



FROM A BOLD STEP TO A GRAND JOURNEY

Integrated
Annual Report 2024

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Geographical Presence

GRI 2-1

PJSC TATNEFT named after V.D. Shashin and its subsidiaries (hereinafter referred to as the “Company”, the “Group”, or “TATNEFT”) is one of the largest oil companies in Russia.

In 2025, the Company celebrates a milestone — the 75th anniversary of the establishment of the TATNEFT Production Association. The Company’s oil field development divisions have over 80 years of operational experience. Its key production assets are located within the Russian Federation, primarily concentrated in the Republic of Tatarstan, ensuring efficient business infrastructure. The Company’s headquarters are located in Almeteyevsk, Republic of Tatarstan, Russian Federation.

The core business activities include the exploration, development, production, processing, and sale of crude oil and petroleum products. The Company is also engaged in the following areas:

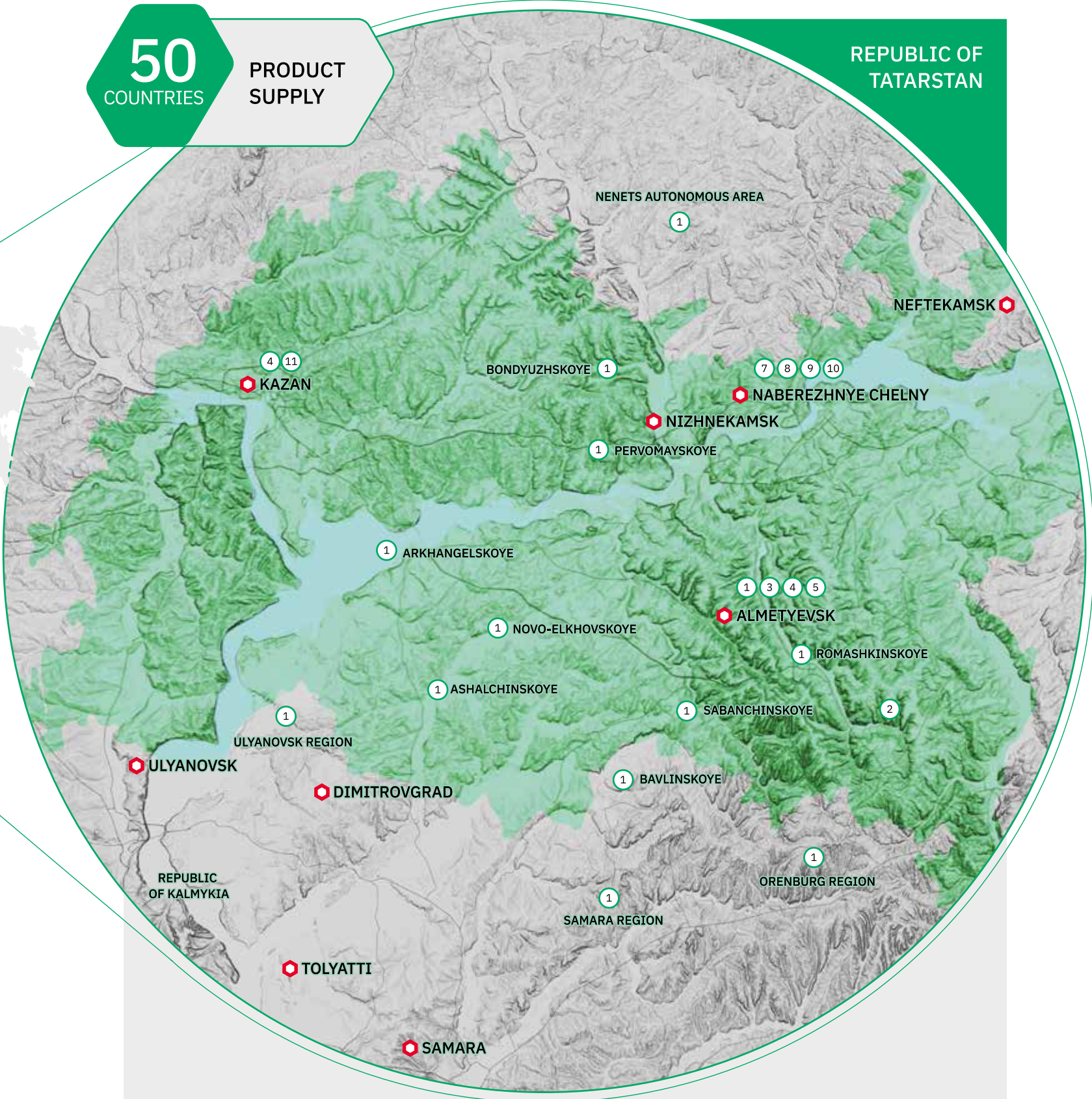
- Field development
- Oil and gas processing
- Petrochemicals
- Retail sales network
- Power generation
- Mechanical engineering
- Composite materials
- Technology and engineering
- Biotechnology
- Tire manufacturing

The Company does not have a controlling shareholder. The sole majority shareholder is the Government of the Republic of Tatarstan, which holds 34% of the Company’s charter capital.

KEY OIL FIELDS:

Republic of Tatarstan:	Outside Tatarstan:
Romashkinskoye, Novo-Elkhovskoye, Ashalchinskoye, Bavlinskoye, Bondyuzhskoye, Pervomayskoye, Sabanchinskoye, Arkhangelskoye	Samara, Ulyanovsk, and Orenburg Regions, Nenets Autonomous Area, Republic of Kalmykia

Product Supply > Over 50 countries
Shareholder Geography > Over 30 countries



- | | | |
|------------------------------|-----------------------|--------------------------|
| 1 FIELD DEVELOPMENT | 5 BIOTECHNOLOGY | 9 OIL AND GAS PROCESSING |
| 2 MECHANICAL ENGINEERING | 6 TIRE MANUFACTURING | 10 POWER GENERATION |
| 3 HEAD OFFICE | 7 COMPOSITE MATERIALS | 11 RETAIL SALES NETWORK |
| 4 TECHNOLOGY AND ENGINEERING | 8 PETROCHEMICALS | |

WE ARE

EXPERIENCE OF THE PAST



a foundation directly influencing the present. The green color symbolizes the earth, the support beneath our feet and its origin in nature. The consistency of forms and their monumentality reflect commitment to traditions

MISSION

VISION

CULTURE
CODE

VALUES

STRATEGY

BUSINESS
MODEL

GOAL-SETTING

MOTIVATION



The 3 pillars that have supported our business for many years have evolved into a bridge we use to convey the mission TATNEFT stands for. Having a solid foundation—a **past** woven from colossal experience and continuity—has always been essential for us.

We leverage the expertise we have accumulated to create an **effective present**. We work every day, take decisive actions and reach new heights to synthesize the energy of life and contribute to creating a **sustainable future**. This is why we are confident in every step taken and in great accomplishments that lie ahead.



TATNEFT !



ENERGY OF THE PRESENT

the energy of life catalyzes here and now; we symbolize it with vibrant tongues of flame, endlessly flowing into one another



SUSTAINABILITY OF THE FUTURE

this is the result of our actions today, a confirmation that we are on the right path. The future is streamlined, cyclical and transparent in nature, like a Möbius strip

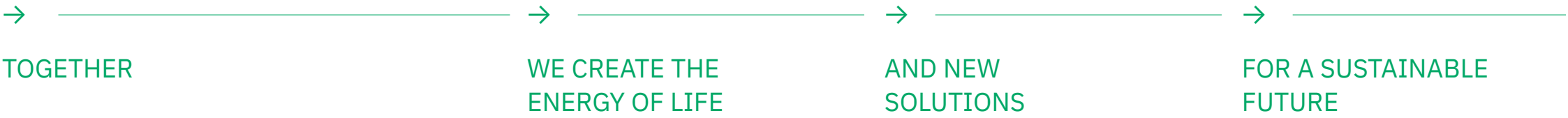
1. Order of the Red Banner of Labour awarded to Almetyevsk UBR, 1981
2. Order of Lenin awarded to the Tatneft Production Association, 1966
3. Order of the Red Banner of Labour awarded to Minnibayev Gas Processing Plant, 1971
4. Order of Lenin awarded to NGDU «Almetyevneft», 1971



5. Order «For Merit to the Republic of Tatarstan», 2017
6. Order «For Valorous Labour», 2025



Mission



We can realize the **Mission** only working **together**. Together with like-minded people: employees, customers, partners and shareholders. Together with those who are ready to work hard with us, **create a sustainable future** for the next generations, be a leader and part of our culture

We want people to have active, conscious and **healthy lives**, filled with **energy**, lives that constantly improve. We create energy, solutions, many different products and social benefits for life, movement (activity), **creativity and happiness**

We possess and constantly improve our **innovative potential**, strive to be a leader in **creating the best**, progressive, technological and breakthrough **solutions and products**, continuously perfect and develop our R&D efforts, encouraging the initiative and bold ideas of our employees

The **sustainable Company** creates a **sustainable future**. We create conditions making people feel happiness, understand their value, consume resources consciously and have room for self-realization and development. The Company creates a future with no threats to **descendants** and the prospects of the planet

MISSION

VISION

CULTURE CODE

VALUES

STRATEGY

BUSINESS MODEL

GOAL-SETTING

MOTIVATION

ENERGY AND SOLUTIONS

- energy in different forms
- set of products, services and social benefits for life and development

BEST PRODUCTS

- high quality
- best consumer properties

NOVELTY AND INNOVATION

- Culture of creativeness:
- innovations, progressive ideas, streamlined design, new solutions
 - hard work and perseverance

RATIONALITY, AWARENESS

- conscious production and consumption without harm to the future

IMPROVING QUALITY OF LIFE

- better habitat
- creation of opportunities for comprehensive personal development

CLEAN FUTURE

- preservation of the environment, nature and climate
- no threats to the future



Vision

	→ WHAT DO WE WANT TO BE?	→ WHAT WILL WE DO FOR THIS?	→ HOW WILL WE ACHIEVE THIS?	
MISSION	TO BE A SUSTAINABLE, HIGH-YIELDING COMPANY	TO RESPONSIBLY AND EFFICIENTLY GENERATE ENERGY AND MAKE PROMISING PRODUCTS	BY DEVELOPING THE EXISTING AND CREATING NEW BUSINESSES	BASED ON INNOVATION AND LOW-CARBON SOLUTIONS
VISION	WITH CARE FOR PEOPLE, NATURE AND THE COMMON FUTURE			

The Vision is a connecting element between the Mission and the Strategy of the Company, which conveys the essence of strategic plans, values and meanings of the mission.

The TATNEFT Group’s 2030 Strategy seeks to increase the Company’s flexibility in relation to external changes and to transform business processes.

We are building a sustainable company of the future. A constantly developing company, successful in the energy-of-the-future and other markets. «Sustainable» means a thriving, growing business on an endless horizon, giving due regard for the interests of society, the native land and nature.

We believe that energy is a basic element of life, well-being and progress of society. Traditional energy will be in demand in the world for a long while. However, we are aware of and support the worldwide transformation of the energy market and the path towards a low-carbon future. Our task is to do our job responsibly and efficiently by offering the best products, services and solutions.

We not only develop and improve the current business lines, but also launch new points of growth, including non-fuel businesses based on synergies, market potential and exploring the trends of the future.

We pay great attention to streamlined design and innovation, develop low-carbon technology and solutions. **We create a culture of innovative thinking,** ambition and creativeness.

People are the backbone of the Company and society. We trust the bold ideas and professionalism of our employees. Nature is the basis of this world. We develop the Company by maintaining a balance of public interests and a responsible attitude to nature.

The Company embeds these ideas into each unit of produced energy, in each product and solution, in each action, in order to become better itself and to lead others by its example.



Culture Code

Every company goes through a journey of realizing its uniqueness through the experience of the past, traditions, culture and rich history, which serve as sources of inspiration to eventually combine in the Cultural Code. The Republic of Tatarstan is home to numerous ethnic groups who live peacefully and respect one another. The industrial history of the region includes dozens of construction and far-reaching projects, where TATNEFT has achieved significant milestones, records and victories. All this has left a mark on the character of our people—we show leadership and are a tight-knit team focused on new victories.

We have people who witnessed the birth of TATNEFT and who carry the experience and knowledge vital to pass on to future generations. The Corporate Cultural Code is a key tool for uniting generations, bringing together people of different genders, ages, education levels and experiences. It guides our collective efforts toward a common goal. The Cultural Code shapes a unique corporate spirit, helping employees feel the significance and value of their work. They can preserve and pass on the Company’s unique history, culture and values to future generations.

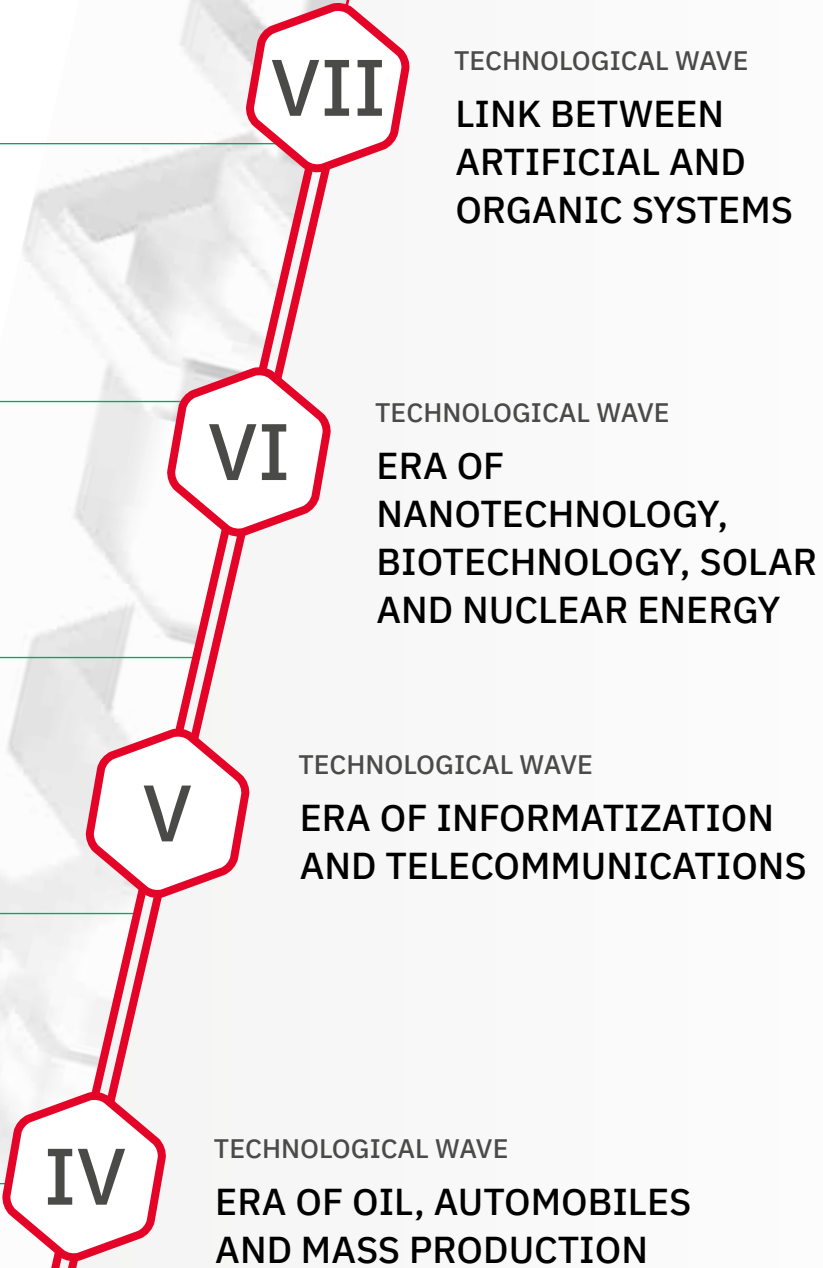
THE CULTURE CODE OF THE COMPANY, AS THE CORE OF OUR CORPORATE CULTURE, INCLUDES:

- **fundamental values:** ideas, ideals and ethical meanings shared by all employees
- **national values and spiritual traditions:** respect for roots, moral guidelines the cultural heritage has shaped
- **corporate values:** established behavior patterns in business and reflected in the Company’s Mission and Vision, based on sustainable development principles

The Culture Code of the Company =

Company’s Mission and Vision + Sustainable Development Goals + National Traditional Values

W	0–15	→	→ SELF-ACTUALIZATION NEEDS
Alpha	15–24	→	→ NEED FOR RESPECT AND RECOGNITION
Z	25–35	→	→ SOCIAL NEEDS
Y	36–50	→	→ NEED FOR SECURITY
X	51–71	→	→ PHYSIOLOGICAL NEEDS
	from 72	→	ENERGY
	OPTIMISM AND CULT OF LABOR		→ OF THE GENERATION OF WINNERS



Company's Values

It is important to us that every employee takes part in the life of the Company. A highly organized corporate culture ensures that our Strategy is successfully implemented.

MISSION

The Company's values underpin the corporate culture; they serve as principles it uses in business: significant, generally accepted and shared beliefs among employees. The Company's values, as well as its Mission, Vision and Culture Code, reflect the key lines of its development and are also the foundation on which key employee competencies are created and developed.

VISION

The Company's values are shaped by the individual values of its employees, its history, cultural characteristics, corporate legacy and traditions, its development priorities.

CULTURE CODE

These are almost invariable components that have a decisive influence on the behavior and activities of employees, the actualization of their needs and motives as well as their adoption of vital decisions—especially in unstable, crisis situations.

VALUES

FUNCTIONS OF THE CORPORATE CULTURE

- IMAGE BUILDING
- EMPLOYEE MOTIVATION
- EMPLOYEE ENGAGEMENT
- TEAM MANAGEMENT
- EASY ADAPTATION

STRATEGY

BUSINESS MODEL

→ WE ARE LEADERS

- we take responsibility personally and confidently
- we set ambitious goals for ourselves and our team
- we inspire the team and lead it to achieve its goals

→ WE ARE A TEAM

- we value and support each other
- we achieve common goals through cohesion and understanding of the role each of us has

→ WE ARE OPEN TO COOPERATION

- we build honest and open equal relationships with external partners and peers striving for our success

GOAL-SETTING

MOTIVATION

RESULT

→ SAFE AND PROSPEROUS LIFE

ACTIONS

- OWNER MENTALITY
- ECO-CONSCIOUSNESS
- GROWTH OF WORK CULTURE

PRINCIPLES

→ SHARING THE COMPANY'S VALUES

- STANDING OUT FROM COMPETITORS
- ATTRACTIVENESS TO CLIENTS
- INSPIRING NEW IDEAS
- REDUCING CORPORATE RISKS
- EMPLOYEE SELF-REALIZATION
- GOODWILL OF THE COMPANY
- HEALTHY ATMOSPHERE IN THE TEAM

→ WE ARE EFFICIENT

- we aspire to achieve maximum results based on the optimal use of resources and compliance with industrial and environmental safety standards

→ WE EMPLOY ADVANCED TECHNOLOGY

- we are looking for cutting-edge scientific ideas and technology
- we implement innovative solutions
- we improve and use our knowledge and experience



Sustainability Strategy

GRI 2-22

MISSION

Our stability is based on the corporate values and the principles of responsible business. The Company is committed to protecting human rights, labor rights, combating corruption, and minimizing environmental impact, as outlined in the 10 Principles of the UN Global Compact. By fostering a culture of integrity and responsibility throughout the value chain, the Company expects shareholders, partners, suppliers, and contractors to adhere to these Principles.

VISION

The Company's mission, culture, and values are in line with the 17 UN Sustainable Development Goals. Taking into account the directions of its activity, the Company pays most of its attention to

CULTURE CODE

ENSURING THE COMPANY'S SUSTAINABILITY THROUGH ACHIEVING THE SDGS

Priority SDGs



steady reduction of environmental impact

Supported SDGs



those areas and focus of UN SDGs that it can implement as efficiently as possible by managing its capabilities and resources. We cooperate closely with stakeholders in taking effective actions to achieve the UN SDGs and also adhere to the principle of precaution, taking measures in advance to prevent and mitigate potential adverse consequences in all areas of business.

VALUES

STRATEGY

The Company recognizes the global challenges, problems and trends related to aspects of sustainable development, adheres to the provisions of the UN Global Compact, the UN Principles for Responsible Investment (PRI), the UN Sustainable Development Goals, the United Nations Environment Program (UNEP), the G20/OECD Fundamental Principles of Corporate Governance and the Social Charter of Russian Business, the RSPP Approaches to the Formation of National Indexes of Corporate Sustainability, Responsibility and Openness for Sustainable Development.

BUSINESS MODEL

Global goals and principles of operation are reflected in our Strategy 2030, which provides for sustainable growth and provision of favorable economic and social conditions for business development based on the most efficient use of all types of resources and creating value for stakeholders at each stage of activity.

GOAL-SETTING

MOTIVATION



MISSION AND VISION

CULTURAL CODE AND VALUES

2030 STRATEGY

LONG-TERM SUSTAINABILITY

CLIMATE IMPACT REDUCTION AND CARBON NEUTRALITY BY 2050 SCOPE 1 AND 2

14% BY 2025 30% BY 2030

DIVERSIFICATION SHARE OF NON-FUEL BUSINESSES IN OPERATING PROFIT BY 2030

20%

TECHNOLOGICAL SOVEREIGNTY PRODUCTION PROCESS INDEPENDENCE FROM IMPORT SUPPLY DISRUPTIONS

100%

DEVELOPMENT OF INTERNAL INTEGRATION AND SYNERGY ENSURING VERTICAL INTEGRATION OF CORE BUSINESSES

50%

SOCIO-ECONOMIC DEVELOPMENT

INVESTMENTS IN PRODUCTION

> RUB 160 bln per annum

CREATION OF NEW JOBS

> 5 thousand BY 2025

EMPLOYEE SATISFACTION

75% BY 2025

SOCIAL INVESTMENTS

~ RUB 20 bln per annum

TAX PAYMENTS TO BUDGETS OF ALL LEVELS

> 700 billion per year

INVESTMENTS IN ECOLOGY AND ENVIRONMENT

> RUB 10 bln per annum

PURCHASES FROM LOCAL SUPPLIERS

> 40%

TOTAL SHAREHOLDER RETURN

CAPITALIZATION GROWTH

USD 36 billion BY 2030

ALIGNMENT WITH OBJECTIVES OF INDUSTRY STRATEGIES IN THE RUSSIAN FEDERATION

CONTRIBUTION TO THE ACHIEVEMENT OF THE INDUSTRY STRATEGY





Business Model

GRI 2-6, 201-1

BUSINESS MODEL FUNDAMENTALS:

- implementing climate conservation objectives
- reducing environmental impact
- circular economy principles in the business processes
- ensuring a high level of industrial and environmental safety
- attention to the needs of stakeholders
- growth of local economies and favourable social infrastructure
- information technology development and cyber security

OUR RESOURCES (capitals*)

FINANCIAL

235,8
RUB billion
of investments

170,97
RUB billion
CAPEX

SOCIAL AND REPUTATIONAL

10 children's camps

8 health resorts
EDUCATIONAL ECOSYSTEM
TATNEFT CHARITABLE FOUNDATION

10 active longevity centers

> 71 of qualified personnel
thousand people

INTELLECTUAL

8 research centers (R&D)

NATURAL

16,1 of investments in environmental protection
RUB billion

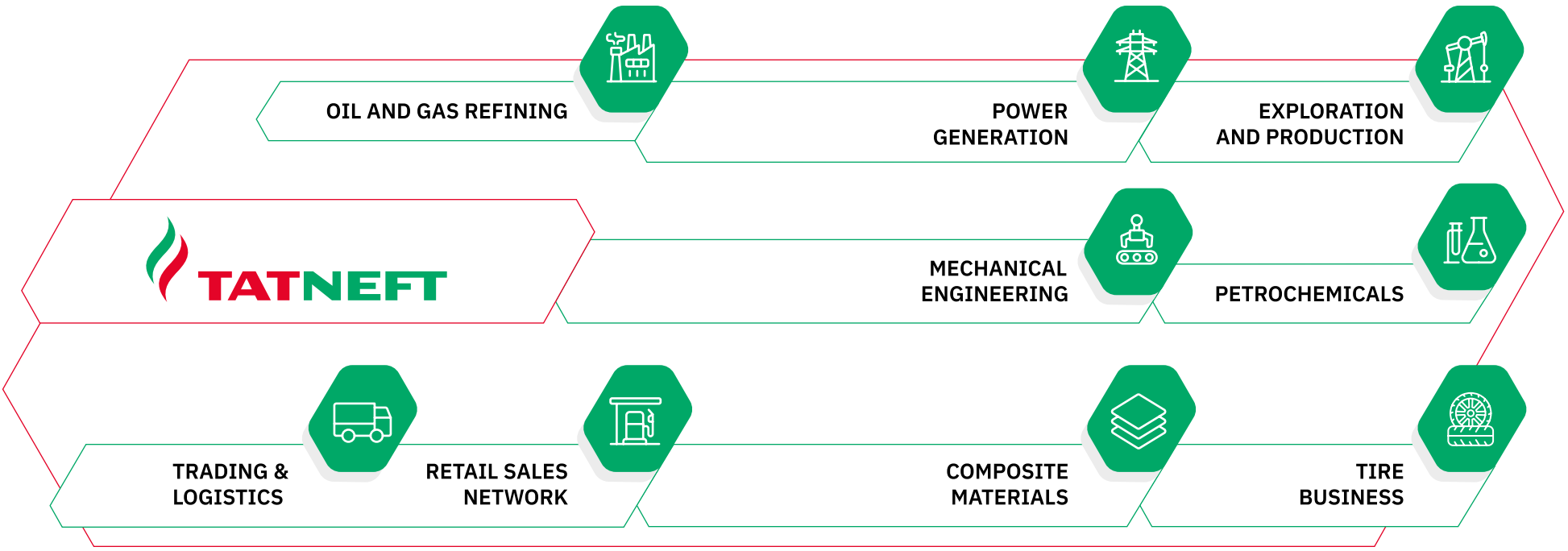
OPERATIONAL

133 enterprises of TATNEFT Group

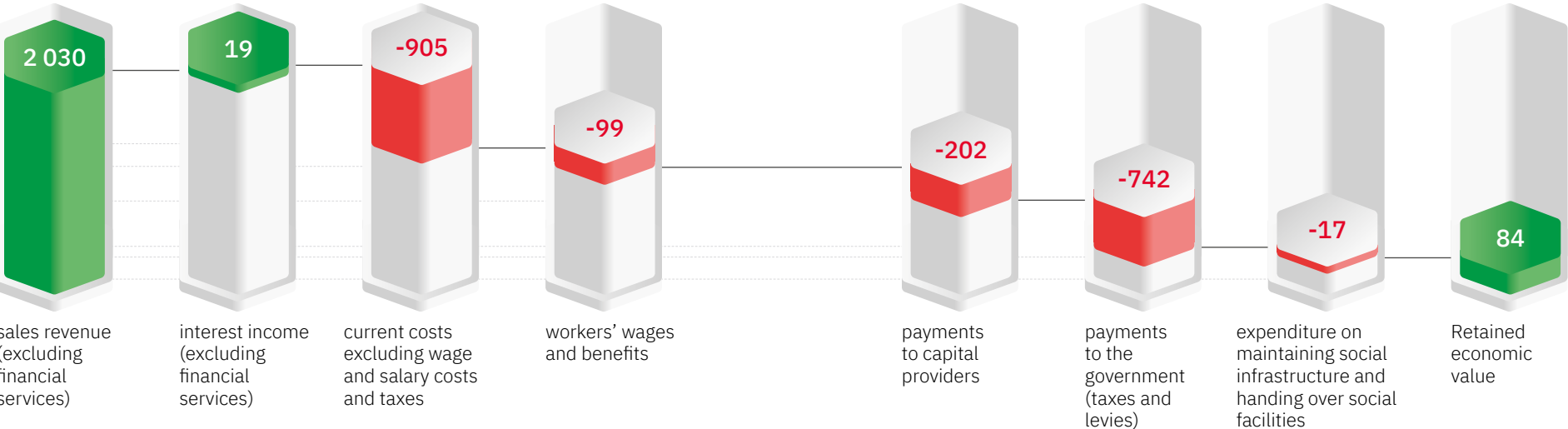
8 business lines

PJSC TATNEFT is the Group's corporate centre, which coordinates the activities of the entities forming the business segments. The Group's management is based on the unified principles

while respecting the fair interests of all participants. The Company's business model is based on the principles of responsible business conduct and creates added value by ensuring high sustainability.



CREATED AND DISTRIBUTED ECONOMIC VALUE | RUB BILLION



OUR RESULTS (capitals*)

FINANCIAL

484 of adjusted EBITDA
RUB billion

306 of profit payable to shareholders
RUB billion

254 of free cash flow
RUB billion

25,2 ROACE %

SOCIAL AND REPUTATIONAL

34,9 in social investments
RUB billion

> 3 000 students per year

> 47 thousand employees and their children received health resort treatment and recreation in children's health camps

2 600 researchers
41,9 thousand people received charitable assistance

HUMAN

42,7 of training per worker
hours

537 allocated to staff training
RUB billion

INTELLECTUAL

3 493
active intellectual property items

34
specific EMV of the project for investments in R&D

NATURAL

0,45 million t of CO₂-eq
as environmental effect of activities under the program to reduce greenhouse gas emissions

OPERATIONAL

The results are shown in the Key Indicators section

* Definition of capital types, as well as the list thereof, is provided under the International Integrated Reporting Framework published by the International Integrated Reporting Council (IIRC).

Goal-Setting

GRI 2-19

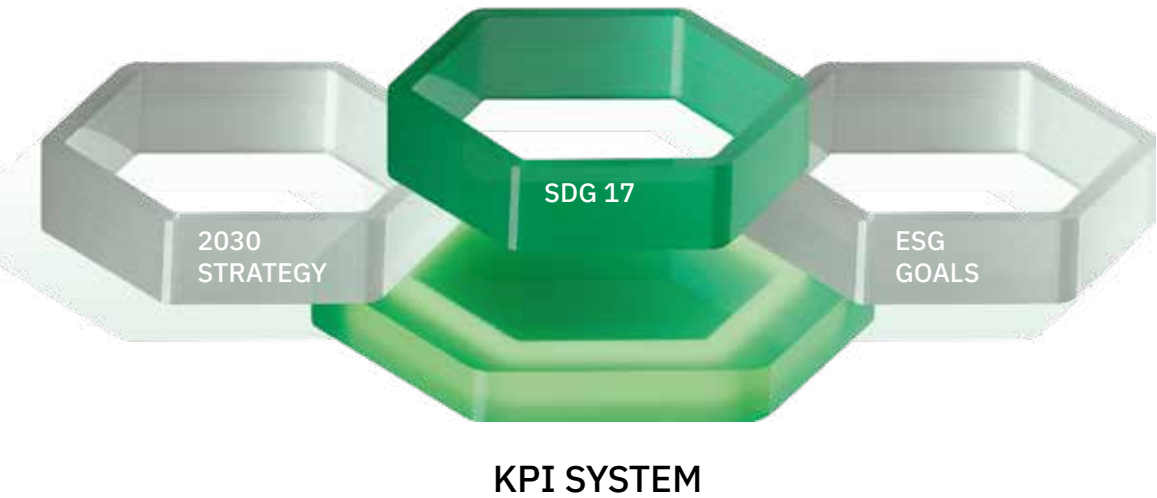
To achieve the 2030 Strategic Goals, the Company has set up a goal-setting and motivation system. This system covers key management personnel, middle and junior-level leaders and is directly tied to annual remuneration.

The system is based on key performance indicators (KPIs) and is implemented according to unified corporate principles:

- ambitious target values ensuring great results;
- evaluation of indicators in the context of risk management;
- decomposition of strategic goals in terms of creating additional value;
- transparent and objective mechanism for managing indicators.

THE COMPANY USES A COMPREHENSIVE AND BALANCED APPROACH TO CREATE TARGET INDICATORS, TAKING INTO ACCOUNT POSSIBLE BUSINESS DEVELOPMENT SCENARIOS, AND INCLUDES:

- production, financial and economic,
- objectives of project activities,
- quality requirements, process safety.



THE KPI SYSTEM FOCUSES ON:

- quality of sustainable development management
- reducing sustainability risks
- achievement of SDG indicators

KPI achievement by key management personnel is regularly discussed by the Human Resources and Remuneration Committee and then annually reviewed by the Board of Directors.

The Board of Directors has integrated sustainable development goals into the KPI system and decomposed them at the strategic, tactical and operational levels for key management personnel, SDG Leaders and managers responsible for achieving

the sustainable development goals. Annual remuneration depends on achievement progress for indicators among the priority sustainable development goals, such as reducing greenhouse gas emissions, increasing energy efficiency, implementing innovative projects and socially-oriented programs.

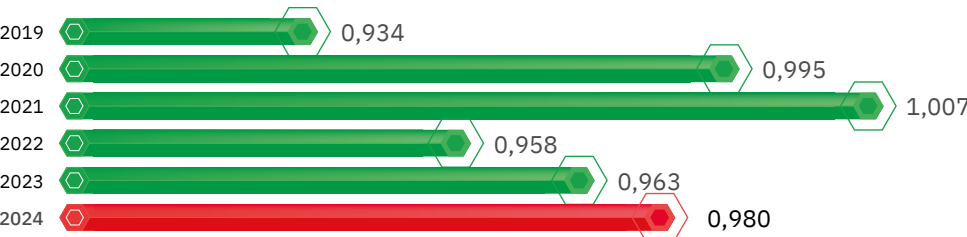
GOAL-SETTING COVERAGE

SDG LEADERS **100%** GOAL-SETTING COVERAGE BUSINESS LINE MANAGERS **100%** GOAL-SETTING COVERAGE

The KPI system is expanded through the integration of controlled companies into the corporate standards of the motivation system linked to KPI achievement. New assets are integrated into the KPI system on an ongoing basis, as the perimeter of the TATNEFT Group changes.

KPI ACHIEVEMENT PROGRESS BY KEY MANAGERS

Target level K=1 (100%)



SHARE OF TATNEFT GROUP'S ENTERPRISES

2017	16%
2021	56%
2022	71%
2023	78%
2024	83%

In terms of consolidated financial indicators, in particular EBITDA and FCF, the Company exceeded its strategic goals last year. The main factors, in addition to rising energy prices, are the growth in production and sales of petroleum products and the increase in the production efficiency, as well as the integration of indicators of new business areas. Additional value is created by investment projects and business diversification projects; increasing internal efficiency and improving business processes are in focus.





Motivation

Throughout its history, the Company has strived to inspire employees to complete tasks, achieve goals and propose new ideas. As motivation, we offer competitive salaries and intangible benefits. The Company provides more than 70 thousand jobs with social guarantees and opportunities for professional and personal growth.

MISSION

VISION

CULTURE
CODE

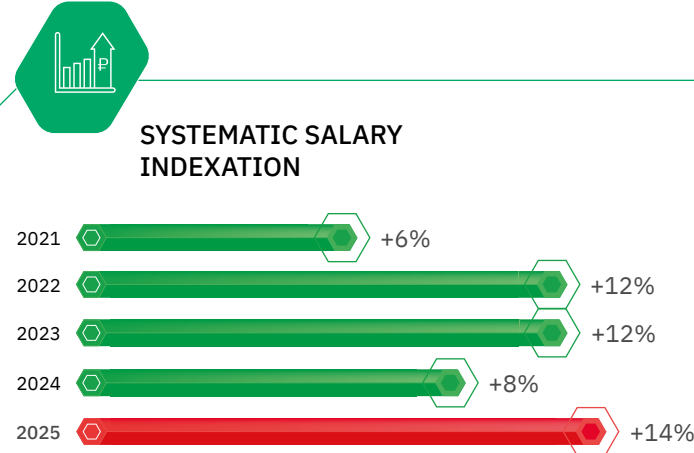
VALUES

STRATEGY

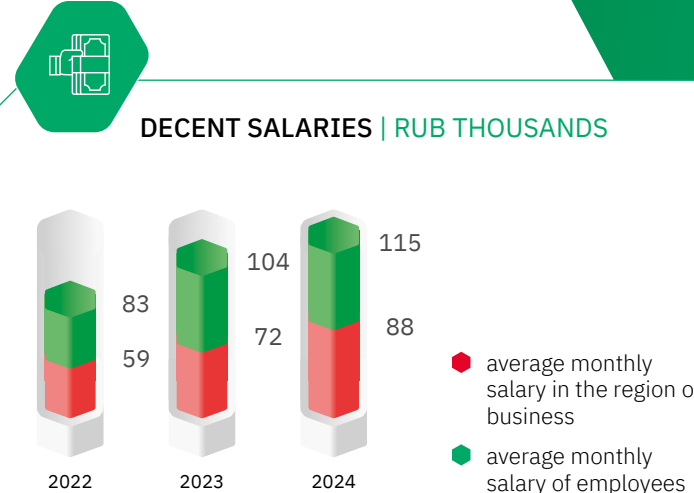
BUSINESS
MODEL

GOAL-SETTING

MOTIVATION



67,8 EMPLOYEE SATISFACTION



ADVANCED BONUS SYSTEM

- Quarterly and annual bonuses
- KPI system
- rewards for participation in project activities, for patents and developments

HEALTH IMPROVEMENT AND CHILDREN'S RECREATION

- 8 corporate health resorts
- 10 active longevity centers
- 10 children's health camps

HEALTHCARE SUPPORT

- Voluntary health insurance system
- Creation of an industry for the provision of high-tech medical care

EDUCATIONAL ECOSYSTEM

- 11 kindergartens
- 7 schools
- 5 secondary vocational education institutions
- 6 higher educational institutions
- 20 areas of additional education

OPPORTUNITIES FOR CAREER GROWTH AND SELF-REALIZATION

- > 3 thousands employees in the personnel reserve

SPORTS

- support and development of 43 sports

SOLVING HOUSING PROBLEM

- > 15 000 families provided with comfortable housing under the social mortgage program

CORPORATE PENSION PROGRAM

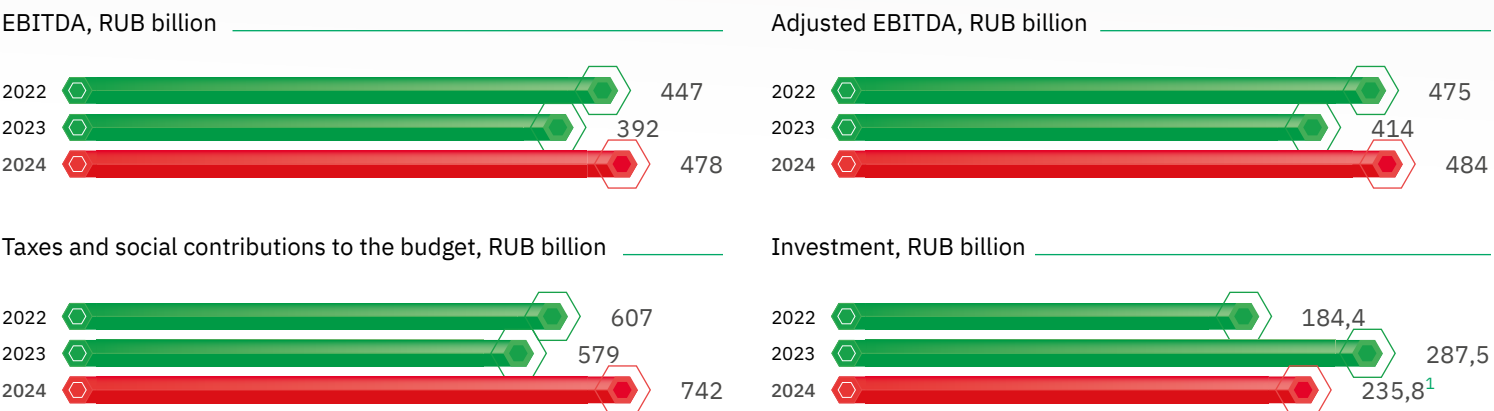
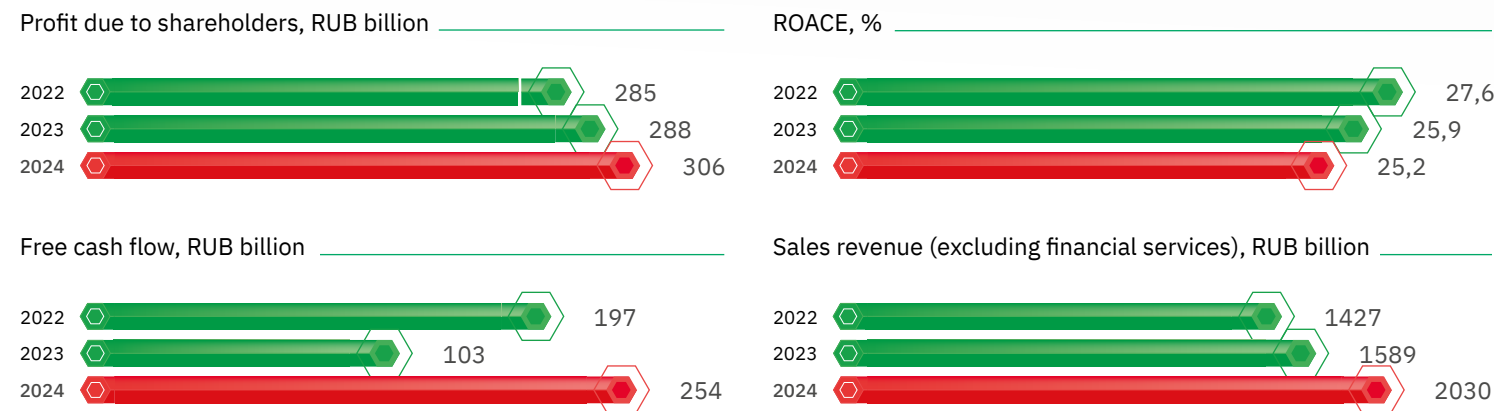
- > 19 000 pension

Guided by high principles of care for the working individual, alongside our production activities, we implement significant social initiatives aimed at improving the quality of life, preserving a safe and favorable environment, improving the infrastructure of cities and settlements we have business in, and supporting healthcare, education, culture and sports.

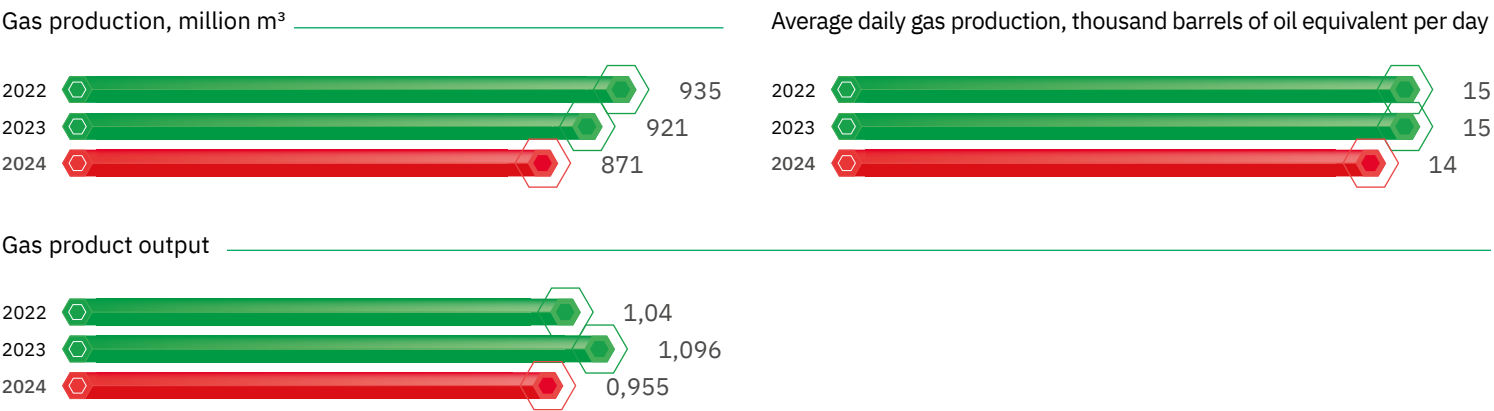
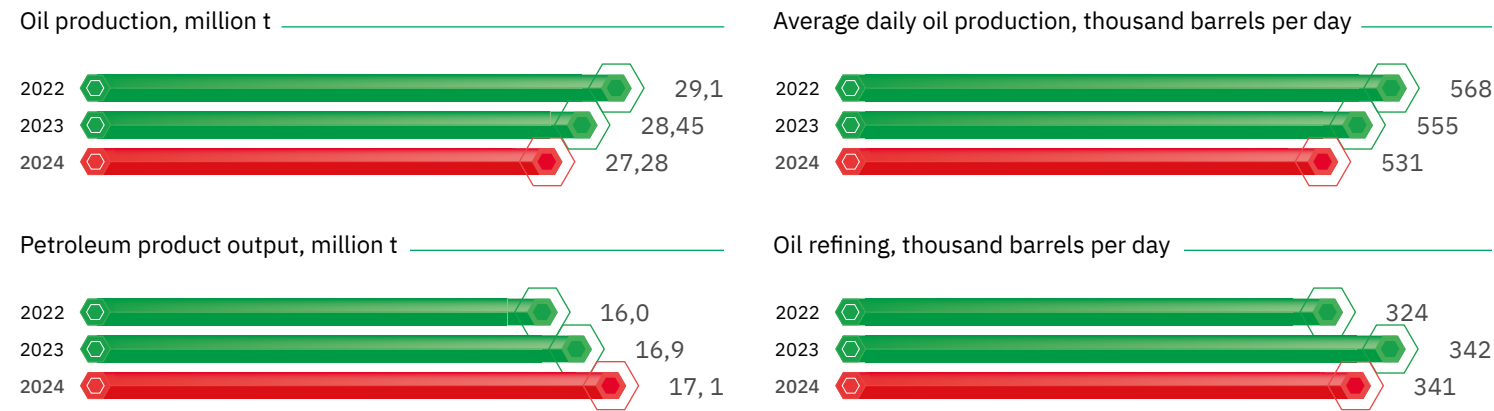
Key Indicators

SASB EM-EP-000.A; EM-RM-000.A RF SRS 4.1

Financial performance



Operating performance



¹ including well interventions costs



Sustainable Development indicators

GRI 2-4

Social investments, RUB billion



Contribution to occupational safety, RUB million



Water consumption, mln m³



Volume of recycled and reused water, million m³



Carbon footprint, million tonnes CO₂-eq. Scope 1



Carbon footprint, million tonnes CO₂-eq. Scope 2



Staff turnover, %



Social payments to employees, RUB mln



Contribution to environmental protection, RUB billion



Volume of gross emissions of pollutants, thousand t



Carbon footprint, million tonnes CO₂-eq. Scope 3¹



Associated petroleum gas utilization rate², %



¹ The figures for 2022 and 2023 have been adjusted due to the integration of Scope 3 systems for sold product accounting and settlement automation.
² The methodology for calculating the associated petroleum gas is disclosed on page 137.

Ratings and assessments

Credit ratings

	Уровень		
	2022	2023	2024
	ruAAA stable	ruAAA stable	ruAAA stable

	2024
	ruAAA stable

ESG ratings and rankings

	Position		
	2022	2023	2024
			
➤ social performance	-	2	3
➤ charitable foundations	1	1	1

ESG ranking	2022	2023	2024
			
Group	2	1	1

ESG transparency ranking	2022	2023	2024
			
Position	16	8	15

Index	2022	2023	2024
			
➤ Responsibility and Openness Index	A	A	A
➤ Sustainability Vector Index	B	A	A

ESG-ranking	December 2022	December 2023	December 2024
			
Position	39	3	12

Rating	Environment	Employees and Society	Corporate Governance
			
Best Russian Employer	"Platinum"	"Gold"	"Platinum"

	2022	2023	2024
			
office building 1 (75A Lenina St.)	Silver 50%	Silver 51%	Gold 62%
office building 2 (75 Lenina St.)	Standard 43%	Standard 45%	Standard 52%

FRESEARCH and PRIDEX ranking Top 50 Headquarters of Russian Companies	One of the best offices in Russia in the categories of "human-centricity" and "technological effectiveness", and also received high marks for the quality of the building, ergonomics, environmental friendliness and strategic location
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Competitions and awards

For outstanding achievements in strengthening and developing the economic, scientific and defense potential of the Russian Federation, the Company's team was awarded the Order "For Valorous Labor"



"Filling Station of Russia" all-Russian competition	TATNEFT filling stations recognized as the best in the following category:
	➤ "Fuel Filling Station Network of the Year"
	➤ "Best Catering Service"
	➤ "The best loyalty program at filling stations"
	➤ "Fuel filling station of the year"
International award in the field of visual communications, architecture, industrial and product design Best for Life Design Award-2024	➤ winner in the "Project of the Year" nomination in the category "City" – best filling stations
Competition "Leader of Competitive Procurement"	➤ winner in the "Best System of Work with Suppliers" nomination
All-Russian competition of the best regional environmental protection practices "Reliable partner – Ecology" 2024	➤ winner in "Best educational project in the field of ecology and nature management" – the project "Olympiad of young ecologists "Clean Heritage"
All-Russian competition "Flagships of Business: Dynamics, Responsibility, Sustainability"	➤ winner in "For the climate project" nomination
ECOleader Republican Competition	Absolute leader in the competition group "Organizations and individual entrepreneurs"
	TATNEFT Group enterprises won prizes in the following nominations:
	➤ "Water protection"
	➤ "Ambient air protection"
	➤ "Effective waste management"
	➤ "The best project in the field of environmental safety"

Integrated Report 2023		
	XXVII Annual Report Competition	➤ Winner in the category "Best Disclosure of ESG Information"
		➤ Grand Prix in the category "Best Sustainability Report"
	XXVI Annual Report Competition	➤ 1st place in "Best Integrated Annual Report"
"Top 100 Goods of Russia" Competition		➤ The Company's refinery was awarded the "Leader Quality" rating
TatOilExpo-2024 International Specialized Exhibition		TATNEFT Group enterprises were awarded the Grand Prix in the following nominations: ➤ • "Best project/technical solution in the field of ecology and industrial safety" ➤ • "Technologies and developments for enhancing oil recovery" ➤ • "Best Digital Solution in Oil Production and Petrochemistry" "Best Project/Technical Solution in Improving the Efficiency of Chemical-Engineering Processes in Production"
Tatarstan Petrochemical Forum		➤ Grand Prix for the developed wastewater treatment and water recycling plant
International Forum HSE DAYS		➤ leader in industrial safety. TATNEFT employees entered the TOP-10 HSE.
All-Russian forum "Zdravnitsa-2024"		The Company's health resorts are winners in the following nominations: ➤ • Leader in wellness recreation ➤ • The best institution for organizing health recreation ➤ • The best mud baths ➤ • The best health resort for medical rehabilitation ➤ • The best health resort for prevention of occupational diseases and corporate health improvement ➤ • The best preventive health resort ➤ • The best children's health resort ➤ • The best technologies of kinesiotherapy

02

Strategic Report

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Message from the Chairman of the Board of Directors

GRI 2-22

In the context of ongoing global transformations of the world economy, the TATNEFT Group completed 2024 with positive final results. The experience and professionalism of our team allows us to overcome the most difficult challenges and consistently follow the course of increasing shareholder value.

Our stability is based on the corporate values and the principles of responsible business. The Company accepts the commitments in the field of human rights, labor, environment and anti-corruption, reflected in the 10 Principles of the UN Global Compact, and strives to ensure that shareholders, partners, suppliers and contractors also adhere to these Principles, creating a culture of integrity and responsibility.

The Company's short-term and long-term growth prospects are based on effective governance, environmental stewardship and respect for human rights in all aspects of our operations. We constantly improve processes along the entire value chain: increasing productivity, using resources rationally and developing a culture of energy efficiency and energy saving.

The key to ensuring a sustainable future is the sustainability of our production processes and social initiatives. We strive to minimize the negative impact on nature by implementing the best solutions and complying with environmental protection standards.

Our responsibility to future generations inspires us to continuously search for innovative solutions that improve the efficiency of our activities.

The Company's strategic priorities are consistent with the UN Sustainable Development Goals. We develop recycling of secondary raw materials, form a circular economy model and produce products with a minimal carbon footprint. The ecosystem of social partnership and social investment we have created lays a solid foundation for the well-being of future generations.



Dear shareholders, partners and colleagues, I sincerely thank you for your trust and support as they are the key factors in TATNEFT's success. In its turn, the Board of Directors will continue to integrate sustainable development goals into the corporate strategy, set ambitious goals for the team, creating new opportunities for the Company's growth and the development of human resources in the industry. I am confident that together we will reach new heights and make a significant contribution to economic prosperity, environmental protection, and improving the quality of people's lives.

Message from the General Director

The modern world is in the process of profound transformation, where geopolitical challenges and macroeconomic shifts require from us not only flexibility, but also strategic foresight. Despite the difficulties, the TATNEFT Group has confirmed the reliability of its business model, relying on the professionalism of the team and commitment to the principles of sustainable development.

We continued to integrate ambitious environmental and social goals into our corporate strategy, in line with the principles of the UN Global Compact. Our Mission reflects our wish to maintain a balance between economic efficiency and business responsibility.

We are developing a circular economy, increasing the share of recycling, and introducing technologies for the production of products with minimal impact on the climate. The Company's efficiency is increased through digitalization of processes and rational use of resources. Our large-scale social investments in the development of the regions where we operate create the foundation for the well-being of future generations.

But we also recognize the challenges: the transition to a low-carbon economy requires significant investment, and geopolitical instability impacts logistics. Our response is the implementation of innovations, the development of new growth opportunities, and the deep integration of responsible business principles into all processes. For us, sustainable development is not a trend, but a duty. We minimize the man-made impact on the environment, restore ecosystems, and develop dialogue with local communities.

The achievements of TATNEFT are the result of the efforts of each and every one of us. Thanks to our employees for their dedication, our partners for their trust, and our investors for their support in implementing bold ideas. I am confident that through joint efforts we will continue to transform challenges into opportunities and our resources into the energy of progress.



Sustainable Development Strategy

GRI 2-12 GRI , 2-13, 2-22, 3-3 TCFD 2.1, 2.2, 2.3 SASB EM-EP-420a.1, 420a.4 RF SDSR 3.1, 3.2

The Company improves approaches to sustainability management based on the integration of the UN Sustainable Development Goals into the Group's Development Strategy until 2030. Business solutions provide for comprehensive measures to ensure economic efficiency, transition to a low-carbon economy, minimize environmental impact, create conditions for efficient work and human development, and improve ESG risk management processes. The Strategy 2030 targeted programs are implemented through an open dialogue with the local community and stakeholders, which improves the targeting of the Company's initiatives and decision-making transparency.

The Board of Directors plays a key role in the sustainability strategy. The priorities of the approved Strategy are the current and long-term sustainability of the business, primarily through to such factors as: achieving technological sovereignty, developing internal integration and synergies, diversification, promoting the socio-economic development of the regions of operations.



Statement of Continued Support
For the UN Global Compact

The Strategy long-term goals remain unchanged despite the dynamic external environment. The main target indicators are increasing internal efficiency, improving financial results and ensuring the target total shareholder return, including growth of the Company's capitalization and payment of dividends at a level not lower than that established in the dividend policy.

The Company's ambitious goal is to ensure the Group's value growth by managing the sustainable development agenda risks and introducing efficient transformation approaches to achieve leadership in this area.

Management System

STRATEGIC LEVEL

Board of Directors	➤ determines the sustainable development policy, sets strategic goals and directions
	➤ sets strategic guidelines for sustainable development goals
	➤ monitors policy implementation and assesses business risks and risks related to sustainability issues
Sustainable Development and Corporate Governance Committee of the Board of Directors	➤ plans, defines goals, and coordinates measures
	➤ oversees the implementation of measures and the occurrence of risks and notifies the Board of Directors accordingly
	➤ assesses the efficiency of the sustainable development policy, including human rights aspects

OPERATIONAL LEVEL

Director General and the Management Board	➤ coordinates business-specific actions on matters of sustainable development
	➤ analyzes and evaluates progress, prepares information for the SD&CG Committee concerning the results achieved, risks, and problems
	➤ analyzes the quality of the information disclosed and monitors compliance with the reporting standards
Governing Council for Sustainable Development	➤ identifies areas of responsibility within the TATNEFT Group in the sustainable development
	➤ integrates sustainable development goals into key performance indicators
	➤ introduces a monitoring and incentive system for achieving the goals according to the management levels
Incentive system for achieving the SDGs	➤ build employees' involvement in SDG achievement
	➤ develop and implement measures for the approved goals
	➤ prepare regular milestone reporting
SDG leaders and management staff	

INDEPENDENT ASSESSMENT

Major stakeholders	➤ assess the Company's socioeconomic effect and efforts to achieve sustainable development goals
	➤ communicate the request for adjustment of the management approach in achieving sustainable development goals

Update of Strategy 2030

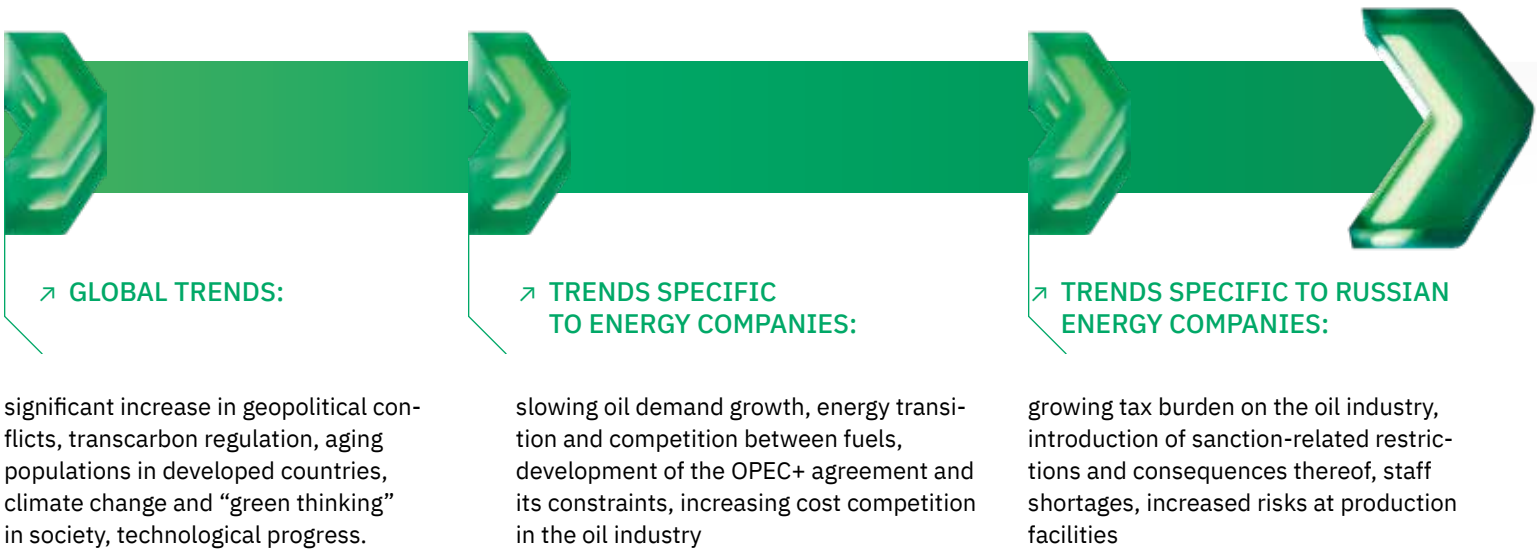
In 2022, the Company's Board of Directors approved the updated Group Development Strategy until 2030, incorporating ESG aspects into the business model. The Company's long-term goal is based on the vector of achieving carbon neutrality by 2050. The key areas of decarbonization are increasing energy efficiency, increasing the utilization of associated petroleum gas, reducing methane emissions, and, in the long term, capturing, using and storing carbon dioxide.

Given the dynamic geopolitical situation in 2024/2025 corporate year, the Board of Directors was focused on the impact that key trends exerted on the energy industry and the Company's business model. The strategies for the business areas "Oil and Gas Refining" and "Petrochemistry" have been updated, and the strategy for the business area "Tyre Business" has been approved.



Risk-Based Approach

The changed external environment requires us to be more proactive in assessing the Company's strategic risks, primarily those relevant for the next three years. During the reporting year, the Board of Directors reviewed the operation of the risk management system and noted the risks of changes in dominant trends:



In setting ambitious long-term goals, the Company considers some of the most pressing external challenges to be:

- High volatility of oil prices and restrictions in export markets;
- Escalating competition of producers in the markets, resulting from technology development (including in shale oil and gas production);
- Intensification of noncompetitive economic warfare methods due to the sanctions policy of unfriendly countries;
- Slowing growth and changing structure of global energy demand, including the gradual replacement of hydrocarbons with other types of energy;
- Discrimination of Russian fuel and energy companies in foreign markets due to regulatory changes, including under the pretext of climate and environmental policy;
- Challenges related to the need to develop technological and raw material sovereignty;
- Risks associated with human rights violations throughout the supply chain and in the regions of operation.

The Strategy provides an exhaustive list of steps to reduce the impact of external threats and challenges. The Company assesses and ranks risks by business area on a quarterly basis and works to mitigate potential adverse consequences.

Scenario Analysis

Sustainable development planning requires a comprehensive approach that includes assessing risks and opportunities at all stages, from project development to its implementation and operation. The use of a scenario-based approach allows for adaptation to changing market conditions and consideration of potential changes in energy demand. Testing policy options for resilience under different scenarios, including achieving the goals of the Paris Agreement, helps not only to minimize the risks associated with climate change, but also to identify new opportunities for growth and innovation.

The Company's strategic option has been developed taking into account fundamental global trends in the external environment that may influence the achievement of the Group's strategic goals and the future profile of the Company.

The Baseline Scenario of the Strategy 2030 is based on the social economic development of the Russian Federation as forecasted by the Ministry of Economic Development. The Scenario assumes a continuation of the gradual energy transition: oil and gas will remain the main sources of global primary energy consumption until 2050, but the share of coal and oil in the global energy mix will gradually decrease, while demand for natural gas and renewable energy sources will increase.

The Climate Scenario is based on the International Energy Agency's Net Zero Greenhouse Gas Emissions by 2050 scenario and combines features of a long-term global recession and an accelerated energy transition against the backdrop of tightening climate policy. The Scenario meets the goals of the Paris Climate Agreement and assumes achieving “net zero emissions” of greenhouse gases worldwide by 2050. It is expected that climate regulation will be actively developed in the Russian Federation, neighboring regions, and major export markets.

The High Oil Price Scenario is based on the International Energy Agency's Commitments scenario and shows the dynamics of global energy development in the absence of tightening climate regulation and the emergence of new environmental initiatives. It is assumed that oil prices will be supported on the demand side by a slowdown in the energy transition, and on the supply side by the inability of leading producers to significantly increase production volumes due to underinvestment in the oil sector over recent years.

The implementation of Strategy 2030 generally meets the challenges associated with the climate agenda; the Company continues to diversify its business with a focus on long-term sustainability and reducing the carbon intensity of the business. The Group's long-term goal setting is based on the vector of the Company's carbon neutrality in terms of controlled greenhouse gas emissions.

Sustainable development

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Sustainable development

GRI 2-24 RF SRS 3.1

The Company creates long-term value in publicly significant economic, environmental and social areas based on building effective and ethical interaction with stakeholders at each stage of its activities, considering reasonableness and adaptability, as well as evaluating the effectiveness of its contribution to sustainable development.

The Company takes into account the expectations of stakeholders, as well as the impact that its activities have on stakeholders, examines problems and opportunities based on a comprehensive approach to make the most effective business decisions that will ensure continuous sustainable growth.

From the very beginning of its activity, the Company adheres to the standards of corporate responsibility, social and humanitarian values and consistently improves the practice of sustainable development. To do this, the Company forms appropriate internal procedures based on advanced international standards, a culture of integrity and adherence to generally accepted principles.

With a view to promoting sustainable development practices, the Company implements international standard ISO 37101:2016 (rev. 2022) “Sustainable development in communities – Management system for sustainable development – Requirements with guidance for use”, “IDT”.

The Company uses other compatible international standards, as well as national standards identical to the ISO series to build an effective management system for all aspects of sustainable development.

The principles of sustainable development are enshrined in the key regulatory documents of the Company, which provide a systematic approach to the integration of aspects of sustainable development into the business processes of the TATNEFT Group.



Policy on Sustainable Development and Interaction with Stakeholders
<https://www.tatneft.ru/uploads/publications/629eea45e9a8a814860477.pdf>

The Company position is that harmonious, efficient and sustainable development of business and society as a whole can be ensured only by maintaining a balance between economic, environmental and social aspects, expanding social partnership and responsible investment.

Sustainable Development Management

GRI 2-12, 2-13 RF SRS 3.2, 3.3

Integrating the UN Global Compact Principles and the UN Sustainable Development Goals into the Strategy is among the key factors in ensuring long-term sustainability. This allows businesses to adapt to changes and creates new opportunities for their development. The Company's sustainable development is aligned with its responsible approach to value creation, which is integrated throughout the entire value chain.

The Company has established a sustainable development management system that enables effective management of the ESG transformation process. The Board of Directors defines the strategy and the depth of integration of the ESG agenda into the processes of strategic, investment, medium-term business, and operational planning, as well as into the motivation system.

To achieve the results for each UN Sustainable Development Goal, thematic projects have been opened and Leaders — managers with high competencies — have been assigned. Key metrics are assigned to those responsible and are built into the KPI system.



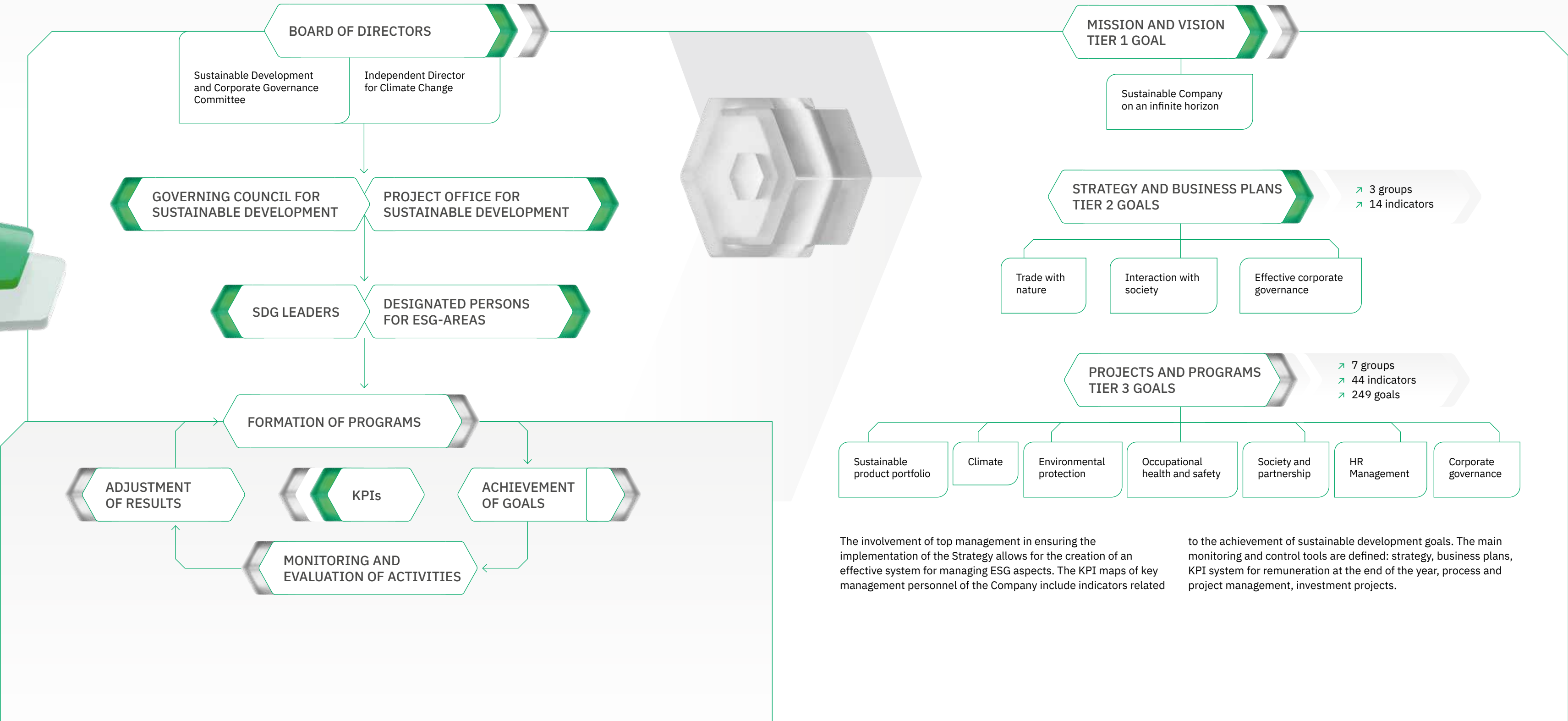
Map of Key ESG Goals

The strategy's goals are decomposed and cascaded through the management system, which enables the engagement of all Company employees in sustainable development management. This increases the likelihood of achieving the goals and reduces the Group's risks.

This system provides operational management of a portfolio of projects, monitoring of progress achieved and timely adjustment of actions and approaches, including taking into account the results of monitoring trends in sustainable development.

The Board of Directors has approved the metrics-based ESG process management system. The consolidated map of key ESG goals is integrated into the corporate

monitoring and control system and is divided into three interrelated levels with measurable indicators.



The involvement of top management in ensuring the implementation of the Strategy allows for the creation of an effective system for managing ESG aspects. The KPI maps of key management personnel of the Company include indicators related

to the achievement of sustainable development goals. The main monitoring and control tools are defined: strategy, business plans, KPI system for remuneration at the end of the year, process and project management, investment projects.

Integration of the Sustainable Development Goals

We are gradually implementing our commitments through special events and programs. The movement towards global goals has led the Company to legitimate questions about self-identification and realizing the course of development. In 2022–2023, significant work was accomplished to embed sustainability in the 2030 Strategy and revise the Mission and Vision;

we defined a global goal of becoming a sustainable Company on an infinite horizon. The 2024 goals focus on synchronizing the Mission and Vision with ongoing projects to achieve UN SDGs through high-level integrated indicators that allow for tracking overall progress toward ESG goals.

2019. Statement concerning ESG aspects and SDGs

- Statement of Accession to the UN Global Compact and SDGs
- Determining the vector of corporate actions on the SDGs
- Provision of information on aspirations and challenges

2020. SDGs Prioritization

- SDGs prioritization (3 priority, 7 goals with significant impact)
- Approval of priority SDGs by the Board of Directors, identification of SDG Leaders
- Project programs have been developed to achieve priority SDGs

2021. Definition of KPIs and targets for ESG aspects

- Integration of five SDGs into the KPI system
- Setting targets and assigning responsible persons for the rest of the SDGs by 2025
- Programs to achieve other SDGs are developed

2022. Integration of ESG KPIs and SDGs into the business model

- Updating the strategy considering the factors of sustainable development
- Implementation of key metrics in operational activities and incentive system
- Regular monitoring of the implementation of programs to achieve the SDGs
- Setting targets for achieving SDGs by 2050

2023. Control over the performance of KPIs by ESG factors and SDGs

- Development of ESG goal maps and integration into monitoring and management systems
- Cascading ESG targets to the tactical and operational level
- Control of the execution of ESG goals in the monitoring and control system

2024. Corrective actions in line with the new Mission and Vision

- Synchronization and alignment of level 1, 2 and 3 ESG goals, their digitization in value terms
- Implementation of templates to assess the impact of ESG indicators on the Company's value and a work plan to achieve the target image of ESG transformation
- Adjustment of key performance indicators according to the ESG factors and SDGs

2025. Monitoring the progress of corrective actions in line with the Strategy 2030

Openness to stakeholders

GRI 2-29

In order to inform stakeholders, increase investment attractiveness, improve positions in ratings based on timely and full disclosure of information about the Company's activities, the Company actively uses traditional and digital communications to promote the ESG agenda, which allows it to reach all target audiences.

Digital tools help to determine the level of audience engagement, assess the tone, the level of loyalty to the Company's ESG projects. Feedback helps to identify the most relevant topics and adjust further actions in promoting ESG topics.

The most popular information channels for stakeholders are involved, such as: the Company's website, telegram channel, groups in social networks, local, regional and federal media, corporate social network, information screens at the enterprises of the TATNEFT Group.

A standard for the preparation and disclosure of quarterly reports on the main indicators has been developed and approved, which determines the composition and volume of information to be disclosed in the field of environmental, social and corporate

governance, the timing of disclosure of this information and the persons responsible for its preparation and disclosure. An automated process of collecting and processing ESG indicators of the TATNEFT Group has been implemented, and these indicators are published quarterly on the Company's website.

A specially developed 'Surveys' Module is used for conducting sociological research, voting, and questioning of the Company's employees.



DataBook ESG indicators
https://www.tatneft.ru/en/sustainable_development/esg-indicators



The Company's Press Center
<https://www.tatneft.ru/en/press-tsentr>



Telegram channel:
@TATNEFT_TELEGRAM
https://t.me/tatneft_telegram



VKontakte Group
https://vk.com/tatneft_official





UN Sustainable Development Goals Navigator



Ensuring universal health coverage in the regions of presence through prevention, treatment and maintenance of the health and well-being of the local population, implementation of rehabilitation programs.
Material reduction in the number of deaths and diseases as a result of exposure to hazardous production factors

Objectives: 3.8, 3 c

page 176

Strategic goals	Results for 2024	Plans
➤ reduction in the number of days of temporary disability by 25% by 2025 and by 50% by 2050	➤ a 33.7% decrease of the specific indicator of temporary disability	➤ improvement of the comprehensive wellness development program
		➤ expansion of the VHI program and increase in coverage of VHI medical services
➤ a 30% reduction in the frequency and severity of occupational injuries by 2025	➤ a 2.9% increase in the injury frequency coefficient	➤ development of the Healthy Eating direction and staff motivation for a healthy lifestyle
	➤ a 13.5% decrease in injury severity	➤ development of Active Longevity Centers
		➤ improving the safety culture system and improving the skills of employees in the workplace
		➤ increasing the coverage of the Group employees' participation in Corporate sports competitions



Increase in the number of people with in-demand professional knowledge for employment and acquiring a decent skilled trade

Objectives: 4.1, 4.2, 4.4, 4a

pages 78–87, 186–199

Strategic goals	Results for 2024	Plans
➤ creation of an effective end-to-end (continuous) education system from preschool to vocational education, providing multi-level training for the oil industry	➤ 42% of managers covered by the training program for line management	➤ increase in the staff satisfaction level to 75% by 2026
		➤ staff turnover rate at the level not exceeding 10% by 2028
		➤ 100% employees covered by the sustainability training program by 2026
		➤ 100% coverage of line management training program by 2030
➤ formation of a world outlook and involvement in the achievement of sustainable development goals	➤ 148 thousand children covered by SDG educational activities in schools	➤ at least 10 000 participants covered by the Corporate Volunteerism program in the regions of presence by 2030
	➤ 6 000 participants covered by the Corporate Volunteering program in the regions where TATNEFT Group operates	➤ 250 000 people covered by the sustainable development educational programs for schoolchildren in the regions of presence by 2030
	➤ 20% employees covered by the sustainable development corporate training program	➤ development of educational school and career guidance projects



Reduced impact on aquatic ecosystems. Reduced share of untreated wastewater, increasing recycling and reuse of wastewater. Ensuring protection and restoration of water-related ecosystems

Objectives: 6.1, 6.3, 6.4, 6.5, 6.6

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Strategic goals	Results for 2024	Plans
➤ reduction in the use of fresh water for production needs	➤ reduction of fresh water use by 12%	➤ reconstruction of the system for providing reservoir pressure maintenance facilities with domestic wastewater
➤ reduction of water discharge into surface water bodies	➤ water disposal into surface water reduced by 41.9%	➤ accounting for household and drinking water supply for tire business enterprises
➤ increase in the volume of reused and recycled water as compared to the volume of all water used	➤ volume of reused and recycled water as compared to the volume of all water used increased by 0.5%	
➤ reduction of freshwater losses during its preparation and transportation	➤ fresh water losses during water preparation and transportation reduced by 31.7%	



Providing access to affordable, reliable and modern energy supplies. Increasing the share of clean technologies using fossil fuels, renewable energy and improving energy efficiency to reduce environmental impact.

7.1, 7.2, 7.3, 7a, 7i

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Strategic goals	Results for 2024	Plans
➤ improving the level of energy efficiency of production by at least 2.8% annually	➤ efficiency of the energy saving program: 2.8%	➤ further implementation of the Energy Efficiency and Energy Saving Program
		➤ development and implementation of an innovative bioenergy program
➤ increasing the share of energy generated from renewable sources to 4% by 2030	➤ Share of renewable energy sources in total energy production of 1.91%	➤ implementation of a program for the introduction of pellet boilers
		➤ development of small hydropower facilities
		➤ modernization and re-equipment of the Karabash small hydroelectric power station
		➤ conversion to energy supply from solar panels and solar collectors of gas stations
		➤ vortex heat pump R&D



Development of sustainable industrialization through innovation and quality, reliable, resilient and stable infrastructure to support economic development and human well-being, with particular attention to ensuring equal access for all stakeholders

Objectives: 9.4, 9.5

page 297

Strategic goals	Results for 2024	Plans
➤ a 15% increase in the return on investment in innovation by 2025	➤ efficiency of the portfolio of projects aimed at increasing the index of rational subsoil use – a 36.9% decrease	➤ ensuring the preservation of a high level of return on investment of at least RUB 34, an increase in the value of the portfolio of implementation projects per each ruble of investment in innovations
➤ a 2-fold increase in raising state support for projects by 2025	➤ a 109.8% increase in state support for the implementation of infrastructure and innovative projects	➤ participation in state co-funding programs for the projects to ensure technological sovereignty
➤ ensuring a high scientific level of innovation activity	➤ a 21% decrease in the number of applications for new titles of protection for intellectual property items ➤ a 29.5% increase in the share of used protected intellectual property items in the total number of titles of protection	➤ cooperation with external innovation organizations to accelerate development and implementation of new technologies in production processes ➤ development of new products in the field of biotech and composite materials
➤ xpansion of the portfolio of innovative projects to achieve the strategic goal of reducing the carbon footprint by 20%	➤ the volume of reduction and utilization of CO ₂ (Scope 1) due to innovation of 3 481 thousand tonnes of CO ₂ e	➤ implementation of the technology for enhanced oil recovery using CO ₂ ➤ implementation of the carbon dioxide capture technology from process gases



Ensuring access to sufficient, safe and affordable accommodation. Development of economic, social and environmental links between urban, suburban and rural areas. Reducing the adverse environmental impact of cities on the local population

Objectives: 11.1, 11.2, 11.3, 11.4, 11.5, 11.6, 11.7, 11.8

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Strategic goals	Results for 2024	Plans
➤ sustainable development of the operating regions by increasing the urban environment quality index	➤ Urban Environment Quality Index – 241 points	➤ further implementation of measures for the development of urban spaces through the participation of cities in the grant competition in the areas of improving the rating. Development of an interaction scheme for the continuous improvement of the urban environment to transfer the project into a process activity ➤ urban space development projects: construction/refurbishment of the cinema and concert hall, research and training center, art gallery, a children’s art school, swimming pool; housing construction under the social mortgage system in Almetyevsk



Rational and efficient use of natural resources, capture and processing of harmful substances and all waste products throughout the entire production cycle, reduction of waste volume, processing and reuse thereof

Objectives: 12.2, 12.4, 12.5, 12.6, 12.8

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Strategic goals	Results for 2024	Plans
➤ increase in the share of recycled and reused waste by up to 73.1% by 2025, up to 76.6% by 2030	➤ a 100.2% increase in the share of waste sent for recycling and reuse	➤ a 73.1% increase in the share of waste sent for recycling and reuse
➤ reduction in process losses by 38.1% by 2025, and by 43.1% by 2030	➤ a 54.9% reduction in process losses	➤ a 38.1% reduction in process losses





Adoption of targeted and comprehensive measures to reduce the impact on climate change and ensure transparency of implementation thereof

Objectives: 13.1, 13.2, 13.3, 13a, 13b

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Strategic goals	Results for 2024	Plans
➤ a 14% reduction in Scopes 1+2 specific greenhouse gas emissions by 2025 and a 30% reduction — by 2030	➤ decrease by 4% in the Upstream business area ➤ decrease by 33% in the Petrochemistry business line ➤ decrease by 3.6% in the Oil and Gas Refining business line ➤ a 0.78% increase in energy production	➤ implementation of the greenhouse gas emissions reduction program (Scope 1, Scope 2 and Scope 3) ➤ reforestation program ➤ construction of a gas turbine unit at a thermal power plant ➤ maintaining leadership in climate projects



Ensuring the conservation, restoration and sustainable use of ecosystems reducing the impact on forest degradation and a significant increase in afforestation

Objectives: 15.1, 15.2, 15.3, 15.4, 15.5, 15.8, 15a, 15b

page 150

Strategic goals	Results for 2024	Plans
➤ a 16.1% reduction in occupied space by 2025	➤ 16.5% unclaimed land plots returned ➤ a 17.4% reduction in deforestation area	➤ identification and conservation of biological diversity, conservation of coniferous and broadleaf forests and ensuring the monitoring of forest ecosystems in the Lower Kama National Park ➤ conservation of eagle populations, replenishment of aquatic biological resources, reforestation ➤ ensuring the conservation and restoration of terrestrial and inland freshwater ecosystems during the operation of pipeline crossings through water bodies and oil-trapping facilities ➤ clearing coastal areas of rivers from invasive tree species, reduction of power line clearing zones



Strengthening the Global Partnership for Sustainable Development, complemented by stakeholder partnerships that mobilize and share knowledge, experience, technology and financial resources to support the achievement of the Sustainable Development Goals

Objectives: 17.17

Strategic goals	Results for 2024	Plans
➤ building effective partnerships with government and civil society organizations	➤ confirming the active status of a participant in the UN Global Compact ➤ A register of partnerships has been formed to track the efficiency progress	➤ partnership efficiency assessment





Human rights

GRI 2-2, 2-23, 3-3, 406-1, 410-1 SASB EM-EP-210a.3, EM-EP-210b.1 RF SRS 3.16

The Company conducts its activities in accordance with the generally accepted ethical standards and values, based on the recognition of the importance of observance of the fundamental equal human rights proclaimed by the UN Universal Declaration of Human Rights.



The Company is strongly committed to ensuring that everyone is entitled to all the rights and freedoms proclaimed, including the right to work, the right to a favorable environment, the rights of indigenous minorities and special groups of the population, without any distinction, regardless of race, color, sex, age,

language, religion, political or other beliefs, national or social origin, disability, property, class or other status, as well as equal opportunities for women and men, excluding any forms of harassment or discrimination in the field of labor and employment.

Company's commitments and position relating to human rights

The main position and approaches of the Company regarding human rights are reflected in the Human Rights Policy. The Human Rights Policy is posted on the Company's website and is available to all the stakeholders. The Company brings the Policy to the attention of all suppliers, contractors, business partners and other stakeholders, and it also takes necessary and sufficient actions to enforce integration of all principles and methods of respecting human rights established by the Policy into the activities of all enterprises of the TATNEFT Group and application to all the stakeholders involved in the activities of the TATNEFT Group.

- DOCUMENTS CONTAINING COMMITMENTS REGARDING HUMAN RIGHTS:**
- Human Rights Policy
 - Policy on Sustainable Development and Interaction with Stakeholders
 - Corporate Governance Code
 - Corporate Culture Code
 - Policy in the field of occupational health, safety, and environment, taking into account climate changes
 - Policy on interaction with the local population leading a traditional way of life, preserving the ecosystem of territories of traditional nature management and the traditional way of life of the local population living in the areas of activity of the TATNEFT Group.
 - Collective agreement

The Company has historically recognized the importance and value of fundamental human rights and freedoms proclaimed by the United Nations and throughout its activities has responsibly shared the principles of human rights, labor relations and anti-corruption efforts, reported in international declarations and conventions.

The Company makes every effort to prevent any adverse impact on human rights which is directly associated with its activities, products or services, business relations, as well as with the preservation of the social and cultural identity of the peoples living in the territory of the TATNEFT Group enterprises and makes every available efforts to remove consequences of such impact should it happen.

The Company recognizes and respects the rights of each employee to collective representation, association of employees into trade unions, and holding collective bargaining. The Company assesses its activities in the field of human rights in the course of regular assessment of corporate practices, including in the form of self-assessment of the Company's management bodies.

The Company's services and divisions that are directly related to the personnel management, security, and anti-corruption activities are trained in human right aspects. Employees of the Company, including the services related to the personnel and security management activities, are continuously involved in the procedures regarding human rights aspects and regularly take appropriate training. At the Corporate University, the Company plans to develop human rights education with the involvement of employees of the Company's contractors and suppliers.

In its activities, PJSC TATNEFT shares the principles of civilized labor relations, fundamental human rights and freedoms.



Public Joint Stock Company TATNEFT
named after V.D. Shashin
Human Rights Policy
<https://www.tatneft.ru/uploads/publications/65a0c6db6bc8d206861136.pdf>

Instruments for monitoring compliance with human rights

- ➔ The Company has implemented a mechanism of appeals, with the help of which users can report, among other things, violations of human rights – the "Hot Line". The Ethics Committee considers received appeals.
- ➔ Compliance with employment and remuneration processes in accordance with the country's labor laws and corporate regulations, as well as management systems related to non-discrimination, is systematically audited.
- ➔ The Company periodically assesses the moral and psychological climate of the workforce. The assessment includes the degree of employees' satisfaction with working conditions, the amount of remuneration, social security, and identifies key aspects of labor activity.

- ➔ Procedures for assessing the impact of production activities on environment and the effectiveness of health and safety measures are constantly conducted.
- ➔ The Company implements the principles of corporate liability for the conservation of the ecosystem of territories of traditional nature management and the traditional way of life of the local population, enshrined in internal documents.
- ➔ The right of workers to freedom of association and collective bargaining to protect labor rights is exercised by Tatneft Profsoyuz Interregional Trade Union Organization of the All-Russian Trade Union of Oil and Gas Industry and Construction Workers

INFORMATION ABOUT CASES OF DISCRIMINATION | BY GENDER, AGE, CITIZENSHIP, RELIGIOUS BELIEFS, ETC.

	2022	2023	2024
Number of cases	0	0	0
Coverage, % of the number of staff	100	100	100
Number of enterprises of the TATNEFT Group	126	122	133

The security personnel training in human rights policies or procedures are held annually.

The share of security personnel trained in human rights policies or procedures is 18%.

	2022		2023		2024	
	People	Hrs.	People	Hrs.	People	Hrs.
Security personnel training in human rights policies or procedures	3	86	8	376	21	640

Personnel

Management System	60
Personnel Structure	62
Remuneration	66
Employee Welfare and Social Security	70
Training and Development	78
Collective representation	84

Personnel

GRI 3-3, 408-1, 409 SDG 3, 4, 8, 11

The Company recognizes the importance and value of fundamental human rights and freedoms in the world of work: freedom of association, the right to conclude collective agreements, labor rights and the right to health care.

The full functioning and stable development of the Company is the merit of its employees only. The high level of the competence of employees, their commitment to corporate values, responsibility and integrity are the key to successful activities and development of the Company. A competently implemented corporate culture helps to create a cohesive business team — professionals aimed at achieving the goals set by the Company's management.

The Company is a responsible employer, provides high-quality and safe working conditions at all enterprises of the TATNEFT Group, adheres to the principle of gender equality and equal opportunities, maintains a decent level of remuneration and

provides reliable social guarantees to employees and social support to their families.

The Company pursues an honest, fair and open policy towards its employees. The opportunity for professional and career growth is provided to all employees and career growth depends primarily on the level of development of competencies and personal performance indicators. The Company makes its best to create an effective system of financial and non-financial remuneration of employees, which allows assessing objectively the contribution of each employee, to attract the most qualified employees, to stimulate the development and professional growth of employees.

Management System

The principles of the Company in personnel management are based on maintaining a working environment without restrictions on national, gender, age, religious and other grounds. Taking care of the population living in the region of presence is one of the priority tasks. The Company is committed to developing an inclusive environment for people with disabilities in the workplace and in the infrastructure of cities and towns.

In matters of personnel management, the Company follows the norms of both the Russian and international law and does not use forced, compulsory or child labor. Child labor is never and under no circumstances used by the TATNEFT Group. The Company assesses its activities in the field of human rights in the course of regular assessment of corporate practices, including in the form of management self-assessment.

The personnel management system is regulated by the following documents:

- Human Resources Policy
- Comprehensive personnel assessment standard
- Personnel training and development standard
- Hiring and transferring personnel to other jobs standard
- Personnel Adaptation Standard
- Personnel Certification Standard
- Work with the personnel reserve standard
- Regulations on the basic remuneration management

- Internal labour regulations
- Procedure for providing employees with vacations and other types of rest
- Collective agreement of PJSC TATNEFT

The HR management strategy of the TATNEFT Group until 2025 includes current trends and challenges, targets and strategic priorities. The strategy provides for:

- implementation of activities and projects aimed at improving the efficiency of personnel selection, hiring and development processes;
- strengthening compensation programs, benefits and guarantees;
- increasing the staff satisfaction and involvement;
- managing the competencies of employees considering technological changes and new challenges.

The main goal of the strategy is to meet the needs of the business, maintaining a balance between achieving production indicators and preserving human capital.

The most important link in the Company's HR strategy is the educational cluster, which includes schools, vocational schools, universities and research and development centers.



Responsible employment

The Company implements a risk-oriented personnel management policy. At all stages of interaction between the employer and the employee, the leveling of risks associated with the search and selection, hiring, appointment to senior positions, and staff training is governed by local regulations.

In order to ensure the continuity of production due to the possible risk of a shortage of qualified personnel, network schedules are formed monthly for hiring personnel for existing or planned vacancies, especially for large-scale projects. Network schedules are updated based on changes in the labor market, geopolitical conditions and other factors.

At the stage of recruitment and hiring in the Company, each candidate undergoes an assessment covering several criteria:

- assessment of the candidate's qualification compliance with the requirements for the position;
- assessment of professional knowledge, skills and abilities;
- verification of the candidate's trustworthiness.

The appointment of candidates for vacant managerial positions additionally includes a professional and psychological assessment of the candidate.

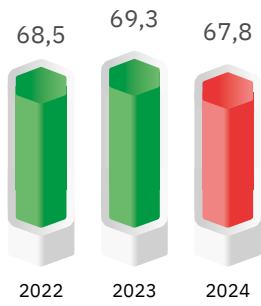
Employee satisfaction

The study of staff satisfaction is one of the most effective tools for identifying the values and preferences of employees, as well as for managing changes.

The priority goal of the study is the ability of employees to assess most honestly various aspects of everyday life, such as the organization of the current activities of the enterprise, the level of wages, career opportunities, the climate in the workforce, relationships with management, and others. The study of staff satisfaction makes it possible to understand what needs to be improved, to assess the internal state of employees, to study incoming proposals to improve business processes, to reduce the risks of social tension and conflicts in labor collectives.

The integral satisfaction index characterizes the internal state of an employee who is ready to take initiative and make significant efforts to achieve high results, satisfied with various aspects of work, involved in the life of the enterprise and sharing its values. The change in the integral index is associated with an increase in the perimeter of the enterprises studied and the involvement of new enterprises (previously not participating in the comprehensive satisfaction management cycle), as well as an increase in the number of respondents to the study (+ 6.7 thousand people), which has a significant impact on the dynamics of the satisfaction index.

INTEGRAL SATISFACTION INDEX | %



In 2024, within the framework of the project program "Adaptation of processes in the direction of "Organization and remuneration of labor", a software package for survey analytics with a software robot for processing research results was developed and put into operation, which made it possible to:

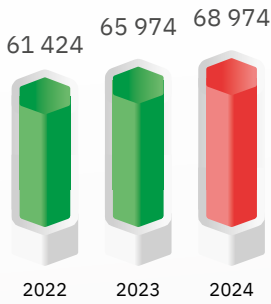
- expand the scope of the Group's enterprises covered by research by 10.5%;
- increase the number of respondents by 25.8%;
- automate the output of research results, reducing the time for report generation by 96.3%.

Personnel Structure

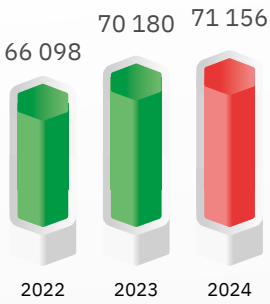
GRI 2-7, 401-1, 405-1 RF SRS 2.3, 2.4, 2.7, 2.9, 2.18, 2.19, 2.20, 3.5

The increase in the number of Tatneft Group employees was the result of the starting new technological units of the petrochemical and oil refining plant complex, the creation of an artificial intelligence competence center, a single service center for organizing operational work on servicing engineering and technical systems, the expansion of the retail network of gas stations, and the implementation of new composite projects.

AVERAGE NUMBER
OF EMPLOYEES | PERSONS

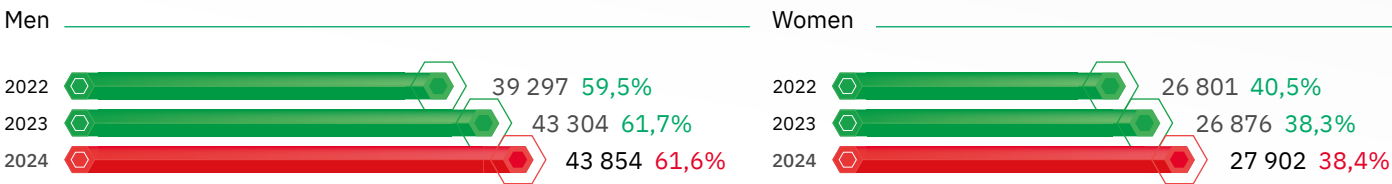


LISTED NUMBER
OF EMPLOYEES | PERSONS

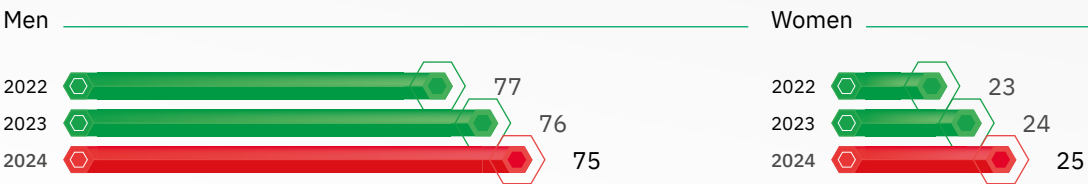


Information on the personnel structure is calculated based on the list of employees.

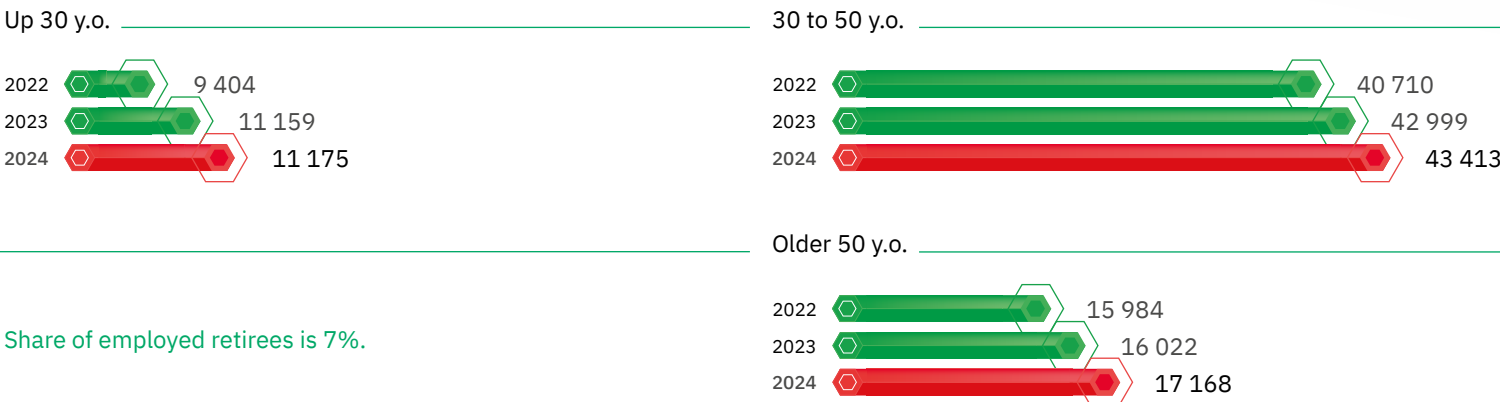
BY GENDER | PERSONS



BY MANAGEMENT STRUCTURE (MANAGERS) | %

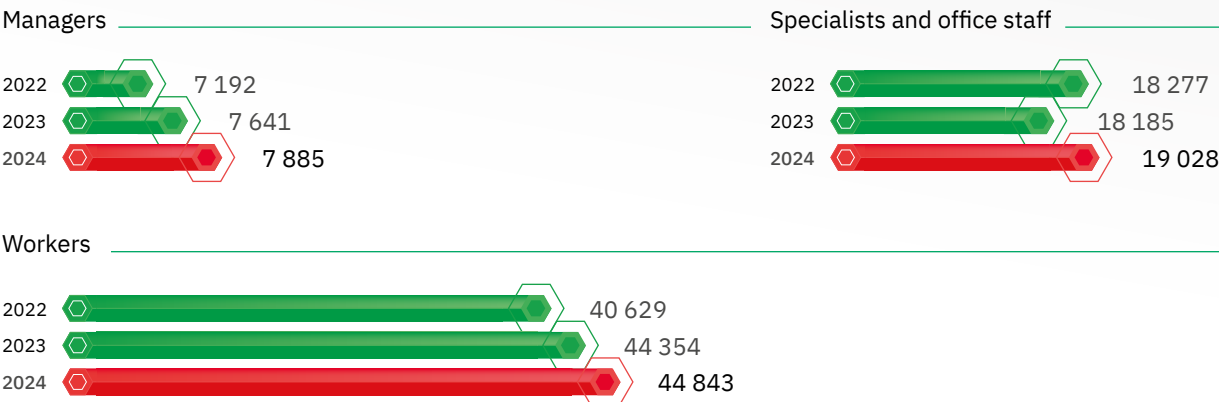


BY AGE GROUPS | PERSONS



Share of employed retirees is 7%.

BY CATEGORIES OF EMPLOYEES | PERSONS

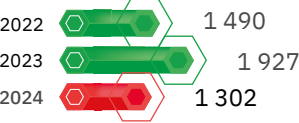


BY TYPE OF EMPLOYMENT CONTRACTS, BROKEN DOWN BY GENDER, INCLUDING PART-TIME EMPLOYEES | PERSONS

Permanent employment contracts, men

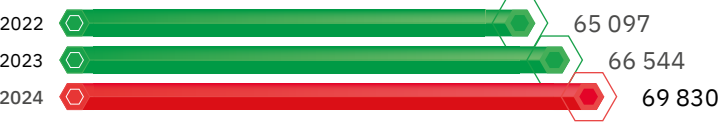


Temporary employment contracts, men



BY COUNTRIES OF ACTIVITY | PERSONS

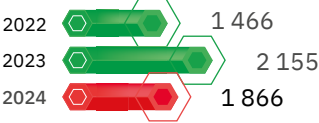
RF



Permanent employment contracts, women

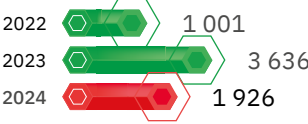


Temporary employment contracts, women



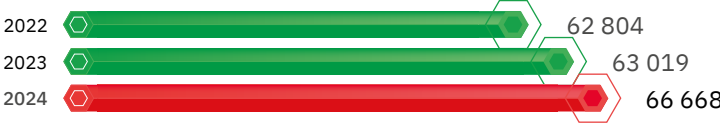
The share employees (men and women) working under a temporary employment contract, 4%

Other countries



BY TYPE OF EMPLOYMENT CONTRACTS, BROKEN DOWN BY COUNTRIES OF ACTIVITY, INCLUDING PART-TIME EMPLOYEES | PERSONS

Permanent employment contracts, RF



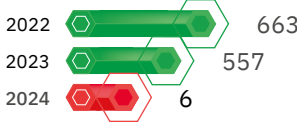
Temporary employment contracts, RF



Permanent employment contracts, other countries

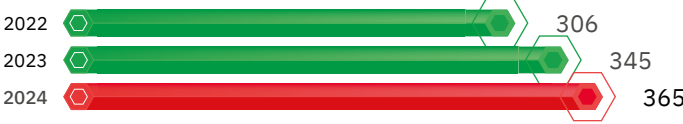


Temporary employment contracts, other countries

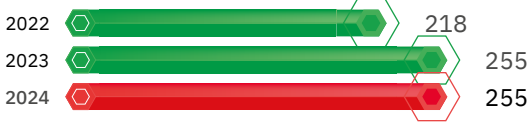


EMPLOYEES WITH DISABILITIES | PERSONS

Men



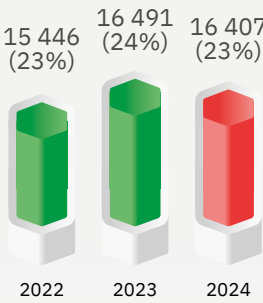
Women



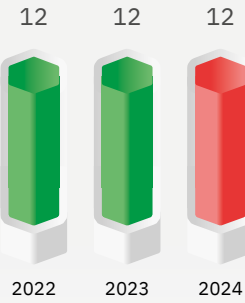
The share of employees with disabilities is 0.9% of the total number of employees

Every year, the enterprises of the TATNEFT Group create jobs for people with disabilities, and also comply with the requirements for organizing appropriate working conditions. In 2024, in accordance with the established quotas, the Company allocated 78 places for the employment of people with disabilities, including 2 specialized workplaces.

HIRING NEW EMPLOYEES | PERSONS

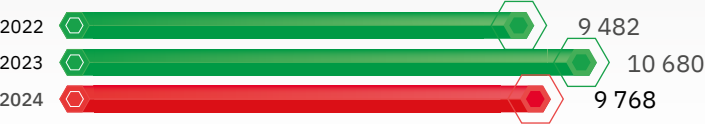


STAFF TURNOVER | %

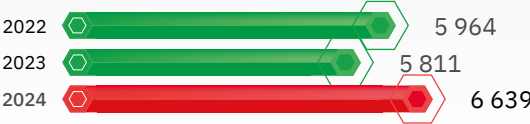


BY GENDER | PERSONS

Men

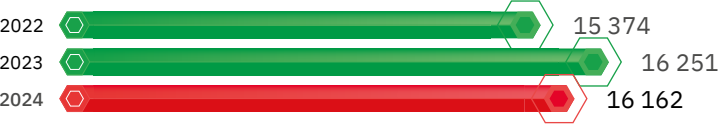


Women

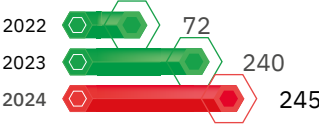


BY COUNTRY OF ACTIVITY | PERSONS

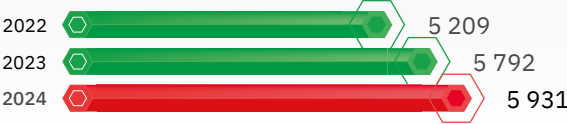
RF



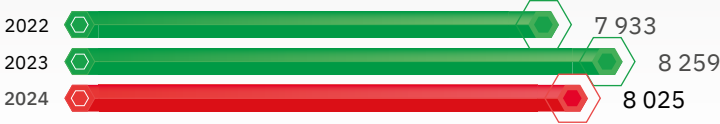
Other countries



BY AGE GROUPS | PERSONS



30 to 50 y.o.



Over 50 y.o.



In accordance with the legislation of the Russian Federation, the Company provides equal rights for women and men to use childcare leave with the possibility of getting back from it to the same position as at the time of taking the specified leave. In accordance with these opportunities, the prevailing number of employees who previously took childcare leave return to the workplace.

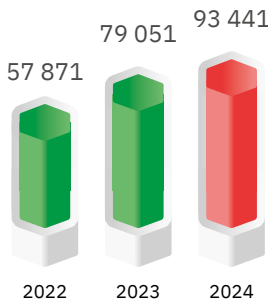
Remuneration

GRI 202-1, 405-2

RFSRS 2.1, 2.2, 2.10, 4.3

Remuneration is a key part of the personnel incentive system, which allows the Company to remain highly competitive by attracting and retaining qualified and motivated employees.

PAYROLL BUDGET | MLN RUB



The Company’s policy in the field of remuneration and motivation of personnel is based on the following approaches:



- COMPETITIVENESS
- JUSTICE
- TARGETING
- EFFICIENCY
- UNFICATION
- RESULTS ORIENTATION

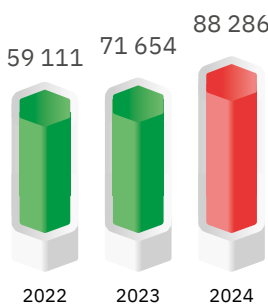
A decision to increase the wages of the Company’s employees is based on the following indicators: the level of the corporate budget of an employee of the Company, the consumer price index (inflation rate), the minimum consumer budget in the region, the level of salaries in other companies in the industry, and the increase in labor productivity of the Company.

The personnel basic income is formed from salary and social package. Salary includes a tariff-based (fixed) part, according

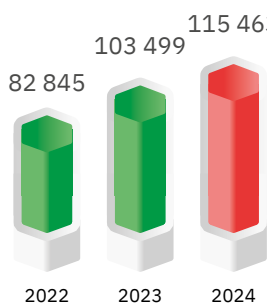
to the Unified Rate Schedule, and bonus-based (variable) part. The employment benefits provide employees with a relevant scope of medical and other social guarantees.

The increase in revenue in 2024 by RUB 628 billion (34%) as compared to 2023 is due to an increase in sales of oil and gas products (including retail sales), petrochemicals and tire products.

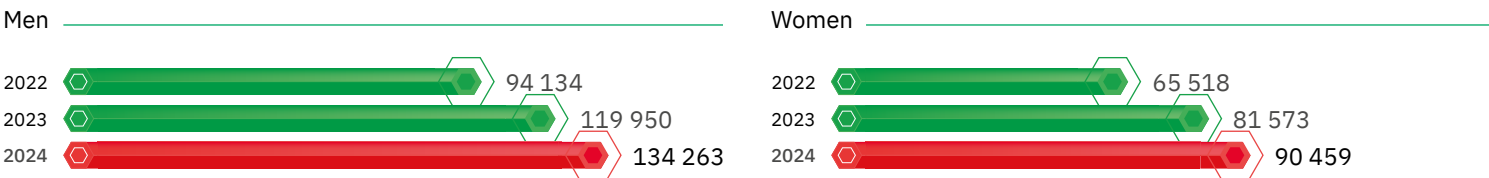
AVERAGE MONTHLY SALARY IN THE REGION OF ACTIVITY | RUB



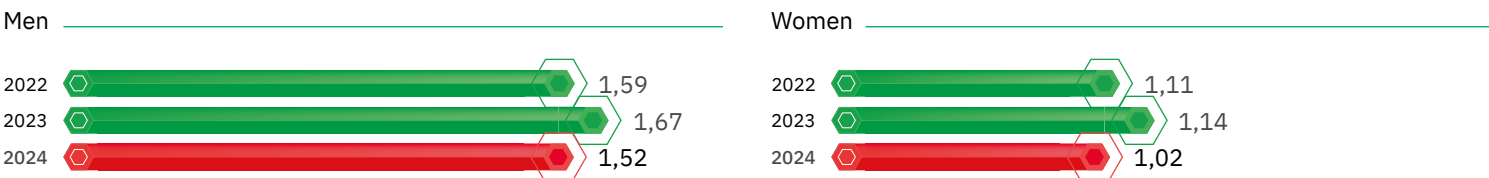
AVERAGE MONTHLY SALARY OF THE COMPANY’S EMPLOYEES, TOTAL | RUB



AVERAGE MONTHLY SALARY OF THE COMPANY’S EMPLOYEES | RUB



RATIO OF THE AVERAGE MONTHLY SALARY OF THE COMPANY TO THE AVERAGE MONTHLY SALARY IN THE REGION OF ACTIVITY

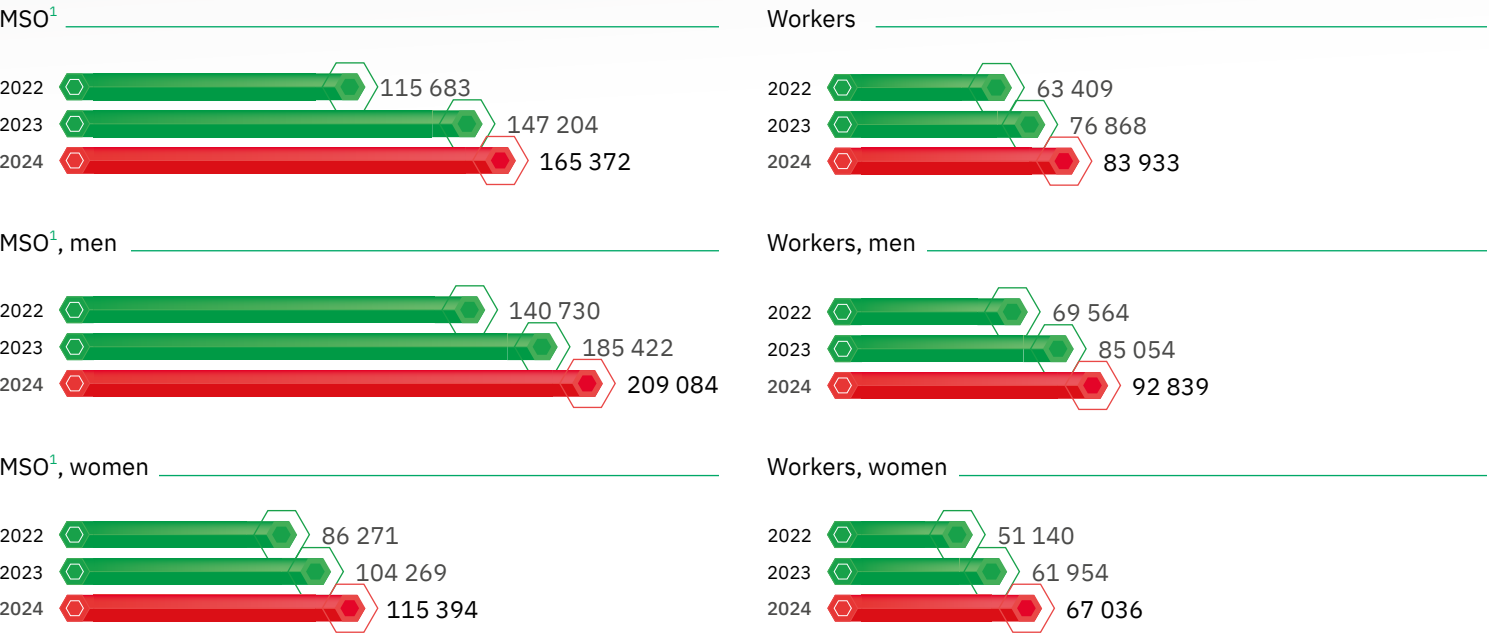


CALCULATION OF REVENUE PER EMPLOYEE

	2022	2023	2024	2024/2023	
				+/-	%
Average headcount, persons	61 869	65 751	68 974	3 223	105
Net revenue with intra-group turnover, RUB million	1 574 211	1 838 553	2 467 170	628 617	134
Revenue per employee, RUB thousand/persons	25 444	27 962	35 770	7 807	128



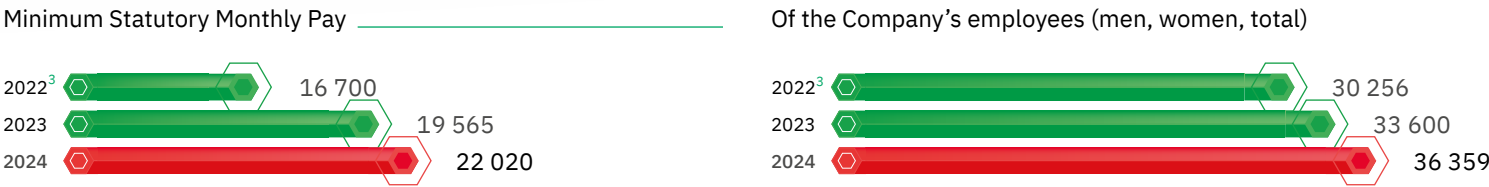
AVERAGE MONTHLY SALARY OF EMPLOYEES BROKEN DOWN BY CATEGORY AND GENDER | RUB



RATIO OF THE AVERAGE MONTHLY SALARY OF WOMEN TO MEN | COEFFICIENT

	Total	MSO ¹	Workers
2022	0,70	0,61	0,74
2023	0,68	0,56	0,73
2024	0,67	0,55	0,72

MINIMUM AVERAGE MONTHLY SALARY² | RUB



RATIO OF THE MINIMUM MONTHLY WAGE GUARANTEED BY THE COMPANY TO THE MINIMUM STATUTORY MONTHLY PAY



The primary factors contributing to the gender wage gap are associated with the fact that within the oil and gas industry, occupations involving harmful, difficult, and physically demanding conditions tend to be compensated more highly, including roles such as a well servicing operator, a driller, a welder, a driver of specialized equipment, and so on. These professions are pursued by men within both the industry as a whole and the company in particular. This fact is directly correlated with the distribution of population by gender. Additional factors include interruptions in women's careers for the birth and upbringing of children and the need for women to maintain a balance between work and personal life (household chores and child-rearing), limiting overtime work, business trips and other opportunities that affect wages.

INDEXATION OF THE WAGE RATE OF FIRST-CATEGORY PRIMARY PRODUCTION WORKERS ACROSS PJSC TATNEFT

	2022	2023	2024
	+12%	+12%	+7,9%
	18 561	20 788	22 430

¹ MSO – managers, specialists, office staff
² When working off time standards and fulfilling work duties in full
³ The minimum tariff rate for workers of the 1st category was increased



Employee Welfare and Social Security

SDG 3, 11 GRI 403-6 RF SRS 2.22

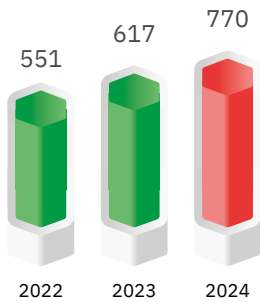
The Company prioritizes the welfare and social security of its employees and their families. Employees are provided with an extensive package of social benefits and guarantees that surpass current legislation, including social protection for young employees, support for veterans, and pensioners. These commitments are formally outlined in the Collective Bargaining Agreement.

Management of employee health and well-being

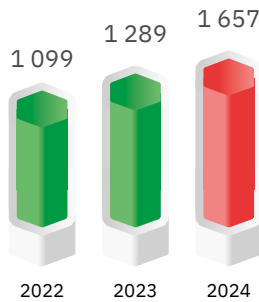
THE COMPANY'S SOCIAL BLOCK COVERS A WIDE RANGE OF AREAS AND PROGRAMS WITH A FOCUS ON:



SOCIAL PAYMENTS TO EMPLOYEES | RUB MLN
Under Collective Bargaining Agreement



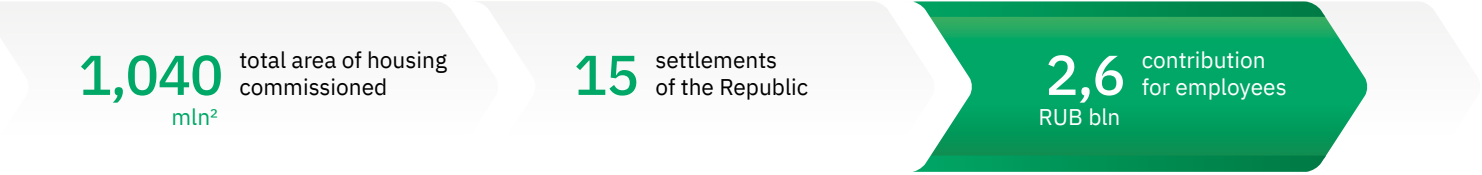
SOCIAL PAYMENTS TO EMPLOYEES | RUB MLN



Housing policy

Supporting the Company's employees in improving housing conditions is a key aspect of the Company's social responsibility policy, and it contributes

to achieving Sustainable Development Goal 11. The goal is to ensure universal access to adequate, safe, and affordable housing.



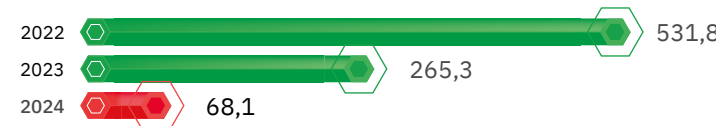
EMPLOYEES PARTICIPATING IN THE SOCIAL MORTGAGE PROGRAM | PERSONS



EMPLOYEES WHO RECEIVED HOUSING | PERSONS



TOTAL AMOUNT PAID AS DOWN PAYMENT | RUB MLN



Since 2005, the housing needs of employees at the TATNEFT Group have been met through the successful implementation of the republican social mortgage program. PJSC TATNEFT is an active participant and the principal payer of the social mortgage housing construction program in the Republic of Tatarstan.

From 2005 to 2024, the program facilitated the construction of 138 multi-apartment residential buildings, comprising 15 419 apartments, in 15 settlements across the Republic, in addition to 54 individual houses. The total area of commissioned housing is 1 040.7 thousand m². In addition, from 2022 to 2024, four residential buildings (188 apartments) with a total area of 12.7 thousand m² were constructed in Almetyevsk within the territory of the Research and Training Center.

Preferential terms for the purchase of homes are offered to program participants. The Company's employees are granted a one-time loan of up to 30% of the cost, which can subsequently be written off within a 10-year period.

Over the entire period of the program, more than 2.6 billion rubles were contributed to the State Housing Fund of the Republic of Tatarstan to pay an initial contribution for employees.

To help support young families, 30% of the homes delivered are allocated to employees belonging to this category.

Supporting young employees

Historically, the Company has placed a high priority on addressing the social concerns of young people. Programs are in place to provide interest-free loans to families of young employees for the purchase of furniture and essential goods, and families of young employees are given priority in the allocation of housing under the social mortgage program. From 2005 to 2024, the mortgage lending system facilitated the acquisition of homes

for 5 143 families of young employees. In 2024, 484 families of young workers received an interest – free loan, and 25 families received homes under the social mortgage program.

30% of social mortgage housing is allocated to families of young employees

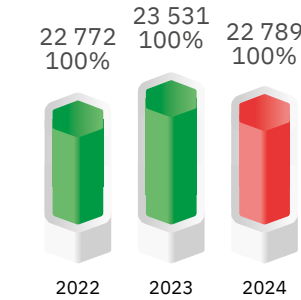
Voluntary Health Insurance Program for Employees

The Company places a high priority on providing measures to protect the lives of employees, preventive measures, and high-tech medical care. The Voluntary Health Insurance (VHI) program provides services to employees beyond the program of state guarantees for providing free medical care to citizens of the Russian Federation.

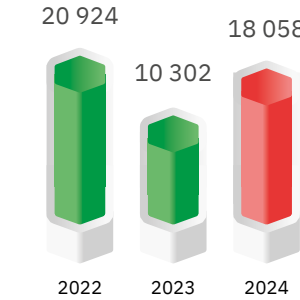
In accordance with the Voluntary Health Insurance Policy, the medical services are provided to the insured employees in four (4) programs:

- Outpatient and polyclinic services
- Inpatient care
- Remedial and rehabilitation treatment
- Comprehensive medical care

COVERAGE OF THE VHI PROGRAMC¹ | PERSONS



VHI EXPENSES PER EMPLOYEE | RUB



Services provided to employees under the VHI program¹	Number of cases
Outpatient care	136 811
Inpatient care	307
Examination after medical check-ups and	1 368
Prophylactic observation	3 961
Expensive medical care	312
Medical check-ups under the Men's Health and Women's Health Programs	21 034
Vaccination against tick-borne encephalitis	2 430
Health examination and treatment under the Vertebro-neurology Program	194
Remedial and rehabilitation treatment	1 006
Dentistry	3 908
Medical aid post services	92 998

¹ Information for PJSC TATNEFT

Health resort treatment and recreation

The Company has eight (8) health resorts and recreation facilities. Health resort work is based on an integrated approach to treatment and the application of contemporary rehabilitation techniques. Each specialist is personally responsible for providing assistance to patients and vacationers. Rehabilitation programs have been developed for patients suffering from viral pneumonia, diseases of the cardiovascular system, and disorders of the osteomuscular, peripheral, and central nervous systems. Health resort treatment is available to employees and their family members, as well as to other persons, including benefit-entitled citizens, individuals requiring rehabilitation treatment as recommended by doctors,

and children. In 2024, 757.5 million rubles were allocated for the rehabilitation of employees in health resort facilities.

The Company arranges for the improvement of the health of the Company's retired employees and veterans in health resorts. For the period between 2022 and 2024, more than 125 million rubles were allocated; in 2024, the allocation was 64.14 million rubles.

56% of employees and their family members underwent treatment in health resort facilities

Health promotion and recreation of children

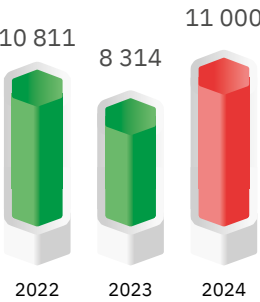
PJSC TATNEFT carries out systematic work on improving the health of children of the Company's employees. For this purpose, ten (10) children's health camps with 2 663 beds are operated within the structural subdivisions. From 2022 to 2024, the Company facilitated rest periods for more than 30 000 children. In 2022-2024, more than 30,000 children had a rest.

All Company children's health camps have been outfitted with modern accommodations and infrastructure, and miniature stables have been built to facilitate interaction between children and horses as well as to provide classes in equestrian sports and hippotherapy (adaptive horseback riding).

Epidemiological measures

The Company has introduced and put into practice special measures to prevent infections and ensure continuous safe production operations. An automated platform has been developed for the purpose of monitoring and analyzing the health conditions of the staff and providing them with personal protective equipment in order to control the risks associated with the spread of infections.

CHILDREN HEALTH PROMOTION AND RECREATION | PERSONS



All Company employees can be promptly provided with personal protective equipment due to the organization of in-house production of prevention and protection equipment. The Company has established its own PCR laboratory and ELISA laboratory on the basis of medical institutions.

Comfortable Environment

- The Company fosters an environment conducive to employee well-being. TATNEFT recognizes the significance of promoting not only physical but also mental health among its workforce. It makes a concerted effort to invest in this domain, viewing it as a primary asset. The personal initiative of the Company's General Director has enabled employees in Almet'yevsk to engage in health-promoting Qigong practices. Classes are conducted on a regular basis and are offered free of charge.
- Maintaining the health and well-being of employees is of paramount importance, and providing high-quality, delicious food is a key component of this commitment. Hot and fresh meals are provided to more than 12 thousand people a day in the Company's canteens located in eight (8) districts of the Republic. These canteens offer a nutritionally balanced and vitamin-mineral enriched selection of dishes, all of which are made from natural ingredients. In order to enhance the quality of catering and service provision, the organization regularly studies customer demand and satisfaction through surveys. Efforts are made to expand the variety and improve the quality of dishes. Thematic days and campaigns are also

organized to promote healthy eating among the staff members. The corporate social networking site runs a blog about healthy eating.

- Two of the Company's office buildings in Almet'yevsk were audited for compliance with the energy and water efficiency and environmental requirements of the standard, as well as for compliance with high level of interior comfort. The offices have a rich infrastructure within walking distance, year-round bicycle parking is organized, the office entrances are integrated into a citywide bicycle path network, and a barrier-free environment for mobility-impaired people was designed and implemented in the building. Health check corners have been arranged for employees, there is a medical room, and comfortable recreation and sports areas have been organized. The interiors are landscaped and furnished with eco-friendly furniture. Ecological materials are used for decoration, and the facade has tinted glass. A drinking water purification system has been installed, and acoustic suspension solutions have reduced the noise level in the open space workspaces.



"Green" offices exemplify a commitment to environmental responsibility, including respect for nature, conservation of resources, and prioritizing employee well-being and health.





Social benefits

GRI 401-2, 402-1

In order to enhance social security, the Company also provides the following benefits in accordance with the collective bargaining agreement:

- Financial assistance is provided to employees on leave to care for children under the age of 3, upon the birth or adoption of a child under the age of 14, as well as for dependent disabled children under the age of 18, upon retirement and in connection with reaching jubilee age; annual paid leave is provided; assistance is provided to single parents and large families; New Year's gifts for children and gifts for International Women's Day are provided; employees in difficult life situations receive assistance.
- Socially paid days off for employees upon registering a marriage, upon discharge of spouse and/or newborn child from maternity hospital, for parents of first graders on the first day of the school

year, for women with children up to and including 16 years of age (disabled children up to and including 18 years of age).

Temporary and part-time employees are not eligible for these benefits.

The Company carries out its activities in strict compliance with the Labor Code of the Russian Federation, which establishes a minimum period of notice for significant changes in the business activities of the Company: not later than two months prior to the start of such activities, and if the decision to reduce the number of employees or personnel may result in their mass layoff – not later than three months prior to the start of such activities.

Corporate Pension Plan

GRI 201-3

The Company's pension plan is based on the principle of social partnership, according to which the Company and its employees build up a future company pension plan through a joint effort on a basis of equality.

FUTURE EMPLOYEE BENEFITS – UP TO 50% OF THE INCOME

- CO-FINANCING OF AN EMPLOYEE'S CONTRIBUTION –
- COMPANY
 - THE STATE

ACCRUAL OF INVESTMENT INCOME BY THE STATE

THE STATE GUARANTEES THE SAFETY OF SAVINGS

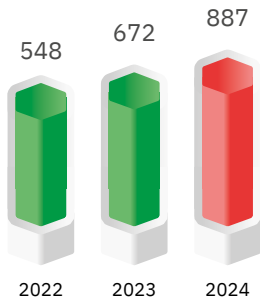
The corporate non-state pension plan covers 19 090 individuals. There are 16 944 people receiving a non-state pension. The Company made payments of 670.72 million rubles for non-state pensions to the Company's pensioners through JSC National Non-State Pension Fund (NNPF).

Non-working pensioners who retired before the NNPF's establishment receive quarterly material aid. In 2024, the amount of financial aid for these pensioners was 10.7 million rubles, and there were 1 800 pensioners in total. In 2024, the financial aid provided to these pensioners amounted to 10.7 million rubles. There were 1 800 pensioners in total.

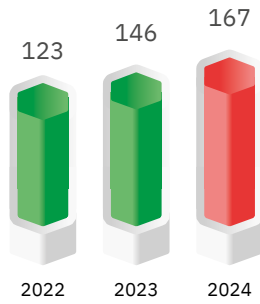
The Collective Bargaining Agreement clearly stipulates the benefits provided to non-working pensioners, including:

- Financial aid for holidays, events, and difficult life situations;
- Financial aid for Victory Day to participants of the Great Patriotic War, widows, and homefront workers;
- Early retirement opportunities are available for employees who have worked for at least ten (10) years at the expense of the Company, while retaining the benefits and guarantees of the Company's retirees.

NON-STATE PENSION PROVISION | RUB MLN



SOCIAL BENEFITS PAID TO NON-WORKING PENSIONERS | RUB MLN





Training and Development

GRI 3-3, 404-1, 404-2, 404-3

RF SRS 2.15, 2.16

A well-managed and efficiently operated system for building and maintaining the required level of personnel skills is essential for ensuring the Company's long-term personnel sustainability. The primary objectives of the Company's personnel training system include creating conditions that allow employees to maximize their potential in their work while ensuring continuous improvement in their professional and managerial competencies.

51 060 employees trained

537 employee training expenses
RUB mln

THE COMPANY'S PERSONNEL TRAINING PROCESS IS BASED ON BUSINESS NEEDS AND ENCOMPASSES THE FOLLOWING TOOLS AND DEVELOPMENT AREAS:

Development tools:

- targeted development programs
- a unified learning and development platform
- contests of talent pool, professional skills, hackathons

Development directions:

- basic training in basic working professions
- mandatory training
- professional retraining
- professional skills development
- development of corporate and management competencies
- Bachelor's, Master's, and postgraduate studies

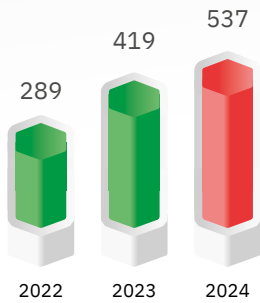
The Company adheres to the legislation of the Russian Federation, including regulations pertaining to mandatory training types. To establish a consistent approach to complying with the state-mandated requirements related to personnel training, a project has been initiated to develop a comprehensive list of mandatory training programs for the Company's employees. The Company is committed to enhancing our personnel training system through collaborative efforts with professional education organizations,

the Personnel Training Center, and the Corporate University. The Company is involved in the development of professional standards and has initiated the establishment of the Regional Qualification Assessment Center for the oil and gas sector. New approaches to evaluating employee competencies are being implemented, with a focus on incorporating the assessment findings into the continuous development of both individual specialists and managerial personnel.

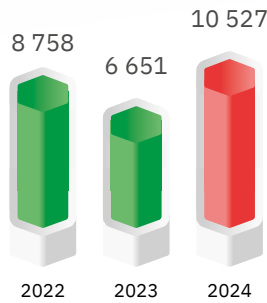
AVERAGE ANNUAL NUMBER OF TRAINING HOURS PER TRAINED EMPLOYEE, WITH A BREAKDOWN BY CATEGORY AND GENDER

Category of staff	2022			2023			2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Managers	47,95	48,20	45,99	71,93	72,93	62,28	41,23	40,37	42,96
Specialists	65,19	68,93	6,13	67,10	72,76	60,99	48,83	48,44	49,54
Office staff	50,16	102,0	37,20	30,74	16,00	31,64	11,36	52,00	7,83
Workers	62,63	61,61	76,03	49,58	51,97	38,17	40,01	42,10	36,73
Total	60,70	60,23	63,68	54,50	56,63	45,82	42,71	42,94	44,43

EMPLOYEES TRAINING EXPENSES | RUB MLN



AVERAGE TRAINING EXPENSES PER EMPLOYEE | RUB



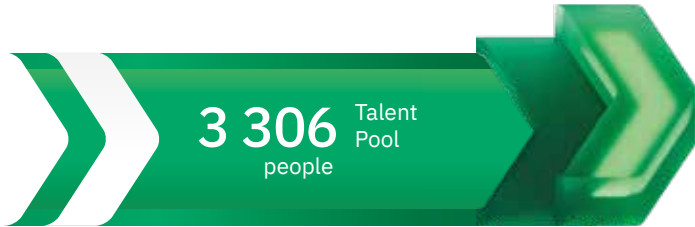
Talent pool

The sustainable development of a company is directly dependent on the existence of an effective system for the creation of the succession pipeline of a company. TATNEFT has put in place a pro-active planning process with regard to the training of key specialists and managers. To leverage and retain business assets' human resources potential, the HR management team plays a pivotal role in facilitating the timely and effective to facilitate timely and effective leadership succession.

The Company has been forming an end-to-end talent pool since 2017, in which leadership positions are divided into three categories: TOP-100, TOP-300, TOP-1000. To establish a talent pool, a thorough personnel assessment is conducted, leading to the creation of both operational and prospective talent pools. Each candidate receives feedback and a personal growth plan. Employees who have completed a comprehensive staff assessment are enrolled in corporate training programs, depending on their position level.

Corporate training programs are designed to develop general business and leadership skills; personal growth plans also include measures to develop an employee's professional and digital skills.

In 2024, 536 employees underwent a comprehensive assessment. 304 staff were appointed to leadership positions based on the results of a comprehensive assessment of the talent pool. 1 327 employees are pursuing professional development according to their personal growth plans. Eighty-five (85%) percent of the leadership appointments within the company have been sourced from the talent pool at all levels.



In order to create a unified system of human resources development and career management:

- Career tracks for leadership positions have been thoroughly tested. This approach visualizes the employee's development process and provides an opportunity to develop professionally and build a career both vertically and horizontally, with the employee making the choice of which direction to develop in, taking into account his or her preferences. A clearly delineated career path for employees involves their integration into the production process, enhancing efficiency and fostering heightened levels of interest in both their personal growth and the Company's development.
- The business process "Management of Succession Programs for Filling Positions (Talent Pipeline)" has been introduced in the "Career and Talent Pool" section with regard to accounting for the internal reserve of the Company. For this purpose, the Company maintains a pool of line managers and highly qualified specialists (successors) to fill vacant positions in the event that no succession candidates are available. This is followed by a comprehensive assessment of the candidates.

Activity of Corporate University

The Corporate University is TATNEFT's primary educational platform, responsible for the systematic organization of personnel training and development to ensure the fulfillment of the Company's strategic goals.

CORPORATE UNIVERSITY



The Corporate University, together with the Company's employees, has undergone an educational transformation in the ten (10) years of its existence. Historically, the majority of internal training requests were for full-time courses as part of individual development plans. Beginning in 2018, targeted educational programs and training applications from business units and business lines began to emerge. In recent years, the Corporate University has prioritized personalization in education, targeted skill development, collaborative problem-solving, and systematic targeted training. This suggests that employees view training as a key strategy for enhancing the speed and efficiency of problem-solving in new contexts.

To develop the competencies in business administration of managers and business analysis skills, four (4) targeted educational professional retraining programs are being implemented. In 2024, the Corporate University trained 3 856 people (246 groups) in 32 courses in full-time and online formats. Of those, 37% are employees implementing personal growth plans.

The specialists of the Corporate University developed two (2) state professional standards and sixty (60) job descriptions, implemented three (3) corporate professional standards, conducted expert examination of seventy-seven (77) professional

standards of the Russian Federation and fifteen 15 assessment tools (of the oil and gas industry). One (1) handbook of professional knowledge and skills for conducting professional interviews has been approved.

A 360-degree assessment was carried out for 1 332 employees. A total of 320 personal growth plans (PGPs) were approved, with a total of 1 327 PGPs being implemented by employees.

Extensive efforts are underway to instill a culture of self-learning in the organization. There are 95 entities of the Group with over 87 000 users connected to the Unified Learning and Development Platform.

To date, 65 988 people have taken distance learning courses on the platform.

The Company prioritizes the development of foreign language skills among specialists and managers for application in work and participation in foreign projects. In the 2024-2025 academic year, 177 employees are enrolled in the English language courses, including 125 face-to-face and 52 distance learners, and 19 employees are enrolled in the Turkish language courses. Employees are remunerated with an incentive payment for utilizing foreign languages in their work.

As part of the implementation of projects with the involvement of state support, retraining and advanced training of 290 employees of the Company has been organized according to the most demanded programs. The amount of the state support funds raised in 2024 amounted to more than 2.1 million rubles.

The Federal Program "Promotion of Employment" of the national program "Demography": Retraining and professional development were provided to 33 employees with the amount exceeding 1.2 million rubles.

National project "Labor Productivity": A total of 257 employees were trained, with the funds raised amounting to 899.5 thousand rubles.

НАЦИОНАЛЬНЫЕ
ПРОЕКТЫ
РОССИИ

Youth development

Work with young employees is an important element of the Company's Human Resources Management Policy. The strategic goal of the youth policy is to develop and support the working young people, realise their professional and creative potential in the interests of the Company. Through the implemented youth policy, the Company promotes the social adaptation of the working youth to the changes in society and the activities of the TATNEFT Group.

- Areas of the youth policy implementation:
- onboarding and mentoring
 - transmission of corporate culture
 - organization of quality leisure
 - development of opportunities and involvement in a healthy lifestyle and sports
 - social support
 - corporate volunteer movement
 - development of professional competencies
 - development of general corporate and management competencies
 - identification and support of high-potential employees
 - development of interregional cooperation

The Company is interested in attracting talented young people and implements various activities for this purpose. The structure of activities is developed in line with the analyses of the involvement and satisfaction of young employees. We actively work with young people in social networks, thus creating a unified corporate platform for information exchange, communication and feedback.



TOOLS TO SUPPORT AND DEVELOP YOUNG EMPLOYEES



Mentoring and onboarding programs

→ The Company has been implementing the Mentoring programme since 2023 in order to ensure the comfortable onboarding and effective integration of newly hired employees into the professional activities and to increase the level of involvement of managers and experienced employees in the development of human resources potential. This program incorporates the best of the Company's traditional practices and enhances the mentoring objectives. The priority objectives are to form the employees' unique knowledge, skills and competencies, develop their potential, form behavioural models consistent with the Company's development goals, and increase the involvement and innovative activities of newcomers. It is envisaged to hold annual competitions, as well as to create Mentoring Councils at the enterprises.

→ The Young Employees Adaptation Forum is held annually to introduce them to the Company's corporate culture, accelerate the process of professional development of young employees, and develop their ability to independently, efficiently, and responsibly perform their assigned functional duties. Each young employee can demonstrate leadership and participate in production, scientific, environmental and volunteer projects. The Forum welcomed more than 500 employees who were first hired by the TATNEFT Group who graduated from higher education institutions/secondary vocational schools in 2023-2024.

Professional development, support for initiative projects

→ "TATNEFT is a Platform for Your Opportunities" Initiative Projects Contest of young employees of the Group is held with the aim of increasing the efficiency of investments in the Company's youth policy through more active involvement of young employees in solving current challenges and problems, as well as meeting the needs of a specific territory. In 2024, 272 projects were recognized as winners totalling 18.8 million rubles in 6 nominations: "Tatneft-ECO", "Tatneft-Goodness", "Tatneft-Development", "Tatneft- Enthusiasm", "Tatneft-Mentoring", "Tatneft-Big Family".

→ Realizing the potential of both existing and new employees, the Company offers corporate training, where young scientists, guided by the experts, set the course for their future careers. For example, as part of the roadmap implementation for development of the Advanced Engineering School, the PI (Principal Investigator) School intensive course was held for the second time. 45 representatives of the Russian universities became its students, who underwent training and presented their research and product projects.

Professional Skills Competition

The competition with a half-century tradition is held annually among young employees of the TATNEFT Group. In 2024, the competition was held in 27 competitive nominations, and consisted of three stages. More than 800 young employees of the TATNEFT Group enterprises took part in the Competition.

> **12 000** people Coverage of Initiative Projects Contest "TATNEFT is a platform of your opportunities"

→ As part of the development of professional competencies, TATNEFT continues to organise TatneftTechCupChallenge open case championship among young employees of the TATNEFT Group and students, which aims to involve young specialists in solving the Company's business tasks. In 2024, more than 450 participants took part in this championship. This platform is an opportunity for young employees to realize their engineering and research potential for the benefit of the Company.

→ The International Oil and Gas Youth Forum is aimed at identification and professionally development of talented young people to address existing challenges facing the Russian fuel and energy complex and strategic objectives of the oil and gas industry development. In 2024, the Forum with 240 participants was held for the fifth time. The Bank of Ideas formed as a result of the Forum will be used for further implementation of proposals in the Russian oil and gas industry.

Volunteer movement

RF SRS 2.24

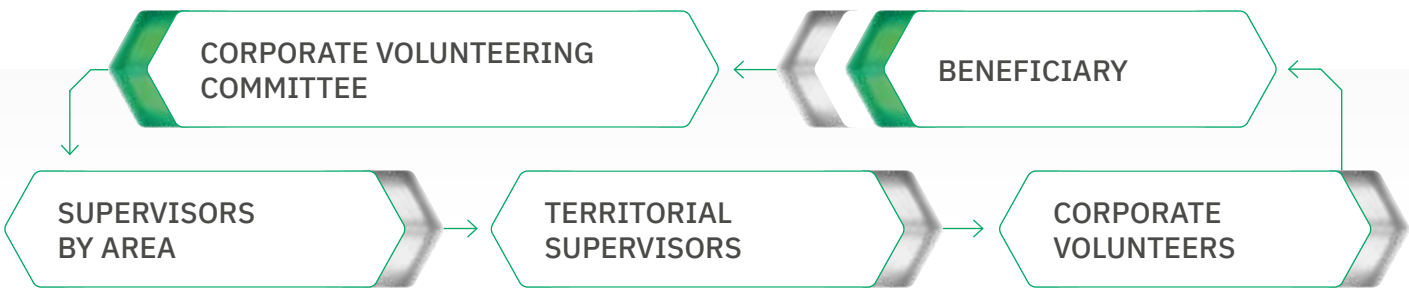
> **6 000** Company's employees are volunteers
8% of the total

TATNEFT pays great attention to the development of corporate culture, and volunteer activity is one of the tools for its transmission. The project covers the entire republic and unites the Company's employees, students and residents around universal human values, involves them in joint socially significant volunteer projects, allows them to develop new skills necessary for career advancement and make new professional contacts, develops responsible attitude and leadership qualities, and provides an opportunity to grow not only professionally but also morally.

In order to develop corporate volunteer activities, the Company developed the Corporate Volunteering Regulation. Within the framework of the effective use of resources, the main areas of activity of the volunteer movement have been defined:

- eco-volunteering
- social volunteering
- animal volunteering
- fitness-volunteering
- smart volunteering

The Company has supervisors for each area, as well as territorial coordinators in the Company's area of operation.



The motivation incentives for TATNEFT Group employees involved in the volunteer activities do not imply material incentives and represent ways of expressing gratitude to volunteers for their work through:

- placing information on volunteer activities in the corporate media, covering the process of preparation and implementation of volunteer programs and projects;
- rewarding active volunteers with appreciation letters, honorary certificates, advertising gifts, and badges of honours;
- developmental training of active volunteers, etc.

Through volunteer activities, the Company's volunteers implement a large number of educational projects, urban greening, cleaning of assigned territories, charity events, and projects to popularize blood donation. The Company provides corporate assistance to assigned orphans to help them adapt to independent adult life through involvement in the Company's activities.

In 2024, the II "Tatneft s Dobrom" Volunteering Forum was held, which brought together more than 130 participants from the regions of the Company's operations.



Collective representation

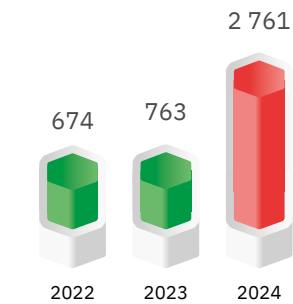
GRI 2-25, 2-30 RF SRS 2.17

The Company recognizes the rights of each employee to collective representation of interests, including trade union organizations, recognizes and respects the rights of trade unions, including the rights enshrined in the basic conventions of the International Labour Organization - the right of each employee to be represented by a trade union of his/her own choice and basic trade union rights concerning freedom of association and the right to organize workers in trade unions, as well as the right to collective bargaining. The Company does not prevent its employees from joining associations and trade unions.

The main collective representation of the interests of the Company's employees on the basis of partnerships is carried out by Tatneft Profsoyuz Interregional Trade Union Organization of the All-Russian Trade Union of Oil & Gas Industry and Construction Workers (hereinafter referred to as the Trade Union Committee). Admission to the Trade Union is performed on a voluntary basis, based on the personal application

of an employee. In the TATNEFT Group, 59 700 employees, 5 269 students of secondary educational institutions, 29 217 non-working pensioners are members of the Trade Union Committee.

COLLECTIVE AGREEMENT
PAYMENTS TO EMPLOYEES
AND PENSIONERS | RUB MLN



> 11 000 people are ACTIVE TRADE UNIONISTS

84 % of employees are covered by the Collective Agreement

28 % young employees

The basis for cooperation between employees and the employer is the Collective Agreement. The Collective Agreement confirms the Company's position on the recognition and observance of fundamental human rights, defines the general principles of safe organization and remuneration of labour, social benefits and guarantees in excess of those established by law for employees and non-working pensioners, guarantees for the activities of the trade union organization. The provisions of PJSC TATNEFT Collective Agreement are basic for collective agreements of the TATNEFT Group enterprises. The Company fulfils all obligations of the Collective Agreement. PJSC TATNEFT Collective Agreement was concluded on February 3, 2023 and registered by the State Public Institution "Employment Center of Almet'yevsk city".

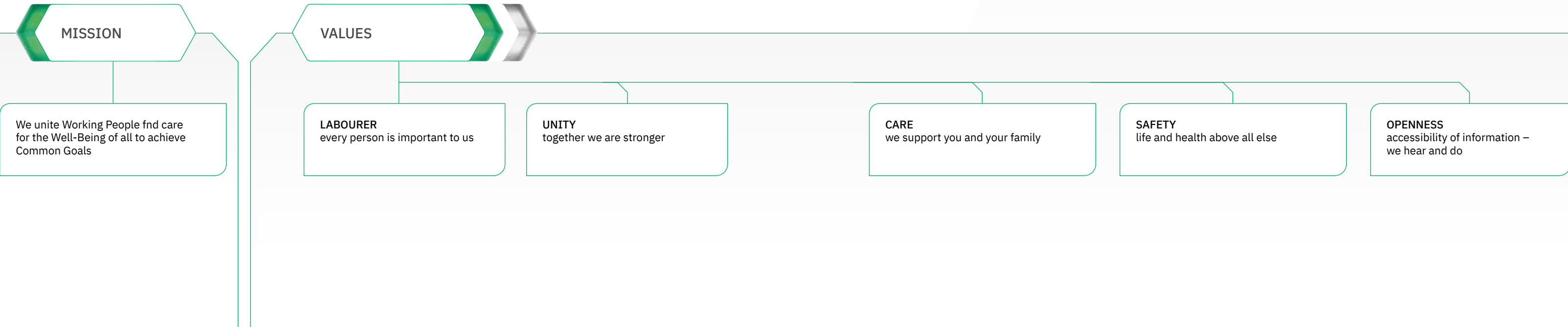
Each employee has the right and opportunity to participate in the process of forming the Collective Agreement by sending their proposal to the trade union. The Trade Union representatives participate in the consideration of all social and labour issues and events significant for the employees, including the implementation of the Company's structural transformations, changes in the labour organization and remuneration.

To effectively solve the tasks set, 12 commissions work under the Trade Union Committee:

- on social and economic work
- on organizational and trade union work
- on information and analytical work
- on legal protection
- on labour protection
- housing commission
- on public catering control
- on fitness and health recreation work
- on cultural-mass work
- on work with youth
- on work with non-working pensioners
- on training and advanced training

MISSION AND VALUES OF TATNEFT TRADE UNION

> 14 RUB mln 868 trade union members and 321 members of their families received support from the TATNEFT Trade Union Committee while paying for their travel vouchers to the health resorts of the Federation of Tatarstan Trade Unions and the Russian Federation of Independent Trade Unions (FNPR)





Protection of social and labour rights and interests of employees

In order to improve the social and labour situation of employees, by a joint decision of the administration and the Trade Union Committee has increased the wage rates (salaries) of employees of PJSC Tatneft by 7.9% from January 1, 2024.

In order to monitor the fulfillment of collective agreement obligations, representatives of the Tatneft trade union committee visited workplaces, familiarized themselves with working and living conditions, discussed current issues with workshop and team teams in online conferences. Electronic questionnaires (surveys) of workers were organized to monitor the satisfaction of union members with the organization and remuneration of labour, the organization of safe working and rest conditions, and to identify current areas of work for trade union activists. Members of the housing and utilities commission provide consultations to trade union members on issues of mortgage housing construction.

The level of benefits, guarantees and compensations in collective agreements of organizations included in the Tatneft Group corresponds to the level benefits, guarantees and compensations of the collective agreement of PJSC TATNEFT.



Protection of rights to safe work

GRI 403-4

One of the main areas of TATNEFT Profsoyuz trade union's work is protection of the employees' rights to work in conditions consistent with safety and hygiene requirements, as well as monitoring compliance with the labour protection legislation. This work is carried out by the Trade Union Committee on labour protection, the technical labour inspection and labour safety officers from the trade union.

The chief technical labour inspector of the Trade Union conducted 29 status inspections of the working conditions and labour protection of enterprises, their subdivisions, compliance with

labour protection legislation, and the implementation of the collective agreements and labour protection agreements at enterprises. 27 notices of violations were issued on 237 items of violations. The violations identified during the inspections were timely remedied.

The collective agreement establishes the employer's obligations to ensure healthy and safe working conditions for employees based on a set of social and labour, organizational and technical, sanitary and hygienic, medical and preventive, rehabilitation and other measures.

LABOUR PROTECTION
MONITORING IS CARRIED
OUT ON A VOLUNTARY
BASIS BY

> **2 300** Trade Union Labour
Safety inspectors

149 Conducted
inspections

80 Investigated
accidents

1 115 Trained Labour
Safety officers

LABOUR SAFETY
ACTIVITIES

16 committee
meetings

47 986 special assessments of working
conditions made in workplaces

> **200** draft documents
reviewed

> **500** comments and
proposals made

Legal protection

The Trade Union provides legal assistance on issues related to the implementation of the Collective Bargaining Agreement, labour remuneration, observance of work and rest schedule, dismissal compensation, legitimacy of disciplinary liability and other issues related to the employees' labour activity.

Activities are carried out to review PJSC TATNEFT local regulations. The Commission for Legal Protection of Trade Union Members inspects compliance with labour legislation in TATNEFT Group organizations. An onsite legal consultation was organized, the main objectives of which were to strengthen legal protection of the trade

union members, education and increase the level of legal knowledge.

The trade union committee representatives take part in the work of PJSC TATNEFT commission for certification of the employees. Issues and disagreements arising in the course of production activities are considered with the involvement of PJSC TATNEFT Ethics Committee.

> **5 000** have got legal
employees assistance

706 appeals
to the trust line, hotline, e-mail,
social messengers, Tatneft Trade
Union mobile application



- helped to recover unlawfully reduced bonuses
- defended the employee's right to take a vacation at a time convenient for him/her
- provided assistance to the employee's family in finding employment
- contributed to cancellation of the disciplinary sanction
- provided legal assistance in court
- reinstatement in work

Communication channels:

- Tatneft Trade Union mobile application
- Tatneft Trade Union YouTube and RUTUBE channels
- Corporate social network
- Corporate and regional media
- Hotline telephone numbers
8-800-505-25-29, 8-917-390-86-19
- Telegram channel, VKontakte
- Information boards
- Tribune Newsletter

Trade Union Organization, an electronic survey of the employees was organized, which covered 18 558 people. Based on the results of the study, there have been set tasks aimed at improving the work of the trade union activists.

Tatneft Trade Union implements plans aimed at:

- digital transformation of the Trade Union Committee's activities and improvement of mechanisms for implementing the main areas of activity through automation, synchronization, unification, structuring of individual processes, including in interaction with the employer;
- improving the quality of the trade union services.

To determine the level of satisfaction with the activities of the Trade Union Committee of the Tatneft Profsoyuz Interregional

Support for the pensioners

The Company carefully respects non-working pensioners and veterans by regularly providing financial assistance. Support for non-working pensioners is provided through a network of territorial veterans' councils, working in cooperation with the Social Program

Support Center and territorial primary trade union organizations. Funds are annually allocated to organise health resort treatment for non-working pensioners and veterans of the Company, and financial assistance is also provided.

PRODUCTION SAFETY

Management System	92
Hazard identification, risk assessment, and incident investigation	96
Occupational and production safety	100
Occupational injuries	104





PRODUCTION SAFETY

GRI 3-3 GRI 403-1 SASB EM-EP-160a.1, EM-RM-320a.2

The main value is the life and health of employees

https://www.tatneft.ru/en/sustainable_development/production_safety



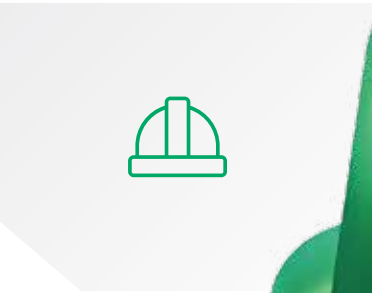
TATNEFT is traditionally committed to the positions of responsible business conduct; therefore, it always pays significant attention to Health, Safety, and Environmental.

The Company implements an effective policy of industrial and environmental safety based on the principle of the priority of human life and preventive measures to prevent accidents. The approach to safety is implemented in all production processes, in the work of our own staff and contractors with the priority of health protection.

In accordance with the mission and to implement the policy in the field of Health, Safety, and Environment, the Development Strategy in the field of Health, Safety, and Environment of the TATNEFT Group until 2030 has been approved, which is formed taking into account the priority goals of sustainable development, requirements of the industrial and occupational health and safety management system. The strategy contains a systematic description of long-term development guidelines and covers all business areas. Achievement of goals is monitored in accordance with the monitoring requirements of the functional strategies.

KEY PRIORITIES

- recognition of human rights to safe working conditions, a favorable environment and favorable living conditions;
- ensuring industrial and environmental safety of production processes as an integral part of national security;
- risk-based approach in ensuring occupational safety, industrial and environmental safety.



The strategic goal is to achieve trouble-free production activities, safe working conditions for the Company’s employees as well as the preservation of a favorable environment for present and future generations.



Occupational injury rate (coefficient)	2022 limit	2022 actual	2023 limit	2023 actual	2024 limit	2024 actual	2025 limit
Occupational injury frequency	0,43	0,39	0,38	0,38	0,35	0,35	0,31
Traffic accident injury frequency	0,28	0,00	0,26	0,14	0,24	0,20	0,22
Fire frequency	0,21	0,06	0,20	0,04	0,18	0,025	0,17
Accident frequency	0,38	0,04	0,35	0,09	0,32	0,048	0,29
Occupational injury severity rate	155	92,7	147	102,9	143	73,62	140

Implementation of the Policy and Strategy in the field of HSE is carried out through implementation of the Program (action plan) of PJSC TATNEFT in the field of occupational health and safety to prevent injuries, reduce risk, accidents, and unplanned losses for 2022–2024 and the Environmental

Program of TATNEFT Group. The programs consolidate the main measures implemented by business areas aimed at reducing the levels of occupational and production risks as well as reducing the environmental impact of production facilities of the Group’s organizations.

COSTS FOR IMPLEMENTING INDUSTRIAL, FIRE, AND OCCUPATIONAL SAFETY PROTECTION MEASURES | BLN RUB

2022	2023	2024
10,26	15,55	18,95

The Company systematically arranges production control over compliance with industrial safety requirements, internal audits of the management system, analyzes and processes the results of incidents and inspections, develops and monitors the implementation of corrective and preventive actions. To ensure such functions, the work of permanent commissions on occupational safety, the production control commission, the fire safety commission, and the internal audit group of the integrated management system was organized.





Management System

The integrated HSE management system consists of three main areas



At the operational level, the management system in the field of Health, Safety, and Environment is ensured by two functional divisions:

- Health, Safety, and Environment Department
- Environment and Ecology Protection Department¹

The Company has organized internal interaction with all business areas and organizations, which allows them to participate in improving the management system and provides feedback from the TATNEFT Group organizations.

The occupational health and safety management system covers all main levels of management and is part of the Company’s integrated management system. The organizational structure demonstrates the Company’s commitment to the Mission and Vision, the importance of sustainable development goals in general and the HSE area in particular, and enables the Company to achieve its goals and meet all emerging challenges.

The main tools for monitoring and control are defined as: strategy, action programs, KPI system, process and project management, investment projects. To further develop the management system and improve its performance in the processes of the functional area covering all organizations of the TATNEFT Group, process efficiency indicators have been defined, which are linked to the strategic objectives in the field of HSE.



Strategic level	Board of Directors	➤ determines environmental policy in the field of Health, Safety, and Environmental, sets strategic goals and development directions taking
		➤ oversees policy implementation
Operational level	Environment Protection and Ecology Department	➤ provides overall management, organization, and coordination of work on continuous improvement of the environmental management system
	Health, Safety, and Environment Department	➤ provides overall management, organization, and coordination of work on continuous improvement of the industrial and occupational safety management system
	Occupational Health and Safety Committee	➤ organization of joint actions of executive bodies and the trade union committee to ensure the requirements of occupational safety ➤ prevention of occupational injuries and occupational diseases and preservation of workers’ heal
Internal Assessment	Internal Audit Department	➤ independently assesses the reliability and effectiveness of the risk management system in the area of climate policy implementation, industrial safety, labor and environmental protection at the corporate and business process levels (reports on the results of audits are sent to the Company’s management and the Audit Committee)
Independent assessment	External Auditor	➤ performs an independent review of key environmental impact indicators to provide limited assurance of accuracy, completeness, and presentation of information
	Occupational safety officers from the TATNEFT Trade Union	➤ exercise public control over the state of working conditions at workplaces ➤ ontribute to the creation of healthy and safe working conditions
	Public organizations	➤ assess the relevance and completeness of disclosed information on the results of sustainable development activities and the principles of responsible business practices

The Company maintains and continuously improves the integrated management system in the field of Health, Safety, and Environment (HSE), taking into account the legal requirements and the provisions of the international standards ISO 45001:2018 “Occupational safety and health management systems. Requirements and guidelines for use” (GOST R ISO 45001-2020. National Standard of the Russian Federation. Occupational Health and Safety Management Systems. Requirements and Application Guidelines”), ISO 14001:2015 “Environmental Management Systems.” ISO standards in the field of climate have been implemented: ISO 14064-1:2018, ISO 14064-2:2019, ISO 14064-3:2019. Internal and external supervision audits are conducted annually, contributing to the improvement of the management system, increasing the level of competence of employees in these areas.



¹ For more details on the environmental management system see the “Environment” section



Organizations of the Group that produce final products for the market or provide services outside the Group have valid certificates of compliance of management systems with the requirements of international standards ISO 14001:2015, ISO 45001:2018 (GOST R ISO 45001-2020), GOST R ISO 14001-2016. Compliance with the standards is confirmed by recertification every three years.

DOCUMENTS REGULATING THE MANAGEMENT SYSTEM IN THE FIELD OF HEALTH, SAFETY, AND ENVIRONMENT:

Management areas	Occupational health and safety (OHS)	Environmental protection (EP)
Principles and commitments	Policy of PJSC TATNEFT n.a. V.D. Shashin in the field of Health, Safety, and Environment, taking into account climate change	
Strategic goals	Development strategies in the Field of Occupational Health, Safety, and Environment of the TATNEFT Group	
Management system	Guidelines for the management system of Health, Safety, and Environment	
	Regulations on the Industrial Safety Management System	
	Regulations on the Occupational Safety Management System	
Planning	Procedure for managing risks and opportunities of the management system in the field of Health, Safety, and Environment in the TATNEFT Group	
	Methodology for identification of industrial hazards, environmental aspects, assessment of risks and opportunities in the field of Health, Safety, and Environment	
	Methodology for managing climate risks and opportunities	
Activities	Program (action plan) of PJSC TATNEFT in the field of Health, Safety, and Environment to prevent injuries, reduce risk, accidents, and unplanned losses	Environmental Program of the TATNEFT Group
Implementation	Standards for OHS processes	Standards for EP processes
Control	Instruction on conducting an internal audit of the management system in the field of Health, Safety, and Environment	
	Regulations on production control over compliance with industrial safety requirements at hazardous production facilities of PJSC TATNEFT	Production environmental monitoring



HSE Cooperation

GRI 2-28

Effective interaction with external stakeholders contributes to the improvement of the Company’s image and reputation, investment attractiveness, efficient risk management, elimination or minimization of significant environmental impacts on stakeholders affected by the Company’s business activities.

PJSC TATNEFT employees are members of the personal composition of the Oil and Gas Facilities Safety Panel of the Scientific and Technical Council of Federal Environmental, Industrial, and Nuclear Supervision Service and interact with RUIE on industrial safety issues.

In 2024, 51 draft regulations were reviewed, and proposals and comments were made on nine of them, which were admitted for consideration.

For the purpose of external stakeholders' awareness and feedback, the Company has defined the following forms of interaction:

- hotline—receiving complaints and reports from any stakeholders;
- participation in the work of RUIE committees to work on legislative initiatives;
- participation in the work of the Oil and Gas Facilities Safety Panel of the Scientific and Technical Council of Federal Environmental, Industrial, and Nuclear Supervision Service on issues related to the safety substantiation of hazardous production facilities;
- printed media—informing about the most interesting events of the Company;
- official website of Tatneft—official information on all areas of activity;
- digital information channels, social networks for prompt communication of relevant information;
- contests and public events to popularize occupational health and safety issues.

Stakeholder engagement in the field of HSE is organized in accordance with the internal standard “Stakeholder Engagement in the Field of Industrial Safety, Occupational Health, and Environmental Protection. Basic Requirements.”

In accordance with the requirements of ISO 14001:2015, ISO 45001:2018, GOST R ISO 14001-2016, GOST R ISO 45001-2020 standards, monitoring and analysis of information related to external and internal factors is carried out, and the needs and expectations of all identified external and internal stakeholders are analyzed through the annual formation, updating and control of the external stakeholder engagement plan.

Popularization of HSE issues, education of responsible attitude, improvement of general culture are implemented in the formats of contests, championships, and other public events:

- contest for the title of the best occupational health and safety specialist;
- industrial Safety and Occupational Health Forum, HSE DAYS Forum, exhibition “Oil. Gas. Energy. Environment. Industrial Security 2024.”;
- Environmentalist Day;
- professional skills contest in the areas of Industrial Safety and Occupational Health, Environmental Safety;
- TatneftTechCupChallenge business workshop and case championship for young HSE specialists;
- a program to improve Safety Culture is being implemented.



Hazard identification, risk assessment, and incident investigation

GPI 306-3 GPI 403-2 SASB EM-EP-160a.2, 540a.1 EM-RM-540a.1, 540a.2, 540a.3 RF SRS 1.17

To implement the principles of corporate responsibility and risk-oriented approach, the Company has a Procedure for managing risks and opportunities of the management system in the field of Health, Safety, and Environment in the

TATNEFT Group, including a Methodology for identifying industrial hazards, environmental aspects, assessing risks and opportunities in the field of Health, Safety, and Environment in the TATNEFT Group.

The Company, following the principles of corporate responsibility and risk-oriented approach in strategic planning, setting and solving business tasks, and operational management, has made commitments:

- to integrate a risk-based approach into strategic and operational management at all management levels;
- to prevent accidents, injuries and take measures to reduce the risks of injuries, occupational diseases, emergencies, and accidents;
- to eliminate hazards and reduce risks affecting the health of employees, contractors, visitors, improving occupational health and safety, industrial and environmental safety, minimizing the impact of harmful production factors and hazard.

The following is used as risk management tools:

- key safety rules;
- dynamic risk assessment and stopping unsafe work;
- behavioral safety audit;
- programs for investing in the activities aimed at reducing and preventing industrial hazards and risks;
- comprehensive three-year programs of organizational and technical measures;
- insurance of civil liability to third parties against the realization of industrial safety risks at hazardous production facilities.

The Company’s Methodology for assessing the levels of safety culture development is aimed at implementing initiatives to reduce the level of incidents, high potential events, accidents and injuries in the workplace, defining the procedure for self-assessment of the level of safety culture with a survey of employees. The Methodology establishes the main criteria for determining the current level of safety culture development in accordance with the model adopted by the Company for further determining a set of measures to improve safety culture and move to the next level.

The Company updates the register of industrial risks and environmental aspects for all divisions at least once a year. Identification, assessment of hazards, risks, and environmental aspects is carried out on a multi-level basis. Employees of the TATNEFT Group enterprises, in addition to communication with their immediate supervisor, have the opportunity to report promptly and around the clock on dangers and dangerous situations that have materialized risk events by calling the Hotline, the dispatch service, and by e-mail.

To control and ensure radiation safety, the following is carried out on an ongoing basis:

- supervision of the process of radiation safety and industrial radiation control performance;
- scheduled radiometric survey of oil treatment and gathering facilities;
- radiation control during repair and cleaning of capacitive equipment with natural radionuclides;
- individual dosimetric control of personnel;
- formation and provision of radiation-hygienic passport of the enterprise;
- radiation control at workplaces of workers whose work involves ionizing radiation sources;
- monitoring the condition, recording and storage of ionizing radiation sources;
- generation and provision of a report on the state of radiation safety at radiation-hazardous enterprise facilities;
- obtaining confirmation of compliance with radiation safety requirements for systems and elements of radiation sources.



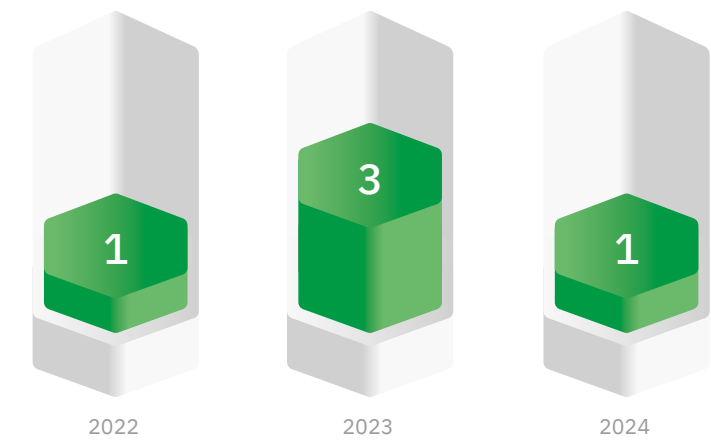
ACCORDING TO THE ASSESSMENT OF THE OFFICE OF THE FEDERAL SERVICE FOR SUPERVISION OF CONSUMER RIGHTS PROTECTION AND HUMAN WELFARE IN THE REPUBLIC OF TATARSTAN, THE STATE OF RADIATION SAFETY AT THE COMPANY’S ENTERPRISES IN THE REPORTING YEAR IS ASSESSED AS SATISFACTORY.

The investigation of incidents is carried out in accordance with the Regulation “On the Procedure for Conducting a Technical Investigation of the Causes of Incidents at Hazardous Production Facilities of PJSC TATNEFT, their Recording and Analysis.” The program complex Production Control of Health, Safety, and Environment is used to control the record of implementation of measures to eliminate the consequences and causes that led to a man-made event.



In 2024, 1 accident occurred at the Company’s facilities

→ ACCIDENTS | QUANTITY



Following the investigation into the causes of the accidents, employees were given off-schedule briefing. The circumstances and causes of incidents are communicated to all employees of the TATNEFT Group by publishing information material in the corporate information system.

GENERAL INFORMATION ABOUT THE INCIDENT:
DATE: 04.04.2024

- spill of oily liquid with oil products entering a water body due to depressurization of the discharge pipeline of the oil production shop at NGDU Yamashneft;
- volume of spilled liquid is 28.31 m³;
- spill area is 0.2 ha.

ACTION TAKEN:

- removal of oiled soil for disposal and technical reclamation of the land plot at the site of an oil-containing fluid spill;
- ensuring monitoring and subsequent analysis of corrosion rates at pipeline sections complicated by the presence of aggressive environment, including sections of extra-viscous oil transportation with the application of corrosion protection measures.

Emergency Prevention and Elimination System

SASB EM-EP-540a.2

The Company has a system for preventing and eliminating emergency situations (ES) caused by oil and oil product spills, protecting the population and the environment from their harmful effects, which is based on:

- increasing the reliability of production equipment;
- timely detection of emergency situations and minimization of losses from them;
- rapid response to emergencies.

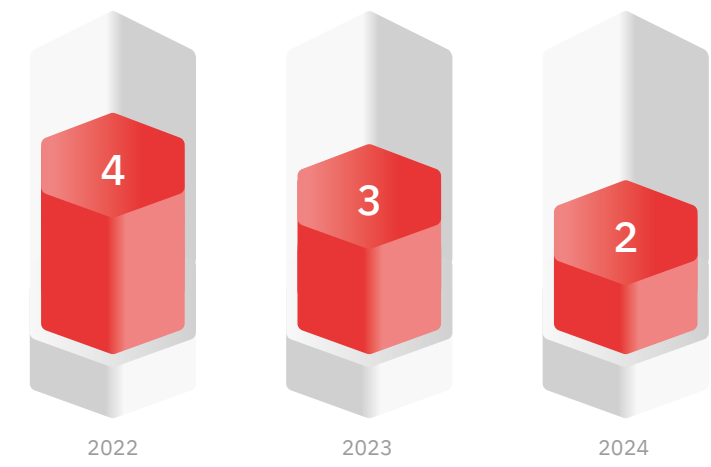
Plans for liquidation of oil and oil product spills are updated on an ongoing basis in accordance with the norms established by law. Contracts have been concluded with professional emergency rescue units. Nonprofessional emergency response teams (NERT) with the right to conduct gas rescue operations were established and certified by the departmental certification commission. NERT is equipped with machinery and special equipment sufficient for the localization and elimination of oil spills, reserves of material resources have been created. More than 500 stationary oil-collecting structures, booms, and lagoons are maintained in working condition.

To increase readiness for actions to localize and eliminate emergencies, comprehensive emergency training exercises are carried out. To ensure the openness of the Company in the matters of environmental protection and ensuring environmental safety, there is a mechanism for the participation of the interested public and the media in monitoring the comprehensive emergency training exercises. Information on the exercises is published in print media, the Internet and social networks. A Memo has been developed for members of the public interested in participating in the conduct and analysis



In 2024, 2 fires occurred at the TATNEFT Group facilities

→ FIRES | QUANTITY



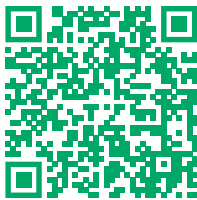
To reduce the risk of fires and the severity of consequences, a set of organizational and technical measures was implemented in 2024 to strengthen the fire protection of organizations, including

GENERAL INFORMATION ABOUT THE INCIDENT:

- on September 7, 2024, during operation of the chain drive at the well of NGDU Almeteyevneft due to increased friction the cargo belt caught fire;
- on December 10, 2024, at the glass mesh impregnation and packing area a fire occurred due to distortion of the technological heating element as a result of insufficient gluing of glass mesh and contact with the infrared burner.

practical trainings on evacuating people in case of fire and emergency situations at facilities with large numbers of people; targeted inspections of wheeled mobile cabins, venues for New Year’s events at social facilities and facilities with large numbers of people, organizing and conducting hot work, tank farms for storage of oil, oil products, and flammable gases; measures to prevent damage associated with the spread of landscape (natural) fires at industrial and social facilities; fire-rescue relay competitions among provisional fire-fighting units.

of command and staff, comprehensive and other exercises to eliminate oil and petroleum products spills. Annually, comprehensive drills are conducted to confirm readiness for action to localize and eliminate oil and oil product spills with the participation of representatives of a regional youth public environmental organization.



Emergency Prevention and Elimination System



Occupational and production safety

GRI 3-3, 403-3, 403-4, 403-5, 403-6, 403-7; SASB EM-EP-320a.1

The Company’s **Occupational Safety Management System** contains a set of interrelated elements that establish policies and goals in occupational safety and procedures for achieving these goals, is aimed at ensuring healthy and safe working conditions for workers, creating a corporate culture of occupational safety and promoting a healthy lifestyle, preventing accidents with employees, preventing occupational injuries and occupational diseases, increasing the efficiency of occupational safety management. The general requirements for the organization of work on occupational safety, principles and methods of management, tasks, rights, duties, and responsibilities for creating healthy and safe working conditions are established by the “Regulations on the Occupational Safety Management System.”

Identification of hazards and assessment of occupational risks is carried out in accordance with the requirements of the internal document “Identification of Occupational Hazards, Environmental Aspects, Assessment of Risks and Opportunities in the Field of Health, Safety, and Environment.”

The Company has established an **Occupational Health and Safety Committee** whose functions include organizing joint actions of the executive bodies and the trade union committee to ensure occupational safety requirements, prevent occupational injuries and occupational diseases, and preserve the health of employees. The Committee is an integral part of the occupational health and safety management system as well as a form of employee participation in occupational health and safety management. It has 16 members elected on a parity basis—8 representatives from each party of the partnership. Also, joint occupational health and safety committees have been established in each subdivision.

The Occupational Health and Safety Committee organizes inspections of working conditions and occupational safety, informs employees of the results of these inspections, collects proposals for the section on occupational safety of the collective agreement. Commissioners for occupational safety, elected by the trade union organizations of the subdivisions, contribute to the creation of healthy and safe working conditions as well as exercise public control over the state of working conditions in the workplace.



The Occupational Safety Management System is an integral part of the management and production system and represents the unity of:



organizational management structures

- that provide for the establishment of duties and responsibilities in the field of occupational safety at all levels of management in the Company



measures

- that ensure the system operation and monitoring the effectiveness of work in occupational safety



documents

- including local regulations governing procedures and activities of the Occupational Safety Management System

OCCUPATIONAL SAFETY PROCEDURES:

- | | | |
|---|---|---|
| ➤ special assessment of working conditions | ➤ professional risk assessment | ➤ training of employees |
| ➤ welfare of employees | ➤ personal protective equipment for employees | ➤ social insurance for employees |
| ➤ work and rest pattern for employees | ➤ medical screenings and examinations of employees | ➤ healthy nutrition for employees |
| ➤ safety of employees and contractors during the operation of buildings and structures, equipment, and tools during the implementation of technical processes | ➤ response to emergencies, accidents, and occupational diseases | ➤ interaction with state supervisory authorities, executive authorities, and trade union control in occupational safety |



Training in the field of occupational and industrial safety

To ensure preventive measures to reduce occupational injuries and occupational diseases, to train employees on occupational safety without the involvement of training organizations, the Company is registered in the register of individual entrepreneurs and legal entities engaged in training their employees on occupational safety in the occupational safety information system of the Ministry of Labor and Social Protection of the Russian Federation.

EXPENSES FOR TRAINING IN THE FIELD OF OCCUPATIONAL AND INDUSTRIAL SAFETY | MLN RUB

2022	2023	2024
113,5	268	260

AVERAGE HEALTH AND SAFETY TRAINING PER EMPLOYEE | HOURS

2023	2024
56	24

The Company makes every effort to reach a benchmark level of safety culture, where the personal safety of each employee is equal to the safety of all colleagues and the principles of safe behavior. A system for exchanging best practices between the Company’s departments and enterprises is being formed. Proactive work on prevention and continuous improvement in occupational safety is motivated.

The work aimed at developing and improving the safety culture of the Company’s employees is carried out on a systematic basis; the goal of this work is to change the consciousness of employees and create conditions that ensure complete rejection of violations in the field of industrial and personal safety.

Training in the field of occupational and industrial safety, persons	2022	2023	2024
Industrial safety training and certification	10 192	9 425	8 503
Occupational health and safety training	14 226	98 047	49 736
Training in working specialties	7 303	7 184	7 587
Training in advanced training courses	12 129	21 245	21 055
Certification of welding personnel	914	377	546
Training and certification of NERT members	316	396	577
Education and training in various areas	4 911	9 293	3 444
Total:	49 991	145 967	91 448

Workplace Safety

GPI 403-7 RF SRS 2.11

To increase the efficiency of work to create safe and healthy working conditions, the Company annually enters into Occupational Safety Agreements that regulate the relationship between the employer and employees and determine the mutual responsibility of the parties as well as planning, ensuring, and carrying out various occupational safety measures.

In 2024, more than RUB 3.3 billion was allocated for measures aimed at improving working conditions and occupational safety at the enterprises of the TATNEFT Group. Average costs per 1 employee amounted to RUB 41.3.

OCCUPATIONAL SAFETY EXPENSES | THOUSAND RUB

	total	per 1 employee
2022	1 930 049	29,1
2023	2 711 827	34,1
2024	3 333 640	41,3

To develop and implement measures aimed at improving the working conditions of employees, reducing the risks of exposure to harmful and hazardous production factors, the Company conducts a special assessment of working conditions: planned assessment once every five years and an unscheduled assessment in established cases at workplaces of the TATNEFT Group enterprises. Following a special assessment of working conditions, measures are developed and implemented to improve working conditions at workplaces.

SPECIAL ASSESSMENT OF WORKING CONDITIONS | WORKPLACES

2022	2023	2024
12 964	15 695	9 678

Prevention of occupational diseases

To ensure healthy working conditions, comply with the requirements of sanitary norms and rules for technological processes, equipment, transport, workplace organization, work, recreation and sanitary services, prevention of health effects of harmful and dangerous factors, prevention of occupational diseases of workers in the workplace, industrial control over compliance with sanitary rules is carried out. In 2024, sanitary and hygienic studies of workplaces were carried out in the amount of RUB 5 million.

Annually, in accordance with the requirements of the legislation, to monitor dynamically the health of employees, timely detection of initial forms of occupational diseases, early signs of the impact of harmful and/or hazardous production factors of the working environment, the labor process on the health of employees, identification of medical contraindications to the implementation of certain types of work, mandatory periodic medical examinations of employees, psychiatric examinations (including in terms of drug-related diseases) are carried out.

EXPENSES FOR MEDICAL EXAMINATIONS | RUB MILLION

2022	2023	2024
195,9	218,7	317,6

There are programs of voluntary medical insurance, rehabilitation treatment, and sanatorium rehabilitation of employees. Lumbar exoskeletons are used to reduce diseases of the musculoskeletal system in the workplaces with significant physical exertion.¹

¹ For more details, see the “Social Security for Employees” section



Occupational injuries

GRI 403-9, 403-10

SASB EM-EP-320a.1

EM-RM-320a.1

RF SRS 2.13, 2.14

The Company takes up responsibility for the preservation of life and health of people, regardless of whether they are employees of the Company or contractors. It makes every effort to reduce the likelihood of occurrence of occupational hazards in the performance of work at the production facilities for all employees. For each accident related to industrial injuries, investigations of the circumstances are carried out and prompt measures are taken to prevent them.

OCCUPATIONAL INJURY RATES | COEFFICIENT

	2022	2023	2024
Injury frequency per 1,000 employees*	0,39	0,38	0,35
Injury severity**	92,7	102,9	72,62
Traffic accident injury frequency	0	0,14	0,20
Level of occupational injuries**	37,71	50,48	38,32
Fatal injuries per 1,000 employees**	0,015	0,025	0,012
Fatal injuries per 1,000,000 (TRIR)	0,28	0,3	0,44
Injury frequency (LTIFR per 1 million hours worked)*	0,222	0,213	0,197
fatal accidents per 1,000,000 hours	0,008	0,015	0,007
Accidents without consequences (NMFR)	0,057	0,076	024



* excluding traffic accident cases
** including traffic accident cases

When calculating the indicators, the workforce was used. The category of workers associated with a high risk of injury includes workers engaged in performing work at height and when working with moving machines and mechanisms.

In accordance with the Mission and to implement the Policy in the Field of Health, Safety, and Environment, the Development Strategy in the field of Health, Safety, and Environment of the TATNEFT Group until 2030 has been approved, which specifies the Company's goals and obligations in this area.

In 2024, 28 accidents were registered in the TATNEFT Group, of which 1 was fatal, the number of injured was 28 people, of which 1 deceased.

The number of traffic accidents in 2024 was 10 with 16 injured ones. The increase in the number of traffic accidents and the number of injured ones is due to the increase in traffic flow, low level of professional training of drivers, and inattention of road users.

To prevent accidents at work, 189 measures were developed and implemented following the investigations.



OCCUPATIONAL INJURIES BY SEVERITY OF CONSEQUENCES

	2022	2023	2024
accidents, number	26	29	28
injured, persons	27	30	28
↗ fatalities, persons	1	2	1
↗ minor accidents, persons	20	13	19
↗ serious accidents, persons	6	15	8



INDUSTRIAL INJURIES IN BUSINESS AREAS

	Number of accidents (fatal case)	Exploration and production	Repair and drilling	Oil and gas refining	Power generation	Petrochemicals	Other
2022	26 (1)	2 (0)	10 (0)	4 (0)	0 (0)	2 (0)	8 (1)
2023	29 (1)	2 (1)	8 (0)	2 (0)	1 (0)	0 (0)	16 (0)
2024	28 (1)	3 (0)	7 (1)	2 (0)	0 (0)	3 (0)	13 (0)

OCCUPATIONAL INJURIES IN TRAFFIC ACCIDENTS BY SEVERITY OF CONSEQUENCES

	2022	2023	2024
traffic accidents, number	0	7	10
injured in traffic accidents, persons	0	11	16
↗ fatalities, persons	0	0	1
↗ minor accidents, persons	0	8	13
↗ serious accidents, persons	0	3	2

OCCUPATIONAL INJURIES IN TRAFFIC ACCIDENTS BY BUSINESS AREAS

	Number of accidents (fatal case)	Exploration and production	Repair and drilling	Oil and gas refining	Power generation	Petrochemicals	Other
2022	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
2023	7 (0)	2 (0)	1 (0)	1 (0)	0 (0)	0 (0)	3 (0)
2024	10 (0)	3 (0)	1 (0)	0 (0)	1 (0)	1 (1)	4 (0)

OCCUPATIONAL INJURIES BY GENDER

	2022		2023		2024	
	men	women	men	women	men	women
number of people injured in accidents, persons	21	6	24	6	25	3
injured of traffic accidents, persons	0	0	10	1	11	5
fatalities in accidents, persons	1	0	1	1	1	0
fatalities in traffic accidents, persons	0	0	0	0	1	0

NUMBER OF DAYS OF TEMPORARY DISABILITY AS A RESULT OF ACCIDENTS PER 1 EMPLOYEE | DAYS

	total	men	women
2022	2 504	1 977 (94,14)	527 (87,8)
2023	4 014	3 497 (102,8)	517 (73,85)
2024	3 092	2 777 (79,34)	315 (39,34)

No occupational diseases for 2022–2024 were detected in the TATNEFT Group.

The Company has uniform requirements for the behavior of employees of contracting organizations when performing work at the facilities of the TATNEFT Group. Coordination of the Company’s activities with contractors is carried out in accordance with the Standard of the Procedure for the Admission of Contractors and the Organization of Safe Work, aimed at implementing the requirements of ISO 14001:2015, ISO 45001:2018, “Safety Rules in the Oil and Gas Industry,” “Occupational Safety Rules.”

The Company implements an integrated approach to assessment of retained knowledge on industrial and occupational safety among employees of contractors before establishing contractual

relations and during their implementation, which is a key factor in ensuring production safety. In 2024, before admission to work, the retained knowledge of more than 16 396 employees of contracting organizations was assessed.

All contracts concluded with contractors contain obligations to comply with health and safety rules to meet the strategic objectives of reducing occupational injuries and accidents. At the Company’s facilities, the contractor constantly monitors the fulfillment of contractual relations, compliance with the requirements of Russian legislation and local regulatory documents of the Company.

OCCUPATIONAL INJURIES OF CONTRACTORS AT THE COMPANY’S FACILITIES

	accidents (fatal case)	injured, persons
2022	17 (2)	17
2023	7 (1)	7
2024	10 (0)	10

High risk works

High-risk works with a high risk of injury include types of labor activities that carry risks to the health of personnel, performed in places where harmful and dangerous production factors operate. To minimize the likelihood of work-related injuries and emergencies, lists of high-risk work are developed and approved annually in accordance with the classification of working conditions.

Persons of at least 18 years of age who have passed a medical examination, primary and introductory briefings at the workplace, training under a special program and have been certified by the permanent examination commission of the enterprise of the subdivision are allowed to high-risk works. High risk works are carried out in accordance with the work permit, which determines the content, place, time, and conditions of work, the necessary safety measures, the composition of the team and persons responsible for the safety of work.



Environment and climate

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Environment and climate

GRI 3-3 SASB EM-RM-110a.2, EM-EP-110a.3 RF SRS 3.1

The Company adheres to the principles of the UN Global Compact and assesses the impacts of planned and performed activities on the climate and environment when making managerial and investment decisions. The Strategy of the TATNEFT Group until 2030 establishes the Company’s goals and responsibilities in the field of climate and environmental impact.

The Company focuses on activities aimed at preventing possible negative impact and uses advanced scientific achievements and innovative technical solutions, systems and processes, taking into account the global experience and best available technologies.

Identification of hazards, assessment and management of risks in the field of environmental protection, climate risks are carried out at all stages of the production life cycle, starting with pre-design surveys.

Key priorities

- minimizing the impact on climate change
- favorable environment and living conditions
- preservation of natural ecological systems and biodiversity
- rational use of natural resources
- improvement of the environmental impact management system



The Company’s Position on Climate Change

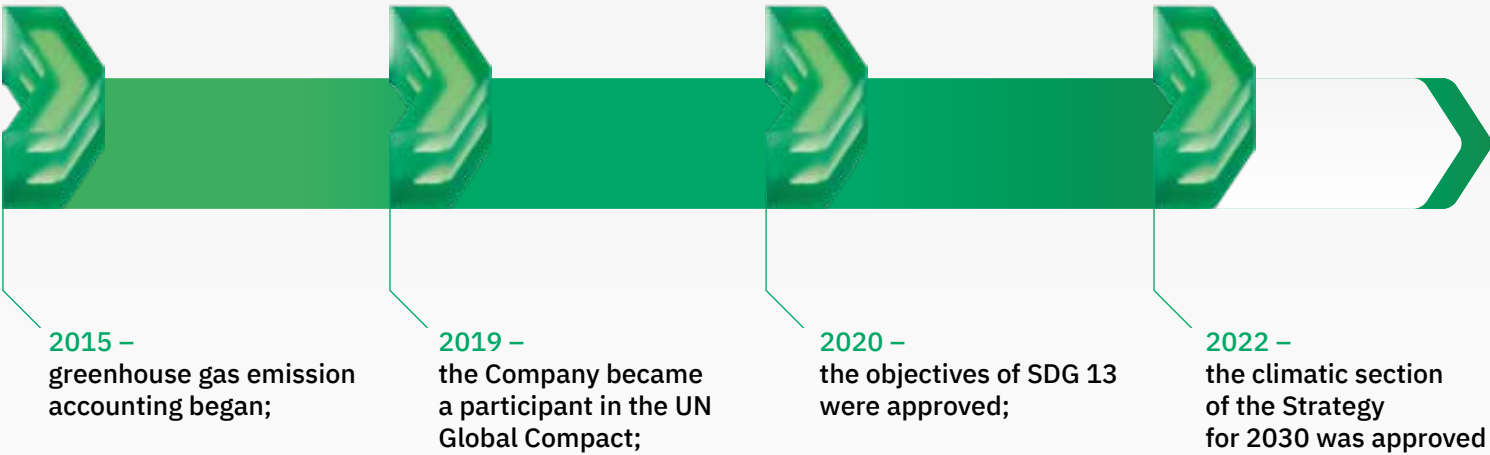
The Company shares the global concern related to climate change and recognizes that global warming caused by an increase in the concentration of greenhouse gases in the atmosphere is one of the most important challenges for the society and business. Since the issues of ecology and sustainable development of the regions of presence have historically been important for the Company’s activities, TATNEFT implements a long-term policy on decarbonization and environmental protection.

The recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) have been approved by the Company’s Board of Directors when updating the Strategy 2030.

We apply a scenario approach to strategic planning. The strategic options are being tested for sustainability against the below energy demand scenarios, including the climate scenario for the development of the global economy and energy, which involves achieving the goals of the Paris Agreement. The following is considered in the strategic planning:

- factors associated with the potential impact on the global balance of primary energy consumption;
- climate change risks and opportunities;
- development of environmental regulation in the Russian Federation and abroad;
- investors’ expectations in relation to long-term business sustainability;
- long-range forecast for greenhouse gas emissions by the Group enterprises;
- projects allowing to achieve the goal of reducing greenhouse gas emissions.

KEY MILESTONES IN THE IMPLEMENTATION OF THE UN SUSTAINABLE DEVELOPMENT PRINCIPLES AND GOALS:



The internal document reflecting the Company’s position and approaches in the field of environmental and climate impact is the “Policy of PJSC TATNEFT named after V.D. Shashin in the Field of Health, Safety and Environment Taking Into Account Climate Change”.

Climate Goals

TCFD-4.3

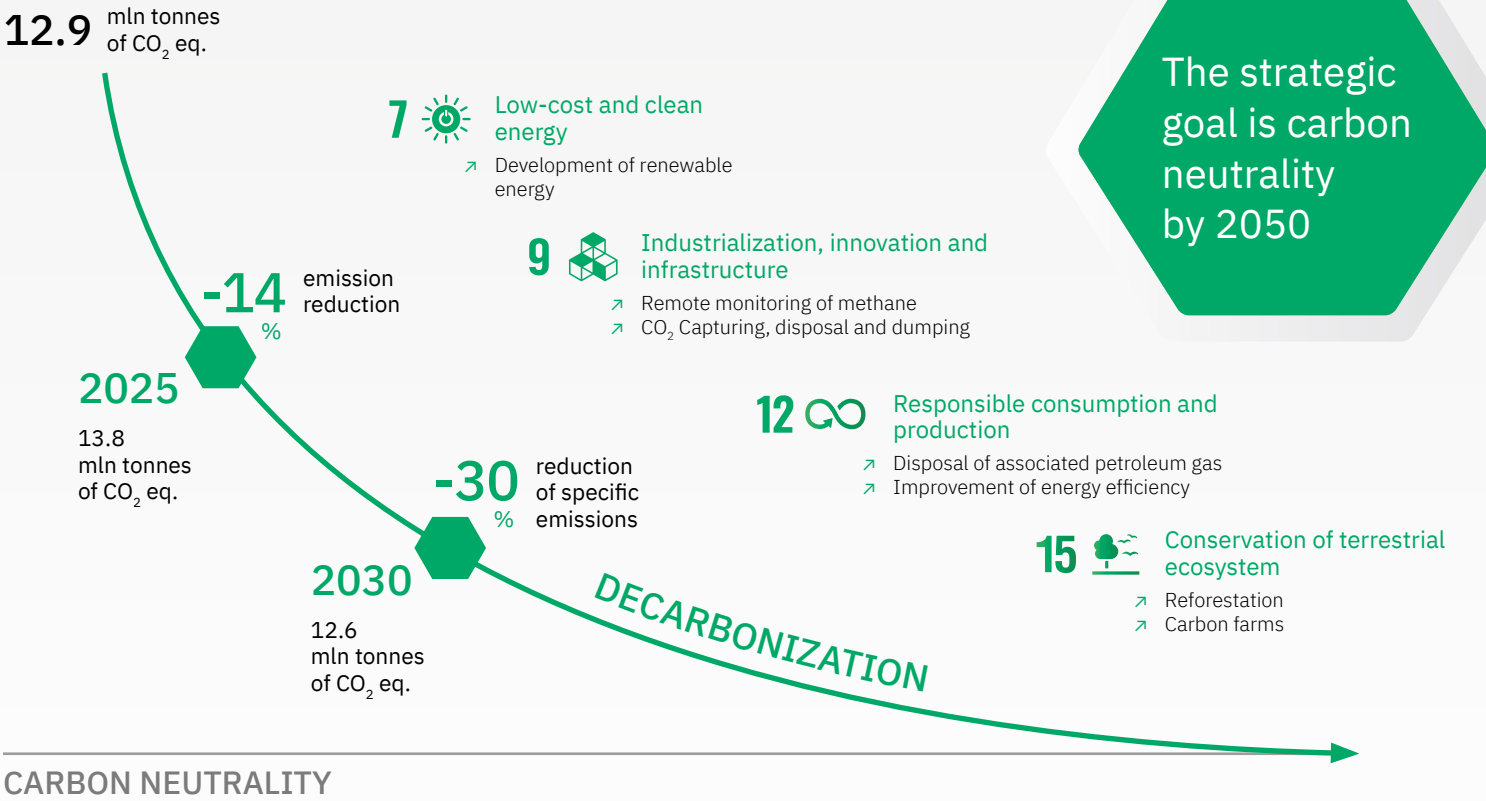
The Company has set an ambitious goal to achieve carbon neutrality by 2050 and is maturing opportunities to achieve it in terms of controlled greenhouse gas emissions according to Scope 1 and 2. Interim targets suggest a reduction in carbon intensity by 14% by 2025 and 30% by 2030 compared to the baseline year 2021.

The main decarbonization instruments are as follows:

- technological solutions to reduce emissions – reducing direct greenhouse gas emissions, reducing methane emissions, improving energy efficiency, increasing the level of utilization of associated petroleum gas
- CO₂ capture, use and disposal
- development of renewable energy
- biological capture of distributed CO₂ emissions
- implementation of climatic projects and release of carbon units
- formation of an ecological world view and involvement of the population in the implementation of the SDGs.

DECARBONIZATION STRATEGY OF THE COMPANY

IMPLEMENTATION OF SDG 13 PROGRAM AND DECARBONIZATION OF THE COMPANY IS ACHIEVED THROUGH A SET OF SDGS



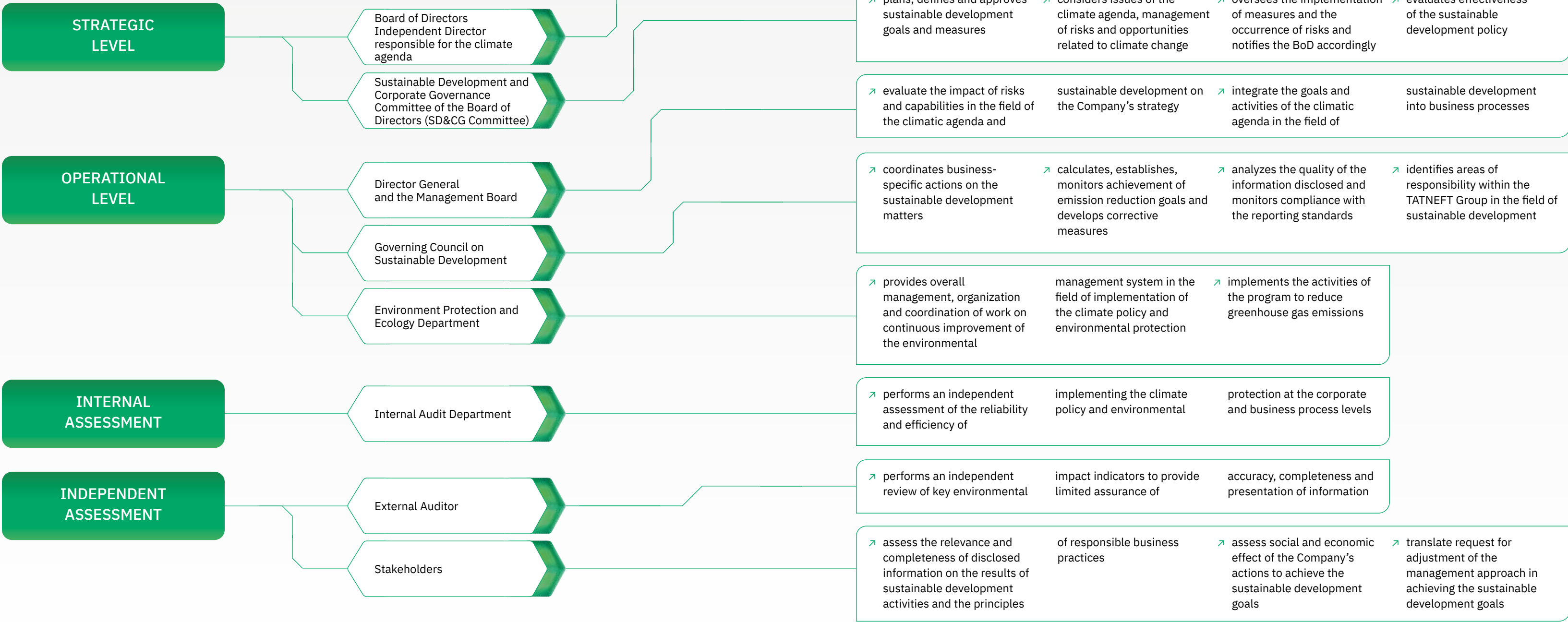
CARBON NEUTRALITY



Management System

GRI 3-3 TCFD-1.1, 1.2 SASB EM-EP-160a.1 RF SRS 3.2

The climate and environmental impact management system covers all the main levels of management



Risk Management

TCFD-3.1, 3.2, 3.3 RF SRS 3.2

Climate risk management

Consideration of climate risks and opportunities related to climate change is mandatory in the Company’s governing decisions.

In the Company, the process of identifying and assessing risks/opportunities related to climate, as well as in the field of Health, Safety and Environment, is part of an integrated risk management process built in the Company’s business processes and used for decision-making at all management levels, based on the recommendations of national and international standards:

- ISO 31000:2018 Risk management – Guidelines;
- ISO 14001:2015 Environmental management systems;
- COSO ERM Risk Management Framework.



The central element of the Company’s risk management process is the Risk Management and Internal Control Policy of PJSC TATNEFT.

The Company has a documented process for identifying, assessing, monitoring and managing climate risks and opportunities as part of the overall risk and opportunity management process:

- strategic-level risks are managed in accordance with the **Climate Risk and Opportunity Management Methodology**;
- operational-level risk management is carried out on the basis of the **Standard for Risk Management in the Field of Health, Safety, and Environment**.

In 2021, GHG emission targets were included in the KPIs of the heads of business areas.

Risk owners are responsible for identifying opportunity risks, developing and implementing risk management measures. Climate risk owners perform regular monitoring and prepare reports on climate risk management.

When evaluating investment projects, from 2021, the Company has been taking into account the risks associated with an increase in CO₂ emissions (Scope 1, 2 and 3), the Board of Directors has set an internal carbon price of \$49 per tonne of CO₂ eq.

Since 2006, the Company has been developing an integrated health, safety, climate and environment management system meeting the advanced ISO international standards throughout the production chain of the TATNEFT Group. Compliance with the standards is confirmed by recertification every three years.

At the operational level, the management system in the field of health, safety and environment (HSE) is provided by two functional subdivisions:

- Health, Safety and Environment Department
- Environment Protection and Ecology Department

THE INTEGRATED MANAGEMENT SYSTEM CONSISTS OF THREE MAIN AREAS:

INDUSTRIAL SAFETY

OCCUPATIONAL SAFETY

CLIMATE. ENVIRONMENTAL SAFETY

For more information about the industrial and occupational safety management system, see the Production Safety section.

The Company ensures compliance with ISO standards in the field of environmental management, industrial safety and health protection: ISO 14001:2015, ISO 45001:2018 and GOST R ISO 14001-2016. ISO standards in the field of climate have been implemented: ISO 14064-1:2018, ISO 14064-2:2019, ISO 14064-3:2019

The environmental management policies and practices of the TATNEFT Group enterprises comply with the IFC Performance Standards on Environmental and Social Sustainability, 2012.

Internal and external supervision audits are conducted annually, contributing to the improvement of the management system, increasing the level of competence of employees in these areas.

According to strategic goals in the field of climate and environmental protection, responsibility matrices were developed and process efficiency indicators were determined in the TATNEFT Group.

Environmental management plans cover all stages of the life cycle of the TATNEFT Group enterprises throughout the value chain, including the purchase of raw materials, design, production, transportation (supply), use, final processing or recycling and final disposal, conservation, liquidation of facilities, and are determined by the Guidelines on the Management System for Health, Safety, and Environment of the TATNEFT Group.





Climate risk identification

RF SRS 3.17 GRI 201-2

The climate risk management system is built on the basis of completeness and reliability of risk identification, on a comprehensive assessment of their impact on people, tangible assets, the environment and image.

In 2022, the Company developed a register of climate risks, which, in accordance with the TCFD classification, includes risks associated with a gradual transition to the low-carbon economy, as well as physical risks. The risks are divided according to the

planning horizon (short, medium and long-term) and are ranked based on expert consensus assessment of the probability and consequences of their implementation, measures for dealing with these risks are determined.

The register of climate risks and opportunities, climate risk management measures and the risk management report are reviewed and approved by the Company’s Board of Directors.

Assessment of climate risks and opportunities is carried out at least once a year. When identifying internal or external factors that have the potential to influence the register of climate risks and opportunities, an extraordinary assessment of climate risks and opportunities is carried out.

For more information about climate risks, see Appendix No. 2.

In order to minimize risks and increase safety, methods of preventing losses and reducing the cost of compensating for damages of realized risks are improved, insurance of negative events is organized. The TATNEFT Group on an ongoing basis provides insurance against the risks associated with damage to the environment. More details are available in the Risks and Control section.

RISKS OF TRANSITION TO THE LOW-CARBON ECONOMY AND PHYSICAL RISKS RF SRS 3.12

Risk groups				Risk management measures				Risk groups				Risk management measures			
MARKET RISKS								TECHNOLOGICAL RISKS							
Description: Reduced demand for oil and petroleum products due to strengthening of the environmental agenda and a shift in consumer preferences towards products with lower carbon footprint				Reducing the carbon footprint				Description: Limited access to low-carbon technologies and equipment, commercial efficiency and the need to modernize production facilities				Implementation of an energy efficiency and energy saving program.			
Effect: Change in the structure/decrease in the revenue				Increasing the share of non-fuel segment				Effect: Growth of capital expenditures, R&D expenses				R&D on low-carbon technologies			
Consideration of the internal price of CO₂ in the evaluation of investment projects				KPI system for reducing greenhouse gas emissions											
REGULATORY RISKS								PHYSICAL RISKS							
Description: Tightening environmental regulation. Expanding the product coverage of cross-border carbon regulation				Building an automated system for accounting greenhouse gas emissions				Description: Increased frequency of extreme weather events, temperature anomalies, changes in precipitation regime				Implementation of construction rules and regulations in the implementation of new construction projects			
Effect: Growth of operating costs for inventory, emissions assessment and verification. Possible payments for greenhouse gas emissions				Implementing a program to reduce greenhouse gas emissions				Effect: Costs of restoring production facilities, increase in the cost of insurance, interruptions in the operation of transport infrastructure				Insurance against environmental risks			
Regular monitoring the legal regulation of greenhouse gas emissions												Provision of assets for temporary storage of finished products			
REPUTATIONAL RISKS								Level of Impact							
Description: Increased attention of stakeholders to the long-term sustainability of the Company on the ESG aspects				Open and transparent dialogue with stakeholders, expanded disclosure of information				High				Exploration & Production			
Effect: Increasing the cost of financial resources and human capital				Development of the Company’s ‘green’ brands				Medium high				Oil & Gas Refining			
Industrial and occupational safety expenses, ecosystem restoration				Carrying out preventive measures in the field of accident and injury reduction				Medium				Petrochemicals			
								Low				Retail Business			
												Composite materials			



The Company considers with maximum priority any risk associated with a direct danger to human life and health, the occurrence of environmental disasters.



Climate-related opportunities

TCFD-4.3 RF SRS 3.1

The course on conscious consumption, concern for the environment and human health creates opportunities for business development. The Company sees significant potential in the implementation of a program to improve energy efficiency and energy conservation, increase the rational use of associated

petroleum gases, develop biotechnological projects, increase the share of low-carbon and recyclables in oil refining and composite products, expand the network of gas filling stations and the collection of recyclables for further processing.

Climate change opportunities and financial impact	Measures to implement the opportunities
RATIONAL USE OF RESOURCES	
Economic effect of reducing energy consumption.	Energy efficiency and energy saving programs Increasing the rational use of associated petroleum gas Implementation of a recycling water supply system Usage of recyclables as raw materials
LOW-CARBON FOOTPRINT PRODUCTS AND SERVICES	
Change in the structure/growth of revenue from the sale of products with high environmental characteristics.	Expansion of the product line with high environmental characteristics, including the use of low-carbon and recyclables Expansion of the CNG/LNG refueling network Study of the possibilities of processing CO₂ into commercial products, the use of CO₂ to increase oil recovery
ENERGY SOURCES/LOW-CARBON FOOTPRINT MATERIALS	
Cost reduction, including through the synergy of assets within the Group.	Introduction of the principles of circular economy Use of renewable energy Program for the use of composite and bio composite materials in capital construction

Level of impact

High

Medium high

Medium

Low

Greenhouse gas and pollutant monitoring

Regular inspections of equipment and infrastructure are conducted at oil production facilities to identify leaks and prevent emissions, all facilities have industrial safety expert review certificates.

Since 2020, the project is underway to implement an automated system of ambient air quality monitoring in the territory of the Company's operation. Portable and stationary gas analyzers are used at the facilities for gas air environment monitoring. The condition of atmospheric air outside the Company's facilities is monitored by stationary environmental checkpoints (SEC).

As of today, 31 stationary environmental checkpoints (SEC) located in Almet'yevsk, as well as near the settlements of Almet'yevsk, Bavlinsky, Sarmanovsky, Zainsky, Bugulminsky, Cheremshansky districts have been put into operation.

Unmanned aerial vehicles (UAV) are also used in the Company for air environmental monitoring. The UAVs are equipped with specialized sensors and cameras. This monitoring method ensures quick coverage of large areas and prompt response to potential leaks, and minimization of equipment downtime.

Carbon footprint of products

RF SRS 1.9

The carbon footprint of products includes the total volume of greenhouse gases released into the atmosphere at all lifecycle stages – from resource production and processing to transportation, end use and disposal.

The Company has assessed the carbon footprint of products according to the requirements of GOST R ISO 14067-2021. A digital product datasheet has been developed for each product type. It contains information about the main parameters of the product's composition, environmental impact, safety and recyclability.

Users can easily access this product information, including the place of manufacture, carbon footprint, useful life and storage recommendation at the Company's website – <https://dpp.tatneft.ru/>.

This tool increases the transparency of the product's environmental impact throughout its lifecycle and makes crucial information about the composition of every product accessible for key members of the supply chain.





Interaction on the Environmental and Climate Agenda

GRI 2-28, 3-3 SASB EM-EP-530a

The Company consistently and comprehensively adheres to initiatives related to transition to carbon neutrality and is an active participant in the discussion and implementation of measures to regulate greenhouse gas emissions at both the national and international levels, and it interacts with all parties concerned. Thus, representatives of the Company are members of RUIE committees and commissions, the scientific and technical council of the Federal Service for Supervision of Natural Resources (Rosprirodnadzor), a working group on the implementation of the ‘regulatory guillotine’ mechanism in management of the environment and natural resources at the

Analytical Center for the Government of the Russian Federation, an interdepartmental working group on the preparation of proposals to reduce the volume of production and consumption waste, the transition to a circular economy and the application of a mechanism for extended responsibility of producers and importers in processing and disposal of oil product waste.

Since 2021, the Company has been an official partner of the Climate Partnership of Russia, supports the Partnership’s initiatives in the climate agenda and achieving the SDGs and takes part in events.

2024

- **Member of the Conference of Parties to the UN Framework Convention on Climate Change (COP 29).**
The Company presented the projects aimed at creating a sustainable ‘green’ future
- **ESG-partner of the International Forum Russia – Islamic World: KAZANFORUM 2024.**
For emission mitigation, which was included in all activities on the arrangement and conduct of the Forum, TATNEFT used carbon units obtained as a result of implementing climate projects



Involvement of Personnel in the Climatic Agenda Issues

The Company’s responsibility in the issues of the climate change management agenda is supported by the personnel management system. Increased involvement of the personnel and community in the issues of combating climate change and environmental protection contribute to understanding the significance of these topics both for the present life and business, and for the future sustainable development of the Company and its region of presence.

The Company employees responsible for greenhouse gas emission management systematically undergo industry-specific training in international and national staff training programs.

The Company regularly conducts specialized internal workshops and seminars in the field of climate change, sustainable development and ecology.

The Personnel Training Center of PJSC TATNEFT provides training in 6 professional development programs in the field of environmental protection and combating climate change.

The Corporate University of PJSC TATNEFT provides training in continuing professional education programs in the field of environmental protection and combating climate change. Specialized programs have been developed both for the top management and the line management personnel and specialists

> 7 thousand employees trained

of the Company.

The Company employees can participate in the development and implementation of environmental initiatives. An information platform has been developed, which evaluates and monitors the implementation progress of ideas aimed at increasing energy efficiency and reducing the environmental and climate impact.



A financial incentive system for employees introducing and successfully implementing environmental initiatives

Contribution to Environmental Protection

GRI 3-3 RF SRS 1.11, 1.15, 1.16

CONTRIBUTION TO ENVIRONMENTAL PROTECTION | RUB BILLION



* the amount was adjusted due to the transfer of part of the investments aimed at the construction of the water unit.

The calculation of environmental protection costs was made on the basis of reports according to forms of federal statistical observation No. 4-OC “Information on current environmental protection costs” and No. 18-KC “Information on investments in fixed assets aimed at environmental protection and rational use of natural resources”.

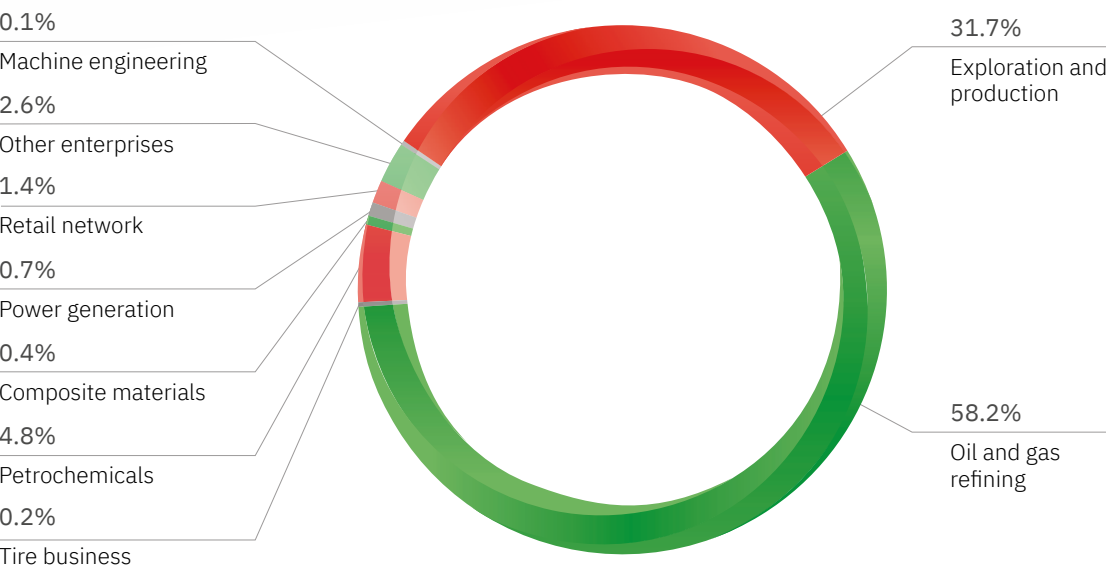
ITEM OF EXPENDITURES | RUB BILLION

	2022	2023	2024
EP costs (Form No. 4-OC)	9.9	11.1	13.3
Investments in the fixed assets aimed at EP (Form No. 18-KC)	3.01	7.8	2.8
Total	12.9	18.9	16.1
Payments for negative environmental impact	0.024	0.03	0.027
Fines and payment of damages for environmental impact	0.04	0.06	0.049

No significant cases of non-compliance with environmental legislation were identified.

Depreciation charges for the restoration of fixed assets for environmental protection for the TATNEFT Group, in addition to its contribution to environmental protection, amounted to RUB 6 billion.

CONTRIBUTION TO ENVIRONMENTAL PROTECTION IN BUSINESS AREAS | %



In 2024, the contribution to environmental protection amounted to RUB 16.1 billion, which is 14.8% less than in 2023. The reduction in contributions to environmental protection is related to the decrease in the volume of investments aimed at environmental protection and the rational use of natural resources (in 2023, the investments were directed towards the construction and commissioning of environmental protection facilities). Within the total expenditure, the volume of current environmental protection costs increased due to the rising cost of services and goods, as well as changes in the organizational structure of the TATNEFT Group.

SPECIFIC ENVIRONMENTAL PROTECTION COSTS IN BUSINESS AREAS

EXPLORATION AND PRODUCTION | RUB/TONNE OF OIL PRODUCED



OIL AND GAS REFINING | RUB/TONNE OF REFERENCE FUEL (TRF) OF RAW MATERIALS PROCESSED

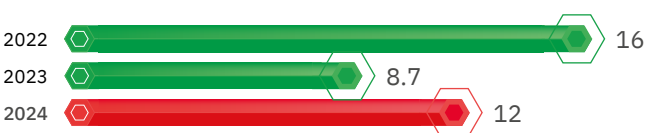


Large-scale environmental protection activities of the TATNEFT Group enterprises were financed from their own funds on a priority basis.

PETROCHEMICALS | RUB/TONNE OF MARKETABLE PRODUCTS

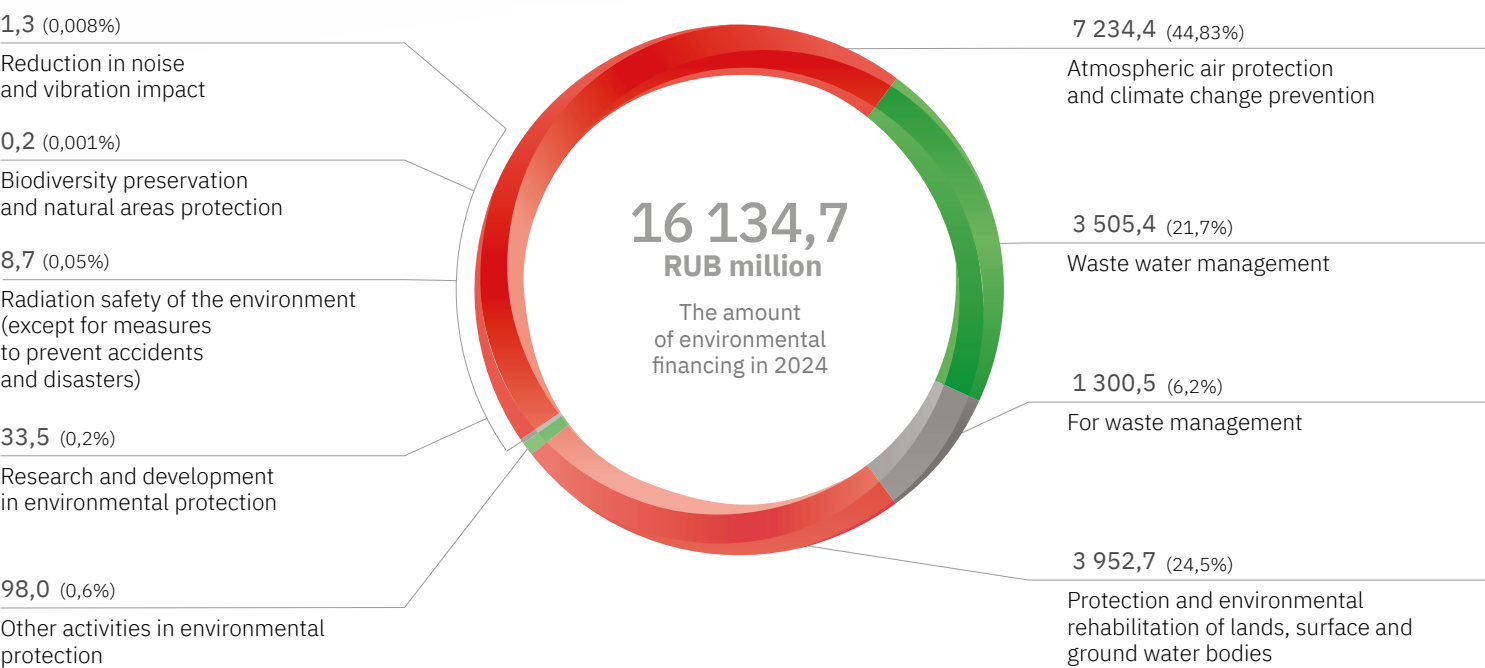


POWER GENERATION | RUB/KW*H OF GENERATED ENERGY



The volumes of financing of environmental protection measures in accordance with the European Classification of Environmental Protection Activities and Expenditures, CEPA 2000, are distributed into 9 areas.

CONTRIBUTION TO ENVIRONMENTAL PROTECTION IN ACCORDANCE WITH CEPA 2000 CLASSIFIER | RUB MILLION



Environmental Program

The environmental program consolidates the efforts of all TATNEFT Group enterprises to preserve the quality of the environment. The program takes into account the legislative requirements for environmental protection, as well as additional obligations assumed by the Company. The program is based on a risk-oriented approach and aims to reduce the man-made impact on the environment.



The achievement of the established goals in environmental safety, reduction of environmental impact, including in climate aspects and greenhouse gas emissions, is implemented through consistently formed environmental programs.

Since 1990, four environmental programs have been successfully implemented. The applied integrated approach to solving environmental issues has made it possible to improve the state of the environment and reduce the man-made impact of oil production. Since 2021, the fifth environmental program of the Company developed for the period up to 2025 in order to maintain the environmental condition of the Company’s region of activity at a legally permissible rate corresponding to the potential possibilities of self-restoration of natural ecosystems, has been in effect.

29 expenses for activities under the environmental program 2024
RUB billion

Targets for reduction of negative impact on the environment and their achievement by business areas	2023 actual	2023 target	2024 actual	2024 target
Reduction of specific pollutant emissions				
Exploration and production, kg/tonne	2.53	2.62	2.22	2.32
Oil and gas refining, kg/trf	0.68	0.81	0.66	0.66
Power generation, kg/MW*h	0.26	0.47	0.23	0.24
Petrochemicals, kg/tonne	6.61	6.61	6.21	6.66
Reduction of specific greenhouse gas emissions Scope-1 + Scope-2				
Exploration and production, kg/tonne	179	183	180	180
Oil and gas refining, kg/trf	162	170	160	161
Power generation, kg/kW*h	0.26	0.26	0.268	0.275
Petrochemicals, kg/kg	1.3	1.6	1.19	1.35
Reduction of specific consumption of fresh water for own needs				
Exploration and production, m³/tonne	1.25	1.26	1.27	1.29
Oil and gas refining, m³/trf	0.0715	0.094	0.10	0.16
Power generation, m³/kW*h	0.00150	0.00151	0.00184	0.00188
Petrochemicals, m³/kg	0.0078	0.0135	0.0069	0.0090
Increase in the share of recycled waste				
Exploration and production, %	96.99	69.3	93.4	70.1
Oil and gas refining, %	79.69	65.4	76.08	66.3
Power generation, %	68.68	65.8	55.5	49.6
Petrochemicals, %	27.42	15.92	46.3	16.6
APG utilization rate				Target by 2025
Exploration and production, %	98.13	98	98.29	The target is achieved



Air Emissions

GRI 2-4, 305-1, 305-2, 305-3, 305-4 TCFD-4.1, 4.2 SASB EM-EP-110a.1, EM-RM 110a.1 110a.2, 110a.3, 420a.2 RF SRS 1.8

GHG Emissions

The most important element of the climate risk management system is the assessment of greenhouse gas emissions. Control and accounting of greenhouse gas emissions are regulated by the emissions management standard. The system of greenhouse gas emissions accounting and reporting in the TATNEFT Group complies with the standards and recommendations of the Greenhouse Gas Protocol (GHG Protocol), ISO 14064, and aims to ensure disclosure of information regarding climatic aspects in accordance with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

The Company keeps records of greenhouse gases generated during production activities:



CARBON DIOXIDE (CO₂)

generated during the combustion of fuel at stationary combustion source (boiler units, furnaces and other heat engineering equipment), as a result of the combustion of gas in flare units, from industrial processes related to the processing of oil at oil refineries, as well as when using fuel by vehicles



METHANE (CH₄)

the emissions of which are produced as a result of gas combustion in flare units, during the operation of treatment facilities, from waste dumping, from leaks of technological equipment, as a result of the removal of process gases into the atmosphere through candles (diversion, dispersion, bleaching) without combustion or catalytic oxidation





GHG EMISSIONS | MILLION TONNES OF CO₂-EQ.

SCOPE 1



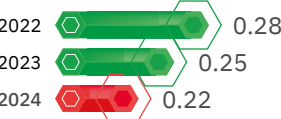
Exploration and production



Oil and gas refining



Petrochemicals



Power generation



SCOPE 3



Business trips*



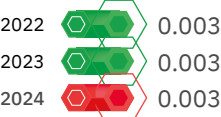
Composite materials



Retail business



Machine engineering



Tire business



Other enterprises of the Group



Natural gas production and transportation**



Processing and use of sold products***



According to the recommendations of the GHG Protocol Corporate Standard, the year of 2021 (the year of inclusion of the climate section in the Company's Development Strategy) is chosen as the base year for consistent comparison of emissions over time.

SCOPE 2



Exploration and production



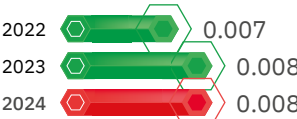
Oil and gas refining



Petrochemicals



Power generation



Greenhouse gas emissions from TATNEFT Group enterprises are not subject to legal restrictions.

Composite materials



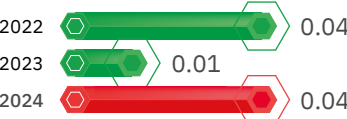
Retail business



Machine engineering



Tire business



Other enterprises of the Group



Direct **Scope 1** GHG emissions were calculated in accordance with the requirements of the following regulations:

- Order of the Ministry of Natural Resources of Russia No. 371 "On Approval of Methods for Quantitative Determination of Greenhouse Gas Emissions and Absorption of Greenhouse Gases" dated 27.05.2022.
- The Greenhouse Gas Protocol (A Corporate Accounting and Reporting Standard).

The total mass of direct emissions consists of 95% of carbon dioxide and 5% of methane (According to the list of greenhouse gases in respect of which the state registration of greenhouse gas emissions and maintenance of a greenhouse gas inventory are performed, approved by Decree of the Government of the Russian Federation No. 2979-p dated 22.10.2021, a global warming potential (GWP) equal to 25 is used to convert methane (CH₄) into tonnes of CO₂-eq.).

There are no other types of greenhouse gases in the direct emissions of the TATNEFT Group enterprises (According to the classification established by Decree of the Government of the Russian Federation No. 2979-p dated 22.10.2021).

When calculating indirect emissions, carbon dioxide emissions are taken into account.

Calculations of indirect GHG emissions (**Scope 2**) were made in accordance with the requirements of the following regulations:

➤ Order of the Ministry of Natural Resources of the Russian Federation No. 330 «On Approval of Guidelines for Quantitative Determination of Indirect Energy Emissions of Greenhouse Gases» dated 29.06.2017;

➤ For Scope 2 calculations, the coefficient of energy emissions provided by LLC Nizhnekamsk CHP was used.

Calculations of indirect GHG emissions (**Scope 3**) were made in accordance with the requirements of the following regulations:

- The Greenhouse Gas Protocol (A Corporate Accounting and Reporting Standard);
- Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

In 2024, the Company integrated with the accounting systems for products sold and fully automated the calculation of Scope 3, therefore the figures for 2022 and 2023 have been adjusted.

* GHG emissions during air travel are calculated using the ICAO calculator.

** GHG emissions from consumed natural gas are calculated on the basis of data on specific emissions of natural gas production, transportation and processing by PJSC Gazprom.

*** GHG emissions during the processing and use of sold products are calculated on the basis of the coefficients of the Methodology approved by Order of the Ministry of Natural Resources of the Russian Federation No. 371 dated 27.05.2022.

The sum of indicators in some lines may not add up to the total due to rounding.



GROSS GHG EMISSIONS BY SOURCE

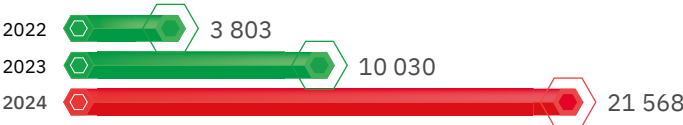
SASB EM-EP-110a.2

	2022	2023	2024
Scope 1, million tonnes of CO ₂ -eq., incl.:	8.40	8.19	8.18
↗ flare combustion of hydrocarbons	0.49	0.49	0.33
↗ stationary combustion	5.91	5.73	5.87
↗ transport	0.15	0.17	0.17
↗ oil refining	1.41	1.39	1.42
↗ fugitive emissions and leaks	0.37	0.39	0.37
↗ waste dumping	0.01	0.01	0.008
↗ wastewater treatment and disposal	0.01	0.01	0.009
↗ glass production	0.0008	0.0008	0.0009
Share of CH ₄ in Scope 1, %	4.5	5.1	4.8

The sum of indicators in some lines may not add up to the total due to rounding.

The Company applies technologies to reduce the use of electricity and heat through the use of pellet boilers. In accordance with the Methodology for Quantitative Determination of Greenhouse Gas Emission Volumes when Assessing Greenhouse Gas Emissions from Biomass Use, these data are not summed up with other greenhouse gas emissions.

GREENHOUSE GAS EMISSIONS (PELLETS, SCOPE 1) | T CO₂-EQ.



Data are calculated on the basis of Guidelines for Conducting a Voluntary Inventory of Greenhouse Gas Emissions in the Constituent Entities of the Russian Federation, approved by Order of the Ministry of Natural Resources of the Russian Federation No. 15-p dated April 16, 2015.

SASB EM-EP-420a.2

In 2023, the Company did not conduct an audit of hydrocarbon reserves. In 2024, the audit of oil reserves was conducted through in-house expertise. Since the audit was conducted for a prioritized number of fields, potential carbon dioxide emissions were not calculated due to impracticality.

POTENTIAL CARBON DIOXIDE EMISSIONS FROM PROVEN HYDROCARBON RESERVES

	2022
Proven reserves, thousand tonnes of oil (Gg)	847 935
Potential GHG emissions, million t CO ₂ -eq.	2 629
lower limit	2 418
upper limit	2 868

GHG EMISSION INTENSITY

SCOPE 1

Exploration and production | kg of CO₂-eq./t of oil produced



Petrochemicals | kg/kg



Oil and gas refining | kg/trf



Power generation | kg/kW*h



SCOPE 1 + SCOPE 2

Exploration and production | kg of CO₂-eq./t of oil produced



Oil and gas refining | kg/tonne of reference fuel of raw materials processed



Exploration and production | kg of CO₂-eq./barrel of oil produced



Petrochemicals | kg/kg of marketable products



Exploration and production | kg of CO₂-eq./trf (oil and gas produced)



Power generation | kg/kW*h of generated energy





Carbon Footprint Reduction Projects and Progress

GRI 305-5 TCFD-4.3 SASB EM-EP-110a.3; EM-RM-110a.2 RF SRS 4.17

To achieve the SDG 13 targets, the Company is implementing the Climate Change Mitigation program, which includes a portfolio of projects aimed at reducing its carbon footprint.



SDG 13 IMPLEMENTATION RESULTS

Goals Set		Baseline Year Indicator		Implementation Results by the Baseline Year		Target Year Indicator
		2021	2022	2023	2024	2030
Reduce specific Scopes 1+2 GHG Emissions by 14% and 30% by 2025 and 2030, respectively	Exploration and Production Business Line, kg CO ₂ -eq. per tonne of oil produced	79	73.4 7% down	75.4 5% down	75.5 4% down	73
	Petrochemicals Business Line, kg per kg of marketable products*	1.77	1.52 14% down	1.3 26% down	1.19 33% down	1.3
	Oil and Gas Processing Business Line, kg of CO ₂ -eq. per tonne of fuel eq. of hydrocarbons produced	166	167 0.6** up	163 2.4% down	160 3.6% down	118
	Power generation, kg per kW*h of power generated	0.258	0.256 0.78% down	0.261 1.2%***up	0.26 0.78% up	0.245

* In the Petrochemicals business, the target was achieved through the implementation of projects to retrofit flare units, optimize fuel gas consumption in process units, implement an energy saving program, reduce heat consumption from third-party suppliers, and convert the boiler house from fuel oil to gas.
** Specific emission increase related to commissioning of new process units.
*** Specific emission increase related to the incorporation of new process units within the accounting perimeter.

In 2024, the potential of the Greenhouse Gas Emissions Reduction Program amounted to **1.9 million tonnes** of CO₂-eq. The environmental effect of the Program implementation in 2024 amounted to **0.45 million tonnes** of CO₂-eq. The cost of implementing measures in 2024 was **RUB 9.7 billion**. The achieved effect for 2021–2024 amounted to **1.8 million tonnes** of CO₂-eq*.

* the environmental effect of the implementation of the Greenhouse Gas Emissions Reduction Program is calculated as the difference between the baseline (i.e., the calculation of greenhouse gas emissions in the absence of measures taken) and the result of a quantitative assessment of actual greenhouse gas emissions, taking into account changes in the rate of production activity. The calculation takes into account greenhouse gas emissions Scope 1,2,3.

RESULTS OF KEY PROJECTS TO REDUCE GREENHOUSE GAS EMISSIONS:

➤ Projects aimed at increasing the efficient utilization rate of waste gases, upgrading flare units, optimizing energy resource consumption, and repairing and operational tuning of super viscous oil (SVO) boilers	> 250 CO ₂ -eq thousand tonnes
➤ Solvent injection project for SVO deposits	13,8 CO ₂ -eq thousand tonnes
➤ Project for retrofitting tank farms with vapor recovery units	2,9 CO ₂ -eq thousand tonnes
➤ Reconstruction project of a cryogenic plant for deep processing of dry distilled gas with the release of new products	> 5 CH ₄ emissions thousand tonnes

Climate Portfolio of TATNEFT Projects

TATNEFT is a leader in the number and variety of registered climate projects. The Russian Carbon Units Registry includes 18 projects implemented by TATNEFT during the period of 2023–2024, with a total greenhouse gas emission reduction of 4 236 006 tonnes of CO₂.

18 climate projects **4.2** carbon units million



Winner All-Russian competition “Flagships of Business: Dynamics, Responsibility, Sustainability — 2023” in the nomination “For the Climate Project”



Pollutant Emissions

GRI 305-6, 305-7

SASB EM-EP-120a.1; EM-RM-120a.1

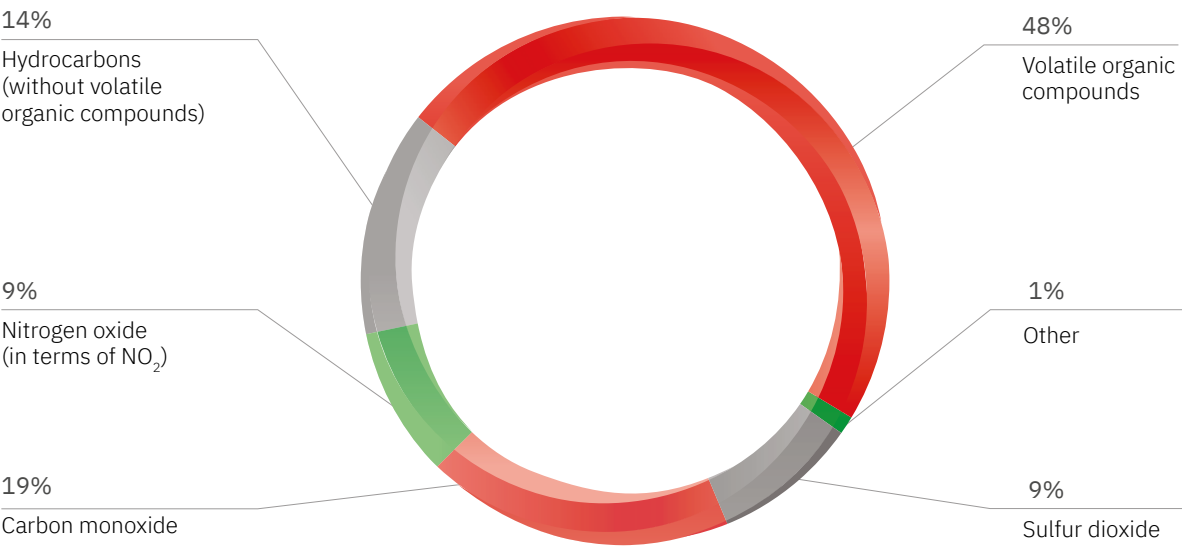
RF SRS 1.7, 1.10

In 2024, gross emissions of pollutants into the atmospheric air by the TATNEFT Group amounted to 90.4 thousand tonnes, which is 11.5% less than in 2023. The reduction of pollutant emissions into the atmospheric air is associated with the commissioning of a modular fast pyrolysis unit, the implementation of measures to reduce pollutant emissions, and the inventory survey of pollution sources.

MEASURES AIMED AT REDUCING EMISSIONS OF POLLUTANTS INTO THE AIR:

- Modernization of production using the best technologies, equipment, materials, digital process control solutions;
 - Improvement of the energy efficiency of production processes and resource preservation ensuring;
 - Maintaining the technical condition of tank and oilfield equipment in the appropriate condition;
 - Upgrading facilities with vapor recovery systems;
- Reduction of volumes of associated petroleum gas burned in flare units;
 - Associated petroleum gas cleaning at desulphurization units;
 - Replacement of flare units with sootless combustion units;
 - Improving the environmental performance of vehicles;
 - Implementing fuel dispensers with vapor recovery systems at gas stations.

COMPOSITION OF GASEOUS POLLUTANT EMISSIONS | %



GROSS EMISSIONS OF POLLUTANTS INTO THE ATMOSPHERIC AIR | THOUSAND TONNES

TOTAL



Solids



Nitrogen oxides (in terms of NO₂)



Sulfur dioxide



Hydrocarbons (without VOCs)



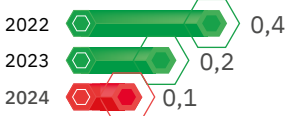
Volatile organic compounds (VOCs)



Hydrogen sulfide**

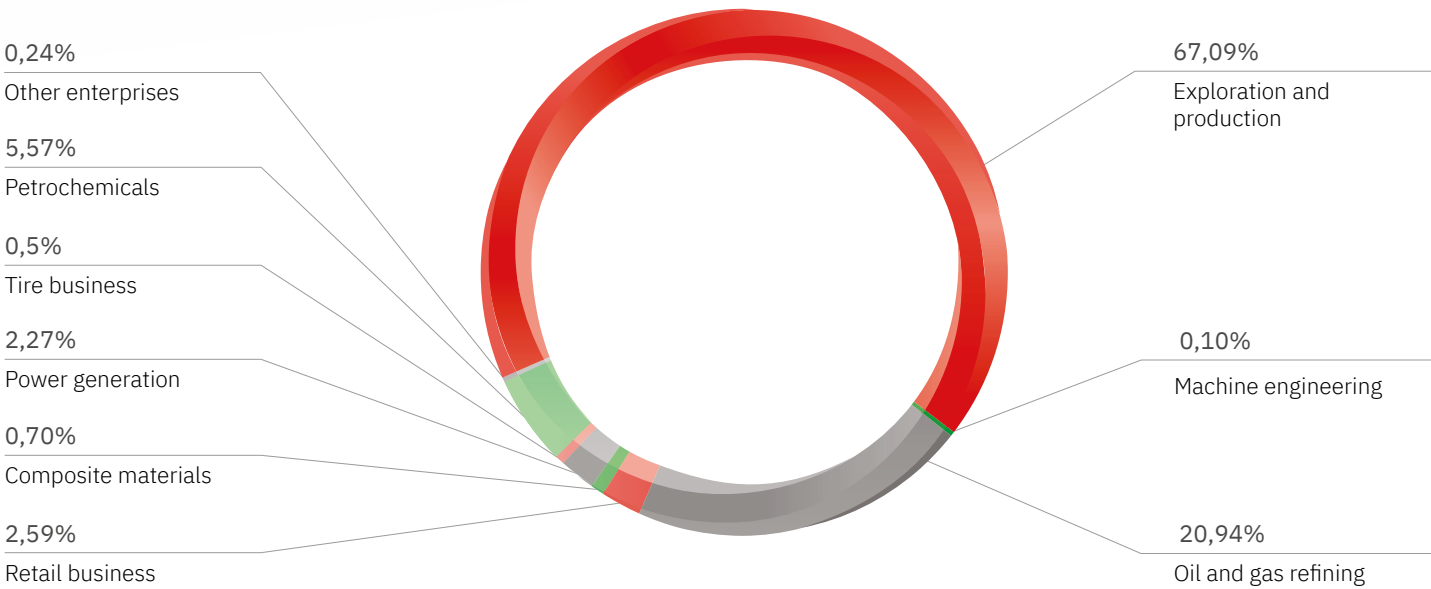


Other



* Indicators on emissions of pollutants into the atmospheric air are formed on the basis of indicators reflected in the forms of state statistical reporting (2-TP air).
** Hydrogen sulfide emissions for 2022 and 2023 have been recalculated taking into account emissions across the entire perimeter of the Group.

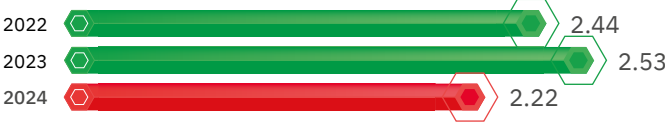
DISTRIBUTION OF POLLUTANTS INTO THE ATMOSPHERIC AIR BY BUSINESS AREAS | %





AIR POLLUTANT EMISSIONS RATE

EXPLORATION AND PRODUCTION |
KG/T OF OIL PRODUCED



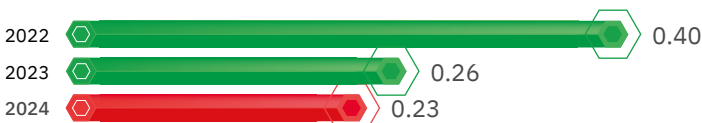
PETROCHEMICALS |
KG/T OF FINISHED PRODUCT



OIL AND GAS REFINING |
KG/TRF OF RAW MATERIALS PROCESSED



POWER GENERATION |
KG/MW*H OF GENERATED ENERGY



AIR POLLUTANT EMISSIONS RATE BY HAZARD CLASSES

	Class 2			Class 3			Class 4			Not classified as hazard classes 1–4		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Exploration and production, kg/t of oil produced	0.04	0.02	0.02	0.63	0.66	0.57	1.69	1.82	1.62	0.02	0.01	0.01
Oil and gas refining, kg/trf of raw materials processed	0.002	0.002	0.002	0.18	0.16	0.17	0.52	0.49	0.49	0.01	0.02	0.01
Petrochemicals, kg/t of finished product	0.11	0.11	0.12	0.87	0.84	0.97	5.75	5.72	4.98	0.04	0.05	0.13
Power generation, kg/MW*h of generated energy	0.0003	0.0001	0.0001	0.28	0.18	0.16	0.08	0.07	0.06	0.01	0.01	0.01
Tire business, kg/t of finished product	-	0.0001	0.0003	-	0.002	0.001	-	0.003	0.002	-	0.0001	0
Machine engineering, kg/t of finished product	0	0	0	0.002	0.001	0.001	0.002	0.001	0.001	0.001	0.0003	0.0003
Retail business, kg/t of finished product	0.009	0.007	0.007	0.08	0.06	0.06	0.32	0.27	0.27	0.04	0.001	0.001
Composite materials, kg/t of finished product	0	0.001	0.001	0.006	0.009	0.007	0.01	0.01	0.01	0	0.001	0.001

The total amount of hazard class 1 pollutants for the TATNEFT Group is 3.061 tonnes. Determining specific indicators for hazard class 1 is impractical due to the lack of information.

The TATNEFT Group does not use ozone-depleting substances on an industrial scale, nor does it produce them.

Efficient use of associated petroleum gas

GRI 3-3

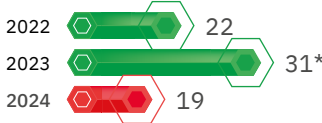
The Company implements a program to improve the rational use of associated petroleum gas aimed at stimulating the processing of APG into products with high added value and reducing the impact on the environment and climate. Due to the actions taken over the past 15 years, the rate of APG utilization in the TATNEFT Group has reached 98.29%. In 2022–2024, the volume of APG flaring reduced by 13.6%.

98.29 % APG utilization rate

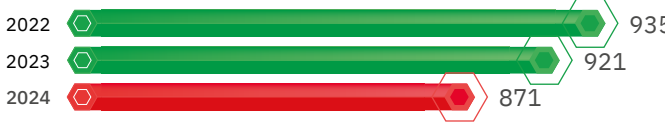
PRODUCTS OBTAINED:

-  METHANE (for needs of population)
-  ETHANE (production of polyethylene)
-  LIQUEFIED GASES (sale at gas filling stations)

APG FLARING VOLUMES | MLN M³



PRODUCTION OF APG | MLN M³



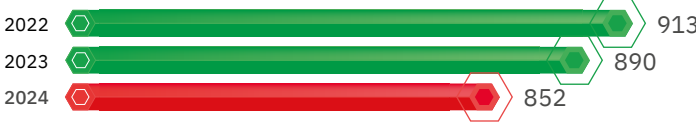
* increase in the volume of APG flaring is due to the temporary shutdown of oil and gas refinery facilities during scheduled maintenance.

The APG utilization rate is represented by the ratio of the amount of associated petroleum gas flared to the volume of associated petroleum gas produced. Calculations of APG utilization rates are carried out in accordance with Decree of the Government of the Russian Federation No. 1148 dated 08.11.2019 «Regulation on the Specifics of Calculating Fees for Negative Environmental Impact from Emissions into the Atmospheric Air of Pollutants

APG UTILIZATION RATE | %



UTILIZATION OF APG | MLN M³



Generated During Flaring and/or Dispersion of Associated Petroleum Gas». In order to increase the rate of associated petroleum gas utilization, the Company took measures to connect separation points to the gas gathering system, organize multiphase transport of well products and use the gas for own process needs.

Water Intake and Water Consumption

GRI 3-3, 303-1, 303-2, 303-3, 303-5

SASB EM-EP-140a.1; EM-RM-140a.1

RF SRS 1.1, 1.2

Caring for the planet is an integral part of our mission, which is aimed at mitigating the effects of climate change through a responsible approach to the use of water – a vital resource for the Earth and for humanity.

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The use of water resources is necessary for the implementation of the activities of all business areas of the TATNEFT Group – from oil and gas production to the sale of products. At the same time, the Company defines water as a strategic resource for the protection of biodiversity and human health, socio-economic development and industrial activities. We are committed to the optimal management of water resources at all stages of activity in harmony with the needs of the territories in accordance with the UN Sustainable Development Goals.

The Company’s main approach to solving the problem of rational water use:

- Application of recycled and reused water supply systems;
- Increase in the degree of wastewater treatment;
- Reduction of water intake from natural sources.

The territory of the main production activity of the Company belongs to the regions that do not experience a shortage of fresh water. According to the Water Strategy of the Russian Federation for the Period Up To 2020*, the regions with a shortage of water resources include the Republic of Kalmykia, the Belgorod and Kursk regions, the Stavropol Territory, the North Caucasus, certain areas of the Southern Urals and southern Siberia, lower reaches of the Volga.

Consumption of “fresh water”**, water use and access to water facilities for the TATNEFT Group in Russia is carried out in accordance with the legislation of the Russian Federation, on the basis of water use agreements, decisions on the provision of water facilities for use, licenses for the right to use subsoil for the purpose of extracting groundwater, as well as resolutions of local regulatory authorities, this makes it possible not to expose local communities and the natural environment to the risk of water scarcity.

The collection of data on water accounting is carried out according to the rules for the formation of state statistical reporting, and, if such reporting is not provided, on the basis of economic contracts for water consumption and sanitation.

In 2024, the total water consumption of the TATNEFT Group increased by 3 million m³ (4.6%) due to scheduled capital repairs at oil refining facilities, an increase in the volume of hydrotesting and tank cleaning, the commissioning of new installations at oil refining facilities, and a reduction in the return of treated water to the technical water network. The increase in freshwater consumption is linked to the commissioning of energy boilers following reconstruction.

The Company’s position in management of activities for the protection and rational use of water resources

TATNEFT website



WATER CONSUMPTION | MLN M³

Intake and obtaining of fresh water for own needs, total



From surface sources



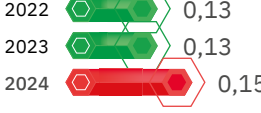
From underground sources



From municipal water supply systems



Collected and stored rainwater



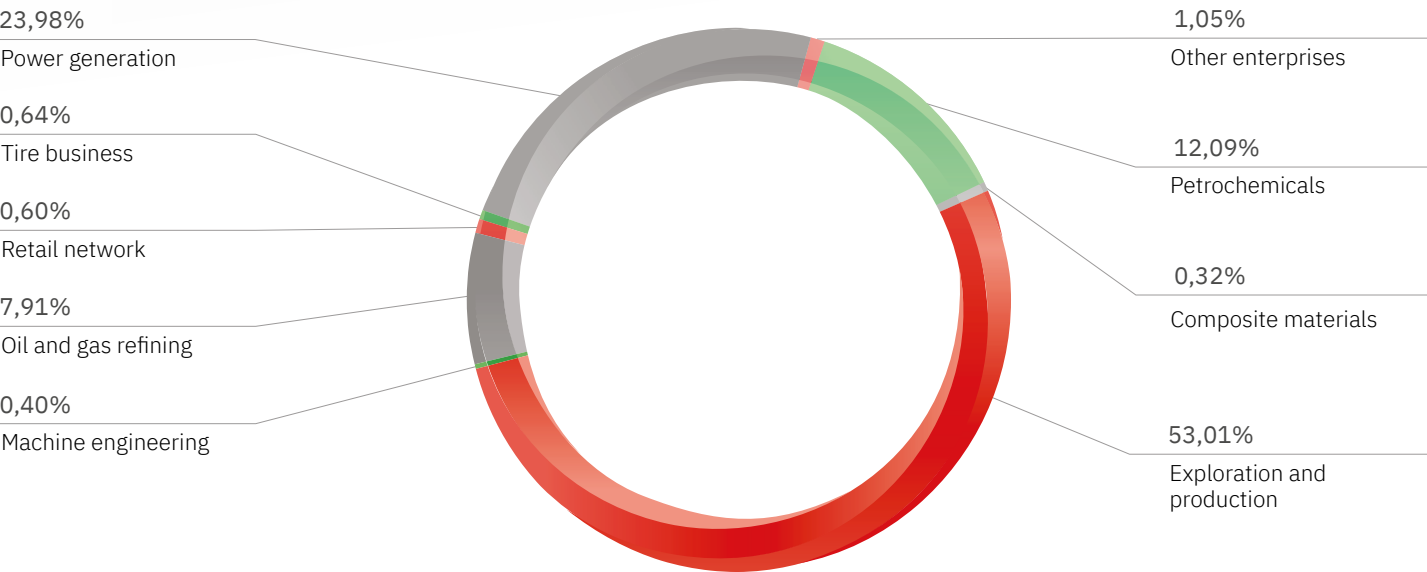
From other sources



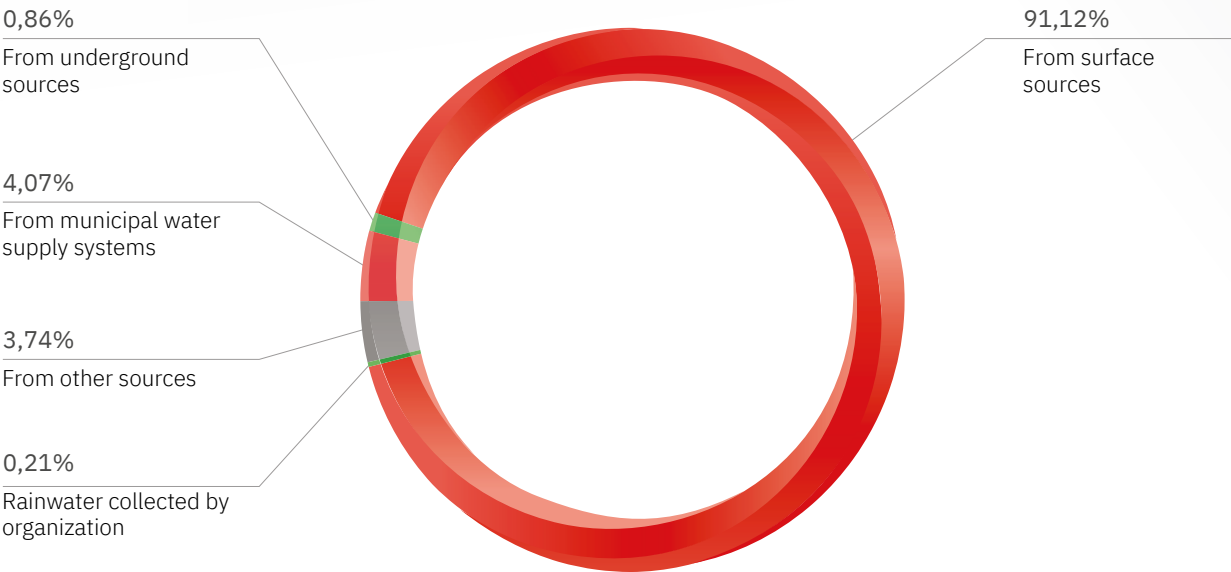
* The Water Strategy project of the Russian Federation for the period up to 2035 retains the same regions with water resources scarcity.
** «Fresh water» is water taken from surface and underground sources, rainwater and water received from third parties under water supply contracts. It is used for both production and household and other needs of the Company. According to international standard GRI 303, «fresh» water is water containing less than 1 000 mg/l of dissolved solids (the definition is based on ISO 14046:2014). In this section, unless otherwise indicated, we talk about «fresh water».

GRI 303-5 SASB EM-EP-140a.2

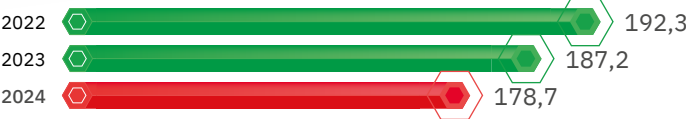
WATER CONSUMPTION FOR OWN NEEDS BY BUSINESS AREAS | %



WATER WITHDRAWAL FOR OWN NEEDS BY TYPES OF SOURCES | %



WATER PRODUCED ALONG WITH HYDROCARBONS, SUBSEQUENTLY PUMPED INTO THE RESERVOIR TO MAINTAIN RESERVOIR PRESSURE | MLN M³



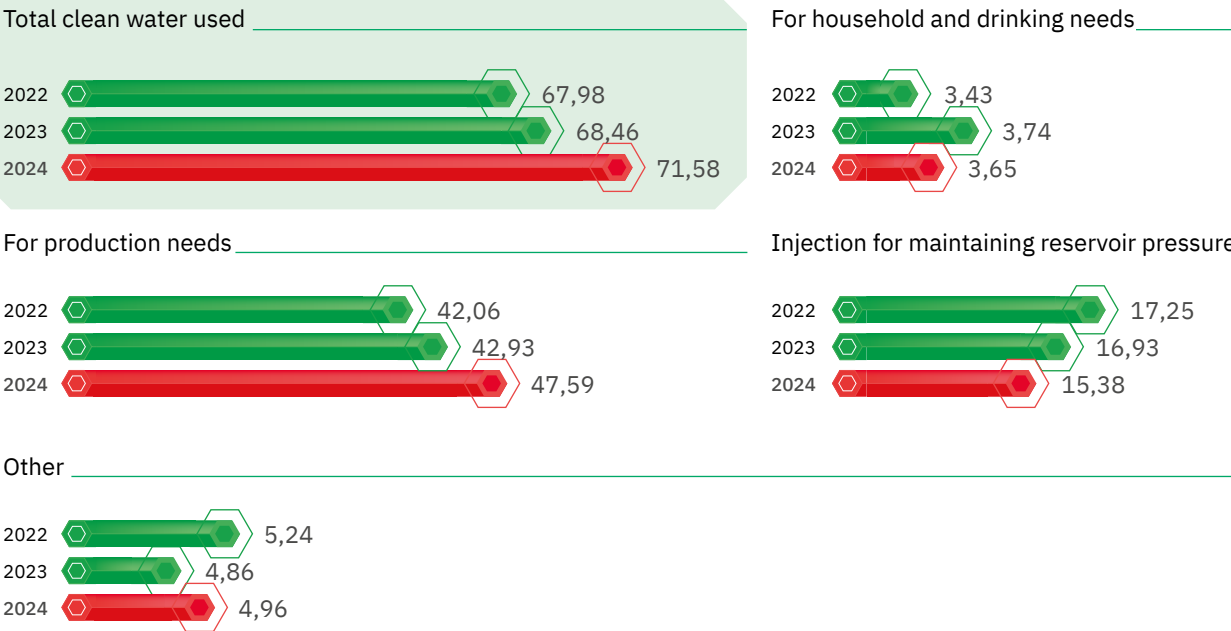
Water consumption

Total water consumption calculated as the difference between the volume of water withdrawn and received for use and the volume of water disposal – 58.9 million m³

The Company withdraws water from various sources, including ground and surface water bodies. The main sources of water intake are the Kuibyshev storage reservoir, the Volga, Kama, and Stepnoy Zay rivers. Water is also supplied by third-party organizations under water supply contracts and as part of the organized collection of meltwater and stormwater runoff from the territories of enterprises.

The TATNEFT Group does not have a significant impact on natural water sources by the water withdrawal. Water withdrawals from surface and underground sources do not exceed the allowable withdrawal limits.

USE OF WATER FOR VARIOUS NEEDS | MLN M³



66% of consumed water is used for production needs, and 5% — for household and drinking needs.



An important indicator for the characteristics of rational water use is the costs in the systems of recycled and reused water.*

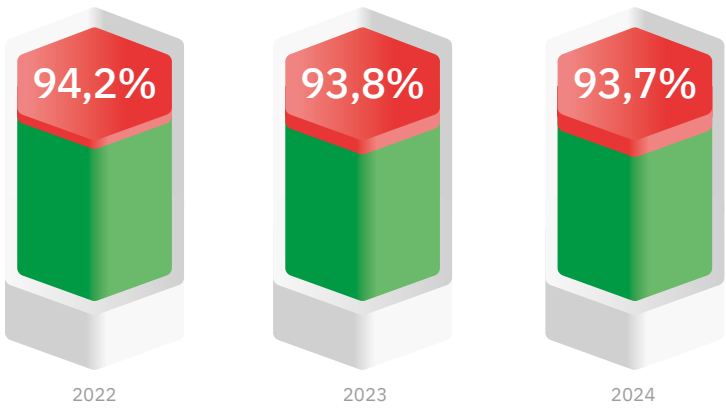
In 2024, the share of recycled and reused water was 93.7% of the total volume of water used for production needs, which saves the amount of water withdrawn (fresh water) from the external environment. The increase in the volume of recycled water supply is due to the commissioning of new technological units at the oil refinery and changes in the composition of the power plant's generating equipment.

RECYCLED AND REUSED WATER | MLN M³



SHARE OF RECYCLED AND SEQUENTIALLY REUSED WATER | %

RF SRS 1.3



RESULTS OF PROJECTS TO REDUCE WATER CONSUMPTION:

➤ The consumption of river water for industrial needs has been reduced due to changes in the water circulation system at petrochemical enterprises	0.34 mln m ³ (since 2021 > 5.4 mln m ³)
➤ The use of fresh water has been optimized with the help of technological solutions used at the facilities for the preparation of co-produced water during the production of super viscous oil	5.50 mln m ³ (since 2018 >25 mln m ³)
➤ Treated wastewater has been fully returned to the production cycle as a result of changes in the recycled water supply system at oil and gas processing enterprises. Treated wastewater is not discharged into water bodies.	100% return of treated wastewater to the production cycle

SDG 6 IMPLEMENTATION RESULTS

Goals set		Indicator of base year	Goals implementation results				Indicator of target year
		2019	2022	2023	2024	2030	
Reduction in the use of fresh water for production needs	fresh water use, thousand m³	71 489.97	59 235.43 decrease by 17%	59 858.18 decrease by 16.3%	62 963.69 decrease by 12%	50 000.00 decrease by 30%	
Reduction of water discharge into surface water bodies	water disposal, thousand m³	16 208.96	7 883.87 decrease by 51.4%	8 367.7 decrease by 43.4%	9 424 decrease by 41.9%	8 000 decrease by 50.6%	
Increase in the volume of reused and recycled water as compared to the volume of all water used	reused and recycled water, %	93.22	94.24 increase by 1.1%	93.85 increase by 0.7%	93.68 increase by 0.5%	95.94 increase by 2.9%	
Reduction of freshwater losses during its treatment and transportation	fresh water losses, %	5.76	4.39 decrease by 23.8%	3.93 decrease by 31.7%	3.93 decrease by 31.7%	3.89 decrease by 32.5%	

Grand Prix of the Petrochemical Forum 2024 in the nomination «Best Project» — wastewater treatment and water recycling plant.

The unit at car washes allows 99% of the used water to be returned to the washing cycle, enabling one volume of water to be used for washing 237 cars.



* The data includes volumes of water circulating in recycled water supply systems, sequentially reused water (water that has retained its quality parameters after being used in a technological process and is supplied for reuse without treatment), as well as water produced alongside hydrocarbons and subsequently used for reservoir pressure maintenance (reused water).

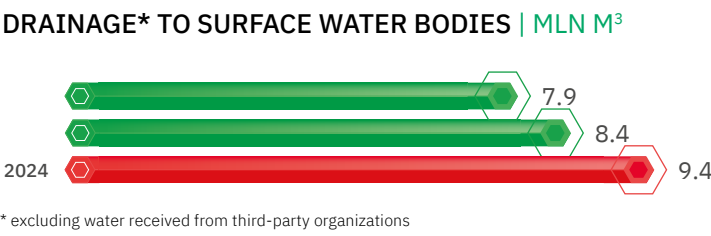


Water disposal

GRI 303-2, 303-4 SASB EM-EP-140a.4; EM-RM-140a.2 RF SRS 1.4

Improvement of wastewater quality is one of the important objectives of the environmental safety program.

The Company implements investment projects for technological re-equipment of production, measures are taken to comply with the standards for the content of pollutants in wastewater, to maintain the territory of wastewater disposal sites and places in proper sanitary and ecological condition in order to ensure the regulatory level of wastewater treatment and the complete exclusion of the discharge of contaminated wastewater into the environment. Regular monitoring of wastewater quality is conducted. Wastewater from production processes is sent to treatment facilities in accordance with the standards established by the Russian



Hydromonitoring

On the territory of the Company’s production activities, a regime monitoring network of hydromonitoring is in place to monitor the state of surface and underground waters, the impact of the oil production process in order to comply with the license conditions for the use of subsurface resources. The results of the sample analyses are entered into the corporate information system.

Caring for the region. Preservation of springs

For almost 30 years, the Company has been carefully caring for the springs in the territory of its activities, paying special attention to the preservation, enhancement and improvement of the water quality in the springs. The quality of water in springs, being a kind of indicator of the oil workers’ activity, signals the progress of field development. Therefore, the water quality in springs is kept under a particular control. Purposeful geological and technical measures carried out by oil workers in the area of activity of the Company’s subdivisions, constant monitoring of the reliability of equipment contribute to the prevention of contamination of water sources, allowing to ensure the potential of self-restoration of ecosystems.

In 2024, the water quality in the main rivers of the Company’s territory was stable.

The content of chloride ions, oil and petroleum products in the dissolved and emulsified state in the main rivers did not exceed the established standards of the maximum permissible concentration of substances.

legislation. The Company’s laboratories as well as independent accredited organizations monitor compliance with the established standards.

The 12% increase in wastewater disposal volumes is caused by the need for hydraulic testing of pipelines due to their relocation as a result of the occupation of a land plot for the construction of a federal highway.

Wastewater discharged to municipal sewerage organizations (transferred to a third party after use): 3.3 mln m³.

In 2024, 1 795 points of observation of water bodies were monitored, 8 994 samples were taken, the number of analyses performed was 81 389. Industrial environmental monitoring of water bodies is carried out by the Company’s chemical and analytical laboratories. The analysis of waters is carried out according to the parameters characteristic of the influence of production processes, in particular oil production and oil refining.

> **500** springs architecturally developed, cleared, captured, and water quality is being monitored

Since 1995, the Company has been holding an annual competition titled “For Maintaining the Aesthetic Condition of Developed Springs and Improving Water Quality”. In 2024, 24 enterprises of the TATNEFT Group took part in the competition. The springs presented for participation in the competition are distinguished by their originality, skillful use of the natural landscape and natural material. Composite materials are used in the development of springs: decking, bins, benches, piles, lighting supports, and stairs.

Oil workers ensure the cleanliness and good condition of the areas, making the springs accessible to local residents and visitors.

Waste Management

GRI 306-1, 306-2, 306-3, 306-4, 306-5 SASB EM-RM-150a.1 RF SRS 1.5, 1.6

One of the environmental priorities of the TATNEFT Group is the reduction of environmental footprint through reduced production and consumption waste generation and increasing the share of recyclable waste. The Company has implemented the best available technologies, established a complex system of selective accumulation, collection, and disposal of production and consumption wastes and using them as a raw material to produce marketable products. The TATNEFT Group enterprises send 69 types of hazardous recoverable resources for disposal, including oil-containing recoverable resources.

When selecting contractors to provide waste management services, the Company takes into account the amount of negative environmental impact from the use of technology (type of waste management operations, the amount of pollutant emissions into the atmosphere and the amount of greenhouse gas emissions per unit of recycled waste, etc.).

In 2024, the enterprises of the TATNEFT Group generated 364.51 thousand tonnes of waste (of which 230.30 thousand tonnes were hazardous waste, the percentage of hazardous waste processed was 42.64%). The volume of waste generated in 2024 decreased by 28.55% as compared to the previous year due to changes in the perimeter of the TATNEFT Group and the exit of the enterprise Construction company Idea “Yugo-Vostok”, LLC.

In the course of production activities at enterprises, in accordance with licenses for the right to handle waste, activities are carried out for the collection, transportation, processing, disposal, neutralization, placement of waste of hazard classes I–IV. The amount of waste as of the beginning and end of each reporting year (waste remaining in accumulation) depends on the organization of the production process of the resulting waste processing. Waste at the beginning of the year: 22.58 thousand tonnes. During the reporting period, a partial liquidation of the sludge accumulator (LLC Nizhnekamsk CHP) was carried out. The total volume of sludge processing (utilization) amounted to 8.03 thousand tonnes (LLC Nizhnekamsk CHP). Recoverable resources from other economic entities received for recycling: 36.32 thousand tonnes. Waste at the end of the year: 16.20 thousand tonnes.

In 2024, 63% (230.30 thousand tonnes) of hazard class 1–4 waste and 37% (134.21 thousand tonnes) of hazard class 5 waste was generated. The data collection methodology is conducted according to the rules for the formation of state statistical reporting in Form No. 2-TP (waste).

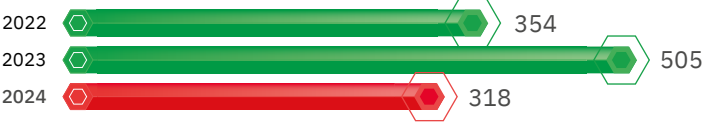


WASTE MANAGEMENT | THOUSAND TONNES

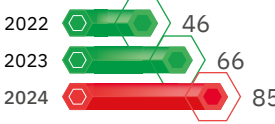
Waste generated in own production process



Transferred to third parties

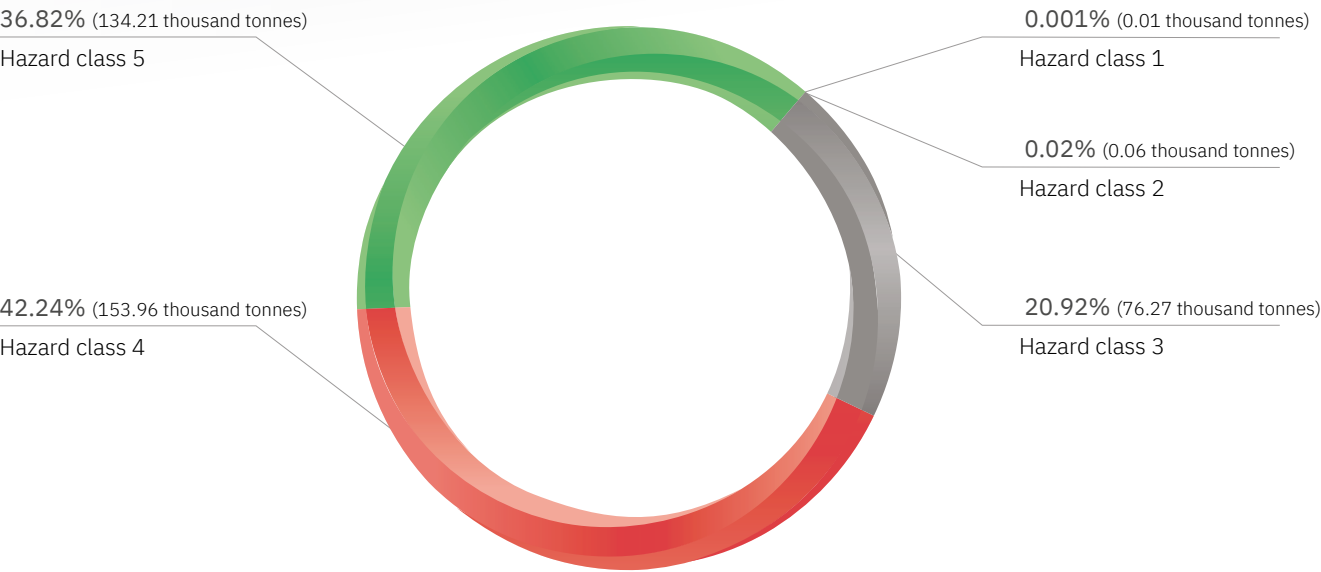


Waste used by the TATNEFT Group

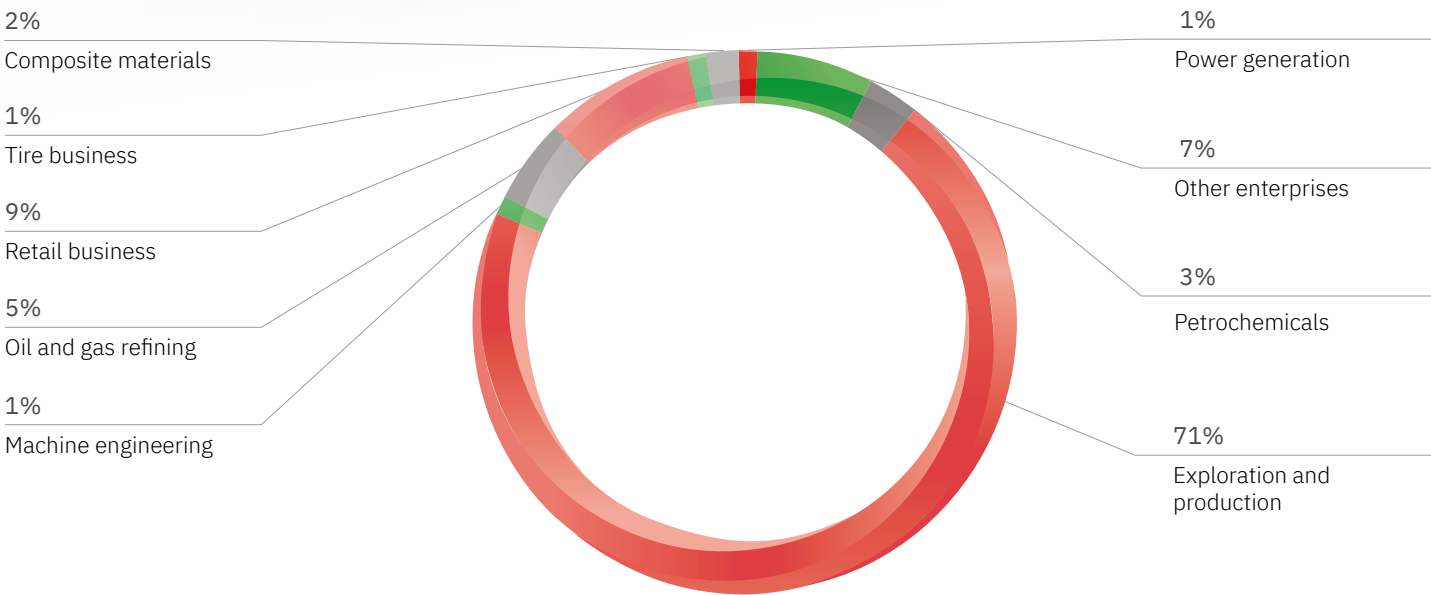




WASTE GENERATION BY HAZARD CLASS | % (THOUSAND TONNES)



WASTE GENERATED BY BUSINESS AREAS | %



WASTE MANAGEMENT BY BUSINESS AREAS | THOUSAND TONNES

Business area	Generated			Utilisation of and treated			Sent for dumping and neutralization		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Exploration and production, including:	191.28	285.67	257.66	176.21	276.98	250.27	19.99	8.99	8.58
Repair and Drilling Business Unit	117.59	194.43	171.59	116.12	192.45	168.85	1.48	1.98	2.75
Machine engineering	1.45	2.92	2.11	0.72	2.07	1.22	0.73	0.85	0.89
Oil and gas refining	14.19	22.63	17.63	11.49	18.14	13.80	3.53	4.11	4.27
Retail business	29.68	31.92	32.97	1.50	2.70	3.08	28.25	29.34	29.95
Tire business	-	1.41	4.55	-	0.49	2.23	-	0.92	2.36
Composite materials	3.84	4.81	8.58	0.57	0.96	4.65	3.27	3.85	3.91
Power generation	3.48	3.98	5.00	82.37	32.03	10.58	0.59	0.47	0.62
Other enterprises	51.11	145.49	24.67	50.74	174.31	49.08	15.66	9.27	10.41
Petrochemicals	11.23	11.39	11.35	2.16	3.15	5.28	9.56	8.26	6.05
Total	306.24	510.22	364.51	325.76	510.83	340.17	81.58	66.04	67.03

Data for 2022 have been recalculated due to the internal distribution of enterprises by business areas.
The sum of indicators in some lines may not add up to the total due to rounding.

WASTE MANAGEMENT (RECYCLING, TREATMENT) | THOUSAND TONNES

Waste management type	On the territory of the enterprises of the Group			Outside the territory of the enterprises of the Group			Total		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Hazardous waste									
Disposed of	7.39	13.27	14.06	143.25	225.32	178.38	150.64	238.59	192.44
Processed	0.00	0.00	0.00	0.23	2.01	1.49	0.23	2.01	1.49
Total	7.39	13.27	14.06	143.48	227.33	179.87	150.87	240.60	193.93
Non-hazardous waste									
Disposed of	38.66	53.12	71.22	135.77	215.70	74.86	174.42	268.82	146.08
Processed	0.00	0.00	0.00	0.47	1.40	0.16	0.47	1.40	0.16
Total	38.66	53.12	71.22	136.24	217.10	75.02	174.89	270.22	146.24

Data for 2022 have been recalculated due to the internal distribution of enterprises by business areas.
The sum of indicators in some lines may not add up to the total due to rounding.

WASTE MANAGEMENT (NEUTRALIZATION, DUMPING, MUNICIPAL SOLID WASTE) | THOUSAND TONNES

Waste management types	On the territory of the enterprises of the Group			Outside the territory of the enterprises of the Group			Total		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Hazardous waste									
Neutralization	0.00	0.00	0.00	27.57	19.83	18.64	27.57	19.83	18.64
including incineration	0.00	0.00	0.00	0.16	1.14	0.71	0.16	1.14	0.71
➤ with energy generation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
➤ without energy generation	0.00	0.00	0.00	0.16	1.14	0.71	0.16	1.14	0.71
Dumping (except for MSW — municipal solid waste)	7.11	5.11	3.95	15.99	16.19	14.93	23.09	21.30	18.89
Transfer of MSW (municipal solid waste) to a regional operator	0.00	0.00	0.00	8.06	9.44	11.25	8.06	9.44	11.25
Total	7.11	5.11	3.95	51.62	45.47	44.82	58.72	50.57	48.77
Non-hazardous waste									
Neutralization	0.00	0.00	0.00	0.01	0.72	1.15	0.01	0.72	1.15
including incineration	0.00	0.00	0.00	0.00	0.00	1.08	0.00	0.00	1.08
➤ with energy generation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
➤ without energy generation	0.00	0.00	0.00	0.00	0.00	1.08	0.00	0.00	1.08
Dumping (except for MSW — municipal solid waste)	0.00	0.00	0.00	15.09	7.50	7.96	15.09	7.50	7.96
Transfer of MSW (municipal solid waste) to a regional operator	0.00	0.00	0.00	7.76	7.24	9.15	7.76	7.24	9.15
Total	0.00	0.00	0.00	22.85	15.47	18.26	22.85	15.47	18.26

Data for 2022 have been recalculated due to the internal distribution of enterprises by business areas. The sum of indicators in some lines may not add up to the total due to rounding.

Drilling Waste Management

Enterprises of the TATNEFT Group generated and processed 163.08 thousand tonnes of drilling waste.

All waste generated during well drilling by contractors is the property of the Contractor according to the contractual terms and conditions. The Company has established a system for accounting and monitoring the movement of waste generated during drilling by contractors, as well as a system for compensating their costs for the disposal of drilling waste.



Biodiversity Preservation

GRI 304-1, 304-2, 304-3, 304-4

SASB EM-EP-160a.3

One of the priorities in sustainable development of the Company is to minimize the impact on the environment. The Company reduces the man-caused impact on the natural environment of ecosystems and maintains favorable living conditions in the areas of its operations, improving environmental performance, and takes measures to restore the ecosystem to the level of self-healing potential, including the protection and preservation of biodiversity.

COMMITMENTS IN BIODIVERSITY PRESERVATION:

- Reduction of the significant impact of the Company’s activities, products and services on the biodiversity of protected natural areas and areas with high biodiversity value outside the boundaries of protected natural areas
- Preservation and restoration of biodiversity, habitats, animal migration routes and compensation for possible environmental damage
- Reduction and prevention of fragmentation of natural landscapes, reduction of the areas of disturbed territories
- Minimization of work on specially protected natural territories and in their preserved areas, on World Natural Heritage sites

INTERNAL DOCUMENTS:

- Policy on Sustainable Development and Interaction with Stakeholders
- Policy in Health, Safety, and Environment, taking into account climate changes
- Standard on Management of Protection of Land and Forest Resources, Biodiversity, Specially Protected Natural Territories
- Regulations on the protection and rational use of land and forest resources



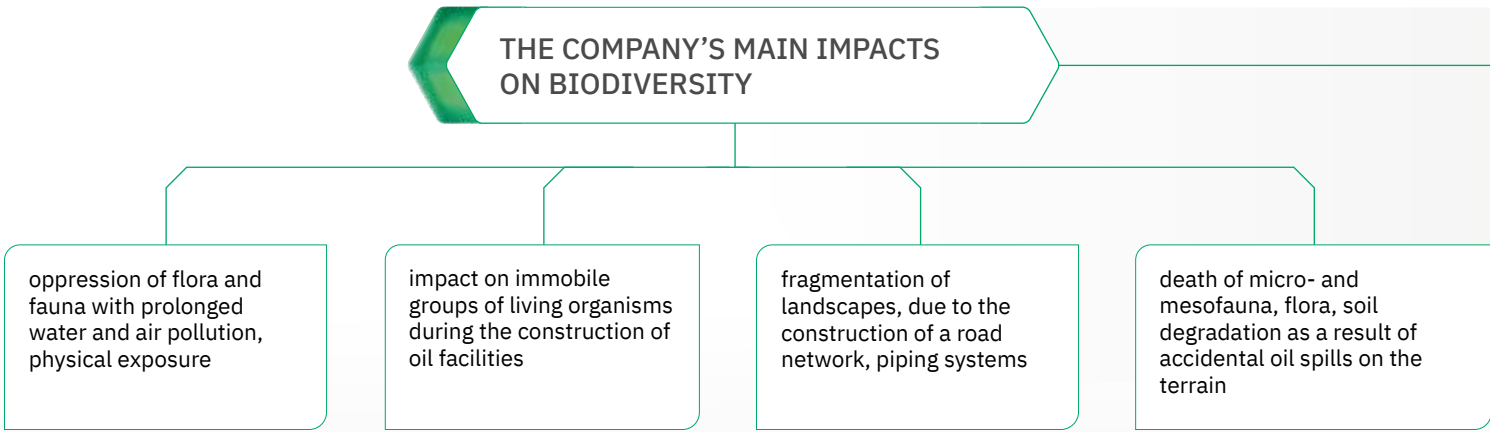
The Company treats any natural territories in the places of its presence as protected and annually strengthens the work on biodiversity preservation. The Company implements **the Biodiversity Preservation Program**. The purpose of the Biodiversity Preservation Program is to preserve the diversity of natural biosystems in the territories of activity at a level that ensures their sustainable existence and sustainable use of natural resources. To achieve this goal, a set of measures has been developed, which is an integral part of the Environmental Program.

Biodiversity Preservation Program

TATNEFT website



Environmental aspects identification system



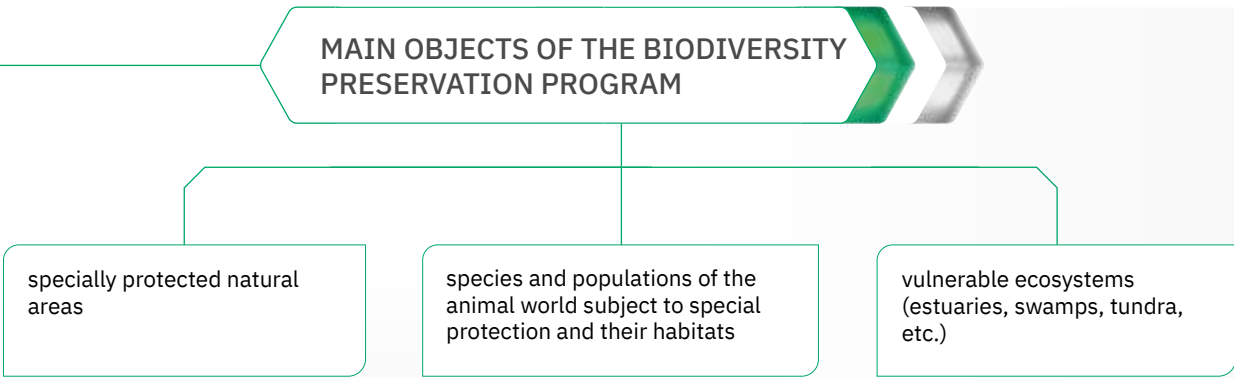
The integrated management system of the Company provides for a system of identification of environmental aspects, which allows identifying the priority activities to reduce negative impacts on biodiversity.

In the course of production activities, the Company does not exert an irreversible impact on biodiversity.

SDG 15 IMPLEMENTATION RESULTS

Goals set		Indicator of base year	Implementation results				Indicator of target year
		2019	2020-2022	2023	2024	2030	2030
Reduction of occupied areas by 7% by 2030*	Return of land and forest plots, ha	45 877	42 253 8% decrease	42 143 8.1% decrease	41 720 9% decrease	40 193	

* The target indicator has been revised due to the necessity of expanding the land area for well drilling and industrial development



Specially protected natural areas

The main activity of the Company is concentrated on the territory of the South-East of the Republic of Tatarstan, which is densely populated, developed by agriculture and experiences a high anthropogenic load. There are 35 specially protected natural territories in the region of the Company's production activity. The largest specially protected natural area of federal significance is the Nizhnyaya Kama National Park. This is a unique natural complex of forests and meadows in the north-eastern region of Tatarstan with an area of 26 460 hectares, located in the center of the Nizhnekamsk territorial production complex.

Since 2021, the Company has been providing voluntary insurance of environmental risks of a hazardous production facility: the oil treatment and pumping unit of the Kyzyl-Tau OPPU of NGDU Prikamneft, JV TATNEFT-Dobycha, which is the closest to the special protected natural area of the Nizhnyaya Kama National Park and the surface water body of regional importance, the Kama River.

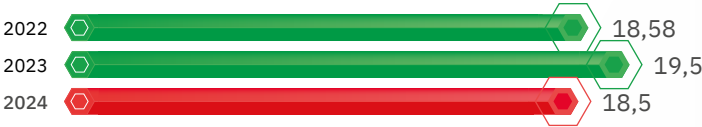
The Company carries out industrial ecological control on the territory of the Nizhnyaya Kama National Park. According to the results of monitoring studies, in 2024, the operation of the Company's oilfield facilities did not lead to a deterioration of the ecosystems of the adjacent territory, and did not violate the park's protection regime.

Moreover, industrial environmental control is carried out by the Company in the territories of the developed fields located in the Nenets Autonomous Area.

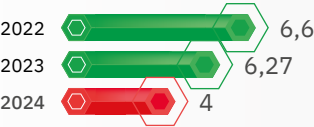
Due to the special vulnerability of natural tundra complexes in permafrost conditions, the industrial environmental control program of deposits located in the Nenets Autonomous Area, in addition to assessing the condition of soils, surface and underground waters, includes an assessment of the species and quantitative composition of the vegetation cover, soil mesofauna and soil mammals, mosses, wildlife, and benthos. The monitoring results show that the area of activity is not subject to significant anthropogenic impact.

PROVED AND POTENTIAL OIL RESERVES LOCATED IN SPECIALLY PROTECTED NATURAL AREAS

SHARE OF PROVED RESERVES | %



SHARE OF PROBABLE RESERVES | %



In 2023, the Company did not conduct an audit of oil reserves.
In 2024, the audit of oil reserves was conducted through in-house expertise on a prioritized number of fields.



Species and populations of the animal world subject to special protection

15 insect species, 29 bird species, 1 fish species, 17 plant species, 3 fungi species, and 1 lichen species listed in the Red Book of the Russian Federation live in the territory where the TATNEFT Group operates in the Republic of Tatarstan.

In 2024, the publication of the volume “Plants and Fungi” of the Red Book of Russia was funded.

The location of production facilities outside the territories of the habitat of rare animal species, the implementation of environmental protection measures can reduce the negative impact on the environment and prevent the disappearance of rare animal species by supporting existing specially protected natural areas.



The Company annually works on biodiversity preservation and treats any natural territories in the places of its presence as protected.

IMPLEMENTED MEASURES AIMED AT PRESERVING BIODIVERSITY:

➤ Planting of various types of trees and shrubs, million pcs	3.5
➤ Optimization of forest felling area during construction and operation of linear facilities and drilling of well clusters, ha	12
➤ Clearing the coastal zone of Stepnoy Zay from American maple, an invasive plant species, ha	102
➤ Reduction in the area of felled trees through the use of insulated wires on power lines running through forested areas, ha	443
➤ Unclaimed land plots returned, ha	423
➤ Restoration of disturbed lands, ha	5 468
➤ Release of fry of valuable fish species, including young sterlet, carp, silver carp to water objects, thous. pcs	136 875
➤ Installation of bird protection devices on high-voltage power lines, pcs	2 222
➤ Repairs and dismantling of inactive pipelines through water bodies, pcs	204
➤ Waterproofing of earthen barns during the construction and repair of wells, m²	611 220

DYNAMICS OF FOREST PLANTATIONS | MILLION TREES



Projects for identification and preservation of biological diversity

➤ TATNEFT makes a significant contribution to the strategic federal program for the rehabilitation of the Volga River and its tributaries, which is being implemented as part of the national Ecology Project, by increasing the population of valuable fish species through the release of young specimens of common carp, sterlet, silver carp, etc. Over the past few years, more than 1.3 million fry have been released.



➤ As part of the project to preserve the populations of eastern imperial eagles and white-tailed eagles living in Tatarstan, research aimed at preserving the birds has continued. Their habitats were identified. The installed real-time video monitoring of the nesting life of eagles has provided additional knowledge about the bioecology of birds, which is essential for their protection as well as for environmental education purposes.

➤ TATNEFT supports the program for preserving saker falcons. With the Company’s support, scientists relocated 10 young predator specimens to the territory of the Chatyr Tau nature reserve in the Aznakayevsky district.

➤ The Company is participating in a project to support the restoration and increase of the population of the Red Book-listed snow leopard in the Altai Territory of the Saylyugemsky National Park. Together with the Republic of Tatarstan, the Snow Leopard Biodiversity Preservation Center was established in the Mayminsky District of the Republic of Altai. The center’s infrastructure spans 9.5 hectares and includes a scientific building with a genetic laboratory, a veterinary unit, and specialized enclosures. In 2024, four snow leopards were brought to the center. Their offspring will be released into the wild, marking the first increase in genetic diversity of the Altai snow leopard population in decades.

The Ak Bars Ice Hockey Club holds annual charity matches. The proceeds from these matches are directed towards funding anti-poaching raids and providing the national park with new photo and video traps to expand the scope of monitoring snow leopard habitats. Detailed information is shared during the matches and on social media, including shows and video clips about the snow leopard biodiversity preservation program in Altai.

➤ Together with the Nizhnyaya Kama National Park, a project is being implemented to identify and preserve the species diversity of the mammal fauna of forest communities, the community of terrestrial and soil invertebrates in the protected areas of the National Park, listed in the Red Book of the Republic of Tatarstan and the Red Book of Russia. In 2024, the distribution of rare and vulnerable vascular plant species across the territory was assessed, and distribution maps of species listed in the Red Book of the Republic of Tatarstan were created. The degree of anthropogenic impact on the vegetation cover was evaluated. The fauna of soil-dwelling, litter-dwelling, and hortobiont invertebrates in low-disturbed forest ecosystems was studied. The species and taxonomic diversity was assessed, along with bioindication of the condition of the upper soil horizon in the surveyed biotopes. A comprehensive evaluation of the ornithofauna of the national park was performed, and the annotated list of ornithofauna was updated.



Land restoration

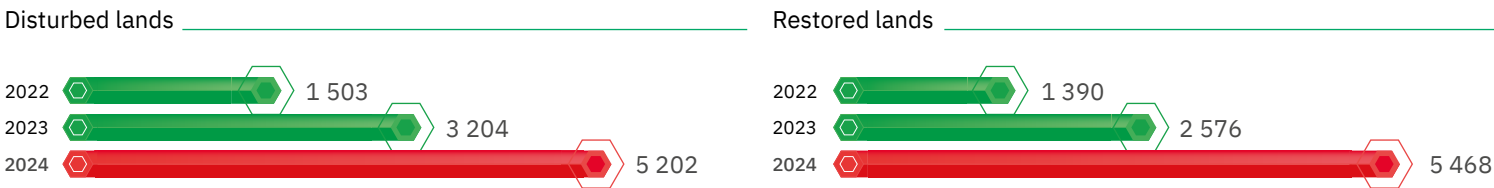
The main task of the stage of completion of production activities is the environmentally safe completion of work and ensuring the restoration of disturbed areas. At the same time, a necessary condition for the liquidation stage is to ensure the conditions for the biodiversity preservation in the zone of influence of the liquidated production facilities, as well as compensation/ reimbursement for damage to disturbed biological resources.

It is mandatory to carry out measures to restore disturbed lands: technical and biological reclamation. Reclamation measures create conditions for the development of vegetation. Gradually, biotic factors begin to have a greater influence on species diversity. The applied methods of reclamation provide high rates of vegetation renewal. After reclamation, work is underway to return unclaimed land.

The Company’s activities in restoring disturbed lands are regulated by the Regulations on the Protection and Rational Use of Land and Forest Resources, the Regulations on the Organization of Reclamation of Disturbed Lands and the Instructions for the Reclamation of Disturbed Lands, and the Methodological Guidelines for the Formation of a Reclamation Layer During Land Reclamation Work.

In the Company, a comprehensive approach is applied to the reclamation of lands affected during the construction and operation of facilities, taking into account the categories of land use, soil types, types of violations, and pollution.

AFFECTED LAND RECLAIMED | HA



Shutdown (Abandonment) of Oil and Gas Facilities

GRI 11.7

After the end of the operation cycle of oil facilities, their dismantling and abandonment is carried out. The abandonment of hazardous production facilities is carried out in accordance with the approved technical documentation for abandonment, with the implementation of measures defined in the project to protect the environment, ensure the safety of the population, the removal and disposal of waste, reclamation and landscaping of the land after the abandonment of the facility.

At all wells, before abandonment, analysis of the production casing in the well is run, behind casing flows, griffins, leakage of casing strings are eliminated if any. At abandoned wells located on the lands used for agricultural purposes and on lands of non-industrial categories, wellheads are deepened by at least 0.8 m from the surface, equipped with a plug mounted on a surface casing (intermediate casing). The plug is coated with anti-corrosion material, and the wellhead is filled with soil. After the well is abandoned, the well territory is cleaned, contaminated soil is removed, holes, pits, trenches are backfilled, false fills are removed, waste and equipment are disposed of, landscapes are restored on the territory of the well and the adjacent territory, and land reclamation is carried out. Condition of abandoned wells is monitored.

Impact Associated with the Right to Own and Use Land and Natural Resources

GRI 11.16

To ensure interaction with local communities and other users on land use issues and advance information and communication of information to citizens (land users), the Company organizes the introduction of information about zones with special conditions for the use of territories (security zones and sanitary protection zones of production facilities) into publicly available information resources – public cadastral map, maps of municipal information resources of the Federal Register.

There have been no cases of forced relocation of local communities or individuals resulting from decisions taken within the framework of land issues in the Company’s activities.

Resource Efficiency

GRI 3-3, 302-1, 302-2, 302-3, 302-4

TATNEFT, as one of the largest participants in the energy market, conducts systematic work in energy and resource efficiency. These concepts in the Company are combined in a closed cycle, including cost optimization, resource savings and their secondary use, energy efficiency improvement throughout the production chain.

The policy of the TATNEFT Group in integrated management system is aimed at achieving common strategic goals in rational use of natural resources involved in production through the introduction of resource-saving and energy-efficient technologies, the use of environmentally friendly and alternative energy sources, waste recycling and the use of recyclable materials, the introduction of the best available technologies, equipment, materials, digital technological process management solutions.

Energy Efficiency

In accordance with the 2030 Development Strategy, the key guideline is the continuous improvement of energy efficiency, enhancement of energy efficiency and energy conservation management processes in the implementation of all types of production activities; cost containment through the introduction of advanced innovative energy-efficient technologies and rational use of energy resources, including their reuse; increasing energy efficiency throughout the entire production chain; as well as the development, implementation, operation, and continuous improvement of the Energy Management System in compliance with ISO 50001-2018 requirements.

Uniform requirements for the energy management system are established by the standard “Energy Efficiency and Energy Conservation in the TATNEFT Group”. The Company also imposes energy efficiency and energy saving requirements on the services, equipment and technologies supplied. Informing suppliers about energy efficiency requirements is mandatory in the procurement documentation.

Improving energy efficiency is one of the main areas of adaptation to climate change, implemented by fulfilling the goals of SDG 7 “Affordable and Clean Energy”.

Since 2000, the Company has been implementing technical and organizational measures aimed at containing the growth of costs for fuel and energy resources through their rational use and increasing the energy efficiency of production through the Energy Efficiency and Energy Conservation Programs.

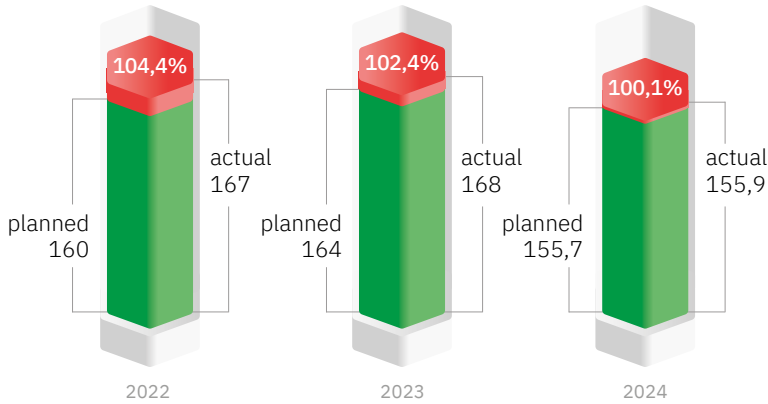
The strategic goal is the effectiveness of the energy efficiency and energy saving program of at least 2.8% annually until 2025 relative to the actual consumption of fuel and energy resources in the previous year.



SDG 7 IMPLEMENTATION RESULTS

Goals set		Indicator of base year	Goals implementation results				Indicator of target year	Indicator of target year
		2022	2022	2023	2024	2027	2030	
Improvement of the energy efficiency by at least 2.8% annually	Efficiency of the energy saving program, %	3	3	2.9	2.8	-	2.2	
	Optimization of fuel and energy resources consumption, thous. tonnes of reference fuel (trf)	167	167	168	155.9	143.3	-	

SAVING OF FUEL AND ENERGY RESOURCES | THOUS. TRF



In 2024, energy consumption savings amounted to 155.9 thousand tonnes of reference fuel, which was 2.8% relative to the actual volume of fuel and energy resource consumption in the previous year.

The most efficient energy saving areas are: oil and gas production technology, reservoir pressure maintenance, oil and gas processing, and power engineering.

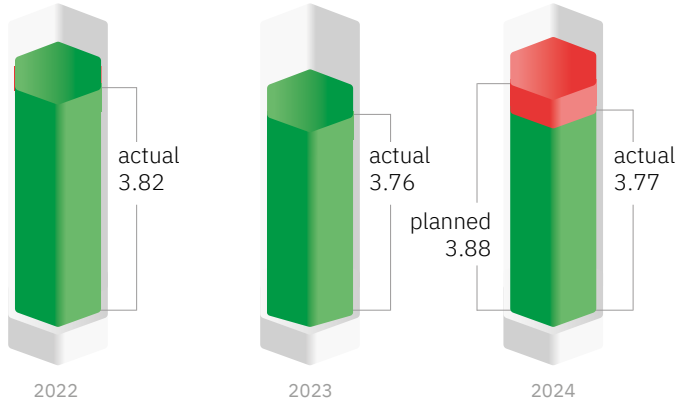
Energy efficiency requirements are integrated into all processes that determine the life cycle of technological objects: design, construction, operation. A pool of innovative technologies has been formed in the perimeter of each business area, the implementation of which ensures the achievement of energy efficiency goals:

- In oil production – energy-efficient pumps for the processes of lifting well products, reservoir pressure maintenance systems using fiberglass pipes;
- In oil and gas processing and petrochemicals – heat recovery systems of recoverable energy resources, energy-efficient pumping and compressor units;
- At energy sector enterprises – energy-efficient transformers, automatic reactive power compensation devices, heat networks made of composite materials, technologies for optimizing fuel combustion processes in boilers, a battery control and monitoring system, and vacuum switches for electric motor control.

Energy output is calculated based on electricity, thermal energy, and boiler-furnace fuel.

The energy output value for 2024 is 0.3% higher than the previous year's value due to an increase in the steam-to-oil ratio during the production of super-viscous oil at late-stage development fields.

ENERGY OUTPUT RATIO (SPECIFIC FUEL CONSUMPTION) | TRF/RUB MLN



RF SRS 1.13

The Company has identified risks and opportunities in energy efficiency and their impact on the TATNEFT Group activities. The key risks in energy efficiency identified in 2024 include:

- Failure to achieve energy efficiency and energy conservation targets;
- Non-compliance of the staff competencies with the requirements necessary for the effective operation of the Company's energy efficiency and energy conservation system.

Assessment of the internal control and risk management system of the energy management system: 3.4 out of 4, classified as Controlled level.

> **400** employees who improved their skills in energy efficiency

> **40** events to popularize energy efficiency culture conducted

ENERGY CONSUMPTION ACROSS THE COMPANY FROM NON-RENEWABLE ENERGY SOURCES

	UoM	2022	2023	2024
Electric energy	thousand kWh	7 878 417	7 900 289	7 895 499
	GJ	28 364 624	28 443 369	28 426 123
Heat energy*	Gcal	8 642 552	7 495 497	7 255 339
	GJ	36 187 600	31 384 716	30 379 140
Boiler and furnace fuel**	trf	3 774 098	3 678 421	3 824 588
	GJ	110 618 812	107 814 512	112 098 661

* The consumption of thermal and electrical energy does not include the volumes of energy generated by the company itself from primary energy sources, which are included in the volume of consumption of boiler and furnace fuel (calculation method in accordance with the standard «Energy Efficiency and Energy Saving»).

** The actual heat of combustion under standard conditions (calorific value) for each type of fuel was used to calculate the value of boiler and furnace fuel consumption in tonnes of reference fuel.

VOLUME OF ENERGY CONSUMPTION | GJ

Energy consumed*



Energy consumed minus realized electrical and thermal energy



* The amount of energy consumed includes the consumption of electricity, thermal energy and boiler and furnace fuel from renewable and non-renewable sources.

AMOUNT OF ENERGY SOLD

Electric energy				Heat energy	
thousand kWh	trf	GJ	Gcal	trf	GJ
1 388 004	170 495	4 997 222	6 210 933	887 298	26 005 939

To eliminate or minimize the identified risks, the Company has developed and is implementing response action plans, which include:

- Periodic monitoring of deviations in specific energy resource consumption from approved standards, analysis of technical and external factors affecting absolute and specific indicators of energy resource consumption, selective on-site inspections of the implementation of energy conservation program measures, and the development of additional compensatory measures in case of deviations;
- Assessment of the basic knowledge of employees during hiring and the provision of additional on-site training on energy efficiency and energy conservation topics.

Action plans for risks and opportunities are approved as part of the energy management system performance review by senior management.

The TATNEFT Group sells energy-efficient equipment, including fiberglass tubing, casing, high-pressure Fiberpipe line pipes for the oil and gas industry, flexible composite pipes, air coolers, heat exchangers, oilfield equipment, chain drives for oil well pumps, which reduce specific energy consumption for lifting liquid, and other energy-efficient products.

Renewable Energy

SASB EM-EP-420a.3

RF SRS 1.12

The Company's strategy gives weight to the renewable energy sources and their significance for bringing a cleaner, low-carbon energy future and sets a goal to increase the share of energy generated from renewable energy sources to 4% by 2030.

The main focus when assessing the prospects for the renewable energy development is on the widespread use of “green” technologies and the implementation of business opportunities through the commercialization of proved and promising projects.

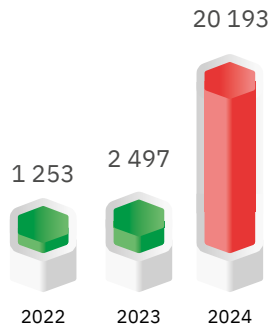
As part of SDG 7 tasks, the Development of Renewable Energy Sources program is implemented, including innovative projects on solar generation, wind and hydro generation, biofuel-based generation, deep heat utilization and other areas. The volume of investments allocated for the development of renewable energy projects in 2024 amounted to RUB 1 004 313 thousand.

In 2024, the volume of energy generated from renewable energy sources was consumed at the facilities of the TATNEFT Group. Energy produced from renewable energy sources has not been purchased from third parties.

SDG 7 IMPLEMENTATION RESULTS

Goals set		Indicator of base year		Goals implementation results		Indicator of target year
		2021	2022	2023	2024	2030
Increase in the share of energy generated from renewable sources to 4% by 2030	Share of energy generated from renewable energy sources in the total energy production, %	0.10	0.11	0.25	1.91	4

ENERGY GENERATION FROM RENEWABLE ENERGY SOURCES | TRF



ENERGY CONSUMPTION ACROSS THE COMPANY FROM RENEWABLE ENERGY SOURCES

	2022	2023	2024
Electric power, kWh, including	715 996	1 477 370	1 919 336
➤ Hydropower, kWh	658 784	1 141 855	1 295 659
➤ Solar energy, kWh	56 955	297 212	580 708
➤ Wind energy, kWh	257	38 302	42 969
Electric power, GJ	2 578	5 318	6 910
Heat energy, Gcal, including	8 368	16 265	139 795
➤ Pellet fuel, Gcal	8 361	16 235	139 754
➤ Low-grade heat, Gcal	7	30	41
Heat energy, GJ	35 035	68 104	585 331

Responsible consumption

GRI 301-2

The Company develops a model of rational consumption and a circular economy based on a careful attitude to the consumption and distribution of all types of resources (natural, human, financial), applies methods for assessing the effectiveness of resource management, takes into account the resource potential of production processes along the entire value chain and life cycle of products and services. This makes it possible to reduce the environmental intensity of economic growth with an increase in the efficiency of production processes and preserve natural resources for future generations.

As part of the implementation of SDG 12, goals have been set in 2020 aimed at ensuring responsible and efficient consumption of

resources and sustainable means of production. Following the achievement of the established targets for SDG 12, the Company set new targets in 2023 to increase recycled and reused waste to 73.1% by 2025, to 76.6% by 2030, and to reduce process losses by 38.1% and 43.1% by 2025 and 2030, respectively.

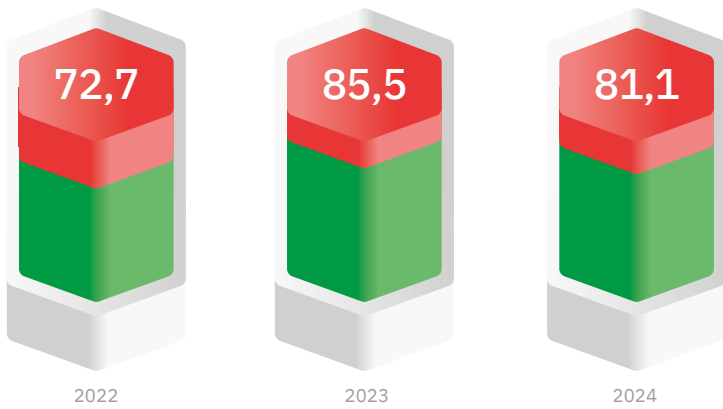
- The following activities are making the key contribution to achieving SDG 12 goals:
- reconstruction, cleaning and disposal of sludge collectors at a thermal power plant;
 - use of sludge residue as reclamation soil in petrochemical production;
 - disposal of water purification sludge.

SDG 12 GOALS IMPLEMENTATION RESULTS

Goals		Indicator of base year	Goals implementation results				Indicator of target year
		2020	2022	2023	2024	2030	2030
increase in recycled and reused waste by up to 73.1% by 2025, up to 76.6% by 2030	recyclable and reusable waste, %	40.5	72.7 79.5% increase	85.5 111.1% increase	81.1 100.2% increase	76.6	76.6
reduction in process losses by 38,1 % by 2025, by 43.1% by 2030	technological losses, %	0.731	0.474 decrease by 35.2%	0.41 decrease by 43.9%	0.33 decrease by 54.9%	43.1	43.1

In 2024, the share of waste sent for disposal and recycling from the total volume of waste decreased due to changes in the perimeter of the Tatneft Group (disposal of organizations), as well as a reduction in waste generation.

SHARE OF WASTE SENT FOR DISPOSAL AND RECYCLING | %



Projects on the introduction of a circular economy and responsible consumption

GRI 416-1

SASB EM-RM-410a.3

- Construction of a gas turbine plant at Nizhnekamsk CHP – as a result of modernization, the installed capacity of the station will increase, and the transition to combined-cycle technology will reduce the cost of electricity generated. The construction is scheduled to be completed in 2027. The thermal power plant provides electrical and thermal energy to industrial enterprises and social facilities in Nizhnekamsk.
- Circular forest is a project for growing seedlings in a greenhouse with their subsequent transplantation into open ground. The wood obtained from mature trees is processed to produce biofuels. Both heat and carbon dioxide obtained as a result of processing are used in greenhouses, where seedlings are grown again.
- Pyrolysis of wood biomass to produce bio oil (a component for fuel production) and biochar (fertilizer for agriculture).

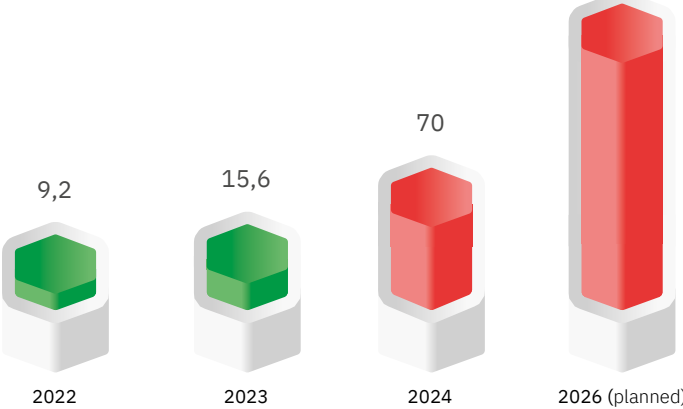
3 416 tonnes of biofuel were produced from the processing of secondary raw materials – pyrocondensate obtained as a result of processing waste rubber tires

- Pyrolysis of rubber chips and the start of production of rubber modified bitumen, installations for the hydroconversion of heavy oil residues.
- A promising circular economy project is the “Green Tire”: tires are processed into granules, which become the basis for obtaining isoprene rubber, from which new tire products are made.

- The Company opened collection points for used car tires in 17 cities of the Russian Federation. By 2026, it is planned to open collection points in 9 more cities and increase the volume of rubber collection to 400 thousand tonnes per year.
- The secondary use of reinforced concrete, the secondary use of waste paper, used vegetable and motor oil, PET bottles, used tires and the production of new types of marketable products.
- Work has been set up in schools and kindergartens in the regions where the Company operates to collect PET bottles, polyethylene and polypropylene. For these purposes, the Company handed over 250 containers for accumulation of recoverable resources to educational institutions.
- Self-sustainable energy-efficient settlement of Aktuba urban-type settlement.

The Company’s systematic work in the field of energy and resource efficiency, significant experience and extensive competencies in energy conservation and the creation of a circular economy contributed to the creation of a self-sustainable energy-efficient settlement based on Aktuba urban-type settlement. The basis of an energy-efficient settlement is made up of four (4) interconnected elements: economy, ecology, infrastructure and a new worldview. Economic growth is achieved through the introduction of technologies and new developments with respect for nature, rational consumption of resources and the use of recoverable resources. Based on the principles of the circular economy, a virtually waste-free cycle has been achieved.

VOLUMES OF RUBBER COLLECTION | THOUSAND TONNES

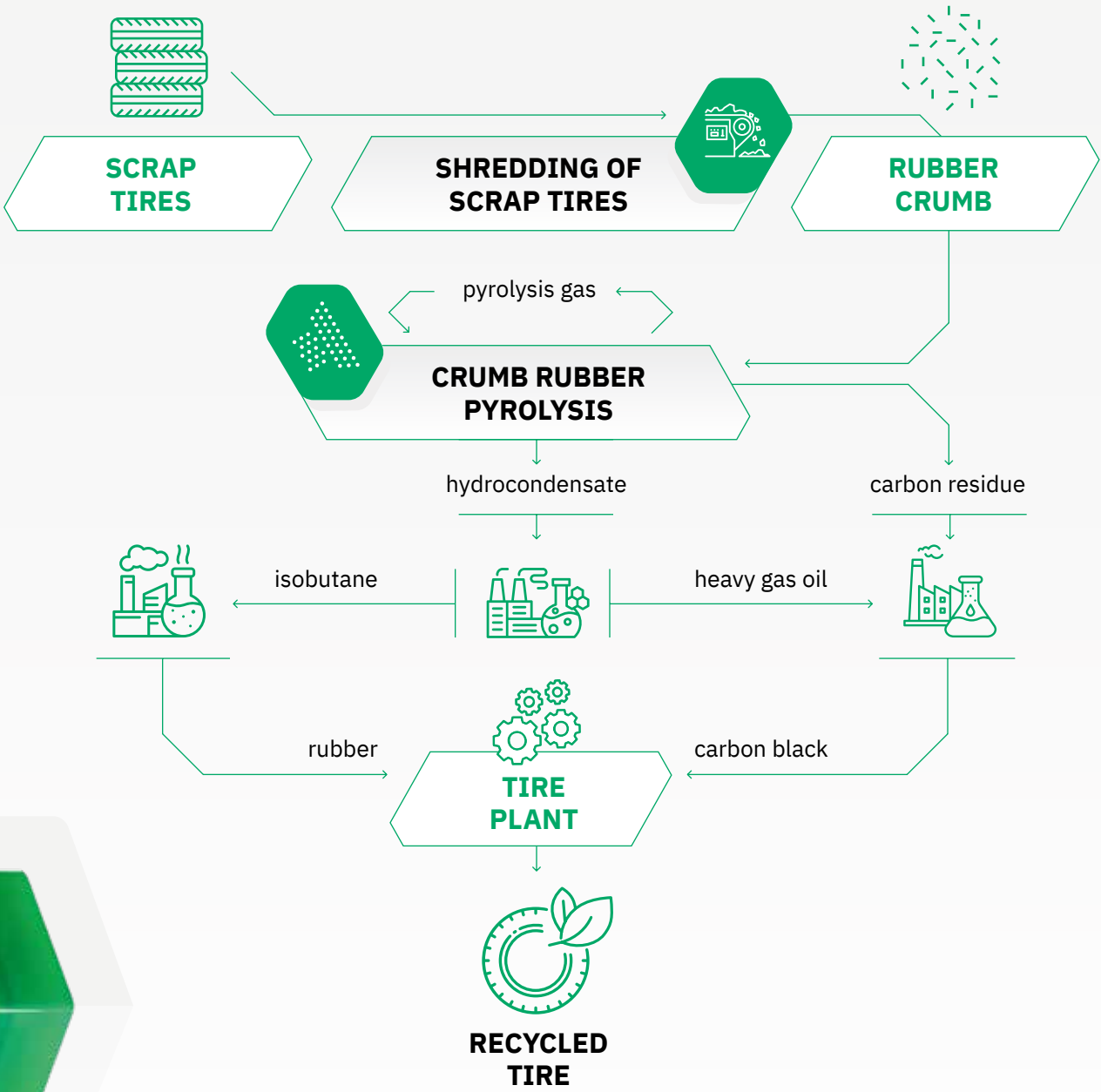


During the three (3) years of project implementation, a complex of biotechnological production facilities was created. Local crops are used as raw materials. The products of the biotechnological complex are in demand in many industries. Most projects are linked to each other or to the Company’s current production chains. A number of projects have been implemented to produce green components, which are subsequently used to obtain biofuels, plastics, raw materials for petrochemical processes, and biocomposites.

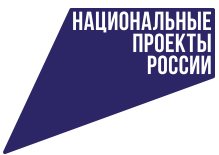


TIRE RECYCLING

The carbon footprint of a green tire is 10% lower than that of a conventional tire.



In the context of energy transition and climate change, TATNEFT views biotechnology as a promising vector of development to ensure sustainability and an opportunity to develop the scientific and entrepreneurial environment. Proactive work and long-term planning have allowed our Company to integrate into almost the entire line of necessary products for the Russian Federation within the perimeter of the Bioeconomics national project.



The Company's projects are presented in the following areas:

- high-productivity agriculture and food;
- production of component base;
- biotechnological equipment;
- biotechnology for energy and waste disposal;
- medical materials.



Promotion of social development

Approach to Governance	168
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Educational ecosystem	186
Preservation and Development of Cultural and Historical Legacy	196
Interaction with local indigenous peoples living a traditional way of life	202





Promotion of social development

GRI 3-3 GRI 203-1 SASB EM-EP-210b.1

The Company adheres to the principles of high corporate responsibility, including contributing to the development of national and local economies in its operational areas. This commitment involves creating high added value, fostering job opportunities, attracting local suppliers and contractors, promoting the growth of related industries,

and directing voluntary investments. By prioritizing these responsibilities, the Company aims to create favorable conditions and enhance the quality of life in the areas where it operates. In the majority of settlements in the regions of operation, TATNEFT Group companies are city-building enterprises.

The Strategy addresses the challenges of maintaining social stability in the regions of operation. The Company's social programs are aligned with the state policy priorities set forth in the Concept of Long-Term Socioeconomic Development of the Russian Federation and the Strategy of Socioeconomic Development of the Republic of Tatarstan.

The Company is seeking to maintain its status as a best employer and best partner, both in its business activities and in its engagements with governmental and administrative authorities, educational, non-profit and public institutions, local communities and society at large.

Priority areas of social activity

→ UN SUSTAINABLE DEVELOPMENT GOALS









→ NATIONAL DEVELOPMENT GOALS OF THE RUSSIAN FEDERATION UNTIL 2030 AND FOR THE FUTURE UNTIL 2036



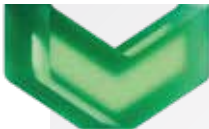
- preservation of the population
- strengthening health and improving the well-being of people
- supporting the family



- realization of the potential of each person
- development of their talents
- education of a patriotic and socially responsible person



- medical safety and preservation of public health



- development of the educational ecosystem

→ UN SUSTAINABLE DEVELOPMENT GOALS

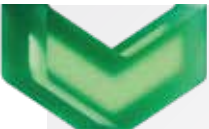








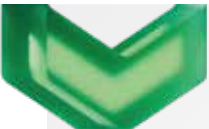
→ NATIONAL DEVELOPMENT GOALS OF THE RUSSIAN FEDERATION UNTIL 2030 AND FOR THE FUTURE UNTIL 2036



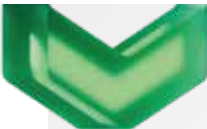
- comfortable and safe living environment
- technological leadership
- digital transformation of state and municipal administration, economy and social sphere



- realization of the potential of each person, development of their talents
- education of a patriotic and socially responsible person
- sustainable and dynamic economy



- development of housing infrastructure and management of the urban environment - "Smart cities"



- development of culture and creative industries

Approach to Governance

RF SRS 2.12, 2.23

The Company has established a set of unified social policy governance processes for the entire TATNEFT Group.

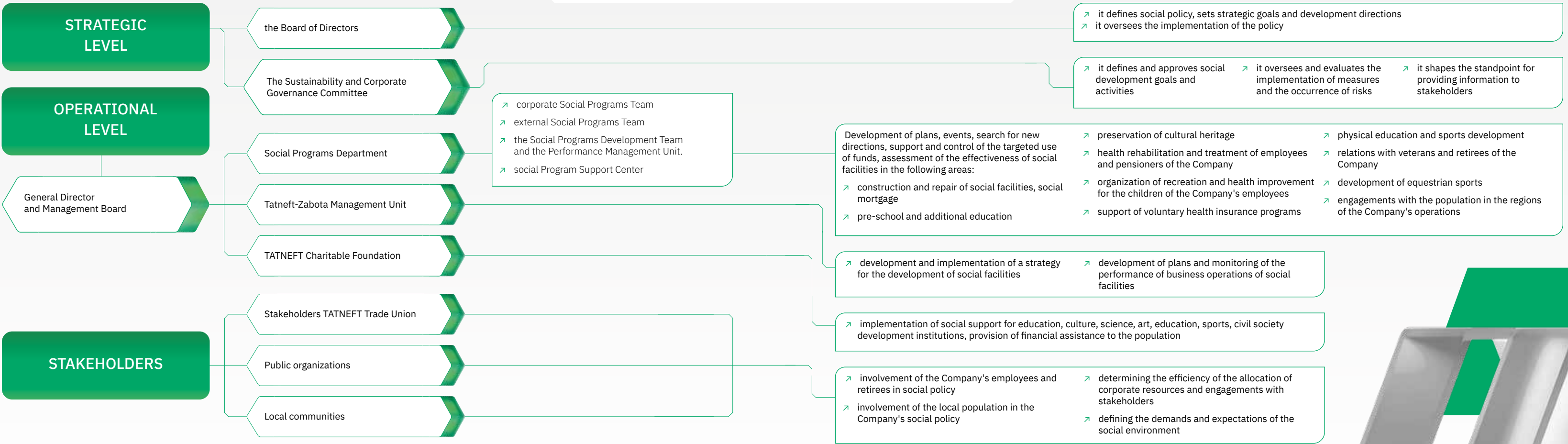


RF SRS 2.12, 2.21, 2.23

The Company provides centralized management of social programs. The Board of Directors annually reviews the Company's social policy, plans to improve the quality of management of social programs and expenses, approves the setting of goals, and evaluates the effectiveness of social investments.

SOCIAL INVESTMENTS | MLN RUB

	2022	2023	2024
Contributions to the State Housing Fund of the Republic of Tatarstan	7 865	4 591	5 756
Charity	7 914	10 532	10 059
Contributions to the development of social facilities	1 494	3 050	1 266
Content of social facilities	1 783	2 752	2 567
Investments in the social sphere (capital expenditure)	1 524	2 393	6 147
Sports support	4 166	6 350	6 465
Social benefits to employees	1 262	1 458	1 814
Voluntary medical insurance, voluntary employee life insurance, non-governmental pension provision	883	619	806
Total	26 891	31 745	34 880





GRI 2-26 GRI 2-29 GRI 413-1

The impact of social investments on society is assessed through feedback channels (surveys, voting, etc.), followed by program adjustments if necessary. The identification of key tools for assessing social impact, as well as collecting feedback and choosing priorities, including with the possible involvement of sociologists and consultants, is implemented at the process level.

Effective communication channels have been identified, including:

- corporate platforms on social networks (accounts in the Telegram channel, Vkontakte)
- corporate media
- blogger communities
- press events with loyal media
- contests, activities during festive events, etc.

Currently, Tatneft's activities are being evaluated through digital platforms where surveys are conducted and various metrics determine the level of audience engagement and assess the tone and level of loyalty to the Company's projects.

To further enhance the feedback collection process (satisfaction of beneficiaries, monitoring of society's problems), a full-fledged sociological study was conducted, involving the collection of statistical indicators of projects (coverage and other metrics).

TATNEFT Group companies carry out environmental impact assessments of planned and ongoing production activities on an ongoing basis. They hold public hearings on major investment projects and conduct regular industrial environmental monitoring to assess the state of environmental components and compliance with environmental legislation.



- 2022

the Republic of Tatarstan initiated the Development of the Culture of Responsible Attitude to Pets Project. As part of this initiative, the construction of a sports and canine complex in the city of Almetьевsk was approved
- 2023

a public discussion was held in Almetьевsk regarding the project to develop a sports and canine complex and a dog walking area
- 2024

after careful consideration of all opinions expressed during the public discussion, the Sputnik Mahmay Sports and Canine Complex is scheduled to open in 2024



The Sputnik Makhmai Sports and Dog Training Complex was implemented as part of the National Housing and Urban Environment Project



Social infrastructure development

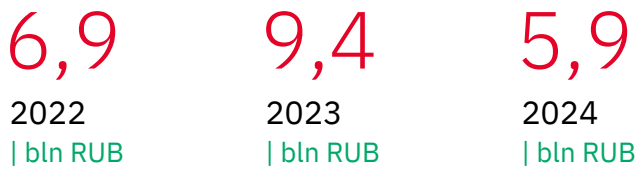
GRI 203-1 RF SRS 2.21

Since its inception, the Company has implemented initiatives aimed at ensuring the openness, safety, resilience, and environmental sustainability of cities and towns within its operational area. The development of social infrastructure, environmental protection and safety, housing, heat and electricity supplies, transportation, and road development are integral components of the Company's activities in the regions where it operates. Investments in social infrastructure and philanthropic initiatives have been instrumental in fostering stability within the operational region, thereby creating a conducive environment that preserves and enhances human resources.

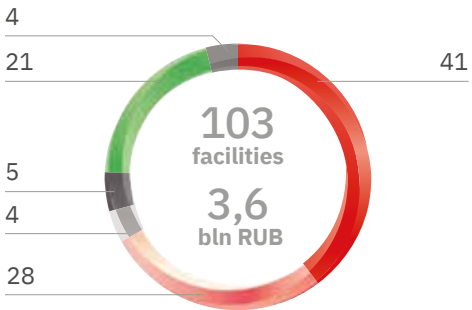
The Company's annual financial contributions encompass the following:

- the financing of construction, reconstruction, and refurbishment of social infrastructure facilities;
- the provision of logistical support;
- the implementation of targeted programs and projects in cities and towns within the regions of its presence.

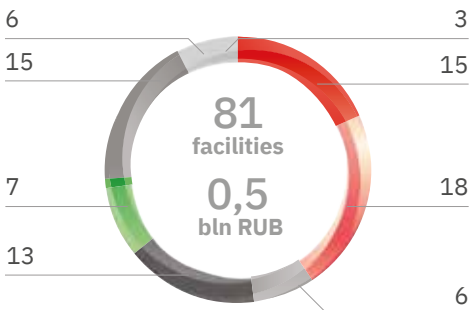
In 2024, financial resources totaling 5.9 billion rubles were allocated for the development of the socio-cultural sphere and public infrastructure. As a result, 347 projects were implemented in 22 cities in the south-east of Tatarstan.



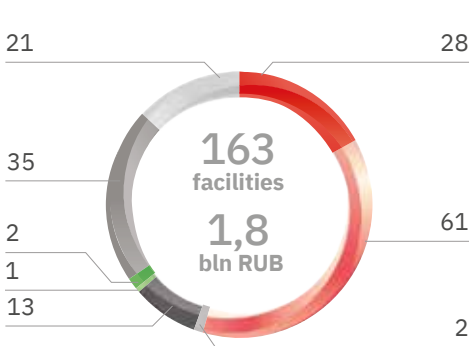
→ CONSTRUCTION, RECONSTRUCTION AND RENOVATION OF SOCIAL INFRASTRUCTURE | NUMBER OF FACILITIES



→ PROVIDING RESOURCES AND EQUIPMENT AND SUPPORTING OPERATIONS | NUMBER OF FACILITIES



→ IMPLEMENTING TARGETED PROGRAMS AND PROJECTS | NUMBER OF FACILITIES



- Science and education
- Development of culture and art, preservation of traditions
- Healthcare
- Sports and healthy lifestyles
- Municipal infrastructure
- Environment
- Support for the civil society and patriotic education development institutions
- Support of vulnerable segments of the population (veterans and pensioners, orphaned children, low-income people, etc.)

Focus Area	Construction, Reconstruction, Repair		Support of Material and Technical Equipment and Operation		Project Implementation	
	pcs	thousand RUB	pcs	thousand RUB	pcs	thousand RUB
Science and Education	41	1 000 478	15	136 096	28	457 588
Development of Culture and Art, Preservation of Traditions	28	1 341 334	18	57 105	61	739 794
Healthcare	4	175 646	6	34 018	2	87 330
Sports and Healthy Lifestyle	5	298 482	13	81 458	13	203 500
Urban Infrastructure	21	833 584	7	47 230	1	86 241
Ecology	-	-	1	324	2	34 292
Support for the development of civil society and patriotic education institutions	4	8 092	15	120 887	35	189 159
Support for vulnerable segments of the population	-	-	6	5 734	21	51 573

Major Social Infrastructure Development Projects

PROJECTS DELIVERED IN 2024

→ IN ALMETYEVSK

- overhaul of the Riza Fakhreddin Mosque and the opening of a religious cultural and educational center
- overhaul of the building of the Municipal Autonomous Educational Institution Lyceum No. 2
- overhaul of the student dormitory of the Almetьевsk College of Commerce and Economics, the construction of a sports ground
- landscaping and upgrading of the city water storage pond
- completion of the second stage of reconstruction of Komsomolsky City Park
- Sputnik Makhmai Sports and Dog Training Complex
- landscaping of urban facilities (asphalting roads, installation of poles for outdoor lighting)

PROJECTS IN PROGRESS

→ IN ALMETYEVSK

- improvement of the coast of the city water storage pond – a new comfortable and safe environment is being created at the facility, adapted for cyclists, pedestrians and other types of active activities, conditions are being created for the work of small and medium-sized businesses
- the Art Gallery (The Company acts as a co-investor)
- swimming pool of the Devon Sports Complex
- the construction of the eight-story Perinatal Center, which includes a maternity hospital, has been completed. Interior painting and decorating works are currently underway

→ IN BUGULMA



The Company actively participates in developing the urban environment in the cities where it is present and is committed to making these cities comfortable to live in. As part of the strategic goal "Long-term sustainable development of the Company by maintaining stability and a favorable environment in the region where the Company operates", participation in the Russian National Project "Urban Environmental Quality Index" is being implemented jointly with the administrations of cities located in the southeastern part of the Republic. The Company is committed to **ensuring the leadership among the cities of the Republic of Tatarstan in the quality of the urban environment** in the Republic of Tatarstan.



EIGHT CITIES IN THE REPUBLIC INCLUDED IN THE PERIMETER OF THE PROJECT HAVE THE FAVORABLE URBAN ENVIRONMENT STATUS



The target of the Company's project is an annual 2% increase in the urban environment quality index for the cities where the company is present. A range of activities aimed at enhancing the quality of urban environments is implemented, informed by the findings from evaluating building indices for parameters with the lowest score.

This approach utilizes target activities designed to address these issues. Among the eight cities within the Company's project perimeter, eight cities have demonstrated positive development and are designated as "Favorable Urban Environment".

RESULTS OF SDG 11 IMPLEMENTATION

Goals Set	Baseline Year Indicator	Implementation Results by the Baseline Year				Target
	2020	2022	2023	2024	2030	2030
2% Annual Increase in the Urban Environment Quality Index	193	207 7% Increase	212 10% Increase	241 25% Increase		239

THE COMPANY FOSTERS AN INCLUSIVE ENVIRONMENT FOR PEOPLE WITH DISABILITIES

The Company fosters an inclusive environment for people with disabilities in the workplace and in the infrastructure of cities and towns. The Company has been instrumental in the provision of accessibility provisions, such as the installation of ramps in administrative buildings and a number of production facilities, thereby facilitating the inclusion of persons with disabilities in the workforce.

A specific segment of this initiative focuses on the development of educational opportunities for individuals with disabilities, commencing from a young age. As part of the implementation of SDG 4 "Quality education," the Company is developing programs to support children, parents, teachers, and educators in creating conditions for the education of children with disabilities, including in remote settlements in the regions of the Company's operations.



Recreational and Tourist Clusters

TATNEFT, a substantial town-forming enterprise with considerable potential, has established a recreation and tourism cluster for the residents of the south-eastern part of Tatarstan, thereby demonstrating its commitment to community development and economic growth.

→ TATNEFT'S SOCIAL FACILITIES

17

RECREATION CENTERS

10

CHILDREN'S HOLIDAY CAMPS

8

SPORTS FACILITIES

1

ALPINE SKIING COMPLEX

3

EQUESTRIAN SPORTS SCHOOLS

10

ACTIVE LONGEVITY CENTERS

8

HEALTH RESORT FACILITIES

The Company is dedicated to the growth of the tourism sector, while concurrently making a meaningful contribution to environmental initiatives through its participation and support of key projects within the scope of Russia's national project "Tourism and the Hospitality Industry".

The Company has confirmed its commitment to this initiative by creating, renovating, and developing tourist and recreational cluster facilities:

- construction of the NOVAYA ZEMLYA Immersive Park Hotel. The project is being implemented with the involvement of a grant from the Federal National Tourism and Hospitality Industry Project. The project is set to be completed by 2028, and the second stage is already underway. The concept of the immersive park hotel assumes minimal negative impact on nature. The comfortable residential modules are designed for 419 places, with the capacity to accommodate up to 17 thousand beneficiaries per year;

- in 2024, a subsidy was granted to PJSC TATNEFT for the development of the Recreation Area of the Romashkino health resort facility under the Development of Tourism state program of the Russian Federation. The Company has developed the work execution design.

AT THE DESIGN STAGE

- The POTASHNYE POLYANY tourist cluster, scheduled to open in 2030, will accommodate about 150 thousand guests per year. A project of a multifunctional health and country club with golf, ski and thermal complexes.
- The OIL MUSEUMS Industrial and Cultural Heritage Complex, which is expected to be delivered in 2027, designed to receive up to 170 thousand visitors per year.
- The SVETLY POLYANA Country Park Hotel is scheduled for completion in 2028 and is designed to accommodate up to 26 thousand tourists per year.
- The NARATLYK Yoga Retreat Center is scheduled to open in 2029 with an initial capacity of up to 55,000 visitors per year.

THE SCHOOL OF HOSPITALITY

The Company initiated the creation of a hospitality school on the basis of the Almetyevsk Trade and Economic College. The decision to establish a School of Hospitality was driven by the need for qualified personnel in the field of tourism and services in Tatarstan and throughout Russia. The educational program is modeled on the high standards of Swiss education and the classical European approach to hospitality. A total of fifteen (15) mentors have been trained and certified, and four (4) educational programs have been updated.

"GREEN" TRANSPORT

- With the support of the Company, the urban transport structure has been replenished with a modern type of environmentally friendly transport — electric buses powered by built-in batteries.
- The Company has established conditions in the oil region to facilitate the development of green transport infrastructure. A notable and successful example of ESG investment is the construction of bike lanes. As a result, Almetyevsk has firmly established itself as the cycling capital of Russia, boasting the most extensive cycling network in the country. The company has also procured several hundred bicycles for its bike-sharing service, further promoting sustainable transportation options.

115

KM BICYCLE LANES IN TOTAL



Healthy Lifestyle

GRI 403-6 GRI 403-7



The company implements processes aimed at forming a holistic health ecosystem that includes all stages of prevention, treatment and rehabilitation, starting from the introduction of healthy nutrition from an early age, creating conditions for sports and an active lifestyle, to receiving highly qualified medical care in healthcare institutions and high-quality rehabilitation, investing significant efforts and resources in a healthy social infrastructure.

In order to implement SDG 3, the Board of Directors has developed and approved a program aimed at creating conditions for providing affordable and high-quality medical care, introducing innovative technologies of preventive medicine. SDG 3 roadmap includes projects aimed at providing quality medical care and preventive measures not only to the employees of the TATNEFT Group, but also to the communities of the regions where the Company operates

RESULTS OF SDG 3 IMPLEMENTATION

Set goals		base year indicator		results of implementation vs the base year		plan (maximum indicator)
		2020	2022	2023	2024	2030
➤ Reduction in the number of temporary disability days by 25% by 2025 and by 50% by 2050	Specific rate of temporary disability per 1000 employees, days	14 970	14 045 down 6,2%	11 777 down 21 %	9 919 down 33,7 %	8 500
➤ □Reduction in the frequency and severity of occupational injuries by 30% by 2025*	Injury frequency rate per 1,000 employees	0,34	0,39 increase by 14,7%	0,38 increase by 11,8%	0,35 increase by 2,9%	0,18
	Injury severity rate	85,12	92,7 increase by 8,91%	102,9 increase by 20,89%	73,2 down 13,5%	120



In order to prevent occupational accidents, preventive measures are taken to explain the need to observe the principles of a healthy lifestyle, nutrition, and a reasonable work/rest schedule.

Control of compliance with occupational health and fire safety rules has been strengthened, especially during weekends, holidays, and the first and last days of the week.

In order to improve the quality of medical care at production facilities and protect the health of workers, there are health centers equipped with equipment and supplies necessary for providing medical care.

Medicine Transformation Program

➔ PROVIDING COMMUNITIES WITH MEDICAL SERVICES

11 regions in the South-East of RT
800 thousand people

TATNEFT implements a comprehensive program for transformation of medicine in the south-east of the Republic and regions of operations: it builds and renovates medical institutions, purchases and maintains advanced medical equipment and vehicles for hospitals, organizes training of doctors, and provides them with housing.

Since 1995, the Company has been creating a system of multidisciplinary and high-tech medical care in Almet'yevsk on the basis of a medical and sanitary unit (MSU). Construction, equipment, technical support of equipment and infrastructure of the institution, training and education of employees, social guarantees to attract the best specialists to work at the institution — these are just some examples of TATNEFT's

participation in the activities of the institution. As of January 1, 2023, Almet'yevsk Interdistrict Multidisciplinary Hospital, a new legal entity, was established on the basis of the Medical Unit of PJSC TATNEFT and Almet'yevsk under the authority of the Ministry of Health of the Republic of Tatarstan, to which all statutory medical activities and property complex have been transferred.

➔ IN 2024, AS PART OF THE SDG 3 IMPLEMENTATION PROGRAM, THE FOLLOWING EFFORTS WERE MADE:

- creation of a multifunctional relaxation zone on the territory of the terrain cure of the YaN health resort;
- implementation of the project "Healthy Nutrition" (dietology, nutrition, naturopathy) on the basis of the Leninogorsky health resort;
- organization of health improvement for adults and children having endocrine pathology and diabetes in the Dzhalilsky health resort;
- construction and modernization of a maternity hospital with a perinatal center in Almet'yevsk.



RF SRS 2.12



THE COMPANY'S ACTIVITIES IN TRANSFORMING THE MEDICINE CONTRIBUTE TO IMPLEMENTING THE RUSSIA'S NATIONAL PROJECT HEALTHCARE

Due to the need to make conditions for increasing the birth rate, TATNEFT has initiated and is implementing a project to build a high-tech third-level perinatal center. The project is scheduled to be completed in January 2026. The new medical facility in Almet'yevsk is to become a single center to provide services for residents of the southeast of Tatarstan. The 8-story building of the perinatal center houses consultative and diagnostic, obstetric, laboratory, organizational and analytical units and a department of auxiliary medical technologies. The perinatal center is designed to receive more than 160 women and 85 children. It is planned to create additional 144 jobs. The perinatal center is designed to accommodate over 160 women and 85 children. An additional 144 jobs will be created.



COMPANY PROJECTS CONTRIBUTING TO THE IMPLEMENTATION OF THE RUSSIAN NATIONAL PROJECT DEMOGRAPHY

support and development of	Financial support	invested
43 sports	>40 sports organizations	6,5 bln RUB



→ ALSO, THANKS TO THE SUPPORT OF THE COMPANY:

- a polyclinic, a surgical hospital, an operating unit, an intensive care unit, a palliative care service, an endoscopic center, an admission and diagnostic department, and a radiology building were built and equipped in the Almet'yevsk branch of the Republican Clinical Oncology Dispensary;
- a geriatric center was built in the village of Shugurovo in the Leninogorsk district of Tatarstan, which studies, prevents, and treats diseases of the elderly, and rehabilitates senile asthenia syndromes;
- the National Medical Research Center named after Academician N.N. Burdenko has been equipped with blood transfusion equipment.

→ SUPPORT FOR SPORTS AND HEALTHY LIFESTYLES:

Today, the Company promotes a healthy lifestyle among employees and their families, non-working pensioners, creates conditions for increasing the availability of social services, and promotes a healthy lifestyle, health, and longevity among the general population.

- sports support programs have a particularly important place in the development of a culture of healthy lifestyles. Participation in corporate sports events boosts the sports movement and gives employees the opportunity to demonstrate their achievements;
- the Company supports various sports competitions: boxing, wrestling, tennis, badminton, swimming, volleyball, karate, figure skating, acrobatics, skiing, and other sports. In the reporting year, more than 1,800 people from 43 enterprises of the TATNEFT Group took part in various sports competitions;
- the Company also supports children and youth hockey, boxing, wrestling, swimming, volleyball, karate, figure skating, skiing, acrobatics, table tennis, and kickboxing. Over 5 thousand teenagers are involved in youth clubs and hockey sections. Significant financial resources are allocated for compensation of coaches and staff units servicing the courts of youth clubs.

The Company's sports facilities are becoming favorite places of active recreation for the entire population of the oil region and its visitors. In 2023-2024, more than 55,000 people visited the PJSC TATNEFT ski resort, and over 20 000 people visited the ice rink in Almet'yevsk

«ACTIVE LONGEVITY»

As part of the rehabilitation program "Active Longevity", aimed at creating comfortable conditions for a healthy and active life of the older generation, Tatneft is actively developing a chain of Active Longevity Centers. Today, the chain includes 15 gyms in almost all cities of the oil region. The centers are equipped with unique exercise machines that operate in a gentle mode with loads specially selected for the elderly. Classes for the elderly are used as a key element of active longevity and are aimed at improvement of physical strength, reducing the risk of injury in everyday life, reducing the risk of developing diseases, and improving their quality of life. In 2024, more than 28,000 person/visits were recorded



«GREEN FITNESS»

Project was launched on a large scale in Almet'yevsk in 2016 with the commercial support of Tatneft. In Green Fitness, people of any age can do dance exercises, yoga, zumba and other activities at several venues at the same time. The advantage of these classes is that they are organized outdoors, and the open-air venues can accommodate many people. Classes are taught by professional trainers. In 2024, the project brought together more than 11,000 participants and about 80,000 city residents. A total of 164 training sessions and 3 festivals were held.





CARE FOR CHILDREN

The League of Children's Camps is a project in which 10 children's health camps (CHCs) of the Company are united by one idea, one goal, and one team, where programs for children's health and recreation are implemented at a high-quality level, the purpose of which is the comprehensive development of the child.

In recent years, due to the formation of an educational cluster by the Company, children in the camps do not just relax, but develop their abilities and talents in the chosen areas: ecology, business and financial literacy, linguistic programs, tourism and local history, horse riding training and intensive physical training, choreography, design and others. The comprehensive upbringing educational program also includes projects to popularize the Sustainable Development Goals.

In 2024, the Green Shield program for environmental education of children and adolescents was organized. In order to attract children to communicate with horses, to engage in equestrian sports, as well as to conduct hippotherapy classes, mini-stables with ponies are available in children's camps.

In addition to the children of the Company's employees and other commercial organizations, children of government-funded organizations' employees also have opportunity to enjoy children's camps with partial financing of the cost of vouchers. Over the period 2022-2024, 30,000 children spent summer holidays in camps.

Integration of children's camps into the TATNEFT's educational ecosystem strengthens the Company's position as a leader in the field of children's education and recreation, which allows us to build a long-term strategy for the development of a child, combining his experience in preschool camps with further education in clubs and sections, and promotes the harmonious development of the individual.

The Company remains committed to improving the health and longevity of its employees, their families and the community at large, by promoting healthy lifestyles and implementing wellness programs.

The company carries out work on selection and breeding of sport horses. Nurlat stud farm contains about 100 horses. Equestrian competitions in Olympic equestrian sports (show jumping, dressage) and competitions in testing trotter and racing horse breeds (horse trotting and running) are held annually. Auctions for the sale of breeding horses are organized.

All equestrian facilities are maintained by the Company in proper condition, repairs are carried out in a timely manner and reconstructions are carried out. The material and technical base of equestrian facilities is fully provided, including equipment and uniforms for children. More than 300 children regularly engage in equestrian sports. They participate in competitions organized by the Company and also have the opportunity to travel outside the republic.

One of the methods of rehabilitation of "special" children — hippotherapy — was developed in the equestrian school "Centaur".

Since 2016, the Company has been implementing a permanent program for the development of horse breeding and equestrian sports in order to popularize horse riding and equestrian sports in general, as well as to develop a chain of children's equestrian schools. During this time, two modern arenas for show jumping and dressage have been built, and one arena has been reconstructed



3

equestrian schools

Almetyevsk, Elabuga, Aktyuba settlement

1

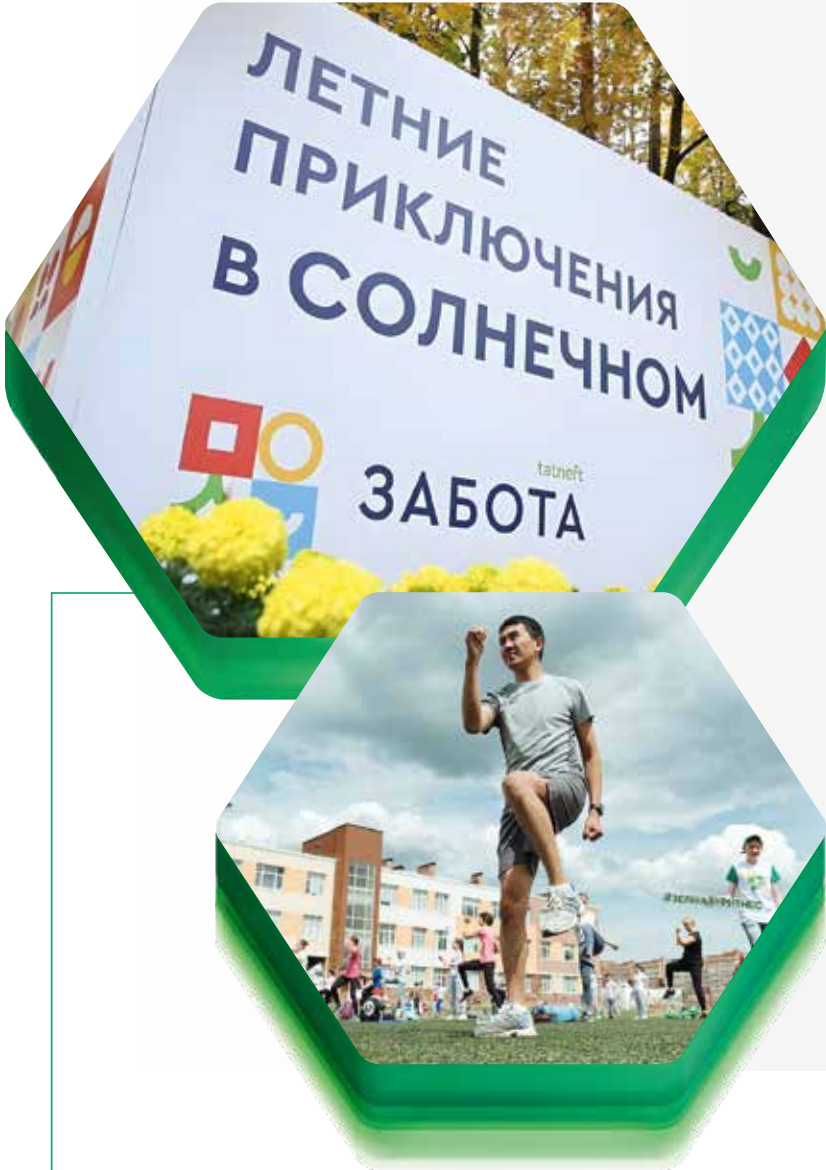
stud farm

Nurlat

1

horse training facility

Almetyevsk



Charitable Foundation

GRI 2-29 RF SRS 2.21, 2.22

Following high standards and principles of corporate social responsibility to achieve the UN Sustainable Development Goals, the Company makes significant social investments, which are implemented through the TATNEFT Charitable Foundation (hereinafter referred to as the “Foundation”).



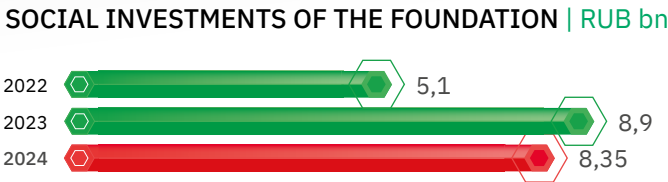
THE MISSION OF THE FOUNDATION

The mission of the Foundation is to be a driver of the systemic formation of a comfortable and safe environment, increasing the social welfare of the population and creating conditions for the continuous development of the individual in the regions of the Company’s activity.

THE GOAL OF THE FOUNDATION

The goal of the Foundation is the most efficient use of resources allocated by the Company and other philanthropists to ensure harmonious growth in the quality of life and increase in the sustainability of the future world.

By participating in charitable activities, the Company is actively involved in the implementation of social projects, acting as a catalyst for social change and bringing benefits to society.



The Foundation’s investments include targeted assistance to citizens, improving the financial situation of low-income people, social rehabilitation of the unemployed, disabled people and other persons, support for education, science, enlightenment, culture, art and publishing, physical education and mass sports, prevention and protection of citizens’ health, environmental protection, and support for civil society development institutions.

> **8.35** RUB bn worth of social investments channeled through the Foundation

782 events were organized and attended

41.9 K people received charitable assistance

225 K people took part in the events

666 NPOs received charitable assistance



Grant Competition

The Grant Competition is part of large-scale social development of the region, which is carried out on a long-term systematic basis and implemented within the framework of the sustainable development strategy.

A grant system on a fair competitive basis creates an effective platform for selecting the best ideas and noteworthy proposals, actively involving the population in solving current social challenges and tasks facing society.

The competitive approach allowed the Company to systematize its charitable activities, focus on pressing social and economic challenges in the development of the regions where the Company operates, and increase the transparency of decisions made, inter alia, through the assessment of social efficiency. The Grant Competition ensures equal access to co-financing for all districts and cities in which the Company operates. This grant program is implemented in four priority areas: **Education, Healthcare, Territorial Development and Environment, and Culture.**

In 2024, **162 projects** were implemented under **13 target programs**. The social investments of the Company through the Grant Competition amounted to RUB 800 m.



800 RUB m worth of the Company’s grants
↗ 15 DISTRICTS IN TATARSTAN
↗ TOLYATTI CITY

	2022	2023	2024
Education	450	384	248
Territorial Development and Environment	295	288	355
Health	475	504	140
Culture	225	211	57
	1 445	1 387	800

RESULTS FOR 2024:

renovated, fitted out and equipped:
↗ 34 educational institutions
↗ 10 cultural institutions
↗ 5 animal shelters
↗ 14 sports federations

development of design documentation:
↗ 6 socially significant objects

 landscaped:
↗ 15 publicly significant spaces

provided with potable water:
↗ 13 rural settlements

 installed:
↗ 20 playgrounds for children



Energy of Good Contest

Another platform for social initiatives is the Energy of Good Contest, where the best creative ideas and noteworthy proposals are selected to address pressing issues of social, economic, and cultural development in the regions where the Company operates. Based on the results of the contest, 112 socially significant projects were selected for a total of RUB 138.4 m.

112 socially significant projects

138,4 RUB m project support

Rukhiyat Program

The Foundation develops a comprehensive system to identify and support talented children and young people through the Rukhiyat Program. The program is aimed at enhancing the cultural life of the Tatarstan’s oil region, while supporting young talents. **The Country of the Singing Nightingale**, a regional creative festival for children and youth, has been held since 1998 to identify and support gifted children. The festival has acquired the status of the best platform for talented children to kick-start their journey, becoming one of Tatarstan’s cultural brands. Also, the Foundation supports Bravo, Almetyevskl, an annual creativity competition for children and youth.

The Foundation is engaged in publishing activities, collaborating with writers and poets, artists and cultural professionals. Since 1997, over 270 books have been published by the Rukhiyat Publishing House, with a total circulation of about 500,000 copies in Tatar, Russian, Chuvash and English. Published books are donated to libraries, educational institutions, museums, nursing homes and to Tatar communities in Russia and abroad. **In 2024, we donated 10,000 book copies.**



The legacy of Riza Fakhreddin

A new project, the legacy of Riza Fakhreddin, was launched in 2024 to preserve and revive cultural legacy. The project aims to study the works by the Tatar educator Rizaeddin Fakhreddin. The events were attended by cultural, academic and literary figures and NGO representatives. A series of literary meetings with young poets and writers of Tatarstan was organized together with the Almetyevsk Branch of the Union of Writers of the Republic of Tatarstan to identify and support talented youth.

The Gifted Children program

The Gifted Children program is aimed to support intellectually gifted schoolchildren. Every year we organize school subject competitions, scientific, creative and engineering contests and conferences, as well as school students’ participation in similar events in other regions of Russia and abroad. We also support financially talented school students from low-income families, provide financial rewards to gifted schoolchildren and their teachers when they achieve high results, and finance programs and activities aimed at developing the intellectual potential of school students. Over the last 20 years, TATNEFT has supported more than 15,000 school competition winners as part of the program.



The Tazalyk Program

The Tazalyk Program promotes physical education and mass sports among the Company’s employees and the population of southeastern Tatarstan and aims to develop and support children’s sports and talented athletes. The Tazalyk Program organizes cultural and sports events for children from orphanages and children’s homes; supported by the program, tournaments are held, and sports equipment and gear are purchased for children’s sports sections in need.

Charity program

RF SRS 2.23

Targeted assistance is provided to veterans and disabled people, low-income families, orphans at children’s homes, orphaned college students, and people who encountered difficult situation. Support is provided to social care nonprofit organizations and medical institutions.

The Karakuz Program

One of the most important areas of the Foundation’s charitable activity is the transformation of the cultural environment of Tatarstan’s oil region. The Foundation forms a comprehensive system through Karakuz, a program for the support and development of culture and art, which is spun off into a separate operation. Creating growing points for creative children and teachers, providing opportunities to reveal the creativity of local talents, organizing concerts of Russian and world stars and social activities for the population are the main areas of the Karakuz program.



Interaction with funds

The Foundation regularly interacts with other foundations regarding projects for the most vulnerable segments of the population related to medical treatment of children.

➤ Together with **Rusfond**, we are implementing a project to form the Volga Region Register of Potential Bone Marrow Donors and generate targeted financial assistance for treatment of children in Tatarstan. Financial assistance is provided to seriously ill children with musculoskeletal disorders, cardiovascular and neurological diseases, autistic spectrum disorders, etc.

39 children received assistance

25 RUB m allocated for children’s treatment

➤ A similar joint project is being implemented with the **Podari Zhizn** Foundation, which provides targeted support for cancer treatment to children in Tatarstan.

➤ **The Champions Club social project**, within the framework of which clients of AZS-TATNEFT filling stations collected and sent more than RUB 11 m for the treatment of 18 children.

The following projects are also supported by the Foundation:

- Almetyevsk Light Wings Street Theater
- Academy of Digital Creativity
- Almetrika Interactive Scientific and Educational Center
- Animation School
- Information and Exhibition Space History is Made by People

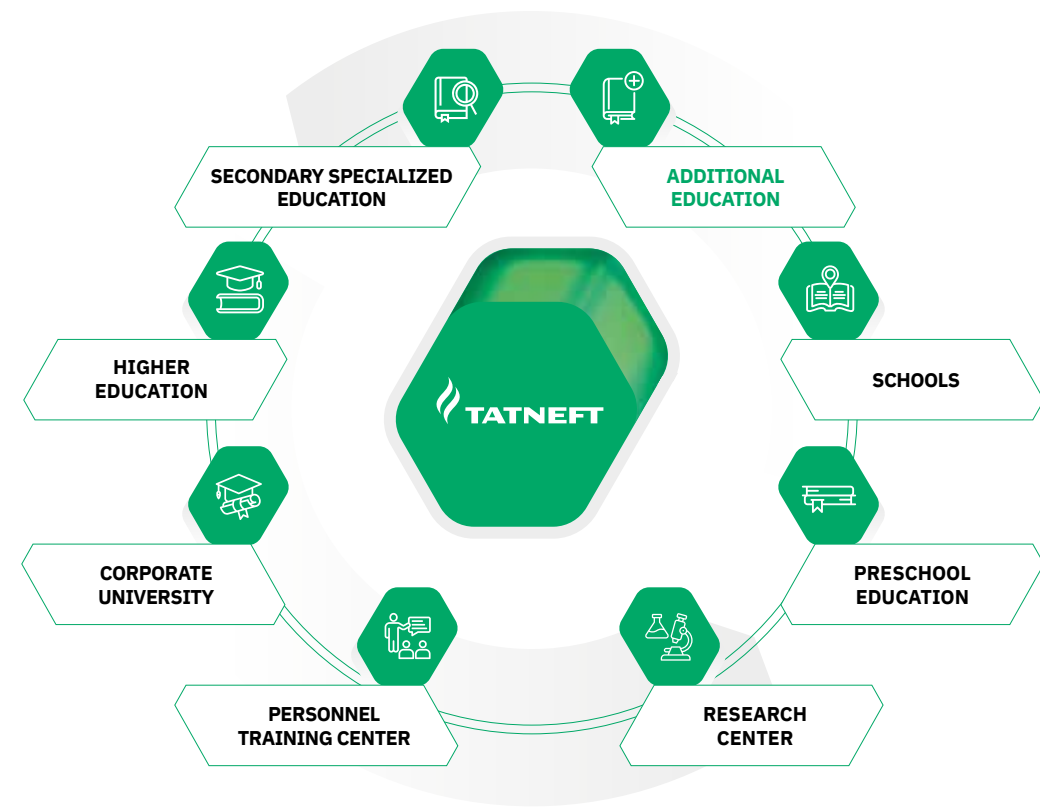
Detailed information about the projects can be found in the Educational Ecosystem and Cultural Legacy Preservation sections.

Educational ecosystem

GRI 3-3

The human capital development is the most crucial task nowadays, and educational systems that ensure high-quality personal development are a key criterion for the Company's success and long-term sustainable development. For TATNEFT, education is one of the key instruments for strengthening the intellectual potential of the republic and the country, its industrial, scientific, social-cultural and economic development.

SYNERGY OF EDUCATION AND BUSINESS

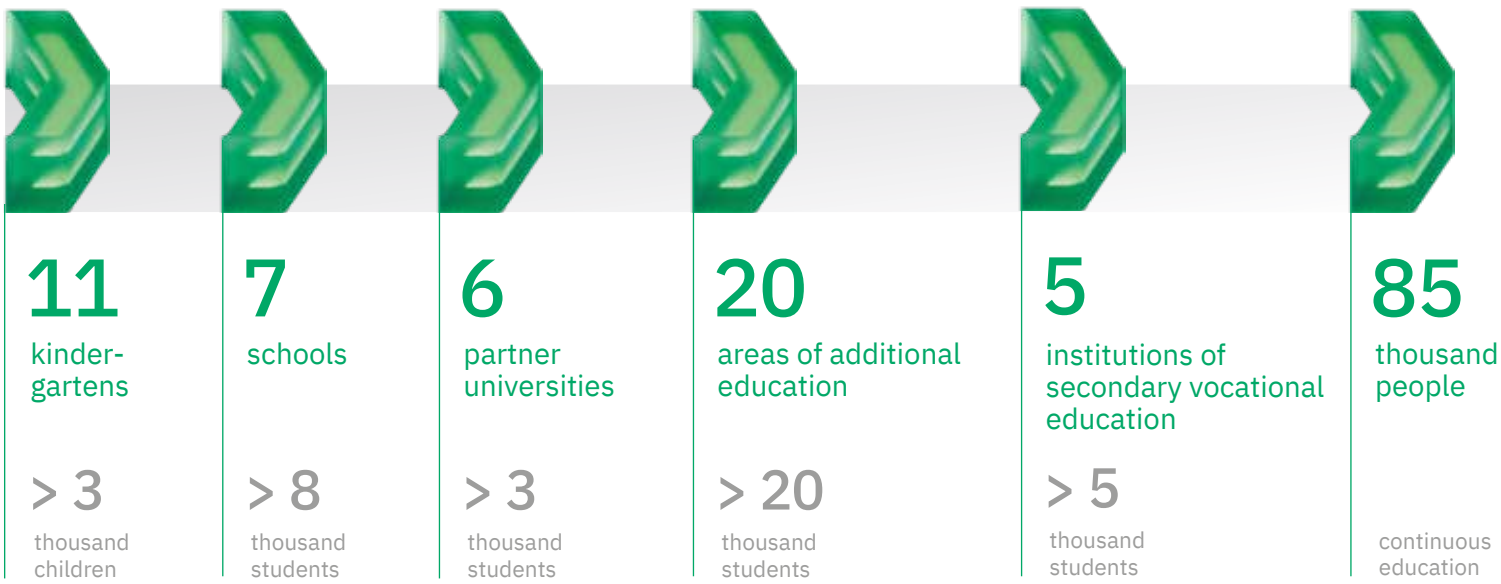


The Company actively participates in the implementation of

projects to provide assistance to kindergartens, providing funds for their reconstruction, repair and equipment, and acts as an organizer and sponsor of various educational programs.

- **GOAL:**
- to create a unified system that will enable to bring up individuals capable of creating new technologies and solutions for a sustainable future.
- **OBJECTIVES:**
- to create a unified environment that motivates individuals at every development stage to engage in educational, creative, scientific, technological, entrepreneurial and social activities;
 - to create a territory with high educational and scientific-technological potential;
 - to build intellectual potential;
 - to develop continuity at all levels of education.

Educational ecosystem:



A unified educational ecosystem, based on academic and innovative educational approaches, is formed through:

- updating educational programs and teaching methods, based on the formation, development and assessment of the necessary universal competencies;
- training and advanced training of teaching staff according “new formats”;
- comprehensive support for the educational cluster development - material, qualification and infrastructure support.

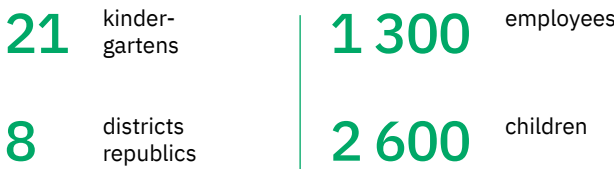
> 15 bln RUB
invested in the educational infrastructure development, providing a high level of corporate social responsibility and social well-being in the regions

Preschool education

The Company actively participates in the implementation of projects to provide assistance to kindergartens, providing funds for their reconstruction, repair and equipment, and acts as an organizer and sponsor of various educational programs.

The project "TATNEFT and Childhood. Dialogue with the Future" is being implemented in cooperation with the Child Development Laboratory of the Research Institute of Urban Studies and Global Education of the Moscow City Pedagogical University. The main goals of the project are: the introduction of modern educational technologies in the region aimed at developing independence, initiative, friendliness and love for the native land in pre-schoolers; support for basic preschool institutions in the districts to disseminate advanced pedagogical experience; organization of network interaction between districts in key areas.

The educational environment of kindergartens is being brought into line with the best international standards. The teachers have passed training in preschool education programs (spatial modelling, speech development, social and game technology of teaching, aesthetic and physical development of children). Kindergartens are equipped with modern construction sets, physical education complexes, teaching aids, books.



School education projects

ANO "ACADEMY OF DIGITAL CREATIVITY"

The Academy of Digital Creativity develops projects in the fields of education, science, culture and creativity and includes the following projects:

→ ACADEMY OF DIGITAL CREATIVITY "DIGITAL ACADEMY".

the Academy has created conditions for the development of children's and youth creativity with the aim of promoting computer graphics and digital creativity. The Academy has design and media studios that help implement the Company's major projects. The Academy's educational formats include online courses, online podcasts, intensive courses, and creative campuses. The Academy's portfolio currently comprises more than 35 courses and 43 master classes, which were attended by more than 3,000 human.

→ INTERACTIVE SCIENTIFIC AND EDUCATIONAL CENTER "ALMETRICA"

a unique museum and scientific space, the concept of which includes innovative approaches to the study of natural sciences, aimed at creating conditions for the development of children's and youth creativity. More than 55 interactive exhibits will help to easily visualize the concepts of time, mass, length, current, light, temperature, amount of matter and energy. Functioning



laboratory areas for biology and chemistry. In 2024, the exhibition was visited by 12 800 people, more than 150 master classes and 25 science shows were held (about 5 400 children and adults), 10 holiday shifts (56 people), 370 children attended science clubs.

→ ANIMATION SCHOOL "A1002"

a unique project for children to develop domestic animation, promote animation creativity, strengthen and popularize children's and teenage animation, created jointly with the Soyuzmultfilm studio. The animation school includes computer classes for teaching animation techniques in 2D and 3D style, a MOCKUP studio, comic book zones, a mini-library, a recording studio, a mini-cinema, a photo studio, etc. In 2024, 350 children studied at the school. Free film screenings were held, reaching more than 200 viewers. The school's students became participants and winners of various animation competitions at the regional and all-Russian levels. In the 2023-2024 academic year, an educational program was implemented jointly with the company "1518 Studios" to train more than 120 schoolchildren and students in the modern profession of game designer in meta-universes. 10 graduates were given the opportunity to do an internship at the company "1518 Studios" and "Bazelevs".



→ SCHOOL LABORATORIES PROJECT

2	Greenhouses	> 500 thousand	Trees cloned
8	School Biolabs	> 300	Schoolchildren participated in the project
1	Biological laboratory for orphaned children in the orphanage of Leninogorsk	1	Botanical Garden

school Laboratories Project is a network of school biolaboratories for plant microcloning. The project was started in 2020, and nowadays eight schools are involved in it. With the Company's funds, they have equipped biology classrooms and biolaboratories, where schoolchildren are engaged in plant microcloning, participate in research, and deepen their knowledge in biology. Since its inception, the project has involved around 300 middle and high school students. The seedlings grown by the students are used to green urban spaces and restore forests. In this way, schoolchildren contribute to maintaining the biological diversity of the region. The children are given a unique opportunity to learn the profession of a laboratory assistant and undergo practical training in the Company's laboratories and subsequently choose biotechnology as a path to a successful career.

→ "INDUSTRIAL ROUTE"

the Company's new Industrial Route project is also part of the Company's educational ecosystem and is designed to preserve the rich heritage of the oil region, pass on knowledge to young people, and develop the continuity of generations. Children are given the opportunity to learn how oil appeared and how

technologies developed, visit operating production facilities, and also get acquainted with the region's unique culture, be imbued with a sense of patriotism and love for the Motherland — to become bearers of a unique cultural code.

CAREER GUIDANCE WORK

- TATNEFT classes is an educational project for career guidance for schoolchildren in grades 8–11 and in-depth study of natural sciences, aimed at training a new generation of engineering personnel;
- as part of career guidance, activities are performed to support the Olympiad movement. The Company annually organizes the Republican Open Field Olympiad of Young Geologists. Teams from educational organizations — the basic sites of the children's and youth geological movement — participate in the Olympiad;
- the implementation of the project "Working Profession from School" is a step towards the revival of the training and production plant. The company, together with municipal authorities, has adapted educational programs for students, prepared visual aids and training materials on 12 professions in demand for production. Project participants have the opportunity to visit the production sites of TATNEFT Group enterprises. In 2024, 375 9th grade students completed training as part of the project, and more than 1 300 students visited production facilities.





Support for secondary specialized and higher education

The integration of the Company's activities, schools, secondary vocational schools, and higher education institutions is aimed at increasing the motivation of students to obtain industrial worker jobs and engineering specialties demanded in the oil industry.

The Company aims to fill the shortage of personnel in the market who will be able to solve the tasks of the oil industry, therefore special importance is attached to the personnel training in specialized secondary specialized and higher educational institutions. The majority of graduates work at the TATNEFT Group enterprises and continue their studies at the Corporate University, forming an operational and promising talent skill pool.

CAREER GUIDANCE WORK

- for the purpose of practical training of students, industrial and educational practice is organized for students from 56 specialized educational institutions. 984 students completed the internship, among them 94 students were employed by the Company. Targeted personnel training is carried out and such students are paid a scholarship and guaranteed 100% employment after completing their training. In 2024, 2.6 million rubles of personal scholarships were paid to 130 students;
- the Vproekte program is a platform for students to implement business projects in a team with the Company's key specialists. This is an environment that allows for increasing the involvement of talented students and teachers in the profession and developing hard and soft skills, and applying accumulated knowledge in the workplace. In 2024, 126 students were involved in the program, who successfully completed more than 3.5 thousand tasks;
- for several years, TATNEFT has been a systemic partner of the Russian Student Teams — about 1 000 representatives of the movement work at the Company's facilities every year in many areas: service, hotel business, beautification teams, pedagogical direction, medical and other areas. During the summer holidays, about 500 representatives of the student pedagogical team movement worked as counsellors at the Company's children's camps. Such cooperation contributes to the development of student teams, the formation of a personnel reserve and the improvement of the level of professional competencies of young people.

"Vproekte" 8 educational institutions:

- Kazan National Research Technological University;
- Kazan National Research Technical University, Almetьевsk Branch;
- Almetьевsk State Technological University "Higher Petroleum School";
- Chemical-Technological Institute of Nizhnekamsk city;
- Polytechnic College of Almetьевsk city;
- Petroleum College, Leninogorsk city;
- Petroleum College, Oktyabrsky city;
- College of Petrochemistry and Oil Refining, Nizhnekamsk city.



The project is being implemented within the framework of the national project "Science and Universities" ("Creation of a network of modern campuses")

➔ HIGHER PETROLEUM SCHOOL WAS INCLUDED THE RATINGS OF:

- the national universities for training specialists in the field of artificial intelligence;
- universities of BRICS countries, Group of 451-500.

➔ HIGHER PETROLEUM SCHOOL

- the Company has implemented a unique project that combines university and industry science, education and real production — the Higher Petroleum School (HPS). The complex was created as a research center and as a center for innovative education and training of highly qualified specialists for the Russian oil industry. The project is aimed at developing the region and in the long term is intended to contribute to the development of human capital and the growth of the efficiency of the TATNEFT Group. The HPS Campus is represented by educational and laboratory buildings, laboratories, a sports facility, dormitories, and residential areas. In the future, the territory will be expanded with new zones.

HIGHER PETROLEUM SCHOOL CAMPUS – SCIENTIFIC WORKPLACES, INNOVATIVE RESIDENTIAL COMPLEX AND PUBLIC SPACES

➔ DESIGN CAPACITY

1 700
STUDENTS

490
RESEARCHERS

➔ INFRASTRUCTURE:

2
EDUCATIONAL AND LABORATORY BUILDINGS

2
ADVANCED ENGINEERING SCHOOLS

80
LABORATORIES

72
LECTURE HALLS

2
SMART HOME SYSTEM DORMITORIES

155
THOUSAND M²

RESIDENTIAL AND SPORTS COMPLEXES

KINDERGARTEN

HOTEL

CONCERT HALL





38

projects in the interests of business

~300 bln RUB



8

educational programs

→ ADVANCED ENGINEERING SCHOOLS

TATNEFT is a key industrial partner of the federal project for the development of Advanced Engineering Schools (AES), aimed at training qualified engineering personnel for high-tech sectors of the economy, implemented within the framework of the state program "Scientific and Technological Development of the Russian Federation". The project goal is to provide highly productive export-oriented sectors of the country's economy with highly qualified personnel to achieve the national technological independence.

The Advanced Engineering Schools federal project" is being implemented within the framework of the state programs of "Scientific and Technological Development of the Russian Federation"

The Company intends to offer master's students the opportunity to sign employment contracts upon graduation. The project also provides for the involvement of schoolchildren in the activities of the AES for the purpose of their early professional orientation.

The Higher Petroleum School successfully develops two advanced engineering schools: on hard-to-recover oil reserves and on biotechnologies. The advanced engineering biotechnology school trains specialists in the sphere of "green" chemistry, biomedicine, photonics, biotechnology, and software engineering. The master's program "Artificial Intelligence in Biotechnological Systems" has been opened, educational programs on industrial biotechnology and computer science are being implemented, and new

educational spaces are being formed. The main thematic educational areas of the second advanced engineering school are developments in the field of increasing the efficiency of hard-to-recover oil reserves production, development and design of equipment and structures; energy efficiency and carbon neutrality; end-to-end digital competencies, including artificial intelligence; automation of production processes; materials and composites for the oil and gas sector.

→ "THE THIRD AGE – NEW OPPORTUNITIES"

Project is being implemented on the basis of the Higher Petroleum School. It is aimed at creating an educational environment for the Company's retirees, offering them new opportunities for personal growth. Representatives of the "third age" can study foreign languages, engage in psychology and health gymnastics, master neurographics and blogging. During the project implementation period, it is planned to involve about 250 retirees.



→ "PROFESSIONALISM" PROJECT



> 480

"targeted" students



19

training areas



3

educational institutions

In order to create a flexible model for training qualified personnel in the secondary vocational education system in accordance with the actual needs of the real sector economy, TATNEFT takes part in the federal project of Professionalism, being an industrial partner for three educational institutions (GAPOU "Almetyevsk Polytechnic College", GAPOU "Leninogorsk Petroleum College", GAPOU "Aznakayevo Polytechnic College"). The "Professionalism" project is included in the number of strategic initiatives for the socio-economic development of the Russian Federation until 2030. PJSC TATNEFT, being an industrial partner, financed the equipment, repair of educational institutions and updating of educational programs.



SDG Ambassadors



1 168 schools

> 150 thousand schoolchildren

844 lessons conducted

Raising Environmental Awareness

The Company places significant emphasis on fostering a comprehensive environmental outlook, cultivating a conscientious approach to natural resources, and engaging proactively with the local community. Special programs are in place to cater to individuals of all age groups who elect to become agents of the Company's eco-ideas and eco-projects.

A particular focus is made on the education of younger generations and the promotion of ecological thinking. The Company's development strategy, outlined in the following section, envisages that by 2030, educational programmes on sustainable development goals will have reached half a million people in the regions where the TATNEFT Group operates.

The Company is strongly committed to improving the region's environmental situation by raising awareness of this issue and supporting educational institutions. The contribution to pre-university education has been demonstrated to have a positive effect on the education of the future generation. The company places particular emphasis on educating younger generations and promoting environmental awareness to help shape an ecological world outlook.

Since 2020, the Company has run a corporate volunteering program called "Ambassadors of Sustainable Development Goals". The program is dedicated to raise awareness of sustainable development issues and people's social responsibility. As part of the wider volunteer movement, educational lectures are held for schoolchildren. The program provides training on the importance of taking a careful approach to nature, using natural resources responsibly, the principles of a circular economy, developing useful eco-habits and understanding the key principles of social communication.

- KEY GOALS FOR 2025:
- further development of the 'TATNEFT SDG Ambassadors' volunteer pool;
 - inclusion of a new category of volunteer activists such as schoolchildren;
 - transfer of the knowledge on the Sustainable Development Goals to schoolchildren;
 - replication of the experience in the Moscow, Leningrad, Kaliningrad and Samara regions.



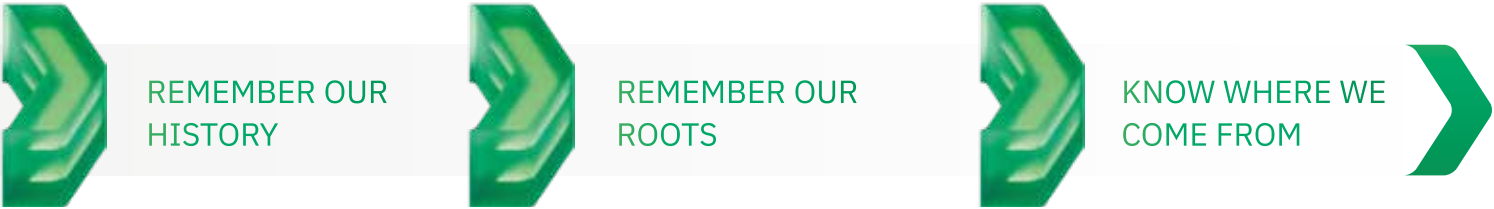
Shaping an ecological world outlook

→ SCHOOLS	Popularization among schoolchildren	
→ Educational projects	→ Contests and initiatives	→ Creating educational and nurturing environments
➤ Tatneft's SDG Ambassadors Project ➤ environmental sessions and eco-projects in children's summer camps ➤ "In Search of a Carbon Footprint" Project	➤ separate Waste Collection Competition ➤ ecological field expedition to study flora and fauna in the south-east of the Republic of Tatarstan ➤ support of the "All-Russian Wintering Bird Census" Campaign in the south-east of the Republic of Tatarstan. ➤ organization of the Republican Olympiad of Young Environmentalists "Clean Heritage" for 5th to 9th graders	➤ "Ecologization of Almetyevsk" Project ➤ creation of a network of school biology laboratories, greenhouses and a botanical garden
→ UNIVERSITIES	Popularization among young people	
→ Educational projects		
➤ training on the Sustainable Development Goals through youth forums. ➤ Corporate University Environmental Courses ➤ Energy Efficiency and Energy Conservation Fundamentals Course Projects and Initiatives	➤ a total of 46 projects from the Tatneft – Your Opportunities Platform young employee competition were supported in the following nominations: Tatneft-ECO, Tatneft-Beneficence, and Tatneft-Big Family	➤ environmental rafting ➤ volunteer campaigns and subbotnik clean-up days ➤ students' Energy Patrol ➤ energy audit of the oilfield infrastructure facilities conducted by students
→ SOCIETY	Popularization among the adult generation	20% of the total headcount is covered by the corporate training program on sustainable development of the Company's staff
→ Educational projects	→ Contests and initiatives	→ The Company has made significant efforts in its offices to make current operations more environmentally friendly.
➤ the Sustainable Development Management Module is part of the EMBA and MBA programs for top managers. ➤ energy Saving and Energy Efficiency is a target training program for key business specialists ➤ environmental module is part of the Tatneft-Master-2030 target educational program ➤ distance learning courses for all employees: 1. the Climate Agenda, the Sustainable Development Goals and the Company's Stance on Climate Action 2. assessment of the Environmental Consequences of Energy Companies' Operations	➤ Ecologist's Day campaign ➤ environmental rafting ➤ participation in voluntary clean-up activities ➤ fish stocking in rivers ➤ repopulation of the Red Book snow leopard	➤ double-sided document printing and back printing have been introduced. ➤ an electronic document management system has been implemented. ➤ the practice of purchasing disposable tableware and capsule coffee has been stopped. ➤ a separate waste collection system has been introduced.

Motivational posters explaining eco-friendly behaviour and energy conservation principles and practices are displayed in the offices. Leading experts regularly deliver lectures and seminars on 'green' practices.



Preservation and Development of Cultural and Historical Legacy



Preservation and transmission of cultural values as a key element of the genetic code of each people is an important mission pursued by the Company. Revival of national spiritual traditions and support for culture in general have always been among TATNEFT’s priorities. Using the language of art, the Company creates its own cultural code based on respect for our traditions, values and

national characteristics, while combining them with modern, high-tech, environmentally friendly and responsible business principles. In this way, we instill respect for our roots, love for our lesser motherland, sensitivity to beauty in all its manifestations and preserve our historical and cultural legacy.



Creative and ethnocultural projects

TATNEFT systematically develops various areas of creative industries which are located at the intersection of culture and education.

Karakuz Ethno-modern cultural Festival



As part of the implementation of the SDG 11 Sustainable Cities program, the Company holds Karakuz, a grand ethno-modern festival, which helps to raise the general cultural level of the population and support local small businesses and cultural figures. The Karakuz Festival is an annual event that, for several weeks, turns the city into a multicultural center with music venues, fairs and master classes, carnival processions, plays, film screenings, and performances. Karakuz has been under ongoing transformation year by year, with more creative platforms emerging.

> **70,000** spectators and participants



Light Wings Street Theater



Created to develop the art of street performance embedding the traditions of the Russian and Tatar theater schools and train street performers, this is the first professional street theater in Tatarstan. The theater has created more than 30 street performances and productions. Classes at the theater are free of charge. Every year, the theater company takes part in international and Russian street art festivals.

> **20,000** people attended the theatrical New Year program





Aulak Social Theater

This is the first social theater in Tatarstan set up in 2022 to provide an opportunity for “invisible” people to be engaged in creative work: people with disabilities or developmental needs, troubled teens, pensioners, schoolchildren, students, and others. The theater is an inclusive platform where theater professionals from Tatarstan and Russia create and showcase contemporary theater performances together with local people. In 2024, the Aulak social theater implemented a number of significant initiatives aimed at integrating social groups through art and theatrical performance.

MUTE is a play created to combine deaf, hard of hearing and hearing actors.

The social theater hosts Citizens’ Theater laboratories, the purpose of which is to identify methods of dialogue between residents of Almetьевsk and to study urban environment using theatrical means.

As part of the Accessible Theater Education Project from the Inclusion Creative Projects Center, classes are held in the theater studio for teenagers with Down syndrome and mental disabilities.

Urban Cultural Environment

Launched by TATNEFT in 2016, the initiative has become a cultural phenomenon that has transformed public spaces in 10 cities where the Company operates. The main priorities of the project are the development of a vibrant cultural life in cities and districts by involving citizens in the creative process; preservation and development of national and musical traditions; development of modern musical art; ensuring accessibility of cultural and entertainment programs for all segments of the population. In each of the districts there are several sites popular with residents and visitors of the cities, where music and entertainment programs and master classes are held weekly during the summer.

10 cities in southeastern Tatarstan – project coverage

410 events were held within the framework of the initiative



Cultural and educational projects

Bravo, Teachers! School of a Successful Teacher is a project created with the aim to improve professional skills of additional education teachers. The project involved 162 vocals and choreography teachers from 20 settlements in Tatarstan.

Karakuz Creative School is a project with the participation of the New Names International Charity Foundation named after I. N. Voronova, which allows the transfer of experience of famous musicians and teachers and identify talented music school students.

Tatneft Music Art is a project introducing a series of monthly free concerts by professional and student creative groups in Tatarstan, where you can get acquainted with classical music, world cultural traditions and instrumental mastery. In 2024, 12 concerts by musical bands from cities of Tatarstan and Russia took place.

Projects to study and promote musical legacy

Following the strategy to preserve and revive the region’s cultural legacy and develop a cultural cluster related to performing arts and museum values, the Company implements various projects to study and promote little-known musical legacy, reconstruct ancient instruments and musical works of the Volga Region peoples:

➤ **The Information and Exhibition Space** is an educational center and a platform for communication between different groups, which plays an important role in the formation and development of the cultural identity of the region, transmitting its symbols and values to visitors and residents of the city. The Exhibition of Musical Instruments of the Peoples of the World is located on its site. The collection consists of musical instruments of large and small ethnic groups, as well as peoples living in different countries, and includes the largest classified collection of pan-Turkic instruments in Russia. The uniqueness of the collection and its historical significance is in that the creation of some instruments dates back to the end of the 17th – beginning of the 20th century.

> 700 instruments collection composition

> 9 thous. people visited the exhibition

➤ **Kadim Almet**, a musical ensemble organized at the Exhibition of Musical Instruments of the Peoples of the World, united musicians and vocalists engaged in the revival of authentic music and root culture of the Tatars. The ensemble takes part in cultural and musical forums and festivals. According to the results of 2024, the Kadim Almet ensemble was among the winners of the ethnic music award of the Russian World Music Chart, and became the winner of the Russian World Music Awards in the nomination Best Video. Tracks from the Gayar Dzhanay music album were taken into rotation on thematic radio stations both in Europe and the USA.

33rd position of the Gayar Dzhanay album in the Transglobal World Music Chart

➤ **Children’s ethnical musical ensembles Karlygach, Ak Lachyn and Khyyal**, formed on the basis of children’s music schools in the southeast of Tatarstan, where children learn how to play Turkic instruments and study old Tatar music. The ensembles are provided with new Turkic musical instruments and costumes. In 2025, it is planned to create two children’s groups studying and performing authentic musical and poetic works of the peoples of the Volga region.

➤ **Revitalizing Authentic “Voice of the Folks”**. As part of the project, experimental samples of indigenous Tatar musical instruments are produced and donated to music schools in the oil region; musical and ethnographic expeditions are organized. On the basis of expedition materials, it is planned to create a cultural passport of the region for its use in educational programs.

26 musical instruments were given to children’s groups

➤ Tales of the Golden Apples

The result of the art project on the improvement and development of the urban environment of Almetьевsk were more than 40 art objects (murals, sculptures, laser installations, multimedia objects, etc.), which reflect the thousand-year history and culture of the Tatar people in the language of modern art. A new urban space has been created — Industrial Square. As part of the project, a series of guided tours have been organized, each of which reveals a new side of the city and the art on its streets.



Open Workshops is a continuation of the Tales of Golden Apples public art program and represents an open space for supporting local artists, creative craftsmen and researchers who will be able to present local contemporary art, interacting with the cultural, natural and social legacy of the region. The initiative aims to make creativity more accessible to city residents and to form a local creative community. Anyone can visit the art workshops; participation in the project’s events is free.

Historical legacy preservation projects

History is Made by People

The project is aimed at preserving the historical truth about the development and evolution of the oil industry in the Russian Federation and Tatarstan, perpetuating the memory of the veterans, who made a significant contribution to the creation, development and evolution of our region. The project organized and conducted around 4,000 video interviews with veterans from cities of Tatarstan, as well as from Samara, Tolyatti, and Moscow. The website features the case histories of 1,644 people (<https://veterans.tatneft.ru/history>). The materials collected as part of the project formed the basis for the events dedicated to the 80th anniversary of Tatarstan's oil and the 75th anniversary of the development of oil fields in Tatarstan.



Digitalization of Ancient Manuscripts

A joint project on digitalization of ancient manuscripts on the Orient and Muslim peoples of Russia with Kazan Federal University and the Institute of History named after Sh. Marjani of the Academy of Sciences of Tatarstan, aimed at ensuring the preservation of historical and cultural legacy and promoting the introduction of modern technology in archiving. Research, cataloging, digitization and web-publishing is done by the Autonomous Nonprofit Organization Center for Historical and Cultural Legacy Preservation Assistance TATNEFT-Nasledie. More than 20,000 (6,443 manuscripts in 2024) Arabic books and manuscripts, coming from the collections of the N.I. Lobachevsky Scientific Library of Kazan (Volga Region) Federal University and the Institute of Oriental Manuscripts of the Russian Academy of Sciences, were digitalized. The number of manuscripts to be digitalized is estimated at 30,000. The project has Book Monument status.

In 2024, a proprietary digital platform was launched to publish archival materials.

Digitalization of book monuments is included in the federal project Digital Culture, which is part of the national project Culture

> 20 copies digitized thous.



Oil Museum

The history of the development and evolution of the oil industry in Tatarstan is preserved by the Oil Museum Group created and supported by the Company. It includes two museums. **The first oil museum in the USSR was established on October 1, 1968**, in Leninogorsk, the homeland of Tatarstan oil. The museum chronicles the history of oil, reflecting its brightest and most significant pages. The second museum, opened in 2015 in the village of Shugurovo, is an open-air museum complex with expositions telling about the history of creation and development of the first large industrial enterprise, the Shugurovsky Oil-Bitumen Plant.



Tatneft-Search Team

The team is a structural subdivision of the Association Fatherland, which is a regional youth organization in Tatarstan as part of Searching Movement of Russia, a Russian NGO. The team brings together volunteers who are determined to immortalize and preserve the memory of the fallen defenders of the Fatherland, encouraging teenagers and young people to take part in this activity. In 2024, the team reviewed and analyzed documents of about 400 cases in the Central Archives of the Moscow Region, discovered the remains of **70 people**, found **18 medallions**, **9 signed items**, and established names of **7 soldiers**.

Tatneft-Search Team was one of the first to resort to DNA expertise. More than 400 samples of bone remains were delivered to the genetic laboratory in 2024, and more than 30 genetic studies were conducted.

Over the year, work with schoolchildren and students continued, and Lessons of Courage were held. The coverage is more than 3,000 people. The Museum of the Glory of the Battle was set up in Almetьевsk school No. 25, where the exhibits found in the places of former combat operations are showcased.

In 2024, the annual March of Memory was held in Tatarstan. March participants held more than 100 performances in 70 educational institutions with lectures, literary and musical compositions, and guided tours to team's museums with stories about search work and presentations of exhibits found during search expeditions.





Interaction with local indigenous peoples living a traditional way of life

GRI 3-3, 411 SASB EM-EP-210a.2, EM-EP-210a.3 RF SRS 3.7

The Company takes into account the rights of local communities and indigenous minorities when making decisions on the implementation of projects that use resources or are located in territories owned or traditionally used by indigenous minorities or constituting their cultural legacy. The Company adheres to preservation of national and cultural identity of the peoples living in the operating regions of TATNEFT Group.

The Company adheres to the principles of rational use of natural resources, preservation of a favorable environment, ecosystems and biological diversity of systems, preservation of historical and cultural legacy sites, and prevention of environmental damage caused by economic activity in the areas of traditional use of land by indigenous minorities and minority communities living in the areas of operation.

Limited impact is achieved through the adoption of energy-efficient technologies, the use of green and alternative energy sources, waste recycling, and the use of recyclable materials. The Company does not operate in places of ancient settlements, monuments of history and culture, places of worship, ancestral burial grounds and other objects of historical and cultural value.

The Company has the TATNEFT Group Policy on Interaction with Local Peoples Living Traditional Way of Life, Preservation of Ecosystem of Traditional Nature Management Areas and Traditional Lifestyles of Local Peoples Living in the Areas of TATNEFT Group Activities.

The main mechanisms for implementation of the Policy are:

- Conclusion of agreements on participation of the Company in socio-economic development of the region with the administrations of the constituent territories of the Russian Federation and municipalities in the areas of traditional residence and traditional economic activities of small-numbered peoples of the Russian Federation;
- Informing, consulting, organizing feedback channels, cooperation with public organizations of small-numbered peoples.

The interests of indigenous and small-numbered peoples are impacted when conducting geological exploration and constructing winter roads in the areas traditionally used for reindeer grazing. In its activities, the Company enters into a reimbursable agreement to establish a private easement on a land plot (when temporarily occupying land plots of reindeer grazing).

The environmental impact of planned and implemented production activities is assessed on an ongoing basis:

- public hearings are held on major investment projects;
- the Company's enterprises conduct industrial environmental control of the state of environmental components and compliance with legal environmental requirements;
- environmental and subsoil monitoring at the Company's license areas in the Nenets Autonomous District is carried out annually.

According to soil and water indicators, the environmental situation in the monitored areas in 2024 is acceptable, almost clean.

The Company takes part in the social and economic development of the Nenets Autonomous District within the Cooperation Agreement with the regional administration. The Company provides charitable assistance, conducts sports events among the local indigenous population, participates in environmental campaigns within the Clean Arctic federal project, in financing the organization and holding of New Year events for educational orphanage, nursing home, disabled people's home and a children's hospital in Naryan-Mar, as well as in the improvement of the territories of rural settlements in the Zapolyarny District of the Nenets Autonomous District.

In 2024, there were no conflicts with the indigenous peoples or cases of violations affecting the rights of indigenous peoples and small ethnic communities.

Proven and probable oil reserves in-place on the territories of indigenous peoples.

In 2022, the proved and probable reserves accounted for 0.14% and 0.24%, respectively. In 2023, the Company did not audit its oil reserves. In 2024, the audit of oil reserves was performed using in-house expertise based on a prioritized list of oil fields, which did not include oil fields located in the Nenets Autonomous District.



Position of the Company with respect to interaction with local indigenous people living a traditional lifestyle

TATNEFT website



Corporate governance

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08

08



Corporate Governance System

The Company has a corporate governance system in order to make strategically reasonable decisions, ensure effective asset management, high operational and financial performance, and increase investment attractiveness and strengthen competitiveness.

The Company has historically adhered to the principles of high corporate responsibility and alignment of corporate interests with the UN Global Compact Agenda for Sustainable Development.

The corporate governance in the Company is aimed at ensuring the legitimate rights and interests of shareholders and other stakeholders, efficient asset management and increase of share capital, growth of capitalization and dividend yield, maintenance of long-term economic growth based on effective management of corporate resources and risk control.



When making business decisions, the following are taken into account:



The Company maintains a clear division of powers and delineation of responsibilities of the governance and executive bodies, assesses the performance of their functions and duties, conducts effective risk management and internal control mechanisms, prevents corporate conflicts, counteracts corruption and corporate fraud, and respects the fundamental principles of human rights and ethical standards. The management of risks and opportunities pertaining to climate change includes both goal setting and monitoring by the Board of Directors, as well as assigning responsibility to the senior officers of the Company and TATNEFT Group enterprises for the fulfillment of tasks.

The Company follows the recommendations of the Bank of Russia's Corporate Governance Code and the G20/OECD Principles of Corporate Governance, and also gives due regard to the international and national standards and guidance documents regulating various aspects of corporate governance.



The Company sees much potential for combining the efforts of all participants in the Global Compact to integrate corporate experience and actions in achieving the Sustainable Development Goals, which improves the corporate practice effectiveness in general.

Improving information openness is an important factor in business sustainability. As a publicly traded company, TATNEFT acknowledges its responsibility to all stakeholders and is committed to providing as much information as possible about its business operations, financial results, and socially significant information, including the implementation of the Sustainable Development Goals. Targeted programs are implemented based on an open dialogue with the local community and stakeholders, which improves the targeting of the Company's initiatives and the transparency of decision-making.

Planning of financial and operational targets is integrated into a unified corporate governance system of the Group under the Development Strategy and key decisions made by the Board of Directors with considerations to sustainable development aspects. The authority to implement the production plans, economic, environmental, and social goals and objectives is delegated to the Company's management with overseeing the efficiency and motivation mechanisms based on the KPI system at the level of the Board of Directors and its Committees, the Management Board, and the General Director.

The management of the sustainable development pillars is based upon the Company's actions aligned with the UN fundamental principles and Sustainable Development Goals, global trends in sustainable development, and national and regional development priorities.

Management of TATNEFT Group

GPI 2-9

PJSC TATNEFT is the corporate center of the Group coordinating the activities of the enterprises that form the Company’s business lines and business segments.

The current version of Regulations on TATNEFT Group determines the basic principles of corporate governance, perimeter and structure of TATNEFT Group, goals and objectives, as well as management methods of TATNEFT Group. Depending on the targeting, TATNEFT Group has a different configuration and perimeter of controlled and related entities.

PJSC TATNEFT strengthens its mechanisms for the efficient interaction with the TATNEFT Group controlled companies, including the oversight of significant corporate actions in the controlled entities. The Regulations on the Procedure for Corporate Interaction of PJSC TATNEFT named after V.D. Shashin with Controlled and Related Entities define the powers and procedure for the representatives of PJSC TATNEFT in legal relations with controlled and related entities.

One of the legal mechanisms for the management of the TATNEFT Group, which ensures the stability of its activities and its sustainable development in the future, is the creation of a common legal framework.

The common legal framework in the TATNEFT Group is set up and ensured by the development of a system of local regulations based on common legal principles by the Company, as well as the subsequent implementation of such regulations in the TATNEFT Group entities, as a result of which the activities of the TATNEFT Group entities are regulated by common requirements and rules.

The procedure for developing and implementing legal acts is set out in the Standard "Procedure for setting up a common legal framework in the TATNEFT Group".

In order to ensure uniform principles of corporate governance and transparency of the TATNEFT Group activities, the Company also operates a corporate information platform for managing controlled companies, which allows the use of uniform corporate standards in the TATNEFT Group, promptly provide guidance for corporate events in controlled companies and exercise control over their financial and business activities.

Improving Corporate Governance Practices

The Company makes every effort to comply with corporate governance standards, which are critical to achieving high levels of efficiency and ensuring the sustainability of the business, and which also serve as the basis for socially responsible management of the Company’s operations.

The Company is constantly improving its internal corporate governance standards, ensuring that the same comply with the applicable legislation of the Russian Federation and taking into account the trends of the best international and domestic corporate governance practices.

While improving the sustainability practices, the Company’s governance bodies considered significant issues, discussed the most complex problems and approved key documents in the reporting year.



CORPORATE PRACTICES

- balanced information policy, ensuring public disclosure of the Company’s activities as influenced by the external environment
- the number of shareholders during the reporting year increased by 125 thousand (21%), which indicates the interest of the investment community
- improvement of the process of forming a common ecosystem of the TATNEFT Group: planning, targeting, funding, standardization



STRATEGIC DEVELOPMENT

- implementation of the TATNEFT Group's strategy until 2030
- impact of trends, factors and risks on the TATNEFT Group
- adaptation of business lines strategies including oil and gas refining, petrochemicals and tire business with due consideration of external challenges
- implementation of the UN Sustainable Development Goals



NON-FINANCIAL ASPECTS

- synchronization of the goals of Levels 1, 2 and 3 of the ESG goals map and description of the sustainability model.
- creation of a system for working with small innovative companies (start-ups)
- fostering the Cultural Code in the marketing strategy
- effectiveness of supplier ESG certification
- development of corporate culture in the TATNEFT Group
- TATNEFT Group's social activities development aspects



DOCUMENT Approved as amended:

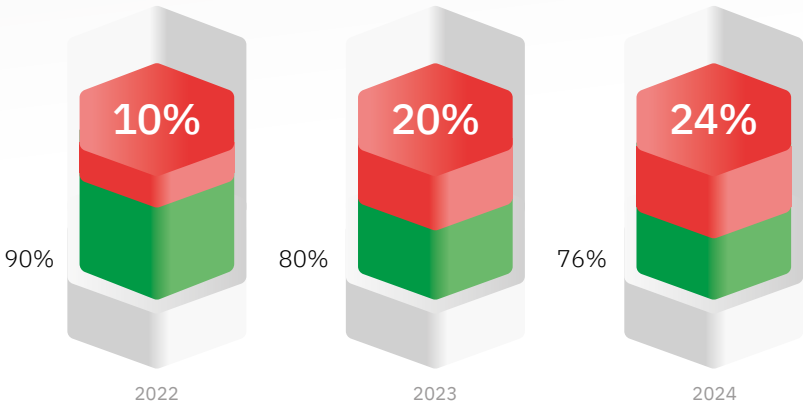
- Articles of Association of PJSC TATNEFT named after V.D. Shashin
- Regulations on the General Meeting of Shareholders of PJSC TATNEFT named after V.D. Shashin
- Regulations on the Revision Commission of PJSC TATNEFT named after V.D. Shashin
- Regulations on the Board of Directors of PJSC TATNEFT named after V. D. Shashin

Compliance of the Company’s Corporate Practices with the Guidance of the Bank of Russia Corporate Governance Code

The results of the assessment of the Company’s compliance with the recommendations of the Corporate Governance Code of the Bank of Russia, including substantive explanations on the ‘Comply or Explain’ principle on partial compliance with some of the recommendations, are presented in Appendix 1 to the Annual Report.

The performance of Corporate Compliance declined due to restrictions on the disclosure of information resulting from restrictive measures imposed by unfriendly countries.

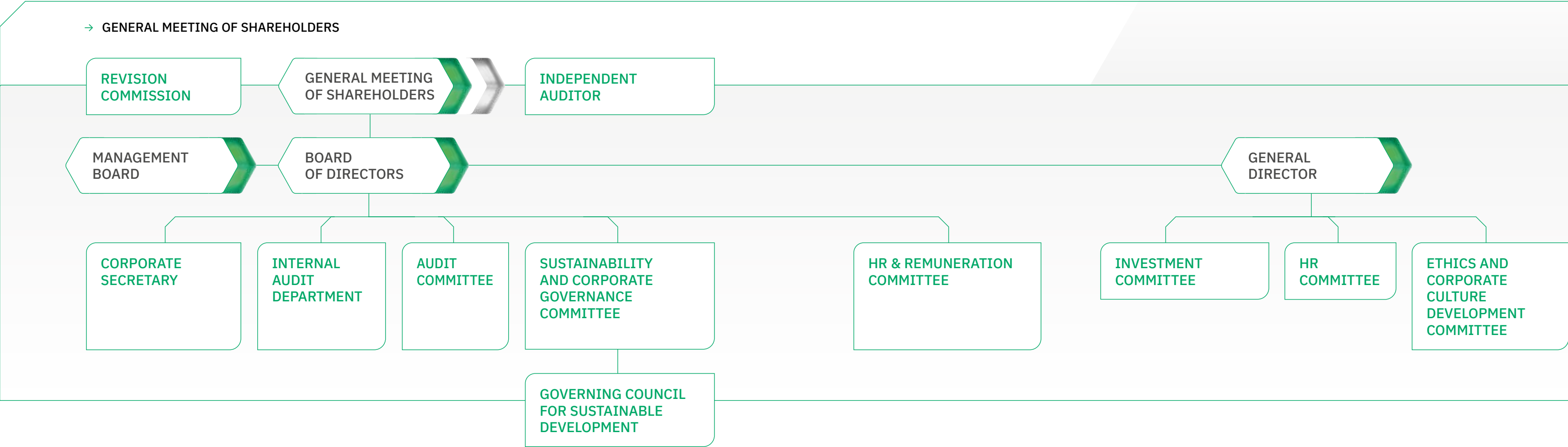
Partial compliance Full compliance

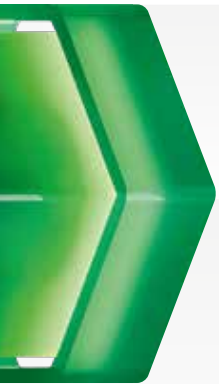


Structure of Governance and Overseeing Bodies

GPI 2-9

The Company’s corporate governance system is built on international standards of corporate conduct and business ethics, the requirements of Russian legislation, the requirements of the listing rules of PJSC Moscow Exchange, and the principles of the Corporate Governance Code recommended for application by the Bank of Russia.





General Meeting of Shareholders

GPI 2-10

The General Meeting of Shareholders is the Company's highest governance body, responsible for making key decisions regarding its operations. The procedure for preparation, convening, holding, and summarizing the results of the meeting or absentee voting when making decisions by the General Meeting of Shareholders of the Company is determined by the current legislation of the Russian Federation and the Regulation "On the General Meeting of Shareholders of PJSC TATNEFT named after V.D. Shashin"

During the preparation and holding of the General Meeting, shareholders may freely and promptly obtain information about the meeting and its materials. They may also direct questions to members of the Company's executive bodies and the board of directors. Furthermore, shareholders also have the opportunity to communicate with each other.

Shareholders have the opportunity to cast votes in absentia by using electronic voting on the E-Voting platform when resolutions are being passed at the General Meeting of Shareholders. All shareholders can vote remotely by completing an electronic ballot form on the Company's website using the Internet information and telecommunications network. This measure provides more

opportunities for the minority shareholders of the Company to participate in and familiarize themselves with the meeting's agenda and the relevant materials for the meeting or absentee voting.

The Company makes available to its shareholders various channels of communication, such as a hotline and email, to facilitate inquiries regarding their shareholdings, dividend procedures, and other relevant matters. Shareholders can utilize these channels to express their views and address questions related to the agenda during the preparations for a general shareholders' meeting or absentee voting.

28 of the Company's shareholders cast their votes during the meeting or via absentee voting using online.e-vote.ru



→ GENERAL MEETINGS OF SHAREHOLDERS HELD IN 2024

Type of meeting: Format of meeting: Date of meeting:	annual general meeting of shareholders absentee voting ¹ June 14, 2024	The Annual General Meeting of Shareholders was declared not to have taken place due to a lack of a quorum for the meeting.
Type of meeting: Format of meeting: Date of meeting:	reconvened annual general meeting of shareholders absentee voting ¹ June 27, 2024	The reconvened annual general meeting of shareholders passed the resolutions on the profit distribution, including the dividend payment; the election of new members of the Board of Directors and the Revision Commission; the approval of the Company's auditing organization; the annual accounting (financial) statements; and the annual report of the Company; the approval of the amended and restated versions of the Articles of Association; and the Regulations on the General Meeting of Shareholders of Public Joint Stock Company TATNEFT named after V.D. Shashin the Regulations on the Revision Commission of the Public Joint Stock Company TATNEFT named after V.D. Shashin.
Type of meeting: Format of meeting: Date of meeting:	extraordinary general meeting of shareholders absentee voting September 19, 2024	The extraordinary general meeting of shareholders was declared not to have taken place due to a lack of a quorum for the meeting.
Type of meeting: Format of meeting: Date of meeting:	reconvened extraordinary general meeting of shareholders absentee voting September 26, 2024	The reconvened extraordinary general meeting of shareholders resolved to pay dividends based on the results of the Company's financial and business operations for the first six (6) months of 2024.
Type of meeting: Format of meeting: Date of meeting:	extraordinary general meeting of shareholders absentee voting December 19, 2024	The extraordinary general meeting of shareholders was declared not to have taken place due to a lack of a quorum for the meeting.
Type of meeting: Format of meeting: Date of meeting:	reconvened extraordinary general meeting of shareholders absentee voting December 26, 2024	The reconvened extraordinary general meeting of shareholders resolved to pay dividends based on the results of the Company's financial and business performance for the first nine months of 2024. The meeting also approved the amended and restated Articles of Association, the Regulations on the General Meeting of Shareholders of Public Joint Stock Company TATNEFT named after V. D. Shashin, and the Regulations on the Board of Directors of Public Joint Stock Company TATNEFT named after V.D. Shashin.

All resolutions passed by the General Meeting of Shareholders in 2024 were implemented.

¹ Pursuant to Federal Law No. 25-FZ dated 25.02.2022 "On Amendments to the Federal Law "On Joint Stock Companies" and on Suspension of Certain Provisions of Legislative Acts of the Russian Federation".



Board of Directors

GRI 2-10 RF SRS 3.4

The general governance of the Company is provided by the Board of Directors. The election procedure, composition, functions, goals and objectives, competencies, powers of the Board of Directors, the work procedures, and engagement with other governance bodies of the Company are determined by the Articles of Association and the Regulations on the Board of Directors of PJSC TATNEFT named after V.D. Shashin, and distinguished from the competences of the executive bodies of the Company, which govern its current activities.

When approving the strategy, the Board of Directors incorporates the principles of sustainable development, including the achievement of goals related to

- climate, environmental and industrial safety,
- social policy and
- human resources management

→ Powers of the Board of Directors (BoD):

- Date of meeting:BoD determines priority areas and development strategy for main activities, including long-term and medium-term plans and development programs, approves main business goals and monitors the achievement of the Company’s strategic objectives
- Date of meeting:BoD is responsible for managing the Company’s key risks that affect the achievement of its strategic goals, determines the basic principles and approaches to organizing the internal control and risk management system
- Date of meeting:BoD appoints and dismisses members of the executive bodies, monitors the implementation of the development strategy by executive bodies and achievement of main goals in areas of activity
- Date of meeting:BoD determines the Company’s policy on remuneration of members of the Board of Directors, executive bodies and key management personnel
- Date of meeting:BoD determines the Company’s information policy, ensures an appropriate level of transparency of activities, timely, complete and reliable disclosure of information, and easy access for shareholders to the Company documents
- Date of meeting:BoD determines the Company’s policy on resolving conflicts of interest, including prevention, identification and resolution of internal conflicts between executive bodies, shareholders and employees
- Date of meeting:BoD determines directions for developing the corporate governance system and monitors its implementation, determines the Company’s actions when implementing significant corporate actions

Formation of the Board of Directors and its Committees

The Board of Directors consists of 15 directors, 14 of whom are elected by the General Meeting of Shareholders by cumulative voting and one of them is appointed by the Government of the Republic of Tatarstan under the ‘golden share’ special right (Law of the Republic of Tatarstan No. 43-ZRT “On the Privatization of State Property of the Republic of Tatarstan” dated 26.07.2004, Clause 8.3 of the Articles of Association of the Company).

On June 30, 2023, the General Meeting of Shareholders elected the Board of Directors of PJSC TATNEFT from candidates with sufficient professional experience in strategic management, the required level of knowledge and competences, as well as personal qualities to make balanced and unbiased decisions for the Company’s development.

When forming the Board of Directors and its committees, they consider criteria and factors of professional skills and expertise of candidates, including those in the economic, environmental, and social areas, as well as their independence. In line with the best corporate practices, the principles of inclusiveness are considered when forming the Board of Directors.

Enhancing ESG Professional Expertise of the Board Members

GRI 2-17

Members of the Board of Directors are committed to improve their professional experience in the economic, environmental and social spheres of the Company’s activities, in the context of the implementation of the Sustainable Development Goals of the UN Global Compact and the Paris Agreement signed under the UN Framework Convention on Climate Change, which regulates measures to reduce carbon dioxide in the atmosphere.

To ensure effective communication to the Board of Directors, the Company uses modern information and technical resources and channels, including specialized software in Russian and English. The Company’s governance bodies systematically receive a digest with an overview of information on economics, politics, ESG aspects, oil and related industries.

Chairman of the Board of Directors

GRI 2-11

The Chairman of the Board of Directors plays a key role in ensuring the effective work of the Board of Directors and its committees. The activity of the Chairman is aimed at creating a constructive atmosphere for holding meetings in order to make the well-thought-out and viable decisions.

The Chairman of the Board of Directors is a non-executive director and is not a member of any of the Committees. The Chairman is elected by the members of the Board of Directors from among them by a majority of votes and performs his/her activities under the Company’s Articles of Association, the Regulations on the Board of Directors of PJSC TATNEFT named after V.D. Shashin, and the Corporate Governance Code.

Succession of the Board of Directors

In order to form and maintain an optimal and balanced composition of the Board of Directors, the Company ensures the succession of the Board of Directors, which meets the Company’s needs when introducing new members. The rotation of directors is carried out consistently and in stages. The Company does not allow a one-time change of more than half of the composition of the Board of Directors.

Newly elected members of the Board of Directors shall have the opportunity as soon as possible to get acquainted with documents and materials related to the Company’s activities, including the Company’s strategy, corporate governance system, risk management and internal control system, distribution of responsibilities between executive bodies and other essential information on the Company’s activities. New members of the Board of Directors shall be consistently provided with explanations on compliance with confidentiality and insider information protection rules.



Balanced Composition of the Board of Directors

GRI 2-9

The Board of Directors is well-balanced composed of independent, non-executive, and executive directors. The Company believes that three independent directors and seven non-executive directors maintain a balance between the interests of various groups of

shareholders, thus contributing to the objectivity in decision-making and inspiring investors, shareholders, and other stakeholders with high confidence in the Company. The participation of five executive directors ensures deep work integration of the Board of Directors and executive bodies. The Company's position is that three independent directors are sufficient to significantly influence the decision-making process thereby ensuring objectivity when considering agenda items. The independence of judgments of such directors increases the efficiency of the Board of Directors, and also contributes to the improvement of the Company's corporate governance system.

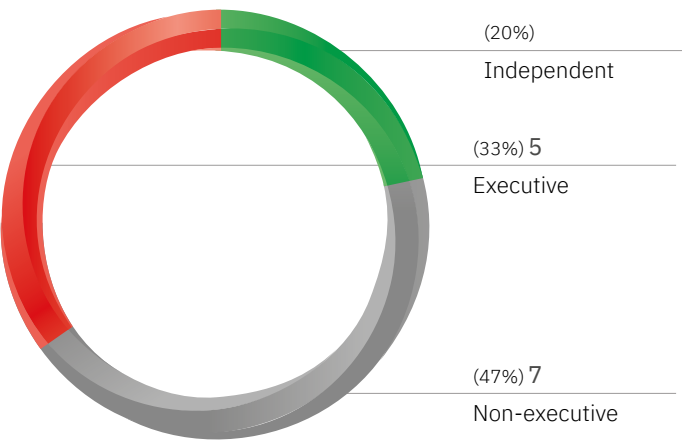
Activities of the Board of Directors

To ensure the effective work of the Board of Directors, the Company provides information and technical resources with a secure communication channel for delivery of materials on the agenda of meetings, ensures that the meetings are held in the videoconference format and implements procedures for informing the Board of Directors, inter alia, on critical issues, in case they arise.

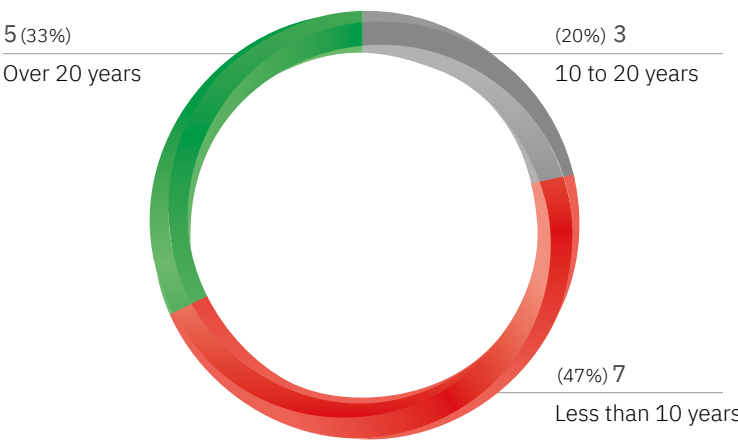
The Board of Directors performs its activities based on an approved work plan with an agenda of issues for each half-year. The plan of issues to be considered is drafted based on the proposals of members of the Board of Directors, executive bodies, and top managers.

All members of the Board of Directors have significant work experience in the Company, high professional reputations and knowledge, which positively influences consistent and balanced decision-making. The current composition of the Company's Board of Directors is sufficiently diversified and well-balanced.

→ COMPOSITION OF THE BOARD OF DIRECTORS

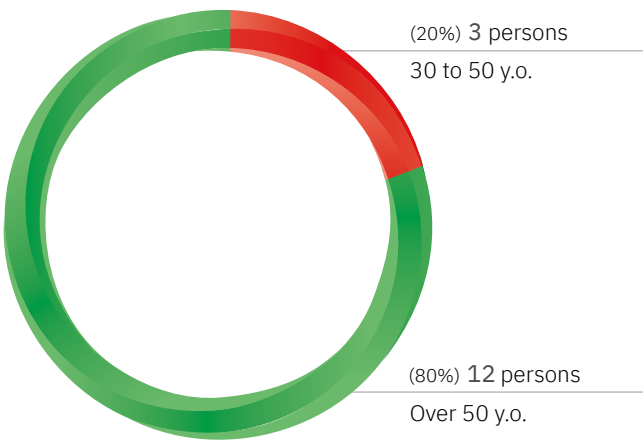


→ DURATION OF SERVICE ¹

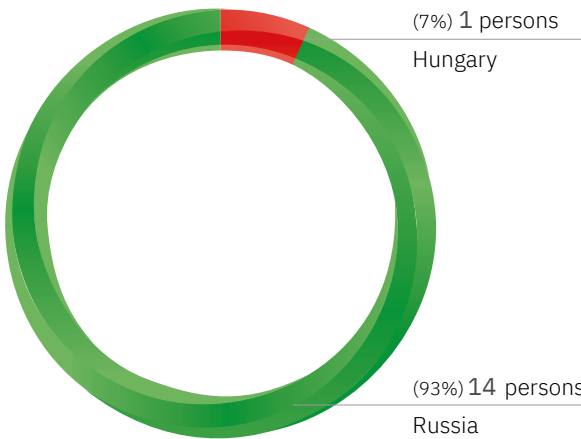


→ AGE COMPOSITION

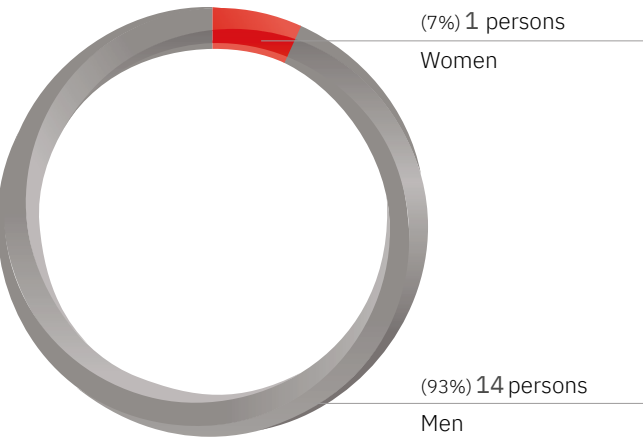
GRI 405-1



→ GEOGRAPHICAL AFFILIATION



→ GENDER COMPOSITION



→ KEY SPECIALIZATION OF BOARD OF DIRECTORS MEMBERS:

3

Financial investment, audit

5

Business strategy and asset management

4

Risks

4

Production operations

6

Sustainable development and climate

¹ The duration of service on the Board of Directors is determined by the period of time from the date of the Annual General Meeting of Shareholders to the date of the next Annual General Meeting of Shareholders (corporate year)



Independent Directors

The involvement of the independent directors with strong professional expertise and experience in the discussion of the issues considered by the Board of Directors, including those within the scope of the Board of Directors Committees and their interaction with the management, has a significant impact on the work of the Board of Directors and the corporate governance development.

In 2024, the independent directors paid special attention to the company's risk management and internal control systems, the implementation of the Sustainable Development Goals in conjunction with combating climate change and other issues.

The Board of Directors has appointed a director, an independent member of the Board of Directors, responsible for climate change issues, who has relevant expertise in this area, supervises and interacts with the Company's management in discussing actions and plans to reduce the Company's carbon footprint.

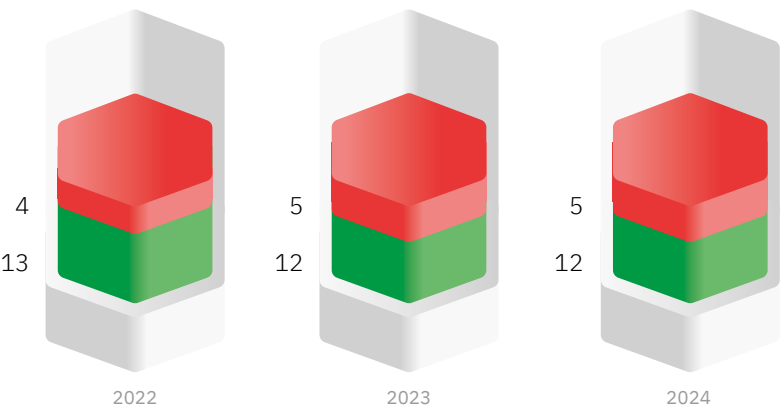
In 2024, based on a reasoned decision of the Board of Directors, two directors were recognized as independent, despite having formal criteria of affiliation with the Company, since the Board of Directors considers that the high professionalism, long experience, and impeccable reputation of independent directors enable them to make objective decisions, independent of the influence of any other persons, that are fully in line with the interests of the Company and its shareholders.

Sustainability issues are included in the agenda of the Board of Directors' meetings on a regular basis and receive due attention and timely response. In 2024, the Board of Directors held 17 meetings and considered 80 issues, of which 5 issues were related to sustainable development topics.



Resolutions of the Board of Directors are available on the Company's website: www.tatneft.ru

→ NUMBER OF MEETING



Meetings of the Board of Directors are held in presentia and in absentia in accordance with the approved plan, as well as when necessary, however, at least once a month.

in absentia
in presentia

→ STRUCTURE OF ISSUES

Topics of Issues	2022	2023	2024
Corporate practices	16	31	29
Anti-corruption	1	1	1
Company's development strategy	6	4	3
Investment activities	1	1	1
Audit	3	1	1
Non-arm's length transactions	15	8	6
Production	9	10	9
Sustainable development	8	4	5
Personnel	2	1	1
Internal documents	7	3	1
Finance	22	22	23
TOTAL	90	86	80



Board of Directors and Committees’ Performance Assessment

GRI 2-18

The Company has adopted an assessment practice in order to determine the level of performance of the Board of Directors, its Committees and each member of the Board of Directors, the consistency of their work with the Company's needs, and to identify areas where their work can be improved. The assessment is performed once a year in the form of self-assessment. Once in every three years, an external assessment of the Board of Directors is carried out with the participation of an independent consultant.

In 2022 and 2025, an external assessment of the Board of Directors was performed with the participation of an independent consultant - Non-Profit Partnership Russian Institute of Directors (hereinafter referred to as NP “RID”). In 2023 and 2024, a self-assessment was performed based on the recommendations of NP “RID”. The developed assessment questionnaire consists of 67 questions across 7 key groups to evaluate the Board of Directors from 17 to 20 questions to evaluate the Committees.

→ ASSESSMENT RESULTS

Criterion Description	External assessment		Self-assessment	
	Average score в 2022	Average score в 2025	Average score в 2023	Average score в 2024
Performance of Key Functions by the Board of Directors	4.6	4.8	4.8	4.8
Composition and Structure of the Board of Directors	4.5	4.8	4.6	4.8
Organization of the Board of Directors’ Activities	4.7	4.9	4.8	4.8
Interaction between the Board of Directors and its Committees	4.6	4.9	4.7	4.7
Chairman of the Board of Directors	4.9	4.9	5.0	5.0
Corporate Secretary	4.7	4.9	4.9	4.8

The external assessment results and its analysis were reviewed at the in-person meeting of the Board of Directors (Minutes No. 12 dated 28.04.2025).

The assessment results indicate that the Board of Directors is adequately engaged in the Company's strategic management and demonstrates a notable commitment to sustainable development, particularly with regard to the climate agenda. The experts confirmed that the Company has been working on the recommendations from the last external assessment. There is a clear positive trend in the participation of the Board of Directors in the formation of the incentive system for members of executive

bodies and the evaluation of their performance. The Board of Directors organizes its work at a high level, holds regular in-person meetings, and establishes productive interaction with the management.

Among the areas for further improvement of the activities of the Board of Directors and its Committees, the experts pointed out the expansion of the Board of Directors' attention to the Company's material risks and the activities of key subsidiaries, updating of the motivation system for the Board members, elimination of duplication of the Committees' functions and strengthening of their interaction with the Board of Directors.



→ PARTICIPATION OF MEMBERS OF THE BOARD OF DIRECTORS IN MEETINGS

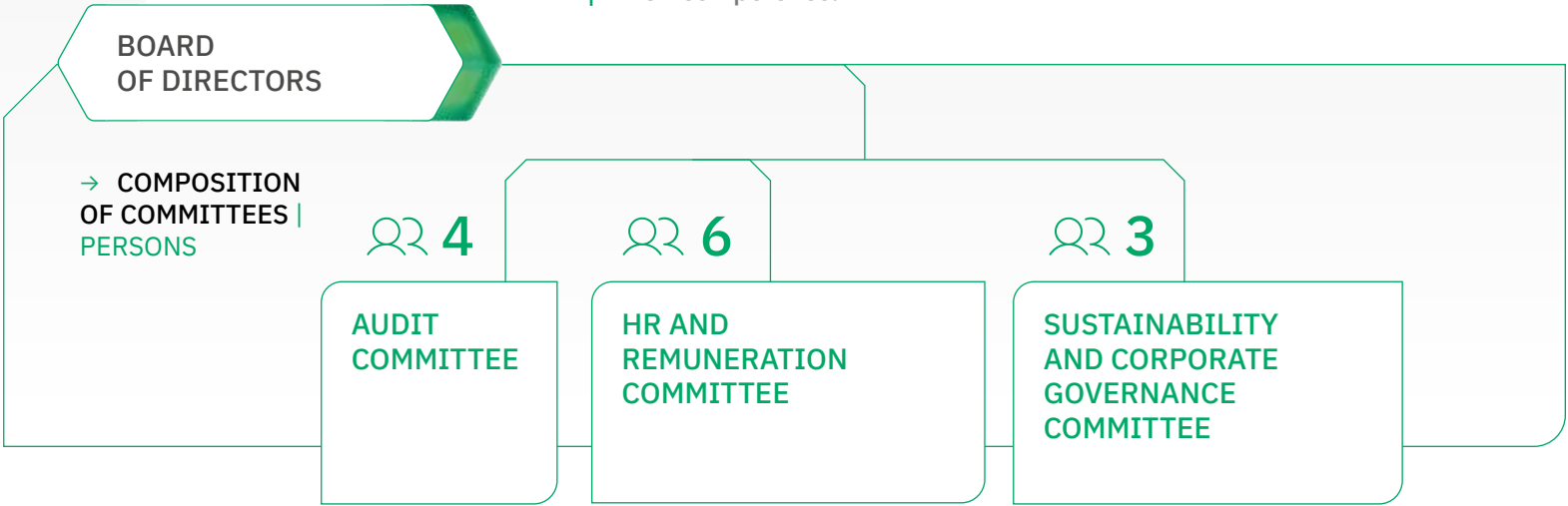
Director	Board of Directors	Audit Committee	HR and Remuneration Committee	Sustainable Development and Corporate Governance Committee
Director 1	9/17	-	-	-
Director 2	16/17	9/9	-	-
Director 3	17/17	-	-	-
Director 4	17/17	8/9	4/4	2/2
Director 5	16/17	-	-	2/2
Director 6	16/17	9/9	4/4	2/2
Director 7	17/17	-	-	2/2
Director 8	17/17	-	-	-
Director 9	16/17	9/9	2/2	-
Director 10	16/17	-	-	-
Director 11	15/17	-	-	-
Director 12	16/17	-	-	2/2
Director 13	17/17	-	-	-
Director 14	17/17	-	-	-
Director 15	15/17	-	-	-



Committees of the Board of Directors

GRI 2-16

In order to improve the effectiveness and efficiency of the decisions taken by the Board of Directors, the Company operates three committees within the Company, which preliminary review the most important issues on the agenda of the Board of Directors and prepare appropriate recommendations within their competence.



The committees are fully accountable to the Board of Directors in their activities. The members of the committees are approved by the Board of Directors of PJSC TATNEFT, considering the relevant knowledge, qualification, and expertise of each

candidate member of the committee. The Company provides the Board of Directors with the details of each candidate's background, expertise, knowledge, and skills for a particular candidate to a particular committee.

Audit Committee

The Audit Committee assists the Board of Directors in considering the following issues:

- control over the completeness, accuracy and reliability of accounting (financial) statements, including analysis of material aspects of accounting policies
- control over the reliability of the risk management and internal control system and assessing the effectiveness of its procedures
- control over procedures regulating conflict of interests and ensuring compliance with legislation, internal documents, and ethical standards
- control of the effectiveness of the system for preventing unfair actions of employees and third parties and overseeing the conduct of special investigations into cases of unfair actions
- ensuring independence, objectivity, assessing the effectiveness of the internal audit function and forming policies in the field of internal audit
- overseeing external audits, assessing audit quality and ensuring effective communication between internal and external auditors
- assessing the independence and no conflict of interest of the external auditor, developing proposals for the appointment of an auditor and payment for its services

The goals and objectives, the competence of the Audit Committee, as well as the procedure for interaction with the Board of Directors and executive bodies of the Company are defined by the Regulations on the Audit Committee of the Board of Directors of PJSC TATNEFT named after V.D. Shashin.

Composition of the Committee

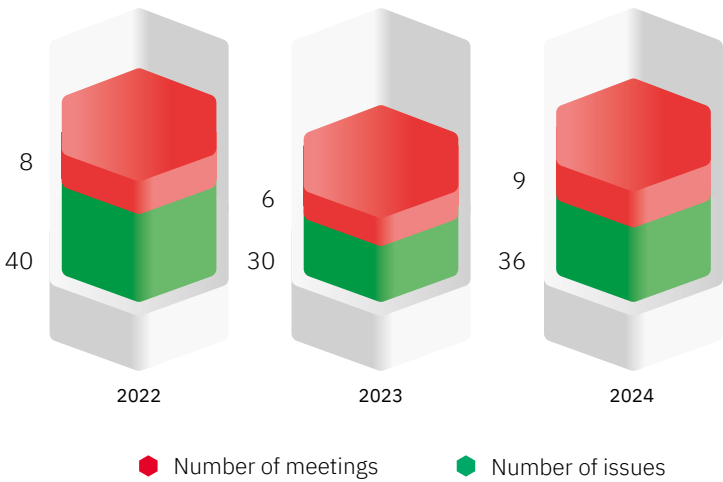
The Audit Committee of the Board of Directors of PJSC TATNEFT consists of four directors, three of whom are independent directors. Chairman of the Committee has relevant knowledge and skills in preparing, analyzing, assessing, and auditing financial statements.

In addition to independent directors, the Audit Committee includes one non-executive director with financial and audit expertise beneficial for the activities of the Committee.

➔ In June 2024, the personal composition of the Committee was formed from independent and non-executive directors of the newly elected composition of the Board of Directors (Minutes of the Board of Directors No. 2 dated 28.06.2024). In 2024, there were no changes taken place in the composition of the Committee.

Committee's Activities

➔ NUMBER OF MEETINGS AND ISSUES



➔ STRUCTURE OF ISSUES

Issue Topics	2022	2023	2024
Review of financial statements with the participation of external auditors	10	8	9
Selection of external auditors and confirmation of the external auditors' independence	4	2	2
Work of the Internal Audit Department	11	5	6
Non-arm's length transactions (preliminary review)	6	3	1
On information about the financial standing of the Company in the Annual Report	1	1	1
Sustainable development	3	4	9
Other	5	7	8



HR and Remuneration Committee

The Committee assists the Board of Directors and forms recommendations on issues related to:

- oversight of implementation of the personnel policy through ensuring continuity
- formation of qualified management team
- assessment of the professional composition and performance of the Board of Directors and key management personnel
- formation of effective and transparent remuneration practices, including strengthening motivation mechanisms
- involvement of qualified specialists and provision of the necessary incentives for them to work efficiently

- development of corporate culture, including aspects of fundamental human rights and freedoms

The goals and objectives, the competence of the HR and Remuneration Committee, as well as the procedure for interaction with the Board of Directors and executive bodies of the Company are defined by the Regulations on the HR and Remuneration Committee of the Board of Directors of PJSC TATNEFT named after V.D. Shashin.

The objectives of the Nominations Committee are combined with the functions of the HR and Remuneration Committee.

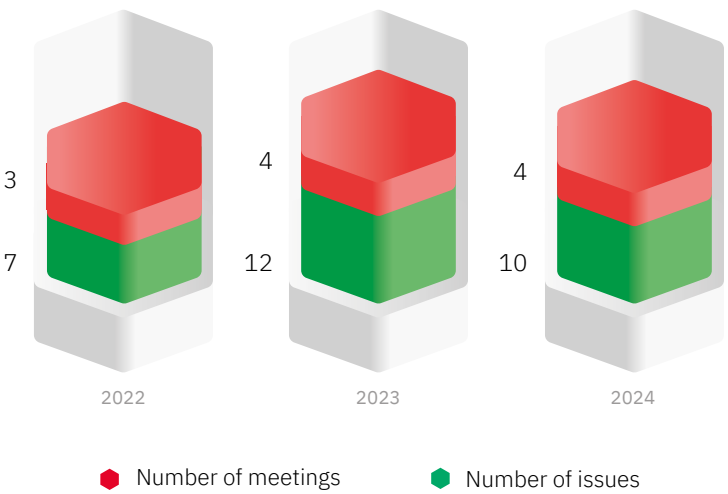
Composition of the Committee

The HR and Remuneration Committee of the Board of Directors of PJSC TATNEFT includes three independent directors. All members of the Committee have the appropriate knowledge and skills and experience in solving the Committee's tasks.

In June 2024, the personal composition of the Committee was formed from independent and non-executive directors of the newly elected composition of the Board of Directors (Minutes of the Board of Directors No. 2 dated 28.06.2024). In 2024, there were no changes taken place in the composition of the Committee.

Committee's Activities

➔ NUMBER OF MEETINGS AND ISSUES



➔ STRUCTURE OF ISSUES

Structure of issues	2022	2023	2024
Candidates for the Board of Directors and key management personnel, personnel reserve system	2	2	1
Remuneration policy for the Board of Directors and key management personnel	2	4	1
Motivation system for members of governance bodies and key management personnel (KPI system)	2	2	3
Youth policy, personnel development system, career path	-	2	2
Other	1	2	3

Sustainability and Corporate Governance Committee

RF SRS 3.2

The Committee assists the Board of Directors in considering the following issues:

- achieving the goals of sustainable development of the UN Global Compact
- assistance in the formation of the ideology of corporate social responsibility, respect for human rights, environmental safety and conservation of climate, energy efficiency and rational use of natural resources
- ensuring high-quality and effective corporate governance for the stability and long-term development, increasing the investment attractiveness and confidence on the part of shareholders and investors

- regulation of relations between shareholders, the Board of Directors and executive bodies, as well as the issues of interaction with legal entities controlled and other stakeholders

- assessment of the corporate governance system, development of a methodology for assessing the corporate governance system and the formation of recommendations on the measures necessary to improve the corporate governance practice

The goals and objectives, competencies of the Sustainability and Corporate Governance Committee, as well as the procedure for interaction with the Board of Directors and executive bodies of the Company are defined by the Regulations on the Sustainability and Corporate Governance Committee of the Board of Directors of PJSC TATNEFT named after V.D. Shashin.

Composition of the Committee

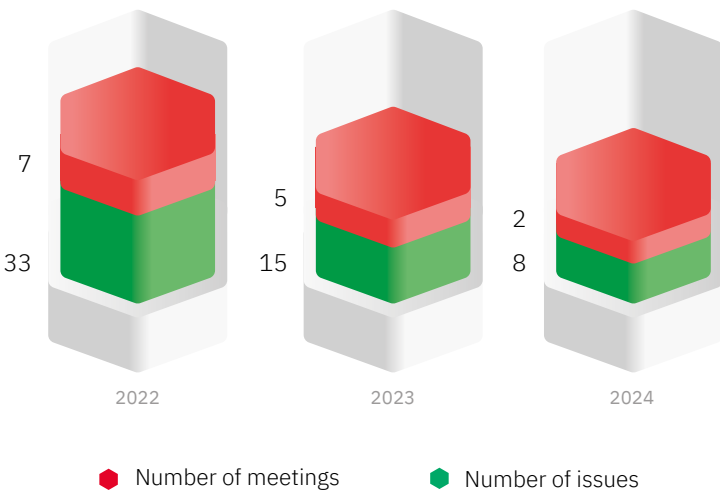
The Sustainability and Corporate Governance Committee consists of six people from among the members of the Board of Directors including independent members of the Board of Directors and key top managers of the Company (the Board of Directors protocol No2 dated 28.06.2024). All members of the Committee have relevant knowledge, competencies and expertise in

corporate law and human rights issues, requirements of stock market regulators, socially responsible investing, and sustainable development issues/

In 2024, no changes took place in the composition of the Committee.

Committee's Activities

➔ NUMBER OF MEETINGS AND ISSUES



➔ STRUCTURE OF ISSUES

Structure of issues	2022	2023	2024
Assessment of the current status of the corporate governance system	2	2	1
Progress in implementing the UN SDGs	1	4	1
ESG transformation	6	2	1
Climate issues	2	1	1
Increasing energy efficiency and energy saving	5	2	1
Engagement with stakeholders	2	1	1
Review of internal documents	6	2	1
Other	9	1	1

Corporate Secretary

The Corporate Secretary ensures prompt interaction of members of the Board of Directors with the shareholders and their representatives, with the executive bodies, managers and employees of the units, coordination of the Company’s actions to protect the rights and interests of shareholders, keeping minutes of meetings of the Board of Directors, assisting members of the Board of Directors in obtaining the necessary information.

The Corporate Secretary is sufficiently independent of the executive bodies and is vested with powers and resources required to perform his/her tasks. The Corporate Secretary reports to the Board of Directors, is appointed and dismissed by the General Director based on the decision of the Board of Directors. The activities are governed by the Regulations on the Corporate Secretary of PJSC TATNEFT named after V.D. Shashin.



Damir Maratovich Gamirov

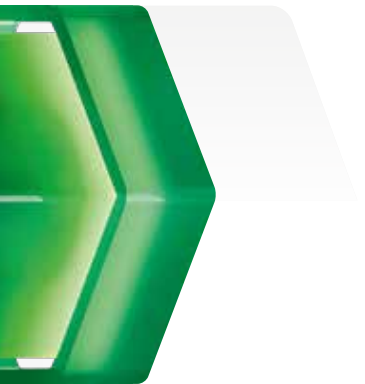
Corporate Secretary – Head of the Corporate Secretary’s Office of PJSC TATNEFT
Chairman of the Insider Information Committee
Member of National Corporate Secretaries Association (NCSA)

Graduation year	Education
2003	Ufa State Petroleum Technical University with a degree in Economics and Management at Oil and Gas Industry Enterprises and a qualification of the Economist Manager
2023	Professional MBA retraining, Corporate University of PJSC TATNEFT named after V.D. Shashin

Period	Career
2003 – 2017	Economist at the Securities Section of the Property Management Department of PJSC TATNEFT
2017 – 2021	Deputy Head of the Corporate Secretary’s Office of PJSC TATNEFT
2021 – present	Corporate Secretary – Head of the Corporate Secretary’s Office of PJSC TATNEFT

Interest in the authorized capital of the Company % – 0.000095
Holding of ordinary shares of the Company % – none





Executive Bodies of the Company



Sole Executive Body

The General Director is appointed by the Board of Directors of the Company and is accountable to the Board of Directors and to the General Meeting of Shareholders. The General Director performs his duties according to the legislation of the Russian Federation, the Articles of Association, the Regulations on the General Director of PJSC TATNEFT named after V.D. Shashin, as well as the resolutions passed by the General Meeting of Shareholders and the Board of Directors.

The General Director directs the management of the day-to-day operations of the Company, determines the organizational structure of the Company, oversees the protection of the Company's assets and their efficient use, resolves organizational issues related to the management of the Company's business structure, organizes control processes and procedures for monitoring, managing and supervising the impacts, risks and opportunities related to sustainable development and corporate

responsibility. The General Director also oversees health, safety, environmental protection, the development of human resources, and social guarantees for employees.

The resolution of certain issues is delegated to the heads of business divisions and deputy general directors.

The allocation of duties and responsibilities is outlined in the Company's internal documents.

Heads of business divisions and Deputy General Directors are responsible for organizing the work and implementing strategic goals, operating, financial, and business performance, sustainable development goals, efficient and rational use of resources, production and labor management, and occupational health and safety for the relevant business activities of the Company.

Collegial Executive Body. Management Board

Governance

The Management Board oversees the Company's day-to-day operations, coordinates and monitors its efficient work, and ensures that the resolutions of the General Meeting and the Board of Directors are implemented.

The Board's powers extend to a wide range of matters, including long-term and short-term business development programs, as well as the Company's economic, financial and investment activities.

The procedure for forming the Management Board, the rights, duties and responsibilities of the Management Board members, and the Management Board operating regulations are established by the Regulations on the Management Board of PJSC TATNEFT named after V. D. Shashin. The rights and duties of the

Management Board members are also determined by the contracts entered into on behalf of the Company by the Chairman of the Board of Directors with each member of the Management Board.

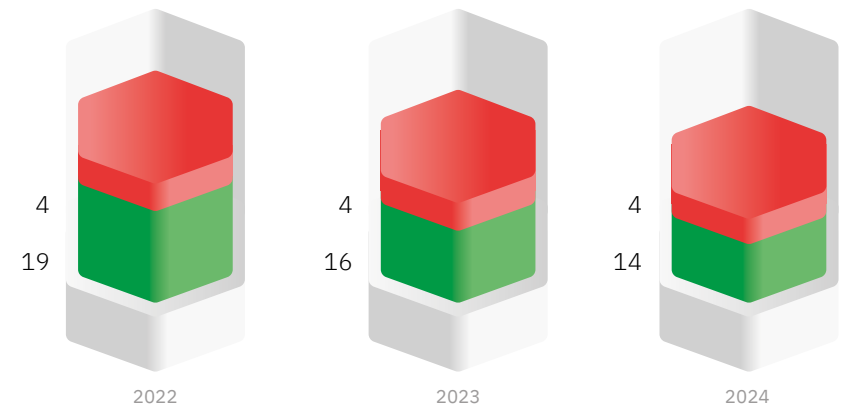
The Management Board consists of three (3) senior officers, including the Company's General Director, who have

the requisite professional background and management experience in the Company's business. The composition of

the Management Board is determined by the Board of Directors.

In 2024, the powers of one of the members of the Board of Directors were terminated, reducing the number of members of the Board of Directors from 4 to 3.

→ NUMBER OF MEETINGS



The Management Board holds meetings in accordance with its work plan.

 In presentia
 in absentia

→ STRUCTURE OF ISSUES

Structure of issues	2022	2023	2024
Strategy	8	14	24
Operations	12	2	3
Sustainable Development	18	8	21
Finance	6	6	6

Motivation System for Members of Governance Bodies

GRI 2-19, 2-20

The Board of Directors sets the Company’s policy on remuneration and/or reimbursement of costs (compensations) to the members of the Board of Directors, members of its executive bodies, and other key managers of the Company.

The remuneration of the members of the executive bodies and other key managers is determined in such

a way as to provide an appropriate and justified ratio between the fixed part of the remuneration and the variable part, which depends on the performance results of the Company and the personal (individual) contribution of the employee to the final result. The variable part of the remuneration is formed taking into account the principles of motivation for the achievement of the strategic goals of the Company in 2030. The system of target

setting and monitoring of key performance indicators covers not only senior management but also middle and junior management and is directly linked to annual remuneration.

The HR and Remuneration Committee is responsible for the preliminary consideration of matters pertaining to the development of effective, transparent remuneration practices.

When forming a remuneration system and determining the specific amount of remuneration to the members of the Company's governing bodies, it is assumed that the amount of the remuneration paid should be sufficient to engage, motivate and retain persons with the relevant professional background, knowledge, and skills required for the Company.

The list of all types of payments made to members of the Board of Directors, as well as the conditions for their receipt, are determined by the Regulation "On the payment of monetary remuneration to members of the Board of Directors and the Revision Commission of PJSC TATNEFT, as well as compensation for expenses related to the performance of the duties of members of the Board of Directors". The Regulation ensures transparency regarding the mechanism used to determine the amount of remuneration allocated to members of governance and control bodies.

Payments to members of the Management Board are made in accordance with the basic terms of

the concluded contracts for the performance of duties of a member of the Management Board.

The motivation system for the top management of PJSC TATNEFT named after V.D. Shashin was developed in alignment with a series of the Company's internal documents. The system includes the following components:

- Remuneration based on performance results and the implementation of major projects contingent on achievement of individual performance indicators;
- Remuneration based on the principles of long-term motivation;
- Current monetary remuneration;
- Social security benefits

Information regarding the remuneration of members of the Board of Directors and the Management Board is disclosed in the consolidated financial statements under IFRS for the twelve (12) months of 2024.

→ REMUNERATION OF MEMBERS OF THE BOARD OF DIRECTORS | RUBLES

	2022	2023	2024
Remuneration for serving on a governance body	111 170 133	119 412 092	147 816 648
Salaries	15 307 325.93	15 482 752.33	17 196 190.84
Bonuses	236 572 231.12	184 337 881.12	294 430 103.69
Other types of remuneration	101 074 177.56	96 587 532.82	73 885 729.33
Compensations	1 521 636.96	8 895.61	0



The address of the Internet page where the specified reports are freely available:
<https://www.tatneft.ru/aktsioneram-i-investoram/raskritie-informatsii/financial-and-accounting-reporting>

Risks and control

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Risk management and internal control are integrated with each other and into the Company's management system and are part of the daily work of all Company units. In order to make optimal and reasonable business decisions aimed at achieving strategic goals and operational results of the relevant business lines and TATNEFT Group as a whole, each manager and employee shall identify and control risks, and plan their actions based on risk assessment

Risks and control

GRI 2-12, 2-23, 2-24 RF SRS 3.12

Precautionary principle is a key principle of the risk management and internal control system: the Company’s principal approach is to assess the likelihood of a risk event and prioritize preventive measures over reactive ones. The Company adheres to the precautionary principle, which is one of the basic principles in the system of strategic and current planning of operations in all areas.

Taking into account the dynamic development of the business environment, the constant change in the composition, quality and intensity of factors that may affect the Company's activities, the Company continuously develops the risk management and internal control system in accordance with regulatory legal acts and laws of the Russian Federation, the Articles of Association, the Risk Management and Internal Control Policy, Human Rights Policy and other internal documents of the Company, the Corporate Governance Code, recommended for use by the Bank of Russia,

and also on the basis of generally recognized concepts and best practices in the field of risk management and internal control, including the COSO integrated concept of building an internal control system, the concept of risk management of COSO ERM organizations within the recommendation of the Committee of Sponsoring Organizations of the Treadway Commission, international standards ISO31000 Risk Management. Principles and Guidelines and ISO31010 Risk Management. Risk Assessment Methods.

The Company is aware that the improvement of the risk management and internal control system implies thoroughness and consistency of corporate procedures in accordance with the COSO recommendations, as well as systematic training and professional development of management at all levels and the Company’s personnel in the risk management and internal control.

Management System

The Board of Directors performs the key function in the formation of the Company's risk management and internal control system (RMICS) and determines the main tasks and principles of arranging internal control, approves the internal control policy, assesses the internal control system operation, reviews reports on the results of implementation of the adopted strategy and Company performance in general.

The Audit Committee of the Board of Directors assists the Board of Directors in monitoring the reliability of the risk management and internal control system and assessing the efficiency of its

procedures and prepares recommendations for improving the internal control system.

The Revision Commission exercises independent control over financial and economic activities, the procedure for maintaining accounting records in accordance with applicable legislation and the presentation of accounting (financial) statements and information to shareholders.

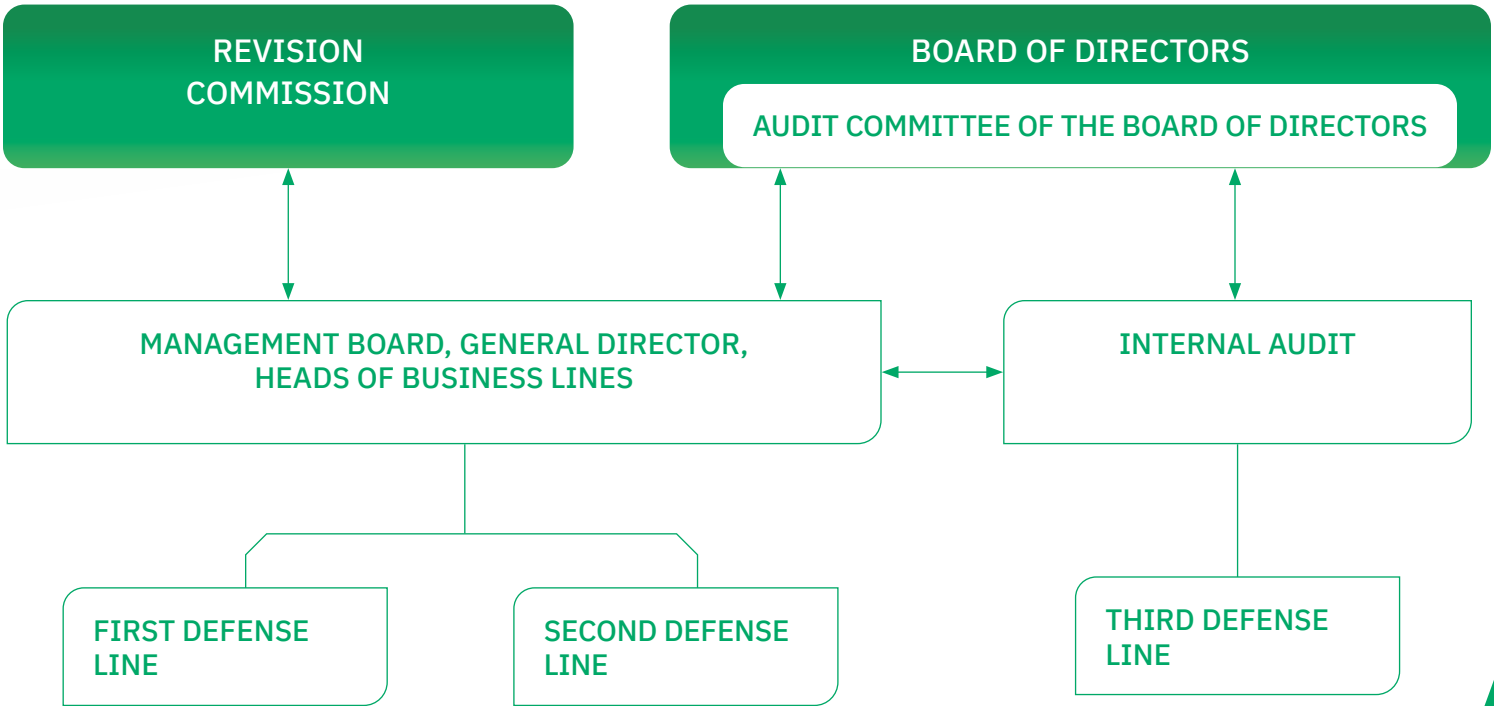
Monitoring the operational efficiency and reliability of the RMICS is based on the “three defense lines” principle and corporate model.



[Risk Management and Internal Control Policy](#)



MANAGEMENT SYSTEM





FIRST DEFENSE LINE

It consists of management control at all levels of the Company’s management, as well as a system of internal controls systematically and regularly exercised by managers at all levels. The Management Board and the General Director of the Company are responsible for the operation of the first defense line as the foundation of the internal control system.

Management Board and General Director of the Company	➤ ensure the organization and operation of the risk management and internal control system ➤ distribute powers, duties and responsibilities among the heads of business lines and units of the Company ➤ assume responsibility for the operation of the first defense line as the internal control system foundation
Heads of business lines and units	➤ ensure the continuous operation of the risk management and internal control system, ➤ determine adequate control procedures in the assigned units ➤ arrange the work of the control environment ➤ assume responsibility for the efficient internal control to achieve the goals of the supervised business lines and units
Company and TATNEFT Group employees	➤ timely and efficiently perform all the stipulated measures and procedures of internal control in their functional areas

SECOND DEFENSE LINE

being partly independent of the first line, it offers the opportunity to challenge and adjust the control measures of the first defense line in the course of decision making, taking into account the existing risks. Control services and units provide guidance, control and monitor compliance of the business lines with the stipulated rules and regulations, make adjustments to business processes in case of manifestation of risks and deviations.

Financial and economic services	➤ exercise control over the execution of payments, transactions for the depositing and borrowing of funds, manage accounts receivable and accounts payable, cash reserves, ensure compliance with working capital standards, control loans issued, transactions with guarantees and sureties
Legal Department	➤ provides legal support for the TATNEFT Group’s business, is responsible for the compliance control functions, as well as for compliance with regulatory requirements and legal norms
Control and Audit Department	➤ carries out audits of the financial and business activities of the Company and its units for compliance with the legislation of the Russian Federation, the Articles of Association and other internal documents of the Company, upon which provides proposals and recommendations to eliminate the causes and consequences of violations
Security Department	➤ is responsible for internal control in the field of counterparty risk assessment and management, ensuring the protection of the Company’s assets, information and personal data of Company employees, information and IT security, counteraction of fraud and corruption ➤ ensures the physical safety and security of assets, economic security of processes in the procurement of goods, services and sales of products
Ethics Committee	➤ oversees compliance with ethical requirements in TATNEFT Group

THIRD DEFENSE LINE

Provides an independent and objective assessment and makes recommendations regarding the adequacy and efficiency of the corporate governance and risk management system. The results of the assessment are communicated to the Board of Directors and executive bodies.

Internal Audit Department	➤ tests the efficiency of internal control during scheduled and unscheduled internal audits, develops appropriate recommendations based on the results of audits, arranges monitoring of the implementation of corrective measures, and also performs an independent assessment of the internal control system within TATNEFT Group
Hotline	➤ an independent tool for reporting dishonest and corrupt practices to prevent, detect and suppress the same, subordinate to the Internal Audit Department

Risk management culture

TCFD 3.3

Risk management includes processes pertaining to risk identification, analysis and decision-making, which include maximizing the benefits and minimizing the adverse consequences of the risk event occurrence.

Strategic Risk Management

The Company analyzes and assesses strategic risks on a regular basis, which is reflected in the updating of the Company’s strategy. In particular, macroeconomic and industry trends are predicted and taken into account, including the dynamics and quality of economic growth, trends in demand for oil and energy resources, basic factors underlying the dynamics of demand, supply and oil prices in the world market, and currency fluctuations. At the same

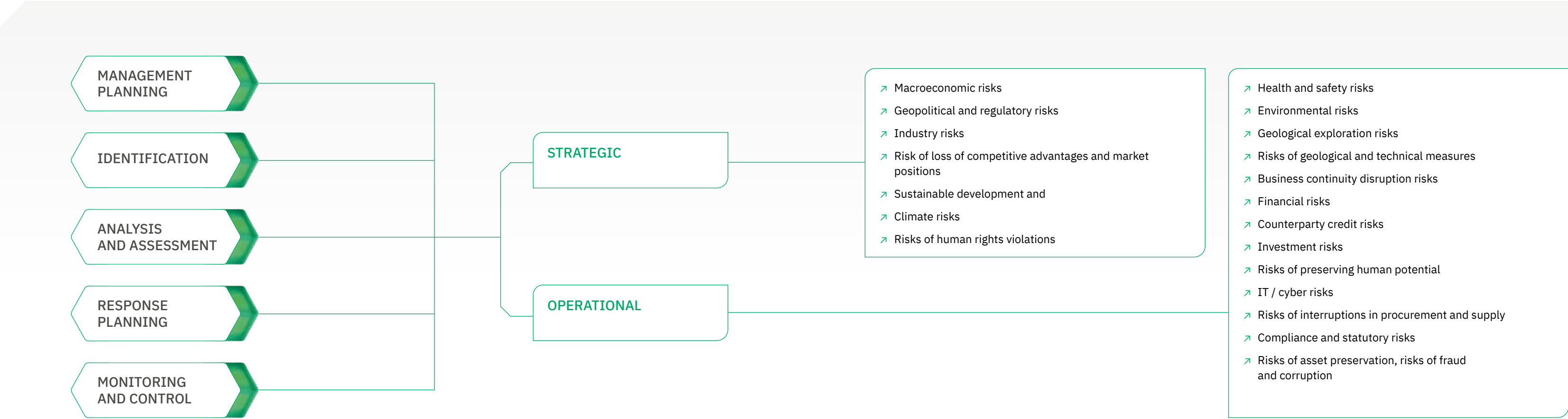
time, other global socio-economic processes, climate changes, the state of foreign policy and government regulation, infrastructure and other conditions and restrictions that may affect the Company’s operations are given due regard. The Board of Directors and Management Board of the Company discuss strategic risks on a regular basis.

Operational Risk Management

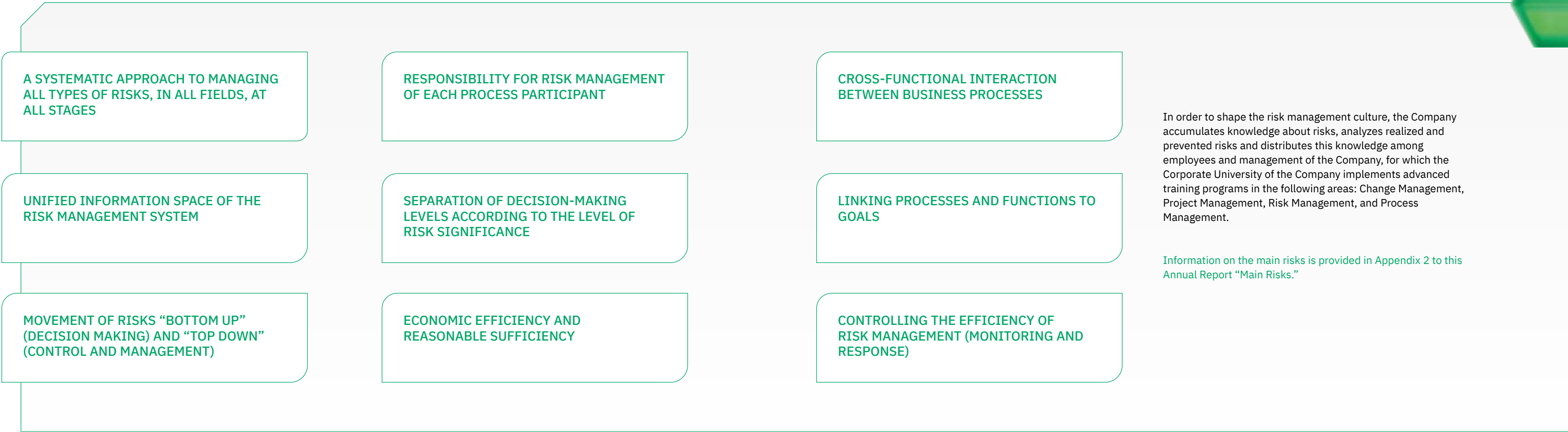
In order to ensure the efficiency of the risk management system at the operational level, the Company develops and implements internal documents governing risk management. The Company updates the register of operational risks for all business units at least once a year. Identification, assessment and monitoring of operational risks are focused on increasing the likelihood of achieving strategic and medium-term goals, indicators of business plans of units and specific production results.

The Company assesses risks when developing three-year and annual business plans for TATNEFT Group, taking into account the implementation of the approved Strategy. When developing business

plans and sources of funding, macroeconomic parameters and various scenario conditions are taken into account, including market volatility and prices for oil and petroleum products, planned volumes of oil production and refining, the structure of oil and petroleum product exports, state regulation conditions, etc. Cash flow management is carried out based on the principles of continuity of current activities, fulfillment of obligations, implementation of investment programs and creation of an acceptable level of reserves.



Principles of Risk Management



Insurance protection management

Compulsory and voluntary insurance programs are widely used at TATNEFT Group entities. The insurance protection program is implemented with the engagement of the major Russian insurance companies that have a high current reliability/financial stability rating.

In connection with the current situation in the international market, since 2022, reinsurance has been carried out by Russian National Reinsurance Company, JSC, the founder of which is the Bank of Russia.

Insurance of Liability Risks of Governance Body Members

The Company insures liability risks of members of the Company’s governance bodies, inter alia, abroad, under the terms and within the scope that are consistent with the insurance market for such risks in the Russian Federation.

In 2024, Ingosstrakh Insurance, Public Joint Stock Company provided liability insurance for governance bodies’ members.

Internal Control

The internal control system covers the key business processes of TATNEFT Group, which contributes to ensuring the reliability of financial statements, compliance with legislation and local regulations of the Company. Internal control helps to improve the efficiency of the Company’s management in financial and business activities, prevents damage to the reputation of the Company.

Internal control principles



- Plans to improve the risk management and internal control system**
- Particular attention is paid to the risks of ensuring business continuity, sustainable development and ESG factors
 - Centralized approaches to system identification, ranking and risk management are being introduced, internal reporting procedures are being improved
 - To mitigate the impact of operational risks, work continues to improve the maturity of the management system in the field of health, safety and environment
 - Risk-based insurance approaches are being improved



Control Systems Efficiency Assessment

External Audit	The Audit Committee reviewed the quality management system of the external auditor, compliance with auditor independence requirements in accordance with Russian and international standards, and did not find any circumstances that would indicate inefficiency of the external audit processes (Minutes of the Audit Committee of the Board of Directors of PJSC TATNEFT No. 03/25 dated 10.03.2025)
Internal Audit	The Audit Committee did not find any criteria or circumstances that would indicate the inefficiency of the internal audit system (Minutes of the Audit Committee of the Board of Directors of PJSC TATNEFT No. 01/25 dated 17.01.2025)
Risk Management and Internal Control System	According to the results of the audits, no critical facts were found on the basis of which it could be concluded that the Company’s internal control and risk management system is inefficient. Based on the identified shortcomings, recommendations were given for their elimination. Corrective measures were developed, the implementation of which is regularly monitored by the Internal Audit Department. (Minutes of the Board of Directors of PJSC TATNEFT No. 9 dated 27.01.2025)



Internal Audit

The internal audit of the Company is aimed at assessing the reliability and performance of the Company, provides for identification of internal reserves to increase the efficiency of the financial and business activities of the Company and TATNEFT Group, and to improve the internal control and risk management system.

The internal audit function is isolated by the nature of its activities, it has the necessary independence status, it is administratively subordinate to the General Director, functionally to the Board of Directors of PJSC TATNEFT, which corresponds to the best Russian and international corporate governance practices.

The Internal Audit Department operates in accordance with the International Professional Standards of Internal Auditing and the Code of Ethics of the Institute of Internal Auditors. The goals, objectives and powers of the Company’s Internal Audit Department are defined by the Regulation on the Internal Audit Department of PJSC TATNEFT.

The internal control system efficiency is assessed taking into account the coverage of the main and auxiliary business processes in all fields of the Company’s operations in accordance with the

internal audit plan approved by the Board of Directors. When preparing the annual plan, proposals received as a result of a survey of heads of business lines and units of the Company, the results of previous audits, the significance of the topic for the implementation of the strategic objectives of TATNEFT Group, the level of risks and other factors are taken into account.

As part of the audit, a system of internal control over the operational efficiency of processes, compliance with the legislation, and safety of property is considered. The audit is conducted using the risk-based approach. The report on the results of the internal audit is sent to the management of the Company and the Audit Committee. The Internal Audit Department monitors the implementation of measures and informs the Company’s management and the Audit Committee of the Board of Directors on the progress of elimination of the identified deficiencies.

In 2024, the Internal Audit Department conducted 8 audits and took part in unscheduled projects on various issues of the Company’s financial and economic activities. The implementation of action plans approved based on the results of projects was monitored, and the work plan of the Internal Audit Department for 2025 was approved.

Quality Assessment of the Internal Audit Function

In order to obtain an independent opinion on the quality of the internal audit function, the Company, in accordance with the recommendations stipulated by law, performs an external audit quality assessment at least once every five years.

➤ In 2021, Ernst & Young LLC - Assessment & Advisory Services assessed the quality of the internal audit function. Based on the assessment results, the activities of the Company’s Internal Audit Department generally comply with the International Professional Standards of Internal Auditing of the Institute of Internal Auditors and the Code of Ethics.



External Audit

In order to independently assess the reliability of the accounting (financial) statements, the Company annually engages an external auditor to conduct an audit of statements prepared under International Financial Reporting Standards (IFRS) and Russian Accounting Standards (RAS). The General Meeting of Shareholders appoints an audit organization based on the recommendation of the Board of Directors of PJSC TATNEFT, adopted on the basis of the assessment carried out by the Audit Committee.

JSC Technologies of Trust – Audit was appointed an auditor for compulsory audit of the annual financial accounting statements for 2024 prepared in accordance with Russian and International Accounting Standards by the decision of the Annual Meeting of Shareholders (Minutes No. 48 dated 27.06.2024).

Auditor’s Remuneration for 2024

The remuneration paid to the auditor for the reporting year for assurance services is (excluding VAT) amounted to 137.3 million rubles, including:

- RUB 90.6 million for conducting a mandatory audit of the consolidated financial statements of TATNEFT Group prepared in accordance with IFRS, and the financial statements of PJSC TATNEFT pursuant to RAS;
- RUB 7.8 million for the provision of audit-related and other services connected with auditing activities;
- for the audit of controlled organizations – 38.9 million rubles.

Consulting and other services provided by the Technologies of Trust group amounted to RUB 4.7 million.





Revision Commission



Exercises control over the financial and business activities of the Company, over compliance with the legislation of the accounting procedure and over the submission of accounting (financial) statements and information by the Company to the relevant authorities and shareholders in accordance with the procedure and within the terms determined by the legislation of the Russian Federation.

The Revision Commission activities are regulated by the Company’s Articles of Association and Regulation on the Revision Commission of PJSC TATNEFT named after V.D. Shashin.

In 2024, the Revision Commission held 8 meetings, during which issues related to the state of the Company's accounts receivable and payable were reviewed, as well as issues concerning the inventory of the Company's assets. This included examining the existing local regulatory acts governing inventory procedures,

processes for ensuring asset security, and analyzing documents related to the Company's mandatory annual inventory.

The expenditure of funds allocated in accordance with the approved business plans was monitored by the Revision Commission, and an audit of the financial and economic activities of the Company for 2024 was carried out.

In the course of work of the Revision Commission in 2025, the reliability of the data disclosed in the annual accounting (financial) statements and the Company’s Annual Report for 2024, as well as the data disclosed in the Report on the Major and Related-Party Transactions of PJSC TATNEFT named after V.D. Shashin in 2024, was confirmed.

The conclusions of the Revision Commission are communicated to the Annual General Meeting of Shareholders.

The Revision Commission is elected as a body of eight members by the General Meeting of Shareholders for a term until the next Annual General Meeting of Shareholders. One member of the Revision Commission is appointed based on the special “golden share” right (Law of the Republic of Tatarstan No. 43-ZRT “On

Privatization of State Property of the Republic of Tatarstan” dated 26.07.2004). A shareholder of the Company and any person proposed by a shareholder may be a member of the Revision Commission, with the exception of members of the Board of Directors and the Management Board of the Company.

Remuneration of members of the Revision Commission, RUB	2022	2023	2024
Remuneration for participation in the work of the control body	2,122,874	2,594,408	3,126,536



The findings of the Audit Commission were communicated to the annual General Meeting of Shareholders



Business ethics

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10





Business ethics

GRI 2-23, 2-24, 2-26, 3-3 SASB; EM-RM-530a.1, EM-EP 530a

The approach to business ethics is holistic. Ethical aspects permeate all aspects of the Company’s activities — from procurement activities and interaction in the team, to safety and trading operations. The Company systematically approaches the analysis of risks in this field and the development and implementation of measures to manage such risks.

The Company maintains an impeccable reputation and carries out its activities in compliance with ethical business standards based on the principles of:

- strict compliance with the applicable legislation, respect for human rights and freedoms, respect for the honor and dignity of an individual
- assuming such obligations as it considers possible to fulfill, preventing any improper performance
- prevention of corruption and bribery
- exclusion of the possibility of participation in illegal transactions
- requirements for the fulfillment of similar obligations by the Company’s counterparties and partners.

Management System

Strategic level	the Board of Directors	➤ approval of internal documents regulating relations between key management personnel, employees and the Company, as well as the procedure for engagements with all stakeholders
	Audit Committee	➤ oversight of procedures governing conflicts of interest, compliance with legislation and internal documents ➤ oversight of the fraud prevention system’s efficacy
	Sustainability and Corporate Governance Committee	➤ facilitating the shaping the ideology of corporate responsibility and respect for human rights ➤ regulation of relations between shareholders, management bodies and stakeholders ➤ assessment of the corporate governance system
Operational level	Executive Bodies	➤ development and approval of regulations governing the principles of business ethics ➤ organization of replication of the best practices in business ethics and employee training
	Audit Committee	➤ conflict resolution ➤ creation of mechanisms for responding to conflict situations and violations of ethical norms and rules
	Conflict of Interest Resolution Commission	➤ risk assessment, development and application of the most appropriate form of conflict of interest resolution ➤ resolution of ethical contradictions
	Anti-Corruption Commission	➤ methodological support for anti-corruption activities ➤ recommendations on controversial issues of cooperation between anti-corruption services
	Heads of Services	➤ ensuring the functioning of processes to ensure the principles of business ethics ➤ establishing requirements for compliance with business ethics procedures and analyzing the causes of inequitable conduct
	Employee	➤ compliance with established rules and regulations ➤ investigating the causes of inconsistencies ➤ showing ethical behavior by example
Feedback	Hot Line	➤ an independent reporting tool for unethical practices, accountable to the Internal Audit Department



The main documents regulating the Company’s activities in the field of compliance with the basic principles and standards of business ethics are:

- Corporate Governance Code of PJSC TATNEFT named after V.D. Shashin
- Corporate Culture Code for PJSC TATNEFT Employees
- Anti-Corruption Policy of PJSC TATNEFT named after V.D. Shashin
- Information Policy of PJSC TATNEFT named after V.D. Shashin
- Policy on Cybersecurity and Cyber Resilience of PJSC TATNEFT named after V.D. Shashin
- Regulation on the Ethics Committee and Ethics Commissions of Business Units of PJSC TATNEFT named after V.D. Shashin
- Regulation on the Settlement of Conflicts of Interest in PJSC TATNEFT named after V.D. Shashin
- Regulation on Commercial Secrets of PJSC TATNEFT and Instructions on the Procedure for Forming the List of Information Constituting Commercial Secrets

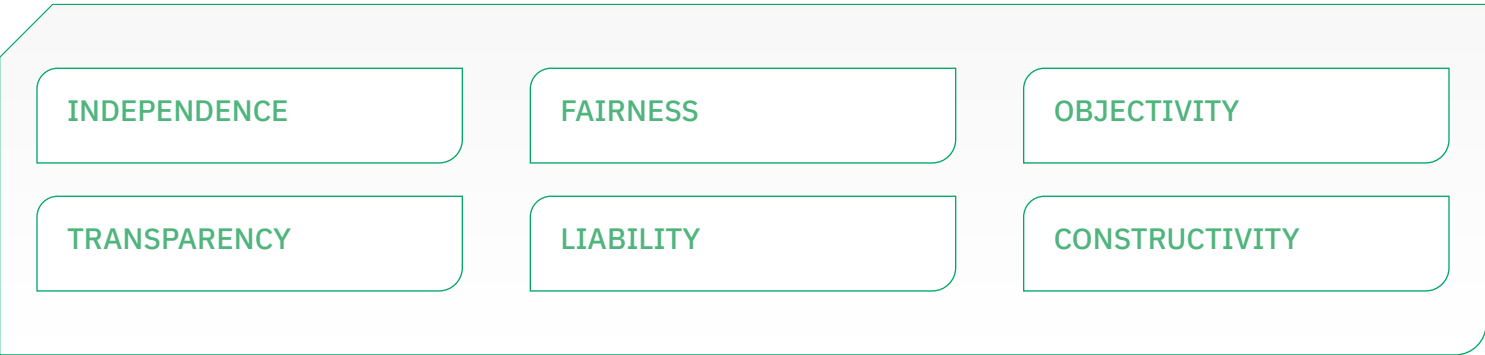
- Regulation on the Corporate Hotline Functioning
- Regulation on the Acceptance and Giving of Gifts and the Organization of Business Events
- Regulation on Compliance with Anti-Corruption Rules and Regulations in the Process of Fulfilling Contractual Obligations

The Corporate University of PJSC TATNEFT has developed a course, “Corporate Culture,” to provide a systematic understanding of corporate culture as a strategic factor in the company’s internal environment. The course covers the principles and values of corporate culture, as well as the methods of establishing, maintaining, and developing corporate culture. It also covers business etiquette. Every year, the TATNEFT Group conducts surveys on understanding the Company’s values. In 2024, testing was conducted in a remote format based on a single employee training and development platform, with coverage of 10.5 thousand employees. The average level of “understanding of the Company’s Values” for the TATNEFT Group was 92.4%.

Ethics Committee

In order to develop corporate and business ethics in the Company, maintain a positive business image of the Company and create an internal mechanism for responding to conflict situations pertaining to violations of norms and rules, the Company has established the Ethics Committee.

PRINCIPLES OF THE COMMITTEE’S WORK



If there is information about a violation of the provisions of the Corporate Culture Code, the employee may contact the Ethics Committee. The Ethics Committee investigates violations of the Corporate Culture Code by employees of the Company. Based on the results of the investigation, the Ethics Committee prepares a

report, and in case of confirmation of a violation of the Code, makes recommendations on the application of measures of influence to persons who committed a violation, and also develops measures to prevent such cases.

Insider Information Protection

The Company pays special attention to the measures aimed at preventing inadmissible misuse of the insider information. In its activities, the Company is guided by Federal Law No. 224- FZ “On Preventing the Illegal Use of Insider Information and Market Manipulation and on Amending Certain Legislative Acts of the Russian Federation” dated 27.07.2010, other legislation of the Russian Federation, and Regulation (EC) 596/2014 of the European Parliament and Council of the European Union “On Market Abuse” dated 16.04.2014.

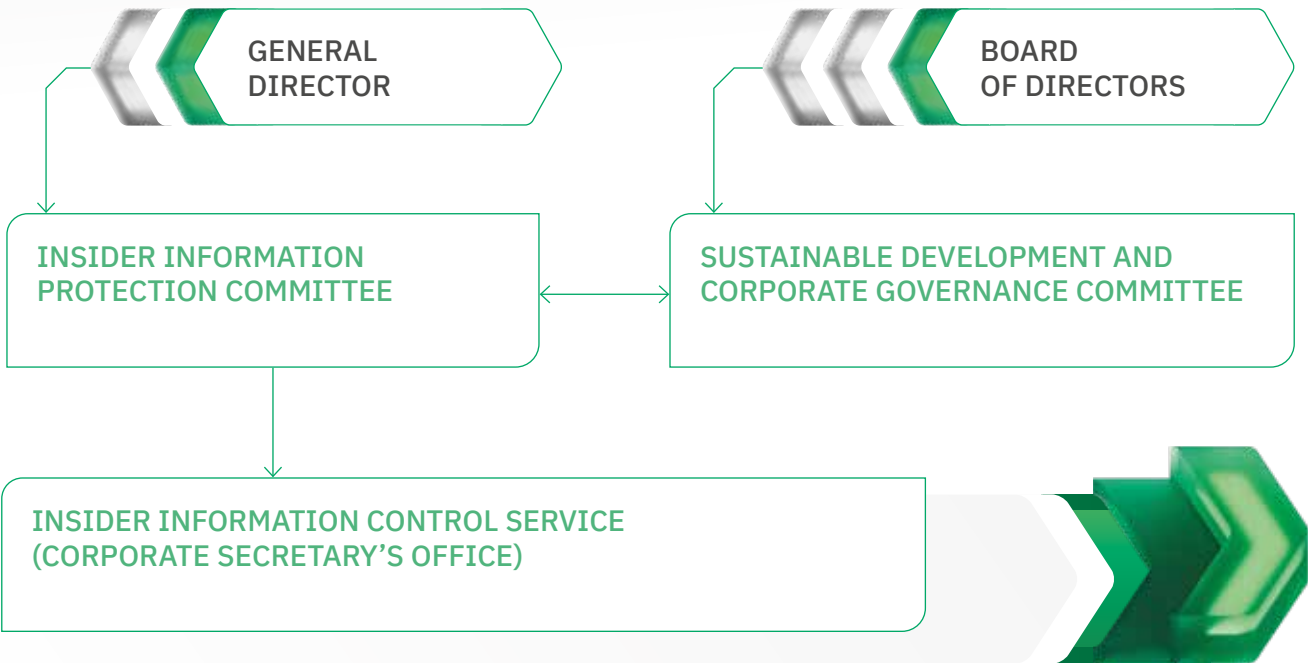
The Company provides all necessary procedures for the protection of insider information with the relevant internal regulations. The Board of Directors approved the Regulation on the Insider Information, which contains a list of insider information and

governs the procedure for circulation, access and disclosure of insider information.

Every year, the Company creates a Calendar of Periods Available to an Insider for Transactions with Securities of PJSC TATNEFT, and publishes it on the corporate website. For persons who have access to insider information, explanatory work is carried out on an ongoing basis about the requirements of applicable legislation, and information materials are also posted on the corporate website.

The person responsible for monitoring compliance with the requirements of the legislation of the Russian Federation on combating the misuse of insider information and market manipulation is the Corporate Secretary of the Company.

INSIDER INFORMATION PROTECTION SYSTEM





Insider Information Protection Committee

To ensure the protection of insider information, the Insider Information Protection Committee has been established and operating in the Company.

The Insider Information Committee ensures the identification, analysis, assessment and monitoring of the risk of adverse consequences for the Company as a result of violations of the

requirements of applicable legislation in the field of the procedure and terms for the disclosure of insider information, controls the compilation by the Company of its own lists of insider information and amendments thereto, ensures compliance with the rules of access to insider information, performs other functions provided for by the applicable legislation.

COMPOSITION OF THE COMMITTEE:

Damir Maratovich Gamirov (Chairman)	Corporate Secretary – Head of the Corporate Secretary’s Office
Aigul Minkharisovna Alparova	Head of Information Policy Department
Tatyana Gennadievna Malakhova	Deputy Head of the Corporate Secretary’s Office

Changes in the Committee membership:

Since July 2024, due to the retirement of one of the members, the Committee has worked consisting of three people.

To address issues related to the public disclosure of insider information, the Insider Information Committee has created a group on Telegram, which allows for real-time discussions and decision-making regarding the disclosure of information related to the Company’s financial and business activities that constitutes insider information.



Insider Information Protection Activities

The Company maintains a list of insiders and sends it monthly to the Department for Combating Unfair Market Practices of Moscow Exchange, PJSC. In addition, the list of insiders is provided to the UK Stock Market Regulator (FCA) based on a corresponding request sent by the Regulator. As of 31.12.2024, the list of the Company insiders included 12 legal entities and 214 individuals. During 2024, 14 individuals were included in the list of insiders, and 15 individuals were excluded.

Changes in the number of insiders are associated with natural staff turnover, changes in the organizational structure of the Company, and changes in the criteria for including individuals in the list of insiders.



In 2024, 12 lists were transferred to the organizer of trades through the Insider Lists Information Disclosure System.

Information about the inclusion of a person in the list of insiders and exclusion from the list of insiders is communicated to such persons by sending a written notice. In addition, when a person is included in the list of insiders, such person, in accordance with the requirements of the London Stock Exchange, receives a Notice of Inclusion in the List of Insiders, Legal and Regulatory Liability.

In 2024, no cases of illegal use of the Company’s insider information by insiders were revealed.



Information Policy

The Company avoids a formal approach when disclosing information about its activities, and does not omit adverse information about itself if such information is material to shareholders, investors and other stakeholders. The Company strives to ensure the simultaneous disclosure of material information in the Russian Federation and abroad in accordance with the requirements for listing the Company’s securities in overseas organized securities markets.

The procedure for interaction of the Company’s officials when disclosing information is set out by the Regulation on

Mandatory Disclosure of Information of PJSC TATNEFT named after V.D. Shashin, which determine the composition and scope of information subject to mandatory disclosure, the terms of disclosure and the persons responsible for its preparation and disclosure.

Information subject to mandatory disclosure in accordance with the legislation of the Russian Federation is disclosed on the Internet information and telecommunications network:



[Corporate Governance Code of the Public Joint Stock Company Tatneft named after V.D. Shashin](#)



[on the page of the information agency authorized to disclose information of the Company](#)



[on the official website of the Company in Russian and English](#)

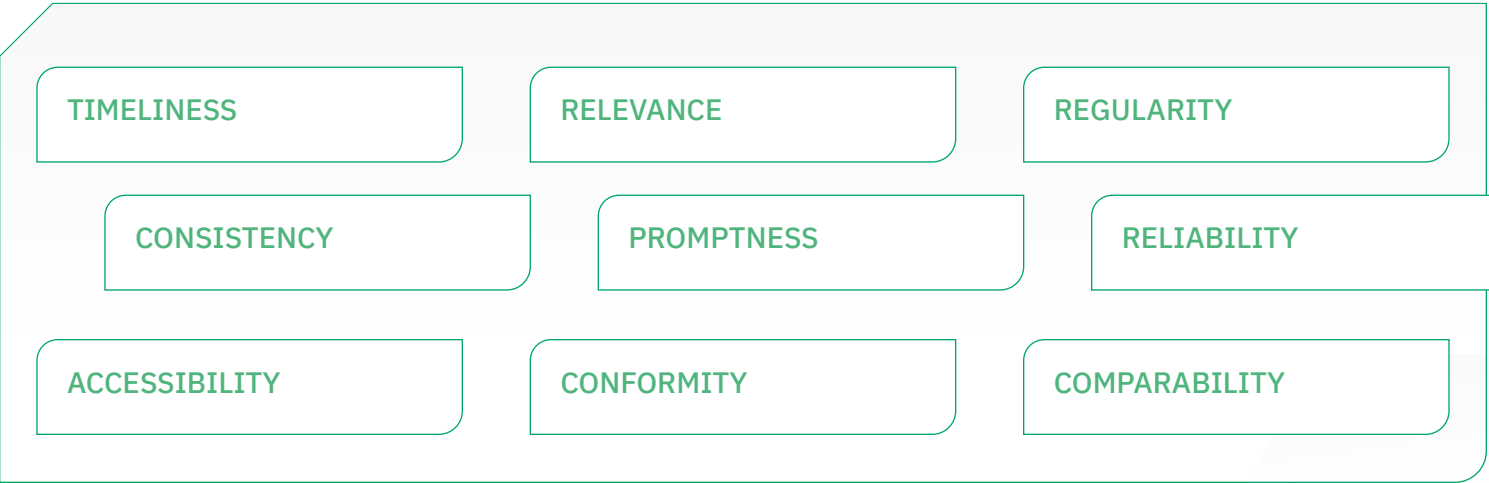
The Company’s information policy regulates the scope of information subject to public disclosure, the procedure for providing information to the Company shareholders, the procedure for the Board of Directors members and the Company employees to interact with the Company shareholders and other parties concerned, the goals and principles of protecting confidential and insider information as well as mechanisms for monitoring compliance with the Company’s Information Policy.

The Company follows the principles of commitment to transparent and responsible business conduct, fair competition, maintaining an open dialogue in developing cooperation with shareholders, investors and the business community. When disclosing information, the Company ensures its neutrality, that is, the independence of the presentation of such information from the interests of any entities or groups of entities.

Following the principles of responsibility and openness of information policy, the Company, on a voluntary basis, additionally provides information about its activities, including the issues of social, environmental and other significance:

- Publication of information materials on the official website, on the official websites of TATNEFT Group entities, in corporate media
- publication of information materials in the media and social networks
- arrangement of speeches and interviews with Company representatives
- holding meetings with shareholders, investors, representatives of the expert community, as well as with stakeholders
- holding and participating in exhibitions, conferences, seminars and presentations in Russia and abroad

INFORMATION POLICY PRINCIPLES



PUBLISHED

~70 corporate action announcements

~100 press releases





Conflict of Interest

GRI 2-15

The Company strives to prevent possible corporate conflicts through transparent corporate governance procedures and strict adherence to the code of corporate conduct. Potential conflicts of interest are prevented at all management levels.

The corporate governance system of the Company includes a framework of rules and procedures aimed at regulating and eliminating possible conflicts of interest between governance bodies and shareholders, as well as between the shareholders, if the conflict affects the interests of the Company, identifying and resolving all possible general and specific problems, related to the

rights of shareholders at the level of the Board of Directors, executive bodies, Top managers and employees of the Company.

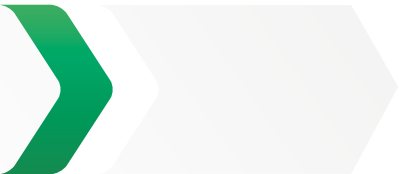
In the event of any corporate conflict, the Company takes all possible measures to resolve it and protect the rights and legitimate interests of shareholders, as well as other participants in the corporate relations.

The Company ensures disclosure of information about conflicts of interest in the event of occurrence thereof, including disclosure of information about related-party transactions.

In 2024, PJSC TATNEFT performed no transactions recognized as major transactions in accordance with Federal Law No. 208-FZ “On Joint-Stock Companies” dated 26.12.1995.



[Report on major and related-party transactions concluded by PJSC TATNEFT named after V.D. Shashin in 2024](#)



Managing Conflicts of Interest

The Company considers conflicts of interest as situations and circumstances in which the private interests of a shareholder, member of the management body or employee (their close persons and/or relatives) contradict or may contradict the interests of the Company and, thus, affect or may affect objective decision-making, for the proper performance of official duties, as well as those that could lead to harm to the rights, legitimate interests, property and/or business reputation of TATNEFT Group.

Prevention and resolution of corporate conflicts is part of the risk management policy and is secured by the Board of Directors. Particular significance is attached to independent directors who take measures to prevent and resolve conflicts between the Company and its shareholders, as well as minimize consequences and provide effective protection to shareholders in the event of a violation of their rights. The competence of the executive bodies of the Company to participate in the consideration and resolution of corporate conflicts is determined by the nature of the conflict.

Shareholders

The Company provides equal opportunities for shareholders to exercise their rights provided for by the applicable legislation. In addition, the Company organized work on interaction with shareholders, including clarification of the Company’s standpoint at the request of shareholders.

Board of Directors

To prevent possible conflicts of interest among members of the Board of Directors, the Company has introduced certain restrictions and requirements for members of the Board of Directors. Thus, a member of the Board of Directors shall refrain from actions that will or may lead to a conflict of interest. The Chairman of the Board of Directors and independent directors monitor compliance with the mechanism to prevent a conflict of interests of members of the Board of Directors.

Executive Bodies

The General Director, members of the Management Board and key management personnel is required refrain from taking actions that could lead to a conflict of interest, and in the event of such a conflict, they shall notify the Chairman of the Board of Directors / Chairman of the Management Board.

Employees

Prevention, identification and resolution of conflicts of interest of employees is carried out by introducing verification procedures when making personnel decisions, when hiring, when transferring employees to another job or assigning them to a new position.

In most cases, collaboration of close relatives in the Company is not prohibited, with the exception of collaboration of close relatives who are directly subordinate. Family relationships between the Company’s employees should not affect the performance of official duties or influence decisions.

The Company has established a permanent Commission that considers issues of conflict of interest settlement. The employee is required to inform the Conflict Resolution Commission or the immediate supervisor in the event of personal interest or a conflict of interest.

Tools for Preventing Conflicts of Interest

- Making collegiate decisions on the most significant issues
- Monitoring employee compliance with job duties
- Clear delineation of responsibility and authority of employees.
- Ensuring the protection of confidential information
- Corporate training on business ethics principles

In 2024, there was no conflict of interest among members of the Board of Directors, the Management Board, or the Chairman of the Management Board of PJSC Tatneft. The Chairman of the Board of Directors did not receive any notifications from members of the Board of Directors about a conflict of interest regarding the issues on the governance body’s agenda.

Anti-Corruption Policy

GRI 2-23, 2-24, 3-3

SASB EM-EP-510a.2

In accordance with the Convention of the Council of Europe “On Criminal Responsibility for Corruption,” Federal Law No. 273-FZ “On Combating Corruption” dated 25.12.2008, Decree of the President of the Russian Federation No. 478 “On the National Anti-Corruption Plan 2021-2024” dated 16.08.2021 and the Anti-Corruption Policy of PJSC TATNEFT named after V.D. Shashin approved in a new version in 2022, the Company strictly complies with the anti-corruption legislation of the Russian Federation, as well as the anti-corruption legislation of other countries where it operates, along the entire value chain.

The Anti-Corruption Policy defines the legal framework and key principles of anti-corruption, describes the measures taken by the Company to combat corruption.

Main objectives and goals of the Policy:

- preventing corruption
- investigating and reporting corruption offenses
- minimizing and eliminating the consequences of corruption offenses

The Company’s official stance on anti-corruption efforts



Anti-corruption mechanisms:

- the guarantee of anonymity and the possibility of material incentives through monetary remuneration for reporting information
- holding an employee accountable regardless of the status
- implementation of a set of measures to prevent the emergence of conflicts of interest

In order to improve and control the anti-corruption system, a commission was established, which included representatives from the supervisory units of the Company, which also made it possible to ensure transparency of anti-corruption measures.

Ways to report corruption:

- report to the immediate or superior supervisor
- report to the Hotline 24/7 communication channel
- contacting law enforcement agencies

The Company guarantees confidentiality to all Employees and other persons who in good faith report corruption risks and violations.

The governing bodies and all employees of the TATNEFT Group companies are required to comply with the provisions of the Policy

→ PRINCIPLES OF ANTI-CORRUPTION ACTIVITIES

Zero tolerance to corruption and prohibition of corrupt practices in all forms and manifestations

The tone of senior management about an uncompromising attitude towards any forms and manifestations of corruption at all levels

Monitoring of implemented anti-corruption procedures and compliance monitoring

The inevitability of punishment without taking into account the position held, period of work, status

Systematicity and proportionality of procedures to combat corruption activities

Protection of the interests of employees, non-application of sanctions for lost profits when refusing corrupt actions

Legality, including applicable foreign laws

The principle of due diligence in assessing the risk of conflict of interest and tolerance to corruption

Responsibility of employees and partners for non-compliance with legislation, as well as Company policies and procedures

Informing Personnel about and Training in Anti-Corruption Methods

GRI 205-1, 205-2, 205-3

The Company informs employees and explains the principles and norms of applicable legislation and internal documents in the field of anti-corruption, including training on the basics of preventing involvement in corruption and explains its policy in this field to contractors.

The training of the employees is carried out in accordance with the approved plan, and the following advanced training courses on

anti-corruption policy have been organized: “Economic Security of an Enterprise”, “Information and Analytical Work of the Economic Security Service”.

When electing new members to the Board of Directors, the Company ensures that newly elected members are familiarized with a specially prepared brief presentation containing basic anti-corruption principles.

Anti-Corruption Efforts

The Company identifies, assesses and periodically reassesses corruption risks specific to its potentially vulnerable business processes, based on investment and strategic development plans.

The Company has more than 10 regulatory acts in force that govern anti-corruption standards. Work is underway to adjust the regulatory framework in combating corruption and its manifestations. In 2024, the following regulations were updated:

- Regulations on compliance with anti-corruption norms and rules during the process of fulfilling contractual obligations.
- The Corporate Culture Code
- Regulations on the giving and receiving of gifts and the holding of business events
- Regulation on conflict of interest management

In order to protect the interests of the Company when concluding contracts with the winners of tender procedures, a mandatory condition is the inclusion of the “Anti-Corruption Conditions” section, which provides for liability for each violation of the accepted conditions.

The Corporate Culture Code for employees of PJSC TATNEFT contains a provision on zero tolerance to corruption in any of its manifestations and a ban on employees engaging in any corrupt practices.

The standard for the application of disciplinary penalties provides for the dismissal of an employee for a failure to take measures to prevent or resolve a conflict of interest to which such employee is a party.

In 2024, the Company’s Security Department performed due diligence with respect to 742 candidates for employment and transfer within the TATNEFT Group. As a result of the review, 21 candidates were denied employment.

To ensure the security of trade and procurement activities, suppliers and buyers of goods, works, and services are evaluated based on economic security criteria. The process of counterparty verification has been automated. An automated check of the founders and executives of counterparties against the Company’s employee register has been implemented to identify potential conflicts of interest.

Continuous anti-corruption activities ensures that the number of corruption cases has been minimized.

There is no information as regards public court cases initiated against the Company or its employees in connection with the imposition of liability measures for corruption offenses in 2024.

Antimonopoly Policy

GRI 206-1

SASB EM-RM-520a.1

The Company operates in strict compliance with competition law requirements, recommendations of the Federal Antimonopoly Service (FAS of Russia) and international best practices. The Company follows the principles of competitive business conduct and provides for rules of conduct for its employees aimed at preventing violations of antimonopoly laws.

The Company constantly improves the internal procedures aimed at alerting and preventing violations of the applicable antimonopoly laws, including training of employees in antimonopoly regulation.

In the period from 2022 to 2024, the Company did not reveal any violations of the antimonopoly laws; there were no significant fines.





Cybersecurity Policy

GRI 2-23, 3-3

The Company is aware of the nature and level of involvement of its activities in the state economy, the industry complex, federal and regional socially significant projects and approaches the matter of sustainable cybersecurity of the TATNEFT Group’s critical information infrastructure facilities with maximum responsibility.

The Company considers cybersecurity as one of the strategic priorities of sustainable development and a key element in digital transformation of business and innovative development, taking into account the challenges and opportunities associated with the technologies of the Fourth Industrial Revolution.

The cybersecurity system covers the entire cyber environment of the Company along the entire value chain, including: software, networks and devices, processes, stored or transmitted information, channels and methods of digital data transmission, the operating procedures for users and services themselves as well as mechanisms for monitoring the effectiveness of managing cybersecurity, cyber resistance and cyber risks.



Management Approach

The Company follows the provisions of the Information Security Doctrine of the Russian Federation, approved by Decree of the President of the Russian Federation No. 646 dated 05.12.2016, and also recognizes global challenges, problems and trends related to sustainable development aspects as well as adheres to the OECD cybersecurity principles and UN initiatives to ensure cybersecurity in the use of information and communication technologies related to the fundamental bases of information society and the need to form and develop a sustainable global culture of cybersecurity in accordance with the resolutions of the United Nations General Assembly: A/RES/64/211 dated December 21, 2009 “Creation of a global culture of cybersecurity and assessing national efforts to protect critical information infrastructures”; A/RES/65/141 dated December 20, 2010 “Information and communication technologies for development”, as well as the European General Data Protection Regulation (GDPR).

In order to ensure reliable procedures consistent with the best practices for the provision and control of a cybersecurity system, the Company adheres to National Standard of the Russian Federation GOST R ISO/IEC 27000-2012 “Information Security Management Systems”; International Standards: ISO/IEC 27701 “Information Technology Security, Cybersecurity and Privacy Protection” and ISO/IEC 27014 “Information Security, Cybersecurity and Privacy Protection” (guidance on concepts, objectives and processes for the governance of information security), and constantly updates the implementation of ISO standards in the field of cyber protection systems and management in its practice. As part of cyber risk management, the Company also adheres to ISO 31000 “Risk Management” standards.

The Company’s cybersecurity and cyber resilience policy is a fundamental document that defines the Company’s position, system of views, principles and priorities in this area to ensure the security of the Company’s business processes and create conditions for secure digital development in full compliance with legal requirements and applicable regulations.

The Company adheres to the view that compliance with the cybersecurity principles, rules and requirements is, among other things, an element of corporate culture and business ethics.

Compliance with cybersecurity requirements refers to mandatory conditions in work processes related to information resources and technologies, including collaboration with suppliers, contractors and business partners and interaction with other stakeholders.

Each employee of the Company is responsible for safe work with the corporate information resources entrusted to them, computer equipment, mobile technical means and information carriers provided and processed by the Company. The Company provides targeted programs to improve the general corporate and personal culture and knowledge of employees in the field of information security and cybersecurity.

In order to improve cyber defence maturity and cyber resilience, the Company implements the following tasks:

- Assessment and control of the information security system resilience to cyber threats and risks in accordance with the principle of embedded security
- Development and scaling of innovative solutions and promotion of effective practices
- Prioritization of the Company’s investments in cybersecurity
- Management of the efficiency of information security and cybersecurity processes in the supply chain
- Strengthening cooperation and facilitating collective response to cybercrime
- Planning cyber protection based on an understanding of future information networks and technologies
- Building stakeholder confidence in the Company’s cyber protection system



Management Principles

Cybersecurity governance

- Comprehensive approach to cybersecurity management. Development of cybersecurity mechanisms encompassing all levels of managerial, investment, production, financial, organizational and social activities.

Risk-based approach. Risk assessment

- Preventive measures for identifying cyber risks and factors affecting the Company’s information security. Formation of key risk indicators and implementation of actions for their elimination or minimization. Periodic assessment of cybersecurity risks to identify threats and vulnerability factors. Defining the acceptable level of risk and appropriate control mechanisms to regulate the risk of potential damage to the cyber environment.

Designing and implementing cybersecurity measures

- Intellectual, technological, technical, organizational and managerial tools and capabilities to ensure cybersecurity as an essential element of planning and designing, operation and use of information systems and networks.

Awareness

- Raising awareness among the employees and counterparties involved in the Company’s cyber environment regarding the importance of cybersecurity. Developing the employees’ skills and understanding of their personal responsibility for cybersecurity within their activities and their contribution to enhancing cyber resilience.

Control

- Monitoring the effectiveness of corporate cyber environment protection mechanisms by comparing them against the level of potential cyber threats and risks, vulnerability factors, new challenges and opportunities, legislative changes and the development of digital technologies.

Responsibility

- Responsibility of the Company’s employees for complying with cybersecurity requirements in accordance with their competencies, job duties and internal regulations.

Response

- Taking appropriate measures to prevent incidents affecting cybersecurity and cyber resilience, their detection and timely response.

Ethical Principles

ETHICS

The Company respects the legitimate interests of participants and stakeholders of business processes, recognizes that the actions or omissions of each party may cause harm to others (material and/or reputational damage) and takes all necessary and timely actions to prevent this

VALUES

Cybersecurity is ensured in accordance with generally accepted democratic values, which are recognized by the Corporate Culture Code of the Company, including freedom of exchange of opinions, openness, transparency and free flow of information in line with the protection of confidential information and protection of personal information and personal data

IMPROVEMENT

The Company endeavours to continuously improve cyber resilience tools and methods based on internal analysis and the results of external audits of the cybersecurity system and monitoring of the functioning of information systems as well as advanced practices in this area

Information System

GRI 2-25, 2-26

The Company effectively operates its Hotline, a system for reporting adverse impacts, through which an employee or an outsider can report on possible cases of unethical conduct, various violations related to the Company’s operations, namely, professional activities, corporate governance and corporate ethics issues, respect for human rights, work schedule, social aspects, industrial and environmental safety, occupational health and safety, quality of products and services, corruption-related and other issues.

The Hotline principles are based on:

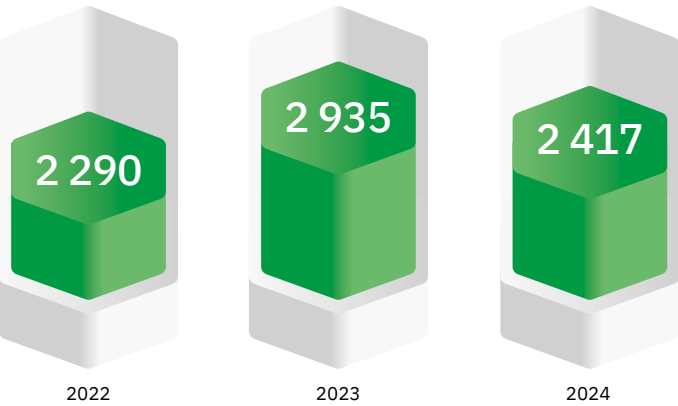
- confidentiality
- objectivity
- responsibility for taking action
- inadmissibility of any forms of pressure on whistleblowers

The Hotline supervisor is the Internal Audit Department, which directs the received requests to the relevant services and monitors corrective actions. All requests are considered and, if necessary, measures are implemented to improve the internal control efficiency, minimize possible adverse consequences, and inform stakeholders.

The regulated period for consideration of requests is 30 calendar days, with the exception of requests requiring immediate response or additional investigation. Whistleblowers having provided reliable information that allowed the Company to prevent or stop losses are given monetary remuneration.

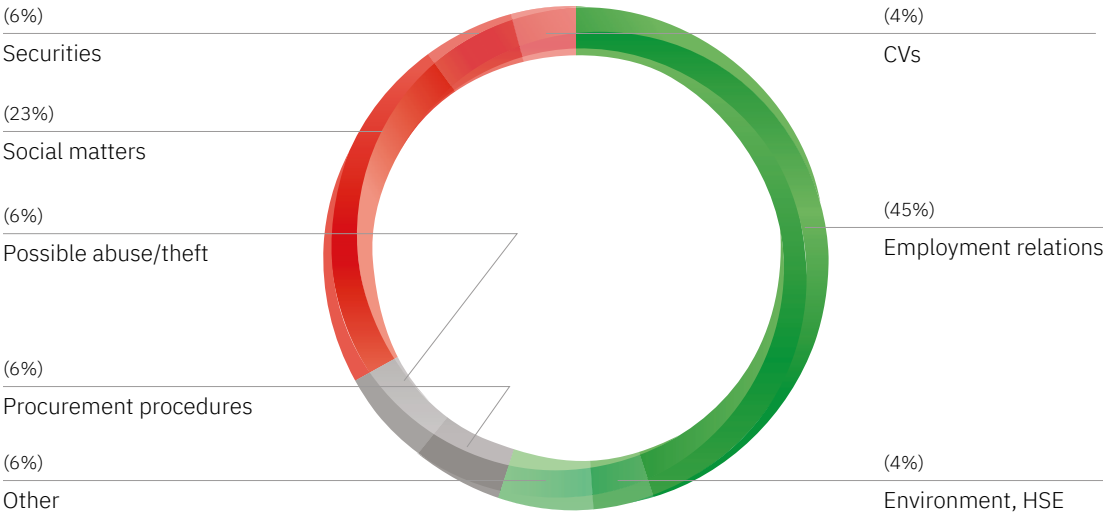
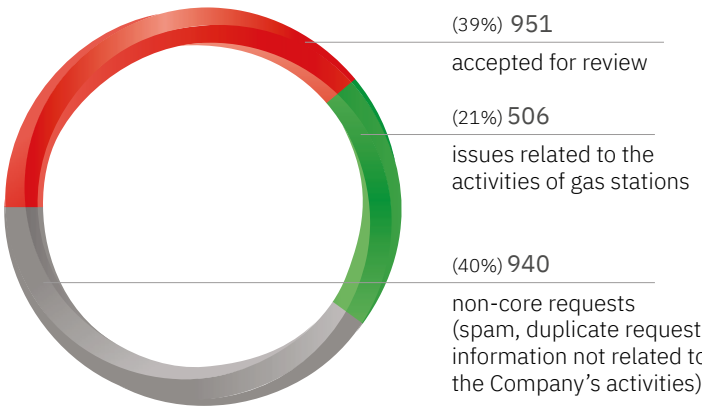
Information about the Hotline is posted on the Company’s website, information stands of TATNEFT Group enterprises, pay sheets, workwear issued to employees, etc.

HOTLINE REQUESTS



Hotline requests

In 2024, the Hotline received 2,417 calls



951 accepted for review

REGARDING THE REQUESTS ACCEPTED FOR REVIEW:

Of the 613 investigations, 80 confirmed the stated facts, corrective measures were implemented, 9 employees were deprived of bonuses, disciplinary measures were applied to 3 employees, employment relations with 4 employees were terminated, and one

613 inspections conducted 338 consultations provided and services informed

individual was paid monetary remuneration. 12 requests were received regarding facts of adverse impact on the environment. Facts of 7 requests were confirmed and appropriate measures were taken.

Reports on the hotline’s operation are posted on the Company’s website



Requests and complaints from external stakeholders and individuals are registered in the electronic document management system and are subject to review within 30 calendar days from the date of receipt. Requests and complaints are not sent for consideration to those Company officials whose actions are being appealed.

- Channels for requests:
- Tel.: 8-800-100-4112
 - e-mail tn@88001004112.ru
 - filling out the feedback form in the Hot Line section on the official website of the Company <https://tatneft.ru>
 - sending a message to the Corporate Social Network group Hot Line of PJSC TATNEFT <https://kss.tatneft.ru/workgroups/group/11121>
 - by mail marked Hotline on the envelope to the official address of the Company

Shareholders' Equity

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30 year

The Company is currently commemorating a milestone in its public status: the 30-year anniversary of its listing on the stock market.

In 1994, a new milestone was reached in the Company's history with the initiation of privatization and public offering of shares. In 1994, trading of the Company's shares commenced outside the quotation list on the RTS exchange. In 1995, the shares were included in the highest quotation list of the MICEX exchange.

The Company was among the first Russian entities to place its securities on the international capital market, thereby expanding the pool of potential investors. In December 1996, American Depositary Receipts (ADRs) were issued and began trading on the London Stock Exchange.



The global reach of shareholders encompasses Russia (where the majority of shareholders reside), as well as North America, Australia, Europe, and Asia.



Authorized capital

The authorized capital of the Company is comprised of the par value of the shares acquired by the shareholders and totals 2 326 199 200 rubles.

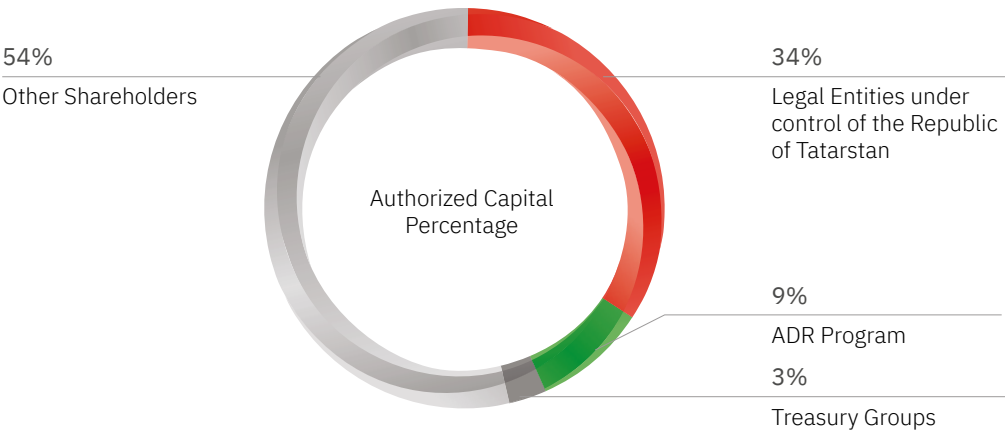
The authorized capital of the Company is divided into two types of uncertificated registered shares of equal par value of 1.00 (one) ruble each:

- Preferred stock amounting to 147 508 500 shares represents 6.34% of the Company's authorized capital.
- Ordinary stock amounting to 2 178 690 700 shares represents 93.66% of the Company's authorized capital.

Share details	Registered ordinary shares	Registered preferred shares
Form of issuance	Uncertificated	Uncertificated
Amount of issued shares	2 178 690 700	147 508 500
Par value per share, rubles	1,00	1,00
State Registration Number of Share Issue	1-03-00161-A	2-03-00161-A
State Registration Date	26.10.2001	26.10.2001
International Securities Identification Number (ISIN)	RU0009033591	RU0006944147
International Financial Instrument Classification Code (CFI)	ESVXFR	EPXXXR
Stock exchange and ticker symbol	PJSC Moscow Exchange (MOEX) PJSC SPB Exchange TATN	PJSC Moscow Exchange (MOEX) PJSC SPB Exchange TATNP



Shareholders' Equity Structure¹



¹ The information is provided as of 24.11.2024, i.e. on the record date of determining (fixing) the persons entitled to participate in the last extraordinary general meeting of shareholders of the Company, unless otherwise specified in the text of the Shareholders' Equity section.

The total shareholders of the Company exceed 715 thousand. Of these, 700 194 are holders of ordinary shares.

The total number of shareholders increased by more than 125 thousand during the calendar year. This significant growth in shareholder numbers is a testament to the investment community's confidence in the Company's development strategy and dividend policies, thereby underscoring their credibility.

The Company does not have a major controlling shareholder. The Government of the Republic of Tatarstan holds a 34% stake in the authorized capital. The Company holds a special “golden share” right, which entitles the Government of the Republic of Tatarstan to designate one member to the Board of Directors and one member to the Company's Revision Commission. This privilege also grants the Government of Tatarstan the authority to veto decisions made by the General Meeting of Shareholders on specific issues, as outlined in the Federal Law No. 178-FZ of 21.12.2001 “On Privatization of State and Municipal Property.”

Holders of five (5%) percent or more of the authorized capital or ordinary shares	Type of entity	Authorized capital, %	Ordinary shares, %
JSC Svyazinvestneftekhim	Owner	27.23239	29.07178

The Company hereby declares that it has no information indicating the existence of shareholdings in excess of five (5) percent, other than those referred to above, nor does it have information indicating the possible acquisition by certain shareholders of a degree of control disproportionate to their shareholding in the Company's authorized capital, whether by virtue of shareholders' agreements or otherwise.

There are no shares held by the Company.

The shares held by legal entities controlled by the Company represent 3.34% of the Company's authorized capital.



American Depositary Receipts

In December 1996, the Company issued American Depositary Receipts (ADRs), with each ADR representing the right to six (6) ordinary shares of the Company. Since 2021, Citibank, N.A., has been the depository bank for the ADR program of PJSC TATNEFT. The depository receipts of PJSC TATNEFT are listed on the London Stock Exchange.

Type of security	ADR
International Securities Identification Number (ISIN)	US8766292051
Amount (% of authorized capital)	8.50897
Depository	Citibank, N.A. / JSC CB Citibank
Stock Exchange ticker symbol	London Stock Exchange, ATAD

The amendments made in April 2022 by the Federal Law “On Amendments to the Federal Law “On Joint Stock Companies” and certain legislative acts of the Russian Federation No. 114-FZ dated 16.04.2022 introduced a ban on trading of securities of Russian issuers outside the Russian Federation without special permission.

The Government Commission granted PJSC TATNEFT permission to continue ADR trading outside the Russian Federation. This approval has enabled the extension of PJSC TATNEFT's ADR program with no time limit.

RATIO OF ADRS TO ORDINARY SHARES

as of 31.12.2021	as of 09.01.2023	as of 14.11.2024
93.5 million ADRs – 25.7% of ordinary shares	49 million ADRs – 13.5% of ordinary shares	33 million ADRs – 9.09% of ordinary shares

Bonds

In 2019, the Board of Directors approved the issuance of an exchange-traded bond program (Series 001P, Identification Number 4-00161-A-001P-02E) in the amount of up to 100 billion rubles. In January 2023, the Board of Directors approved amendments to the Exchange-Traded Bond Program (Series 001P, Identification Number 4-00161-A-001R-02E) to increase the program cap to 300 billion rubles. In June 2023, the program cap was further increased to 400 billion rubles.

The exchange-traded bonds of the BO-001R-01 series in the amount of 15 000 000 units with a par value of 1 000 000 rubles (State Registration Number of Issue 4B02-01-00161- A-001P, ISIN Code - RU000A1018K1) issued under the Exchange-traded Bonds Program (Series 001P, Identification Number 4-00161-A-001P-02E) were redeemed on 20.12.2022, due to the expiration of their circulation period.





Yield on Securities

Capitalization

GRI 2-6

The Moscow Exchange trades in the Company's ordinary and preferred shares, which are represented in the First Level Quotation List. These shares are included in the calculation base of key indices of the Russian stock market, reflecting high earnings yields.

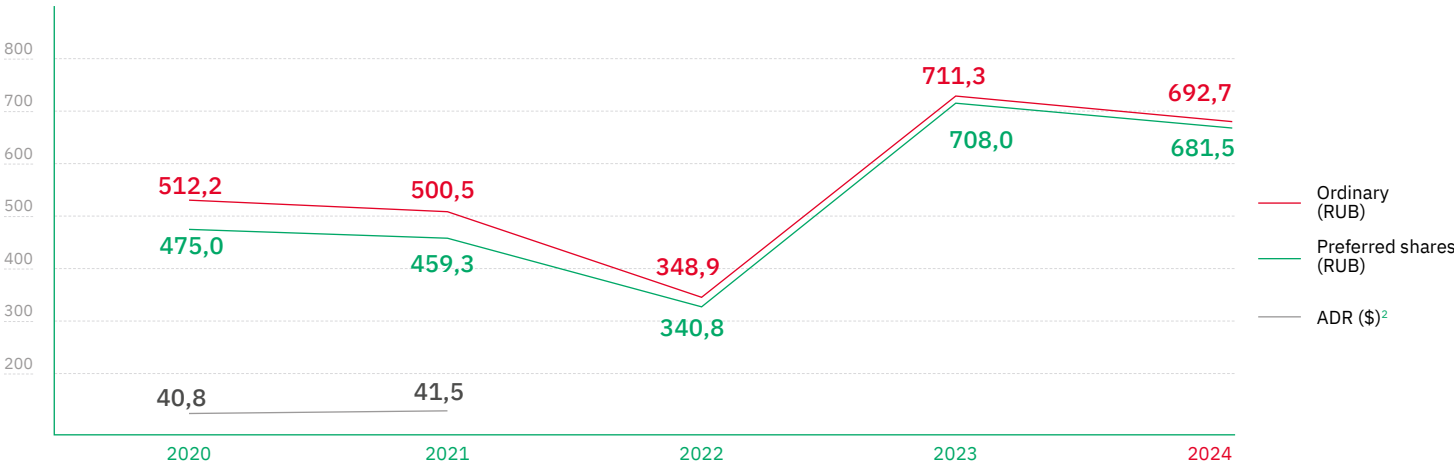
- RTS and MICEX indices
- Oil and Gas Indices

- Blue Chip Index
- RSPP Sustainability Vector Index
- RAEX ESG index
- Islamic Investment Index

Since 2021, the Company's shares have been trading on the PJSC “SPB Exchange” without being included in the quotation lists.

Capitalization	2020	2021	2022	2023	2024
bln rubles	1 185,9	1 158,2	810,4	1 654,1	1 609,7
bln dollars USA	16,1	15,7	11,3	18,3	15,8

→ VALUE OF SECURITIES¹



¹ Closing price on the last trading day of the year

² Since March 3, 2022, the London Stock Exchange has suspended admission to trading of PJSC TATNEFT's ADR.

Dividend policy

The Company adheres to a balanced dividend policy, recognizing dividends as one of the key indicators of investment attractiveness for its shareholders.

The Board of Directors determines the amount of dividends proposed to the general meeting of shareholders on the basis of an economically sound approach to the distribution of earnings and a balance between the short-term and long-term interests of



Dividend Policy:
<https://www.tatneft.ru/o-kompanii/docs>



History of dividend payments:
<https://www.tatneft.ru/dividends/history>

shareholders. The principles and conditions for making decisions on the payment of dividends are established by the Regulation “On the Dividend Policy of PJSC TATNEFT named after V.D. Shashin”.

“In determining the amount of dividends to be proposed to the general meeting of shareholders, the Board of Directors takes into account the amount of net profit and assumes that the amount of funds available for the payment of dividends will be at least 50% of the net profit determined in accordance with RAS or IFRS, whichever is the higher. In doing so, the Board of Directors takes into account the Company's commitments and investment program, working capital requirements and reserves necessary for production operations, and assumes that free cash generated after financing the investment program, meeting commitments and other needs of the Company can be distributed in the form of dividends. In addition to restrictions on the payment of dividends stipulated by law, the Board of Directors may decide to propose to the General Meeting of Shareholders not to pay dividends for the reporting period if such payment, in the opinion of the Board of Directors, including taking into account the financial and economic situation and its development prospects, may lead to a deterioration of the Company's financial position or its ability to finance the investment program and/or social commitments.”

Dividend per share, rubles	2020	2021	2022	2023	2024 ¹
Preferred	22,24	42,64	67,28	87,88	98,70
Ordinary	22,24	42,64	67,28	87,88	98,70

¹ The amount of dividends proposed by the Board of Directors for approval at the annual General Meeting of Shareholders

The Board of Directors proposes to the general meeting of shareholders of the Company to make a decision on payment of dividends on preferred and ordinary shares in the amount of 98,70 rubles, taking into account the previously paid dividends based on

the results of the six (6) and nine (9) months in the amount of 55 rubles 59 kopecks. Additional dividends as of year-end 2024 are estimated at 100 billion 282 million rubles, equivalent to 43 rubles 11 kopecks per share.

Dividends paid	2020	2021	2022	2023	2024 ¹
Amount of dividends, billion rubles	51,7	99,1	156,4	204,2	229,6
Dividend as a percentage of IFRS net profit*, %	50	50	55	71	75

¹ The amount of dividends proposed by the Board of Directors for approval at the annual General Meeting of Shareholders

According to the results for 2024, it is proposed to allocate 229 billion 596 million rubles for dividend payments, which is 75% of the net profit according to IFRS.

The company's strong cash flow allows it to reliably pay dividends without depleting its funding sources. This ensures sufficient liquidity to maintain its investment program, support ongoing operations, and fulfill existing obligations.

Shareholder and Investor Relations

GRI 2-29

The Company's highest priority in liaising with shareholders and the investment community is to establish an honest dialog between management and stakeholders to ensure that shareholders and investors are confident in the effectiveness of their investments.

The Company's relationship with shareholders and investors are based on ensuring that responsible managers and key employees of the Company are available to communicate with shareholders, investors, stock market analysts, and consultants of institutional investors to discuss the Company's development plans, performance, and progress towards achieving sustainable development goals.

Liaison process

The views of investors and analysts are communicated swiftly to key management personnel and considered in decision-making processes. The Company's Board of Directors and the Committee on Sustainability and Corporate Governance are kept informed about the company's efforts to liaise with investors.

During 2024, the analytical coverage of the Company's shares remained relatively stable, with nine investment institutions evaluating the shares of PJSC TATNEFT named after V.D. Shashin at the end of the year.

The primary concerns of interested investors pertained to the company's operational and financial performance, the impact of changes in the group's structure, the implementation of

investment and dividend policies, and the taxation of the industry.

In 2024, the liaison was carried out in consideration of external factors related to restrictive measures, absence of organized trading in the company's securities outside the Russian Federation, and restrictions on operations by foreign depositories with securities of Russian issuers. Additionally, restrictions on the access of investors from unfriendly countries to trading on Russian stock exchanges persisted. In these circumstances, the liaison was primarily with Russian investors and analysts from Russian investment companies. At the same time, relations with foreign investors were episodic and related to the possibility of conversion of depositary receipts and receipt of dividends, subject to current restrictions.

Results in figures > **1 000** inquiries During 2024, over 1 000 inquiries from investors and analysts were received.

Inquiry categories	2022	2023	2024
Financial performance	15	35	26
use of capital (investments, dividends, etc.)	10	20	16
strategy and impact of changes in the Group	12	15	12
Operational results	10	15	15
Sustainable Development	8	10	6
ADR conversion, receipt of dividends by non-residents	45	5	25

> **4 000** inquiries In 2024, the Company received over four (4) thousand inquiries from shareholders.

Inquiry category, qty.	2022	2023	2024
Personal data update	142	228	237
Registration of inheritance rights	149	185	168
Share sale, buyback	58	69	81
Dividend payment	2 313	3 196	3 192
tax information	79	93	79
Holding of shareholders' meetings	147	267	184
Notary's and court's requests	74	81	55
Other issues	65	141	73



Regulations on the Provision of Information to Shareholders of PJSC TATNEFT named after V. D. Shashin



https://www.tatneft.ru/



Registrar's website https://www.earc.ru/



Shareholder's personal account https://lk.earc.ru

Liaison Principles

- Ensure equal treatment and respect for the rights and interests of all shareholders of the Company, regardless of the number of shares held
- Improve existing mechanisms and develop new ones to enhance the efficiency and quality of relations with shareholders.
- Identify and resolve general and specific issues related to the exercise of shareholders' rights
- Take the necessary actions when there is a conflict between governing bodies and shareholders, or between shareholders when the conflict affects the interests of the corporation.

Communication means

Communication channels for shareholders and investors:

- Email address for sending electronic requests: ir@tatneft.tatar
- Investor Relations Service:
- +7 (8553) 37-37-41

Shareholder Relations Service:

- +7 (8553) 37-37-39
- +7 (8553) 37-60-27
- +7 (8553) 37-39-27

24-hour Hotline:

- +7 800 100 4 112

Postal address for receiving written inquiries:

- 75 Lenin St., Almetьевsk, Republic of Tatarstan, 423450, Russian Federation

The Company's official website posts the following:

- • Press releases
- • Financial statements
- • Issuer's reporting
- • Corporate action announcements
- • Materials for shareholders' meetings

Direct communication with investors and analysts is carried out in the format of videoconferences and teleconferences, and personal meetings are held as needed. The Company has organized a process to promptly prepare oral and written responses to inquiries from investors and analysts in various areas of activity. In cases where the Company determines that the provision of targeted information may have an impact on the value of securities, the Company makes a public disclosure.

Registrar

The Company employs a professional registrar to maintain records of rights to shares in order to ensure reliable and secure methods of recording share rights.

The organization that maintains records of the rights to issue-grade securities of PJSC TATNEFT is the Eurasian Registrar Limited Liability Company, a professional entity that has been operating in the Russian securities market as a specialized registrar for over twenty (20) years.

The registrar is one of the top 12 largest registrars in Russia. It maintains registers of about 500 issuers, including the largest companies and holdings. Service centers for shareholders are operated in two (2) regions of Russia. These are the regions with the largest presence of the Company's shareholders.

The Registrar is a member of the National association of securities market participants (NAUFOR), a Russian financial market self-regulating nonprofit organization.

A high degree of reliability and security of electronic database management is ensured by the use of the Zenit registry management system, which is certified by SRO PARTAD. The Registrar's software and hardware capabilities allow it to service over one million personal accounts of holders of equity securities.

Guarantees are provided to clients in accordance with Ingosstrakh's comprehensive insurance policy, which offers compensation for property damage arising from the Registrar's activities.

The Company and the Registrar regularly communicate with shareholders to update their information on the PJSC TATNEFT shareholder questionnaire. The Company also takes actions to search for “sleeping” shareholders, as well as heirs of shareholders.

Registrar's Details

Registered office address: 10, Mira st., Almetьевsk, 423450, Republic of Tatarstan.
Phones: (8553) 22-08-40, 30-61-18, 22-14-19
Email: office-alm@earc.ru

Value chain

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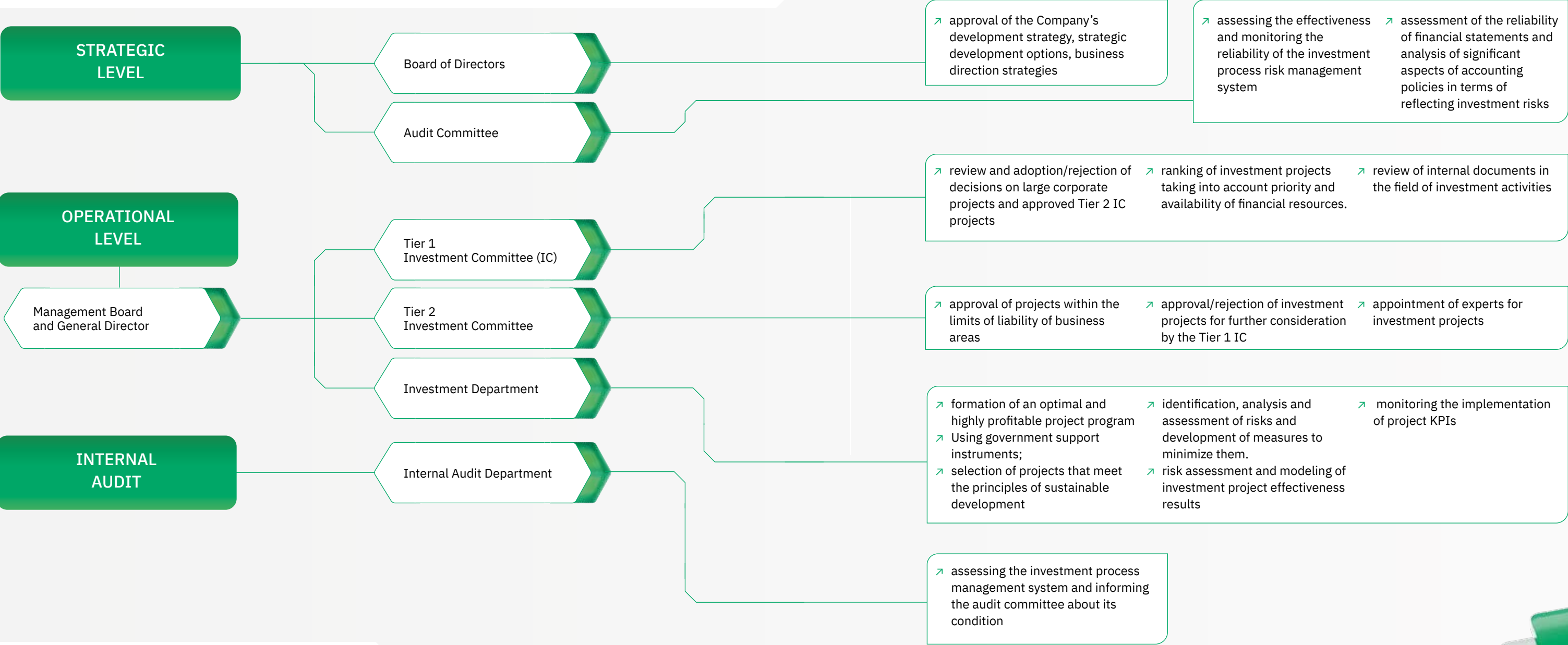
Investment Policy

The progressive and sustainable growth of the Company's value is ensured by investing in efficient and competitive projects. The Company's investment policy is aimed at achieving strategic goals. The key investment priority is to increase investment and operational efficiency, providing technological solutions aimed

at minimizing the adverse impact on the environment and assessing the social impacts of the investment projects. The Company maintains a balance of investments in strategic projects in key business segments, which corresponds to the achievement of strategic and operational business goals.



Management System





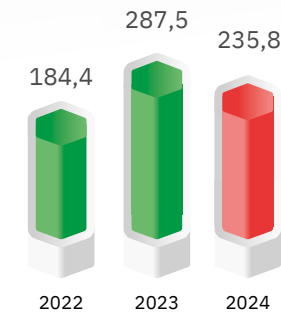
Implementation of the Investment Program

The Company’s investment activities in 2024 were carried out based on the search for alternative manufacturers under conditions of an unstable geopolitical situation and established restrictions on oil production and elaboration of technical and commercial proposals with potential equipment suppliers in the area of import substitution.

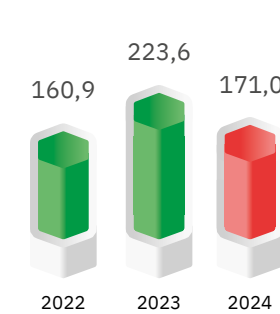
As part of the Strategy 2030 for Enhancement of the Company Value, business plans for 2025 were formed with an increase in the investment component by 25%. Development of oil exploration and production, oil and gas refining and petrochemical industry, and biotechnology projects remain priority areas of investment. Projects are ranked on an ongoing basis, taking into account efficiency, availability of own funds and the possibility of attracting both government subsidies and borrowed funds.

Since 2020, the changes in greenhouse gas emissions have been calculated for investment projects considering Scope 1, Scope 2 and Scope 3 assessments. Information on changes in carbon footprint is included in the standard investment project passport

INVESTMENT | RUB billion



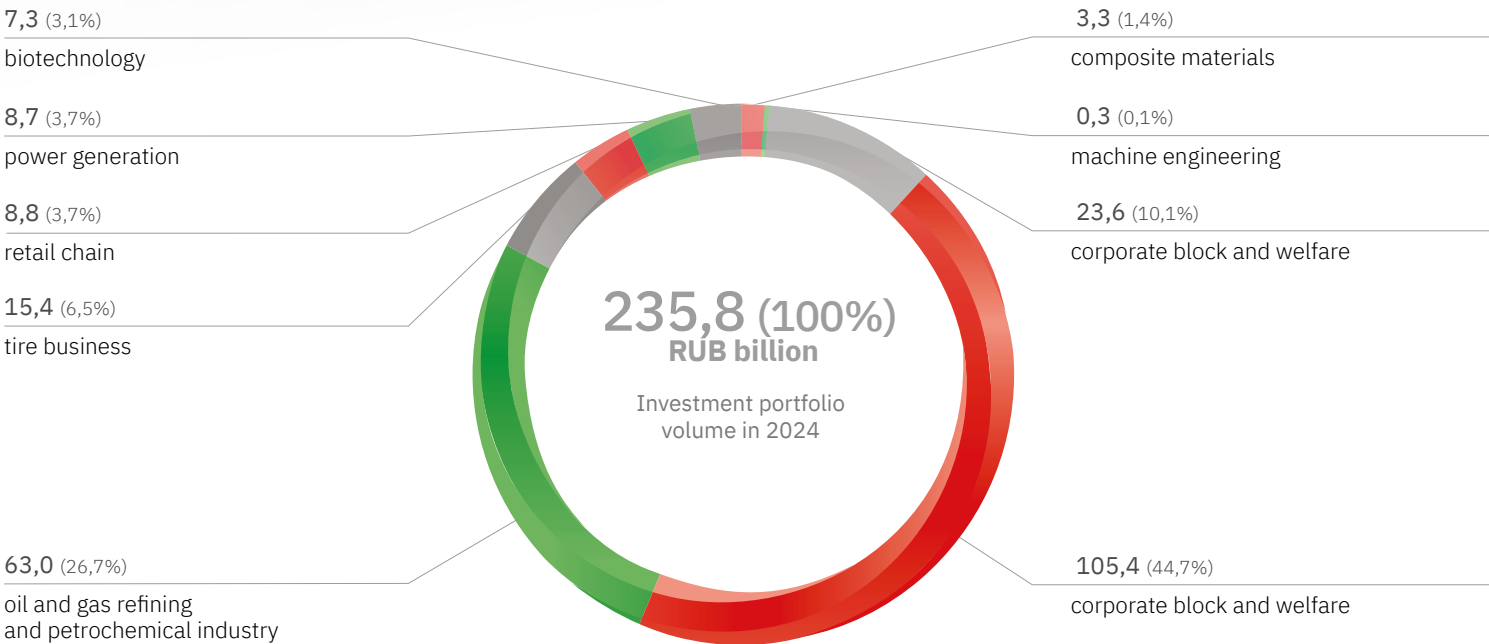
CAPEX | RUB billion



The 18% decrease in investment compared to 2023 is due to the completion of the asset acquisition cycle and the reduction of capital investment in oil production projects, caused by the OPEC+ restrictions in effect in 2024.



INVESTMENT PORTFOLIO STRUCTURE | RUB billion

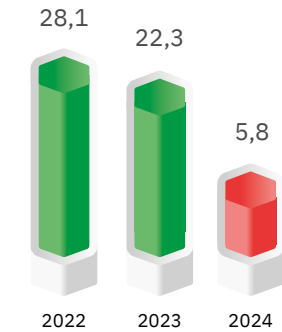


Accounting for Changes

SASB EM-EP-420a.4

Due to changes in the macroeconomic situation, the effectiveness of investment projects may not reach target values, which entails a decrease in the value of assets and must be reflected in the financial statements. To reconcile the carrying amounts of assets to their recoverable amount, the Consolidated Financial Statements and Management’s Discussion of Financial Conditions and Results of Operations (MD&A) include amounts and explanations for exceptional items, including impairment of assets linked production of super viscous oil, exploration assets, social assets, for which it is not expected to generate future economic benefits as well as other assets.

EXCEPTIONAL ITEMS (RESERVES) | RUB billion





Fund Raising

The Company’s activities are based on the efficient use of financial resources to support production and investment activities. The Company takes a conservative approach to the loan structuring

with the focus on minimizing risks and benefiting from favorable financial leverage.



Principle

The main criteria for selecting long-term credit instruments are as follows: the expected credit amount, lending term, and target orientation. In the case of raising long-term loans directed to the investment program financing, attention is paid to the compliance of the loan commercial terms with the basic investment parameters of a particular project. A high priority is given to the possibility of structuring loans with the repayments to be made out of additional cash flows generated from the implementation of new investment projects.

Tools

Due to the good credit history, high credit ratings, and the lack of debt, the Group has access to various debt financing instruments, such as short-term revolving credit facilities, bilateral loans, syndicated loans, subsidized loans, and exchange-traded bonds. The Company regularly monitors the main factors of impact on the debt capital market and, as appropriate, strives to take measures to manage market risks, including those related to interest rate changes.

There is no debt portfolio of the TATNEFT Group as of the end of 2024.

Centralization

In order to increase the effectiveness of the Group’s financial management, improve the efficiency, quality, controllability and stability of service business functions, a project is being implemented to develop the centralized treasury of the TATNEFT Group covering 70 controlled entities (53%).

For the purpose of efficient intra-group use of funds, a mechanism for optimizing settlements has been implemented through the Corporate Center for Settlement of Mutual Claims. In 2024, the volume of payments through a single center amounted to RUB 440.8 billion (+RUB 9.6 billion).

Using the most effective tools for placing free cash, the Company gained income of more than RUB 11.9 billion.

Control

To increase the efficiency of using working capital, the organizations of the TATNEFT Group carry out the following in a centralized manner:

- formation of target values of receivables and payables
- optimization of receivables and payables
- control over the implementation of financial discipline

Monthly monitoring of performance for indicators of turnover of receivables and payables by business area, factor analysis of changes in these components of working capital, development of compensatory measures are carried out.

The Company has fulfilled all of its payment obligations regarding supplied work, services or products, taxes and payments to extra-budgetary funds, in a timely manner and in full.



Innovative activities

GRI 3-3, 416-1 RF SRS 4.2, 4.10

The innovation strategy of TATNEFT is intended to bring its technology portfolio up to date, thereby ensuring the sustainable development across all areas of the Company’s operations and leveraging synergies in related industries to achieve progressive results. The Company has extensive research and development experience. A systematic approach to developing technologies enables the TATNEFT Group to increase the potential for innovative growth across all businesses.

Management system

The innovation management system encompasses all key levels of management



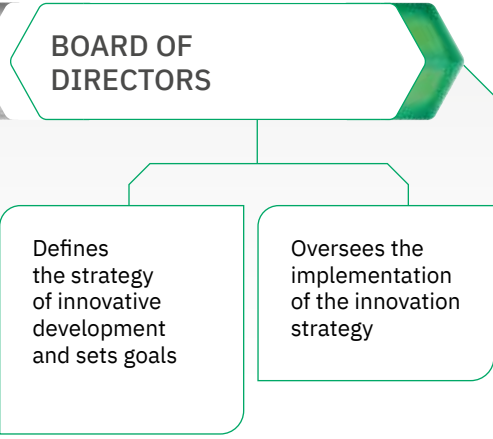
Focus of innovation activity

- TECHNOLOGICAL SOVEREIGNTY
- CLIMATE IMPACT REDUCTION
- DEVELOPMENT OF INTERNAL INTEGRATION AND SYNERGIES
- GROWTH OF INTERNAL AND SOCIAL EFFICIENCY

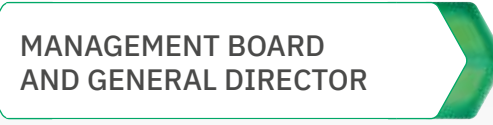
THE FOLLOWING DOCUMENTS SERVE AS THE REGULATORY FRAMEWORK FOR INNOVATION MANAGEMENT PROCESSES:

- Regulations on innovation activities in the TATNEFT Group
- Standard for the arrangement of the system of material incentives for scientific and technical activities

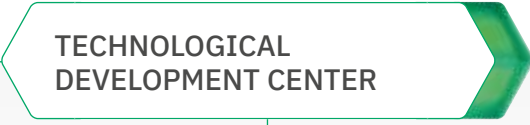
→ STRATEGIC LEVEL



→ OPERATIONAL LEVEL



- Reviews initiatives and making key decisions related to the innovation and technological development strategy
- Approves of innovative programs, allocation of financial and other resources



- Provides general management, organization of planning, implementation and replication of the results of innovation activities
- Coordinates innovation processes
- Cooperates with scientific research centers and institutes

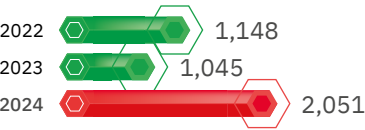


- Develop technologies and software suites
- Carry out R&D and optimize technological processes
- Provide engineering services

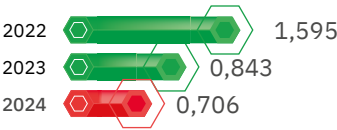


INVESTMENTS IN INNOVATION ACTIVITIES | BILLION RUBLES

Research and Development



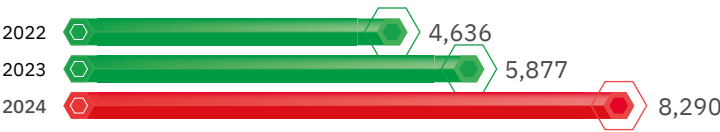
Pilot Operations



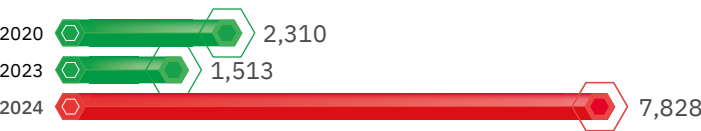
Sci-tech services



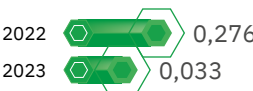
Implementation and scaling of developed technologies and equipment



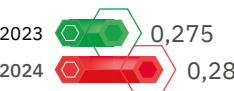
Construction and modernization of research and educational facilities



Other (front end engineering design, etc.)



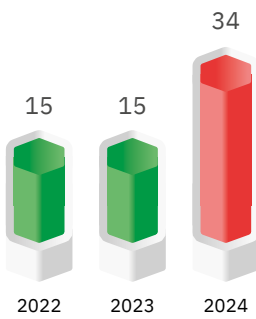
Technological sovereignty



TOTAL:



SPECIFIC EMV | SPECIFIC EMV, RUBLES OF IMPLEMENTATION PROJECT PER RUBLE INVESTED IN R&D, RUB. /RUB.



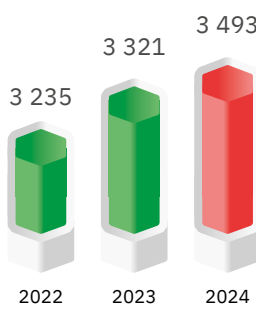
In 2024, the performance indicator for investment in innovation was 34, up 19 points from the previous year, demonstrating the high economic efficiency of the projects being implemented.

The active innovation policy of the Company has made it possible to obtain co-financing of projects from the government in the amount of about 264 million rubles.

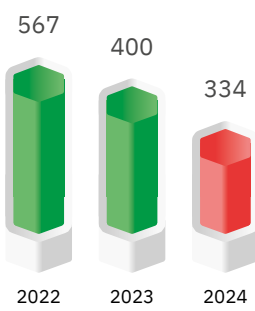
All projects developed by the Company are evaluated in terms of ESG risks and contribution to a sustainable energy future. Current developments include an innovative technology to capture and concentrate CO2 from process gases using amine solutions and vortex apparatuses, which will reduce specific Scope 1 emissions by 3.5 million tonnes of CO2.

Intellectual Property

VALID RESULTS OF INTELLECTUAL ACTIVITY



PATENTS AND TITLE OF PROTECTION OF RESULTS OF INTELLECTUAL ACTIVITY



The Company's innovation activities help unlock potential, focus resources on priority areas, and ensure effective interaction among all participants in the process. Important aspects are the involvement of employees in the innovation process, the development of their skills and the fostering of their interest, as well as the continuous improvement of the innovation management system through monitoring and evaluation of the results. The results of the corporate funnel of ideas for improving technological and organizational processes indicate that more than seven (7) thousand ideas were collected from the Company's employees, of which more than five (5) thousand were evaluated by experts and deemed promising. Approximately 340 of these ideas were implemented as part of the Best Practices in 2024.

> 7 K ideas were collected from the Company's employees

> 5 K ideas were evaluated by experts and deemed promising

TATNEFT GROUP IS ONE OF RUSSIA'S LEADING COMPANIES IN THE FIELD OF INVENTION. ITS EMPLOYEES ARE OFTEN RECOGNIZED FOR THEIR ACHIEVEMENTS IN THIS AREA, AS EVIDENCED BY THEIR FREQUENT WINS IN VARIOUS COMPETITIONS:

All-Russian Competition "100 Best Goods of Russia"	11 laureates, 21 diploma winners, 11 titles of "Quality Excellence"
Youth Award "Hope of Russia"	1 laureate
XXV All-Russian Competition "Engineer of the Year – 2024"	5 laureates, 6 titles of "Professional Engineer"
Competition "Young innovator and inventor of the Republic of Tatarstan"	12 winners, 9 laureates
Competitions of the Republic of Tatarstan – Outstanding Inventor, Best Young Scientist, Engineer of the Year	15 winners

Research Cluster Structure

The Company has demonstrated a strong commitment to fostering internal corporate collaborations among research, engineering, marketing, and production units. The development of such an ecosystem facilitates the implementation of sophisticated technological solutions that utilize the intellectual and production resources of composite, machine-building, digital, and biotechnological clusters, among others. Implementing new technologies has generated additional cash inflows by deploying integrated technological advances and IT solutions.

The Company has built a robust science and technology base to develop and implement cutting-edge solutions, many of which are unique in the industry and technology provider market. The Company’s R&D Centers are dedicated to conducting research in a wide variety of areas related to innovation.

8 R&D Centers providing

350 technology challenges

> 2 600 with a staff of researchers



TATNIPINEFT INSTITUTE

Technologies for prospecting, exploration, development of oil fields, drilling and workover of wells, crude oil production and treatment, protection of oil field equipment against corrosion, design and engineering of oil field surface facilities, industrial and civil engineering.



"NTC TATNEFT"

The researches are carried out with a focus on the core business lines and the diversification of the Group’s activities within the ecosystem of the Skolkovo Innovation Center. The center’s primary area of expertise encompasses enhanced oil recovery, extraction of metals from associated produced water, production of ultra-viscous oils, biotechnological methods for production of industrially valuable products, and digital solutions for oil and gas processing.



NTC "TOLYATTIKAUCHUK"

Development and optimization of organic synthesis processes, synthesis of rubbers and polymers and catalysts for their production, with unique competencies in chemistry and technology of production of organic synthesis products.



TATNIINEFTEMASH

R&D in oilfield engineering, production of a range of laboratory benches for evaluating the thermal efficiency of equipment, and production of unique oilfield equipment.



VOLGA RESEARCH INSTITUTE OF CRUDE HYDROCARBONS (VNIUS)

Technologies for hydrocarbon feedstock processing and organic sulfur chemistry, processes for the treatment of crude oil, gas, petroleum products and wastewater from sulfur compounds, production of catalysts for crude oil desulfurization, development of oil treatment and gas fractionation technologies.



INCO-TEK

Project support for the construction of crude oil refining and petrochemical facilities (construction support in the front-end engineering design phases, obtaining connection specifications, developing transportation solutions, passing governmental expert reviews and safety audits)



NTC AUTOMATION, MEASUREMENT, ENGINEERING LLC

Supply of instrumentation, equipment and software suites, as well as engineering services in production automation



NEFTEKHIMPROEKT

Design and engineering of oil industry facilities (development of infrastructure and surface facilities at oil and gas fields, reservoir pressure maintenance systems, oil sludge processing and disposal facilities, crude oil custody transfer points and storage facilities).

Partnership with scientific industry centers and technology centers

The innovation strategy is implemented in cooperation with various scientific, technological, and engineering centers, making it possible to integrate production tasks and large-scale experience with innovative scientific potential in all areas of activity.

The synergy effect is achieved through the use of integrated technological developments and IT solutions.

The Company's partner network covers a wide range of external providers of innovative services including more than 200 Russian and republican universities, research centers and technology companies. The infrastructure for attracting scientific and engineering personnel to carry out innovative technological projects and for commercializing the results of the institutes' R&D work has been further developed. Collaborative innovation activities for the development of innovative products of industry significance are the basis for the improvement of the efficiency and sustainability of production processes.

> **200** institutions
Partner Network

156 research studies
conducted in corporate and partner research centers

98 technology solutions
being tested

31 innovative projects
to be replicated

10 new technologies and types
9 of equipment and services
transferred for commercial deployment

AREAS OF ENGAGEMENT WITH RESEARCH INSTITUTES:

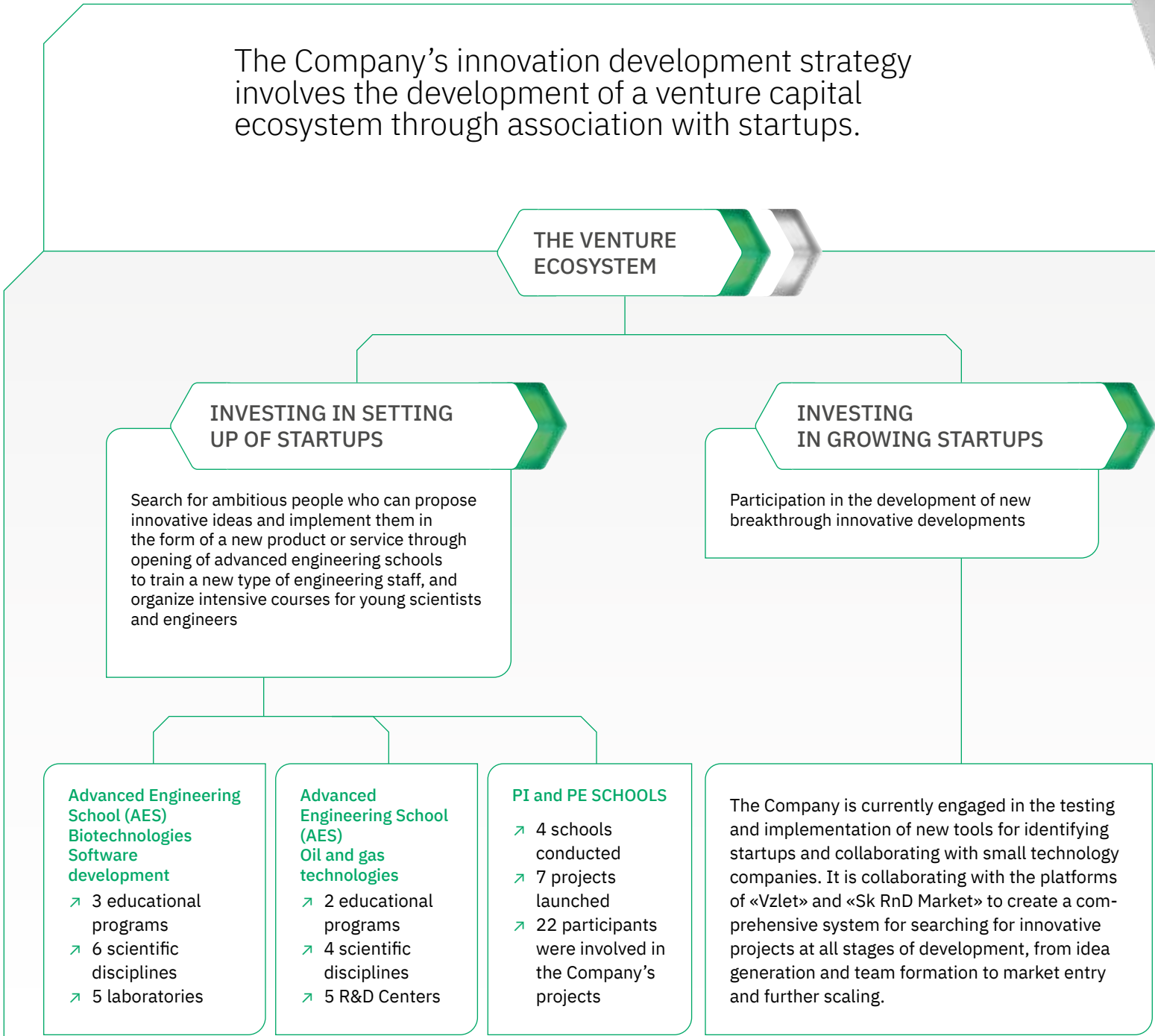
- Creation of a scientific-educational technological cluster as part of the Biotechnology business segment
- Creation of a scientific school followed by a research and production association for the development, testing and implementation of sorption systems
- Development of autonomous ground robotics for industrial facilities

ENGAGEMENT WITH INSTITUTIONS OF HIGHER EDUCATION:

- 136 projects with a total value of 1 190 million were initiated in 2024. The engagement is committed to strengthening the link between academic research and industry and to developing a skilled workforce that is adept at addressing the contemporary challenges in the oil and gas sector.

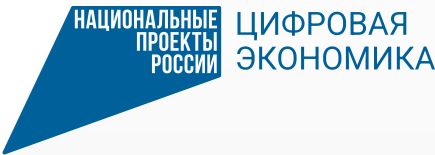
Venture capital investments

The Company's innovation development strategy involves the development of a venture capital ecosystem through association with startups.





The federal projects "Artificial Intelligence" and "Digital Technologies" of the national program "Digital Economy of the Russian Federation" included the following projects:



INTEGRATED VISUAL ANALYTICS PLATFORM (IVAP)

Results of the project implementation:

The implementation of the IVAP prototype made it possible to develop procedures for identifying and registering the facts of work carried out without personal protective equipment and coveralls, oil spills and on the surface of the ground, detecting illegal construction in protected areas, counting the number and area of seedlings planted and the percentage of rooting.

INTEGRATED DIGITAL PLATFORM FOR GEOLOGICAL AND TECHNOLOGICAL MONITORING OF OIL AND GAS FIELD DEVELOPMENT

The developed Integrated Digital Platform has been demonstrated to effectively solve the tasks of tracking, management, optimization, and analysis of the performed procedures throughout the entire cycle of geophysical well surveys (production logging tests). The platform has also been shown to facilitate the automation of routine processes and ensure the self-learning of information systems.



→ SDG 9 ACHIEVEMENTS

		Baseline Year Indicator	Goal Implementation Results				Target Year Indicator
SDG 9 TARGETS		2021	2022	2023	2024		2030
➤ 15% increase in return on investment in innovation by 2025	Efficiency of the portfolio of projects aimed at increasing the index of sustainable use of the subsoil, RUB EMV/rub of costs	167,5	196,2	98,7	105,7		192,6
➤ Doubling the amount of the government support for projects by 2025	Obtaining the government support for the implementation of infrastructure and innovation projects, rubles mln	126	169,5	399,4	264,3		252
➤ Ensuring a high scientific level of innovation activity	1. The number of applications for new intellectual property titles of protection, pcs.	300	598	245	237		200
	2. The share of the protected items of intellectual property used as a percentage of the total number of titles of protection, %.	44	52	55	57		58,5
		2022					
➤ Filling the portfolio with innovative projects to reduce the carbon footprint by 20%	Expected reduction and utilization of CO ₂ (Scope 1) from innovations, Ktonnes of CO ₂ -eq	400	1 020	852	3 481		5 900



Supply Chain

SDG 9, 12, 13 GRI 407-1 RF SRS 3.6

Development Strategy

The supply chain strategy development is focused on improving our business sustainability through managing a full and connected supply cycle (a supply chain) and using the Company’s funds efficiently. The Company is committed to a supply chain based on the principles of equal opportunities, excluding discrimination in any form, full transparency in decision-making, competitive advantages, and assessment of compliance with the priorities and principles of sustainable development adopted by the Company, including the goals of reducing the carbon footprint. The Company conducts a regular analysis of supply chains to avoid conflict and violation of the rights and legitimate interests of other parties.

The Company constantly improves its supply chain mechanism and interacts with its suppliers, contractors, consumers, and customers to increase the transparency and sustainability of their activities, while expecting them to implement the fundamental principles of sustainable development in their operations.

The supply chain management strategy’s contribution to the Company’s value growth will reach RUB 9.3 billion by 2025.

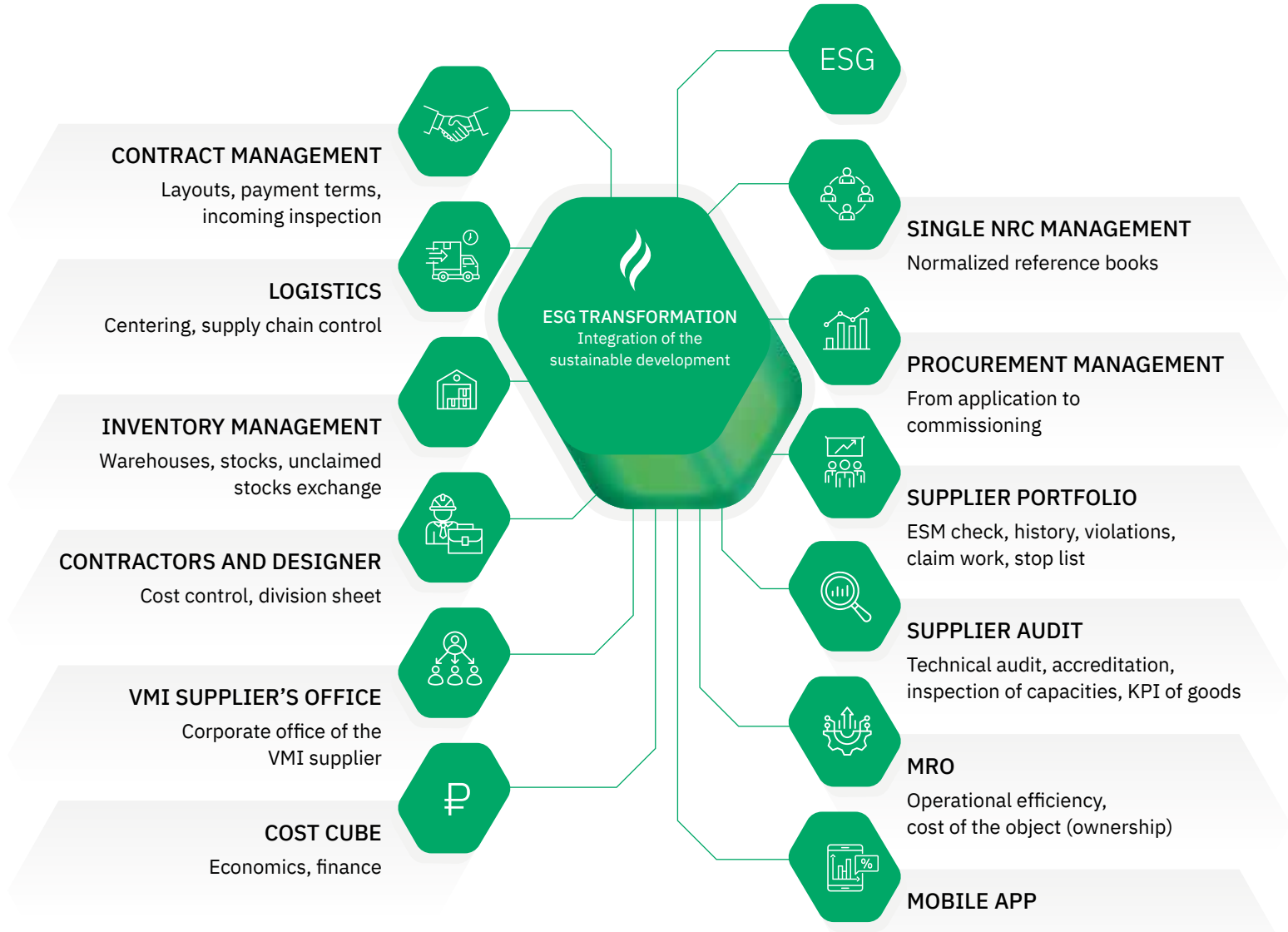
Key objectives:

- **SETTING UP SUSTAINABLE AND OPEN SUPPLY CHAINS;**
- **ACHIEVING SOVEREIGNTY IN TECHNOLOGY;**
- **EFFECTIVE CURRENT ASSET MANAGEMENT.**

Management System

Strategic level	Board of Directors	➤ approving the logistics support and logistics services development strategy
	Sustainability and Corporate Governance Committee	➤ approving the goals for the ESG transformation by the business function
	Audit Committee	➤ assessment and development of the procurement risk management system
Operational level	Management Board and General Director	
	Deputy General Director for Logistics and Technical Development	➤ design of business strategies for the supply chain management function development ➤ setting up the logistics and procurement system’s functioning
	Heads of services by functional areas:	➤ timely provision of inventories
	Inventory procurement and warehouse logistics management	➤ warehouse stocks management ➤ direct manufacturer interactions ➤ charting the best supply routes
	Technical policy management	➤ developing sustainability in counterparties and responsibilities
Internal Audit	Department of Internal Audit and Internal Control Services	➤ autarky within Russia, independence from imports in procurement
		➤ improving stock management efficiency ➤ organizational structure’s alignment with the strategic goals
Feedback	Suppliers, contractors and internal customers	➤ independent assessment of the reliability and effectiveness of the risk management system in the area of supply chain management
		➤ procurement procedure inspections ➤ internal customer satisfaction analysis ➤ receiving feedback through dedicated channels or via the “Hotline”

Logistics ecosystem



Efficiency of TATNEFT Group procurement is improved by centralizing business processes in inventory management, procurement competitiveness expansion, synchronizing approaches to supplier management, replicating best practices, and handling losses. In doing so, the main effect achievement effort is focused on improving process effectiveness through setting up alternative supply sources. The Company also adheres to consistent approaches to supplier management and sustainability of its commitments. The transfer of logistics processes to the domestic information system has been completed.

- **ALL BUSINESS FUNCTIONS WHICH REQUIRE PROCUREMENT IN THE AMOUNT OF RUB 100 BILLION OR MORE ARE COVERED BY THE CENTRALIZATION PERIMETER.**
- **“PROJECT OF THE YEAR 2024” OF THE GLOBAL CIO COMPETITION AS THE BEST FUEL AND ENERGY SECTOR IMPORT SUBSTITUTION SOLUTION: “TRANSFER OF LOGISTICS MANAGEMENT PROCESSES TO 1C IN PJSC TATNEFT”.**

Responsible Interaction

GRI 308-1, 414-1, 407-1

Building a responsible supply chain plays an important role in achieving sustainable development goals, so the Company develops responsible procurement practices by working with responsible and reliable suppliers who comply with legislation and responsible business practices.

The Company makes all its suppliers, contractors, business partners, and other stakeholders aware of its Human Rights Policy. When signing a contract, a counterparty voluntarily embraces the PJSC TATNEFT partner ethics principles.



The Company upholds a policy of interaction with its partners, suppliers, contractors, and subcontractors complying with the principles of mandatory respect for human rights throughout the entire supply chain. This means that the Company strictly adheres to fundamental international human rights principles and norms in all its business relations, to be endorsed by all the parties involved in any business processes. The Company does not use forced labor, bonded labor, human trafficking, child labor in its supply chain and also opposes any form of discrimination, cruel, inhumane, and degrading treatment and sexual violence.

The Company expects its business partners and counterparties to adhere to these principles and commits to use and improve special mechanisms to prevent any violations in any areas of the Company's activities and obliges its suppliers, contractors, subcontractors, and other counterparties to prevent human rights violations in their activities and their supply chains. To prevent any adverse effects on human rights, the Company ensures an array of measures to assess the actual and potential human rights impact.

To identify reliable counterparties, a multi-stage control system is used to ensure compliance with the requirements applied in the Company:

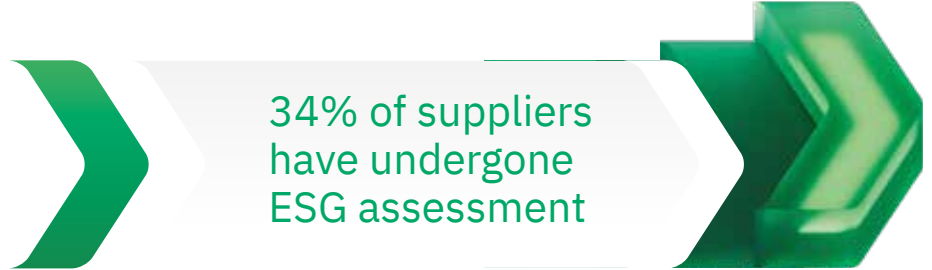
1. ESG Assessment of Counterparties

RF SRS 4.8

10 criteria in the “Environment” category, including the availability of a system for accounting for greenhouse gas emissions, environmental policy.

9 criteria in the “Social Responsibility” category, including obligations to comply with labor protection and industrial safety rules, information on staff turnover, and financing of social programs.

7 criteria in the “Corporate Governance” category, including information on the risk management system and anti-corruption.



3 criteria in the “Sustainable Development” category, including information on the sustainable development policy, as well as compliance with the counterparty employees' rights in the field of occupational health, industrial safety, and environmental protection, including its observance of human rights.

Reviews of potential winners involve their ESG accreditation, with ESG ratings assigned. Counterparty ESG review motivates entities to improve/maintain their rating in order to achieve extra competitive advantages.



2. Compliance Checks

Counterparties undergo a compliance check procedure to confirm that they are capable of fulfilling their obligations in high quality and timely, including requirements for experience in similar work, suitable technical means, specification and certification of products, required permits provided for by the legislation of the Russian Federation. All requirements to participants are uniform. The Company works on integrating its procurement procedure system with a specialized organization that would verify counterparty statuses.

3. Technical Audit

If the potential winner of the procurement has no relevant experience, a technical audit is carried out within Tatneft Group including a check of available sufficient technical, material, and labor resources, along with an assessment of the entity's ability to perform the proposed scope of work or render high quality services and timely.

4. Due Diligence

In accordance with the principle of due diligence, a counterparty's background check is performed in accordance with the regulations that determine the level of risk associated with signing a contract with that particular party as well as throughout the contract performance period.



Improving the Quality of Interaction in the Supply Chain

The market participant interaction process is constantly being modernized. Centralized online meetings are held with participants of tender procedures for public discussion of technical requirements and conditions for the subject of procurement.

Feedback

Procurement procedure participants can provide feedback on the Company’s actions by contacting the Hotline via telephone, e-mail, or a special electronic trading platform module. All incoming questions are promptly processed, reasonable responses are sent to the authors of the questions.

Development of Business Ethics

To foster the processes of interaction with the Contractor at the procurement stage, as well as for faster adaptation and more efficient cooperation when working with the TATNEFT Group, the Contractor’s Book has been developed, which contains:

- missions and goals
- basic principles and key values
- rules for procurement procedures
- interaction procedure
- corporate rules

Increasing Responsibility across the Supply Chain

The Company imposes fines for breaking the delivery deadlines or inadequate quality of delivered goods, completed works, services, penalties in the field of industrial safety, labor protection, and environmental protection. This information is publicly available, and potential participants are made aware thereof at the Company procurement procedures participation stage.

In 2024, the Company held a Supplier Day in the format of brief negotiations with the Company’s specialists, which was attended by 156 companies. The pitch sessions took place at four themed tables. The event will provide an opportunity to expand the competitive environment and optimize costs.

Rational Consumption

The Company develops electronic document flow with its contractors. 96% of contracts, specifications, primary accounting documents are formed and signed using an electronic document flow system.

Freedom of Association

The Company builds its activities based on compliance with freedom of association and collective bargaining principles. The Company is not aware of any counterparties which may violate or bear a significant risk of violation of these rights.

Strategic Partnership

The Company builds strategic partnerships with counterparties, enabling long-term planning of production needs. The strategic partnership mechanism involves the transition to long-term contracts. The major part of contracts upon procurement are concluded for a long-term period (63%).

Procurement Procedure

RF SRS 4.6

Organizing and conducting procurement procedures as well as reviewing and approving their results in the TATNEFT Group follow uniform rules and approved internal documents:

- Goods Procurement Standard;
- Works, Services Procurement Standard;
- Goods, works, and services supplier verification; standard following the criteria of economic security;
- Contractor Work Corporate Standard;
- Standard for working with accounts receivable and accounts payable;
- Regulation on compliance with anti-corruption rules and regulations in the process of fulfilling contractual obligations;
- Goods, works and services supplier verification standard following the criteria of economic security.

To ensure the security, the Company has implemented the following measures:

- has a comprehensive technical control system in place that includes an access control system, video surveillance, recording of conversations of employees of the trading and procurement platform made via office phones;
- prevented any uncontrolled online access for software developers of the trading and procurement platform;
- developed a methodology for analyzing electronic traces to identify bidders’ collusion;
- contractor review and contract due diligence are performed in order to ensure business integrity, with the anti-corruption clause incorporated in all contracts;
- a register of negative history of relationships with counterparties is being maintained. Counterparties that have committed serious violations are included in the “stop lists” and are subsequently not allowed to participate in tender procedures.

Company’s trading and procurement platforms



Federal electronic trading platform B2B-Center
<https://www.b2b-center.ru/>



Trading and procurement platform of PJSC TATNEFT
<https://etp.tatneft.ru/>



A procurement organizer may decide to quote the supply between two or more counterparties, if the volume of the lot is divisible, and it is economically feasible. With this mechanism, the Company ensures competitiveness and diversifies risks, forms alternative supply channels, ensuring stability and continuity of the production process.

100% procurement in 2022-2024 accounted for Russian goods and services



Number of Procurement

In 2024, 9.3 thousand electronic procedures were conducted on the Company’s trading and procurement platform for a total amount of about RUB 75 billion.

Over 69 thousand suppliers are registered in the trading and procurement platform system, of which more than 7 thousand were registered in 2024.

The number of licensed suppliers grew by 756 in 2024.

“Alabuga-2.Petrochemistry” Company project to support small and medium enterprises.

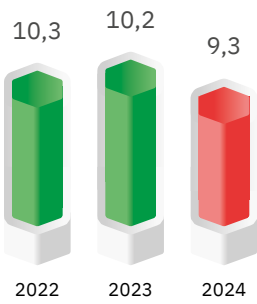
The primary objective of the project is to create the necessary conditions (infrastructure) and new jobs to improve the socio-economic development of the districts.

The industrial park started operating in 2017 and is located in Nizhnekamsk, Almetyevsk, Leninogorsk districts of the South-East of the Republic of Tatarstan on an area of more than 600 hectares.

Residents and tenants of industrial parks operate in various areas, receiving benefits and grants from the Company and the state.

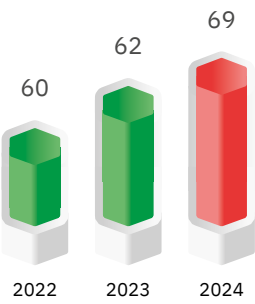
A project has been implemented wherein the Company acts as a procurement organizer for controlled organizations that procure from entities subject to Federal Law 223-FZ On Procurement of Goods, Works, Services by Certain Types of Legal Entities dated 18.07.2011.

NUMBER OF PROCUREMENT PROCEDURES | THOUSAND

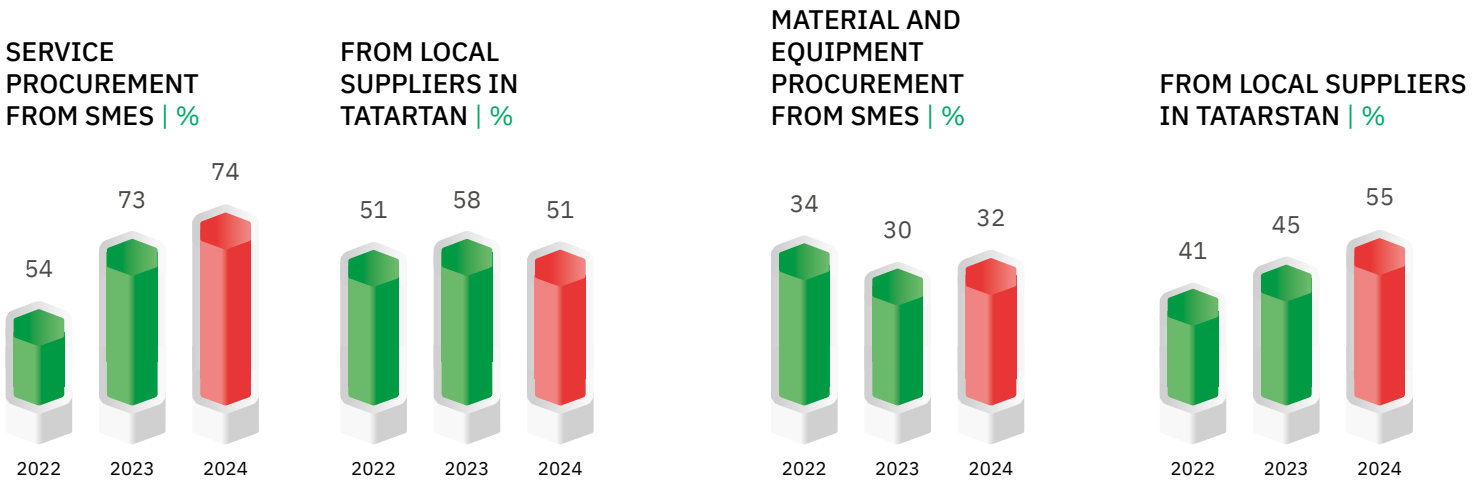


The decrease in the number of procurement procedures in 2024 is due to an increase in the share of long-term supply contracts, as well as a decrease in oil production under the OPEC+ agreement.

NUMBER OF REGISTERED SUPPLIERS | THOUSAND



The Company supports SMEs by purchasing services and goods from them.



Procurement from local suppliers and small and medium-sized businesses

GRI 204-1 RF SRS 4.7

The Company implements programs to support small and medium enterprises (SMEs) based on mutually beneficial cooperation. The main forms of such cooperation are creation of new promising production sites for goods and services based on the freed capacities and economic facilities of the Company.

“Alabuga-2. Petrochemistry”:

9 industrial parks 39 residents 150 tenants

Competitive advantages granted to SMEs:

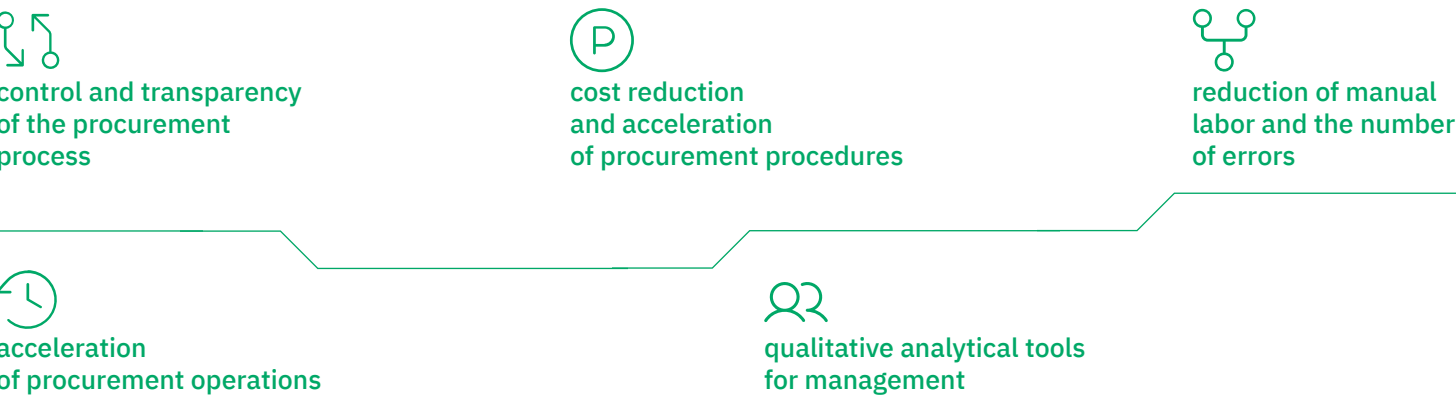
In a procurement procedure, if the difference between the best price quoted and the one offered by an SME is less than 10%, the SME is declared the winner.

73% of procurements are made under these conditions.



Procurement process automation

The Company has implemented a transactional procurement management system that takes into account a strategic approach to managing procurement categories, which is integrated with the electronic trading platform, contract management system, electronic document flow and other systems. Automation is focused on the transfer of routine operations to the automatic execution mode and provides:



The automated procurement management system reduces costs and creates the basis for agile logistics, sustainable growth and competitive advantage in a dynamic market.

Transparency and openness of the procurement system

To improve communications and inform procurement participants, the Company operates several communication channels on various information platforms

Business accounts

information on the procurement process and the participation rules

Telegram channel
https://t.me/zakupki_tatneft

Vkontakte
https://vk.com/zakupki_tatneft

TPS Telegram channel
<https://t.me/tzptn>

answers to frequently asked questions

Chatbot
https://t.me/zakupki_tatneft_bot

YouTube
https://www.youtube.com/@Zakupki_Tatneft

Yandex.Dzen
<https://dzen.ru/zakupkitn>



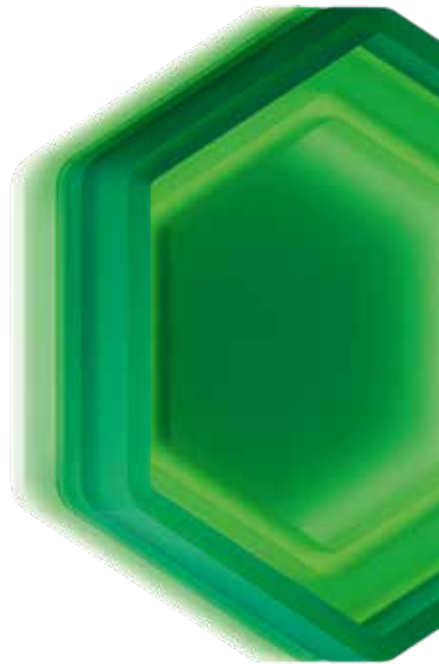
Product Quality

- GRI 416-1
- 416-2
- 417-1
- 417-2
- 417-3
- 418-1

The Company adheres to the UN consumer protection guidelines and the International Covenant on Economic, Social and Cultural Rights. Interaction and long-term relations with consumers are powered by the product quality control system, awareness raising and high level of services.

The Company aims to improve continuously the consumer and environmental characteristics of products and services, taking into account the changing requirements and expectations of consumers, as well as reducing the carbon footprint during the life cycle of products and services.

Providing competitive high-quality services and products is one of the primary goals regarding the integrated management system



Management System

Strategic Level	Board of Directors	↗ approving the development strategy for business lines, including product and service quality goals
	Management Board and General Director	
	Head of the Organization/Quality Management System Representative*	↗ arranging the quality management system development ↗ streamlining operations based on ISO 9001 requirements ↗ managing the processes and systems using the PDCA cycle and risk-based thinking
Operational Level	Heads of Services	↗ ensuring the operation of the quality management system processes ↗ determining requirements to the implementation of the quality management system processes ↗ analyzing the causes of nonconformities and developing corrective actions
	Employees	↗ following the stipulated product and service quality requirements ↗ studying causes of nonconformities and implementing corrective actions
		↗ independently verifying the operation of the quality management system processes ↗ verifying compliance with process specifications ↗ independently assessing the risk management system ↗ conducting unannounced inspections of works and services, such as mystery shopper
Internal Audit and Control	Internal Audit and Control Department	
External Assessment	Stakeholders, Certification Authorities and Analytical Agencies	↗ conducting the quality management system certification ↗ doing research on consumer (customer) satisfaction level ↗ assessing the level of consumers satisfaction with products and services

* – in business lines that sell products and services to end users



The production processes of TATNEFT Group entities are in line with the requirements of the applicable rules and regulations, with the use of cutting-edge technology, advanced equipment, hardware and software systems. The existing quality assurance and control systems guarantee that the products and services delivered meet the consumer requirements.

Long-term mutually rewarding relations with consumers are built on consistently meeting their requirements for the quality of products and services. The TATNEFT Group integrated management system, based on compliance with the management principles and requirements of ISO 9001, ISO 14001, ISO 45001, ISO 50001, is a guarantor of the stable supply of high-quality products and services for a consumer.

consistently providing competitive high-quality services and products to consumers

creating and maintaining safe and favorable working environment for the Company employees and contractors

minimizing the adverse impact on the environment to preserve favorable environment and climate for current and future generations

TATNEFT GROUP INTEGRATED MANAGEMENT SYSTEM POLICY

rationally using natural resources involved in production, implementing the best technology, equipment, materials and digital management solutions

improving the energy efficiency of processes to ensure savings and rational use of energy resources, reducing energy costs

developing, continuously improving the management system and corporate culture as the basis for achieving all goals

Product and Service Safety for Consumer Health; Labeling

The Company is responsible for providing reliable information on its products and services, including their compliance with the industry quality standards, information on environmental performance and climate impact.

Certification



Information on the product components is detailed in the product specifications. All marketable products are identified using quality certificates and by applying labels on packaging units.

Marketable products undergo the necessary certification and homologation procedures. Certain category products exported undergo REACH and KKDIIK certification and are accompanied with material safety data sheets. Verification is carried out by obtaining an opinion on the finished product compliance with the unified sanitary-epidemiological and hygienic requirements for the products subject to sanitary-epidemiological surveillance.

Safety Data Sheets



In order to ensure the safety of consumers, safety data sheets have been developed for each marketable product. The product safety data sheet is a mandatory component of the technical documentation for products, the main purpose of which is to provide a consumer with information on the safety of industrial use, storage, transportation and disposal (liquidation) of products, as well as information on substances that may have an impact on the environment and on the consumer health. A safety data sheet is available for each petrochemical marketable product.

* 100% of manufactured products are assessed for impact on the customer health and safety

Digital Product Data Sheet



The Company implements automated accounting systems for manufactured products (product data sheets). The digital data sheet is a summary of technical characteristics, classification data, information on suppliers, manufacturers, certificates of conformity, logistic characteristics and other significant information. As a rule, this technology is used for internal consumption and management reporting.

* The Company has supported the initiative for expanding consumer awareness of product properties. All tire products have digital data sheets that will help consumers make a more informed decision when buying tires and give due regard not only to technical and price parameters, but also to the impact on the environment. A data sheet contains information on the tire composition, makes it possible to calculate the carbon footprint during its transportation and production, gives useful advice on the proper storage, transportation and disposal of the tire at the end of its life cycle.

Labeling



All manufactured products are labeled. Information on the product components, data on substances that may have an environmental or social impact, information on how to use the product safely and dispose of it, its impact on the environment, and other labels are provided in the product safety data sheet. Appropriate labeling and hazard signs are applied to each container unit. Products are labeled in accordance with the applicable international and Russian standards and regulations. The Company products do not exceed the maximum permissible levels of harmful substances as per national standards.

* 100% of product categories are covered by labeling procedures

Consumer Awareness



The Company uses all available communication channels and sales points to make consumers aware of its products and services by placing:

- ↗ quality data sheets;
- ↗ advertising and informational materials describing the composition and properties of the products sold, the procedure for their safe use and disposal and their environmental impact;
- ↗ traffic plans, rules of conduct, information on packaging disposal points.

* There were no cases of non-compliance with the rules regarding the impact of products and services on health and safety, in relation to information and labeling about products and services, in relation to marketing communications during the reporting period, resulting in a fine or other types of penalties.

Mass Consumer Products Safety and Quality Indexes

Motor Gasolines:

- average benzene content: 0.51% by volume (up to 0.64% by volume; max permissible level per STO 78689379-50-2020, STO 78689379-85-2022, GOST 32513: 1% by volume);
- average lead content: 0.0 mg/dm3 (not found; max permissible level: 2.5 mg/dm3 per GOST 32513; not permitted per STO 78689379-50-2020, STO 78689379-85-2022);
- average sulfur content: 2.2 mg/kg (up to 4.7 mg/kg; max permissible level: 8 mg/kg per STO 78689379-50-2020, STO 78689379-85-2022; 10 mg/kg per GOST 32513).

Diesel Fuel

- benzene content by volume: not found (not regulated);
- lead content: 0.0 mg/dm3 (not found; not regulated);
- mass fraction of sulfur: 5.7 mg/kg (up to 8.5 mg/kg; max permissible level: 10 mg/kg per GOST 32511) and 1.0 mg/kg (up to 2.4 mg/kg; max permissible level: 5.0 per STO 78689379-51-2020, STO 78689379-97-2024).

The Company does not produce any type of fuel that exceeds the established national standards for the content of benzene, lead, and sulfur in fuels.



The products manufactured by TATNEFT Group meet the highest quality standards, which has been repeatedly confirmed by prestigious awards at republican and Russian competitions, and by the Government of the Russian Federation Quality Award.

Foods:

Own food and bakery production is a competitive advantage of our gas stations network. We offer fresh products made of natural components with no added preservatives, coloring agents or flavor enhancers. Own production makes the Company able to quickly react to consumers' preferences and needs.

In-house recipes and production technologies that take a due account of quality standards and assurance when making, storing and delivering bakery products ensure guaranteed high quality. Our production system is HACCP certified and has a Halal

certificate from the Russian Federal Agency on Technical Regulation and Metrology, the International Quality System voluntary certification system.

The certificate and the mark of examination confirm that the products have passed additional control and higher requirements for environmental friendliness and safety were imposed on its production, the products do not contain GMOs or artificial ingredients.



Better Customer Service

The Company gives due regard to the requirements of consumers, needs and expectations of stakeholders to increase their satisfaction and loyalty and improve its reputation. Considering the changing consumer requirements, the Company monitors and analyzes product sales and consumer markets regularly.

The Company's guidelines and quality standards are aimed at applying a "process-based approach" to implementing the quality management system and improving its efficiency to increase consumer satisfaction by meeting their requirements.

For effective interaction, the following efforts are made to implement the communication strategy:

- improving the quality of the customer service;
- conducting a study of customer satisfaction indicators and the Company brand health using the Mediascope statistics database;
- conducting regular surveys and receiving feedback through mobile apps;
- inspections using the mystery shopper method;
- supporting feedback channels via the Hotline over the phone or by email;

Customer Privacy

The Company makes responsible use of mechanisms that ensure the principle of consumer privacy and the protection of customer personal data and abides by the national legislation and international best practices that take into account the key rights of customers:

- the right to know about the collected personal information and how it is used and transmitted;
- the right to delete the personal data provided;
- the right to refuse to transfer personal data to third parties;
- the right to non-discrimination in the exercise of one's rights.

Customer confidence is a top priority for the Company, therefore we apply advanced technical security measures to ensure the confidentiality of customers and observe their rights to information protection. The customer information databases include persons who have given consent to the processing of personal data. For security purposes, the customer authorization system is regularly updated. Customer surveys are carried out by the confidential questionnaire method.

The Company ensures the confidentiality of information in relations with clients and partners by signing nondisclosure agreements with counterparties and partners at the stage of negotiations, entering into and implementing contracts, observing the confidentiality mode set forth by the following local regulations of the Company:

- Confidential Information Regulations;
- Rules for Use of Information Resources;
- Personal Data Regulations;
- Trade Secret Regulations.

* During the reporting period, there were no complaints regarding breaches of confidentiality and loss of customer data





Materials Used for Product Manufacture and Packaging

GRI 301-1

TATNEFT Group manufactures a wide range of products for business and retail. The largest part of TATNEFT Group products is not subject to packaging. These include crude oil, O&G refining products, petrochemical products, large-scale equipment, car tires, etc. The share of the products to be packaged is insignificant both among the Group products and among the products of business lines.

The Company uses a wide variety of materials to transport the products subject to packaging to customers: wooden pallets and crates, coils for winding, big bags, stretch films, corrugated cardboard packages, polymer materials, metal, etc. Due to different units of measurement of the packaging used (pieces, weight, footage), the Company does not consolidate information on the percentage of packaging materials used.

At the same time, the Company adopts a responsible attitude to the environmental impact and applies all reasonable methods to reduce the carbon footprint that is formed as a result of the use of packaging materials. For example, the corrugated cardboard packaging used is made from 100% recycled raw materials, 50% of the stretch film used is recycled, wooden containers are processed at pyrolysis plants to produce bio-oil (a component for fuel production) and biochar (fertilizer).

About 70% of the packaging materials used in the non-fuel business for food production and retail customer service are made of renewable materials (paper and wood). All packaging materials that enter the retail chain alongside the related products are recycled.



Government Relations

GRI 201-4, 415-1

Liaison with public authorities and local governments builds on openness to cooperation and a high level of information transparency. Formats of interaction include: discussions within national and international economic forums; participation in exhibitions, conferences, round tables, sectoral and intersectoral committees, working groups, meetings of ministries and departments.

The Company participates in improving the system of state regulation of business activities as a member and partner of non-profit business associations and unions, other civil society institutions within the framework of the mechanisms of liaison with state authorities and local governments provided by law, such as public discussion of draft regulatory legal acts and assessment of the actual impact thereof on social relations.

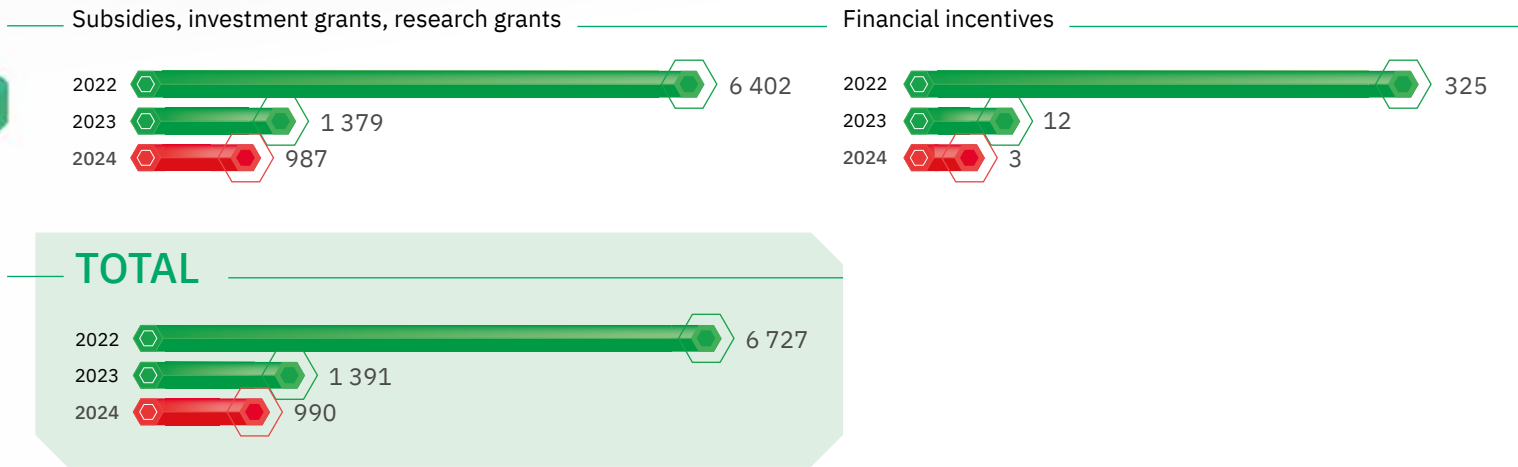
Work is underway on an ongoing basis as regards the payment taxes and levies, improving the regulatory environment, cooperation with the authorities and local governments in the implementation of long-term economic and/or social programs.

For the purposes of arranging the efficient interaction with authorities, the Company has the standard in place: Interaction of Business Units of PJSC TATNEFT in Liaison with Public Authorities of All Levels.

In accordance with internal regulations, the Company does not engage in activities of political parties and movements and does not directly or indirectly provide any financial assistance.

In line with the mechanisms of liaison with state authorities provided for by law as part of the implementation of economic and social programs, in 2024, the state granted support for the Company projects in the amount of RUB 990 million was obtained. State support funds are allocated for the implementation of investment projects in the fields of oil and gas refining, petrochemicals, retail business, and composite materials production, which has enabled the creation of additional jobs and contributed to infrastructure development.

FINANCIAL ASSISTANCE FROM GOVERNMENT AUTHORITIES | RUB MILLION



Support for Development Initiatives

GRI 2-23 2-28



Since 2019, the Company has been a member of the UN Global Compact, which has committed itself to the 10 principles and 17 Sustainable Development Goals.

HUMAN RIGHTS AND LABOR RELATIONS

The Company adheres to and shares the principles of fundamental international declarations and conventions in the field of human rights and labor relations, including:

- UN Universal Declaration of Human Rights;
- UN Environment and Development Declarations;
- OECD Guidelines for Multinational Enterprises;
- Declaration of Fundamental Rights and Principles at Work of the International Labor Organization (ILO);
- ILO Convention No. 87 Concerning Freedom of Association and Protection of the Right to Organize;
- ILO Convention No. 98 Concerning the Application of the Principles of the Right to Organize and Collective Bargaining;
- ILO Convention No. 111 Concerning Discrimination in Respect of Employment and Occupation.

ENVIRONMENT AND CLIMATE

In its activities, the Company takes into account and supports several fundamental initiatives in the environment and climate safety:

- Standard and recommendations of the Greenhouse Gas Protocol;
- Setting Science Based Targets to reduce greenhouse gas emissions;
- Oil and Gas Industry Climate Initiative (OGCI);
- TCFD Recommendations for companies to disclose information on financial risks arising from global climate change.

ANTI-CORRUPTION ACTIVITIES

The Company adheres to the principles and norms contained in the following documents:

- The United Nations Convention against Corruption (adopted by the UN General Assembly Resolution in New York on October 31, 2003);
- The Convention of the Organization for Economic Cooperation and Development on Combating Bribery of Foreign Public Officials in International Business Transactions (adopted in Istanbul, on November 21, 1997);
- Criminal Law Convention on Corruption (concluded in Strasbourg on January 27, 1999, ETS No. 173);
- Anti-corruption Charter of Russian Business community.

SOCIAL CHARTER OF RUSSIAN BUSINESS COMMUNITY

The Company adheres to the responsible business principles defined by the Social Charter on Responsible Business, covering aspects of economic and financial sustainability, product quality, respect for human rights, business ethics, and relations with partners, consumers, employees, environmental safety, participation in the development of the local community.

MEMBERSHIP IN ASSOCIATIONS

The Company enters into partnerships and participates in industry-wide associations in order to constructively interact with international organizations, government agencies and other industry players and to elaborate the stance on key issues of the fuel and energy sector.

Tax Policy

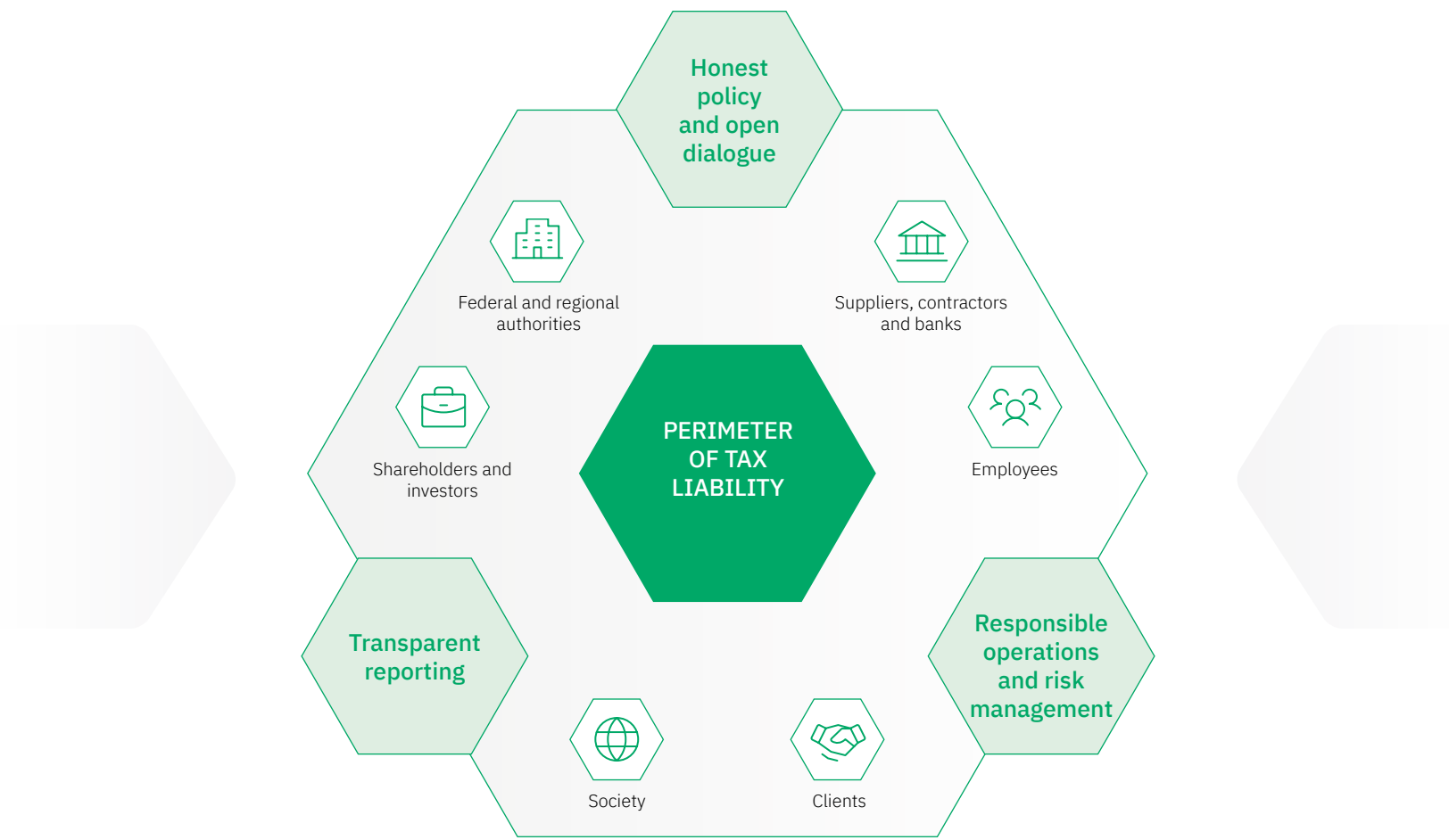
GRI 207-1, 207-2, 207-3 RF SRS 4.4

The Company is a responsible taxpayer in the regions where it operates and plays an important role in securing revenues for the federal and regional budgets, which boosts steady social and economic development of the regions, creates good jobs, improves living standards, welfare and social infrastructure, increases added value and develops related industries.

The Company discloses the amount of taxes assessed and paid, and also comments on the tax conditions applicable to the Company in order to ensure transparency to stakeholders regarding material benefits generated by natural resources in accordance with the Global International Extractive Industries

Transparency Initiative as part of the Global Standard for the Good Governance of Oil, Gas and Mineral Resources. The Company pays increased attention to assessing the conscientious observance of tax legislation by counterparties involved in the financial and economic activities of TATNEFT Group.

Transparency of our financial results and the volume of tax payments are a demonstration of how responsible exploitation of natural and energy resources enables the federal and regional budgets to replenish revenues for the further economic and social development.





We give due regard to trends in international tax policy, that prevent unfair practices of taxpayers in terms of use of tax planning schemes, as well as strengthening requirements for the transparency of tax information at the intercountry level, including the set of measures to prevent the Base Erosion and Profit Shifting (BEPS).

The Company annually publishes a Report on Payments to States in Connection with Extractive Activities, which complies with the EU Directive on transparency in the reporting of payments to states by mining companies with securities are listed on recognized stock exchanges in the EU. The purpose of such disclosures is to ensure transparency for the public in relation to wealth generated by natural resources collected by resource-rich countries. This Company’s approach is in line with the Global Extractive Industries Transparency Initiative <https://eiti.org/ru>.

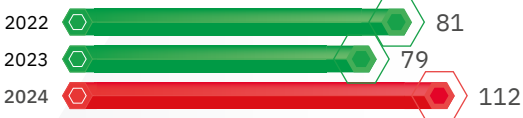


TAXES AND LEVIES | RUB billion

MET and VAT



Income tax



Export duties and excises



Insurance premiums and social taxes



Property tax



Fines, penalties, other



TOTAL



About the report

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1

3





About the report

GRI 2-2, 2-3, 2-5, 2-14

The integrated annual report of PJSC TATNEFT named after V.D. Shashin for 2024 (hereinafter referred to as the Report) contains the main priorities, goals, objectives, key indicators and significant events, actions and plans of the Company in the field of sustainable development, corporate, social and environmental responsibility.

The report, which includes indicators characterizing sustainable development and responsible behavior, has been issued by the Company annually since 2005. This Report was generated for the period from January 1 to December 31, 2024, and includes information on the TATNEFT Group as a whole. The Report also includes data on significant events after the reporting period. The financial reporting period is an annual period that coincides with the Report period. The previous Report was disclosed on June 27, 2024.

The Integrated Annual Report for 2024 of PJSC TATNEFT named after V.D. Shashin was preliminary reviewed by the Board of Directors (Minutes No. 4-3 dated 09.04.2025).

The Report is addressed to a wide range of stakeholders: shareholders and investors, representatives of state authorities, local self-government authorities, workers, partners and clients, public and environmental organizations, scientific and educational institutions, and the local population.

The key communication objective of the Report is the formation among stakeholders of the most complete understanding of the Company's activities, strategic plans, and the potential for their implementation, the results achieved, as well as the measures to improve the business efficiency, taking into account the aspects of sustainable development.

The Company has various channels for providing feedback. Suggestions on the Report are accepted via telephone and e-mail specified in the Contacts section. All messages are considered and taken into account when preparing the Report for the next period of activity. To avoid duplication of information, this Report provides links to other publicly available documents. Abbreviations and definitions of the concepts used are presented in the List of Abbreviations.

The Company believes that independent verification of the disclosed information, as well as the public assurance of the Report, are the important conditions for the Report preparation. The random quantitative and qualitative information of the Report was verified by an independent auditor and the corresponding report of the audit company was published on page 327. The conclusion on passing the Report public assurance with the RUIE Nonfinancial Reporting Council is published on page 327.

Principle

Sustainable Development Context

When preparing the Report, the Company considers the results of its activities in the context of sustainable development. The Report outlines all material topics, indicators, and initiatives in the field of preserving economic sustainability, improving environmental safety, and strengthening social stability in society. It also examines and analyzes aspects of human rights observance, ensuring cybersecurity and the level of combating and preventing corruption.

Accuracy

The Company makes all possible efforts to ensure that the information provided in the Report is accurate and detailed enough so that stakeholders can use it to make decisions with a high degree of confidence. The acceptable level of error in the data is minimized. Data are presented using the generally accepted international units and calculated using standard coefficients.

Balance

As part of observing the principle of balance, the Report reflects both favorable operating results and the problems the Company faces. The degree of attention to various issues is proportional to their relative materiality.

Clarity

The Company makes every effort to ensure that the information presented in the Report is clear, understandable, and useful for various stakeholders. The Report contains a list of abbreviations explaining the industry, scientific, and technical special terms and abbreviations.

Comparability

The Report ensures the comparability of the results of the Company's activities over the past periods. To ensure a comparison of the Company's performance with the results of other companies, when preparing the Report, the indicators included in the GRI and SASB guidelines and technical protocols were used.

Completeness

The Company is committed to the fullest possible disclosure of information in the economic, environmental and social areas of its activities. The set of issues reflected in the Report is sufficient for the users of the Report to assess the performance of the Company as a whole and its contribution to the sustainable development of society.

Timeliness

The Company understands the need for timely submission of information, therefore, the publication of the Report is carried out annually, within the time limits established by current legislation for the publication of annual reports.

Verifiability

The reliability of the data in the Report is confirmed by the Audit Commission. The Audit Committee evaluates approaches to disclosing information regarding the Company. The Board of Directors preliminarily reviews the Report and submits it for approval to the General Meeting of Shareholders. An important condition is an independent verification of random information as well as public certification of the Report.

Borders

The Report contains the results of the activities of PJSC TATNEFT named after V.D. Shashin and the organizations included in the TATNEFT Group. The TATNEFT Group is formed in accordance with International Financial Reporting Standards (IFRS). The financial indicators are disclosed based on the consolidated financial statements of the TATNEFT Group under IFRS for 2024, which were audited by JSC Technologies of Trust – Audit in accordance with international auditing standards.

The perimeter of climatic and environmental indicators includes PJSC Tatneft named after V.D. Shashin, all Russian controlled organizations, as well as two foreign controlled organizations engaged in production activities.

Other non-financial indicators are calculated based on the Tatneft Group perimeter, as disclosed in the consolidated financial statements for 2024.

According to the Report text, the names and words «TATNEFT,» «TATNEFT Group,» «Company,» «Group,» and the pronoun «we» shall mean the aggregate of legal entities, including Public Joint Stock Company TATNEFT named after V.D. Shashin and the organizations controlled by it with direct and indirect participation in their authorized capital, forming the TATNEFT Group.

The name and words «PJSC TATNEFT named after V.D. Shashin,» «PJSC TATNEFT,» «Company» in the Report text shall mean PJSC TATNEFT named after V.D. Shashin as a separate legal entity.





Standards

In preparing this Report, we apply the following standards and guidelines:

- UN Global Compact Principles;
- UN General Assembly Resolution “Transforming our world: 2030 Agenda for Sustainable Development No. 70/1 dated 25.09.2015;
- GRI 2021 standards, industry standard GRI;
- Sector 2021;
- SASB Industry Standards (version 2023-06) for the mining and processing sector (Oil & Gas – Exploration & Production, Oil & Gas – Refining & Marketing);
- Recommendations of the Task Force on Climate-Related Financial Disclosures, TCFD;
- Code of Corporate Governance recommended by Bank of Russia Letter No. 06-52/2463 dated 10.04.2014;
- Regulation on Disclosing Information by Issuers of Issue-Grade Securities approved by Bank of Russia Order No. 714-P dated 27.03.2020;
- Bank of Russia Letter No. IN-06-28/102 “On Disclosure of Information on Compliance with Corporate Governance Code Principles and Recommendations in Annual Reports of Public Joint Stock Companies” dated 27.12.2021;

When preparing the Report, we also focus on:

- Greenhouse Gas Protocol;
- IPIECA Guidelines for Voluntary Reporting on Sustainable Development in Oil and Gas Sector;
- International Integrated Reporting Framework;
- ISO 26000 Guidance on Social Responsibility;
- AA 1000 standards developed by the International Institute for Social and Ethical Reporting (Account Ability);
- Bank of Russia Information Letter No. IN-06-28/49 “On Recommendations for Disclosure by Public Joint Stock Companies of Nonfinancial Information Related Their Activities” dated 12.07.2021;
- Recommendations of the Russian Union of Industrialists and Entrepreneurs (RUIE) on maintaining and promoting the sustainable development agenda in modern Russian practice;
- Baseline performance indicators. Recommendations for use in the RUIE management practice and in corporate non-financial reporting;
- Draft Decree of the Government of the Russian Federation “On the Standard of Reporting on Sustainable Development and Requirements for the System of Verifying the Compliance of Organizations with the Standard of Public Capital of Business” (Draft ID 01/01/09-24/00150788).

The Report contains forward-looking statements regarding indicators characterizing the further development of the Company. The implementation of plans and intentions is connected with the changing political, economic, social, and legal situation in the Russian Federation and the world. Due to this, the actual results of operations may differ from those forecasted. For more information on forward-looking statements, please refer to the Important Statements section.

Material Topics

GRI 2-29, 3-1, 3-2

We are committed to presenting information in a balanced manner in accordance with the interests of each group. The Company uses various forms and mechanisms of interaction with stakeholders to achieve sustainable development goals effectively. The procedure for interaction with key stakeholders is defined in the corporate standards.

To determine the material topics of the report, the Company analyzes and takes into account the aspects that affect the interests of the Company itself and its stakeholders as well as the aspects that affect the industry, social, environmental, and corporate factors in the reporting period.

The Company uses a reasonable approach to select the topics of the Report content. This approach is based on interaction with various stakeholder groups and their representatives, which allows for identifying the relevance of the topics concerning the Company’s activities and taking into account their opinions and recommendations for analyzing opportunities to improve the effectiveness of socially oriented programs and investments in sustainable development. In the course of preparing the Report, the recommendations of GRI and SASB standards were analyzed, interviews were conducted with managers and specialists of the Company, group and individual meetings.

SASB standards focus on issues that affect how a business creates and maintains enterprise value, i.e. focused on “financial materiality”. At the same time, the GRI standard goes beyond SASB’s standard on issues that may affect the value of an enterprise by assessing «impact materiality» or the economic, environmental and social impact on the environment beyond its own financial prospects. Taking into consideration that the financial materiality of individual business areas of the Company may be immaterial within the entire TATNEFT Group, and the materiality criterion for the Group may exceed the cost of an individual business area, to ensure the principle of comparability we proceed from the position that the material topics of both standards have priority assessed by the degree of influence on stakeholders.

34 potentially material topics were identified, which were considered by the Company’s Governing Council for Sustainable Development, stakeholders were identified in accordance with the GRI recommendations followed by the assessment of each topic’s impact on stakeholders according to four criteria. A survey of eight groups of stakeholders and experts was conducted. The scores for all criteria were summed up. Based on the obtained data array, a frequency diagram (histogram) was made in accordance with the Gaussian normal distribution function. Topics with a score of 836 or more points became the threshold for inclusion in the list of material ones.

Procedure for determining material topics:

1. IDENTIFICATION AND APPROVAL OF STAKEHOLDERS.
2. IDENTIFICATION AND APPROVAL OF STAKEHOLDERS.
3. ANALYSIS AND ASSESSMENT OF MATERIALITY.
4. IDENTIFICATION OF MATERIAL TOPICS REQUIRED TO BE DISCLOSED IN THE REPORT.

Stakeholders:

- shareholders and investors;
- workers and trade unions;
- population and local communities;
- new generations (preschoolers and students);
- counterparties;
- clients;
- educational institutions;
- external organizations (NPOs, sports organizations).

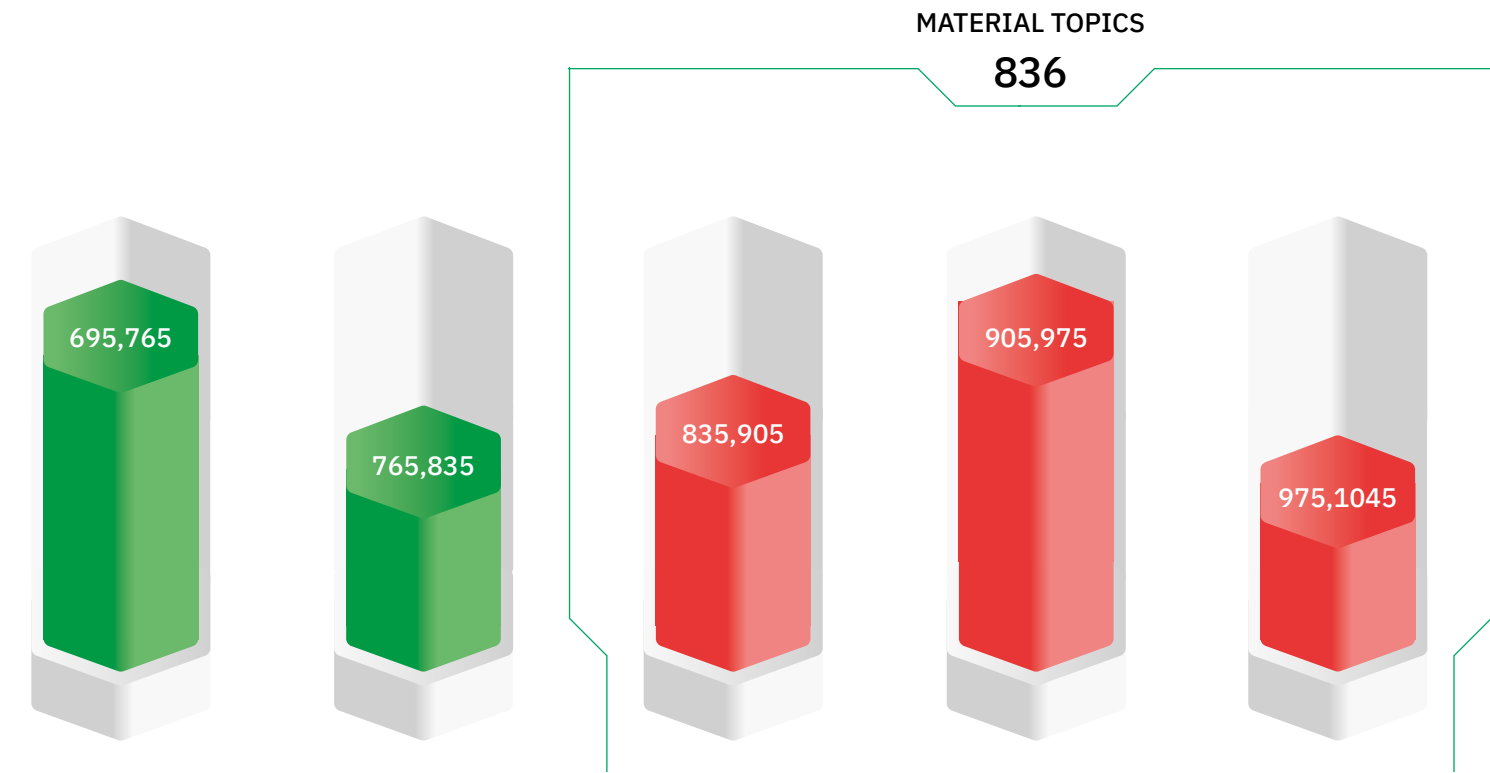


The assessment of material topics identified 23 topics that met the materiality criteria. Industry standards SASB and GRI provide lists of potentially material topics. During the analysis, it was revealed that stakeholders did not recognize some of the topics of the standards as material (note: table topics Nos. 7, 11, 12, 13, 16, 17, 18, 19, 21, 23, 34). The Company believes that these topics are regulated in detail by national legislation and do not need additional regulation by internal standards. Therewith, approaches to these topics are partially disclosed in this Report.

The topic of “State Policy”* was excluded by the Company’s Governing Council for Sustainable Development from the list of material ones based on expert opinions due to the fact that the Company uses financial instruments provided by the state, but is not a participant in political processes and institutions.

Compared to the list of material topics in the report of the previous period, there were the following changes:

- the topic of “Estimation of Reserves and Capital Expenditures” was not recognized as material;
- the topic of “Anti-Corruption” was recognized as material.



MATERIAL TOPICS		GRI O&G 11	SASB E&P	SASB R&M	Additional Topics
1	GHG Emissions	V	V	V	-
2	Adaptation to climate changes, resilience and transition	V	-	-	-
3	Air emissions. Ambient air protection	V	V	V	-
4	Biodiversity and land conservation	V	V	-	-
5	Waste management	V	-	V	-
6	Water and wastewater. Water protection	V	V	V	-
7	Closure and rehabilitation of production facilities	X			-
8	Critical incident management	V	V	V	-
9	Industrial Safety and Labor Protection	V	V	V	-
10	Employment practice	V	-	-	-
11	Non-discrimination and equal opportunity	X	-	-	-
12	Forced labor and modern slavery	X	-	-	-
13	Freedom of association and collective bargaining agreements	X	-	-	-
14	Economic consequences	V	-	-	-
15	Local communities	V	V	-	-
16	Land and resource rights	X	-	-	-
17	Rights of indigenous peoples	X	-	-	-
18	Conflicts and security	X	-	-	-
19	Anticompetitive behavior	X	-	X	-
20	Anti-corruption	V	X	-	-
21	Payments to governments	X	X	X	-
22	State policy*	V	X	X	-
23	Estimation of reserves and capital expenditures	-	X	-	-
24	Education, professional development	-	-	-	V
25	Infrastructural transformations	-	-	-	V
26	Cultural and social projects	-	-	-	V
27	Medical and healthcare services	-	-	-	V
28	Charity	-	-	-	V
29	Innovations	-	-	-	V
30	Youth policy	-	-	-	V
31	Resource efficiency	-	-	-	V
32	Digitalization and cybersecurity	-	-	-	V
33	Ethics and good faith	-	-	-	V
34	Security in foreign assets	-	-	-	X

V – topic is provided for by the standard and selected as essential
X – topic is provided for by the standard and is not selected as essential
«-» – the topic is not provided for by the standard

Public assurance of the report

GRI 2-5

The purpose of public assurance of the Report is:

- Promoting public recognition of the results of business practices in the field of sustainable development, information on which is contained in the corporate report;
- Increasing the level of confidence of the Company's stakeholders in the information contained in the Report;
- Assistance in the development of the non-financial reporting process in the Company.

The subject of public assurance is the significance and completeness of information disclosed in the Report on the results of activities in the field of sustainable development. Information that reflects the Company's activities in implementing the Principles of Responsible Business Practice is considered significant. Completeness of information assumes that the Company represents a set of characteristics of sustainable development activities – values and strategic benchmarks, management system and structure, interaction with stakeholders, performance results, performance indicators.



Independent Practitioner's Limited Assurance Report

(translation from Russian original)

GRI 2-5

The purpose of engaging an independent auditor to verify selected information in the Report is to obtain a conclusion from the engagement that provides limited assurance.

To Public Joint Stock Company TATNEFT named after V.D. Shashin

We have undertaken a limited assurance engagement of the information on environmental indicators of TATNEFT Group disclosed in the accompanying PJSC TATNEFT named after V.D. Shashin Integrated Annual Report 2024 (hereinafter referred to as Report)¹, namely with regard to the disclosures:

- GRI 302-1 (Energy consumption within the Company);
 - GRI 303-3 (Water withdrawal);
 - GRI 303-4 (Water discharge);
 - GRI 303-5 (Water consumption);
 - GRI 305-7 (Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions);
 - GRI 306-3 (Waste generated);
 - GRI 306-4 (Waste diverted from disposal);
 - GRI 306-5 (Waste directed to disposal);
 - Environmental protection costs
- (hereinafter jointly referred to as Selected Information).

Responsibility of Public Joint Stock Company TATNEFT named after V.D. Shashin

Public Joint Stock Company TATNEFT named after V.D. Shashin (hereinafter referred to as PJSC TATNEFT n.a. V.D. Shashin) is responsible for preparation of the Selected Information in compliance with the applicable criteria: requirements of GRI Sustainability Reporting Standards to the formats of the relevant Standards disclosures as indicated in the GRI content index and to the reporting principles (hereinafter jointly referred to as Applicable Criteria).

PJSC TATNEFT n.a. V.D. Shashin 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.

¹ The scope of environmental indicators includes PJSC TATNEFT n.a. V.D. Shashin, its Russian-based subsidiaries and two foreign controlled organizations, jointly referred to as TATNEFT Group

Our Independence and Quality Management

We have complied with the independence and ethical requirements of the Rules of Independence of the Auditors and Audit Organizations and The Code of Professional Ethics of the Auditors, as well as of The International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1, which requires our firm to design, implement and operate a system of quality management, which is supported by policy or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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 TATNEFT n.a. V.D. Shashin 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 TATNEFT n.a. V.D. Shashin and obtaining documentary evidence.
- Study of information available on the website of PJSC TATNEFT n.a. V.D. Shashin related to the Selected Information.
- Study of public statements of third parties concerning environmental aspects of TATNEFT Group activities, in order to check the validity of the declarations made in the Report and related to the Selected Information.
- 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 management systems in TATNEFT Group related to the Selected Information.
- Assessment of conformity of the data related to the Selected Information, referenced or disclosed in the GRI content index, with the documents provided to us, including external and internal reporting documents.
- Analysis of the Selected Information for compliance with the Applicable Criteria.

The procedures were performed exclusively in relation to data related to the Selected Information for the year ended 31 December 2024. The procedures were not performed in relation to any other information disclosed in the Report including compliance statements not related to the Applicable Criteria.

The procedures were not performed in relation to forward-looking statements; statements expressing the opinions, beliefs and intentions of PJSC TATNEFT n.a. V.D. Shashin as the parent company of TATNEFT 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 subject to be reviewed by the Board of Directors of PJSC TATNEFT n.a. V.D. Shashin.

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 TATNEFT n.a. V.D. Shashin.

FBK, LLC
Practitioner
Partner
acting under Power of Attorney No. 79/24 of October 03, 2024

May 26, 2025



Vladimir Yulianovich Skobarev
(registration number 21606080523)

Organization Details

Name:
Public Joint Stock Company TATNEFT named after V.D. Shashin (PJSC TATNEFT n.a. V.D. Shashin).

Address of the legal entity within its location:
75 Lenina St., Almetyevsk, Republic of Tatarstan, 423450

The registration entry was made in the Unified State Register of Legal Entities on 18 July 2002 under primary state registration number 1021601623702.

Audit Organization Details

Name:
FBK, LLC.

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.



Forward-looking statementsstatements

Information disclosed in this Report contains some forward-looking statements. Such statements include, inter alia, plans, tasks, and forecasts of production, including those relating to the output, products, and services, economic, and financial indicators, information concerning anticipated or expected income, profit (loss), net profit (loss) in respect of shares, dividends, capital structure, and other indicators and ratios as well as statements concerning the prerequisites, on which we base our statements. All statements, other than statements of historical facts, are or may be considered as forecast statements.

Forward-looking statements are statements of future expectations that are based on the management’s current expectations and assumptions and include known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in these statements. Forward-looking statements include, among other things, statements regarding the Company’s potential exposure to market risks and statements expressing the expectations, beliefs, estimates, forecasts, projections and assumptions of the management. These statements are accompanied by the wordings “is expected,” “intends,” “is planned,” “will,” “strives,” “is projected,” “is forecast,” “ambition”, etc.

Due to their specific nature, the statements about future are subject to inherent risk and uncertainties, both general and specific. There is a risk that future actual results may differ materially from plans, goals, expectations, estimates and intentions expressed in such statements or may not be realized due

to a number of different factors of economic, financial, political, social, legal aspects that are outside of the Company’s control, including factors that may affect future operations of the Company.

Forward-looking statements cannot be the basis for making investment decisions. Each forward-looking statement corresponds only to the date of this Report. Neither the Company nor any of its subsidiaries undertakes any obligation to publicly update or revise any forward-looking statements as a result of new information, future events or other information. With the exception of financial statements, the text of the Report may contain errors in the calculation of shares, percentages, amounts due to rounding the calculated indicators. The data presented in this Report may differ slightly from the data published previously due to the difference in rounded figures.



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Application 1

Report on compliance with principles and recommendations of the corporate governance code

PJSC TATNEFT Board of Directors Statement on the Company's compliance with the corporate governance principles set forth in the Corporate Governance Code

The Board of Directors hereby declares that the Company applies a corporate governance model that meets the requirements of the legislation of the Russian Federation and the requirements applicable to securities issuers with shares included in the First Level quotation list of the Moscow Exchange. The Board of Directors continues to promote the development of an effective corporate governance system respecting the interests of shareholders and ensuring information disclosure, and maintaining an effective risk management and internal control system.

The Board of Directors notes an improved level of compliance of the Company's corporate practices with the criteria of the Corporate Governance Code recommended by the Bank of Russia.

The Board of Directors confirms that the data provided in this Report contain complete and reliable information on PJSC TATNEFT's compliance with the principles and recommendations of the Corporate Governance Code for 2024.

Description of the methods used by the Company to assess its compliance with the corporate governance principles:

The Company's compliance with the corporate governance principles was assessed in accordance with the recommendations of the Bank of Russia "On Disclosure in the annual report of public joint stock companies of the report on compliance with the principles and recommendations of the Corporate Governance Code" (Letter of the Central Bank of the Russian Federation dated 27.12.2021 № IN-06-28/102). Explanation of key reasons, factors and (or) circumstances due to which the Company does not comply or does not fully comply with the corporate governance principles prescribed in the Corporate Governance Code, and description of

corporate governance mechanisms and tools used by the Company instead of those recommended by the Corporate Governance Code, as well as planned actions and measures to improve the corporate governance model and practice, indicating the implementation deadlines for such actions and measures.

This Report on compliance with the principles and recommendations of the Corporate Governance Code was reviewed by the Board of Directors of PJSC TATNEFT named after V.D. Shashin at the meeting held on 09.04.2025 (Minutes No. 4-з 09.04.2025).

№	Corporate governance principles	Assessment criteria for corporate governance principle compliance	Compliance status with corporate governance principle	Explanation of deviations from criteria used to assess compliance with good corporate governance
1	2	3	4	5
1.1 The Company shall ensure that all its shareholders are treated in an equal and fair manner when exercising their rights to participate in managing the Company				
1.1.1	The Company creates the most favourable conditions for its shareholders to participate in the general meeting and to develop informed positions on the items on the agenda, as well as to give them the opportunity to coordinate their actions and express their opinions on the issues under discussion.	2. The Company provides an accessible means of communication with the Company, such as a hotline, e-mail or internet forum, to enable shareholders to express their opinions and submit their questions on the agenda during the preparation of the General meeting. The above methods of communication were arranged by the Company and made available to shareholders in the course of the preparation for each General Meeting held in the reporting period.	● complied with ○ partially complied with ○ not complied with	
1.1.2	The procedures for notifying of the General Meeting holding and making available the relevant documents enable the shareholders to prepare properly for their participation in it.	1. In the reporting period, the notification of the General Meeting was posted (published) on the Company's website at least 30 days before the date of the Annual General Meeting, unless a longer period was required by law. 2. The notification indicated the venue of the meeting and the documents to be presented permitting access to the premises. 3. The shareholders were given access to the information on who proposed the items on the agenda and who nominated the candidates for the Board of Directors and the Revision Commission of the Company (if the Articles of Association provides for the Company to set up such a Commission).	○ complied with ● partially complied with ○ not complied with	1, 2 criteria are met. Criterion 3: Pursuant to the RF Government Decree No. 1102 dated 04.07.2023 and due to the introduction of restrictive measures by unfriendly countries against the Issuer and certain members of the Issuer's management bodies, the information on the persons nominated candidates to the Board of Directors and the Audit Committee of the Company in 2024 was not provided to the shareholders. It will be possible to provide the shareholders with access to this information once the geopolitical situation is regulated.
1.1.3	During the preparation for and the holding of the General Meeting, the shareholders were able to obtain information about the meeting and its documents freely and in a timely manner, to put questions to the members of the company's executive bodies and the Board of Directors and to communicate with each other.	1. In the reporting period, shareholders had the opportunity to put questions to the members of the Company's executive bodies and the Board of Directors before and during the General Meeting. 2. The standpoint of the Board of Directors (including dissenting opinions recorded in the minutes) on each item on the agenda of the General meetings held in the reporting period was included in the proceedings for the General meeting of shareholders. 3. In all cases where General Meetings were held in the reporting period, the Company provided shareholders with access to the list of persons entitled to attend the General Meeting from the date on which it was received by the Company.	● complied with ○ partially complied with ○ not complied with	
1.1.4	There were no unjustified difficulties preventing shareholders from exercising their right to request the convening of a General Meeting, to nominate candidates for the company's governing bodies and to place proposals on the agenda.	1. The Company's Articles of Association set the time limit for shareholders to submit proposals for inclusion in the agenda of the Annual General Meeting, which shall be no less than 60 days after the end of the relevant calendar year. 2. In the reporting period, the Company did not refuse to accept agenda proposals or candidates to the Company's governing bodies due to typing errors or other minor deficiencies in the shareholder's proposal.	● complied with ○ partially complied with ○ not complied with	

Nº	Corporate governance principles	Assessment criteria for corporate governance principle compliance	Compliance status with corporate governance principle	Explanation of deviations from criteria used to assess compliance with good corporate governance
1	2	3	4	5
1.1.5	Each shareholder was able to freely exercise their voting rights in the easiest and most convenient way.	1. The Company's Articles of Association provide for the possibility of filling in the electronic voting ballot form on the Company's website, the address of which is specified in the notification of the General Meeting.	complied with partially complied with not complied with	
1.1.6	The procedure established by the Company for holding a general meeting give all persons attending the General meeting an equal opportunity to express their views and ask questions that might be of interest to them.	1. In the reporting period, when General Meetings were held in the form of a meeting (joint presence of shareholders), sufficient time was allowed for reports on the items on the agenda and for discussion of these items, and shareholders were given the opportunity to express their opinions and ask questions relating to the items on the agenda. 2. The Company invited candidates to the Company's management and supervisory bodies and took all necessary measures to ensure their participation in the General Shareholders' Meeting at which their candidatures were put to vote. The candidates to the Company's management and supervisory bodies who were present at the General Shareholders' Meeting were available to answer the shareholders' questions. 3. The sole executive body, the person responsible for accounting and the Chairman or other members of the Audit Committee of the Board of Directors were available to answer questions from shareholders at the General Meetings held in the reporting period. 4. In the reporting period, the company used telecommunications facilities to provide remote access to shareholders to participate in general meetings, or the Board of Directors made a reasoned decision that there was no need (possibility) to use such facilities in the reporting period.	complied with partially complied with not complied with	Criteria 1, 2, 3, 4: Pursuant to Article 2 of Federal Law No. 25-FZ of 25.02.2022, the 2024 General Meetings of Shareholders were held by absentee voting to make decisions on agenda items. In this regard, the shareholders had the opportunity to put questions to the candidates for the Company's management and supervisory bodies, the members of the Board of Directors, the General Director, the Chief Accountant, the Chairman and members of the Audit Committee of the Company, during the preparation of the meeting and during the General Meeting, by sending them to the hotline or by e-mail to the addresses specified on the Company's website.
1.2 The shareholders have an equal and fair opportunity to participate in the profits of the Company through the payment of dividends				
1.2.1	The Company developed and put in place a transparent and clear mechanism for determining the amount of dividends and their payment procedure.	1. The Company's Dividend Policy is approved by the Board of Directors and is published on the Company's website. 2. If the dividend policy of the Company, which prepares consolidated financial statements, uses the Company's reporting indicators to determine the amount of dividends, the relevant provisions of the dividend policy incorporate the consolidated financial reporting indicators. 3. Justification of the proposed net profit distribution, including dividends payment and the Company's own needs, and assessment of its compliance with the dividend policy adopted by the Company, with explanations and economic justification of the need to allocate a certain part of net profit for own needs in the reporting period were included in the materials for the General Meeting of Shareholders, the agenda of which includes the issue of profit distribution (including payment (declaration) of dividends).	complied with partially complied with not complied with	



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1.2.2	The Company does not make a decision to pay dividends if such a decision, while formally compliant with the law, is not justified from an economic point of view and may lead to misrepresentation of the Company's performance.	1. The Company's Dividend Policy Regulation, in addition to the restrictions imposed by law, defines the financial/economic circumstances in which the Company shall not decide to pay dividends.	complied with partially complied with not complied with	
1.2.3	The Company does not allow any deterioration in the dividend rights of its existing shareholders.	1. In the reporting period, the Company took no action that would result in a deterioration in the dividend rights of its existing shareholders.	complied with partially complied with not complied with	
1.2.4	The Company endeavours to exclude the shareholders from using other ways of obtaining profit (income) at the expense of the Company other than dividends and liquidation value.	1. In the reporting period, there were no other ways for the Company's controlling entities to obtain profit (income) at the expense other than dividends (e.g. through transfer pricing, unjustified provision of overpriced services to the Company by the controlling entity, through internal loans substituting dividends to the controlling entity and/or its controlled persons).	complied with partially complied with not complied with	
1.3 The system and practices of corporate governance ensure equal terms and conditions for all shareholders owning shares of the same class (category) in the company, including minority and foreign shareholders, and their equal treatment by the Company				
1.3.1	The Company created conditions that enable its governing bodies and controlling persons to treat each shareholder fairly, in particular to prevent any abuse of minority shareholders by major shareholders.	1. In the reporting period, the controlling entities of the Company did not abuse their rights vis-à-vis the shareholders of the Company, there were no conflicts between the Company's controlling entities and the shareholders and, if there were, the Board of Directors paid due consideration to them.	complied with partially complied with not complied with	
1.3.2	The Company does not take any action that lead or may lead to artificial redistribution of corporate control.	There were no quasi-treasury shares, nor did they participate in voting in the reporting period.	complied with partially complied with not complied with	The Company's equity holding structure includes 63% of the free float voting shares of minority shareholders. The total quasi-treasury shares of the Company amount to 3% of voting shares, therefore voting of quasi-treasury shares does not influence the total voting. Candidates to the management and supervisory bodies are elected by cumulative voting, which gives no advantage to any candidate. Given the above, the Company believes that it complies with the requirement not to take actions that results or may result in artificial redistribution of control. Therefore, the Company does not plan to restructure the quasi-treasury stake within 3-5 years.
1.4 The shareholders are provided with reliable and efficient means of recording their rights to shares and the opportunity of unhindered disposal of such shares				
1.4.1	The shareholders are provided with reliable and efficient means of recording their rights to shares and the opportunity of unhindered disposal of such shares.	The Company's Registrar's technologies and terms of services meet the needs of the Company and its shareholders, and ensure that the rights to shares are recorded and the rights of shareholders are realised in the most efficient way possible.	complied with partially complied with not complied with	

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2.1 The Board of Directors performs the strategic management of the Company, determines the main principles and approaches for organization of the risk management and internal control system in the Company, controls the activities of the Company's executive bodies and performs other key functions				
2.1.1	The Board of Directors is responsible for making decisions on the appointment and dismissal of members of executive bodies, including those relating to their failure to perform their duties properly. The Board of Directors also ensures that the Company's executive bodies act in alignment with the approved development strategy and key business lines of the Company.	1. The Board of Directors is vested with the powers set out in the Articles of Association to appoint, dismiss and determine the terms and conditions of the contracts of the members of the executive bodies. 2. In the reporting period, the Nomination (Appointments, Human Resources) Committee considered whether the professional qualifications, skills and experience of the members of the governing bodies meet the current and anticipated needs of the Company nominating committee as dictated by the approved strategy of the Company. 3. In the reporting period, the Board of Directors reviewed the report(s) of the sole executive body and the collegial executive body (if any) on the implementation of the Company's strategy.	☐ complied with ☒ partially complied with ☐ not complied with	Criteria 1, 3 are met. Criterion 2: In the reporting year, the Human Resources and Remuneration Committee did not consider the issue of compliance of professional qualifications, skills and experience of the General Director and members of the Management Board with the current and expected demands of the Company as dictated by the approved strategy, because it considers it unreasonable to annually consider this issue given that the goals and objectives of the Company's current strategy are maintained. This issue will be considered when new members of executive bodies are appointed/elected or when significant changes are made to the approved strategy.
2.1.2	The Board of Directors establishes the Company's key long-term business targets, evaluates and approves the Company's key performance indicators and main business plans for the Company's core business activities.	1. In the reporting period, the Board of Directors dealt with matters relating to the implementation and updating of the strategy, the approval of the Company's financial and economic plan (budget), as well as the review of criteria and performance indicators (including interim ones) for the implementation of the Company's strategy and business plans.	☒ complied with ☐ partially complied with ☐ not complied with	
2.1.3	The Board of Directors defines the principles and approaches to organization of the risk management and internal control system in the Company.	1. The principles of and approaches to the organization of the risk management and internal control system in the Company are defined by the Board of Directors and set out in the Company's internal documents determining the risk management and internal control policy. 2. In the reporting period, the Board of Directors approved (revised) an acceptable level of risk (risk appetite) of the Company, the Audit Committee and/or the Risk Committee (if any) considered whether it is advisable to submit the issue of revising the Company's risk appetite to the Board of Directors for consideration.	☐ complied with ☒ partially complied with ☐ not complied with	Criterion 1 is met. Criterion 2: In the reporting year, the Board of Directors and Audit Committee did not consider the risk appetite review. According to the conclusion of the Audit Committee, the risk appetite of individual business lines within the TATNEFT Group currently is not significant and does not require consideration of this issue by the Board of Directors. The risk management system established in the Company fully responds to external challenges and is properly controlled by the Audit Committee and the Board of Directors of the Company. The Audit Committee plans to consider this issue in 2025-2026.
2.1.4	The Board of Directors determines the Company's policy on remuneration and/or expense reimbursement (compensations) of the members of the Board of Directors, members of the executive bodies and other key management personnel of the Company.	The Company developed, approved by the Board of Directors and implemented the policy (policies) on remuneration and reimbursement of expenses (compensations) for the members of the Board of Directors, the executive bodies of the Company and other key managers of the Company. 2. In the reporting period, the Board considered issues relating to the above policy(policies).	☒ complied with ☐ partially complied with ☐ not complied with	



Nº	Corporate governance principles	Assessment criteria for corporate governance principle compliance	Compliance status with corporate governance principle	Explanation of deviations from criteria used to assess compliance with good corporate governance
1	2	3	4	5
2.1.5	The Board of Directors plays a key role in preventing, identifying and resolving internal conflicts between the Company's governing bodies, shareholders and employees.	1. The Board plays a key role in the prevention, identification and resolution of internal conflicts. 2. The Company has put a system in place to identify transactions that may give rise to conflicts of interest and a set of measures to resolve such conflicts.	☒ complied with ☐ partially complied with ☐ not complied with	
2.1.6	The Board of Directors plays a key role in ensuring that the company is transparent, discloses information in full and in due time, and provides its shareholders with unhindered access to its documents.	1. There are designated persons in the Company who are responsible for the information policy implementation.	☒ complied with ☐ partially complied with ☐ not complied with	
2.1.7	The Board oversees the Company's corporate governance practices and plays a key role in the Company's major corporate events.	1. In the reporting period, the Board reviewed the results of the self-assessment and/or external evaluation of the Company's corporate governance practices.	☒ complied with ☐ partially complied with ☐ not complied with	
2.2 The Board of Directors reports to the Company's shareholders				
2.2.1	Information on the Board's work is disclosed and made available to the shareholders.	1. The Company's annual report for the reporting period includes information on each Board member's attendance at meetings of the Board of Directors and Committees. 2. The Annual Report contains information on the main results of the assessment (self-assessment) of the Board of Directors' performance quality in the reporting period.	☐ complied with ☒ partially complied with ☐ not complied with	Criterion 1: Pursuant to Decree of the RF Government No. 1102 dated 04.07.2023 and the introduction of restrictive measures by unfriendly countries against the Issuer and certain members of the Issuer's management bodies, the Company's 2024 annual report does not contain any information on attendance of meetings of the Board of Directors and Committees by each of the Board members. It will be possible to include this information in the Company's annual reports after the geopolitical situation is regulated. Criterion 2 is met.
2.2.2	The Board Chairman is available for communications with the shareholders of companies.	1. The Company has a transparent procedure in place to ensure that the shareholders can send enquiries to, and receive feedback from, the Board Chairman (and, where applicable, the Senior Independent Director).	☒ complied with ☐ partially complied with ☐ not complied with	
2.3 The Board is an effective and professional management body of the Company, capable of exercising objective and independent judgement and taking decisions in the best interests of the Company and its shareholders				
2.3.1	Only persons who have an impeccable business and personal reputation and have the knowledge, skills and experience necessary to make decisions within the Board of Directors' competence and required to perform its duties effectively are elected as members of the Board of Directors.	1. In the reporting period, the Board of Directors (or its Nomination Committee) assessed candidates to the Board of Directors in respect of their experience, knowledge, business reputation, absence of conflicts of interest, etc.	☒ complied with ☐ partially complied with ☐ not complied with	

Nº	Corporate governance principles	Assessment criteria for corporate governance principle compliance	Compliance status with corporate governance principle	Explanation of deviations from criteria used to assess compliance with good corporate governance
1	2	3	4	5
2.3.2	The members of the Company's Board of Directors are elected through a transparent procedure that allows the shareholders to obtain sufficient information on the candidates to form an opinion on their personal and professional qualities.	1. In all cases when the General Shareholders' Meeting was held in the reporting period, the agenda of which included the issues on election of the Board of Directors, the Company provided the shareholders with biographical details of all the candidates for the Board of Directors, the results of the assessment of the candidates' professional qualifications, experience and skills compliance with the current and expected demands of the Company conducted by the Board of Directors (or its Nomination Committee), and information on the candidate's compliance with the independence criteria in accordance with Recommendations 102-107 of the Code, and information on the candidate's professional qualifications, experience and skills compliance with the requirements of the Code.	complied with partially complied with not complied with	Criterion 1: Pursuant to Decree of the RF Government No. 1102 dated 04.07.2023 and the introduction of restrictive measures by unfriendly countries against the Issuer and certain members of the Issuer's management bodies, the information stipulated in Clause 2.3.2 was not provided to the shareholders. It will be possible to provide shareholders with access to the above information after the geopolitical situation is regulated.
2.3.3	The composition of the Board of Directors is well balanced in terms of the qualifications of its members, their experience, knowledge and business acumen, and enjoy the confidence of shareholders.	1. In the reporting period, the Board assessed its own professional qualifications, experience and skills needs and identified the competencies required by the Board in the short and long term.	complied with partially complied with not complied with	
2.3.4	The number of directors on the Board makes it possible to organize the activities of the Board in the most efficient way, including the possibility to form committees of the Board, and also ensures that the Company's significant minority shareholders can elect a candidate for whom they vote to the Board of Directors.	1. In the reporting period, the Board reviewed the issue whether the number of the Board members meets the needs of the Company and the interests of the shareholders.	complied with partially complied with not complied with	
2.4 The Board of Directors consists of a sufficient number of independent directors				
2.4.1	An independent director is a person who has sufficient expertise, skills and independence to form his/her own position and is able to make objective and bona fide judgements, independent of the influence of the Company's executive bodies, certain groups of shareholders or other stakeholders. It should be noted that a candidate (elected member of the board of directors) who is related to the Company, its major shareholder, a major counterparty or a competitor of the Company, or related to the state, cannot normally be considered independent.	1. In the reporting period, all independent members of the Board of Directors met all the independence criteria set out in Recommendations 102-107 of the Code or were recognised as independent by the resolution of the Board of Directors.	complied with partially complied with not complied with	

Nº	Corporate governance principles	Assessment criteria for corporate governance principle compliance	Compliance status with corporate governance principle	Explanation of deviations from criteria used to assess compliance with good corporate governance
1	2	3	4	5
2.4.2	Candidates for the Board of Directors are assessed for compliance with the independence criteria, and the compliance of independent Board members with the independence criteria is regularly assessed. When carrying out such an assessment, the content prevails over Form 1.	1. In the reporting period, the Board of Directors (or the Nomination Committee of the Board) formed an opinion on the independence of each nominated director to the Board of Directors and communicated the relevant opinion to the shareholders. 2. In the reporting period, the Board of Directors (or the Nomination Committee of the Board of Directors) has at least once reviewed the independence of the current members of the Board of Directors (after their election). 3. The Company has developed procedures that define the necessary actions to be taken by a member of the Board of Directors in case he/she ceases to be independent, including the obligation to inform the Board of Directors thereof in due time.	complied with partially complied with not complied with	Criterion 1: Pursuant to Decree of the RF Government No. 1102 dated 04.07.2023 and due to the introduction of restrictive measures by unfriendly countries against the Issuer and certain members of the Issuer's management bodies, the opinion of the Board of Directors on the independence of each candidate was not provided to the shareholders in 2024. Providing shareholders with access to the above information will be possible after the geopolitical situation is regulated. Criteria 2 and 3 are met.
2.4.3	Independent directors make up at least one-third of the elected Board.	1. Independent directors make up at least one-third of the elected Board of Directors.	complied with partially complied with not complied with	Criterion 1: The composition of the Board of Directors is based on the balance of interests of minority and majority shareholders, and the Company's own need for highly professional and efficient managers to participate in the Board of Directors. The Board of Directors members include three independent directors. The Company plans to increase the independent directors' number to one third of the Board of Directors by 2030.
2.4.4	Independent directors play a key role in preventing internal conflicts in the Company and taking significant corporate actions by the Company.	1. Independent Directors (who have no conflicts of interest) made a preliminary assessment of major corporate actions in relation to possible conflicts of interest in the reporting period and the results of such assessment were reported to the Board of Directors.	complied with partially complied with not complied with	
2.5. The Board Chairman facilitates the most efficient performance of the functions assigned to the Board of Directors				

Nº	Corporate governance principles	Assessment criteria for corporate governance principle compliance	Compliance status with corporate governance principle	Explanation of deviations from criteria used to assess compliance with good corporate governance
1	2	3	4	5
2.5.1	The Chairman of the Board of Directors is an independent director or a senior independent director has been appointed from among the elected independent directors to coordinate the work of independent directors and interact with the Chairman of the Board of Directors.	1. The Board Chairman is an independent director or a senior independent director designated from among the independent directors. 2. The role, rights and duties of the Chairman of the Board (and, where applicable, the Senior Independent Director) are duly defined in the Company's internal documents.	complied with partially complied with not complied with	Criterion 1: The Board Chairman is a non-executive director elected unanimously by all members of the Board of Directors as the most competent member of the Board of Directors with high skills and knowledge, impeccable business and personal reputation and significant experience in senior leadership positions. Based on the position of the independent directors themselves, no senior independent director is currently designated. All the independent directors have equal rights to interact with the Chairman of the Board of Directors. In the next business year, following the election of a new Board of Directors by the Annual General Meeting following the results of 2024, the independent directors will be invited to elect a Senior Independent Director. The Company follows the principle of voluntariness of this approach. Criterion 2 is met.
2.5.2	The Chairman of the Board of Directors ensures a constructive work environment at the meetings, free discussion of the agenda issues of the meeting, and control over the implementation of the decisions made by the Board of Directors.	1. The performance of the Chairman of the Board of Directors was assessed as part of the Board of Directors' performance evaluation (self-evaluation) in the reporting period.	complied with partially complied with not complied with	
2.5.3	The Chairman of the Board of Directors takes the necessary steps to ensure that the members of the Board of Directors are provided in a timely manner with the information required to make decisions on the issues on the agenda.	1. The duty of the Chairman of the Board to take measures to ensure timely provision of complete and reliable information on the issues on the agenda of the Board of Directors' meeting to the members of the Board of Directors is set out in the Company's internal documents.	complied with partially complied with not complied with	
2.6. The members of the Board of Directors act bona fide in the interests of the Company and its shareholders on the basis of sufficient information, with due care and diligence				
2.6.1	The members of the Board of Directors make decisions in the light of all available information, in the absence of conflicts of interest, with due regard to the equitable treatment of the Company's shareholders and within the limits of normal business risk.	1. The Company's internal documents stipulate that a member of the Board of Directors must inform the Board of Directors if they have a conflict of interest in relation to an item on the agenda of a meeting of the Board of Directors or Board Committee before the start of the discussion of the relevant agenda issue. 2. The Company's internal documents provide that a member of the Board of Directors shall abstain from voting on any matter in which they have a conflict of interest. 3. The Company has established a procedure to enable the Board to apply, at the Company's expense, for professional advice on matters within its competence.	complied with partially complied with not complied with	



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2.6.2	The rights and duties of the Board members are expressly stated and defined in the Company's internal documents.	1. The Company has adopted and published the internal document that clearly defines the rights and duties of the members of the Board of Directors.	complied with partially complied with not complied with	
2.6.3	The members of the Board of Directors have sufficient time to fulfil their duties.	Individual attendance at meetings of the Board of Directors and its Committees and sufficient time to work in the Board and its Committees have been reviewed as part of the self-assessment of the Board's performance in the reporting period. 2. Pursuant to the Company's internal documents, members of the Board of Directors shall notify the Board of Directors of their intention to join management bodies of other organisations (other than organisations controlled by the Company), and the fact of such appointment.	complied with partially complied with not complied with	
2.6.4	All members of the Board of Directors have equal access to the Company's documents and data. Newly elected Directors are provided with sufficient information about the Company and the activities of the Board as soon as possible.	1. Pursuant to the Company's internal documents, the members of the Board of Directors have the right to obtain the data and documents necessary for the members of the Board of Directors to perform their duties concerning the Company and its controlled entities, and the Company's executive bodies shall make the relevant information and documents available. 2. The Company implements a formalised introductory program for newly elected members of the Board of Directors.	complied with partially complied with not complied with	
2.7. Board of Directors' Meetings, preparations for meetings and participation of the Board members ensure the effective operation of the Board of Directors				
2.7.1	The Board of Directors holds its meetings on an as-needed basis, with due regard to the scope of the Company's activities and the objectives of the Company at any given time.	1. The Board of Directors held at least six meetings during the year under review.	complied with partially complied with not complied with	
2.7.2	The Company's internal documents set out the procedure for the preparation and conduct of the Board of Directors' meetings so that the Board members can be properly prepared for the meeting.	1. The Company adopted an internal document setting out the procedure for the preparation and holding of Board meetings, which stipulates, inter alia, that, in general, notice of a meeting should be given at least five days before the date of the meeting. 2. In the reporting period, members of the Board of Directors who were not present at the meetings were able to participate in the discussion of agenda items and voting remotely through conference calls and video-conferencing.	complied with partially complied with not complied with	
2.7.3	The form of the Board of Directors' meeting is determined according to the importance of the items on the agenda. The most important matters are resolved at meetings of the Board of Directors held by personal attendance.	1. The Articles of association or an internal document of the Company stipulate that the most important issues (including those listed in Recommendation 168 of the Code) must be dealt with at the meetings of the board of directors in the physical presence of its members.	complied with partially complied with not complied with	

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2.7.4	Decisions on the most important matters of the Company's business are made at a meeting of the Board of Directors by a majority of all the elected members of the Board of Directors.	1. The Company's Articles of Association provide that resolutions on the most important issues, including those set out in Recommendation 170 of the Code, shall be taken at a meeting of the Board of Directors by a qualified majority of at least three-quarters (3/4) of the votes cast or by a majority of all the elected members of the Board of Directors.	● complied with ○ partially complied with ○ not complied with	
2.8. The Board of Directors forms Committees for preliminary consideration of the most important issues of the Company's business				
2.8.1	For preliminary consideration of issues relating to control over the Company's financial and business activities, the Audit Committee is established and comprised of independent directors.	1. The Board of Directors has formed the Audit Committee consisting solely of independent directors. 2. The internal documents of the Company specify the objectives of the Audit Committee, including the objectives indicated in Recommendation 172 of the Code. 3. At least one member of the Audit Committee, who is an independent director, has sufficient experience and expertise in preparation, analysis, assessment and audit of accounting (financial) statements. 4. The Audit Committee held meetings at least once a quarter in the reporting period.	○ complied with ● partially complied with ○ not complied with	Criterion 1: The Board Audit Committee consists of three independent directors, one of whom has the experience and expertise in preparation, analysis, assessment and audit of accounting (financial) statements and is the Chairman of the Committee. Furthermore, the Board of Directors decided to increase the membership of the Committee by adding one non-executive director who has also experience and expertise in preparation, analysis, assessment and audit of accounting (financial) statements. The Board of Directors annually reviews the Committee membership. Compliance with recommendations of the Bank of Russia Code on the committee membership exclusively of independent directors will be possible upon the increased share of independent directors in the Board of Directors planned by the Company (See Clause 2.4.3 of this Report for clarification). Criterion 2: Regulations on the Audit Committee specify the Audit Committee objectives except for specific objectives indicated in Recommendation 172 of the Code. Based on the position of full compliance with the corporate governance standards, the Company plans to introduce relevant amendments to the Regulations in 2025. Criterion 3, 4 are complied with
2.8.2	For preliminary consideration of issues relating to development of efficient and transparent remuneration practices, the Remuneration Committee is established, comprised of independent directors and chaired by an independent director who is not the Chairman of the Board of Directors.	1. The Board of Directors has established the Remuneration Committee, which consists solely of independent directors. 2. The Remuneration Committee is chaired by an independent director who is not the Chairman of the Board of Directors. 3. The internal documents of the Company specify the objectives of the Remuneration Committee, including the objectives indicated in Recommendation 180 of the Code, as well as conditions (events), upon the occurrence of which the Remuneration Committee considers the issue of revising the Company's remuneration policy for the members of the Board of Directors, executive bodies and other key management persons.	● complied with ○ partially complied with ○ not complied with	



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2.8.3	For preliminary consideration of issues relating to human resources planning (succession planning), professional composition and efficiency of the Board of Directors, the Nomination (Appointments, Human resources) Committee is established with a majority of its members being independent directors.	1. The Board of Directors established the Nomination Committee (or its tasks indicated in Recommendation 186 of the Code are delegated to other Committee), with a majority of its members being independent directors. 2. The internal documents of the Company specify the objectives of the Nomination Committee (or the relevant Committee with combined functions), including the tasks indicated in Recommendation 186 of the Code. 3. In order to form the Board of Directors that best meets the goals and objectives of the Company in the reporting period, the Nomination Committee, independently or jointly with other Committees of the Board of Directors or the authorized division of the Company for interaction with shareholders, organized interaction with shareholders, not limited to the largest shareholders, in the context of the selection of nominated director of the Board of Directors of the Company.	○ complied with ● partially complied with ○ not complied with	Criterion 1: The tasks of the Nomination Committee are combined with the functions of the HR and Remuneration Committee. Criterion 2: is complied with Criterion 3: The Company's equity holding structure includes more than 700 thousand minority shareholders, who are unable to nominate candidates to the management and supervisory bodies self-reliantly and independently of other shareholders due to the fact that their shareholding does not meet the requirements of Clause 1, Article 53, Federal Law 'On Joint-Stock Companies'. Since it is impossible to interact with all minority shareholders, the Company's interaction with some of them in order to nominate candidates implies the creation of shareholder groups, which contradicts the principles of the Company's equal treatment of all shareholders. The Company's authorised division interacts with the investment community in order to select candidates, including independent candidates, to represent the interests of all minority shareholders in the management and supervisory bodies of the Company. Changes in the policy of interaction with minority shareholders will become possible in case of changes in the equity holding structure. At present, it is not possible to forecast changes in the equity holding structure.
2.8.4	Given the scale of activities and level of risk, the Board of Directors made sure that the membership of its Committees is fully in line with the corporate objectives of the Company. Either additional committees were formed, or they were deemed not necessary (Strategy Committee, Corporate Governance Committee, Ethics Committee, Risk Management Committee, Budget Committee, Committee on Health, Safety & Environment, etc.).	In the reporting period, the Board of Directors of the Company considered alignment of the Board structure with the scope, specifics, corporate objectives, needs and risk profile of the Company. Additional committees were either formed, or deemed not necessary.	● complied with ○ partially complied with ○ not complied with	

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2.8.5	The composition of the Committees is determined to allow for a comprehensive discussion of the issues under preliminary consideration with due account of differing opinions.	1. The Audit Committee, Remuneration Committee, Nomination Committee (or the corresponding committee with combined functions) were chaired by independent directors in the reporting period. 2. The internal documents (policies) of the Company have provisions according to which persons who are not members of the Audit Committee, the Nomination Committee (or the corresponding committee with combined functions) and the Remuneration Committee may attend meetings of the Committees only at the invitation of the chairman of the respective Committee.	● complied with ○ partially complied with ○ not complied with	
2.8.6	The Chairmen of the Committees report on the work of their Committees to the Board of Directors and its Chairman on a regular basis.	In the reporting period, Chairmen of the Committees regularly reported on the work of the Committees to the Board of Directors.	● complied with ○ partially complied with ○ not complied with	
2.9. The Board of Directors provides for performance assessment of the Board of Directors, its Committees and the Board members				
2.9.1	The Board of Directors' performance assessment is aimed at determining how effectively the Board of Directors, its Committees and members work and whether their work meets the Company development requirements, and making their work more intensive and identifying areas of improvement.	1. The Company's internal documents define procedures for the assessment (self-assessment) of the Board of Directors performance. 2. The assessment (self-assessment) of the Board of Directors' performance conducted in the reporting period included assessment of the work of Committees, individual members of the Board of Directors and the Board of Directors as a whole. 3. The results of the Board of Directors' performance assessment (self-assessment) conducted in the reporting period were reviewed at the in-person meeting of the Board of Directors.	● complied with ○ partially complied with ○ not complied with	
2.9.2	The performance assessment (self-assessment) of the Board of Directors, Committees and Board members, is carried out on a regular basis, at least once a year. An external organisation (consultant) is engaged at least once every three years to carry out an independent assessment of the Board of Directors performance.	1. The Company engaged an external organisation (consultant) to carry out an independent assessment of the Board of Directors' performance at least once in the last three reporting periods.	● complied with ○ partially complied with ○ not complied with	
3.1. The Company's Corporate Secretary ensures effective interaction with its shareholders, coordination of the Company's actions to protect the rights and interests of shareholders, and support of efficient work of the Board of Directors				



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3.1.1	The Corporate Secretary has the expertise, experience, and qualifications sufficient to fulfil the duties assigned, as well as an impeccable reputation and enjoys the trust of the shareholders.	1. The Company's website and the Annual Report provide biographical information of the Corporate Secretary (including information on age, education, qualifications and experience), and information on executive positions held by the Corporate Secretary in other legal entities within at least the last five years.	○ complied with ● partially complied with ○ not complied with	Criterion 1: Pursuant to Decree of the RF Government No. 1102 dated 04.07.2023 and due to the introduction of restrictive measures by unfriendly countries against the Issuer, the information on the corporate secretary is not provided on the Company's website. It will be possible to place the above information on the Company's website after the geopolitical situation is regulated.
3.1.2	The Corporate Secretary is sufficiently independent of the Company's executive bodies and is vested with powers and resources required to perform their tasks.	1. The Company has adopted and published an internal document — the Regulations on the Corporate Secretary. 2. The Board of Directors approves the appointment and removal from office of the Corporate Secretary and considers the issue on their additional fee. 3. The Company's internal documents provide for the right of the Corporate Secretary to request and receive Company documents and information from governance bodies, structural divisions and officials of the Company.	● complied with ○ partially complied with ○ not complied with	
4.1. The level of remuneration paid by the Company is sufficient to enable it to attract, motivate and retain persons with the competence and qualifications required by the Company. The remuneration is paid to the members of the Board of Directors, the executive bodies, and other key executive officers of the Company in accordance with the remuneration policy approved by the Company.				
4.1.1	The level of remuneration paid by the Company to its Board members, executive bodies, and other key managers is adequate to motivate them to work efficiently and enables the Company to attract and retain knowledgeable, skilled, and duly qualified persons. At the same time the Company avoids setting the level of remuneration any higher than necessary, as well as an unreasonably large gap between the levels of remuneration of these persons and employees of the Company.	1. Remuneration of the members of the Board of Directors, the executive bodies and other key executive managers of the Company is determined considering the results of a comparative analysis of the remuneration level in comparable companies.	● complied with ○ partially complied with ○ not complied with	
4.1.2	The Company's remuneration policy is developed by its Remuneration Committee and approved by the Board of Directors. The Remuneration Committee supported by the Board of Directors monitors implementation of and compliance with the remuneration policy by the Company and, if necessary, reviews and amends it.	1. In the reporting period, the Remuneration Committee reviewed the remuneration policy (policies) and/or implementation practices thereof, assessed the efficiency and transparency thereof and, where necessary, provided relevant recommendations to the Board of Directors on revising the specified policy (policies).	● complied with ○ partially complied with ○ not complied with	

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4.1.3	The Company's remuneration policy provides for transparent mechanisms to be used to determine the amount of remuneration due to the members of the Board of Directors, the executive bodies, and other key managers of the Company, as well as regulates any and all types of payments, benefits, and privileges provided to the above persons.	1. The Company's remuneration policy (policies) contains transparent mechanisms for determining the amount of remuneration of the members of the Board of Directors, the executive bodies and other key managers of the Company, as well as regulates all types of payments, benefits and privileges granted to these persons.	● complied with ○ partially complied with ○ not complied with	
4.1.4	The Company determines a policy on reimbursement of expenses (compensation) which contains a list of reimbursable expenses and specifies service level provided to the members of the Board of Directors, executive bodies, and other key managers of the Company. Such policy may form part of the Company's remuneration policy.	1. The remuneration policy (policies) or other internal documents of the Company set out the rules for reimbursement of expenses to the members of the Board of Directors, the executive bodies, and other key managers of the Company.	● complied with ○ partially complied with ○ not complied with	
4.2. The Board members remuneration system ensures harmonization of financial interests of Directors with long-term financial interests of the shareholders				
4.2.1	The Company pays fixed annual remuneration to the members of the Board of Directors. The Company does not pay remuneration for participation in certain Board meetings or Board Committees' meetings. The Company does not engage methods of short-term motivation and additional financial incentives towards the members of the Board of Directors.	1. In the reporting period, the Company paid remuneration to the members of the Board of Directors in accordance with the remuneration policy adopted by the Company. 2. In the reporting period, the Company did not apply forms of short-term motivation or additional financial incentives to the members of the Board of Directors, the payment of which depends on the Company's performance (indicators). The Company did not pay remuneration for participation in certain Board meetings or Board Committees' meetings.	● complied with ○ partially complied with ○ not complied with	
4.2.2	Long-term ownership of the Company's shares contributes most to aligning financial interests of the members of the Board of Directors with long-term interests of the shareholders. At the same time the Company does not make the right to dispose of shares dependent on the achievement by the Company of certain performance results; and the members of the Board of Directors do not take part in the option programs.	If the internal document (documents), namely, the remuneration policy (policies) of the Company, stipulates (stipulate) granting of the Company's shares to the members of the Board of Directors, clear rules for share ownership by the members of the Board of Directors aimed at encouraging long-term ownership of such shares must be provided and disclosed.	○ complied with ● partially complied with ○ not complied with	Criterion 1: The Company adopted internal documents regulating the Company's share-based long-term incentive policy. The long-term incentive programme provides for payments based on the change in the value of the Company's shares over a period of a five-year cycle. Settlements are made in cash. The remuneration is contingent on the fulfilment of performance indicators and increase in share price. Internal documents regulating the long-term remuneration policy are not disclosed by the Company. The approved policy corresponds to the goals and objectives of the Company's strategy until 2030 and may be revised after amendments to the Company's strategy or approval of a new strategy.



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1	2	3	4	5
4.2.3	The Company does not provide for any additional allowance or compensation in the event of early resignation of the Board members due to change of control over the Company or other circumstances.	The Company does not provide for any additional allowance or compensation in the event of early resignation of the Board members due to change of control over the Company or other circumstances.	● complied with ○ partially complied with ○ not complied with	
4.3. The system of remuneration due to the members of the executive bodies and other key managers of the Company provides for the dependence of remuneration on the Company's performance and their personal contribution to the this performance achievement				
4.3.1	Remuneration of the members of the Company's executive bodies and other key executives is determined in such a way as to ensure a reasonable and justified ratio between its fixed part and its variable part that is dependent on the Company's performance and employee's personal (individual) contribution to the final result.	1. In the reporting period, annual performance indicators approved by the Board of Directors were used to determine the variable remuneration due to the members of the executive bodies and other key executives of the Company. 2. During the latest assessment of remuneration system for the members of the executive bodies and other key executives of the Company, the Board of Directors (the Remuneration Committee) assured that the Company applies an effective ratio of fixed and variable parts of remuneration. 3. When determining the amount of remuneration paid to the members of the executive bodies and other key managers of the Company, the risks borne by the Company are considered in order to avoid creating incentives to make excessively risky management decisions.	● complied with ○ partially complied with ○ not complied with	
4.3.2	The Company implemented a long-term incentive program for members of the Company's executive bodies and other key managers involving the Company's shares (or options or other derivative financial instruments, the underlying assets for which are the Company's shares).	1. In case the Company implemented a long-term incentive program for the executive bodies' members and other key managers of the Company involving the Company's shares (or options or other derivative financial instruments, the underlying assets for which are the Company's shares), the program provides that the right to dispose such shares and other financial instruments is acquired no earlier than three years from the date when such shares were provided. At the same time, the right to dispose the same is conditioned by the achievement of certain targets by the Company.	○ complied with ● partially complied with ○ not complied with	Criterion 1: A long-term incentive programme has been developed in compliance with the principles specified in this clause, but due to the fact that payments are made in cash, the Company does not fully comply with the criteria specified in this clause. The approved incentive policy complies with the goals and objectives of the Company's strategy until 2030 and may be revised after amendments to the Company's strategy or approval of a new strategy.
4.3.3	The amount of compensation (the "golden parachute") is paid by the Company in case of early termination of powers to the executive bodies' members or other key executives at the Company's initiative provided that there have been no bad faith actions on their part, does not exceed two times the fixed part of their annual remuneration.	1. The amount of compensation (the "golden parachute") is paid by the Company in case of early termination of powers to the executive bodies' members or other key executives at the Company's initiative provided that there have been no bad faith actions on their part, does not exceed two times the fixed part of their annual remuneration.	● complied with ○ partially complied with ○ not complied with	
5.1. The Company has set up an efficient risk management and internal control system designed to provide reasonable assurance of achieving the Company's goals				

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1	2	3	4	5
5.1.1	The Board of Directors determined the principles and approaches to creation of the risk management and internal controls system in the Company.	1. The functions of different governance bodies and divisions of the Company in the risk management and internal control system are clearly defined in the internal documents/ relevant policies of the Company, approved by the Board of Directors.	complied with partially complied with not complied with	
5.1.2	The executive bodies of the Company ensure the establishment and continuing operation of the efficient risk management and internal control system in the Company.	1. The executive bodies of the Company ensured the distribution of duties, powers and responsibilities in respect of risk management and internal control among the managers (heads) of divisions and departments accountable to them.	complied with partially complied with not complied with	
5.1.3	The Company's risk management and internal control system enables one to obtain an objective, fair and clear view of the current status and prospects of the Company, integrity and transparency of its accounts and reports, and reasonableness and acceptability of risks being assumed by the Company.	1. The Company has an approved anticorruption policy. 2. The Company has in place a safe, confidential and easy-to-access method (hotline) for reporting to the Board of Directors or the Audit Committee of the Board of Directors on any breaches of legislation, internal procedures and the ethics code of the Company.	complied with partially complied with not complied with	
5.1.4	The Company's Board of Directors takes required and sufficient measures to procure that the existing risk management and internal control system of the Company is consistent with the principles of and approaches to its creation as set forth by the Board of Directors and that it operates efficiently.	1. In the reporting period, the Board of Directors (Audit Committee and/or Risk Committee (if any)) conducted the assessment of the risk management and internal control system. 2. In the reporting period, the Board of Directors reviewed the results of the risk management and internal control system reliability and efficiency assessment and information on the results of the review was included in the Annual Report of the Company.	complied with partially complied with not complied with	
5.2. The Company organizes internal audit for systematic independent assessment of the reliability and efficiency of the risk management and internal control system, and the corporate governance practices.				
5.2.1	The Company has established a separate structural subdivision or engaged an independent third-party entity to carry out internal audits. The Internal Audit Department has separate lines of functional and administrative reporting. Functionally, the Internal Audit Department reports to the Board of Directors.	For the purposes of internal audit, the Company has created a separate structural subdivision (Internal Audit Department), which functionally reports to the Board of Directors or the Audit Committee, or engaged an independent third-party entity with the same accountability principle.	complied with partially complied with not complied with	
5.2.2	The Internal Audit Department assesses the efficiency of the internal control and risk management system, and assesses the corporate governance. The Company applies generally accepted standards of internal audit.	1. In the reporting period, the efficiency of the internal control and risk management system was assessed as part of the internal audit. 2. In the reporting period, the practice (individual practices) of corporate governance, including procedures for the exchange of information (inter alia, on internal control and risk management) at all levels of the Company's management, as well as interaction with stakeholders, was assessed as part of the internal audit.	complied with partially complied with not complied with	



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1	2	3	4	5
6.1. The Company and its operations are transparent to shareholders, investors and other stakeholders				
6.1.1	The Company has developed and implemented an information policy ensuring efficient information exchange between the Company, shareholders, investors and other stakeholders.	1. The Company's Board of Directors has adopted the Company's information policy aligned with the recommendations of the Code. 2. In the reporting period, the Board of Directors (or one of its committees) considered the efficiency of information exchange between the Company, shareholders, investors and other stakeholders and the expediency (necessity) of revising the Company's information policy.	complied with partially complied with not complied with	Criterion 1 is met. Criterion 2: Since the Board of Directors approved the Sustainable Development & Stakeholder Engagement Policy of PJSC TATNEFT named after V.D. Shashin in May 2022, and a new revision of the Company's Information Policy was adopted in September 2022, there was no need for the Company to review the efficiency of information interaction and revise the Information Policy in 2023-2024. The above issues are planned to be reviewed in 2024. As part of the implementation of the information policy and information risk management in 2024, the Company approved internal documents regulating information interaction with stakeholders and the procedure for publishing information. The issues of efficiency of information interaction between the Company, shareholders, investors and other stakeholders and the expediency (necessity) of revising the Company's information policy are planned to be considered in 2025.
6.1.2	The Company discloses information on its corporate governance system and practices, including detailed information on compliance with the principles and recommendations of the Code.	1. The Company discloses information on the Company's corporate governance system and the general principles of the corporate governance applied in the Company, including the information disclosed on the Company's Internet website. 2. The Company discloses information on membership of the executive bodies and the Board of Directors, independence of the members of the Board and their membership in the Board's Committees (as defined in the Code). 3. In the event there is an entity controlling the Company, the Company publishes a memorandum of the controlling entity regarding the plans of such person in respect of the corporate governance in the Company.	complied with partially complied with not complied with	Criterion 1 is met. Criterion 2: Pursuant to Decree of the Government of the Russian Federation No. 1102 dated 04.07.2023 and due to the introduction of restrictive measures by unfriendly countries against the Issuer, as well as certain members of the Issuer's management bodies, the information stipulated by Criterion 2 of Clause 6.1.2 was not disclosed by the Company in 2024. The Company will be able to disclose this information after the geopolitical situation is regulated. Criterion 3 is met: The Company has no controlling entity.
6.2. The Company discloses, in a timely manner, full, updated and reliable information about itself so as to enable its shareholders and investors to make informed decisions				

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6.2.1	The Company discloses information in accordance with the principles of regularity, consistency and timeliness, as well as accessibility, reliability, completeness and comparability of disclosed data.	1. The Company has defined a procedure that ensures coordination of the work of all structural divisions and employees of the Company, related to the disclosure of information or engaged in activities that may lead to the need to disclose information. 2. In the event that the Company's securities are traded in foreign organized markets, the disclosure of material information in the Russian Federation and in such markets is carried out synchronously and is the same in the reporting year. 3. If foreign shareholders hold a significant number of Company's shares, then information disclosed in the reporting year was not only in Russian, but also in one of the most common foreign languages.	● complied with ○ partially complied with ○ not complied with	
6.2.2	The Company avoids a formalistic approach to information disclosure and discloses material information on its activities, even if the disclosure of such information is not required by law.	1. The Company's information policy defines approaches to the disclosure of information on other events (actions) that have a material impact on the value or quotations of its securities, which data disclosure is not provided for by law. 2. The Company discloses information regarding the Company's capital structure in compliance with Recommendation 290 of the Code in the Annual Report and on the Company's website. 3. The Company discloses information on controlled entities that are of significant importance to it, including their principal activities, the mechanisms ensuring accountability of controlled entities, the powers of the Board of Directors of the Company with respect to determining the strategy and assessing the performance of controlled entities. 4. The Company publishes a nonfinancial report, including the sustainability report, environmental report, corporate social responsibility report or other report containing non-financial information, including factors related to the environment (in particular, ecology factors and climate-change-related factors), the Company (social factors) and corporate governance, with the exception of the equity securities issuer's report and the annual report of the Company.	○ complied with ● partially complied with ○ not complied with	Criterion 1, 2, 4: complied with Criterion 3: Pursuant to Decree of the Government of the Russian Federation No. 1102 dated 04.07.2023 and due to the introduction of restrictive measures by unfriendly countries against the Issuer and certain controlled entities of material importance for the Issuer, the Company did not disclose the information provided for by Criterion 3 of Clause 6.2.2 in 2024. The Company will be able to disclose this information after the geopolitical situation is regulated.
6.2.3	The Annual Report, as one of the most important tools of information exchange with the shareholders and other stakeholders, contains the information enabling one to assess the Company's performance for the year.	1. The Company's Annual Report contains information on the results of the Audit Committee's assessment of the external and internal audit process efficiency. 2. The Company's Annual Report contains information on the Company's environmental policy and social policy.	○ complied with ● partially complied with ○ not complied with	Criterion 1 is met. Criterion 2: Due to the separation of the Company's 2024 Annual Report and Sustainable Development Report, the information on the Company's environmental protection policy and social policy will be published in the Company's 2024 Sustainable Development Report approved by the Company's Board of Directors.
6.3. The Company provides information and documents upon its shareholders' inquiries in accordance with the principles of equal and unhindered accessibility				



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6.3.1	The shareholders' right to access the Company's documents and information is not subject to unreasonable difficulties.	1. The Company's information policy (internal documents defining the information policy) determines a procedure for providing unhindered access to information and documents of the Company upon shareholders' inquiries. 2. The information policy (internal documents defining the information policy) contains provisions stipulating that in case a shareholder files a request to provide information on organizations controlled by the Company, the Company makes the necessary efforts to obtain such information from the relevant entities controlled by the Company.	● complied with ○ partially complied with ○ not complied with	
6.3.2	When providing information to shareholders, the Company maintains a reasonable balance between the interests of individual shareholders and its own interests related to the fact that the Company is interested in keeping confidential sensitive business information that might have a material impact on its competitiveness.	1. In the reporting period, the Company did not refuse to satisfy shareholders' inquiries for information, or such refusals were justified. 2. In cases determined by the Company's information policy, shareholders are warned of the confidential nature of the information and undertake to keep it confidential.	● complied with ○ partially complied with ○ not complied with	
7.1. Any actions, which affect or may materially affect the Company's share capital structure and financial position of the Company and, accordingly, the position of its shareholders ("material corporate actions") are taken on fair terms and conditions ensuring that the rights and interests of the shareholders as well as other stakeholders are observed				
7.1.1	Material corporate actions are deemed to include reorganization of the Company, acquisition of 30 or more percent of its voting shares (takeover), entering by the Company into any material transactions, increasing or decreasing its share capital, listing and delisting of its shares, as well as other actions which may result in material changes in rights of its shareholders or infringement of their interests. The Company's Articles of Association provide for a list of (criteria for identifying) transactions or other actions falling within the category of material corporate actions and provide therein that such actions fall within the jurisdiction of the Company's Board of Directors.	1. The Company's Articles of Association provide for a list of (criteria for identifying) transactions or other actions falling within the category of material corporate actions. Pursuant to the Articles of Association, Decisions on material corporate actions fall within the jurisdiction of the Company's Board of Directors. Where these corporate actions are expressly reserved by law for the competence of the General Meeting of Shareholders, the Board of Directors makes appropriate recommendations to the shareholders.	● complied with ○ partially complied with ○ not complied with	
7.1.2	The Board of Directors plays a key role in making decisions or providing recommendations on material corporate actions. The Board of Directors relies on opinions of the Company's independent directors.	1. The Company has a procedure for independent directors to state their opinion on material corporate actions prior to their approval.	● complied with ○ partially complied with ○ not complied with	



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7.1.3	When taking any material corporate actions which affect rights and legitimate interests of the Company's shareholders, equal terms and conditions are ensured for all of the shareholders; if statutory mechanisms designed to protect the shareholder rights prove to be insufficient for that purpose, additional measures are taken to protect the rights and legitimate interests of the Company's shareholders. In such cases the Company seeks not only to comply with the formal requirements of law but also is guided by the principles of corporate governance set out in the Code.	1. The Company's Articles of Association, with due regard to the specifics of the Company's activities, places the approval of other transactions that are material to the Company in addition to those stipulated by law in the competence of the Board of Directors. 2. In the reporting period, all material corporate actions were subject to approval prior to their implementation.	● complied with ○ partially complied with ○ not complied with	
7.2. The Company ensures such a procedure for taking material corporate actions that enables its shareholders to receive full information on such actions in a timely manner, provides them with the opportunity to influence such actions and guarantees the observance and adequate level of protection of their rights when taking such actions				
7.2.1	The information on material corporate actions is disclosed with an explanation of reasons, conditions and consequences of such actions.	1. If the Company took any material corporate actions in the reporting period, the Company disclosed information on such actions in a timely and detailed manner, including the reasons, conditions and consequences of such actions for shareholders.	● complied with ○ partially complied with ○ not complied with	
7.2.2	Rules and procedures in relation to material corporate actions taken by the Company are set out in its internal documents.	1. The internal documents of the Company provide for a procedure for engaging an independent appraiser to determine the value of property disposed or acquired pursuant to a major transaction or a non-arm's length transaction. 2. The internal documents of the Company provide for a procedure for engaging an appraiser to evaluate the cost of acquisition and buyback of the Company's shares. 3. In the absence of a formal interest of a member of the Board of Directors, the sole executive body, a member of the Collegial Executive Body of the Company or a controlling person of the Company, or a person entitled to give binding instructions to the Company, with respect to the Company's transactions, but in the presence of a conflict of interest or other actual interest, the internal documents of the Company provide that such a person does not vote on approval of such a transaction.	○ complied with ● partially complied with ○ not complied with	Criterion 1,2: The Company's internal documents contain general principles for engaging an appraiser to determine the value of property disposed of or acquired pursuant to a major transaction or a non-arm's length transaction, and in cases of acquisition and buyback of the Company's shares. At the same time, the Company's internal documents do not contain a list of cases and the procedure for engaging an appraiser in these cases, due to the fact that, in the Company's corporate practice, to date, no such actions have been taken, except in relation to the non-arm's length transactions. The Company engages an appraiser for the non-arm's length transactions in the cases and in accordance with the procedure prescribed by the applicable laws of the Russian Federation. Amendments to the Company's internal documents governing the engagement of an appraiser in the above cases will be made if such needs arise. Criterion 3: is complied with



Appendix 2

Key Risks

The Company monitors market trends and external environment on a regular basis and with due regard to key risks and opportunities for managing its asset portfolio and updating its Development Strategy. Particular focus is placed on factors that can have a significant impact on access to resources, markets, services, equipment, technologies, skilled personnel, etc. It also pays respect to global social and economic processes, the

epidemiological situation, energy transition trends, promotion of the low-carbon agenda, the geopolitical situation (including sanctions), world trade conditions, agreements between OPEC countries and other oil producers aimed at maintaining the balance in the global oil market, foreign policy, government regulation, infrastructure, etc., which can influence achievement of the TATNEFT Group strategic goals and the Group’s future profile.

STRATEGIC RISKS

Risk	Description	Risk management	Indicator
Macroeconomic risks	Cause: Deterioration of macroeconomic conditions caused by a decrease in the growth rate of the global economy and the risk of a recession, inflation processes, tightening of monetary policy, an increase in the tax burden, unstable conditions in world energy prices, and exchange rate fluctuations Effects: Negative impact on the financial and economic performance of the Company.	In order to mitigate the adverse impact of the identified risks on business, the Company is implementing various measures, including signing long-term contracts for the purchase of materials and components; constant monitoring and forecasting of prices for key material and technical resources; search for alternative suppliers; working with federal executive authorities on undue increase in supplier prices; optimization of production and logistics costs; search for alternative, more marginal sales channels and development of vertical integration (retail distribution network, fuel and filling facilities, further redistribution). In addition, as part of forecasting macroeconomic parameters, updating the Strategy and planning the financial and economic activities of the Company, the Company employs the scenario approach, which makes it possible to determine the assets and investment projects that are most sensitive to deterioration in macroeconomic conditions, and also provides flexibility in making tactical and strategic management decisions in changing conditions. The Company’s strategy is built in three scenarios: base (characterizes the most likely, from the point of view of the Company’s management, development of the macroeconomic situation), high oil prices, climate (in accordance with international recommendations, TCFD assumes maintaining the increase in global average temperature below 1.5°C above pre-industrial levels)	Category: long-term risk Level: medium

Risk	Description	Risk management	Indicator
Strategic risks	Cause: The geopolitical situation, world trade conditions, macroeconomics and a change in the world energy markets, agreements between OPEC countries and other oil producers, energy transition trends, climatic, legal and tax regulation, technology boom, changes in the labor market, etc. have a significant impact on the Company’s business. Effects: Achievement of the strategic goals under the Company’s Development Strategy largely depends on the external environment.	The Company implements the Development Strategy until 2030, which is based on a detailed analysis of the combination of all key factors, which may impact the Company’s development and achievement of the targets. Decisions of the Company’s management related to the strategic and current planning and operational activities are made on the grounds of all available information related to possible development scenarios and tend to consider all reasonably foreseeable variations and assumptions used in such planning. In order to reduce the risks associated with the energy transition, the internal price for greenhouse gas emissions is taken into account when evaluating investment projects. The Company has a high-quality asset structure and a high-tech base that it is improving continuously in accordance with production goals, including the development of import-substituting technologies and equipment. The Company implements a policy of vertical integration and diversification, which allows us to significantly reduce (eliminate) strategic risks by redistributing resources and commodity flows and realize the potential of new market niches by upgrading existing products/creating value-added products.	Category: long-term risk Level: medium
Failure to achieve the Sustainable Development Goals	Cause: The lack of, or failure to promptly update sustainable development goals (ESG and UN SDG), lack of resources and processes necessary to achieve these goals, or inefficiency of new technologies. Effects: Damage to the Company's business reputation, increased loan rates, limited access to borrowed funds and human resources, or zero ROI for investment in new low-carbon technologies.	The Company takes active effort to enable ESG transformation; as a result, it approved and prioritized sustainable development goals, created a vertical system for managing sustainable development aspects and update the Strategy 2030 to include a section regarding climate change management and pay regard to carbon footprint reduction. In order to involve the Company’s businesses in achieving sustainable development goals, the Company has built an ESG roadmap and a framework for regular monitoring the SDG status and assessing the adequacy of related measures. The Company’s contribution to restructuring the sustainable development management system made it possible for the Company to significantly improve its environmental and climatic ratings and become a pacesetter in environmental impact management.	Category: long-term risk Level: medium
Climate change risks	Cause: Tightened regulation in light of climate change and its physical consequences. Effects: Lower revenues, cost growth, decreasing profitability, lower business effectiveness and finance restrictions.	The Company shares the world concern for climate change, consistently and comprehensively adheres to climate/GHG reduction initiatives and plays a role in the discussion and implementation of measures to regulate greenhouse gas emissions both nationally and internationally.	Category: long-term risk Level: high
Climate: Lower demand for oil and oil products (and products with carbon intensity higher than that of peer/ substitute products)	Cause: More stringent climate requirements of stakeholders, a shift of consumer preferences towards products with a lower carbon footprint. Effects: Change in the Company’s structure/ decrease in revenues	The current TATNEFT Group Strategy 2030 is based on projected oil prices, including three scenarios (baseline, high price and low price scenarios). The main growth points for the Company’s value in accordance with the Strategy 2030 are business diversification by increasing the production of competitive products that meets the most stringent environmental standards and tightened monitoring of the carbon footprint.	Category: long-term risk Level: high



Risk	Description	Risk management	Indicator
Climate: Setting quotas for Greenhouse Gas (GHG) Emissions	Cause: Tightened regulation in light of climate change and its physical consequences. An enhanced international/national GHG regulatory framework. Effects: Fees for exceeding the permissible GHG quotas.	The Company pays special attention to existing regulations and bills both in the Russian Federation and abroad; assessment of the potential impact of carbon regulation on the part of consumer countries, as well as the development of carbon regulation in the Russian Federation are of the utmost importance. To reduce this risk, the Company sets goals to reduce its carbon footprint and achieve carbon neutrality by 2050; to this end, it is implementing a program for reducing greenhouse gas emissions. Since 2021, when evaluating investment projects, it has taken into account potential CO2 emissions (Scope 1, 2 and 3) in order to minimize the impact of new projects on the Company's carbon footprint, with the internal carbon price used to calculate potential financial impact.	Category: long-term risk Level: high
Climate: Failure to comply with GHG reporting requirements of regulatory authorities	Cause: new requirements for regular GHG reporting. Effect: fines for legal entities and officials for failure to provide data, or provision of inaccurate data.	In order to minimize risks of failure to provide or provide unreliable GHG data, the Company has improved its GHG accounting system and has automated related calculations, with internal monitoring and calculation checks as a key solution. The Company regularly verifies GHG calculations with the involvement of ISO 14064 certified auditors who have expertise in certification of non-financial information.	Category: short-term risk Level: low
Climate: Worsening reputation because of environmental impacts	Cause: Increased attention of the society, investors and rating/credit agencies to the long-term ESG sustainability of companies (potential refusal of investment in the oil industry). Effects: Lower capitalization, increased loan rates, limited access to borrowed funds and human resources.	The Company is committed to promoting a constant, open and transparent dialogue on ESG issues. The Company is taking great effort to promote sustainable development goals in the regions where it operates. It publishes its ESG indicators on a quarterly basis in order to increase investment attractiveness and improve its positions in ESG rankings based on timely and complete disclosure. Information on climate-related activities is disclosed annually in the CDP questionnaire and in the Climate and Sustainable Energy Future section on the Company's website.	Category: long-term risk Level: high
Climate: Failure to implement projects to reduce emissions/failure to achieve GHG reduction targets	Cause: Ban of supplies to the Russian Federation. Effects: Higher costs of foreign equipment/technology, logistics challenges.	Constant search for import substitution options and similar domestic products. In-house production of equipment.	Category: short-term risk Level: high
Climate: Zero ROI for investment in new low-carbon technologies	Cause: Changes in external and internal conditions for the implementation of projects to reduce greenhouse gases emissions. Effects: Misspending of the Company's funds.	Innovative technological risks are a pressing issue for the Company, especially in the long run (Scenario 2030, Carbon Neutrality by 2050). To reduce these risks, the Company monitors technology, that is, the state, evolution and capacity of existing and emerging technologies, engages in R&D and invests in hi-tech startups that contribute to rapid development of green technologies.	Category: long-term risk Level: medium

Risk	Description	Risk management	Indicator
Climate: Natural risk	Cause: Changing weather conditions in the region. Effects: Increasing operational costs for technological processes and OHS.	The Company's assets are mainly concentrated in the Volga Region, Russia, which has recently been exposed to extreme weather phenomena, such as hurricanes, droughts, and ice rains. The latter are the most dangerous in terms of doing business as they can suspend operations due to damage to infrastructure (e.g., broken power lines). The financial aspect of this risk is associated with recovery costs and losses caused by suspended business activity.	Category: mid-term risk Level: medium
Climate: Geographical risks	Cause: Climate change in the region. Effects: Disrupted production processes and logistics operations, in addition to compromised infrastructure.	The Company's production assets are mainly concentrated in the moderate-continental mid-latitude climate. The Company's physical assets and regional infrastructure are designed and built with due regard to significant temperature/wind changes and precipitation, which makes them quite resistant in terms of physical risks associated with climate changes. The Company largely depends on transport infrastructure operated by third parties to deliver its products to customers, it does not expect any significant disruptions of transport infrastructure associated with climatic risks, though. Nevertheless, the Company has enough assets to ensure temporary shortage of its finished products, thus mitigating logistics risks.	Category: long-term risk Level: medium

REGULATORY RISKS

Risk	Description	Risk management	Indicator
Country-specific and geopolitical risks	Cause: Several international, commercial, non-governmental organizations publish their country ratings based on the level of risks, including political ones. In such ratings, the Russian Federation may be classified as an increased-risk country, which investors shall take into account when investing in the country's economy and securities of Russian issuers. Effects: The Company is incorporated and has many assets in the Russian Federation; that is why its investment rating may be limited by the country-specific ratings calculated by international, commercial and non-governmental organizations.	The Company adheres to the opinion that the situation in the region where the Group runs its core business and where its key assets are located is generally stable. The Group's main assets are located in the Russian Federation. The Company takes into account foreign policy risks in its strategic planning and operational management.	Category: long-term risk Level: medium



FINANCIAL RISKS

Risk	Description	Risk management	Indicator
Investment risks	Cause: Changes in external and internal conditions for the implementation of projects, which can cause a deviation of actual ROI from expected ROI. Effect: potential partial or complete loss of own investment, misspending of the Company's funds.	The Company takes continuous effort to identify, analyze and evaluate investment risks and takes steps to minimize the same, so that its project could reach a sustainable financial performance. Multifactor risk assessment is based on expert and statistical assessment of the most significant risks. Risk assessment and multivariate modeling of the investment project performance is carried out taking into account the correlation factors of inputs.	Category: mid-term risk Level: medium
Interest rate risks	Cause: Worsening macroeconomic conditions and rising interest rates may affect interest expenses. Effects: A change in interest rates may affect the Company in respect of loans.	Should the Company receive floating-rate bank loans, it will hedge the risk. The ratio of fixed and floating rate loans is monitored and managed on an ongoing basis to minimize the risk of changes in interest rates.	Category: mid-term risk Level: low
Currency risks	Cause: Changes in the macroeconomic situation directly affect foreign exchange rates. The Government can exert currency control to limit operations in foreign currencies or require ruble payments for financial obligations in foreign currencies. Effects: Effectiveness of the Company's business is subject to risks of adverse changes in foreign exchange rates.	The Company's income from selling oil and oil products is diversified and is both in foreign currencies and in Russian rubles, which reduces implications of a possible change in foreign exchange rates. The Company seeks to use debt financing in the context of currencies in line with the revenue currency components. If necessary, it can hedge its currency positions either partially or completely.	Category: long-term risk Level: medium
Risks associated with the Company's stock trading	Cause: The Company's securities and their derivatives are traded on the securities market in Russia and abroad. Changes in the requirements for issuers from regulatory authorities and stock exchanges may force the Company to modify its corporate governance procedures and assume additional obligations in the field of information disclosure and interaction with shareholders. Effects: As a result of failure to comply with obligations, the Company's securities can be down-listed or delisted, which can negatively affect the liquidity and cost of such securities.	The Company monitors changes in listing rules and other requirements of regulatory bodies and stock exchanges and takes all necessary actions to prevent a negative impact on the liquidity of the Company's securities. The Company's representatives participate in working meetings and other issuers' events held by the Bank of Russia, stock exchanges and other organizations that provide advisory and educational services for issuers. The Company also makes all possible efforts to implement the best international practices in the field of corporate governance.	Category: long-term risk Level: medium

Risk	Description	Risk management	Indicator
Sanctions risks	Cause: The United States, the European Union, and several other countries have consistently imposed sanctions on the Russian Federation, including sectoral sanctions affecting the activities of individual companies operating in the energy and other sectors of the Russian economy. Effects: Changes in the business structure, lower revenues, increased costs of foreign equipment and technologies, logistics challenges.	In its activities, the Company takes into account and monitors the existing sanctions to minimize the adverse effects and consequences (considering the potential expansion of sanctions, i.e., various initiatives in the United States and other countries to strengthen the sanctions against the Russian Federation), which might have a selective impact on the Company's highly promising projects. To reduce the risks related to the availability of technologies and equipment subject to sanctions, the Company carries out the consistent implementation of the program of import substitution and development of domestic technologies with the localization of equipment production in the Russian Federation and the engagement of advanced industry research centers.	Category: long-term risk Level: high
Litigation risks	Cause: Potential failure to fulfill contractual obligations by the Company or its subsidiary, or by counterparties of the TATNEFT Group. Effects: The Company may be involved as a defendant or plaintiff in multiple legal proceedings that arise in the ordinary course of business.	In carrying out financial and economic activities, the Company adheres to the principle of prudence. As of the date of approval hereof, the Company was not involved in any litigation, which, when ruled upon, might adversely affect its financial standing. The Company is a party to legal proceedings arising in the ordinary course of business. Currently, the outcome of these proceedings cannot be determined. Based on the available information, the management believes that there is a low risk that future costs associated with known potential liabilities would have a material adverse effect on the Company's financial performance or financial standing.	Category: long-term risk Level: low
Reputation risk	Cause: Publication of inaccurate or discrediting information or charges, leaks of confidential information, or ethical violations by the Company's employees. Effects: Damage to the Company's business reputation resulting in the distortion of consumer ideas about the Company's activities, products and services, which would affect sales and profitability in the relevant business segment.	The Company attaches special importance to maintaining its business reputation and leveling risks with negative reputational consequences. To prevent and minimize the adverse effect of the reputational risk on the Company's business, all activities are subject to corporate governance requirements. To manage reputational risk, the Company implements a balanced information policy, including measures to protect and promote the values, brand and interests of the TATNEFT Group in public space and response to events threatening its business reputation.	Category: long-term risk Level: low
Risks of changes in legislation and regulatory framework	Cause: There may be changes in tax, currency, customs or mineral resource laws, including rules for allotting land plots, subject to licensing. Effects: Business effectiveness and profitability largely depend on excise/tax rates and retention licenses.	The Company carries out its activities in accordance with applicable laws, runs ongoing monitoring of laws and law enforcement practices, contributes to elaborating bills or other regulations in the fuel and energy industry and also is committed to a constructive dialogue with regulators in respect of legal interpretation. The Company pays respect to the law enforcement practice in courts in order to evaluate and predict possible scenarios and minimize potential impacts on its business.	Category: long-term risk Level: low



PRODUCTION RISKS

Risk	Description	Risk management	Indicator
Risk of decline in prices and demand for oil and petroleum products	Cause: A slowdown in global economic growth, an aggravation of the geopolitical situation and the complication of global trade conditions, an acceleration of the energy transition due to the strengthening of the environmental agenda, and a shift in consumer preferences towards products with a lower carbon footprint. Effects: Business efficiency and profitability largely depend on prices and demand for oil and oil products.	In order to reduce the adverse impact of risk on the business and ensure its long-term sustainability, the Company is diversifying its activities, increasing the share of the non-fuel segment in the portfolio, including petrochemicals, composite materials, and biotechnologies. The Company is looking for opportunities to process products exposed to this risk into higher (marginal) stages, as well as opportunities to use renewable and recycled raw materials. The Company has the internal potential to redistribute commodity flows in case of a significant difference in price between domestic and international markets, demand for crude oil and petroleum products, and the ability to reduce or rebalance capital and operating costs to fulfill its obligations in case of a slump in prices of oil, gas, and petroleum products.	Category: long-term risk Level: medium
Technical and technological risks	Cause: Exploring, developing and equipping new fields, producing, transporting and processing oil and gas is a complicated (technologically) and expensive process. Effects: Business performance largely depends on the most productive and available high-tech technologies.	The Company pays special attention to development and application of cutting-edge technologies in all lines of its business, engages in in-house R&D and cooperates with advanced industry research centers. The Company is actively developing IT infrastructure powered by the single new-gen information platform of production management, which integrates information flows of all services at all stages of the value chain.	Category: mid-term risk Level: medium
Risk of skilled personnel shortage	Cause: Recruitment, development and retention actions. Effects: Insufficient qualifications and expertise of employees may have an adverse impact on the Company's financial performance.	The Company pays great attention to comprehensive staff development and implements programs aimed at training and attracting young talents, developing employee skills and improving employee motivation to increase the duration and efficiency of their work for the Company. Its HR strategy is based on the Development Strategy and staffing needs of the business units; to this end, the Company runs prompt recruiting campaigns and offers professional training/retraining courses.	Category: long-term risk Level: medium
Logistics risks	Cause: Most consumers of oil and oil products are distant from the regions where the Company runs its core business. Russian sea terminals have certain limitations associated with geographic location, weather conditions, and capacity. Within Russia, oil products are transported mainly by pipelines or railroad belonging to natural monopoly holders and their pricing policy is determined by government authorities to ensure the balance of interests between the government and all participants in the transportation process. Effects: The Company depends on the maturity of transport infrastructure, its normal uninterrupted functioning and access to this infrastructure.	The region where the Company runs its core business has transport and other infrastructure. The Company monitors the development and maintenance of the transport infrastructure required to deliver oil and petroleum products to buyers, keeps an eye on the tariff policy and actively participates in the relevant industrial discussions or initiatives. The Company has a large tank farm for storing commercial stocks of oil and petroleum products, which can be also used during extraordinary disruptions in the operation of the transport infrastructure.	Category: long-term risk Level: medium

Risk	Description	Risk management	Indicator
Risks of industrial and environmental safety	Cause: The operation of complex technological assets related to hazardous production facilities. Effects: Threats of injuries, potential danger to lives and health of employees, environmental harm and a negative impact on the local population.	The Company has developed a comprehensive program aimed at mitigating negative situations associated with industrial and environmental risks. The Company continuously implements new technical and organizational activities to minimize the impact of such risks. The Company also provides liability insurance for several facilities. Comprehensive actions in this area have yielded the reduction of environmental footprint to the level where there is a potential for ecosystems to self-recover. To improve the efficiency of industrial and environmental safety management, the Company has introduced the management system in compliance with international standards ISO 14001-2015 and ISO 45001:2018.	Category: long-term risk Level: high
Information security risk	Cause: Potential exploiting of vulnerabilities of the Company's IT systems. Effects: Losses caused by the Company's property and assets as a result of unauthorized access to its information systems or disclosure of confidential information.	The Company implements a set of measures to ensure the integrity, accessibility and confidentiality of its information resources. In order to control access to information resources and systems, it employs an array of hardware and software to identify incidents jeopardizing information security. The Company conducts regular audits in order to ensure strict compliance with the Privacy Policy. To increase the awareness of employees with respect to information security requirements, training on cyber security is systematically carried out. The Board of Directors approved the Cybersecurity and Cyber Resilience Policy.	Category: long-term risk Level: high
Economic security risk	Cause: Potential offenses caused by unscrupulous actions of the Company's employees or third parties. Effects: Damages to the Company's property and assets as a result of offenses committed by the Company's employees or third parties, including fraud or theft.	The Company takes steps to prevent potential damage to its property and assets as a result of offenses, these including access control, a clear division of responsibilities in concluding contracts or transactions, arrangements for keeping and protecting commercial secrets, due diligence in respect of counterparties before entering into a contract, and setting a Hotline. In addition, the Company's departments of economic and financial security conduct selective inspections.	Category: long-term risk Level: medium

List of sustainability reporting indicators

In accordance with the draft Resolution of the Government of the Russian Federation “On the Standard for Sustainability Reporting and Requirements for the System of Verification of Organizations’ Compliance with the Business Social Capital Standard”

At present, the Company is adapting the accounting methodology for these indicators and plans to disclose information on them consistently starting from 2025-2026.

Nº	Description of Indicator	Page Number
1. Environmental Indicators		
1.1	Volume of used water from all water supply sources	139
1.2	Volume of own water consumption from all water supply sources, excluding water supply to external consumers without its use	140–141
1.3	Share of recycled and reused water supply in the total volume of own water consumption from all water sources	143
1.4	Volume of polluted wastewater discharged into water bodies (polluted, normatively clean, wastewater treated to standard quality) and/or polluted wastewater transferred for other enterprises’ treatment	144
1.5	Total hazard class I – V wastes generated, including: I hazard class II hazard class III hazard class IV hazard class V hazard class	145–146
1.6	Total waste management, including by category: utilized waste neutralized waste buried waste reused waste recycled waste	146–148
1.7	Volume of pollutant emissions into the atmospheric air from stationary sources	134–135
1.8	Mass of greenhouse gas emissions, including: Scope 1 Scope 2	128–129
1.9	Product carbon footprint	121
1.10	Specific emissions of pollutants of hazard classes I and II that negatively impact the environment and human health: I hazard class II hazard class III hazard class IV hazard class	136
1.11	Total costs on implementation of environmental protection measures, including: atmospheric air protection and climate change prevention; wastewater collection and treatment; waste management; preservation of biodiversity and natural areas; protection and rational use of land, land rehabilitation; environmental protection from noise, vibration and other physical impact types; ensuring radiation safety of the environment; other environmental protection activities	124–125



Nº	Description of Indicator	Page Number
1.12	Renewable and low-carbon energy consumption	159
1.13	Own energy consumption, excluding heat and electricity supply to external consumers, total, including: heat energy; electric power; by type of fuel used.	158
1.14	Procurement of secondary material resources in the total procurement volume	
1.15	Compensation expenses in the form of payment for negative environmental impact	124
1.16	Expenditures on compensations and fines, in terms of: a) fines for violations of environmental legislation; b) paid compensation for damage (harm) caused to the environment, individual components of the natural environment (land, water bodies, forests, wildlife, etc.)	124
1.17	Number of environmentally significant incidents (including those resulting from man-made disasters)	98
2. Social Indicators		
2.1	Total labour costs	67
2.2	Ratio of the average salary of the organisation to the average salary level in the region	67
2.3	Average number of employees	63
2.4	Share of employees with disabilities	65
2.5	Number of employees who received the “disabled” status during the period of fulfilment of labour functions	
2.6	Reintegration costs of workers who are disabled	
2.7	Share of employees who are pensioners	62
2.8	Share of employees who belong to the following categories of veterans as per Federal Law “On Veterans”: veterans of the Great Patriotic War, veterans of combat operations in the USSR, the Russian Federation and other countries, and veterans of military service.	
2.9	Percentage of employees with distribution by each of the following categories: gender, age group	62–63
2.10	Total average salary, including: by occupation groups (separately for management and separately for line personnel) by gender, by class group, by age group	68
2.11	Total expenditures on labour protection and industrial safety activities, including average per employee	103
2.12	Total expenditures on organising and holding social, including sports events for the employees and their family members, including average costs per employee	169, 178
2.13	Occupational injury frequency rate of the organisation’s staff, excluding contractor personnel (LTIFR) per 1000000 man-hours	104
2.14	Number of fatal injuries of the organisation’s staff employees, excluding contractors’ personnel	105
2.15	Total training costs of the organisation’s employees, including average costs per employee	78–79
2.16	Annual average number of training hours per employee	78
2.17	Share of employees covered by the collective agreement in the average number of employees	85
2.18	Share of employees working under permanent employment contract	64
2.19	Share of employees working under fixed-term labour contracts	64
2.20	Staff turnover rate	64

Nº	Description of Indicator	Page Number
2.21	Total expenses on participation in support of social, including charitable programmes not aimed at the employees and their family members, including in the sphere of: health care; education and science; sports; culture, art and tourism; creation of accessible infrastructure and inclusive environment; improvement and development of comfortable urban environment; creation and placement of social advertising; provision of affordable and quality housing; ensuring public safety and anti-terrorist protection of infrastructure facilities; social assistance to citizens in need, including: support of persons belonging to the following categories of veterans in accordance with the Federal Law ‘On Veterans’: veterans of the Great Patriotic War, veterans of combat operations in the territory of the USSR, in the territory of the Russian Federation and territories of other states, veterans of military service.	169, 171, 182–187
2.22	Number of social programmes, including charitable projects, in which the organisation participates	70–77, 182–185
2.23	Costs of organising and holding medical activities for employees and their family members, total, including average costs per employee	73, 169
2.24	Share of employees participating in corporate voluntary projects (volunteering activities)	83
2.25	Number of corporate volunteerism projects (volunteering)	●
2.26	Number of employees who received support (financial and non-financial, including permanent or temporary change in working conditions) in difficult life situations, such as damage from natural disasters, loss of residence, illness or death of a family member, dismissal from permanent employment, unemployment.	●
2.27	Fines and penalties imposed on the organisation in connection with violations of labour legislation and other acts containing labour law norms	1 fine imposed on a controlled organisation (Part 1 of Article 5.27.1 of the Code of Administrative Offences of Russian Federation)
3. Managerial Indicators		
3.1	Availability of the sustainable development policy and/or other strategic documents in this area (e.g., sustainable development strategy, environmental strategy, strategy for implementing operational and long-term activities to adapt to climate change and mitigate anthropogenic impact on climate (climate strategy))	38–41, 44, 112–113, 120
3.2	Governing body or committee established under the collegial governing body of the organisation responsible for approving and monitoring the implementation of sustainable development policy and/or other strategic documents in this area (e.g., sustainable development strategy, climate strategy)	38–39, 45–47, 114–115, 225
3.3	Whether the organisation’s remuneration policy includes consideration of sustainability and climate-related targets for determining the remuneration of its senior executives	45–47
3.4	Total number of directors in the organisation’s collegial governing body, including the share of independent directors	214
3.5	Total share of female managers in the total management number, including the collegial governing body of the organisation	63, 217
3.6	Whether the sustainable development principles are observed in the organisation’s procurement of goods, works, services	298–299
3.7	Number of recorded cases of violation of the rights of indigenous small ethnic communities of the Russian Federation	203
3.8	Share of employees occupying positions with high corruption risk	●
3.9	Average hours of anti-corruption training per employee	●
3.10	Number of cases of bringing to responsibility of the organisation, its subsidiaries and affiliates to administrative liability for committing corruption offences	None
3.11	Number of corporate disputes	5 corporate disputes
3.12	Availability of risk management policy, including climate risks, and (or) other documents in this area	235



Nº	Description of Indicator	Page Number
3.13	Cases of bringing to responsibility as per the Russian Federation legislation for violation of consumer rights	15 cases of violation of consumer rights
3.14	Number of recorded socially significant incidents (strikes and cases of violation of the local communities’ rights by the organisation that resulted in public events)	None
3.15	Availability of programmes related to reintegration of employees resigning due to retirement, illness, disability	●
3.16	Availability of a policy and (or) other documents stipulating application of inclusion principles in the organisation’s activities	56–57
3.17	Potential damage caused by physical climate risks	118–119
3.18	Number of incidents resulting in disturbance or shutdown of critical facilities or critical information infrastructure facilities	None
4. Economic indicators		
4.1	Revenue (revenue-like indicator)	26–27
4.2	Total expenses on research and (or) experimental development	290
4.3	Labour efficiency	66
4.4	Total amount of accrued mandatory payments (excluding fines, penalties), including: taxes and fees, insurance fees, other mandatory payments	316–317
4.5	Total amount of paid mandatory payments (excluding fines, penalties), including: taxes and fees, insurance fees, other mandatory payments	●
4.6	Purchase share of the Russian goods, works and services in the total volume of purchases of goods, works and services	303
4.7	Purchase share of goods, works, and services from small and medium-sized businesses in the total volume of purchases from Russian organisations	304–305
4.8	Share of suppliers assessed for compliance with environmental and social criteria	301
4.9	Amount of sustainable investments, including “green” investments, and the share of such investments in the total volume of investments	●
4.10	Volume of investments in projects related to technological sovereignty and structural adaptation of the economy of the Russian Federation and the share of such investments in total investments	290
4.11	Total number of climate-sensitive assets, their share in the total number of fixed assets on the organisation’s balance sheet.	●
4.12	Share of the assets that have been quantitatively and/or qualitatively assessed for climate risks	●
4.13	Effectiveness of climate change adaptation measures and/or cost-effectiveness of climate change adaptation measures implemented as part of the corporate plans, strategies, or programmes aimed at climate change adaptation (if any)	●

List of indicators for sustainable development reporting that reflect contributions to national development goals

in accordance with the draft Resolution of the Government of the Russian Federation “On the Standard for Sustainability Reporting and Requirements for the System of Verification of Organizations’ Compliance with the Business Social Capital Standard”

Nº	Metric Description	Parameter Description Units of Measurement
1. Population preservation, promotion of health and improvement of people’s well-being, family support		
1.1	Expenses of the organization for family and parenting support programs	978,195 thousand rubles
1.2	Ratio of the organization’s expenses on occupational health and safety measures to the total amount of the organization’s administrative expenses	2.8%
1.3	Ratio of the organization’s expenses on occupational health and safety measures to the total amount of the organization’s administrative expenses	9.4%
1.4	The organization’s expenses to support the health of employees and representatives of the local communities, including: a) expenses of the organization for employee health support; b) expenses of the organization for health support of representatives of the local communities	a) 510,900 thousand rubles b) 6,300 thousand rubles
1.5	Ratio of the organization’s expenses for supporting the health of employees and representatives of the local communities to the total amount of the organization’s administrative expenses, including: a) ratio of the organization’s expenses for employee health support to the total amount of the organization’s administrative expenses; b) ratio of the organization’s expenses for supporting the health of representatives of the local population to the total amount of the organization’s administrative expenses	a) 1.4% b) 0.02%
1.6	The organization’s expenses for the development of healthcare infrastructure	296,994 thousand rubles
1.7	Ratio of the organization’s expenses for the development of healthcare infrastructure to the total amount of the organization’s administrative expenses	0.8%
1.8	The organization’s expenses for the support of socially disadvantaged groups of the population	517,049 thousand rubles
1.9	Ratio of the organization’s expenses for the support of socially disadvantaged groups of the population to the total amount of the organization’s administrative expenses	1.5%
1.10	Expenses of the organization for the support of mass sports	1,364 505 thousand rubles
1.11	Ratio of the organization’s expenses for the support of mass sports to the total amount of the organization’s administrative expenses	3.9%
1.12	Expenses of the organization for financial assistance programs for employees of the organization experiencing challenging life circumstances	The Company keeps a general record of the expenses of financial assistance allocated to employees.
1.13	Ratio of the organization’s expenses for financial assistance programs for employees of the organization experiencing challenging life circumstances to the total amount of the organization’s administrative expenses	
Total for the Goal:		19.8 points



Nº	Metric Description	Parameter Description Units of Measurement
2. Realizing the potential of each person, developing their talents, and nurturing a patriotic and socially responsible personality		
2.1	Expenses of the organization aimed at supporting education, including: a) expenses of the organization aimed at supporting educational institutions; b) expenses of the organization aimed at supporting institutions implementing secondary vocational education programs; c) expenses of the organization for programs and activities aimed at the occupational guidance of children and youth; d) expenses of the organization aimed at supporting additional education for children and youth; e) expenses of the organization aimed at supporting higher education institutions	3,267,949 thousand rubles The Company keeps general records of expenses aimed at supporting education.
2.2	Ratio of the organization’s expenses aimed at supporting education to the total amount of the organization’s administrative expenses, including: a) ratio of the organization’s expenses for employee health support to the total amount of the organization’s administrative expenses; b) ratio of the organization’s expenses aimed at supporting organizations implementing secondary vocational education programs to the total amount of the organization’s administrative expenses; c) ratio of the organization’s expenses for programs and activities aimed at the professional orientation of children and youth to the total amount of the organization’s administrative expenses; d) ratio of the organization’s expenses aimed at supporting additional education for children and youth to the total amount of the organization’s administrative expenses; e) ratio of the organization’s expenses aimed at supporting higher education institutions to the total amount of the organization’s administrative expenses	9.2%
2.3	Ratio of research and (or) development costs to the total amount of administrative expenses of the organization	5.8 %
2.4	Expenses of the organization’s for initiatives and projects aimed at the formation of traditional Russian spiritual, moral, cultural and historical values	2,117,611 thousand rubles
2.5	Ratio of the organization’s expenses for initiatives and projects aimed at the formation of traditional spiritual, moral, cultural and historical values to the total amount of the organization’s administrative expenses	6%
2.6	Ratio of the organization’s expenses for projects to enhance the tourist appeal of the territory of the Russian Federation to the total amount of the organization’s administrative expenses	0,1%
2.7	Expenses of the organization for volunteer activities	2,699 thousand rubles
2.8	Ratio of the organization’s expenses for volunteer activities to the total amount of the organization’s administrative expenses	0, 008%
2.9	Expenses of the organization for the development of infrastructure related to culture, art and folk art	2,138,233 thousand rubles
2.10	Ratio of the organization’s expenses for the development of infrastructure related to culture, art and folk art to the total amount of the organization’s administrative expenses	6%
Total for the Goal:		27.1 points

Nº	Metric Description	Parameter Description Units of Measurement
3. A comfortable and safe living environment		
3.1	Expenses of the organization for improving the living conditions of employees/representatives of local communities, including: a) expenses of the organization for improving the living conditions of employees	a) 78,250 thousand rubles
	b) expenses of the organization for the improvement of housing conditions of representatives of local communities	b) –
3.2	Ratio of the organization's expenses for improving the living conditions of employees/representatives of local communities to the total amount of the organization's administrative expenses, %, including:	
	a) ratio of the organization's expenses for improving the living conditions of employees to the total amount of the organization's administrative expenses, %	a) 0,2%
	b) ratio of the organization's expenses for improving the housing conditions of representatives of local communities to the total amount of the organization's administrative expenses	b) –
3.3	Expenses of the organization for improvement of landscaping and integrated development of cities and other settlements	1,345,705 thousand rubles
3.4	Ratio of the organization's expenses for improvement of landscaping and integrated development of cities and other settlements to the total amount of the organization's administrative expenses	3.8%
3.5	The organization's expenses for improving the quality of the road network:	
	(a) to bring highways and the street-road network of urban agglomerations to a standard condition;	a) 78 293 thousand rubles
	b) to develop the electric charging infrastructure	b) 23 101 thousand rubles
3.6	Ratio of the organization's expenses for improving the quality of the road network to the total amount of the organization's administrative expenses	a) 0,2%
		b) 0,1%
3.8	Payments for excess emissions, discharges of pollutants, excess disposal of industrial waste, as well as the share of excess payments in the total amount of fees for negative environmental impact	5 405.802 thousand rubles 20.4 %
3.9	Fines paid for violations of environmental legislation	48,689.379 thousand rubles
3.10	Compensation paid for damage caused to the environment, individual components of the natural environment (lands, water bodies, forests, wildlife, etc.)	48,084.379 thousand rubles
3.11	Expenses of the organization for major repairs of buildings of preschool and other educational institutions	242,314 thousand rubles
3.12	Ratio of the organization's expenses on overhaul and total renovation of buildings of preschool and other general education institutions to the total amount of the organization's administrative expenses	0.7%
Total for the Goal:		25.4 points
4. Environmental well-being		
4.1	Ratio of the organization's expenses for the implementation of environmental protection measures to the total amount of the organization's administrative expenses	46%
Total		46 points



Nº	Metric Description	Parameter Description Units of Measurement
5. Sustainable and dynamic economy		
5.1	Ratio of the organization's employee training costs to the total amount of the organization's management costs	1.6%
5.2	Expenses for corporate programs of non-governmental pension provision and (or) long-term savings	887,292 thousand rubles
5.3	Ratio of expenses for corporate programs of non-governmental pension provision and (or) long-term savings to the total amount of administrative expenses of the organization	2.5%
5.4	Expenses of the organization for projects to enhance the tourist appeal of the Russian Federation's various regions.	21,700 thousand rubles
5.5	Ratio of the organization's expenses for the development of domestic tourism to the total amount of the organization's administrative expenses	0.1%
Total for the Goal:		4.2 points
6. Technological leadership		
6.1	Ratio of the organization's investments in projects related to the achievement of technological sovereignty and structural adaptation of the economy of the Russian Federation to the total amount of the organization's administrative expenses	0.8%
Total for the Goal:		0.8 points
7. Digital transformation of public and municipal administration, economy and social sphere		
7.1	Expenses of the organization's for providing access to mobile communications and the Internet information and telecommunication network in remote regions	-
7.2	Ratio of the organization's expenses for providing access to mobile communications and the Internet information and telecommunications network in remote regions to the total amount of the organization's administrative expenses	-
7.3	Expenses of the organization's for projects on the development and implementation of Russian information technology solutions, including solutions related to data storage and processing aimed at import substitution, including those implemented by startups	1,991,700 thousand rubles
7.4	Ratio of the organization's expenses for projects on the development and implementation of Russian information technology solutions aimed at import substitution, including those implemented by start-ups, to the total amount of the organization's administrative expenses	5.6%
7.5	The organization's cybersecurity expenses	552,900 thousand rubles
7.6	Ratio of the organization's cybersecurity expenses to the total amount of the organization's administrative expenses	1.6%
Total for the Goal:		7.2 points
TOTAL		130.5 points



GRI content index

The Integrated Annual Report has been prepared in accordance with GRI 2021 Standards and Industry Standard GRI 11: Oil and Gas Sector 2021.

The Report was generated in accordance with the principles of sustainable development, completeness, balance, comparability, accuracy, timeliness, clarity, and verifiability. The list of material topics is presented in the Material Topics section.

The scope of environmental indicators includes PJSC TATNEFT, Russian-based subsidiaries of PJSC TATNEFT and two foreign controlled organizations.

Indicator Code	Indicator	Comments	Standard GRI 11: Oil and Gas Sector 2021 Indicator Code	Report page
2	General information (GRI 2021)			
2-1	Organizational details			6–7, 397
2-2	Entities included in the Company's reporting on sustainable development			56,321
2-3	Reporting period, frequency, and contact person			320, 397
2-4	Restatements of information			28–29
2-5	External assurance			326–330
2-6	Activities, value chain, and other business relationships			20–21
2-7	Employees			62–63
2-8	Workers who are not payroll employees	The proportion of employees working under the civil law relations is 2% of the TATNEFT Group staff on the payroll.		–
2-9	Governance (management) structure and composition			216–217, 228– 229
2-10	Nomination and selection to the supreme governing body			214–215
2-11	Chair of the supreme governing body			215
2-12	Role of the supreme governing body in impact management supervision			38–39, 44–46, 234–237
2-13	Delegation of responsibility for impact management			38–39, 44–46
2-14	Role of the supreme governing body in reporting on sustainable development			320
2-15	Conflict of interest			258–259
2-16	Reporting critical issues			222–225
2-17	Collective knowledge of the supreme governing body			214

Indicator Code	Indicator	Comments	Standard GRI 11: Oil and Gas Sector 2021 Indicator Code	Report page
2-18	Assessment of the supreme governing body's activities			220–221
2-19	Remuneration policy			22–23, 230–231
2-20	Process for determining remuneration			230–231
2-21	Annual coefficient of total compensation	The information is not disclosed for confidentiality reasons		–
2-22	Sustainable development strategy statement			18, 36–37, 38–41
2-23	Political commitments			58, 234, 250, 260, 264, 313
2-24	Implementation of policy commitments			44–45, 234, 250, 260
2-25	Processes to remediate negative impacts			84, 87, 268–269
2-26	Advice and concerns mechanisms			170, 268–269, 250–252
2-27	Compliance with laws and regulations	No significant cases of noncompliance with the law occurred during the period under report		–
2-28	Membership associations (membership in associations)			95, 122, 313
2-29	Approach to stakeholder engagement			323
2-30	UN GC Principle 3 RUIE— 3.1.4	Collective bargaining agreements		84, 85
3	Material Topics (GRI 2021)			
3-1	Procedure for determining material topics			323
3-2	List of material topics			325
3-3	Material topics management	The main material topics management approaches are disclosed in the relevant sections of the Report		38, 60, 78, 90, 100–101, 110–113, 138, 166, 169, 186, 250, 288
3-3	Contribution to environmental protection (Environmental protection costs)			124

Indicator Code	Indicator	Comments	Standard GRI 11: Oil and Gas Sector 2021 Indicator Code	Report page
GHG Emissions				
3-3 UN GC Principles 8, 9	Material topics management		11.1.1	110–113
	Associated petroleum gas utilization (indicator showing the level of efficiency of the Company’s actions in this area)			28–29, 137
302	Energy (GRI 2016)			
302-1 UN GC Principles 7, 8 RUIE — 2.2	Energy consumption within the organization		11.1.2	158–159
302-2	Energy consumption outside the organization		11.1.3	158
302-3	Energy capacity		11.1.4	157
302-4	Reduction of energy consumption			157
305	Emissions (GRI 2016)			
305-1 UN GC Principles 7, 8 RUIE — 2.5	Direct GHG emissions (Scope 1)		11.1.5	128
305-2	Indirect energy GHG emissions (Scope 2)		11.1.6	129
305-3	Other indirect GHG emissions (Scope 3)		11.1.7	128
305-4	GHG emission intensity		11.1.8	130–131
Occupational and labor safety			11.9	
3-3	Material topics management		11.9.1	90
403	Occupational Health and Safety (GRI 2018)			
403-1	Occupational and industrial safety management system		11.9.2	92–93
403 – 2 RUIE — 3.1.5, 3.1.6, 3.1.7, 3.1.8	Hazard identification, risk assessment, and incident investigation		11.9.3	96–97
403-3	Occupational safety service		11.9.4	100
403-4	Workers’ participation, consultations and communications on occupational and labor safety		11.9.5	88, 100
403-5	Training workers in occupational and labor safety		11.9.6	102
403-6	Promotion of workers’ health		11.9.7	70–73, 176–179
403-7	Prevention and mitigation of health and safety consequences at work		11.9.8	103, 176, 179
403-9	Work-related injuries		11.9.10	104
403-10	Occupational diseases		11.9.11	107



Indicator Code	Indicator	Comments	Standard GRI 11: Oil and Gas Sector 2021 Indicator Code	Report page
Digitalization and cybersecurity				
3-3	Material topics management			264–267
Economic consequences			11.14	
3-3	Material topics management		11.14.1	166–169
201	Economic Performance (GRI 2016)			
201-1 RUIE — 1.2, 1.3, 1.4, 1.5, 1.6, 1.7	Direct economic value generated and distributed		11.14.2	20–21
202	Market presence (GRI 2016)			
202-2	Percentage of management hired from the local population	Due to the lack of a unified methodology, criteria for the selection of data for the calculation of this indicator and technical limitations of accounting systems for human resources, it is currently not possible to collect reliable data.	11.14.3	
203	Indirect economic impacts (GRI 2016)			
203-1	Investment in infrastructure		11.14.4	169–171
204	Procurement practice (GRI 2016)			
204-1	Share of costs for local suppliers		11.14.6	304
Employment practice. Education, professional development			11.10	
3-3	Material topics management		11.10.1	60–61
401	Employment (GRI 2016)			
401-1 UN GC Principle 6 RUIE — 3.1.2, 3.1	New employee hires and employee turnover		11.10.2	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		11.10.3	76
401-3	Childcare leave	Due to the lack of a unified methodology, criteria for the selection of data for the calculation of this indicator and technical limitations of accounting systems for human resources, it is currently not possible to collect reliable data.	11.10.4	76
402	Employee-management relationship (GRI 2016)			
402-1	Minimum terms for notification of operational changes		11.10.5	76

Indicator Code	Indicator	Comments	Standard GRI 11: Oil and Gas Sector 2021 Indicator Code	Report page
404	Education and development (GRI 2016)			
404-1 UN GC Principle 6 RUIE — 3.1.10	Average number of hours of training per year per employee		11.10.6	78
404-2	Professional development programs for employees and employment assistance programs during the transition period		11.10.7	80
414	Supplier. Social assessment. (GRI 2016)			
414-1	New suppliers selected in accordance with social criteria		11.10.8	301
414-2	Negative social impacts in the supply chain and actions taken	No negative social impacts have been identified in the supply chain.	11.10.9	–
	Innovations			
3-3	Material topics management			288–289
	Air emissions			
3-3	Material topics management		11.3.1	110–111
305	Emissions (GRI 2016)			
305-7 UN GC Principles 7, 8 RUIE — 2.6	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	The Company neither uses nor produces persistent organic pollutants. Russian legislation does not specify the category of ‘hazardous air pollutants’; emissions are accounted for based on 2-TP (Air), and consequently the category ‘emissions of hazardous air pollutants’ is not specifically allocated.	11.3.2	134–135
416-1	Assessment of the impact of products and service categories. Actions taken to improve product quality to reduce emissions into the atmosphere		11.3.3	161, 288–291, 307–311
	Local communities			
3-3	Material topics management			166–169
413	Local communities (GRI 2016)			
413-1	Work with the participation of the local population		11.15.2	170
	Asset Integrity and Critical Incident Management			
3-3	Material topics management		11.8.1	90–93
306	Effluents and Waste (GRI 2016)			
306-3	Significant spills	Natural and man-made emergencies are classified in accordance with the legislation of the Russian Federation.	11.8.2	98
	Cultural and social projects			
3-3	Material topics management			



Indicator Code	Indicator	Comments	Standard GRI 11: Oil and Gas Sector 2021 Indicator Code	Report page
	Climate change			
3-3	Material topics management		11.2.1	110–113
201	Economic indicators (GRI 2016)			
201-2	Financial implications and other risks and opportunities associated with climate change		11.2.2	118–121, Appendix 2. Key risks
305	Emissions (GRI 2016)			
305-5 UN GC Principle 8	Reduction of GHG emissions		11.2.3	132
	Waste			
3-3	Material topics management		11.5.1	114–115
306	Waste (GRI 2020)			
306-1	Waste generation and significant waste-related impacts		11.5.2	145
306-2 UN GC Principle 8 RUIE — 2.8	Waste-related negative impact management		11.5.3	148
306-3 UN GC Principle 8 RUIE — 2.9	Waste generated		11.5.4	145–146
306-4 UN GC Principle 8	Waste diverted from disposal	The Company did not recycle the wastes in 2024.	11.5.5	146–147
306-5 UN GC Principle 8, 9	Waste directed to disposal		11.5.6	148
	Youth policy			
3-3	Material topics management			60
	Water and effluents			
3-3	Material topics management		11.6.1	114–115, 138
303	Water and effluents (GRI 2018)			
303-1	Interaction with water as a shared resource		11.6.2	138
303-2	Management of impacts related to water discharge		11.6.3	138, 144
303-3 UN GC Principles 7, 8 RUIE — 2.3	Water withdrawal		11.6.4	138–141
303-4	Water discharge		11.6.5	144
303-5	Water consumption		11.6.6	138, 140–141
	Charity			
3-3	Material topics management			166–169, 182

Indicator Code	Indicator	Comments	Standard GRI 11: Oil and Gas Sector 2021 Indicator Code	Report page
	Biodiversity		11.4	
3-3	Material topics management		11.4.1	114–115, 149
304	Biodiversity (GRI 2016)			
304-1 UN GC Principle 8	Areas of protected areas located in the region of activity		11.4.2	151
304-2 UN GC Principle 8	Impact of activities on biodiversity		11.4.3	150
304-3 UN GC Principle 8	Habitat protection or restoration		11.4.4	152–153
304-4	Species from the IUCN Red List and species from national conservation lists with habitats in the areas affected by operations		11.4.5	152
	Resource efficiency			
3-3	Material topics management			114–115, 156
302-1	Energy consumption within the organization			158
302-3	Energy capacity			157
302-4 UN GC Principles 8, 9	Reduction of energy consumption			157
	Infrastructure Transformations			
3-3	Material topics management			166–171
	Ethics and integrity			
3-3	Material topics management			250–253
	Anti-corruption		11.20	
3-3	Material topics management		11.20.1	250–253, 260
	Anti-corruption (GRI 2016)			
205-1 UN GC Principle 10	Operations assessed for corruption-related risks		11.20.2	262
205-2 UN GC Principle 10	Awareness and training on anti-corruption policies and procedures.		11.20.3	262
205-3 UN GC Principle 10	Confirmed incidents of corruption and actions taken		11.20.4	262
	Additional information: – transparency of procurement procedures – public disclosure of licenses	www.fedresurs.ru	11.20.5	



Indicator Code	Indicator	Comments	Standard GRI 11: Oil and Gas Sector 2021 Indicator Code	Report page
		PJSC TATNEFT does not have any beneficial owners in accordance with the interpretations of the applicable legislation.		
	– beneficial owners	Further information on the equity share capital structure is disclosed in accordance with the legislation of the Russian Federation on the official website https://www.tatneft.ru	11.20.6	
	TOPICS NOT CONSIDERED MATERIAL	The analysis showed that some topics in the GRI 11 Oil & Gas Standard 2021 were not considered material by stakeholders. The Company believes that these topics are regulated in detail by national legislation and do not need to be further regulated by internal standards. However, some topics identified as not material are partially disclosed in this report.		
	Nondiscrimination and equal opportunities		11.11	
405	Diversity and equal opportunities (GRI 2016)			
405-1	Diversity of governing bodies and employees		11.11.5	62–63, 217
405-2	Ratio of basic wages and remuneration of women and men		11.11.6	66–68
406	Nondiscrimination (GRI 2016)			
406-1 UN GC Principle 6	Cases of discrimination and corrective actions taken	No cases of discrimination were on record	11.11.7	57
	Freedom of association and collective bargaining		11.13	
407	Freedom of association and collective bargaining (GRI 2016)			
407-1 UN GC Principle 3	Operations and suppliers where the right of freedom of association and collective bargaining may be at risk		11.13.2	302
	State policy		11.22	
415	State policy (GRI 2016)			
415-1	Political contributions	In accordance with internal regulations, the Company does not participate in the activities of political parties and movements, nor does it provide any financial support, either directly or indirectly.	11.22.2	313
	Conflicts and security		11.18	
410	Security practice (GRI 2016)			
410-1	Security personnel trained in human rights policy or procedures		11.18.2	57
	Payments to governments		11.21	

Indicator Code	Indicator	Comments	Standard GRI 11: Oil and Gas Sector 2021 Indicator Code	Report page
Economic indicators (GRI 2016)				
201-1 RUIE — 1.2, 1.3, 1.4, 1.5, 1.6, 1.7	Direct economic value generated and distributed		11.21.2	20–21
201-4	Financial assistance received from the government		11.21.3	313
207	Taxes (GRI 2019)		11.21	
207-1	Approach to taxation		11.21.4	315
207-2	Tax administration, control, and risk management		11.21.5	315–317
207-3	Stakeholder engagement and resolution of tax-related issues		11.21.6	315–317
Conservation and restoration of production facilities				
Land and resource rights				
	Additional information: – places of operations that caused or contributed to the forced relocation of the local population	There have been no cases of forced resettlement of local communities or individuals as a result of decisions taken in relation to land issues in the Company's operations.	11.16.2	–
Anticompetitive behavior				
Anticompetitive behavior (GRI 2016)				
206-1	Lawsuits for anticompetitive behavior	For the period from 2022 to 2024, the Company did not commit any violations of the antimonopoly legislation nor did it incur any significant fines.	11.19.2	263
Rights of indigenous peoples				
3-3	Material topics management		11.17.1	202
411	Rights of indigenous peoples (GRI 2016)			
411-1 UN GC Principles 1, 2 RUIE — 3.2.3	Cases of violation of the rights of indigenous peoples	In 2024, there were no conflicts with indigenous peoples and no cases of violations affecting the rights of indigenous peoples and small ethnic communities.	11.17.2	203
	Additional information: – places of activity where indigenous peoples are present or affected by activities		11.17.3	202
Forced labor				
3-3	Material topics management		11.12.1	56–57
414	Social assessment of suppliers (GRI 2016)			
414-1	Suppliers selected according to social criteria		11.12.3	301



Indicator Code	Indicator	Comments	Standard GRI 11: Oil and Gas Sector 2021 Indicator Code	Report page
Additional indicators of GRI thematic standards reflected in the Report				
202-1	Ratio of the standard entry-level wage by gender compared to the local minimum wage			69
201-3	Defined pension plan obligations and other retirement obligations			77
301-1	Materials used for production and packaging			312
301-2	Share of recycled, source materials used for the manufacture of products			161
305-6 UN GC Principles 7, 8	Emissions of ozone-depleting substances	The Company does not use ozone-depleting substances on an industrial scale, nor does it produce them.		136
308-1	Environmental assessment of suppliers			301
404-3	Professional development programs for employees and employment assistance programs during the transition			79–81
408-1	Use of child labor	The Company adheres to the regulations of the Russian and international law and does not use forced, compulsory or child labor.		56–57
409	Use of compulsory or forced labor			
416-2	Cases of noncompliance with requirements regarding the impact that products and services exert on health and safety			309
417-1	Requirements for information and labeling of products and services			309
417-2	Cases of noncompliance with products and services information and labeling requirements			309–310
417-3	Cases of noncompliance with marketing communications requirements			309–310
418	Customer Privacy			311



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(Version 2023-12)

→ OIL & GAS – EXPLORATION & PRODUCTION

Topic:	Metric Code	Metric Description	Comments	Page # in the Report
Greenhouse gas emissions	EM-EP-110a.1	Greenhouse gas emissions (Scope 1)		128
		Percentage of methane emissions within Scope 1. Percentage of greenhouse gas emissions covered under emissions-limiting regulations	There are no limiting standards for greenhouse gas emissions in the Russian Federation	-
	EM-EP-110a.2	Direct greenhouse gas emissions (Scope 1) broken down by: – Flared hydrocarbons – Other combustion – Process emissions – Other controlled emissions – Fugitive emissions		130–131
	EM-EP-110a.3	Description of long-term and short-term strategy or plan to manage direct greenhouse gas emissions (Scope 1), emissions reduction targets, and an analysis of performance against those targets		110–113, 132
Air quality	EM-EP-120a.1	Air emissions of the following pollutants: – NOx (excluding N 2O) – SOx – Volatile organic compounds (VOCs) – Particulate matter (PM10)	Under the RF legislation, PM10 particulate matter emissions are not standardized at the facilities with negative environmental impact, there are no methodologies for calculating PM10 particulate matter emissions. The report includes the information on particulate matter emissions, which also contain particulate matter PM10, however it is not possible to isolate these emissions.	134–135
Water management	EM-EP-140a.1	– Total water withdrawn – Total water consumed		139–141
		Percentage of water withdrawn/consumed in regions with High or Extremely High Baseline Water Stress	The area of the Company’s core operations is not located in a region experiencing fresh water shortages.	
	EM-EP-140a.2	Volume of produced water and flowback generated Percentage of water: – discharged – injected – recycled; Hydrocarbon content in discharged water		140

Topic:	Metric Code	Metric Description	Comments	Page # in the Report
Water management	EM-EP-140a.3	Percentage of hydraulically fractured wells for which there is a public disclosure of all fracturing fluid chemicals used	The percentage of wells drilled with hydraulic fracturing in 2024 was 100%. The chemical composition of the hydrofracturing fluid is classified by the Company as non-disclosure information. The Company produces oil within the licence boundaries of oil accumulations, which are predominantly confined to the Devonian and Carboniferous deposits. Such deposits are buried at considerable depths, completely isolating surface aquifers from contact with produced fluids and other process chemicals. The hydraulic fracturing technologies used by the Company take into account the requirements of environmental safety of water bodies and exclude damage to terrestrial and underground water resources, preventing pollutants from entering them.	
	EM-EP-140a.4	Percentage of hydraulic fracturing sites where ground or surface water quality deteriorated compared to a baseline		144
Biodiversity impacts	EM-EP-160a.1	Description of environmental management policies and practices at operating enterprises		90–93, 114–116
	EM-EP-160a.2	– number and aggregate volume of hydrocarbon spills – volume in Arctic, – volume impacting shorelines with ESI rankings 8-10 – volume recovered from oil spills	The report provides the details of incidents that have been caused by man-made factors. The Company does not operate in the Arctic area.	98
	EM-EP-160a.3	Share: – proved reserves within or near sites with protected conservation status or endangered species habitat – probable reserves within or near sites with protected conservation status or endangered species habitat		151
	EM-EP-210a.1	Percentage of: – proved reserves in or near areas of conflict and – probable reserves in or near areas of conflict	The Company does not have proved and probable oil reserves within or near conflict zones.	-
Security, human rights and rights of Indigenous peoples Community relations	EM-EP-210a.2	Percentage of: – proved reserves within or near the indigenous land and – probable reserves within or near indigenous land		203
	EM-EP-210a.3	Description of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	The Company does not operate in conflict-affected areas. The general approach is contained in the Company’s Human Rights Policy	202–203

Topic:	Metric Code	Metric Description	Comments	Page # in the Report
Security, human rights and rights of Indigenous peoples Community relations	EM-EP-210b.1	Description of process to manage risks and opportunities associated with community rights and interests	The general approach is contained in the Company's Human Rights Policy	56, 166–169
	EM-EP-210b.2	Number and duration of nontechnical delays	The Company encounters non-technical delays in its operations due to natural/technology-related/regulatory factors. There were no significant incidents during the period that could have affected technological processes or the rights of employees or local communities.	
Workforce health and safety	EM – EP-320a.1	– total recordable incident rate (TRIR) – fatality rate, – near miss frequency rate (NMFR) – average hours of health, safety, and emergency response training for a) direct employees b) contractor's employees		102, 104–107
	EM-EP-320a.2	Description of management systems used to integrate a culture of safety throughout the exploration and production lifecycle		90–91
Reserves valuation and capital expenditures	EM-EP-420a.1	Sensitivity of hydrocarbon reserve levels to future price projection scenarios that account for a price on carbon emissions	The Company uses a scenario-based approach to strategic planning. A range of strategic options are currently being tested for their potential to ensure the long-term sustainability of energy demand in a variety of scenarios, including those related to the global economy and energy development. The Company does not perform a scenario analysis that takes into account the price of carbon emissions separately (exclusively) by the level of hydrocarbon reserves	40–41
	EM-EP-420a.2	Estimated (potential) carbon dioxide emissions embedded in proved hydrocarbon reserves	In 2024, the reserves of hydrocarbons were audited based on a prioritized list of oil fields. The potential carbon dioxide emissions were not calculated due to lack of practicality.	131
	EM-EP-420a.3	Amount invested in renewable energy sources (RES), revenue generated by renewable energy sales	In 2024, the Tatneft Group consumed the entire volume of energy generated from renewable sources at its facilities (There was no revenue generated from the sale of energy from renewable sources).	159
Business ethics and transparency	EM-EP-420a.4	Description of how price and demand for hydrocarbons and/or climate regulation influence the capital expenditure strategy for exploration, acquisition, and development of assets		40–41, 285



Topic:	Metric Code	Metric Description	Comments	Page # in the Report
Business ethics and transparency	EM-EP-510a.1	Percentage of proved and probable reserves in countries that have the 20 lowest rankings in Corruption Perception Index	All of the Company's hydrocarbon reserves are located in Russia.	-
	EM-EP-510a.2	Description of the management system for prevention of corruption and bribery throughout the value chain		260–261
Management of the legal and regulatory environment	EM-EP-530a	Description of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry		250–251, Appendix «Key risks»
Critical incident risk management	EM-EP-540a.1	Process Safety Event (PSE) rates for Loss of Primary Containment (LOPC) of greater consequence (Tier 1)	The report provides the details of technological incidents that have been occurred	98
	EM-EP-540a.2	Description of management systems used to identify and mitigate catastrophic and tail-end risks		99, Appendix «Key risks»
Performance indicators	EM-EP-000.A	Extraction of: – oil – natural gas Production of: – synthetic oil and – synthetic gas	In terms of synthetic gas: in the technological process chains of oil refining, by-products are synthesized in the form of gaseous compounds, which can be supplied for further processing, or their own consumption by processing plants or refineries. The proportion of such gaseous compounds is not significant and therefore not subject to separate accounting.	26–27
	EM-EP-000.B	Number of offshore fields	The Company does not have offshore oil and gas fields	-
	EM-EP-000.C	Number of onshore fields	There are 162 oil fields, four (4) oil, gas and condensate fields, one (1) gas oil field, two (2) gas condensate fields, and one (1) gas field.	-



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→ OIL & GAS – REFINING & MARKETING

Topic	Metric Code	Metric Description	Comments	Page # in the Report
Greenhouse gas emissions	EM-RM-110a.1	Gross Greenhouse Gas Emissions (Scope 1)		128
		Percentage of greenhouse gas emissions covered under emissions-limiting regulations	The limiting standards for greenhouse gas emissions are not set by the legislation of the Russian Federation.	-
	EM-RM-110a.2	Description of long-term and short-term strategy or plan to manage direct greenhouse gas emissions (Scope 1), emissions reduction targets, and an analysis of implementation of those targets		110–153, 132
Air quality	EM-RM-120a.1	Air emissions of the following pollutants: – NOx (excluding N 2O) – SOx – Particulate matter (PM10) – H2S – VOCs	Under the RF legislation, PM10 particulate matter emissions are not standardized at the facilities with negative environmental impact, there are no methodologies for calculating PM10 particulate matter emissions. The report includes the information on particulate matter emissions, which also includes particulate matter PM10, but it is not possible to isolate these emissions.	134–135
	EM-RM-120a.2	Number of refineries in or near areas of dense populations	There are two oil refineries: – an industrial zone near a city with a population of about 250 thousand people; – a production site near a city with a population of about 165 thousand people. There are two petrochemical plants: – rubber production, an industrial area near a city with a population of about 700 thousand people. – carbon black production, an industrial zone near a city with a population of about 250 thousand people	-
Water management	EM-RM-140a.1	– Total water withdrawn – Total water consumed		
		Percentage of water withdrawn/consumed in regions with High or Extremely High Baseline Water Stress	The area of the Company's core operations is not located in a region experiencing fresh water shortages.	139–141
	EM-RM-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations		144

Topic	Metric Code	Metric Description	Comments	Page # in the Report
Hazardous Materials Management	EM-RM-150a.1	Amount of hazardous waste generated, percentage recycled		145
	EM-RM-150a.2	– Number of underground storage tanks (USTs), – Number of UST releases requiring cleanup, and – Percentage in states with UST financial assurance funds	The Company classifies information on underground reservoirs as non-disclosure information. All underground storage tanks (UST) are subject to accounting and verification by the Federal Service for Environmental, Technological and Nuclear Supervision (Rostekhnadzor). There were no incidents with underground storage tanks (UST) in the reporting year.	-
Workforce health and safety	EM-RM-320a.1	– total recordable incident rate (TRIR) – fatality rate, – Total recordable incident rate (TRIR) (near miss frequency rate (NMFR)) for (a) full-time employees and (b) contract employees	Contractor organizations do not maintain separate records of working time at the Company's facilities. Consequently, it is not possible to obtain baseline data for the calculation of these coefficients.	102, 104–107
	EM-RM-320a.2	Description of management systems used to integrate a culture of safety		90–95
Product Specifications & Clean Fuel Blends	EM-RM-410a.2	Total addressable market and share of market for advanced biofuels and associated infrastructure		-
	EM-RM-410a.3	Volumes of renewable fuels for fuel blending: – net production volume, – net volume of purchases	The pilot operations have produced an insignificant amount of renewable biofuel, and the market share has not yet been estimated.	161
Pricing Integrity & Transparency	EM-RM-520a.1	Total amount of monetary losses as a result of legal proceeding associated with price fixing or price manipulation		263
Management of the legal and regulatory environment	EM-RM-530a.1	Description of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry		250–251, Appendix «Key risks»



Topic	Metric Code	Metric Description	Comments	Page # in the Report
Critical incident risk management	EM-RM-540a.1	Process Safety Event (PSE) rates for Loss of Primary Containment (LOPC) of greater consequence (Tier 1) and lesser consequence (Tier 2)	Natural and man-made emergencies are classified in accordance with the legislation of the Russian Federation. The report provides the details of incidents that have been caused by man-made factors.	98
	EM-RM-540a.2	Challenges to Safety Systems indicator rate (Tier 3)		
	EM-RM-540a.3	Description of measurement of Operating Discipline and Management System Performance through Tier 4 Indicators		
Performance indicators	EM-RM-000.A	Refining throughput of crude oil and other feedstocks	The Company classifies information about the volume of refining of crude oil and by-products as non-disclosure information.	-
	EM-RM-000.B	Refining operating capacity	Designed oil refining capacity 17.8 million tonnes per year	-

TCFD Index

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4.3. Description of the objectives used by the Company to manage climate-related risks and opportunities and the effectiveness of achieving targets	113, 120, 132–133



List of abbreviations

GS	Gas Station, fuel filling station
GDP	Gross Domestic Product
HEI	Higher Educational Institution
GOST	National Standard
BPS	Booster Pumping Station
CHC	Children's Holiday Camp
RTA	Road Traffic Accident
KPI	Key Performance Indicators
MWR	Minimum Wage Rate
IFRS	International Financial Reporting Standards
IMF	International Monetary Fund
VERT	Volunteer Emergency Response Team
NGDU	Oil and Gas Field Operating Division
WPT	Windfall Profits Tax
MET	Mineral Extraction Tax
VAT	Value-Added Tax
R&D	Research and Development
NPO	Nonprofit Organization
STC	Science and Technology Center
UN	United Nations
NCA	Nature Conservation Area
OECD	Organization for Economic Cooperation and Development
PJSC	Public Joint Stock Company
HSE	Health, Safety, and Environment
AES	Advanced Engineering School
APG	Associated Petroleum Gas
RPM	Reservoir Pressure Maintenance
PET	Polyethylene Terephthalate
RUIE	Russian Union of Industrialists and Entrepreneurs

RT	Republic of Tatarstan
RF	Russian Federation
SVO	Super Viscous Oil
Media	Mass Media
SVS	Secondary Vocational School
RMICS	Risk Management and Internal Control System
FEC	Fuel and Energy Complex
TPP	Thermal Power Plant
VR	Vapor Recovery
UTNGP	Tatneft Gas Processing Division (Tatneftegazpererabotka Division)
SDG	Sustainable Development Goals

INDICATORS OF STANDARDS:

SRS RF: The Sustainability Reporting Standard of the Russian Federation

GRI: The Sustainability Reporting Standards developed by the Global Reporting Initiative (GRI)

SASB EM – EP: The industry standard for Oil and Gas – Exploration and Production, developed by the Sustainability Accounting Standards Board (SASB)

SASBE EM – RM: The industry standard for Oil and Gas Refining and Marketing, developed by the Sustainability Accounting Standards Board (SASB)



Internal documents of the Company

- Articles of Association of PJSC TATNEFT named after V.D. Shashin
- Regulation on the General Meeting of Shareholders of PJSC TATNEFT named after V.D. Shashin
- Regulation on the Board of Directors of PJSC TATNEFT named after V.D. Shashin
- Regulation on the Audit Committee of the Board of Directors of PJSC TATNEFT named after V.D. Shashin
- Regulation on the HR and Remuneration Committee of the Board of Directors of PJSC TATNEFT named after V.D. Shashin
- Regulation on the Sustainable Development and Corporate Governance Committee of the Board of Directors of PJSC TATNEFT named after V.D. Shashin
- Regulation on the General Director of PJSC TATNEFT named after V.D. Shashin
- Regulation on the Management Board of PJSC TATNEFT named after V.D. Shashin
- Regulation on the Revision Commission of PJSC TATNEFT named after V.D. Shashin
- Corporate Governance Code of PJSC TATNEFT named after V.D. Shashin
- Policy of PJSC TATNEFT named after V.D. Shashin on Sustainable Development and Interaction with Stakeholders
- Risk Management and Internal Control Policy of PJSC TATNEFT named after V. D. Shashin
- Regulation on the Dividend Policy of PJSC TATNEFT named after V.D. Shashin
- Regulation on the Corporate Secretary of PJSC TATNEFT named after V.D. Shashin
- Regulation on the Internal Audit Department of PJSC TATNEFT named after V.D. Shashin
- Regulation on the Information Policy of PJSC TATNEFT named after V.D. Shashin
- Regulation on the Information Disclosure to Shareholders of PJSC TATNEFT named after V. D. Shashin
- Regulation on the Insider Information of PJSC TATNEFT named after V.D. Shashin
- Regulation on the TATNEFT Group
- Anti-Corruption Policy of PJSC TATNEFT named after V.D. Shashin
- Cybersecurity and Cyber Resilience Policy
- Integrated Management System Policy of the TATNEFT Group
- Policy of PJSC TATNEFT named after V.D. Shashin in the field of industrial safety,
- occupational health, safety, and environment, taking into account climate change
- Human Rights Policy

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For detailed information on the internal documents, please see the link:
<https://www.tatneft.ru/o-kompanii/docs>



