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GAZPROM GROUP'S
SOCIAL IMPACT REPORT

2025

CONTENTS



MESSAGE FROM THE CHAIRMAN OF THE PJSC GAZPROM MANAGEMENT COMMITTEE	2
KEY SUSTAINABILITY EVENTS IN 2025	4
80TH ANNIVERSARY OF VICTORY IN THE GREAT PATRIOTIC WAR AND THE YEAR OF THE DEFENDER OF THE FATHERLAND	6

10 ABOUT THE GAZPROM GROUP

Mission and Strategy	11
About the Gazprom Group	12
Key Consumers	14
Transformation for Greater Efficiency	15
Gazprom Group's Business Model	18

22 CONTRIBUTION TO THE COUNTRY'S ECONOMIC DEVELOPMENT

Significance for the National Economy	23
Contribution to the Achievement of National Development Goals	25
Key Investment Projects	26
Support for Domestic Producers	32
Innovation	38
Digital Transformation	46
Improving Energy Efficiency and Energy Saving	49
Foreign Trade	56

58 SUSTAINABILITY MANAGEMENT

Approach to Sustainability Management	59
Corporate Governance as a Component of Sustainable Development	60
Scores and Ratings	68
Corporate Ethics	70
Risk Management	77
Quality Management System	82
Sustainable Supply Chain	84

88 GAZPROM GROUP'S PEOPLE

HR Management	89
Personnel Structure	93
Employee Care	98
Employee Development	110

122 PROCESS SAFETY

Process Safety Management	123
Occupational Health	138
Industrial Safety	145
Civil Defense	151

154 LOCAL DEVELOPMENT

Improving Local Living Standards	155
Charity	167
Volunteering	198

208 ENVIRONMENT AND CLIMATE

Environmental Protection	209
Environmental Management System	214
Environmental Protection Expenditures	216
Environmental Training of Employees	220
Managing Low-Carbon Development	221
GHG Emissions Management	226
Advancing the NGV Fuel Market	232
Atmospheric Air Protection	236
Water Resources Protection	242
Waste Management	245
Environmental Impact Prevention	249
Biodiversity Preservation	252
Remediation of Disturbed Land and Restoration of Natural Landscapes	256

258 APPENDICES

About the Report	259
Stakeholder Engagement	262
The Gazprom Group's Sustainability Indicators	265
Non-financial Disclosure in Accordance with Recommendations of the Russian Ministry of Economic Development and the Russian Government	268
To the Contribution to the Country's Economic Development Section	275
To the Gazprom Group's People Section	277
To the Process Safety Section	281
To the Environment and Climate Section	282
Key Indicators Reviewed Independently	287
FBK Report	288
Audit Services Report	291
Assurance of the Russian Union of Industrialists and Entrepreneurs	295
Opinion Issued Following Public Consultations	296
Glossary	298
Contacts and Feedback	300

The Gazprom Group's Social Impact Report 2025 was prepared taking into account the indicators and metrics presented in the following sources:



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](#)



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



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



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)



Public Capital Standard for Business approved by the Russian Government's decree No. 2230 dated December 30, 2025



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

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

Symbols used in the Report



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

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 Environment and Climate and 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.

Message from the Chairman of the PJSC Gazprom Management Committee



Dear friends,

Every day, across every time zone of our vast country, PJSC Gazprom's team works tirelessly for the benefit of Russia and its people. We responsibly and reliably supply consumers with clean energy, foster economic and industrial development, and elevate the quality of life in both cities and rural communities.

The Company continues to drive the large-scale expansion of the nation's gas infrastructure. Between 2021 and 2025, residents of 2,150 communities gained access to the gas grid. This achievement reflects tremendous effort and the unprecedented pace of our infrastructure build-out.

Where gas is already available, we make connecting to it as affordable as possible. At absolutely no cost to future consumers, we lay gas pipelines directly to property boundaries and to the boiler stations of medical and educational institutions. By the end of 2025, our gas infrastructure expansion program reached a major milestone: over 1 million families successfully connected their homes to the gas grid.

PJSC Gazprom is guided by a strong commitment to social responsibility, actively engaging in the resolution of social issues. Beyond their daily professional duties, many of our employees serve as dedicated volunteers. Compassion and a readiness to help are deeply embedded in our corporate DNA; today, PJSC Gazprom's corporate volunteering stands as one of the largest initiatives of its kind nationwide.

Every year, our volunteers champion thousands of social, environmental, cultural, educational, and patriotic initiatives. In the reporting year alone, the number of volunteer campaigns across the Gazprom Group surged by almost 80%, engaging over 200,000 employees.

The Company places great emphasis on fostering patriotism among the youth and preserving our historical memory. In 2025, the Year of the Defender of the Fatherland, we hosted more than 1,400 events honoring the 80th anniversary of Victory in the Great Patriotic War. Notably, as part of the massive nationwide Preserving the Flame of Victory campaign, 189 memorials were connected to the gas grid.

Another major Gazprom volunteer project dedicated to caring for the older generation was the Kindness Delivered campaign, which provided targeted, door-to-door assistance to over 4,000 war veterans across 220 Russian communities.

The Company also diligently preserves our country's magnificent cultural heritage. In 2025, the State Hermitage Museum fully opened all the halls of its permanent "Peter the Great Gallery" exhibition, featuring unique artifacts from the Petrine era. At the Peter the Great Museum of Anthropology and Ethnography (the Kunstkamera) of the Russian Academy of Sciences, a comprehensive re-exposition opened the upper floors of the Tower of Knowledge to the public, unveiling the Astronomical Observatory and the Planetarium housing the Gottorf Globe. Backed by PJSC Gazprom's unwavering support, the pages of Russian scientific and cultural history are carefully preserved for present and future generations.

Traditionally, the Company undertakes comprehensive landscaping and urban improvement across its footprint, building out educational infrastructure and state-of-the-art sports facilities. Under the Gazprom for Children project, multiple new sports venues were commissioned in 2025, including Russia's first-ever Table Tennis Academy, designed to train top-tier young athletes from across the country.

PJSC Gazprom's achievements are driven by the professional, highly coordinated work of our half-million-strong team. We offer extensive opportunities for professional development and heavily prioritize training future talent for the energy sector through strategic partnerships with universities and schools. Through the Gazprom Classes project, more than 700 children are enrolled in specialized academic programs. Furthermore, university and vocational school students gain hands-on experience at Gazprom's production facilities; in 2025, over 21,000 young people completed such internships. By year-end, Gazprom Group entities hired some 4,000 graduates.

Dear friends,

Gazprom remains deeply committed to its socially responsible mission. In 2026, we will continue our hard work for the benefit of the nation and in the best interests of our consumers.

Alexey Miller
Chairman of the Gazprom Management Committee

Key Sustainability Events in 2025

Delivered significant results in implementing massive gas infrastructure expansion programs in Russian regions

In 2025, PJSC Gazprom completed its 2021–2025 Gas Supply Development and Gas Infrastructure Expansion Programs across 72 Russian regions. Over the five-year period, 2,150 localities were connected to the gas grid, including 370 in 2025. Programs for the new five-year period of 2026–2030 have been approved.

Continued developing Russia's Unified Gas Supply System in the south and northwest

In the reporting year, PJSC Gazprom completed a crucial phase of a major investment project to expand the gas transmission system in southern Russia. Four new sections of the Pochinki–Anapa gas trunkline, with a total length of over 600 km, came on stream. They run through the Saratov and Volgograd Regions. These new sections have made gas supplies to the Russian regions within the Southern and North Caucasian Federal Districts more reliable.

Actively advanced a strategic project to connect the gas supply system in Russia's East with that in the European part of the country

As part of the Eastern Gas Supply System gas trunkline system project, PJSC Gazprom is comprehensively developing gas transmission capacities in eastern Russia, which will eventually be integrated with the infrastructure in the country's European part. This project will provide additional reliability and flexibility in gas supplies to domestic consumers, unlocking new opportunities to expand gas infrastructure in the Siberian and Far Eastern regions.

In 2025, the construction of the project's first phase, the Belogorsk–Khabarovsk gas trunkline, reached 64% completion. It will interconnect the existing Power of Siberia and the Sakhalin–Khabarovsk–Vladivostok gas trunklines. Among other benefits, the interconnector pipeline will pave the way for gas infrastructure expansion into the cities of Belogorsk (Amur Region) and Birobidzhan (Jewish Autonomous Region).

To ensure gas supplies for future consumers in eastern Russia, Gazprom has been consistently building up its resource base. Specifically, the development of two new fields in the Yakutia gas production center, Tas-Yuryakhskoye and Verkhnevilyuchanskoye, continued in 2025.

Enhanced power supply reliability for consumers in St. Petersburg and Western Siberia, and continued operations in Yakutia and the Amur Region

The Gazprom Group provides reliable and sustainable electricity and heat to Russian households and businesses. To meet the growing needs of Russian regions, PJSC Gazprom has been consistently upgrading its existing capacities and building new power generation facilities.

In the reporting year, PJSC Gazprom completed the construction of a new hot-water boiler house at power plant No. 2 of the Centralnaya CHPP in St. Petersburg and switched consumers to it. Over 500,000 residents and 100 organizations in the city's historical center were connected to a modern heat supply facility.

In 2025, PJSC Gazprom completed a comprehensive upgrade of two power units, No. 13 and No. 16, at Surgutskaya GRES-1 in the Khanty-Mansi Autonomous Area – Yugra. The capacity upgrade enhanced the reliability and bolstered the security of Western Siberia's energy system.

In the Republic of Sakha (Yakutia) in December 2025, PJSC Gazprom began installing the main generating equipment at the Southern Yakutia TPP¹, which is currently under construction. The new 313 MW TPP will ensure power supply to the infrastructure of Russian Railways' Eastern Operating Domain.

In the Amur Region, the reporting year saw the launch of a capacity expansion project at the Svobodny TPP². Its total capacity will increase from 160 MW to 610 MW.

Strengthened positions in the Chinese gas market, the most promising market globally

PJSC Gazprom delivers reliable Russian gas supplies to China under the largest contract in the history of the national gas industry. On May 30, 2025, the cumulative volume of supplies via the Power of Siberia gas trunkline reached 100.00 bcm of gas since its launch.

In the reporting year, pipeline exports totaled 38.84 bcm of gas, up 24.8% year-on-year.

In September 2025, PJSC Gazprom and China's CNPC signed several documents, including the Strategic Cooperation Agreement, to broaden the scope of their collaboration.

Launched an innovative project in corporate healthcare

The first corporate Simulation Center training the Gazprom Group's medical personnel opened at the occupational healthcare department of the Gazprom Corporate Institute. The center features three classrooms equipped with high-tech simulation gear, an immersive emergency zone, a virtual clinic, robust IT infrastructure, and a video surveillance system.

Confirmed the strength of PJSC Gazprom's corporate governance

The Expert RA rating agency reaffirmed PJSC Gazprom's governance quality rating at the highest level of A++.gq. The factors driving this decision included the robust organization of collegial governance bodies and the effectiveness of the risk management and internal control, corporate ethics, and labor relations management systems.

A++^{gq}

PJSC Gazprom's governance quality rating, reaffirmed at the highest level by the Expert RA rating agency

Conducted massive emergency prevention and response drills

Several stages of the Safe Arctic 2025 drills took place at PJSC Gazprom facilities in the Yamalo-Nenets Autonomous Area and Khanty-Mansi Autonomous Area. Held under the guidance of the Russian EMERCOM, the drills engaged the resources and personnel of subsidiaries and entities. The exercises tested the efficiency of rescue, specialized, and robotic equipment at low temperatures, and enabled participants to practice joint operations between interdepartmental and corporate governance bodies.

Opened Russia's first Table Tennis Academy

In 2025, PJSC Gazprom opened Russia's first Table Tennis Academy in Orenburg, offering boarding and professional training for gifted young athletes from various regions. Built under the auspices of the Gazprom for Children project, the facility is located next to Russia's largest Table Tennis Center, which was opened by the Gazprom Group in 2013. The Center and the Academy have been transferred to the Orenburg Region as a single property. A state-run extracurricular

education institution, the Sports Boarding School for Gifted Children No. 7 – Table Tennis Academy, was established at the Center.

Solidified PJSC Gazprom's involvement in developing the national restoration school

A Cooperation Agreement was signed between the Ministry of Culture, the State Russian Museum, and PJSC Gazprom, providing for the development of a national restoration school. The State Russian Museum serves as the coordinating hub for the national restoration school's development projects. PJSC Gazprom's experience gained from the Friends of St. Petersburg project will lay the groundwork for nurturing a new generation of restorers and passing on the invaluable expertise of the country's finest specialists.

Created unique museum exhibitions

With the support of PJSC Gazprom, the State Hermitage Museum finalized the creation of 11 exhibition halls for the Gallery of Peter the Great in the Winter Palace Courtyard. Furthermore, a joint project between PJSC Gazprom and the Peter the Great Museum of Anthropology and Ethnography (Kunstkamera) of the Russian Academy of Sciences delivered new exhibitions on the fourth and fifth floors of the Kunstkamera tower: the Astronomical Observatory and the Planetarium: Gottorf Globe.

Rolled out a large-scale program of events dedicated to the 80th anniversary of Victory in the Great Patriotic War and the Year of the Defender of the Fatherland

¹ The project is being implemented by the Gazprom Group's joint venture.
² This project will be implemented by the Gazprom Group's joint venture.

80th Anniversary of Victory in the Great Patriotic War and the Year of the Defender of the Fatherland



▢ Preserving historical memory and honoring the feats of those who defended the Fatherland is a living part of the Gazprom Group's corporate culture. Patriotic initiatives bring together employees, their families, and young people, strengthen continuity between generations, and give concrete expression to the values that define the Gazprom community.

In 2025, the year marking the 80th anniversary of Victory in the Great Patriotic War, also declared the Year of the Defender of the Fatherland, the Gazprom Group carried out a wide-ranging program of commemorative and educational events, continuing its sustained work in historical preservation and the support of traditional values.

Employees from more than 90 Gazprom companies took part in major nationwide patriotic campaigns: Candle of Remembrance, Immortal Regiment, Victory Dictation, St. George Ribbon, and Victory Garden. Across the Group, companies organized educational projects for all ages, engaged in creative and sporting activities, and held environmental campaigns to mark the anniversary.

The broadest geographic reach was achieved by four Gazprom projects: the nationwide Preserving the Flame of Victory initiative, the Kindness Delivered campaign, the Memory Watch campaign, and the Homeland Is in Your Heart forum, each aimed at supporting veterans and passing moral values to the younger generation.

In addition to the major all-Russian campaigns, PJSC Gazprom's subsidiaries and entities delivered their own anniversary projects and events. The Gazprom Group's corporate museums play a sustained role in this work – conducting research and educational programs and documenting the fuel and energy sector's contribution to Victory. For the 80th anniversary, they prepared themed exhibitions and transferred historically significant exhibits on loan to the Museum of Victory in Moscow.

More than
1,400 events

dedicated to the 80th anniversary of Victory were held across 80 regions of Gazprom's operation in 2025

More than
50,000 volunteers

took part in the Gazprom Group's anniversary events

Preserving the Flame of Victory

In 2025, PJSC Gazprom implemented the nationwide Preserving the Flame of Victory initiative, connecting memorials dedicated to the Great Patriotic War to the natural gas grid.

As a result, 189 new Eternal Flames appeared on Russia's map, 80 of them lit simultaneously on the eve of Victory Day.

More than 100,000 people attended the ceremonial lighting events held across Russian regions: among them veterans of the Great Patriotic War and participants in the Special Military Operation, members of the Federal Assembly of the Russian Federation, heads of regional authorities, and representatives of public and youth organizations and the media.

As of December 31, 2025, there were 1,938 memorials with Eternal Flames and Memorial Flames within the area of responsibility of Gazprom Group entities. Details are available on the Preserving the Flame of Victory online portal ([вечныйогонь.рус](#)).

Kindness Delivered

In the year of the 80th anniversary of Victory, Gazprom Group entities held the Kindness Delivered nationwide corporate volunteering campaign, covering more than 220 localities across Russia. Around 5,400 employees from 65 Gazprom Group entities took part, providing

targeted in-home assistance – cleaning, repairs, grocery and medicine delivery, and personal support – to more than 4,000 veterans, among them participants in the Great Patriotic War, former concentration camp prisoners, and home front workers. The campaign has become one of Gazprom's most significant volunteering projects, combining care for the older generation with active preservation of memory of the Victory.

Memory Watch

Since 2013, PJSC Gazprom's subsidiaries and entities have participated in the nationwide Memory Watch campaign, dedicated to preserving historical heritage and fostering the search movement. The Gazprom Workers' Union coordinates the project overall; subsidiaries and entities conduct field operations, handle logistics, and liaise with regional search organizations. Alongside search work, the campaign encompasses patriotic, educational, and team-building activities, including lessons in courage, historical lectures, tactical medicine classes, and volunteering in support of the Special Military Operation.

Cumulative results of the Memory Watch campaign by PJSC Gazprom's subsidiaries and entities (2013–2025):

- More than 4,400 participants from more than 60 subsidiaries and entities of PJSC Gazprom
- More than 3,300 people directly involved in search operations
- More than 1,100 schoolchildren and students who attended patriotic educational events;
- More than 30 patriotic, educational, and team-building events held
- More than 1,500 sets of remains of soldiers and civilians recovered
- More than 300 names of defenders of the Fatherland identified

Memory Watch – 2025. Shield of the Caucasus

The Memory Watch – 2025. Shield of the Caucasus campaign was held in the Stavropol Territory, dedicated to reclaiming from oblivion the names of Soviet soldiers who gave their lives for the liberation of the Fatherland. More than 90 employees from 44 subsidiaries and entities of PJSC Gazprom took

part, alongside over 40 representatives of student and youth patriotic organizations. Search operations at the sites of the 1942–1943 battles yielded the remains of 41 Soviet soldiers and a collection of wartime artefacts. The campaign also included tactical medicine classes and discussions on volunteer support for military personnel. Some 140 people from across the country took part in the excavations, each gaining direct experience in search work.

Homeland Is in Your Heart

In 2025, a youth forum in the Orenburg Region brought together more than 200 participants from 26 subsidiaries and entities of PJSC Gazprom and student organizations. Organized by the Gazprom Workers' Union, Gazprom Pererabotka, and the Gazprom Pererabotka Workers' Union, with support from the All-Russia People's Front, the program combined educational and sporting activities with a focus on

civic responsibility and patriotic values. A particularly memorable element was meetings with Special Military Operation participants, who served as team mentors.

The accompanying program included a competition of projects dedicated to the 80th anniversary of Victory. 20 initiatives received support, aimed at strengthening intergenerational ties, developing the volunteer movement, and providing assistance to defenders of the Fatherland and their families.

Fakel Festival

In May 2025, the jubilee tenth edition of the Fakel corporate festival of amateur performing art teams and individual performers was held in St. Petersburg. Around 1,500 employees and their family members attended after passing competitive selection – first at subsidiary level, then at regional (semi-final) qualifying rounds.

Alongside 43 Gazprom Group companies from Russia, Belarus, Armenia, and the Kyrgyz Republic, creative delegations from CNPC, Srbijagas, and oil and gas companies of Uzbekistan participated.

For the first time, a Russian-Chinese exhibition was held at the Lakhta Center as part of the festival, showcasing artwork by children of Gazprom Group employees and works by CNPC staff.

The 2025 festival was dedicated to the 80th anniversary of Victory and the Year of the Defender of the Fatherland. Themed events ran throughout its venues, including a performance by festival participants at the multi-specialty clinic of Kirov Military Medical Academy for wounded participants of the Special Military Operation.

Victory Dictation

On the eve of the 80th anniversary of Victory, the International Historical and Educational Campaign Victory Dictation was held for the seventh time, opening more than 35,000 venues across Russia and in over 90 countries – at enterprises, schools, and universities.

As in previous years, employees of PJSC Gazprom and its subsidiaries and entities joined the event. For the first time, one of the venues was the PJSC Gazprom headquarters at the Lakhta Center, where veterans of armed conflicts and official representatives tested their knowledge of history alongside schoolchildren, National Guard Academy cadets, and student brigade members.

Living Letters

At Gazprom Transgaz Krasnodar, patriotic volunteering has developed into a systematic effort spanning 18 branches and thousands of employees. Among the most resonant projects of 2025 was Living Letters, which transformed employees' family archives into a shared space of collective memory.

At its heart were real wartime letters from employees' relatives, brought to life through archival audio recordings and neural network technologies that recreated the authentic voice of the era. A series of eight short films united more than 7,000 participants and generated more than 30,000 views on corporate platforms. The final episode, in which an employee's daughter voiced a response from the future, became the emotional peak of an intergenerational dialogue. The project has since extended beyond the company: its materials are used in educational settings, and employees continue contributing their family stories, keeping alive a tradition that passes knowledge and experience from one generation to the next.

Arctic Route

Gazprom Dobycha Nadym undertook an expedition project that united employees around preserving the traces and testimony of the Great Patriotic War in the Arctic. In April 2025, a team of Company employees covered more than 2,000 km in 112 hours along the harsh routes of the Far North, reaching Bely Island – the site of a 1944 tragedy in which three vessels were sunk and 378 people perished, among them Red Navy sailors, polar researchers, women, and children.

Projects to restore Great Patriotic War monuments and memorials

Young employees of Gazprom Pererabotka took part in the Red Carnation campaign, organized by the public organization Fund of Generations to raise funds for Great Patriotic War veterans and Special Military Operation participants. Members of the Council of Young Scientists and Specialists followed up with a plant-wide campaign at a commemorative event marking the 80th anniversary of Victory. The annual Mile of Victory run, a tradition since 2020, brought together plant employees and their families during the public holidays.

In 2025, large-scale restoration of memorials was carried out in the Tula Region with support from Gazprom Mezhhregiongaz companies. Repair and landscaping works were completed on wartime monuments, including the reconstruction of the monument to Alexander Chekalin in the town of Chekalin and the Mass Grave memorials in the towns of Chekalin and Suvorov.

Employees of Gazprom Gazoraspredelenie Leningrad Region took part in the annual motor rally along the military glory sites of the Kingiseppsky District, timed to the 80th anniversary of Victory. The ceremonial start was given at the Grove of Five Hundred memorial, where a fragment of the Eternal Flame was transferred into the rally's lamp.

In Ukhta, with support from Gazprom Transgaz Ukhta, the memorial to the city's residents who perished in the Great Patriotic War was reconstructed, with a commemorative IS-3 Tank sign installed on the complex grounds.

Employees of Gazprom Flot, together with the Soviet Patriot volunteer team, completed a comprehensive program of landscaping and maintenance work at a mass grave of Red Army soldiers in the Vyborgsky District of the Leningrad Region.

Projects involving indigenous minorities of the North, timed to mark the 80th anniversary of Victory

In 2025, PJSC Gazprom's subsidiaries and entities carried out a series of initiatives highlighting the contribution of indigenous minorities of the North in the Great Patriotic War.

Financial support was provided for the photo exhibition titled "The Contribution of the Indigenous Minorities of the North to Victory over Fascism during the Great Patriotic War". Through unique archival photographs, residents of the Yamal Peninsula were introduced to

the courage and resilience of their fellow countrymen at the front and in the rear, the stories of Heroes of the USSR from among indigenous minorities, and the role of reindeer transport battalions in combat operations.

At the request of the National Union of Reindeer Herders, assistance was provided in hosting one of the stages of the Arctic Relay of Victory – a patriotic campaign whose route passed through Chukotka, the Republic of Sakha (Yakutia), Krasnoyarsk Territory, and Yamal Peninsula.



ABOUT THE GAZPROM GROUP

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 determines the development vectors and management decisions for the entire Gazprom Group. 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.

The Company's strategic planning framework comprises three levels: short-term (up to one year), medium-term (one to five years), and strategic (long-term) planning (ten years and more). Long-term planning utilizing strategic target indicators (STIs) represents the top level of the planning framework, within which integrated planning of operating, investment, and financial activities is carried out based on the forecast of the Gazprom Group's performance indicators as a whole, by business line, and by area of operation.

PJSC Gazprom's strategic planning framework uses the following types of STIs:

- corporate-level STIs that reflect objectives for achieving the strategic goal of PJSC Gazprom (the Gazprom Group);
- first-level STIs reflecting objectives for achieving the strategic goals of the gas, oil, and power generation businesses;
- second-level STIs that reflect objectives by area of operation for the gas, oil, and power generation businesses.

PJSC Gazprom's core strategic document is the Long-Term Development Program of PJSC Gazprom (the Gazprom Group). It is a comprehensive integrated development plan for the Gazprom Group encompassing a list of priority projects and STIs broken down by planning year. The goal of the Long-Term Development

Program is to achieve corporate-level and first-level STIs and to maximize the systemic economic effect across all core business lines: gas, oil, and power generation.

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.

In 2025, the Company adopted the Long-Term Development Program of PJSC Gazprom (the Gazprom Group) for 2026–2035¹. When defining PJSC Gazprom's key performance indicators, it underscores the need to optimize CAPEX and minimize non-production investments, increase natural gas supplies to the domestic market and the volume of natural gas processing, boost LNG production, and diversify natural gas supplies to external markets.

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

In the reporting year, an audit was conducted on the progress made in 2024 under the Long-Term Development Program of PJSC Gazprom (the Gazprom Group) for 2024–2033. Following the audit, the auditor issued recommendations, which were considered by the Company's Board of Directors².

¹ Approved by resolution of the Board of Directors of PJSC Gazprom No. 4236 dated July 7, 2025.

² Resolution of the Board of Directors of PJSC Gazprom No. 4294 dated February 6, 2026.

About the Gazprom Group

Gazprom Group's Scale of Operations

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

The Gazprom Group plays a pivotal role in ensuring the country's energy security. It not only meets seasonal and peak gas demand within the Unified Gas Supply System (UGSS) and outside in individual Russian regions, but also ensures the system's process integrity, reliability, and operational safety¹. The Gazprom Group's priorities include developing and consolidating gas infrastructure across Russia's western and eastern regions, fostering further gas infrastructure expansion programs, strengthening Russia's technological sovereignty, and upholding its commitments to consumers and partners.

The Gazprom Group owns the world's largest gas transmission system (GTS) reaching 182,300 km in length within Russia. Although Gazprom sells about two thirds of its gas domestically, it continues to be a reliable gas exporter to FSU and non-FSU markets.

182,300 km

length of the Gazprom Group's GTS in the Russian Federation

The Gazprom Group provides significant tax, customs, and other payments to the country's budget, and also pays special attention to the rational use of natural resources and improving energy efficiency. The Gazprom Group's production, environmental, social, and educational initiatives support the achievement of Russia's national development goals².

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

heat and electricity transmission

generation and marketing of heat and electric power

sales of gas, gas condensate, oil, and refined hydrocarbon products

The Gazprom Group includes Gazprom-Media Holding. It is the nation's largest media holding, informing a broad audience about key social, economic, and political events, investing in the media industry and Russian cinema, and promoting cultural and sports initiatives. Gazprom-Media Holding is also actively involved in the digital transformation of the industry, fostering online platforms and advanced multimedia technologies.

PJSC Gazprom is the Gazprom Group's parent company.

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%).

Position of the Gazprom Group in the Industry

Hydrocarbon reserves and production

Reserves	No. 1 worldwide	in explored reserves of natural gas
Production	No. 1 worldwide No. 2 in Russia	in gas production in oil and gas condensate production ³

Hydrocarbon processing

	No. 1 worldwide	in gas processing
	No. 2 in Russia	in primary processing of oil and stable gas condensate

Gas transportation and underground storage

	No. 1 worldwide	by length of the GTS
	No. 1 worldwide	by active UGS capacity and maximum daily deliverability

Gas marketing and sales

	No. 1 worldwide	in gas sales, including exports
	No. 1 worldwide	in gas supplies to China ⁴
	No. 1 in Russia	in gas sales

Electricity and heat

Electricity	No. 2 in Russia No. 1 in Russia	in installed electric capacity in combined electricity and heat generation
Heat	No. 1 in Russia No. 1 in Russia	in installed heat capacity in heat generation

Media industry

	No. 1 in Russia	among media holdings by aggregate TV audience share in the age segment of 14–44 years ⁵
	No. 1 in Russia	by film distribution market

¹ Pursuant to the Energy Security Doctrine of the Russian Federation (Clause 27b, page 15) approved by decree No. 216 of the President of the Russian Federation dated May 13, 2019.

² 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.

³ Including the Group's share in oil and gas condensate production by associated organizations and joint ventures.

⁴ Taking into account data from the General Administration of Customs of the PRC.

⁵ Audience estimates are based on research by Mediascope, an authorized entity for audience measurements in Russia.

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 industry¹

Main consumers of liquefied petroleum gas (LPG) in Russia²

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

Main electricity consumers³

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

Main heat consumers³

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

Domestic supplies of natural gas to consumers are made via Gazprom Mezhregiongaz, a 100% subsidiary of PJSC Gazprom. Gazprom Mezhregiongaz supplies gas to all categories of consumers and manages gas consumption metering in 70 Russian regions through

a network of 52 regional gas supply companies, two gas distribution companies, and their branches, which manage end consumer contracts and payment collection.

→ For more details on the production and sales of the Gazprom Group, see [Gazprom Annual Report 2025](#).

¹ The industry encompassing engineering businesses that facilitate industrialization and modernization of agriculture.

² Data on Gazprom GNP Holding.

³ Data on Gazprom Energoholding.

Transformation for Greater Efficiency

- ▾ Gazprom consistently develops innovative tools to drive operational excellence. To this end, a key strategic decision involved deploying a service delivery model for support functions across the Gazprom Group by establishing a unified service center to consolidate service-related assets.

УЦОФ

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 Committee⁴, which includes, among others senior executives of PJSC Gazprom.

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

UCSF objectives



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

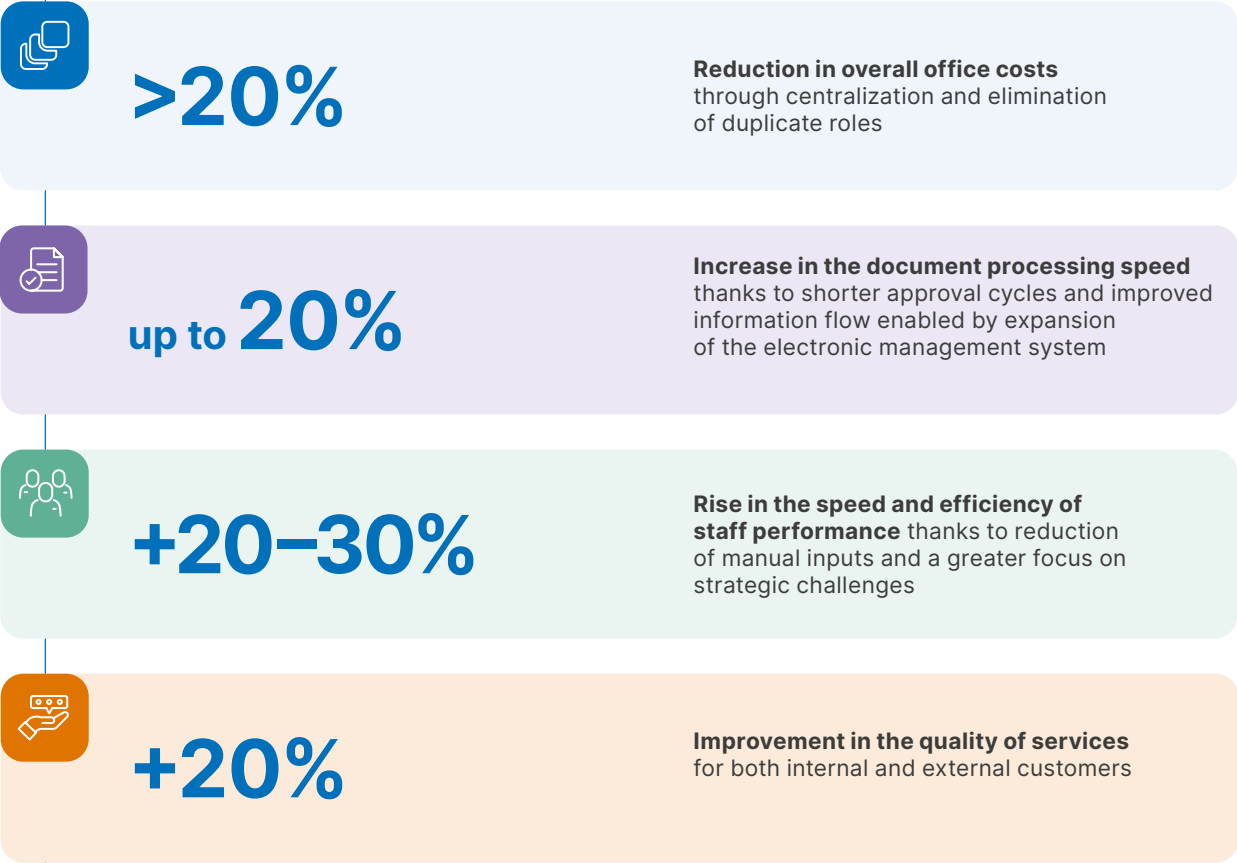
⁴ The Strategic Committee for implementing the Unified Center for Support Functions of the Gazprom Group was established by order of PJSC Gazprom No. 407 dated November 8, 2024.

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

Expected UCSF Outcomes

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



Results of Organizational and Functional Transformation in 2025

In the reporting year, the UCSF program and project portfolio advanced from the diagnostic and conceptual development stage to detailed design and implementation planning.

The UCSF project drives professional development across the Gazprom Group by reallocating routine functions, thereby freeing up capacity for high-complexity initiatives that demand deep expertise. Simultaneously, the center itself will create new jobs in service process management, IT support, analytics, and document workflow management.

The SSCs have commenced operations for commercial and HR functions, with the first transactions successfully executed. To support the project's organizational structure during the reporting year, an expert center and a project office were established in St. Petersburg. In Veliky Novgorod, Gazprom Mezhhregiongaz opened its Unified Customer Service Center (UCSC), providing residential gas billing services and employing 57 people. Implementing these initiatives will cultivate staff competencies to drive SSC operational excellence while ensuring transformation sustainability, mitigating social risks, and establishing a long-term talent pool.

The new HR Management Center of Gazprom Mezhhregiongaz UCSC has also started operating. As part of its opening, the first employee was hired, with the hiring fully processed using digital technologies in document workflow. Moving forward, the strategic roadmap includes expanding these centers into other Russian regions to stimulate local economies through job creation, digital competency building, and regional talent acquisition.

In 2025, specialized retraining and professional development programs were launched to cultivate advanced technological and service competencies. Tailored for both existing employees involved in the transformation and the future service delivery talent pool, the initiatives featured in-person management training alongside online modules for ten teams from the Gazprom Group's Legal Support Center.

Digital perspective

The UCSF project advances the Gazprom Group's digital transformation by deploying advanced IT solutions for centralized data collection and analytics. This architecture unifies corporate processes, enhances operational transparency, and ensures more effective management. In 2025, we initiated phased efforts to transition to a centralized service delivery model while maintaining the stability of ongoing operations. The primary focus was placed on shaping the IT architecture for the future unified service center:

- the current IT landscape was analyzed;
- pilot testing of digital solutions commenced to automate routine operations, support end-to-end processes, and increase service transparency, including the application of artificial intelligence (AI) technologies;
- requirements and conceptual architectures for the digital products to be implemented were defined;
- the Gazprom Group Electronic Document Management Concept was approved;
- an operational assessment was completed for each SSC to define its requirements for transitioning to electronic document management, with the findings fully integrated into the respective project blueprints.

Gazprom Group's Business Model



RESOURCES

Reserves

344 subsoil licenses
for hydrocarbon prospecting, exploration, and production¹

27,683.8 bcm
Natural gas reserves^{1,2}

2,926.0 mmt
Oil and gas condensate reserves^{1,2}

Human and Intellectual Capital

500,400 employees
The Gazprom Group's headcount as of December 31, 2025

19 Partner universities **4,049** Patents

Production Assets

Data shown for Russia

23 underground gas storage facilities
across 27 geological formations in Russia

7 plants **3** Refineries
Gas and condensate processing

¹ Including the Gazprom Group's share in the production of organizations in which Gazprom has investments classified as joint operations, excluding the Gazprom Group's share in the production of associated organizations and joint ventures.

² In accordance with the Russian classification (A+B1+C1).

Note: Data for 2025 or as at 31 December 2025.

OPERATIONS

Production

409.3 bcm
Natural gas and APG production in Russia¹

75.6 mmt
Oil and gas condensate production in Russia¹

Processing

Excluding tolling arrangements

60.3 bcm
Natural gas and APG processing

57.0 mmt
Processing of oil, stable gas condensate and other liquid hydrocarbons (primary)

Generation

Electricity and heat production by Gazprom Energoholding and the Gazprom Group's other generating assets

136.3 million Gcal
Heat generation in Russia and abroad

157.3 billion kWh
Electricity generation in Russia and abroad

136.0 million Gcal
Heat generation in Russia

155.9 billion kWh
Electricity generation in Russia

Production

Excluding tolling arrangements

52.3 mmt
Petroleum products

16.6 mcm **3.6** mmt
Helium LPG

Gas Supplies to Households and Companies

29.8 million
Apartments and private houses

42,300
Industrial facilities

395,300
Utility facilities

10,000
Agricultural sites

VALUE CREATION

For Employees

RUB 1,310.0 billion
Payroll

589,200 Employees³
trained

RUB 54.8 billion
Social expenses

For the Society

RUB 3,486 billion
Total mandatory payments

1,453,000
Contracts for additional gas infrastructure expansion in households up to their property boundaries

Number of households, apartments, and boiler houses across Russia prepared for gas infrastructure expansion

>4,500
Number of charity and sponsorship initiatives funded by the Gazprom Group

50,600 households and apartments

208 boiler houses in 370 localities

RUB 510.4 million
Financial support of indigenous minorities

26.7%
total TV audience share of Gazprom Media Holding in the age segment of 14–44 years

For the Environment

RUB 94.6 billion
Total environmental protection expenses

–4.5%
Reduction in the amount of waste

³ The number of employees who participated in and completed professional training, retraining, and skills upgrading programs. It is stated in man-courses (where one person received training twice, they are counted twice, etc.).

**WHERE
TRUNKLINES
OPERATE
AS ONE**



**Andrey
Bronnikov**

First Deputy Head
of Department,
PJSC Gazprom

30 years with Gazprom

Recipient of the Certificate
of Honor of the President
of Russia



Andrey Bronnikov directs the planning and implementation of construction, reconstruction, and technical upgrading projects across Gazprom's gas trunkline transmission infrastructure. His work centers on a unified methodology for maintaining the technical integrity of these facilities – the backbone of the efficient, uninterrupted operation of Gazprom's gas transmission system.

Several strategically significant gas transmission and underground gas storage projects have been delivered under his direct involvement.

From 2019 to 2025, commissioning works were carried out and the throughput capacity of the Power of Siberia gas trunkline was progressively expanded, enabling PJSC Gazprom to honor its contractual obligations for natural gas supplies to China.

Between 2020 and 2022, the rerouting and reconstruction of PJSC Gazprom's gas trunklines created the conditions for the launch of the Central Ring Road in the Moscow Region and the M-12 Vostok motorway.

In 2025, further projects were completed to strengthen the reliability of gas supply to Russian regions within the Southern and North Caucasian Federal Districts, as well as to deliver gas to the ethane-containing gas processing and LNG production facility near Ust-Luga in the Leningrad Region.



St. Petersburg

CONTRIBUTION TO THE COUNTRY'S ECONOMIC DEVELOPMENT

Significance for the National Economy

Material topic

- 1 The Gazprom Group's economic performance

In 2025, the Gazprom Group sustained high operational efficiency, consistently fulfilling its tax liabilities and expanding cooperation with domestic manufacturers, including small and medium-sized businesses.

The active deployment of innovative solutions directly enhanced Russia's industrial and economic capacity. Concurrently, the Group maintained a strict focus on cost management, a comfortable leverage, and the expansion of its revenue base.

MED 1, 24

PCSB 61

Gazprom Group Indicators 1, 35, 36

Gazprom Group's contribution to the Russian economy

Indicator	2023	2024	2025	Change 2025/2024
The Gazprom Group's share in Russia's Gross Domestic Product (GDP) ¹ , %	2.9 ²	3.1 ²	2.5	−0.6 p.p.
Sales revenue, RUB billion	8,541.8	10,714.7	9,770.7	−8.8%
Social expenses, RUB billion	50.9	52.2	54.8	+5.0%
Payroll expenses, RUB billion	1,096.7	1,192.0	1,310.0	+9.9%

PJSC Gazprom's annual General Shareholders Meeting resolved³ not to declare or pay dividends for 2024.

MED 6

PCSB 63

Total mandatory payments due⁴, RUB million

Indicator	2023	2024	2025	Change 2025/2024, %
Taxes and charges, insurance payments	8,195,232	9,733,006	8,338,056	−14
Other mandatory payments	4,673	76,659	79,548	4

MED 7

PCSB 64

Total mandatory payments made⁴, RUB million

Indicator	2023	2024	2025	Change 2025/2024, %
Taxes and charges, insurance payments	3,523,989	4,160,747	3,384,609	−19
Other mandatory payments	3,585	35,763	101,195	183

➔ For more details on the Gazprom Group's operating and financial performance, see [Gazprom Annual Report 2025](#).

¹ 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/folder/13913>).

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

³ Resolution of the annual General Shareholders Meeting of PJSC Gazprom dated June 27, 2025, minutes No. 1.

⁴ Taxes and charges excluding fines and penalties.

Tax Policy

Material topic

7 The Gazprom Group's legal compliance

Gazprom Group Indicator 4

RUB 3,486 billion

total mandatory payments by the Gazprom Group in 2025

The Gazprom consistently ranks as one of Russia's largest taxpayers. For the reporting year, the Gazprom entities transferred RUB 3,486 billion to the Russian budget system.

In all fiscal matters, the Group ensures strict compliance with Russian legislation and adheres closely to its core corporate governance documents: Tax Strategy of PJSC Gazprom¹ and Key Areas of the PJSC Gazprom Tax Policy for 2025 and the Planning Horizon of 2026–2027².

All Gazprom Group companies follow a unified approach to compliance with tax laws. PJSC Gazprom and the Gazprom Group entities independently determine their tax liabilities and bear responsibility for compliance with applicable tax laws.

Tax Monitoring

In 2025, scheduled efforts continued to transition PJSC Gazprom's subsidiaries to the tax monitoring system, granting tax authorities direct access to tax calculation and settlement data via the Data Mart information system. An additional 21 Group participants began utilizing a unified, domestically-sourced solution to manage their interface with tax authorities.

To meet the mandatory requirements for tax monitoring participants, 97 Gazprom Group entities are integrated into Nalog-3, the tax authority's automated information system, delivering the data required by its integration protocols.

PJSC Gazprom remains committed to deploying new IT solutions that expand its information exchange with tax authorities.

For 2026, the Group's tax policy objectives center on upgrading the functionality of the Data Mart platform, an interface between tax monitoring participants and the tax authorities, and accelerating the broader digitalization of the tax function. Efforts will continue to focus on optimizing tax efficiency, mitigating fiscal risks, and providing strategic tax support for Gazprom's projects and operations.

Contribution to the Achievement of National Development Goals

НАЦИОНАЛЬНЫЕ
ЦЕЛИ РАЗВИТИЯ
РОССИИ

Gazprom contributes to achieving the national development goals of the Russian Federation. By advancing these objectives, the Company actively synchronizes the efforts of the government, businesses,

and regions to drive sustainable economic growth, elevate living standards, and fortify the country's technological sovereignty.

Preservation of the Population, Strengthening Health and Improving the Well-being of People, Supporting Families

→ Employee Care
[Learn more on page 98](#)

→ Occupational Disease Prevention
[Learn more on page 143](#)

Comfortable and Safe Living Environment

→ Prevention of Occupational Injuries
[Learn more on page 139](#)

→ Improving Local Living Standards
[Learn more on page 155](#)

→ Key Investment Projects
[Learn more on page 26](#)

Ecological Well-being

→ Gas Infrastructure Expansion and the Clean Air Program
[Learn more on page 164](#)

→ Key Investment Projects
[Learn more on page 26](#)

→ Environmental Policy and Corporate Environmental Goals
[Learn more on page 209](#)

Sustainable and Dynamic Economy

→ Supporting Domestic Production
[Learn more on page 32](#)

Technological Leadership

→ Supporting Domestic Production
[Learn more on page 32](#)

→ Key Investment Projects
[Learn more on page 26](#)

→ Innovation Management
[Learn more on page 38](#)

Environmental Well-Being

→ Innovation Management
[Learn more on page 38](#)

→ Digital Transformation
[Learn more on page 46](#)

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

→ Collaboration with Education Institutions
[Learn more on page 116](#)

→ Charity
[Learn more on page 167](#)

→ Gazprom Group's Training System
[Learn more on page 110](#)

→ HR Management Approach and System
[Learn more on page 89](#)

¹ Approved by resolution of the Management Committee of PJSC Gazprom No. 48 dated December 7, 2017.

² Approved by resolution of the Management Committee of PJSC Gazprom No. 57 dated December 23, 2024.

Key Investment Projects



Material topic

- 2 Implementation of gas supply development and gas infrastructure expansion programs in Russian regions

In the reporting year, PJSC Gazprom went on with its investment program. Actual CAPEX for the year stood at RUB 1,699.4 billion

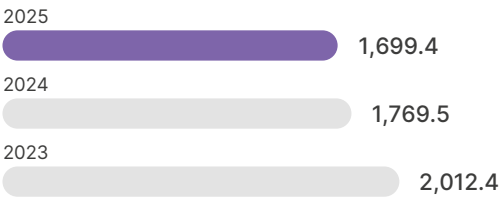
To address the strategic objectives of ensuring the country's energy supply and strengthening positions in export markets, PJSC Gazprom runs major investment projects, which contribute to key social development goals, create new jobs, and promote innovations in process safety, energy efficiency and environmental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

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.

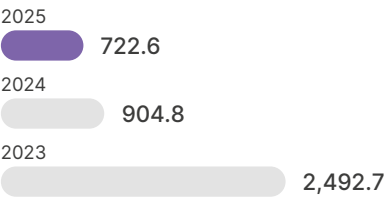


In 2025, the Board of Directors endorsed the continued execution of Gazprom's major investment projects, ensuring their strict alignment with the nation's economic, environmental, and social development priorities.

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



Length of gas trunklines commissioned in 2023–2025, km



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.
- Implementation of shutdown devices, automated controls, and early warning systems.

- Use of autonomous energy sources based on renewables.
- Application of equipment complying with the best available technologies (BAT).
- 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 (ISPSM).
- Implementation of soil temperature stabilization and corrosion monitoring systems to ensure well operation safety.

Efforts are underway to restore the transport infrastructure of the Irkutsk Region used during the Kovyktinskoye field development project. In 2021–2025, 754 km of roads were repaired and 625 km underwent maintenance. Infrastructure supporting the traditional lifestyles of indigenous minorities is being enhanced: specialized crossings have been installed along reindeer migration routes to ensure herds can safely traverse the Bovanenkovskoye field territory.

Number of jobs created under major gas production projects

Project	Project launch	Number of jobs created		
		In 2025	From the start of calculation till December 31, 2025	Planned for the project life cycle
Development of the Chayandinskoye field , Republic of Sakha (Yakutia) Purpose of the investment project: gas production to ensure supplies to Russia's Far Eastern Federal District, including exports to China	2013	0	1,176	1,176
Development of the Kovyktinskoye field , Irkutsk Region Purpose of the investment project: gas production to ensure supplies to Russia's Far Eastern Federal District, including exports to China	2019	189	2,826	3,770
Development of the Kharasaveyskoye field (Cenomanian-Aptian deposits) , Yamalo-Nenets Autonomous Area Purpose of the investment project: expansion of gas production on the Yamal Peninsula	2012	119	627	1,104
Development of the Bovanenkovskoye field (Cenomanian-Aptian deposits) , Yamalo-Nenets Autonomous Area Purpose of the investment project: ramping up gas output to supply gas to Russian consumers and international markets	2006	10	3,314	3,339

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

- Use of autonomous energy sources based on renewables.
- 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.

Construction of the Southern Yakutia TPP¹. The power plant will be fueled by natural gas supplied via the Power of Siberia gas trunkline and will provide electricity to the infrastructure of the Eastern Operating Domain, a strategic transport artery for the Russian economy's development.

Number of jobs created under major gas transportation projects

Project	Project launch	Number of jobs created		
		In 2025	From the start of calculation till December 31, 2025	Planned for the project life cycle
Construction of the Power of Siberia gas trunkline				
Purposes of the investment project:				
◦ social and economic development of eastern regions of Russia; ◦ creating process capabilities to run gas infrastructure expansion programs in local settlements; ◦ gas production from the Chayandinskoye OGCF and the Kovyktinskoye GCF to ensure supplies to Russia's Far Eastern Federal District, including exports to China; ◦ development of state-of-the-art gas processing and gas-to-chemicals technologies.				
Construction of the Power of Siberia gas trunkline section, Republic of Sakha (Yakutia), Amur Region	2014	88	2,562	2,623
Construction of the Power of Siberia gas pipeline section from the Kovyktinskoye to the Chayandinskoye fields, Republic of Sakha (Yakutia), Irkutsk Region	2022 ²	20	453	590
Construction of the Sakhalin – Khabarovsk – Vladivostok gas trunkline³, Sakhalin Region, Khabarovsk Territory, Primorye Territory				
Purposes of the investment project:				
◦ ensuring reliable gas supplies to consumers in the Primorye and Khabarovsk Territories; ◦ increasing gas supplies to Russian consumers via the trunkline; ◦ ensuring gas exports.				
	2009	28	1,173	1,620

¹ The project is implemented by the Gazprom Group's joint venture.
² Commissioning/launch year for key production facilities.
³ 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.

Operations were optimized across the Amur Gas Processing Plant's (GPP) boiler houses, gas pumping units, and treatment facility. These adjustments improved equipment performance and efficiency, reduced gas consumption, maximized treatment effectiveness, and minimized environmental impact. A multipurpose sports and training complex, along with

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.

a cultural and leisure center, have been constructed in Svobodny, Amur Region. Additionally, following the Gas Processing Facility within the Ethane-Containing Gas Plant near Ust-Luga (Leningrad Region), plans are underway to develop housing, social infrastructure, and utility networks in Kingisepp's residential neighborhood No. 7.

**BRINGING
TECHNOLOGY
AND EFFICIENCY
TOGETHER**



**Oleg
Kmet**

Deputy Head of Directorate – Head
of Division, PJSC Gazprom



**Yamalo-Nenets
Autonomous Area**



Oleg Kmet oversees the assessment and monitoring of efficiency for PJSC Gazprom's license area development projects, as well as the preparation of a functional budget for the mineral resource base development program to improve the quality of investment decisions.

Under his leadership, a set of methodological solutions was introduced for geological exploration and resource base development, ensuring unified principles for project portfolio analysis and management.

Drawing on those methodological solutions, Oleg and his co-authors developed software, analytical tools, and digital services for monitoring exploration efficiency and portfolio analysis, which deliver greater transparency

and higher-quality analytical information for investment decisions. This toolkit received the first PJSC Gazprom Science and Technology Prize in 2020.

He also participated in introducing a range of scientific and technical solutions for the development of the Semakovskoye gas field, which made it possible to avoid building capital-intensive hydraulic structures by drilling extended-reach wells from land, significantly improving the project's economics. In the reporting year, this work was recognized with a PJSC Gazprom Science and Technology Prize.

Support for Domestic Producers

RUB 222.8 billion
total economic effect from
import substitution in 2016–2025¹

The import substitution policy of Gazprom aims to ensure its technological leadership. In the current external and internal political and economic environment, one of the key priorities for the Company's import substitution efforts has been to provide technological support for the stable operation of its production systems.

Gazprom sets the stage for sourcing Russian-made products at the earliest phases of its investment projects. Technical solutions that minimize the use of imported products and services are incorporated as early as at the design stage.

In its pursuit of technological independence, the Company clears the path for achieving one of its strategic development goals – technological leadership among global energy companies.

Measures to Implement Import Substitution Projects

In 2025, Gazprom continued implementing road maps designed to support domestic industrial production, import substitution, and the localization of equipment maintenance. These efforts were coordinated with the Russian Ministry of Industry and Trade, Russian industrial organizations, and regional authorities.

As part of this work, the Company reviewed proposals to use high-tech and import-substituting products from local manufacturers at Gazprom facilities. In 2025, 163 such proposals were assessed.

As regards operation of the existing equipment systems, PJSC Gazprom is actively introducing new technologies for the maintenance of imported equipment, while also consistently replacing imported pieces with domestic alternatives.

The technological development efforts of PJSC Gazprom are aligned with Russia's national development goals and the Russian Energy Strategy through 2050².

The Gazprom Group entities are guided by PJSC Gazprom's Corporate Import Substitution Plan and implement import substitution projects by:

- developing and bringing to life road maps approved by PJSC Gazprom jointly with federal and regional authorities and other organizations;
- interacting with production, engineering and service companies, including under various agreements;
- 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 Company engaged in comprehensive cooperation with industrial organizations across 21 regions of Russia and Belarus. During the reporting year, it updated road maps with the Irkutsk, Tula, Tyumen and Chelyabinsk regions, the Republic of Tatarstan and the Perm Territory, while also signing new road maps with the Arkhangelsk, Kursk and Novosibirsk regions and the Republic of Belarus.

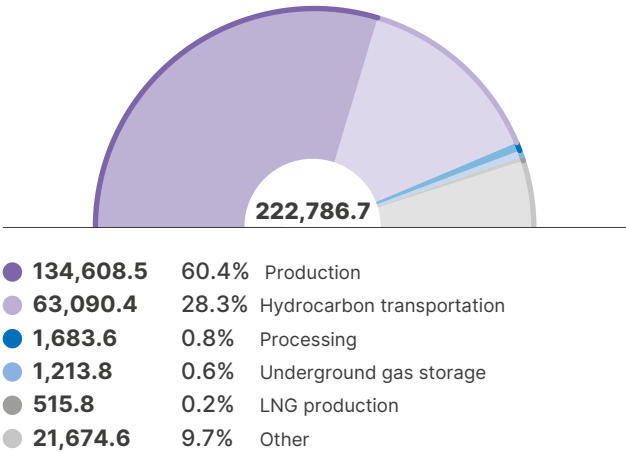


Gazprom Group Indicator 11

Economic effect of import substitution in the Gazprom Group by type of activity in 2023–2025, RUB million

Activity	2023	2024	2025
Production	22,655.4	19,550.5	37,298.1
Hydrocarbon transportation	10,218.2	9,394.2	11,103.4
Processing	1.7	171.3	669.4
Underground gas storage	8.0	31.3	257.4
LNG production	0.7	500.6	10.9
Other	2,706.0	4,554.8	4,838.2
Total	35,589.8	34,202.8	54,177.4

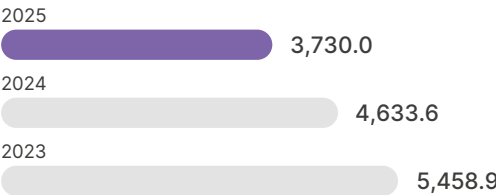
Total economic effect of import substitution in the Gazprom Group by type of activity in 2016–2025, RUB million



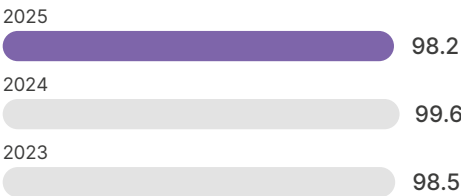
In the reporting year, the economic effect of import substitution stood at RUB 54.2 billion, up 58.4% year-on-year. This growth was supported by the preferential use of domestically produced equipment and other materials. The strongest effect from the 2025 efforts was in production of gas, gas condensate and oil.

In the reporting year, the share of Gazprom Group procurement from Russian businesses in the total volume of procurement came in at 98.2%.

Total procurement of goods, works, and services from Russian organizations, RUB billion



Share of goods, works, and services procured by the Gazprom Group from Russian organizations in total procurement of goods, works, and services³, %



¹ Approved by resolution of the Russian Government No. 908-r dated April 12, 2025.

² From the moment the Group started calculating the economic effect of import substitution.

³ 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.

Measures to Implement Technological Development Projects

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

In 2025, the Gazprom Group took steps to develop, manufacture and deploy import-substituting and high-tech industrial products under several road maps. These efforts were coordinated with Russian industrial and research organizations.

Projects covered the creation and introduction of pipeline valves, heat-exchange, drilling and geophysical equipment, pipe-laying machinery, and metering devices.



Development of Digital Tools and Initiatives in the Realm of Import Substitution

To improve cooperation with Russian industrial organizations and advance import substitution, PJSC Gazprom is implementing several digital projects.

- The Group's contractor portal has an Import Substitution section designed to foster cooperation with domestic manufacturers. The platform enables Russian industrial, service and contracting organizations to publish information about their operations and products, while also giving them an opportunity to learn more about the promising areas of import substitution within the Company. In 2025, the section's functionality was expanded to include personal accounts for regional ministries of industry and a dedicated subsection on government support measures.
- By leveraging its ITRP information system¹, the Company built an Industrial Products subsystem to automate the accounting of imported equipment operated by PJSC Gazprom. In 2025, additional functionality was introduced as part of the subsystem's development, including analytics and data visualization tools, a database of domestic equipment manufacturers, and databases for technical documentation and localized spare parts, tools and accessories.



Tula Region

High-Tech Facility for Manufacturing Gas Turbines

In 2025, the Gazprom commissioned a high-tech foundry facility in the Tula Region designed to manufacture turbine blades, an essential and one of the most technologically challenging components of industrial, power-generation and marine gas turbines. The Group uses such equipment as part of gas pumping units at gas production and transportation facilities across Russia.

The core equipment for the foundry had been manufactured in Russia. The capacity of the new facility is sufficient to fully meet the Group's needs for turbine blades to be used at gas pumping units. The products offered by the facility are also expected to be sought by other Russian energy companies and leading domestic manufacturers of gas and power turbines.

Gazprom Group entities participate in the New Equipment and Technologies for the Oil and Gas Industry federal program under the New Nuclear and Energy Technologies national project. These efforts are part of a road map implemented jointly with the Russian Ministry of Industry and Trade and Ministry of Energy. The road map envisages the establishment of dedicated production facilities in Russia and the integration of special-purpose equipment, technologies and materials into investment activities. Progress under the road map is ensured through government support tools.

In 2025, PJSC Gazprom approved the volume of technology products needed for four projects, defined relevant technical requirements, and issued recommendations for projects eligible for government support, while also validating the results of deploying five upgraded technology products in line with the Company's requirements and target cost parameters.

These initiatives are designed to strengthen the technological sovereignty of Russia, support import substitution, and expand the use of domestically produced equipment in the investment activities of PJSC Gazprom.

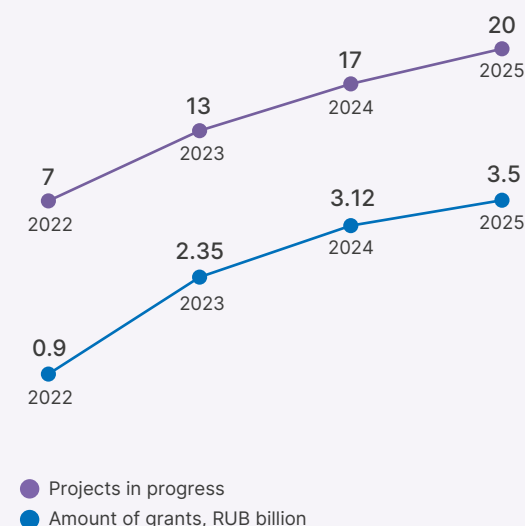
Interaction with Non-governmental Development Institutions for the Purpose of Rapid Import Substitution and Technological Development



Openness to Dialog

To support economic development and build an innovation-driven economy, the Russian Government launched a grant program to support projects of technology companies developing import-substituting products for the benefit of major corporate customers in line with the Russian Government resolution. The program's operator is Engineering and Innovation Support Center.

PJSC Gazprom leads the way in terms of the number of projects supported under this program. By the end of 2025, 20 projects had received recommendations from PJSC Gazprom for grant funding in the total amount of approximately RUB 3.5 billion.



Areas of import substitution and technological development covered by the projects

Improving the efficiency of developing existing fields

Constructing and repairing the Group's industrial facilities within the Group

Driving the Group's digital transformation

Replacing foreign components and assemblies used in the Group's operations

No. 1

- in terms of applications
- in terms of projects supported

20

 companies
received grant support

RUB 3.5

 billion
of grants

¹ IT resource planning information system of PJSC Gazprom.



Openness to Dialog

During the 14th St. Petersburg International Gas Forum, PJSC Gazprom signed a cooperation agreement with Sputnik – NTI Asset Management, the managing partner acting on behalf of all partners in the NTI Sovereign Technologies Fund. The Company's cooperation with the NTI venture fund ecosystem aims to strengthen technological sovereignty and import substitution in key high-tech industries through NTI financing for innovative projects. In 2025, the two companies discussed pilot projects using the NTI support tools. The first outcome of the cooperation was a grant provided by the Innovation Promotion Fund, part of the NTI ecosystem, for a project to develop a virtual reality hardware and software platform.

In the reporting year, PJSC Gazprom signed a cooperation agreement with the TPM Scientific and Technical Center (TPM), with an action plan approved for 2025–2026 to integrate geo-navigation services and technologies developed by TPM into the Company's investment activities.

In 2025, Gazprom Corporate Institute and IVSystems entered into a cooperation agreement providing for joint projects, courses and workshops to train and upskill personnel using the virtual reality hardware and software platform.

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 Gazprom. The Group continuously monitors restrictions imposed by the EU, the United States and other unfriendly countries against Russia and Russian legal entities and individuals.

Supporting Small and
Medium-Sized Businesses

The Group implements a wide range of measures to expand access for small and medium-sized enterprises (SMEs) to procurement at PJSC Gazprom, 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 2025.

67.4%
share of SME suppliers

> RUB 407.9 billion
worth of contracts with SME suppliers

MED 9

PCSB 66

Gazprom Group Indicator 15

The total value of contracts signed in 2025 by the Gazprom Group entities with companies in the Unified Register of SMEs¹ exceeded RUB 407.9 billion (more than 64,100 contracts), including 25,200 contracts for RUB 323.5 billion based on bidding and marketing research.

SMEs accounted for 67.4%, or 24,600, of the Gazprom Group's counterparties under contracts for goods, works, and services signed in 2025.

For small-scale procurements, the Group uses the Trading Portal electronic service². 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 30,500 potential counterparties are registered on the Trading Portal (including more than 25,000 SMEs), offering more than 3.0 million items of goods, works, and services.

To execute contracts concluded following price-list procurement, the Gazprom Market³ platform is used. Today, 609 organizations are registered on Gazprom Market, whose bids were recognized as the best following price-list procurement. In 2025, 237 new organizations were registered on Gazprom Market.

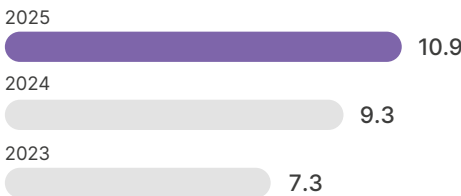
Gazprom Group Indicators 9, 15

Gazprom Group Procurement from SMEs

Indicator	2023	2024	2025	Change 2025/2024
Share of SME suppliers in the total number of the Gazprom Group's counterparties, %	61.0	62.4	67.4	+5.0 p.p.
Value of contracts signed with SMEs, RUB billion	391.8	431.3	407.9	–5.4%

MED 9

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



➔ For more details on procurement regulations, see the [Sustainable Supply Chain](#) subsection.

¹ <https://ofd.nalog.ru>.

² <https://global.etpgpb.com/>

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

Innovation

Material topic

8 Innovations in the Gazprom Group

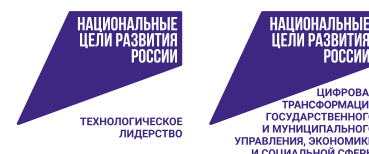
- The Gazprom Group's innovative ecosystem combines initiatives and projects in gas, oil, and power generation businesses. Its development is aimed at the systematic deployment of advanced technologies and solutions that improve operational efficiency, support sustainable development and strengthen the Group's technological leadership in the energy sector. Innovative projects also contribute to achieving national technological sovereignty.

MED 4 PCSB 91 Gazprom Group Indicator 17

RUB **30.6** billion
of R&D investments in 2025

Gazprom Group Indicator 18

594 patents
obtained by the Gazprom Group
in 2025



Innovation Management

Innovative Development Program

Approved in 2025, PJSC Gazprom's Innovative Development Program until 2025¹ seeks to ensure consistent improvement of the Company's technological and organizational capabilities. It is designed to strengthen Gazprom's position as a global energy company and a reliable energy supplier. The Program covers the Gazprom Group's key areas of operation – gas, oil, and power generation businesses.

One of the Program's key principles is scaling and cascading innovative solutions and management practices 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 11 subsidiaries (Gazprom Dobycha Astrakhan, Gazprom Dobycha Noyabrsk, Gazprom Dobycha Urengoy, Gazprom Dobycha Yamburg, Severneftegazprom, Gazprom Transgaz Kazan, Gazprom Transgaz Krasnodar, Gazprom Transgaz Moscow, Gazprom Transgaz Surgut,

Gazprom Transgaz Tchaikovsky, and Gazprom Transgaz Yugorsk) have drafted, approved and are implementing their own innovative development 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, Gazprom Energoholding and others.

The Program prioritizes technological development with a focus on improving hydrocarbon prospecting and exploration and enhancing development efficiency, including greenfield, offshore, and unconventional resources. Significant attention is also paid to technologies improving the efficiency of gas transportation and storage, hydrocarbon processing, and LNG production, as well as those expanding opportunities for gas utilisation and sales.

Key Areas of Gazprom Group's Organizational Innovations:

- Improving the long-term forecasting system;
- UGSS feasibility modeling;
- enhancing the cost management system;
- improving the sustainability management system (including the development of energy efficiency and environmental programs);
- enhancing the corporate governance methodology;
- improving the risk management system;
- creating adaptive tools for managing investment activities;
- improving the pricing system and tariff policy;
- enhancing the innovation management system.



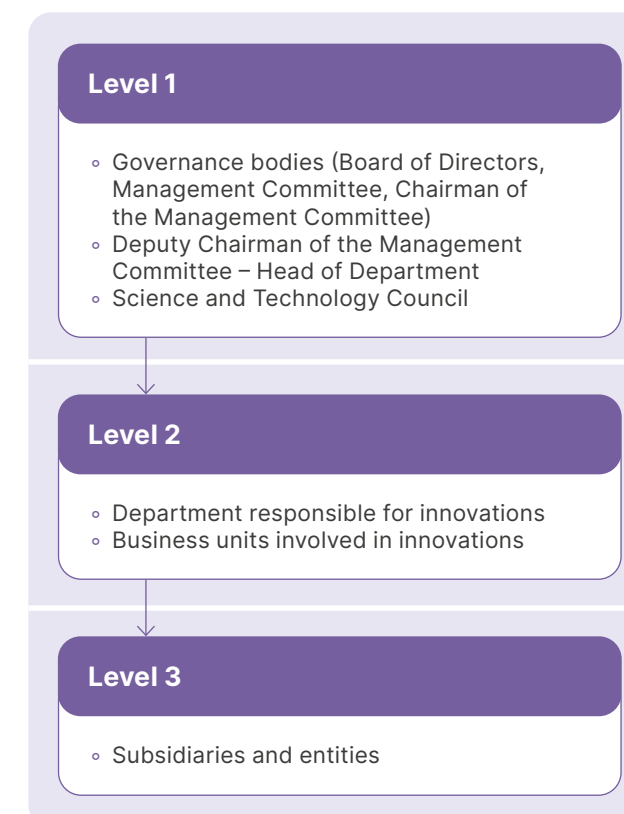
The Gazprom Group has an advanced innovation management framework in place. It also has a standing R&D Commission, which considers whether and how PJSC Gazprom and its subsidiaries and entities should implement R&D projects based on the principles of transparency, objectivity, and independence.

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.

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.

Innovation Management

Innovation Management Structure



The Sustainable Development Council under the Chairman of PJSC Gazprom's Science and Technology Council plays an important role in sustainability management. It ensures the integration of scientific and technical expertise into the Group's development strategy, while also assessing key scientific and technical challenges facing the oil and gas industry, analyzing trends in the Russian and global energy markets, contributing to the development of long-term forecasts and the R&D policy of PJSC Gazprom, and drafting proposals on strategic development, including the substantiation of promising projects. In addition, the Sustainable Development Council prepares recommendations on the implementation of advanced technologies, innovative solutions and modern production and management techniques.

¹ Approved by resolution of the Board of Directors of PJSC Gazprom No. 3513 dated December 1, 2020.

The innovative development and digital transformation of the Gazprom Group contribute to the advancement of the gas industry and related sectors by creating additional opportunities for the country's technological and economic growth.

Building an Innovation Environment



Cooperation with R&D organizations, universities and young researchers to train scientific personnel for the oil and gas industry



Collaboration with Russian industrial and technology companies to drive innovative solutions



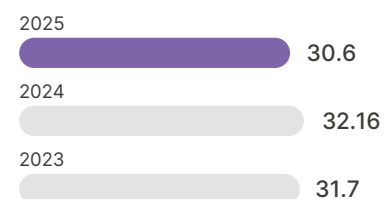
Development and application of digital solutions, including AI, across the Group's operations



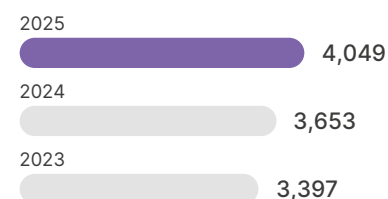
Digital technology training

Innovation Results

Gazprom Group's R&D investments¹, RUB billion



Number of patents obtained by the Gazprom Group



→ For more details on the Gazprom Group's innovative projects in 2025, see the [Environmental Protection and Climate Action](#) section and the [Supporting Domestic Production](#) section.

¹ Including pre-investment studies.



Cooperation with the Scientific Community, Universities and Business Partners



Interaction with the Scientific Community

PJSC Gazprom cooperates with R&D organizations, universities and young researchers on an ongoing basis, contributing to the advancement of sector-specific sciences and the training of R&D personnel for the oil and gas industry. The Company implements educational initiatives to engage students, postgraduate researchers and young professionals in solving relevant R&D challenges, while also promoting the achievements of the Russian gas science.

The Open Science information platform of PJSC Gazprom serves as an important venue for these activities. It was developed and launched in 2021 to inform the public about the achievements and prospects of industry science, strengthen scientific cooperation, and attract researchers, developers and suppliers of innovative solutions, equipment and services designed to address R&D challenges in the oil and gas sector.

Traditional Open Science events include lectures by leading scholars and recognized experts from the oil and gas industry, master classes, scientific readings, quizzes and marathons. These events are organized as part of major industry and interdisciplinary forums and conferences, with representatives of the Company's anchor and special partner universities taking part in them.

In 2025, St. Petersburg International Gas Forum hosted the PJSC Gazprom Open Science lecture space, which served as a venue for dialog among scientists, industry experts, students and postgraduate researchers. It offered lectures by the leading scientists from industry and academia, R&D discussions, master classes and presentations.

>180

events

held on the Open Science platform in 2025

Each year, PJSC Gazprom organizes the R&D Contest for young scholars and professionals from its subsidiaries and entities. It is designed to engage young talents in solving scientific and technical challenges in the gas industry and developing the Company's R&D potential.

In 2025, the Contest had 86 submissions from 26 subsidiaries and entities. The participants were young professionals under the age of 35.

To foster scientific communication skills and promote sector-specific sciences, the Company annually organizes the Young Lecturer School. In the reporting year, it welcomed 15 young professionals from seven subsidiaries and entities who had won the R&D Contest in 2024. The School offered online lectures and in-person training sessions on public speaking, audience engagement techniques and effective scientific communication.

PJSC Gazprom actively engages students and postgraduate researchers from anchor and partner universities in scientific research on high priority areas for the industry. In 2025, students and postgraduate scholars received support in selecting research topics, including digital engineering of gas fields, innovative gas technologies, digitalization of field development and underground gas storage operations, studies of oil and gas reservoir systems, well workover technologies, and the development of pipeline transportation for hydrocarbon resources.

The Gazprom Group companies seek to engage scientists and research teams in developing innovative solutions for the oil and gas industry. A key tool in supporting scientific developments is an annual contest for the PJSC Gazprom Science and Technology Prize.

In 2025, the subsidiaries and entities submitted 18 projects that were subsequently brought to life. Co-contractors for submitted projects were 9 Group entities and 14 third-party organizations, while project teams featured 159 members.

Following the review process, ten projects received the 2025 PJSC Gazprom Science and Technology Prize. The economic effect from the solutions awarded the prize in the reporting year amounted to approximately RUB 43 billion.

~ RUB 43

billion

total economic effect from projects and technologies awarded the PJSC Gazprom Science and Technology Prize in 2025

Science and Technology Partnerships with Universities

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. These principles are enshrined in the University Collaboration Concept¹ and the Regulation on Collaboration of OJSC Gazprom and its Subsidiaries with Anchor Universities².

Types of partner universities

Anchor universities of PJSC Gazprom	Collaboration in training, professional development, and retraining of employees, and R&D initiatives across the Gazprom Group's core operations
Special partners of PJSC Gazprom	Cooperation in training, professional development, and retraining of employees in certain (targeted) areas of expertise (professions)
Basic partners of PJSC Gazprom's subsidiaries	Collaboration in training, professional development, and retraining of employees, and R&D initiatives aligned with the core business of the Gazprom Group's subsidiary

Gazprom Group Indicator 42

Partner universities of PJSC Gazprom as of December 31, 2025

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.	Sakhalin State University
12.	Industrial University of Tyumen
13.	Ufa State Petroleum Technological University
14.	Ukhta State Technical University
Special partners of PJSC Gazprom	
15.	St. Petersburg University Graduate School of Management
16.	Admiral Makarov State University of Maritime and Inland Shipping
17.	St. Petersburg Electrotechnical University LETI
18.	Ammosov North-Eastern Federal University
19.	Innopolis University

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 technologica processes.

As part of the R&D cooperation between PJSC Gazprom and the Government of the Republic of Tatarstan, the Company, jointly with Innopolis University, runs a project to create a digital geomechanical and filtration modeling platform. The system under development is a software and methodological suite that enables users to perform advanced geomechanical, filtration and tectonic modeling, assess well integrity during operation, and design hydraulic fracturing and well injection schemes in a unified environment.

In addition, as part of cooperation with St. Petersburg State Marine Technical University, one of the Group's anchor universities, a research project was completed in 2025 to identify the most popular shipping routes and key ports along Russia's inland waterways for the development of LNG bunkering infrastructure. The analysis also covered government support measures to promote LNG-fueled fleets.

Power of Science Marathon

In the reporting year, PJSC Gazprom arranged a series of lectures and intellectual quizzes for school and university students under the Power of Science educational marathon. The initiative was part of the Geography festival organized by the Russian Geographical Society at Zaryadye Park. The activities aimed to promote scientific knowledge and increase young people's interest in geography, natural resources and technologies used in the oil and gas industry.

The marathon comprised 20 events attended by more than 800 school and university students. The programme included educational lectures, interactive quizzes and discussions with experts, enabling participants to explore relevant scientific and technological topics in an accessible and engaging format.

Partnering with Russian Businesses in Innovative Development

The Gazprom Group continues to expand collaboration with Russian industrial and technology companies to drive innovative solutions, support domestic industry and increase the use of high-tech products. This cooperation focuses on joint development and deployment of new technologies, support for import substitution initiatives, and the creation of a robust ecosystem for technology partnerships.

In this context, during the 2025 St. Petersburg International Gas Forum, PJSC Gazprom signed a number of agreements to unlock the industrial potential of Russian businesses and implement joint technology projects. Among other things, the agreements concerned a strategic partnership with Sinara Group for the supply of domestically produced diesel and gas engine power plants, expansion of cooperation with Engineering and Innovation Support Center under a scaling program for technology companies, and joint data center projects with Crypto Energy.

Additionally, the Company signed R&D cooperation programs for 2025–2030 with the leading Russian metals and mining companies to develop and bring on stream innovative pipe products for use at the facilities of PJSC Gazprom. These programs provide for the expansion of the pipe product range for trunk and process pipelines, research into welding technologies and pipe weldability, and joint R&D activities, including publications and patenting of research findings.

¹ Approved by PJSC Gazprom's resolution No. 349 dated October 24, 2016.

² Approved by order of OJSC Gazprom No. 422 dated September 4, 2014.

WHERE
SCIENCE
MEETS
PRACTICE

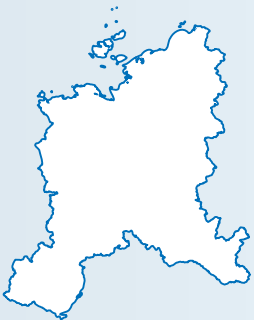


**Rafael
Kantyukov**

Deputy Director General for
Research, Gazprom VNIIGAZ

Track record of over 30 years
in the gas industry

Holds a PhD in Engineering.
Winner of the Russian
Government's Science
and Technology Prize



Irkutsk Region, Republic of Sakha
(Yakutia), and Amur Region



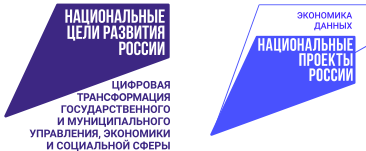
Rafael Kantyukov plays an active role in advancing the scientific and technological foundations of the gas industry. He expertly transforms applied research into practical solutions to tackle Gazprom's operational challenges.

Mr Kantyukov helped set up compressor equipment tests for the Power of Siberia gas trunkline. He was also a co-sponsor of a strategic project to launch domestic commercial production of pipes for next-gen gas trunklines operating at 14.7 MPa. Furthermore, he spearheaded the development and rollout of cutting-edge technology and infrastructure designed to monitor corrosion protection in gas distribution networks using short-range wireless data transmission.

Every year, Mr Kantyukov takes a leading role in developing a comprehensive program for the reconstruction and upgrade of PJSC Gazprom's gas transportation facilities.

He actively contributes to building a network of PJSC Gazprom's testing grounds designed to pilot Russian digital technologies, process automation systems, dispatching solutions, and production digitalization tools across the gas industry.

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 introduction of digital technologies and to set the stage for growing new business lines.

Digital solutions are used to streamline production processes, improve data management, ensure real-time process control, and reduce costs. The comprehensive

application of these technologies does not only improve operational efficiency, but also promotes the development of new business lines.

29.68%

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)¹, 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 projects².

Objectives of the Digital Transformation Strategy:

- significantly improve efficiency and promote new business lines through the use of digital technologies;
- increase the competitive capacity through flexible and adaptive digital management practices, including the creation of digital platforms and ecosystems;

- ensure system resilience and reliability through import substitution and anticipation in digital technologies.

The Gazprom Group's digital transformation provides for a transition to a single integrated platform-based business model, gradual implementation of strategic digitalization goals, and the development of existing business segments. The transition to a platform-based model generates positive effects, including accelerated business processes, reduced transaction costs, and expanded and diversified sales markets.

→ For more details on digital technologies introduced across the Gazprom Group in 2025, see the [Quality Management System](#) and [Process Safety](#) sections.

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.

Training in Digital Technology

The Gazprom Group's Digital Transformation Strategy has the Share of Managers, Specialists and Other White-Collar Staff Skilled in Digital Transformation as one of its KPIs. To achieve this KPI, the Group developed dedicated corporate programs and provides targeted (advanced) training in digital technologies at Gazprom Corporate Institute and Russian universities, including St. Petersburg Electrotechnical University LETI, Innopolis University, Peter the Great St. Petersburg Polytechnic University and Bauman Moscow State Technical University.

Training covers a broad range of formats, from short specialized courses to professional retraining and master's degree programs, helping the Gazprom Group's

employees to get a grip on modern technologies and successfully implement them in production and management processes.

43,500
employees³

of the Gazprom Group completed targeted training in digital transformation in the reporting year

Role of the Gas Industry in the Digitalization of Economy and the Development of Artificial Intelligence

- Growth of AI systems and the expansion of data centers are driving electricity consumption up. In this context, gas-fired power generation is becoming an essential factor in the development of energy systems.

The gas industry plays an important and multifaceted role in the advancement of AI. On the one hand, natural gas acts as a strategic energy source ensuring reliable and stable power supply for data centers and computing capacity. On the other hand, the gas industry itself is becoming one of the leaders in AI adoption by creating high-tech digital solutions to improve the efficiency of natural gas production, transportation and sales.

Unlike renewable energy sources, gas provides baseload power regardless of weather conditions. For uninterrupted operation of data centers requiring a 100% guaranteed power supply, this factor is critically important.

Gas-fired generation is viewed by investors as the foundation for building new digital infrastructure, which is evidenced by record global growth in orders for gas turbines.

The availability of domestic gas resources is becoming a driver for technological leadership. In the context of the global AI race, countries with a strong energy base gain a strategic advantage.

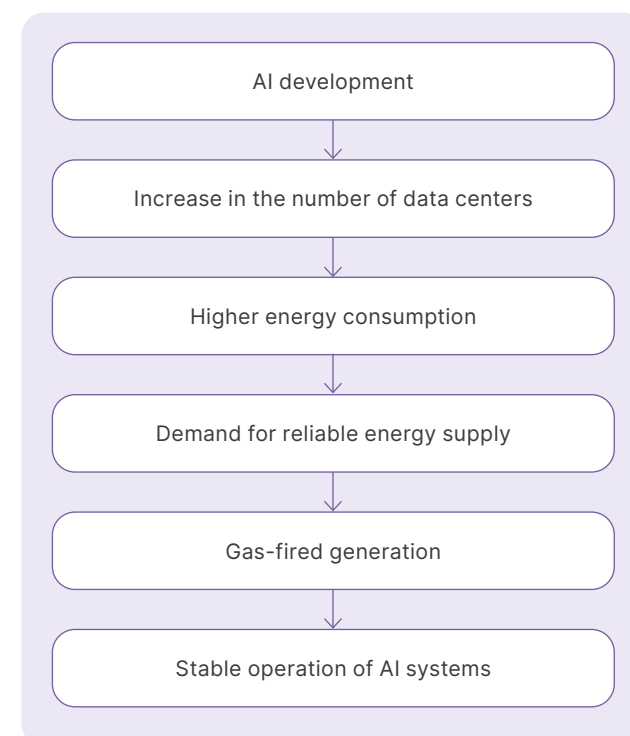
In the new technological reality, Russia's gas industry has become a centerpiece of digital transformation, with natural gas serving as the energy foundation for AI operations.

¹ Approved by resolution of the Board of Directors of PJSC Gazprom No. 4065 dated April 3, 2024.

² 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.

³ The number of employees who completed training is stated in man-courses (if one person received training twice, they are counted twice, etc.).

Gas as an AI Driver

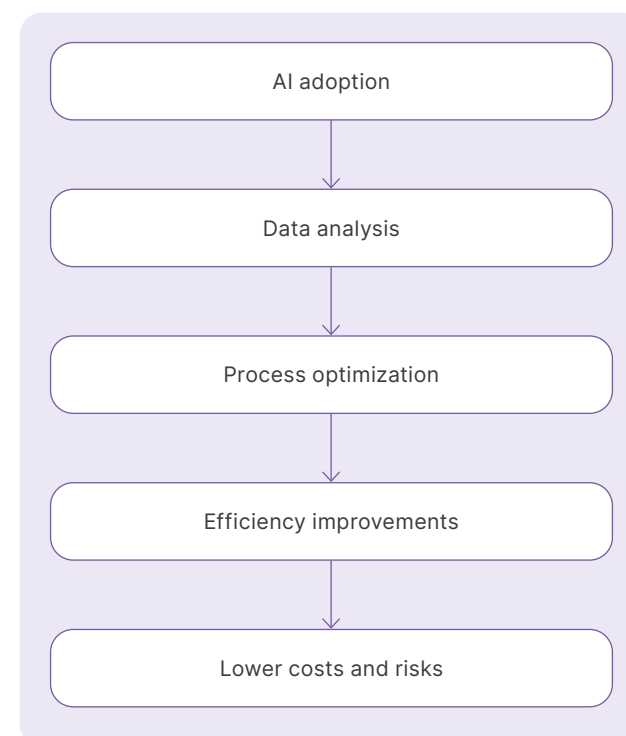


AI is an important driver of competitiveness in the oil and gas industry, as it enables transition to a data-driven management model. The adoption of AI supports strategic changes, including the redesign of business models and stronger environmental responsibility.

For the oil and gas sector, AI has become a strategic resource upholding its competitiveness amid transformation of the global energy landscape.

For the Gazprom Group, AI is not merely an optimization tool, but a foundation of operational efficiency with a direct impact on financial performance. Progressive digitalization, including the deployment of AI, reinforces the position of the Company as one of technological leaders in the Russian economy.

AI as a Driver of the Gas Industry



The Gazprom Group's intelligent systems leverage a broad spectrum of AI technologies, including decision support, computer vision, natural language processing, and speech technologies. To address operational challenges, the Group applies hybrid approaches combining conventional analytical models with AI methods, including digital twins that integrate physical equations and machine-learning algorithms to simulate and optimize asset performance throughout the entire life cycle.

➔ For more details on the application of AI in process safety, see the [Process Safety Risk Management](#) section.

Improving Energy Efficiency and Energy Saving

➤ Increasing the energy efficiency of production processes through the use of innovative approaches remains one of Gazprom's key strategic priorities, directly affecting the Company's economic performance and its competitiveness in both domestic and global markets. Efforts in this area are based on a systematic analysis of energy consumption across all lines of business and take into account the principles of efficient resource use and low-carbon development.

Energy Efficiency Management System

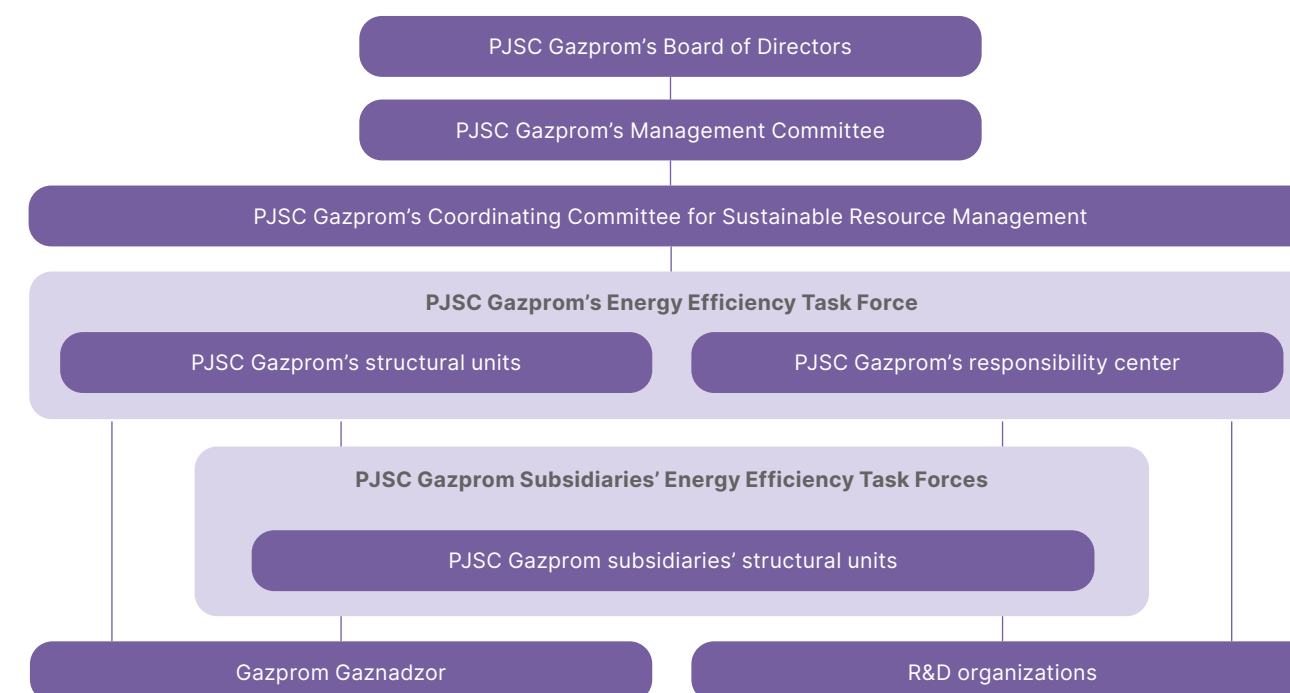
PCSB 18



The energy efficiency management system of PJSC Gazprom fully complies with the requirements of GOST R ISO 50001-2023 and operates and evolves in accordance with applicable laws, undertaken commitments, and Gazprom's internal regulatory and administrative documents in the field of energy efficiency improvement and energy conservation. The energy efficiency management system is integral to the Gazprom Group's corporate governance framework.

It ensures communication across all management levels within Gazprom's core business processes and enables a more comprehensive realization of energy-saving potential across its subsidiaries. The system covers the structural units of PJSC Gazprom's Administration as well as 28 subsidiaries engaged in gas and gas condensate production and transportation, underground gas storage, energy, heat, and water supply, the operation of power equipment at the UGSS facilities, and the processing of hydrocarbon feedstock.

PJSC Gazprom's Energy Efficiency Management System



Energy Efficiency and Energy Saving Policy of PJSC Gazprom¹

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.

The Company’s energy efficiency obligations

Minimizing specific costs through the efficient utilization of energy resources in our operations

Reducing environmental footprint

Enhancing the management of technological processes and the use of innovative technologies

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 2050.

The following corporate energy targets were established for 2025:

- achieve a 12.45% reduction in specific fuel and energy resource consumption for transportation compared to 2018 levels;
- maintain the share of natural gas released during maintenance and repairs at UGSS technological facilities by gas transportation subsidiaries at no more than 25%;
- ensure savings of energy resources in natural gas production, transportation, underground storage, processing, and distribution as follows:
 - natural gas savings – 3,515.74 mcm;
 - electric power savings – 418.31 million kWh;
 - heat savings – 398.51 thousand Gcal;
- confirm compliance of Gazprom’s energy efficiency management system with national and corporate energy efficiency requirements within its scope and perimeter.

To achieve these corporate energy targets, Gazprom is implementing a comprehensive set of measures aimed at improving the energy efficiency management system, as well as more than 2,000 technological initiatives to reduce energy consumption.

Enhancing the Energy Efficiency Management System



Matters related to the sustainability of the energy efficiency management system, as well as the introduction of advanced technologies and innovations, are included in the annual work plans of Gazprom’s Board of Directors. In 2025, the Board of Directors reviewed and approved the results of activities aimed at improving the energy efficiency of UGSS facilities in operation and minimizing fuel and energy resource consumption.

Based on the annual review of the energy efficiency management system’s performance, a plan for its further improvement was developed in 2024 and fully implemented.

Key areas of focus for improving the effectiveness of the energy efficiency management system 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



In 2025, audits of the energy efficiency management system were conducted at 12 production subsidiaries. These audits confirmed the energy efficiency management system’s compliance with GOST R ISO 50001-2023 and provided recommendations for further improvement.

A further 267 employees from Gazprom subsidiaries and entities completed advanced training focused on the operation and improvement of the energy efficiency management system.

Regulatory Framework

To support activities related to setting natural gas consumption limits for internal process needs, Gazprom developed and approved the corporate standard Methodology of Determining and Setting Natural Gas Consumption Limits for Internal Process Needs in Natural Gas Transportation. The methodological approaches to setting gas consumption limits at trunkline gas transportation facilities outlined in the standard meet current requirements of Russia’s Ministry of Energy for planning economically and technically justified consumption rates, as well as gas consumption benchmarks aimed at ensuring efficient resource use.

➔ For more details on the Gazprom Group’s energy saving regulations, see the [official website of PJSC Gazprom](#).

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. The large-scale training of employees at subsidiaries and entities made a significant positive contribution to the development of the energy efficiency management system.

In 2025, 114 employees completed advanced training programs in energy efficiency for gas production, transportation, underground storage, and processing facilities.

In addition, 14 employees from the Company’s gas transportation subsidiaries participated in a professional retraining program titled Energy-Saving Technologies in Gas Pipeline Transportation.



Introducing Modern IT Solutions

In 2025, Gazprom proceeded with creating a unified digital environment for energy efficiency management as part of its Digital Transformation Strategy. A pilot module of the energy efficiency management system was tested at gas transportation and production subsidiaries and entities of PJSC Gazprom. To further develop the system, requirements were established for a fuel and energy resource consumption monitoring module that will enable comprehensive data analysis and support well-grounded management decisions in the area of energy efficiency.

¹ Approved by resolution of the Management Committee of PJSC Gazprom No. 39 dated October 11, 2018.

Improving Energy Efficiency and Energy Saving

In 2025, priorities and targets of the Energy Saving and Energy Efficiency Improvement Program remained the same as in the previous programs: further reduction of natural gas and electricity consumption in compression processes and gas preservation during maintenance and repairs at UGSS facilities.

As a result of implementing advanced technologies and a wide range of measures aimed at reducing energy consumption and eliminating unjustified resource losses, PJSC Gazprom's corporate energy targets for 2025 were fully achieved.

In 2025, the specific consumption of fuel and energy resources (natural gas and electricity) for the technological needs of PJSC Gazprom's trunkline gas transportation facilities amounted to 23.65 kg of reference fuel per mcm km.

The total resource savings achieved in 2025 exceeded planned targets by 5.6%.

Total investments in the largest and most significant energy saving projects in 2025 amounted to RUB 5.9 billion, with economic benefits above RUB 25 billion.

BR. Environmental Aspects of the Company's Operations, page 27



Energy intensity of PJSC Gazprom's core operations

Indicator	2023	2024	2025	Change 2025/2024, %
Gas production ² , kg of reference fuel per thousand m³	27.41	25.75 ³	25.87	+0.5
Gas transportation ⁴ , kg of reference fuel per mcm•km	23.96	24.62	23.65	−3.9
Underground gas storage ⁵ , kg of reference fuel per thousand m³	7.13	7.27	7.44	+2.3
Gas processing ⁶ , kg of reference fuel per ton of reference fuel	50.12	49.48	55.11	+11.4

Progress against PJSC Gazprom's corporate energy targets in 2025

Target	Baseline (2018)	2023	2024	Plan (2025)	Actual (2025)	Comments
Reduced specific consumption of fuel and energy in transportation, %	100.00	−13.94	−11.56	−12.45	−15.07	Target achieved The reduction compared to the 2018 level is attributable to the successful implementation of energy saving measures
Natural gas savings, mcm	2,951.91 ¹	3,719.69	3,897.46	3,515.74	3,725.81	The targets were achieved through improved effectiveness of energy-saving measures
Electricity savings, million kWh	364.25	389.29	504.81	418.31	452.85	
Heat savings, thousand Gcal	235.86	346.02	441.49	398.51	400.97	
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	GOST R ISO 50001-2023 (ISO 50001:2023)	GOST R ISO 50001-2023 (ISO 50001:2023)	GOST R ISO 50001-2023 (ISO 50001:2023)	The target was achieved. Compliance was confirmed through audits

4.6 million tons of reference fuel
actual fuel and energy savings in 2025
(enough to supply heating for 1.5 million private homes during an entire cold season)

RUB 25.3 billion
total cost savings from fuel and energy resource optimization

➔ For more details on energy consumption within the Gazprom Group, see the [the appendix to the Contribution to the Country's Economic Development](#) section.

¹ 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.

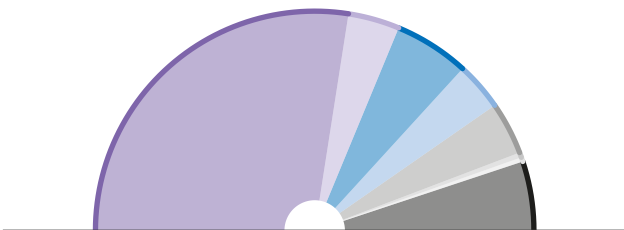
² Natural gas and electricity consumed for internal process needs of production operations are taken into account to calculate the indicator.
³ Due to changes in the scope of subsidiaries included in the calculation during the reporting year, the indicator has been adjusted to ensure comparability between the reporting and the previous year.
⁴ Natural gas and electricity consumed for internal process needs of gas trunkline transportation are taken into account to calculate the indicator.
⁵ 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.
⁶ Natural gas, electricity, and heat consumed for internal process needs of natural gas processing are taken into account to calculate the indicator.

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 and repairs;
- 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 while preserving natural gas;
- upgrade air coolers.

Contribution of key energy-efficient technologies implemented in 2025 to the total savings of all types of fuel and energy resources within Gazprom's subsidiaries and entities



- **56.5%** Gas preservation during maintenance, repairs, and operational activities
- **7.4%** Optimization of operational regimes and pipeline hydraulic efficiency
- **11.0%** Upgrades, replacements, repairs, and maintenance of GPUs
- **6.9%** Improving the efficiency of energy-consuming equipment
- **6.8%** Well testing and operations without releasing gas into the atmosphere
- **0.3%** Lighting system upgrades and introduction of energy-efficient lighting
- **0.2%** Improving the performance of air coolers
- **10.9%** Other initiatives

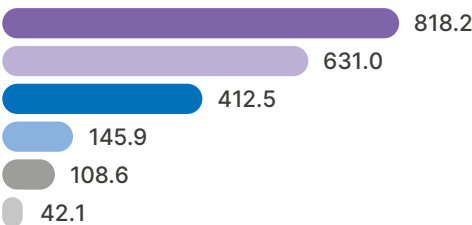
Trunkline gas transportation is the most energy-intensive business process at PJSC Gazprom; as a result, the majority of fuel and energy savings (around 80%) is achieved by the Company's gas transportation subsidiaries. At the same time, natural gas savings accounted for approximately 95% of saved fuel and energy resources in 2025.

The largest share of natural gas savings under Gazprom's Energy Saving and Energy Efficiency Improvement Program is achieved through a wide range of measures aimed at preserving gas during maintenance and repairs. This area remains one of the key priorities for Gazprom subsidiaries across all lines of business. In 2025, over 2.3 bcm of natural gas was successfully preserved.

818.18 mcm

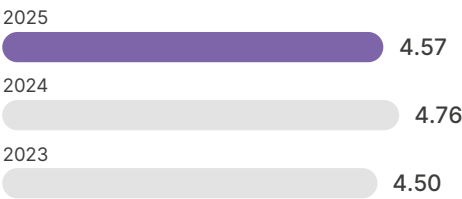
of natural gas saved thanks to the use of mobile compressor stations

Gas savings in 2025 from the preservation of gas during maintenance and repairs at UGSS facilities, mcm



- Deploying mobile compressor stations
- Using distribution stations to deliver gas to customers
- Blowing gas from the section under repair into an active pipeline
- Saving gas from a compressor shop's process pipelines and sections under repair for internal needs
- Reducing in-well losses and saving gas in process operations
- Using hot tapping and installing reinforcing couplings

Fuel and energy savings achieved by PJSC Gazprom subsidiaries participating in energy saving and energy efficiency improvement programs, mmt of reference fuel



Attracting Investment from Energy Service Companies to Finance Current and Promising Energy-Saving Projects

By the end of 2025, the energy service project portfolio held by Gazprom's subsidiaries and entities went up to 33 projects at various stages of development. With a total investment of RUB 14.5 billion, these projects are estimated to generate RUB 95.8 billion in economic benefit for Gazprom's subsidiaries and entities throughout the equipment life cycle.

During the reporting year, the investment phase of four energy service projects was completed.

> RUB 1 billion

total value of energy resources saved by PJSC Gazprom in 2025 as a result of equipment modernization carried out under energy service contracts

Replacement of Removable Flow Parts of Centrifugal Compressors

Replacement of removable flow parts ensures optimal operating conditions for gas compressor units. In 2025, the investment phase of the project to replace removable flow parts at Gazprom Transgaz Yugorsk was completed. From 2022 to 2025, a total of 109 sets of removable flow parts were installed under the project, resulting in savings of 539.5 mcm of natural gas and 19.5 million kWh of electricity. The installed removable flow parts generated cost savings of RUB 2.2 billion. Further replacements are planned as part of the gas transportation system modernization at Gazprom Transgaz Tchaikovsky and Gazprom Transgaz Nizhny Novgorod.

Deployment of Ejectors at Compressor Stations to Preserve Gas During Maintenance and Repairs

Gas ejection is a promising method for preserving gas within process infrastructure, the circuit of gas compressor units (GPA), and linear parts of gas trunklines. The project is planned to be implemented at five gas transportation subsidiaries.

Implementation of Energy-Efficient LED Lighting

As part of projects implemented in 16 subsidiaries and entities of PJSC Gazprom, more than 200,000 energy-efficient lighting fixtures will be

installed. At the current stage, the total investment by energy service companies in the modernization of lighting systems at three Gazprom subsidiaries amounts to RUB 339.5 million.

In 2025, installation of energy-efficient LED lighting systems was completed at three Gazprom subsidiaries. The total electricity savings achieved as a result of installing these energy-efficient lighting systems exceeded 7.1 million kWh.

Upgrade of Air Coolers

To reduce electricity consumption at compressor stations in Gazprom Transgaz Tchaikovsky, Gazprom Transgaz Surgut, Gazprom Transgaz Nizhny Novgorod, and Gazprom Transgaz Samara, it is planned to replace metal fan wheels of the air coolers with composite ones featuring improved aerodynamic design. In addition, air inlet collectors will be installed to reduce airflow turbulence. These enhancements are expected to reduce energy consumption by 45%. A comparable result can also be achieved through an alternative modernization approach, namely the use of variable frequency control for the electric drive motors. This solution will be implemented at Gazprom Transgaz Yugorsk.

Implementation of Gas-Oil Heat Exchangers at Gazprom Compressor Stations

Using gas-oil heat exchangers makes it possible to preheat fuel gas by recovering thermal energy from the lubricating oil of the gas turbine engine and impeller, reducing electricity consumption for oil cooling in air coolers and eliminating the need for fuel gas preheaters. The annual savings of natural gas and electricity from the use of such equipment amount to RUB 3.2–4.4 million per gas pumping unit.

Upgrade of the Steam and Condensate System at the Orenburg GPP

The upgrade project includes the following measures:

- replacement of existing thermodynamic steam traps with modern thermostatic ones;
- expansion of the condensate removal and drainage system;
- reduction of heat losses through the use of modern thermal insulation materials.

Foreign Trade

▾ The Gazprom continues to ensure stable and reliable gas supplies to international consumers, consistently honoring its contractual commitments. At the same time, Gazprom is steadily developing and diversifying its export routes, adapting to the evolving dynamics of the global energy landscape.

In 2025, global demand for energy resources continued to grow. The share of natural gas in the global energy mix also increased, despite the declared intention of many developed countries to move away from fossil fuels. This trend is largely driven by the combination of advantages offered by natural gas: its relatively low carbon footprint, non-toxic nature during transportation and storage, and effectiveness as a balancing fuel in power generation, allowing for the rapid replacement of renewables such as wind, solar, and hydropower. At the same time, politically driven energy policy decisions in a number of Western countries, along with energy security concerns and price volatility, continued to exert a negative impact on the global energy sector.

The reporting year saw a significant increase in LNG export capacity, primarily due to the commissioning of new projects in the United States.

In Europe (excluding the CIS), natural gas consumption in 2025 grew mainly as a result of weather conditions and reached 488.8 bcm, representing a 2.8% rise compared with 2024. In Q2 and Q3 2025, gas demand in Europe was also supported by the need to replenish underground gas storage facilities. A considerable share of the growth in demand – around 6.0 bcm – came from the Turkish market, driven by unfavorable weather conditions in Q1 2025 and the steadily growing number of consumers connected to the gas network. At the same time, gas demand in Europe declined among households and other consumers connected to local distribution networks, while consumption by power generation and industrial companies increased.

The main driver behind the reduction in pipeline gas supply across Europe remained the artificial restriction of Russian gas exports to European markets as a result of sanctions and political decisions by certain European buyers to cease purchasing Russian gas.

During the reporting year, Europe increased its imports of LNG, including supplies from the United States. Nevertheless, this source of supply has already demonstrated lower reliability and a higher degree of dependence on market conditions compared with pipeline gas deliveries.

In 2025, Gazprom continued to supply natural gas to China. By the end of the year, pipeline gas deliveries to China went up by 24.8%.

At the 14th St. Petersburg International Gas Forum, Alexey Miller, Chairman of the Management Committee of PJSC Gazprom, and Roman Sklyar, First Deputy Prime Minister of the Republic of Kazakhstan, signed Addendum No. 2 to the Agreement between the Government of the Republic of Kazakhstan and Gazprom on cooperation in the gas sector starting from 2025.

In 2025, Gazprom also kept implementing its pilot project aimed at developing the NGV market in Tanzania. In the reporting year, a Memorandum of Understanding on cooperation in the field of gas motor fuel was also signed, aimed at promoting the use of natural gas as an alternative fuel for road transport.

Collaboration with International Energy Organizations

In 2025, Gazprom continued to strengthen its engagement with international energy organizations focused on developing mutually beneficial cooperation with Russia. Gazprom representatives took part in events organized by the International Business Congress energy initiative, the Global Gas Centre, the Boao Forum for Asia, the Gas Exporting Countries Forum, and the Russian-Chinese Energy Business Forum. These platforms provided an opportunity to discuss key issues shaping the future of energy markets, including the transformation of global gas supply chains, digitalization and the application of artificial intelligence in the industry, technological sovereignty, the development of the LNG market, and environmental sustainability. Together, these discussions reflect the industry's broader shift toward innovation and sustainable development.

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

- Ongoing monitoring over potential sanctions under the existing sanction laws, alongside tracking changes to or new enactments within the US and EU sanctions laws.
- Diversification of energy markets and sales channels.

SUSTAINABILITY MANAGEMENT



About the
Gazprom
Group

Contribution
to the Country's
Economic
Development

**Sustainability
Management**

Gazprom
Group's
people

Process
Safety

Local
Development

Environment
and Climate

Appendices

Approach to Sustainability Management

➤ 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.

MED 35

PCSB 45

The Gazprom Group's mission, goals and commitments in sustainability and the approaches to delivering them are set out in its Sustainable Development Policy¹.

Sustainability activities are governed by a number of key strategic documents of PJSC Gazprom, a full list of which is available on the Company's website (<https://www.gazprom.com/sustainability/sustainability-management/regulatory-documents/>).

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

In 2023, PJSC Gazprom approved the List of the Gazprom Group's Sustainability Indicators by Order No. 354 dated September 21, 2023.

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



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.

НАЦИОНАЛЬНАЯ ПРЕМИЯ
НАШ ВКЛАД

Finalist of the Our Contribution National Award

In 2025, PJSC Gazprom ranked among the top five in the State Corporations and State Companies category and was named a finalist of the Our Contribution National Award, reaffirming its status as the National Projects Partner. The prize recognizes business and non-profit organizations' contributions to achieving national development goals and implementing national project objectives.

ЭКО РЕЙТИНГ
ОТВЕТСТВЕННОГО
БИЗНЕСА

Gazprom Group entities consistently rank among the leaders of the national Ecology. Personnel. State (EPS) Rating, a comprehensive assessment of companies' reliability and social and environmental responsibility. In December 2025, two Gazprom Group entities once again achieved leading positions:

- Gazprom Transgaz Surgut ranked first in the overall EPS rating.
- Gazprom Dobycha Yamburg ranked second in the Personnel category and placed in the top ten overall.

НАЦИОНАЛЬНАЯ
ПРЕМИЯ
ЛИДЕРЫ
ОТВЕТСТВЕННОГО
БИЗНЕСА

PJSC Gazprom regularly participates in the Responsible Business Leadership National Award, affirming its contribution to societal development – creating a favorable social and natural environment, advancing the country's sustainable development, and supporting the achievement of national goals.

¹ Approved by resolution of the Board of Directors of PJSC Gazprom No. 3576 dated April 30, 2021 (as amended): <https://www.gazprom.com/f/posts/74/562608/2022-04-28-sustainability-policy-en.pdf>

Corporate Governance as a Component of Sustainable Development

Corporate Governance and Control Structure

In accordance with the Corporate Governance Code of PJSC Gazprom¹, 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.

The members of the Board of Directors possess a broad range of competencies to fit the scale and nature of the Company's operations, including sustainable development and corporate governance.

➔ For more details on the composition, functions, and activities of the Board of Directors, see [Gazprom Annual Report 2025](#).

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.

The number of members of PJSC Gazprom's Board of Directors, their election and early termination of powers lie within the competence of the General Shareholders Meeting. A shareholder (shareholders) collectively owning at least 2% of PJSC Gazprom's voting shares may propose nominees to the Board of Directors whose number shall not exceed the established number of directors.

MED 37

In 2025, the annual General Shareholders Meeting elected 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 December 31, 2025, one out of 11 elected directors qualified as independent. This director plays an active role in the Board's work, raises issues for discussion, including sustainability matters, chairs the Audit Committee of the Board of Directors, and serves as a member of the Nomination and Remuneration Committee.

The Chairman of the Board of Directors does not serve as an executive officer of the Company.

Board of Directors

The Board of Directors engages in strategic governance of the Company's activities. Its key functions in the area of sustainability include:

- 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, and Anti-Corruption Policy²).

PCSB 48

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

Director status	2023	2024	2025
Executive director	18	20	18
Non-executive director	64	60	73
Independent director	18	20	9

Competencies of PJSC Gazprom's Board of Directors as of December 31, 2025

Board members	1	2	3	4	5	6	7	8	9	10	11
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 2025, the Board of Directors of PJSC Gazprom approved new compositions for its four dedicated committees established to preview the most important matters falling within their respective remits.

Sustainable Development Committee of the Board of Directors

This committee has direct oversight of sustainability matters. Its functions include:

- 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.

➔ For more details on the composition and activities of the Sustainable Development Committee of the Board of Directors, see [Gazprom Annual Report 2025](#).

¹ Approved by resolution of the annual General Shareholders Meeting of PJSC Gazprom dated June 30, 2017, minutes No. 1.
² Approved by resolution of the Board of Directors of PJSC Gazprom No. 2846 dated November 15, 2016 (as amended).

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.

➔ For more details on the composition, functions, and activities of the Audit Committee of the Board of Directors, see [Gazprom Annual Report 2025](#).

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 governance bodies, 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.

➔ For more details on the composition, functions, and activities of the Nomination and Remuneration Committee of the Board of Directors, see [Gazprom Annual Report 2025](#).

Import Substitution and Technological Development Committee of the Board of Directors

- Key functions:
- conducting preliminary reviews of proposals aimed at creating conditions for the effective implementation of state policy on import substitution;
 - conducting preliminary reviews of matters relating to the development, adjustment, and implementation of long-term programs for executing state policy on import substitution;
 - 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.

➔ For more details on the composition, functions, and activities of the Import Substitution and Technological Development Committee of the Board of Directors, see [Gazprom Annual Report 2025](#).

MED 36, 38

Throughout the reporting year, Board members took an active part in the work of the Board of Directors and its committees, as in previous periods.

34.6%
of matters reviewed by the Board of Directors related to sustainability

Activities of PJSC Gazprom's Board of Directors, its committees, and Management Committee in 2025

Indicator	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Import Substitution and Technological Development Committee	Sustainable Development Committee	Management Committee
Number of directors	11	3	3	3	3	14
◦ incl. independent directors	1	1	1	0	0	n/a
Number of meetings incl.:	53	11	7	2	3	21
◦ in person	5	–	–	1	–	13
◦ in absentia	48	11	7	1	3	8
Number of items considered	127	12	7	4	3	55
◦ incl. items related to sustainability	44	2	4	3	3	25
Share of items related to sustainability, %	34.6	16.7	57.1	75.0	100.0	45.5

Executive Bodies

The Management Committee of PJSC Gazprom is the collegial executive body responsible for implementing the sustainability strategy in the course of the Company's day-to-day operations.

➔ For more details on the composition, functions, and activities of the Management Committee, see [Gazprom Annual Report 2025](#).

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 function¹. To the extent required by the Russian Corporate Governance Code, the function is distributed among three structural units in line with respective regulations approved by the Board of Directors.

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

¹ Resolution of the Board of Directors of PJSC Gazprom No. 2817 dated September 30, 2016 (as amended).

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. This document, among other things, establishes formulas for calculating remuneration and defines the conditions and procedure for its payment.

The Nomination and Remuneration Committee of the Board of Directors makes 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.

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 27, 2025, the General Shareholders Meeting resolved to pay 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.

Structure of remuneration to members of PJSC Gazprom’s Board of Directors

Base remuneration	Paid for performing the member’s duties on the Board and is generally fixed and the same for all directors.
Additional remuneration	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.
Bonus	Paid for achieving corporate KPIs, including total shareholder return, return on equity, 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 ₂ 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.

PCSB 47

Management Committee member remuneration is also influenced by sustainable development goal achievement: the reduction in specific greenhouse gas emissions in CO₂ 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 Commission¹.

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 case of early termination of powers and election of an Audit Commission member at an extraordinary General Shareholders Meeting, remuneration shall take into account the actual participation of such member in meetings. Remuneration shall be paid pro rata to the actual period of service.

Audit Commission members holding public or civil offices receive no remuneration.

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

Sustainability Management Structure

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 Management¹**. 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 Force²** and **Energy Efficiency (Energy Management) Improvement Task Force³**. The Company also has **the Coordinating Committee for Shareholder and Investor Relations of PJSC Gazprom⁴**. 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 Council⁵ takes part in sustainability management. 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.

MBA for a responsible future

Since 2014, the Higher School of Economics of St. Petersburg State University of Economics has been running the Social Responsibility Management in Energy Companies MBA program, initiated by the Gazprom Workers' Union⁶. This program enhances managerial and personal competencies in sustainability management while building a professional community of managers. The training encompasses eight two-week modules and final certification. To date, more than 70 employees have received diplomas. In 2025, the fifth cohort enrolled 20 employees of the Gazprom Group and representatives of the Gazprom Workers' Union.

¹ Established by order of PJSC Gazprom No. 215 dated May 14, 2020.

² Established by order of PJSC Gazprom No. 16 dated January 14, 2021.

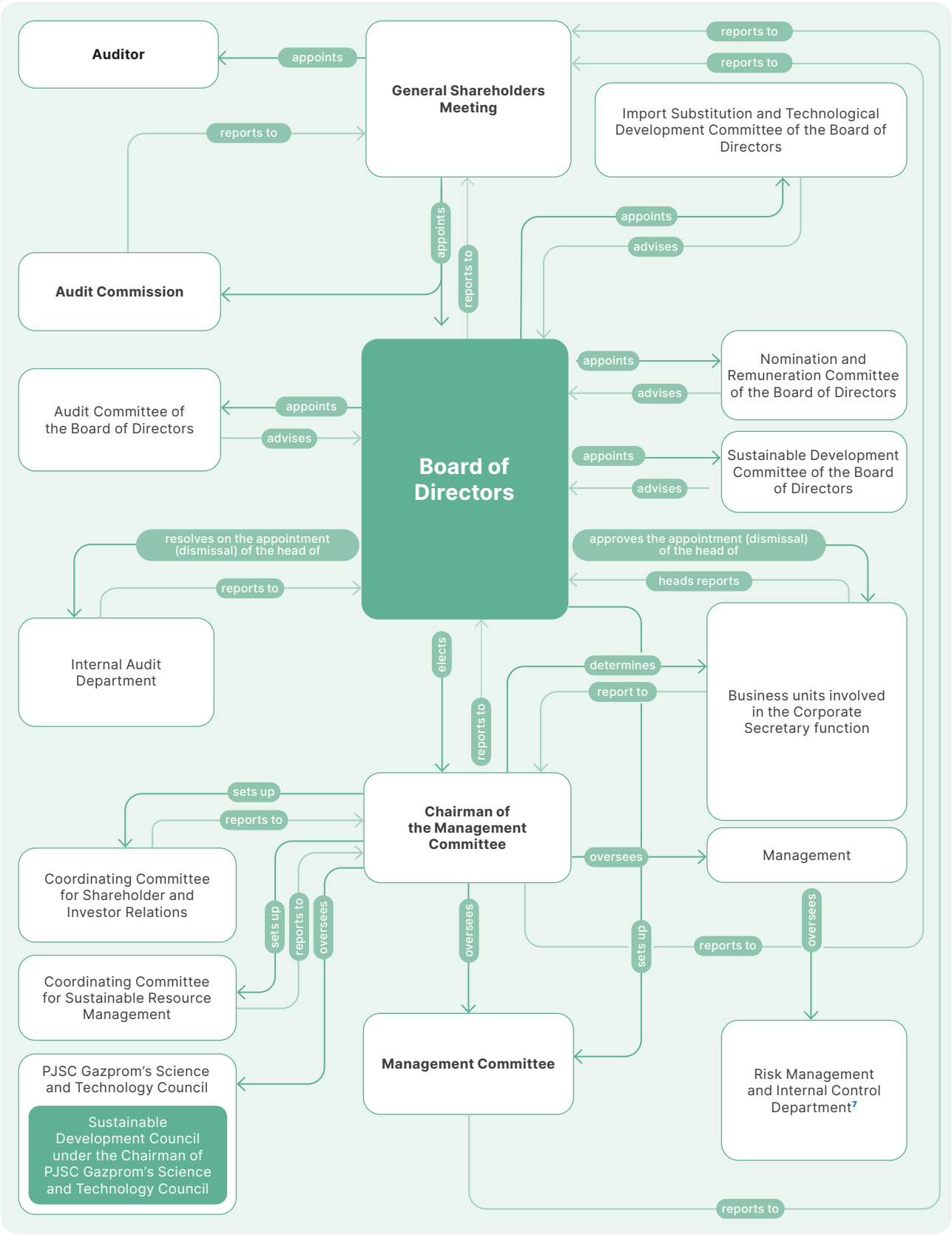
³ Established by order of PJSC Gazprom No. 547 dated December 23, 2022.

⁴ Established by order of OJSC Gazprom No. 292 dated November 17, 2008.

⁵ Established by order of PJSC Gazprom No. 715 dated November 16, 2016.

⁶ Sustainable Development and Corporate Social Management prior to 2025.

PCSB 46



⁷ Reports to Deputy Chairman of the Management Committee.

Scores and Ratings



PJSC Gazprom regularly conducts comprehensive independent assessments of corporate governance in accordance with recommendations of the Russian Corporate Governance Code (Clause 2.9). Assessment findings are taken into account in planning measures to further improve corporate standards.

expert ra

In March 2026, the Expert RA rating agency once again affirmed PJSC Gazprom's highest governance quality rating

A++
(highest)

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

- a high level of organization of the Company's collegial governance bodies, taking into account the Board's composition, the existence of four specialized committees, the election of the independent director as chairman of the Audit Committee, and Board member liability insurance provided by an insurer carrying the highest Russian reliability rating of ruAAA;
- a high degree of protection of shareholders' and other stakeholders' rights;
- a high level of formalization and effectiveness of the risk management and internal control system;
- effective systems for managing labor relations and corporate ethics.

In 2025, an agreement was signed with CSCI Pengyuan Credit Rating Company Limited, a Chinese rating agency, on the assignment of credit ratings to PJSC Gazprom on both the international scale and China's national scale. In September 2025, the agency assigned PJSC Gazprom high long-term credit ratings: "A-i" on the international scale and "AAA" (highest) on China's national scale, with a stable outlook. This independent foreign assessment confirms the financial stability and strong creditworthiness of PJSC Gazprom, and serves as an important reference point for investors.

In the reporting year, PJSC Gazprom and Moscow Exchange hosted the Energy of the Market investment forum at the Lakhta Center. Participants included representatives of the Bank of Russia, the Ministry of Finance, and major banks, insurance companies, brokerage firms, and asset managers. The forum provided a new platform for discussing pressing issues and priority areas in the development of the debt capital market. The event concluded with the traditional annual tree planting in the Park of the 300th Anniversary of St. Petersburg to mark PJSC Gazprom's securities placement transactions for 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).

The experts confirmed a high standard of corporate governance, noting:

- a sufficiently high level of positioning and strategic planning, including a transparent ownership structure and a Long-Term Development Program that accounts for various scenarios and risks;



Openness to Dialog

PJSC Gazprom continues to honor its obligations to shareholders and investors, maintaining the level of information transparency and openness they expect.

In 2025, the Company published its consolidated IFRS financial statements for 2024, as well as condensed consolidated interim IFRS financial statements for the three, six, and nine months of 2025. The statements were disclosed without exceptions permitted under the Russian Government's decree No. 1102 dated July 4, 2023, which allows issuers to limit certain disclosures. A substantial volume of additional information (beyond regulatory requirements) was published on the Company's website during the reporting year in both Russian and English, covering a wide range of activities. Representatives of PJSC Gazprom's finance and economics division also participated in one-on-one and group meetings with investors during the period.

Shareholders and investors submit hundreds of written inquiries to the Company each year. Every inquiry received is subject to mandatory review under the procedures established by PJSC Gazprom's internal documents. In the reporting year, Company experts conducted correspondence with shareholders on a range of shareholding matters.

Details on the Company's Hot Line for shareholder inquiries on any issues of concern are available on PJSC Gazprom's website. On average, the Company handles more than 100 calls per month, with activity peaking during the voting period ahead of the General Shareholders Meeting. A telephone number and e-mail address for institutional investors are also available on the website.

The Company engages openly and actively with the media through press releases and news published on the Gazprom Group's websites, totaling 557 items in 2025, as well as through posts on 450 official accounts of the Gazprom Group companies on social media platforms. In the reporting year, 27 journalist visits to Gazprom's production facilities and other sites were organized.

Independent Assessment

MED 39

PCSB 73

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	2023	2024	2025
Sustainability ranking of industrial Russian companies by the National Rating Agency (NRA)	0.796 (group 1, advanced)	0.796 (group 1, advanced)	0.843 (group 1, advanced)
Russian business' sustainability index (by RBC and the NCR rating agency)	Category 1 (high)	Category 1 (high)	–
Best employer rating from Forbes	Gold	Gold	Gold
Expert RA rating of corporate governance quality	A++ (highest)	A++ (highest)	A++ (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	A	B
Moscow Exchange Climate Sustainability Index for Non-Financial Companies	–	–	Participant
ISS ESG	C–	C–	C–
RAEX ESG Corporate Ranking	BBB	BBB	–

Corporate Ethics

Material topics

9 Anti-corruption practices of the Gazprom Group

7 The Gazprom Group's legal compliance

Corporate Ethics and Values

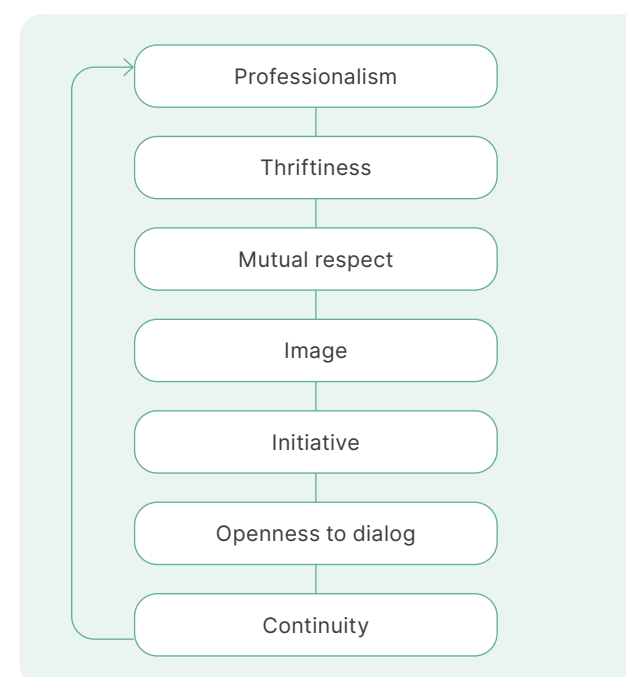
The Code of Corporate Ethics of PJSC Gazprom has been in effect since 2012, in the version approved in 2014 (as subsequently amended), and reflects Russian and international best practices in corporate governance.

The document sets forth PJSC Gazprom's corporate values and the key rules of business conduct derived from those values 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.

Key documents governing corporate ethics matters

- Code of Corporate Government of PJSC Gazprom
- Code of Corporate Ethics of PJSC Gazprom¹
- Anti-Corruption Policy of PJSC Gazprom
- Regulation on Hot Line for Fighting Fraud, Corruption, and Embezzlement at the Gazprom Group²
- Code of Conduct for Suppliers (Contractors, Service Providers) of PJSC Gazprom and Gazprom Group Entities³

PJSC Gazprom's corporate values



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.

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

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.

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 Gazprom⁴. 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 in which the Company holds a direct or indirect participation interest of 50% of the authorized capital maintain their own corporate ethics codes aligned with that of the parent company.

PJSC Gazprom's Code of Corporate Ethics prohibits⁵ managers, employees and representatives of PJSC Gazprom and its controlled entities from giving and receiving intragroup corporate gifts.

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 Entities⁶ was approved. The document enables Gazprom's corporate values to reach counterparties that are not part of the Gazprom Group.

The Code's provisions are grounded in the general principles of civil law – the equality of commercial participants, freedom of contract, and the unimpeded exercise of civil rights.

The Code of Conduct for Suppliers is publicly available on PJSC Gazprom's website⁷.

Corporate Ethics Training

Employees of Gazprom Group entities regularly complete an e-learning course on Corporate Ethics with a final knowledge assessment test. In 2025, 94,664 employees completed the course.

An e-learning Corporate Ethics for Suppliers course was developed and launched and is available to employees of third-party counterparties on PJSC Gazprom's website. In 2025, approximately 7,000 users completed it; since the course launched in 2024, total completions have exceeded 12,000.

PJSC Gazprom's Corporate Ethics Commission

The standing Corporate Ethics Commission of PJSC Gazprom oversees compliance with the requirements and provisions of the Code of Ethics. The commission consists of seven members appointed by PJSC Gazprom's order.

In 2025, the Ethics Commission held six meetings to review 39 inquiries. Most inquiries received during the reporting year concerned labor relations and employee conduct at PJSC Gazprom and its controlled entities.

→ The Ethics Commission receives messages by e-mail at ethics.commission@adm.gazprom.ru, by phone at the Hotline number +7 495 719 1171, or by regular post.

¹ Approved by resolution of the Board of Directors of PJSC Gazprom No. 2309 dated February 25, 2014.

² Approved by order of OJSC Gazprom No. 423 dated September 4, 2014.

³ Approved by resolution of PJSC Gazprom No. 300 dated August 9, 2024.

⁴ Approved by resolution of the annual General Shareholders Meeting of PJSC Gazprom dated June 30, 2016, minutes No. 1 (as amended).

⁵ Resolution of the Board of Directors of PJSC Gazprom No. 4129 dated October 29, 2024.

⁶ Resolution of PJSC Gazprom No. 300 dated August 9, 2024.

⁷ <https://www.gazprom.ru/f/posts/57/969815/gazprom-supplier-code-of-conduct-9-08-2024.pdf>

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.

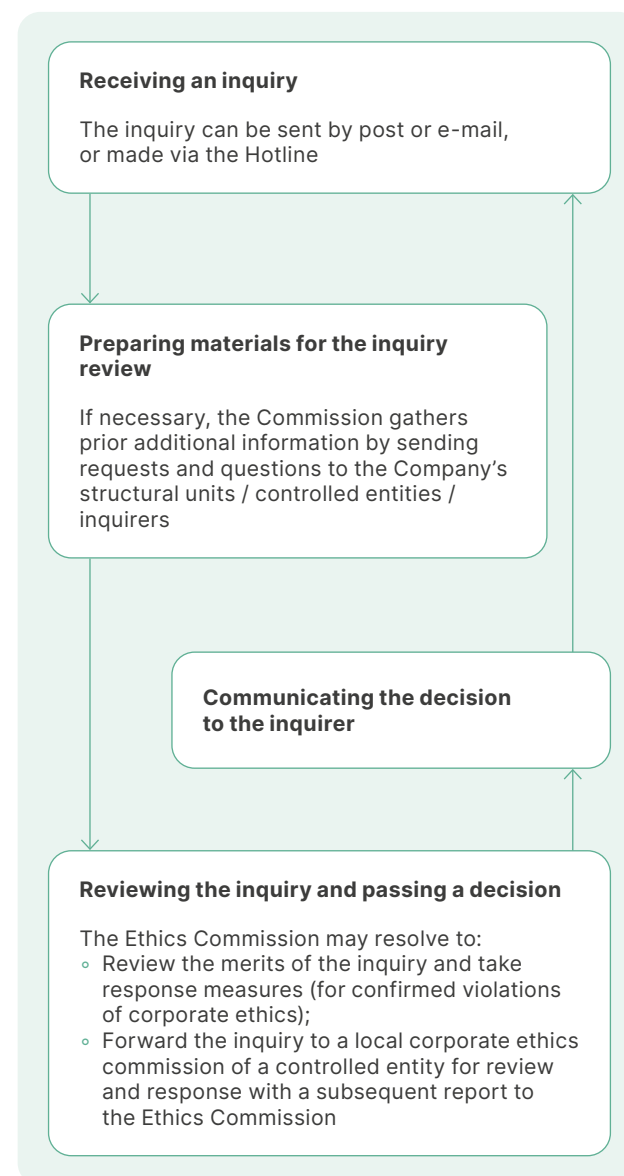
The Ethics Commission's performance is reported to the Chairman of the Management Committee of PJSC Gazprom on an annual basis. Information on PJSC Gazprom's compliance with corporate ethics standards is reported to the Board of Directors on a regular basis (at least once every three years).

PJSC Gazprom employees may contact their immediate supervisor or the Ethics Commission for guidance on the Code of Ethics, to report known violations of ethical standards, or in the event of a conflict of interest. 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.

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).

Ethics Commission's inquiry review procedure



Entities controlled by PJSC Gazprom have their own corporate ethics commissions, which review employee inquiries in accordance with their own corporate ethics codes.

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 2025, 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. The Chairman of the Board of Directors likewise received no conflict-of-interest notices from Board members.

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 the Federal Law On Joint Stock Companies.

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 Gazprom¹:

- 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.

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), complete conflict-of-interest questionnaires for further analysis. Newly appointed investee managers complete the questionnaire 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.

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

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

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



The Board of Directors reviews progress in corruption prevention and anti-corruption work at PJSC Gazprom annually. Following this review in the reporting year, Chairman of the Management Committee Alexey Miller was instructed to continue corruption prevention and anti-corruption work at PJSC Gazprom².

Risks related to corruption are assessed for the Gazprom Group's main subsidiaries and entities involved in hydrocarbon production, transportation, and processing. In 2025, no new risks were identified.

Anti-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 Group³.

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

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.

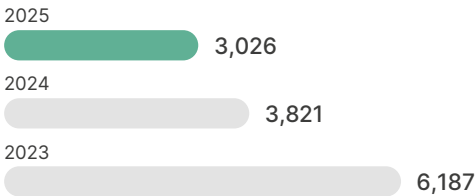
If the inquiry received by the Hotline relates to a conflict of interest or corruption, or other areas regulated by PJSC Gazprom's Code of Corporate Ethics, it shall also be forwarded to the Corporate Ethics Commission.

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 the 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.

In 2025, the Hot Line of the Corporate Security Service of PJSC Gazprom received and processed 3,026 reports. No confirmed instances of corruption were recorded.⁴

Total number of reports received and processed



The decrease in processed reports in 2025 compared with the previous year reflects the blocking of mass advertising mailings and spam.

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

² Resolution of the Board of Directors of PJSC Gazprom No. 4180 dated April 1, 2025.

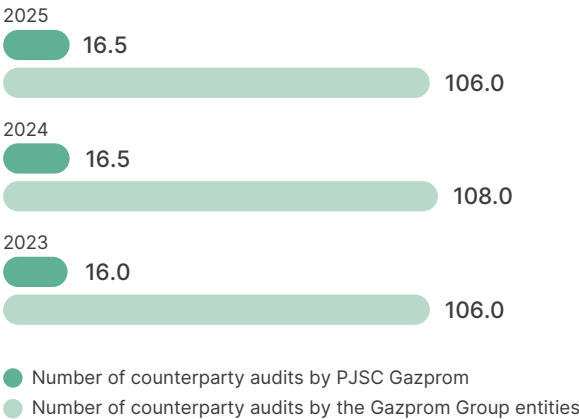
³ Approved by order of OJSC Gazprom No. 423 dated September 4, 2014: <https://www.gazprom.com/f/posts/74/562608/2014-09-04-regulation-hotline-en.pdf>

⁴ Based on the definition in Article 1 of Federal Law No. 273-FZ On Combating Corruption dated December 25, 2008 (as subsequently amended) and rulings by courts of the Russian Federation.

Counterparty due diligence

In 2025, Gazprom conducted due diligence checks on counterparties' reliability, solvency, and financial health. The checks identified potential counterparties unable to meet PJSC Gazprom's supply, work, or service requirements, as well as companies whose engagement could have created reputational risks or harmed the Company's economic security. Findings were shared with procurement committee members at PJSC Gazprom and across the Gazprom Group.

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



➔ For more details on engagement with counterparties, see the [Sustainable Supply Chain](#) section.

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

Anti-Corruption Training

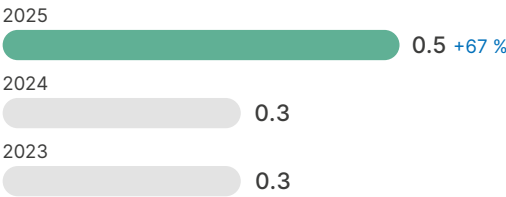
Employees of Gazprom Group entities undergo training in anti-corruption programs developed by Gazprom Corporate Institute, the Center for Entrepreneurial Risks, and other institutions.

More than
9,000

employees of the Gazprom Group took anti-corruption training

MED 42 PCSB 52

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



Protection of Personal Data

PJSC Gazprom's Personal Data Processing Policy¹ 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.

In 2025, there were no breaches of personal data at the Gazprom Group.

¹ Approved by order of No. 453 dated December 12, 2024.

Risk Management

➤ Gazprom continues to develop its corporate risk management system in a systematic and deliberate manner, ensuring business resilience and compliance with regulatory requirements.

The Gazprom Group is continuously improving its risk management and internal control system (RMICS), which provides reasonable assurance that PJSC Gazprom will achieve its goals. Powers and obligations in this system 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 Functions

PCSB 53

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 aimed at achieving the Company's goals. 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.

➔ For more details on PJSC Gazprom's RMICS structure and participants, see [Gazprom Annual Report 2025](#).

Risk identification covers internal and external events that may occur in the future and have a negative or positive impact on the objectives of PJSC Gazprom and Gazprom Group entities. 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.

The Gazprom Group actively cultivates a strong culture of risk management and internal control among employees. During the reporting year, professional development and training programs (covering, among other topics, risk management) reached more than 4,000 employees from more than 100 Gazprom Group entities. Advisory webinars on RMICS functioning are also held on a regular basis.

An advisory hotline on risk management and internal control is available on PJSC Gazprom's intranet portal. In the reporting year, it provided support to Gazprom Group entities on implementing, developing, remediating, and improving the RMICS in the context of evolving business processes.

➔ For more details on the RMICS and its performance in 2025, see [Gazprom Annual Report 2025](#).

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

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
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](#) 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
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.

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

Governance aspect

Risk / risk group	Risk description	Risk sources
Procurement Risks		
Procurement risks	Procurement is related to potential non-compliance with relevant laws. ➔ For more details on the Gazprom Group’s efforts to mitigate procurement risks, see the Sustainable Supply Chain section.	External and internal risks
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.	
➔ For more details on the Gazprom Group’s efforts to mitigate IT and IS risks, see the Digital Transformation subsection.		
Quality Management Risks		
Risks of deteriorating quality of products, work and services	The Gazprom Group’s activities carry the risk of a decline in the quality of products manufactured, works performed, and services rendered. ➔ For more details on the Gazprom Group’s efforts to mitigate quality management risks, see the Quality Management System subsection.	External and internal risks
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. ➔ For more details on the Gazprom Group’s efforts to mitigate import substitution risks, see the Support for Domestic Producers section.	External
Risks Related to Sanctions and Sales Markets		
Sanctions 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 the Gazprom Group’s 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.	
➔ For more details on the Gazprom Group’s efforts to mitigate risks related to sanctions and sales markets, see the Foreign Trade subsection.		

WHERE CRAFTSMANSHIP
MEETS RELIABILITY



Alexey Belenov

Non-destructive testing (NDT) expert, Engineering Center, Gazprom Dobycha Orenburg

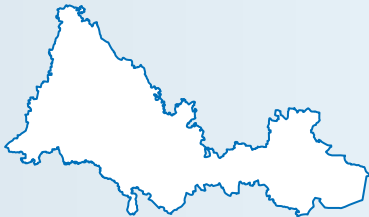
A decorated professional with titles from corporate and industry skills competitions

Victor Glebov

Lathe operator, 6th grade, Metalworking Crew, Mechanical Repair Service, Gas Production Site, Gazprom Dobycha Orenburg

Over 29 years of industry experience

A decorated professional with multiple titles from corporate, regional, and national skills competitions



Orenburg Region



Alexey Belenov conducts non-destructive testing of process equipment and pipelines, safeguarding the reliable and secure operation of gas production facilities. His meticulous accuracy and attention to detail are vital to preventing operational risks.

Alexey also proudly continues a family legacy: both his father and uncle work as NDT experts at PJSC Gazprom.



Victor Glebov is a highly skilled technician dedicated to ensuring the seamless operation of critical equipment across Gazprom Dobycha Orenburg. His expertise directly underpins the stability of gas production – an environment where every link in the production process must withstand operational stress.

Victor played a key role in a pioneering operation to machine next-gen threads on production tubing and downhole equipment components. This innovative solution significantly enhanced joint reliability, boosting resistance to high pressures and extreme environments.

Beyond his day-to-day operational duties, Victor actively serves as a mentor, passing down his invaluable expertise to young talent.

Quality Management System

Material topic

11 Quality management at the Gazprom Group

47 companies

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

In 2025, the Company's QMS certificate of compliance with GOST R ISO 9001-2015 was extended until 2026.

The Gazprom Group exercises quality control at every stage of production. This comprehensive approach rests on 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.

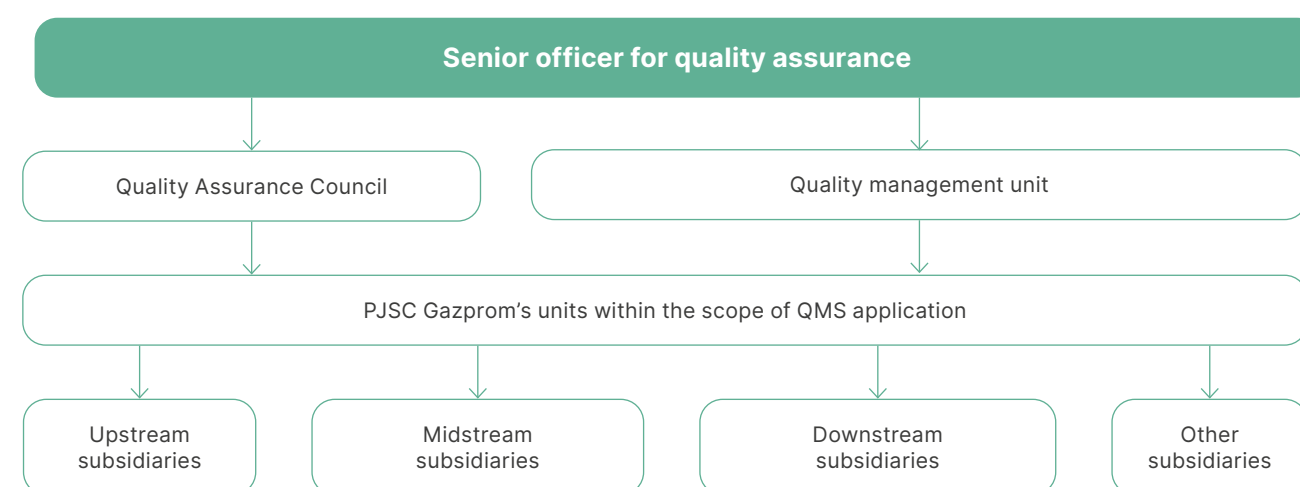
The overall structure of PJSC Gazprom's QMS comprises 15 PJSC Gazprom departments and 47 PJSC Gazprom subsidiaries and entities (including 11 upstream, 19 midstream, 2 downstream, and 15 other subsidiaries of PJSC Gazprom).

Carried out since 2017, systematic coordination of subsidiaries' and entities' operations, and harmonization of tools and methods for meeting standard requirements have brought QMS status to a consistent level across the Group, regardless of each entity's individual stage of development and maturity.



In 2025, the Quality Assurance Council of PJSC Gazprom reviewed the expansion of the QMS scope of application to align with the current scopes of its subsidiaries and entities.

Structure of PJSC Gazprom's QMS



The updated scope covers:

- exploration, prospecting, production, treatment, transportation, processing, distribution, storage, and sale of natural gas, gas condensate, and oil;
- design, construction, reconstruction, technical upgrading, major overhaul, and diagnostics of oil and gas and energy infrastructure facilities and non-production facilities, along with pre-investment studies and engineering surveys;
- production, distribution, and sale of electric and thermal energy;
- production and sale of compressed and liquefied natural gas;
- educational activities;

- creation and maintenance of the infrastructure required to carry out the above activities;
- management of PJSC Gazprom's subsidiaries and entities engaged in the above activities.

This work is aimed at establishing a unified, integrated QMS across PJSC Gazprom and the Gazprom Group, minimizing the risk of quality decline by harmonizing management tools and methods and improving the traceability of QMS process operations.

➔ 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.

453

suppliers of goods, works, services,

and **34**

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 2025, the Group collected feedback from approximately 92,000 customers to calculate these indices. All target index values were achieved.

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.

Sustainable Supply Chain

Material topics

- 1 The Gazprom Group's economic performance
- 7 The Gazprom Group's legal compliance

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;
- Safe operation of hazardous UGSS production facilities;
- Information transparency of procurement;
- Equality, fairness, zero discrimination or unreasonable restrictions on competition among bidders;
- Targeted and economically efficient spending;
- Stimulation of competitive environment.

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.

18,000 contracts worth

RUB 756.8 billion

were signed in 2025 as a result of bidding and marketing research

Gazprom Group Indicator 10

Over 99.4%

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

Gazprom Group Indicator 14

RUB 27.7 billion (3.5% efficiency)

savings from bidding and marketing research¹

Supply Chain and Procurement Management

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, is implemented within PJSC Gazprom by the Central Procurement Office of the Gazprom Group.

The Gazprom 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;
- maintaining 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.

The Gazprom Group has put in place the Automated Electronic Procurement System (AEPS)², 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)³ integrated with the Unified Information System (UIS) for public and municipal procurement of goods, works, and services (www.zakupki.gov.ru), and with the AEPS.

Supplier requirements are set in accordance with Russian laws and the Regulation on Procurement. Procurement documentation specifies bidder requirements as well as customer-defined safety requirements, and requirements under applicable technical regulations in line with Russian laws.

From 2025, requirements for bidders and their products reflect measures restricting the application of the national treatment regime⁴.

The documentation used in the procurement process⁵ 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 Gazprom⁶ and that a relevant provision is stated in the draft agreement. The Unified Register of Material and Technical Resources contains more than 2,327 entries from 508 industrial enterprises, with over 615 new entries made in 2025 from 105 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 2025, PJSC Gazprom announced 21 pre-qualification procedures, covering over 870 types of works and services. The Company received 658 applications and added 353 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, 2025, the Gazprom Group's Register of Potential Bidders included 1,211 pre-qualified participants, including 819 SMEs.

→ For more details on procurement from SMEs and domestic manufacturers, see the [Support for Domestic Producers](#) section.

To execute contracts concluded following price-list procurement, the Gazprom Market⁷ platform is used. Today, 609 organizations are registered on Gazprom Market, with their bids recognized as the best following price-list procurement. 237 new organizations joined in 2025.

In 2025, the Gazprom Group continued building out its ecosystem for interactions with potential counterparties:

- the Counterparty Portal, a digital platform for counterparty participation in the Gazprom Group's business processes, which enables any market player to introduce itself and register in PJSC Gazprom's AEPS (<https://asez.zakupki.gazprom.ru/>), gained expanded functionality;
- new 2025 legislative requirements on the national treatment regime and protective procurement measures were implemented, covering prohibitions and restrictions on foreign goods, works, and services, preferences for Russian-origin goods, and minimum mandatory procurement shares.

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 2025, the Company created a database covering over 436,000 contracts and 66,000 counterparties.

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

² AEPS: <https://zakupki.gazprom.ru/>

³ ETP GPB's section of the Gazprom Group's procurements at: https://etpgpb.ru/pao_gazprom/

⁴ Approved by the Russian Government's Decree No. 1875 dated December 23, 2024.

⁵ According to the Regulation on Procurement at: https://zakupki.gazprom.ru/reestr_mtr/index.html

⁶ PJSC Gazprom's Unified Register of Material and Technical Resources at: <https://www.gazprom.ru/tenders/requirements-for-goods/>

⁷ <https://gazprom.market/>; etp.gpb.ru



Openness to dialog

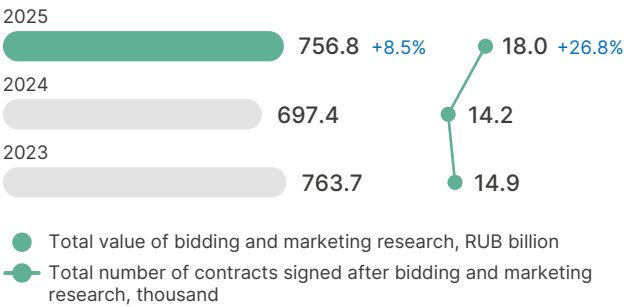
PJSC Gazprom's annual Supplier Day was held in Kazan as part of the Tatarstan Petrochemical Forum in the reporting year. More than 1,500 suppliers from Tatarstan actively work with Gazprom Group entities.

A further Supplier Day was held in Tyumen as part of the Industrial and Energy Forum TNF 2025. More than 3,500 suppliers from the Tyumen Region, Khanty-Mansi Autonomous Area, and Yamalo-Nenets Autonomous Area are Gazprom Group counterparties; Gazprom's contracts with Tyumen Region enterprises over the past two years totaled RUB 146 billion.

At the 2025 St. Petersburg International Gas Forum, an exhibition stand was organized titled "Services and Tools Supporting the Unified Procurement Cycle – from Supplier Selection to Facility Commissioning".

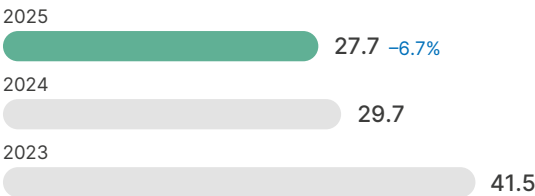
In 2025, the Gazprom Group entities signed contracts with over 36,500 suppliers of goods, works, and services, 36,200 (99%) of which were independent providers¹.

Gazprom Group Procurements



Gazprom Group Indicator 14

Savings due to bidding for contracts and marketing research², RUB billion



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).



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

➔ 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](#) section.

Digital Transformation of Procurement

In 2025, the Gazprom Group continued to improve its digital procurement processes and streamline counterparty interactions.

Digitization of procurement rules

A modular methodology system was deployed as a digital tool on the Unified Methodological Procurement Portal of Gazprom Group Entities, an interactive digital platform. The system digitizes all procurement rules and simplifies their retrieval and application to specific procurement conditions.

Development of AEPS 2.0

Work continued in the reporting year on the import-independent AEPS of PJSC Gazprom and the implementation of the Digital Transformation Strategy in line with applicable legal requirements^{3,4}.

Key milestones included:

- receipt of a state registration certificate for the computer program titled "Automated Electronic Procurement System of PJSC Gazprom";

- implementation of functionality for approving planned procurements by the relevant departments of PJSC Gazprom;
- rollout of a standard procurement solution for certain Gazprom Group subholding companies.

Transition to digital product certification

The second phase of the transition to digital voluntary certification for counterparties was completed in the reporting year. The Quality Management System Certification and Business Reputation Assessment modules of the INTERGAZCERT Digital Product Certification subsystem were launched, creating a unified information environment for all system participants and ensuring transparent, controlled completion of certification procedures. The modules significantly reduce paperwork and accelerate certification procedures.

Expansion of the Gazprom Group's Counterparty Portal

New functionality includes:

- a Contracts section enabling counterparties to track contracts with the Gazprom Group and monitor their execution;
- a Pre-Qualification section enabling participants to track the progress of their applications;
- personal accounts for regional executive authorities coordinating industrial policy, enabling them to monitor organizations' import substitution proposals.

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

Supply Chain

Materials and equipment procurement

- Gas, energy, liquid hydrocarbons
- Fuels and lubricants
- Pipe products
- Gas pumping units, gas distribution and pressure-reducing equipment
- Chemicals
- Pump and compressor equipment
- Construction materials and products
- Specialized wheeled and tracked machinery, motor vehicles
- Metrological equipment
- General plant equipment and gas equipment

Procurement of works and services

- Gas and liquid hydrocarbons transportation and storage services
- Property lease and acquisition
- Construction and installation works
- Transportation and logistics services
- Overhaul
- Maintenance and routine repairs
- Engineering and survey activities
- IMS development and maintenance
- Geological prospecting and exploration
- Financial lease

¹ Pursuant to clause 1.2.5 of the Regulation on Procurement.

² 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.

³ Order No. 21 of the Ministry of Digital Development, Communications and Mass Media dated January 18, 2023 On Approving the Methodological Recommendations for the Transition to the Use of Russian Software, Including at Significant Facilities of the Critical Information Infrastructure of the Russian Federation, and on Implementing Measures to Accelerate the Transition of State Authorities and Organizations to Russian Software.

⁴ Russian Government's Directives No. 3438p-P13 dated April 14, 2021.

GAZPROM GROUP'S PEOPLE

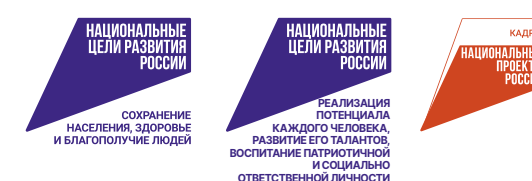
HR Management

Material topics

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

➤ The Gazprom Group encompasses more than 1,500 positions and occupations, bound together by the experience and continuity of generations. Conditions that support professional development, social security, and employee well-being sustain knowledge transfer and the resilience of the Group's human capital base. Each employee's contribution drives the stable business development of the Gazprom Group and strengthens the national economy.

HR Management Approach and System



The Gazprom Group's central HR objective is to build a competitive, highly professional, responsible, and cohesive workforce – capable of meeting the demands of Gazprom's business development and contributing to the country's growth.

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 Entities¹. The Policy's key goal is to maximize return on investment in talent by maintaining a status of the employer of choice, comprehensively motivating each employee to achieve the Gazprom Group's goals, as well as creating and developing an unbiased and efficient framework to assess personal contribution of each employee.

The Gazprom Group continuously refines its HR management approach and system and every five years reviews the key document in the area – Comprehensive Program for Improvement of HR Management at PJSC Gazprom, its Subsidiaries and Entities (the "Program")².

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.

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

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

² In 2025, 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.



An external assessment of HR management quality was carried out as part of the surveillance audit of the QMS of PJSC Gazprom, certified for compliance with GOST R ISO 9001-2015. The audit confirmed that the QMS meets the requirements of the standard, including clause 7.1.2 Human Resources.



Measures to Improve the HR Management System

In 2025, the Gazprom Group continued strengthening its HR management system. Given current economic conditions and labor market dynamics, a package of measures was implemented to preserve human capital:

- the minimum wage was increased to unconditionally honor state and industry guarantees;
- a mechanism for differentiated wage increases aligned with regional market levels was introduced;
- entities were granted the right to raise wages through labor productivity improvements;
- the authority of entities' heads to set remuneration terms and manage personnel costs within established limits was expanded;
- targeted measures were implemented to attract young workers.

These steps helped reduce staff turnover in a tight labor market.

Throughout 2025, the HR Management Project Program, which is part of the Gazprom Group's UCSF project portfolio, continued coordinating the centralization of HR functions across Gazprom Group entities and providing methodological support to the relevant structural divisions of PJSC Gazprom.

HR Management System Development Plans for 2026

In 2026, Gazprom will continue improving its HR management system. The key priorities are greater effectiveness of HR processes, human capital development, and resilient labor relations amid ongoing labor market change.

A central initiative will be the development of a new long-term HR strategy covering the period until 2035, the first of its kind developed on such a time span. It will align HR decisions with the Long-Term Development Program of PJSC Gazprom (the Gazprom Group).

Particular attention will be paid to employee remuneration and motivation, and to corporate social guarantees and support – areas regarded as essential to the labor relations framework within the Gazprom Group.

Engagement with educational institutions will remain a priority, with structured cooperation with universities and secondary vocational institutions continuing throughout the year.

Mentoring will receive special focus in 2026: it is seen as a critical tool for transmitting professional experience and ensuring continuity in production and management activities, an importance reinforced by its prominence at the federal level.

Taken together, the planned changes to the HR management system are designed to balance the interests of the Company and its employees while advancing the Gazprom Group's long-term development objectives.

Equal Rights of Employees

The Gazprom Group 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 of the Gazprom Group receive social benefits, with additional perks available to specific employee categories in accordance with the Russian laws.

Where discrimination is suspected, employees may protect their interests by contacting the Corporate Ethics Commission of PJSC Gazprom.

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

Gazprom applies uniform approaches to protecting employee rights as related to remuneration, employment, occupational safety, and the provision of benefits, guarantees, and compensations.

MED 32

PCSB 33

General Collective Bargaining Agreement

The General Collective Bargaining Agreement of PJSC Gazprom and its subsidiaries is the cornerstone of social partnership and one of the most important documents for implementing social policy. It covers the Gazprom Group's core production companies and serves as a benchmark for social partnership instruments across the broader Group. Grounded in the voluntary acceptance of mutual obligations and a realistic capacity to fulfil them, the agreement is concluded for a three-year term.

100% of employees

of PJSC Gazprom and its subsidiaries that are parties to the General Collective Bargaining Agreement are covered by that agreement

Key objectives of the General Collective Bargaining Agreement:

- enhancing and developing the social partnership framework through constructive dialogue;
- encouraging employees, through the fulfilment 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;
- 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 and entities 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 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.

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 Subsidiaries¹.

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

The agreement sets out the procedure for introducing amendments and for communicating implementation progress to employees. The signing and amending of the 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, comprising representatives of all parties to the agreement.

The notice period for material changes in labor conditions is at least two months. The notice provisions are included in the agreement, and consultations and negotiations between employees and the employer are conducted in accordance with Russian labor laws.

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.

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.

Awards for Strong Social Performance

The social responsibility of the Gazprom Group entities is reflected in robust results at federal competitions, including the Russian Organization of High Social Effectiveness contest, run by the Ministry of Labor and Social Protection for 25 years.

More than 1,500 organizations from various Russian regions are participating annually. Gazprom Group entities are regularly among the prize winners.

In 2025, the contest assessed 2024 performance results across 17 categories. Prize places were awarded, among others, to Gazprom Transgaz Tomsk, Gazprom Transgaz Ukhta, Gazprom Dobycha Orenburg, Gazprom Transgaz Surgut, Gazprom Transgaz Yugorsk, and Gazprom Dobycha Urengoy. The Grand Prix went to Gazprom Dobycha Yamburg.

Participation in the contest strengthens Gazprom Group entities' business reputation, affirms the Company's standing as one of the country's leading employers, and deepens employee loyalty and commitment.

Personnel Structure

0.7%
of all employed people in Russia are the Gazprom Group's personnel

MED 44 PCSB 49 Gazprom Group Indicator 32

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

Indicator	2023	2024	2025	Change 2025/2024, %
Headcount as of December 31 of the reporting year, thousand people	498.1	501.0	500.4	−0.1
incl.: Share of the Gazprom Group's employees by category, %				Change 2025/2024, p.p.
Executives	14.8	15.0	14.6	−0.4
incl.:				
◦ male	75.9	74.7	75.6	+0.9
◦ female	24.1	25.3	24.4	−0.9
incl.:				
◦ under 30 y.o.	4.1	3.3	2.9	−0.4
◦ 30 to 50 y.o.	68.2	68.0	65.9	−2.1
◦ over 50 y.o.	27.7	28.7	31.2	+2.5
Specialists and other white-collar staff	34.7	36.3	37.2	+0.9
incl.:				
◦ male	59.3	58.7	59.2	+0.5
◦ female	40.7	41.3	40.8	−0.5
incl.:				
◦ under 30 y.o.	11.8	12.2	11.8	−0.4
◦ 30 to 50 y.o.	66.2	65.1	64.0	−1.1
◦ over 50 y.o.	22.0	22.7	24.2	+1.5
Workers	50.5	48.7	48.2	−0.5
incl.:				
◦ male	78.9	78.7	78.6	−0.1
◦ female	21.1	21.3	21.4	+0.1
incl.:				
◦ under 30 y.o.	13.4	12.9	12.7	−0.2
◦ 30 to 50 y.o.	55.7	55.0	53.5	−1.5
◦ over 50 y.o.	30.9	32.1	33.8	+1.7

The reduction in Gazprom's headcount in 2025 was due to changes in the list of the Gazprom Group entities.

Shift Personnel

The Gazprom Group's employees work shifts in remote regions of Siberia, the Russian Far North and offshore areas. In 2025, the number of shift employees working at remote fields, often in harsh weather conditions, amounted to 61,100 people.

Shift personnel are provided with comfortable labor and living environment. Corporate transport takes employees from assembly points to worksites and back. They are offered accommodation in modern shift camps, and access to quality healthcare and social services. Gazprom strictly monitors compliance with work and rest schedules for shift personnel.

Shift personnel structure¹

Indicator	December 31, 2023	December 31, 2024	December 31, 2025	Change 2025/2024
Roster of employees of the Gazprom Group entities which use the shift system, thousand people	241.3	237.0	234.7	−1.0%
Headcount of shift staff, thousand people, incl.:	59.2	60.6	61.1	+0.8%
◦ people working in the Far North and equivalent areas	56.0	55.7	56.5	+1.4%
Relative share of shift staff in the roster of the Gazprom Group entities which use the shift system, %	24.5	25.6	26.0	+0.4 p.p.

Growth in the headcount of shift workers in 2025 by 500 people (up 0.8%) resulted from the commissioning of new facilities relying on shift personnel in remote areas.

Remuneration and Motivation System

Financial Incentives for Employees

The Gazprom 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.

Employee remuneration linked to their qualifications, professional competencies, working conditions, job complexity, and performance results lies at the core of the financial incentives.

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.

- The remuneration systems in place across the Gazprom Group include the following components:
- salaries and tariff rates based on job complexity, employee qualifications, and professional competencies;
 - ongoing 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.

PJSC Gazprom's financial incentives for executives include the annual bonus, the size of which is linked to achievement of the Company's KPIs.

In accordance with Article 134 of the Labor Code of the Russian Federation, PJSC Gazprom and its subsidiaries and entities conduct annual salary

MED 26 PCSB 26

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

Indicator	2023	2024	2025	Change 2025/2024, %
Average monthly salary	136.8	147.2	159.2	+8.2

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 2025, 6,165 employees and 8 teams of the Gazprom Group received awards for their personal contribution to the energy sector development, outstanding achievements, and many years of diligent work, including:

- state awards of the Russian Federation – 114 people and 1 team;
- presidential awards – 7 people;
- awards from the Russian Ministry of Energy – 2,625 people; other ministries and agencies – 154 people;
- corporate awards of PJSC Gazprom – 3,265 people and 7 teams.

indexation. Salaries and tariff rates for employees of PJSC Gazprom's budgeted entities in Russia were raised by 2.0% effective July 1, 2025.

In 2025, the average monthly salary across subsidiaries and entities engaged in PJSC Gazprom's core operations (gas production, processing, transportation, and underground storage) amounted to RUB 159,200, up 8.2% compared to 2024.

The Gazprom Group regularly holds professional skills competitions, which serve as a key tool for personnel development, motivation, recognition of professional achievements, and sharing of best practices.

3,722 employees

of the Gazprom Group participated in professional skills competitions in 2025

As part of the Labor Festival, there are competitions in core professions relevant for PJSC Gazprom's subsidiaries and entities. In 2025, three professional competitions were organized at Gazprom Transgaz Tchaikovsky facilities, with 74 employees from 32 subsidiaries taking part.

¹ Average headcount of the Gazprom Group entities.
² Approved by order of OJSC Gazprom No. 133 dated March 20, 2015 (as amended).

WHERE
OPPORTUNITY
MEETS UNIVERSAL
MOTIVATION



Svetlana
Rybinskaya

Head of Directorate,
PJSC Gazprom

Over 19 years of experience
in the Gazprom Group

Recipient of PJSC Gazprom's
corporate awards



Russian Federation



Svetlana Rybinskaya is in charge of the unified remuneration and personnel cost management policy across the Gazprom Group. Navigating demographic challenges and an unpredictable external environment, her Directorate focuses on adapting the compensation framework to emerging realities while optimizing resource allocation.

Over the past two years, Ms Rybinskaya successfully launched new employee support initiatives designed to safeguard human capital and retain key talent. Specifically, she rolled out a differentiated salary increase mechanism tailored to local labor markets in the regions of operation. Ms Rybinskaya also expanded executives' scope of authority, empowering them to

quickly incentivize specific achievements and pioneering initiatives. In addition, her team unlocked new support channels for young professionals and blue-collar workers in high-demand trades.

To alleviate the administrative burden on staff, Svetlana Rybinskaya streamlined corporate reporting and simplified performance assessment protocol for entities.

Today, these proactive measures mark a decisive shift from top-down directives to trust-based HR management. By anticipating labor market trends, Ms Rybinskaya secures a crucial competitive edge for Gazprom Group entities, ensuring they continue to attract and retain top-tier talent.

Employee Care

Material topic

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



Care about the well-being of employees and their families is an important component of the Gazprom Group's social policy, which includes programs aimed at strengthening health, creating comfortable working conditions, and supporting employees' families.

Social Programs

Social Benefits



The Gazprom Group's social policy is meant to increase the employee motivation for long and efficient work. It is built on the principles of social partnership and implemented through long-term social programs helping to attract and retain qualified staff.

Voluntary personal social insurance provided to employees working under an employment contract¹

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

Demographic Preservation

Social benefits and payments for families

Main corporate measures aimed at improving the social well-being of the Gazprom Group employees' families with children include the following financial assistance means:

- one-off financial assistance for employees upon their first marriage and the birth (adoption or guardianship) of a child; when a third child and subsequent children are born, the one-off amount is increased;
- 23,100 families** of the Gazprom Group's employees are multi-child;
- 10,700 people** received financial aid upon the birth of a child;
- financial aid to employees with multi-child families or 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;
- monthly childcare allowance for employees on parental leave until the child turns three;
- 9,100 mothers** received monthly childcare leave allowance;

- additional payments to female employees of the Gazprom Group entities for temporary disability, amounting to **up to 100% of average earnings**, provided on top of the statutory maternity benefit;
- compensation for the cost of children's health resort stays, and reimbursement of kindergarten and extracurricular education expenses (clubs, classes, etc.) (multi-child families are 100% compensated for the cost of health resort stays);
- 24,900 people** applied for compensation for the cost of children's recreation camps;
- 42,100 people** received compensation for the cost of kindergartens, clubs, and classes;
- 133,800 people** vacationed at the Gazprom Group's health resorts and its other tourist and recreation facilities.

Housing support

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

50,300

of the Gazprom Group's employees received housing support in 2025 (including 2,900 multi-child parents).

To attract and retain qualified staff, the Gazprom Group implements a housing policy – a system of measures aimed at addressing the housing needs of its personnel. This policy has been developed in alignment with the priority areas for the development of the housing and social sectors of the Russian Federation and is based on unified corporate approaches.

➔ For more details on support measures for Gazprom's employees and their family members, see the [Remuneration and Motivation System](#) and [Social Programs](#) subsections.

In addition, the Gazprom Group employees' families receive housing support:

- enhanced housing benefits for employees with children;
- priority right for multi-child families to participate in the corporate housing support program;
- payments to multi-child families for partial repayment of the principal mortgage debt, including additional support at the birth of the next child;
- an increase by 1.5 times in the maximum subsidy amount for compensating mortgage interest payments for multi-child families;
- recreation opportunities for the Gazprom Group's employees and their families at 46 corporate resorts, including 10 designated for children's recreation;
- annual coverage of travel expenses to vacation destinations for employees with multi-child families and all their non-working family members residing in the Far North and equivalent areas.

Pensions

Non-governmental pension insurance involves payments from GAZFOND. The corporate non-governmental pension scheme is designed to enhance the social security of the Company employees after retirement and provides for additional non-governmental pension payments, subject to compliance with established conditions.

The classic corporate pension arrangement covers employees who have worked at PJSC Gazprom's entities for at least 15 years and by the time of retirement are entitled to receive an old-age pension.

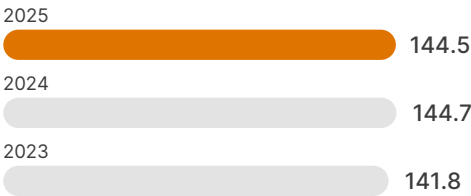
Under the new pension schemes, additional parameters may be taken into account when determining pension entitlement, including the employee's position, professional achievements, and contribution to the business. Pension programs are implemented with account of the Company's financial position, including with the employees' co-financing.

The system of social guarantees for PJSC Gazprom's retirees is based on payments made by GAZFOND, PJSC Gazprom and its subsidiaries. Payments to employees after retirement are harmonized across the Group, with some of them reflecting the period of employment with the Company.

¹ 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.
² 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.
³ 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.
⁴ 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.

In 2025, the Regulation on Non-Governmental Pension Scheme at PJSC Gazprom, Its Subsidiaries and Entities¹ was amended². The amendments were designed to improve corporate pension mechanisms. In particular, they updated the procedure for calculation of the salary taken into account when determining the non-governmental pension amount. It was aligned with the existing PJSC Gazprom Employee Remuneration Management Policy. In addition, now pre-retirement age employees may join the GAZFOND participants, subject to financial capabilities.

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



In 2025, over 144,500 people were granted pensions under relevant agreements, down 0.14% year-on-year. The insignificant decline was due to the legislative changes associated with higher statutory pension age.

Safeguarding Employee Health

Support of healthy lifestyles

Gazprom offers voluntary healthy lifestyle programs. They are aimed at early detection of diseases and reduction of health risk factors.

Employees are also offered programs promoting physical exercise, such as co-financing of off-site sports activities outside the Company's facilities, sports and wellness events, and participation in GTO fitness tests, tournaments, and competitions. There are employee vaccination projects, corporate cultural, sports, and patriotic events.

Retiree health support

The Gazprom Group has developed and is implementing comprehensive measures to support health and active longevity of its retirees, including veterans. They receive outpatient and inpatient care, dental care, and rehabilitation treatment as part of the VMI programs,

and, if needed, assistance in getting high-tech health services. The retirees also receive annual allowances for health promotion and health resort treatment; they take part in longevity programs, themed stays at recreational facilities, and tourist gatherings.

→ For more details on employee health preservation activities, see the [Sports at the Gazprom Group](#) section.

Key Staff Health Programs

- **Early detection of cancer and cardiovascular diseases**
 - Medical screening
 - Targeted medical check-ups
- **Promotion of healthy lifestyles**
 - Health Days
 - Health schools
 - One-on-one consultations
 - Lectures, marathons, etc.
- **Enhanced physical activity**
 - Co-financing of off-site sports activities
 - Sports and wellness events
 - Participation in GTO fitness tests
 - Tournaments, competitions
- **Immunity-strengthening and vaccination programs**

Corporate Healthcare System and Medical Insurance

Gazprom Group Indicator 37

607,600 people³

insured under VMI programs

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.

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.



The center of accountability in the Gazprom Group's corporate healthcare management system is the Directorate of PJSC Gazprom, which sets up 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, with implementation of healthcare measures against designed plans carefully monitored. There is an Expert Council for quality assurance of the healthcare services provided by the Clinical and Diagnostic Center of PJSC Gazprom, with standards and guidelines for its scheduled operations developed.



Efforts continued to deliver on the Comprehensive Action Plan for Medical Care Development at the Gazprom Group for 2022–2025⁴. 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.

In 2025, the Gazprom Group continued training its medical workers at the occupational healthcare department of Gazprom Corporate Institute, running the First Aid Instructor advanced training program.



Moscow

Future of medical training

In the reporting year, the first Simulation Center was established at Gazprom Corporate Institute's occupational healthcare department. This is a dedicated educational site, where employees are trained through realistic simulation of situations without any risk for actual patients. Medical dummies, robotized patient simulators, and virtual and PC simulations are used in training. In the conditions as close to the real practice as possible, specialists learn how to safely resolve complex and rare healthcare cases, drill emergency response, and provide first aid instruction to other staff.

The Simulation Center has three classrooms: a classroom with training devices, a digital classroom and a hybrid classroom, all furnished with high-tech simulation equipment (training dummies and kits⁵, injury imitation sets, monitors and defibrillators), an immersive zone for drilling emergency response, and a virtual healthcare facility for 300 workplaces, IT infrastructure and CCTV system, storage systems and workstations for trainers.

With the help of occupational healthcare department experts, the First Aid Instructor advanced training program was developed and introduced. It provides for training of in-house instructors, who will be able to train employees on site using simulation technologies. In the reporting year, 100 instructors from the Company's 36 subsidiaries and entities were trained at the Simulation Center.

The establishment of the Simulation Center enabled creation of a single corporate standard of first aid training, helped enhance the quality of medical worker training, and ensure scalability of educational programs across the Gazprom Group.

Plans are underway to set up 30 standardised simulation centers for first aid employee training at 28 subsidiaries and entities of PJSC Gazprom.

¹ Approved by order of PJSC Gazprom No. 227 dated August 4, 2025.

² Approved by order of PJSC Gazprom No. 307 dated June 1, 2018.

³ Current employees of the Gazprom Group and their families, as well as retired employees of the Gazprom Group and their families.

⁴ Approved by resolution of the Management Committee of PJSC Gazprom No. 39 dated October 20, 2022.

⁵ Special medical kits (cases, briefcases or bags) with medical devices and consumables.

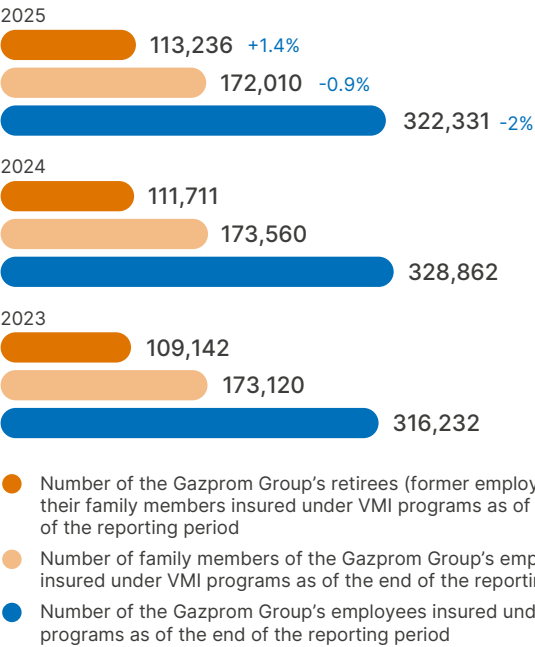
Collaboration with Insurance Companies and Medical Institutions

Healthcare services are provided to personnel under VMI contracts, which cover the Gazprom Group's employees, retirees, and members of their families. Under VMI contracts, insurance companies arrange and pay for medical services and preventive measures. The list and scope of medical services are determined by VMI programs. Employees receive medical services at designated medical organizations, or, if not possible, at third-party healthcare institutions included in the VMI program.

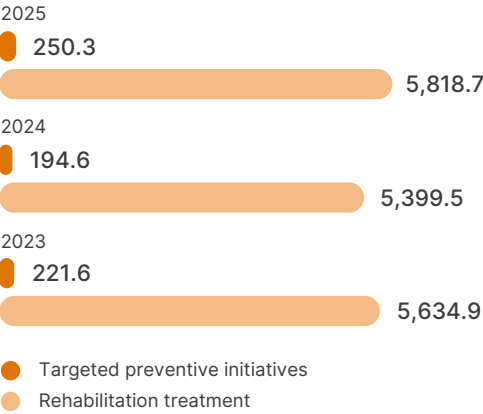
Insured employees, retirees, and members of their families receive outpatient and inpatient care, as well as health resort and rehabilitation treatment under medical indications. VMI programs may also cover antenatal care and obstetric services in line with the national trend to protect maternity and childhood, while providing for specific arrangements to prevent flu and other infectious diseases, too.

Gazprom Group Indicator 37

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



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



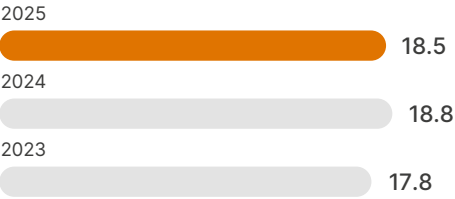
Higher expenses associated with rehabilitation treatment in 2025 were due to higher costs of VMI treatment.

PCSB 36

PCSB 76

Gazprom Group Indicator 38

Personal insurance expenses, RUB billion¹



Personal insurance expenses reduced by 1.6% in 2025, on the back of reduced headcount.

MED 28

PCSB 36

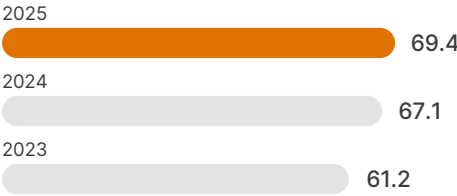
PCSB 76

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



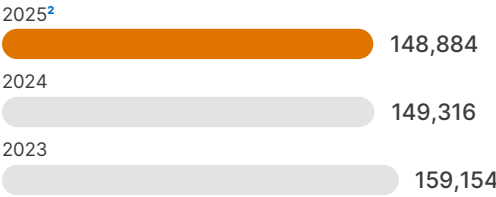
PCSB 36

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



In 2025, expenditure on preparing and holding healthcare events for employees and their families rose by 3%, including a 3% increase per employee. This growth was driven by the introduction of innovative approaches to employee health management, and repair and outfitting of medical infrastructure facilities.

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



148,884

In 2025, 148,884 employees of PJSC Gazprom, its subsidiaries and entities² underwent medical screening – 0.3% less than in 2024.

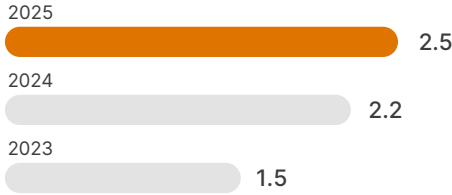
65,028

In 2025, 65,028 people received rehabilitation treatment as part of the Gazprom Group's VMI contracts.

The services were provided by 23 recreation healthcare facilities from among those owned by the Gazprom Group.

PCSB 77

Healthcare infrastructure expenditure, RUB billion



Healthcare infrastructure expenditure in the reporting year increased by 15.3% compared to 2024. This growth was linked to the fitting-out of the Lakhta Center outpatient clinic, renovation and purchase of medical equipment, procurement of modular and mobile medical clinics for remote production sites, and purchase and development of healthcare information systems.

➔ For more details on occupational diseases, see the [Occupational Disease Prevention](#) subsection.

¹ 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.

² The data refers to 101 organizations, including PJSC Gazprom's branches, subsidiaries and entities.

WHERE A
SYSTEMIC
APPROACH
MEETS A MEDICAL
CALLING



Igor
Lazarev

Deputy Chief Medical
Officer for Healthcare, OKDC
PJSC Gazprom

25 years of experience at
the Gazprom Group

Doctor of Medical Sciences,
general practitioner of the
highest qualification grade,
cardiologist

His distinguished career is
recognized by a Certificate
of Honor of the Russian
Ministry of Energy, an
Excellence in Healthcare
badge, and over ten
corporate awards



St. Petersburg



Igor Lazarev coordinates the annual medical screenings for PJSC Gazprom's Head Office employees and their families, focusing extensively on preventing and treating occupational diseases specific to the gas sector.

He has personally driven the adoption of modern alternatives to inpatient care alongside innovative diagnostic and treatment methods. Mr Lazarev has also dramatically advanced early cancer detection

capabilities; under his guidance, early-stage oncology detection rates have reached 74% – more than 2.4 times the national average.

The tangible results of his consistent efforts speak volumes: between 2022 and 2025, incidence rate dropped by 11.2%, prevalence rate fell by 12.5%, the average duration of a sick leave case decreased by over 17%, and hospitalization rates plunged by 25%.

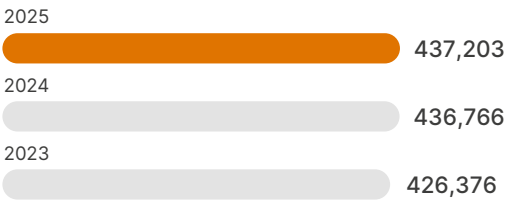
Social Partnership

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

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

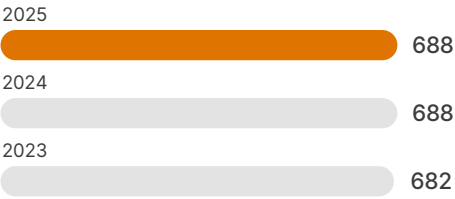
Total membership in the Gazprom Workers' Union organizations



In 2025, membership in the Gazprom Workers' Union remained flat as compared to 2024.

over 437,000 members
in the Gazprom Workers' Union organizations

Number of the Gazprom Workers' Union organizations¹



79.8%

of employees were members of trade unions as of December 31, 2025

Constructive interaction between the employer and trade union organizations, based on the principles of social partnership, enables maintaining a balance of interests between the parties, effectively achieving set objectives, and fulfilling assumed commitments.

In 2025, the Gazprom Workers' Union continued its efforts to protect the professional, social, and labor rights and interests of its members, contributing to the creation of decent working conditions and improving the quality of employees' life. A key area was the participation of trade union organizations in ensuring social stability. Trade unions also assisted employees in exercising their right to participate in organizational management. For instance, taking into account the opinions of elected trade union bodies, 11,826 local regulations were adopted during the reporting year.

An additional agreement to the General Collective Bargaining Agreement was concluded, and the validity period of the Industry Agreement for 2023–2025 Covering Companies Involved in Oil and Gas Production and the Construction of Dedicated Facilities was extended to 2026–2028.

In 2025, collective agreements of the Gazprom Group entities won top prizes at the annual competition for Best Collective Agreement in the Oil and Gas Sector. Gazprom Dobycha Noyabrsk, Gazprom Pererabotka Blagoveshchensk, Gazprom Transgaz Kazan, and Gazprom Podzemremont Urengoy took the first place; Gazprom Dobycha Yamburg and Gazprom Gazoraspredelenie Voronezh came second; Gazprom Gazoraspredelenie Rostov-on-Don, Gazprom Energo, and Gazprom Dobycha Shelf Yuzhno-Sakhalinsk were third.

Throughout the reporting year, trade union organizations continued to monitor compliance with labor laws and other social and labor matters, as well as matters concerning safe working environment and employee health and safety. Trade union representatives, as part of working groups at the Gazprom Workers' Union, participated in audits of the Company's ISPSM-covered subsidiaries and entities, as well as in the activities of joint commissions conducting targeted inspections of the quality control system and the provision of employees with personal protective equipment (PPE).

In 2025, there were no records of conflicts between employees and employers in the Gazprom Group companies 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. At PJSC Gazprom's subsidiaries and entities there were no instances of employees refusing to work due to unsatisfactory working conditions, nor any cases of employment contracts being terminated for these reasons.

The Gazprom Workers' Union actively engages with employees across the Gazprom Group and promptly responds to their inquiries. In 2025, most employee inquiries contained requests for clarifications of provisions of the general collective bargaining agreement, and state and local regulations on labor, housing, and pensions, as well as social and economic interests of trade union members. In addition, there were inquiries about compensation for various types of expenses, and provision of healthcare services to employees and members of their families.

4,832 employee inquiries

were submitted to the Gazprom Workers' Union in 2025

Results of inspections conducted by the Gazprom Workers' Union organizations

Indicator	2023	2024	2025
Inspections conducted by trade union organizations	568	521	516
◦ incl. comprehensive checks of all issues relating to labor regulations	236	219	198
Claims reviewed	5,546	5,000	4,832
◦ incl. substantiated	1,398	1,084	1,091
◦ partially substantiated	101	124	136
Employees and non-working retirees met in-person	15,092	14,637	14,786
Inspections of the state of occupational safety	443	469	573
Written claims from employees concerning the violation of their occupational safety rights	15	16	16
Violations identified	1,772	1,905	1,997
Notices issued to eliminate the violations of the labor legislation	127	334	201

There is no information on violation, or material risks of violation, of employee rights to freedom of association or collective bargaining in the course of operations at the Gazprom Group business units and suppliers.

➞ For more details on inspections, see the [Occupational Health](#) section.

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

Corporate Culture and Communications

The Gazprom Group's HR management approaches focused on the well-being of employees and their families foster a strong corporate identity. A distinctive feature of Gazprom's corporate culture is its human-centric philosophy, which informs the Gazprom Group's social policy, personnel motivation and development systems, and commitment to creating a supportive and safe working environment. Care about people helps to unlock employees' professional and creative potential and strengthens their commitment to corporate values.

In 2025, the Company conducted a survey of young (under 35 y.o.) employees of the Gazprom Group entities. The survey covered 33,117 people. The findings contribute to assessment of young talent's expectations and level of engagement in corporate life; they are used for improving the Company's youth policy programs, internal communications and corporate culture development initiatives.

A significant role in the corporate culture development is played by effective internal communications and a single information space. They help maintain a dialog between employees and the employer and shape up shared values. A wide range of communication channels is used for raising awareness and engagement.

The Gazprom Group's internal communication channels in 2025:

- 55 corporate newspapers
- 3 magazines
- 4 TV channels
- 1 in-house TV program
- 3 radio stations
- 557 official corporate websites
- 450 corporate social media accounts
- 42 museums
- 9 permanent exhibitions

Gazprom ID (GID) Unified Interaction Platform

GID is a digital communication environment uniting over 360,000 Gazprom employees. The platform is available as a mobile app and a web version. The platform makes up a shared information space, creates new development opportunities within the Gazprom Group through its scale of outreach and fast information transfer options.

Through GID, any Gazprom Group entity can inform its target audience about important events using the newsfeed, official and themed channels, and webinars. Moreover, companies can create their own mini-app services and make them part of GID. Besides, the platform hosts comprehensive training courses, and a corporate event schedule.

The platform is also used as a popular feedback tool, facilitating personnel surveys and questionnaires. It has enabled the Gazprom Group entities to automate the process of collecting employee feedback and use it for various purposes.

On April 30, 2025, the anniversary of the Victory Banner hoisted over Berlin, a tournament in the quiz game Guess in 60 Seconds dedicated to the 80th anniversary of Victory was held among teams from PJSC Gazprom's subsidiaries and entities based in St. Petersburg. More than 150 participants from 23 teams took part in the event. Later, in September, a tournament of the same game was held at the Lakhta Center, timed to coincide with the Day of Oil and Gas Industry Workers. 33 teams from PJSC Gazprom's subsidiaries and entities participated. The event was co-organized by the Gazprom Workers' Union and PJSC Gazprom.

Sports at the Gazprom Group



Corporate sports are an important component of Gazprom's social policy. Since 2023, we have been running the Corporate Sports Development Program of PJSC Gazprom¹ (the "Program") at the Company, its subsidiaries and entities. It is designed to build an effective corporate sports management system and to organize various sports events for Gazprom's employees.

Gazprom encourages employees' regular exercise and physical activity.

In 2025,

5,200
sports events were held with

153,700 people
taking part

In the reporting period, the Company's employees traditionally supported all-Russian sports events, too, including mass ones:

- GTO fitness tests (12,000 employees taking part);
- Homo Ambulans incidental walking championship (3,300 people from 39 Gazprom Group entities);
- Russia's Ski Track ski race (1,900 employees);
- Nation's Cross Country Race running competition (1,100 employees);
- Remizov Cup, the 24th annual corporate mini-football tournament among 11 teams from the Gazprom Group entities, organized by the Gazprom Workers' Union, Gazprom VNIIGAZ, and Gazprom VNIIGAZ Profsoyuz.

The following projects were implemented to advance corporate sports and increase employee engagement in physical activity.

- In 2024, the Company launched Sports Leaders of PJSC Gazprom, a project seeking to promote a healthy lifestyle and participation in sports events through personal example of high-achieving employees. Sports Leaders help organize sports activities among employees, share their experience and encourage colleagues to exercise regularly. As at the end of 2025, 147 employees from 30 Gazprom Group entities had the status of a Sports Leader of PJSC Gazprom.
- To draw employers' attention to development of corporate sports, since 2024 there have been corporate competitions among PJSC Gazprom's subsidiaries and entities for the best organization of sports activities. They are aimed at encouraging employers and trade unions to create conditions promoting physical exercise and sports. In 2025, we first announced the results of corporate competitions based on assessing sports activities in 2024. Gazprom Transgaz Tomsk was recognized as the winner.

In 2025, we also continued to provide advanced training to employees responsible for promoting physical activity and sports at the Gazprom Group entities. In November, the Institute of Continuing Professional Education – Higher School of Economics of St. Petersburg State University of Economics completed its professional retraining program "Economics and Management of Sports Organizations – School of Management Excellence", with 14 employees of PJSC Gazprom, its subsidiaries and entities graduating.

¹ Approved by order of PJSC Gazprom No. 310 dated August 21, 2023.

Employee Development

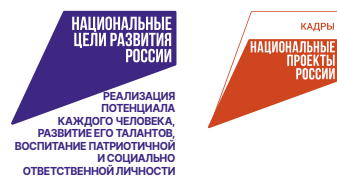
Material topic

- 7 Training and education for employees and prospective employees at the Gazprom Group

- Gazprom pays special attention to the development of talent and creates conditions for training, advanced training, and professional growth of its employees.

The Gazprom Group's Training System

BR. Appendix 4, Training and Education, clauses 1–4, page 42



The Continuous Vocational Education and Training System for Personnel of PJSC Gazprom, its Subsidiaries and Entities sets uniform requirements for the organization of employee training and development. The System is a combination of interrelated processes, from identifying the need in employee training to assessing its efficiency.

The alignment of employees' professional competencies with production requirements and the Gazprom Group's growth strategy is ensured through a continuous training system that incorporates a diverse range of educational and methodological materials, the use of simulators, and the development of its own training infrastructure.

Internal documents governing the development of the Continuous Vocational Education and Training System were updated in 2025. In particular, the Company approved the Regulation on Corporate Competition for the Best Educational and Methodological Solutions for the Continuous Vocational Education and Training System, launched to introduce modern training methods and technologies, develop the corporate educational environment, and consolidate best employee training practices across the Gazprom Group entities.

In 2025, a special focus was made on development of professional competencies and sharing of best HR management practices. In November, the Lakhta Center multifunctional complex hosted the Gazprom Group's Talent Forum Together to Success. The event included a seminar for the Gazprom Group entities' HR departments, an extended meeting of PJSC Gazprom's Education Board for Professional Training of Employees, a Competencies Workshop exhibition, and a corporate competition for the best educational and methodological solutions for the Continuous Vocational Education and Training System for Personnel of PJSC Gazprom, its subsidiaries and entities.

PJSC Gazprom contributes to the development of Russia's national qualifications system. In 2025, the Russian Ministry of Labor and Social Protection approved three professional standards developed by the Company. In addition, four draft professional standards were developed in the reporting year, with another five draft standards planned for development in 2026.



Implementation of professional standards in the operations of PJSC Gazprom, its subsidiaries and entities is reviewed annually at the meetings of PJSC Gazprom's Board of Directors. In 2025, the Board of Directors resolved to continue the work on implementation of professional standards across the Company.

Employee and Talent Pool Development

At Gazprom, there is a comprehensive employee development system designed to maintain the employee professional excellence and to meet the Company's human resources needs.

- Development and implementation of corporate training programs within the Continuous Vocational Education and Training System

- Implementation of corporate leadership training programs

- Creation of industry-specific professional standards

- Mentoring system development

- PJSC Gazprom's School of Young Specialists and Internship Program for Young Professionals at the Gazprom Group's Production Facilities

- Applied research conferences, roundtable discussions, and corporate events

➔ For more details on activities related to employee development, see the [Gazprom Group's Training System](#), [Young Talent Training and Onboarding](#), and [Collaboration with Education Institutions](#) subsections.

32,274,300 hours
of training of the Gazprom Group's employees

589,200 employees¹
having participated in professional development (for blue-collar staff), retraining and skills upgrading programs

¹ The number of employees who completed training is stated in man-courses (if one person received training twice, they are counted twice, etc.).

UNITY OF CARE
AND EFFICIENCY



Elena
Tyan

Head of Gazprom CNIS
(Gazprom Centre for Workforce
Planning and Utilisation)

Holds a PhD in psychology;
recipient of letters of
commendation from the Head
of the People's Front Executive
Committee and the Mayor
of Moscow for her personal
contribution to projects of
national significance



Russian Federation



Elena Tyan brings more than 20 years of experience in human resources management, combining strategic planning with a genuine focus on employee well-being and creating conditions in which every individual can realize their potential.

Over the course of her career, she has delivered a number of innovative projects that have set benchmarks for the industry and been scaled across Gazprom Group entities. Among her key achievements are a unique injury prevention system that accounts for the human factor, and the launch of the School of the Technical Manager. Her work received national recognition when the Best Industrial Mentoring Practices project won the All-Russian Mentoring Competition, held on the instructions of the President of Russia.

Under her leadership, Gazprom CNIS actively bridges the state, society, the sector, and educational organizations through the Council for Professional Qualifications in the Oil and Gas Industry, strengthening Gazprom's standing as a socially responsible employer.

Elena Tyan pairs her professional work with active volunteering. Her approach to workforce management has earned wide expert recognition and demonstrates that care for people and operational efficiency are not competing priorities, but the shared foundation of sustainable business development.

MED 31 Gazprom Group Indicator 34

Implementation of training programs at the Gazprom Group

Indicator	2023	2024	2025	Change 2025/2024, %
Average duration of all types of training per employee of the Gazprom Group by training group, hours:				
◦ managers, specialists, and other white-collar staff	56	54	61	+13
◦ blue-collar staff	77	76	73	−4
Total duration of employee training at the Gazprom Group, including by gender, hours:	32,299	31,578	32,274	+2
◦ male	26,891	25,043	25,848	+3
◦ female	5,408	6,535	6,426	−2
Number of employees who participated in professional development (for blue-collar staff), skills upgrading and retraining programs at the Gazprom Group, thousand people ¹	594.7	570.5	589.2	+3
◦ managers, specialists, and other white-collar staff who participated in further professional training programs	290.0	296.7	328.3	+11
◦ blue-collar staff who participated in professional training	304.7	273.8	260.9	−5
Number of the Gazprom Group's employees who completed training in process safety, people ²	173,687	191,448	228,505	+19
Number of the Gazprom Group's employees who completed training in corporate ethics, people	131,153	177,566	94,664	−47

➔ 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 process safety, see the [Training in Process Safety](#) 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 corporate ethics, see the [Corporate Ethics Training](#) subsection.

Talent Pool

An important component of the Gazprom Group's HR management system is the development of a talent pool, which includes employees with high professional potential who are prepared to perform managerial functions in today's conditions.

Work with the talent pool is aimed at ensuring continuity, consistency, and effectiveness of management across organizations.

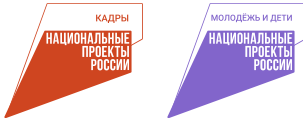
Employees included in the pool for promotion to senior management positions undergo training under Master of Business Administration (MBA) programs, including:

- at the Gazprom Corporate Institute: MBA Gazprom – Strategic HR Management, MBA Gazprom – Effective Management of Mineral Resource Base, and MBA Gazprom – Management of Programs and Projects for Innovative Development in the Energy Business programs;
- at St. Petersburg State University of Economics: MBA Gazprom – Management of an Oil and Gas Corporation in a Global Environment, and MBA – Management of Social Activities in an Energy Company.

¹ The number of employees who completed training is stated in man-courses (if one person received training twice, they are counted twice, etc.).

² 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



The Gazprom Group entities ensure rapid adaptation of employees when they assume new positions, fostering teams' ability to solve complex challenges and implement ambitious 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.³

To accelerate the professional onboarding of employees and build strong, cohesive teams, the Gazprom Group entities have implemented a mentoring system. This system is designed to shorten the onboarding period for personnel after hiring or appointment to a new position, as well as to facilitate the transfer of professional expertise and corporate values.

Mentoring activities are coordinated by HR departments. The latter oversee the mentoring process and assess how effectively employees acquire relevant skills and expertise.

Highly qualified employees who are respected within the team and possess extensive experience in both professional and educational work serve as mentors. Members of the Councils of Young Scientists and Specialists of PJSC Gazprom's subsidiaries and entities are actively involved in the mentoring process.

In 2025, the All-Russian Mentoring Competition was held, organized by the Russian Ministry of Education, where Gazprom Transgaz Ukhta and Gazprom Transgaz Moscow took top places in the Industrial Mentoring category and the special Mentor of the Future category, respectively.

Young specialists are onboarded according to dedicated programs involving mentors and experts. Onboarding programs familiarize newcomers with corporate traditions, support professional development in relevant fields of activity, and help identify the most promising employees for further career growth.

2,200 young professionals took part in PJSC Gazprom's onboarding programs in 2025

60 Councils of Young Scientists and Specialists operate at the Gazprom Group

To engage young people in scientific activities and facilitate their effective professional onboarding, Councils of Young Scientists and Specialists operate across the Company's subsidiaries and entities. These councils organize roundtable discussions, applied research conferences, and various sports and cultural events.

In the reporting year, the Company introduced a number of measures to better engage with young employees. For instance, the programme of PJSC Gazprom's School of Young Specialists was supplemented with new modules on implementation of innovative technical solutions in production, treatment, and processing of hydrocarbons.

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 competencies. It culminates in the presentation of interns' graduation projects to an expert panel of PJSC Gazprom. In 2025, 14 individuals successfully completed their internships within this program.

Gazprom Dobycha Yamburg hosted a workshop meeting of chairmen at the Councils of Young Scientists and Specialists of PJSC Gazprom's subsidiaries and entities, while also staging the PJSC Gazprom Best Young Employee competition.

³ Approved by order of PJSC Gazprom No. 310 dated June 9, 2015 (as amended).

During the reporting year, PJSC Gazprom's main scientific organization – Gazprom VNIIGAZ – held the 13th International Youth Scientific and Practical Conference “New Technologies in Gas Industry: Experience and Continuity”. It was attended by 188 young employees from 39 subsidiaries, presenting 138 reports in 12 subject areas.

In 2025, the 16th All-Russian Conference of Young Scientists, Specialists and Students “New Technologies in the Gas Industry” was convened at Gubkin Russian State University of Oil and Gas.

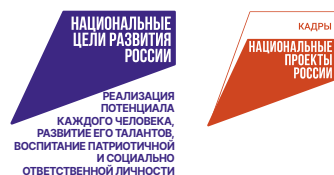
It had 379 attendees – young professionals from the Company's subsidiaries and entities, students, and postgraduate students of partner universities. 12 sections saw 304 reports.

In 2025, the Gazprom Group also 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 2,000.

Young researchers at the Gazprom Group receive grant funding on a competitive basis every year. Winners are given grants for writing and defending PhD and post-doctoral dissertations.

In 2025, to maintain the scientific potential of employees, the Regulation on PJSC Gazprom's¹ Grants was approved, setting out the procedure for organizing and holding competitions for grants to support employees of the Company's subsidiaries and entities in writing and defending their post-doctoral dissertations.

Collaboration with Education Institutions



In the reporting year, the Gazprom Group continued its long-standing cooperation with educational institutions, implementing promising joint R&D projects and creating conditions for high-quality professional training of specialists.

To attract young talent, Gazprom organizes career guidance initiatives, including Gazprom Classes, Gazprom Industry Olympiad for Schoolchildren, Student Olympiad of Gazprom, and Forums for Gazprom Classes students and its sponsored students.

Gazprom Group Indicator 44

22,686 pupils
(+21.3 % vs. 2024)

took part in the Gazprom Industry Olympiad for Schoolchildren

The Gazprom Industry Olympiad for Schoolchildren in the 2024–2025 academic year was held across six subject areas, in five of which it is included in the Russian Ministry of Education's List of School Olympiads. It registered 20,415 participants from 83 regions of Russia's eight federal districts, and also 2,271 people from 97 foreign countries. Following the final round, 1,262 schoolchildren were recognized as winners and prize recipients.

Gazprom Classes



The Gazprom Group has been implementing the Gazprom Classes project in the regions of its operation since 2014, seeking 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, which are organized by PJSC Gazprom's subsidiaries and entities.

→ The project's information platform:
<https://gazprom-classes.etu.ru/>

In Tomsk, with the support of Gazprom Transgaz Tomsk and Tomsk Polytechnic University, the 8th Annual Forum of Gazprom Classes students was held. In 2025, the event was attended by 115 students from Gazprom Classes, Gazprom School, Gazprom School St. Petersburg², and corporate vocational education institutions: Matlashov Gazprom College in Volgograd and Gazprom Vocational School Novy Urengoy.

42 Gazprom Classes

operated in six federal districts of Russia
as of September 1, 2025

Energy of Change

In 2025, in partnership with Peter the Great St. Petersburg Polytechnic University, the Stepping Stones research project competition for Gazprom Classes students was held. The competition brought together students from Gazprom Classes, Gazprom School, Gazprom School St. Petersburg, Gazprom Vocational School Novy Urengoy, and Matlashov Gazprom College in Volgograd. The Energy of Change: New Ideas and New Solutions competition featured five sections:

- Digital Economy and Management of Social Technologies
- Technospheric Environmental Safety in the Oil and Gas Industry
- Energy Saving and Alternative Energy
- Chemical Technologies
- Engineering Solutions in the Oil and Gas Industry.

A panel of experts from ten university partners of PJSC Gazprom assessed over 70 projects from 110 young innovators.

5,250 university students
(+11.5 % vs. 2024)

participated in the Student Olympiad of Gazprom

The Student Olympiad of Gazprom in the 2024–2025 academic year featured 12 subject areas. It registered 5,250 participants from Russia's eight federal districts and 35 foreign countries. 193 participants were recognized as winners and prize recipients.

Just like in the previous years, the most promising students were selected for further employment. To this end, job fairs were arranged at partner universities, where students could learn about the operations

of PJSC Gazprom's subsidiaries and entities, future projects, and current job openings, while also receiving internship invitations. In 2025, PJSC Gazprom's partner universities held 16 job fairs.

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, the Gazprom Group identifies candidates for sponsored training programs, organizes student internships, and facilitates training placements for academic staff from educational institutions at its production facilities.

¹ Approved by order of PJSC Gazprom No. 10 dated January 16, 2025.

² Renamed Gazprombank School in August 2025.

Gazprom Group Indicator 40

12,998 university students
and **8,493**
vocational college students
completed internships at PJSC Gazprom's subsidiaries
and entities in 2025

Following internships,
3,799 students
were employed with the Gazprom Group

Gazprom Group Indicator 41

Number of graduates hired by the Gazprom Group entities

Indicator	2023	2024	2025
Total number of hired graduates, including:	3,623	3,830	3,799
◦ graduates of higher education institutions	2,097	2,252	2,128
◦ graduates of vocational education institutions	1,526	1,578	1,671

Gazprom Group Indicator 42

19 partner universities
25 specialized departments

In 2025, the Gazprom Group collaborated with 19 partner universities, which help to run educational programs, specialized courses, and training projects for professionals in the gas industry. The cooperation framework includes career guidance activities, recruitment of applicants and graduates, organization of academic competitions (olympiads), internships and traineeships, as well as the implementation of employer-sponsored educational programs.

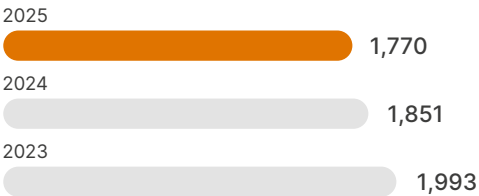
→ For more details on PJSC Gazprom's partner universities, see the [Science and Technology Partnerships with Universities](#) section.

PJSC Gazprom and three of its anchor universities located in Kazan, Moscow, and Ufa launched the Chief Process Engineer School project. Students pursuing the Chemical Technology major at these universities receive additional professional knowledge alongside their core education. In 2025, the first graduates of the project were employed at facilities operated by Gazprom Pererabotka.

In the reporting year, Sakhalin State University has also been granted the status of an anchor university of PJSC Gazprom.

2,438 students
of higher and vocational education institutions studied under employer-sponsored training agreements with the Gazprom Group entities in 2025

Number of students who studied under employer-sponsored training agreements with the Gazprom Group entities



40 PJSC Gazprom-sponsored university students

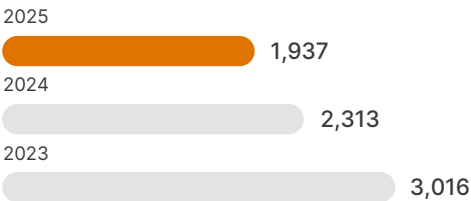
were awarded named scholarships for the 2024–2025 academic year, including 26 students from PJSC Gazprom's partner universities



Since 2022, Gazprom has been engaging students to work at its companies through student squads under a strategic partnership agreement between PJSC Gazprom, Gazstroypprom¹, and the Russian Student Squads All-Russian Youth Public Organization (RSO). In 2022–2025, over 8,500 student squad members worked at the Gazprom Group facilities.

Gazprom Group Indicator 43

Headcount of RSO student squads engaged at PJSC Gazprom's production facilities



In 2025, the headcount of RSO student squads engaged at PJSC Gazprom's production facilities went down by 16.3% year-on-year due to the shrinking investment program of the Gazprom Group.

Each year, the Company organizes labor projects of various levels, including all-Russian, interregional and international ones.

The forum brought together 150 participants: 110 students from higher education institutions and 40 students from vocational education institutions in the Yamalo-Nenets Autonomous Area.

Upon completion of the forum, all participants were offered the opportunity to complete paid internships at facilities operated by Gazprom Dobycha Yamburg, with the conclusion of fixed-term employment contracts.

In 2025, PJSC Gazprom's student squads took part in the Siberia All-Russian Student Construction Project (Kovyktinskoye Gas Condensate Field), as well as in the Ust-Luga, Kovytkta, and Urengoy Interregional Student Construction Projects, and the Minsk International Project. Student squad members also worked on labor projects including Sakhalin at the Kirinskoye field, Sever at the Chayandinskoye field, Yamal at the Bovanenkovskoye Oil and Gas Condensate Field, and others. Students were engaged in landscaping and maintenance of temporary residential camps, topsoil and vegetation layer removal, sand-and-gravel mixture backfilling, paving with tiles, as well as electrical installation, general labor, and geodetic works.

Preparation for the work season was conducted throughout the year: project supervisors and participants completed training programs and workshops.

Since 2024, the Company has been organizing Command Staff Schools for PJSC Gazprom's student squads. Annually, more than 50 labor project supervisors undergo training through these programs. The first Command Staff School was held at Peter the Great St. Petersburg Polytechnic University, and in 2025, the second School took place at Gubkin Russian State University of Oil and Gas (National Research University).

Since 2023, student squad members have been annually receiving vocational training in the areas of construction, service, and education through dedicated quotas at educational institutions. In 2025, a total of 1,892 students completed training across 67 professional disciplines.

¹ The Gazprom Group's associated entity.

Gazprom also provides charitable assistance to partner universities, aimed, in particular, at developing the student squad movement, building resource bases for student squad headquarters, and creating youth spaces for RSO members.

Student squad members participate in the Gazprom Group's career guidance events and job fairs, informing students about opportunities for temporary employment at the Company's facilities. They are also active participants in patriotic initiatives.

In addition, RSO serves as the operator of the volunteer corps for the St. Petersburg International Gas Forum. Volunteer teams are engaged in addressing numerous organizational tasks associated with the forum.

The effectiveness of Gazprom's youth-focused initiatives has received high recognition at the federal level. In 2025, the Company won the All-Russian Competition for Best Practices in Youth Employment in the category Labor is Cool: Collaborations between Employers and Russian Student Squads, organized by the Russian Ministry of Labor and Social Protection.

Additionally, PJSC Gazprom was awarded a diploma as a laureate of the Best Employer Award in the Fuel and Energy Sector in the category Career Start: Best Program in Youth Engagement, Recruitment, and Career Guidance. The award was established by the Russian Ministry of Energy.

HR Programs for Indigenous Minorities

The training and professional development of representatives of the indigenous minorities of the North is an integral part of the Gazprom Group's efforts to develop the HR potential in its regions of operation and strengthen engagement with local communities.

Gazprom implements HR programs aimed at advancing the regional labor market and meeting the demand for highly skilled workers.



Yamalo-Nenets Autonomous Area

Edeyko

This educational project, targeting school students in the Tazovsky, Nadymsky, and Purovsky districts of the Yamalo-Nenets Autonomous Area, provides representatives of the indigenous minorities of the North with opportunities to pursue education at vocational institutions, complete internships, and secure subsequent employment.



Novy Urengoy

Russian North Youth Forum

In 2025, with the support of PJSC Gazprom, the Russian North Youth Forum, a forum of indigenous minorities of the North, was held in Novy Urengoy, timed to coincide with the city's 50th anniversary. The project's objective is to create conditions for self-realization, creative growth, and professional development of youth from among the indigenous minorities of the North.

The program featured three thematic tracks: Strength of Traditions, Energy of Development, and Path to Unity. The Forum brought together activists, community leaders, company representatives, and educators to discuss leadership development, promotion of indigenous languages, and youth engagement in projects. Participants presented a concept for an alumni community and developed a guidebook for fuel and energy sector workers in the Nenets language. The forum concluded with a showcase of ethnic clothing and the awarding of the Federal Youth Agency grants: seven projects from various regions received support, focusing on fostering harmonious relations, developing sports, and preserving the culture of indigenous peoples.



Samburg

Samburg: Shaping Our Future Together

Since 2015, Gazprom Dobycha Urengoy has been implementing the Samburg: Shaping Our Future Together programme focused on career guidance and support for schoolchildren from among the indigenous minorities of the North, with opportunities for their future employment. This is a joint project with the Purovsky District administration and a Samburg boarding school. With Gazprom's support, the material and technical infrastructure of the boarding school is being upgraded, and new equipment is being procured. Over the ten years since the program's launch, a total of 152 students in grades 9–11 have participated. During the 2024/2025 academic year, 20 high school seniors took part in the program.

High-achieving students receive scholarships and may become sponsored students, with guaranteed employment opportunities upon graduation. Of the 90 program graduates, 61 continued their education at vocational institutions, while 29 enrolled in universities.

Three representatives of indigenous minorities of the North are currently studying remotely in the Gazprom Classes supported by Gazprom Transgaz Yugorsk. Another graduate of a Gazprom Class from among the indigenous minorities of the North is a sponsored student of Gazprom Dobycha Nadym and is currently studying at Tyumen Industrial University.

Two HR programs are being implemented at Gazprom Dobycha Yamburg for representatives of the indigenous peoples of Yamal.



Yamalo-Nenets Autonomous Area

Yasavey

This HR program has been in effect since 2023 and is aimed at the professional growth of employees from among the indigenous minorities of the North. Employees under the age of 35 who perform job functions not requiring specialized qualifications are eligible to participate in the program. The program provides opportunities to acquire professional skills, advance in qualification grade, and transition to positions as skilled workers.

➔ For more details on the Gazprom's engagement with indigenous minorities, see the [Local Development](#) section.

PROCESS SAFETY

Process Safety Management

➤ One of the Gazprom Group's priorities is the safety of its employees. The Integrated System of Process Safety Management (ISPSM) in place at Gazprom helps reduce incident risks, preserve people's health, and ensure business reliability and resilience.

Material topics

7 The Gazprom Group's legal compliance

4 Health and process safety at the Gazprom Group and its contractors

Approach to Process Safety Management

It is the responsibility of the Gazprom to create a safe working environment and comply with industrial, fire and road safety requirements in its production activities.

Key goals of PJSC Gazprom, its subsidiaries and entities in occupational, industrial, fire and road 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.



In 2025, PJSC Gazprom's Board of Directors reviewed process safety and environmental practices and approved the Company's ongoing efforts in these areas¹.

In the reporting period, new internal regulations in the areas of industrial safety and occupational health and safety were adopted: Standard Sanitary and Anti-Epidemic (Preventive) Measures Addressing Occupational, Infectious, and Non-Communicable Diseases² and STO Gazprom 18000.2-032-2025 Integrated System of Process Safety Management. Organization and Delivery of Practical Training for the Safe Performance of High-Risk Work³.

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

Integrated System of Process Safety Management

PCSB 44

PJSC Gazprom has in place the Integrated System of Process Safety Management (ISPSM). Integrated into the Gazprom Group's corporate business process management system, it is designed to prevent incidents and reduce risks in the area of process safety.

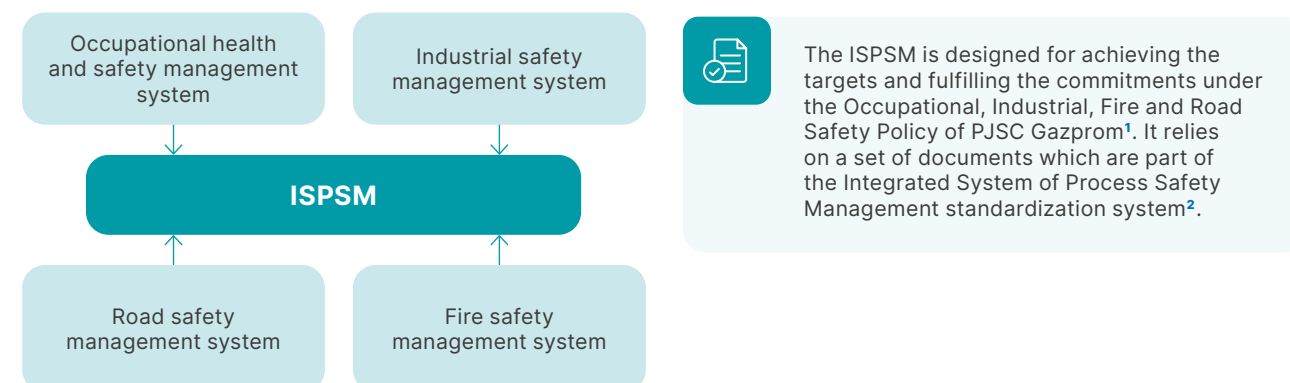
The ISPSM ensures coordinated process safety management aligned with legal requirements, scientific and technological advances, and corporate standards. It also accounts for the geographic, production, and other conditions specific to each PJSC Gazprom subsidiary.

¹ Resolution of the Board of Directors of PJSC Gazprom No. 4219 dated June 18, 2025.

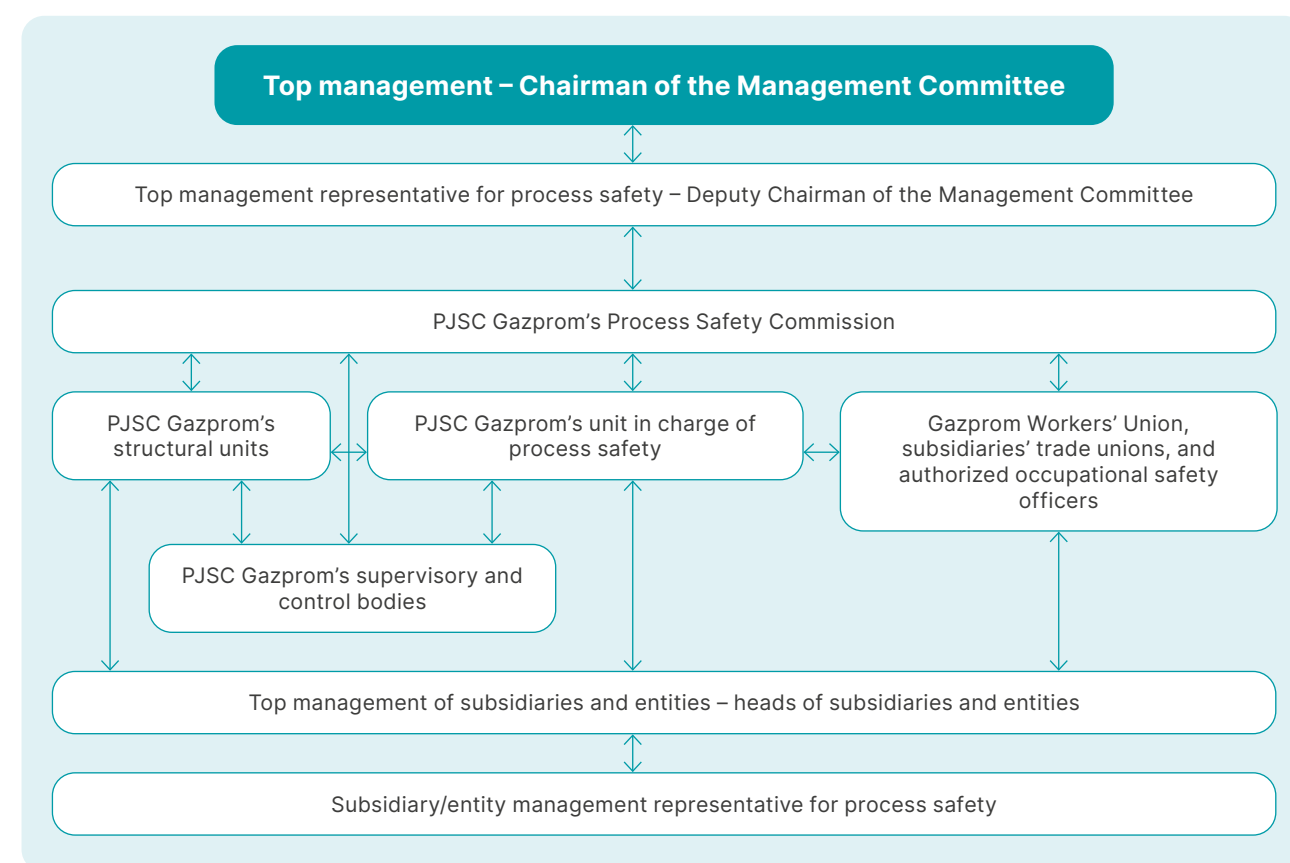
² Resolution of PJSC Gazprom No. 138 dated April 8, 2025.

³ Resolution of PJSC Gazprom No. 338 dated August 11, 2025.

Key ISPSM elements



Structure of PJSC Gazprom's ISPSM



The ISPSM, including all of its elements, is developed and enhanced in accordance with PJSC Gazprom's Process Safety Management System Development

Strategy for 2021–2030³. The Strategy's objectives are fulfilled in accordance with PJSC Gazprom's Target Process Safety Enforcement Program for 2022–2025⁴.

¹ Approved by order of PJSC Gazprom No. 416 dated September 17, 2019.

² 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.

³ Approved by order of PJSC Gazprom No. 368 dated September 9, 2020.

⁴ Approved by order of PJSC Gazprom No. 50 dated February 7, 2022.

ISPSM Scope

The ISPSM ensures that PJSC Gazprom complies with the established process safety targets and maintains a safe working environment across all workplaces.

Digitalization of Process Safety Management

In the reporting year, the digitalization of the ISPSM continued, along with the development of an information management system for process safety (PSIMS) at PJSC Gazprom based on Russian software. In September 2025, the project was named best in the Best Geographically Distributed Project category at the 1C: Project of the Year international competition.

Work continued on deploying a remote industrial safety monitoring system at hazardous facilities. A unique hardware and software platform was launched to facilitate interaction with the Federal Service for the Supervision of Environment, Technology and Nuclear Management (Rostekhnadzor). Operating at the corporate level, it has earned high praise from the head of the federal supervisory authority. The system was recognized as the best digital project in industrial safety at the Oil and Gas 5.0 competition held as part of the St. Petersburg International Gas Forum in 2025.

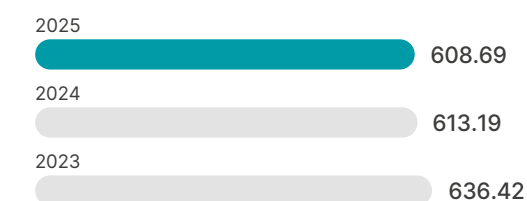
608,700 employees
covered by the ISPSM

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 extends to the Head Office of PJSC Gazprom and its 15 branches, 79 subsidiaries and entities, and four subholding companies⁵ – Gazprom Neft, Gazprom Energoholding, Gazprom Mezhregiongaz, and Gazprom GNP Holding. The ISPSM does not cover the Gazprom Group's representative offices outside Russia.

As of December 31, 2025, employees covered by the ISPSM⁶ totaled 608,700 people⁷, 0.7% down year-on-year due to a decrease in the Group's headcount across all entities covered by the ISPSM.

ISPSM coverage, thousand employees



In 2025, the Gazprom Group adopted new internal regulations pertaining to process safety, including the ISPSM series regulations of the PJSC Gazprom standardization system. Updates were also made to the safety rules for high-risk work, the list of disease prevention measures, and other documents.

⁵ Gazprom Neftekhim Salavat is not covered by the ISPSM.

⁶ Including the Gazprom Teploenergo Group.

⁷ Including employees dismissed on December 31, 2024.

ISPSM Compliance with Industry Standards

In accordance with the standard¹, 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 years².

100% of employees, including contractor personnel whose workplaces are covered by the ISPSM, undergo process safety assessments at least once every five years.

External ISPSM audits

63 Group entities with a total headcount of over 570,000 people were certified for ISPSM compliance with international and national standards in 2025³.

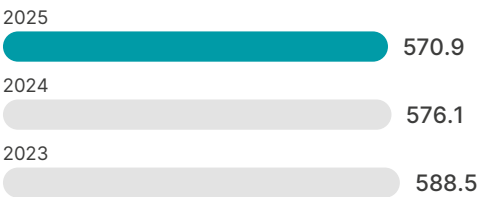


The Group's ISPSM complies with ISO 45001:2018⁴ and GOST R ISO 45001-2020⁵. In 2025, an external inspection audit of the ISPSM was carried out, confirming that the existing certificates of conformity remain valid.

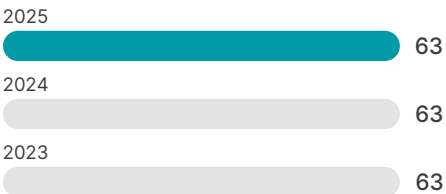
Number of Gazprom Group entities with ISPSM audits passed

Indicator	2023	2024	2025
External audits for compliance with GOST R ISO 45001-2020	63	63	63

Headcount of Gazprom Group entities certified for compliance with Occupational Health and Safety Management Systems standard⁶, thousand people



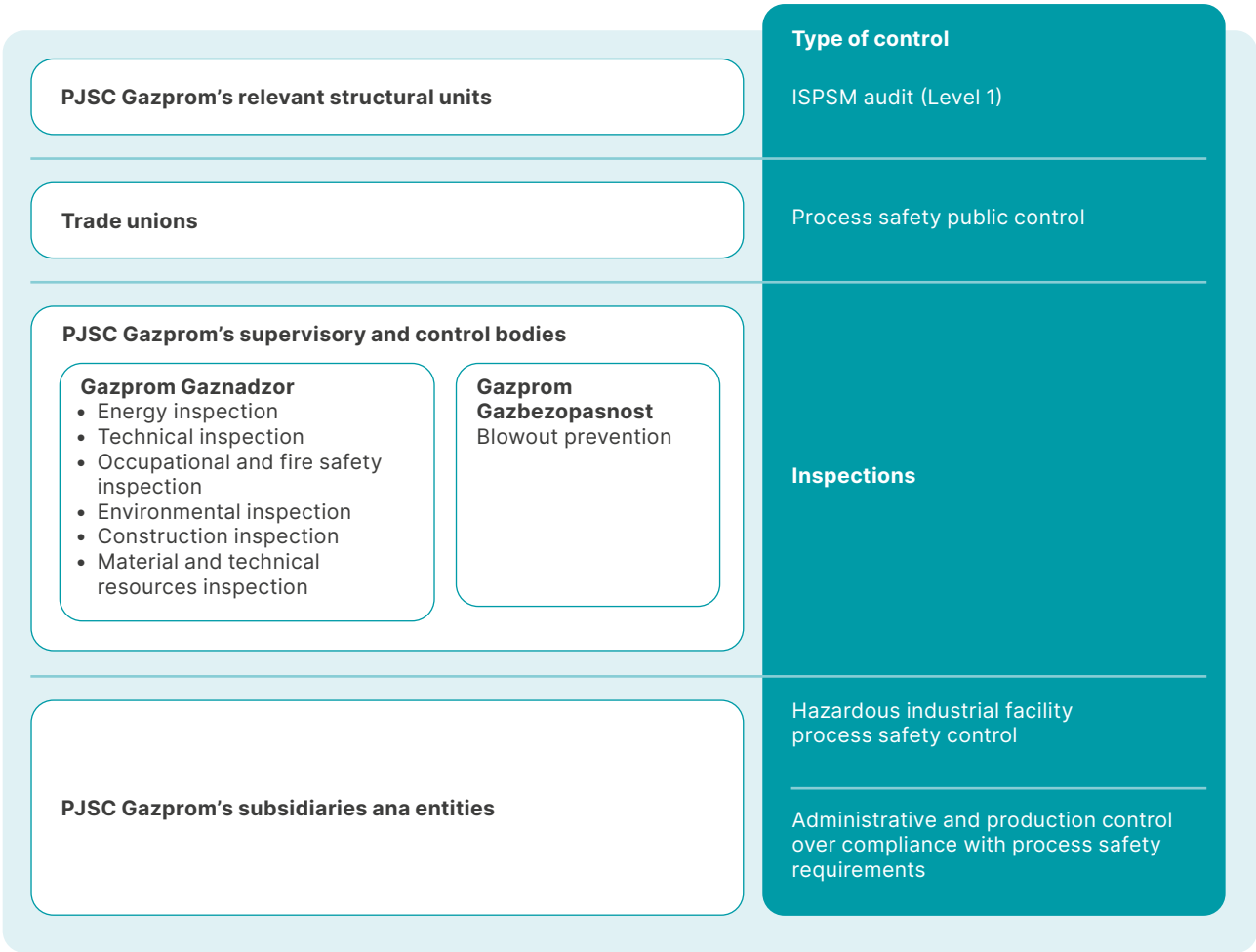
Number of Gazprom Group entities certified for compliance with occupational health and safety management requirements



Corporate Control over Compliance with Process Safety Rules

Corporate control includes internal audits at Gazprom Group facilities to verify compliance with legal and corporate process safety requirements.

Corporate Control over Process Safety



Administrative production control over compliance with process safety requirements focuses on preventing potential accidents and evaluating the activities of structural units and branches to manage process safety risks.

Corporate **inspection control** is aimed at monitoring compliance with industrial, fire and occupational safety requirements, as well as controlling the remedy of violations identified by state supervisory authorities. Corporate control also covers the interim stage of the industrial safety management system audit, following the principles and approaches established by PJSC Gazprom's Process Safety Commission⁷.

The ISPSM is audited by PJSC Gazprom's structural unit with authorization in industrial safety. The audit verifies ISPSM performance (effectiveness) in subsidiaries. Heads of PJSC Gazprom's dedicated structural units conduct on-site inspections of core subsidiaries and entities to assess the management of key process safety risks.

¹ 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.

² In line with STO Gazprom 18000.3-004-2020 Integrated System of Process Safety Management. Organizing and Conducting Audits.

³ Gas subsidiaries and PJSC Gazprom branches, including Gazprom Mezhrefiongaz, Gazprom GNP Holding, Gazprom Neft, and Gazprom Energoholding.

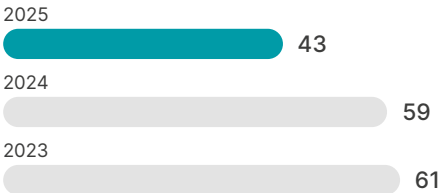
⁴ Occupation Health and Safety Management Systems. Requirements with Guidance for Use, compliance certificate No. 23.1511.026 dated December 11, 2023.

⁵ Occupation Health and Safety Management Systems. Requirements with Guidance for Use, compliance certificate No. 23.1512.026 dated December 11, 2023.

⁶ Gas subsidiaries and PJSC Gazprom branches, including Gazprom Mezhrefiongaz, Gazprom GNP Holding, Gazprom Neft, and Gazprom Energoholding.

⁷ Minutes No. 03-85 of the meeting of the PJSC Gazprom Process Safety Commission held in absentia on August 18, 2025.

Number of Gazprom Group entities that underwent internal audits of compliance with legal and corporate requirements



In 2025, certain Gazprom Group entities underwent two internal reviews – an ISPSM audit and a comprehensive inspection by the inspection body (Gazprom Gaznadzor). Consequently, the number of entities that underwent internal audits of compliance with legal and corporate requirements decreased.

Furthermore, the trade unions and authorized occupational safety officers at PJSC Gazprom's subsidiaries continuously exercise **public oversight** of process safety and adherence to occupational safety requirements.

Cooperation with foreign partners continues to exchange experience and practical knowledge in the area of process safety. Together with CNPC, the Company held an on-site meeting¹ focused on process safety and occupational health during operations in the Far North. Discussions covered emergency response drills, cross-border employee evacuation scenarios, medical support arrangements, and the use of artificial intelligence in these areas.

➔ For more details on process safety technologies applied in the Gazprom Group's investment projects, see the [Key Investment Projects](#) subsection.

Process Safety Risk Management

Hazard and Risk Identification

Risks to personnel health and safety, along with risks of accidents, incidents, and fires, may arise during the production activities of PJSC Gazprom's subsidiaries and entities.

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 PJSC Gazprom's 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.

In 2025, PJSC Gazprom identified 12 process safety risks, including eight significant risks:

- the risk of injury in a road accident;
- the risk of electrical (electrical arc) injury;
- the risk of injury as a result of exposure to extreme temperatures;
- the risk of injury to employees exposed to moving, flying or rotating objects and parts;
- the risk of injury to a worker due to a fall at different heights;
- the risk of injury as a result of exposure to hazardous substances;
- the risk of loss of containment at gas trunklines;
- risk of pecuniary damage caused by a fire at a service or operational facility.

No critical process safety risks or systemic risks related to ISPSM development, implementation, operation, and support were identified in the reporting year.

Each risk was assigned a high degree of controllability, with management measures, response methods, and mitigants developed. The implementation, performance and adequacy of these measures are controlled as part of the ISPSM audit, autumn and winter preparedness inspections at subsidiaries and entities, targeted checks, along with administrative and production assessment of process safety compliance. Progress against risk mitigation action plans is evaluated when reviewing subsidiaries' and entities' annual ISPSM performance reports.

➔ For more details on the list of ISPSM-related plans and programs, see [the Appendix to the Process Safety](#) section.

☰ Process Safety Monitoring

In 2025, Gazprom deployed the Focus AI software package, which leverages AI technology to detect deviations from process safety requirements during work carried out by contractors. Using specialized artificial neural network profiles, the system is able to identify people and various objects on construction sites. It breaks down video footage frame by frame, performs logical analysis, flags deviations based on predefined rules, and produces a final visually marked report. Detected incidents are automatically tagged with exact coordinates, date, and time, providing evidence for subsequent claims and eliminating subjectivity and legal risks. The report is then sent to contractors to rectify violations and prevent future occurrences.

Safety Barriers

The Company has introduced an innovative process safety solution: a laser projection system that visually marks hazard zone boundaries. Used during high-risk work, especially in load handling and heavy equipment operation areas, the technology serves as an extra safety barrier within the risk management system. The projected light outline, complete with warning markings, creates a clearly visible hazard zone boundary around the risk source, greatly reducing the chance of injury and human error.

Compared to traditional marking, this solution offers several operational benefits: it does not wear out, moves dynamically with the equipment, and remains highly visible even in poor lighting.

Incident Investigation

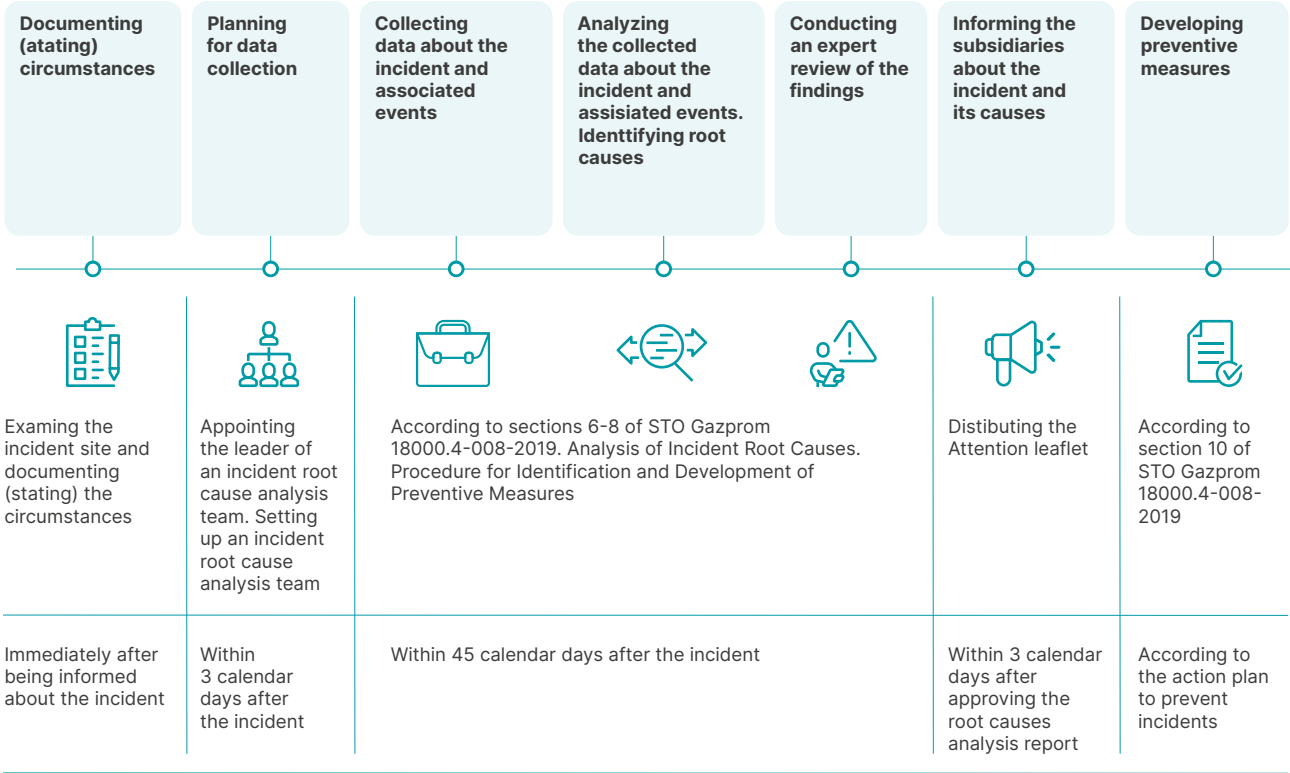
The Gazprom Group ensures that every incident is promptly and thoroughly investigated to identify root causes and develop preventive measures. The investigation procedure is regulated by laws and a corporate standard².

A specially established committee investigates each incident. It takes a record of all circumstances, collects data about the incident and all the associated events, analyzes the findings and identified causes, and prepares 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 made fully aware of the results.

¹ Pursuant to the Work Plan approved by the co-chairs of the PJSC Gazprom and CNPC Joint Coordinating Committee.

² 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



Staff Engagement in Process Safety

The ISPSM establishes vertical and horizontal corporate communications aimed at providing transparent information and engaging personnel in process safety.

Vertical information exchange

- Informing personnel about the goals and objectives of the ISPSM
- Collecting employee proposals to improve the ISPSM
- Conveying employee feedback on working conditions to management

Horizontal information exchange

Coordinating interaction among employees of structural units, subsidiaries, and entities of the Company to achieve common ISPSM objectives

Employee consultations and participation in process safety take place through behavioral safety audits¹ and inspections at various levels of administrative and production control over process safety compliance².

Employees receive detailed information on process safety requirements during training, briefings, and internships, as well as through the mentoring program for professional competency development and behavioral safety audits.

Survey on Employee Engagement with Process Safety

In 2025, as part of a process safety culture assessment, more than 20,000 employees of PJSC Gazprom's subsidiaries and entities participated in a survey. The anonymous questionnaire explored employee attitudes toward process safety, their personal motivation, and engagement levels across professional groups, age ranges, and years of service. The survey results informed the development of ISPSM improvement plans.

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;

- videos on safe practices;
- reference legal systems at workplaces;
- communication, warning and location systems for personnel of hazardous industrial facilities (HIFs);
- regular process safety meetings;
- process safety days.

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.

Employees of the Gazprom Group entities actively participated in and received awards at multiple Russian Labor Safety Week 2025 competitions.

- The team from Gazprom Invest won first place in the competition for the best PPE innovation proposal during Youth Day.
- The team from Gazprom Dobycha Urengoy won the Youth Day competition for best digital solution in occupational safety and HR management. Second place went to a team from another Company subsidiary, Gazprom Transgaz Moscow.
- Two teams from Gazprom Neft each won second place in the Youth Day case championship "Effective Tools for Developing Human Resources and Safety Culture in Organizations".
- Gazprom Dobycha Krasnodar took third place in one of the categories of the Best Large Business Organization in Occupational Safety competition.

¹ In accordance with R Gazprom 18000.1-3-009 Integrated System of Process Safety Management. Behavioral Safety Audit. Guidelines.
² Regulations on Arranging and Implementing Production Control over Compliance with Industrial Safety Requirements at PJSC Gazprom, its subsidiaries and entities (approved by order of PJSC Gazprom No. 120 dated March 10, 2020).

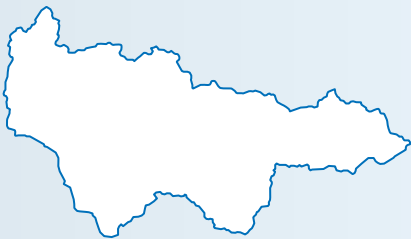
CHAMPIONING
A SAFETY
CULTURE



Oleg
Vakhovsky

Director General,
Gazprom Transgaz
Surgut

Recipient of a Certificate
of Honor of the Russian
Ministry of Energy
and corporate awards



Khanty-Mansi
Autonomous Area



Oleg Vakhovsky has established a robust training, communication, and incentive framework at Gazprom Transgaz Surgut. His initiatives ensure the Integrated System of Process Safety Management (ISPSM) operates seamlessly, mitigating operational risks and solidifying a proactive safety culture. Under Mr Vakhovsky's leadership, the company champions hands-on training powered by modern digital solutions.

Surgut now features a newly commissioned 2,500-square-meter training ground fully equipped with interactive stands, mock-ups, and simulators. By integrating specialized training sites, computer labs, and workshops, this facility enables personnel to hone practical skills in real-world simulated environments.

In 2025, the company rolled out a pilot project leveraging the SNFPO-Online distance learning platform to keep employees informed on process safety standards.

Mr Vakhovsky's strategic coordination of comprehensive ISPSM development efforts empowered Gazprom Transgaz Surgut to maintain a zero workplace injury rate during the reporting year. Today, the company consistently tops the sustainability rating of responsible business, while its branches and personnel frequently win regional and national process safety awards.

Training in Process Safety

Personnel training is a key component of a safe working environment at the Gazprom Group. Process safety training programs have been developed for every employee category and are delivered at the Group's training centers, corporate educational institutions, and structural units of Gazprom Group companies, in compliance with legal requirements.

In 2025, Gazprom Corporate Institute conducted a Leadership in Process Safety training program¹ for the Directors General of PJSC Gazprom's subsidiaries and entities, along with their deputies.

During the reporting year, representatives of PJSC Gazprom's Administration were trained for their initial and periodic industrial safety certification on the Rostekhnadzor portal.

A comprehensive program, Occupational Health at PJSC Gazprom Facilities, has been developed for members of occupational health knowledge examination commissions and specialists requiring training and knowledge verification.

The training centers of PJSC Gazprom's subsidiaries and entities provide opportunities to practice safe work skills using training simulators and practice grounds.

In 2025, several projects were distinguished at the competition for best technical aids and educational materials for the Continuous Vocational Education and Training System for PJSC Gazprom's personnel. These included an interactive training system, "Emergency Response Actions for Gas Compressor Station Shift Personnel"; an automated system, "Organization and Safe Conduct of Work in Areas with Active or Potential Industrial Hazards"; and a simulator suite, "Safe Hot Work Operations."



Types of process safety training programs

In-person training programs

Formats: training sessions, business games, etc.

E-learning and distance learning

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

228,505
employees

completed training in process safety

In 2025, the total number of the Gazprom Group employees who completed training in process safety reached 228,505².



Digitalization of Occupational Safety Training

In line with PJSC Gazprom's Digital Transformation Strategy, the Surgut branch of Gazpromtrans rolled out virtual reality simulators as an advanced occupational safety training tool. VR technology enables realistic modeling of production and emergency situations, providing a safe environment for practising skills and response algorithms. The VR suite covers key areas such as first aid, work at height, fire safety, production risk identification, and electrical installation operations.

137
process safety awards
and accolades, including

16
federal awards

1
international award, received by Gazprom Group employees in 2025

Control over Contractor's Process Safety



The Gazprom Group requires that contractors strictly comply with the standards and rules established in corporate standard STO Gazprom 18000.2-015-2021³. This standard 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 contain mandatory process safety requirements. General contractor agreements impose penalties for process safety violations and require process safety compliance throughout the supply chain. Process safety requirements are also set forth in the technical documentation for procurement procedures.

Contractors prepare process safety action plans for every project stage and each work phase and submit them to PJSC Gazprom for approval.

Contractor compliance with contractual obligations is monitored through administrative and production oversight, safety management system audits of counterparties, and remote aerial monitoring. If violations are identified, the Company files a claim that may lead either to penalties or to contractors being required to make equivalent-value workplace improvements.

Accidents involving contractors' employees are investigated in accordance with legal requirements. In line with their contractual obligations, contractors are required to analyze accident causes and develop and implement preventive measures⁴.

¹ As part of the Gazprom Group Management Leadership Development Program approved by Deputy Chairman of the Management Committee of PJSC Gazprom Vitaly Markelov on February 15, 2018.

² 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.).

³ 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.

⁴ According to STO Gazprom 18000.4-008-2019.

Contractor proposals for improving the process safety management system are reviewed twice a year during strategic sessions, as well as during quarterly meetings and working meetings, followed by an assessment of opportunities and mechanisms for their implementation.

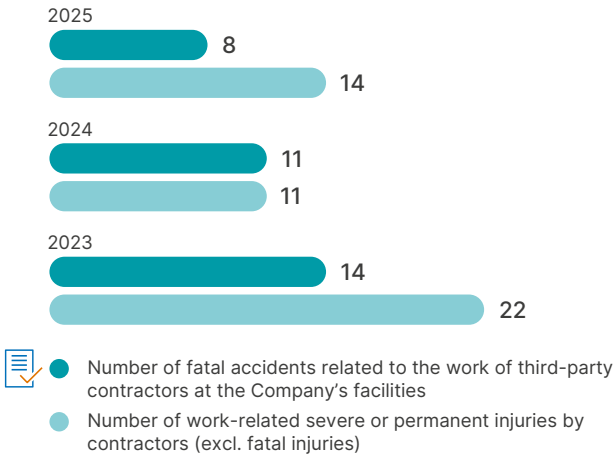
In 2025, improvements based on contractor proposals included the following:

- use of alcohol breathalyzer panels¹ integrated with personnel access control and management systems;
- use of equipment for marking hazard zones on construction machinery;
- installation of fire extinguishing aerosol generators in the engine compartments of vehicles and specialized machinery;
- procurement of ambulances and road safety service vehicles for large construction projects;
- procurement and installation of additional (above regulatory requirements) firefighting water tanks at temporary residential camps;
- procurement of VR equipment for use in occupational safety offices;
- installation of gobo projectors² for additional visualization of road signs and pedestrian crossings;
- procurement of Pogas autonomous fire simulators;
- development of training videos on occupational safety and process safety in various languages (Uzbek, Tajik, Kazakh, Russian).

77,600

contractor employees were engaged at PJSC Gazprom facilities in 2025

Injuries of contractors working at the Company's facilities



In the reporting year, fatalities among contractors dropped by 27.3% year-on-year, thanks to systematic efforts in this area. At the same time, severe work-related injuries increased by 27.3%, driven by a larger proportion of first-time contractors involved in diagnostics, maintenance, and repair of PJSC Gazprom facilities, as well as service companies new to drilling operations at Gazprom-managed sites.

In 2025, two strategic sessions involving the first-line managers of key suppliers and PJSC Gazprom's operating subsidiaries and entities were held to discuss targets, performance, priorities and future plans in process safety management. Training sessions and roundtables on improving process safety culture were held as part of experience exchange.

Number of injured contractor employees by type of accident in 2025



Training of Contractor Employees

The Gazprom Group oversees the implementation of process safety training programs for contractor employees. Such programs are developed in accordance with legal requirements, and additional training is also organized for contractors.

Additional training programs for contractor personnel included training on defensive driving, transport safety management for managers, specialists, and drivers, dropped object prevention, and Gazprom's process safety standards, as well as professional development for process safety specialists and line managers.

The reporting year saw joint training sessions and drills held with contractors to respond to emergencies.

100%

of contractor employees completed process safety training in 2025

To incentivize contractors to improve process safety, the Wings of Victory industry awards include a Best Project Team in Process Safety category. Contractors and their employees who make the greatest contribution to achieving process safety targets at PJSC Gazprom projects are recognized with awards.

¹ Stationary non-contact breathalyzers designed for rapid sobriety checks of personnel at facility entry points.
² A professional LED device for projecting images, logos, text, or patterns onto surfaces (walls, asphalt, facades).

Occupational Health

➤ The life and health of people are of the highest value to the Gazprom Group. To minimize the risk of injuries and threats to the health of employees and contractors, Gazprom is actively building a strong process safety culture, deploying advanced technologies, and providing personnel training.

Material topics

7 The Gazprom Group's legal compliance

4 Health and process safety at the Gazprom Group and its contractors

An occupational health and safety (OHS) management system is part of the ISPSM. It meets the requirements of the Russian Labor Code¹ and other relevant legal and regulatory acts, and applies to all employees of PJSC Gazprom and its subsidiaries and entities.

The Gazprom Group maintains trade union control over compliance with labor laws and safe working conditions, including trade union participation in ISPSM audits of the Gazprom Group entities, quality assurance commissions, and the provision of personal protective equipment to employees. The Gazprom Workers' Union and its organizations employ 40 technical labor inspectors and 9,087 occupational safety officers.

➔ For more details on the results of inspections conducted by the [Gazprom Workers' Union](#) organizations, see the [Social Partnership](#) section.

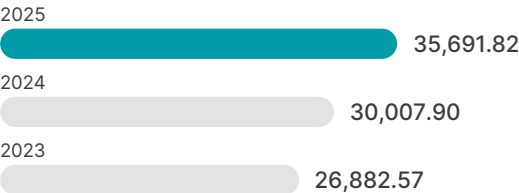
> RUB 35.6 billion

occupational health expenditures across the Gazprom Group in 2025

The Gazprom Group expenditures on occupational health and industrial safety include costs for HIF maintenance, periodic medical examinations of employees, procurement and maintenance of workwear, safety footwear, and other PPE, provision of milk and preventive nutrition, training and professional development, as well as ensuring sanitary and epidemiological conditions for safe stay at production facilities, buildings, and structures of the Gazprom Group. The rise in occupational health spending reflects higher costs for workplace improvement measures.

MED 27 PCSB 27 Gazprom Group Indicator 30

Occupational health expenditures across the Gazprom Group², RUB million



Occupational health expenditures across the Gazprom Group, RUB million

Indicator	2023	2024	2025	Change 2025/2024, %
Gas business companies	17,165.78	18,528.71	22,001.49	+18.7
Gazprom Mezhtregiongaz	2,139.81	2,402.45	2,971.25	+23.7
Gazprom GNP Holding	138.35	134.14	197.19	+47.0
Gazprom Neft	4,805.30	6,482.26	7,609.90	+17.4
Gazprom Energoholding	2,633.33	2,460.39	2,911.98	+18.4

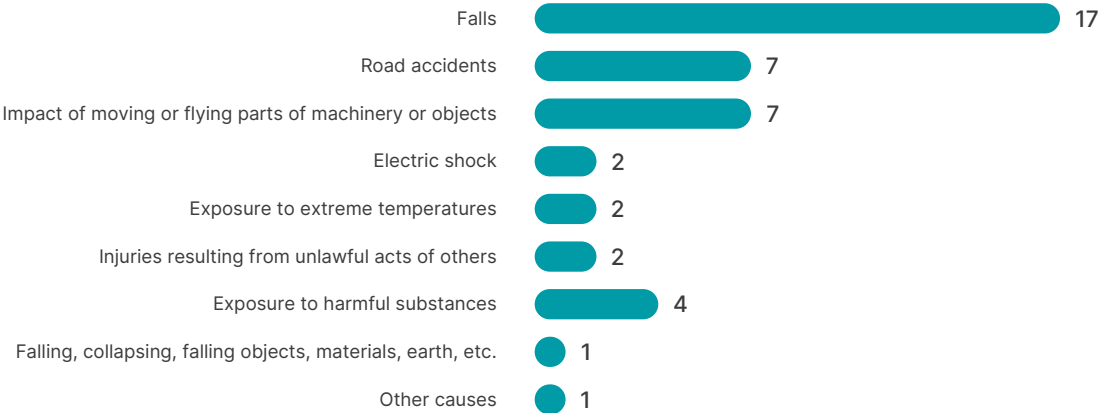
Prevention of Occupational Injuries

BR. Appendix 4, Identification of Hazards, Assessment of Accident and Incident Risks, Occupational Health Service, page 39

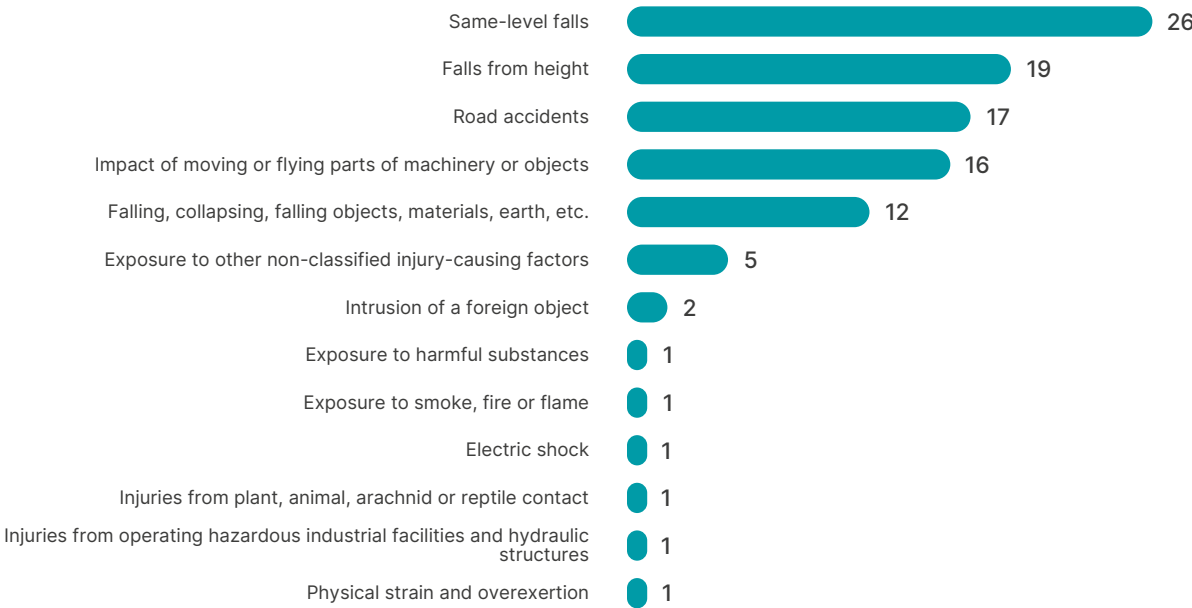
MED 29 PCSB 30

In 2025, PJSC Gazprom, its subsidiaries and entities³ had 38 occupational accidents, which resulted in 43 injuries, including 7 fatalities. The number of injuries went down year-on-year thanks to systematic preventive efforts to reduce occupational injuries.

Types of work-related accidents involving Gazprom employees in 2025⁴



Types of work-related accidents involving contractor employees in 2025



Following incident investigations and root cause analysis, action plans are developed to reduce the risk of further incidents within the Gazprom Group.

¹ Labor Code of the Russian Federation No. 197-FZ dated December 30, 2001.
² The data is provided for entities covered by the ISPSM.
³ The data is provided for gas business companies covered by the ISPSM, excluding Gazprom Mezhtregiongaz and Gazprom GNP Holding.
⁴ The data is provided for gas business companies covered by the ISPSM, excluding low-pressure pipeline networks (gas distribution) and distribution of petroleum products.



BR. Occupational injuries, page 40

Workplace injury rates¹

Indicator	2023	2024	2025	Change 2025/2024, %
Injury frequency rate ²	0.173	0.159	0.133	−16.4
Injury severity rate ³	76.6	76.5	67.9	−11.2
Injured	57	52	43	−17.3
Fatalities	11	9	7	−22.2

In 2025, the injury frequency rate went down by 16.4% due to a reduction in the number of injured persons compared to 2024. The injury severity rate decreased by 11.2% due to a reduction in the number of fatalities and fewer work days lost among injured employees.

The causes of fatalities in the reporting year included road traffic accidents, acute poisoning from exposure to harmful substances, and electric shock.

PCSB 29

Gazprom Group Indicator 29.1

Lost time injury frequency rate (LTIFR)⁴, Gazprom Group

Indicator	2023	2024	2025	Change 2025/2024, %
Gas business companies	0.102	0.094	0.078	−17.0
Gazprom GNP Holding	0.369	0.192	0.140	−27.1
Gazprom Mezhdregiongaz	0.204	0.207	0.157	−24.2
Gazprom Neft	0.323	0.360	0.259	−28.1
Gazprom Energoholding	0.191	0.155	0.114	−26.5

The higher FAR at Gazprom Mezhdregiongaz and Gazprom Energoholding in 2025 is due to a rise in the number of fatalities resulting from incidents.

Gazprom Group Indicator 29.2

Fatal accident rate (FAR)⁵, Gazprom Group

Indicator	2023	2024	2025
Gas business companies	1.963	1.623	1.263
Gazprom Mezhdregiongaz	1.927	0.406	0.847
Gazprom GNP Holding	12.309 ⁶	0	0
Gazprom Neft	0	0.706	0.701
Gazprom Energoholding	0	0	1.426

¹ The data is provided for gas business companies covered by the ISPSM, excluding Gazprom Mezhdregiongaz and Gazprom GNP Holding (except for data on contractors).

² Number of work-related injuries requiring one or more days off work in the reporting year / average headcount × 1,000.

³ Total number of work days lost / total number of incidents.

⁴ 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 of December 31, 2023).

⁵ Number of persons who suffered fatal accidents / total man-hours worked × 1,000,000.

⁶ 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 of December 31, 2023).

MED 29

Number of injuries and fatalities as a result of incidents⁷ at the Gazprom Group, persons

Indicator	2023	2024	2025	Change 2025/2024, %
Gas business companies				
Injured	57	52	43	−17.3
◦ incl. fatalities	11	9	7	−22.2
Gazprom GNP Holding				
Injured	6	3	2	−33.3
◦ incl. fatalities	2	0	0	–
Gazprom Mezhdregiongaz				
Injured	53	51	37	−27.4
◦ incl. fatalities	5	1	2	+100.0
Gazprom Neft⁸				
Injured	45	51	37	−27.5
◦ incl. fatalities	0	1	1	0.0
Gazprom Energoholding				
Injured	15	11	8	−27.3
◦ incl. fatalities	0	0	1	+100.0

Number of injuries and fatalities due to incidents at the Gazprom Group by gender

Indicator	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
Gas business companies⁹						
Injured	50	7	49	3	37	6
◦ incl. fatalities	11	0	9	0	7	0
Gazprom GNP Holding						
Injured	– ¹⁰	– ¹⁰	2	1	1	1
◦ incl. fatalities	– ¹⁰	– ¹⁰	0	0	0	0
Gazprom Mezhdregiongaz						
Injured	– ¹⁰	– ¹⁰	44	7	27	10
◦ incl. fatalities	– ¹⁰	– ¹⁰	1	0	2	0
Gazprom Neft						
Injured	37	8	43	8	32	5
◦ incl. fatalities	0	0	1	0	1	0
Gazprom Energoholding						
Injured	14	1	9	2	7	1
◦ incl. fatalities	0	0	0	0	0	0

⁷ Injuries requiring one or more days off work and fatal injuries.

⁸ The Gazprom Neft data include the subsidiaries of Gazprom Neft as well as the joint ventures under its operational control in Russia and abroad.

⁹ The data is provided for gas business companies covered by the ISPSM, excluding low-pressure pipeline networks (gas distribution) and distribution of petroleum products.

¹⁰ This indicator was not tracked.

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.

Labor Conditions Assessment

To enhance its process safety, Gazprom conducts special labor conditions assessments (SLCA) and ongoing monitoring of working conditions.

The occupational health services of PJSC Gazprom's perform SLCA at least once in every five years¹. The expert organizations included in the relevant register identify working environment and working process factors, and assess their impact on employees.

Operational control over working conditions is carried out 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.

- In 2025, SLCA was carried out:
- at gas business companies – at 39,503 workplaces (52,659 employees);
 - at Gazprom Mezhdregiongaz – at 16,965 workplaces;
 - at Gazprom GNP Holding – at 4,264 workplaces;
 - at Gazprom Neft – at 18,743 workplaces;
 - at Gazprom Energoholding – at 5,010 workplaces.

To reduce accident risks, Gazprom has in place incident prevention plans for work activities, action plans to ensure power facility safety and fire safety, and programs to reconstruct and upgrade the Group's facilities.

- Based on SLCA and operational control results, annual updates are made to programs for improving labor conditions, and the following steps are taken:
- informing employees about the identified harmful and/or hazardous workplace factors at production sites;
 - developing and implementing measures to improve working conditions, including the provision of personal and collective protective equipment;
 - conducting mandatory preliminary and periodic medical check-ups.

2.2 million

studies and measurements of harmful workplace factors conducted as part of operational control

➔ For more details on the number of workplaces and related employees in the organizations covered by the ISPSM in the reporting year, see the Appendix to the [Process Safety](#) section.

Occupational Disease Prevention

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. The list of high-risk work types is defined by a corporate standard².

- The main types of occupational diseases at Gazprom:**
- chronic bilateral sensorineural hearing loss, caused by industrial noise;
 - vibration disease, caused by exposure to whole-body and local vibration.

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

In 2025, 13³ employees of the Gazprom Group were first diagnosed with chronic occupational diseases.

Whenever an occupational disease is confirmed, the Group conducts an investigation to identify the causes and develop and adopt relevant prevention measures.

Occupational disease prevention measures

- Mechanization and automation of production, ensuring remote control;
- assessment and management of occupational risks;
- control over workplace conditions and implementation of measures for their improvement;
- informing employees about the identified harmful and/or hazardous workplace factors at production sites;
- providing employees with modern and effective personal and collective protective equipment;
- mandatory medical check-ups;
- medical screening, monitoring, and preventive health examinations;
- programs to prevent occupational diseases;
- health resort treatment and employee vacations.



The Procedure for Interaction between Sanitary and Epidemiological Experts and Occupational Safety Personnel at PJSC Gazprom⁴ is in place to enable early detection of occupational diseases and ensure the implementation of necessary measures. It establishes the process for identifying risk factors leading to occupational diseases and for subsequently developing rehabilitation and recovery measures.

Gazprom Group Indicator 29.3

Occupational disease rate (ODR)⁵, Gazprom Group

Indicator	2023	2024	2025
Gas business companies	0.023	0.029	0.020
Gazprom Mezhdregiongaz	0	0.004	0
Gazprom GNP Holding	0	0	0
Gazprom Neft	0	0	0
Gazprom Energoholding	0	0	0

In 2025, the occupational disease rate in the Gazprom Group's gas business companies decreased by 31.0% due to a lower number of employees first diagnosed with occupational diseases.

¹ Pursuant to Federal Law No. 426-FZ On Special Assessment of Labor Conditions dated December 28, 2013.

² Corporate standard STO Gazprom Gazprom 18000.2-029-2024 Integrated System of Process Safety Management. High-Risk Work. Arrangement of Conduct.

³ Two persons are employees of Gazenergoservis (part of Gazprom Energoholding), which is not covered by the ISPSM.

⁴ Approved by Mikhail Putin, Deputy Chairman of the Management Committee, order No. 04-19 dated October 21, 2024.

⁵ Incident cases of occupational diseases / total man-hours worked x 1,000,000.

Road Safety

In 2025, the Driver Health Management project was launched with a view to fostering persistent healthy habits in drivers and reducing risks associated with the sedentary nature of their work. The project participants – employees of PJSC Gazprom Avtopredpriyatie – receive recommendations on lifestyle, physical activity and disease prevention. The project won the Grand Prix in the best corporate program category of the Healthy Working Environment contest.

➔ For more information on employee health protection, see the [Safeguarding Employee Health](#) subsection.

A unified management framework governs the motor transport system and road safety across PJSC Gazprom's subsidiaries and entities, based on fundamental local regulations.

➔ For more details on the documents regulating motor transport operations, see the [Appendix to the Process Safety](#) section.

In 2025, Gazprom implemented a comprehensive road safety program that included monitoring preventive measures and traffic safety interaction procedures, quarterly meetings with PJSC Gazprom subsidiaries and entities, and deploying transport monitoring based on GLONASS and the Monitor.3S information system.

In addition, the Company developed technical requirements for active driver safety systems, introduced administrative offense tracking, strengthened oversight over transport operators, and updated the Comprehensive Accident Prevention Plan with stricter requirements for third-party vehicles.

Furthermore, the Company prepared training and methodological materials, arranged psychological counseling for drivers, and ran road accident response drills jointly with emergency rescue services and the Russian Ministry of Emergency Situations. Drivers from PJSC Gazprom's subsidiaries and entities received state honorary badges for accident-free driving.

Joint Efforts with Trade Unions on Road Safety

The Gazprom Workers' Union and the Company jointly launched a project to enhance road safety at Astrakhan gas condensate field facilities. Information boards were placed on corporate roads and within vehicle depot areas. Computers and specialized software were bought to train drivers and machinery operators on the basics of safe driving. At the Astrakhan GPP's transport workshop, rooms were set up for driver sports activities and psychological decompression.



Intelligent Vehicle Monitoring System

Gazprom Neft has deployed an integrated transport risk management system featuring a vehicle monitoring system (VMS) and in-cabin video analytics. Launched in 2017, the VMS tracks driving parameters, monitors work/rest compliance, and objectively scores driving style, helping cut accident rates by 48%. The in-cabin video

analytics, rolled out from 2024 onward, uses real-time AI to assess driver condition and flag risky behavior. The system has already prevented over 500 incidents, dangerous behavior per vehicle has fallen by 70%, and up to 80% of violations are corrected by drivers themselves after automatic alerts.

Industrial Safety

➤ Compliance with industrial safety requirements is a key element of the Gazprom Group's sustainable and accident-free operations. The Company strictly complies with established requirements in this area, continuously monitors hazardous industrial facilities, and makes sure its assets are fully prepared for a prompt response to accidents.

How the Gazprom Group ensures industrial safety

18 in-house emergency rescue teams

Agreements with professional third-party emergency rescue teams

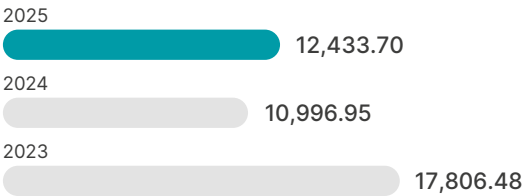
Emergency stock of materials and equipment and financial provisions for emergency containment and response

Training and technical aids to prepare personnel for emergency response (computer simulators and training sites)

PCSB 27

Gazprom Group Indicator 31

Industrial safety expenditures across the Gazprom Group¹, RUB million



> RUB 12.4 billion
industrial safety expenditures across the Gazprom Group in 2025

Industrial safety expenditures across the Gazprom Group, RUB million

Indicator	2023	2024	2025	Change 2025/2024, %
Gas business companies	5,130.48	8,389.27	8,671.79	+3.4
Gazprom GNP Holding	18.23	13.94	22.90	+64.3
Gazprom Mezhrregiongaz	11,392.84	1,197.47	1,739.65	+45.3
Gazprom Neft	478.82	338.96	626.60	+84.9
Gazprom Energoholding	786.11	1,057.31	1,372.70	+29.8

¹ The data is provided for entities covered by the ISPSM.

MED 27

Gazprom Group expenditures on occupational health and industrial safety¹, RUB million

Indicator	2023	2024	2025
Total expenditures on occupational health and industrial safety	— ²	— ²	31,225.0 ³
◦ incl. per employee average	—	—	0.05

As of December 31, 2025, a total of 8,218 hazardous industrial facilities (HIF) were registered in Russia's State Register of Hazardous Industrial Facilities, including:

The Gazprom Group's HIFs
as of December 31, 2025

Indicator	Number of HIFs
Gas business companies ⁴	4,477
Gazprom Mezhregiongaz	2,248
Gazprom GNP Holding	232
Gazprom Neft	675
Gazprom Energoholding	586

A multi-stage system controls the quality of technical devices and equipment used at Gazprom's HIFs. It comprises: audits of manufacturer production sites; product evaluation using the voluntary INTERGAZSERT certification system; verification of equipment conformity with PJSC Gazprom's technical requirements, followed by inclusion in the Unified Register of Material and Technical Resources; and incoming inspection to reject products that fail to meet regulatory and technical standards.

Gazprom maintains constant readiness for the prompt response to emergencies and the elimination of their consequences. All types of rescue units are in place, covering gas, fire, and blowout safety on land and at sea, and preventing oil spills.

Accident Prevention

Three comprehensive programs are in place to reduce the accident rate at Gazprom's production facilities:

- Comprehensive Program for Reconstruction and Re-Equipment of Gas Production Facilities for 2025–2029⁵;
- Comprehensive Program for Reconstruction and Re-Equipment of Gas and Liquid Hydrocarbon Processing Facilities for 2024–2028⁶;
- Comprehensive Program for Reconstruction and Re-Equipment of Gas Transportation Facilities for 2025–2029⁷.



PJSC Gazprom drafts and updates local regulations to improve process control and equipment diagnostics. Additionally, a Gazprom Group corporate standard⁸ sets out requirements for training employees in how to respond to potential incidents at HIFs, including requirements for emergency response drills (comprehensive, group, and individual) and assessing their efficiency.

In 2025, amendments to federal laws on organizing and conducting industrial safety management system audits⁹ for Class 1¹⁰ HIFs came into force. PJSC Gazprom actively contributed to shaping the audit methodologies¹¹, including during meetings of Rostekhnadzor's Scientific and Technical Council. The Company launched a comprehensive initiative to align its corporate procedures with the updated regulations: it established principles and approaches for auditing the process safety management system, embedded the new requirements into the existing ISPSM audit process, and integrated them into multi-level corporate control procedures.

> 30 joint activities

were carried out as part of cooperation agreements with Rostekhnadzor, the Russian Ministry of Labor, and the Russian Ministry of Emergency Situations in 2025.

The activities carried out during the reporting year to manage operational risks associated with accidents and equipment failures kept the level of risks within an acceptable range for PJSC Gazprom. The main causes of accidents in 2025 were loss of containment of gas pipelines due to corrosion and equipment damage.

Number of of industrial accidents and incidents across the Gazprom Group

Indicator	2023	2024	2025
Gas business companies			
◦ Accidents	4	3	3
◦ Incidents	4	2	6
Gazprom Neft			
◦ Accidents	0	2	0
◦ Incidents	5	3	2
Gazprom Energoholding			
◦ Accidents	1	0	0
◦ Incidents	20	15	12

Following the investigation of accidents and incidents and review of their root causes, the Company drafted and put in place a mitigation plan. Each PJSC Gazprom subsidiary and entity has an approved accident response plan. The plan provides for various accident breakout and development scenarios and interaction procedures while also allocating sufficient task force, materials and equipment, funds, and engineering resources.

All structural units of the Company's subsidiaries and entities regularly conduct various types of training and drills (comprehensive, group, and individual). These include training and drills on implementing the action plan for containing and eliminating consequences of accidents at HIFs¹².



Remote Industrial Safety Monitoring

The Gazprom Group is piloting a remote industrial safety monitoring system¹³ to detect early signs of incidents and prevent accidents at HIFs. In 2025, the project saw a concept developed and hardware and software fully implemented for the three-level HIF remote monitoring

system. This solution won the Oil and Gas 5.0 award for effective digital projects in the Industrial Safety category at the St. Petersburg International Gas Forum.

¹ Expenditures on occupational health and industrial safety include data from Statistical Reporting Form No. 7 "Injuries", line "Occupational safety expenditures". Spending on digital and technology solutions for industrial safety is treated as commercially confidential and is not included.

² This indicator was not tracked.

³ Excludes ISPSM-covered subsidiaries operating abroad (Gazprom Armenia, Gazprom Transgaz Belarus, Gazprom Kyrgyzstan) and subsidiaries not filing annual Statistical Reporting Form No. 7 "Injuries".

⁴ Excluding foreign gas business companies: Gazprom Armenia, Gazprom Transgaz Belarus, and Gazprom Kyrgyzstan.

⁵ Approved by resolution of the Management Committee of PJSC Gazprom No. 38 dated September 12, 2024.

⁶ Approved by resolution of the Management Committee of PJSC Gazprom No. 52 dated December 7, 2023.

⁷ Approved by resolution of the Management Committee of PJSC Gazprom No. 41 dated October 17, 2024.

⁸ Corporate standard STO Gazprom 18000.2-010-2020 Integrated System of Process Safety Management. Ensuring Preparedness for Emergencies at the Gazprom Group.

⁹ Federal Law No. 637-FZ On Amending the Federal Law On Industrial Safety of Hazardous Industrial Facilities and Certain Legislative Acts of the Russian Federation dated December 25, 2023.

¹⁰ In accordance with the amendments to Article 11 of Federal Law No. 116-FZ dated July 21, 1997, which took effect on September 1, 2025.

¹¹ Safety Guide "Conducting an Audit of the Industrial Safety Management System in Organizations Operating Hazardous Industrial Facilities," approved by Order of Rostekhnadzor No. 318 dated September 12, 2025.

¹² In accordance with Section 7 of STO Gazprom 18000.1-010-2020 Integrated System of Process Safety Management. Ensuring Preparedness for Emergencies at the Gazprom Group.

¹³ The project is being implemented pursuant to Russian Government Resolution No. 2415 and agreements between Rostekhnadzor and PJSC Gazprom's subsidiaries and entities.

**BRINGING
PROFESSIONALISM
AND SECURITY
TOGETHER**



Sergey Cherenkov

Head of Division, Main Security Directorate of PJSC Gazprom in St. Petersburg

Participant in the Special Military Operation, recipient of state awards of the Russian Federation



Sergey Cherenkov is responsible for the security of the Astrakhan Gas Processing Plant. He was directly involved in creating a layered defense system and forming a joint task force of security personnel and resources from PJSC Gazprom's corporate security service and the Russian Ministry of Defense at the facility.

Under his leadership, an effective response system was established to counter threats posed by aerial attack assets. As a result, several attacks were repelled, and

dozens of unmanned aerial vehicles were shot down, preventing a shutdown of the production process and avoiding significant damage.

Sergey's experience and systematic approach enable continuous improvement of measures to safeguard the integrity of production facilities, which is essential for the uninterrupted operation of Gazprom's enterprises and the reliable supply of gas to consumers.



Astrakhan Region

Fire Safety

To prevent fires at the Gazprom Group's facilities, the Fire Safety Organizational and Technological Activities Plan was introduced¹. It involves stringent control over the condition of fire protection systems, fire safety prevention efforts, and comprehensive fire drills for personnel.

Gazprom's team regularly takes part in the Russian Ministry of Emergency Situations' All-Russian competitions held in memory of Hero of Russia Vladimir Maksimchuk for the Cup of Fire and Rescue Sports Federation of Russia. In 2025, the PJSC Gazprom team secured first place in the overall standings.

In 2025, the following fire safety measures were implemented at PJSC Gazprom:

- development and adoption of measures to reduce the number of fires and accidents at the Company's facilities;

- improvement of corporate control and preventive efforts in the area of fire safety;
- monitoring of the condition of fire safety systems;
- ensuring fire safety at PJSC Gazprom's facilities located in forests or areas adjacent to forests;
- conducting comprehensive emergency response drills at PJSC Gazprom's facilities.
- training personnel in fire safety in accordance with amendments to Russian laws;
- improving the performance and readiness of the in-house fire-fighting units of PJSC Gazprom.

In 2025, the 13th Fire and Rescue Sports Competition was organized and held in Kazan, with 320 athletes from 30 subsidiaries and entities of PJSC Gazprom taking part. This was the highest number of participants in the history of the competition.

Number of fires at the facilities of PJSC Gazprom²

Indicator	2023	2024	2025
Total number of fires	2	3	4
◦ incl. at production facilities	0	1	0
Fire injuries	0	0	1
◦ incl. fatalities	0	0	0
Damage, RUB million	81.6	0	695.7

In 2025, the number of fires at PJSC Gazprom's facilities rose by a third, with four fires occurring at infrastructure sites. The causes were electrical equipment faults and

fuel system malfunctions in auxiliary vehicle equipment. One person suffered injuries in the fires.

Causes of fires at the facilities of PJSC Gazprom in 2025

Cause	Number of caused fires
Vehicle electrical equipment faults	1
Faults in vehicle mechanisms and components	1
Other causes	2

Together with Gazprom Space Systems, the Company is developing a space-based fire monitoring information service. The service can detect wildfire threats in the regions of natural gas production and transportation, with the information promptly communicated to relevant fire-fighting units.

Civil Defense

- The Gazprom Group engages in consistent efforts to protect its employees, local residents and territories against emergencies.

Material topic

- ⑦ 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 against hazards arising from military conflicts or as a result of such conflicts, as well as in natural and man-made emergencies

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

¹ Approved by order No. 03-334 of Vitaly Markelov, Deputy Chairman of the Management Committee – Head of Department at PJSC Gazprom, dated December 4, 2024.

² The data is provided for gas business companies covered by the ISPSM, excluding Gazprom Mezhregiongaz and Gazprom GNP Holding.

Corporate Civil Protection Defense
Performance in 2025

In 2025, 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.

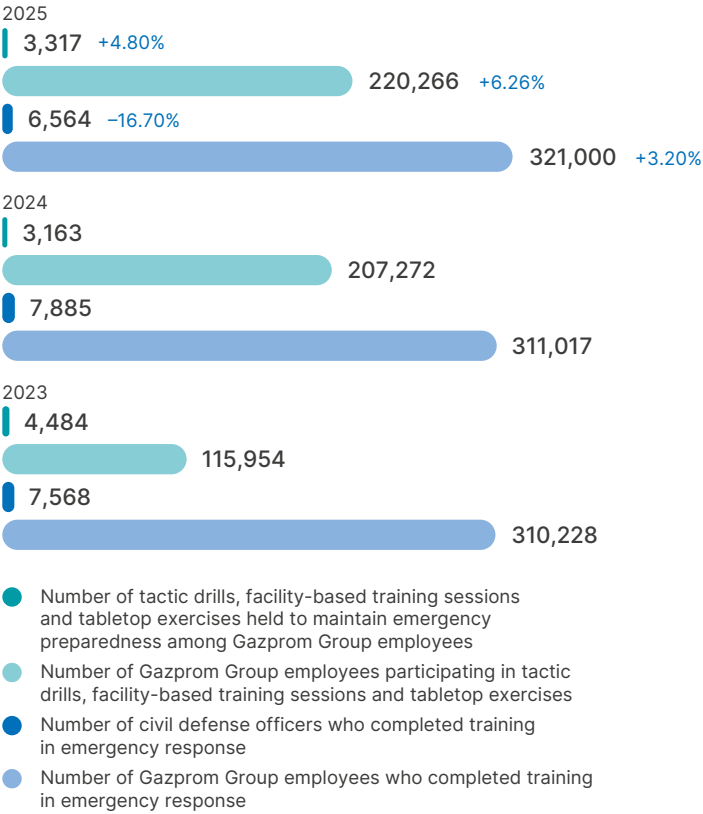
Efforts continued to replace obsolete and expired personal protective equipment with cutting-edge alternatives made in Russia. Measures were implemented to further train the Gas Emergency System task force personnel and improve its equipment and supplies. Monitoring systems were improved to enhance safe 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.

Constant equipment condition monitoring, prompt diagnostics, timely current and capital repairs, pipeline and equipment reconstruction, and high operational and technological discipline among employees all reduce accidents. Certain Gazprom Group entities have succeeded in ensuring accident-free operation of their process facilities for several consecutive years.

In 2025, there were no natural or man-made emergencies at PJSC Gazprom facilities.

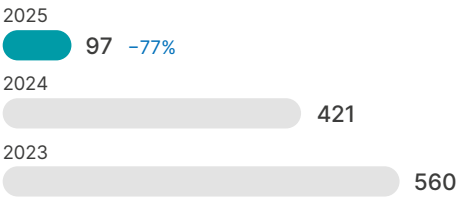
Emergency preparedness among Gazprom
Group employees



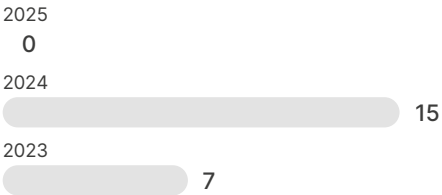
In the reporting year, the number of the Gazprom Group's tactic drills, facility-based training sessions and tabletop exercises went up by 4.8%, driven by a broader range of topics and the introduction of unscheduled and surprise drills and exercises. Fluctuations in the number of civil defense officials who completed various emergency training programs and in the total number of trained Gazprom Group employees stem from the periodic nature of training cycles.

Administrative fines and non-financial
sanctions for failures to comply with civil
defense and emergency protection procedures
at the Gazprom Group

Administrative fines paid, RUB thousand



Number of non-financial sanctions



In 2025, the administrative fines paid for failures to comply with civil defense and emergency protection procedures amounted to RUB 97,000, which is 77% less than in 2024. No non-financial sanctions were imposed on the Gazprom Group entities in connection with civil defense and emergency protection. This was due to strict compliance with violation rectification orders for public and territorial emergency protection.

The Gazprom Group's civil defense and emergency protection activities in the reporting year followed the 2025 Key Action Plan of PJSC Gazprom's Corporate Civil Defense System¹. Key activities included updating the Company's main civil defense and emergency planning documents on an annual basis, as well as drafting and approving a new Emergency Prevention and Response Action Plan².

In March 2025, PJSC Gazprom, its subsidiaries and entities took part in tabletop exercises conducted by the Russian Ministry of Emergency Situations and the Russian Ministry of Energy to prepare for safely managing spring flooding and preventing wildfires. The exercises involved management bodies, teams, and resources from PJSC Gazprom's 41 subsidiaries and entities, with 17,324 employees and 1,530 vehicles, machinery and equipment units participating.

Later in 2025, the Russian Ministry of Emergency Situations and other government authorities ran tabletop civil defense exercises. A total of 74,912 Gazprom Group employees participated, supported by 85 volunteer emergency response teams and 1,366 volunteer civil defense teams, as well as 716 vehicles, machinery and equipment units.

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 volunteer emergency response teams certified. The effectiveness of PJSC Gazprom's system to prepare and certify rescuers was validated.

¹ Approved by order No. 03-346 on December 12, 2024.
² Pursuant to GOST 22.2.14-2013 Safety in Emergencies. Emergency Prevention and Response Action Plan of an Organization. Development Procedure. Content and Formatting Requirements (approved by Alexey Miller, Chairman of the Management Committee, on December 17, 2025, order No. 1922s).

LOCAL DEVELOPMENT



About the
Gazprom
Group

Contribution
to the Country's
Economic
Development

Sustainability
Management

Gazprom
Group's
people

Process
Safety

Local
Development

Environment
and Climate

Appendices

Improving Local Living Standards



Our nation's multicultural unity and the sustainable development of its regions are essential drivers of economic growth and a higher quality of life for all its people. As a backbone energy company, Gazprom contributes to the development of the areas where it operates by providing a reliable infrastructure foundation and supporting socially significant initiatives in education, healthcare, culture, and sports. Delivering on these priorities supports balanced local development and strengthens the fabric of national unity.

Material topics

2 Implementation of gas supply development and gas infrastructure expansion programs in Russian regions

10 Interaction with local communities in the Gazprom Group's areas of operation

Approach to Interaction with Regions of Operation

The Gazprom Group engages with the regions of its operations based on partnership, alignment of priorities, and a commitment to long-term accountability. Gazprom consistently aligns its initiatives with the regional social and economic development goals, making a consistent contribution to the implementation of both regional and federal programs.

Central to this approach is open dialog with government agencies, local communities, and public organizations, which helps Gazprom respect the unique characteristics of each region and allocate resources to the most pressing priorities. This collaborative model ensures targeted support, sustainability of social projects, and long-term benefits for local communities.

The primary vehicle for this effort is the Regional Policy Concept of PJSC Gazprom¹. The Concept seeks to lay economic, legal, and organizational groundwork for the overall strategy of social and economic development of the Gazprom Group entities across their footprint. A cornerstone of the Gazprom Group's regional policy is its gas infrastructure expansion program that not only greatly enhances living standards but also stimulates business activity and industrial development throughout the regions. By opening new enterprises, expanding capacities, and building out the gas transportation system, the Gazprom Group creates new jobs for a host of specialists.

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

¹ Approved by resolution of the Management Committee of OJSC Gazprom No. 32 dated May 22, 2003.

**BRINGING
VICTORY
SYMBOLS
TOGETHER**



**Larisa
Semyonova**

Head of Public and Media
Relations, Gazprom
Mezhhregiongaz

Over 25 years of experience
in the oil and gas industry

Recipient of a Certificate
of Honor of the Russian
Ministry of Energy



Russian Federation



Larisa Semyonova is responsible for external and internal communications for Gazprom Mezhhregiongaz across 73 Russian regions. Her special focus is on information support for one of Gazprom's priority activities: the gas supply and gas infrastructure expansion program for Russian regions, as well as the additional gas infrastructure expansion initiative.

In 2025, with her direct involvement, the Preserving the Flame of Victory project was initiated and implemented. It was included in the action plan for the preparation and celebration of the 80th anniversary of Victory in the Great Patriotic War, approved by the Prime Minister of the Russian Federation.

On May 6, 2025, in honor of the anniversary, 80 new Eternal Flames were lit simultaneously across Russia. The commemorative events, held via video conference, were attended not only by Gazprom's senior executives but also by veterans of the Great Patriotic War, representatives of federal and regional government authorities, participants in the Special Military Operation, members of the Youth Army, and university and school students.

By the end of 2025, the project had added more than 189 new Eternal Flames to the map of Russia. An integrated information campaign reached a total audience of over 267 million people. The significance of the Preserving the Flame of Victory project for protecting historical memory has been confirmed by its wins in all-Russian professional competitions.

Gazprom Group Indicator 7

81 agreements

with Russian regions in effect across the Gazprom Group in the reporting year

Regional agreements enable the Gazprom Group to address various social and economic tasks, bolster the creation and development of infrastructure. 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.

In the reporting year, Gazprom signed and updated cooperation agreements with the governments of the Kaliningrad, Novgorod, and Orenburg Regions. The Company also entered into a Cooperation Agreement with St. Petersburg for 2025–2027.

Cooperation agreements with municipal administrations are in place in almost all regions across Gazprom subsidiaries and entities' footprint. The agreements are aimed at ensuring cooperation with the regions within the framework of PJSC Gazprom's strategic projects, strengthening relations and expanding business ties of PJSC Gazprom's subsidiaries and entities with enterprises, organizations, and municipal authorities in the Russian regions.



Openness to Dialog

In 2025, the Gazprom Group's engagement with regional governments and local authorities focused on environmental initiatives, social support, and the development of local communities.

Gazprom received requests from local municipal authorities seeking charitable support for socially impactful initiatives. Projects supported included several initiatives in Novy Urengoy: helping to organize the city's 50th anniversary celebration, including a reception for veterans and public festivities, launching joint environmental initiatives with local residents, and running the Yamburg Shifts program, which provided around 300 summer jobs for teenagers.

At the request of the Tazovsky District Administration, employees of Gazprom Dobycha Yamburg took part in the Clean Coasts of Eurasia 2025 initiative, clearing 570 m of shoreline. Furthermore, the Company developed a project for reindeer crossings at the Yamburgskoye field.

➔ For more details on PJSC Gazprom's investment projects, see the [Key Investment Projects section](#).

Initial and Further Gas Infrastructure Expansion in Russian Regions

Gas Infrastructure Expansion

72 constituent entities of the Russian Federation

RUB 226.8 billion

investment financing (including VAT) for inter- and intra-settlement gas pipeline construction, GDS and pipeline branches, as well as additional gas infrastructure expansion

Gazprom keeps expanding its gas infrastructure, hooking up hundreds of settlements – mainly villages and rural communities – to the gas grid. For local residents, access to natural gas as an energy resource delivers substantial financial savings relative to previous expenditures on firewood, coal, or costly electric heating. Gas heating, water heating, and household applications boost housing comfort levels in rural areas, while ensuring settlement energy security. Gas infrastructure expansion also stimulates business activity and industrial development. In addition, the 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.

In 2025, Gazprom completed 15 gas distribution stations with gas pipeline branches, 149 inter-settlement gas pipelines totaling 2,436.4 km, and 508 local distribution pipelines totaling 3,637.9 km, which will help gasify 78,900 households and apartments and 208 boiler houses in 370 residential communities.

75.6%

(or 91.0% of what is technically achievable nationwide) Russia's gas penetration rate as of December 31, 2025¹

Advantages of Gas Infrastructure Expansion

- The transition from coal-fired CHPPs and boiler facilities to state-of-the-art gas-fired stations enables a reduction in pollutant and greenhouse gas emissions. This reduces the negative impact on the environment and improves people's health.

- Gas delivers steady heat and hot water to homes, bringing city-level comfort to rural communities. With gas available, greenhouses, farms, and other facilities can be heated efficiently, which creates jobs and boosts local incomes.
- Modern gas equipment provides highly reliable heating. When used properly, it reduces the risk of fires. Gas supply runs around the clock and is not affected by weather conditions, which guarantees energy security for communities.
- Gas is a cost-effective choice in densely populated regions with well-developed infrastructure. The cost of heat generated from gas is typically lower than that from coal, diesel fuel, or electricity. The decision to switch consumers to gas is made when drafting regional fuel and energy balances for constituent entities of the Russian Federation.

In 2025, natural gas was supplied to:

- 29.8 million flats and private houses;
- 10,000 agricultural sites;
- 42,300 industrial facilities;
- 395,300 utility facilities.

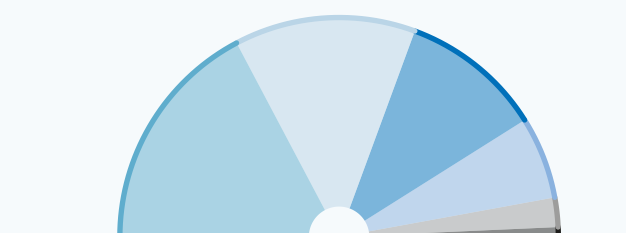


Openness to Dialog

To streamline service quality, we gather feedback via the Unified Gas Infrastructure Expansion Operator Portal, a one-stop center for gas infrastructure expansion and home connections to gas distribution networks (<https://connectgas.ru/>). In 2025, we received 10,110 queries this way, resolved 9,860 with full responses to applicants, and kept 265 under active review.

In 2025, consumers filled out survey forms to help monitor service quality. The respondents evaluated gas infrastructure expansion services, equipment maintenance, utility connection, and other services based on eight criteria. A total of more than 1,037,000 questionnaires were collected and analyzed. The overall service quality assessment was 7.71 out of 10. Customer survey results rated the operators of the Unified Gas Infrastructure Expansion Operator at 9.98 out of 10 for service quality.

Key Query Topics, %



- 35 Connection procedure clarifications
- 27 Contract deadline breaches
- 21 Other²
- 12 Application deadline breaches
- 4 Complaint against gas distribution company's actions
- 1 Unjustified refusal

¹ Preliminary calculation in line with the methodology to calculate gas infrastructure expansion indicators as approved by order No. 685 of the Russian Ministry of Energy dated June 21, 2024; gas penetration rate of households across Russia.

² Urban improvements, servicing of household and apartment gas appliances, and gas delivery.

Gas Supply Development and Gas Infrastructure Expansion Programs in Russia for 2021–2025

In 2025, gas supply and gas infrastructure expansion programs for the constituent entities of the Russian Federation were carried out in 72 regions of the country.



In 35 constituent entities of the Russian Federation, conditions were established to achieve the maximum technically feasible level of gas infrastructure expansion in 2025

Central Federal District

- 1. Belgorod Region
- 2. Bryansk Region
- 3. Vladimir Region
- 4. Voronezh Region
- 5. Ivanovo Region
- 6. Kaluga Region
- 7. Kostroma Region
- 8. Kursk Region
- 9. Lipetsk Region **741** (670)
- 10. 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 **1,041** (797)
- 19. Volgograd Region
- 20. Krasnodar Territory
- 21. Rostov Region **2,617** (2,247)
- 22. Republic of Adygea
- 23. Republic of Kalmykia

North Caucasian Federal District

- 24. Kabardino-Balkarian Republic
- 25. Karachay-Cherkess Republic
- 26. Republic of Dagestan **217** (159)
- 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 **674** (545)
- 33. Kaliningrad Region
- 34. Leningrad Region
- 35. Novgorod Region
- 36. Pskov Region
- 37. Republic of Karelia
- 38. Komi Republic
- 39. St. Petersburg

Volga Federal District

- 40. Kirov Region
- 41. Nizhny Novgorod Region
- 42. Orenburg Region **17** (17)
- 43. Penza Region
- 44. Perm Territory
- 45. Republic of Bashkortostan **1,041** (986)
- 46. Republic of Mari El
- 47. Republic of Mordovia
- 48. Republic of Tatarstan
- 49. Samara Region
- 50. Saratov Region
- 51. Udmurt Republic
- 52. Ulyanovsk Region
- 53. Chuvash Republic

Siberian Federal District

- 54. Altai Territory **2,883** (1,717)
- 55. Irkutsk Region **10** (9)
- 56. Kemerovo Region **1,559** (880)
- 57. Novosibirsk Region **536** (302)
- 58. Omsk Region **8,705** (7,221)
- 59. Republic of Altai
- 60. Tomsk Region

Far Eastern Federal District

- 61. Amur Region
- 62. Kamchatka Territory
- 63. Primorye Territory **2,362** (1,268)
- 64. Republic of Sakha (Yakutia)
- 65. Sakhalin Region **3,405** (2,325)
- 66. Khabarovsk Territory **758** (266)

Urals Federal District

- 67. Kurgan Region **1,103** (959)
- 68. Sverdlovsk Region **3,448** (2,172)
- 69. Tyumen Region
- 70. Chelyabinsk Region **4,539** (3,616)
- 71. Khanty-Mansi Autonomous Area – Yugra
- 72. Yamalo-Nenets Autonomous Area



Results of Gas Supply Development and Gas Infrastructure Expansion Programs in Russia for 2021–2025

80 new gas distribution stations with pipeline branches built

30 gas distribution stations reconstructed and **184** upgraded

956 inter- and **1,411** intra-settlement gas pipelines built, bringing gas infrastructure to **2,150** communities

Technical capability established for gas infrastructure expansion to more than **335,000** households and apartments

ЧИСТЫЙ ВОЗДУХ

35,656 (26,156) households with a technical possibility for connection to gas supply under the Clean Air federal project in 2022–2025 (connected households are indicated in brackets)

For more details on gas infrastructure expansion and the Clean Air Program, see the [Gas Infrastructure Expansion and the Clean Air Program](#) section.

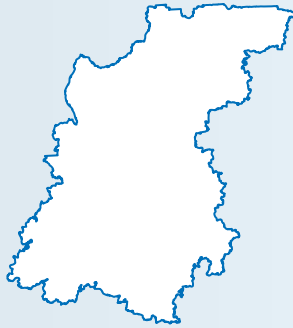
WHERE
EXPERIENCE
MEETS A TRUE
CALLING



Dmitry
Tatyantsev

Underground gas pipeline maintenance and repair fitter, 5th grade, External Gas Pipelines Service, Avtozavodsky District Operations Department, Gazprom Gazoraspredelenie Nizhny Novgorod

Participant in the Special Military Operation, recipient of state awards of the Russian Federation. Awarded with a Certificate of Honor of the Russian Ministry of Energy



Nizhny Novgorod Region



Dmitry Tatyantsev's core responsibilities encompass operating gas distribution networks, servicing equipment within gas valve pits, replacing pipeline insulation during instrumental inspections and diagnostics, and executing complex construction and installation works.

In 2025, he actively drove the Russian Government's social program providing for the connection of gas equipment of households by performing the initial commissioning of newly connected grid facilities. To prepare infrastructure for the cold season, Dmitry Tatyantsev and his crew serviced shut-off valves across nearly 1,500 valve pits and repaired 22 insulation defects on underground steel gas pipelines.

Implementation of Gas Infrastructure Expansion Programs

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 for 2021–2025. In 2025, gas supply and gas infrastructure expansion plans for 2026–2030 were approved for 72 constituent entities of the Russian Federation, including the Murmansk Region for the first time. In addition, early in 2026, the Gas Supply and Gas Infrastructure Expansion Program covering the 2026–2030 period was approved for the Omsk Region.

In cooperation with federal government agencies, work is underway to improve legislation for the purpose of simplifying and accelerating the construction of gas supply facilities, while also optimizing project timelines and costs. Consumer readiness for natural gas is not advancing quickly enough. Therefore, for a number of constituent entities of the Russian Federation, PJSC Gazprom has initiated the development and update of roadmaps to prepare boiler houses for natural gas reception.

Gas Infrastructure Expansion and the Clean Air Program

Under the federal Clean Air project (part of the Environmental Well-Being national project), gas is supplied to private households, thus cutting emissions and improving air quality. Regional authorities provide targeted support to residents using compensations and financial assistance. Almost half of the participating cities and towns benefit from additional gas infrastructure expansion.

In 2025, 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, and Yuzhno-Sakhalinsk.



Openness to Dialog

Throughout the reporting year, the Gazprom Group consistently engaged with federal and regional government agencies, addressing a broad range of oil and gas industry development matters. Gazprom representatives sat on the Federal Gas Infrastructure Expansion Headquarters (chaired by the Russian Government) and regional headquarters meetings covering tax incentives, permits, and tariff policy. Gazprom also took part in meetings of the State Council of the Russian Federation's commissions on Energy and Industry, interdepartmental working groups on gas supply, operational briefings with Russia's Ministry of Energy, and other events.



26,156
apartments and private houses

connected to gas infrastructure under the Clean Air project in 2025

In 2021–2025, as part of the additional gas infrastructure expansion in the cities and towns participating in the Clean Air project, more than 35,700 private households were provided with a technical possibility of being connected to gas supply, with over 26,000 households actually connected to gas.

Additional Gas Infrastructure Expansion

1,098,600
households

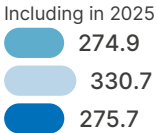
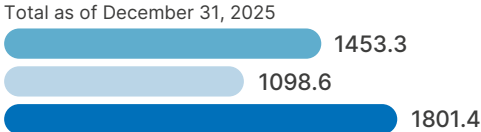
connected to the gas network over the course of the program

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 Interaction¹ establish how the Unified Gas Infrastructure Expansion Operator finances regional operators and independent gas distribution companies throughout the program.

As of December 31, 2025, gas networks were expanded to over 1,453,300 households in Russia.

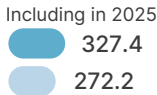
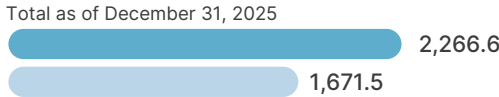
Results of additional gas infrastructure expansion, thousand



- Gas infrastructure expanded to land plot boundaries as part of relevant contracts with households
- Households connected to and receiving gas supplies
- Households with a technical possibility of being connected to gas supply

In 2025, Gazprom signed 272,200 contracts, under which gas networks were extended to the boundaries of 274,900 households, and 330,700 households were actually connected.

Number of requests and contracts signed



- Requests for additional gas infrastructure expansion
- Number of contracts signed

Utility connection of individuals (as of December 31, 2025, cumulative data from the start of additional gas infrastructure expansion), thousand households

Indicator	Across Russia	Including connections enabled by the Gazprom Group
Additional gas infrastructure expansion contracts signed with households	1,671.5	1,249.8
Gas infrastructure expanded to land plot boundaries as part of relevant contracts with households	1,453.3	1,093.2
Households with a technical possibility of being connected to gas supply	1,801.4	1,511.3
Households connected to and receiving gas supplies	1,098.6	831.8

¹ Approved by the Russian Government's Decree No. 1550 dated September 13, 2021.

Under the instruction of the President of the Russian Federation¹, the social program providing for the connection of gas equipment of individuals, healthcare and educational facilities to gas distribution networks in gas-supplied localities was made permanent. The Unified Gas Infrastructure Expansion Operator enters into and performs additional gas infrastructure expansion contracts as respective requests are received.

In 2025, there were 1,897 requests from healthcare and educational facilities submitted through the single operator portal, of which 63% were accepted and the rest were rejected, mainly due to the lack of title documents for land plots and capital construction facilities. Gazprom Mezhhregiongaz signed 1,161 contracts with social institutions, of which 807 were performed with gas infrastructure expanded up to their boundaries, and 331 contracts – with gas supplies launched.

Utility connection of households in horticultural non-profit partnerships (as of December 31, 2025, cumulative data from the start of additional gas infrastructure expansion)

Indicator	Across Russia	Including connections enabled by the Gazprom Group
Additional gas infrastructure expansion contracts signed	61,661	42,819
Gas infrastructure expanded to land plot boundaries as part of relevant contracts	16,814	11,564
Horticultural non-profit partnerships connected to and receiving gas supplies	8,191	5,600

☼ Digital Transformation

Every day, dispatching relies on AI-powered tools and models for operational forecasting of gas consumption within the UGSS. Precise forecasting of gas consumption makes it possible to proactively manage the UGSS and formulate effective dispatch strategies.

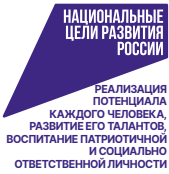
As of December 31, 2025, to ensure utility connection of social institutions, gas distribution companies within the Gazprom Group entered into 882 contracts, expanding gas networks to land plot boundaries under 670 contracts and supplying gas under 304 contracts.

As of December 31, 2025, 61,661 connection contracts were signed for hooking up gas appliances to the distribution network under the gas infrastructure expansion program for households in horticultural non-profit partnerships. Of these, 16,814 contracts were completed to the property line, and gas was turned on under 8,191 contracts.

Gas distribution companies within the Gazprom Group signed 42,819 contracts with horticultural non-profit partnerships by December 31, 2025, completing gas network expansion to land plot boundaries under 11,564 contracts and supplying gas under 5,600 contracts.

Charity

➤ Through a wide range of social initiatives, Gazprom helps preserve nationally significant values and promotes the development of education, sports, culture, and the arts, as well as the ongoing improvement of infrastructure and quality of life across its operating regions.



Material topic

3 The Gazprom Group's social projects

10 Interaction with local communities in the Gazprom Group's areas of operation

Charity Management

> 4,500
charity and sponsorship projects
funded by the Gazprom Group in 2025

PJSC Gazprom and Gazprom Group entities conduct charitable activities and act as sponsors to contribute to the public good and address the most pressing issues and objectives of social and economic development in their regions of operation.

Relevant efforts are governed by PJSC Gazprom's Regulation on Sponsorship and Charitable Activities², which sets out the guiding principles and priority areas, and competencies of PJSC Gazprom's governance bodies in making respective decisions.



In the reporting year, PJSC Gazprom's Board of Directors reviewed materials on the implementation of social programs, sponsorship and charitable activities of the Gazprom Group in 2024. Following this review, the Board resolved to take note of the information on the implementation of the Gazprom Group's social programs, sponsorship, and charitable activities in 2024, and instructed Chairman of the Management Committee Alexey Miller to ensure the continued implementation of social programs and sponsorship and charitable activities across the Gazprom Group³.

¹ Instruction of Vladimir Putin, the President of the Russian Federation, No. Pr-2067 dated October 30, 2022.

² Approved by resolution of the Board of Directors of PJSC Gazprom No. 2775 dated July 12, 2016 (as amended).

³ Minutes No. 1612 dated March 17, 2025, meeting held in absentia.

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.

Key tools to implement charity initiatives

Cooperation agreements with regional authorities

Own social projects

Targeted charity and sponsorship

Volunteering support

Social project selection criteria

1 Materiality

2 Social relevance

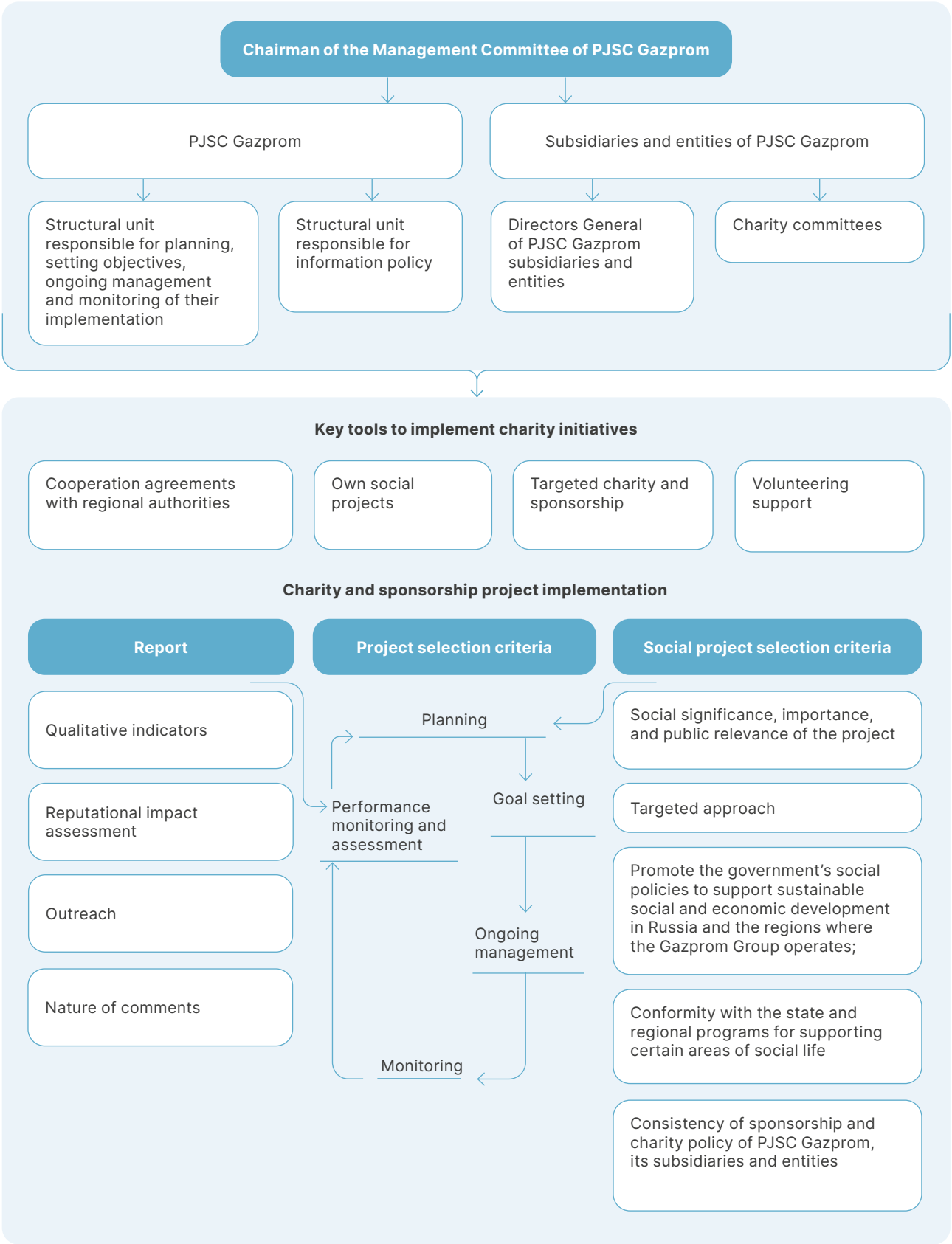
3 Targeted approach

Gazprom Group entities decide whether to take part in charitable projects based on their importance for local communities, as well as their relevance and potential positive impact on local development or improvement of living standards.

Decisions on financing social investment projects and initiatives by PJSC Gazprom fall within the remit of the Chairman of the Management Committee of PJSC Gazprom. Decisions on providing support to social projects by Gazprom Group 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.

Management of the Gazprom Group's charity and sponsorship projects



WHERE
HERITAGE MEETS
ACHIEVEMENT



**Ekaterina
Koltakova**

Deputy Head of Directorate,
PJSC Gazprom



St. Petersburg



Ekaterina Koltakova plays a central role in planning and bringing to life Gazprom's charitable initiatives in culture and sports, expertly managing the associated contractual frameworks.

In 2025, under her purview, a major PJSC Gazprom-funded project concluded to recreate 18th-century lacquer panels, lost during the Great Patriotic War, for the Chinese Hall in the Zubov Wing of the Catherine Palace at the Tsarskoye Selo State Museum and Heritage Site. With the Company's backing, she also helped deliver a landmark exhibition at the Moscow Kremlin Museums titled The Last Triumph of Peter the Great. Eternity Lies Ahead, featuring roughly 200 unique artifacts honoring the first Russian Emperor.

In 2025, Ekaterina Koltakova also played a key role in the successful reconstruction of the Yunost Stadium in Perm. Backed by PJSC Gazprom's funding, the venue was transformed into a state-of-the-art sports facility featuring an outdoor arena adaptable for year-round multi-sport use and covered stands seating over 1,500 spectators.

In total, between 2007 and 2025, the flagship Gazprom for Children social project has built or reconstructed 2,147 sports and social facilities, opening their doors to over 272,500 children every day.

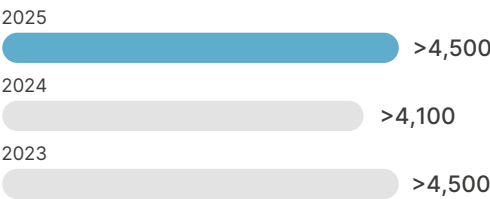
Implementing charitable activities in response to requests from regional authorities

The key request from regional authorities in 2025 was the provision of charitable assistance in support of socially significant initiatives in Gazprom's operating regions.

➔ For more details on how regional requests are addressed, see the [Approach to Interaction with Regions of Operation](#) subsection.

The increase in funded events reflects the growing number of projects implemented by the Gazprom Group entities, including expanded support for vulnerable population groups and new environmental initiatives.

Number of charity and sponsorship initiatives funded by the Gazprom Group



PJSC Gazprom's charity support broken down by area, %

Type of costs	2023	2024	2025	Change 2025/2024, p.p.
Support of sports development (including sports facilities construction under the Gazprom for Children program)	30.86	25.22	4.42	−20.8
Infrastructure improvement in regions of operation	37.68	45.25	51.92	+6.67
Culture support	3.74	1.88	1.19	−0.69
Education support	15.68	16.93	12.76	−4.17
Spiritual values support	2.20	0.36	0	−0.36
Other (support for healthcare, science, socially vulnerable groups, and other aspects)	9.84	10.36	29.71	+19.35

Major Charitable Projects

Gazprom for Children Project



The Gazprom Group pays special attention to providing children and teenagers in Russian regions with opportunities for harmonious intellectual, spiritual, and physical development. To that end, the flagship social initiative Gazprom for Children has been running since 2007, promoting sports and a healthy lifestyle. The project covers 74 of Russia's 89 regions across all federal districts.

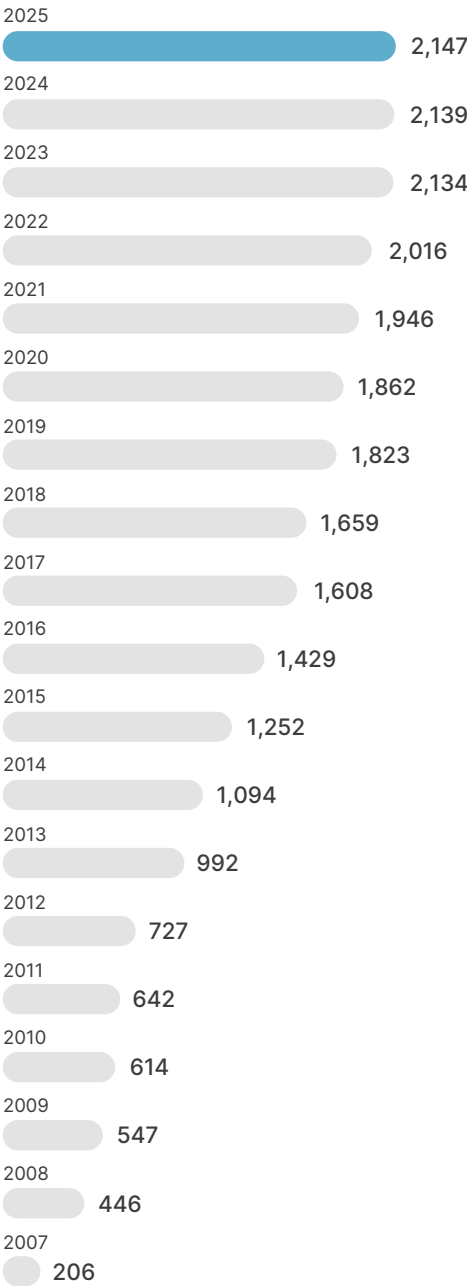
Sports facilities under the project are built in major cities as well as in smaller communities that previously lacked the necessary infrastructure. Facility designs take into account the needs of children and adolescents with limited mobility, helping foster a lasting interest in sports and laying the foundation for future achievements among young people.

74 regions

of Russia across all federal districts covered by the project since its launch

Gazprom Group Indicator 6

Number of facilities as part of the Gazprom for Children project in 2007–2025 (cumulatively)



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 broad geographic reach and investment in qualified coach training make healthy lifestyles accessible across all generations.

> 272,500

children can engage in different types of sports daily at sports facilities built over the project lifetime

All Gazprom for Children facilities are built and equipped to high standards, making them perfectly suited for competitions at multiple levels (local, federal, and international), strengthening regional economies. Advanced sports infrastructure makes cities and towns more attractive and comfortable, preventing migration of younger generations to large cities.

Key Focus Areas and Outcomes in 2025

As part of the Gazprom for Children project, the Group supported the following key areas in sports during the reporting year:

- water sports: swimming, synchronized swimming, and water polo;
- ice hockey, figure skating, mass skating;
- game sports: basketball, volleyball, soccer, badminton;
- table tennis;
- martial arts;
- athletics, weightlifting, physical training and fitness.

> 2,500

young athletes

were given a chance to do sports in 2025 under the Gazprom for Children project

Creation of New Jobs

By building large-scale sports complexes and stadiums, Gazprom helps create jobs both during construction and throughout subsequent operations. Employment opportunities span a wide range of occupations, from engineers and construction workers to coaches, instructors, and support staff.

2025 projects



Leningrad Region

Sports center with a multipurpose hall in Ivangorod

The sports center that has opened in Ivangorod is the city's first sports facility adapted, among other things, for badminton. The complex is designed for team sports training and general physical fitness. Located in a residential area built for resettled residents, it gives the city's population access to modern sports infrastructure.



Amur Region

Major overhaul of stadiums

A major overhaul has been completed at Metallist Stadium (in Novobureysky) and Amur Stadium (in Konstantinovka). The work included the renovation of football fields with artificial turf, spectator stands, athletics tracks and field event sectors, multipurpose and specialized sports areas, and fitness zones for GTO fitness standard testing. Both facilities have been equipped with lighting and video surveillance systems.

Sports center with a multipurpose hall in Yekaterinoslavka

A sports center designed for team sports, dance, fitness, and martial arts has been commissioned, giving community residents access to modern sports infrastructure.

> 1,600

m²
total area of the sports center

> 186

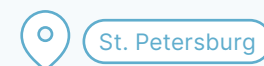
visitors per day
capacity

1,615

m²
total area of the sports center

> 200

visitors per day
capacity



St. Petersburg

Secondary school in St. Petersburg

The second building of the modern Gazprom School St. Petersburg, designed for children aged 6 to 18, has been commissioned on Vasilevsky Island. In addition to classrooms, the five-story building houses a swimming pool (25 × 15 m, six lanes), two multipurpose sports halls, and a fitness room. The school also features a broad range of educational and technology spaces: a planetarium, an ecology and biology center with a laboratory, robotics workshops, virtual reality and digital music studios, media studios, a school television studio, and a printing workshop. Zones for 3D modeling, digital fabrication, and road safety education are also provided, along with a multimedia museum capable of hosting a variety of exhibition scenarios.

1,650

students
school capacity

Sports center at Gazprom School St. Petersburg

The three-story sports center building houses an ice arena (30 × 60 m), dance and aerial yoga studios, and dedicated training areas for hockey players.

4,956.9

m²
total area of the sports center



Orenburg Region

Table Tennis Academy

The Table Tennis Academy in Orenburg has been established to provide residential training for young athletes from across Russia. The facility allows athletes to combine their training program with academic studies and is designed to accommodate and train up to 100 athletes at a time, as well as house coaching staff.

100

people
capacity



Perm Territory

Yunost Stadium in Perm

The Yunost Stadium in Perm has reopened following a major reconstruction. Originally built 126 years ago, the stadium has been upgraded with innovative solutions, including an ice oval refrigeration system that ensures consistent ice quality at temperatures ranging from +10 to −35 °C. In summer, the facility hosts football, field hockey, and athletics; in winter, it is used for hockey, speed skating, and recreational skating on a 400-meter track with artificial ice. A four-story sports complex with halls and supporting infrastructure has been added, and the stadium's stands can accommodate more than 1,500 spectators.

> 11,000

m²
total area of the complex

UNITY OF
KNOWLEDGE
AND VALUES



**Tatiana
Kornienko**

Director of Gazprom School
St. Petersburg

Honorary Worker of General
Education in Russia, holds
a PhD in pedagogical sciences



St. Petersburg



As the founding director of Gazprom School St. Petersburg, Tatiana Kornienko has built an educational environment that is genuinely distinctive. The full-day school format, a highly qualified teaching staff, state-of-the-art facilities, and a comfortable, motivating learning space work in concert to support the well-rounded development of every child. Academic rigor is organically woven together with cultural and sporting activities, giving each pupil the space to develop their intellectual and creative potential to the full.

A particular focus of the school's work is early career guidance. The Gazprom Science Gallery, an exhibition space that opened in 2025, immerses pupils in the regions where Gazprom operates, its production assets, and its social projects. A structured program of cooperation with PJSC Gazprom's partner universities has also been established.

In the reporting year, a new school building opened under Tatiana Kornienko's leadership. It houses an ecology and biology center, robotics workshops, the Cultural Code of St. Petersburg museum, an animation studio, and a range of other spaces dedicated to the comprehensive development of pupils – significantly expanding the school's educational offering. Current enrollment stands at more than 1,900 children.

The effectiveness of this approach is reflected in consistent recognition from the professional community: the school regularly wins national competitions among educational organizations.

Number of facilities built as part of the Gazprom for Children project

Central Federal District

692 Total number of facilities built

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

North-Western Federal District

372 Total number of facilities built

25	Republic of Karelia
21	Komi Republic
20	Arkhangelsk Region
10	Vologda Region
71	Kaliningrad Region
99	Leningrad Region
43	Novgorod Region
38	Pskov Region
45	St. Petersburg

3

capital construction
facilities

Urals Federal District

96 Total number of facilities built

11	Kurgan Region
15	Sverdlovsk Region
8	Tyumen Region
13	Chelyabinsk Region
18	Khanty-Mansi Autonomous Area – Yugra
31	Yamalo-Nenets Autonomous Area

Southern Federal District

258 Total number of facilities built

11	Republic of Adygea
12	Republic of Kalmykia
20	Krasnodar Territory
68	Astrakhan Region
68	Volgograd Region
79	Rostov Region

North Caucasian Federal District

134 Total number of facilities built

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

Volga Federal District

303 Total number of facilities built

22	Republic of Bashkortostan
8	Republic of Mari El
9	Republic of Mordovia
12	Republic of Tatarstan
6	Republic of Udmurtia
10	Chuvash Republic
3	Perm Territory
53	Kirov Region
21	Nizhny Novgorod Region
59	Orenburg Region
58	Penza Region
17	Samara Region
21	Saratov Region
4	Ulyanovsk Region

1

capital construction
facility

1

reconstructed
facility

Siberian Federal District

157 Total number of facilities built

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

Far Eastern Federal District

135 Total number of facilities built

4	Republic of Sakha (Yakutia)
13	Primorye Territory
53	Khabarovsk Territory
43	Amur Region
20	Sakhalin Region
2	Jewish Autonomous Region

1

capital construction
facility

2

reconstructed
facilities

2,147

sports facilities

built over the project
lifetime



Number of facilities built in 2025

8 facilities, including:

5 capital construction
facilities

3 reconstructed facilities

Contributing to St. Petersburg
Development

The Gazprom Group actively participates in preserving the historical and cultural heritage of St. Petersburg and creating a comfortable urban environment, supporting the city's development in the spirit of Peter the Great's ideals – openness to the new and a drive for progress.

PJSC Gazprom collaborates with the St. Petersburg Government through a dedicated agreement and several additional contracts. Since 2024, an updated roadmap for interaction between the St. Petersburg Government and PJSC Gazprom has been in effect, outlining 64 major projects across ten diverse areas of the city's social and economic development.

Urban Improvement

Under PJSC Gazprom's comprehensive urban improvement program for St. Petersburg, the architectural lighting of historic ensembles and outdoor street lighting are being upgraded using energy-efficient technologies while preserving the historic character of each site.

Durable granite is used in street improvement works. Reconstruction of sidewalks and curbs includes the installation of ramps, drainage basins, lawn fencing, and benches, along with planting and lawn restoration. Tourist infrastructure is also being developed and new visitor attractions created to enhance the city's appeal.

> 100
city streets, parks, embankments,
and squares
successfully renovated since 2007

> 26,000
modern luminaires
installed since 2007

2025 Highlights

Urban Improvement

With Gazprom's involvement, urban areas across St. Petersburg are being actively transformed into more comfortable spaces for residents and more inviting destinations for tourists. In 2025, new architectural lighting was installed at Mikhailovsky (Engineers') Castle, the main building of the Mariinsky Hospital, the facades of buildings on Tekhnologicheskaya Square, and other sites. Outdoor lighting was replaced on Kirochnaya Street (from Liteyny Avenue to Suvorovsky Avenue), Rubinshteina Street, Chernyshevskogo Avenue, Fontanka River Embankment (from Kutuzova Embankment to Pestelya Street), and Sampsonievsky Bridge.

As part of the Science Quarter project, Akademika Sakharova Square, Tiflisskaya Street, Birzhevoy Drive, Birzhevaya Liniya, and Birzhevoy Side Lane were also improved.



Reconstruction of the lighting on
Yakhtenny Bridge

In 2022–2025, the lighting on the Yakhtenny pedestrian bridge in St. Petersburg was reconstructed to improve energy efficiency and enhance the city's visual appeal. The project involved the installation of a modern lighting control system capable of implementing various lighting scenarios, the placement of 671 luminaires, and the laying of more than 13 km of cable lines. The project enhanced the visually perceived cityscape and boosted the tourist attractiveness of the area around the Neva Bay in the Gulf of Finland.

Improvement of the Science Quarter area

In 2023–2025, with the support of PJSC Gazprom, the Science Quarter urban improvement project was carried out in St. Petersburg (within the boundaries of Birzhevaya Square and Mendeleevskaya Liniya), with the goal of creating a comfortable and safe urban environment. The project involved granite paving over an area of 31,500 m², the replacement of 8,400 m of curbing, and the installation of 1,500 m² of self-binding gravel surfacing and 145 m² of parking space. Street furniture, lighting elements, and traffic management infrastructure were installed, and more than 2,400 plants were planted.

The architectural lighting projects for the Apartment Building of Vege and Yakhtenny Bridge were awarded gold diplomas at the international architecture and design award Golden Trezzini in the Best Russian Architectural Lighting Project category.

In 2025, the Gazprom Cultural Initiatives Support Foundation implemented a project to replace the fencing around two federally protected cultural heritage sites: Kazan Cathedral and the garden on Kazanskaya Square. The project received the support of the Committee for State Control, Use, and Protection of Historical and Cultural Monuments of St. Petersburg.

A study of the Stroganov Palace Research Department at the State Russian Museum made it possible to restore architect Andrey Voronikhin's original design concept, reinstating the entrance and exit system he envisioned for the area adjacent to the cathedral. The fencing around the garden features uniform entrance groups – gates. The garden railings were designed in keeping with the historic architecture and the panorama of Nevsky Avenue, drawing on the Voronikhinskiy Garden fencing originally created to a design by architect Heinrich Staegemann in 1865. The fencing around Kazan Cathedral echoes the existing fencing on the eastern driveway and is executed in a neo-Gothic style.

Bolshaya Lakhta

PJSC Gazprom continues to develop St. Petersburg's new waterfront. In Bolshaya Lakhta, the Lakhta Center, Gazprom Arena, and the Flagshtock public space are all thriving; the latter opened an all-season swimming pool in 2025. Comprehensive improvements are also being made to the coastline of the Park of the 300th Anniversary of St. Petersburg.

In 2025, PJSC Gazprom and St. Petersburg signed a Letter of Intent for the implementation of an investment project to provide the Lakhta Center business and social complex and its surrounding area with transport and engineering infrastructure.

In the reporting year, more than 130 charitable excursions to the observation deck and public spaces of the Lakhta Center were organized for members of socially vulnerable population groups.



Sports and leisure center for GTO fitness
standard testing

In 2025, a sports and leisure center for testing participants in the All-Russian GTO Physical Fitness Program was created in the Primorsky District of St. Petersburg, situated within the Park of the 300th Anniversary of St. Petersburg. The total area of the improved grounds is 13,400 m². Specialized sports zones have been created, including running tracks, a jumping sector, throwing areas, stands, pavilions for athletes and judges, as well as rest areas and spaces for people with limited mobility. PJSC Gazprom plans to continue developing the coastal infrastructure.



Flagshtock ice rink

The Flagshtock public space is one of the most promising and actively developing tourist and recreational destinations in St. Petersburg. In winter, it is home to the world's largest open-air skating rink with an artificial surface covering 28,000 m².

In January 2025, the rink hosted the Epiphany Skating charitable event for children from social care institutions, children with disabilities, and children from families of Special Military Operation participants and those facing difficult life circumstances. More than 250 children took part in the event.

28,000 m²

a world record set for the largest
artificial ice rink, as recognized by
the Russian Book of Records



**BRINGING
UNIQUE
ARCHITECTURAL
SOLUTIONS
TOGETHER**



**Igor
Krasnov**

Director General
of Gazprom Bolshaya
Lakhta

Recipient of a letter
of gratitude from
the St. Petersburg
Construction Committee
and corporate awards



St. Petersburg



Igor Krasnov oversees the implementation of large-scale, technically sophisticated architectural and engineering projects focused on the integrated development of the St. Petersburg shoreline around Lakhta Center – the headquarters of PJSC Gazprom.

The year 2025 saw the completion of a water sports center, which includes three flagpoles standing 179.5 meters high – the only such flagpole in the world located on hydraulic structures. Two heated outdoor swimming pools for general fitness were opened on the waters of the Gulf of Finland. A sports and

recreation center for conducting national GTO fitness tests was built in the Park of the 300th Anniversary of St. Petersburg.

Igor has also been directly involved in developing the Flagshtock public space. Every winter, it hosts the world's largest artificial-ice skating rink. Over the 2024–2025 and 2025–2026 winter seasons, the Flagshtock Rink welcomed more than two million visitors, with about 30% of them taking part in free charity skating sessions.

Cultural and Artistic Endeavors



Friends of St. Petersburg

The Friends of St. Petersburg multi-purpose social project has been running six programs since 2020: Immersion, Laboratory, Mentoring Program, Creative Bureau, Volunteers, and Festival.

The project is a continuation of PJSC Gazprom's consistent efforts to preserve and restore the city's historical and cultural heritage. It focuses on urban improvement and creative economy projects. Over five years, it has made a significant contribution to building a creative environment, supporting educational initiatives, and raising the profile of professions related to restoration and the creative industries. Friends of St. Petersburg is a compelling example of building

an engaged community and taking an active role in preserving the city's cultural identity while fostering its development. The project also operates a Youth Editorial Board and a volunteer corps.

Over five years of the project:

- 150,000 residents and guests of the city were engaged in the project;
- students from 15 St. Petersburg universities participated in 16 laboratories;
- more than 3,000 young professionals in architecture, restoration, urban studies, and media design took part in the project;
- around 4,000 people made up the project's volunteer corps.

150,000

residents and guests of the city

were brought together by the Friends of St. Petersburg project over its five years of existence



The Friends of St. Petersburg multi-purpose social project by PJSC Gazprom was recognized as the best project in the Cultural Code category at the 5th Russian National Award in Creative Industries. In 2025, more than 1,200 applications were submitted for the award from 79 regions of Russia. The Cultural Code category, awarded for a creative project aimed at strengthening and developing the cultural code and values of Russian society, was the most popular category that season, attracting 349 applications and accounting for more than 30% of the total.

Laboratory for recreating panel designs in the Dressing Room of the Zubov Wing of the Catherine Palace at the Tsarskoye Selo State Museum and Heritage Site

The museum served as the venue for a unique experiment: using neural network technologies, students from leading universities in St. Petersburg and Moscow tackled a scholarly restoration challenge, recreating the imagery of the lost decorative panels in the Dressing Room of the Zubov Wing.

During World War II, 93 of the room's 103 painted inserts were destroyed. Over the course of two months, project participants, working under the guidance of museum specialists and experts from the National Center for Cognitive Research at ITMO University and Yandex Cloud, conducted scholarly research to recreate the imagery: they compiled detailed written descriptions of the lost images based on historical data, defined an overall reconstruction concept that replicates the stylistic language of the originals, and used neural network and generative technologies to produce recreations of the lost images. In total, 20 visual images were created using AI, 10 of which, following careful refinement, may serve as the basis for the work of professional art restorers at the Tsarskoye Selo State Museum and Heritage Site.

Laboratory for developing an inclusive route and souvenir merchandise for visitors to the Zubov Wing of the Catherine Palace at the Tsarskoye Selo State Museum and Heritage Site

As part of PJSC Gazprom's and the Tsarskoye Selo State Museum and Heritage Site's large-scale restoration project to recreate the Zubov Wing of the Catherine Palace, a Friends of St. Petersburg creative laboratory was organized to develop an inclusive route and audio guide for the Wing. Over two months, project participants (students from St. Petersburg universities studying design, architecture, typography, and art) explored the history of the Zubov Wing and examined Russian and international inclusive practices. Building on the joint initiative by the museum and the Company to create an accessible environment for visitors, students developed an excursion route with tactile models and an inclusive audio guide to the halls of the Zubov Wing. The creative laboratory participants also presented ten concepts for inclusive souvenirs designed to be accessible and appealing to both visually impaired visitors and the broadest possible audience.



Friends of St. Petersburg festival

In October 2025, the fourth annual Friends of St. Petersburg festival was held, bringing together more than 32,000 people who attended more than 250 events at 45 venues across the city. The festival program also included the Creative Code. Russia forum, held during the St. Petersburg International Gas Forum.

For the first time, a large-scale event of federal significance was hosted at the Lakhta Center venue. The Creative Code. Russia forum was organized by PJSC Gazprom jointly with the Ministry of Economic Development, with the support of the Presidential Foundation for Cultural Initiatives. The event brought together 3,500 industry professionals from 80 regions of Russia and served as a platform for discussing strategies to develop creative industries in Russia's regions while showcasing PJSC Gazprom's successful practices in the creative economy.

During the festival and forum, a large-scale art installation – The Path of a Masterpiece, 206 m long with 30 thematic stops – was on display in the atrium of Lakhta Center. The installation was dedicated to PJSC Gazprom's heritage preservation projects and the results of the Friends of St. Petersburg creative laboratories.

A team of more than 500 Friends of St. Petersburg project volunteers played a key role in organizing and supporting the festival and forum events.

In the reporting year, the Friends of St. Petersburg project also encompassed the work of several creative laboratories in the following areas:

- creation of a costume exhibition from the historical film series Rus for the Hermitage Days in Serbia (Belgrade);
- development of a sub-brand for the Lakhta Center – Primula;
- development of souvenir concepts for the 100th anniversary of Zenit football club;
- creation of street furniture in the Alexander Park and the Imperial Farm at the Tsarskoye Selo State Museum and Heritage Site.

➔ For more details on Gazprom's Friends of St. Petersburg project, see <https://spbfriends.ru>.

Currently, as part of large-scale efforts to preserve historical and cultural heritage, the Gazprom Cultural Initiatives Support Foundation is carrying out a comprehensive scholarly restoration of two

large-format paintings by the classic Russian artist Grigory Ugryumov: The Capture of Kazan by Ivan the Terrible on October 2, 1552 and The Calling of Mikhail Fyodorovich Romanov to the Kingdom on March 14, 1613. An important component of the project is a new general education program – Preventive Conservation and Restoration of Museum Objects – launched in 2025 by the Gazprom Cultural Initiatives Support Foundation, the Russian Museum, and the Friends of St. Petersburg project.

In 2025, the Gazprom Cultural Initiatives Support Foundation initiated, organized, and delivered the first public exhibition projects in the public spaces of the Lakhta Center: the Habitat exhibition in collaboration with Gazprombank's corporate art collection; an educational lecture series for the 1703 art fair in the Planetarium; the special exhibition project titled Cabinet of Graphics by St. Petersburg Artist Pasha Bumazhny; and the 1703 Winter Market.

National restoration school development project

In the reporting year, a Cooperation Agreement was signed between the Ministry of Culture, the State Russian Museum, and PJSC Gazprom, providing for the development of a national restoration school.

A central area of cooperation is creating the foundation for nurturing a new generation of restorers and passing on the invaluable expertise of the country's finest specialists. To that end, the Company will draw broadly on the experience gained through the Friends of St. Petersburg project, which, among other things, attracts talented young people to the museum restoration profession.

The agreement provides for the development of an internship system for senior university and college students under the guidance of qualified mentors, along with regular research and restoration events for young specialists.

The parties to the agreement will also support the development of volunteerism and help make the restoration field accessible to all who wish to participate in it.



St. Petersburg

Projects to Preserve Russia's Historical Heritage



St. Petersburg

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, which were entirely destroyed during the Great Patriotic War.

In December 2024, the Zubov Wing was officially opened. 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 1,000m² of glass were manufactured for the halls' embellishment. Furthermore, through a collaboration between the Tsarskoye Selo State Museum and Heritage Site and the Friends of St. Petersburg project, a series of themed master classes in painting and plaster molding accompanied the restoration.

In 2025, work continued on recreating the Chinese Hall, the largest of Catherine II's private apartments in the Zubov Wing, at 180.5 m². Over approximately two years, Chinese craftsmen using traditional techniques recreated decorative lacquer panels in two classical Chinese styles: miaojin (gold lacquer on black lacquer) and kuan cai (carved polychrome lacquer). These pieces feature compositions depicting coastal landscapes and palace scenes that were historically integral to the hall's interior. The total painted surface of the 155 lacquer panels amounts to nearly 170 m². Once the panels are mounted, the Catherine II: Personal Space excursion route will once again be open to museum visitors.

PJSC Gazprom was named a winner of the Likhachev National Museum Awards in the Museum's Partner category.

The Tsarskoye Selo State Museum and Heritage Site received two awards for the Catherine II: Personal Space restoration project:

Exhibition "Peter the Great Gallery" at the State Hermitage Museum

In 2025, the project to create the permanent exhibition "Peter the Great Gallery", launched in 2022 with the support of PJSC Gazprom, was completed. The exhibition occupies 11 halls in the inner courtyard section of the Winter Palace and brings together Peter the Great's personal belongings and items associated with the legacy of Russia's first emperor: paintings, machinery, scientific instruments, trophies, items of clothing, and other objects. A continuation of the exhibition explores the development of Peter's reforms in Russian art, science and culture during the reigns of Empresses Anna Ioannovna and Elizabeth Petrovna. Prior to the creation of this exhibition, these artefacts had never been displayed together in a single space. Gazprom's support made it possible to open new halls to museum visitors, connect two enfilades into a single route dedicated to 18th century Russian history, restore many of the exhibited objects, update the exhibition design, and equip the halls with modern equipment for the proper preservation of museum items.

Creation of new exhibitions at the Kunstkamera

In the reporting year, a joint project between PJSC Gazprom and the Peter the Great Museum of Anthropology and Ethnography (Kunstkamera) of the Russian Academy of Sciences delivered new exhibitions on the fourth and fifth floors of the Kunstkamera tower: the Astronomical Observatory and the Planetarium: Gottorf Globe. The exhibitions trace key milestones in the development of science in Russia and recreate the unique scientific and technological achievements of the Petrine era. The Astronomical Observatory exhibition recreates the atmosphere of St. Petersburg's first observatory, while the centerpiece of the updated exhibition is the famous Gottorf Globe – a unique masterpiece of 17th century science and technology, presented to Peter the Great as a diplomatic gift.

PJSC Gazprom's support enabled the Kunstkamera not only to create modern museum exhibitions but also to preserve for future generations the early chapters of Russian science's history, linked to Peter the Great and Russia's first academic achievements – it was here that the St. Petersburg Zero Meridian was established.

1. the international architecture and design award Golden Trezzini in the Best Restoration Project category;

2. the Museum Olympus Prize in the Museum Masterpiece category.

Infrastructure Improvement in
the Gazprom Group's Regions
of Operation



> 65
improvement projects
completed in 2025

In 2025, with the support of Gazprom Neft companies, the shoreline of Lake Syrkovoy Sor in the Nefteyugansky District of the Khanty-Mansi Autonomous Area – Yugra was improved. A modern recreational area was created, featuring a lighting system, parking areas, walking trails, pavilions, and art objects. The updated territory is designed to serve diverse population groups and offers comfortable conditions for both family and active recreation.

In 2025, the Gazprom Group entities also provided assistance to regional and city administrations in preserving cultural heritage sites, monuments, and memorials.

Culture Support

> 550
culture support projects
completed in 2025

With Gazprom's support, cultural events are becoming accessible to people of all ages across Russia. The Gazprom Group entities support arts professional – musicians, actors, and artists, including emerging talents. In the reporting year, PJSC Gazprom supported a number of cultural and educational initiatives.

A unique publication about the life and legacy of Emperor Peter the Great, titled "PETRO primo RUSSIA grata. MMXXII" ("To Peter the First, Grateful Russia. 2022"), which was created at the initiative of and with the support of PJSC Gazprom, was presented at the Presidential Library of the Russian Presidential Executive Office, which received a commemorative copy along with its digital version. Prepared by an editorial team under the direction of the Institute of Peter the Great, the book chronicles the key events of the 350th anniversary celebrations of Peter I held in St. Petersburg as the main center of the festivities, as well as the many anniversary events that took place across the country throughout the year. Printed in an edition of 850 copies, it has been donated to Russia's leading libraries and institutions.



Yuzhno-Sakhalinsk

Treasures of Regimental Museums
exhibition and educational project

In 2025, with the support of Sakhalin Energy, the Treasures of Regimental Museums exhibition and educational project was implemented at the Literary and Art Museum of Anton Chekhov's Book The Island of Sakhalin (Yuzhno-Sakhalinsk). The exhibition featured more than 250 items from the collections of the State Historical Museum. An extensive educational program accompanied the exhibition: 130 guided tours, 7 lectures, and 110 interactive events were conducted, attended by more than 11,000 people in total. The initiative strengthened the region's cultural connection to Russia's shared historical heritage and generated such significant public interest that the exhibition's run was extended.

→ For more details on cultural support programs, see the [Contributing to St. Petersburg Development](#) subsection.

With the support of PJSC Gazprom, the 11th international photo contest and exhibition The Most Beautiful Country, organized by the Russian Geographical Society, brought together more than 8,000 participants and more than 50,000 works. The exhibition attracted more than 10,500 visitors, and the project's total informational reach was 37.7 million people. Held annually since 2015, the contest is one of the largest nature photography events in the world.

Support for Education and Culture

> 1,020
education support projects
completed in 2025

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 support to educators and students.

In 2025, construction continued on an academic building for the Phoenix Boarding Lyceum and Technology College in Molgino, Smolensk Region, with support from Gazprom Pererabotka. The project expands access to quality education for socially vulnerable students, including orphans, children from large and low-income families, and children of Special Military Operation participants. The three-story building, with a total area of 5,837 m², is designed for the training of healthcare professionals and is due for completion in 2026. Once commissioned, it will admit up to 200 additional students in the Nursing and General Medicine programs and create new jobs in the region.

Support for leading universities

In 2025, Gazprom Neft companies carried out a broad range of initiatives to strengthen the educational and research environment at leading universities in their operating regions, spanning infrastructure modernization, equipment upgrades, new educational programs, and scholarship and grant support for students and faculty.

Peter the Great St. Petersburg Polytechnic University received support for master's programs in IT, telecommunications, and cybersecurity, as well as for the development of supplementary educational tracks and a faculty incentive system.

At Omsk State Technical University, support went toward equipping specialized laboratories, building digital learning solutions, expanding programs in petrochemicals, automation, and IT, and producing teaching and methodological materials.

In collaboration with ITMO National Research University, master's programs were developed to build competencies in AI, bioeconomics, and energy technologies, and educational events were held for students and prospective applicants.

Support for Tyumen State University was channeled into educational programs in geology, field development, and engineering innovation.

Taken together, these initiatives help build a modern educational environment, train in-demand professionals, and strengthen the industry's talent pipeline.

Support of Spiritual Values



> 350
spiritual values support projects
completed in 2025

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.



Republic of Karelia

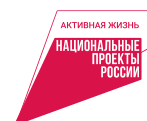
Restoration of the Church of St. Blessed Prince Alexander Nevsky

In 2025, reconstruction and restoration work continued on the Church of St. Blessed Prince Alexander Nevsky on the grounds of the St. Herman of Valaam Skete of the Valaam Transfiguration Monastery in the Republic of Karelia, with the participation of Gazprom Transgaz Saint Petersburg. The work is part of a comprehensive program for preserving the cultural and historical heritage of Valaam Monastery.

During the reporting year, a significant scope of restoration work was completed: brickwork and architectural elements were restored, waterproofing and structural reinforcement carried out, and stove heating systems recreated using traditional techniques. The project preserves a unique architectural ensemble, reinforces spiritual and moral traditions, and supports the development of one of North-Western Russia's key tourist and pilgrimage destinations.

In 2025, Gazprom Dobycha Yamburg and Gazprom Dobycha Urengoy supported the Religious Board of Muslims in the Yamalo-Nenets Autonomous Area, in an initiative aimed at strengthening religious infrastructure and promoting the spiritual and moral development of the population. Construction and installation work at the cathedral mosque in Novy Urengoy, which can accommodate more than 5,000 worshippers, included the procurement of thermal insulation materials and the completion of interior finishing, creating conditions for spiritual development and reinforcing interfaith harmony in the region.

Healthcare Support



> 210
healthcare support projects
completed in 2025

The Gazprom Group companies place a strong emphasis on supporting healthcare programs and initiatives.

The ProHealth social initiative was implemented in the reporting year by the Omsk Region's Center for Therapeutic Pedagogy and Differentiated Education as part of Gazprom Neft's Home Towns social investment program. The project provides free physiotherapy procedures – chromotherapy and sound therapy – to minors with disabilities. Grant funding covered specialized medical equipment, professional furniture, and consumables, allowing procedures to be conducted on the institution's own premises.



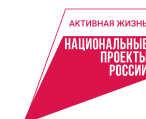
Floating Clinic

The jubilee 25th voyage of the Floating Clinic took place in the reporting year, supported by Vostokgazprom and the Administration of the Tomsk Region. The medical team comprised 17 highly qualified specialists, and for the first time, physicians from other regions joined the expedition: a pediatrician from the Krasnoyarsk Territory and an ophthalmologist from St. Petersburg.

Over one and a half months, the team visited around 30 communities, focusing primarily on identifying risk factors for chronic non-communicable diseases using modern diagnostic equipment installed on board.

In 2025, with support from Gazprom Transgaz Tomsk, renovation was completed in the laboratories of the Tomsk National Research Medical Center of the Russian Academy of Sciences. The upgraded infrastructure enables ongoing oncology research, including studies of cancer development mechanisms and the development of new treatment methods.

Support for Sports



> 870
sports support projects
completed in 2025¹

The Gazprom Group entities focus on creating sports infrastructure across regions of operations, supporting sports clubs, and holding major events. These steps help popularize an active lifestyle and promote physical activities.

In 2025, Achimgaz supported the ice hockey and figure skating federations of the Yamalo-Nenets Autonomous Area, funding training camps, competitions, and gear procurement to advance both mass and professional sports in the region.

With support from Gazprom Gaznadzor, development of the Fakel football academy in the Voronezh Region continued in the reporting year. Support covered competition and training camp participation for 308 academy students, including logistics, medical support, and infrastructure. The project aims to raise the performance level of young athletes and promote football.

¹ Including sports facilities constructed under the Gazprom for Children project.



St. Petersburg

Tamara Moskvina Figure Skating Club

With PJSC Gazprom's support, the club sustained its full range of activities throughout the reporting year – training, competition participation, and coaching school development.

By the end of 2025, club athletes had won 40 medals of various grades, including top honors at Russian championships and international competitions. The standout achievement of the year was club athlete Petr Gumennik's participation in the 2026 Winter Olympic Games.

**Support for Socially Vulnerable
Population Groups**

> 260

projects implemented in 2025 to protect socially vulnerable population groups

The Gazprom Group provides assistance to socially vulnerable population groups, including low-income citizens and people with special needs.

Throughout the reporting year, Gazprom Group entities traditionally provided charitable assistance in response to requests from people, covering the costs of examinations, treatment, and related expenses, including travel to the treatment location, accommodation, caregiver service, rehabilitation, and other needs.



St. Petersburg

Equals inclusive project

In 2025, with support from Gazprom Pererabotka, the interregional Equals project continued its work on the social integration of people with disabilities. Over 200 creative and sports events were held, including competitions under Special Olympics and Paralympic programs. The key event of the year was the Special Olympics Ball in St. Petersburg, which brought together participants and experts in adaptive sports.

Gazprom Neft companies continued supporting the Mginskaya Boarding School for visually impaired children in the reporting year, improving sports infrastructure, running educational and cultural programs, and creating a museum space dedicated to the 80th anniversary of Victory in the Great Patriotic War.

Charity Environmental Projects

> 100
environmental projects
implemented in 2025

Gazprom provides charitable assistance to a number of community-focused environmental initiatives.

In 2025, with support from Gazprom Dobycha Yamburg, measures were carried out to eliminate illegal dumping sites and monitor the environmental situation in the Nadymsky District of the Yamalo-Nenets Autonomous Area. Clean-up operations were conducted and accumulated environmental damage sites documented. By year end, the district had risen to a leading position in the region for the volume of waste dumps eliminated and land area restored.

➔ For more details on environmental protection and environmental policy, see the [Environmental Protection and Climate Action](#) section.



Rostov Region

**Environmental projects of the Living Nature
of the Steppe Association**

In 2025, with support from PJSC Gazprom, conservation and educational initiatives continued at the Manych natural reserve in the Rostov Region.

Infrastructure and biodiversity development

A winter animal pavilion was commissioned and the enclosure complex expanded. The Przewalski's horse population grew by 30%, the number of red-listed great bustards in their natural habitat reached 74 individuals, and the captive saiga antelope population exceeded 150. Land reclamation work restored 2,000 ha of steppe pastures.

Environmental education

The Manych reserve is southern Russia's leading field center for scientists and specialists from research and educational institutions nationwide, hosting field biology, geography, and natural science lessons for schoolchildren. More than 30,000 schoolchildren completed training on the STEPI interactive platform, dedicated to the study of Eurasian natural ecosystems.

Event and tourism projects

The 13th Celebrated Steppe festival drew around 3,000 participants. The program featured guided tours, masterclasses, and educational activities designed to foster a responsible attitude toward nature.

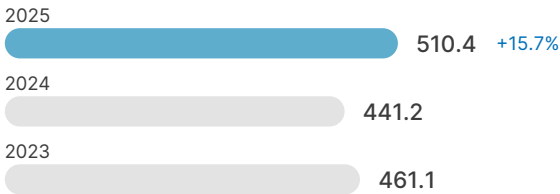
**Support of indigenous minorities
of the North**

> 110
indigenous minority support projects
implemented in 2025

Key areas of engagement with indigenous minorities in 2025:

- 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 Yamalo-Nenets Autonomous Area.

**Spending in support of indigenous minorities,
RUB million**



➔ For more details on activities supporting indigenous minorities, see the [Interaction with Indigenous Minorities](#) section.

Interaction with Indigenous Minorities

Approach to Interaction with Indigenous Minorities

- The Gazprom Group operates in regions inhabited by indigenous minorities of the North and takes their interests into account when implementing existing and planning new projects. Gazprom supports the preservation of indigenous minorities' traditional way of life and economic practices, and provides financial, social, and cultural support.

Material topic

- 10** Interaction with local communities in the Gazprom Group's areas of operation

In its relations with indigenous minorities, Gazprom is guided by principles of long-term partnership and mutual interest in addressing shared challenges. The Gazprom Group's activities are conducted with due regard for the specific features of economic and social development in indigenous minorities' territories, with particular attention to environmental safety.

Through its support programs, the Gazprom Group entities are able to make a difference for the lives of indigenous peoples by:

- preserving the traditional culture of indigenous minorities;
- creating platforms for cultural exchange;
- promoting national sports;
- supporting families of nomads;
- preserving the traditional localities where indigenous minorities reside;
- enhancing tourist appeal of regions where indigenous minorities live.

Digital Transformation

Gazprom Dobycha Nadym has developed a consultative seminar on intercultural communications to support more effective relationship-building with indigenous minorities of the North. Since 2025, an online course on intercultural communications has been available to company personnel through the GID mobile app. In November 2025, the course was presented at an exhibition held as part of PJSC Gazprom's contest for the best teaching and methodological materials.

Gazprom Group entities also work closely with non-governmental organizations and associations of indigenous minorities, including the Yamal Regional Social Movement of Indigenous Minorities and the nomadic Evenki clan communities of Oldoe, Kindigir, Olongro, and Druzhba (Republic of Sakha – Yakutia).

MED 40

PCSB 50

In 2025, there were no registered violations of indigenous minorities' rights in Gazprom's operating territories.

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.



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

Information transparency

- Compliance with laws and regulations that protect the rights and interests of indigenous minorities
- Holding public hearings and liaising with associations of indigenous minorities
- Promoting positive experience of interacting with indigenous minorities by publishing information in mass media and social media

Projects to Support Indigenous Minorities

Supporting traditional way of life and nature use



Yamalo-Nenets Autonomous Area

Ensuring the safe migration of reindeer herds

Project objective: Reducing risks to traditional nomadic herding and preserving seasonal migration routes.

Result: With the participation of Gazprom Dobycha Nadym, specialized crossing points were built through the infrastructure of the Bovanenkovо field for reindeer herding brigades of the Yarsalinskoye reindeer herding facility, allowing tundra herders to safely drive a herd of 8,000 reindeer across the infrastructure.



Novozapolyarny

Cooperation Territory

Project objective: Supporting the traditional economy and improving self-sufficiency in indigenous minorities' communities.

Result: A package of targeted measures was implemented, including assistance to families, support for reindeer herding and fishing, and the organization of cultural events. Trade was facilitated in the settlement of Novozapolyarny, generating additional income for local communities.

Ecology and environmental restoration



Yamalo-Nenets Autonomous Area

Remediation of legacy environmental damage

Project objective: Restoring natural territories used in traditional economic activities and reducing the environmental burden on Arctic ecosystems.

Result: Clean-up operations on the Yamal Peninsula addressed pollution accumulated during the Soviet period. More than 30 tons of scrap metal were removed from five well sites, and more than 1,000 ha of tundra were cleaned up.

Social and charitable support



Russian Federation

A Gift for a Child

Project objective: Improving social support for indigenous minorities' children in remote and hard-to-reach areas.

Result: New Year's gifts were procured and delivered to more than 2,000 children from indigenous minorities' families.



Yamalo-Nenets Autonomous Area

A Wizard in the Tundra

Project objective: Giving children from indigenous minorities' families access to cultural and developmental programs regardless of where they live.

Result: Outreach volunteer programs were delivered at nomadic camp sites on the Yamal Peninsula, and holiday events were held for pupils of the boarding school in Yar-Sale village.



Samburg

Friendship Is Stronger Than the Cold

Project objective: Overcoming logistical barriers to social assistance delivery in the Arctic.

Result: New Year's gifts were transported to children in Samburg by corporate vehicle along a temporary winter road approximately 300 km long.



Yamalo-Nenets Autonomous Area

Targeted support for indigenous minorities

Project objective: Improving the well-being of indigenous minorities and reducing their socioeconomic risks.

Result: Indigenous minorities of the North in the Yamalo-Nenets Autonomous Area received targeted support from the Gazprom Group entities covering medical treatment and health improvement for the tundra population, food supplies for nomadic families, and gifts for children.

Preservation of cultural heritage and traditions



Yamalo-Nenets Autonomous Area

Organization of national celebrations

Project objective: Preserving indigenous minorities' traditional way of life and cultural values.

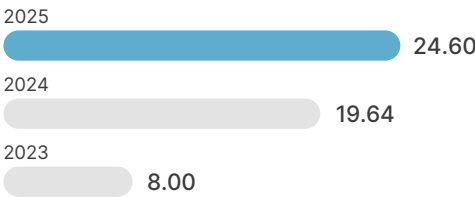
Result: With support from PJSC Gazprom's subsidiaries and entities, a series of traditional sports and cultural events was held: reindeer herder competitions for the Yamalo-Nenets Autonomous Area Governor's Cup in Nadym and Yar-Sale village, the national celebrations Reindeer Herders' Day and Fishermen's Day in Samburg, and the YSYAKH OLONKHO 2025¹ festival in the Republic of Sakha (Yakutia). Prize fund items for winners and participants included snowmobiles, outboard motors, chainsaws, and electric generators – equipment that eases the demands of nomadic life.

The Gazprom Group entities run a comprehensive medical care program for indigenous minorities of the North, bringing quality diagnostics and treatment to residents of remote territories. In the reporting year, 490 residents of Yar-Sale village, including indigenous minorities' representatives, underwent medical examinations. During Fishermen's Day and Reindeer Herders' Day events in the villages of Novy Port and Mys Kamennyy, medical check-ups were organized for tundra residents by a team including a cardiologist, general practitioner, ophthalmologist, neurologist, dermatologist, and otolaryngologist, with ultrasound examinations, ECGs, and laboratory tests also performed.

In the Republic of Sakha (Yakutia), residents of Lensk, including representatives of indigenous minorities, underwent comprehensive medical examinations at the Tomsk Cancer Research Institute. Patients registered with an oncologist received diagnostics that enabled timely adjustment of their treatment plans, and each participant received individual recommendations on follow-up care.

PCSB 76

Healthcare spending for indigenous minorities, RUB million

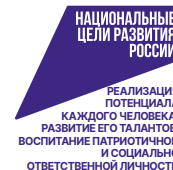


The 25.3% rise in healthcare spending for the local population in 2025 reflects the scale of medical examinations conducted among Yamal residents, including indigenous minorities in Yar-Sale village, targeting the identification, prevention, and treatment of socially significant diseases.

➔ For more details on the results of indigenous minorities support projects, see the [Support of indigenous minorities of the North](#) section.

¹ A republican national celebration marking the 50th anniversary of the town of Neryungri.

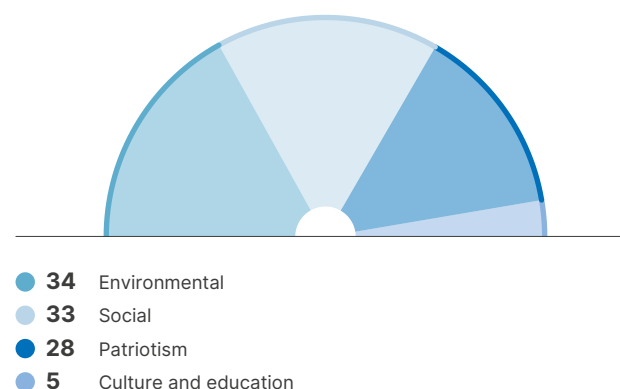
Volunteering



- Volunteering is an important part of the Gazprom Group's corporate culture, bringing employees together around shared values and goals. Alongside their professional duties, employees jointly pursue volunteer initiatives, support those in need, take part in donation drives and environmental campaigns, and help strengthen social cohesion and a sense of patriotism.

The Group has a Corporate Volunteering Policy¹ 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.

**Volunteering events by focus area in 2025,
% of total events**



PCSB 37 Gazprom Group Indicator 8

205,300

Gazprom Group employees² participated in various volunteer activities (+7.2%)

4,430

volunteering activities and campaigns held by the Gazprom Group in 2025³ (+76.4%)

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

Social

- Supporting vulnerable social groups
- Holding sports and healthy lifestyle events
- Blood donation

Cultural and awareness raising

Preserving and revitalizing cultural and historical heritage

Developing Corporate Volunteering

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.

Corporate Volunteer Forum

The Lakhta Center hosted the 2nd Gazprom Corporate Volunteer Forum, an event that brought together representatives from over 90 Gazprom Group entities to share experiences and explore best practices. Among the guests were Sergei Semak, head coach of FC Zenit, Grigory Sergeyev, chairman of LizaAlert search-and-rescue volunteer organization, and other experts.

The Forum also featured an awards ceremony for the corporate PR and media competition's winners in the Best Corporate Volunteering Project category. The awards were presented by Alexey Miller, Chairman of PJSC Gazprom's Management Committee.

PJSC Gazprom ranked among the top three winners of the #MYVMESTE International Award in the Social Change Leader – Large Business category for its Gazprom Good Deeds project.

> 50,000

active volunteers³

within the Gazprom Group – representing more than 10% of its headcount

Gazprom Good Deeds digital platform

Gazprom operates 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.

In 2025, the Sputnik educational platform within the GID application launched a series of online courses featuring video lectures on the fundamentals of corporate volunteering, delivered by top federal experts. Over 4,000 users completed the courses.

In addition, the Company in partnership with Gazprombank continued to implement the Molecule of Kindness project – a charitable foundation support initiative. The project has seven partner organizations. The beneficiaries include participants in the Special Military Operation, elderly people in the Kursk Region, orphans and children without parental care, children and adults with disabilities and mobility limitations, and temporarily homeless animals.

¹ Approved by order of PJSC Gazprom No. 292 dated August 10, 2023: <https://www.gazprom.com/fi/posts/44/836691/corporate-volunteerism-policy-2023-en.pdf>

² The total number of employees who participated in each volunteer campaign (for example, if one person participated in two campaigns, they are counted twice).

³ According to a survey conducted across subsidiaries and entities of PJSC Gazprom, there are 50,050 volunteers.

BRINGING
GENERATIONS
TOGETHER
THROUGH
MEMORY



**Denis
Suvorov**

Foreman of the Power
Supply Service,
Yamalenergogas
Directorate, Gazprom
Dobycha Nadym



Yamalo-Nenets
Autonomous Area



Alongside his regular duties, Denis Suvorov founded and leads the Phoenix search team, which has been engaged for over a decade in military-patriotic work to locate and identify fallen Soviet soldiers on the battlefields of the Great Patriotic War.

As the team leader, he works in archives, arranges for excavation permits, assembles initiative groups for field trips to combat sites, and coordinates fieldwork, the study of recovered materials, the search for relatives of the fallen, and the transport of remains for reburial.

Over the years, the team – supported by Gazprom Dobycha Nadym – has conducted 26 expeditions to battle sites in eight Russian regions. Volunteers have

discovered the remains of 87 soldiers, and in partnership with other search teams, the remains of more than 2,230 soldiers have been recovered and reburied. The names of more than 20 fallen soldiers have been identified, and the crash sites of 15 aircraft have been investigated.

With Denis’s direct involvement, a military-history museum was established at the Bovanenkovo field, which holds over 400 unique exhibits. A mobile museum was also created in time for the Victory anniversary. Denis regularly gives educational lectures to schoolchildren and colleagues, helping them preserve the memory of the Great Patriotic War.

Social Volunteering



Aiding those in need is a key focus area of volunteering activities for Gazprom Group employees. Volunteers regularly engage in charitable initiatives and provide support to people facing difficult life situations and emergencies. Nationwide annual volunteer projects that Gazprom Group entities join include Get a Child Ready for School, Wishing Tree, Box of Bravery, and Blood Donor Day.

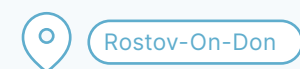
Blood Donation

> 8,200

Gazprom employees took part in over 180 blood donation drives in 2025

On the day of blood and blood component donation, as well as the associated medical examination, employees are exempted from work. Following blood donation, employees are also granted an additional day of rest, which may be used within one year or added to their annual paid leave. Employees retain their average earnings for the days of blood donation and for the additional days of rest granted in this regard.

Gazprom Group entities regularly run Donor Day charity events, with personnel taking an active part in them. Gazprom supports donor employees and gives them guarantees as per the applicable Russian legislation.



Gazprom Donors

Blood donation has become a corporate tradition at Gazprom Mezhhregiongaz Rostov-on-Don – one that many employees embrace. Some of them are honorary donors with more than 30 donations. The number of employees with an active civic stance participating in donor drives is growing each year – from 100 people in 2022 to 270 in 2025. Over these years, the Company's employees donated more than 350 liters of blood.

The project won the Russian Red Cross nationwide competition Leader of Corporate Blood Donation, taking the category Best Project for Promoting Donation in a Corporate Environment.



Life Gift. A Match Found

Gazprom Transgaz Yugorsk is implementing a social project aimed at increasing the number of participants in donor drives to expand the National Bone Marrow Donor Registry. Company volunteers donate blood for typing to help grow the registry, while also encouraging local residents to become donors. Through regular campaigns and a broad information effort, the public is learning about the safety and simplicity of bone marrow donation. Over 1,000 applications to join the registry were submitted by residents of the Khanty-Mansi Autonomous Area – Yugra, Yamalo-Nenets Autonomous Area, and Sverdlovsk Region. More than 250 employees of Gazprom Transgaz Yugorsk became potential donors, and some have already found their genetic matches. As part of the initiative, partnerships were established with healthcare centers to further streamline the typing process.

Inclusive Projects

Since 2024, Gazprom Nedra, through its project Ice and Fire of Our Hearts, has been cooperating with the Chance sports and recreation club for persons with disabilities in Tyumen. The club unites more than 140 individuals with musculoskeletal disorders and organizes training and tournaments in adaptive sports, including wheelchair curling, wheelchair basketball and streetball, bowling, billiards, gorodki, floor curling, golf, sport fishing, and adaptive fitness. The company volunteers provide necessary assistance to the club members, accompany them to events, take part in organizing competitions and award ceremonies, and facilitate the social adaptation of the participants. In 2025, over 30 volunteers helped wheelchair athletes train and organize four curling competitions.



FizkultURA!

Gazprom Transgaz Ukhta runs a long-term project to bring adaptive physical education (APE) to children and adults with mental and psychophysical disabilities in the Komi Republic. Since 2022, Ukhta – once lacking specialized infrastructure – has been building an accessible environment for regular APE classes.

Equipment has been procured for project participants, training curricula developed, and classes organized with the participation of specialists from sports and recreation institutions. In 2022 and 2023, over 20 events were held at Remedial School No. 45, involving nearly 120 children. Since 2023, the project has expanded through a partnership with the regional VORDI¹ branch with more than 30 sessions held and about 40 more participants joining. In total, over 150 people have participated in the initiative since its inception.

The use of specialized equipment helps develop coordination, motor skills, and sensory abilities, improving the physical and psycho-emotional well-being of the participants. Parents acquire practical knowledge to use at home, and the local community gains experience in building an inclusive environment. The project won the Parental Thank You award for supporting people with disabilities.



Seeing with the Heart. Support that Changes Lives

Gazprom Energosbyt Tyumen's volunteer project Seeing with the Heart (since 2020) supports blind and visually impaired people in the Tyumen Region, Khanty-Mansi Autonomous Area – Yugra, and Yamal. With some 10,000 people living with visual impairments in these areas, the project helps them navigate daily life, education, and employment.

Corporate volunteers offer hands-on support, providing everything from smartphones with specialized software to Braille displays and electronic magnifiers. They accompany those they support, take part in educational activities, and help arrange leisure programs. More than 100 people have gained the opportunity to master modern technologies and increase their independence. Fifteen computer units have been donated to societies for the blind, and renovations are underway at a sports center for children with disabilities in Nefteyugansk.

The initiative brings together company employees, NGOs, and government agencies, forming a sustainable support system. Partnerships with regional blind societies and local authorities build a safe, comfortable environment for living, learning, and active participation in society.

¹ A national organization that represents the interests of parents of children with disabilities, as well as disabled adults over 18 with mental and other impairments who need representation of their interests.

Cultural and Educational Events

The Gazprom Group volunteers run educational projects – from getting youth involved in environmental protection to building responsibility for nature and historical heritage.



Sverdlovsk Region

PJSC Gazprom's Environmental Camp

The Prometheus recreation camp hosted PJSC Gazprom's 5th Environmental Camp organized by Gazprom Transgaz Yekaterinburg. The event took place in the Sverdlovsk Region and brought together more than 100 schoolchildren from different regions of the country.

Over the course of the week, the participants expanded their environmental knowledge: attended lectures, spoke with experts, adopted useful eco-habits, took part in quizzes and games, and went on excursions and masterclasses. They put their new knowledge to use in final projects that tackled real-world environmental challenges. Following the project presentations, the jury selected the winners.

The Grand Prix went to the team from Gazprom Dobycha Yamburg which focused on conscious consumption. The students created an animated film demonstrating the link between everyday habits and global environmental issues.

The event also featured the traditional EcoLogics quiz and a Health Energy relay race.

Gazprom Pererabotka's Green Trend project promotes environmental education and getting young people involved in protecting nature. In 2025, the company helped run a children's environmental camp in the Astrakhan Region that brought together 323 teenagers. Over the course of four sessions, more than 50 events were held, including workshops, quests, laboratory research, and sports competitions.



Yamalo-Nenets Autonomous Area

Discovering Yamal

The Discovering Yamal. Preserve, Do Not Forget! project focuses on protecting the cultural and historical heritage of the Russian North. At the heart of the project is "Construction Site No. 501", the name given in Soviet times to the construction of the roughly 350-km long Transpolar Railway intended to link the western and eastern parts of Yamal and help develop the Arctic. Today, many of the site's structures are deteriorating, threatening to erase its unique historical landscape.

Employees of Gazprom Dobycha Urengoy in partnership with the Council of Young Scientists and Specialists and the Memory of the North foundation are restoring Construction Site No. 501 facilities, creating an open-air museum space, organizing lectures and excursions with historians and experts, developing visual materials for photo exhibitions, and conducting environmental clean-ups. Some 400 volunteers have already joined. The project is overseen by Vadim Gritsenko, a writer, founder of the Memory of the North cultural and historical foundation, and a leading expert at the Scientific Center for Arctic Studies.

The volunteer project has resulted in the creation of a museum space at the Yarudey station of Construction Site No. 501, as well as the restoration of facilities and infrastructure elements that have become part of the region's cultural and historical landscape.

Restore, Do Not Demolish

Gazprom Invest runs a volunteering project focused on restoring Tomsk's unique and fragile historic wooden buildings. Part of the nationwide Tom Sawyer Fest movement, the project unites Gazprom's construction sector employees around preserving the city's architectural heritage.

Between 2021 and 2025, volunteers restored three historic houses in the city center. They cleaned and painted the facades, repaired ornamental details, and recreated them using traditional methods. More than 60 people have taken part in the project so far, and a core team of 40 volunteers is now in place.

The initiative also includes an educational component as volunteers attend lectures on the history of wooden architecture and take part in hands-on workshops on restoring decorative elements. Besides restoring the buildings to their former appearance, the project brings people together around the shared goal of preserving the unique character of the urban environment.



Environmental Volunteering

Volunteers of the Gazprom Group traditionally take part in the largest national environmental campaigns, including Water of Russia, Clean Shores, Clean Games, Memory Garden, Victory Forest, Green Spring, and Kindness Lids. In addition, employees organize local environmental initiatives, clean up natural areas, plant trees, participate in community clean-up days, and collect waste paper. Volunteers also support animal shelters and charities that work to protect animals.

> 4,500
community clean-up days

organized by the Gazprom Group in 2025

> 3,600

territories spanning more than 5,900 ha cleaned up

> 230,000

trees and shrub seedlings
planted by employees of Gazprom Group entities

Results of volunteer environmental campaigns

Indicator	2023	2024	2025
Number of clean-up days	4,353	3,957	4,506
Number of cleaned-up territories	4,051	3,645	3,616
Total cleaned-up area, thousand ha	>10	>6	5.9
Number of planted trees and shrubs, thousand	>241	>190	229.7



Russian Federation

Memory Garden

Since 2021, Gazprom Group entities have partnered in the international Memory Garden initiative – an annual tree planting campaign that honors those who fell in the Great Patriotic War and helps to restore the country's forest wealth.

- Employees of Achim Development and Gazprom Dobycha Urengoy planted more than 1,100 seedlings near the Novy Urengoy – City of Gas Producers and Builders stela during the city's anniversary year.
- Volunteers from Gazprom Mezhdregiongaz Vladikavkaz helped plant over 800 red oak seedlings in Balta, North Ossetia.
- Employees of Gazprom Helium Service helped restore a living memorial alley in the Nadezhdinsky District, Primorye Territory, planting over 4,000 Korean pines.

➔ For more details on initiatives for the Victory anniversary and the Year of the Defender of the Fatherland, see the [80th Anniversary of Victory in the Great Patriotic War and the Year of the Defender of the Fatherland](#) section.



St. Petersburg

Gazprom Transgaz Saint Petersburg has partnered with the Baltic Ringed Seal Foundation for more than five years, supporting research, monitoring, and protection of the Baltic marine environment while also organizing volunteer efforts to preserve the sea's biodiversity. In June of the reporting year, the company employees helped release three gray seal pups that had been rescued by the Foundation. A month later, volunteers took part in a clean-up at the Foundation's premises in Repino, dismantling, cleaning, and storing equipment from the tent where biologists had rehabilitated some 20 seals.



Tula Region

Turning Waste into Opportunity

The Turning Waste into Opportunity project is implemented by Gazprom Mezhdregiongaz Tula as part of corporate volunteering and is aimed at developing environmental culture and improving the environmental situation in the company's region of operation. It unites employees and the Tula Region residents around separate collection and proper disposal of waste, building responsible environmental habits.

The key focus areas of the project are environmental initiatives such as Kindness Lids, battery and electronics recycling, and participation in the Water of Russia and Memory Garden campaigns.

A collection point for lids, batteries, and end-of-life electronic devices was set up at the company's office in the center of Tula, accessible for both employees and visitors. This helped engage a wider audience in the environmental agenda. Drop-off locations were posted on social media and online maps.

As part of the project, volunteers collected and sent for recycling over 50 kg of plastic lids, with the proceeds donated to the account of the Volunteers to Help Orphans charity. They also gathered and handed over 100 kg of used batteries and 100 kg of broken electronic devices for safe disposal through the Foundation for Rational Use of Natural Resources. During the Water of Russia environmental campaign, volunteers gathered 280 bags of trash, 250 disposable grills, and 10 tires from the shores of local lakes. Participants of the Memory Garden campaign planted more than 300 trees in the region.

The Kindness Lids social and environmental initiative implemented by Gazprom Transgaz Yugorsk collected more than 800 kg of plastic waste in 2025. The recycling proceeds – more than RUB 100,000 – went to a charity supporting children with developmental disabilities who live in foster families.

Patriotic and Humanitarian Initiatives

Gazprom took first place in the Humanitarian Aid category at the All-Russian Champions of Goodness corporate volunteering competition for its comprehensive humanitarian support package for Special Military Operation participants, their families, and individuals in the conflict zone.

In 2025, tens of thousands of Gazprom volunteers joined patriotic volunteering efforts, including support for participants in the Special Military Operation, their families, and individuals in the conflict zone.

➔ For more details on initiatives for the Victory anniversary and the Year of the Defender of the Fatherland, see the [80th Anniversary of Victory in the Great Patriotic War and the Year of the Defender of the Fatherland](#) section.



Russian Federation

We Are Together

We Are Together Gazprom Energo has built a comprehensive charitable support system for employees and their families during the Special Military Operation, rooted in mutual aid and solidarity. Since 2022, the We Are Together foundation has been uniting volunteers from 35 regions and 12 company branches.

The foundation's funds go to targeted aid and urgent everyday needs, allowing the team to respond quickly as needs arise. Since the initiative was launched, more than 300 employees have taken part in volunteer activities, with a total contribution exceeding 50,000 hours. A total of 85 campaigns have been held, and the overall volume of aid delivered has surpassed 50 tons.

Over 220 events to support Special Military Operation participants, displaced persons, and border and new territories communities were held by Gazprom volunteers in 2025.



Moscow

Multiplying Good Deeds

Gazprom Mezhdregiongaz Moscow runs the Multiplying Good Deeds project, uniting employees to provide targeted aid and social support to participants in the Special Military Operation.

In 2025, the project launched several initiatives that brought together over 600 employees and reached more than 1,200 people in need. During the year, the team collected and delivered humanitarian aid – including basic necessities – and ran blood donor drives, with dozens of employees donating blood for hospital patients.

In 2025, Gazprom Pererabotka held three large-scale charitable events in support of participants in the Special Military Operation, featuring performances by the company's creative group and documentary screenings. Volunteer groups from the Orenburg Region organized charity fairs. As part of the event, Letter to a Soldier campaigns were conducted. Attendees included regional officials, Legislative Assembly deputies, and Orenburg City Council members.

Gazprom Invest implemented the Soldier's Library project, aimed at providing psychological support for military personnel undergoing rehabilitation. Employees gathered books from a recommended list and wrote messages of support and good wishes for soldiers. Reading corners and book storage spaces were then set up in rehabilitation centers in the Donetsk and Lugansk People's Republics.

In 2025, the Moscow branch of Gazprom Gazoraspredelenie delivered humanitarian aid to participants in the Special Military Operation and residents of Donetsk. A total of 120 employees took part in the initiative: they collected and packed the cargo, which included medicines, long-shelf-life food products, batteries, personal hygiene items, as well as stationery kits and educational board games for families with children. The collected aid was promptly delivered to the recipients.

ENVIRONMENT AND CLIMATE



About the
Gazprom
Group

Contribution
to the Country's
Economic
Development

Sustainability
Management

Gazprom
Group's
people

Process
Safety

Local
Development

Environment
and Climate

Appendices

Environmental Protection

Material topic

7 The Gazprom Group's legal compliance

For the Gazprom Group, preserving natural wealth for future generations is a shared responsibility that demands coordinated action at every management level and across all operations. Its approach in this area focuses on continuously improving production processes, using natural resources responsibly and efficiently, and strictly adhering to environmental laws.

Environmental Policy and Corporate Environmental Goals

НАЦИОНАЛЬНЫЕ
ЦЕЛИ РАЗВИТИЯ
РОССИИ
ЭКОЛОГИЧЕСКОЕ
БЛАГОПОЛУЧИЕ

Environmental Policy



The Gazprom Group's key environmental protection commitments and mechanisms are enshrined in PJSC Gazprom's Environmental Policy¹. They ensure environmental safety across the Company's operations, in particular, during the development of hydrocarbon fields in the continental shelf and the Arctic Zone of the Russian Federation.

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.

When planning investment projects, the Company aims to mitigate the risks of adverse environmental impacts, enhance the energy efficiency of production processes and reduce greenhouse gas (GHG) emissions. During investment project development, PJSC Gazprom's experts evaluate the baseline state of key ecosystem components, identify the most vulnerable flora and fauna species, and 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.

The Gazprom Group rigorously honors its environmental commitments and requires the same from its partners and counterparties. This approach ensures compliance with environmental safety standards and requirements in its operations, both in Russia and internationally.



In 2025, the PJSC Gazprom Board of Directors held a meeting that included discussion of industrial safety and environmental performance². The Board reviewed the Company's 2024 environmental results and approved the work carried out.

Another Board meeting in 2025 was dedicated to the development and deployment of technologies that reduce negative environmental impact, alongside the use of innovative energy efficiency solutions³. The Board approved the Company's work in advancing both priorities.

¹ Approved by resolution of the Management Committee of OJSC Gazprom No. 21 dated May 25, 2015.

² Resolution of the Board of Directors of PJSC Gazprom No. 4219 dated June 18, 2025.

³ Resolution of the Board of Directors of PJSC Gazprom No. 4262 dated October 31, 2025.



Kamchatka Territory, Sobolevo – Petropavlovsk-Kamchatsky gas trunkline

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 protection regulations, see the [official website of PJSC Gazprom](#).

environmental protection programs aimed at fulfilling its Environmental Policy commitments and achieving Corporate Environmental Targets.

The most significant environmental impacts of PJSC Gazprom entities¹ include methane emissions into the atmosphere during gas trunkline repairs, nitrogen oxide emissions during compressor station operation, wastewater discharge, waste disposal, and environmental impacts related to investment projects.

In order to keep sustainable development on track, PJSC Gazprom carries out its Comprehensive Environmental Program for 2025–2029, which, among other things, provides for a set of measures to introduce consumption limits and adopt the best available technologies.

**Corporate
Environmental Goals**

Through its Environmental Management System (EMS), PJSC Gazprom annually assesses and analyses significant environmental impacts and implements

In collaboration with technical working groups, Gazprom VNIIGAZ produced two BAT reference books: ITS 29-2026 Natural Gas Production and ITS 50-2025 Natural and Associated Gas Processing. These reference books are designed to serve as a basic tool for implementing best available technologies in gas production and processing, and are intended for use by both regulators and business entities.

Environmental protection and climate action are core to Gazprom's strategy, helping strike a balance between industrial growth and the preservation of natural resources and ecosystems. Through its extensive environmental initiatives, the Company plays a vital role in raising living standards across its regions of operation.

**Reduction in GHG emissions to lower extreme weather risks**

- Using renewables and secondary energy sources
- Expanding the use of natural gas as a vehicle fuel, developing the network of compressed natural gas (CNG) filling stations, converting the vehicle fleet to run on CNG
- Developing hydrogen energy

**Reduction in air pollutant emissions to lower the concentration of harmful substances and reduce the incidence of respiratory and cardiovascular diseases**

- Using mobile compressor stations and implementing new technologies to preserve natural gas during repairs to gas trunklines
- Reducing APG flaring

**Waste reduction to lower the environmental impact in the regions of operation**

- Reducing waste generation and maximizing its reuse as secondary resources
- Phasing out the use of disposable plastic products

**Water resource conservation to provide the population with access to clean water and reduce the risk of infectious diseases**

- Upgrading wastewater treatment facilities
- Monitoring wastewater treatment quality and natural water composition

**Biodiversity preservation to maintain ecosystem resilience**

- Monitoring biodiversity in areas of operation, participating in scientific research
- Restoring fish stocks and forests

¹ For the purpose of the Environmental Protection and Climate Action section, "Gazprom Group entities" means PJSC Gazprom (the parent company of the Gazprom Group) and its subsidiaries responsible for the core operations.

WHERE
AWARENESS MEETS
TRANSPARENCY



**Nikolay
Milyutin**

Chief Process Engineer,
PJSC Gazprom

Over 15 years of experience
in the Gazprom Group

Recipient of corporate
awards



St. Petersburg



Nikolay Milyutin champions environmental transparency across the Gazprom Group. He manages the disclosure of crucial environmental data to keep key stakeholders, including government bodies, shareholders, investors, and public organizations, fully informed. Mr Milyutin spearheads environmental data collection for the Gazprom Group's non-financial reporting. He also prepares materials for the Board of Directors and the Management Committee of PJSC Gazprom, empowering top executives to make informed managerial decisions.

Serving on an interdepartmental working group under the Russian Ministry of Economic Development, Mr Milyutin actively helps refine public non-financial reporting mechanisms on a national scale.

His professional dedication reinforces Gazprom's commitment to sustainable development and ensures robust public access to environmental performance data, directly supporting the Environmental Policy of PJSC Gazprom.

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

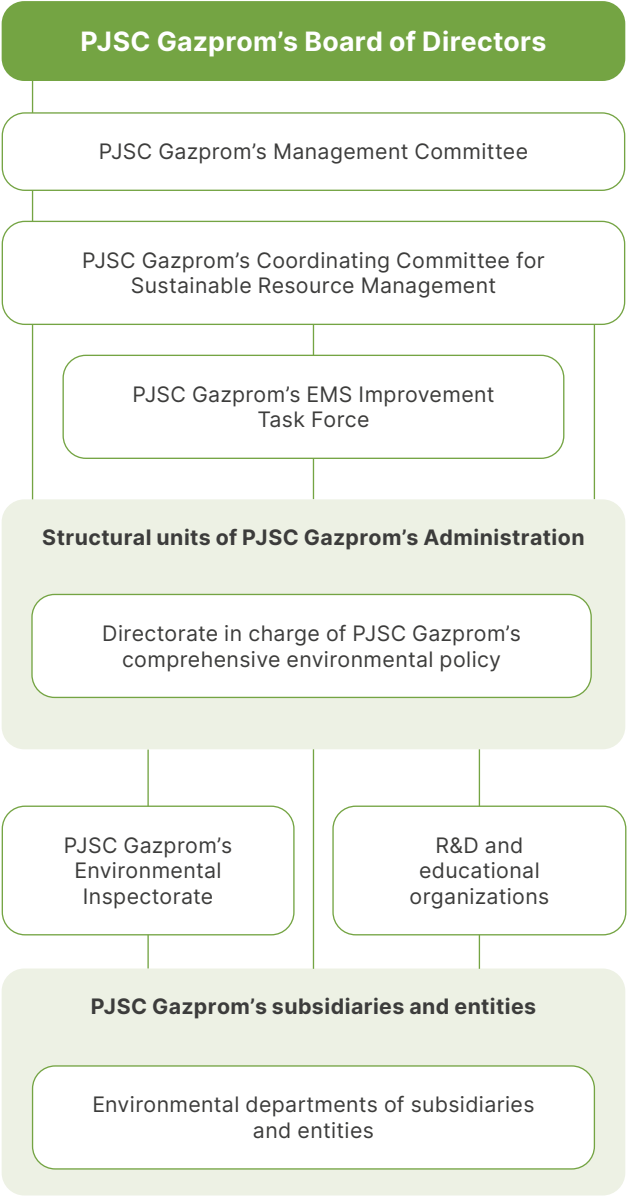
- Structural units of PJSC Gazprom's Administration
- 37 subsidiaries and entities wholly owned by PJSC Gazprom¹
- PJSC Gazprom's Environmental Inspectorate
- Gazprom VNIIGAZ Corporate Research and Development Center for Environmental Protection and Energy Performance
- Gazprom Proyektirovaniye (engineering and survey activities for investment projects to construct PJSC Gazprom's facilities)

The EMS encompasses all management levels ranging from PJSC Gazprom's Board of Directors to branches and production facilities of its subsidiaries and entities.

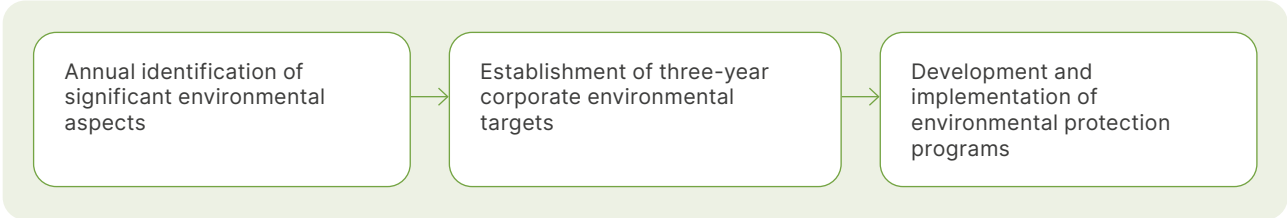
The Management Committee of PJSC Gazprom is responsible for the overall management of environmental protection.

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 PJSC Gazprom's operations. It is led by a senior executive who oversees the performance of PJSC Gazprom's environmental and energy management systems.

Structure of PJSC Gazprom's environmental management system



EMS components



Achievement of the corporate environmental targets by PJSC Gazprom

Corporate environmental target	Organizations within the EMS scope	Baseline (2018)	Actual performance (2024)	Target achievement status	Actual performance (2025)	Target achievement status
Reduce GHG emissions during transportation of natural gas, t of CO ₂ -equivalent / bcm•km	All subsidiaries and entities involved in natural gas transportation	56.70 ²	47.05	↓ 17.02%	48.18	↓ 15.03%
Reduce nitrogen oxide emissions into the atmosphere, t/mcm of fuel gas	All subsidiaries and entities involved in natural gas transportation	4.23	3.96	↓ 6.38%	4.06	↓ 4.02%
Reduce excessive discharges of pollutants into surface water bodies, %	All subsidiaries and entities with a negative environmental footprint	5.26 ²	0.02	↓ 5.24 p.p.	0.08	↓ 5.18 p.p.
Reduce the share of waste sent for burial in the total waste managed, %	All subsidiaries and entities with a negative environmental footprint	37.53 ²	11.93	↓ 25.60 p.p.	11.51	↓ 26.02 p.p.
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	8.11	↓ 26.89 p.p.	10.81	↓ 24.19 p.p.

The measures completed in 2025 enabled the achievement of PJSC Gazprom's Corporate Environmental Targets for 2023–2025. The Company's Comprehensive Environmental Program for 2025–2029 includes a set of measures that support national goals for innovative environmental development of the Russian economy and also aims to help PJSC Gazprom reach its Corporate Environmental Targets for 2026–2028.

Digital Transformation

As part of its Digital Transformation Strategy for 2022–2026, PJSC Gazprom maintains an Environmental Protection Information Management System (IMS). Built on Russian software, it automates environmental protection planning, record-keeping, monitoring, and reporting. The system already has 3,500 Gazprom Group users connected.



In 2025, a surveillance audit conducted by the Russian Register Certification Association reconfirmed 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 auditors established that the ISPSM is maintained and developed in line with the principle of continuous improvement.

¹ 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 wastewater discharge, and those managing investment projects in the construction sector.

² 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 2025 rebased to 2018).

Environmental Protection Expenditures

RUB **465.4** billion

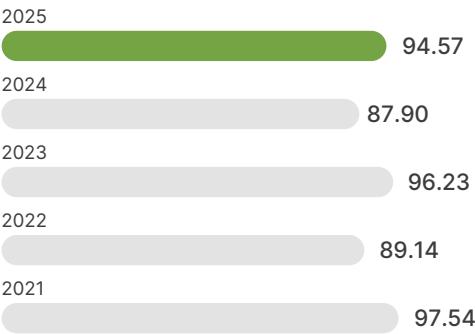
invested by the Gazprom Group in environmental protection in 2021–2025

In 2025, the Gazprom Group's total environmental protection expenditures in Russia increased by 7.59% year-on-year to RUB 94.6 billion. This was driven by higher investments in capital assets aimed at environmental protection and rational use of natural resources, as well as growth in current environmental protection expenditures.

RUB **239** billion

invested by the Gazprom Group in environmental protection and sustainable use of natural resources in 2021–2025

Gazprom Group's environmental protection expenditures in 2021–2025, RUB billion



MED 21

Gazprom Group Indicator 23

Gazprom Group's environmental protection expenditures, RUB million

Indicator	2023	2024	2025	Change 2025/2024, %
PCSB 17				
Investments in capital assets aimed at environmental protection and rational use of natural resources	52,068.48	38,336.85	40,092.59	+4.58
PCSB 10				
Current environmental protection expenditures	43,517.90	48,865.34	53,908.85	+10.32
PCSB 14				
Negative environmental impact fees	646.23	701.44	568.98	−18.88
Total for the Gazprom Group	96,232.61	87,903.63	94,570.42	+7.58

Investments in capital assets aimed at environmental protection and rational use of natural resources in 2021–2025, RUB million

Indicator	2021	2022	2023	2024	2025
Gazprom Group	60,529.57	47,971.71	52,068.48	38,336.85	40,092.59
Gas business companies	16,245.96	13,996.60	12,915.79	9,893.07	7,695.26
◦ incl. PJSC Gazprom entities	14,973.70	13,606.36	12,525.16	9,635.58	7,507.76
Gazprom Neft	39,700.79	32,415.26	35,422.52	23,920.07	28,079.84
Gazprom Energoholding	3,766.70	1,029.79	1,813.26	1,260.46	2,255.80
Gazprom Neftekhim Salavat	816.12	530.06	1,916.91	3,263.25	2,061.69

Investments of Gazprom Group entities in capital assets aimed at environmental protection and rational use of natural resources totaled RUB 40.1 billion, up by 4.58% year-on-year. The growth came from higher spending on expanding the comprehensive gas

treatment unit (CGTU) at the Novoportovskoye field, compensatory measures for Gazprom Neft's capital construction projects, and building a recirculating water system at a Gazprom Energoholding power plant.

Gazprom Group's investments in capital assets aimed at environmental protection and rational use of natural resources in 2025, %

Area	Share
Air protection and climate change prevention	61.5
Protection and rational use of water resources	24.2
Preservation and environmental restoration of land, surface and ground water bodies	4.3
Waste handling	2.5
Biodiversity conservation and protection of natural areas	1.2
Other environmental efforts	6.3

In 2025, the Gazprom Group's investments were allocated as follows:

- air protection and climate change prevention: RUB 24,660.83 million, including RUB 23,755.77 million for the construction and reconstruction of Gazprom Neft's fixed assets;
- wastewater treatment: RUB 9,721.26 million, including RUB 8,471.71 million for the construction of wastewater treatment plants and recirculated water systems;
- protection and environmental rehabilitation of land, surface and ground water bodies: RUB 1,720.19 million, including RUB 827.98 million for land reclamation;
- other challenges: RUB 1,516.31 million, including RUB 890,10 million for waste recycling, processing, neutralization facilities, and landfills; and RUB 471.33 million for the protection and reproduction of aquatic biological resources;
- other: RUB 2,474.00 million, including RUB 1,175.18 million for forest protection and sustainable use.

In the reporting year, Gazprom commissioned 39 wastewater treatment units and facilities with a total capacity of 5,946 m³/day and 13 units for capturing and neutralizing pollutants from waste gases with a capacity of 51,213 m³/hour.

In 2025, the Gazprom Group's current environmental protection expenditures increased by 10.32% year-on-year to RUB 53,908.85 million. This resulted from higher costs of nature conservation services associated with the preservation and restoration of land, surface and ground water bodies, and wastewater treatment.

Current expenditures increased across the gas, oil, and power generation business segments, which impacted the total amount for the Gazprom Group.

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.

Current environmental protection expenditures in 2021–2025, RUB million

Entity	2021	2022	2023	2024	2025
Gazprom Group	36,303.25	40,419.70	43,517.90	48,865.34	53,908.85
Gas business companies	23,362.21	24,805.79	25,924.89	28,334.90	30,700.20
◦ incl. PJSC Gazprom entities	19,562.22	20,506.15	21,610.74	22,984.64	25,297.91
Gazprom Neft	8,877.77	11,276.12	12,800.19	15,166.85	16,772.44
Gazprom Energoholding	2,412.42	2,720.36	2,821.42	3,128.55	3,594.45
Gazprom Neftekhim Salavat	1,650.85	1,617.43	1,971.40	2,235.04	2,841.76

Including current (operating) environmental protection expenditures

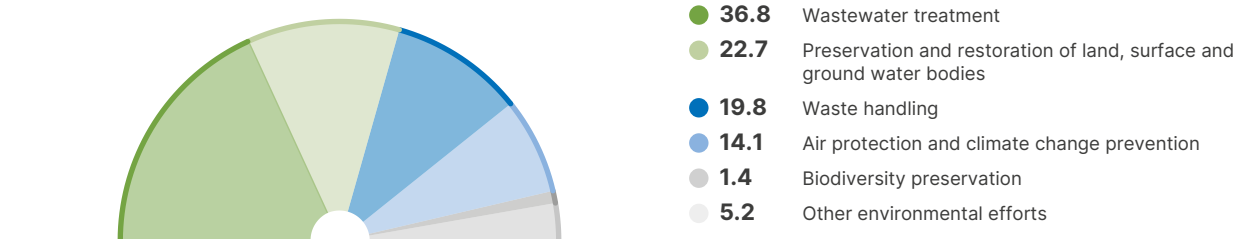
Gazprom Group	14,765.66	16,313.71	17,966.08	17,513.73	18,567.25
Gas business companies	10,935.10	12,259.02	13,295.57	13,121.96	13,296.27
◦ incl. PJSC Gazprom entities	10,321.74	11,357.38	12,603.97	12,730.16	12,907.19
Gazprom Neft	2,596.30	2,793.15	3,316.65	2,575.39	3,161.84
Gazprom Energoholding	573.04	607.50	653.67	776.31	851.42
Gazprom Neftekhim Salavat	661.22	654.04	730.19	1,040.07	1,257.72

Including current expenditures for nature conservation services

Gazprom Group	20,079.41	22,540.71	24,336.62	29,997.69	33,281.30
Gas business companies	11,810.24	11,809.58	11,893.74	14,442.93	16,108.35
◦ incl. PJSC Gazprom entities	8,700.84	8,468.38	8,332.98	9,511.33	11,170.50
Gazprom Neft	5,764.75	7,908.13	9,455.11	12,453.24	13,447.64
Gazprom Energoholding	1,715.75	1,970.62	2,076.21	2,233.04	2,706.82
Gazprom Neftekhim Salavat	788.67	852.38	911.56	868.48	1,018.49

Including current expenditures for overhaul of environmental protection fixed assets

Gazprom Group	1,458.18	1,565.28	1,185.20	1,353.92	2,060.30
Gas business companies	616.85	737.19	735.58	770.01	1,295.58
◦ incl. PJSC Gazprom entities	539.65	680.39	673.79	743.15	1,220.22
Gazprom Neft	516.72	574.84	28.43	138.22	162.96
Gazprom Energoholding	123.64	142.24	91.54	119.20	36.21
Gazprom Neftekhim Salavat	200.97	111.01	329.65	326.49	565.55

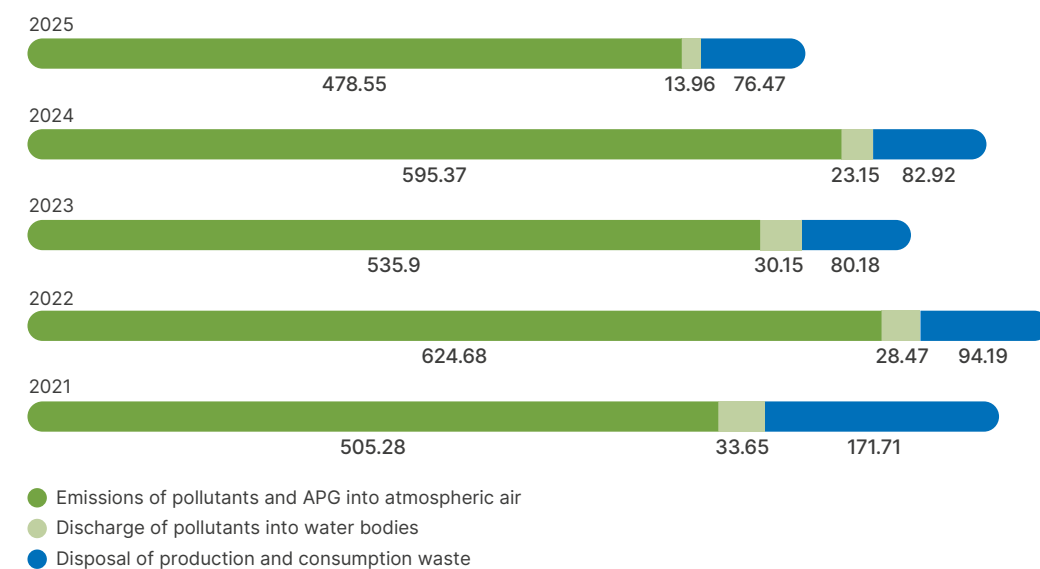
Breakdown of the Gazprom Group's current environmental protection expenditures, 2025, %

In 2025, the Gazprom Group transferred RUB 568.98 million to budgets of various levels as negative environmental impact fees, down 18.88% year-on-year. The reduction stems from reaching 95% APG utilization at Gazprom Neft facilities, achieving

technological standards, and applying a zero multiplier for pollutant emissions and discharges that fall within technological limits after BAT implementation at facilities with a negative environmental impact.

Negative environmental impact fees in 2021–2025, RUB million

Entity	2021	2022	2023	2024	2025
Gazprom Group	710.64	747.34	646.23	701.44	568.98
Gas business companies	226.83	194.49	231.67	229.97	273.10
◦ incl. PJSC Gazprom entities	205.44	165.40	204.57	202.55	241.44
Gazprom Neft	289.61	402.87	263.01	318.86	152.93
Gazprom Energoholding	187.37	142.85	141.59	141.85	129.23
Gazprom Neftekhim Salavat	6.83	7.13	9.96	10.76	13.72

Gazprom Group's fees by type of negative environmental impact in 2021–2025, RUB million

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 2025, over 8,500 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.

8,516 employees
of Gazprom Group entities covered by environmental training programs in 2025

In December 2025, Gazprom VNIIGAZ hosted the 9th Environmental Safety in Gas Industry international conference (ESGI-2025). The event brought together 199 leading experts from 90 companies, including representatives from government agencies, federal state budgetary institutions, as well as institutes and research centers of the Russian Academy of Sciences. Participants delivered 39 scientific presentations.

Environmental training of the Gazprom Group's employees, persons

Indicator	2023	2024	2025	Change 2025/2024, %
Number of employees who received environmental training	8,755	8,600	8,516	-0.98
• including employees who received training in the EMS	1,235	1,182	1,207	+2.20



Managing Low-Carbon Development

Material topic

15 Emissions management at the Gazprom Group

➤ Gazprom applies a coordinated, integrated approach to analyzing, assessing, and managing low-carbon development risks. It works systematically to monitor and reduce specific GHG emissions and to consistently adapt its production activities to climate change.

Climate Strategy

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.

PJSC Gazprom's Climate Strategy through 2050 takes into account Russia's ambition of striking a balance between human-induced GHG emissions and their sequestration by 2060¹. The strategy sets out the Company's commitment to reducing the carbon intensity of its gas production, transportation, storage and processing operations, and to fostering the most favorable conditions for increasing natural gas use in energy, industry, and transport.

The Climate Strategy relies on PJSC Gazprom's sustainable development scenarios, sets low-carbon development priorities based on natural gas, and is integrated into the Company's corporate planning system.

PJSC Gazprom's low-carbon development priorities through 2050 include gas infrastructure expansion in Russian regions and conversion of vehicles to natural gas, improved energy efficiency and methane emission prevention, and creation of new low-carbon business lines based on natural gas.

GHG reduction targets are set for a three-year short-term period under the Corporate Environmental Targets and Corporate Energy Targets, for a ten-year medium-term period under the Innovative Development Program, and for the long term under the Climate Strategy through 2050.

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.

PJSC Gazprom regularly assesses regulatory, market, and technology risks linked to low-carbon transition, including risks across the entire value chain. It applies a scenario-based approach aligned with the recommendations of the Intergovernmental Panel on Climate Change (IPCC) and the Task Force on Climate-related Financial Disclosures (TCFD), and identifies new business opportunities.

The corporate GHG emissions management system assigns responsibilities across all governance levels and covers the setting of climate-focused development priorities, the management of climate risks and climate change adaptation, the establishment of emission reduction targets, and the implementation of energy efficiency improvements. The system encompasses the monitoring and evaluation of results, their verification, and the preparation of mandatory and voluntary reports.

¹ Approved by resolution of the Board of Directors of PJSC Gazprom No. 3990 dated October 24, 2023.

In the reporting year, the Company assessed how effectively its production activities adapt to different market and climate scenarios. Based on this assessment, priority emission reduction measures were identified for inclusion in both short-term and long-term programs. At the same time, Gazprom continues to implement initiatives that ensure safe and comfortable working conditions, including protecting employees and their families from the adverse effects of climate change.

PJSC Gazprom offers its employees continuous training on climate change and low-carbon transition, including through Gazprom Corporate Institute.

PJSC Gazprom pursues international low-carbon development cooperation both bilaterally and multilaterally. Bilaterally, it engages with government agencies and companies from India, Kazakhstan, China, the UAE, Uzbekistan, and elsewhere. Multilaterally, it works through organizations such as the Gas Exporting Countries Forum (GECF), the UN Economic and Social Commission for Asia and the Pacific (UNESCAP), the Asia-Pacific Economic Cooperation (APEC) forum, and the International Business Congress (IBC). In 2025, PJSC Gazprom representatives participated in a meeting of the Russia-India Joint Working Group on Climate Change and Low-Carbon Development, where they emphasized the key role of natural gas in cutting GHG emissions.

PJSC Gazprom regularly participates in sessions of the Conference of the Parties to the UN Framework Convention on Climate Change (UNFCCC).

PJSC Gazprom conducts research on low-carbon development, involving its partner universities, leading Russian research institutions, and institutes of the Russian Academy of Sciences.

Scientific Advances

PJSC Gazprom's Science and Technology Council has a dedicated section for decarbonization and hydrogen energy development. PJSC Gazprom publishes its research findings in leading Russian and international scientific journals. In 2025, the Company's articles in the Energy Policy journal showed that Russian pipeline gas delivered to China has the lowest carbon footprint. They also introduced the Energy Well-Being Index, a Gazprom-developed integral indicator that measures how well fuel and energy use aligns with sustainable development goals. The index demonstrates that natural gas is the most effective energy resource based on economic, environmental, and social criteria.

In 2025, a joint publication by PJSC Gazprom and Latin American scientists was included in the report "10 Breakthrough Ideas in Energy for the Next 10 Years" by the Global Energy Association.

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, TCFD recommendations, and ISO 14090. It 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.

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.

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 Development¹ 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.



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.

¹ Approved by order of the Russian Ministry of Economic Development No. 267 dated May 13, 2021.

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.

In addition to ventilated crawl spaces, effective measures to maintain the design thermal regime of permafrost under the foundations of buildings and structures include the use of various types of vapour-liquid systems combined with heat insulation screens.

Geotechnical monitoring and thermal stabilization around the support structures of pipelines, equipment and facilities are among the tools used to prevent permafrost degradation.

PJSC Gazprom's design, construction and overhaul processes include the use of advanced heat insulation materials in underground collector pipelines, cryo-anchor piles in foundations to eliminate seasonal freezing and thawing of soils, and flexible supports for laying pipelines in permafrost conditions.

Hydrogen Energy

PJSC Gazprom leads the charge in developing hydrogen energy in Russia in line with the country's Hydrogen Energy Development roadmap and its track covering hydrogen energy development and industry and transport decarbonization driven by natural gas. 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

Innovations for permafrost conditions

Gazprom has launched the development of a geographic information system to forecast permafrost conditions. This smart service will predict changes in permafrost soils through 2050 and support optimal decision-making. The system draws on long-term geotechnical monitoring, engineering and scientific research, multispectral satellite sensing, meteorological and geophysical data, and other landscape and geological information. Advanced computational models and algorithms will help identify patterns in large datasets, enabling temperature predictions at various depths and geocryological assessments.

PJSC Gazprom has initiated the creation of a temporary working group under the National Technical Committee for Standardization 023 on Oil and Gas Industry. The group will develop standards for permafrost areas to serve the oil and gas sector. It plans to prepare or update over 20 standardization documents, using the experience of oil and gas companies to share best practices in climate adaptation.

Development roadmap through 2030, which was approved by the interdepartmental working group on hydrogen energy in the Russian Federation.

The mentioned objectives were pursued in 2025 mainly through research, design and technology development.

All the designated performance targets under the Hydrogen Energy Development roadmap through 2030 have been met so far.

Delivering on Hydrogen Energy Objectives

Focus area	2025 results
Creating a pilot demonstration facility to support solutions for producing hydrogen from natural gas	Process documentation for the facility was developed, design and survey work completed, and process flow specifications for hydrogen production from natural gas through thermal and plasma chemical processes were drafted. A pilot unit for hydrogen production via catalytic methane pyrolysis and a mobile low-carbon hydrogen production unit using natural gas oxidative conversion were created.
Developing a technology for extracting hydrogen from hydrogen sulfide with limited GHG emissions	Operational documentation for the experimental unit was developed, acceptance tests of the reactor section for plasma chemical decomposition of hydrogen sulfide in an inert medium were completed, and assembly and installation work on the reactors and main equipment of the experimental unit was carried out.
Assessing the feasibility of creating and using molten-carbonate fuel cells	A demonstration model of a power unit was developed: technical specifications, design documentation, test procedures, and process modules were prepared, and the demonstration model was assembled from process modules and pre-tested for operability.
Developing technical solutions for production of natural hydrogen	Fluid samples were collected from wells and laboratory-tested to assess the potential for direct hydrogen production. Subsequent steps include separating and concentrating hydrogen from natural gas using membrane and metal hydride solutions.

Through collaboration with Russian companies, PJSC Gazprom identifies priority areas for hydrogen technology development and carries out joint projects. It 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 and an agreement with KAMAZ.

PJSC Gazprom is expanding its international hydrogen energy partnerships with companies in India, China, the UAE, and other countries, as well as through multilateral forums such as BRICS+, GECF, ESCAP, APEC, UNFCCC, and others.

The Russian Academy of Sciences' Expert Council gave a positive assessment to PJSC Gazprom's 2025 hydrogen technology development results and progress as part of a scientific and technical review.

PJSC Gazprom's has widely published its hydrogen energy research and technology development findings in leading scientific journals in Russia and internationally. The Company also helped prepare an APEC report, "Certification of Hydrogen and Its Derivatives: Role in Driving the Market".

GHG Emissions Management

Management of GHG emissions is an essential part of the Gazprom Group's strategy. The Company's corporate system for managing GHG emissions ensures proper reporting, monitoring and regulation of emissions as required by the applicable Russian laws and international and national standards. To reflect the global low-carbon economic trend, PJSC Gazprom developed its Climate Roadmap through 2050 and sustainable development scenarios through 2050. The Company has also defined key performance indicators, low-carbon development pathways, measures to reduce and offset its GHG emissions, and short-, medium-, and long-term actions to adapt its production activities to climate change.

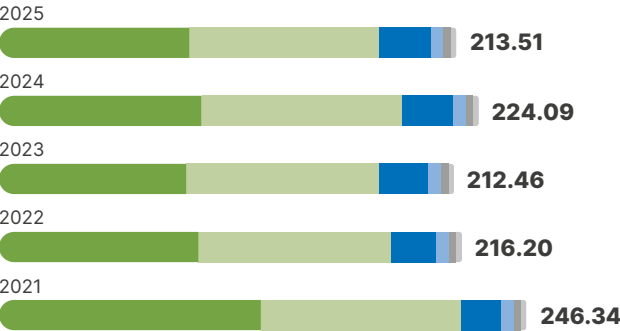
All entities of the Gazprom Group monitor and report GHG emissions in accordance with the Methodological Guidance on the Quantification of Greenhouse Gas Emissions by Entities Engaging in Business and Other Activities in the Russian Federation¹.

Taking into account the change in the methane emission conversion factor to carbon dioxide equivalent (over a 100-year time span) from 25 to 28², the greenhouse gas emission values for previous years have been recalculated.

MED 20

PCSB 8

Gazprom Group GHG emissions, 2021–2025, mmt of CO₂-equivalent



	2021	2022	2023	2024	2025
PJSC Gazprom entities	122.80	93.46	87.77	95.01	89.22
Gazprom Energoholding	93.65	90.09	90.22	93.71	88.90
Gazprom Neft	18.81	21.27	23.32	24.00	24.22
Gazprom Neftekhim Salavat	6.23	6.00	5.88	5.99	5.75
Sakhalin Energy	3.15	3.42	3.43	3.47	3.62
Other companies	1.70	1.96	1.84	1.91	1.80

MED 20

PCSB 8

Gazprom Group GHG emissions (Scope 1), mmt of CO₂-equivalent

	2023	2024	2025	Change 2025/2024, %
Gazprom Group, incl.:	212.46	224.09	213.51	-4.72
PJSC Gazprom entities, incl.:	87.77	95.01	89.22	-6.09
◦ production	14.33	15.30	14.53	-5.03
◦ transportation	62.45	68.52	64.73	-5.53
◦ processing	7.76	8.21	7.04	-14.25
◦ underground storage	1.25	1.37	1.32	-3.65
◦ other	1.98	1.60	1.60	0.00
Gazprom Energoholding	90.22	93.71	88.90	-5.13
Gazprom Neft	23.32	24.00	24.22	0.92
Gazprom Neftekhim Salavat	5.88	5.99	5.75	-4.01

Specific GHG emissions of PJSC Gazprom entities (Scope 1), kg of CO₂-equivalent per ton of reference fuel

Segment	2023	2024	2025	Change 2025/2024, %
Production	38.015	35.059	34.296	-2.18
Transportation	95.904	98.486	96.043	-2.48
Processing	92.742	88.979	73.113	-17.83

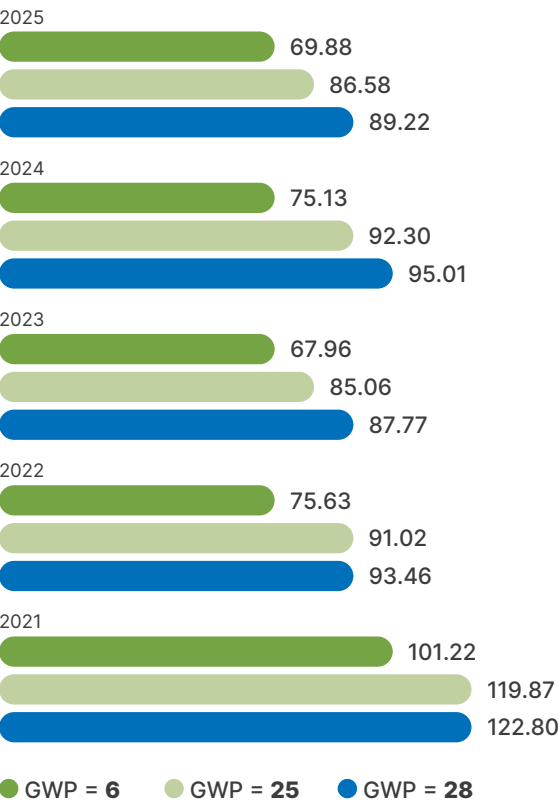
PCSB 8



GHG emissions of PJSC Gazprom entities (Scope 1) by source, 2025, mmt of CO₂-equivalent

Emissions	Total	CO ₂	CH ₄
Total GHG emissions	89.22	64.61	24.61
Stationary fuel combustion	58.10	58.10	0.00
Flaring	2.69	2.52	0.17
Process operations during exploration, production, processing, treatment, transportation, and storage of oil and gas	27.65	3.26	24.39
Other industrial processes	0.00	0.00	0.00
Fuel combustion by transport	0.69	0.69	0.00
Processing, incineration, and burial of solid waste	0.09	0.04	0.05

Evolution of GHG emissions in PJSC Gazprom entities, 2021–2025, mmt of CO₂-equivalent



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 Agreement³ 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 (CH₄) emissions in CO₂-equivalent under the alternative calculation approach.

Based on the GTP methodology, the Gazprom Group's GHG emissions in 2025 amounted to 192.72 mmt of CO₂-equivalent, while emissions from PJSC Gazprom entities totaled 69.88 mmt of CO₂-equivalent.

¹ Approved by order of the Russian Ministry of Natural Resources and Environment No. 371 dated May 27, 2022.

² Pursuant to the Russian Government's order No. 805-r dated April 4, 2025.

³ Decision 18 / CMA.1, Annex 37.

Energy indirect GHG emissions (Scope 2) in Gazprom Group entities, mmt of CO₂-equivalent

	2023	2024	2025	Change 2025/2024, %
Gazprom Group, incl.:	11.33	12.48	11.55	-7.5
PJSC Gazprom entities by key type of activities ¹ , incl.:	4.17	5.06	4.28	-15.4
◦ production	0.34	0.38	0.4	5.3
◦ transportation	1.90	2.63	1.91	-27.4
◦ processing	1.90	2.01	1.93	-4.0
◦ underground storage	0.03	0.05	0.04	-20.0
Gazprom Energoholding	0	0	0	-
Gazprom Neft	5.06	5.24	5.11	-2.5
Gazprom Neftekhim Salavat	2.10	2.18	2.16	-0.9



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.

Carbon Footprint of Products (Scope 3)

The Gazprom Group assesses its 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.

The carbon intensity of the Gazprom Group's products burnt by end consumers is 307 kg of CO₂-equivalent per boe.

Use of Renewable and Secondary Energy Sources

The Gazprom uses and promotes alternative energy sources wherever it is economically and technically feasible, particularly in remote or technologically isolated areas.

We take advantage of renewable and secondary energy resources to generate energy for internal needs and sale to third-party consumers. Solar and wind generators, gas flow heat and energy power converters are widely used at production facilities, gas trunkline facilities and gas distribution networks to ensure routine power supply to telemetry systems, electrochemical protection of pipelines, lighting, etc.

RUB 3.4 billion

invested by the Gazprom Group in alternative energy in 2025

In 2025, TGC-1 (Gazprom Energoholding) and Novosalavatskaya CHPP (Gazprom Neftekhim Salavat) produced 12.94 billion kWh of energy by way of hydro power 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.

41.6%

of TGC-1's installed capacity comes from hydro power, with 39 hydro power plants providing a combined capacity of approximately 2,900 MW

Electricity produced by the Gazprom Group from renewable and secondary energy resources

Generation type	Power output, kWh			Number of units		
	2023	2024	2025	2023	2024	2025
All types of renewable and secondary sources	12,708,661,341.28	12,876,840,365.10	12,959,829,520.98	3,118	3,294	3,481
incl. PJSC Gazprom entities	3,444,170.51	3,668,780.86	4,952,420.62	1,846	1,851	1,876
Solar and wind generators	1,677,243.79	11,385,473.19	19,780,961.23	1,971	2,147	2,237
incl. PJSC Gazprom entities	260,289.03	297,204.55	457,671.87	815	819	844
Hydropower turbines	12,703,800,216.00	12,862,095,930.00	12,935,553,811.00	116	116	114
incl. Gazprom Energoholding	12,669,429,509.00	12,810,006,788.00	12,898,396,175.00	113	113	111
◦ Gazprom Neftekhim Salavat	34,370,707.00	52,089,142.00	37,157,636.00	3	3	3

Excluding hydro power units, the Gazprom Group operated 3,367 renewable and secondary energy facilities in 2025. The total electric power generated by these power units amounted to 24,275.71 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 18,939.1 thousand kWh of solar power in 2024.

The Gazprom Group is developing new technologies in gas production, transportation, underground storage, processing and distribution. They are focused on improving energy efficiency.

The implementation of planned measures leveraging such technologies prevented GHG emissions of 45.2 mmt of CO₂-equivalent in 2025, including:

- 2.9 mmt of CO₂-equivalent in production;
- 41.7 mmt of CO₂-equivalent in transportation;
- 0.3 mmt of CO₂-equivalent in underground storage;
- 0.3 mmt of CO₂-equivalent in processing.

➔ For more details on energy efficiency technologies and projects of the Gazprom Group, see the [Introduction of Energy-Efficient Technologies](#) subsection.

> RUB 11.4 billion

to be invested by the Gazprom Group in alternative energy projects in 2025–2028

MED 21

RUB 5.8 billion

spent by PJSC Gazprom entities on air protection and climate change prevention initiatives in 2025

¹ 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.

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;
- 0.03% of processed natural and associated petroleum gas.

In 2025, PJSC Gazprom entities prevented bleeding of more than 2.3 bcm of natural gas used for internal processes. This was achieved primarily through resource-saving measures carried out under the energy saving and energy efficiency improvement program.



Tomsk

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. The prototype was developed in collaboration with Russia's leading AI developer and deployed at one of the Company's gas compressor stations.

➔ For more details on prevention of methane releases, see the [Introduction of Energy-Efficient Technologies](#) subsection.

 Methane emissions¹ from PJSC Gazprom entities by type of activity and production process, kt

Segment	2023	2024	2025	Change 2025/2024, %
Production	71.58	71.81	62.36	−13.2
Transportation	782.02	793.57	780.61	−1.6
Processing	7.28	9.24	10.64	+15.2
Underground storage	16.93	17.84	17.39	−2.5
Other	22.62	11.30	7.74	−31.5

The rise in methane emissions in the processing segment resulted from increased gas volumes sent for flaring and higher process losses incurred during scheduled maintenance at the Surgut Condensate Stabilization Plant operated by Gazprom Pererabotka.

Climate Projects

The Gazprom Group implements climate projects and has already issued carbon units.

In 2025, Gazprom registered two additional climate projects, under which carbon units have been issued.

The first, a pioneering hydroelectric project in Russia, modernized the Verkhne-Tulomskaya HPP. The upgrade raised its capacity from 268 MW to 300 MW, helping displace coal and fuel-oil power in the Murmansk Region grid.

The project issued 8,353 carbon units for emission reductions achieved in 2022–2024. Going forward, TGC-1 expects to cut emissions by an average of 5,000 tons of CO₂-equivalent annually.

The second project was registered in the Russian Carbon Unit Register by Mosenergo. It aims to cut stationary fuel combustion emissions by upgrading power unit No. 9 at CHPP-22. Over the project's ten-year crediting period, total emission reductions are expected to exceed 635,000 tons of CO₂.



Methane Emission Prevention Using Mobile Compressor Stations

Using mobile compressor stations during pipeline repair preparations prevents methane emissions. Gazprom MKS runs the largest climate project within the national infrastructure set up under the Federal Law On Limiting Greenhouse Gas Emissions, which is registered in the Russian Carbon Unit Register.

Running from 2019 to 2029, the project spans the entire Unified Gas Supply System of Russia – from the Yamal Peninsula in the northeast of European Russia to the Kazakhstan border in the south – covering all trunkline sections scheduled for maintenance.

As of the end of 2025, 28.31 million carbon units were issued, representing

77.1%
of all carbon units ever issued in the Russia.

Taking into account carbon unit transactions concluded during the reporting year, now outstanding are 28.28 million carbon units generated by the climate project of Gazprom MKS titled “Prevention of Greenhouse Gas (Methane) Emissions through the Use of Mobile Compressor Stations during Preparation of Trunkline Sections for Maintenance”. As part of the climate project, a total of 49,928,002 carbon units are scheduled for issuance by 2029.



➔ For more information on the project, see the website of the [Russian Carbon Unit Register](#).

¹ 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.

Advancing the NGV Fuel Market

The Gazprom Group continues to develop the NGV fuel market in Russia and promote broader use of natural gas as a fuel, including across various modes of transport.

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 and liquefied.

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 oxide emissions are 30% lower compared to

2.6 mmt of CO₂-equivalent

reduction in GHG emissions thanks to selling CNG as a motor fuel in Russia in 2025

Gazprom Group Indicator 28

Environmental effect from using NGV fuel in vehicles in Russia

Indicator	2023	2024	2025
Reduction of emissions			
• GHG, thousand tons of CO ₂ equivalent ¹	2,813.1	2,678.2	2,550.9
• Pollutants, thousand tons	46.0	43.8	41.7

Gazprom Gazomotornoye Toplivo is the single operator responsible for the development of the NGV fuel market in Russia². 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.

475 CNG filling stations

owned by Gazprom Group entities and Gazprom Gazomotornoye Toplivo in Russia

3.32 bcm³

total capacity of CNG filling stations

diesel. Using NGV fuel instead of petroleum fuels reduces nitrogen oxide and hydrocarbon emissions, decreases smoke pollution, and eliminates soot generation typical of diesel engines.

Economic benefits

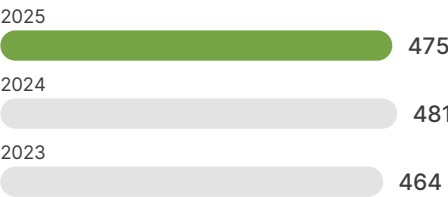
The price of natural gas as a motor fuel is typically less than 50% of the price of diesel fuel sold in the region. The cost per kilometer of methane-powered transport is on average two times lower compared to vehicles running on traditional fuels.

Next-Generation Fuel Dispensers

In 2025, Gazprom completed detailed engineering documentation for a next-generation fuel dispenser. The new unit features dual-fuel capability (LNG and CNG) and high mobility. It can be installed quickly on any flat surface.

Gazprom Group Indicator 27

Number of CNG filling stations owned by Gazprom Group entities and Gazprom Gazomotornoye Toplivo in Russia as of December 31, 2025



The decrease in the number of CNG filling stations³ on the balance sheet resulted mainly from decommissioning and leasing.

67%

share of Gazprom Group entities and Gazprom Gazomotornoye Toplivo in total NGV fuel sales in Russia



Openness to Dialog

Rostelecom has already converted over 1,300 vehicles.

Russian Post has converted more than 180 vehicles, with over 740 more expected to be converted by the end of the joint project.

In the reporting year, the CNG sales of the Gazprom Group entities and Gazprom Gazomotornoye Toplivo through Gazprom's own network of CNG filling stations in Russia fell to 762.1 mcm. The main reasons were lower customer business activity and rising competition.

In 2025, the Company focused on bringing in private operators by leasing out filling stations and expanding its partner network. It also promoted natural gas as a fuel by deploying mobile gas refueling trucks, enabling rapid coverage of new routes.

33 CNG filling stations

operated in the cities participating in the Clean Air federal project

4 CNG filling stations

commissioned in 2025

In 2025, subsidiaries and entities engaged in the Gazprom Group's core activities brought gas filling infrastructure online in two Russian regions where no such facilities existed before: the Irkutsk and Kirov regions.

The Mega Challenge project recognizes the most efficient CNG filling stations in the Gazprom Gazomotornoye Toplivo network on a monthly basis. In 2025, awards went to station teams in the Krasnodar Territory, the Vologda and Kaliningrad regions, and the Stavropol Territory.

¹ Data for 2023 and 2024 were recalculated due to a change in the calculation methodology.

² A joint venture of the Gazprom Group.

³ Data on fixed gas filling infrastructure facilities operated by core subsidiaries and entities of PJSC Gazprom.



Programs Incentivizing Vehicle Conversion to Run on Natural Gas

PJSC Gazprom has rolled out new features in its CNG filling station loyalty programs. Individual customers and small- and medium-sized businesses can now get fuel discounts and use subsidized installment plans for vehicle conversions, with payments made through refueling.

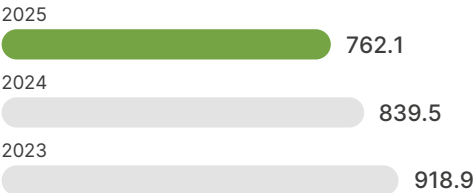
In 2025, the People's Fuel project converted 7,710 vehicles to run on CNG.

- New loyalty programs include:
- for legal entities: Premium Benefit, First Time – First Gas, Repowering, and others (6 programs in total);
 - for individuals: EcoGas Gas Discount, EcoGas Taxi, EcoGas CLUB+, and others (6 programs in total).

- calculation models and user instructions were developed to assess economic and environmental benefits, with the models tested in the Sakhalin Region;
- proposals were made to improve the regulatory framework at regional, municipal, and federal levels, including updating several federal program documents.

To promote NGV fuel in regions with limited gasification, Gazprom Gazomotornoye Toplivo delivers CNG using mobile gas refueling trucks. This serves vehicles where stationary CNG filling stations are absent or distant.

CNG sales by CNG filling stations of the Gazprom Group entities and Gazprom Gazomotornoye Toplivo in Russia, mcm



PJSC Gazprom continues to champion accelerated development of the gas filling network. As of December 31, 2025, there were 419 facilities engaged in commercial sales and shipments of CNG. Furthermore, in the reporting year there were 36 third-party CNG filling stations operating under franchise agreements.

In partnership with Plekhanov Russian University of Economics, the Gazprom Group carried out a study evaluating the economic and environmental benefits of switching municipal vehicle fleets in Russian regions to natural gas.

- As part of this effort:
- a model program was created to help Russian regions switch municipal vehicle fleets to natural gas, complete with a set of indicators, action items, and guidance for integrating it into planning and budgeting;

The Gazprom Group and its subsidiaries and entities continue to expand the use of natural gas as motor fuel in their own vehicle fleets. As of December 31, 2025, the combined fleet included 24,500 natural gas vehicles. In 2025, consumption of natural gas (methane) as motor fuel by the Gazprom Group's vehicles came in at 107.7 mcm, generating fuel savings worth of RUB 3.4 billion. Converting the vehicle fleet to NGV fuel also reduced estimated air pollutant emissions by 51,200 tons.

The Gazprom continues to collaborate with the leading automotive manufacturers to increase the number of available gas-powered models of vehicles and machinery. Simultaneously, it is exploring the use of gas in other types of transport.

Results of LNG conversion projects for various transport types

Transport Type	Results
 Railway transport	The TEM18-LNG locomotive was developed for shunting and haulage operations. This model combines environmental safety with economic efficiency. Converting one of Russia's most widely used shunting locomotives to LNG reduces fuel costs by up to 27% and service expenses by up to 37%, while also extending service life and lowering transportation costs. The locomotive modernization includes the installation of an LNG power module, an upgraded control system, digital solutions, and improved working conditions for drivers, while simultaneously enhancing operational reliability and safety.
 Freight vehicles	Gazstroyprom¹ plans to convert its heavy truck fleet to LNG. The first vehicles to switch to this environmentally friendly and cost-efficient cryogenic fuel will be the semi-trailer trucks used in developing the unique gas fields of PJSC Gazprom's Yamal gas production center. The project aims to improve environmental performance and significantly optimize fuel costs over long-term vehicle operation. In addition to repowering the vehicles, the Company plans to ensure reliable LNG supply logistics and, if necessary, consider building refueling infrastructure at fleet deployment locations. For the KAMAZ-65115 dump truck model, the expected economic benefit of switching to LNG is RUB 5.4 million in fuel savings over three years after the payback period.
 Water transport	Gazprom LNG Technologies successfully operates Chaika, Russia's first LNG-powered river passenger vessel. The pilot project proved that liquefied gas is both economically and environmentally effective as a fuel for waterborne transport. The vessel operated in St. Petersburg on the route between Lakhta and Yuzhnaya Doroga (Zenit metro station), providing transport services for city visitors. During the navigation season, fuel costs amounted to RUB 5.8 million using LNG, compared to RUB 10.1 million for diesel, saving approximately RUB 4.3 million. The Company plans to scale up this experience and expand the use of NGV fuel on St. Petersburg's water transport – including boats and ships – through relevant agreements with authorities and federal agencies.



Openness to dialog

GBO.RF (a unified NGV industry platform), Yandex Magistrali (a cloud-based freight management platform), and Gazprom Gazomotornoye Toplivo (Russia's largest filling station network operator) signed an agreement enabling carriers to cut fuel costs by 30–40%. The savings come from automated logistics, lower administrative costs, and reduced fuel expenses.

Gazprom Gazomotornoye Toplivo offers special green rates for carriers with gas-diesel or gas-only vehicles. Refueling across its network of 500 CNG stations in 70 Russian regions cuts fuel costs by 25–40% compared to diesel. Partners also get access to joint marketing programs that make switching their vehicles to NGV fuel affordable with minimal upfront investment.

¹ The Gazprom Group's associated entity.

Atmospheric Air Protection

Material topic

14 Emissions management at the Gazprom Group

Managing Pollutant Emissions

The Gazprom Group takes comprehensive efforts to reduce pollutant emissions from hydrocarbon production, processing, underground storage and transportation. Emissions monitoring is part of its corporate environmental management system, which aligns with the provisions of the Russian Energy Strategy through 2030 and the Russian Ecological Doctrine.

Significant environmental aspects of PJSC Gazprom entities' emissions management:

- Methane emissions associated with trunkline repairs;
- nitrogen oxide emissions during compressor station operation.



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. It seeks to ensure compliance with statutory environmental requirements and 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.

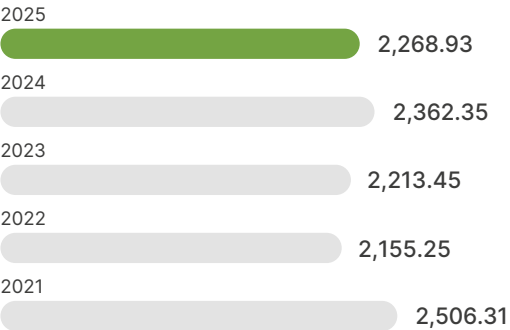
➔ For more details on the Gazprom Group's efforts to monitor methane leaks, see the [Reduction of Methane Emissions](#) subsection.

Gazprom Pererabotka launched into operation a predictive pollutant emission monitoring system facilitating continuous automatic measurement of mass concentration of air pollutants in the residue gases, control of physical gas flow properties, conversion of measurement results and automatic data transfer to the Rospirodnadzor information system.

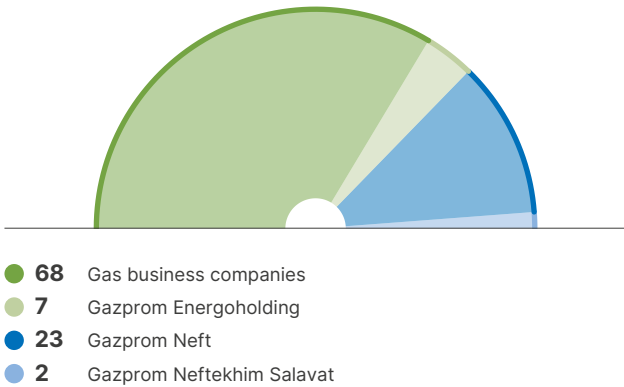
In addition to the pollutant compliance monitoring, it provides additional data for control and optimisation of technological processes, which can be used for reducing pollutant emissions.

MED 19

Gross pollutant emissions, Gazprom Group, 2021–2025, thousand tons



Share of the Gazprom Group entities in gross pollutant emissions, 2025, %



PJSC Gazprom entities' share in total gas business emissions exceeds 91% and defines the overall trend of this indicator.

The majority of Gazprom Group emissions is represented by hydrocarbons, including methane, carbon oxide, nitrogen oxides, and sulphur dioxide in line with the production activities of PJSC Gazprom entities and other gas business companies. Solid

emissions come mostly from Gazprom Neft as a result of APG flaring and PJSC Gazprom's energy segment, while volatile organic compounds are commonly associated with Gazprom Neft and gas business companies.

MED 19

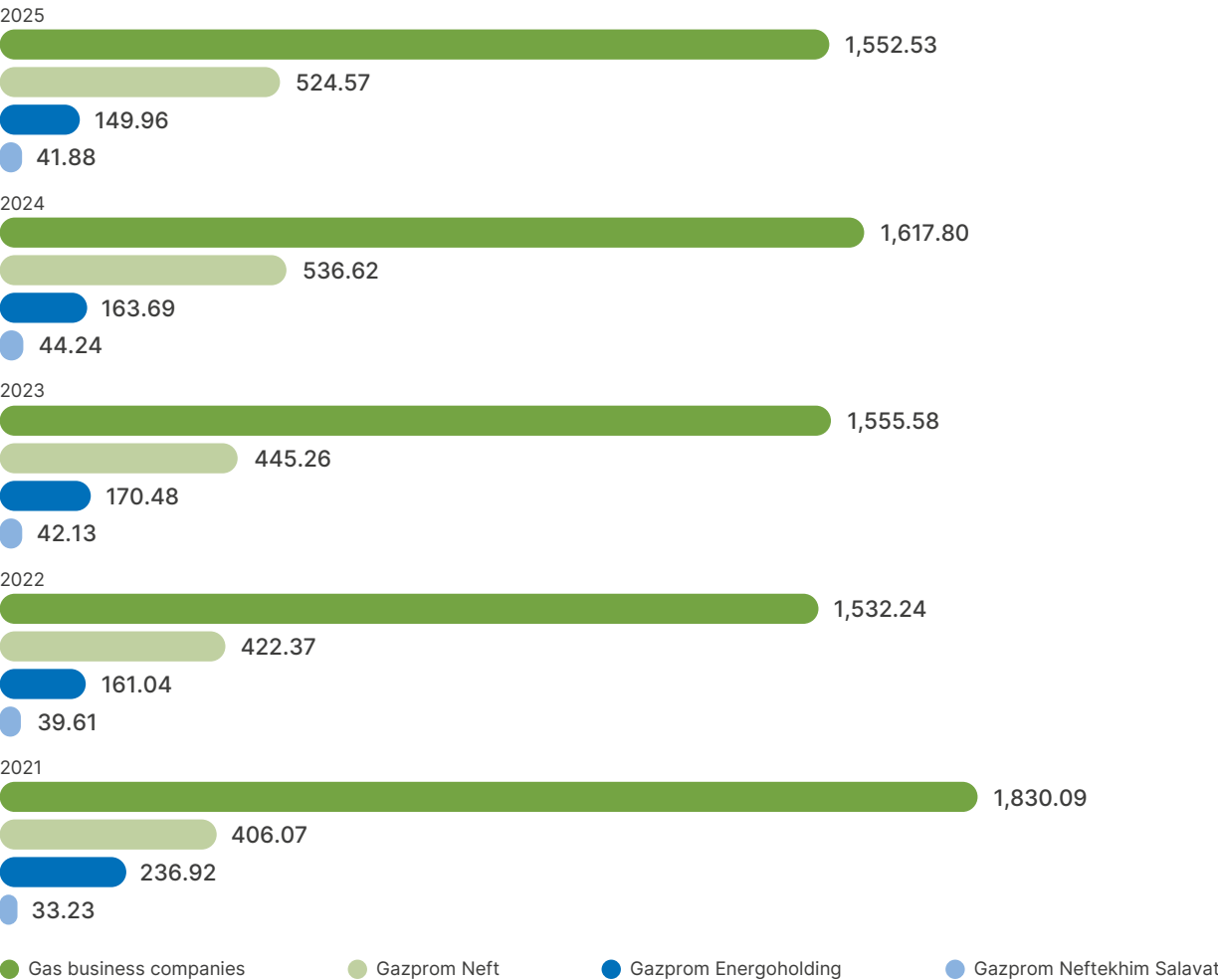
PCSB 7



Air emissions across the Gazprom Group, thousand tons

Indicator	2023	2024	2025	Change 2025/2024, %
Hydrocarbons, including methane	1,125.77	1,159.50	1,102.35	−4.9
Carbon oxide	556.03	637.68	621.57	−2.5
Nitrogen oxides	262.85	279.46	262.74	−6.0
Sulphur dioxide	125.12	114.09	97.14	−14.9
Volatile organic compounds	99.19	125.31	138.01	10.1
Solid emissions	42.38	44.40	45.17	1.7
Other gaseous and liquid substances	2.11	1.91	1.95	+2.1
Total	2,213.45	2,362.35	2,268.93	−4.0

Gazprom Group entities' air emissions, 2021–2025, thousand tons



Pollutant emissions from stationary sources of the Group's gas business companies went down 4% year-on-year to 1,552,530 tons.

PJSC Gazprom entities’ gross emissions by core activity, 2021–2025, thousand tons

Activity	2021	2022	2023	2024	2025
PJSC Gazprom entities	1,712.11	1,380.93	1,409.25	1,461.71	1,406.02
◦ Production	172.43	175.76	156.13	164.58	158.65
◦ Transportation	1,377.75	1,048.76	1,084.15	1,134.04	1,095.67
◦ Underground gas storage	27.83	21.30	23.47	24.18	23.91
◦ Processing	124.96	125.53	134.37	128.90	117.34
◦ Other	9.14	9.58	11.13	10.01	10.45

Every year, PJSC Gazprom subsidiaries and entities take numerous steps to reduce pollutant emissions. Energy-saving projects leveraging cutting-edge technologies to save gas during repairs on the linear part of gas trunklines play an important role in cutting emissions.

Gas production subsidiaries conduct well surveys using telemetry without releasing natural gas into the air and make use of concentric tubing and multi-component surfactant compositions to better remove reservoir

fluids from well bottomholes, which helps reduce gas emissions. To cut down on its nitrogen oxide emissions, Gazprom applies selective catalytic reduction of nitrogen oxides from waste gases.

To reduce nitrogen oxide emissions, PJSC Gazprom is implementing a programme to equip gas pumping units with low-emission firing chambers, which bring down the reduce combustion temperature without using water, reducing air emissions.

APG Flaring Reduction

Since 2011, Gazprom has been working to utilize associated petroleum gas more efficiently even as hydrocarbon production grows. This helps cut GHG and pollutant emissions and moves the Group closer to the legally required APG utilization rate of at least 95%¹. 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 2025, the Group's APG utilization rate reached 96.5%, against a 1.4 bcm increase in APG production from 2024 (to 28.7 bcm).

Measures to minimize APG flaring in the reporting year included:

- maintaining the reliability of gas equipment (ensuring a high operating factor);
- continuously aligning planned oil and gas infrastructure works, including with receiving parties' repairs;
- commissioning low-pressure gas compressors at the Vyngayakhinskoye and Orekhovo-Yermakovskoye fields;
- increasing compressor-free gas supplies to SIBUR Holding using additional APG;
- commencing APG supply from the Urengoyskoye oil and gas condensate field under long-term risk service agreements on schedule.

Gazprom Group Indicator 25

APG utilization across the Gazprom Group's assets in Russia²

Indicator	2023	2024	2025	Change 2025/2024
APG utilization, %	94.7	96.1	96.5	+0.4 p.p.
APG flaring across the Gazprom Group, mcm	1,588.2	1,276.2	1,173.2	−8%

The 2.2 bcm increase in APG utilization over the target resulted from higher gas extraction and processing, a high operating factor, and continuous alignment of planned oil and gas infrastructure works, including with the receiving party's repairs.

Gazprom Neft designed and put into commercial operation a unit to convert APG to useful fractions. The solution is set to decrease the company's environmental footprint by making APG treatment more efficient as a single unit will annually extract up to 5,200 tons of stable gas condensate from APG and cut CO₂ emissions at oil and gas treatment facilities by 7%.

¹ Set by the Russian Government's Decree No. 1148 dated November 8, 2012.

² 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.

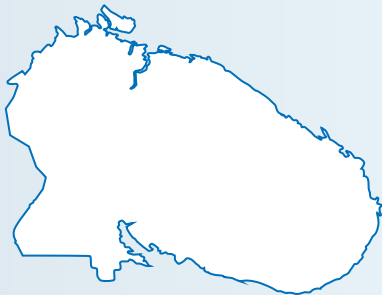
BRINGING
REPORTING
AND CONTROL
TOGETHER



**Tatiana
Mikhaylova**

Chief Expert of the
Environmental Oversight
Group of Gazprom
Energoholding

Recipient of corporate
awards



Murmansk Region



Tatiana Mikhaylova coordinates environmental activities across Gazprom Energoholding’s companies, shaping unified corporate approaches to environmental protection and natural resource management. Her work includes improving the environmental management system, conducting technical and internal audits of environmental safety, and overseeing the quality management system.

With her direct involvement, an information management system for environmental protection was implemented, significantly improving the transparency and manageability of this area of Gazprom Energoholding’s operations. Her support in organizing and running the professional skills competition “Best Environmental Specialist of Gazprom Energoholding” helps facilitate experience sharing and competency development among environmental professionals.

Water Resources Protection

Material topic

15 The Gazprom Group's efforts to maintain 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 Corporate Environmental Target for 2023–2025 has been set to reduce excessive discharges of pollutants into surface water bodies compared to the baseline level. Progress against it is reassessed annually.

The water management system covers all Gazprom Group facilities that draw on any type of water source. All production facilities of the Gazprom Group assess the significance of environmental aspects related to

water use. This includes evaluating the amount of water withdrawn from natural sources, the quantity and quality of wastewater discharged into natural water bodies, and the types of water sources and recipient waters. Water use risks are evaluated during design and construction of new facilities. At existing facilities, wastewater treatment equipment is repaired, upgraded, and replaced. Operational environmental monitoring programs include regular tracking of wastewater and natural water quality, both at water sources and recipient water 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.

Reducing Water Consumption and Water Reuse

The Gazprom Group reconstructs and modernizes water supply and wastewater discharge systems at its facilities every year with a view to increasing water use efficiency.

PJSC Gazprom's subsidiaries and entities maintain active dialog with stakeholders on water use and take measures to ensure high water quality in their regions of operation. Projects undergo public hearings ahead of state expert review, and stakeholder expectations are analyzed and taken on board, including by incorporating them in water use disclosures.

The Gazprom Group entities function as water suppliers in a number of Russian regions, providing water to local communities and other users. In certain cases, they also receive and discharge third-party wastewaters, which makes them accountable for discharges not linked to their own production activities.

The Gazprom Group maintains strict compliance with water use legislation, secures necessary permits in a timely manner, and keeps records and reporting.

Water is withdrawn from surface and subterranean sources in accordance with the effective water use agreements and licenses, without causing any significant impact on the environment.

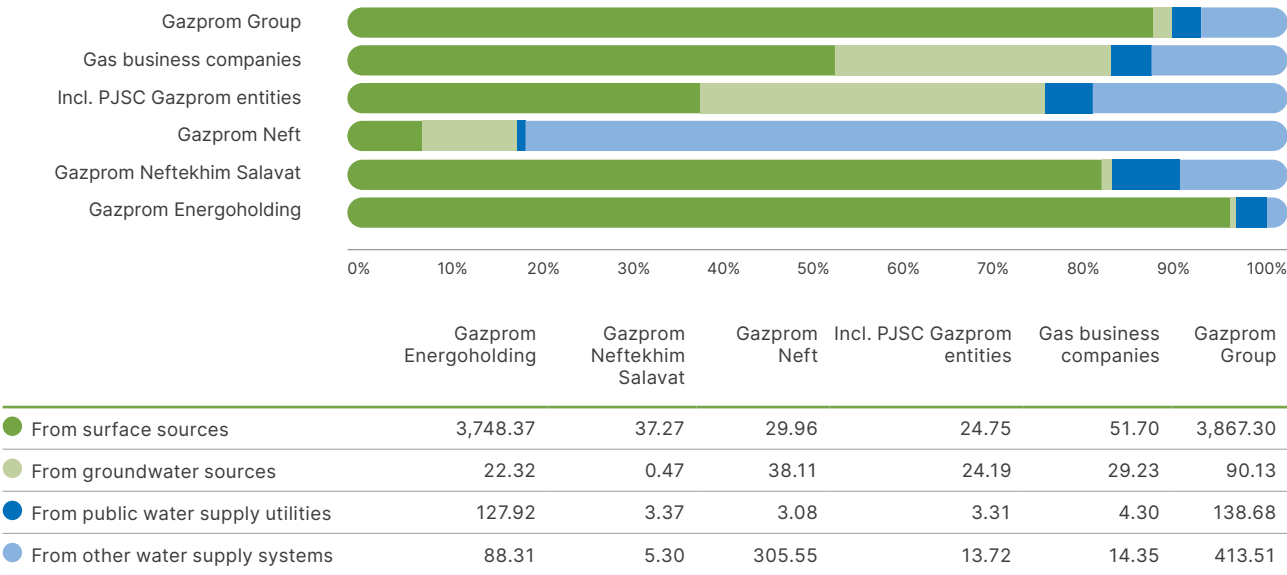
Gazprom does not operate in areas with water stress.

PCSB 1

Gazprom Group's water consumption structure by source type, mcm

Indicator	2023	2024	2025	Change 2025/2024, %
From surface sources, incl.:	3,743.39	3,849.64	3,867.30	+0.5
• freshwater	3,710.38	3,817.39	3,837.65	+0.5
• non-freshwater	33.01	32.25	29.65	−8.1
From groundwater sources (freshwater)	128.00	124.77	90.13	−27.8
From public water supply utilities (freshwater)	143.29	150.59	138.68	−7.9
From other water supply systems (freshwater)	417.53	420.37	413.51	−1.6
Total	4,432.21	4,545.37	4,509.62	−0.8

Gazprom Group entities' water consumption structure by source type, 2025, mcm, %



Natural sources account for 88% of the Gazprom Group's water withdrawal, with the shares of surface water bodies and underground water sources at 98% and 2%, 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 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, while the Group's gas business companies account for a mere 1.1% of the latter (including 0.5% at PJSC Gazprom entities).

➔ For more details on the structure and other indicators of water consumption and discharge, see the [appendix to the Environment and Climate section](#).

The Gazprom Group implements numerous environmental protection measures annually to boost the efficiency of water use for production and utility purposes and improve the wastewater treatment quality.

Key activities performed by the 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.

Share of partially clean (untreated) water and water partially treated at purification plants in the total volume of wastewater discharged by the Gazprom Group entities into surface water bodies, %

Indicator	2023	2024	2025	Change 2025/2024, p.p.
Share of partially clean (untreated) water and water partially treated at purification plants in the total volume of wastewater discharged into surface water bodies	97	97	98	+1

MED 14

Water recycling and reuse across the Gazprom Group

Indicator	2023	2024	2025	Change 2025/2024
Volume of recycled and reused water across the Gazprom Group, mcm	12,060.44	13,911.73	13,082.02	−6.0%
PCSB 3 Share of recycled water across the Gazprom Group ¹ , %	272	306	290	−16 p.p.

➔ For information on wastewater discharge volumes, see [the appendix to the Environment and Climate section](#).

Wastewater collection and treatment expenditures across the Gazprom Group, RUB million

Indicator	2023	2024	2025	Change 2025/2024, %
Wastewater collection and treatment expenditures	30,577.10	29,178.76	29,563.20	+1.3

Waste Management

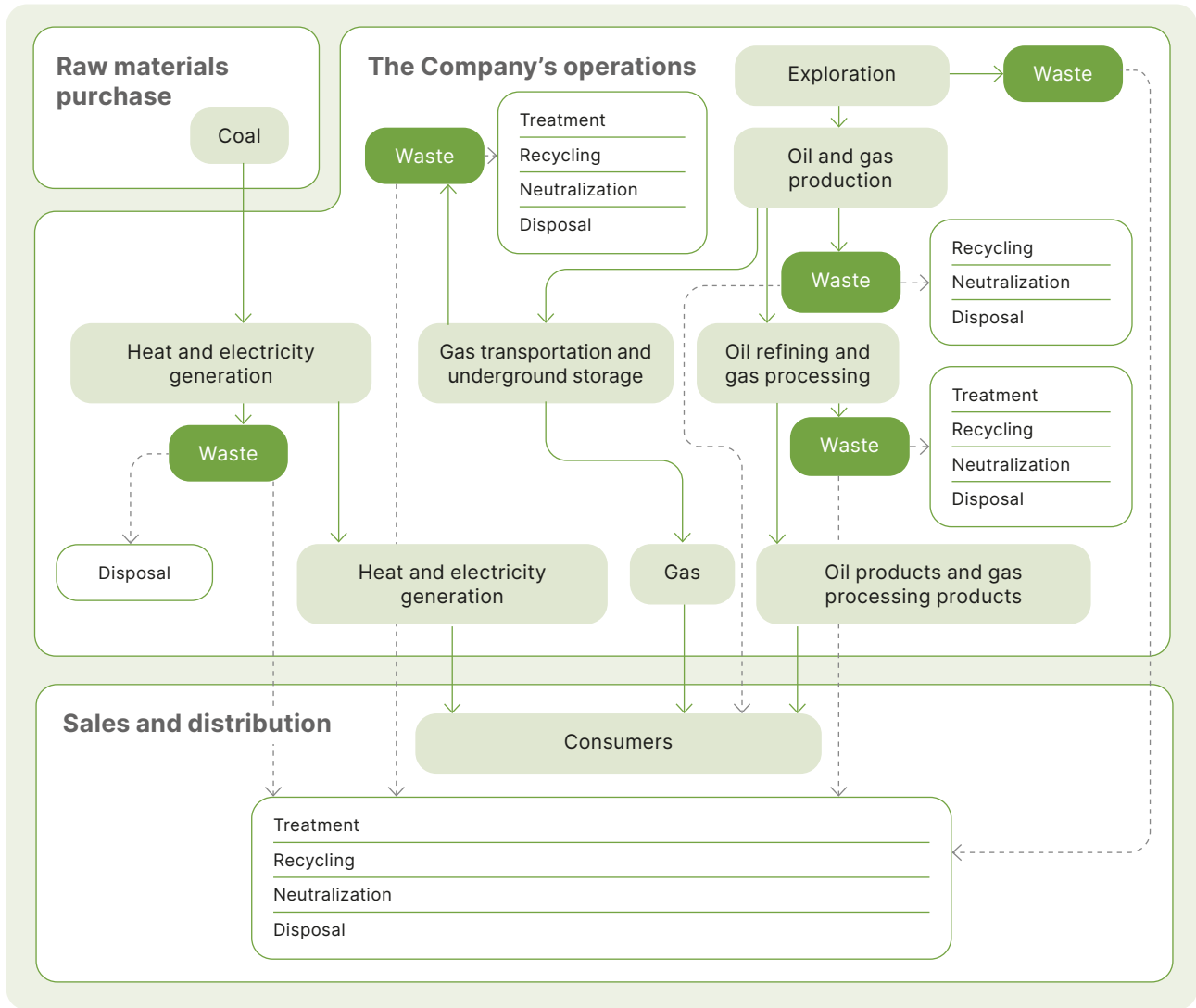
Material topic

17 Waste Handling at the Gazprom Group

The Gazprom Group'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 2025–2029² 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.

Plan for Production and Consumption Waste Management at PJSC Gazprom's Facilities



¹ 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.

² Approved by order No. RD 06-23 of Oleg Aksyutin, Deputy Chairman of the Management Committee – Head of Department at PJSC Gazprom, dated April 21, 2025 (RD 06-23).

Waste Generation

MED 17

PCSB 5

In 2025, the Gazprom Group entities generated 3,008,600 tons of waste, down 4.5% year-on-year. The reduction was driven by lower waste from construction and installation activities, along with no dredging of the inlet channel at Novocherkasskaya GRES.

Most of the Gazprom Group's waste (96.6%) is low-hazard and almost non-hazardous waste (classes IV and V).



Gazprom Group entities' waste generation by hazard class

Indicator	2023	2024	2025	Change 2025/2024, %
Hazard Class I, thousand tons	0.11	0.14	0.29	+107.1
Hazard Class II, thousand tons	0.77	0.81	0.91	+12.3
Hazard Class III, thousand tons	104.23	100.06	102.04	+2.0
Hazard Class IV, thousand tons	2,568.12	2,526.23	2,477.88	−1.9
Hazard Class V (almost non-hazardous waste), thousand tons	817.75	522.98	427.52	−18.3
Total	3,490.98	3,150.22	3,008.64	−4.5
Class I and II waste in total waste generated, %	0.03	0.03	0.04	+0.01

→ For more details on waste by type and disposal method, as well as on changes in waste generation, see the [appendix to the Environment and Climate section](#).

Waste Handling

The implementation of advanced technologies and best available practices minimizes generation of waste and enables its effective integration back into the economy as secondary resources.

All the Gazprom Group's facilities have implemented sorting procedures for waste of Hazard Classes I–V, which increases the share of waste sent for treatment, recycling, and neutralization. There is a ban on burial of waste containing valuable recyclable components.

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. Gazprom strictly complies with environmental regulations for waste management by observing applicable waste generation standards and disposal limits.

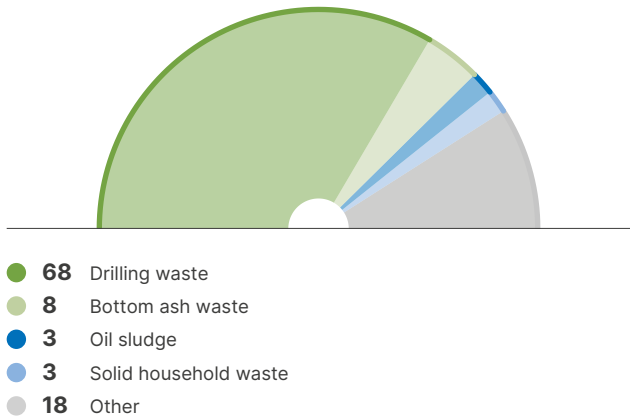
Waste handling expenditures across the Gazprom Group, RUB million

Indicator	2023	2024	2025	Change 2025/2024, %
Waste handling expenditures	7,730.26	11,481.59	11,757.33	+2.40

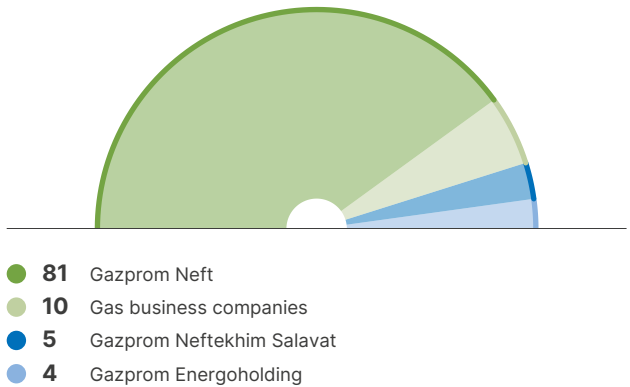
Special emphasis is placed on drilling waste. The Group develops and uses low toxic drilling muds and the pit-free drilling method for the construction of wells. The drilling waste recycling technologies that produce mineral construction materials for general construction works in the course of field pre-development are increasingly being used.

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.

Gazprom Group's waste generation by type, 2025, %



Oil-contaminated waste generation within the Gazprom Group, 2025, %



Gazprom Group entities pay close attention to the environmentally safe treatment of oil-contaminated waste.

In 2025, the amount of oil-contaminated waste generated at Gazprom facilities increased by 19% year-on-year to 87,670 tons due to scheduled equipment cleaning.

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 offices¹. PJSC Gazprom's subsidiaries and entities have similar plans in place.

Since 2023, all Gazprom Group entities have been running an open-ended Plastic, Give Up! environmental campaign, with employees earning points for their verified contributions to separately collecting certain 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.

Reducing Solid Household Waste: 2025 Results

Procurement of disposable plastic items by PJSC Gazprom's subsidiaries and entities decreased by 79%.

The volume of plastic waste sent for recycling from PJSC Gazprom facilities covered by the separate collection system increased by 32%.

In 2025, an Action Plan to phase out the use of disposable plastic items in Zenit Arena's offices was developed and approved².

¹ Approved by order of PJSC Gazprom No. 8 dated January 12, 2023.

² Renamed Gazprom Bolshaya Lakhta on December 8, 2025.

Oil-contaminated waste and its handling structure at the Gazprom Group

Indicator	2023	2024	2025	Change 2025/2024
Total oil-contaminated waste managed, thousand tons	115.64	99.52	124.37	+25%
Waste handed over to other business entities for recycling and neutralization; waste disposed of or neutralized at the Group's own facilities, %	75	63	67	+4 p.p.
Waste handed over to other business entities for disposal, %	3	2	2	0 p.p.
Present at the facility as of the end of the reporting year, including storage facilities, %	21	35	31	−4 p.p.

Environmentally safe management of drilling waste during well construction and operation is a top priority for the Group's oil and gas producing entities.

specialized licensed organizations for safe dumping, and 1,401,800 tons sent to such organizations for recycling or neutralization.

In 2025, drilling waste handled totaled 2,635,700 tons (including 576,200 tons carried over from the start of the year and 2,059,500 tons generated), with 626,300 tons disposed in-house, 21,000 tons placed at the Group's own waste burial facilities or handed over to

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.

Drilling waste and its handling structure at the Gazprom Group

Indicator	2023	2024	2025	Change 2025/2024
Total drilling waste managed, thousand tons	2,755.86	2,839.86	2,635.73	−7.2%
Handed over to other business entities for recycling and neutralization, %	53	51	53	+2 p.p.
Recycled at the facility, %	23	28	24	−4 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, %	23	20	22	+2 p.p.

PCSB 6

☑ Gazprom Group's waste handed over for recycling, thousand tons

Indicator	2023	2024	2025	Change 2025/2024, %
Total, incl.:	2,617.28	2,652.55	2,397.69	−9.6
◦ waste recycled at the facility	750.11	880.45	667.27	−24.2
◦ waste handed over to other business entities for recycling	1,867.17	1,772.10	1,730.42	−2.4

➔ For the volume of waste handed over for recycling, neutralization, or otherwise treated, see the [appendix to the Environment and Climate section](#).

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 the investment project 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.

700 construction, reconstruction, and upgrade facilities underwent PJSC Gazprom's expert review in environmental protection and energy efficiency in 2025.

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.



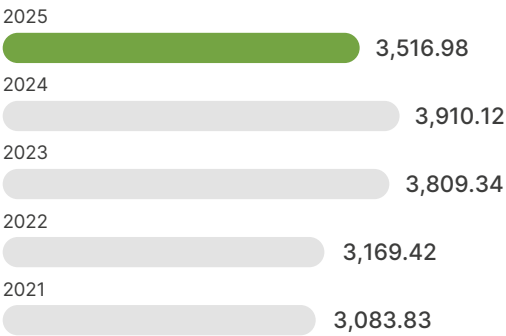
Openness to dialog

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.

➔ 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 Environment and Climate section](#).

Environmental Control and Monitoring

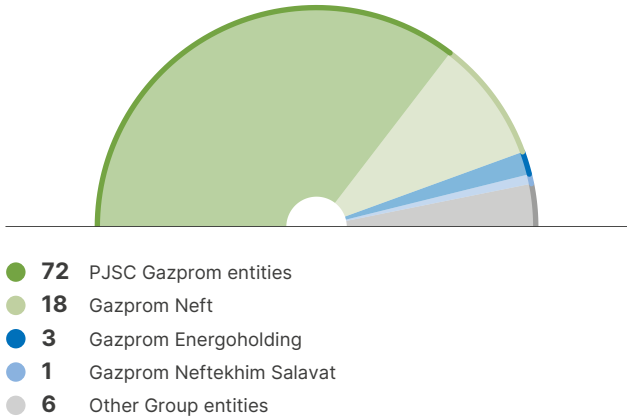
Gazprom Group's OEMC costs in 2021–2025, RUB million



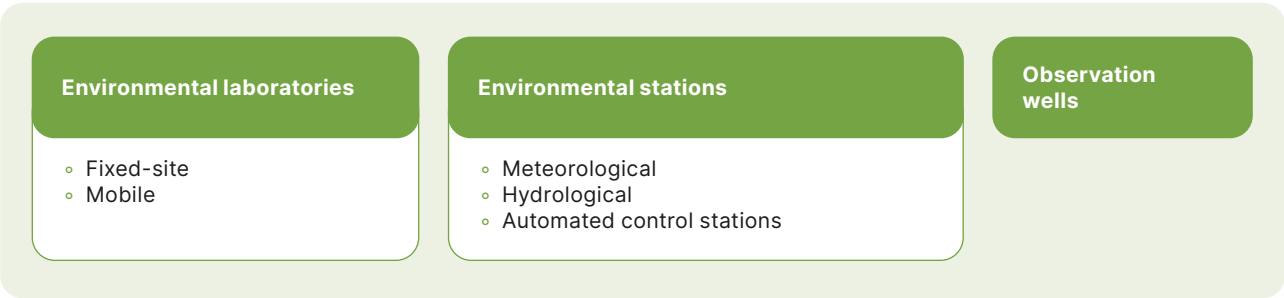
Over RUB 17 billion

invested by the Gazprom Group in its operational environmental monitoring and control system in 2021–2025

Gazprom Group's OEMC costs breakdown in 2025, %



Operational environmental monitoring and control (OEMC) system structure



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 and entities.

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 entities 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.

263 audits

conducted by PJSC Gazprom's Environmental Inspectorate to ensure compliance with environmental laws in 2025

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 system includes monitoring of environmental parameters, analysis of results, and development of measures aimed at minimizing negative environmental impact.

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. The Company takes steps to introduce modern methods for satellite-based monitoring of GHG emissions, particularly methane.

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.

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. Photos and videos captured during visual aerial surveys have significantly improved control effectiveness, reduced inspection time, and decreased vehicle mileage – an especially important benefit in hard-to-reach areas.

As part of the import substitution policy, only domestic laboratory equipment is procured.

Some of Gazprom's OEM systems are integrated with regional environmental monitoring systems.

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.

State Environmental Control (Supervision)

In 2025, state supervisory bodies conducted 989 compliance inspections for environmental protection and natural resource management at Gazprom Group facilities, revealing 553 violations, whereas 727 inspections identified no breaches of environmental requirements.

Out of the 553 breaches identified in 2025, 33 breaches (6.0%) were overturned by courts of law or otherwise, 66 (11.9%) are being contested, 271 (49.0%) were remedied in due time, and the period for remedying 159 (28.8%) did not expire in the reporting year. In total, 271 violations were rectified during the year, including 123 violations identified by previous years' inspections.

473 violations (85.5%)

of those identified have not resulted in penalties for legal entities

➔ For more details on environmental penalties and their payment breakdown, see [the appendix to the Environment and Climate section](#).

Biodiversity Preservation

Material topic

17 The Gazprom Group's efforts to preserve biodiversity and land

Biodiversity Preservation Management

The Gazprom Group's expenses on biodiversity preservation and protection of designated natural areas, RUB million

Indicator	2023	2024	2025	Change 2025/2024, %
Total, incl.:	2,545.20	2,177.73	2,382.56	+9.4
◦ protection and replacement of fish reserves	1,562.28	891.07	759.84	-14.7
◦ protection and rational use of forest resources	686.41	1,076.37	1,315.74	+22.2

The gas industry is not a major source of impact on biodiversity. Still, the Gazprom Group prioritizes preserving natural ecosystems and therefore fulfils its commitments to maintaining biological balance and offsetting any potential environmental damage.



The Coordinating Committee for Responsible Use of Natural Resources manages biodiversity preservation activities at PJSC Gazprom and oversees the work of the Company's Administration units, subsidiaries, and entities in this area.

Planned biodiversity preservation activities make use of modern tools and technologies. Environmental monitoring, landscape surveys, and visual assessments of animal and plant populations rely on, photo recorders, and camera traps. Satellite tags are also used to track the migration of red-listed species.

Caring for natural resources in its regions of operation is a key priority for Gazprom. Each year, it implements compensatory initiatives to reduce negative environmental impact, particularly on water bodies, and to preserve biodiversity.

Gazprom factors marine and terrestrial ecosystem protection into all project planning. During implementation, it constantly monitors and works to minimize negative impact risks to highly vulnerable natural environments and those critical to protect and preserve.

In 2025, work continued under the annual plans of subsidiaries covered by PJSC Gazprom's biodiversity conservation program.



Releasing ducks

As part of measures aimed at preserving biological resources, Gazprom Dobycha Astrakhan annually releases mallard ducks into areas adjacent to the Astrakhan State Nature Reserve, which is a specially protected natural area. 100 ducks were released in 2025.

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. The Gazprom Group entities continue implementing environmental projects aimed at restoring fish populations.

Over 6.9 million

fish, including highly valuable species, were released into water bodies in 2025

In 2025, the Gazprom Group's facilities operated in or in the vicinity of the following designated conservation areas:

- 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.

The Gazprom Group entities perform their activities in designated conservation areas (DCAs) in full compliance with the national environmental protection legislation and land use terms and conditions specified for a relevant DCA.

In the reporting period, the activities of the Gazprom Group entities had no significant direct or indirect impact on vulnerable ecosystems and biodiversity.

Biodiversity Preservation Programs

Arctic Biodiversity Conservation Program

Recognizing the importance of the Arctic region as regards biodiversity, the Gazprom Group strives to preserve the northern nature. To protect the regional nature balance, 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 Federation¹ (the "Program").

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.

¹ Approved by order of PJSC Gazprom No. 53 dated February 13, 2024.

Biodiversity Preservation Measures

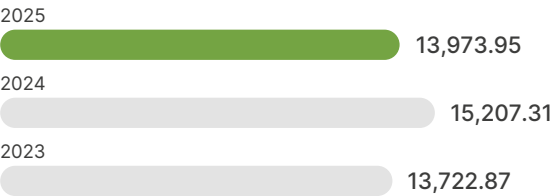
Program	Period	Region	Results
Gray whale monitoring program A long-term monitoring program implemented by Sakhalin Energy aimed at preserving the gray whale population and their habitat.	1997 – present	Northeastern shelf of Sakhalin Island, Sea of Okhotsk	• The population is increasing by 4.3–5.4% annually. • The photo identification catalog now lists 414 whales, a significant increase from about 20 in the 1980s. • From 2021 to 2025, 82 new whales were identified. The population has been confirmed to be in a stable and healthy condition.
Avifauna research With support from Gazprom Dobycha Shelf Yuzhno-Sakhalinsk, studies were carried out on the habitat and population status of rare red-listed bird species.	2025	Sakhalin Region	• Data on population status and food supply were collected, and the impact of industrial activity was assessed. • The findings were submitted to the relevant authorities for use in updating the Regional Red List.
Environmental monitoring of the Kirinskoye gas condensate field Supported by Gazprom Dobycha Shelf Yuzhno-Sakhalinsk, the program includes comprehensive monitoring of the natural environment (air, sea, aquatic life) and compensatory measures.	2021–2026	Sakhalin Region	• Ongoing control of environmental conditions and aquatic biological resources. • Over 1 million chum salmon have been released as part of population conservation efforts.
Arctic biodiversity conservation program Gazprom Flot runs this program to reduce environmental risks and build staff expertise.	2025–2037	Murmansk Region	• Efforts to prevent water pollution and train personnel on biodiversity preservation are ongoing.
Arctic biodiversity conservation program Supported by Gazprom Neft, the program systematically studies bird species and marine mammals.	2025–2035	Yamalo-Nenets Autonomous Area	• Key species populations remain stable. • Walrus haulouts (up to 800 animals) are in stable condition. • Full-scale ornithological surveys have been completed.
Biodiversity conservation action plan Gazprom Nedra carried out 40 measures, including ecosystem monitoring, restocking of aquatic biological resources, and environmental awareness initiatives.	2025	Russian Arctic Zone	• A comprehensive database on ecosystem conditions has been created, supporting measures to preserve and restore them.

Program	Period	Region	Results
Untamed Yamal: Birds of the Arctic project Gazprom Dobycha Yamburg implements a scientific and educational initiative focused on studying and protecting rare bird species.	2017 – present	Yamalo-Nenets Autonomous Area	• Eight expeditions were completed, with 94 peregrine falcon chicks ringed and new nesting sites identified. • Schoolchildren were engaged in the project, and environmental education was promoted.
Biodiversity monitoring and conservation Supported by Gazprom Dobycha Noyabrsk, the program includes comprehensive ecosystem monitoring of license areas and measures to protect Arctic ecosystems and rare species.	2025–2035	Yamalo-Nenets Autonomous Area	• Over 200 species of flora and fauna have been recorded, demonstrating high biodiversity, while ecosystem disturbance remains low at below 1.24%.
Biodiversity monitoring of the Kharasaveysky license area Gazprom Dobycha Nadym runs comprehensive environmental monitoring with 503 observation points, baseline assessments, biota inventories, and a biodiversity monitoring framework. It also implements measures to preserve and restore biodiversity.	2025 (annual)	Yamalo-Nenets Autonomous Area (Kharasaveysky linear section)	• Reindeer migration routes remained intact. • The Bear Patrol project worked to prevent human-polar bear conflicts and protect the species. • Environmental risks from production were lowered. • Over 50,000 fish were released to restore fish populations. • The natural environment was assessed, indicator and rare species lists were updated, and a long-term biodiversity monitoring program was established.
Gazprom Dobycha Nadym implemented this program to preserve biodiversity through environmental education, staff training, and public outreach.	2022–2025	Yamalo-Nenets Autonomous Area	• Training materials and briefing programs were developed and rolled out. • Awareness-raising efforts included over 500 media publications, as well as booklets, exhibitions, and excursions. • An information system was created to raise awareness among employees, contractors, and communities about rare species and environmental regulations.

Remediation of Disturbed Land and Restoration of Natural Landscapes

Oil and gas exploration, production, and transportation can have a negative impact on land resources, including soil contamination and loss of soil fertility. The Gazprom Group implements a set of remediation and rehabilitation measures to put the disturbed or polluted land back into economic use.

Land protection, sustainable use, and remediation expenditures across the Gazprom Group, RUB million



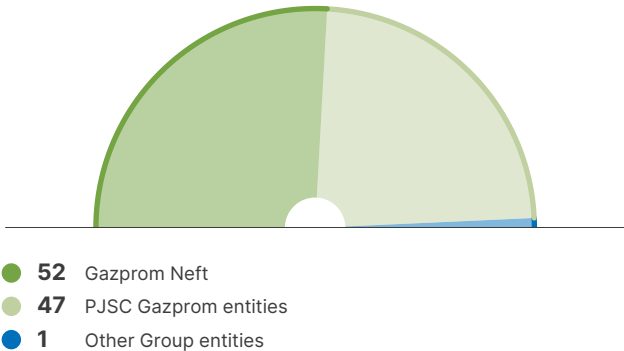
While land impact is not a major environmental concern for the Group, Gazprom still places special emphasis on enhancing the reliability of pipeline systems, which helps preserve soils and other environmental components. Contaminated land restoration involves mechanical cleaning followed by chemical treatment with humic substances¹, ion-exchange substrates², beneficial soil bacteria and algae strains, as well as microbiological agents that help clean and heal the soil.

The Gazprom Group employs modern reclamation technologies that prevent soil erosion, stabilize landscapes, and restore vegetation.

Restoration activities involve the use of mineral construction materials derived from drilling waste, geotextiles, and plant growth stimulants, as well as specially selected species of soil microorganisms that help strengthen the soil and accelerate 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.

The allocation of land for construction purposes, the expansion of the area of production facilities, and the development of fields served as the reasons for the increase in the area of disturbed land. Construction and installation work carried out under investment projects was performed in accordance with the adopted design solutions.

Lands disturbed by Gazprom Group entities in 2025, %

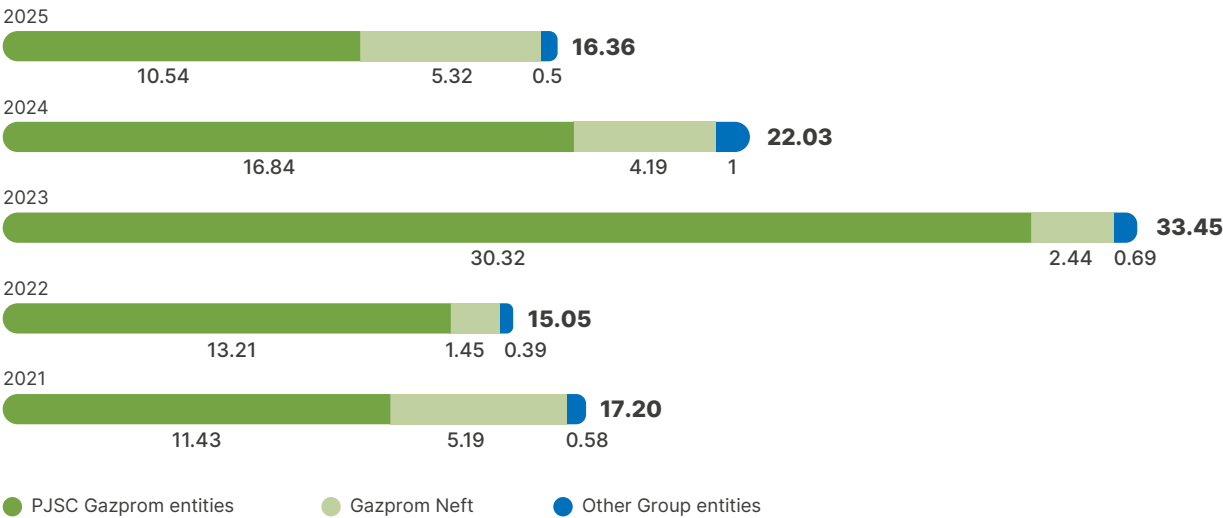


BR. Environmental Aspects of the Company's Operations, page 26

Disturbed and remediated land across the Gazprom Group, ha

Indicator	2023	2024	2025	Change 2025/2024, %
Lands disturbed during the year	33,683.61	26,385.76	26,787.20	+1.5
◦ incl. polluted lands	50.2	14.24	15.93	+11.9
Disturbed lands remediated during the year	33,447.84	24,001.68	16,363.77	-31.8
◦ incl. polluted lands	59.21	12.74	13.52	+6.1

Remediation of disturbed lands across the Gazprom Group in 2021–2025, '000 ha



Both land remediation and compensatory reforestation are carried out to the full extent required and within the established timeframes.

In the reporting year, PJSC Gazprom completed compensatory reforestation (including agrotechnical measures) across 9,389.35 ha of forest land in 19 Russian regions. Total costs reached RUB 1,041 million.

¹ Natural organic compounds that are part of soil capable of binding pollutants and stimulating natural self-purification processes.
² Natural minerals and artificial materials that clean soil and water by replacing harmful ions (for example, lead or cadmium ions) with safe ones.

APPENDICES

About the Report

Overview

Sustainability Reporting

The Gazprom Group's Social Impact Report (the "Report")¹ 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 2025 Report is the fourteenth sustainability report of the Gazprom Group. The previous Report was published in June 2025.

From 2022, the Gazprom Group's Social Impact Report has been part of documents provided to the 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 validation² with respect to key sustainability indicators. PJSC Gazprom also secures annual independent assurance for information on greenhouse gas emissions, including methane emissions³.

Our Reports receive independent public assurance from the Russian Union of Industrialists and Entrepreneurs (RUIE), which evaluates the completeness⁴ and relevance 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.

In the reporting year, the Board of Directors of PJSC Gazprom approved amendments⁵ to the Regulation on Information Disclosure⁶, aimed at optimizing the format for publishing data on the Company's environmental activities.

Approach to Presenting Indicators

For comparability purposes, the Report shows the majority of key indicators for a three-year period (2023–2025). 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](#).

¹ 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).

² FBK, LLC.

³ Auditor – B1-Audit LLC.

⁴ 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.

⁵ Resolution of the Board of Directors of PJSC Gazprom No. 4176 dated March 17, 2025.

⁶ Approved by resolution of the Board of Directors of PJSC Gazprom No. 2921 dated March 29, 2017.

Report name	The Gazprom Group's Social Impact Report 2025
Reporting period	From January 1 to December 31, 2025 (calendar year)
Reporting cycle	Annual
Main documents used to prepare the Report	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.
	The Unified Plan to Achieve Russia's National Development Goals through 2030 and for the Future until 2036 approved by Resolution of Prime Minister of the Russian Federation No. MM-P13-47086 dated December 30, 2024.
	➔ For details on the Gazprom Group's contribution to the national development goals of the Russian Federation, see the Contribution to the Country's Economic Development section.
	Recommendations of the Bank of Russia on Disclosure by Joint Stock Companies of Non-Financial Information Pertaining to Their Activities ¹
	➔ For details on independently reviewed key indicators, see the Key Indicators Reviewed Independently appendix .
	Guidelines of the Russian Ministry of Economic Development for the preparation of sustainable development reporting ²
	Public Capital Standard for Business (PCSB) ³
	➔ For details on compliance, see the Non-financial Disclosure in Accordance with Recommendations of the Russian Ministry of Economic Development and the Russian Government .
	Moscow Exchange's A Guide for Issuers: How to Comply with Best Sustainability Practices ⁴
	Additional rules, requirements and recommendations for information disclosure by issuers whose shares are included in Level One or Two ⁵
Independent professional auditor's assurance	GOST R ISO 26000-2012 Guidance on Social Responsibility ⁶
	GOST R 71198-2024 Business Reputation Index of Business Entities (EPS rating) ⁷
	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
	FBK, LLC
Public endorsement	➔ For independent practitioner's limited assurance report on key sustainability indicators disclosed in this Report, see the FBK Report appendix .
	TSATR – Audit Services, LLC (B1-Audit LLC)
Public consultations	➔ For independent practitioner's limited assurance report on key greenhouse gas emission indicators disclosed in this Report, see the B1-Audit – Audit Services Report appendix .
	Council on Non-Financial Reporting of the RUIE, ESG indices, and sustainability ratings (Council on Non-Financial Reporting)
Public consultations	Representatives of stakeholder groups
	➔ For the outcomes of public consultations, see the Opinion Issued Following Public Consultations appendix .

¹ Letter of the Bank of Russia No. IN-06-28/49 dated July 12, 2021.

² Order of the Ministry of Economic Development No. 764 dated November 1, 2023 On Approval of Guidelines for the Preparation of Sustainable Development Reporting.

³ Russian Government's decree No. 2230 On the Public Capital Standard for Business dated December 30, 2025.

⁴ <https://fs.moex.com/f/21348/mosbirzha-esg2024-rus-book-27.pdf>

⁵ Approved by order of Moscow Exchange No. MB-P-2024-3132 dated September 24, 2024.

⁶ Approved and put into effect by order of the Governmental Agency for Technical Regulation and Metrology (Rosstandart) No. 1611-st dated November 29, 2012.

⁷ 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 Report⁸. 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 annually by the Chairman of the Management Committee.

Material topics are those reflecting the most 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 6,830 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

Material topic	
1.	The Gazprom Group's economic performance
2.	Implementation of gas supply development and gas infrastructure expansion programs in Russian regions
3.	The Gazprom Group's social projects
4.	Occupational health and process safety at the Gazprom Group and its contractors
5.	The Gazprom Group's presence in the labor market and employment impact
6.	Social benefits and non-financial motivation of the employees at the Gazprom Group
7.	The Gazprom Group's legal compliance (social, economic, environmental and antimonopoly requirements)
8.	Innovations in the Gazprom Group
9.	Anti-corruption practices of the Gazprom Group
10.	Interaction with local communities in the Gazprom Group's areas of operation
11.	Quality management at the Gazprom Group
12.	Equal opportunities for all employees of the Gazprom Group
13.	Training and education for employees and prospective employees at the Gazprom Group
14.	The Gazprom Group's efforts to preserve biodiversity and land
15.	Emissions management at the Gazprom Group
16.	The Gazprom Group's efforts to maintain water quality in regions of operation
17.	Waste handling at the Gazprom Group

List of topics that did not meet the required threshold⁹

Topic	
18.	The Gazprom Group's procurement system and procurement localization
19.	The Gazprom Group's participation in governmental, public, and international initiatives
20.	Freedom of association and collective bargaining at the Group

⁸ 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).

⁹ For comparability purposes, they these topics were nevertheless addressed in the Report.

Stakeholder Engagement

Stakeholder	Stakeholder interests	Stakeholder Engagement
Shareholders and investors Minority shareholders hold 49.8% of shares in PJSC Gazprom. The Gazprom Group is the largest corporate bond issuer 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.	- Development of the Gazprom Group's business and growth of its capitalization - Consistently solid dividends - Respect for shareholder rights - Disclosure of key information on the Group's operations	Key engagement channels - Holding General Shareholders Meetings - Communications with heads of business units involved in the Corporate Secretary function - A permanent hot line (telephone) for shareholders, review of written queries. Telephone and e-mail address for institutional investors - Developing PJSC Gazprom's official website - 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 - Transactions on the Russian debt market - Dialog with rating agencies ➔ For more details on engagement cases and results in 2025, see the Sustainability Management section.
Material topics 1, 7, 9		
Media 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.	Quick, reliable and comprehensive updates on the Gazprom Group's operations	Key engagement channels - Press releases and news stories - Briefings, media scrums, management interviews - Press tours to the Gazprom Group's production sites - Explanations, comments, and answers to journalists' questions - Participation in joint projects with the media - Holding of events for representatives of the blogger community - Implementation of the Gazprom Group's own special projects ➔ For more details on engagement cases and results in 2025, see the Sustainability Management section.
Material topic 10		
Local communities, including indigenous minorities Gazprom Group entities operate in all Russian regions, employ local residents, and procure products and services from local businesses.	- Local infrastructure development - New jobs - Local business development - Social investments and charity programs - High level of process and environmental safety in the Gazprom Group entities	Key engagement channels - Participation in city and region development programs - Open public hearings (including on environmental impact assessment) - Charity - Volunteer activities in the regions of operation - Support of indigenous minorities ➔ For more details on engagement cases and results in 2025, see the Local Development section.
Material topics 3, 5, 10, 14, 15, 16, 17		

Stakeholder	Stakeholder interests	Stakeholder Engagement
Educational and scientific institutions 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.	- Obtaining financial and other types of support for research and development - Internships and traineeships for students and teachers at the Gazprom Group entities - Joint educational programs	Key engagement channels - Participation in industry events for young scientists, specialists and students of Russian and international universities, school students - Implementation of Gazprom Classes at schools, opening of specialized departments in Russian universities - Work experience practice for students of secondary vocational education institutions and higher education institutions at the Gazprom Group entities - Internship programs for academic staff at production facilities - Support of research institutions in medicine and healthcare ➔ For more details on engagement cases and results in 2025, see the Contribution to the Country's Economic Development and the Gazprom Group's People sections.
Material topics 8, 13		
NGOs 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.	- Receiving charitable support from the Gazprom Group entities - Taking into account the opinions of local communities, including indigenous minorities, on the Gazprom Group's new projects - Joint charity and volunteering initiatives	Key engagement channels - Financial support for charitable, environmental and other initiatives of NGOs - Open public hearings - Joint biodiversity conservation projects in the Arctic - Participation of the Gazprom Group employees and their families in joint volunteer campaigns and events ➔ For more details on engagement cases and results in 2025, see the Local Development section.
Material topics 3, 10		
Government authorities, including market regulators 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.	- Russia's energy security - Gas infrastructure expansion and development in Russian regions - Development of the national oil and gas industry, import substitution - Gazprom Group's participation in intergovernmental cooperation	Key engagement channels - Agreements with regions of the Russian Federation - Intergovernmental commissions with other countries - Participation in events hosted by the government and specialist non-profit and industry organizations: parliamentary hearings, councils, round tables and task force meetings - Submission of data to federal authorities - Participation in the development of roadmaps - Joint drills and trainings ➔ For more details on engagement cases and results in 2025, see the Local Development section.
Material topics 1, 2, 5, 7		
Local authorities 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.	- Entering into cooperation agreements with the Gazprom Group entities - Obtaining financial and organizational support for social and cultural initiatives	Key engagement channels - Presentations on the Gazprom Group's activities to senior local government officials - Cooperation agreements - Financial support of municipal initiatives - Joint drills and trainings ➔ For more details on engagement cases and results in 2025, see the Local Development section.
Material topics 3, 5, 10		

Stakeholder	Stakeholder interests	Stakeholder Engagement
Personnel 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. Material topics 3, 4, 5, 6, 12, 13	- Decent remuneration and social benefits - Comfortable and safe working conditions - Training, development, and career progression - Equal rights and opportunities - Protecting the rights of employees and contractors to safe labor, ensuring process safety at the Gazprom Group's facilities	Key engagement channels - Conferences - Workshop meetings - Regular meetings of workforce with the management - Skills upgrading programs - Sports contests - Corporate events for the Gazprom Group's employees - The Gazprom Group's websites ➔ For more details on engagement cases and results in 2025, see the Gazprom Group's People section.
Business partners (including suppliers, contractors, strategic international partners) 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. Material topics 4, 7, 9, 11	- Transparency and openness of procurement - Compliance with contractual obligations, business ethics principles, anti-corruption efforts - Compliance with anti-trust and anti-monopoly laws and procurement transparency	Key engagement channels - Cooperation agreements - Organizing joint coordination committees and joint working groups between PJSC Gazprom and its foreign partners - Participation in conferences and forums - Interaction with industrial unions and associations - Execution of natural gas sales contracts - Pre-qualification of prospective suppliers and contractors - Participation in conferences, forums, and webinars - Certification for compliance with GOST R ISO 9001-2015 (ISO 9001:2015) ➔ For more details on engagement cases and results in 2025, see the Contribution to the Country's Economic Development section.
Consumers The Gazprom Group provides consumers with high-quality products and services, monitors their satisfaction, and develops new products and services. Material topic 11	- High-quality products and services - Streamlined feedback and service system	Key engagement channels - Customer satisfaction monitoring procedures - Development of remote services, expansion and creation of communication channels - Contact center of the Unified Gas Infrastructure Expansion Operator - Claims management system - Face-to-face meetings with consumers - Marketing incentives to encourage consumers' equipment and vehicle conversion to natural gas ➔ For more details on engagement cases and results in 2025, see the Sustainability Management and Local Development sections.
Foreign regulators of energy markets 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. Material topic 7	Obtaining required reports	Key engagement channels - Information disclosure - Participation in public consultations - Participation in international energy conferences and forums - Electronic reports using dedicated platforms ➔ For more details on engagement cases and results in 2025, see the Sustainability Management section.

The Gazprom Group's Sustainability Indicators

No. ¹	Indicator	Indicator value		
		2024	2025	Change (absolute/relative)
1	The Gazprom Group's share in Russia's Gross Domestic Product (GDP) ²	3.2%	2.5%	-0.7 p.p.
4	Total mandatory payments, RUB billion	4,196.5	3,485.8	-16.9%
6	Number of facilities built as part of the Gazprom for Children project ³	2,139	2,147	+0.4%
7	Number of cooperation agreements with Russian regions	81	81	–
8	Number of employees who participated in volunteering campaigns ⁴	191,592	205,280	+7.1%
9	Share of small and medium-sized businesses in the total number of counterparties	62.4%	67.4%	+5.0 p.p.
10	Share of electronic procurement in bidding and marketing research processes	99.7%	99.4%	-0.3 p.p.
11	Economic benefit of import substitution, RUB billion	34.2	54.2	+58.5%
14	Savings due to bidding for contracts and marketing research, RUB billion	29.7	27.7	-6.7%
15	Volume of contracts with SME suppliers, RUB billion	431.3	407.9	-5.4%
16	Share of goods, works, and services procured from Russian organizations in total procurement of goods, works, and services ⁵ , %	99.6	98.2	-1.4 p.p.
17	PCSB 91 R&D investments, RUB billion	32.16	30.65	-4.7%
18	Number of patents obtained in the calendar year	451	594	+31.7%

¹ 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.

² 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](#).

³ Disclosure of this indicator implies providing information on the number of commissioned facilities on a cumulative basis.

⁴ The total number of employees who participated in each volunteer campaign (for example, if one person participated in two campaigns, they are counted twice).

⁵ 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.

No.	Indicator	Indicator value		
		2024	2025	Change (absolute/relative)
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	−17.73%	−4.68% ¹	+13.05 p.p.
Indicators for assessing environmental protection and energy efficiency achievements				
23	Mitigation of environmental impacts, RUB million	701.4	575.5	−17.9%
24	Lower fuel and energy consumption due to higher energy efficiency and energy saving, million GJ	168.9	161.3	−4.5%
25	Associated petroleum gas (APG) utilization factor	96.1%	96.5%	+0.4 p.p.
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) ² , mcm	40.197	58.607	+45.8%
27	Number of active gas filling stations of the Gazprom Group and Gazprom Gazomotornoye Toplivo ³ in Russia	481	475	−1.2%
28	Lower greenhouse gas emissions due to the sale of CNG as motor fuel, thousand tons of CO ₂ equivalent ⁴	2,678.2	2,550.9	−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	0.094	0.078	−17.0%
	◦ Gazprom Mezhregiongaz	0.207	0.157	−24.2%
	◦ Gazprom GNP Holding	0.192	0.140	−27.1%
	◦ Gazprom Neft	0.360	0.259	−28.1%
	◦ Gazprom Energoholding	0.155	0.114	−26.5%
29.2	Fatal accident rate (FAR)			
	◦ Gas business companies	1.623	1.263	−22.1%
	◦ Gazprom Mezhregiongaz	0.406	0.847	+108.6%
	◦ Gazprom GNP Holding	0	0	–
	◦ Gazprom Neft	0.706	0.701	−0.7%
	◦ Gazprom Energoholding	0	1.426	+100.0%
29.3	Occupational disease rate (ODR)			
	◦ Gas business companies	0.029	0.020	−31.0%
	◦ Gazprom Mezhregiongaz	0.004	0	–
	◦ Gazprom GNP Holding	0	0	–
	◦ Gazprom Neft	0	0	–
	◦ Gazprom Energoholding	0	0	–

¹ Actual value for 2025 to be approved by PJSC Gazprom's Board of Directors in June 2026.
² For core subsidiaries of PJSC Gazprom and Gazprom Gazomotornoye Toplivo. Starting from 2025, indicators of Gazprom Helium Service are also included.
³ A joint venture of the Gazprom Group.
⁴ Data for 2023 and 2024 were recalculated due to a change in the calculation methodology.

No.	Indicator	Indicator value		
		2024	2025	Change (absolute/relative)
30	Occupational health spending, RUB million ⁵	30,007.9	35,691.8	+18.9%
31	Industrial safety spending, RUB million ⁶	10,997.0	12,433.7	+13.1%
Indicators for assessing employee development achievements				
32	Headcount, thousand people	501.0	500.4	−0.1%
33	MED 33 PCSB 34 Staff turnover, %	8.2	6.9	−1.3 p.p.
34	Number of employees who participated in professional development (for blue-collar staff), skills upgrading and retraining programs, thousand people ⁷	570.5	589.2	+3.3%
35	MED 24 PCSB 19 Payroll expenses, RUB billion	1,192.0	1,310.0	+9.9%
36	Social expenses, RUB billion	52.2	54.8	+5.0%
37	Number of employees, retirees, and members of their families insured under VMI programs, people	614,133	607,577	−1.1%
38	PCSB 36 PCSB 76 Personal insurance expenses, RUB billion	18.8	18.5	−1.6%
39	Number of schools participating in the Gazprom Classes project ⁸	30	27	−10.0%
40	Number of university students who completed internships at the Gazprom Group entities	11,929	12,998	+9.0%
41	Number of graduates of secondary vocational and higher education institutions who were hired by the Gazprom Group	3,830	3,799	−0.8%
42	Number of partner universities of PJSC Gazprom	18	19	+5.6%
43	Number of members of the Russian Student Squads employed at PJSC Gazprom's production facilities	2,313	1,937	−16.3%
44	Number of school and university students who took part in:			
	◦ the Gazprom Industry Olympiad for Schoolchildren ⁹	18,696	22,686	+21.3%
	◦ the Student Olympiad of Gazprom ¹⁰	4,708	5,250	+11.5%
45	Number of employees who took part in professional skills competitions	4,021	3,722	−7.4%

⁵ The data is provided for entities covered by the ISPSM.
⁶ The data is provided for entities covered by the ISPSM.
⁷ The number of employees who completed training is stated in man-courses (where one person received training twice, they are counted twice, etc.).
⁸ 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).
⁹ The procedure is defined by the Regulation on the [Gazprom Industry Olympiad for School](#).
¹⁰ The procedure is defined by the Regulation on the [Student Olympiad of Gazprom](#).

Non-financial Disclosure in Accordance with Recommendations of the Russian Ministry of Economic Development and the Russian Government

Environmental indicators

PCSB indicator ¹	MED indicator ²	Report section
PCSB 1 Volume of water used from all water sources	–	Reducing Water Consumption and Water Reuse
PCSB 2 Volume of water used from all water sources	MED 13 Volume of water used from all water sources	Water Consumption and Discharge
PCSB 3 Share of recycled and reused water in total water consumption for internal needs from all sources	–	Reducing Water Consumption and Water Reuse
–	MED 14 Volume of recycled and reused water	Reducing Water Consumption and Water Reuse
PCSB 4 Wastewater (polluted, compliant with regulatory standards, treated to regulatory standards) discharged into water bodies and transferred to third parties for treatment	MED 15 Total polluted wastewater discharge, including untreated wastewater	Water Consumption and Discharge Wastewater Discharge
PCSB 5 Hazard classes I–V waste generated, including: ◦ Hazard Class I ◦ Hazard Class II ◦ Hazard Class III ◦ Hazard Class IV ◦ Hazard Class V	MED 17 Hazard classes I–V waste generated, including: ◦ Hazard Class I ◦ Hazard Class II ◦ Hazard Class III ◦ Hazard Class IV ◦ Hazard Class V	Waste Generation

PCSB indicator	MED indicator	Report section
PCSB 6 Total waste handling, including by category: ◦ waste recycled (including for reuse and waste-to-energy conversion); ◦ waste neutralized; ◦ waste landfilled	MED 18 Total hazard classes I–V waste handling, including by category: ◦ waste diverted from disposal; ◦ waste neutralized; ◦ waste landfilled ◦ waste reused; ◦ waste recycled; ◦ reduction of waste generation	Waste Handling
PCSB 7 Mass of air pollutant emissions from stationary sources	MED 19 Mass of air pollutant emissions from stationary sources	Air Emissions
PCSB 8 GHG emissions, including direct and indirect	MED 20 GHG emissions	GHG Emissions Management
PCSB 10 Total expenses associated with environmental protection activities, including: ◦ air protection and climate change prevention; ◦ wastewater collection and treatment; ◦ waste handling; ◦ biodiversity preservation and protection of natural areas; ◦ protection and rational use of lands; ◦ land rehabilitation; ◦ environmental protection from noise, vibration, and other types of physical impact; ◦ ensuring radiation safety for the environment; ◦ other environmental efforts	MED 21 Total expenses associated with environmental protection activities, including: ◦ air protection and climate change prevention ◦ wastewater collection and treatment ◦ waste handling ◦ biodiversity preservation and protection of designated natural area	Environmental Protection Expenditures
PCSB 11 Renewable and low-carbon energy consumption	MED 22 Renewable and low-carbon energy consumption	Energy Intensity and Energy Efficiency at the Gazprom Group
PCSB 12 Total own energy use excluding heat and electricity supplied to third parties, including: ◦ heat; electricity; ◦ by type of used fuel	–	Energy Intensity and Energy Efficiency at the Gazprom Group
PCSB 14 Negative environmental impact fees	–	Environmental Protection Expenditures
PCSB 15 Compensations and fines paid, including: ◦ environmental penalties; ◦ compensation of environmental damage	–	Environmental Compliance Penalties and Payment Structure

¹ Public Capital Standard for Business (PCSB) approved by the Russian Government's decree No. 2230 dated December 30, 2025.

² Guidelines for the preparation of sustainable development reporting approved by order of the Russian Ministry of Economic Development No. 764 dated November 1, 2023.

PCSB indicator	MED indicator	Report section
PCSB 17 Investments in capital assets aimed at environmental protection and rational use of natural resources, including: - wastewater treatment; - air protection and climate change prevention; - preservation and environmental restoration of land, surface and ground water bodies; - waste handling; - reduction of noise and vibration impact; - biodiversity preservation and protection of designated natural area; - other environmental efforts	–	Environmental Protection Expenditures
PCSB 18 Certification of the energy management system	–	Energy Efficiency Management System

Social indicators

PCSB indicator	MED indicator	Report section
PCSB 19 Payroll, total	MED 24 Payroll, total	The Gazprom Group's Sustainability Indicators
PCSB 26 Total average salary, including: - by position (separately for managers and other staff); - by gender and position; - by age group	MED 26 Total average salary, including: - by position; - by gender; - by age group	Remuneration and Motivation System
PCSB 27 Total occupational health and safety expenditure, including per employee average	MED 27 Total occupational safety expenditure, including per employee average	Prevention of Occupational Injuries Industrial Safety
PCSB 29 LTIFR, excluding contractor employees, per 1 million man-hours	–	Prevention of Occupational Injuries
PCSB 30 Number of fatalities excluding contractor employees	–	Prevention of Occupational Injuries

PCSB indicator	MED indicator	Report section
–	MED 29 Number of occupational injuries requiring one or more days off work and fatal injuries	Prevention of Occupational Injuries
–	MED 31 Average hours of training per year per employee by position	The Gazprom Group's Training System
PCSB 33 Share of employees covered by collective bargaining agreements in the average headcount	MED 32 Share of employees covered by collective bargaining agreements in the average headcount	Equal Rights of Employees
PCSB 34 Employee turnover rate	MED 33 Employee turnover rate	To the Gazprom Group's People Section The Gazprom Group's Sustainability Indicators
PCSB 36 Total expenditure on preparing and holding healthcare events for employees and their families, including per employee average	–	Collaboration with Insurance Companies and Medical Institutions The Gazprom Group's Sustainability Indicators
PCSB 37 Share of employees participating in corporate volunteering projects and total number of corporate volunteering projects	–	Volunteering
PCSB 44 An occupational health and safety management system in place	–	Integrated System of Process Safety Management

Governance indicators

PCSB indicator	MED indicator	Report section
PCSB 45 Sustainability policy and/or other relevant strategic documents in place (a sustainability strategy, an environmental strategy, a strategy to implement immediate and long-term measures to adapt to climate change and mitigate an anthropogenic impact – a climate strategy)	MED 35 Sustainability policy and/or other relevant strategic documents in place	Approach to Sustainability Management
PCSB 46 A governance body or committee under the collegial body established to approve and supervise the implementation of a sustainability policy and/or other relevant strategic documents (e.g. a sustainability or climate strategy)	–	Sustainability Management Structure
PCSB 47 A remuneration policy taking into account sustainability and climate targets to determine the remuneration of executives	–	Remuneration of the Management Committee
PCSB 48 Share of independent directors in the collegial body	–	Board of Directors
PCSB 49 Total share of women among executives, including in collegial bodies	MED 44 Total share of women among executives, including on the Board of Directors (Supervisory Board)	Personnel Structure
PCSB 50 Number of identified violations of rights of indigenous peoples in Russia	MED 40 Number of identified violations of rights of indigenous peoples in Russia	Principles of Interaction with Indigenous Minorities
PCSB 52 Average duration of anti-corruption training per employee	MED 42 Average duration of anti-corruption training per employee	Anti-corruption Training
PCSB 53 A risk (including climate risk) management policy in place and/or other relevant documents	–	RMICS Functions
–	MED 36 Number of board meetings and attendance rate	Board of Directors Committees
–	MED 37 Number of members on the Board of Directors, total, including by age range	Board of Directors
–	MED 38 Number of meetings of the Audit Committee and attendance rate	Board of Directors Committees

Economic indicators

PCSB indicator	MED indicator	Report section
PCSB 61 Revenue (indicator similar to revenue)	MED 1 Revenue (indicator similar to revenue)	Significance for the National Economy
PCSB 63 Total mandatory payments due (excluding fines and penalties), including: ◦ taxes and charges; ◦ insurance payments; ◦ other mandatory payments	MED 6 Total mandatory payments due (excluding fines and penalties), including: ◦ taxes and charges; ◦ insurance payments; ◦ other mandatory payments	Significance for the National Economy
PCSB 64 Total mandatory payments made (excluding fines and penalties), including: ◦ taxes and charges; ◦ insurance payments; ◦ other mandatory payments	MED 7 Total mandatory payments made (excluding fines and penalties), including: ◦ taxes and charges; ◦ insurance payments; ◦ other mandatory payments	Significance for the National Economy
PCSB 65 Share of goods, work, and services procured from Russian organizations in total procurement of goods, work, and services	MED 8 Goods, work, and services procured from Russian organizations in total procurement of goods, work, and services	Measures to Implement Import Substitution Projects
PCSB 66 Share of goods, works, and services procured from small and medium-sized businesses in total procurements of goods, works, and services from Russian organizations	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

Business reputation

PCSB indicator	MED indicator	Report section
PCSB 73 Responsible business ratings (ESG or sustainability ratings) awarded, inclusion in sustainability and responsible business indices and/or ratings	MED 39 Inclusion in sustainability (ESG) indices and ratings	PJSC Gazprom's Sustainability Ratings

Indicators reflecting contribution to the social welfare and Russia’s strategic development not included in other sections

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

PCSB indicator	MED indicator	Report section
PCSB 76 Expenditure on the healthcare of employees and local residents, including: - employee healthcare; - healthcare of local residents Share of expenditure on the healthcare of employees and local residents in total administrative expenses	–	Collaboration with Insurance Companies and Medical Institutions Medical Care for Indigenous Minorities
–	MED 28 Expenditure on preparing and holding social, sports and fitness, and healthcare events for employees and their families	Collaboration with Insurance Companies and Medical Institutions
PCSB 77 Healthcare infrastructure expenditure Share of healthcare infrastructure expenditure in total administrative expenses	–	Collaboration with Insurance Companies and Medical Institutions

National Development Goal: Technological Leadership

PCSB indicator	MED indicator	Report section
PCSB 91 Total research and/or development expenditure Share of research and/or development expenditure in total administrative expenses	–	Innovation Results

To the Contribution to the Country’s Economic Development Section

Energy Intensity and Energy Efficiency at the Gazprom Group

PCSB 12

Energy consumption by the Gazprom Group, million GJ

Indicator	2023	2024	2025	Change 2025/2024, %
Total energy consumption at the Gazprom Group ¹	2,448.2	2,672.2	2,578.2	–3.5
Total consumption of fuel from non-renewable sources at the Gazprom Group ²	3,299.2	3,571.3	3,393.2	–5.0
PCSB 11 Total consumption of energy from renewable sources at the Gazprom Group	45.7	46.2	46.6	1.0
Electricity, heating, cooling, and steam purchased for consumption by the Gazprom Group entities	204.7	206.2	198.4	–3.8
Own electricity, heating, cooling, and steam production ³	128.7	129.6	117.9	–9.1
Electricity, heating, cooling, and steam sold	1,101.4	1,151.4	1,060.0	–7.9

MED 22

PCSB 11

Share of renewable energy in total energy consumption, %

2023	2024	2025	Change 2025/2024, p.p.
1.87	1.73	1.81	+0.10

¹ 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.

² For more details, see the table below.

³ Own generation for internal needs.

PCSB 12

Total heat and electricity consumption by the Gazprom Group for internal process needs

Energy type	2023	2024	2025	Change 2025/2024, %
Electric power, thousand kWh	39,425,232.0	42,048,652.0	39,935,351.6	−5.0
Heat, GJ	187,879,201.8	184,430,902.9	172,507,572.6	−6.5

Total consumption of fuel from non-renewable sources at the Gazprom Group, million GJ

Energy type	2023	2024	2025	Change 2025/2024, %
Crude oil fuels (gasoline, jet kerosene, fuel oil, LPG, diesel fuel)	294.4	337.0	319.0	−5.3
Natural gas, incl. LNG	2,883.0	3,186.2	3,026.3	−5.0
Coal	63.2	48.2	47.8	−0.8
Other resources	0.0	0.0	0.0	–
Total from non-renewable sources	3,240.6	3,571.3	3,393.2	−5.0

Fuel and Energy Savings and Results of the Gazprom Group Entities’ Energy Saving Programs

Indicator	2023	2024	2025	Change 2025/2024, %
Natural gas, mcm	4,623.5	4,789.2	4,591.3	−4.1
 Natural gas, million GJ	156.5	162.1	155.4	−4.1
Electric power, million kWh	737.2	841.4	779.1	−7.4
 Electric power, million GJ	2.7	3.0	2.8	−6.5
Heat, thousand Gcal	714.3	911.3	746.4	−18.1
 Heat, million GJ	3.0	3.8	3.1	−18.1
Fuel and energy, million GJ	162.1	168.9	161.3	−4.5
Reduction factor ¹ , %	6.6	6.3	6.3	+0.004
Spending on energy saving measures, RUB billion	17.4	15.8	17.7	+12.0
Fuel and energy savings, RUB billion	28.0	30.7	34.4	+12.1

¹ Share of fuel and energy economy under energy saving programs in total energy consumption.

To the Gazprom Group’s People Section

Headcount as of the end of the reporting period by employment contract type, thousand people

2023				2024				2025
Fixed-term employment contract		Indefinite-term employment contract		Fixed-term employment contract		Indefinite-term employment contract		
30.8		467.3		31.1		469.9		28.6
								471.8

Headcount as of the end of the reporting period by employment contract type and gender, thousand people

2023								2024				2025
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	
18.3	12.5	338.6	128.7	19.0	12.1	335.9	134.0	17.5	11.1	337.5	134.3	

Gazprom Group Indicator 32

Headcount as of the end of the reporting period by region, thousand people

Federal district / foreign countries	2023	2024	2025	Change 2025/2024	Reasons behind the significant year-on-year changes in 2025
Far Eastern Federal District	13.6	16.7	18.4	+1.7	–
Volga Federal District	87.8	86.3	86.3	0.0	–
North-Western Federal District	74.9	75.1	78.5	+3.4	Relocation of subsidiaries from Moscow to St. Petersburg
North Caucasian Federal District	12.1	11.8	11.5	−0.3	–
Siberian Federal District	28.7	29.0	29.2	+0.2	–
Urals Federal District	134.5	134.3	133.6	−0.7	–
Central Federal District	72.5	76.4	72.5	−3.9	Relocation of subsidiaries from Moscow to St. Petersburg
Southern Federal District	43.9	42.6	42.4	−0.2	–
Foreign countries	30.1	28.8	28.0	−0.8	–

Headcount as of the end of the reporting period by employment type and gender, thousand people

2023						2024				2025	
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
355.3	136.7	1.6	4.5	353.5	142.9	1.4	3.2	353.6	142.7	1.4	2.7

Number of new hires, thousand people

Indicator	2023		2024	2025
New hires	80.1		80.3	79.5

Number of new hires by age group

Age	2023		2024		2025	
	thousand people	%	thousand people	%	thousand people	%
Under 30 y.o.	30.3	37.8	31.2	38.9	30.3	38.2
30 to 40 y.o.	21.8	27.2	19.9	24.7	19.4	24.3
40 to 50 y.o.	17.3	21.6	16.9	21.1	18.1	22.8
50 y.o. or more	10.7	13.4	12.3	15.3	11.7	14.7

Number of new hires by gender

Gender	2023		2024		2025		Change 2025/2024, p.p.
	thousand people	%	thousand people	%	thousand people	%	
Male	52.0	64.9	50.1	62.4	51.9	65.3	+2.9
Female	28.1	35.1	30.2	37.6	27.6	34.7	-2.9

Number of new hires by region

Federal district / foreign countries	2023		2024		2025	
	thousand people	%	thousand people	%	thousand people	%
Far Eastern Federal District	2.9	3.6	3.5	4.4	3.9	4.9
Volga Federal District	12.5	15.6	14.4	17.9	12.9	16.2
North-Western Federal District	14.5	18.1	12.9	16.1	15.1	19.0
North Caucasian Federal District	1.2	1.5	1.3	1.6	1.0	1.3
Siberian Federal District	6.9	8.6	5.7	7.1	6.4	8.0
Urals Federal District	20.7	25.9	19.3	24.0	20.1	25.3
Central Federal District	9.9	12.4	12.9	16.1	10.7	13.5
Southern Federal District	7.0	8.7	6.3	7.8	5.9	7.4
Foreign countries	4.5	5.6	4.0	5.0	3.5	4.4
Total	80.1	100.0	80.3	100.0	79.5	100.0

Number of quitters, thousand people

Indicator	2023	2024	2025
Quitters	74.1	88.6	76.5

Quitters headcount broken down by gender

Gender	2023		2024		2025		Change 2025/2024, p.p.
	thousand people	%	thousand people	%	thousand people	%	
Male	46.7	63.0	57.4	64.8	48.8	63.8	-1.0
Female	27.4	37.0	31.2	35.2	27.7	36.2	+1.0

Number of quitters by age group

Age	2023		2024		2025	
	thousand people	%	thousand people	%	thousand people	%
Under 30 y.o.	22.3	30.1	25.1	28.3	22.4	29.2
30 to 40 y.o.	18.9	25.5	21.7	24.5	18.1	23.8
40 to 50 y.o.	15.1	20.4	18.7	21.1	17.3	22.6
50 y.o. or more	17.8	24.0	23.1	26.1	18.7	24.4

MED 33 PCSB 34 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, %			
	2023	2024	2025	2023	2024	2025	2023	2024	2025	Change 2025/2024, p.p.
Far Eastern Federal District	1.6	2.4	2.6	0.7	1.1	1.2	5.9	7.2	7.1	−0.1
Volga Federal District	12.9	17.3	13.1	4.3	7.1	5.6	5.0	8.3	6.6	−1.7
North-Western Federal District	12.6	13.0	11.1	6.3	7.4	6.1	8.8	10.3	8.2	−2.1
North Caucasian Federal District	1.3	1.5	1.3	0.5	0.6	0.6	4.1	5.1	5.6	+0.5
Siberian Federal District	5.3	5.5	5.5	3.0	3.2	2.5	10.9	11.4	8.9	−2.5
Urals Federal District	18.7	21.0	20.8	6.0	7.4	6.5	4.6	5.7	5.0	−0.7
Central Federal District	11.4	16.4	12.5	7.1	9.2	7.1	9.8	12.0	9.8	−2.2
Southern Federal District	5.9	7.5	6.1	2.1	2.4	2.0	4.8	5.6	4.8	−0.8
Foreign countries	4.4	4.0	3.5	2.2	2.0	1.8	7.9	7.1	6.8	−0.3
Total	74.1	88.6	76.5	32.2	40.4	33.4	6.7	8.2	6.9	−1.3

In 2025, staff turnover at the Gazprom Group went down due to retention measures.

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).

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 ISPSM¹, 2025

Indicator	Class			
	3.1	3.2	3.3	3.4
Gas business companies				
Number of workplaces	17,326	9,035	514	36
Number of employees	37,118	23,154	1,894	71
Gazprom Mezhrefiongaz				
Number of workplaces	7,503	2,868	25	0
Number of employees	7,807	2,780	24	0
Gazprom GNP Holding				
Number of workplaces	96	49	0	0
Number of employees	92	45	0	0
Gazprom Neft				
Number of workplaces	3,799	4,208	17	0
Number of employees	8,383	9,787	93	0
Gazprom Energoholding				
Number of workplaces	3,746	1,896	8	0
Number of employees	7,089	3,967	20	0

¹ Labor conditions classification pursuant to Article 14 of Federal Law No. 426-FZ On Special Assessment of Labor Conditions dated December 28, 2013.

To the Environment and Climate Section

Water Consumption and Discharge

MED 13 PCSB 2

BR. Information on Policies and Procedures, page 24

The Gazprom Group's water resource use indicators, mcm

Indicator	2023	2024	2025	Change 2025/2024, %
Water used, including water used for:	4,330.36	4,436.75	3,992.79	−10.0
◦ production purposes	3,864.22	3,982.02	3,561.27	−10.6
◦ utility and drinking purposes	31.24	30.17	26.97	−10.6
◦ other	434.90	424.56	404.55	−4.7

MED 15 PCSB 4

Wastewater discharges across the Gazprom Group, mcm

Indicator	2023	2024	2025	Change 2025/2024, %
Total, incl.:	3,682.07	3,721.83	3,763.47	+1.1
◦ freshwater	3,652.62	3,693.35	3,741.37	+1.3
◦ non-freshwater	29.45	28.48	22.10	−22.4
To surface water bodies, total, incl.:	3,523.75	3,569.64	3,602.98	+0.9
◦ freshwater	3,494.30	3,541.16	3,580.88	+1.1
◦ non-freshwater	29.45	28.48	22.10	−22.4
On land ¹	0.82	0.63	0.30	−52.4
To subterranean layers	65.75	62.37	71.56	+14.7
To irrigation sewage fields	7.06	6.34	6.76	+6.6
To absorption fields	0.48	0.45	0.48	+6.7
To holding basins	0.87	0.78	0.38	−51.3
To public utilities	72.69	72.00	70.73	−1.8
To other systems	10.64	9.62	10.28	+6.9

¹ No non-freshwater discharges in this line and below.

Gazprom Group's wastewater discharges into surface water bodies, 2021–2025, mcm

Indicator	2021	2022	2023	2024	2025
Gazprom Group	3,225.44	2,937.95	3,523.75	3,569.64	3,602.98
Gas business companies	44.09	41.34	39.44	38.51	39.48
◦ incl. PJSC Gazprom entities	21.43	18.31	17.46	15.66	16.44
Gazprom Neft	0.11	0.13	0.15	0.09	0.12
Gazprom Energoholding	3,144.20	2,872.82	3,462.13	3,509.18	3,540.95
Gazprom Neftekhim Salavat	37.04	23.66	22.03	21.86	2.42

PJSC Gazprom entities' wastewater discharges into surface water bodies by business activity, 2021–2025, mcm

Indicator	2021	2022	2023	2024	2025
PJSC Gazprom entities	21.43	18.31	17.46	15.66	16.44
Production	4.81	0.36	0.32	0.29	0.25
Transportation	5.33	5.07	5.05	4.93	5.04
Underground gas storage	0.11	0.11	0.10	0.09	0.10
Processing	0.23	0.35	0.70	0.84	0.53
Other	10.95	12.42	11.29	9.51	10.52

Wastewater Discharge

MED 15

Gazprom Group entities' polluted wastewater discharged into water bodies and transferred to third parties for treatment, thousand m³

Indicator	2023	2024	2025	Change 2025/2024, %
Polluted wastewater discharged into water bodies	101.46	96.17	75.33	−21.7
Wastewater treated to regulatory standards and discharged into water bodies	59.19	56.09	58.18	+3.7
Wastewater compliant with regulatory standards without treatment discharged into water bodies	3,363.10	3,417.38	3,469.47	+1.5
Wastewater transferred to third parties for treatment	72.69	72.00	70.73	−1.8

Waste Generation by Type

Gazprom Group's waste generation by type, %

Waste type	2023	2024	2025	Change 2025/2024, p.p.
Bottom ash waste	14	8	8	0
Drilling waste	63	65	68	+3
Oil sludge	2	2	3	+1
Other	21	25	21	−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	2023	2024	2025	Change 2025/2024, p.p.
Bottom ash waste	0.89	1.83	0.97	−0.86
Drilling waste	74.61	62.55	75.67	+13.12
Oil sludge	2.11	3.76	3.13	−0.63
Other	22.40	31.86	20.23	−11.63

Breakdown of the Gazprom Group's waste sent for burial or buried at the Group's own facilities, by waste type, %

Waste type	2023	2024	2025	Change 2025/2024, p.p.
Bottom ash waste	36.33	41.74	26.18	−15.56
Drilling waste	5.81	12.70	9.78	−2.92
Oil sludge	0.49	0.04	0.03	−0.01
Other	57.37	45.53	64.01	+18.48

Waste Handling

MED 18

PCSB 6

Gazprom Group's waste handed over for recycling, neutralization, or otherwise treated, thousand tons

Indicator	2023	2024	2025	Change 2025/2024, %
Total waste managed, incl.:	109,151.54	109,262.62	109,000.40	−0.2
◦ balance as of the beginning of the reporting year	105,544.64	105,858.14	105,902.39	0.0
◦ generated in the reporting year	3,491.0	3,150.22	3,008.64	−4.5
◦ received from other business entities	115.9	254.26	89.37	−64.9
Processed at facilities	5.1	1.40	1.59	+13.6
Recycled at facilities	750.1	880.45	667.27	−24.2
Neutralized at facilities	114.2	99.24	102.04	+2.8
Handed over to other business entities for processing	58.0	57.51	47.47	−17.5
Handed over to other business entities for recycling	1,867.2	1,772.10	1,730.42	−2.4
Handed over to other business entities for neutralization	195.7	227.55	180.56	−20.7
Handed over to other business entities for storage	14.8	20.56	20.00	−2.7
Handed over to other business entities for burial	142.4	139.88	120.43	−13.9
Disposed at operated (own) storage facilities	369.3	142.88	166.44	+16.5
Disposed at operated (own) burial facilities	150.7	160.18	94.79	−40.8
Generated as of the end of the reporting year	105,858.5	105,905.14	106,037.41	+0.1



List of Projects with Public Discussions on Proposed Business and Other Activities Held

In 2025, public discussions were held to consider community interests affected by proposed business and other activities, including the following projects:

- development of the Chayandinskoye OGCF, stages 6 and 7;
- development of the Yuzhno-Kirinskoye field;
- pipeline connecting Verkhnevilyuchanskoye and Tas-Yuryakhskoye fields to the Power of Siberia gas trunkline;
- Sakhalin – Khabarovsk – Vladivostok gas trunkline, stages 6.1, 6.2, 6.3;

- upgrade of Zapolyarnoye Field gas pipelines (installation of pig launchers and receivers);
- upgrade of KOS-4500 outfall sewer at Yamburg;
- multifunctional sports facility at Gazprom Dobycha Yamburg’s administrative center in Novy Urengoy, including lakeside embankment development;
- reconstruction of a solid domestic and industrial waste landfill at the Bovanenkovskoye OGCF.

Details on public discussions and hearings held in 2025 are available at Gazprom Proyektirovaniye’s official website¹.

Environmental Compliance Penalties and Payment Structure

Breakdown of the Group’s environmental penalties by entity, RUB million

Entity	2023	2024	2025
Gazprom Neft	3.49	38.63	10.45
PJSC Gazprom entities	0.89	1.24	1.41
Gazprom Energoholding	0.26	0.74	0.27
Other Gazprom Group entities	0.01	0.01	0.35
Total for the Gazprom Group	4.65	40.62	12.48

BR. Information on Policies and Procedures, page 23; Information on Policy and Procedure Implementation, page 24

PCSB 15

Environmental penalties paid by the Gazprom Group (excluding joint operations) in the Russian Federation, RUB million

Indicator	2023	2024	2025	Change 2025/2024, %
Penalties paid	4.65	40.62	12.48	–69.3

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, 2022)

Indicator	Calculation and disclosure methodology	Report page
Energy intensity indicators of core operations	Energy intensity of PJSC Gazprom’s core operations: ◦ gas production, kg of reference fuel per thousand m³; ◦ gas transportation, kg of reference fuel per mcm•km; ◦ underground gas storage, kg of reference fuel per thousand m³; ◦ gas processing, kg of reference fuel per ton of reference fuel.	53
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: ◦ natural gas; ◦ electricity; ◦ heat	276
Volume of air pollutant emissions	Air emissions across the Gazprom Group, thousand tons: ◦ hydrocarbons (including methane); ◦ carbon oxide; ◦ nitrogen oxides; ◦ sulphur dioxide; ◦ volatile organic compounds; ◦ solids; ◦ other gaseous and liquid substances	237
Volume of waste generated, waste handed over for recycling, neutralization, storage or otherwise treated	◦ The Gazprom Group entities’ waste generation by hazard class, thousand tons ◦ Waste sent for recycling, thousand tons ◦ Waste sent to neutralization, storage or otherwise treated, thousand tons: – processed at the facility; – handed over to other business entities for processing; – neutralized at the facility; – handed over to other business entities for neutralization; – handed over to other business entities for storage; – disposed at operated (own) storage facilities; – handed over to other business entities for burial; – disposed at operated (own) burial facilities	246 248 285
Water consumption structure	The Gazprom Group’s water consumption structure by source type, mcm: ◦ from surface sources; ◦ from ground water sources; ◦ from public water supply utilities; ◦ from other water supply systems Water used, mcm: ◦ production purposes; ◦ utility and drinking purposes; ◦ other	243 282
Area of disturbed and remediated lands	◦ Area of lands disturbed during the year, ha ◦ Disturbed lands remediated during the year, ha	257
For employees: number of fatalities as a result of work-related injuries	Number of fatalities as a result of work-related injuries, employees	141
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	136

¹ <https://proektirovanie.gazprom.ru/ecology/publicconsultations/>

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 2025 (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 ethical and independence requirements, that are relevant to our engagement in the Russian Federation, including requirements of the Rules of Independence of Auditors and Audit Organizations and the Code of Professional Ethics for Auditors, as well as in the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), 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

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.

regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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 2025. 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.

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.

Audit Services Report

Translation of the original Russian version

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 2025 (hereinafter "the Report") and identified there by the symbol, as of for 2025 (hereinafter "the reporting period"):

- ▶ Direct greenhouse gas emissions (Scope 1) of PJSC Gazprom by types of activities, 2025, mln tons CO₂e, page 226:

Production	14.53 mln tons CO ₂ e
Transmission	64.73 mln tons CO ₂ e
Processing	7.04 mln tons CO ₂ e
Underground storage	1.32 mln tons CO ₂ e
Other	1.60 mln tons CO ₂ e
- ▶ Direct greenhouse gas emissions (Scope 1) of PJSC Gazprom by emission source categories, 2025, mln tons CO₂e, page 227:

Stationary fuel combustion	58.10 mln tons CO ₂ e
Flaring	2.69 mln tons CO ₂ e
Performance of technological operations involved in the exploration, extraction, processing, treatment, transportation, and storage of oil and gas	27.65 mln tons CO ₂ e
Other industrial processes	0.00 mln tons CO ₂ e
Fuel combustion by transport	0.69 mln tons CO ₂ e
Processing, incineration, and burial of solid waste	0.09 mln tons CO ₂ e
- ▶ Indirect energy greenhouse gas emissions (Scope 2) of PJSC Gazprom by types of mainstream activities, 2025, mln tons of CO₂e, page 228:

Production	0.4 mln tons CO ₂ e
Transmission	1.91 mln tons CO ₂ e
Processing	1.93 mln tons CO ₂ e
Underground storage	0.04 mln tons CO ₂ e

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 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".

Engagement partner
on the limited assurance engagement
resulting in this report
acts on behalf of the audit company
under Power of Attorney
No. 114/25 of July 04, 2025

Nikolay Yurievich Khrenov
(registration number 21606080534)



Date of the limited assurance report
May 26, 2026

Organization Details

Name:

Public Joint-Stock Company "GAZPROM"
(PJSC "GAZPROM")

Name:

FBK, LLC.

Address of the legal entity within its location:

2/3 Lakhtinsky Avenue, Bldg. 1, St. Petersburg,
197229.

The registration entry was made in the Unified
State Register of Legal Entities on 02 August 2002
under primary state registration number
1027700070518.

Address of the legal entity within its location:

44 Myasnitskaya St, Bldg 2, Moscow, 101000.

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

- Methane emissions of PJSC Gazprom by types of activities, 2025, thousand tons of CH₄, page 230:

Production	62.36 thousand tons CH ₄
Transmission	780.61 thousand tons CH ₄
Processing	10.64 thousand tons CH ₄
Underground storage	17.39 thousand tons CH ₄
Other	7.74 thousand tons CH ₄

Except as described in the preceding paragraph, which defines the scope of our engagement, we have not performed procedures with respect to the remaining information included in the Report and, accordingly, we do not express a conclusion with respect to that information.

As part of this engagement, we did not perform any assurance procedures with respect to the following matters:

- Statements regarding future events and the Company's performance;
- Provisions regarding other indirect (Scope 3) greenhouse gas (GHG) emissions, offsets, and removals;
- Third-party statements included in the Report.

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 "Greenhouse gases. Part 1. Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals", International standard ISO 14064-3:2019 "Greenhouse gases. Part 3. Specification with guidance for the verification and validation of greenhouse gas statements" (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.

Translation of the original Russian version

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.

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.

Translation of the original Russian version

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.

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
acting on behalf of B1 – Audit Limited Liability Company
based on a power of attorney no. 1 dated 19 January 2026,
managing the assignment, based on which the report was prepared
(ORNZ 22006021318)

29 May 2026

Details of the independent practitioner

Name: Limited Liability Company "B1 – Audit"
Record made in the State Register of Legal Entities on 5 December 2002, State Registration Number 1027739707203.
Address: 75 Sadovnicheskaya Embankment, Moscow, 115035, Russia.
Limited Liability Company "B1 – Audit" is a member of Self-regulatory organization of auditors Association "Sodruzhestvo".
Limited Liability Company "B1 – Audit" 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: 2 Lakhtinsky Prospekt, Bldg. 3, p. 1, St. Petersburg, 197229, Russia.

Assurance of the Russian Union of Industrialists and Entrepreneurs



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 2025 (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 entities we represent. 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 6,830 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 initiatives 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

NADEZHDA GALAKTIONOVA

Director of Sustainable Development and Climate Solutions, SIBUR

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 for the conservation of rare flora and fauna species), member of the Council on Non-Financial Reporting, Indices and Sustainability Ratings of the RUIE

VLADIMIR KOVALCHUK

Chairman of the Gazprom Workers’ Union Interregional Organization

NICKOLAY SLABZHANIN

Executive Director of the Interregional Charity called Children’s Villages – SOS Russian Committee; member of the Public Council at the Children’s Rights Commissioner for the President of the Russian Federation

VLADISLAV SEROTETTO

Chairman of the Management Board of Yamal Regional Social Movement of Indigenous Minorities “Yamal”

GALINA TKACHENKO

Chair of the Visit Youth Leisure Center (Svobodny, Amur Region) and the Public Council of the Amur GPP

IVAN TOPOLYA

Chairman of the Integrated Reporting Committee

Glossary

CNG	Compressed natural gas
AEPS	Automated Electronic Procurement System of PJSC Gazprom
boe	Barrel of oil equivalent
GDP	Gross Domestic Product
RES	Renewable energy sources
SER	Secondary energy resources
GCF	Gas and condensate field
NGV fuel	Natural gas vehicle fuel
CDS	Civil defense system
GPU	Gas pumping unit
GPP	Gas or gas condensate processing plant
GDS	Gas distribution station
GRES	State district power plant
GTS	Gas transmission system
HPP	Hydro power plant
VMI	Voluntary medical insurance
UGSS	Unified Gas Supply System
ISPSM	Integrated System of Process Safety Management
UCSF	Unified Center for Support Functions of the Gazprom Group
IS	Information security
AI	Artificial intelligence
IT	Information technologies
IMS	Information Management System
CNG	Compressed natural gas
KPI	Key performance indicator
CS	Compressor station
CDS	Civil defense system
VOC	Volatile organic compounds
SME	Small and medium-sized enterprises
IFRS	International Financial Reporting Standards
OGCF	Oil and gas condensate field
VAT	Value-added tax
BAT	Best available technologies
R&D	Research and development
DCA	Designated conservation area
HIF	Hazardous industrial facility
Report	The Gazprom Group's Social Impact Report
SSC	Shared Services Center
GHG	Greenhouse gases
APG	Associated petroleum gas

UGS	Underground gas storage
OEC	Operational environmental control
OEMC	Operational environmental monitoring and control
RUIE	Russian Union of Industrialists and Entrepreneurs
PPE	Personal protective equipment
VMS	Vehicle monitoring system
QMS	Quality Management System
SLCA	Special labor conditions assessment
LNG	Liquefied natural gas
STO	Corporate standard
LPG	Liquefied petroleum gases
OHS	Occupational health and safety
RMICS	Risk management and internal control system
STI	Strategic target indicator
EMS	Environmental Management 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
HPP	Heat and power plant
CHPP	Central heat and power plant
CGTU	Comprehensive gas treatment unit
ESG	Environmental, Social, Governance



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.

E-mail: sustainability@gazprom.ru