climate change, the Gazprom Group continues to adapt its strategy to the evolving environment, and the emergence of new technologies and carbon regulation frameworks, while also supporting suppliers and customers (consumers) in reducing GHG emissions.



The Company assessed the effectiveness of various adaptation initiatives for its operations under different market development scenarios amid the global low-carbon transition and changing climate conditions

To identify additional GHG reduction measures and prioritize initiatives included in short- and long-term R&D and investment programs in the context of sustainable development in a low-carbon economy, the Group takes consistent steps to create a comfortable working environment, including by protecting employees and their families from the adverse effects of climate change



PJSC Gazprom offers its employees continuous training and professional development courses on climate change and low-carbon transition, including through Gazprom Corporate Institute, a private institution for supplementary professional education.

The Company regularly participates in the sessions of the Conference of the Parties (COP) to the UN Framework Convention on Climate Change. In 2024, PJSC Gazprom's delegation visited Baku to attend COP 29.

The Company's representatives gave a speech at the Energy Day event hosted by the Russian Ministry of Energy, highlighting the significant contribution of Russia's gas industry and PJSC Gazprom to global energy security and emphasizing the advantages of natural gas as an energy source (environmental friendliness, efficiency, and technological availability).

1. About the Gazprom Group

2. Role in National Economy

3. Gazprom Group's people

4. Process Safety

5. Regional Social and Economic Development

6. Environmental Protection Improving Energy Efficiency and Energy Saving

7. Appendices

## Management of Climate Change Adaptation

The Gazprom Group applies unified approaches to the identification and assessment of climate-related risks and opportunities in accordance with Russian laws, corporate requirements, IFRS S1 and S2 recommendations, and ISO 14090. The Company also consistently monitors and evaluates these risks, considers the negative impacts of various climate factors on its operations across the entire value chain, uses scenario-based approaches, and conducts stress testing for resilience.

The Gazprom Group regularly identifies and assesses risks in two key categories: physical climate risks and low-carbon transition risks.

Risk	Impact	Mitigation
<b>Physical climate risks</b>		
Long-term physical risks are risks associated with climate change in the regions where the Company operates		
Extremely high/low temperatures, unusual precipitation, wind speeds, and other weather anomalies caused by temperature changes	<ul style="list-style-type: none"><li>• Deviations from standard equipment operation procedures and process flows;</li><li>• reduced hydrocarbon production in certain periods;</li><li>• thawing of the most sensitive permafrost soils;</li><li>• increased frequency and severity of hydrometeorological phenomena;</li><li>• shortened operating periods for winter roads;</li><li>• changes in the depth of seasonal permafrost thaw</li></ul>	<ul style="list-style-type: none"><li>• Incorporation of natural and climatic conditions into infrastructure design;</li><li>• R&amp;D on climate change and adaptation;</li><li>• adaptation initiatives designed to ensure the reliability and integrity of assets at production sites;</li><li>• corporate adaptation program focused on adjusting operations to evolving climate and geocryological changes</li></ul>
Extreme physical risks are risks associated with unfavorable weather conditions and natural disasters caused by climate change		
Increased frequency and duration of extreme hazardous weather and climate phenomena	<ul style="list-style-type: none"><li>• Reduced productivity, production halts and disruptions;</li><li>• damage to buildings and structures;</li><li>• breaches in the pipeline system;</li><li>• deformation of water supply and sewerage systems;</li><li>• rising construction and repair costs</li></ul>	<ul style="list-style-type: none"><li>• Assessing the impacts of climate change on production operations and projects;</li><li>• identifying and ranking areas exposed to climate change impacts;</li><li>• forecasting the reliability of equipment, technologies and processes;</li><li>• minimizing the adverse climate change consequences</li></ul>
<b>Energy transition risks</b>		
Political, regulatory, market, technology and reputation risks		
<ul style="list-style-type: none"><li>• Introduction of carbon taxes or emission charges ;</li><li>• GHG emission caps and trading arrangements;</li><li>• tighter regulatory requirements;</li><li>• deterioration of reputation (image) due to a failure to meet the stated GHG reduction targets;</li><li>• changing consumer behaviors</li></ul>	<ul style="list-style-type: none"><li>• Increased operating costs;</li><li>• higher production costs;</li><li>• lower revenues due to weaker demand for products and services;</li><li>• weaker market capitalization and investment appeal;</li><li>• greater relevance of the product's carbon intensity metrics;</li><li>• weaker product competitiveness in commodity and financial markets</li></ul>	<ul style="list-style-type: none"><li>• Engagement with government authorities and stakeholders on GHG emissions regulation;</li><li>• consistent reduction of carbon footprint;</li><li>• implementation of GHG emission reduction initiatives;</li><li>• active promotion of advantages offered by natural gas as the most environmentally friendly fossil fuel;</li><li>• development of new low-carbon energy sources, including secondary and hydrogen energy</li></ul>

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Opportunities associated with climate change include:

- development and/or expansion of low-emission products and services, and use and marketing of low-carbon energy sources (primarily natural gas);
- implementation of climate projects and participation in carbon markets;
- creation, development and application of new low-carbon technologies, including hydrogen energy powered by natural gas;
- enhancement of stakeholder trust and the confidence of international partners from friendly countries;
- more efficient and sustainable use of fuel and energy resources in production processes.

As part of risk and opportunity assessments, the Gazprom Group analyzes the potential impact of each risk on its operations and develops preventive measures based on risk materialization scenarios to mitigate any negative consequences.

To minimize the impact of physical risks, the Company implements a wide range of climate adaptation initiatives. As one example, PJSC Gazprom put in place a corporate program for adapting its operations to evolving climate and geocryological conditions by taking into account probable scenarios of climate changes in the areas where the Company's production facilities are located and by adhering to the ISO 14090 requirements.

Drawing on both historical data and new insights obtained through modern technologies, the program helps identify trends in the natural and human-induced evolution of permafrost soils. The Company relies on these inputs

and the guidelines issued by Russia's Ministry of Economic Development<sup>1</sup> to develop comprehensive measures for adapting its production operations to evolving climate and geocryological conditions, including as regards regulatory requirements, technology advancements, and information management.

Research by institutes of the Russian Academy of Sciences (including the Institute of Environmental Geoscience and the Institute of Petroleum Geology and Geophysics) titled "Adaptation technologies to ensure the safety of production facilities under changing geocryological conditions" enabled the development of comprehensive solutions to adapt PJSC Gazprom's production operations to evolving climate and geocryological conditions.

The design process for each production facility involves conducting surveys to gather and analyze information about physical and climatic conditions in the prospective area, including temperature ranges and mean monthly and yearly temperatures. The collected data is used to identify key parameters affecting hydrocarbon treatment technologies and transportation conditions, and develop geocryological protection solutions for pipelines and the foundations of buildings and structures.

The design of field infrastructure includes thermal stabilization solutions to help obtain arrays of perennially frozen ground with the required mechanical properties to last for the entire period of facility construction and operation

<sup>1</sup> Approved by order of the Russian Ministry of Economic Development No. 267 dated May 13, 2021.

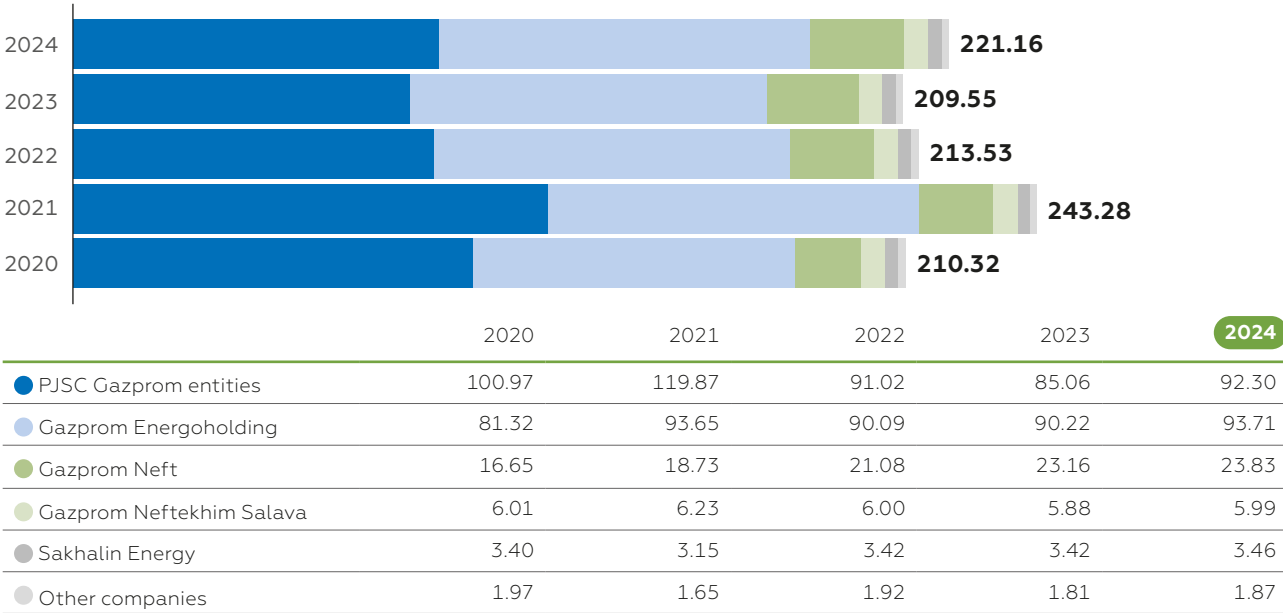
GHG Emissions Management

All entities of the Gazprom Group monitor and report GHG emissions in accordance with the Methodological Guidance on the Quantification of

Greenhouse Gas Emissions by Entities Engaging in Business and Other Activities in the Russian Federation<sup>2</sup>.

<sup>2</sup> Approved by order of the Russian Ministry of Natural Resources and Environment No. 371 dated May 27, 2022.

Gazprom Group GHG emissions, 2020–2024, mmt of CO<sub>2</sub>-equivalent



MED 20

Gazprom Group GHG emissions (Scope 1), mmt of CO<sub>2</sub> equivalent

	2022	2023	2024	Change 2024/2023, %
Gazprom Group, incl.:	213.53	209.55	221.16	+5.5
PJSC Gazprom entities, incl.:	91.02	85.06	92.30	+8.5
• production	15.63	14.12	15.09	+6.9
• transportation	66.03	60.10	66.14	+10.0
• processing	6.82	7.74	8.18	+5.7
• underground storage	1.22	1.19	1.32	+10.9
• other	1.32	1.91	1.57	−17.6
Gazprom Energoholding	90.09	90.22	93.71	+3.9
Gazprom Neft	21.08	23.16	23.83	+2.9
Gazprom Neftekhim Salavat	6.00	5.88	5.99	+1.9

Specific GHG emissions of PJSC Gazprom entities (Scope 1), kg of CO<sub>2</sub>-equivalent per ton of reference fuel

Segment	2022	2023	2024	Change 2024/2023, %
Production	35.964	37.445	34.565	−7.69
Transportation	95.893	92.301	95.064	+2.99
Processing	106.730	92.481	88.679	−4.11



GHG emissions of PJSC Gazprom entities (Scope 1) by sources, 2024, mmt of CO<sub>2</sub>-equivalent

Emissions	Total	CO <sub>2</sub>	CH <sub>4</sub>
Total GHG emissions	92.30	69.71	22.59
Stationary fuel combustion	61.69	61.69	0.00
Flaring	3.10	2.97	0.13
Fugitive emissions	26.63	4.36	22.27
Other industrial processes	0.00	0.00	0.00
Fuel combustion by transport	0.68	0.68	0.00
Processing, incineration, and burial of solid waste	0.20	0.01	0.19

In addition to emission calculations based on Global Warming Potential (GWP), the Gazprom Group presented separate assessments using the Global Temperature change Potential (GTP).

Use of the 100-year GTP in line with the recommendations of the IPCC and the resolution adopted by the Conference of the Parties serving as the meeting of the Parties to the Paris Agreement<sup>1</sup> helps provide a more unbiased picture of the climate impact produced by GHG emissions. Accordingly, a conversion factor of 6 was used to assess fossil methane (CH<sub>4</sub>) emissions

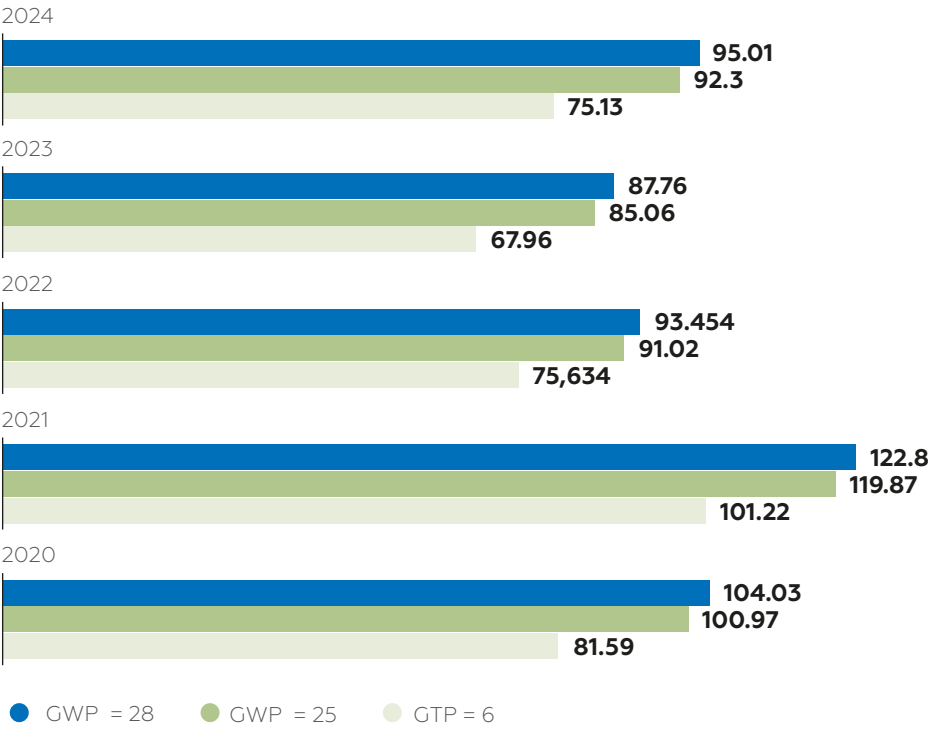
in CO<sub>2</sub>-equivalent under the alternative calculation approach.

Based on the GTP methodology, the Gazprom Group's GHG emissions in 2024 amounted to 202.59 mmt of CO<sub>2</sub> equivalent, while emissions from PJSC Gazprom entities totaled 75.13 mmt of CO<sub>2</sub> equivalent.

Indirect GHG emissions (Scope 2) associated with the generation of power, heat or steam purchased from third parties are calculated across the entire production chain of PJSC Gazprom entities by types of activities and Gazprom Group entities.

<sup>1</sup> Decision 18 / CMA.1, Annex 37.

Evolution of GHG emissions in PJSC Gazprom entities, 2020–2024, mmt of CO<sub>2</sub>-equivalent



● GWP = 28    ● GWP = 25    ● GTP = 6

Energy indirect GHG emissions (Scope 2) in Gazprom Group entities, mmt of CO<sub>2</sub>-equivalent<sup>2</sup>

	2022	2023	2024	Change 2024/2023, %
Gazprom Group, incl.:	11.11	11.33	12.48	+ 10.15
PJSC Gazprom entities by key types of activities <sup>3</sup> , incl.:	4.02	4.17	5.06	+ 21.34
• production	0.31	0.34	0.38	+11.76
• transportation	1.84	1.90	2.63	+38.42
• processing	1.83	1.90	2.01	+5.79
• underground storage	0.04	0.03	0.05	+66.67
Gazprom Energoholding	0	0	0	0
Gazprom Neft	4.84	5.06	5.24	+3.56
Gazprom Neftekhim Salavat	2.25	2.10	2.18	+3.81

Carbon Footprint of Products (Scope 3)

The Gazprom Group assesses indirect (Scope 3) GHG emissions resulting from the use of products as fuels or feedstock both in Russia and abroad. The calculation includes GHG emissions from all types of sold products – natural gas, oil and gas condensate, automotive gasoline, diesel and jet fuel, liquefied petroleum gas, and fuel oil.

In 2024, TGC-1 (Gazprom Energoholding and Novosalavatskaya CHPP (Gazprom Neftekhim Salavat) produced 12.86 billion kWh of energy by way of hydropower generation. The majority of this output is attributed to the hydro power plants of TGC-1, which make a significant contribution to the green energy sector of Russia's Northwestern Federal District.

Excluding hydro power units, the Gazprom Group operated 3,178 renewable and secondary energy facilities in 2024. The total electric power generated by these power units amounted to 14,744.4 thousand kWh.

Gazprom Neft actively pilots alternative energy projects and digitalization of refineries' energy systems. The company is expanding its renewable energy generation, including solar power plants at the Omsk Oil Refinery with a total installed capacity of 20 MW. The reporting year saw completion of a new solar plant at the Omsk Oil Refinery, which generated 10 697.4 thousand kWh of solar power in 2024.

<sup>2</sup> Disaggregated indicators in certain lines may not add up to the relevant totals due to rounding.

<sup>3</sup> GHG emissions (Scope 2) of PJSC Gazprom are calculated only for core business activities; other types of activities are not included in the reporting perimeter.

311  
KG OF CO<sub>2</sub>  
EQUIVALENT PER  
BOE.

carbon intensity of the Gazprom Group's products burnt by end consumers

40%  
of TGC-1's installed capacity comes from hydro power, with 40 hydro power plants providing a combined capacity of approximately 2,900 MW

RUB 4.1 BILLION  
invested by the Gazprom Group in alternative energy in 2024

Electricity produced by the Gazprom Group from renewable and secondary energy resources

Generation type	Power output, million kWh			Number of units		
	2022	2023	2024	2022	2023	2024
All types of renewable and secondary sources	13,171,829,491.03	12,708,661,341.28	12,876,840,365.10	3,084	3,118	3,294
incl. PJSC Gazprom entities	3,656,277.33	3,444,170.51	3,668,780.86	1,846	1,846	1,851
Solar and wind generators	1,588,150.37	1,677,243.79	11,385,473.19	1,936	1,971	2,147
incl. PJSC Gazprom entities	251,457.67	260,289.03	297,204.55	814	815	819
Hydropower turbines	13,166,836,521.00	12,703,800,216.00	12,862,095,930.00	116	116	116
incl. Gazprom Energoholding	13,136,298,283.00	12,669,429,509.00	12,810,006,788.00	113	113	113
Gazprom Neftekhim Salavat	30,538,238.00	34,370,707.00	52,089,142.00	3	3	3

Reduction of Methane Emissions

To reduce methane emissions, the Gazprom Group implements innovations and resource-saving measures, while also developing and applying the following technologies for preserving gas during maintenance:

- using distribution stations to deliver gas to customers;
- blowing natural gas from the section under repairs into an active pipeline;
- using gas from a compressor shop's process pipelines for internal needs.

The Company is also introducing mobile compressor stations to prevent methane releases during gas trunkline repairs. This is an efficient technology that helps channel up to 80% of methane from disabled sections into an active pipeline, and thus reduce fuel losses and minimize air impact.

PJSC Gazprom also uses 24/7 monitoring systems to detect methane leaks in the ambient air. These systems are equipped with remote laser methane detectors and automatically issue alerts when gas concentrations exceed permissible levels.

Methane detection at Gazprom facilities is also addressed by employing detectors installed in helicopters or unmanned aerial vehicles. Moreover, PJSC Gazprom is introducing cutting-edge methods of monitoring methane emissions by leveraging satellite technologies.

All these initiatives minimize methane emissions across the natural gas production and supply chain. Methane emissions at Gazprom facilities are extremely low:

- 0.03% of produced gas at the production stage;
- 0.20% of transported gas at the stage of pipeline transportation;
- 0.04% of stored gas at the stage of underground storage.

In 2024, PJSC Gazprom entities prevented bleeding of more than 2 bcm of natural gas used for internal processes primarily thanks to gas conservation through the deployment of mobile compressor stations (828.8 mcm of gas), using distribution stations to deliver gas to customers (523.7 mcm), and blowing natural gas from the section under repairs into an adjacent pipeline section (325.7 mcm). Taking into account initiatives implemented in the gas transportation segment, prevented methane emissions in 2024 came in at 35.7 mmt of CO<sub>2</sub> equivalent.

MED 21

RUB 5.36  
BILLION

spent by PJSC Gazprom entities on initiatives to prevent climate change in 2024

New Level of Leak Detection

At St. Petersburg International Gas Forum, Gazprom Transgaz Tomsk unveiled a prototype of a multifunctional patrol robot equipped with a laser gas analyzer and designed to autonomously conduct routine inspections of production facilities and scan for potential methane leaks. The robot's capabilities can be expanded by installing additional devices and sensors.



Methane emissions<sup>1</sup> from PJSC Gazprom entities by type of activity and production process, kt

Segment	2022	2023	2024	Change 2024/2023, %
Production	82.09	71.58	71.81	+0.3
Transportation	706.11	782.02	793.57	+1.5
Processing	2.84	7.28	9.24	+26.9
Underground storage	14.95	16.93	17.84	+5.4
Other	4.17	22.62	11.30	−50.0

<sup>1</sup> According to the Methodology for the Quantification of Greenhouse Gas Emissions by Organizations approved by order No. 371 of the Russian Ministry of Natural Resources and Environment dated May 27, 2022.

The increase in methane emissions in the processing segment was due to the growth of natural gas processing volumes and the increase in loaded start-up operations of Gazprom Pererabotka Blagoveshchensk.



PJSC Gazprom is the leading Russian company by the number of carbon units registered in the national carbon unit register<sup>2</sup>, which accounts for 85% of all carbon units currently in circulation.

<sup>2</sup> <https://carbonreg.ru/en/>

PJSC Gazprom in the carbon unit market

In 2024, we continued to run the climate project “Prevention of Greenhouse Gas (Methane) Emissions through the Use of Mobile Compressor Stations during Preparation of Trunkline Sections for Maintenance”.

The project seeks to harness the potential of mobile compressor stations (MCS) for conserving gas during maintenance preparations on trunk pipelines.

As part of the climate project, 49,928,002 carbon units are scheduled for issuance in 2029.

During the reporting period from October 1, 2019 to December 31, 2022, actual reduction (prevention) of GHG emissions amounted to 28,306,837 tons of CO<sub>2</sub> equivalent (as confirmed by estimates of GHG emissions during verification). Russia's carbon unit register now lists 28.3 million carbon units equivalent to the relevant decrease in GHG emissions, which makes our undertaking the largest climate project currently recorded in the national register.



# Advancing the NGV Fuel Market

Use of natural gas as an NGV fuel helps bolster public health, mitigate the environmental impact by choosing an eco-friendly gas fuel, and reduce refueling expenses for car owners thanks to more attractive prices.

As motor fuel, natural gas is used in two forms:

Compressed natural gas (CNG) is sold through CNG filling stations, where it is treated, dried, pressurized in a compressor, and sent to a vehicle's tank at a pressure of 200 atm.

**Key consumers of CNG are passenger vehicles, light trucks, light-duty vehicles, and municipal service vehicles.**

Liquefied natural gas (LNG) is natural gas cooled down to -161.5 °C. Upon cooling, gas takes liquid form, with its volume reduced 600 times. LNG is transported and stored in cryogenic tanks and sold to consumers via cryogenic filling stations or CNG filling stations with cryogenic equipment.

**Key consumers of LNG are long-distance motor vehicles, railways, water transport, and quarry and agricultural machines.**

NGV advantages over traditional automotive fuels

**Environmental benefits**

Specific GHG emissions from NGV fuel are 1.7 times lower than for diesel, and 2 times lower than for gasoline (throughout the entire fuel life cycle, from extraction to production). Emissions of toxic substances from NGV fuel are significantly lower. For example, carbon monoxide emissions are 30% lower compared to diesel. Using NGV fuel instead of petroleum-based fuels reduces nitrogen oxide and hydrocarbon emissions, decreases smoke pollution, and eliminates soot generation typical of diesel engines.

**Economic benefits**

The price of natural gas as a motor fuel is usually maintained at less than 50% of the price of diesel fuel sold in the region. The cost per kilometer of methane-powered transport is on average two times lower compared to vehicles running on traditional fuels.

1.4 BCM

CNG consumed in Russia in 2024

More than 1.5 MMT OF CO<sub>2</sub> EQUIVALENT

reduction in GHG emissions in Russia in 2022–2024 thanks to selling CNG as a motor fuel

## Gazprom Group Indicator 28

### Environmental effect from using NGV fuel for refueling in Russia

Indicator	2022	2023	2024
Reduction of emissions			
GHG, thousand tons of CO <sub>2</sub> equivalent	533.8	524.8	500.0
Pollutants, mmt	46.8	46.0	43.8

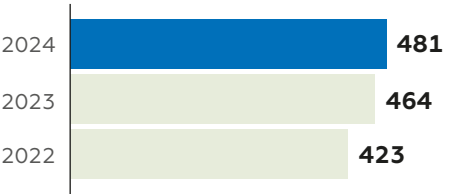
Gazprom Gazomotornoye Toplivo is the single operator responsible for the development of the NGV fuel market in Russia. The company sells gas as a motor fuel and develops a retail network of CNG filling stations across Russia under the Gazprom and EcoGas brands.

PJSC Gazprom continues to champion accelerated development of the gas filling network. By the end of 2024, the number of CNG filling stations operated by the Gazprom Group increased by 3.7% due to the commissioning of new facilities.

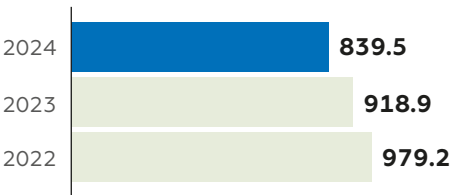
In 2024, subsidiaries of PJSC Gazprom built and commissioned seven CNG filling stations<sup>1</sup>.

## Gazprom Group 27

### Number of CNG filling stations owned by Gazprom Group entities and Gazprom Gazomotornoye Toplivo in Russia as of December 31, 2024



### CNG sales by CNG filling stations of Gazprom Group entities and Gazprom Gazomotornoye Toplivo in Russia, mcm



In the reporting year, the CNG sales of Gazprom Group entities and Gazprom Gazomotornoye Toplivo in its own network of CNG filling stations in Russia reached 839.5 mcm.

<sup>1</sup> Data on fixed gas filling infrastructure facilities operated by core subsidiaries of PJSC Gazprom.

44 CNG filling stations operated in the cities participating in the Clean Air federal project, with four new stations commissioned in 2024

The Gazprom Group continues to collaborate with the leading automotive manufacturers to increase the number of available models for gas-powered vehicles and machinery. Simultaneously, we are exploring the use of gas in other types of transport (for example, rail and water).

481 CNG filling stations owned by Gazprom Group entities and Gazprom Gazomotornoye Toplivo

Gazprom Gazomotornoye Toplivo and the Government of the Moscow Region are implementing a joint project to expand the use of environmentally friendly public transport. The transition to NGVs in the Moscow Region is expected to deliver significant fuel cost savings and reduce GHG and pollutant emissions. Dolgoprudny is being considered as a host city for a pilot fleet of 200 methane-powered buses.

Gazprom Group entities continue to increase the use of natural gas as motor fuel in their own vehicle fleets. As of December 31, 2024, the number of natural gas vehicles stood at 23,500, with 1,702 such vehicles purchased in the reporting year. In 2023, consumption of natural gas (methane) as motor fuel came in at 101 mcm.

The share of NGVs in the fleet of Gazprom Group entities suitable for conversion is 67%. Cost savings from replacing liquid motor fuel with natural gas were estimated at RUB 3.2 billion (including VAT) based on the price difference between fuel types.

For more details on the Gazprom Group's contribution to the NGV fuel market, see the [Gazprom Annual Report 2024](#).



## Hydrogen Energy

PJSC Gazprom leads the charge in developing hydrogen energy in Russia (section "Hydrogen Energy Development and Industry and Transport Decarbonization Driven by Natural Gas" of the Hydrogen Energy Development roadmap). To support this high-tech area, the Russian Government and PJSC Gazprom signed a Letter of Intent, under which the Company continues to develop competitive domestic technologies and pilot hydrogen energy projects. The key tool for furthering this Letter of Intent is the joint implementation of the Hydrogen Energy Development roadmap through 2030, which was approved by the interdepartmental working group on hydrogen energy in the Russian Federation.

PJSC Gazprom collaborates with Russian companies to identify priority development areas for hydrogen technologies and to deliver on joint projects. R&D cooperation with Russian and international organizations resulted in joint hydrogen energy pilots. The Company maintains an ongoing technical dialog with the leading Russian academic and applied research institutes, including as part of its R&D cooperation with Rosatom State Corporation.

In terms of regulation, Gazprom contributes to the work of Technical Committee 029 on Hydrogen Technologies (TC 029) and Technical Committee for Standardization 239 on Carbon Capture, Transport and Storage (TC 239).

PJSC Gazprom develops international cooperation in hydrogen energy through both bilateral partnerships (with companies from China, India, the UAE and other countries) and multilateral engagement via international organizations such as BRICS, GECF, ESCAP, APEC, etc.

The mentioned objectives are pursued mainly through research, design and technology development across the following areas:

- developing a technology for extracting hydrogen from hydrogen sulfide with limited GHG emissions;
- creating a pilot demonstration facility to support solutions for producing hydrogen from natural gas;
- conducting comprehensive assessment of hydrogen impact on the gas supply network integrity and stability for potential transportation and storage of methane-hydrogen mixtures;
- considering creation and use of molten-carbonate fuel cells;
- developing R&D solutions in membrane technology;
- developing technical solutions for production of natural hydrogen.



All the designated performance targets under the Hydrogen Energy Development roadmap through 2030 have been met so far.

The Gazprom Group continues to strengthen relations with hydrogen producers and consumers from friendly countries, while also liaising with its R&D partners.

In 2024, hydrogen energy research of PJSC Gazprom culminated in the publication of several scientific articles in leading Russian and international journals.

### International cooperation in hydrogen technology

In 2024, PJSC Gazprom and CNPC approved a Program of R&D Cooperation for 2024–2028, which promotes engagement in technical dialogs, including dialogs on hydrogen production and storage technologies, and on assessment of hydrogen's impact on pipelines. As part of these activities, the two companies held several joint meetings.

## Atmospheric Air Protection

Material topic



14. Emissions management at the Gazprom Group

### Managing Pollutant Emissions

Emissions monitoring is part of its corporate environmental protection strategy, which reflects provisions of the Russian Energy Strategy through 2030 and the Russian Ecological Doctrine.

Impact mitigation targets are in place for each type of operations. In the reporting year, the Group analyzed and identified significant environmental aspects requiring special attention.

#### Significant environmental aspects of PJSC Gazprom's emissions management

- Methane emissions associated with trunkline repairs;
- nitrogen oxide emissions during compressor station operation.

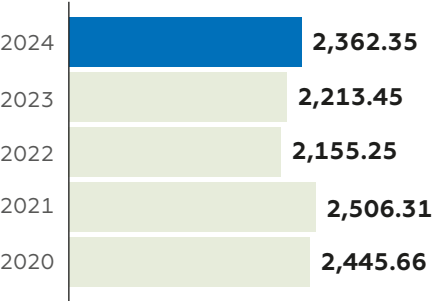
The Gazprom Group takes steps to reduce pollutant emissions by relying on mobile compressor stations to pump gas, using hot tapping, and blowing gas from the sections under repairs into neighboring active pipelines. Gas production facilities conduct well surveys without releasing natural gas into the air and make use of multi-component surfactant compositions to better remove reservoir fluids from well bottom holes, which helps reduce gas emissions into the air. To cut down on its nitrogen oxide emissions, PJSC Gazprom applies selective catalytic reduction of nitrogen oxides from waste gases.

Air pollutant emissions are controlled using an operational environmental monitoring and control (OEMC) system.

The Group introduced operational environmental control at facilities with a negative environmental impact (categories 1–3) across all its entities. The initiative seeks to ensure compliance with statutory environmental requirements and environmental impact standards, as well as the sustainable use of natural resources. Operational environmental control procedures are applicable to all production stages at PJSC Gazprom's subsidiaries, entities, and contractor companies and are a key tool to reduce the Group's environmental footprint.

MED 19

#### Gross pollutant emissions, 2020–2024., kt



In 2024, the Group's gross pollutant emissions from stationary sources went slightly up year-on-year (by 6.7%) to 2,362,350 tons due to an increase in hydrogen production and gas transportation.

Emissions monitoring is part of its corporate environmental protection strategy, which reflects provisions of the Russian Energy Strategy through 2030 and the Russian Ecological Doctrine.



For more details on the Gazprom Group's efforts to monitor methane leaks, see the [Reduction of Methane Emissions](#) subsection.

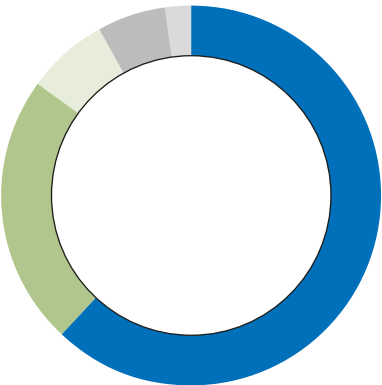
Units for capture and treatment of waste gases processed 203,570 tons of harmful emissions. Gazprom Energoholding, PJSC Gazprom entities and other Group entities had 192,130 tons, 5,060 tons and 6,380 tons of pollutants captured and neutralized, respectively.

Captured and neutralized pollutants contain 96.6% of solid particles, primarily solid fuel ash from energy facilities

A 4% reduction of emissions from Gazprom Energoholding is due to coal replaced by natural gas in the fuel mix and an effective energy saving program. A 20% year-on-year increase in Gazprom Neft's gross emissions comes as a result of growth in hydrocarbon production and updated process parameters of flaring units..

Pollutant emissions from stationary sources of the Group's gas business companies went up 4% year-on-year to 1,617,800 tons. PJSC Gazprom entities' share in total gas business emissions exceeds 90% and defines the overall trend of this indicator.

Share of the Gazprom Group entities in gross pollutant emissions, 2024 , %



- 62 PJSC Gazprom entities
- 23 Gazprom Neft
- 7 Gazprom Energoholding
- 6 Other gas business companies
- 2 Gazprom Neftekhim Salavat

In the reporting year, PJSC Gazprom commissioned 15 units for capturing and treating harmful substances from waste gases with a capacity of 12,310 m³/hour.



For more details on the structure and volume of pollutant emissions, see the appendix to the [Environmental Protection. Improving Energy Efficiency and Energy Saving](#) section.

PJSC Gazprom entities' gross emissions by core activity, 2020–2024, kt

Activity	2020	2021	2022	2023	2024
<b>PJSC Gazprom entities</b>	<b>1,652.29</b>	<b>1,712.11</b>	<b>1,380.93</b>	<b>1,409.25</b>	<b>1,461.71</b>
Production	150.56	172.43	175.76	156.13	164.58
Transportation	1,334.96	1,377.75	1,048.76	1,084.15	1,134.04
Underground gas storage	21.92	27.83	21.30	23.47	24.18
Processing	136.97	124.96	125.53	134.37	128.90
Other	7.88	9.14	9.58	11.13	10.01

PJSC Gazprom entities' gross emissions went slightly up year-on-year – by 3.7% or 52,460 tons mainly due to increased gas production and transportation.

## APG Flaring Reduction

The Gazprom Group is working to reduce APG flaring and related GHG and pollutant emissions to progress towards its corporate target in this area. The Gazprom Group's investment projects make a contribution to this goal as they provide for the transportation and supply of APG to gas processing plants and

the UGSS of the Russian Federation, APG processing, generation of heat and electricity for the Gazprom Group's internal needs, and APG injection into the gas cap to maintain reservoir pressure. In 2024, APG utilization across the Gazprom Group was 96.1%, an increase of 1.4 p.p.

### Gazprom Group Indicator 25

APG utilization across the Gazprom Group's assets in Russia<sup>1</sup>

Indicator	2022	2023	2024	Change 2024/2023
APG utilization, %	94.2	94.7	96.1	+1.4 p. p.
APG flaring across the Gazprom Group, mcm	1,498.6	1,588.2	1,276.2	-19.6%

In 2024, APG utilization increased due to reduced flaring at Gazprom Neft and facilities operating under long-term risk service agreements.

<sup>1</sup> Taking into account production at fields operated by PJSC Gazprom or its core subsidiaries and entities under subsoil use licenses and developed by Gazpromneft-Zapolyarye in accordance with long-term risk service agreements signed in 2018–2020.



# Water Resources Protection

Material topic



15. The Gazprom Group's efforts to maintain acceptable water quality in regions of operation

## Water Resources Management

Recognizing that water resources are vital to the health and well-being of Russia's residents and the development of its economy, the Gazprom Group continues to enhance water resource management efficiency as part of its Environmental Policy.

The Gazprom Group has in place a water management system at every onshore and offshore facility, drawing from diverse water sources including fresh and sea water. All production facilities of the Gazprom Group assess the significance of environmental aspects related to water use (water consumption and water disposal). This includes evaluating the amount of water withdrawn from natural sources, the quantity and quality of wastewater discharged into natural reservoirs, and the types of water sources and recipient waters. In addition, risk assessments related to water use are conducted during design and construction



The Corporate Environmental Target for 2023–2025 has been set to reduce excessive discharges of pollutants into surface water bodies compared to the baseline level. Our progress against it is reassessed annually.

of new facilities. At existing facilities, we regularly carry out repairs, modernization, and replacement of wastewater treatment plant equipment. Industrial environmental monitoring programs include regular screenings of wastewater and natural water quality, both at water sources and recipient bodies. Operational environmental control at the construction and operation sites ensures compliance with environmental, land, and water regulations. When problems and long-term risks in water use are identified, appropriate measures are developed and implemented to address them.

## Measures to Reduce Impact on Water Resources

The Gazprom Group reconstructs and modernizes water supply and wastewater systems at its facilities every year. These improvements boost water use efficiency. To improve the wastewater treatment quality and reduce hydrocarbon pollution, Gazprom is developing and implementing new technologies. These include a treatment method based on granular aerobic activated sludge combined with the Collector and Biosorb agents, which significantly accelerates the elimination of hydrocarbon contaminants while reducing environmental impact.



Gazprom Group entities regularly measure and monitor the total volume of wastewater at all of their production and administrative facilities and analyze their impact on ecosystems. As required by the applicable laws, Gazprom Group entities measure and monitor wastewater quality (including temperatures) to make sure it meets the regulatory requirements.

## Reducing Water Consumption and Water Reuse

The Gazprom Group maintains strict compliance with water use legislation, secures necessary permits in a timely manner, and keeps comprehensive records and reporting.

Water is withdrawn from surface and subterranean sources solely in accordance with the effective water use agreements and licenses, without causing any significant impact on the environment.

PJSC Gazprom does not operate in areas with water stress.

Projects undergo public hearings before being submitted for state expert review, and the Gazprom Group analyzes and incorporates stakeholder expectations.

Gazprom Group entities function as water suppliers in numerous Russian regions, delivering clean water to local communities and other users. In a number of cases, Gazprom assumes obligations for receiving and discharging wastewater from third-party organizations, making it responsible for wastewater discharges unrelated to its own production operations.

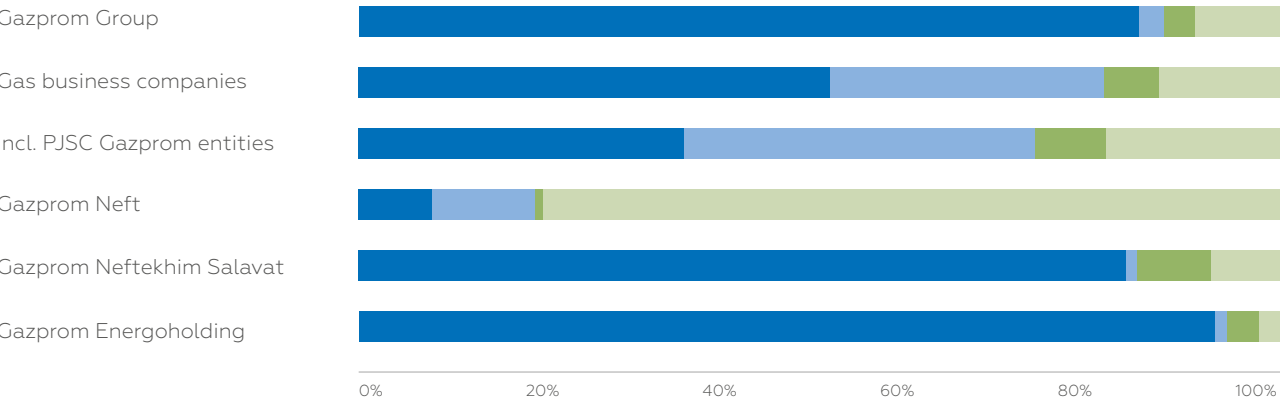


The Gazprom Group's water consumption, mcm

Indicator	2022	2023	2024	Change 2024/2023, %
From surface sources, incl.:	3,193.42	3,743.39	3,849.64	+2.8
• freshwater	3,156.76	3,710.38	3,817.39	+2.9
• non-freshwater	36.66	33.01	32.25	−2.3
From groundwater sources (freshwater)	91.85	128.00	124.77	−2.5
From public water supply utilities (freshwater)	142.46	143.29	150.59	+5.1
From other water supply systems (freshwater)	288.28	417.53	420.37	+0.7
Total	3,716.01	4,432.21	4,545.37	+2.6

In 2024, the Gazprom Group entities extracted 4,545.43 mcm of water, a modest 2.6% increase vs. 2023. This growth stems from higher electricity generation by Gazprom Energoholding power plants. Since most of them use once-through process water supply systems, higher water intake naturally led to increased discharge.

Gazprom Group entities’ water consumption structure by source type, 2024, mcm, %



	Gazprom Group	Gas business companies	Incl. PJSC Gazprom entities	Gazprom Neft	Gazprom Neftekhim Salavat	Gazprom Energoholding
Water from surface sources	3,849.64	49.69	22.44	31	36.38	3,732.57
Water from underground sources	124.77	28.87	24.23	43.1	0.53	52.27
Water from public water supply utilities	150.59	4.63	3.63	3.25	3.52	139.19
Water from other water supply systems	420.37	13.92	13.21	310.12	3.27	93.06

Natural sources account for 87% of the Gazprom Group's water withdrawal, with the shares of surface water bodies and underground water sources at 97% and 3%, respectively.

The Group's water consumption structure by types of sources depends upon specific features of production operations and location of the facilities.

The company responsible for most of the water consumption and, accordingly, water discharge into surface water bodies is Gazprom Energoholding, as its hydro power plants (HPPs) generate energy using a once-through cooling system.

Gazprom Energoholding accounts for 98.3% of the Gazprom Group's water discharge into surface water bodies.

Group's gas business accounts for a mere 1.1% of the latter (including 0.4% at PJSC Gazprom entities).

The Gazprom Group implements over 400 environmental protection measures annually to boost the efficiency of water use for production and utility purposes and improve the wastewater treatment quality.

For more details on the structure and other indicators of water consumption and discharge, see appendix to the [Environmental Protection. Improving Energy Efficiency and Energy Saving](#) section.

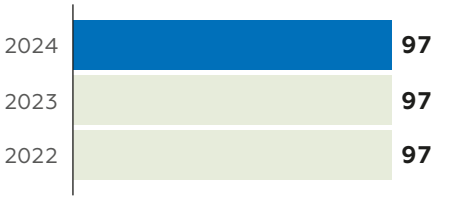
Key activities performed by Gazprom Group entities under environmental protection programs:

- constructing new treatment and water intake facilities, pumping stations, engineering communications;
- reconstructing and modernizing existing treatment and water intake facilities, water supply and wastewater system pipelines (replacing steel pipes with polyethylene ones), recycled water supply;

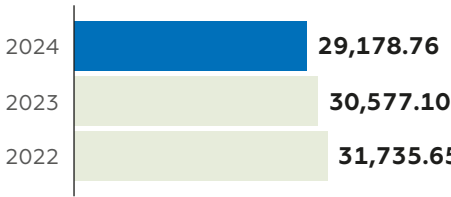
- conducting overhauls and adjustments of existing treatment and water intake facilities, pumping stations, absorption wells, water supply and wastewater system pipelines;
- monitoring treatment facility efficiency for production and stormwater runoff, conducting hydrological studies, performing regular chemical, bacteriological, and radiological water analysis;
- performing maintenance and routine repairs of equipment at treatment and water intake facilities, pumping stations, water supply and wastewater pipelines, cleaning and applying corrosion-resistant coating to tank equipment and structures.

For information on wastewater discharge volumes, see the appendix to the [Environmental Protection.Improving Energy Efficiency and Energy Saving](#) section.

Share of partially clean (untreated) water and water partially treated at purification plants in the total volume of wastewater discharged by Gazprom Group entities into surface water bodies, %



Wastewater collection and treatment expenditures across the Gazprom Group, RUB million



Water recycling and reuse across the Gazprom Group


Indicator	2022	2023	2024	Change 2024/2023
Volume of recycled and reused water across the Gazprom Group, mcm	11,888.10	12,060.44	13,911.73	+15.4%
Share of recycled water across the Gazprom Group <sup>1</sup> , %	320	272	306	+34 p.p.

In 2024, we commissioned three recirculated water systems with a 122 thousand m<sup>3</sup> / day capacity and 65 wastewater treatment stations totaling 80.70 thousand m<sup>3</sup> / day capacity (20 at gas business companies and 45 at Gazprom Neft companies). Of the total wastewater treatment facilities commissioned in 2024, PJSC Gazprom entities brought online 16 units with a capacity of 9.49 thousand m<sup>3</sup> / day.

<sup>1</sup> The share of recycled water is defined as the ratio of the volume of recycled and reused water to the total water consumption volume, expressed as a percentage.

# Waste Management

Material topic



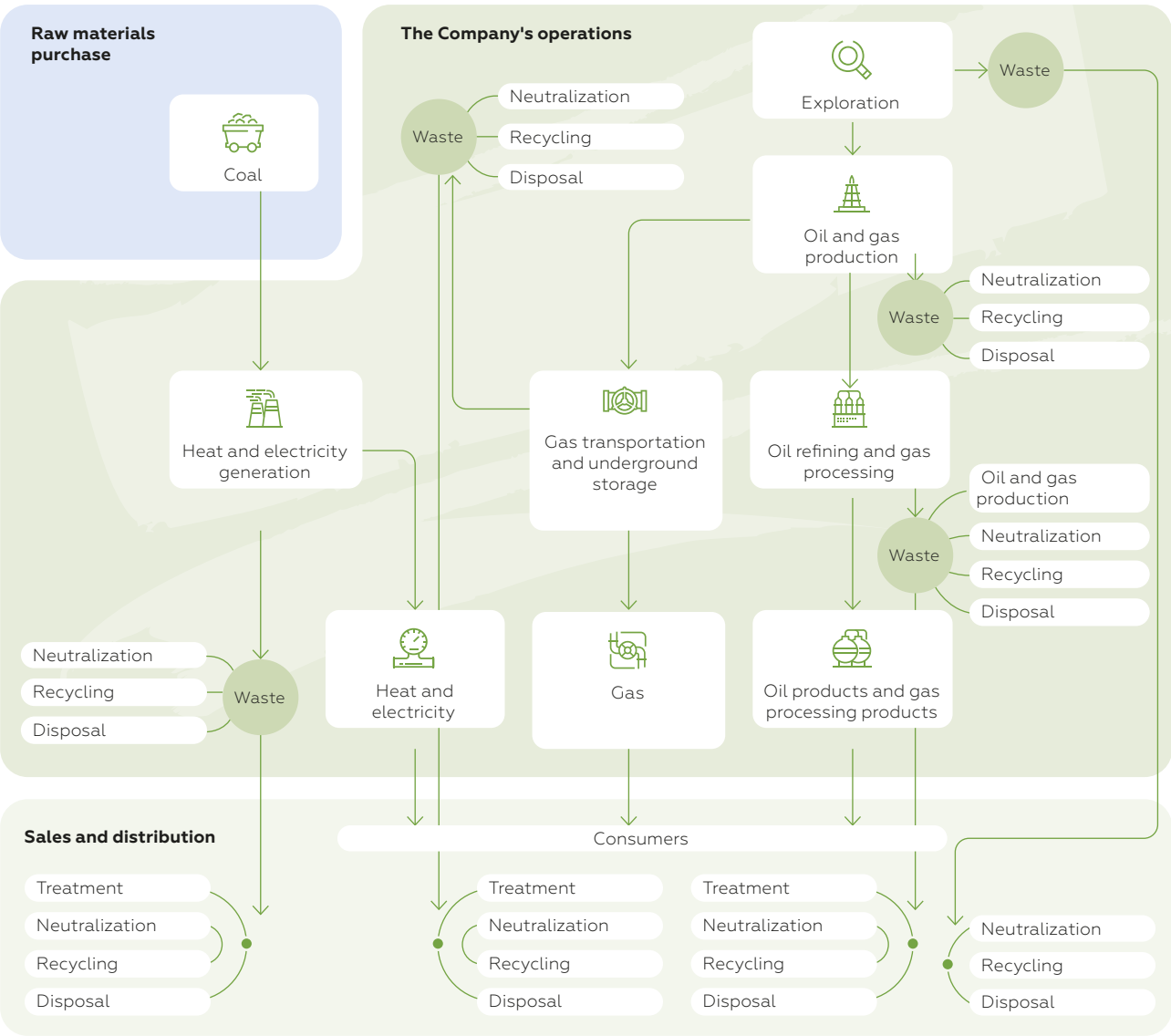
18. Waste handling at the Gazprom Group

PJSC Gazprom's priority is to reduce the amount of waste generated by its operations, as well as waste sent for burial. This focus is formalized in the Comprehensive Environmental Program of PJSC Gazprom for 2020–2024<sup>1</sup> and the Corporate Environmental Targets of PJSC Gazprom for 2023–2025.

The Gazprom Group ensures safe treatment of production and consumption waste and makes every effort to increase the share of recycled and neutralized waste.

<sup>1</sup> Approved by Oleg Aksyutin, Deputy Chairman of the Management Committee, Head of Department, on November 26, 2019.

Plan for Production and Consumption Waste Management at PJSC Gazprom’s Facilities



# Waste Generation

MED 17



Gazprom Group entities’ waste generation by hazard class

Indicator	2022	2023	2024	Change 2024/2023, %
Hazard Class I, thousand tons	0.13	0.11	0.14	+27.27
Hazard Class II, thousand tons	0.61	0.77	0.81	+5.19
Hazard Class III, thousand tons	108.14	104.23	100.06	−4.00
Hazard Class IV, thousand tons	1,804.29	2,568.12	2,526.23	−1.63
Hazard Class V (almost non-hazardous waste), thousand tons	675.42	817.75	522.98	−36.06
Total, thousand tons	2,588.59	3,490.98	3,150.22	−9.76
Class I and II waste in total waste generated, %	0.03	0.03	0.03	-

In 2024, the Gazprom Group entities produced 3,150,220 tons of waste, down 9.8 % year-on-year, as Gazprom Energoholding replaced coal with natural gas in its fuel mix.

Most of the Gazprom Group's waste (97%) is low-hazard and almost non-hazardous waste (classes IV and V).

For more details on the types and methods of waste disposal, as well as waste generation, see appendix to the [Environmental Protection. Improving Energy Efficiency and Energy Saving](#) section.

## Waste Handling

The implementation of advanced technologies and best available practices minimizes waste generation and enables the efficient use of waste at the Gazprom Group's facilities.

All the Gazprom Group's facilities have implemented sorting procedures for wastes of Hazard Classes I–V, which increases the share of waste sent for recycling. There is a ban on burial of waste containing valuable recyclable components, while waste that can be used as secondary feedstock is handed over for recycling.

Special emphasis is placed on drilling waste. The Group develops and uses low toxic drilling muds and the pit-free drilling method for the construction of wells. The drilling waste recycling technologies that produce mineral construction materials for general construction works in the course of field pre-development are increasingly being used.

All the Gazprom Group’s waste placement facilities are listed in the relevant state register. We monitor the environment and contamination levels at such facilities and within the area of their environmental impact. The Gazprom Group strictly complies with environmental regulations for waste management by complying with applicable waste generation standards and disposal limits.

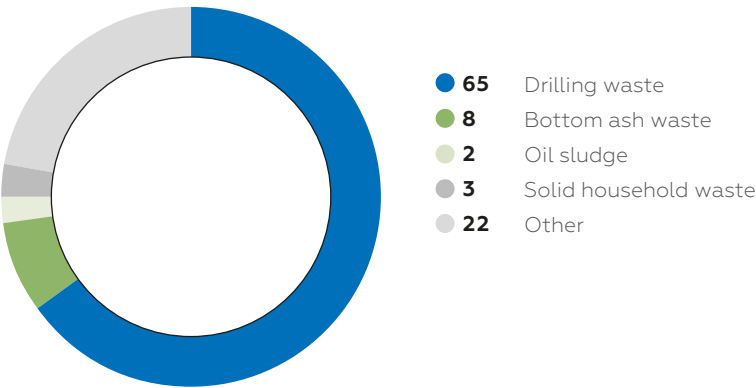


At the Gazprom Group, most of the waste is Gazprom Neft's drilling waste, Gazprom Energoholding's bottom ash waste (solid coal combustion products generated by TPPs), as well as oil sludge mainly generated by oil and gas production and processing facilities.



For the volume of waste handed over for recycling, neutralization, or otherwise treated, see the appendix to the [Environmental Protection. Improving Energy Efficiency and Energy Saving](#) section.

The Gazprom Group's waste production by type, 2024, %



Plastic, Give Up!

The Gazprom Group continues to phase out the use of disposable plastic items in its offices. PJSC Gazprom analyzes on a quarterly basis the changes in the volume of procurement of disposable plastic items, as well as the volume of plastic waste sent for recycling under relevant contracts. This initiative is a part of the Action Plan to quit using disposable plastic items in the Gazprom Group's offices<sup>1</sup>. PJSC Gazprom's subsidiaries and entities have similar plans in place.

Since 2023, all Gazprom Group entities have been running an open-ended environmental campaign Plastic, Give Up! with employees receiving points on the GID UIP for confirmed contribution in separate collection of a number of plastic fractions. The points can be used to pay for training courses, participation in sports events, and other purposes. Over 1,000 employees have taken part in the initiative since its inception.

by 89.0 %

PJSC Gazprom's subsidiaries and entities decreased the procurement of disposable plastic items



For more details on the GID UIP, see [The Gazprom Group's People](#) section.

<sup>1</sup> Approved by order of PJSC Gazprom No. 8 dated January 12, 2023.

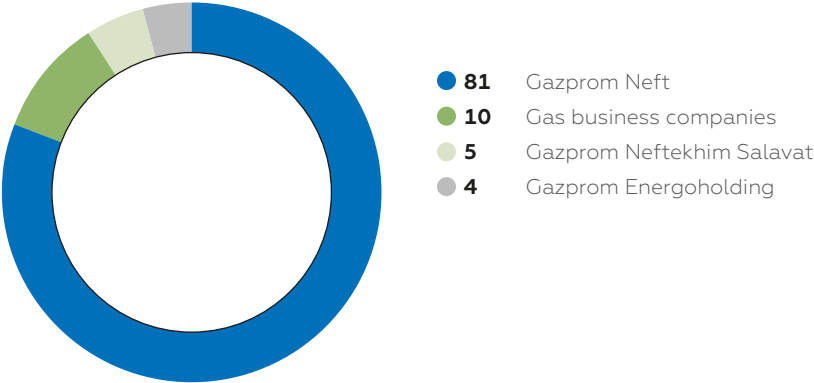


The Gazprom Group's waste handed over for recycling, thousand tons

Indicator	2022	2023	2024	Change 2024/2023, %
Total, incl.:	1,628.93	2,617.28	2,652.55	-1.35
• waste recycled at the facility	418.59	750.11	880.45	+17.38
• waste handed over to other business entities for recycling	1,210.34	1,867.17	1,772.10	-5.09

Gazprom Group entities pay close attention to the environmentally safe treatment of oil-contaminated waste. In the reporting year, the Group produced 73,750 tons of oil-contaminated waste (with the Gazprom Neft accounting for 80.6%), which is 12.3% less than in 2023.

Oil-contaminated waste production within the Gazprom Group, 2024, %



Oil-contaminated waste and its handling structure at the Gazprom Group

Activity	2022	2023	2024	Change 2024/2023
Total oil-contaminated waste managed, thousand tons	166.50	115.64	99.52	-14%
Waste handed over to other business entities for recycling and neutralization; waste disposed of or neutralized at the Group's own facilities, %	45	75	63	-12 p.p.
Waste handed over to other business entities for disposal, %	4	3	2	-1 p.p.
Present at the facility as of the end of the reporting year, including storage facilities, %	51	21	35	+14 p.p.

The decrease in oil-contaminated waste generation is attributable to the completion in 2023 of full cleaning of sludge storage facilities at Gazprom Energo's facilities.

Protecting the environment from adverse drilling waste effects is a key well construction requirement, especially in the harsh climate and weather conditions of the Russian Arctic.

Environmentally safe disposal of drilling waste during well construction and operation is a top priority for the Group's oil and gas producing entities.

In 2024, a total of 99,520 tons of oil-contaminated waste (including 23,630 tons present at the beginning of the year, 73,750 tons produced and 2,140 tons received from other entities) were in circulation, with 69,030 tons handed over to specialized licensed organizations for recycling and treatment and 2,250 tons for safe dumping.

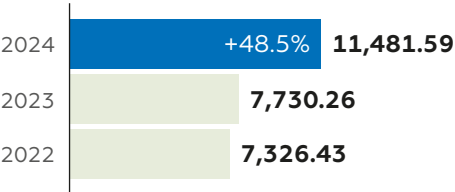
Drilling waste and its handling structure at the Gazprom Group

Indicator	2022	2023	2024	Change 2024/2023
Total drilling waste managed, thousand tons	1,750.28	2,755.86	2,839.86	+3%
Waste handed over to other business entities for recycling and neutralization, %	49	53	51	−2 p.p.
Recycled at the facility, %	22	23	28	+5 p.p.
Disposed of at the Group's own storage and burial facilities, %	1	1	1	+0 p.p.
Present at the facility as of the end of the reporting year, including storage facilities, %	28	23	20	−3 p.p.

In 2024, a total of 2,839,860 tons of drilling waste (including 633,580 tons present at the beginning of the year, 2,050,170 tons produced and 156,120 tons received from other entities) were in circulation, with 786,870 tons disposed in-house, 38,100 tons placed at the Group's own waste burial facilities or handed over to specialized licensed organizations for safe dumping, and 1,435,870 tons sent to such organizations for recycling or neutralization.

In 2024, the Gazprom Group took part in a strategic session with the Main Directorate of State Examination (Glavgosekspertiza) on the design and expert assessment of ways to manage large-tonnage waste and waste the disposal of which is prohibited in the absence of external infrastructure in the areas where PJSC Gazprom's facilities are located. Following the discussion, Glavgosekspertiza prepared minutes No. 145 dated September 25, 2024 with respective requests sent to the Russian Ministry of Natural Resources and Rosprirodnadzor.

Waste handling expenditures across the Gazprom Group, RUB million



In the reporting year, Gazprom commissioned four waste recycling, processing, and neutralization units with a capacity of 2,630 tons per year.

Environmental Impact Prevention

Environmental Impact Assessment of Projects



In accordance with Russian laws, Gazprom Group entities conduct environmental impact assessments (EIA) of planned business activities at all stages of an investment project's life cycle: from planning to commissioning.

PJSC Gazprom proactively conducts expert review of investment projects before they are submitted for state expert review and state environmental expert review.

As part of the expert review, PJSC Gazprom conducts a comprehensive assessment, in particular, to ensure that documentation complies with Russian laws, international standards and rules, and PJSC Gazprom's regulations and guidelines in environmental protection and energy efficiency.

To improve the quality of documentation regarding the adoption of modern environmental protection and

energy-efficient solutions, all PJSC Gazprom's investment projects are subject to expert review in the field of environmental protection and energy saving.

Design documents for 26 major investment projects were reviewed.

Compliance with technical solutions and environmental protection requirements is monitored by construction monitoring services, and the implementation of design solutions is subject to design supervision.

As part of the environmental impact assessment of PJSC Gazprom's investment projects, public discussions are regularly held. These include informing the public, opening community liaison offices, granting public access to documentation, and they aim to identify public opinion regarding the planned activities and incorporate feedback into the EIA process.

847 construction, reconstruction, and upgrade facilities underwent PJSC Gazprom's expert review in environmental protection and energy efficiency in 2024

➔ For more details on major investment projects with design documentation reviewed, see the Appendix to the [Environmental Protection. Enhancing Energy Efficiency and Energy Saving](#) section.

The Company has implemented an Engineering Data Management System (EDMS) as part of PJSC Gazprom's unified digital platform for investment project management. The EDMS serves as a unified data environment for automated, effective exchange and expert review of design documents among PJSC Gazprom, its subsidiaries, and external counterparties. This solution enables the management of design processes and design documentation at all stages of a capital construction project's life cycle from pre-investment studies to reconstruction or decommissioning.

The EDMS improves the quality and accessibility of design and technical documents, accelerates information exchange with design and contracting companies, and optimizes the processes for preparing, reviewing, and approving design documents for PJSC Gazprom facilities. It also enables the use of digital information modeling tools.

➔ For more details on the list of projects with public discussions of planned business and other activities held to consider public interests, see the Appendix to the [Environmental Protection. Enhancing Energy Efficiency and Energy Saving](#) section.

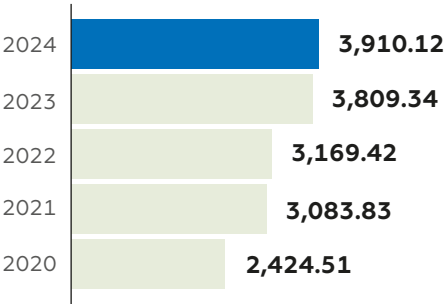
# Environmental Control and Monitoring

At the corporate level, PJSC Gazprom has an Environmental Inspectorate in place. In addition to monitoring compliance by subsidiaries and contractors with environmental laws, corporate standards,

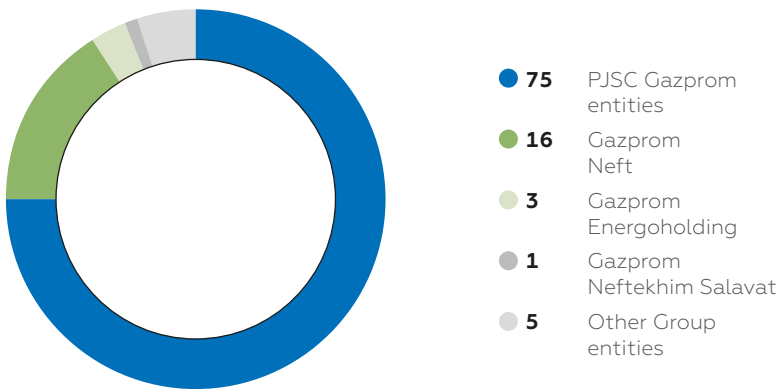
and rules relating to environmental protection and energy saving, it conducts internal EMS audits of PJSC Gazprom's subsidiaries.

> RUB 16 BLN  
invested by the Gazprom Group in its operational environmental monitoring and control system in 2020–2024

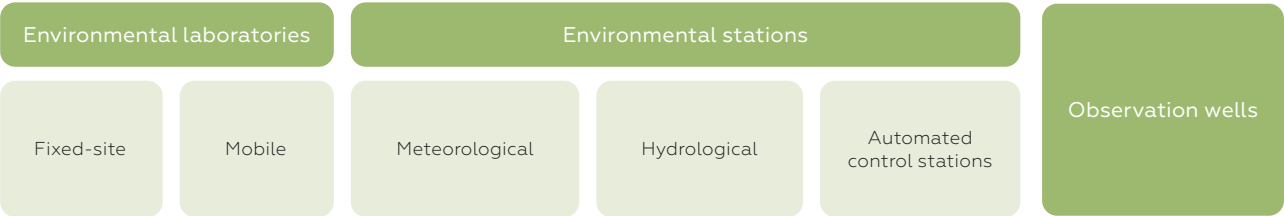
The Gazprom Group's OEMC costs in 2020–2024, RUB million



The Gazprom Group's OEMC costs breakdown in 2024, %



## OEMC system structure



The Environmental Inspectorate's activities are aimed at improving environmental protection and ensuring environmental safety at Gazprom Group facilities.

Priority measures include:

- enhancing the efficiency of the corporate environmental control system;
- organizing and conducting internal EMS audits combined with verifying compliance with environmental laws by subsidiaries and entities within the scope and boundaries of PJSC Gazprom's EMS;
- other control and supervisory measures to ensure compliance with laws, corporate standards, and rules

relating to environmental protection and environmental safety at Gazprom Group facilities;

- organizing control over compliance with requirements during operational environmental (including eco-analytical) monitoring at PJSC Gazprom's subsidiaries;
- analyzing the practice of interactions between PJSC Gazprom's subsidiaries and state control (supervision) bodies to eliminate and prevent violations of environmental laws;
- monitoring compliance with environmental design solutions during the construction and reconstruction of Unified Gas Supply System (UGSS) facilities.

400 AUDITS  
conducted by PJSC Gazprom's Environmental Inspectorate to ensure compliance with environmental laws in 2024

Gazprom's Operational Environmental Monitoring (OEM) system includes fixed-site and mobile environmental laboratories, meteorological and hydrological stations, automated air pollutant emission monitoring stations, and observation wells. This enables monitoring of:

- air pollutant emissions from organized sources;
- atmospheric air quality in localities and at the boundaries of sanitary protection zones around production facilities;
- noise impact;
- radiation background;
- surface and groundwater quality, bed sediments;
- water sources for utility and drinking purposes;
- state of the geological environment, soil and snow cover;
- waste and effluents.

The Company systematically monitors methane emissions and controls gas leaks at the corporate level – a responsibility of PJSC Gazprom's Environmental Inspectorate.

24/7 monitoring systems are operated to detect methane in ambient air and provide automatic alarms for excess concentration; remote laser methane detectors are also used. Methane detection at gas industry facilities is also handled using detectors installed on helicopters or UAVs. The Company takes steps to introduce modern methods for satellite-based monitoring of GHG emissions, particularly methane.

The system includes monitoring of environmental parameters, analysis of results, and development of measures aimed at minimizing negative environmental impact.



The Company is developing services relying on aerospace data and artificial intelligence, which expands capabilities for regular environmental monitoring in the Russian Far North regions. The use of neural networks will accelerate the analysis of aerospace imagery, enhance the detail of digital cartographic models, and introduce new functions.

The OEM system enables Gazprom to promptly receive reliable information on the state of environmental parameters in the areas affected by the Company's production facilities, timely analyze the environmental conditions when conducting business operations, plan environmental protection measures, monitor their implementation and make informed management decisions in this area.

glasses and a high-resolution camera installed on the UAV. Photos and videos captured during UAV-assisted visual inspections have significantly improved control effectiveness, reduced inspection time, and decreased vehicle mileage – an especially important benefit in hard-to-reach areas.

In exercising OEM at production facilities, Gazprom makes active use of mobile environmental laboratories that have cutting-edge analytical equipment to monitor atmospheric air, physical environmental factors, meteorological parameters, as well as industrial emissions from various sources. The laboratories are equipped with a UAV operator workstation, enabling the operator to work in open spaces without leaving the laboratory, using virtual reality

Gazprom Dobycha Nadym regularly conducts online air monitoring at the Bovanenkovskoye field by operating an automated environmental monitoring station. The station is equipped with measurement equipment comprising two sets of devices with different functions. The first set is a gas analysis module that measures mass concentrations of nitrogen oxides, carbon monoxide, sulfur dioxide, methane, total hydrocarbons, and total hydrocarbons excluding methane. The second set is a meteorological module that records wind speed and direction, air temperature and relative humidity, atmospheric pressure, and liquid precipitation. Looking ahead, Gazprom Dobycha Nadym's stations can be integrated into the observation network of the Federal Service for Hydrometeorology and Environmental Monitoring



As part of the import substitution policy, only domestic laboratory equipment is procured.

Some of the Gazprom Group's OEM systems are integrated with regional environmental monitoring systems.

Regular interaction is maintained with heads of municipal administrations and residents of localities within the impact zone of production facilities in the following areas:

- informing the Ministry of Natural Resources, Environment, and Property Relations of the Orenburg Region, territorial bodies of Rosprirodnadzor, and heads of municipal administrations of localities about planned works during scheduled maintenance at Gazprom Dobycha Orenburg facilities;
- monthly sending of information letters to the administrations of 24 localities and the heads of the Orenburgsky and Perevolotsky districts of the Orenburg Region regarding air pollutant concentrations based on data from the automated stations;
- interacting with heads of municipal administrations and authorized representatives of local residents investigating reports and complaints about atmospheric pollution.

For over 20 years, Gazprom Dobycha Orenburg has successfully operated an OEM system featuring automated gas contamination monitoring stations installed across 24 localities within the impact zone of its production facilities. Based on monitoring data and current meteorological conditions, the Company effectively regulates activities that could cause emission spikes – specifically prohibiting such operations when wind patterns would carry emissions toward populated areas.

Gazprom Neft's Omsk Oil Refinery has successfully developed and tested advanced automated ambient air monitoring technologies. As a result of an agreement between Gazprom Neft, Rosprirodnadzor, and the Russian Ministry of Digital Development, Communications and Mass Media, the Omsk Oil Refinery became the primary site for deploying this innovative technology.

The Group's OEM programs provide for the environmental monitoring of designated conservation areas or sites with a special environmental status located on the territories affected by the Group's activities.

Amur GPP's comprehensive industrial environmental monitoring system utilizes over 40 measurement instruments to track more than 30 environmental parameters at the plant site and in surrounding areas. The system monitors air pollutant concentrations, meteorological conditions, dust and noise levels, and radiological pollution, while also analyzing treated wastewater quality through measurements of nitrates, petroleum products, turbidity, conductivity, dissolved oxygen content, and pH levels. All data is transmitted to the plant's central environmental monitoring server, enabling continuous real-time tracking and proactive prevention of negative environmental impacts associated with production processes.



For more details on environmental penalties and their payment breakdown, see the Appendix to the [Environmental Protection. Improving Energy Efficiency and Energy Saving](#) section.


State Environmental Supervision

In 2024, state supervisory bodies conducted 942 compliance inspections for environmental protection and natural resource management at Gazprom Group facilities, revealing 1,006 violations, whereas 523 inspections identified no breaches of environmental requirements.

Out of the 1,006 breaches identified in 2024, 63 breaches (6.3%) were overturned by courts of law or otherwise, 77 (7.7%) are being contested, 744 (74%) were remedied in due time, and the period for remedying 58 did not expire in the reporting year. In total, 904 violations were rectified during the year, including 160 violations identified by previous years' inspections.

# Biodiversity Preservation

Material topic



17. The Gazprom Group's efforts to preserve biodiversity and land

## Biodiversity Preservation Management


The gas industry is not among the most significant sources of impact on biodiversity. Nevertheless, the Gazprom Group recognizes the critical importance of preserving natural ecosystems and commits to maintaining biological balance while compensating for potential environmental damage.

PJSC Gazprom has in place the Coordinating Committee for Sustainable Resource Management to coordinate biodiversity conservation activities. The Committee oversees business units of PJSC Gazprom's Administration, and subsidiaries and affiliates of the Gazprom Group in the context of biodiversity preservation.

When planning all its projects, the Gazprom Group factors into the need to prevent adverse impacts on marine and terrestrial ecosystems; in the course of project implementation, the Group constantly monitors and minimizes the risks of adverse impacts on highly vulnerable natural environments and the environments that need to be protected and preserved as a matter of crucial importance.

### In 2024, PJSC Gazprom's facilities operated in the vicinity or in the following designated conservation areas (DCAs):

- Anyuysky, Kislovodsky, Losiny Ostrov, Mariy Chodra, Meshchyora, Nechkinsky, Nizhnyaya Kama, Orlovskoye Polesye, Pleshcheevo Ozero, Pripyshminskie Bory, Russky Sever, Samara Bend, Sengiley Hills, Sochinsky, Ugra, and Khvalynsky national parks;
- Klyazminsky, Muromsky, Oksky, Priazovsky, Ryazansky, Saratovsky, Severo-Ossetinsky, Tarusa, Kurgalsky, Utrish, and Khekhtsirsky state nature reserves and federal reservations;
- some regional DCAs.



PJSC Gazprom entities perform their activities in DCAs in full compliance with the national environmental protection legislation and land use terms and conditions specified for a relevant DCA.

The Gazprom Group's expenses on biodiversity preservation and protection of designated natural areas, RUB million

Indicator	2022	2023	2024	Change 2024/2023, %
Total, incl.:	991.44	2,545.20	2,177.73	−14.4
• protection and replacement of fish reserves	415.87	1,562.28	891.07	−43.0
• protection and rational use of forest resources	202.35	686.41	1,076.37	+56.8

In the reporting period, the activities of the Gazprom Group entities had no significant direct or indirect impact on vulnerable ecosystems and biodiversity.

The Gazprom Group applies modern technological solutions to minimize the environmental impact of its production operations, including monitoring of designated conservation areas or sites with a special environmental status located on the territories potentially affected by Gazprom Group entities.

### Permafrost Studies

Gazprom Neft has established a Center for Deposit Development and Operation in the Cryolithozone (the "Center"). This facility will develop and implement hydrocarbon extraction technologies in the Far North conditions while studying and preserving permafrost. The Center's experts will conduct scientific research and test building structures, thermal insulation materials, and engineering systems. They will put a special emphasis on soil temperature control due to its critical importance for structural stability. The Center will focus on developing advanced practices for designing and operating infrastructure in the northern regions.

### Arctic Biodiversity Conservation Program

To protect the nature balance in the Arctic, in early 2024 we approved the Program for Biodiversity Conservation During Production and Field Development in the Areas of PJSC Gazprom's Operations on the Arctic Continental Shelf of the Russian Federation<sup>1</sup> (the "Program").

In 2024, the Gazprom Group launched the Program's first stage, spanning three years. It includes drafting regulations and guidelines, setting biodiversity conservation targets, integrating biodiversity requirements into the business processes of Gazprom Group entities, as well as raising employee awareness and involving them in biodiversity conservation efforts.

### The Program's key goals are to:

- monitor biodiversity in the areas of PJSC Gazprom entities' operations on the Arctic continental shelf, in territorial waters, inland sea waters, and contiguous zone of the Russian Federation;
- prevent and mitigate negative impacts on biodiversity, as well as plan and implement measures aimed at compensating environmental damage;
- create an effective management system for biodiversity conservation, sustainable use, and restoration;
- increase the efficiency and effectiveness of biodiversity conservation and restoration in the areas of PJSC Gazprom entities' operations on the Arctic continental shelf, in territorial waters, inland sea waters, and contiguous zone of the Russian Federation;
- raise environmental awareness, promote environmental education, foster care for the environment, and ensure rational use of natural resources.

In 2024, Gazprom Shelfproject<sup>2</sup> approved the Biodiversity Conservation Program for regions hosting Gazprom's offshore projects. The program aims to minimize impacts on Arctic and Far East ecosystems throughout all project stages, from drilling to facility operation. Protecting vulnerable species like the gray whale and Atlantic walrus receives particular focus.

The Program encompasses indicator species<sup>3</sup> selection, satellite monitoring, the use of digital platforms, and invasive species control. It includes impact prevention and minimization measures, ecosystem restoration and damage compensation, as well as recommendations on environmental monitoring and education.



For more details on biodiversity preservation projects, see the [Charity Environmental Projects](#) subsection.

<sup>1</sup> Approved by order of PJSC Gazprom No. 53 dated February 13, 2024.  
<sup>2</sup> A joint venture of the Gazprom Group.  
<sup>3</sup> Plants, animals, or microorganisms whose condition and numbers reflect the general state of the environment and ecosystems in which they live.

Bird Protection and fish Stock Replenishment

Gazprom Group entities apply various technologies to ensure that the diversity of bird species living in the areas where they operate is not disturbed. To that end, the Group uses bird protective devices and establishes buffer zones where operations and movement of vehicles are prohibited for the duration of the nesting season for the birds of prey and the period when their nestlings begin flying (zones of this kind are also used during repair works at the facilities). Helicopter routes are set to avoid any harm to nesting sites. In addition, the Gazprom

Group implements bioengineering initiatives, including artificial roost sites and nesting tree protection measures.

Gazprom Group entities continue implementing environmental projects aimed at restoring fish populations. In 2024, they released 10.9 million fish species, including highly valuable (sturgeon) and valuable (chum salmon, salmon, muksun, nelma, sockeye salmon, Atlantic salmon, whitefish, sterlet, pike perch, and chiri) ones, into Russian water bodies.

Remediation of Disturbed Land and Restoration of Natural Landscapes

Land protection, sustainable use, and remediation expenditures across the Gazprom Group, RUB million

Indicator	2022	2023	2024	Change 2024/2023, %
Land protection, sustainable use, and remediation expenditures	15,830.32	13,722.87	15,207.31	+10.8

Geological exploration, as well as production and transportation of oil and gas can cause land contamination and fertility reduction. PJSC Gazprom implements a set of remediation and rehabilitation measures to put the disturbed or polluted land back into economic use.

Although land-related impact is not a significant environmental aspect for the Group, we still take comprehensive measures to enhance the reliability of pipeline systems, which has a positive impact on the preservation of soils and other environmental components. We restore contaminated lands using various methods: mechanical cleaning followed by dedicated chemical treatment with humic substances<sup>1</sup>, ion-exchange substrates<sup>2</sup>, beneficial soil bacteria and algae strains, as well as microbiological agents that ensure soil cleaning and healing.

The Gazprom Group employs modern reclamation technologies that prevent soil erosion, stabilize landscapes, and restore vegetation. We conduct restoration using recycled drilling waste, geotextiles, and plant growth stimulators. Specially selected species of soil microflora help strengthen the topsoil, including slopes of embankments and structures, while also increasing the speed and intensity of root formation and plant growth. During construction and reconstruction of the Gazprom Group's facilities, remediated soils are checked for conformity to environmental standards by running soil, geobotanical, agrochemical, and other assessments. Both land remediation and compensatory reforestation work proceed within required volumes and established timeframes.

<sup>1</sup> Natural organic compounds that are part of soil capable of binding pollutants and stimulating natural self-purification processes.

<sup>2</sup> Natural minerals and artificial materials that clean soil and water by replacing harmful ions (for example, lead or cadmium ions) with safe ones.

22% reduction in disturbed land area by Gazprom Group companies year-on-year

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Disturbed and remediated land across the Gazprom Group, ha

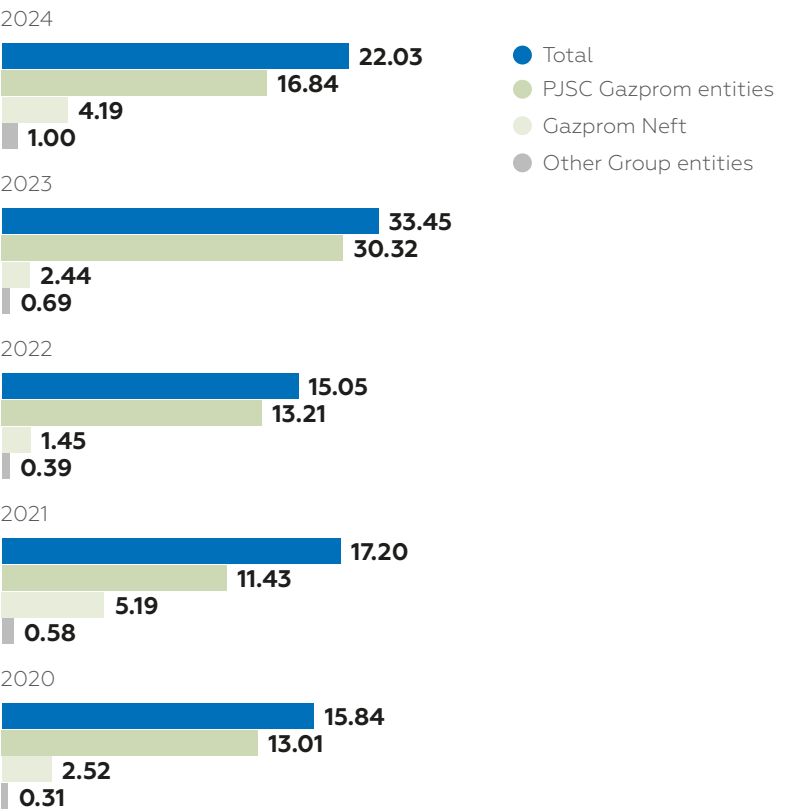
Indicator	2022	2023	2024	Change 2024/2023, %
Lands disturbed during the year	35,597.15	33,683.61	26,385.76	-21.7
• incl. polluted lands	75.94	50.20	14.24	-71.6
Disturbed lands remediated during the year	15,053.12	33,447.84	24,001.68	-28.2
• incl. polluted lands	77.19	59.21	12.74	-78.5

In the reporting year, Gazprom Group entities disturbed 26,390 ha of lands, down 22% vs. 2023. PJSC Gazprom entities account for 14,110 ha, Gazprom Neft – 11,870 ha, and other Gazprom Group entities – 410 ha. The 2024 reduction in disturbed land area reflects actual overhauls, allocation of sites for construction, expanded areas of production facilities, and field infrastructure development.

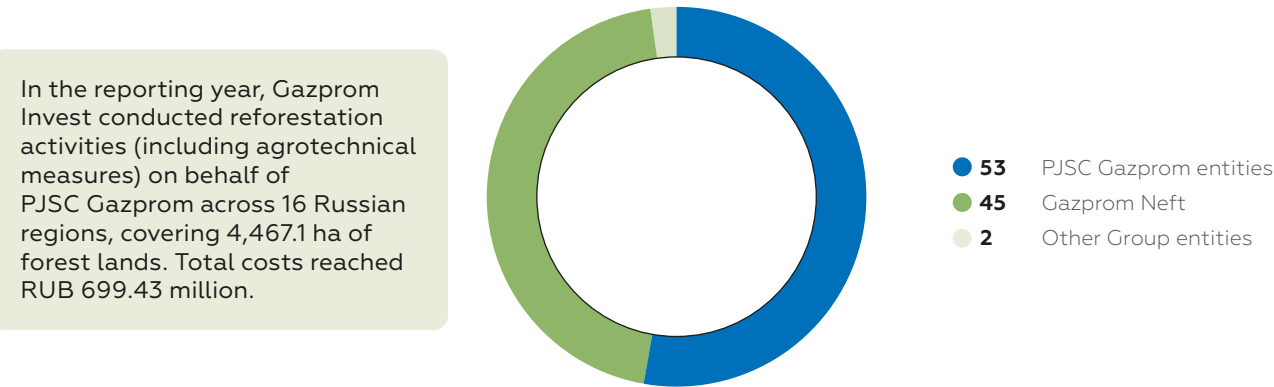
Land-related impacts and remediation take place as necessary and in due time. In places where these activities had been completed, the lands were remediated, including those disturbed or polluted in previous years. In 2024, we remediated a total of 24,000 ha, with PJSC Gazprom entities, Gazprom Neft, and other Gazprom Group entities accounting for 18,810 ha, 4,190 ha, and 1,000 ha respectively.

Land remediation volumes declined by 28% in 2024 due to the reduction of previously disturbed land during capital repairs, investment construction, and survey works.

Remediation of disturbed lands across the Gazprom Group in 2020–2024, '000 ha



Lands disturbed by Gazprom Group entities in 2024, %



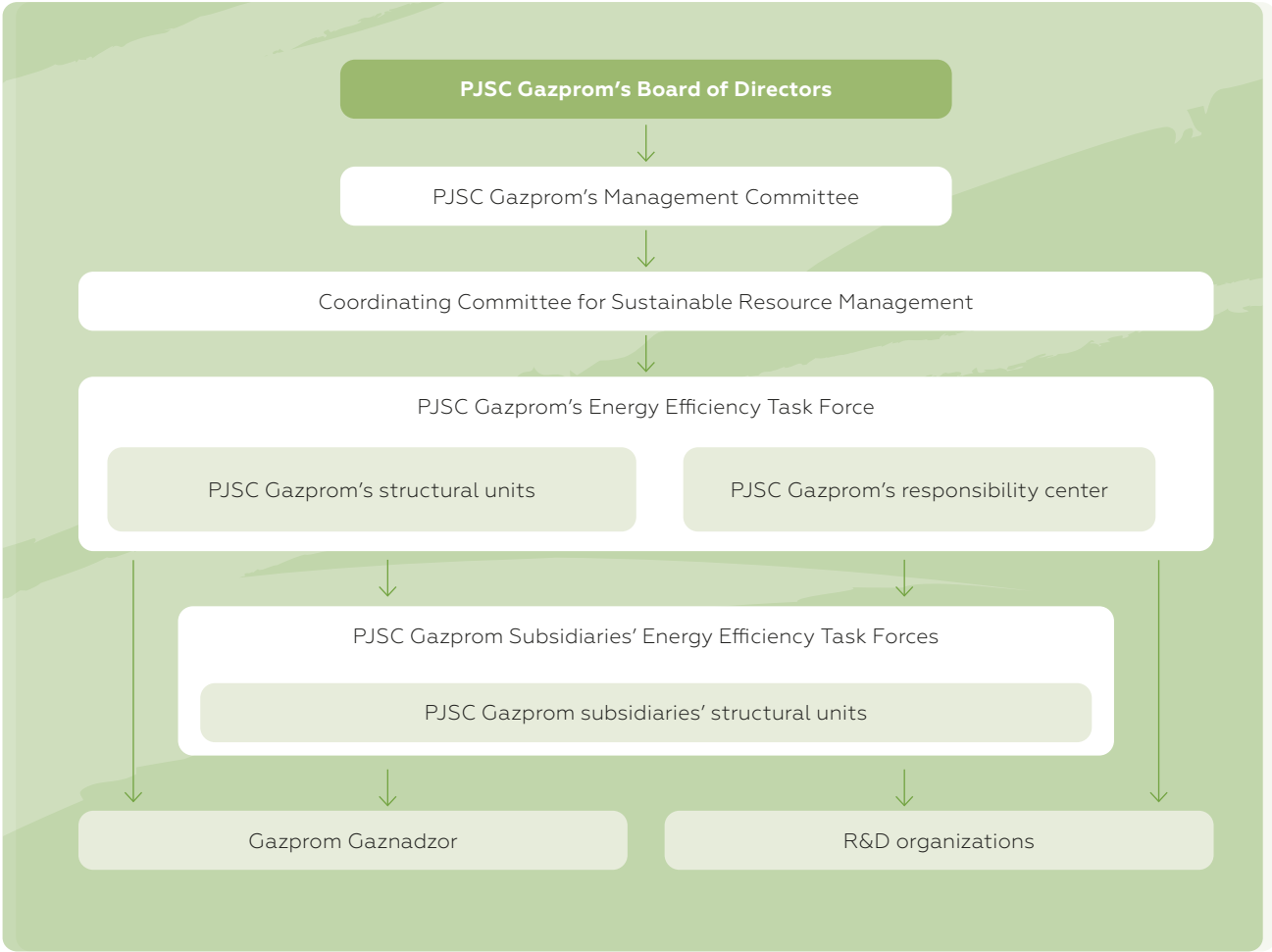


# Improving Energy Efficiency and Energy Saving

Maximizing the efficient use of energy resources in operations is a cornerstone of Gazprom’s performance enhancement strategy. We continuously develop technical solutions aimed at boosting energy efficiency and reducing the energy intensity of our production processes. These solutions are grounded in the principles of continuous improvement in energy performance, contributing to our competitiveness in both domestic and global energy markets.

## Energy Efficiency Management System

PJSC Gazprom’s Energy Efficiency Management System



Our energy efficiency management system is integral to the Gazprom Group's corporate management system. It operates and evolves in line with GOST R ISO 50001-2023, as well as legislative requirements, Gazprom’s commitments, regulations, directives, and procedures concerning energy efficiency and energy saving.

Adhering to the logic and principles of continuous improvement, the system fosters communication regarding resource optimization across all management levels. This facilitates the full realization of energy-saving potential within our subsidiaries.

The energy efficiency management system embraces business units of PJSC Gazprom’s Administration and 28 subsidiaries engaged in production and transportation, gas underground storage and processing, power, and water supply, and the operation of UGSS power-generating equipment.

### Energy Efficiency and Energy Saving Policy of PJSC Gazprom<sup>1</sup>

This document articulates PJSC Gazprom’s position on the efficient use of fuel and energy resources and the enhancement of energy performance. It also showcases the Company’s systematic approach to energy efficiency management, underscoring our commitment to legislative initiatives related to energy efficiency and climate change.

The policy defines the Company's energy efficiency obligations, which include:

- minimizing specific costs through the efficient utilization of energy resources in our operations;
- enhancing the management of technological processes and the use of innovative technologies; and
- reducing environmental footprint.

### Corporate Energy Targets

To achieve the strategic commitments for enhancing operational energy performance as per the Policy, corporate energy targets are established. These targets are based on an annual analysis of fuel and energy resource consumption in previous periods, taking into account the energy efficiency targets set for PJSC Gazprom in the Russian Energy Strategy through 2035.<sup>2</sup>

- At the corporate level, the following energy targets were established for 2024:
- achieve a 12% reduction in specific fuel and energy resource consumption for transportation compared to 2018 levels;
  - ensure savings of energy resources in natural gas production, transportation, underground storage, processing, and distribution as follows:
    - natural gas savings – 3,897.5 mcm;
    - electric power savings – 504.8 million kWh;
    - heat savings – 441.5 thousand Gcal.
  - align PJSC Gazprom’s energy efficiency management system with government and corporate requirements in energy efficiency.

Achieving corporate energy targets involves implementing a comprehensive set of measures, from enhancing the energy efficiency management system to deploying energy-efficient technologies, modernizing equipment, and utilizing energy-saving materials across all of the Gazprom Group’s core businesses. These include hydrocarbon production and transportation, underground storage, natural gas processing and distribution, power and water supply, and the operation of UGSS power-generating equipment.

<sup>1</sup> Approved by resolution of the Management Committee of PJSC Gazprom No. 39 dated October 11, 2018.  
<sup>2</sup> Approved by resolution of the Russian Government No. 1523-r dated June 9, 2020.

Enhancing the Energy Efficiency Management System

All 2024 measures for enhancing the energy efficiency management system, identified through the annual system performance analysis, have been implemented. Key areas of focus for improving system effectiveness in the reporting year were internal audits of subsidiaries, personnel competency development, and the digitalization of the Energy Efficiency Management business process.

The System's Internal Audits

Audits of the energy efficiency management system were conducted at nine production subsidiaries. These audits confirmed the system's compliance with GOST R ISO 50001-2023 and provided recommendations for further improvement.

Energy Efficiency Training

Enhancing the competencies of administrative and operational personnel is crucial for the successful implementation of the Energy Efficiency and Energy Saving Policy.

Systematic training of PJSC Gazprom's subsidiary employees significantly contributes to the development of the energy efficiency management system.

In 2024, 317 employees received training through advanced training programs focused on the operation and enhancement of the energy efficiency management system.

Furthermore, new advanced training programs covering energy-efficient technologies for production, transportation, underground storage, and processing were implemented, with 115 employees participating.

To comply with the professional standard Specialist in Energy Saving and Energy Efficiency Improvement<sup>1</sup>, professional retraining was organized for ten employees of PJSC Gazprom's subsidiaries.

Regulatory Framework

To regulate efforts aimed at reducing fuel and energy resource costs for gas transportation subsidiaries related to gas compression, Guidelines for Optimizing Gas Transportation Temperature Regimes have been developed and approved.

Furthermore, to streamline the corporate procedure for engaging energy service contractors for implementing energy-efficient projects, a Procedure for Selecting and Implementing Energy-Saving Projects Using Energy Service Agreements at facilities operated by Gazprom subsidiaries has been established. This document sets forth the process for selecting innovative projects in the field of energy efficiency and energy saving, preparing feasibility studies, holding competitive tenders for contractor selection, implementing projects, and subsequently rolling out successful initiatives.

Introducing Modern IT Solutions

As part of Gazprom's digital transformation strategy, work is underway to develop the Energy Efficiency Management information and management system (IMS). This IMS will consolidate all elements of Gazprom's energy efficiency management system within a unified digital environment, providing a comprehensive approach to relevant decision-making. In 2024, a prototype of the Energy Efficiency Management IMS was created, and testing has commenced at gas transportation and gas production subsidiaries.



For more details on the Gazprom Group's energy saving regulations, see the [official website of PJSC Gazprom](#).



<sup>1</sup> Approved by order No. 794n of the Russian Ministry of Labor and Social Protection of the Russian Federation dated December 20, 2022.

Improving Energy Efficiency and Energy Saving

In 2024, a revised version of Gazprom's Energy Saving and Energy Efficiency Improvement Program for 2024, with an outlook for 2025–2026, was approved. This Program's priorities and targets remained the same as in the previous programs: further reduction of natural gas and electricity consumption for gas compression, and prevention of natural gas bleeding during maintenance at UGSS facilities.

Through the implementation of technologies and equipment with best-in-class energy efficiency, optimization of operational processes to minimize energy consumption for internal needs, modernization of energy-consuming equipment, and execution of a range of measures to eliminate unjustified energy losses, as outlined in the 2024 Program, Gazprom has fully achieved its corporate energy targets.

As a result of these efforts, the specific consumption of fuel and energy resources (natural gas and electricity) for the Company's own technological needs in natural gas transportation reached 24.62 kg of reference fuel per mcm•km in 2024. This represents a 12% reduction compared to the 2018 baseline and aligns with the specific fuel and energy resource consumption reduction target established for Gazprom in the Russian Energy Strategy through 2035.

Total investments in the largest and most significant energy saving projects in 2024 amounted to RUB 5.9 billion, with economic benefits expected to exceed RUB 22 billion

<sup>2</sup> Approved by decree of PJSC Gazprom No. 142 dated May 22, 2024.

4.8 MILLION TONS of reference fuel actual fuel and energy savings in 2024

The total resource savings achieved in 2024 exceeded planned targets by 5.6%.

From 2018 to 2024, Gazprom's subsidiaries and entities achieved a total fuel and energy resource saving of

30.3 MILLION TONS of reference fuel, including

25.15 bcm of natural gas	1.94 million Gcal of heat
2.68 billion kWh of electric power	RUB 120.14 billion total cost savings from fuel and energy resource optimization

RUB 22.9 BILLION total cost savings from fuel and energy resource optimization

RUB 120.14 BILLION total cost savings from fuel and energy resource optimization from 2018 to 2024

Progress against PJSC Gazprom’s corporate energy targets in 2024

Target	Baseline (2018)	2022	2023	Plan (2024)	Actual (2024)	Reason for change	Plan (2025)
Reduced specific consumption of fuel and energy in transportation, %	100	−13.5	−13.9	−12	−12	The target was achieved.  The reduction compared to the 2018 level is attributable to the successful implementation of energy saving measures	−12.5
Natural gas savings, mcm	2,951.9 <sup>1</sup>	4,015.5	3,719.7	3,027.4	3,897.5	Excessive actual fuel and energy savings versus the target are due to more efficient fuel and energy saving measures	3,055.0
Electricity savings, million kWh	364.2	407.2	389.3	383.3	504.8		428.7
Heat savings, thousand Gcal	235.9	227.9	346.0	328.1	441.5		614.5
Certification of conformity within the scope and perimeter of PJSC Gazprom’s energy efficiency management system	No certificate	Certification of conformity within the scope and perimeter of the energy efficiency management system	Certification of conformity within the scope and perimeter of the energy efficiency management system	Certification of conformity within the scope and perimeter of PJSC Gazprom’s energy efficiency management system	The energy efficiency management system meets GOST R ISO 50001-2023 and is aligned with PJSC Gazprom’s energy saving and energy efficiency commitments, regulations, directives, and procedures	The energy efficiency management system meets GOST R ISO 50001-2023 and is aligned with PJSC Gazprom’s energy saving and energy efficiency commitments, regulations, directives, and procedures, as confirmed by the internal audits of PJSC Gazprom. Targets achieved	The energy efficiency management system meets GOST R ISO 50001-2023 and is aligned with PJSC Gazprom’s energy saving and energy efficiency commitments, regulations, directives, and procedures



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Energy intensity of PJSC Gazprom’s core operations

Indicator	2022	2023	2024	Change 2024/2023, %
Gas production <sup>2</sup> , kg of reference fuel per thousand m³	25.12	27.41	26.0	−5.1
Gas transportation <sup>3</sup> , kg of reference fuel per mcm•km	24.08	23.96	24.62	+2.7
Underground gas storage <sup>4</sup> , kg of reference fuel per thousand m³	7.47	7.13	7.27	+2.0
Gas processing <sup>5</sup> , kg of reference fuel per ton of reference fuel	48.21	50.12	49.48	−1.3

Lower energy intensity in gas production resulted from an uptick in fuel and energy resource consumption due to improved gas pumping unit (GPU) efficiency, coupled with a significant year-on-year increase in production volumes.

In 2024, all production indicators for Gazprom's subsidiaries and entities grew year-on-year. Gas transported by Gazprom’s gas transportation companies increased by 9%, leading to higher fuel and energy resource consumption for natural gas compression. Specifically, fuel gas consumption rose by 12%, and electricity consumption by 10%.

As regards underground gas storage, the year-on-year increase in specific fuel and energy resource consumption is attributed to a 15.7% rise in volumes of gas injected and a 7.3% increase in volumes of gas taken.

The reduced energy intensity in gas processing stems from a 5.3% decrease in natural gas consumption and a 3.6% decline in electricity consumption, alongside a 3% drop in gas processing volumes.

Implementing Advanced Technologies

Measures implemented as part of corporate programs aim to:

- streamline the operation of energy equipment;
- reduce gas losses during equipment operation and maintenance;
- install energy-saving LED lighting;

- modernize gas pumping units and compressor stations to improve unit efficiency and reduce GPU fuel gas consumption;
- conduct well surveys using telemetry without releasing gas into the atmosphere;
- utilize the potential of GPU exhaust gases for electricity generation;
- upgrade air coolers.



For more details on energy consumption within the Gazprom Group, see the appendix to the [Environmental Protection. Improving Energy Efficiency and Energy Saving](#) section.

<sup>1</sup> Adjusted pursuant to corporate documents, which provide for adjustment of initially planned indicators. The adjustment was needed because of changes in production targets during the year, changes in the overhaul plans for UGSS facilities and, consequently, in the number of facilities carrying out resource-saving initiatives, implementation of additional energy-saving measures, and changes in their cost used for calculating the economic benefit under Program planning.

<sup>2</sup> Natural gas and electricity consumed for internal process needs of production operations are taken into account to calculate the indicator.

<sup>3</sup> Natural gas and electricity consumed for internal process needs of gas trunkline transportation are taken into account to calculate the indicator.

<sup>4</sup> Natural gas and electricity consumed for internal process needs of natural gas injection and withdrawal from underground storage are taken into account to calculate the indicator.

<sup>5</sup> Natural gas, electricity, and heat consumed for internal process needs of natural gas processing are taken into account to calculate the indicator.



# MANAGING energy efficiency



I am responsible for supporting and developing an effective energy management system in line with the Energy Efficiency and Energy Saving Policy of PJSC Gazprom. This system is designed to ensure sustainable use of energy resources in our production operations and to reduce energy intensity.

Our key priorities include the adoption of energy-efficient technologies, installation of cutting-edge equipment, and implementation of organizational measures that improve energy use during operation, greenfield construction and renovation, while also helping to minimize energy losses during maintenance. Over the past few years, we have achieved a steady reduction in energy consumption for internal needs and have cut natural gas losses during maintenance by more than two times.



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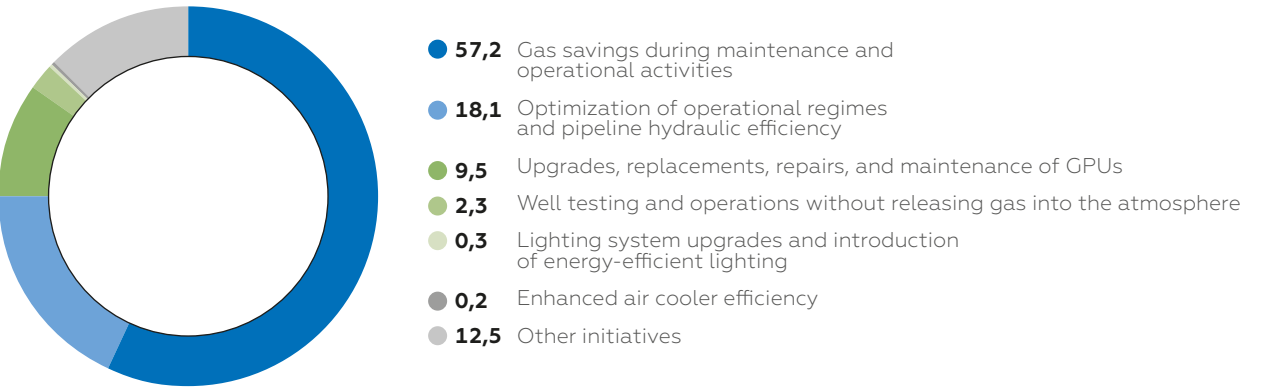
**Deputy Head  
of Directorate – Head  
of Division, PJSC Gazprom**

Over 30 years  
of experience in the gas  
industry, PhD  
in Engineering.

Oversees energy  
saving and energy  
efficiency initiatives  
and is responsible  
for implementing  
corporate strategies  
in this area.



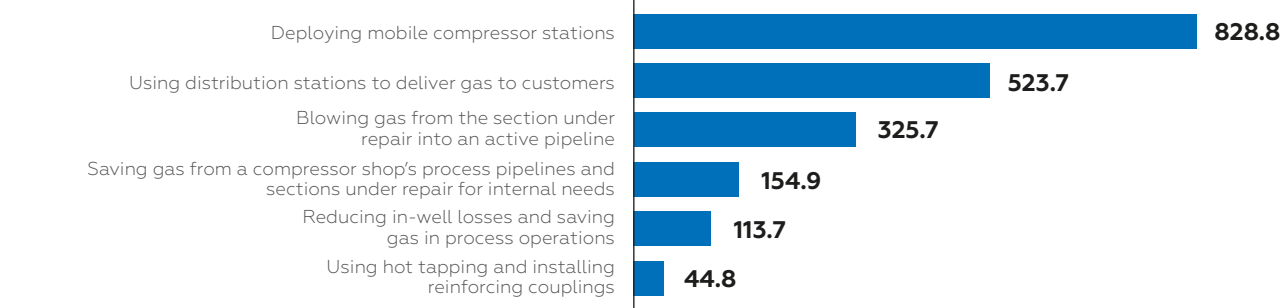
Contribution of key energy-efficient technologies implemented in 2024 to the total savings of all types of fuel and energy resources within Gazprom’s subsidiaries and entities



Savings achieved across different types of production activities within Gazprom’s subsidiaries and entities, and by type of fuel and energy resource in 2024

Activity	Natural gas, thousand m³	Electric power, thousand kWh	Heat energy, Gcal	Other fuel and energy resources, ton of reference fuel
Gas, gas condensate and oil production	630,494.4	50,116.7	13,824.7	5.9
Gas transportation	3,142,591.7	421,081.9	18,566.5	13,255.9
Underground gas storage	10,082.2	5,829.5	0	0
Gas, gas condensate, and oil processing	92,462.2	18,397.7	404,961.0	95.7
Gas distribution	20,035.1	5,469.9	927.1	1,926.3
Non-core business	1,796.5	3,914.9	3,214.3	1.7
Total	3,897,462.1	504,810.6	441,493.6	15,285.4
Total, thousand tons of reference fuel	4,500.69	173.91	65.61	15.29

Gas savings in 2024 from the preservation of gas during maintenance at UGSS facilities, mcm



In 2024, over 2.17 bcm of natural gas were successfully prevented from release into the atmosphere. Measures listed in the chart below proved highly effective in preserving natural gas during repairs at UGSS facilities.

Attracting Investment from Energy Service Companies to Finance Current and Promising Energy-Saving Projects

By the end of 2024, the energy service project portfolio held by Gazprom’s subsidiaries and entities went up to 21 projects at various stages of development. With a total investment of RUB 13.4 billion, these projects are estimated to generate RUB 91 billion in economic benefit for Gazprom’s subsidiaries and entities throughout the equipment life cycle.

Replacement of removable flow parts of centrifugal compressors

Replacement of removable flow parts ensures optimal operating conditions for gas compressor units by increasing their efficiency and reducing fuel gas consumption. Since the project’s inception at Gazprom Transgaz Yugorsk, savings in 2024 have reached 315.6 mcm of natural gas and 15.3 million kWh of electricity. The installed removable flow paths generated cost savings of RUB 1.23 billion. In 2024, a similar project commenced at Gazprom Transgaz Tchaikovsky.

Implementation of Energy-Efficient LED Lighting

The projects across ten subsidiaries will bring about over 188,000 energy-efficient lighting fixtures. Total investments from energy service companies come in at RUB 4.2 billion, with savings over the equipment’s lifetime estimated at RUB 7.7 billion. In 2024, the project kicked off in six subsidiaries. Savings from the LEDs installed by year-end reached RUB 16.3 million.

The 2024 results achieved in enhancing the energy efficiency of operational processes, coupled with the successful implementation of measures to develop and refine PJSC Gazprom’s energy management system, demonstrate compliance with GOST R ISO 50001-2023. These achievements serve as a cornerstone for ongoing efforts to optimize energy consumption and contribute to the realization of the Company’s corporate energy and climate objectives.

Deployment of ejectors at compressor stations to minimize releases of gas into atmosphere during maintenance operations

Gas ejection is a promising method for preserving gas within process infrastructure and the circuit of gas pumping units (GPU). Investment in this technology across four gas transportation subsidiaries will amount to RUB 211.4 million, with total savings from this project over the equipment’s lifetime estimated at RUB 961.2 million.

Upgrade of Air Coolers

To reduce electricity consumption at compressor stations, RUB 892.3 million will be invested in upgrading gas air coolers by replacing fan wheels with new ones made of composite materials. Additionally, we will install air inlet collectors with a more advanced aerodynamic design. These enhancements are expected to reduce energy consumption by 45%. Savings over the lifetime of the equipment installed in five participating gas transportation subsidiaries and entities are estimated at RUB 3.3 billion.

Implementation of Aggregate Gas-Oil Units and Gas-Oil Heat Exchangers at Gazprom Compressor Stations

This technology preheats fuel gas by recovering thermal energy from the gas turbine engine and impeller lubricating oil, reducing electricity consumption for oil cooling in oil air coolers and eliminating the need for fuel gas preheaters. Depending on the heat exchanger and GPU type, annual fuel and energy resource savings per GPU range from RUB 3.2 million to RUB 4.4 million.

RUB 961.2 MILLION  
total savings over the life cycle of the gas ejection equipment installed as part of the project

45%  
energy savings from the upgrade of air coolers

> 188 THS  
energy-efficient lighting fixtures will be installed as part of projects across ten subsidiaries

RUB 3.2-4.4 MILLION  
annual fuel and energy savings per GPU, depending on the heat exchanger and GPU type



# 7.1. About the Report

## Overview

### Sustainability Reporting

The Gazprom Group's Social Impact Report (the "Report")<sup>1</sup> is a document that provides a comprehensive overview of the Gazprom Group's sustainable development policy, key goals and results achieved during the reporting period, as well as details about the Gazprom Group's contribution to Russia's social and economic development. Part of the Gazprom Group's non-financial reporting, the Report is intended for stakeholder groups and reflects their comments and proposals.

The 2024 Report is the thirteenth sustainability report of the Gazprom Group. The previous Report was published in June 2024.

From 2022, the Gazprom Group's Social Impact Report has been part of documents provided to the annual General Shareholders Meeting of PJSC Gazprom.

The Report is approved by relevant structural units and the Chairman of PJSC Gazprom's Management Committee and then reviewed by the Sustainable Development Committee of PJSC Gazprom's Board of Directors.

To improve the quality of published information and foster stakeholder confidence, our Reports undergo external validation<sup>2</sup> with respect to key sustainability indicators. PJSC Gazprom also secures annual independent assurance for information on greenhouse gas emissions, including methane emissions<sup>3</sup>.

<sup>1</sup> Known as the Gazprom Group's Sustainability Report until 2023. It is published in accordance with the Procedure for Preparation, Publishing and Distribution of the Gazprom Group's Social Impact Report approved by order of PJSC Gazprom No. 20 dated January 20, 2020 (as amended).  
<sup>2</sup> Auditor – FBK LLC.  
<sup>3</sup> Auditor – TSATR – Audit Services LLC. As part of the validation, our auditors conduct audits in line with International Standard on Assurance Engagements (ISAE) 3410: Assurance Engagements on Greenhouse Gas Statements.

Our Reports receive independent public assurance from the Russian Union of Industrialists and Entrepreneurs (RUIE), which evaluates the completeness<sup>4</sup> and relevance<sup>5</sup> of disclosed information. Draft reports are also submitted for Public Consultations.

Regular and timely publication of Reports enables the Gazprom Group to:

- confirm the Company's transparent and comprehensive approach in the area of social responsibility, environmental protection and corporate governance;

- update the disclosed information based on the audience's needs;
- build stakeholder confidence;
- ensure external evaluation and analysis of material non-financial information (in particular by government agencies, investment community, rating agencies, and media);
- increase the Group's appeal as a responsible employer, user of natural resources, partner and taxpayer.

Report name	The Gazprom Group's Social Impact Report 2024
Reporting period	From January 1 to December 31, 2024 (calendar year)
Reporting cycle	Annual
Main documents used to prepare the Report	<p>Targets adopted as part of Russia's development goals and national projects (programs)<sup>6</sup></p> <p>Goals and key focus areas of sustainable (including green) development of the Russian Federation approved by resolution of the Russian Government No. 1912-r dated July 14, 2021</p> <p>→</p> <p>For details on the Gazprom Group's contribution to the national development goals of the Russian Federation, see the <a href="#">About the Gazprom Group</a> section.</p> <p>Recommendations of the Bank of Russia on Disclosure by Joint Stock Companies of Non-Financial Information Pertaining to Their Activities<sup>7</sup></p> <p>Recommendations for developing methodology and assigning ESG ratings (sustainability ratings) (Letter of the Bank of Russia No. IN-02-05/46 dated June 30, 2023)</p> <p>→</p> <p>For details on independently reviewed key indicators, see the <a href="#">Key Indicators Reviewed Independently</a> appendix.</p> <p>Bank of Russia's recommendations for boards of directors of public joint stock companies to take into account ESG and sustainable development factors<sup>8</sup></p> <p>Guidelines of the Russian Ministry of Economic Development for the preparation of sustainable development reporting<sup>9</sup></p> <p>→</p> <p>For details on compliance, see the <a href="#">Index of the Guidelines of the Russian Ministry of Economic Development for the Preparation of Sustainable Development Reporting</a> appendix.</p>

<sup>4</sup> Completeness means the coverage of all operations of the Gazprom Group by the Report, including values, strategic benchmarks, governance frameworks, key achievements, and stakeholder engagement framework.  
<sup>5</sup> Relevance means disclosure of information on the Gazprom Group's implementation of the principles of responsible business practices that are enshrined in the Social Charter of Russian Business adopted by the RUIE.  
<sup>6</sup> Decree No. 309 of the President of the Russian Federation On the National Development Goals of the Russian Federation through 2030 and for the Future until 2036 dated May 7, 2024.  
<sup>7</sup> Letter of the Bank of Russia No. IN-06-28/49 dated July 12, 2021.  
<sup>8</sup> Letter of the Bank of Russia No. IN-06-28/96 dated December 16, 2021.  
<sup>9</sup> Order of the Ministry of Economic Development No. 764 dated November 1, 2023 On Approval of Guidelines for the Preparation of Sustainable Development Reporting.



	Moscow Exchange's A Guide for Issuers: How to Comply with Best Sustainability Practices <sup>1</sup>
	Additional rules, requirements and recommendations for information disclosure by issuers whose shares are included in Level One or Two <sup>2</sup>
	GOST R ISO 26000-2012 Guidance on Social Responsibility <sup>3</sup>
	GOST R 71198-2024 Business Reputation Index of Business Entities (EPS rating) <sup>4</sup>
	International standards recommended by national regulators, including the Global Reporting Initiative's Universal Standards for Sustainability Reporting, the Global Reporting Initiative's Oil and Gas Sector Standard for Sustainability Reporting, UNCTAD, the standards of the Sustainability Reporting Standards Board
Independent professional auditor's assurance	<div>FBK, LLC</div> <div>→</div> <div>For independent practitioner's limited assurance report on key sustainability indicators disclosed in this Report, see the <a href="#">FBK Report</a> appendix.</div> <div>TSATR – Audit Services, LLC</div> <div>→</div> <div>For independent practitioner's limited assurance report on key greenhouse gas emission indicators disclosed in this Report, see the <a href="#">TSATR – Audit Services Report</a> appendix.</div>
Public endorsement	Chairman of the Council on Non-Financial Reporting, Indices and Sustainability Ratings of the RUIE
Public consultations	<div>Representatives of stakeholder groups</div> <div>→</div> <div>For the outcomes of public consultations, see the <a href="#">Opinion Issued Following Public Consultations</a> appendix.</div>

## Approach to Presenting Indicators

For comparability purposes, the Report shows the majority of key indicators for a three-year period (2022–2024). Disaggregated data provided throughout the Report may not add up precisely to the relevant totals presented in other reports due to rounding.

## Report Publication and Distribution

The Report is publicly available in the Russian and English languages on PJSC Gazprom's website and is also available in an [interactive version](#).



<sup>1</sup> <https://fs.moex.com/f/21348/mosbirzha-esg2024-rus-book-27.pdf>

<sup>2</sup> Approved by order of Moscow Exchange No. MB-P-2024-3132 dated September 24, 2024.

<sup>3</sup> Approved and put into effect by order of the Governmental Agency for Technical Regulation and Metrology (Rosstandart) No. 1611-st dated November 29, 2012.

<sup>4</sup> Approved and put into effect by order of the Governmental Agency for Technical Regulation and Metrology (Rosstandart) No. 1765-st dated December 29, 2023.

## Material Topics

### Procedure for Defining Material Topics

The Company has a Task Force for the preparation of the Gazprom Group's Social Impact Report<sup>5</sup>. The Task Force is made up of PJSC Gazprom's various units, subsidiaries and entities to coordinate activities on focal sustainable development areas and engage with stakeholders. The Task Force works to improve the preparation process and streamline disclosures in the Report. Its performance is reviewed by the Chairman of the Management Committee.

Material topics are those reflecting material impacts the Group has or may have on the economy, environment and local communities.

The material topics were selected in several stages.

- Following consultations with experts and PJSC Gazprom performance analysis, the Task Force made a list of the Group's actual and potential impacts. Due to the considerable number and wide range, the impacts were grouped by topic, which served as a basis to put together a list of potential material topics.
- To determine material topics to be disclosed in the Report, the Company staged an online survey covering 6,168 stakeholder representatives (11 groups, including foreign regulators of energy markets) and 25 Task Force members.

The respondents were asked to assess the degree of impact for each topic on the scale from 1 to 3 (from less to more significant).

The results were used to compile a ranged list of impacts and corresponding topics. Priority (material) topics were those with an average score of above 2.4.

#### List of material topics

No. (descending priority)	Material topic
1.	Implementation of gas supply development and gas infrastructure expansion programs in Russian regions
2.	The Gazprom Group's economic performance
3.	The Gazprom Group's social projects
4.	The Gazprom Group's legal compliance (social, economic, environmental and antimonopoly requirements)
5.	Health and process safety at the Gazprom Group and its contractors
6.	The Gazprom Group's presence in the labor market and employment impact
7.	Training and education for employees and prospective employees at the Gazprom Group
8.	Social benefits and non-financial motivation of the employees at the Gazprom Group
9.	Innovations in the Gazprom Group
10.	Interaction with local communities in the Gazprom Group's areas of operation
11.	The Gazprom Group's procurement system and procurement localization
12.	Anti-corruption practices of the Gazprom Group
13.	Quality management at the Gazprom Group
14.	Emissions management at the Gazprom Group
15.	The Gazprom Group's efforts to maintain acceptable water quality in regions of operation
16.	Equal opportunities for all employees of the Gazprom Group
17.	The Gazprom Group's efforts to preserve biodiversity and land
18.	Waste handling at the Gazprom Group


#### List of topics that did not meet the required threshold<sup>6</sup>

No. (descending priority)	Topic
19.	The Gazprom Group's participation in governmental, public, and international initiatives
20.	Freedom of association and collective bargaining at the Group

<sup>5</sup> In accordance with the Regulation on Permanent Task Force for Gazprom Group's Social Impact Report Preparation approved by order of PJSC Gazprom No. 20 dated January 20, 2020 (as amended).

<sup>6</sup> For comparability purposes, they were disclosed in the Report.

# 7.2. Stakeholder Engagement Practices


Stakeholder	Stakeholder interests	Stakeholder engagement
<b>Shareholders and investors</b> <p>PJSC Gazprom is Russia's largest joint stock company. Minority shareholders hold 49.8% of shares in PJSC Gazprom. The Gazprom Group is the largest borrower in the Russian public debt market. PJSC Gazprom pays special attention to improving the efficiency of its corporate governance framework and complying with the listing rules of Russian stock exchanges.</p> <p><b>Material topics 2, 4, 12</b></p>	<ul style="list-style-type: none"><li>Development of the Gazprom Group's business and growth of its capitalization</li><li>Consistently solid dividends</li><li>Respect for shareholder rights</li><li>Disclosure of key information on the Group's operations</li></ul> <div><p>In 2024, the Gazprom Group disclosed consolidated IFRS financial statements for 2023 and the six and nine months of 2024 without exceptions provided for by the Russian Government's decree No. 1102<sup>1</sup>. Despite being included in the list of companies entitled to define disclosure scope independently in accordance with decree No. 903<sup>2</sup> of the President of the Russian Federation, PJSC Gazprom did not exercise this right to limit reporting disclosures.</p></div>	<b>Key engagement channels</b> <ul style="list-style-type: none"><li>Holding General Shareholders Meetings</li><li>Communications with heads of business units involved in the Corporate Secretary function</li><li>A permanent hot line (telephone) for shareholders, review of written queries</li><li>Developing PJSC Gazprom's official website: adding pages on ADR conversion and Eurobond exchange along with other important information</li><li>Engagement of private investors. PJSC Gazprom promotes its profiles in specialized social networks and investor communities, such as Pulse (T-Investments), Profit (BCS) and Smart-Lab</li><li>Transactions on the Russian debt market</li><li>Dialog with rating agencies</li></ul> <p>PJSC Gazprom offers information support to all its shareholders as required by applicable laws.</p> <b>Engagement cases and results in 2024</b> <ul style="list-style-type: none"><li>The program to replace Eurobonds held by investors through Russian depositories is completed, with 97.4% of securities replaced since its start in 2022.</li><li>Excluding replacement bonds, Gazprom Capital successfully placed conventional bond issues worth RUB 260 billion in 2024.</li><li>Expert RA and ACRA reaffirmed PJSC Gazprom's top credit rating.</li><li>PJSC Gazprom's shares ranked among the most sought-after securities with private investors as of the year-end.</li><li>PJSC Gazprom's channel in Pulse, the largest social network for investors, moved up one position to rank among the top four most popular in terms of subscribers (83,700 people).</li></ul> <div><p>➔ For more details on PJSC Gazprom's share capital, see <a href="#">Gazprom Annual Report 2024</a>.</p></div>

<sup>1</sup> Russian Government decree No. 1102 On the Specifics of Disclosure and/or Provision of Information Subject to Disclosure and/or Provision in Accordance with Federal Law On Joint-Stock Companies and the Federal Law On the Securities Market dated July 4, 2023.


<sup>2</sup> Decree No. 903 of the President of the Russian Federation On the Temporary Procedure for Disclosure and Provision of Information by Certain Russian Business Entities dated November 27, 2023.

Stakeholder	Stakeholder interests	Stakeholder engagement
<b>Media</b> <p>The Gazprom Group makes up-to-date and reliable disclosures to the general public about its operations. As media plays an important role in such disclosures, the Group maintains a continuous dialog with its representatives.</p> <p><b>Material topic 10</b></p>	<ul style="list-style-type: none"><li>Quick, reliable and comprehensive updates on the Gazprom Group's operations</li></ul>	<b>Key engagement channels</b> <ul style="list-style-type: none"><li>Press releases and news stories</li><li>Briefings, media scrums, management interviews</li><li>Press tours to the Gazprom Group's production sites</li><li>Explanations, comments, and answers to journalists' questions</li><li>Participation in joint projects with the media</li><li>Holding of events for representatives of the blogger community</li><li>Implementation of the Gazprom Group's own special projects</li></ul> <b>Engagement cases and results in 2024</b> <ul style="list-style-type: none"><li>Over 12 thousand materials on the Group's activities released.</li><li>18 interviews with the top executives of Gazprom Group entities published.</li><li>Over 40 trips for journalists to the Gazprom Group's production assets and facilities organized.</li></ul>
<b>Local communities, including indigenous minorities</b> <p>Gazprom Group entities operate in all Russian regions, employ local residents, and procure products and services from local businesses.</p> <p><b>Material topics 10, 18</b></p>	<ul style="list-style-type: none"><li>Local infrastructure development</li><li>New jobs</li><li>Local business development</li><li>Social investments and charity programs</li><li>High level of process and environmental safety in the Gazprom Group entities</li></ul>	<b>Key engagement channels</b> <ul style="list-style-type: none"><li>Participation in city and region development programs</li><li>Open public hearings (including on environmental impact assessment)</li><li>Charity</li><li>Volunteer activities in the regions of operation</li><li>Support of indigenous minorities</li></ul> <b>Engagement cases and results in 2024</b> <ul style="list-style-type: none"><li>The Group supported indigenous minority holidays in the Yamalo-Nenets Autonomous Area.</li><li>Targeted aid provided to over 200 nomadic families in the Yamalo-Nenets Autonomous Area.</li><li>38 indigenous northern minority representatives requested medical assistance in the facilities of Bovanenkovskoye and Kharasaveyskoye fields.</li><li>39 public hearings with indigenous minorities held.</li><li>More than 270 thousand people can enjoy the sports facilities built in 2007–2024 as part of the Gazprom for Children project.</li><li>Over 2,700 jobs were created by facilities built as part of the Gazprom for Children project in 2022–2024.</li></ul> <div><p>➔ For more details on engagement cases and results in 2024, see the <a href="#">Regional Social and Economic Development</a> section.</p></div>

Stakeholder	Stakeholder interests	Stakeholder engagement
<b>Educational and scientific institutions</b>  To maintain its technological leadership and strengthen the country’s scientific and technical potential, the Gazprom Group invests in science and education and cooperates with universities and research institutions.  <b>Material topics 7, 9</b>	<ul style="list-style-type: none"><li>Obtaining financial and other types of support for research and development</li><li>Internships and traineeships for students and teachers at the Gazprom Group entities</li><li>Joint educational programs</li></ul>	<b>Key engagement channels</b> <ul style="list-style-type: none"><li>Participation in industry events for young scientists, specialists and students of Russian and international universities, school students</li><li>Implementation of Gazprom Classes at schools, opening of specialized departments in Russian universities</li><li>Work experience practice for students of secondary vocational education institutions and higher education institutions at the Gazprom Group entities</li><li>Internship programs for academic staff at production facilities</li><li>Support of research institutions in medicine and healthcare</li></ul> <b>Engagement cases and results in 2024</b> <ul style="list-style-type: none"><li>The Group held the Student Olympiad of Gazprom bringing together 4,700 participants from Russia and 30 other countries.</li><li>Gazprom Classes rolled out to another region, which brought their number to 45.</li><li>A forum welcoming 132 Gazprom Classes students was conducted at an operating field.</li><li>11,929 school students and 7,720 vocational school students completed internship at the Gazprom Group entities.</li></ul>
<b>NGOs</b>  Public organizations and charitable foundations implement environmental protection and biodiversity conservation programs, organize cultural and education campaigns, and provide support to vulnerable groups. The Group supports their efforts as they are a major driving force behind sustainable development.  <b>Material topics 3, 10</b>	<ul style="list-style-type: none"><li>Receiving charitable support from the Gazprom Group entities</li><li>Taking into account the opinions of local communities, including indigenous minorities, on the Gazprom Group’s new projects</li><li>Joint charity and volunteering initiatives</li></ul>	<b>Key engagement channels</b> <ul style="list-style-type: none"><li>Financial support for charitable, environmental and other initiatives of NGOs</li><li>Open public hearings</li><li>Joint biodiversity conservation projects in the Arctic</li><li>Participation of the Gazprom Group employees and their families in joint volunteer campaigns and events</li></ul> <b>Engagement cases and results in 2024</b> <ul style="list-style-type: none"><li>PJSC Gazprom provided charitable assistance in response to requests from people, covering the costs of medical examinations, treatment, and related expenses, including travel to the treatment location, accommodation, caregiver service, and rehabilitation.</li></ul> <div> For more details on engagement cases and results in 2024, see the <a href="#">Regional Social and Economic Development</a> section.</div>

Stakeholder	Stakeholder interests	Stakeholder engagement
<b>Government authorities, including market regulators</b>  The Government, PJSC Gazprom's largest shareholder, controls more than 50% of its shares. The Gazprom Group takes into account the interests of the state and makes a significant contribution to the country’s development.  <b>Material topics 1, 2, 4, 6</b>	<ul style="list-style-type: none"><li>Russia’s energy security</li><li>Gas infrastructure expansion and development in Russian regions</li><li>Development of the national oil and gas industry, import substitution</li><li>Gazprom Group’s participation in international cooperation</li></ul>	<b>Key engagement channels</b> <ul style="list-style-type: none"><li>Agreements with regions of the Russian Federation</li><li>Intergovernmental commissions with other countries</li><li>Participation in events hosted by the government and specialist non-profit and industry organizations: parliamentary hearings, councils, round tables and task force meetings</li><li>Submission of data to federal authorities</li><li>Participation in the development of roadmaps</li><li>Joint drills and trainings</li></ul> <b>Engagement cases and results in 2024</b> <ul style="list-style-type: none"><li>The Company participated in committee meetings of the State Council of the Russian Federation on energy- and industry-related matters.</li><li>Gazprom took part in the meetings of the Federal Gas Infrastructure Expansion Headquarters.</li><li>We cooperated with regional governments and administrations of Siberia and the Russian Far East as part of task forces supervising PJSC Gazprom's investment projects to develop the Eastern Gas Supply System.</li><li>The Company signed 81 cooperation agreements with Russian regions.</li><li>The Company signed a cooperation agreement with the Kaliningrad Region government on gas supply, gas infrastructure expansion, developing the NGV fuel market, and implementing major projects on October 10, 2024.</li></ul> <div> For more details on engagement cases and results in 2024, see the <a href="#">Regional Social and Economic Development</a> section.</div>
<b>Local authorities</b>  The Gazprom Group places a special emphasis on the development and safety of communities where the Gazprom Group entities operate, cooperates with local authorities, and supports their initiatives.  <b>Material topics 1, 3, 6</b>	<ul style="list-style-type: none"><li>Entering into cooperation agreements with the Gazprom Group entities</li><li>Obtaining financial and organizational support for social and cultural initiatives</li></ul>	<b>Key engagement channels</b> <ul style="list-style-type: none"><li>Presentations on the Gazprom Group’s activities to senior local government officials</li><li>Cooperation agreements</li><li>Financial support of municipal initiatives</li><li>Joint drills and trainings</li></ul> <b>Engagement cases and results in 2024</b> <ul style="list-style-type: none"><li>Gazprom signed cooperation agreements with municipality administrations in the regions of operation, including the towns of Noyabrsk and Gubkinsky, Purovsky District (Yamalo-Nenets Autonomous Area), Lensky Disctrict and several settlements at the Republic of Sakha (Yakutia), and Sobolevsky District (Kamchatka Territory).</li></ul>



Stakeholder	Stakeholder interests	Stakeholder engagement
<b>Personnel</b>  Personnel is the Group's greatest asset. The Gazprom Group provides them with decent remuneration and social benefits, ensures workplace safety, offers development and training opportunities, respects their opinions and considers their interests in decision-making.  <b>Material topics 5, 6, 7, 8, 16</b>	<ul style="list-style-type: none"><li>Decent remuneration and social benefits</li><li>Comfortable and safe working conditions</li><li>Training, development, and career progression</li><li>Equal rights and opportunities</li><li>Protecting the rights of employees and contractors to safe labor, ensuring process safety at the Gazprom Group's facilities</li></ul>	<b>Key engagement channels</b> <ul style="list-style-type: none"><li>Conferences</li><li>Workshop meetings</li><li>Regular meetings of workforce with the management</li><li>Skills upgrading programs</li><li>Sports contests</li><li>Corporate events for the Gazprom Group's employees</li><li>The Gazprom Group's websites</li></ul> <b>Engagement cases and results in 2024</b> <ul style="list-style-type: none"><li>33,100 employees received housing benefits in the form of mortgage subsidies.</li><li>170 thousand people spent time at the Gazprom Group's health resorts.</li><li>11,929 school students and 7,720 vocational school students completed internship with the Gazprom Group entities.</li><li>The Gazprom ID Unified Interaction Platform (GID UIP) covers over 360 thousand registered users.</li><li>The Gazprom Spartakiada Games took place bringing together 2 thousand participants.</li><li>Zonal Fakel Festival tours featured participants from 43 subsidiaries.</li><li>A forum for 200 corporate volunteers from 90 Group entities was organized.</li></ul> <div> For more details on engagement cases and results in 2024, see the <a href="#">Gazprom Group's People</a> section.</div>
<b>Business partners (including suppliers, contractors, strategic international partners)</b>  Contractors play an important role in implementing the Gazprom Group's projects set to expand access to environmentally friendly energy, enhance energy security, and contribute to the development of Russian regions.  <b>Material topics 5, 11, 12, 13</b>	<ul style="list-style-type: none"><li>Transparency and openness of procurement</li><li>Compliance with contractual obligations, business ethics principles, anti-corruption efforts</li><li>Compliance with anti-trust and anti-monopoly laws and procurement transparency</li></ul> <div>The Gazprom Group supports the growth and the ambition of small and medium-sized businesses to develop and implement innovative solutions for the industry, among other things. To streamline and facilitate cooperation, PJSC Gazprom has a single point of contact system where businesses can quickly submit their proposals for introduction into the Gazprom Group's operations. This online platform enables companies to successfully integrate cutting-edge technologies, while also enhancing business edge and efficiency.</div>	<b>Key engagement channels</b> <ul style="list-style-type: none"><li>Cooperation agreements</li><li>Organizing joint coordination committees and joint working groups between PJSC Gazprom and its foreign partners</li><li>Participation in conferences and forums</li><li>Interaction with industrial unions and associations</li><li>Execution of natural gas sales contracts</li><li>Pre-qualification of prospective suppliers and contractors</li><li>Participation in conferences, forums, and webinars</li><li>Certification for compliance with GOST R ISO 9001-2015 (ISO 9001:2015)</li></ul> <b>Engagement cases and results in 2024</b> <ul style="list-style-type: none"><li>285 companies entered into the Gazprom Group's Register of Potential Bidders.</li><li>425 suppliers certified their QMS systems under STO Gazprom 9001-2018.</li><li>270 representatives took part in the Supplier Day.</li><li>34,700 contractors signed contracts with the Gazprom Group to supply goods and services.</li><li>On the web portal, innovations go through the entire review cycle, from submitting an idea to final decision making. In 2024, 69 new applications were registered and 39 expert opinions prepared.</li><li>PJSC Gazprom's Commission for Introduction of Innovative Products reviewed 16 proposals and recorded 15 items in the Register of Innovative Products, which currently holds 194 items, including 95 solutions submitted by SMEs.</li></ul>

Stakeholder	Stakeholder interests	Stakeholder engagement
<b>Consumers</b>  The Gazprom Group provides consumers with high-quality products and services, monitors their satisfaction, and develops new products and services.  <b>Material topic 13</b>	<ul style="list-style-type: none"><li>High-quality products and services</li><li>Streamlined feedback and service system</li></ul>	<b>Key engagement channels</b> <ul style="list-style-type: none"><li>Customer satisfaction monitoring procedures</li><li>Development of remote services, expansion and creation of communication channels</li><li>Contact center of the Unified Gas Infrastructure Expansion Operator</li><li>Claims management system</li><li>Face-to-face meetings with consumers</li><li>Marketing incentives to encourage consumers' equipment and vehicle conversion to natural gas</li></ul> <b>Gasification across Russia:</b> <ul style="list-style-type: none"><li>880,793 consumers of Gazprom Mezhhregiongaz subsidiaries and entities took part in quality assessment, with satisfaction score coming in at 7.91 out of 10.</li></ul> <b>Engagement cases and results in 2024</b> <ul style="list-style-type: none"><li>Over 403 thousand calls processed by the contact center of the Unified Gas Infrastructure Expansion Operator.</li><li>11,340 questionnaires received and processed as part of monitoring consumer satisfaction with the services of Gazprom Energoholding subsidiaries and entities.</li></ul>
<b>Foreign regulators of energy markets</b>  The Gazprom Group exports its products to various countries around the world, complies with the requirements of foreign market regulators, and participates in industry events.  <b>Material topic 4</b>	<ul style="list-style-type: none"><li>Obtaining required reports</li></ul>	<b>Key engagement channels</b> <ul style="list-style-type: none"><li>Information disclosure</li><li>Participation in public consultations</li><li>Participation in international energy conferences and forums</li><li>Electronic reports using dedicated platforms</li></ul> <b>Engagement cases and results in 2024</b> <ul style="list-style-type: none"><li>The Gazprom Group took part in 39 Russian and seven foreign forums and conferences.</li><li>Four exhibitions held at the presentation office of the Chairman of the Management Committee; PJSC Gazprom's corporate display was presented at six stands in Russia and three ones abroad.</li></ul>

# 7.3. The Gazprom Group's Sustainability Indicators

No. <sup>1</sup>	Indicator	Indicator value		Factor analysis of changes
		2023	2024	Change (absolute/relative)
Assessment indicators of contributing to the social and economic development of Russian regions				
1	The Gazprom Group's share in Russia's Gross Domestic Product (GDP) <sup>2</sup>	2.8% <sup>3</sup>	3.2%	+0.4 p.p.
4	Total mandatory payments, RUB billion	3,528	4,197	+19.0%
6	Number of facilities built as part of the Gazprom for Children project <sup>4</sup>	2,133	2,138	+0.23%
7	Number of cooperation agreements with Russian regions	81	81	–
8	Number of employees who participated in volunteering campaigns	155,656	191,592	+23.1%
9	Share of small and medium-sized businesses in the total number of counterparties	61.0%	62.4%	+1.4 p.p.
10	Share of electronic procurement in bidding and marketing research processes	99.2%	99.7%	+0.5 p.p.
11	Economic benefit of import substitution, RUB billion	35.6	34.2	–3.9%
14	Savings due to bidding for contracts and marketing research, RUB billion	41.5	29.7	–28.4%
15	Volume of contracts with SME suppliers, RUB billion	391.8	431.3	+10.1%

<sup>1</sup> In accordance with the list of indicators to assess the Gazprom Group's progress in sustainable development approved by order of PJSC Gazprom No. 354 dated September 21, 2023.

<sup>2</sup> Defined as the ratio of the Gazprom Group's added value to the GDP of the Russian Federation calculated by means of a production method as a sum of added values generated across economic sectors. The calculation uses Gross Domestic Product data from the official website of the Federal State Statistics Service (<https://rosstat.gov.ru/statistics/accounts>).

<sup>3</sup> Recalculated in accordance with the updated data of the Federal State Statistics Service.

<sup>4</sup> Disclosure of this indicator implies providing information on the number of commissioned facilities on an accrual basis.

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No.	Indicator	Indicator value		Factor analysis of changes
		2023	2024	
16	Share of goods, works, and services procured from Russian organizations in total procurement of goods, works, and services <sup>5</sup> , %	98.5%	99.6%	+1.1 p.p.
17	R&D investments, RUB billion	31.70	32.16	+1.6%
18	Number of patents obtained in the calendar year	400	451	+12.8%
Indicators for assessing corporate governance achievements				
19	Indicators from the list of PJSC Gazprom's corporate key performance indicators (KPIs) for application in the year-end bonus system for PJSC Gazprom's executives			
19.1	Total shareholder return	–1.60%	–17.73% <sup>6</sup>	–16.14 p.p.
		The decrease in the value of PJSC Gazprom's shares was due to non-payment of dividends for 2023, increased sanctions pressure, and tightening of the Bank of Russia's monetary policy.		
20	Customer satisfaction index for the gas business <sup>7</sup>	85.49%	85.52%	+0.03 p.p.
21	Customer satisfaction index for the NGV fuel (gas business) <sup>7</sup>	91.59%	90.65%	–0.94 p.p.
22	Customer satisfaction index for the power generation business <sup>7</sup>	87.73%	88.78%	+1.05 p.p.
Indicators for assessing environmental protection and energy efficiency achievements				
23	Mitigation of environmental impacts, RUB million	646.23	701.44	8.54%
24	Lower fuel and energy consumption due to higher energy efficiency and energy saving, million GJ	162.1	168.9	+4.2%
25	Associated petroleum gas (APG) utilization factor	94.7%	96.1%	+1.4 p.p.
		The growth in the APG utilization indicator was attributable to increased APG utilization at PJSC Gazprom Neft facilities and facilities covered by the long-term risk service agreement.		

<sup>5</sup> The indicator is calculated as a ratio of the amount of procurement of goods, works, and services from Russian organizations by the Group to the total amount of procurements of goods, works, and services by the Group in the reporting period.

<sup>6</sup> Actual value for 2024 to be approved by PJSC Gazprom's Board of Directors in June 2025.

<sup>7</sup> Second-level STI; STI passport approved by resolution of PJSC Gazprom No. 273 On Approval of Passports of Second-Level Strategic Target Indicators dated July 22, 2022.

No.	Indicator	Indicator value		Factor analysis of changes	
		2023	2024	Change (absolute/relative)	
26	Sales of natural gas as motor fuel in the form of liquefied natural gas (LNG) and compressed natural gas (CNG) through own filling network (gas business), mcm	38.494	40.197	+4.42%	
27	Number of active gas filling stations of the Gazprom Group and Gazprom Gazomotornoye Toplivo in Russia	464	481	+3.7%	
28	Lower greenhouse gas emissions due to the sale of CNG as motor fuel, thousand tons of CO <sub>2</sub> equivalent	524.8	500.0	−4.8%	
Indicators for assessing process safety achievements					
29	Indicators provided for by PJSC Gazprom's Process Safety Management System Development Strategy for 2022–2030				
29.1	Lost time injury frequency rate (LTIFR):				
	• Gas business companies	0.102	0.094	−7.8%	
	• Gazprom Mezhtregiongaz	0.204	0.207	+1.2%	
	• Gazprom GNP Holding	0.369	0.192	−48.0%	
	• Gazprom Neft	0.323	0.360	+11.4%	
	• Gazprom Energoholding	0.191	0.155	−18.8%	
	• Gazprom Neftekhim Salavat	0	0.328	–	
29.2	Fatal accident rate (FAR)				
	• Gas business companies	1.963	1.623	−17.3%	
	• Gazprom Mezhtregiongaz	1.927	0.406	−78.9%	
	• Gazprom GNP Holding	12.309	0	–	
	• Gazprom Neft	0	0.706	–	
	• Gazprom Energoholding	0	0	–	
	• Gazprom Neftekhim Salavat	0	0	–	
29.3	Occupational disease rate (ODR)				
	• Gas business companies	0.023	0.029	+26.1%	
	• Gazprom Mezhtregiongaz	0	0.004	–	
	• Gazprom GNP Holding	0	0	–	
	• Gazprom Neft	0	0	–	
	• Gazprom Energoholding	0	0	–	
	• Gazprom Neftekhim Salavat	0.062	0	–	

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No.	Indicator	Indicator value		Factor analysis of changes		
		2023	2024	Change (absolute/relative)		
30	Occupational health spending, RUB million <sup>1</sup>	26,882.57	30,007.9	+14.6%		
31	Industrial safety spending, RUB million <sup>1</sup>	17,806.48	10,996.95	−38.2%		
Indicators for assessing employee development achievements						
32	Headcount, thousand people	498.1	501.0	+0.6%	The increase was driven by changes in Gazprom Group entities.	
33	Staff turnover, %	6.7	8.2	+1.5 p.p.	The increase is due to labor market shortages, low unemployment, and increased staff mobility.	
34	Number of employees who participated in professional development (for blue-collar staff), skills upgrading and retraining programs, thousand people	594.7	570.5	−4.1%		
35	Payroll expenses, RUB billion	1,096.70	1,191.96	+8.7%		
36	Social expenses, RUB billion	50.9	52.2	+2.6%		
37	Number of employees, retirees, and members of their families insured under VMI programs, people	598,494	614,133	+2.6%		
38	Personal insurance expenses, RUB billion	17.8	18.8	+5.6%		
39	Number of schools participating in the Gazprom Classes project <sup>2</sup>	29	30	+3.4%		
40	Number of students who completed internships at the Gazprom Group entities	11,229	11,929	+6.2%		
41	Number of graduates of secondary vocational and higher education institutions who were hired by the Gazprom Group	3,623	3,830	+5.7%		
42	Number of partner universities of PJSC Gazprom	18	18	–		
43	Number of members of the Russian Student Squads employed at PJSC Gazprom's production facilities	3,016	2,313	−23.3%		
44	Number of school and university students who took part in:					

<sup>1</sup> The data is provided for entities covered by the ISPSM.  
<sup>2</sup> OJSC Gazprom's order No. 256 On Approving the Regulations on the Organization and Operation of Specialized Gazprom Classes dated June 5, 2014 (as amended).



No.	Indicator	Indicator value		Factor analysis of changes
		2023	2024	
45	• Gazprom Industry Olympiad for Schoolchildren <sup>1</sup>	16,651	18,696	+12.3%
	• Student Olympiad of Gazprom <sup>2</sup>	4,888	4,708	–3.7%
	Number of employees who took part in professional skills competitions	4,221	4,021	–4.7%

<sup>1</sup> The procedure is defined by the Regulation on the Gazprom Industry Olympiad for Schoolchildren <https://olympiad.gazprom.ru/assets/files/polozhenie.pdf?update=2022-10-25>.  
<sup>2</sup> The procedure is defined by the Regulation on the Student Olympiad of Gazprom: [https://studolymp.gazprom.ru/assets/files/2022-2023\\_polozhenie.pdf](https://studolymp.gazprom.ru/assets/files/2022-2023_polozhenie.pdf)

## 7.4. To the Gazprom Group's People Section

Headcount as of the end of the reporting period by employment contract type, thousand people

2022		2023		2024	
Fixed-term employment contract	Indefinite-term employment contract	Fixed-term employment contract	Indefinite-term employment contract	Fixed-term employment contract	Indefinite-term employment contract
31.5	460.7	30.8	467.3	31.1	469.9

Headcount as of the end of the reporting period by employment contract type and gender, thousand people

2022				2023				2024			
Fixed-term employment contract		Indefinite-term employment contract		Fixed-term employment contract		Indefinite-term employment contract		Fixed-term employment contract		Indefinite-term employment contract	
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
17.5	14.0	334.2	126.5	18.3	12.5	338.6	128.7	19.0	12.1	335.9	134.0

Gazprom Group Indicator 32

Headcount as of the end of the reporting period by region, thousand people

Federal district / foreign countries	2022	2023	2024	Change 2024/2023	The reasons behind the significant year-on-year changes in 2024
Far Eastern Federal District	12.2	13.6	16.7	+3.1	The increase in headcount was due to the implementation of strategic investment projects in gas processing, as well as the inclusion in the Group of entities located in the Far Eastern Federal District.
Volga Federal District	88.2	87.8	86.3	–1.5	–
North-Western Federal District	72.9	74.9	75.1	+0.2	–
North Caucasian Federal District	12.2	12.1	11.8	–0.3	–
Siberian Federal District	27.9	28.7	29.0	+0.3	–
Urals Federal District	133.3	134.5	134.3	–0.2	–
Central Federal District	73.7	72.5	76.4	+3.9	The increase was due to the inclusion in the Group of entities located in the Central Federal District.
Southern Federal District	42.9	43.9	42.6	–1.3	–
Foreign countries	28.9	30.1	28.8	–1.3	–

Headcount as of the end of the reporting period by employment type and gender, thousand people

2022				2023				2024			
Full-time employment		Part-time employment		Full-time employment		Part-time employment		Full-time employment		Part-time employment	
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
350.4	136.3	1.3	4.2	355.3	136.7	1.6	4.5	353.5	142.9	1.4	3.2

Number of new hires, thousand people

Indicator	2022	2023	2024
New hires	81.4	80.1	80.3

Number of new hires by age group

Age	2022		2023		2024	
	thousand people	%	thousand people	%	thousand people	%
Under 30 y.o.	30.2	37.1	30.3	37.8	31.2	38.9
30 to 40 y.o.	24.7	30.4	21.8	27.2	19.9	24.7
40 to 50 y.o.	16.9	20.7	17.3	21.6	16.9	21.1
50 y.o. or more	9.6	11.8	10.7	13.4	12.3	15.3

Number of new hires by gender

Gender	2022		2023		2024		Change 2024/2023, p.p.
	thousand people	%	thousand people	%	thousand people	%	
Male	53.0	65.1	52.0	64.9	50.1	62.4	−2.5
Female	28.4	34.9	28.1	35.1	30.2	37.6	+2.5

Number of new hires by region

Federal district / foreign countries	2022		2023		2024	
	thousand people	%	thousand people	%	thousand people	%
Far Eastern Federal District	3.3	4.0	2.9	3.6	3.5	4.4
Volga Federal District	13.2	16.2	12.5	15.6	14.4	17.9
North-Western Federal District	14.5	17.8	14.5	18.1	12.9	16.1
North Caucasian Federal District	1.3	1.6	1.2	1.5	1.3	1.6
Siberian Federal District	5.7	7.0	6.9	8.6	5.7	7.1
Urals Federal District	20.4	25.1	20.7	25.9	19.3	24.0
Central Federal District	11.3	13.9	9.9	12.4	12.9	16.1
Southern Federal District	6.4	7.9	7.0	8.7	6.3	7.8
Foreign countries	5.3	6.5	4.5	5.6	4.0	5.0
Total	81.4	100.0	80.1	100.0	80.3	100.0

Number of quitters, thousand people

Indicator	2022	2023	2024
Quitters	68.4	74.1	88.6

Quitters headcount broken down by gender

Gender	2022		2023		2024		Change 2024/2023, p.p.
	thousand people	%	thousand people	%	thousand people	%	
Male	43.8	64.1	46.7	63.0	57.4	64.8	+1.8
Female	24.6	35.9	27.4	37.0	31.2	35.2	-1.8

Number of quitters by age group

Age	2022		2023		2024	
	thousand people	%	thousand people	%	thousand people	%
Under 30 y.o.	19.1	28.0	22.3	30.1	25.1	28.3
30 to 40 y.o.	18.6	27.1	18.9	25.5	21.7	24.5
40 to 50 y.o.	12.9	18.9	15.1	20.4	18.7	21.1
50 y.o. or more	17.8	26.0	17.8	24.0	23.1	26.1

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Gazprom Group Indicator 33

Number of quitters and staff turnover by region

Federal district / foreign countries	Total quitters, thousand people			Incl. due to staff turnover, thousand people			Staff turnover, %			
	2022	2023	2024	2022	2023	2024	2022	2023	2024	Change 2024/2023, p.p.
Far Eastern Federal District	1.5	1.6	2.4	0.6	0.7	1.1	5.5	5.9	7.2	+1.3
Volga Federal District	11.3	12.9	17.3	3.7	4.3	7.1	4.3	5.0	8.3	+3.3
North Western Federal District	12.2	12.6	13.0	5.7	6.3	7.4	8.2	8.8	10.3	+1.5
North Caucasian Federal District	1.1	1.3	1.5	0.4	0.5	0.6	3.4	4.1	5.1	+1.0
Siberian Federal District	4.5	5.3	5.5	2.3	3.0	3.2	9.1	10.9	11.4	+0.5
Urals Federal District	17.2	18.7	21.0	5.2	6.0	7.4	4.1	4.6	5.7	+1.1
Central Federal District	10.1	11.4	16.4	5.6	7.1	9.2	7.9	9.8	12.0	+2.2
Southern Federal District	5.5	5.9	7.5	1.9	2.1	2.4	4.5	4.8	5.6	+0.8
Foreign countries	5.0	4.4	4.0	2.6	2.2	2.0	9.4	7.9	7.1	−0.8
Total	68.4	74.1	88.6	28.0	32.2	40.4	5.9	6.7	8.2	+1.5

The reasons for the increase in staff turnover are labor shortages in the labor market, low unemployment, and increased staff mobility.

Staff turnover at PJSC Gazprom is calculated as the ratio of employees who resigned (Clause 3, Article 77 of the Russian Labor Code) or were fired for unauthorized absence and other disciplinary offenses (Article 81 of the Russian Labor Code) to the average headcount (including external part-timers).

# 7.5. To the Process Safety section

Number of Class 3 and 4 workplaces and the number of employees working at such workplaces in entities covered by the ISPSM, 2024<sup>1</sup>

Indicator	Labor conditions class	
	3	4
Gas business companies		
Number of workplaces	28,843	0
Number of employees	69,195	0
Gazprom Mezhrefiongaz		
Number of workplaces	11,012	7
Number of employees	11,259	34
Gazprom GNP Holding		
Number of workplaces	181	0
Number of employees	177	0
Gazprom Neft		
Number of workplaces	8,429	18
Number of employees	17,980	44
Gazprom Energoholding		
Number of workplaces	6,271	0
Number of employees	11,432	0
Gazprom Neftekhim Salavat		
Number of workplaces	1,419	0
Number of employees	2,908	0

<sup>1</sup> Labor conditions classification pursuant to Article 14 of Federal Law No. 426-FZ On Special Assessment of Labor Conditions dated December 28, 2013.

# 7.6. To the Environmental Protection Section. Improving Energy Efficiency and Energy Saving

## Republic of Armenia

Gazprom Armenia is a 100% subsidiary of PJSC Gazprom, engaged in the transportation, storage, processing, distribution, and sale of natural gas, as well as the generation and sale of electricity within the Republic of Armenia. Since 2017, Gazprom Armenia has implemented and maintained an Environmental Management System (EMS) compliant with the ISO 14001:2015 international standard. The company operates within the scope and boundaries of PJSC Gazprom's EMS.

In 2024, its gross air pollutant emissions reached 82.13 thousand tons, up 11% increase compared to 2023. Greenhouse gas (GHG) emissions from gas and energy facilities amounted to 2.14 million tons of CO<sub>2</sub> equivalent. The rise in both gross and GHG emissions was driven by increased electricity generation at the Hrazdan-5 power unit.

Wastewater discharge into surface water bodies in 2024 totaled 23.30 thousandm<sup>3</sup>, with 100% of this volume treated to regulatory standards. The increase in discharge into surface water bodies was attributed to higher electricity output from the Hrazdan-5 power unit in 2024.

Throughout the year, 0.11 thousand tons of waste were generated, 91% of which consisted of hazard class IV waste.

Environmental impact fees for emissions within established regulatory limits amounted to RUB 1.08 million. The increase was due to fees for pollutant emissions resulting from greater electricity generation at the Hrazdan-5 power unit. No excess emissions beyond permitted limits were recorded.

### Key environmental performance indicators of Gazprom Armenia for 2020–2024

Indicator	2020	2021	2022	2023	2024
Gross air emissions, thousand tons	46.27	56.01	57.40	74.12	82.13
GHG emissions, mmt of CO <sub>2</sub> equivalent <sup>2</sup>	1.63	1.31	1.38	1.85	2.14
Wastewater discharge into surface water bodies, thousand m <sup>3</sup>	148.00	20.53	20.87	16.30	23.30
• of which, compliant with regulatory standards (untreated and treated)	148.00	20.53	20.87	16.30	23.30
Waste generation, thousand tons	0.22	0.11	0.11	0.11	0.11
Disturbed lands at year-end, hectares	0	0	0	0	0
Environmental impact fees, RUB thousand	1,104.30	357.46	718.67	956.87	1,076.61
Share of impact fees for emissions within established regulatory limits in total fees, %	100	100	100	100	100

<sup>2</sup> For 2018–2021, GHG emissions were calculated in accordance with the Methodological Guidance on the Quantification of Greenhouse Gas Emissions by Entities Engaging in Business and Other Activities in the Russian Federation, approved by Order No. 300 of the Russian Ministry of Natural Resources and Environment dated June 30, 2015. For 2022–2024, GHG emissions were calculated in accordance with the Methodology for the Quantification of Greenhouse Gas Emissions approved by Order No. 371 of the Russian Ministry of Natural Resources and Environment dated May 27, 2022.



## Republic of Belarus

Gazprom Transgaz Belarus is a 100% subsidiary of PJSC Gazprom, engaged in the transportation and underground storage of natural gas within the Republic of Belarus. The company operates within the scope and boundaries of PJSC Gazprom’s EMS.

In 2024, its gross air pollutant emissions amounted to 12.86 thousand tons, down 26% compared to the previous year. This decrease resulted from the exclusion of ferrous and non-ferrous metal scrap from waste categories regulated under environmental laws. Wastewater discharges into surface water bodies

totaled 114.66 thousand m<sup>3</sup>, all of which were treated to regulatory standards.

Throughout the year, 1.29 thousand tons of waste were generated across company facilities, with 79% classified as hazard class IV and V waste.

Environmental impact fees for emissions within established regulatory limits amounted to RUB 1.31 million, down by 14% compared to the previous year. The reduction was due to decreased natural gas venting during diagnostic inspections and repairs on gas infrastructure. No excess emissions beyond permitted limits were recorded.

### Key environmental performance indicators of gazprom Transgaz Belarus for 2020–2024

Indicator	2020	2021	2022	2023	2024
Gross air emissions, thousand tons	25.14	19.80	13.66	17.36	12.86
GHG emissions, mmt of CO <sub>2</sub> equivalent <sup>1</sup>	0.45	0.34	0.36	0.46	0.35
Wastewater discharge into surface water bodies, thousand m <sup>3</sup>	131.24	131.03	119.43	143.84	114.66
• of which, compliant with regulatory standards (untreated and treated)	131.24	131.03	119.43	143.84	114.66
Waste generation, thousand tons	12.34	20.33	8.96	7.10	1.29
Disturbed lands at year-end, hectares	0	0	0	0	0
Environmental impact fees, RUB thousand	17,401.03	12,902.86	1,833.46	1,524.61	1,308.24
Share of impact fees for emissions within established regulatory limits in total fees, %	100	100	100	100	100

In 2024, no inspections were conducted at Gazprom Transgaz Belarus facilities by regulatory authorities of the Republic of Belarus.

## Kyrgyz Republic

Gazprom Kyrgyzstan is a 100% subsidiary of PJSC Gazprom, engaged in the transportation, storage, distribution, and sale of natural gas in the Kyrgyz Republic.

The company has implemented an EMS compliant with the ISO 14001:2015 international standard and operates within the scope and boundaries of PJSC Gazprom’s EMS.

In 2024, its gross air pollutant emissions totaled 1.18 thousand tons, with GHG emissions reaching 0.03 million tons of CO<sub>2</sub> equivalent. This was a drop year-on-year achieved thanks to reduced methane emissions during process operations.

Waste generation in 2024 amounted to 4.45 thousand tons, 92% of which consisted of soil and asphalt waste from repair works, all sent for recycling.

Environmental impact fees remained within established regulatory limits, totaling RUB 209.00 thousand.

No environmental inspections were conducted at Gazprom Kyrgyzstan facilities by Kyrgyz regulatory authorities in 2024, and no penalties were imposed.

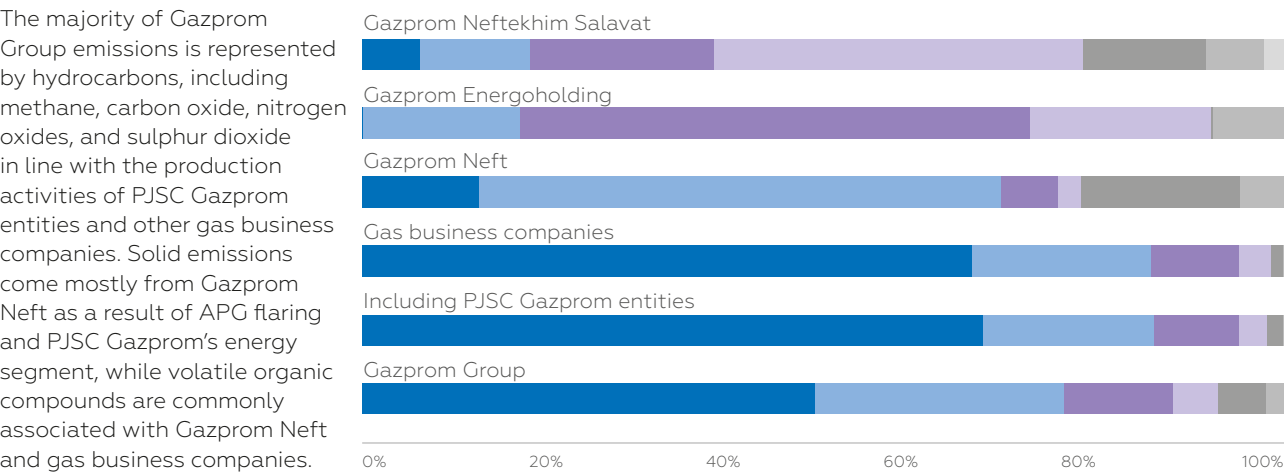
<sup>1</sup> For 2019–2021, GHG emissions were calculated in accordance with the Technical Code of Established Practice (TCEP) “Environmental Protection and Natural Resource Management. Climate. Greenhouse Gas Emissions and Absorption. Rules for Calculating Emissions After the Implementation of Energy Efficiency Measures and Use of Renewable Energy Sources” approved by Resolution No. 13-T of the Ministry of Natural Resources and Environmental Protection of the Republic of Belarus dated September 5, 2011 On Approval and Enforcement of Technical Regulatory Legal Acts and Amendments to Technical Regulatory Legal Acts. For 2022–2024, GHG emissions were calculated in accordance with the Methodology for the Quantification of Greenhouse Gas Emissions approved by Order No. 371 of the Russian Ministry of Natural Resources and Environment dated May 27, 2022.

### Key environmental performance indicators of Gazprom Kyrgyzstan for 2020–2024

Indicator	2020	2021	2022	2023	2024
Gross air emissions, thousand tons	1.66	2.02	1.47	1.50	1.18
GHG emissions, mmt of CO <sub>2</sub> equivalent <sup>2</sup>	0.04	0.05	0.04	0.03	0.03
Wastewater discharge into surface water bodies, thousand m <sup>3</sup>	0	0	0	0	0
• of which, compliant with regulatory standards (untreated and treated)	0	0	0	0	0
Waste generation, ‘000 tons	0.27	0.33	1.57	5.10	4.45
Disturbed lands at year-end, hectares	0	0	0	0	0
Environmental impact fees, RUB thousand	50.60	171.74	151.25	155.74	209.00
Share of impact fees for emissions within established regulatory limits in total fees, %	100	100	100	100	100

## Air Emissions

### Component structure of air emissions across the Gazprom Group in 2024, thousand tons, %



Indicator	Gazprom Group	Gas business companies	Including PJSC Gazprom entities	Gazprom Neft	Gazprom Neftekhim Salavat	Gazprom Energo-holding
■ Hydrocarbons (including methane)	1,159.50	1,088.55	966.36	67.87	0.28	2.8
■ Carbon oxide	637.68	300.63	283.3	304.01	27.75	5.29
■ Nitrogen oxides	279.46	147.45	139.56	32.74	90.49	8.78
■ Sulfur dioxide	114.09	50.86	50.92	13.32	32.16	17.69
■ Volatile organic compounds	125.31	26.24	18.83	92.88	0.31	5.88
■ Solids	44.4	3.31	2.51	25.62	12.64	2.83
■ Other gaseous and liquid substances	1.91	0.7	0.29	0.18	0.06	0.97

<sup>2</sup> For 2018–2021, GHG emissions were calculated in accordance with the Methodological Guidance on the Quantification of Greenhouse Gas Emissions by Entities Engaging in Business and Other Activities in the Russian Federation, approved by Order No. 300 of the Russian Ministry of Natural Resources and Environment dated June 30, 2015. For 2022–2024, GHG emissions were calculated in accordance with the Methodology for the Quantification of Greenhouse Gas Emissions approved by Order No. 371 of the Russian Ministry of Natural Resources and Environment dated May 27, 2022.

Air emissions across the Gazprom Group, thousand tons

Indicator	2022	2023	2024	Change 2024/2023, %
Hydrocarbons (including methane)	1,048.24	1,125.77	1,159.50	+3.0
Carbon oxide	540.64	556.03	637.68	+14.7
Nitrogen oxides	270.02	262.85	279.46	+6.3
Sulfur dioxide	150.45	125.12	114.09	−8.8
Volatile organic compounds	109.90	99.19	125.31	+26.3
Solids	34.16	42.38	44.40	+4.8
Other gaseous and liquid substances	1.84	2.11	1.91	−9.6
Total	2,155.25	2,362.35	2,213.45	+6.7

## Water Consumption and Discharge

MED 13

BR. Information on Policies and Procedures, page 24

The Gazprom Group’s water resource use indicators, mcm

Indicator	2022	2023	2024	Change 2024/2023, %
Water used, including water used for:	3,648.06	4,330.36	4,436.75	+2.5
• production purposes	3,274.92	3,864.22	3,982.02	+3.1
• utility and drinking purposes	31.64	31.24	30.17	−3.4
• other	341.50	434.90	424.56	−2.4

MED 15

### Wastewater discharges across the Gazprom Group, mcm

Indicator	2022	2023	2024	Change 2024/2023, %
Total, incl.:	3,060.35	3,682.07	3,721.83	+1.1
• freshwater	3,027.53	3,652.62	3,693.35	+1.1
• non-freshwater	32.82	29.45	28.48	−3.3
To surface water bodies, total, incl.:	2,937.95	3,523.75	3,569.64	+1.3
• freshwater	2,905.13	3,494.30	3,541.16	+1.3
• non-freshwater	32.82	28.48	29.45	−3.3
On land <sup>1</sup>	1.01	0.82	0.63	−23.2
To subterranean layers	26.87	65.75	62.37	−5.1
To irrigation sewage fields	8.89	7.06	6.34	−10.2
To absorption fields	0.59	0.48	0.45	−6.3
To holding basins	0.61	0.87	0.78	−10.3
To public utilities	74.06	72.69	72.00	−0.9
To other systems	10.37	10.64	9.62	−9.6

<sup>1</sup> No non-freshwater discharges in this line and below.

### Gazprom Group's wastewater discharges into surface water bodies, 2020–2024, mcm

Indicator	2020	2021	2022	2023	2024
Gazprom Group	2,610.78	3,225.44	2,937.95	3,523.75	3,569.64
Gas business companies	45.90	44.09	41.34	39.44	38.51
• incl. PJSC Gazprom entities	23.08	21.43	18.31	17.46	15.66
Gazprom Neft	0.07	0.11	0.13	0.15	0.09
Gazprom Energoholding	2,525.10	3,144.20	2,872.82	3,462.13	3,509.18
Gazprom Neftekhim Salavat	39.71	37.04	23.66	22.03	21.86

### PJCS Gazprom entities' wastewater discharges into surface water bodies by business activity, 2020–2024, mcm

Indicator	2020	2021	2022	2023	2024
PJSC Gazprom entities	23.08	21.43	18.31	17.46	15.66
• Production	3.22	4.81	0.36	0.32	0.29
• Transportation	5.20	5.33	5.07	5.05	4.93
• Underground gas storage	0.10	0.11	0.11	0.10	0.09
• Processing	0.24	0.23	0.35	0.70	0.84
• Other	14.32	10.95	12.42	11.29	9.51

## Wastewater Discharge

MED 15

### Gazprom Group entities' polluted wastewater discharged into water bodies and transferred to third-parties for treatment, thousand m³

Indicator	2022	2023	2024	Change 2024/2023, %
Polluted wastewater discharged into water bodies	100.42	101.46	96.17	−5.2
Wastewater treated to regulatory standards and discharged into water bodies	61.91	59.19	56.09	−5.2
Wastewater compliant with regulatory standards without treatment discharged into water bodies	2,775.62	3,363.10	3,417.38	+1.6
Wastewater transferred to third parties for treatment	74.06	72.69	72.00	−0.9

Waste Generation by Type

Gazprom Group’s waste generation by type, %

Waste type	2022	2023	2024	Change 2024/2023, p.p.
Bottom ash waste	16	14	8	−6
Drilling waste	53	63	65	+2
Oil sludge	3	2	2	0
Other	28	21	25	+4

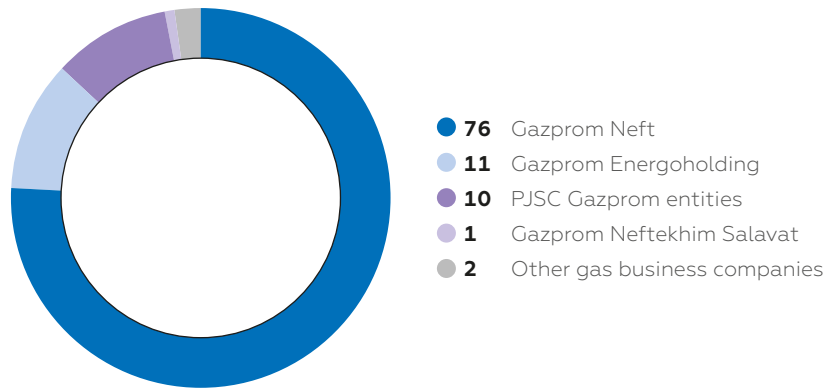
Breakdown of the Gazprom Group’s waste sent for recycling and neutralization or recycled and neutralized by the Group’s own facilities, by waste type, %

Waste type	2022	2023	2024	Change 2024/2023, p.p.
Bottom ash waste	1.83	1.23	0.89	−0.34
Drilling waste	71.92	62.55	74.61	+2.69
Oil sludge	3.76	3.02	2.11	−0.91
Other	31.86	23.83	22.40	−1.43

Breakdown of the Gazprom Group’s waste sent for burial or buried at the Group’s own facilities, by waste type, %

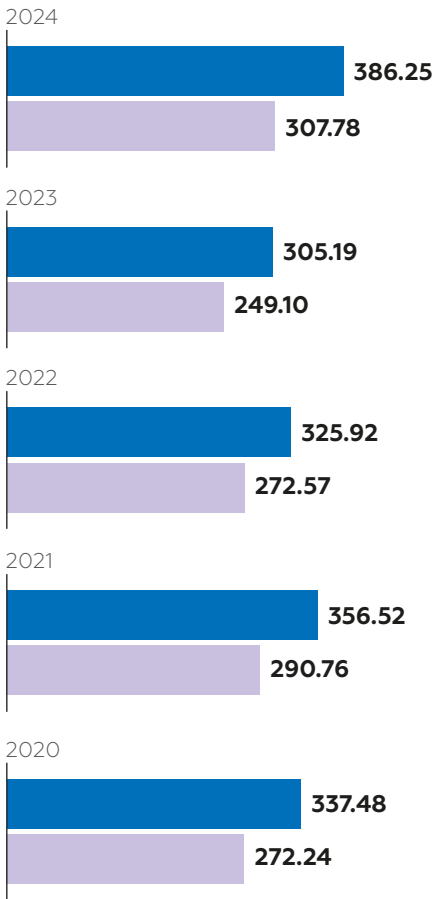
Waste type	2022	2023	2024	Change 2024/2023, p.p.
Bottom ash waste	41.03	36.33	41.74	+5.41
Drilling waste	5.65	5.81	12.70	+6.89
Oil sludge	2.12	0.49	0.04	−0.45
Other	51.20	57.37	45.53	11.84

Gazprom Group entities’ share in waste generation, 2024, %



Gazprom Group entities’ waste generation, 2020–2024, thousand tons

Gas business

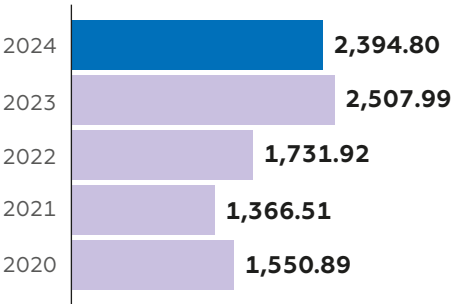


- Gas business companies
- Including PJSC Gazprom entities

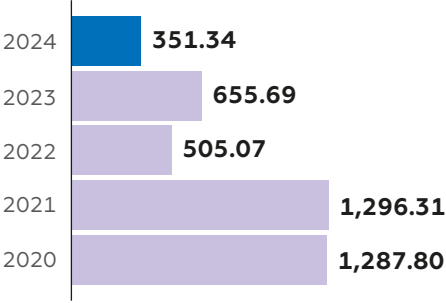
The 4.5% decrease in waste generation at Gazprom Neft facilities is attributed to reduced drilling waste production.

Waste generation at Gazprom Energoholding facilities decreased by more than 3.5 times in 2020–2024.

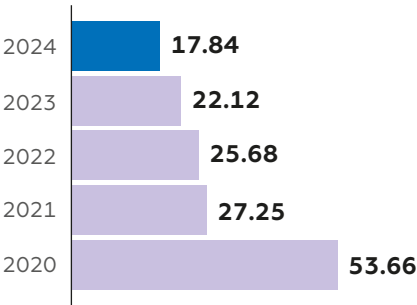
Gazprom Neft



Gazprom Energoholding

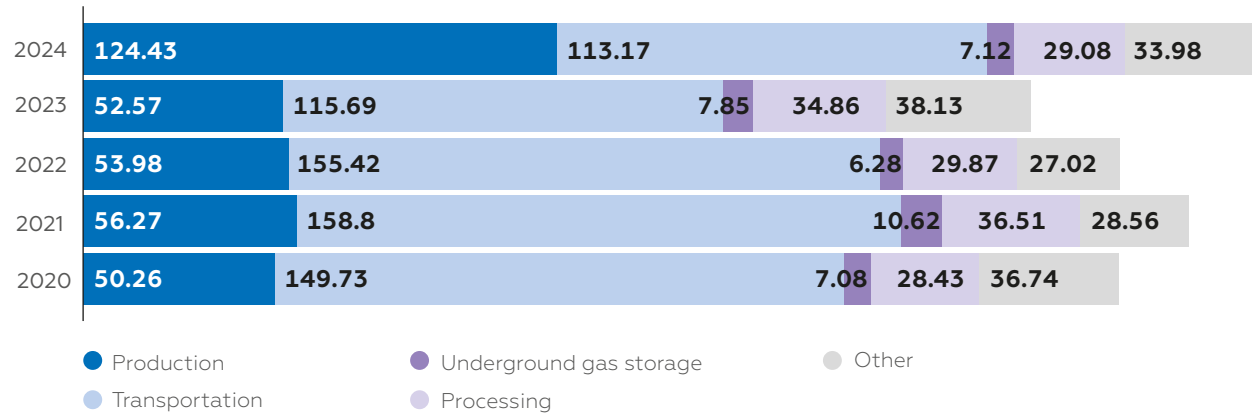


Gazprom Neftekhim Salavat





PJSC Gazprom entities’ waste generation by business activity, 2020–2024, thousand tons



In 2024, the volume of waste generated by PJSC Gazprom entities increased by 23.6% compared to 2023, reaching 307.78 thousand tons. The increase occurred in the production segment and was due to classifying domestic wastewater generated by Gazprom Dobycha Noyabrsk at the Chayandinskoye oil and gas condensate field as municipal liquid waste from non-sewered water consumption facilities and transferring it for disposal to the liquid waste thermal treatment operator.

Waste Handling

MED 18

Gazprom Group’s waste handed over for recycling, neutralization, or otherwise treated, thousand tons

Indicator	2022	2024	2023	Change 2024/2023, %
Total waste managed, incl.:	116,022.5	109,151.54	109,262.62	+0.10
• generated as of the beginning of the reporting year	113,321.5	105,544.64	105,858.14	+0.30
• generated in the reporting year	2,588.6	3,491.0	3,150.22	−9.76
• received from other business entities	112.4	115.9	254.26	+119.38
Processed at the facility	5.8	5.1	1.40	−72.55
Recycled at the facility	418.6	750.1	880.45	+17.38
Neutralized at the facility	109.7	114.2	99.24	−13.10
Handed over to other business entities for processing	22.9	58.0	57.51	−0.84
Handed over to other business entities for recycling	1,210.3	1,867.2	1,772.10	−5.09
Handed over to other business entities for neutralization	250.9	195.7	227.55	+16.27

Indicator	2022	2024	2023	Change 2024/2023, %
Handed over to other business entities for storage	0.7	14.8	20.56	+38.92
Handed over to other business entities for burial	167.7	142.4	139.88	−1.77
Disposed at operated (own) storage facilities	279.3	369.3	142.88	−61.31
Disposed at operated (own) burial facilities	156.3	150.7	160.18	+6.29
Generated as of the end of the reporting year	113,685.4	105,858.5	105,905.14	+0.04

List of Major Investment Projects with Design Documentation Reviewed

1. Development of the Cenomanian-Aptian deposits at the Kharasaveyskoye GCF. Connecting pipeline of the Kharasaveyskoye GCF. Interconnector pipeline between the connecting pipeline of the Kharasaveyskoye GCF and the connecting pipeline of the Bovanenkovskoye OGCF's Gas Production Facility No. 3

2. Development of the Yuzhno-Kirinskoye field

3. Development of the Kruzenshternskoye GCF

4. Gas pipeline branch from the Sakhalin–Khabarovsk–Vladivostok gas trunkline to China's border

5. Gas pipeline branches from the Sakhalin–Khabarovsk–Vladivostok gas trunkline for the Khabarovsk Territory gasification

6. Reconstruction of the Parabel–Kuzbass gas trunkline

7. Development of the Cenomanian-Aptian deposits at the Kharasaveyskoye GCF

8. Development of the Kovyktinskoye gas condensate field

9. Gas transmission capacity expansion for gas supplies to consumers in the central districts of the Rostov Region (Shakhty–Volgodonsk section)

10. Development of the Severo-Purovskoye gas condensate field

11. Reconstruction of the Urengoy–Surgut condensate pipeline (Lines 1 and 2; 0–405 km section)

12. Power of Siberia trunk gas pipeline. Kovykta–Chayanda section

13. Reconstruction of the solid and production waste landfill at the Chayandinskoye OGCF
14. Modernization of process facilities: heavy equipment test bench (universal test station) at Saratov Engineering Center

15. Reconstruction of the solid waste landfill at the Yubileynoye OGCF

16. Construction of gas condensate production wells at the Urengoyskoye OGCF (full-scale development, BU161-2 formation)

17. Development of the Severo-Purovskoye gas condensate field

18. Additional sulfur dry granulation capacities, including state-of-the-art mechanized sulfur loading facilities

19. Reconstruction and upgrade of the produced water disposal unit with methanol recovery and wastewater treatment. Site No. 2 of the Surgut Condensate Stabilization Plant

20. Development of the Chayandinskoye OGCF

21. Additional development of the Cenomanian-Aptian deposits at the Bovanenkovskoye OGCF

22. Kshukskoye gas condensate field expansion

23. Process unit upgrades at the Astrakhan GPP

24. Reconstruction of the solid and production waste landfill at the Kshukskoye gas condensate field

25. Reconstruction of the Unified Gas Supply System in the North-Western Region to enable ethane-containing gas transportation to Baltic Sea coast

26. Eastern Gas Supply System gas trunkline system

## List of Projects with Public Discussions on Proposed Business and Other Activities Held

In 2024, public discussions were held to consider community interests affected by proposed business and other activities, including the following projects:

- Reconstruction of the solid and production waste landfill at the Chayandinskoye OGCF
- Reconstruction of Gas Treatment Unit No. 102 at the Kovyktinskoye GCF
- Inter-village gas pipeline: Valday-2 Gas Distribution Station – Shuya – Nelyushka – Terekhovo (Valdaysky District, Novgorod Region)
- Watered-out gas well stock at the Orenburgskoye oil and gas condensate field (Stage 2): reconstruction of surface facilities for watered-out gas wells equipped with ESPs (10 wells)
- Reconstruction of Gazprom Dobycha Yamburg's administrative center in Novy Urengoy, including adjacent territory improvement

- Multifunctional sports facility at Gazprom Dobycha Yamburg's administrative center in Novy Urengoy, including lakeside embankment development
- Development of Cretaceous deposits at the Tambeyskoye field: Energy center
- Reconstruction of the solid domestic and industrial waste landfill at the Bovanenkovskoye OGCF (Stage 1): Additional landfill infrastructure development
- Development of Cretaceous deposits at the Tambeyskoye field: Energy center<sup>1</sup>. Comprehensive gas treatment unit within the Severo-Tambeyskoye license block (Stage 1)
- Development of Cretaceous deposits at the Tambeyskoye field: Energy center. Infrastructure facilities within the Severo-Tambeyskoye license block

## Environmental Compliance Penalties and Payment Structure

In the reporting year, total penalties paid amounted to RUB 40.62 million, including RUB 25.52 million for violations identified during previous years' inspections. The penalty distribution was as follows: Gazprom Neft – RUB 38.63 million, PJSC Gazprom entities – RUB 1.24 million, Gazprom Energoholding – RUB 0.74 million, and other Gazprom Group entities – RUB 0.01 million.

In 2024, environmental damage compensation payments across the Gazprom Group totaled RUB 19.22 million (entirely attributable to Gazprom Neft) for violations of land protection regulations. This included RUB 1.84 million (fully attributed to Gazprom Neft) for environmental damage caused during prior reporting periods.

### Breakdown of the Group's environmental penalties by entity, RUB million

Entity	2022	2023	2024
Gazprom Neft	7.81	3.49	38.63
PJSC Gazprom entities	3.29	0.89	1.24
Gazprom Energoholding	1.83	0.26	0.74
Other Gazprom Group companies	0.78	0.01	0.01
Total for the Gazprom Group	13.71	4.65	40.62

<sup>1</sup> The Tambeyskoye field is being developed by Gazprom Dobycha Tambey, a joint venture of the Gazprom Group.

BR. Information on Policies and Procedures, page 23; Information on Policy and Procedure Implementation, page 24

### Environmental penalties paid by the Gazprom Group (excluding joint operations) in the Russian Federation, RUB million

Indicator	2022	2023	2024	Change 2024/2023, %
Penalties paid	13.71	4.65	40.62	+774

The significant increase in total penalties paid is attributable to Gazpromneft-Noyabrskneftegaz being issued and paying penalties in 2024 for violations

of environmental protection laws relating to forest and land conservation, following inspections of operational facilities conducted in 2023.

## Energy Intensity and Energy Efficiency at the Gazprom Group

### Energy consumption by the Gazprom Group, million GJ

Indicator	2022	2023	2024	Change 2024/2023, %
Total energy consumption at the Gazprom Group <sup>2</sup>	2,495.8	2,448.2	2,672.2	+9.1
Total consumption of fuel from non-renewable sources at the Gazprom Group <sup>3</sup>	3,357.8	3,299.2	3,571.3	+8.2
Total consumption of energy from renewable sources at the Gazprom Group	47.3	45.7	46.2	+1.0
Electricity, heating, cooling, and steam purchased for consumption by the Gazprom Group entities	197.2	204.7	206.2	+0.7
Own electricity, heating, cooling, and steam production <sup>4</sup>	130.6	128.7	129.6	+0.7
Electricity, heating, cooling, and steam sold	1,106.5	1,101.4	1,151.4	+4.5

MED 22

### Share of renewable energy in total energy consumption, %

	2022	2023	2024	Change 2024/2023, p.p.
	1.90	1.87	1.73	−0.14

### Total heat and electricity consumption by the Gazprom Group for internal process needs

Energy type	2022	2023	2024	Change 2024/2023, %
Electric power, thousand kWh	38,459,094.3	39,425,232.0	42,048,652.0	+6.7
Heat, GJ	188,930,725.9	187,879,201.8	184,430,902.9	−1.8

<sup>2</sup> The sum of the lines, except for the line indicating own production (“Volume of own electricity, heating, cooling, and steam production”) less electricity, heating, cooling, and steam sold.  
<sup>3</sup> For more details, see the table below.  
<sup>4</sup> Own generation for internal needs.

Total consumption of fuel from non-renewable sources at the Gazprom Group, million GJ

Energy type	2022	2023	2024	Change 2024/2023, %
Crude oil fuels (gasoline, jet kerosene, fuel oil, LNG, diesel fuel)	294.1	294.4	337.0	+14.5
Natural gas, incl. LNG	3,014.6	2,883.0	3,186.2	+8.3
Coal	49.1	63.2	48.2	-23.7
Other resources	0	0.0	0	0
Total from non-renewable sources	3,357.8	3,240.6	3,571.3	+8.2

Fuel and Energy Savings Resulting from the Gazprom Group Entities’ Energy Saving Programs



Indicator	2022	2023	2024	Change 2024/2023, %	Factors analysis of changes
Natural gas, mcm	4,791.4	4,623.5	4,789.2	+3.6	The aggregate savings indicator remained consistent with previous period levels. The variance reflects increased effectiveness and number of resource saving initiatives implemented across Gazprom Group entities, along with overall rise in production performance metrics.
Natural gas, million GJ	162.2	156.5	162.1	+3.6	
Electric power, million kWh	714.3	737.2	841.4	+14.1	
Electric power, million GJ	2.6	2.7	3.0	+14.1	
Heat, thousand Gcal	631.7	714.3	911.3	+27.6	
Heat, million GJ	2.6	3.0	3.8	+27.6	
Fuel and energy, million GJ	167.4	162.1	168.9	+4.2	
Reduction factor <sup>1</sup> , %	6.7	6.6	6.3	-0.3	

<sup>1</sup> Share of fuel and energy economy under energy saving programs in total energy consumption.

7.7. Key Indicators Reviewed Independently

Key indicators reviewed independently and disclosed in the Report based on the Recommendations on Disclosure by Joint Stock Companies of Non-Financial Information Pertaining to Their Activities (Letter of the Bank of Russia No. IN-06-28/49 dated July 12, 2021)

Indicator	Calculation and disclosure methodology	Report page
Energy intensity indicators of core operations	Energy intensity of PJSC Gazprom’s core operations: <ul style="list-style-type: none"><li>• Gas production, kg of reference fuel per thousand m³</li><li>• Gas transportation, kg of reference fuel per mcm•km</li><li>• Underground gas storage, kg of reference fuel per thousand m³</li><li>• gas processing, kg of reference fuel per ton of reference fuel</li></ul>	244
Fuel and energy savings as a result of relevant savings programs	Fuel and energy savings resulting from the Gazprom Group’s energy saving programs, million GJ: <ul style="list-style-type: none"><li>• natural gas</li><li>• electric power</li><li>• heat</li></ul>	280
Volume of air pollutant emissions	Air emissions across the Gazprom Group, thousand tons <ul style="list-style-type: none"><li>• hydrocarbons (including methane)</li><li>• carbon oxide</li><li>• nitrogen oxides</li><li>• sulfur dioxide</li><li>• volatile organic compounds</li><li>• solids</li><li>• other gaseous and liquid substances</li></ul>	272
Volume of waste generated, waste handed over for recycling, neutralization, storage or otherwise treated	<ul style="list-style-type: none"><li>• Gazprom Group companies’ waste generation by hazard class, thousand tons</li><li>• Waste sent for recycling, thousand tons</li><li>• Waste sent to neutralization, storage or otherwise treated, thousand tons:<ul style="list-style-type: none"><li>– processed at the facility</li><li>– handed over to other business entities for processing</li><li>– neutralized at the facility</li><li>– handed over to other business entities for neutralization</li><li>– handed over to other business entities for storage</li><li>– disposed at operated (own) storage facilities</li><li>– handed over to other business entities for burial</li><li>– disposed at operated (own) burial facilities</li></ul></li></ul>	227 228, 276 276, 277
Water consumption structure	The Gazprom Group’s water consumption structure by source type, mcm <ul style="list-style-type: none"><li>• from surface sources</li><li>• from ground water sources</li><li>• from public water supply utilities</li><li>• from other water supply systems</li></ul> Water used, mcm: <ul style="list-style-type: none"><li>• production purposes</li><li>• utility and drinking purposes</li><li>• other</li></ul>	223  272
Area of disturbed and remediated lands	<ul style="list-style-type: none"><li>• Area of lands disturbed during the year, ha</li><li>• Disturbed lands remediated during the year, ha</li></ul>	239
For employees: number of fatalities as a result of work-related injuries	Number of fatalities as a result of work-related injuries, employees	133
Number of fatalities related to the activities of third-party contractors at the Company’s facilities	Number of fatal accidents related to the work of third-party contractors at the company’s facilities	127



# 7.8. Index of the Guidelines of the Russian Ministry of Economic Development for the preparation of sustainable development reporting

Code	Indicator description	Section of the Annual Report
Economic indicators		
MED 1	Revenue (indicator similar to revenue)	Role in National Economy
MED 4	Total expenditures on research and development	Innovative Development
MED 6	Amount of accrued mandatory payments	Role in National Economy
MED 7	Mandatory payments made	Role in National Economy
MED 8	Goods, work, and services procured from Russian organizations in total procurement of goods, work, and services	Measures to Implement Import Substitution Projects Supporting Small and Medium-Sized Businesses
MED 9	Share of goods, works, and services procured from small and medium-sized businesses in total procurements of goods, works, and services from Russian organization	Supporting Small and Medium-Sized Businesses
Environmental indicators		
MED 13	Volume of water used from all water sources	Water Consumption and Discharge
MED 14	Volume of recycled and reused water	Reducing Water Consumption and Water Reuse
MED 15	Total polluted wastewater discharge, including untreated wastewater	Water Consumption and Discharge
MED 17	Hazard classes I–V waste generated	Waste Generation
MED 18	Hazard classes I–V waste handling	Waste Handling
MED 19	Mass of air pollutant emissions from stationary sources	Managing Pollutant Emissions
MED 20	Greenhouse gas emissions	GHG Emissions Management
MED 21	Expenses associated with environmental protection activities	Environmental Protection Expenditures GHG Emissions Management
MED 22	Renewable and low-carbon energy consumption	Energy Intensity and Energy Efficiency at the Gazprom Group

1. About the Gazprom Group

2. Role in National Economy

3. Gazprom Group's people

4. Process Safety

5. Regional Social and Economic Development

6. Environmental Protection. Improving Energy Efficiency and Energy Saving

7. Appendices

Code	Indicator description	Section of the Annual Report
Social indicators		
MED 24	Payroll	Gazprom Group's Business Model Role in National Economy
MED 26	Average salary	Financial Incentives for Employees
MED 27	Occupational health and safety expenditure	Prevention of Occupational Injuries
MED 28	Expenditure on preparing and holding social, sports and fitness, and healthcare events for employees and their families  * Expenditure on preparing and holding healthcare events for employees and their families	Corporate Healthcare System and Medical Insurance
MED 29	Number of occupational injuries	Prevention of Occupational Injuries
MED 31	Average hours of training per year per employee by position	The Gazprom Group's Training System
MED 32	Share of employees covered by collective bargaining agreements in the average headcount	Equal Rights of Employees
MED 33	Employee turnover rate	To the Gazprom Group's People Section
Governance indicators		
MED 35	Sustainability policy and/or other relevant strategic documents in place	Approach to sustainability management
MED 36	Number of board meetings and attendance rate	Corporate Governance and Control Structure
MED 37	Number of members on the Board of Directors, total, including by age range	Corporate Governance and Control Structure
MED 38	Number of meetings of the Audit Committee and attendance rate	Corporate Governance and Control Structure
MED 39	Inclusion in sustainability (ESG) indices and ratings	Corporate Governance Scores and Ratings
MED 40	Number of identified violations of rights of indigenous peoples in Russia	Approach to Interaction with Indigenous Minorities
MED 42	Average duration of anti-corruption training per employee	Anti-Corruption
MED 44	Share of women among executives	Equal Rights of Employees Personnel Structure

7.9. FBK Report



Independent Practitioner's Limited Assurance Report [Translation from Russian original]

To Public Joint-Stock Company "GAZPROM"

We have undertaken a limited assurance engagement of the key indicators of sustainable development disclosed in the accompanying Gazprom Group's Social Impact Report for 2024 (hereinafter referred to as the Report), namely, in relation to the following indicators disclosed in the Report:

- Energy intensity indicators of core operations
- Fuel and energy savings as a result of relevant savings programs
- Volume of air pollutant emissions
- Volume of waste generated, waste handed over for recycling, neutralization, storage or otherwise treated
- Water consumption structure
- Area of disturbed and remediated lands
- For employees: number of fatalities as a result of work-related injuries
- Number of fatalities related to the activities of third-party contractors at the Company's facilities (hereinafter jointly referred to as Selected Information)

Responsibility of Public Joint-Stock Company "GAZPROM"

Public Joint-Stock Company "GAZPROM" (hereinafter referred to as PJSC "GAZPROM") is responsible for preparation of the Selected Information in compliance with the applicable criteria: methods based on the provisions of the Recommendations on Disclosure by Joint Stock Companies of Non-Financial Information Pertaining to Their Activities (Letter of the Bank of Russia No. IN-06-28/49 dated July 12, 2021), described in the Appendix "Key indicators reviewed independently" to the Report (hereinafter referred to as Applicable Criteria).

PJSC "GAZPROM" is also responsible for the choice of calculation and presentation methodologies for the Selected Information, their observance and disclosure in the preparation of the Report.

This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error, selection of applicable acts for the Selected Information preparation; development of internal documents and calculation methods for the purposes of preparing the Selected Information; prevention and detection of fraud; maintenance of sufficient documentation in relation to the Selected Information.

Our Independence and Quality Management

We have complied with the independence and ethical requirements of the Rules of Independence of the Auditors and Audit Organizations and The Code of Professional Ethics of the Auditors, as well as of The International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1, which requires our firm to design, implement and operate a system of quality management, which is supported by policy or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

PJSC "GAZPROM"  
Independent Practitioner's Limited Assurance Report

TRANSLATION NOTE: Our report has been prepared in Russian and in English. In all matters of interpretation of information, views or opinions, the Russian version of our report takes precedence over the English version.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on compliance of the Selected Information with the Applicable Criteria based on the procedures we have performed and the evidence we have obtained.

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the Selected Information is free from material misstatement.

A limited assurance engagement undertaken in accordance with this standard involves assessing the suitability in the circumstances of PJSC "GAZPROM" use of Applicable Criteria as the basis for the preparation of the Selected Information, assessing the risks of material misstatement of the Selected Information whether due to fraud or error, responding to assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Selected Information.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

Procedures

The procedures we performed were based on our professional judgment and included inquiries, inspections of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we have undertaken the following activities:

- Interviewing the management and employees of PJSC "GAZPROM" and obtaining documentary evidence.
- Study of information available on the websites of companies within the Gazprom Group related to the Selected Information.
- Study of public statements of third parties concerning environmental and social aspects of Gazprom Group activities, in order to check the validity of the declarations made in the Report and related to the Selected Information.
- Analysis of non-financial reports of comparable companies for benchmarking purposes.
- Study of the existing processes of collection, processing, documenting, verification, analysis and selection of data related to the Selected Information and subject to be included into the Report.
- Selective review of documents and data on the performance of the environmental and social impact management systems in Gazprom Group related to the Selected Information.
- Assessment of conformity of the data related to the Selected Information referenced in the Appendix "Key indicators reviewed independently" to the Report with the documents provided to us, including external and internal reporting documents.
- Analysis of the Selected Information for compliance with the Applicable Criteria.

The procedures were performed exclusively in relation to data related to the Selected Information for the year ended 31 December 2024. The procedures were not performed in relation to any other information disclosed in the Report including compliance statements not related to the Applicable Criteria.

The procedures were not performed in relation to forward-looking statements; statements expressing the opinions, beliefs and intentions of PJSC "GAZPROM" as the parent company of Gazprom Group to take any action related to the future; as well as statements based on expert opinion.

The procedures were performed in relation to the Russian version of the Report that is approved by Chairman of the Management Board of PJSC "GAZPROM" and contains information to be published.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had

PJSC "GAZPROM"  
Independent Practitioner's Limited Assurance Report

TRANSLATION NOTE: Our report has been prepared in Russian and in English. In all matters of interpretation of information, views or opinions, the Russian version of our report takes precedence over the English version.

# 7.10. TSATR – Audit Services Report

## Independent practitioner’s assurance report Translation of the original Russian version

To the Board of Directors of  
PJSC Gazprom

Subject matter

We have been engaged by PJSC Gazprom (hereinafter “the Company”) to perform a limited assurance engagement, as defined by International Standards on Assurance Engagements, to report on the greenhouse gas emissions Indicators (hereinafter “the Indicators”), included in the Gazprom Group's Social Impact Report 2024 (hereinafter “the Report”) and identified there by the symbol, as of for 2024 (hereinafter “the reporting period”):

- ▶ Direct greenhouse gas emissions (Scope 1) of PJSC Gazprom by types of activities, 2024, mln tons CO2e, page 211:

Production	15.09 mln tons CO2e
Transmission	66.14 mln tons CO2e
Underground storage	1.32 mln tons CO2e
Processing	8.18 mln tons CO2e
Other	1.57 mln tons CO2e
- ▶ Direct greenhouse gas emissions (Scope 1) of PJSC Gazprom by emission source categories, 2024, mln tons CO2e, page 212:

Stationary fuel combustion	61.69 mln tons CO2e
Flaring	3.1 mln tons CO2e
Fugitive emissions	26.63 mln tons CO2e
Other industrial processes	0.00 mln tons CO2e
Fuel combustion by transport	0.68 mln tons CO2e
Processing, incineration, and burial of solid waste	0.20 mln tons CO2e
- ▶ Indirect energy greenhouse gas emissions (Scope 2) of PJSC Gazprom by types of mainstream activities, 2024, mln tons of CO2e, page 213:

Production	0.38 mln tons CO2e
Transmission	2.63 mln tons CO2e
Processing	2.01 mln tons CO2e
Underground storage	0.05 mln tons CO2e
- ▶ Methane emissions of PJSC Gazprom by types of activities, 2024, thousand tons of CH4, page 215:

Production	71.81 thousand tons CH4
Transmission	793.57 thousand tons CH4
Processing	9.24 thousand tons CH4
Underground storage	17.84 thousand tons CH4
Other	11.3 thousand tons CH4

we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about compliance of the Selected Information, in all material respects, with the Applicable Criteria.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Limited Assurance Conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Selected Information has not complied, in all material respects, with the Applicable Criteria.

Restriction on Use

Selected Information is intended solely for the Report users' purposes and as a result may not be suitable for other parties or other purposes. Our assurance report is intended for PJSC "GAZPROM".

FBK, LLC  
Practitioner  
Engagement partner  
acting under Power of Attorney No. 133/22 of July 04, 2022



Nikolay Yurievich Khrenov  
(registration number 21606080534)

May 22, 2025

Organization Details

Name:

Public Joint-Stock Company "GAZPROM"  
(PJSC "GAZPROM")

Address of the legal entity within its location:

2/3 Lakhtinsky Avenue, Bldg. 1, St. Petersburg,  
197229, Russian Federation.

The registration entry was made in the Unified State Register of Legal Entities on 2 August 2002 under primary state registration number 1027700070518.

Audit Organization Details

Name:

FBK, LLC.

Address of the legal entity within its location:

44 Myasnitskaya St, Bldg 2, Moscow, 101000, Russian Federation.

The registration entry was made in the Unified State Register of Legal Entities on 24 July 2002 under primary state registration number 1027700058286.

Primary number of registration entry in the register of auditors and audit organizations of the self-regulatory organization of auditors 11506030481.

PJSC "GAZPROM"  
Independent Practitioner's Limited Assurance Report

TRANSLATION NOTE: Our report has been prepared in Russian and in English. In all matters of interpretation of information, views or opinions, the Russian version of our report takes precedence over the English version.



Translation of the original Russian version

Except as provided in the preceding paragraph, which sets out the scope of our engagement, we did not perform procedures with respect to the remaining information included in the Report, and accordingly, we do not express a conclusion with respect to that information.

Applicable criteria

When preparing the Indicators, the Company applied the methodology for quantitative determination of greenhouse gas emissions approved by Order of the Russian Ministry of Natural Resources No. 371 dated 27 May 2022, the methodology for quantitative determination of indirect energy emissions of greenhouse gases, approved by Order No.330 of the Russian Ministry of Natural Resources dated 29 June 2017, International standard ISO 14064-1:2018 (GOST R ISO 14064-1-2021): "Greenhouse gases. Part 1. Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals" (hereinafter "the Criteria").

The Company's management responsibilities

The Company's management is responsible for selecting the Criteria and for preparation of the Indicators in accordance with the Criteria.

In particular, the Company's management is responsible for internal controls being designed and implemented to prevent material misstatement of information related to the Indicators.

In addition, the Company's management is responsible for ensuring that the documentation provided to the practitioner is complete and accurate.

Practitioner's responsibilities

We conducted our assurance engagement in accordance with International Standard for Assurance Engagements 3410 *Assurance Engagements on Greenhouse Gas Statements* (hereinafter "ISAE 3410").

ISAE 3410 requires that we comply with ethical standards, plan and perform our assurance engagement to obtain limited assurance about the Indicators.

Our independence and quality management

We apply International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements*, which requires our firm to develop, implement and ensure operation of quality management system that includes policies or procedures with regard to compliance with ethical requirements, professional standards and applicable laws and regulations.

We comply with the professional ethical and independence requirements of the Code of professional ethics for auditors and the Independence rules of auditors and audit organizations and also the IESBA Code of Ethics for Professional Accountants (including international independence standards), which establishes the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Translation of the original Russian version

Summary of work performed

The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within information technology systems.

The GHG quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

A limited assurance engagement consists of making inquiries, primarily of persons responsible for preparing the Indicators and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- ▶ Inquiries of the representatives of the Company management and specialists responsible for its GHG emissions, GHG emission reduction and energy consumption policies, activities, performance and relevant reporting;
- ▶ Analysis of key documents related to the Company GHG emissions, GHG emission reduction and energy consumption policies, activities, performance and relevant reporting;
- ▶ Obtaining understanding of the process used to prepare the information on GHG emissions of the Company;
- ▶ Review of data samples regarding key GHG emissions indicators for the reporting period, period in order to ensure that at the Company level the data were collected, prepared, combined and included in the Report in an appropriate manner.

The assurance engagement performed represents a limited assurance engagement. The nature, timing and extent of procedures performed in a limited assurance engagement is limited compared with that necessary in a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is lower.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our conclusion.

Translation of the original Russian version

Conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Indicators are not prepared properly, in all material respects, according to the Criteria.

LEZHANKOVA ELENA NIKOLAEVNA  
Partner  
TSATR – Audit Services Limited Liability Company

2 June 2025

Details of the independent practitioner

Name: TSATR – Audit Services Limited Liability Company  
Record made in the State Register of Legal Entities on 5 December 2002, State Registration Number 1027739707203.  
Address: Russia 115035, Moscow, Sadovnicheskaya naberezhnaya, 75.  
TSATR – Audit Services Limited Liability Company is a member of Self-regulatory organization of auditors Association "Sodruzhestvo". TSATR – Audit Services Limited Liability Company is included in the control copy of the register of auditors and audit organizations, main registration number 12006020327.

Details of the entity

Name: PJSC Gazprom  
Record made in the State Register of Legal Entities on 2 August 2002, State Registration Number 1027700070518.  
Address: Russia 197229, Saint Petersburg, Lakhtinsky prospekt, 2, building 3, p. 1.

7.11. Assurance of the Russian Union of Industrialists and Entrepreneurs



# 7.12. Opinion Issued Following Public Consultations

## Introduction

PJSC Gazprom (the “Company”) proposed that we assess the information disclosed in the Gazprom Group’s Social Impact Report 2024 (the “Report”) for alignment with stakeholder expectations, along with the quality of the Company’s response to the recommendations and proposals received from stakeholders during the Report preparation.

## Report assessment procedure

We read the draft Report provided by the Company, asked questions and offered feedback during dedicated online Public Consultations (the Consultations). In the course of the Consultations, we received the required comments and the table on how the Company took into account our recommendations and proposals. We provide assessment of the above information only.

We are unaware of any facts that may compromise the reliability of information disclosed in the Report. Yet, it should be noted that reviewing the collection and analysis system for the reported information and its reliability is beyond the scope of this assessment. Besides, the assessment does not purport to confirm the extent of the Report compliance with any reporting and/or operational standards.

When assessing the Report, we expressed our opinion as independent experts, not representatives of the company that employs us. We confirm our independence and objectivity in respect of the Report assessment. We did not receive any remuneration from the Company for taking part in the Consultations.

The results of our work are presented in this Opinion issued following the Consultations. The Opinion contains judgements on which we have come to an agreement. The Company may use it for corporate and stakeholder communication purposes by publishing the original version without any changes.

## Disclosure alignment with stakeholder expectations

The Report presents the list of material topics jointly defined by the Company’s representatives and a wide range of stakeholders. We believe that the selected material topics reflect the key interests of stakeholders.

In our opinion, all material information presented in the Report is sufficient for the stakeholders to gain an understanding of the Gazprom Group’s current state and development prospects.

The disclosure is well-balanced as it presents both the positive aspects of the Company’s performance and the challenges it faces along with the ways of tackling them.

## The Company’s Response to Stakeholder Recommendations as Part of the Report Preparation

To take into account information queries from a wide range of stakeholders in the best possible way, the Company surveyed 6168 representatives of such stakeholders. The results served as a basis for the final list of material topics to be reflected in the Report.

Additionally, the Company held Consultations on the draft Report enabling us as stakeholder representatives to comment on the Report’s contents. The Company recorded all proposals and recommendations received during the consultations, analyzed them and provided the information on how they will be taken into account in preparing the Report, which proves that the dialogue was constructive.

## Conclusions

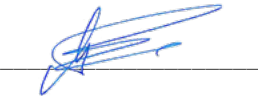
We agreed to give a positive opinion on the Report in terms of its format and disclosure scope. The Company prepared an informative and well-structured report that meets our expectations.

We highly appreciate the Company’s initiative aimed at interacting with stakeholders in preparing the Social Impact Report more extensively, and recommend that the Company should continue close cooperation on this issue with representatives of the target audiences of the Report, while also continuously improving the applied frameworks and tools.

## Public Consultations participant signature

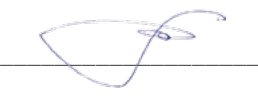
### VALERY BESSEL

Professor at Gubkin Russian State University of Oil and Gas



### SERGEY BRILEV

President of the Global Energy Association



### ANDREY GOLOVNEV

Member of the Russian Academy of Sciences, Professor, Doctor of Historical Sciences, Director at Peter the Great Museum of Anthropology and Ethnography (the Kunstkamera) of the Russian Academy of Sciences



### IRINA ESIPOVA

General Director of Fuel and Energy Communications Development Center



### ALEKSEY KNIZHNIKOV

Expert on business environmental responsibility at the Nature and People fund, member of the Council on Non-Financial Reporting of the RUIE, ESG indices, and sustainability ratings



### VLADIMIR KOVALCHUK

Chairman of the Gazprom Workers’ Union Interregional Organization



### MAXIM REMCHUKOV

Head of Recycling and Sustainable Solutions Development Division, SIBUR



### NICKOLAY SLABZHANIN

Executive Director of the Interregional Charity Children’s Villages – SOS Russian Committee, member of the Public Council at the Children’s Rights Commissioner for the President of the Russian Federation



### GALINA TKACHENKO

Chair of the Visit Youth Leisure Center (Svobodny, Amur Region) and the Public Council of Amur GPP



### IVAN TOPOLYA

Head of Integrated Reporting Committee



### VALERY KHUDI

Chairman of the Management Board of Yamal Regional Social Movement of Indigenous Minorities “Yamal”





# 7.13. Glossary of Abbreviations and Code Names used in the Report

ADR	American depositary receipt	VAT	Value-added tax
AEPS	Automated Electronic Procurement System of PJSC Gazprom	BAT	Best available technologies
boe	Barrel of oil equivalent	R&D	Research and development
UAV	Unmanned aerial vehicle	DCA	Designated conservation area
GDP	Gross domestic product	HIF	Hazardous industrial facility
RES	Renewable energy sources	Report	Gazprom Group's Social Impact Report
Gazprom, the Gazprom Group, the Group	A group of companies consisting of PJSC Gazprom (parent company) and its subsidiaries and entities	SSC	Shared Services Center
Gazprom Neftekhim Salavat	Gazprom Neftekhim Salavat LLC and its subsidiaries and entities	PJSC Gazprom	The parent company of the Gazprom Group – Public Joint Stock Company Gazprom (Open Joint Stock Company Gazprom or OJSC Gazprom before July 17, 2015)
Gazprom Energoholding	Gazprom Energoholding LLC and companies consolidated under its management (PJSC Mosenergo, PJSC MOEK, PJSC TGC-1, PJSC OGK-2, and their subsidiaries)	GHG	APG
GCF	Gas and condensate field	Greenhouse gases	Associated petroleum gas
NGV fuel	Natural gas vehicle fuel	RMICD	Risk Management and Internal Control Department
GPU	Gas pumping unit	UGS	Underground gas storage
GPP	Gas or gas condensate processing plant	OEC	Operational Environmental Control
Gazprom Neft	PJSC Gazprom Neft and its subsidiaries and entities	OEMC	Operational environmental control and monitoring
GTS	Gas transmission system	RUIE	Russian Union of Industrialists and Entrepreneurs
VMI	Voluntary medical insurance	QMS	Quality Management System
UGSS	Unified Gas Supply System	SLCA	Special labor conditions assessment
ISPSM	Integrated System of Process Safety Management	LNG	Liquefied natural gas
UCSF	Unified Center for Support Functions	STO	Corporate standard
IS	Information security	LPG	Liquefied petroleum gases
IT	Information technologies	EDMS	Engineering Data Management System
IMS	Information Management System	OHS	Occupational health and safety management system
Company	PJSC Gazprom	RMICS	Risk management and internal control system
CNG	Compressed natural gas	STI	Strategic target indicator
KPI	Key performance indicator	EMS	Environmental Management System
CS	Compressor station	toe	ton of oil equivalent
CDS	Civil defense system	ton of reference fuel	ton of reference fuel (coal equivalent) equal to 877 m³ of natural gas, 0.7 ton of oil and gas condensate
SME	Small and medium-sized enterprises	ESG	Environmental, Social, Governance
IFRS	International Financial Reporting Standards		
OGCF	Oil and gas condensate field		

# 7.14. Contacts and Feedback

Should you have any questions regarding the Gazprom Group's Social Impact Report, please contact PJSC Gazprom's Department responsible for corporate communications and sustainable development.

Email: [sustainability@gazprom.ru](mailto:sustainability@gazprom.ru).

