NOVATEK

2025

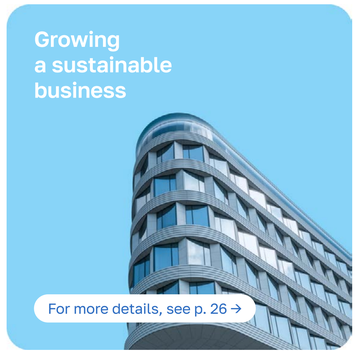
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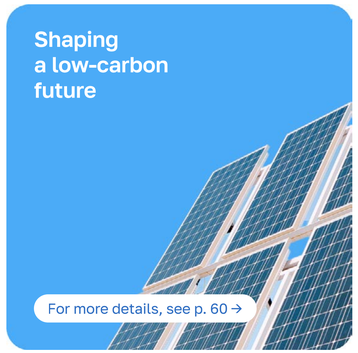
IN HARMONY WITH THE NORTH

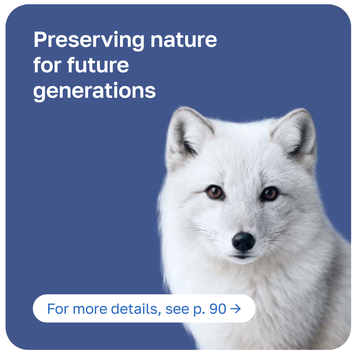
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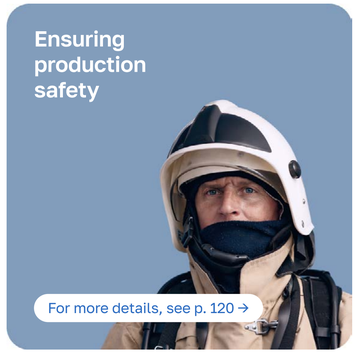
In Harmony with the North

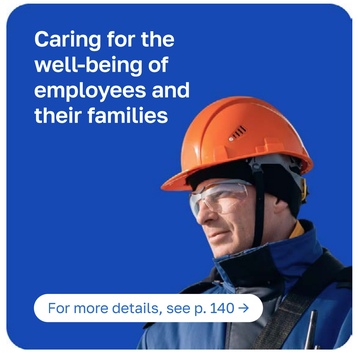
NOVATEK is Russia’s largest independent natural gas producer. The Company is ranked third globally by proven natural gas reserves (SEC[1]) and is also a top 10 gas producer among the world’s largest publicly traded oil and gas companies. Our products boast one of the industry’s lowest carbon footprints. Since the Company’s inception in 1994, we have been guided by our commitment to responsible business principles, focusing on the supply of affordable and reliable energy, meeting the increasing consumer demand, and driving the global energy transition.













About the Report

PAO NOVATEK’s Sustainability Report 2025 (the “Report”) was published on 27 April 2026. The Report has been approved by PAO NOVATEK’s Board of Directors (Minutes No. 284).
An independent auditor verified the selected information included in the Report.

For more details, see Appendix 7. Independent Auditor’s Limited Assurance Report, p. 225 →

Standards and guidelines

International

Verified by an independent auditor

Sustainability reporting guidance for the oil and gas industry IPIECA/API/OGP

Russian

- Disclosure rules for issuers whose shares are included in the first- or second-level quotation lists of the Moscow Exchange
- Recommendations of the Bank of Russia on non-financial disclosures
- Recommendations of the Russian Union of Industrialists and Entrepreneurs (RSPP) on non-financial disclosures

[1] Reserve classification in accordance with the reserves definitions of the U.S. Securities and Exchange Commission.

[2] This Report has been prepared using IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures issued by the International Sustainability Standards Board (ISSB). IFRS S2 fully incorporates the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Letter from the Chairman of NOVATEK’s Management Board 04
Determining Material Topics 06

08
Chapter 1. Strategy Review
1.1. Key Operating and Financial Highlights 08
1.2. Key events and Performance Highlights 12
1.3. Business Model 16
1.4. Impact Compass 18
1.5. Sustainable Development Strategy 20
1.6. Contribution to the UN Sustainable Development Goals and Russia’s National Development Goals 22

26
Chapter 2. Sustainability Management
Letter from the Chairman of NOVATEK’s Board of Directors 28
2.1. Sustainability Management System 28
2.2. Sustainability Risks and Opportunities 35
2.3. Ethics 38
2.4. Information Security 45
2.5. Digitization 46
2.6. Innovation 49
2.7. Supply Chain 53

60
Chapter 3. Climate Change
3.1. Climate change and the energy transition 62
3.2. Management Approach 68
3.3. Key Metrics and Solutions for Boosting Carbon Efficiency 79

90
Chapter 4. Environment
4.1. Management Approach 92
4.2. Biodiversity 98
4.3. Emissions 110
4.4. Waste 111
4.5. Water Resources 114

120
Chapter 5. Safety
5.1. Management Approach 122
5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies 127
5.3. Preventing Work-Related Injuries 131
5.4. Occupational Health 137
5.5. OHS Training for Employees 138

140
Chapter 6. Employees
6.1. Management Approach 142
6.2. Diversity and Inclusion 150
6.3. Employee Training and Development 153
6.4. Employee Motivation and Social Support 158

162
Chapter 7. Local communities
7.1. Management Approach 164
7.2. Contribution to regional development 167
7.3. Corporate Volunteering 175

176
Other information
Glossary 178
Contacts 181

182
Appendices
Appendix 1. Key Sustainability Risks and Opportunities 182
Appendix 2. Stakeholder engagement 186
Appendix 3. Quantitative sustainability indicators 190
Appendix 4. Key indicators (GRI, SASB, IPIECA) 198
Appendix 5. Compliance with IFRS S2 219
Appendix 6. Compliance with TNFD 222
Appendix 7. Independent Auditor’s Limited Assurance Report 225

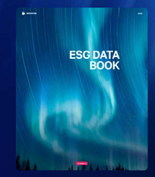
How to use the interactive report

Back to table of contents

p. 231 → Link to more detailed information in the Report



Download Annual Report on novatek.ru/en →



Download ESG Data Book on novatek.ru/en →

Letter from the Chairman of NOVATEK's Management Board



Our "In harmony with the North" philosophy defines our approach to the unique natural environment and climate of the Arctic, where the Company's main production assets are located.

In 2025, we continued to demonstrate by example that industrial development can provide affordable and reliable energy to a growing global population while going hand in hand with preserving the Arctic's unique ecosystems.

Sustainability as a driver of long-term value

A key principle of our strategy is the balance of operational efficiency, which drives current performance, and investments in sustainability, which mitigate risks and lay the foundation for long-term business stability. By reducing our carbon footprint, preserving the Arctic's fragile ecosystems, and supporting indigenous peoples, we strengthen the resilience of our business and maintain our license to operate in this strategically important region. This enables us to look to the future with confidence while ensuring the Company's long-term sustainability.



Leonid Mikhelson,
Chairman of the Management Board, PAO NOVATEK

Low-carbon energy for the global energy transition

Affordable, reliable energy is essential to the energy transition. Natural gas, the lowest-carbon fossil fuel, is set to play a key role in enabling a smooth global energy transition. Today, our resource base totals 17 billion boe of proved hydrocarbon reserves, 91% of which is natural gas. In the reporting year, our hydrocarbon production continued to grow, reaching 673 million boe. Our large-scale LNG plants in the Arctic, along with our processing and transport facilities, operate reliably and efficiently, supplying natural gas to customers worldwide and supporting the displacement of more carbon-intensive fuels. At the same time, we are building infrastructure for a low-carbon future within Russia by expanding our network of LNG retail stations in line with the goals of the Strategy of Socio-Economic Development of the Russian Federation with a Low Level of Greenhouse Gas Emissions until 2050.

The Company remains among industry leaders in carbon efficiency through a range of measures, including expanding the program of zero-flaring well testing using mobile flowback and well-testing packages, injection of APG and wastewater into reservoirs, methane recovery, the use of smokeless flares, ground flare systems, and so on. GHG emissions intensity in the reporting year was 286 kg of CO_2 eq. / boe. In addition to improving our own carbon efficiency, we also contribute to achieving carbon neutrality for participants in the Sakhalin Experiment. In 2025, the sale of 32 thousand carbon units generated by our climate project became one of the largest deals in the Russian carbon market.

Climate science: from the Arctic to Antarctica

The expertise and technologies developed by NOVATEK through the implementation of large-scale Arctic projects are applied far beyond the Arctic. Acting as an integrator of advanced engineering solutions, we enabled the construction of a self-contained wintering complex at Russia's Vostok research station in Antarctica, one of the harshest environments on Earth, where scientists can now live and work in comfort at temperatures as low as –89°C. The facility has been commissioned and will support research into deep ice cores, a relict subglacial lake, and the role of greenhouse gases in global climate change.

In harmony with nature and indigenous peoples

The Company continues to scale up circular economy practices across its operations by installing water recycling systems at its production facilities. In the reporting year, such a system was commissioned at the Ust-Luga Complex, reducing water intake from the Luga Bay and minimizing wastewater discharges.

We engage with indigenous peoples based on the principles of integrity, transparency, and respect, while conducting ongoing environmental monitoring of terrestrial, freshwater, and marine ecosystems. In 2025, with the Company's support, reindeer herders gained additional opportunities to maintain their traditional ways of life, while the involvement of indigenous communities in environmental monitoring improved the accuracy of data used in planning environmental protection measures.

Our investments in host regions came in at RR 6.4 billion in the reporting year, including more than RR 1.5 billion allocated to improving urban amenities and supporting the comprehensive development of cities and other settlements. We continue building new schools and sports facilities and supporting initiatives to improve quality of life across the Russian North – from Murmansk to Kamchatka.

Our team makes the impossible possible

The health and well-being of our employees underpin our success. In 2025, as a result of the measures implemented, the lost time injury frequency rate (LTIFR) was reduced by 27% year-on-year to 0.19. We initiated the transition to risk-based operational management to foster a proactive approach and eliminate the very possibility of workplace incidents. Employee turnover declined to 4% in the reporting year, one of the lowest levels in the industry. This reflects the strong engagement of our team, which now brings together more than 22 thousand professionals who prove every day that the impossible becomes possible when united by a common goal.

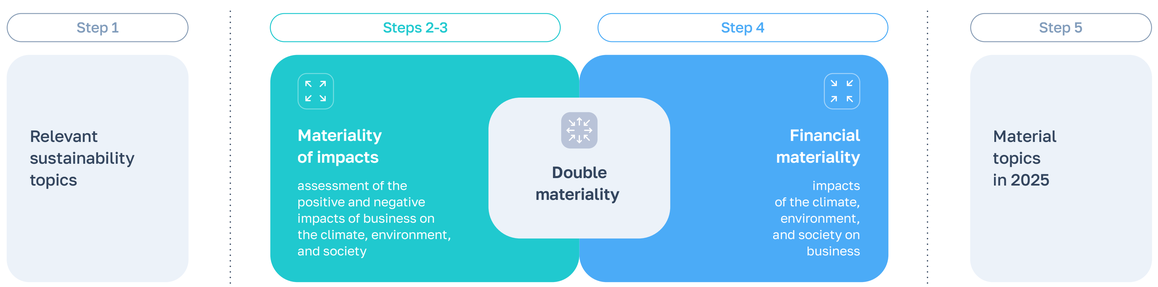
Our sincere thanks go to everyone who shares our values and contributes to the Company's development. Together, we are shaping the energy of the future – in harmony with the North and for the benefit of the planet.

Determining Material Topics

NOVATEK identifies and assesses the impacts of its operations on various sustainability aspects along the entire value chain, from hydrocarbon production to the use of finished products, while determining how the external environment affects the Company's business, strategy, and financial planning. This approach enables us to apply the double materiality principle and ensures the sustainability of the Company's business model.

In preparing this Report and determining material topics, the Company also adhered to the double materiality principle and took into account the requirements of the Global Reporting Initiative Standards (the "GRI Standards"), including GRI 11: Oil and Gas Sector 2021 ("GRI Oil & Gas"), the Oil & Gas Exploration & Production Sustainability Accounting Standard of the Sustainability Accounting Standards Board ("SASB"). In addition, we focused on the approaches stipulated by IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information ("IFRS S1"), and the approaches of the International Organization of Securities Commissions (IOSCO).

Double materiality principle



Stages of determining material topics

Step 1

Generating a list of relevant topics

Analyzing material topics from GRI Oil & Gas and SASB industry standards as well as the reports of major international and Russian industrial companies; analyzing stakeholder requests and appeals as well as criteria for assessing sustainability ratings.

Step 2

Generating a list of the Company's impacts

Mapping impacts proposed by GRI Oil & Gas and SASB standards as well as assessments of cumulative impacts of the Company's projects on the economy, environment, and people, including human rights, to the relevant first stage topics.

For more details on Company impacts, see Section 1.4. Impact Compass, p. 18 →

Step 3

Assessing the magnitude of the Company's impacts (materiality of impacts)

Surveying stakeholders on the magnitude of the Company's impacts on relevant topics; ranking topics based on the survey's quantitative findings.

Step 4

Assessing the magnitude of impacts on the Company (financial materiality)

Quantitatively assessing risks (analyzing the impact of risk consequences on the Company in quantitative terms in case of risk materialization) from the Company Risk Map related to each material topic, ranking topics based on the quantitative risk assessment.

For more details, see Appendix 1. Key Sustainability Risks and Opportunities, p. 182 →

Step 5

Prioritizing topics

Final ranking of material topics.

In 2025, we:

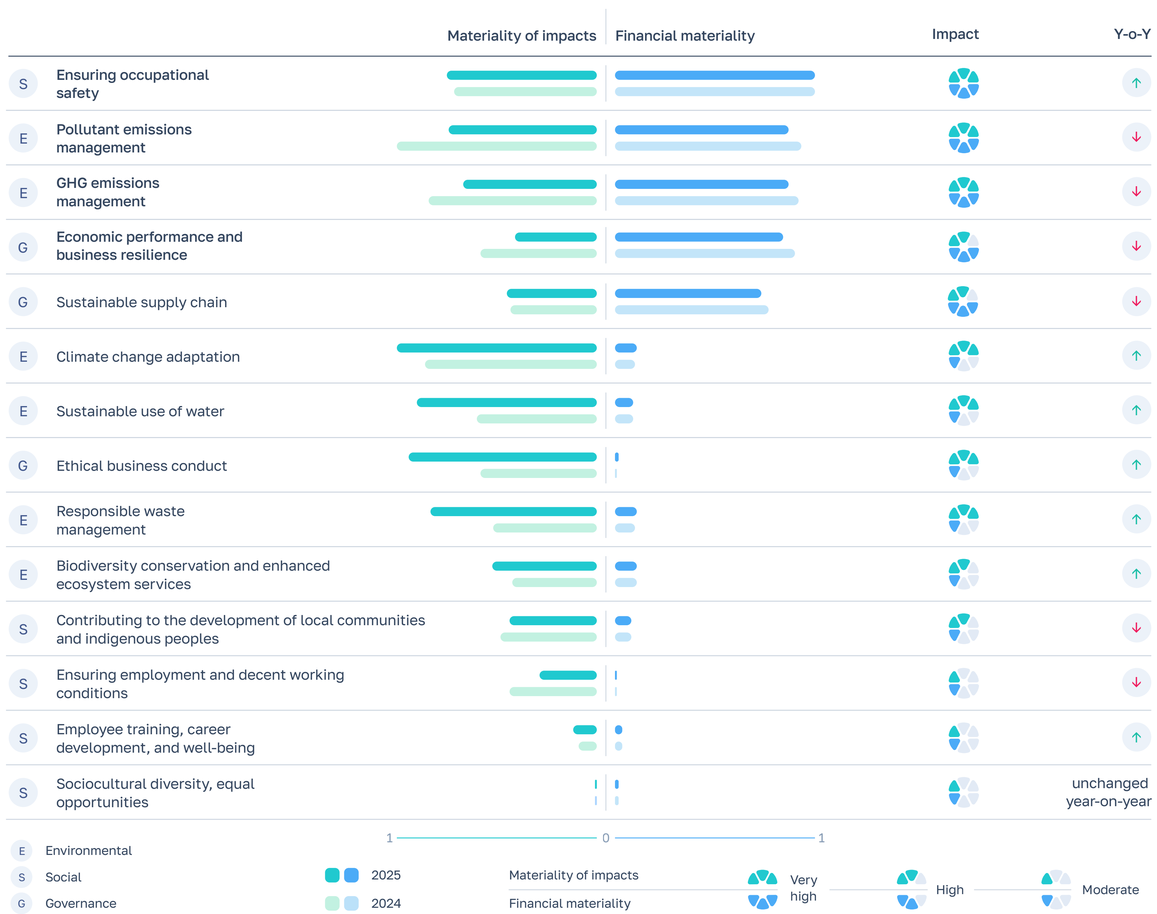
- expanded the respondent base;
- conducted selective one-on-one interviews; and
- collected feedback on the quality, completeness, timeline, and format of sustainability reporting.

The outcome is the approval of material topics by the Board of Directors.

Mapping of material topics

The material topics disclosed in our Sustainability Report 2024 remained relevant in 2025 as the Company's core activities have not changed.

At the same time, the diagram below shows the change in the magnitude of impact by material topic based on the results of our risk assessment and stakeholder survey. Each material topic is fully disclosed in the Report in accordance with GRI standards, with a focus on the first four topics that have the maximum impact and risk score.



The purpose of this Sustainability Report

NOVATEK is committed to high standards of sustainability disclosure and sustainability reporting transparency. The main purpose of this Sustainability Report is to communicate the Company's performance and demonstrate progress toward its goals, while strengthening trust with partners, investors, and other stakeholders.

Findings from the stakeholder survey on the quality, timeline, and format of the Company's sustainability reporting

Quality

92%

are satisfied with disclosures

The sections in highest demand are those covering the Company's strategy, goals, and progress toward those goals

Timeline

84%

approve of the Report's publication timeline (April)

A key factor is the relevance of the information. Over the past five years, NOVATEK has shortened the publication timeline for its Sustainability Report by four months while maintaining the quality of disclosures and increasing the number of metrics disclosed

Format

98%

prefer the Report in PDF format

Key Operating and Financial Highlights

Systematic efforts to improve efficiency and the use of innovative approaches enable the Company to maintain its strong position in the industry.

In 2025, global natural gas demand growth slowed to 1%, compared with 3% in 2024, according to the International Energy Agency. This moderation reflected higher gas prices in key markets, increased macroeconomic uncertainty, and supply constraints. Growth in natural gas demand was primarily driven by Europe, where its consumption increased in the energy sector due to lower output from wind and hydropower amid unfavorable weather conditions, as well as by Africa and the Middle East, where a strong policy shift from oil to natural gas for power continues.

The LNG segment is expanding particularly rapidly. Global LNG exports reached 429 million tons in 2025, marking the strongest growth in three years, supported by new liquefaction capacity coming online. Looking ahead, global LNG trade is expected to continue expanding, with Asia-Pacific markets, particularly China and India, remaining the key drivers of demand.

Strong LNG demand outlook, combined with the Company's supply chain optimization efforts, create favorable conditions for the diversification of NOVATEK's geographic footprint.



Expanding the resource base and production

The Company's resource base is concentrated mostly in the prolific Yamal-Nenets Autonomous Region, which is the world's largest natural gas producing area and accounts for approximately 80% of Russia's natural gas production and approximately 15% of the global production.

All of the Company's proved hydrocarbon reserves are classified as conventional, enabling low exploration and production costs while avoiding environmentally intensive technologies.

With over 30 years of expertise, the Company leverages innovative exploration and development methods, along with continuous monitoring of prospective targets in strategically important regions, to effectively expand its resource base and support the advancement of its LNG projects.

As at 31 December 2025, NOVATEK's subsidiaries and joint ventures held a total of 82 subsoil licenses for areas within Russia.

Beyond its conventional exploration and production licenses in the region, the Company also holds five CO_2 injection licenses for pilot carbon capture and storage projects.

For more details, see Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 79. →

Cutting-edge exploration and development techniques drive the expansion of NOVATEK's resource base while also mitigating environmental risks.

For example, the Company is successfully advancing flareless flowback multistage fracturing technologies and uses mobile flowback and well testing packages that separate solids from well fluids.

For more details, see Section 2.6. Innovation, p. 49. →

At the end of 2025, the Company's aggregate proved hydrocarbon reserves (SEC) totaled 16,974 million boe (including its share in joint ventures) and comprised 2.4 trillion cubic meters of natural gas and 182 million tons of liquid hydrocarbons. Thanks to active exploration, successful production drilling campaigns, and acquisition of new licenses, our average 5-year reserve replacement rate totaled 120%.[1] Our 2025 hydrocarbon production totaled 673 million boe (84.6 billion cubic meters of natural gas and 14.1 million tons of liquid hydrocarbons), up 0.9% year-on-year.

17.0 bln boe

Total proved hydrocarbon reserves (SEC) at the end of 2025

120%

Reserves replacement ratio in 2021–2025

673 mmboe of hydrocarbons

Hydrocarbon production in 2025

↑0.9% year-on-year

[1] The reserve replacement rate represents the change in proved reserves, increased by production during the year, divided by total production for the same year.

Development of LNG projects

NOVATEK is a pioneer of Russia's LNG industry in the Arctic and one of the largest LNG producers globally. The Company's core strategic priorities include developing a competitive LNG platform and securing LNG sales in key markets.

The Company implements large- and medium-scale projects targeting foreign markets as well as small-scale projects aimed at expanding the domestic LNG market. NOVATEK's core production facilities are located in the Yamal-Nenets Autonomous Region, in close proximity to the Company's raw materials base.

Large- and medium-scale projects

NOVATEK's large-scale projects, Yamal LNG and Arctic LNG 2, operate in the harsh Arctic climate on the coast of the Ob Bay in the Kara Sea.

Thanks to its production base's strategic location, the Company can deliver LNG by sea via the Northern Sea Route (NSR) in both directions – westbound and eastbound – enabling optimal supply route selection.

In addition, the Arctic location of the Company's production assets creates a natural technological advantage: low ambient temperatures substantially reduce the energy required for natural gas liquefaction, thereby improving energy efficiency across our production facilities and reducing greenhouse gas emissions, air pollutant emissions, and, as a result, the carbon footprint of the Company's products.

Our medium-scale LNG project, Cryogas-Vysotsk, is located in the Leningrad Region, at the port of Vysotsk on the Baltic Sea. NOVATEK's LNG supplies support global climate goals by helping reduce emissions in countries that switch from coal- to gas-fired power generation and by maintaining the stability of energy systems.

For more details, see Chapter 3. Climate Change, p. 60 →

Small-scale projects

The development of the Company's small-scale projects supports increased domestic LNG supply as well as its wider use both as motor fuel and energy carrier replacing carbon-intensive fuels such as diesel and fuel oil.

NOVATEK's small-scale LNG plants are located in Magnitogorsk (Chelyabinsk Region) as well as in special economic zones in the Moscow and Samara Regions. These plants supply LNG to the domestic market for use as motor fuel and energy carrier.

For more details, see Chapter 3. Climate Change, p. 88 →

Processing



Purovsky Plant

Located in the Purovsky District of the Yamal-Nenets Autonomous Region, the Purovsky Plant is the central link in our vertically integrated value chain. The plant processes gas condensate, which, following stabilization, is transported mostly to the Ust-Luga Complex for further processing or export.

With its own railway line connected to the Russian rail network, the Purovsky Plant is able to streamline delivery processes, reduce costs, cut transportation times, and ensure reliable supplies.

Ust-Luga Complex

The Company's Gas Condensate Fractionation and Transshipment Complex is located in the port of Ust-Luga on the Baltic Sea. The Complex processes stable gas condensate produced at the Purovsky Plant into light and heavy naphtha, jet fuel, gasoil, and fuel oil as a marine fuel component. The facility also operates a hydrocracker to increase the share of higher value-added products, shipping finished products mostly for export by sea.

In addition, the Complex uses a ground flare system, which eliminates air emissions of particulate matter from combustion products and helps reduce greenhouse gas emissions.

13.4 mln tons

De-ethanized gas condensate processed in 2025

↑1.5% year-on-year

8.0 mln tons

Stable gas condensate processed in 2025

↑8.5% year-on-year



Sales

In 2025, natural gas sales volumes, including LNG, totaled 76.6 billion cubic meters, down 1.5% year-on-year. Liquid hydrocarbon sales were 17.9 million tons in 2025, up 8.9% from 2024.

We sell natural gas in Russia primarily through trunk pipelines and regional distribution networks while LNG is marketed through our wholesale channels and own refueling complexes.

As part of its sales channel development strategy, the Company makes efforts to further expand its network of LNG retail stations along major federal highways. In 2025, the Company opened ten stations, including six new ones and four which replaced legacy facilities, bringing the total number of NOVATEK-owned LNG retail stations in Russia to 21.

For more details, see Chapter 3. Climate Change, p. 88 →

76.6 bcm

Total natural gas sales in 2025, including LNG

↓1.5% year-on-year

Financial results

We rely on our strong operating and financial performance and conservative financial policy to responsibly meet our commitments to stakeholders and consistently deliver shareholder distributions.

expert ra

Expert RA rating agency affirmed PAO NOVATEK's credit rating at **ruAAA** (the highest level) with a stable outlook.

ACRA

The ACRA rating agency also affirmed PAO NOVATEK's credit rating at the highest level, **AAA(RU)**, with a stable outlook.

中证鹏元 CSCI Pengyuan

Chinese rating agency CSCI Pengyuan assigned its highest **AAA** China national scale long-term issuer credit rating (LTICR) and a corresponding global scale LTICR of **A-i** to PAO NOVATEK, with a stable outlook.

The highest credit ratings from leading rating agencies in Russia and China indicate the Company's high creditworthiness, financial reliability, and resilience.

NOVATEK's consistent financial performance supports the scaling of its sustainability programs and projects.

24 RR bln

Sustainability investments[1] in 2025

↓4% year-on-year

1,446 RR bln

Sales revenues for 2025

↓6.5% year-on-year

859 RR bln

Normalized EBITDA for 2025

↓14.7% year-on-year

For more details, see the Disclosable Consolidated Financial Statements for 2025 →

[1] Sustainability investments include spending on environmental protection, occupational health, fire safety, facility security, social programs for employees, external social expenses, and investments in renewables, R&D, as well as, starting from 2025, spending on fiber-optic communications projects in the Arctic. In the 2025 Report, R&D and renewable investment figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

Key events

One of the largest deals in the history of the Russian carbon market

32 th.

carbon units generated by its climate project, accounting for about 22% of the total volume of the Russian carbon market in 2025

The transaction was carried out in the interests of a participant in the Sakhalin Experiment (GHG emission reductions)

For more details, see Section 3.3.6. Implementation of Decarbonization Projects, p. 84 →

Advancing climate science in Antarctica

The new wintering complex has been placed into full operation at Russia's Vostok research station in Antarctica

The station's upgraded scientific infrastructure will support continued research into the Earth's climate history under Antarctica's extreme conditions and provide a foundation for forecasting future climate change

For more details, see Section 3.1.2. Launch of a New Wintering Complex at Russia's Vostok Station in Antarctica, p. 64 →

Risk-based approach

The transition to risk-based management of operations has been initiated, which involves putting in place robust safety barriers to eliminate the possibility of workplace incidents

For more details, see Section 3.3.7. Boosting Energy Efficiency, p. 85 →

Installation of water recycling systems

To reduce water consumption and wastewater discharge, a water recycling system with an installed capacity of 35 cubic meters per hour was commissioned at the Ust-Luga Complex in 2025. The treated water is supplied to the hydrocracker plant

For more details, see Section 4.5.5. Water Consumption, p. 118 →

Expansion of family and parenting support programs

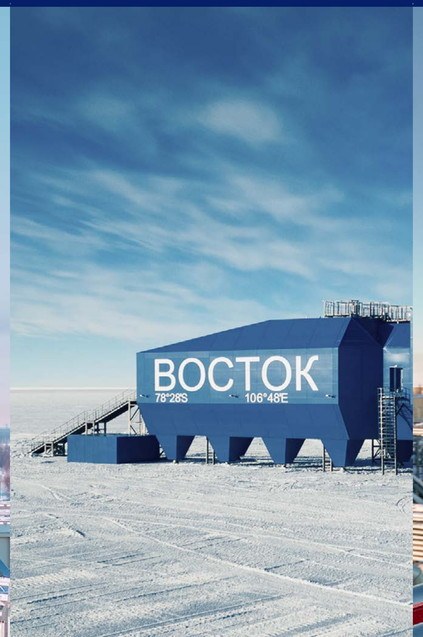
2.9 RR billion

the Company allocated for family and parenting support programs in 2025

For many years, NOVATEK has operated a range of social programs to support employees' families

For more details, see Section 6.1.6. Family and Parenting Support, p. 145 →











2025 Performance Highlights

Environmental



Maintaining high carbon efficiency and preventing negative environmental impact

286 kg of CO_2 eq. / boe

GHG intensity[1]

flat year-on-year

98.6%

Associated petroleum gas (APG) utilization rate

flat year-on-year

92%

Proportion of waste directed to recovery and disposal

↓3 p. p. year-on-year

Social



Employee and community relations

2,961

Number of new hires

↑22% year-on-year

0.19

Lost time injury frequency rate (LTIFR)

↓27% year-on-year

4%

Employee turnover

↓1 p. p. year-on-year

47

Average training hours per employee

↓21% year-on-year

26

Public consultations as part of the Environmental Impact Assessment (EIA) procedure

Innovation



Adoption of innovations and sustainability practices

12.5 RR bln

In total economic benefits generated by innovation

3

Invention patents registered

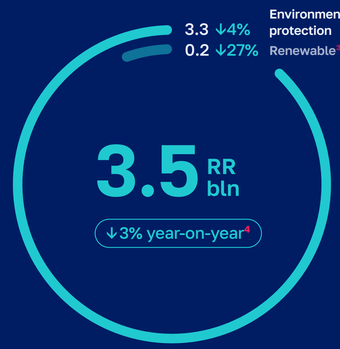
1,881

Ideas submitted by employees through the Innovator system

24 RR bln

sustainability investments

↓4% year-on-year[2]







[1] The GHG intensity ratio is calculated as a ratio of other indirect (Scope 3) GHG emissions from the use of sold products (category 11) to the volume of sold products. To account for various types of organic fuel (oil and natural gas), their consumption is expressed in a single energy equivalent – barrel of oil equivalent (boe).

[2] In the 2025 Report, sustainability investment figures for 2024 have been restated. For more details, see Appendix 4. GRI Disclosure 2-4.

[3] In the 2025 Report, renewable investment figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

[4] In the 2025 Report, environmental investment figures for 2024 have been restated. For more details, see Appendix 4. GRI Disclosure 2-4.

[5] Since 2025, spending on fiber-optic communications in the Arctic has been included in sustainability investments. In the 2025 Report, the amount of spending on fiber-optic communications projects in the Arctic for 2024 has been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

[6] In the 2025 Report, R&D investment figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

[7] In the 2025 Report, innovation investment figures for 2024 have been restated. For more details, see Appendix 4. GRI Disclosure 2-4.

Business Model

For over three decades, NOVATEK has consistently transformed its business, evolving from regional natural gas production to delivering major LNG projects. An effective business model, innovation, strong corporate governance, and a commitment to responsible business conduct drive the Company's sustainable development.

Business model and value chain

The Company's business model covers the entire natural gas and liquid hydrocarbon production cycle, including exploration, production, processing, and sales. Exploration and development enables maximum recovery of hydrocarbons, which are then processed using cutting-edge technologies and equipment and marketed with a focus on optimizing logistics and reducing costs.

Final products are supplied to power plants and chemical and petrochemical industries, and are used for heating industrial facilities and households as well as for fueling LNG-powered transport.

Accumulated over many years, NOVATEK's technological expertise, managerial capabilities, and reputation enable the Company to generate additional value for all stakeholders at every stage of the value chain.

What we do

Core business processes

Exploration

Extensive and high-quality resource base

- Conducting geological exploration, seismic studies, and modeling
- Construction of exploration wells, drilling

Production

Modern production assets

Effective cost control

- Construction of production wells, drilling
- Gas, gas condensate, and crude oil production
- Production enhancement

Liquefaction and processing

Successful LNG projects

Proprietary technologies

- Gas liquefaction
- Stabilization and fractionation of gas condensate
- LNG projects
- Stabilization of gas condensate
- Fractionation of stable gas condensate

Sales

Diversified sales channels

- Sales of LNG on foreign markets and on the domestic market through a network of own LNG retail stations
- Gas sales on the domestic market through gas pipeline networks
- Sales of stable gas condensate and its products, and other liquid hydrocarbons
- Transportation of gas, LNG, stable gas condensate and its products, and crude oil: by pipeline, by rail and by tanker

End customers:

Households | Industrial enterprises | LNG-powered vehicles | Petrochemical plants | LNG-powered tankers | Power plants



The combined magnitude of potential positive and negative impacts

Transportation: By pipeline | By rail | By tanker

Why we do it

NOVATEK strives to provide businesses and the population with affordable and reliable low-carbon energy by meeting the increasing demand while contributing toward global climate goals.

The Company takes into account the needs of stakeholders by managing its positive and negative impacts in line with our corporate Sustainable Development Strategy.

Strategic sustainability priorities

- Increase the efficiency and sustainable use of natural resources
- Reduce and prevent negative environmental impacts
- Climate resilience
- Ensure safe working conditions and contribute to community development

How we do it

Responsibly

- Preventing pollution, optimizing climate impact, and preserving biodiversity
- Ensuring decent pay and preventing discrimination
- Cooperating with environmental organizations, the scientific community, and indigenous peoples

Efficiently

- Continuously improving performance and controlling costs
- Upgrading production assets
- Sustainably using natural and energy resources

Smartly

- Building in-house R&D capabilities
- Applying the best available technology

Safely

- Integrating HSE management systems into all production processes
- Protecting production assets against adverse weather and climate conditions
- Ensuring work safety

What value we create

Shareholders and investors

Contributing to long-term development and asset value maximization

For more details, see Section 1.1. Key Operating and Financial Results, p. 8 →

82.73 RR per share – dividend for 2025

Customers

Stable supplies of affordable and reliable high-quality and low-carbon energy, and growth in wholesale and retail sales

For more details, see Chapter 3. Climate Change, p. 60 →

76.6 bcm natural gas sales volume, including LNG, in 2025

Partners, suppliers, and contractors

Cooperation and delivery of major joint projects

For more details, see Section 2.7. Supply Chain, p. 53 →

91% proportion of spending on local counterparties of the Company's total procurement in 2025

Employees and trade unions

Creating new jobs, investing in human capital development, and fostering a safe and secure work environment

For more details, see Chapter 5. Safety, p. 120 and Chapter 6. Employees, p. 140 →

11.5 RR bln internal social expenses and expenses on occupational health, fire safety, and facility security in 2025

Local communities

Job creation and local infrastructure development, delivery of social programs

For more details, see Chapter 7. Local Communities, p. 162 →

6.4 RR bln external social expenses in 2025

Government authorities

Contributing toward Russia's national development goals, supporting Russian manufacturers, and promoting production localization

For more details, see Section 1.6. Contribution to the UN Sustainable Development Goals and Russia's National Development Goals, p. 22 →

Industry community

Cooperation and expert support

For more details, see Appendix 2. Stakeholder Engagement, p. 186, and Section 2.6., Innovation, p. 49 →

0.84 RR bln R&D spending in 2025

Impact Compass

The chart shows key groups of potential impacts that NOVATEK's activities could have across different stages of its value chain, from exploration and production to liquefaction, processing, and sales of finished products.

The impacts are identified based on industry-specific considerations and completed ESIAs, and have remained relevant over the past several years as the Company's core activities have not changed.

The Company systematically minimizes negative impacts and enhances positive ones.

Pollutant emissions management

- Implementing programs to reduce air pollutant emissions
- Lower air quality, ill health, and impact on ecosystems

GHG emissions management

- Improved energy efficiency, APG utilization, and energy management
- Impact of GHG emissions on the climate over a 10–30 year horizon

Sustainable use of water

- Reducing pollutant discharges, water recycling programs
- Limited access to water, water pollution, ill health, and impact on ecosystems

Responsible waste management

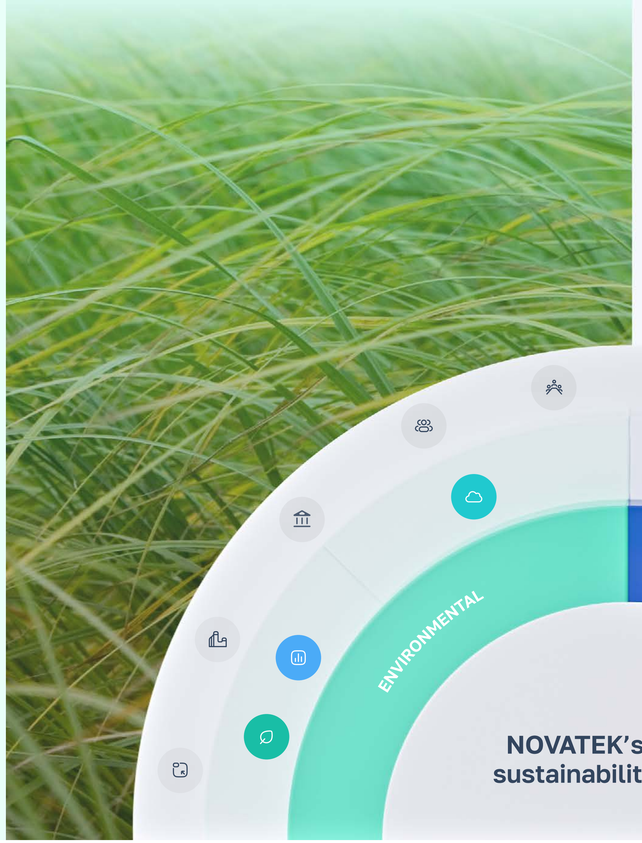
- Waste recovery, encouraging responsible waste management
- Generation, storage, and landfilling of industrial (including hazardous) waste

Biodiversity conservation and enhanced ecosystem services

- Implementation of biodiversity conservation programs, research on rare and Red Data Book species, land reclamation, and reforestation
- Habitat fragmentation and pollution, spread of invasive species

Climate change adaptation

- Decarbonization and development of low-carbon activities, support for the transition to a low-carbon economy, leveraging climate-related opportunities
- Realization of climate risks, impacts related to lower demand for oil and natural gas



Ensuring occupational safety

- Promoting OHS and improving the safety culture
- Work-related injuries and occupational diseases, loss of asset integrity, and industrial accidents

Contributing to the development of local communities and indigenous peoples

- Supporting and taking into account the interests of local communities and the indigenous peoples of the Far North, increased employment and income levels of local residents, and tax payments
- Infringements on the rights of local community members and the indigenous peoples of the Far North, strain on local infrastructure, rising prices, and exposure to fluctuations in demand for oil and natural gas

Ensuring employment and decent working conditions

- Creating jobs with decent working conditions in our regions of operation
- Failure to meet employment obligations, restricted local employment

Sociocultural diversity, equal opportunities

- Providing equal opportunities
- Breaches of rights and discrimination of employees

Employee training, career development, and well-being

- Training employees and young talent, increasing employee engagement and satisfaction, and strengthening the Company's attractiveness as an employer
- Failure to meet employee training and development obligations

Economic performance and business resilience

- Creating distributed economic value, developing in-house R&D capabilities, and ensuring effective end-of-life asset planning
- Stakeholder income loss and disruption of operations resulting from external threats, including cyberattacks, data breaches, and sanctions

Sustainable supply chain

- Improving business processes across all supply chains, supporting SMEs
- Local supplier dependence on the Company and shifts in supply chains

Ethical business conduct

- Combating corruption across the entire value chain
- Potential breach of business ethics principles and anti-corruption laws

For more details on the Company's impact management, see Appendix 2. Key Groups of Impacts of PAO NOVATEK's Sustainability Report 2023, p. 198.

NOVATEK's strategic sustainability priorities

- Ensure safe working conditions and contribute to community development
- Increase the efficiency and sustainable use of natural resources
- Climate resilience
- Reduce and prevent negative environmental impacts

Stages of the product life cycle

- Exploration
- Liquefaction and processing
- Production
- Sales

- Positive impacts
- Negative impacts

Materiality of impacts

Materiality of impacts / Financial materiality: Very high — High — Moderate

Key stakeholder groups

- Shareholders and investors
- Customers
- Employees and trade unions
- Industry community
- Local communities
- Government authorities
- Partners, suppliers, and contractors

Sustainable Development Strategy

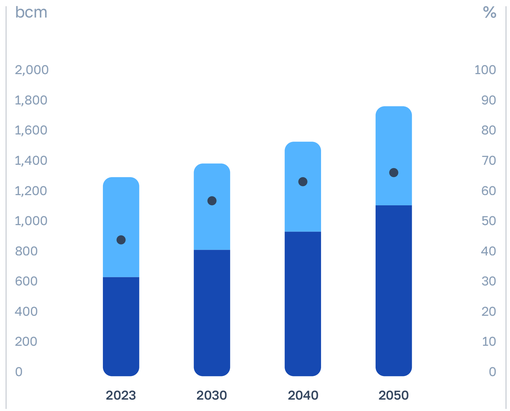
In the context of energy transition, NOVATEK sees itself taking the role as a supplier of the lowest-carbon fossil fuel and plans to ramp up natural gas production while maintaining high carbon efficiency to provide affordable energy to the growing global population.

Natural gas is an integral component of energy transition strategies in many regions around the world due to its wide availability – it can be delivered via pipeline or as LNG by sea to virtually any part of the globe – and its relatively low carbon intensity. According to the Gas Exporting Countries Forum (GECF) outlook,[1] global demand for LNG will continue to grow and is expected to more than double by 2050, reaching 800 million tons per year (63% of global natural gas trade). Apart from maintaining its leadership among global LNG importers in the upcoming decades, the Asia-Pacific region will also show the fastest growth rates compared to other regions. The region is expected to contribute 76% of the overall trade in LNG by 2050. LNG import growth in the Asia-Pacific region will be driven by rising overall energy consumption amid population growth, urbanization, and the expansion of energy-intensive AI and data center infrastructure, as well as by the energy transition, which involves reducing the proportion of coal in favor of less carbon-intensive energy sources.

As part of its broader strategic vision, the Company is focused on expanding its production base for the exploration, extraction, liquefaction, and supply of natural gas – a versatile energy resource with the lowest carbon footprint among fossil fuels – while maintaining a strong emphasis on performance improvement and the adoption of cutting-edge technologies. These efforts, on the one hand, help make natural gas more accessible to the world's growing population and, on the other, support climate action by replacing high-carbon energy sources and helping ensure the reliable operation of renewable energy systems.

In implementing its business strategy, NOVATEK adheres to responsible business principles, balancing operational and financial efficiency with care for nature and people. The Sustainable Development Strategy embedded in NOVATEK's business strategy is aligned with the national development goals of the Russian Federation through 2030 and for the future until 2036 (RF NDGs), the UN Sustainable Development Goals (UN SDGs), and provisions of the Paris Agreement.

Global natural gas trade by flow type (bcm) and share of LNG trade (%) outlook, 2023–2050



NOVATEK's strategic priorities for a sustainable future



As part of its strategic sustainability priorities, PAO NOVATEK's Board of Directors approved four climate change and two environmental targets in 2020 for the period through 2030. In 2025, the Company continued implementing measures to achieve these goals.

All target indicators show progress against the 2019 base year. At the same time, factors such as the launch of new projects, capacity utilization, and repairs may impact the year-on-year volatility of indicators.

[1] 2025 GECF Global Gas Outlook 2050 // GECF.

NOVATEK's business strategy

01 Expanding the resource base

02 Increasing hydrocarbon production

03 Sustainable development

04 Maintain a low-cost structure

05 Streamlining marketing channels

06 Build competitive and scalable LNG facilities

As a result of the measures implemented, the Company's LNG has one of the lowest carbon footprints among major international oil and gas companies.

For more details, see Chapter 3. Climate Change, p. 60 →

NOVATEK's strategic sustainability priorities and the UN SDGs

Increase the efficiency and sustainable use of natural resources

Reduce and prevent negative environmental impacts

Climate resilience

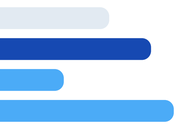
Ensure safe working conditions and contribute to community development

NOVATEK's strategic environmental and climate change targets

Increasing the APG utilization rate to 99% from a 2019 baseline by 2030, %



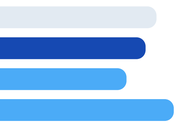
Reducing air pollutant emissions intensity by 20% (to 0.102 tons / mboe) from a 2019 baseline by 2030, tons / mboe



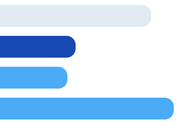
Increasing the proportion of waste directed to recovery and disposal to 90% by 2030, %



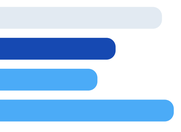
Reducing GHG emissions intensity in LNG production by 5% (to 0.25 tons of CO_2 eq. / ton of LNG) from a 2019 baseline by 2030, tons of CO_2 eq. / ton of LNG



Reducing GHG emissions intensity in the upstream segment by 6% (to 11.71 tons of CO_2 eq. / mboe) from a 2019 baseline by 2030, tons of CO_2 eq. / mboe



Reducing methane emissions intensity by 4% (to 9.96 tons / mmboe) from a 2019 baseline by 2030, tons / mmboe



[2] 2030 target. [3] 2019 baseline.

Key programs and activities

- Treating and feeding APG into trunk pipeline networks
- Injecting APG into reservoirs for enhanced oil recovery

- Using smokeless flares and ground flare systems
- Implementing the Comprehensive Climate Change and Environmental Targets Program
- Zero-flaring well testing

- Waste recovery
- Onsite waste disposal
- Implementing the Comprehensive Climate Change and Environmental Targets Program

- Implementing the Comprehensive Climate Change and Environmental Targets Program

- Zero-flaring well testing
- Implementing the Comprehensive Climate Change and Environmental Targets Program

- Adopting advanced techniques to monitor methane leaks
- Reducing APG flaring

Contribution to the UN SDG and Russia's National Development Goals

Contribution to the UN Sustainable Development Goals and Russia's National Development Goals

NOVATEK has prioritized five United Nations Sustainable Development Goals (UN SDGs) based on its own strategy and industry profile. The table below maps each priority to the National Development Goals of the Russian Federation through 2030 and for the future until 2036 (RF NDGs). Quantitative indicators presented in the table below are used to assess progress on each of the UN SDGs and RF NDGs.

For more details on the Company's contribution toward RF NDGs, see the ESG Databook →

UN SDGs / Targets UN SDGs / RF NDGs	The Company's priorities and key initiatives	Key quantitative metrics of the Company	Risks
3 GOOD HEALTH AND WELL-BEING Targets 3.6[1] 3.8[2] 3.9[3] 3.d[4] НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ RF NDG 01 Preservation of the population, strengthening health, and improving the well-being of people, supporting families	Reducing LTIFR among Company employees Organizing strategy sessions toward an integrated transformation of safety culture	LTIFR[5] 2025 0.19 2024 0.26 2023 0.28 2022 0.40	
	Voluntary health insurance (VHI) for Company employees Maximum coverage of employees with the VHI program: outpatient care, dental care, and hospital treatment	Spending on VHI programs, RR mln 2025 596 2024 550 2023 365 2022 301	
		The Company's spending on arranging healthcare services for employees and their families, RR mln 2025 1,296 2024 1,215 2023 822 2022 651	
	Assisting seriously ill children in desperate need in meeting their healthcare needs • Implementing the Targeted Therapy project, which provides individual support for children with brain and central nervous system tumors • Providing financial assistance to people in urgent need of treatment and rehabilitation, as well as to healthcare institutions across the Company's footprint	The number of seriously ill children that received help under the Targeted Therapy project, persons 2025 74 2024 74 2023 75 2022 74	
		The Company's spending on programs supporting the health of local community members, RR mln 2025 40 2024 56 2023 20 2022 8	
4 QUALITY EDUCATION Targets 4.1[6] 4.3[7] 4.a[8] 4.c[9] НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ RF NDG 02 Self-fulfilment of each person, unlocking their talents, and educating a patriotic and socially responsible person	Ensuring that NOVATEK employees have access to quality education • Implementing the Steps in Discovering Talents program • Holding the annual forum of executives • Developing remote learning programs	Average hours of training per employee, hours 2025 47 2024 59 2023 54 2022 54	
	Supporting educational institutions and running youth education programs • Implementing initiatives to support cultural and educational activities	The Company's spending on initiatives and projects promoting traditional Russian spiritual, moral, and cultural and historical values, RR mln 2025 218 2024 234 2023 85 2022 234	

[1] Halve the number of global deaths and injuries from road traffic accidents.

[2] Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality, and affordable essential medicines and vaccines for all.

[3] By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

[4] Strengthen the capacity for early warning, risk reduction and management of national and global health risks.

[5] Following improvements to the methodological approach made in accordance with the GRI and SASB recommendations, since 2023, calculations of LTIFR and severe injury rates have reflected the number of people who were injured or died from work-related injuries rather than the number of accidents. The 2022 value was restated accordingly. For more details, see Chapter 5. Safety, p. 120 →

[6] Ensure that by 2030 all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

[7] Ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university.

[8] Build and upgrade education facilities that are child, disability, and gender sensitive and provide safe, non-violent, inclusive, and effective learning environments for all.

[9] Substantially increase the supply of qualified teachers, including through international cooperation for teacher training.

Priority UN SDGs

The Company also contributes to achieving other UN SDGs

Risks

Climate
Environmental
Force majeure
Technological
Social

UN SDGs / Targets UN SDGs / RF NDGs	The Company's priorities and key initiatives	Key quantitative metrics of the Company	Risks
Targets 8.5[1] 8.8[2] **RF NDG** 01 Preservation of the population, strengthening health, and improving the well-being of people, supporting families 03 Comfortable and safe living environment 05 Stable and dynamic economy	**Providing quality employment and ensuring equal pay for equal work** • Ensuring decent work and social well-being of employees • Running social programs	The Company's spending on financial assistance programs for employees in difficult life situations, RR mln 2025 1,394 2024 1,233 2023 1,137 2022 847 The Company's spending on corporate private pension programs and/or long-term savings plans, RR mln 2025 292 2024 243 2023 214 2022 159	
	Contributing to economic and social development of the Company's operating regions • Constructing, refurbishing, and equipping social infrastructure facilities • Running charitable projects as well as sports, cultural, and educational programs	External social expenses, RR bln 2025 6.4 2024 7.5 2023 6.0 2022 3.3 The Company's spending on improving urban amenities and supporting the comprehensive development of cities and other settlements, RR bln 2025 1.5 2024 1.5 2023 2.2	

UN SDGs / Targets UN SDGs / RF NDGs	The Company's priorities and key initiatives	Key quantitative metrics of the Company	Risks
Targets 7.2[4] 7.a[5] **RF NDG** 04 Ecological well-being	**Continuously improving energy efficiency** Implementing the Comprehensive Program of Energy-Saving Measures	Integrated energy savings,[3] th. GJ 2025 17,979 2024 7,690 2023 7,878 2022 6,790 The Company's environmental expenses, RR bln 2025 3.3 2024 3.4 2023 3.1 2022 2.6	
	Expanding the use of renewables Increase the number of renewable installations at telecontrol points	Number of renewable installations 2025 200 2024 187 2023 175	
Targets 13.2[7] **RF NDG** 04 Ecological well-being	**Increasing LNG production to 57 mln tons per year by 2030** Constructing new production facilities	LNG production volume,[6] mln tons 2030 target 57 2022 22 2021 20	
	Developing the LNG-as-a-fuel market to drive consumer demand Developing own network of LNG retail stations to facilitate a wider use of LNG-powered commercial vehicles	Sales of LNG through LNG fueling stations, th. tons 2025 27 2024 42 2023 53 2022 51	

For more details on progress toward set targets, see the relevant sections of this Report.

For more details on risks, see Appendix 1. Key Sustainability Risks and Opportunities, p. 182 →

[1] Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

[2] Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

[3] In the 2025 Report, the overall energy-saving effect for 2023 and 2024 has been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

[4] Increase substantially the share of renewable energy in the global energy mix.

[5] Enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency, and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.

[6] Considering 100% of the share (13 million tons considering the proportionate share in the production of joint ventures in 2022).

[7] Integrate climate change measures into national policies, strategies and planning.

Priority UN SDGs

The Company also contributes to achieving other UN SDGs

Risks

Climate | Environmental | Force majeure | Technological | Social

Sustainability Management

Growing a sustainable business

Russia's national development goals

- Stable and dynamic economy
- Technology leadership
- Digital transformation of state and municipal administration, the economy, and social sphere

2025 highlights

835 RR mln

R&D spending

↑4% year-on-year[1]

1.8 RR bln

spending on fiber-optic communications in the Arctic

flat year-on-year[2]

[1] In the 2025 Report, R&D investment figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

[2] In the 2025 Report, the amount of spending on fiber-optic communications projects in the Arctic for 2024 has been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

Material topics

Impact

- Economic performance and business resilience
- Sustainable supply chain
- Ethical business conduct

Materiality of impacts / Financial materiality: Very high, High, Moderate

External documents

- United Nations Global Compact
- International and national risk management and internal control standards (COSO, GOST R ISO 31000-2019, etc.)
- National legislation and regulatory requirements

Corporate documents

- Regulations on the Board of Directors
- Committee regulations
- Regulations on Risk Management and Internal Control System
- Anti-Corruption Policy
- Code of Business Conduct and Ethics
- Supplier Code of Conduct
- Human Rights Policy
- Regulations on the Management of Conflicts of Interest



100 %

of new suppliers screened against social and environmental criteria

Letter from the Chairman of NOVATEK's Board of Directors

2025 once again confirmed that NOVATEK's strategic model is ensuring sustainable development in a changing external environment. Our management approach supports a trajectory of long-term growth while contributing to the achievement of the UN Sustainable Development Goals and Russia's national development goals. The Company reaffirms its commitment to the principles of the UN Global Compact and their integration into its operations.

Good governance remains top of mind for us. Amid increasing focus on the energy transition and growing expectations for transparency in the energy sector, we continue to refine our approaches to strategic planning. In 2025, workshops were held for the Board of Directors on challenges in geology and the development of hard-to-recover reserves, as well as on the adoption potential of artificial intelligence in the energy sector. These discussions helped refine priorities for the expansion of the resource base and digitization of production processes.

Our efforts to enhance sustainability-related disclosure transparency continue to receive strong recognition. In 2025, NOVATEK shares were included in all sustainability indices of the Moscow Exchange. This recognition was further reinforced by NOVATEK ranking first in Expert RA's ESG transparency ranking among major Russian companies. Another key milestone in 2025 was the assignment of a long-term issuer credit rating (LTICR) by the Chinese rating agency CSCI Pengyuan: we were assigned the highest AAA China national scale LTICR and a corresponding global scale LTICR of A-i, with a stable outlook. CSCI Pengyuan analysts highlighted NOVATEK's position as a key player in the global LNG market, its sustained profitability, and its conservative financial policy.

On behalf of the Board of Directors, I would like to extend our sincere gratitude to our shareholders and business partners for their continued trust in the Company and its long-term development strategy. A special thanks goes to our employees, whose professionalism and dedication remain NOVATEK's key driving force.

Alexander Natalenko,
Chairman of the Board of Directors
PAO NOVATEK

Sustainability Management System

NOVATEK deems it strategically important to integrate sustainability principles at every level of corporate governance.

The Company implements advanced international and national management system standards and takes an integrated approach to sustainability management. NOVATEK's divisions and business units are involved in regulating these aspects both at the strategic and operational levels.

For more details on the corporate governance system, see PAO NOVATEK's Annual Report 2025. →

Sustainability governance structure[1]

[1] At the time of the Board of Directors election on 12 May 2025.

NOVATEK's ESG ratings, indices, and awards in 2025

Sustainability indices of the Moscow Exchange

RSPP ESG indices	A is the highest group The index includes 84 companies[2]	Group A of the Responsibility and Transparency Index Group A of the Sustainability Vector Index
RAEX ESG Index	The index includes shares of 15[3] issuers with the highest scores in the RAEX ESG ranking	NOVATEK shares are included in the MOEX–RAEX ESG Balanced Index
MOEX Climate Index	The index includes shares of 34[4] issuers with the highest scores for climate resilience	NOVATEK shares included in the MOEX Climate Index for the first time

ESG ratings, indices, and competitions

22nd Annual Reports: Leaders' Experience Annual Practical Conference	393 company reports were entered for the competition	Best Sustainability Report
RAEX ESG ranking	The ranking includes 144 companies	Industry leader in the E and S categories[5]
ESG Transparency Ranking of Russian Companies and Banks	The ranking includes 192 companies	Overall ranking leader and top performer in the oil and gas sector
ESG index by RBC and NCR rating agency	The ranking includes 77 companies	Level 1, the highest rating
Arctic & CSR	The ranking includes 20 Russian companies operating in the Russian Arctic zone	Highest level of responsibility
Russia's Best Employers ranking	The ranking includes 207 companies	Platinum rating in the Governance (G) category

Recognition of the high quality of ESG management, progress, and disclosures by rating agencies and in competitions boosts stakeholder confidence and expands access to capital markets. As a result, NOVATEK shares were successively included in the Moscow Exchange's sustainability indices: from January 2025, in the MOEX–RAEX ESG stock index, and then, from July 2025, in the MOEX Climate Index, representing non-financial companies with the highest scores for climate resilience. Accordingly, 2025 marked NOVATEK's inclusion into all ESG indices maintained by the Moscow Exchange.

International recognition

In early 2025, NOVATEK's ESG Corporate Rating from the ISS (Institutional Shareholder Services) rating agency was upgraded to C+, with the overall score significantly above the industry average.

On a scale where A+ is the best score and D– is the worst score.

[2] As of 31.12. 2025 // Sustainability indices 2025 (ESG indices) – the Responsibility and Transparency Index and the Sustainability Vector Index.

[3] As of 31.12.2025 // MOEX Russia Index – RAEX ESG Index.

[4] As of 31.12. 2025 // MOEX Climate Index.

[5] As of 1.12.2025 // ESG ranking of companies (December 2025).

Role of NOVATEK's highest governance bodies in sustainability management

General Meeting of Shareholders

The General Meeting of Shareholders is NOVATEK's highest governance body. NOVATEK pays particular attention to the effectiveness of interaction with its shareholders and strives to maximize the transparency and completeness of the information provided to them. In particular, during General Meetings of Shareholders, participants may contact the Company to obtain necessary clarifications or ask questions regarding its operations, including sustainability aspects.

For more details on the General Meeting of Shareholders, see NOVATEK's Articles of Association, pp. 8-10 →

Board of Directors

The Board of Directors is directly involved in managing the Company's sustainability efforts, setting strategic priorities across all areas, from climate, biodiversity, and water resources to human rights protection and engagement with indigenous peoples of the Far North. The Board of Directors also approves sustainability reports and their material topics.

In the 2025 corporate year,[1] the Board of Directors approved new Procedure Rules for Interaction in Preparing for and Conducting Meetings of PAO NOVATEK's Board of Directors and Board Committees. In accordance with applicable legal requirements, the Procedure Rules establish the procedures for convening, preparing, and conducting meetings, making and documenting resolutions, while also ensuring the effective functioning of the Board of Directors and its committees, as well as ensuring compliance with NOVATEK's current corporate procedures and standards.

The current Board of Directors was elected at the General Meeting of Shareholders held on 12 May 2025. The elected Board comprises nine members, of whom seven are non-executive directors, including five listed as independent. Thus, independent directors make up the majority of the Board of Directors, accounting for 56% of its total membership.

The Board of Directors is currently chaired by Alexander Natalenko.

For more details on the Board of Directors, see PAO NOVATEK's Annual Report 2025. →

To ensure fairness and transparency in the decision-making process, the Board of Directors considers the outcomes of its engagement with a wide range of stakeholders as well as their views. This approach helps the Company enhance the effectiveness of its impact management by fostering strategic partnerships that seek to maximize shareholder value.

For more details on communication mechanisms, see Appendix 2. Stakeholder Engagement, p. 186 →

Forbes

Top governance score in the Forbes 2025 Best Employers ranking in Russia

In 2025, NOVATEK once again demonstrated the strength of its corporate governance practices by receiving Forbes' platinum rating in the Russia's Best Employers ranking for the third consecutive year. Under Forbes' methodology, this rating reflects a comprehensive assessment across five key areas: gender balance in leadership, compliance, the control environment, disclosure transparency, and counterparty relations. The leadership that NOVATEK has consistently maintained over three years underscores the strength of the Company's management model and its alignment with both national and international standards.

Structure of the Board of Directors upon election[2]

Independence

56 %

of directors are independent

Tenure

67 %

of directors have served on the Board of Directors for less than seven years

Gender diversity

11 %

of directors are women

Age diversity

22 %

are aged between 30 and 50

78 %

are aged over 50

Sociocultural diversity

22 %

are foreign nationals

Expertise and training

Strategic planning, oil and gas (including geology), international cooperation, risk management (including climate risks), finance and auditing, HR management, sustainable development and climate change, and sanctions policy (including key trends and risks). In 2025, additional training was provided on the geology and development of hard-to-recover hydrocarbon reserves as well as on the growth and adoption potential of AI-based solutions in the energy sector

Key sustainability matters addressed at meetings of the Board of Directors in the 2025 corporate year[1]

Key sustainability matters addressed at meetings of the Board of Directors in the 2025 corporate year



26% Sustainability matters

74% Other matters

Key sustainability matters addressed at meetings of the Board of Directors in the 2025 corporate year	Relevant stakeholders
Approval of PAO NOVATEK's Sustainability Report 2024	
Approval of the Procedure Rules for Interaction in Preparing for and Conducting Meetings of PAO NOVATEK's Board of Directors and Board Committees	
Approval of material topics for PAO NOVATEK's Sustainability Report 2025	
Review of the Performance Evaluation Report for PAO NOVATEK's Board of Directors and Board Committees	

Shareholders and investors | Employees and trade unions | Government authorities | Local communities | Partners, suppliers, and contractors | Industry community

To ensure the effectiveness of corporate governance and sustainability management, NOVATEK regularly evaluates the performance of the Board of Directors and its committees: once every three years, an external evaluation is conducted by an independent consultant, with self-evaluation conducted in the intervening period through a survey of Board members.

In the reporting year, a self-evaluation of the Board of Directors' performance for the 2025 corporate year was conducted, with high marks given to matters related to the operational support of PAO NOVATEK's Board of Directors and its interaction with management. The performance of the Board Chairman and the Corporate Secretary was also rated highly. Based on findings from the self-evaluation, in the 2026 corporate year, the Board of Directors plans to place a heightened emphasis on strategic risks, competitive edge, and succession.

In February 2025, an external performance evaluation was completed for the Board of Directors and its committees, covering the previous three corporate years (from 2022 through 2024). Its findings confirmed the Board's effectiveness and its fulfillment of key functions in line with applicable standards and best practices. The results of the evaluation were used to inform further performance improvements.

For more details on the methodology and results of the external performance evaluation for 2022–2024, see PAO NOVATEK's Annual Report 2024. →

[1] The 2025 corporate year is counted from the date of the Annual General Meeting of Shareholders on 17 April 2025 to the Annual General Meeting of Shareholders on 1 April 2026.

[2] The current Board of Directors was elected at the General Meeting of Shareholders held on 12 May 2025.

Board committees

NOVATEK has three standing committees of the Board of Directors, along with one subcommittee, each actively engaged in sustainability management within their respective areas of expertise.

The Remuneration and Nomination Committee and the Subcommittee on Climate and Alternative Energy, both chaired by independent directors, play the most active roles in addressing sustainability matters.

Executive bodies

The Management Board, a collegial executive body, is in charge of NOVATEK's day-to-day operations. The Board of Directors elects the members of the Management Board from among the key employees of the Company.

The management of sustainable development issues, including information disclosure and stakeholder engagement, is coordinated by a dedicated unit.

Key sustainability matters addressed during the 2025 corporate year

Sustainability functions of governance bodies	Key sustainability matters addressed in the reporting period	Relevant stakeholders
Remuneration and Nomination Committee — **5** Total meetings	**80%** Sustainability matters; **20%** Other matters	
• Establishing effective and transparent remuneration of members of the Company's governance bodies and building up their expertise • Planning HR management activities • Conducting an annual review of reports on the Company's performance in industrial safety, environmental protection, climate impact, corporate governance, and social activities; reviewing the Company's Sustainability Report	Non-financial reporting matters, including the approval of PAO NOVATEK's Sustainability Report 2024	
	PAO NOVATEK's sustainability progress and results	
	Review of the 2025 Report on Social and Charitable Activities in the Regions of Operation	
	Review of the HSE performance report and HR management policy performance report of PAO NOVATEK for 2025	
	Review of NOVATEK's Comprehensive Program of Energy-Saving Measures for 2025–2027	
Strategy Committee — **4** Total meetings	**29%** Sustainability matters; **71%** Other matters	
• Defining strategic goals and overseeing the implementation of the Sustainable Development Strategy • Making recommendations on the dividend policy • Evaluating the long-term effectiveness of the Company's operations	The Company's development strategy, taking into account current and future risks	
	The Gydan resource base development progress	
Audit Committee — **4** Total meetings	**52%** Sustainability matters; **48%** Other matters	
• Overseeing the internal and external audit activities • Supervising the performance of the risk management (including climate risks), internal control, and corporate governance systems	Review of the Internal Audit Function Self-Evaluation Report for 2025	
	Review of NOVATEK's Risk and Opportunity Maps and risk appetite	
	Risk management status for the Company's large-scale LNG projects	
	Final report on the reliability and effectiveness of the risk management, internal control, and corporate governance systems	
	Implementation of PAO NOVATEK's Code of Business Conduct and Ethics	
	Implementation of PAO NOVATEK's Anti-Corruption Policy and development of recommendations for the approval of its revised version	
	Implementation status of information security measures at PAO NOVATEK	
Subcommittee on Climate and Alternative Energy under the Strategy Committee — **3** Total meetings	**100%** Sustainability matters; **0%** Other matters	
Providing recommendations to the Board of Directors on matters related to NOVATEK's climate and decarbonization strategy, renewable development, and low-carbon fuel production	Development of PAO NOVATEK's position as a participant in the Conference of Parties (COP30) to the UN Framework Convention on Climate Change, as well as at other international forums	
	Potential for using mobile packages to conduct zero-flaring well testing	

Shareholders and investors · Employees and trade unions · Government authorities · Local communities · Partners, suppliers, and contractors · Industry community

For more details on Board committees, see PAO NOVATEK's Annual Report 2025. →

Remuneration of members of the Company’s governance bodies

The procedure for determining the remuneration and expense reimbursement for members of the Board of Directors is established by the Regulations on Remuneration and Compensations Payable to Members of NOVATEK’s Board of Directors, approved by PAO NOVATEK’s Annual General Meeting of Shareholders. Shareholders may also exercise their voting rights in accordance with the “one share, one vote” principle in determining remuneration amounts.

For more details on the governance bodies’ remuneration system, including details on remuneration amounts, see PAO NOVATEK’s Annual Report 2025. →

The procedure and criteria for determining the remuneration and expense reimbursement for the Chairman and members of PAO NOVATEK’s Management Board are established by the Regulations on the Management Board and the NOVATEK Group’s Executive Bodies and Other Key Employees Remuneration and Expense Reimbursement Policy (the “Remuneration Policy). Remuneration of members of the executive bodies and key employees (collectively, “top managers”)[1] consists of salaries and bonuses.

The Remuneration Policy establishes key performance indicators (KPIs) that affect the remuneration of top managers. These KPIs also include sustainability-related metrics used to track progress toward NOVATEK’s strategic, environmental, and climate change targets.

Sustainability-related key performance indicators

The HSE Management System performance index accounts for 10%–15% within the overall set of KPIs for top managers of the NOVATEK Group. The level of KPI achievement is based on performance across a range of metrics.

Industrial and fire safety

Accidents, fires, and incidents

Accidents, fires, and incidents at hazardous production facilities that result in production being discontinued

Penalties for violations of the law

Results of inspections by government authorities that revealed violations of the law, leading to significant penalties

Occupational health

Number of accidents

Number of work-related accidents resulting in lost time due to injury during the reporting period. In the event of a work-related fatality, the entire integral indicator is considered not to have been achieved

Penalties for violations of the law

Results of inspections by government authorities that revealed violations of the law, leading to significant penalties

Climate

GHG emissions intensity in the upstream segment

Avoiding exceeding GHG emissions intensity limits for the upstream segment against the base year[2]

GHG emissions intensity for the processing segment

Avoiding exceeding GHG emissions intensity limits for the processing segment against the base year[3]

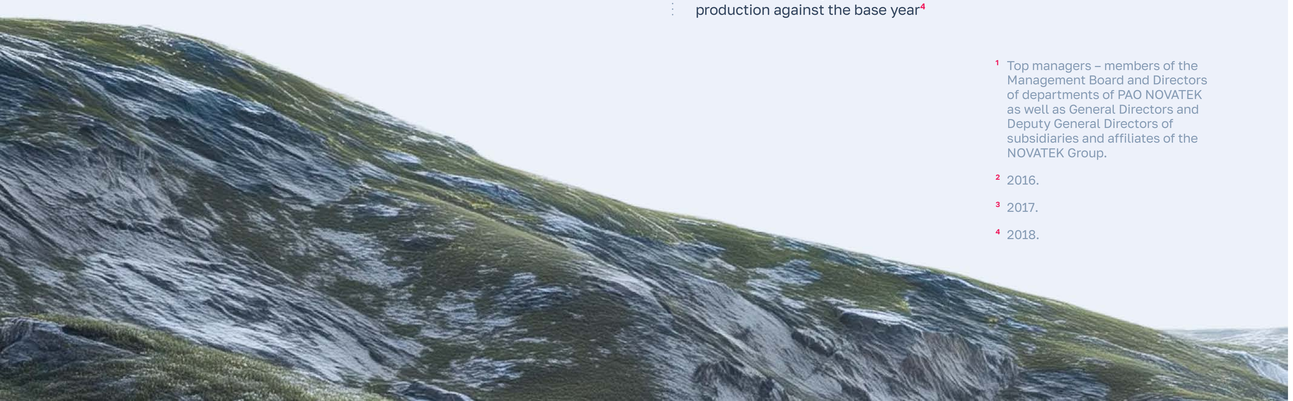
GHG emissions intensity in LNG production

Avoiding exceeding GHG emissions intensity limits in LNG production against the base year[4]

Environmental protection

Penalties for violations of the law

Results of inspections by government authorities that revealed violations of the law leading to significant penalties, as well as significant above-limit environmental charges



[1] Top managers – members of the Management Board and Directors of departments of PAO NOVATEK as well as General Directors and Deputy General Directors of subsidiaries and affiliates of the NOVATEK Group.

[2] 2016.

[3] 2017.

[4] 2018.

Sustainability Risks and Opportunities

NOVATEK’s business model is based on a robust risk and opportunity management system, helping the Company achieve its operational and strategic goals while minimizing potential threats. NOVATEK is constantly improving its risk management practices and optimizing its portfolio of insurance programs.

Risk management and internal control system

NOVATEK operates a multitier risk management and internal control system (RMICS). The system is structured in accordance with Russian and international best practices, incorporating concepts from the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and Institute of Internal Auditors (IIA), recommendations from the Bank of Russia, etc.

For more details on the main principles, approaches, goals, objectives, composition, responsibilities, and interaction procedures of risk management actors, see PAO NOVATEK’s Regulations on Risk Management and Internal Control System. →

For more details on relevant standards and internal documents as well as the RMICS model and actors, see PAO NOVATEK’s Annual Report 2025 and the Company website. →

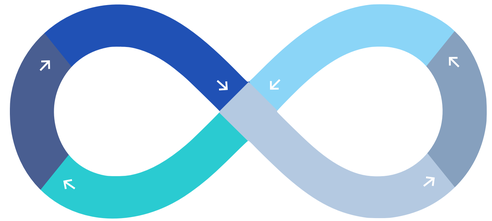
Risk and opportunity management

NOVATEK regularly monitors changes in the market environment, geopolitical situation, and regulatory and legal framework to assess their potential impact on the achievement of the Company’s operational and strategic goals.

PAO NOVATEK’s Board of Directors approves the key principles and approaches for establishing the RMICS and sets the level of risk appetite. The Audit Committee of the Board of Directors regularly reviews reports of the Company’s management on the status of risk and opportunity management, assesses the appropriateness of the established level of risk appetite, and, if necessary, instructs management to run an in-depth analysis of individual risk areas within the Company’s activities.

A dedicated unit is responsible for coordinating the Company’s risk management activities and securing insurance coverage for the Company. NOVATEK regularly identifies and assesses risks and opportunities and defines actions to manage them at all levels of corporate governance.

NOVATEK’s risk management process



1. Set objectives
2. Define risk appetite
3. Identify risks
4. Evaluate risk impacts
5. Determine actions
6. Monitor and evaluate outcomes

In 2025, the Company took further steps to improve the effectiveness of its risk management and ensure sustainable development amid external challenges and restrictions.

Integrating sustainability risks into NOVATEK's overall risk management process

- Process risks
- Climate risks
- Environmental risks
- Social risks
- Force-majeure risks
- Project risks
- Political risks
- Regulatory risks (climate, environment)

Sustainability risks

01

- Regular sustainability risk identification and assessment by risk owners and line management
- Development of sustainability risk management activities
- Implementation effectiveness monitoring (PDCA cycle)

Operational and strategic plans

02

- Incorporation of sustainability risks and opportunities into operational (financial) plans
- Formulation of a long-term development strategy that incorporates current sustainability risks and opportunities

Corporate governance

03

- Regular risk analysis by the Company's top management
- Oversight by highest governance bodies of the effectiveness of sustainability risk management
- Independent audits of the effectiveness of sustainability management

To describe and monitor risks and opportunities, including those related to sustainability, the Company uses risk and opportunity maps, which are submitted to the Management Board and the Audit Committee of the Board of Directors on the annual basis.

The Risk Map categorizes all of the Company's existing risks, including their current status, risk assessments, and mitigation measures being implemented to reduce their negative impacts.
The Opportunity Map includes a list of areas with high development prospects and generation of additional economic benefits, along with the current implementation status of opportunities and planned initiatives for realization. A significant portion of the Company's opportunities is related to climate change and covers both its physical impacts and urgent issues concerning the global climate agenda.

Risk and opportunity management is embedded across the Company's strategic, operational, and governance practices.
In 2025, the Company's 2026 Risk Map and 2026 Opportunity Map were submitted for review by the Management Board and the Audit Committee of the Board of Directors. These included updated assessments and mitigation measures across various sustainability dimensions (including climate, technological, and force majeure risks), as well as information on the most significant risk events related to these risks.



For more details on NOVATEK's key sustainability risks and opportunities and measures to manage them, see Chapter 3. Climate Change, p. 72, and Appendix 1. Key Sustainability Risks and Opportunities, p. 182 →

In the reporting year, the Strategy Committee reviewed the implementation of the Company's development strategy, taking into account existing and emerging risks, including those that could affect NOVATEK's exposure to climate and environmental risks and the achievement of its climate change targets to 2030.

Along with that, the Audit Committee discussed the risk management status for LNG projects, taking into account the existing and anticipated external restrictions on the Company's operations, reviewed the current approach to defining risk appetite and resolved that it is consistent with the Company's operating environment.

To improve the quality of strategic and operational decision making, PAO NOVATEK provides training on risk management principles and practices.

In the reporting year, such training was delivered to PAO NOVATEK personnel, and in the previous year, to managers. Over 2024–2025, all managers and regular staff at NOVATEK (100% of employees) completed the training.

NOVATEK's risk management development objectives for 2026:

- Analyze risks in the Company's most critical areas of activity.
- Analyze occupational risk scenarios and safety barriers using a risk-based approach to managing operations.
- Analyze and assess the impact of climate change on various areas of the Company's operational activity.

For more details, see Chapter 3. Climate Change, p. 60 →

Risk management activities

As part of its comprehensive approach to risk management, the Company also maintains a broad insurance program covering risks across all areas of operational activity, develops business continuity plans, and conducts stress tests.

Risk insurance

The Company's voluntary and mandatory insurance programs cover key risks across all areas of its activity, including property damage, business interruption, environmental damage resulting from accidents and force majeure events (including terrorism and cyber risks), along with well and marine insurance and coverage for other sustainability risks.

During the reporting period, the Company refined risk event scenarios and maximum foreseeable loss estimates, including through stress testing. These were used to tailor voluntary and mandatory insurance programs covering risks across all areas of the Company's activity.

For more details on the Company's insurance programs, see PAO NOVATEK's Annual Report 2025. →

Business continuity plans

Since 2018, the Company has been developing business continuity plans. Scenario modeling across a range of accidents and incidents at process lines and facilities enables prompt responses to potential adverse events, cost reductions, and expedited restoration of production at critical process sites. NOVATEK continued to develop its business continuity plans in 2025.

Stress testing

NOVATEK uses various stress testing tools to assess its resilience to the potential impact of the most significant risks:

Insurance stress testing

Annual scenario modeling of emergency events to determine potential damage to property and losses from business interruption under various risk scenarios.

Scenario modeling of climate change

Stress testing of foundation integrity and production process safety during the design and construction of buildings and other permanent structures, necessary to assess vulnerabilities to changing environmental conditions and to develop climate change adaptation plans

Sensitivity analysis for financial planning

Developing strategic and operational plans, as well as the planning and implementation of major investment projects, taking into account external environment factors that have the most significant impact on financial performance, including internal carbon pricing.

For more details on internal carbon pricing, see Chapter 3. Climate Change, p. 71 →

Ethics

NOVATEK's corporate culture is based on Russian and international best practices and aims to maintain trust and mutual respect, both within the Company and in its relationships with business partners. Zero tolerance for human rights violations, corruption, and fraud is crucial to the Company's long-term success and to the well-being of society as a whole.

Since 2021, NOVATEK has been a signatory to the UN Global Compact, a major international initiative aimed at implementing 10 principles of responsible business conduct related to human rights, labor, environment, and anti-corruption.

NOVATEK is committed to integrating the Global Compact principles into its operations and regularly reports on its progress. The Company's internal regulations, such as its Code of Business Conduct and Ethics, Supplier Code of Conduct, Human Rights Policy, and Anti-Corruption Policy, include key provisions of the UN Global Compact, cover all Group subsidiaries and affiliates, and are approved by the Board of Directors.

For more details on integrating the UN Global Compact principles into the Company's corporate governance framework, see PAO NOVATEK's Sustainability Report 2023, p. 41. →

Ethics and human rights matters are overseen by the Board of Directors and its committees – the Audit Committee and the Remuneration and Nomination Committee. At its meetings in 2025, the Remuneration and Nomination Committee reviewed matters related to environmental protection, industrial safety, and occupational health and safety, including employees' rights to a safe environment and decent working conditions. The Audit Committee discussed the Risk Map, including human rights risks, the update on reports to the Ethics and Human Rights Hotline, as well as performance under PAO NOVATEK's Anti-Corruption Policy and Code of Business Conduct and Ethics.

At the executive level, responsibility for ethics and human rights matters is distributed among Deputy Chairpersons of the Management Board, who are in charge of various business areas, including HR management, economic security, supply chain and the HSE.

Code of Business Conduct and Ethics

The mission of the Code of Business Conduct and Ethics (the "Code") is to communicate NOVATEK's core values and ethical principles to all stakeholders. The Chairman of PAO NOVATEK's Management Board is responsible for organizing and ensuring compliance with the Code, and reporting on such matters to the Board of Directors. The Board's Audit Committee annually reviews reports on the operation of the Ethics and Human Rights Hotline and any identified Code violations. NOVATEK has a dedicated organizational unit to ensure its compliance with business ethics and human rights standards, including monitoring and methodological support.

The Company's approach to ethics is based on five key principles



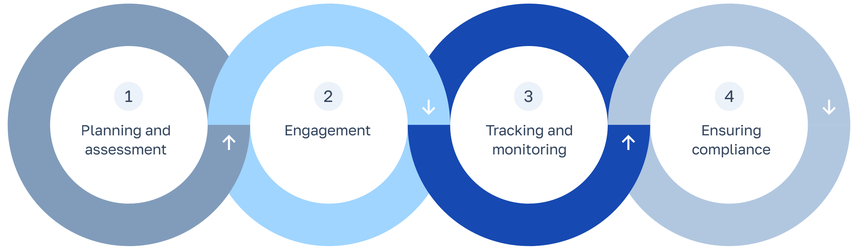
Respect for human rights

The Company views respect for human rights as a fundamental part of its business practices in interactions with all stakeholders, including employees, contractors, and local communities.

The Company regularly carries out its human rights due diligence process in engagement with all stakeholders at every stage, from planning and risk assessment to ensuring respect for human rights and developing corrective actions.

NOVATEK places a heightened emphasis on respecting human rights in its relations with employees, local communities, and contractors and strictly prohibits the use of child and forced labor.

Stages of the human rights due diligence process



Focus areas of the Company's human rights activities

Employee rights

- Prevention of forced and child labor

In 2025, the Company identified no operations or suppliers exposed to such risks

- Protection from any kind of discrimination or persecution
- Effective recognition of the right to collective bargaining and freedom of association

In 2025, 83% of employees were covered by collective bargaining agreements

- Informing employees about the Company's human rights obligations

For more details on protecting employees' rights, see Chapter 6. Employees, p. 140 →

Rights of local communities

- Respect for the right of the indigenous peoples of the Far North to preserve traditional ways of life
- Ensuring the free,[1] prior, and informed consent procedure under plans to promote the sustainable development of the indigenous peoples of the Far North at large-scale LNG projects
- Regular monitoring for potential rights violations, control over the quality of ecosystem services and the effectiveness of activities promoting the sustainable development of local communities

For more details on protecting the rights of local residents and the indigenous peoples of the Far North, see Chapter 7. Local Communities, p. 162 →

Human rights in the supply chain

- Observance by the Company and contractors of human rights in the supply chain
- Mitigation of risks for contractors when working at NOVATEK's production facilities
- Supplier screening against social and environmental criteria

All new suppliers were screened in 2025

- Monitoring the aggregate environmental and social impacts of suppliers and the Company
- Conducting human rights due diligence

For more details, see Section 2.7. Supply Chain, p. 53 →

Security and human rights

- Training the Company's security personnel in human rights

All employees of NOVATEK's security firm were trained in human rights in 2025

- Preventing human rights violations by private security firms engaged by the Company

[1] Free, prior, and informed consent – the right of indigenous peoples and communities to make go/no-go decisions to control business projects before they affect their traditional crafts and occupations.

NOVATEK seeks to eliminate any potential negative impacts of its operations on human rights through due diligence procedures.

For example, the human rights impact assessment for one of our projects was followed up by a Human Rights Action Plan, with measures taken in 2025 including analyzing stakeholder concerns, providing training for employees and contractors, holding consultations with indigenous women, and assessing the effectiveness of reindeer crossings and the accessibility of ecosystem services.

In 2025, the Company revised its Yamal LNG project's Stakeholder Engagement Plan and updated the Human Rights Policy. All contractors are required to familiarize themselves with the Policy when entering into contracts with the Company.



Approach to human rights risk analysis with one of the Company's projects as an example

01

Analysis of commitments related to human rights

- Policy commitments
- Regular HR audits
- Remediation process established
- Availability of grievance mechanisms

02

Human rights context

- Legal and institutional framework for human rights
- Actual human rights status, including key affected stakeholder groups at risk

03

Assessment of potential impact on human rights

- Analysis of potential impact on human rights
- Listing and ranking human rights impacts based on their scale, scope, remediability, and the likelihood of risk occurrence

04

Response and proposed actions

- Measures to mitigate human rights impacts
- Measures to prevent future impacts

Anti-corruption

The Company's anti-corruption system in place combines strict compliance with Russian and international laws and high ethical standards. NOVATEK has zero tolerance to dishonest and illegal business practices and voluntarily implements additional measures to prevent corruption.

The Audit Committee of the Board of Directors annually reviews the Anti-Corruption Policy implementation roadmap for the coming year and the results of the measures implemented in the previous reporting period. The director of the responsible unit, who reports to the Deputy Chairman of PAO NOVATEK's Management Board in charge of economic security and anti-corruption, is responsible for implementing a range of measures to avoid corruption offenses and prevent corruption.

Corruption Risk Management Procedure

Identifying the most corruption-prone business processes

Determining critical points

of subprocesses with features that create risks of corruption

Identifying

- corruption schemes (ways of committing corruption offenses)
- corruption-prone positions

Ranking each corruption risk

- likelihood
- potential impact
- criticality

Corruption risk map

List of corruption-prone positions

Corruption Risk Mitigation Action Plan

NOVATEK regularly identifies, analyzes, and assesses potential external risks, both on a Company-wide level and for individual areas of activity – across specific projects and business processes. The Company has a Corruption Risk Management Procedure in place. The corruption risk assessment methodology is based on the requirements of Russian laws, recommendations of the Russian Ministry of Labor and Social Protection, and the Company's internal regulations.

In the reporting year, the Company enhanced its corruption risk assessment system by integrating process-oriented analysis to optimize key business processes and minimize damage from potential violations.

In addition, NOVATEK identified and assessed corruption risks for the purpose of developing its Corruption Risk Map. The analysis will help the Company to establish a list of positions exposed to high corruption risk going forward.

100%

of the Company's units were assessed for corruption-related risks in 2025

No incidents of violation of anti-corruption laws were recorded in the reporting period. Accordingly, no internal reviews of violations were conducted.

Conflicts of interest

NOVATEK considers conflicts of interest to be the main driver of corrupt behavior and requires its employees to avoid such situations.

Key principles of managing conflicts of interest

- Mandatory written disclosure of conflicts of interest
- Individual approach to reviewing and managing each case
- Confidentiality of the processes of disclosing and managing conflicts of interest
- Legal compliance and balance of interests
- Regularity of disclosure by completing declarations
- Protection of employees against retaliation for reporting a conflict of interest

This and other requirements are outlined in the Code of Business Conduct and Ethics, Regulations on the Management of Conflicts of Interest, and Anti-Corruption Policy, which also defines the principles of managing conflicts of interest.

To control risks associated with conflicts of interest, the Company has implemented a routine of regular employee disclosure of such information in relevant declarations. Job applicants are also required to fill out a conflict of interest questionnaire.

In the reporting year, to strengthen its anti-corruption measures, all controlled entities of NOVATEK adopted orders requiring employees to notify the Company of their involvement in any external commercial activities.

The Company also carried out a random audit of conflict of interest declarations to verify the completeness and accuracy of the information provided. No violations were identified. A more in-depth review revealed eight conflict of interest cases, which were thoroughly investigated and resolved through corrective actions.

Training in the basics of anti-corruption behavior, principles of business ethics, and respect for human rights

NOVATEK offers various training formats to inform employees and contractors about its Anti-Corruption Policy, Code of Business Conduct and Ethics, Human Rights Policy, and corporate practices. In addition, all new employees are required to have an in-person briefing on the Anti-Corruption Policy, business ethics, and human rights. For management, the Company provides consulting on corruption prevention.

The online course Basics of the Company's Anti-Corruption Policy and Employee Anti-Corruption Conduct is mandatory for all new Company hires. This course is also available to all employees through the intranet portal. Regular advanced trainings are provided to Company officials and employees responsible for anti-corruption management, with relevant supporting certificates issued upon completion.

Proportion of employees who have completed the Basics of the Company's Anti-Corruption Policy and Employee Anti-Corruption Conduct online course, including on business ethics and human rights



13% Employees who completed the online course in 2025

87% Employees who completed the online course earlier

Training under the learning pathway

In the reporting year, a learning pathway on the Anti-Corruption Policy, business ethics, and human rights was launched on the corporate platform for all NOVATEK employees. It includes a course on business ethics and human rights, as well as two new training courses on the Anti-Corruption Policy and conflicts of interest. In 2026, the Company plans to hold in-person training sessions on compliance with anti-corruption standards for employees in management positions.

13,124 employees

who completed the course Anti-Corruption Policy (new) in 2025

who completed the course Conflict of Interest Management (new) in 2025

Grievance mechanisms

The Company has multiple feedback mechanisms in place, available 24/7, for stakeholders to submit complaints and reports in both Russian and English. PAO NOVATEK's Ethics and Human Rights Hotline is available for reports related to violations of business conduct and human rights. PAO NOVATEK and its subsidiaries maintain security hotlines for reporting concerns regarding conflicts of interest and corruption. In addition, local complaint and grievance channels have been set up in the Company's regions of operation

Updates on reports to the Ethics and Human Rights Hotline and security hotlines, identified violations, and response measures taken are regularly reviewed by the Audit Committee of the Board of Directors. The effectiveness and reliability of the Ethics and Human Rights Hotline are confirmed through external or internal audits as necessary.

During the reporting period, the Ethics and Human Rights Hotline received a total of 28 reports regarding potential violations of human rights and freedoms or ethical norms and principles. The Company reviewed all submitted reports within the prescribed period, identifying no violations.

In 2025, the security hotlines received a total of 500 reports. More than half of these reports were concerned with the execution of contracts for residential natural gas supply as well as operation of the Company's fueling facilities. All reports were examined and addressed on a case-by-case basis.

On top of that, the Company's large-scale LNG projects have established additional channels for diverse stakeholders, including indigenous peoples of the Far North, to submit complaints, reports, requests, and suggestions on a range of issues, including feedback regarding the operation of the grievance mechanisms. The procedures for receiving and processing reports and complaints, including turnaround times and the sequence of actions, are established in applicable internal regulations. Reports can be made in person, by phone, or via e-mail.

For contact details to submit complaints and reports, see the Contacts Appendix, p. 181 →

Reports and complaints filed to security hotlines in 2025



58% Residential natural gas supply

12% Operations at the Company's fueling facilities

20% Delayed payment of wages to contractor or subcontractor employees

5% Provision of domestic and daily needs

5% Failure to take measures to ensure contractor and subcontractor employees are transported from field sites

For more details on the reports recorded at our large-scale LNG projects and the Company's corresponding responses, see Chapter 7. Local Communities, p. 162 →

Anti-trust measures

NOVATEK strictly abides by anti-trust laws applicable in the countries where it operates and supports fair, competitive behavior and mutual respect among market participants.

The Company regularly assesses the risks of violating applicable laws to prevent monopolistic and anti-competitive business practices and develops relevant risk management activities.

In the reporting period, NOVATEK was not a defendant in any lawsuits for obstructing competition or violating anti-trust laws.



Approach to taxation

As one of the largest taxpayers in its regions of operation, NOVATEK strictly complies with Russian tax legislation and does not engage in tax base erosion practices or use offshore entities for tax minimization. The Company views tax payments to local budgets as an important factor contributing to the sustainable social and economic development of its regions of operation. NOVATEK's approach to taxation is outlined in its Code of Business Conduct and Ethics.

As part of tax monitoring, the Company provided the Russian Federal Tax Service with remote access to the accounting systems and tax reporting of 18 subsidiaries and affiliates of PAO NOVATEK. By cooperating with the Federal Tax Service, NOVATEK can ensure a high level of transparency and minimize the risks of disagreements and disputes with tax authorities.

Compliance with tax obligations, in particular tax payments, is overseen by the Audit Committee of the Board of Directors through regular monitoring of the Company's financial performance. NOVATEK regularly discloses its tax expenses in its consolidated financial statement disclosures.

The reliability of information about the Company's taxation is verified by an independent auditor as part of audits of financial statements.

For more details, see the Information Disclosure section on the Company website. →

NOVATEK assesses its tax risks to ensure compliance with the Company's tax obligations as part of its risk management. NOVATEK's internal audit function evaluates results of the Company's activities in this area as part of its audit engagements.

Anyone with relevant information can report suspected violations of the Company's tax obligations to the 24/7 Ethics and Human Rights Hotline in a convenient form, including anonymously.

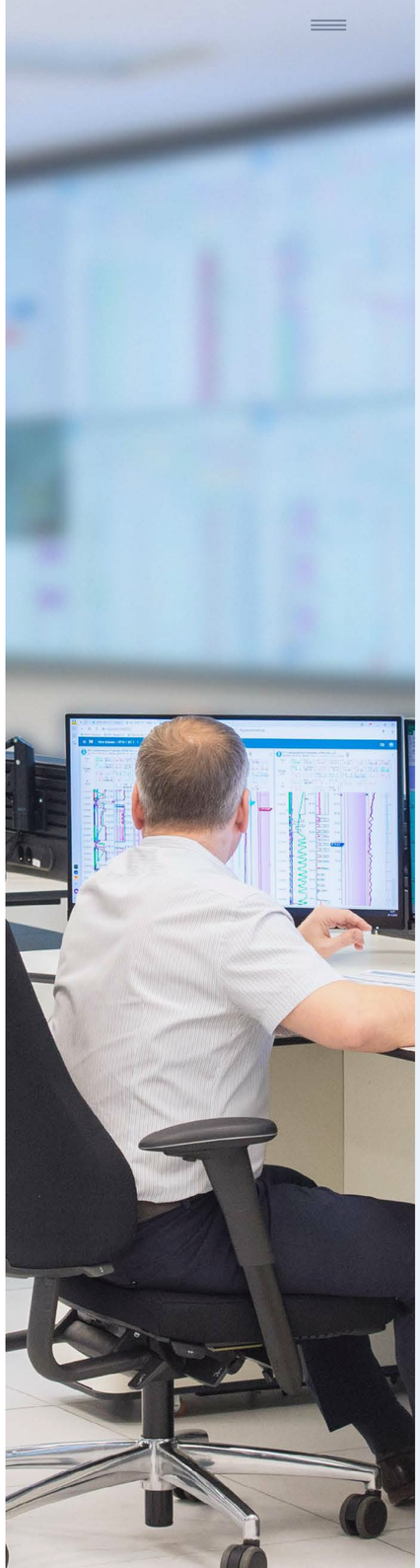
For more details on the Ethics and Human Rights Hotline, see Section 2.3. Ethics, p. 38 →

In 2025, there were no complaints from stakeholders regarding the Company's non-compliance with tax laws.

Transfer pricing

The Company's transfer pricing activities are fully compliant with OECD BEPS Project.[1] NOVATEK does not engage in tax evasion through transfer pricing, does not use tax incentives in tax havens, and strictly complies with the local laws of all jurisdictions in which it operates.

[1] The Action Plan on Base Erosion and Profit Shifting of the Organization for Economic Co-operation and Development.



Information Security

NOVATEK takes a responsible approach to information security, ensuring business process continuity and stakeholder confidence in the Company. The Company takes a systematic approach to strengthening the security of its IT infrastructure, promptly detecting vulnerabilities, threats, and incidents, and responding to them effectively.

Information security matters are reviewed annually at meetings of the committees of the Board of Directors. At the executive level, information security matters are the responsibility of the Deputy Chairman of the Management Board in charge of economic security and anti-corruption. The Company's key principles and approaches to information security management are outlined in its Information Security Policy.

Risk management

Our corporate IT infrastructure protection is built on a three-tier model. The first tier (outer perimeter) filters external requests to corporate services. The second tier (network level) is designed to defend against targeted attacks. The third tier (user level) monitors access and ensures security on endpoints and user accounts.

Vulnerability detection and management, including with the involvement of licensed external contractors, along with the deployment of a centralized remote access control system for contractors,¾ are key measures for mitigating and preventing the Company's information security risks.

To minimize information security risks, NOVATEK regularly conducts training and awareness programs for its employees on cybersecurity and data protection. In the medium term, the Company plans to introduce a dedicated training course for employees involving simulated attacks.

To promptly respond to information security incidents, the Company operates a 24/7 Monitoring Center.

For more details on force majeure risks, see Appendix 1. Key Sustainability Risks and Opportunities, p. 183 →

In 2025, the Audit Committee of the Board of Directors reviewed an update on the implementation of information security measures at the NOVATEK Group.

To prevent security threats, test the performance of the information protection system, and verify its compliance with applicable laws, NOVATEK regularly conducts both internal and external audits of its information security system. For example, in 2025, the Company conducted on-site audits of information security infrastructure at 11 subsidiaries, while government authorities also carried out inspections. The results confirmed that the Company's information security measures are adequate.

Key initiatives

BIn the reporting period, the Company continued to prioritize two key information security challenges: threat prevention and import substitution. Measures taken in 2025 aimed at centralizing information security event monitoring across subsidiaries, as well as tightening corporate network access requirements for contractor employees.

Pursuant to Resolution of the Russian Government No. 1912 dated 14 November 2023,[2] the Company has started implementing its plans to prioritize trusted hardware and software for use at significant critical information infrastructure facilities.

Following the implementation of a corporate IT solution capable of filtering out certain malicious activity, the total number of attacks decreased by 53% year-on-year to 6.6 million. This demonstrates the high effectiveness of the Company's information security system.

No serious information security incidents, including those related to data leaks, occurred during the reporting year. The Company did not receive any substantiated complaints from regulatory authorities or third parties regarding breaches of customer privacy or the loss of personal data.

[2] Resolution of the Russian Government No. 1912, On the Procedure for the Transition of Critical Information Infrastructure Entities in the Russian Federation to the Priority Use of Trusted Hardware and Software at Their Critical Information Infrastructure Facilities in the Russian Federation, dated 14 November 2023.

The development and integration of digital solutions into the Company’s business processes are key to building a high-tech business and contribute to enhanced industrial safety, improved operational efficiency, and the advancement of technological sovereignty.

Digitization

Digitalization issues are reviewed by the Board’s committees. At the executive level, information technology (IT) matters are the responsibility of the Deputy Chairman of the Management Board.

The Company’s IT Development Committee, comprising the Deputy Chairpersons of the Company’s Management Board, is responsible for prioritizing digital initiatives. In 2025, the Committee held 11 meetings and approved a portfolio of IT projects for 2026–2028.

In 2025, NOVATEK set up a subsidiary IT company to develop in-house IT capabilities, ensure technological independence, and enhance IT infrastructure efficiency. The new IT company is responsible for introducing new and advancing existing information systems at the Company.

NOVATEK regularly conducts training courses on the use of software and new technologies to help employees adapt, enhance their qualifications, and develop their skills. Training and knowledge testing take place on digital platforms, which makes the process convenient and transparent for all participants.

For more details on employee training, including on the online platform, see Section 6.3. Employee Training and Development, p. 153 →

Priority tasks

01 Deployment of digital tools, according to priorities and impacts on business

02 Creation of a corporate data platform

03 Implementation of the import substitution program

Approach to implementing IT projects

Focus on results for business

Rapid deployment and iterative refinement during operation

Transformation and greater business process efficiency when implementing digital tools

Balanced development of the in-house IT team

Key projects

To enhance process digitization, NOVATEK compiled a consolidated list of over 200 medium-term IT initiatives during the reporting year. These include projects to create digital twins and predictive analytics tools and introduce end-to-end integrated planning across natural gas production, liquefaction, and shipping.

In the near future, 40% of these initiatives are scheduled for launch. The Company assessed the cost and implementation timelines of these initiatives, analyzed their potential economic impact, and selected the most significant projects for near-term execution.

OSNOVA Project

In 2025, we completed our automation project based on the OSNOVA 1C ERP platform and transitioned the system to the live environment, fully achieving the project's stated objectives. Its deployment has reduced document flows, improved transparency, and enhanced the quality of analytics and reporting. It also clarified roles and responsibilities, helping prevent conflicts of interest. The project's success has also enabled the rollout of the system to other entities beyond the initial pilot scope.

For more details on the OSNOVA 1C ERP system, see Section 2.7. Supply Chain, p. 54 →

Arctic fiber-optic communication line in the Yamal-Nenets Autonomous Region

NOVATEK is building a fiber-optic communication line (FOCL) in the Arctic, on the Yamal and Gydan Peninsulas. Its total length will be about 830 km. This project contributes to Russia's national development goals by advancing digital transformation and providing access to mobile and internet services in remote regions of the country.

In 2025, the Company completed the first 748-km section between Labytnangi and Sabetta, and a 315-km backup line was also laid. Design work was completed for the second section, linking Sabetta and the Salmanovskoye (Utrenneye) oil and gas condensate field. The FOCL project is scheduled for completion in 2026.

The Arctic FOCL installation will also contribute to improving the quality of telecom services and internet access for Sabetta residents.





748 km

Lenght of the completed section between Labytnagi and Sabetta

1.8 RR bln

Investment in the FOCL construction project in the reporting year

3.6 RR bln

Total investment in the FOCL construction project

For more details on the implementation of the Arctic FOCL project, see Sustainability Report 2024, p. 53. →

Innovation

Innovation is an important element of NOVATEK's sustainability agenda. The Company implements its projects and develops products and solutions using the best available technologies, and actively collaborates with experts and research institutions.



Management approach for innovation

NOVATEK is Russia's leader in developing and using LNG technologies.

In 2010, the Company opened NOVATEK STC, a single R&D hub that develops proprietary technologies and registers patents for NOVATEK's inventions. The center provides full-cycle R&D support across the entire value chain – from exploration to production – and is accredited in the national system, confirming its high level of expertise in quality assurance.

An important driver of NOVATEK's technology leadership is its in-house Laboratory and Research Center at STC, which performs a full range of laboratory tests on rock samples, hydrocarbon fluids, and materials and reagents used in well construction. It also conducts environmental media studies.

NOVATEK employees are actively involved in innovation. They submit their ideas through the Innovator corporate system. The Company implements the most promising innovations, providing financial rewards to their creators.

Innovator Corporate System

At the end of 2025, 24 NOVATEK Group subsidiaries and affiliates were covered by the system. During the year, employees submitted 1,881 ideas through Innovator. Over its nine years of operation, the system has accumulated a total of 7,640 ideas, 793 of which have already been implemented. The total economic benefit from implementation amounted to RR 12.5 billion.

For more details on the mechanism of the Innovator system, see Sustainability Report 2023, p. 56. →

1,881

amount of ideas

subbmitted through Innovator by employees during the reporting period

In addition to focusing on in-house developments and implementing employee initiatives, in 2025, the Company continued to strengthen partnerships with external developers, research teams, innovative companies, and young scientists through its Innovation Platform – an online portal for submitting solutions to NOVATEK's technological challenges.

In the reporting period, the Company received 39 proposals from potential partners, 35 of which have passed the preliminary expert evaluation, and four progressed to pilot testing, supervised by NOVATEK STC.

NOVATEK is also expanding its collaboration with Russia's leading research institutes and enterprises to design core process equipment. To reduce the cost of field studies, the Company actively employs digital twins of core technological components of critical equipment during the design phase.

For more details on collaborations with technology partners, see Section 2.7. Supply Chain, p. 53 →

During the reporting year, the Company actively contributed to the development of cross-industry cooperation. For example, NOVATEK served as an official partner of the Russian Energy Week 2025 International Forum, participated in the 10thTNF Industrial and Energy Forum, and organized the 3rd TNF Technology Summit in Tyumen, dedicated to new solutions and technologies for developing the resource base and increasing production volumes, seismic exploration methods, the digitization of exploration and production processes, and the development of an industry-wide standardization and testing system for the energy sector.



Cooperation with INTI

Since 2023, NOVATEK has been a founding member and active participant in the activities of the Institute of Oil and Gas Technology Initiatives (INTI), established in 2020 to develop Russian standards and a conformity assessment framework for new technologies in the national energy sector.

In November 2025, an INTI technology session dedicated to RBI[1] best practices was held at PAO NOVATEK's Moscow office. A working group of industry participants reviewed the approved roadmap for consolidating RBI methodologies.

INTI

NOVATEK–INTI collaboration focus areas

Developing standards for designing large-scale LNG production facilities

A package of proposals to amend the federal standards and rules on industrial safety was submitted to regulators

Creating a single industry-wide framework of technical standards and regulations

- Research into the quantitative risk assessment of small-scale LNG production facilities was completed
- A working group was established with representatives of vertically integrated oil and gas companies that already apply the RBI methodology at their facilities

Contributing to the development of an INTI standard

The INTI standard for LNG transfer pipelines was approved. Plans for 2026 include efforts to convert this corporate standard (STO) into a GOST R standard

[1] Risk-Based Inspection (RBI) is an approach to managing inspections based on risk factors.

Key innovation focus areas

NOVATEK's key focus areas in innovation are closely aligned with its business strategy. NOVATEK has integrated more than 40 best available technologies (BATs) into its core production processes, including natural gas and oil extraction, wastewater treatment, emission reduction measures for hazardous substances, and other processes.

01

Field development

By leveraging innovative technologies, including early production methods that rely on multistage hydraulic fracturing using zero-flaring mobile flowback and well testing packages as well as well injection technology for low-permeability reservoirs, NOVATEK can achieve high profitability by driving more efficient utilization of resources, higher gas recovery factors, and lower emissions of pollutants and greenhouse gases

02

Integrated solutions

Development of the concept of compact integrated full-cycle facilities for the production, treatment, and processing of hydrocarbons on gravity-based structures similar to large-scale LNG plants, designed to improve energy efficiency and reduce environmental and climate impacts

03

LNG production

Unique proprietary solutions, including the Arctic Cascade natural gas liquefaction technology and the Arctic Mix technology based on mixed refrigerants, help reduce costs and enable production to be scaled across a range of climatic conditions

04

Energy transition and decarbonization

Development of technologies related to the production of low-carbon hydrogen and ammonia will enable the Company to expand its low-carbon product portfolio and make the production process more environmentally friendly by minimizing carbon dioxide emissions

05

Industrial safety

Development of an AI-powered digital platform to provide geological and technological support for the Company's drilling operations significantly reduces the risk of accidents and optimizes the well drilling process

For more details on the list of NOVATEK's BATs and their uses, see Sustainability Report 2023, p. 54. →

In 2025, the Laboratory and Research Center's capabilities were expanded to include soil tests performed as part of engineering surveys. And even before the year ended, we managed to study soil parameters for nine facilities operated by NOVATEK's subsidiaries and affiliates.

In the reporting period, NOVATEK continued its systematic efforts to replace critical imported equipment and develop Russian technology solutions.

Contributions to technological sovereignty

Cryogenic engineering

Bench tests of a cryogenic LNG pump fitted with a Russian-made motor were successfully completed. The first batch of serially manufactured LNG pumps was shipped

Compressor equipment

In a first for Russia, reciprocating compressor units for associated petroleum gas compression were manufactured

Purification systems and adsorbents

A unit for removing mercury compounds from light naphtha using a Russian-made adsorption system was commissioned

Patented inventions

NOVATEK continuously invests in research and/or development (R&D), bringing its proprietary inventions from development to implementation. This approach reinforces the Company's leadership in LNG production and sales while also opening opportunities to enter promising markets for low-carbon gas-based chemicals.

In 2025, NOVATEK's total R&D spending was RR 835 million, up 4% year-on-year.[1]

In 2025, NOVATEK registered three patents in Russia for its proprietary inventions, these address production challenges ranging from drilling to geological modeling.

NOVATEK's inventions in 2025

Invention	Practical value
Emulsion mud preparation method	• Reduces drilling fluid preparation time at the well site • Lowers emulsifier consumption • Streamlines logistics and storage • Improves fluid stability for more consistent drilling performance
Reservoir facies characterization method	• Improves the reliability of hydrocarbon reserve estimates • Enables risk and uncertainty assessments at early stages of field development • Reduces costs through more informed well placement decisions
Polymer/salt fluid for overpressured wells	• Remains flowable at temperatures down to −22 °C, which is critical for drilling in permafrost • No reservoir clogging • Is significantly less costly than foreign counterparts while enabling safe operation at extreme pressures

R&D investments



20% Projects in decarbonization, low-carbon technology deployment, and energy efficiency

80% LNG technologies

At the end of the reporting year, the Company had a total of 38 valid patented inventions, over 78% of which were actively used in operations. Notably, 21% of all NOVATEK's inventions are related to enhancing LNG production efficiency. The rest of its developments are related to upgrading chemical engineering processes.

For more details on the method for developing gas condensate wells following hydraulic fracturing, see Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 79 →

NOVATEK protects its intellectual property rights in other jurisdictions by patenting inventions of particular significance. For example, the Company held patents for its proprietary natural gas liquefaction technology in six foreign jurisdictions at the end of 2025.

[1] In the 2025 Report, R&D investment figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

Supply Chain

NOVATEK is committed to sustainable supply chain management and building long-term and mutually beneficial relationships with its partners.

At the executive level, supply chain management matters are the responsibility of the Deputy Chairman of the Management Board – Director for Supply Chain Management.

The Company encourages counterparties to conduct business responsibly. To reduce dependence on imported equipment, NOVATEK is conducting joint R&D with major Russian enterprises.

In the context of national and corporate strategic goals, by transforming its supply chain into a sustainable one, NOVATEK is making a significant contribution to technological sovereignty and structural adaptation of the Russian economy.

In 2025, NOVATEK continued its active collaboration with leading Russian research institutes and enterprises to design and manufacture process equipment for large-scale LNG projects. The Company was directly involved in all core processes of equipment manufacturing – from engineering design to supervision of key production operations.

Concept of Technological Development of the Russian Federation until 2030[1]

НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

Roadmap for developing LNG production equipment until 2030

In 2024, the Russian Government and NOVATEK signed an agreement of intent to develop the LNG production equipment segment until 2030. A roadmap signed by the Russian Ministry of Industry and Trade, the Russian Ministry of Energy, and NOVATEK sets out 22 R&D projects aimed at bringing import-substituting equipment for LNG projects into production and operation. A test bench for cryogenic dynamic equipment and the first stage of a test bench for integrated testing of high-capacity compressor units (using inert media) have already been commissioned.

In 2025, NOVATEK presented a report on the implementation of the Roadmap for LNG Equipment to the Coordination Council for Import Substitution of Oil and Gas Equipment.[2]

R&D implementation status in 2025, units



- Experimental design and development
- Manufacturing/testing of prototypes
- Readiness for serial production

[1] Approved by Instruction of the Russian Government No. 1315-r dated 20 May 2023.

[2] The Coordination Council for Import Substitution of Oil and Gas Equipment was established under the Government Commission on Industry, which brings together the heads of key industry companies and government authorities as well as the heads of Russian regions.

Approach to procurement and sourcing

NOVATEK and its subsidiaries and joint ventures in procurement process follow a single set of principles in procuring inventories, works, and services, in line with PAO NOVATEK's Purchasing Policy, the Regulations on Procurement of Materials, Equipment, Works, and Services for NOVATEK, Supplier Code of Conduct, Anti-Corruption Policy, Code of Business Conduct and Ethics, and Human Rights Policy.

NOVATEK works with partners who are committed to business ethics and human rights, including prevention of child and forced labor, and with those who comply with anti-corruption requirements. The Company places emphasis on cooperation with local counterparties[1] and on production localization, thereby reducing its reliance on imports. At each stage of supply chain management, the Company states its expectations of counterparties and monitors partners' compliance with its responsible business principles.

Providing equal opportunities in procurement

NOVATEK is committed to transparency, objectivity, equality, and non-discrimination in the procurement process. To this end, the Company sets requirements for bidders and procured items so no one bidder has an advantage while minimizing potential corruption risks and risks of non-performance or improper performance of contractual obligations.

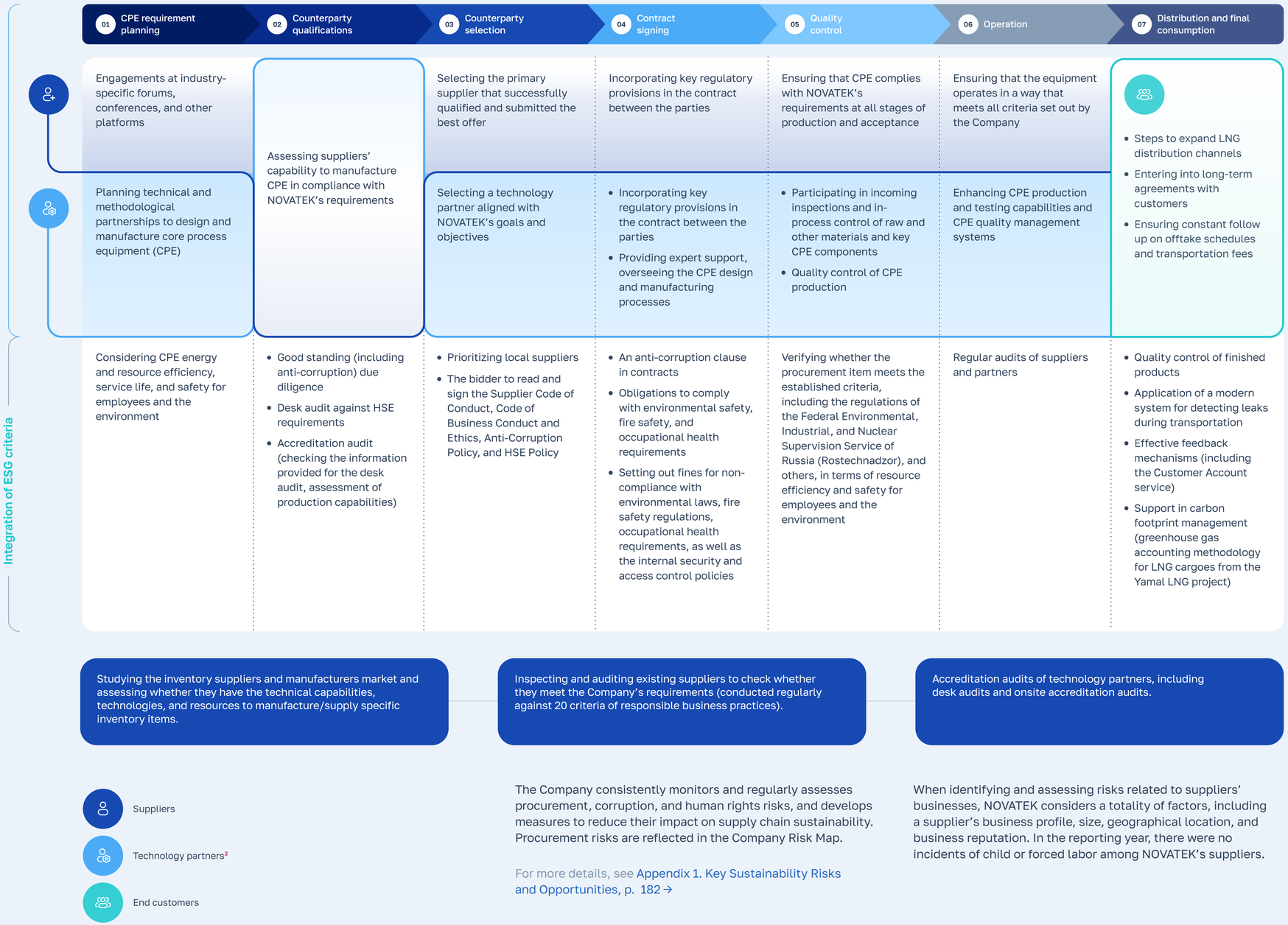
The Company prioritizes open competitive tenders conducted through an electronic trading platform as its primary procurement format. Tenders can also be announced on the websites of PAO NOVATEK or NOVATEK Group companies. All bidders are guaranteed equal access to the relevant data about the tender conditions, procedures, and closing date. NOVATEK evaluates all bids as part of the procurement process, engaging independent experts who do not influence each other's opinion.

To improve the procurement transparency and the efficiency of management decision making, the Company has started automating the procurement and inventory management process. In 2025, the OSNOVA ERP centralized information system ("OSNOVA"), integrated with 1C-based accounting platform, was put into commercial operation.

As at the end of the reporting year, 1.7 thousand procurement procedures had been completed in the IT system, of which 1.2 thousand were conducted using the OSNOVA system and the electronic trading platform. Forty-one Group entities are already recording actual deliveries of materials and equipment as well as works and services in the OSNOVA system.

For more details, see Section 2.5. Digitization, p. 46 →

Supply chain interactions



The Company consistently monitors and regularly assesses procurement, corruption, and human rights risks, and develops measures to reduce their impact on supply chain sustainability. Procurement risks are reflected in the Company Risk Map.

For more details, see Appendix 1. Key Sustainability Risks and Opportunities, p. 182 →

When identifying and assessing risks related to suppliers' businesses, NOVATEK considers a totality of factors, including a supplier's business profile, size, geographical location, and business reputation. In the reporting year, there were no incidents of child or forced labor among NOVATEK's suppliers.

[1] Local counterparties are suppliers of goods and services operating in the Russian Federation.

[2] Manufacturers of core process equipment (CPE).

Quantitative metrics of procurement performance

In 2025, goods and services worth RR 749 billion were supplied to the Company.

As a result of NOVATEK's import substitution efforts, the proportion of goods and services supplied by local counterparties is increasing annually, reaching 91% (RR 681 billion) in 2025.

Proportion of spending on local counterparties in total procurement (in cash equivalent) in 2023–2025,

%



749 RR bln

Total value of goods and services supplied to the Company in 2025



Supplier evaluation system

The Company has in place a qualification process to evaluate its counterparties before adding them to its pool of accredited suppliers. The qualification process comprises desk audits and onsite accreditation audits. If a potential or accredited supplier fails to meet NOVATEK's requirements, the Company provides feedback, which the counterparty can use to close the gap within an agreed timeframe. This approach provides organizations excluded from the tender process with an opportunity to participate in future NOVATEK tenders.

NOVATEK also includes supplier questionnaires as part of desk audits of potential suppliers to assess what responsible business practices they have in place (including management of relevant risks). Candidate companies undergoing the accreditation process are required to complete a specialized questionnaire. NOVATEK uses questionnaire responses, along with other factors, to inform go/no-go decisions on business cooperation.

Quality control of high-tech equipment

NOVATEK's technology partners are subject to design and engineering supervision and operational quality control by NOVATEK's in-house experts. This enables the Company's experts to engage deeply in the design and quality assurance processes involved in high-tech equipment manufacturing.

Key criteria for evaluating suppliers' responsible business conduct as part of the accreditation and questionnaire procedures

Environmental

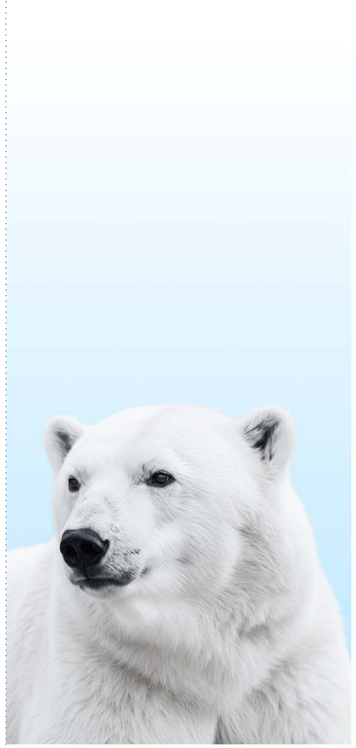
- Desk audit of permitting documents
- Assessment of negative impacts of production processes on the environment
- Presence of an environmental policy and an environmental management system
- Absence of environmental issues for the last three years

Social

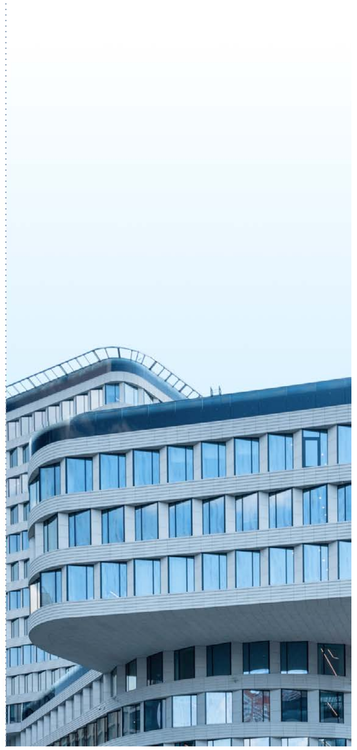
- Compliance with HSE requirements
- Presence of an OHS management system
- Compliance with improvement notices from supervisory bodies
- Compliance with Russian labor laws
- Respect for human rights
- Zero tolerance policies on child labor and forced labor
- Respect for indigenous rights
- No violations of labor laws for the last three years

Governance

- Compliance with business ethics and integrity principles (anti-corruption)
- Data protection and security
- Public disclosure
- Feedback mechanisms
- Reliability of information







Quantitative results of supplier evaluation

In 2025, NOVATEK conducted accreditation audits against responsible business conduct criteria for 109 companies, including 78% of new suppliers and 22% of existing ones that had previously been accredited.

Evaluation of suppliers for environmental and social impact

	2023	2024	2025
Number of suppliers evaluated for environmental and social impact (as part of accreditation audits) including:	141	68	109
new suppliers	134	60	85
proportion of new suppliers, %	95	88	78
existing suppliers	7	8	24
proportion of existing suppliers, %	5	12	22
Number of suppliers producing significant potential or actual negative environmental impacts, as identified during evaluation including:	**20**	**22**	**17**
proportion of suppliers who had agreed upon the Company's recommendations for reducing or eliminating their negative environmental impact as of the end of the reporting year, %	10	23	6
Number of suppliers producing significant potential or actual negative social impacts, as identified during evaluation including:	**31**	**24**	**38**
proportion of suppliers who had agreed upon the Company's recommendations for reducing or eliminating their negative social impact as of the end of the reporting year, %	16	21	13
Proportion of new suppliers screened against social and environmental criteria, %	**100**	**100**	**100**

The accreditation audits found negative environmental impacts at 16% of suppliers. Most comments were related to potential impacts (e.g., expired licenses or opacity around whether any improvement notices had been issued by regulators). Negative social impacts were identified in 35% of suppliers (unchanged year-on-year), including actual violations related to OHS and fire safety.

A number of suppliers found to have significant actual and potential negative social and environmental impacts have since taken corrective actions to address non-compliances. In the reporting year, the Company conducted follow-up inspections, including 24 onsite and four desk audits. The follow-up desk audits showed that 100% of suppliers had already remedied the non-compliance and improved their environmental and social performance.

The average timeframe for taking corrective actions remained unchanged year-on-year at three months. NOVATEK reserves the right to suspend cooperation with counterparties until non-compliances are addressed.

In the reporting year, the Company also conducted over 30 technical audits of manufacturers from Russia and partner countries. Audits assessed their production capabilities to manufacture not only core process equipment for existing and future LNG projects but also the spare parts, tools, and accessories required for the maintenance, repair, and operation of core process equipment.

Relations with suppliers and consumers in 2025

In 2025, NOVATEK maintained its partnerships with Russian suppliers of process equipment for large-scale LNG projects in order to reduce reliance on foreign equipment suppliers.

The Company has achieved significant success not only in engineering design but also in manufacturing engineering and in production of first article samples. Deliveries under contracts were enabled through prompt and productive communication between project teams, which helped to develop optimal technical and logistical solutions and prevented the use of non-conforming materials and components.

Quality management system

NOVATEK adheres to high standards of product quality and safety throughout the entire supply chain. For all stable gas condensate (SGC) sold, mandatory safety data sheets are issued in accordance with UN recommendations,[1] representing a mandatory part of the technical documentation for chemical products. Safety data sheets contain information on how to handle the product safely in the course of industrial activities, storage, transportation, and disposal (removal) as well as in a domestic setting.

In addition, two Group enterprises had their management system certified to ISO 9001 Quality management systems. All products of OOO NOVATEK-Purovsky ZPK (stable gas condensate and other liquid hydrocarbons) comply with ISO 9001 – a testament to their high quality. The plant is also registered under the International Accreditation Forum (IAF) system, guaranteeing that its certificate of conformity is recognized worldwide.

NOVATEK regularly runs customer monitoring programs and interviews its major customers to assess their satisfaction with product quality and develop new offers.

[1] UN Recommendations ST/SG/AC.10/30, Globally Harmonized System of Classification and Labelling of Chemicals (GHS).

Training for bidders

In 2025, NOVATEK held an annual webinar for all participants in the Company's procurement procedures, focusing on the advantages of participating in procurement through the Section of its trading platform. The webinar covered tracking PAO NOVATEK's procurement procedures, as well as registration, platform use, and bid submission in the Procurement.Business section of the electronic trading platform.

In the reporting year, the Company held regular meetings with both existing suppliers, to support their development and improve quality and efficiency, and potential suppliers, to explore opportunities for cooperation. The meetings included visits to the production sites of existing and prospective suppliers.



Climate Change

Shaping a low-carbon future

Russia's national development goals

- Ecological well-being

Organizational structure

Board of Directors

Strategy Committee

Subcommittee on Climate and Alternative Energy

Chairman of the Management Board

First Deputy Chairman of the Management Board – Head of IMS,
Deputy Chairman of the Management Board – Director for Prospective Projects

Dedicated teams within business units

2025 highlights

8.68 tons of CO_2 eq. / mboe

GHG emissions intensity in the upstream segment in 2025

↑ 3% year-on-year

8.48 tons / mmboe

methane emissions intensity at upstream, processing, and LNG facilities in 2025

↑ 8% year-on-year

[1] In the 2025 Report, renewable energy consumption figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

Material topics

Impact

- GHG emissions management
- Climate change adaptation

Materiality of impacts / Financial materiality: Very high, High, Moderate

External documents

- UN Global Compact, UN Framework Convention on Climate Change, Paris Agreement
- ISO 14064-1, Greenhouse Gas Protocol, Methane Guiding Principles
- National legislation and regulatory requirements

Corporate documents

- Energy Efficiency and Energy Saving Policy
- Occupational Health, Industrial and Fire Safety, and Environmental Policy
- Greenhouse Gas Emissions Management System (GHGEMS) Standard
- Comprehensive Climate Change and Environmental Targets Program and Comprehensive Program of Energy-Saving Measures



367 th. kWh

total output of self-generated renewable electricity in 2025[1]

↑ 18% year-on-year

Climate change and the energy transition

In 2025, the global climate agenda continued to shift its focus, with supply chain resilience, economic stability, and energy security coming to the forefront, while reducing the emphasis on the pace of decarbonization.[1] The energy transition remains the primary means of achieving the goals of the Paris Agreement.

Given that the energy sector accounts for more than 70%[2] of total greenhouse gas emissions, the consistent transformation of the energy system requires coordinated efforts by governments and businesses.

For more details on the energy transition, see NOVATEK's Sustainability Report 2024, pp. 68–69. →

In the reporting year, several factors shaped developments in the global energy sector, including persistent geopolitical tensions, market fragmentation, a shift in energy demand growth toward the emerging markets and developing economies of Asia and Africa, and the emergence of new major energy consumers, including data centers.

The energy trilemma (ensuring energy security, energy equity, and environmental sustainability) is driving the growing role of natural gas in the global energy transition. On the one hand, gas remains a **fuel** with a relatively low carbon footprint; on the other hand, it is increasingly used as a low-carbon industrial **feedstock** (direct reduction of iron ore, production of hydrogen and ammonia).

Stricter carbon regulation is encouraging the use of gas as a lower emission fuel. A key factor is not only the product's low carbon footprint but also its verification through transparent reporting in line with increasingly stringent international requirements.

In terms of energy security, natural gas remains an indispensable resource, critical for security of supply and for balancing the growing share of variable generation[3] – electricity generated intermittently by solar and wind power plants, whose output is weather dependent. Thanks to the availability of liquefied natural gas, which can be delivered to remote areas without the need for costly infrastructure, gas also supports the third dimension of the trilemma: ensuring equitable access to energy across regions.

[1] World Energy Outlook 2025// International Energy Agency.

[2] Emissions Gap Report 2025: Off target// United Nations Environment Programme.

[3] Fostering Effective Energy Transition 2025. Insight report. June 2025// World Economic Forum.



Economic effects of decarbonization and low-carbon products

	Energy efficiency	Decarbonization	Decentralization	Digitalization
Role of LNG	**Improved useful energy output** LNG offers high energy conversion efficiency in power generation, manufacturing, and transportation, enabling more output to be produced per unit of fuel than with other fossil fuels	**Reduced carbon footprint** LNG combustion generates less CO_2 than coal burning and emits fewer particulate pollutants than other fossil fuels	**Supply flexibility and reliability** Gas liquefaction makes it possible to deliver fuel to areas with no access to pipeline infrastructure, creating a distributed energy system and enhancing regional energy security	**Use of digital twins** to analyze and optimize equipment operating parameters, as well as to predict potential equipment failures For more details, see Section 2.5. Digitization, p. 46 →
How the use of LNG creates value for stakeholders	Replacing conventional fuels with LNG at industrial plants, power stations, and on ships improves the overall energy efficiency of the system	Using LNG is an immediate way for industries, such as steel and cement, and for countries to reduce direct emissions without a complete shutdown of existing infrastructure	LNG logistics makes the market more flexible, reducing the risk of supply disruptions	Digital solutions make the entire LNG chain, from production to the end consumer, as transparent and efficient as possible, reducing operating costs

The role of NOVATEK in the energy transition

In a changing energy landscape, NOVATEK is focused on meeting demand for low-carbon energy sources and ensuring transparency of data on the carbon footprint of its products. To ensure information transparency, NOVATEK has developed and validated methodologies for the quantification of greenhouse gas emissions and the carbon and methane footprints of its products and, on that basis, provides GHG emissions statements for supplied LNG cargoes.

The Company estimates that increasing total LNG deliveries from NOVATEK's projects to 57 million tons per year by 2030 could help avoid 95 million tons of CO2 eq. annually, assuming that customers switch from coal to LNG.[4]

The Company leads the oil and gas industry in terms of carbon efficiency, and NOVATEK's product-level GHG emissions intensity remains among the lowest in the industry.

These results are supported by our product mix dominated by natural gas and light products, the benefits of our high-quality resource base, and the use of zero-flaring well testing technologies.

Advances in natural gas production and liquefaction technologies, in turn, encourage industrial and transport customers to adapt their production processes and supply chains to support the low-carbon transition.

For more details, see Section 3.2.3. Quantification of Product Carbon Footprint, p. 71 →

[4] Avoided GHG emissions were calculated by comparing GHG emissions produced by LNG and coal firing with due regard to their calorific capacity in TJ and considering the relevant emission factors applied by the Intergovernmental Panel on Climate Change (IPCC).

Launch of a new wintering complex at Russia's Vostok Station in Antarctica



At the end of 2024, the new wintering complex at Russia's Vostok research station in Antarctica, the construction of which was initiated by NOVATEK's Chairman of the Management Board, was put into full operation.

The large-scale project to create a modern research base will support continued research into the Earth's climate history under Antarctica's extreme conditions and provide a foundation for forecasting future climate change.

The project was delivered through the use of unique engineering solutions and technologies: the wintering complex, built in the Leningrad Region, was transported 15 thousand km across three oceans and a further 1.5 thousand km across the Antarctic ice sheet to an altitude of almost 3.5 thousand meters. The complex was built in a record time for Antarctica of just three years.

Vostok Station



The Vostok research station is one of the world's key centers for climate research. Its unique contribution includes drilling the deepest ice cores (more than 3.5 km), making it possible to reconstruct the Earth's climate over 420 thousand years, as well as research into subglacial relict Lake Vostok.

Data from the Vostok research station have informed the IPCC's assessment of the scale, rate, and drivers of current climate change.

Location features:

Pole of Cold
record temperatures as low as –89°C, average annual temperature –55°C

Altitude: 3.5 km
hypoxia, pressure

Geomagnetic pole
exposure to cosmic radiation

Extremely dry air

Remoteness
1.5 thousand km from the coast; the station is inaccessible for nine months of the year

The first wintering complex

1957

Critical infrastructure issues:

90% wear and tear, gradual burial under snow, structural deterioration, and temperatures in living quarters as low as +5°C

Logistical challenges:

cargo delivery required either months-long tractor-train traverses or extremely complex air operations

The new wintering complex

2024

The new complex offers: Year-round comfortable working conditions for polar researchers, enabled by:

01

Autonomy:

the complex supports station personnel throughout the entire polar winter without the need for resupply

02

Thermal insulation and stable electricity supply:

modern technologies maintain a comfortable indoor temperature of +25°C when outdoor temperatures drop below –80°C, while ensuring the operation of energy-intensive equipment

03

Resistance to snow build-up:

the complex is mounted on 4-meter-high supports

Technological infrastructure for experiments and integrated research was upgraded:

01

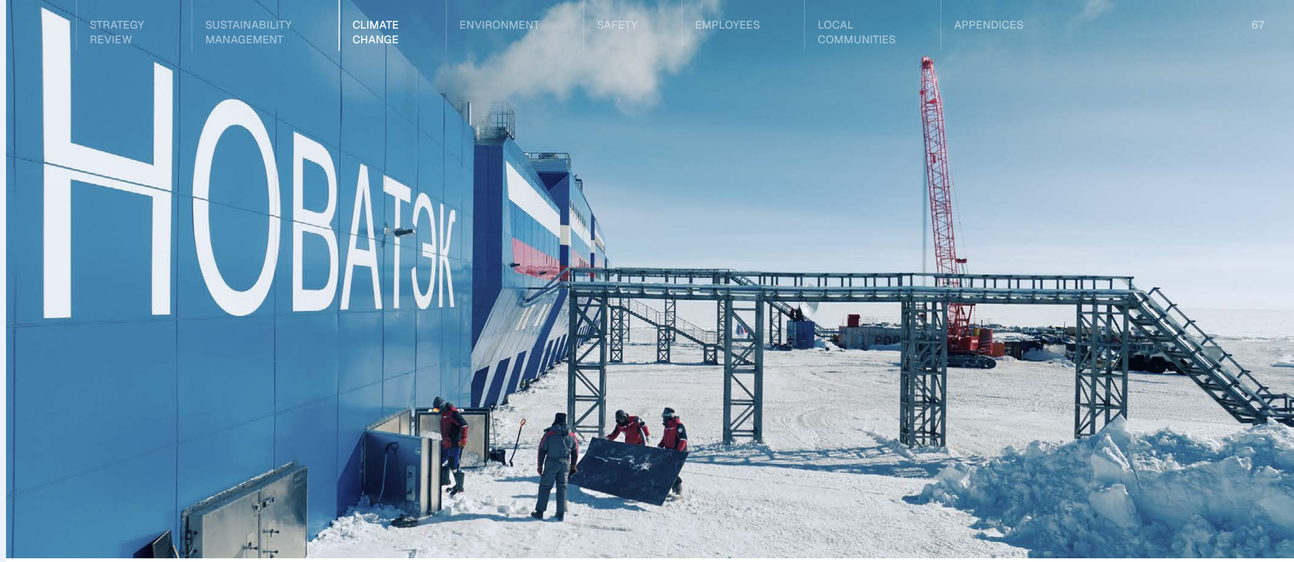
Advanced research laboratories

02

New plant cultivation facility

Winner of the Crystal Compass national award

In 2025, the new wintering complex at the Vostok research station was recognized as the Best Environmental Project by an Industrial Company, highlighting the high level of professionalism of the project's design developers and delivery team, who demonstrated exceptional expertise in creating modern infrastructure under extremely challenging conditions.



Key areas of research

Focus area	Research objectives	Advanced solutions at the new wintering complex
Deep ice drilling and ice core analysis	Reconstructing the Earth's paleoclimate, tracing climate history, and identifying ice-age cycles through the extraction of cores more than 1.2 million years old	High-precision laboratory equipment enables samples to be studied directly at the station instead of being transported to the mainland
Collection and analysis of meteorological data	Laying the groundwork for further research and conclusions about the Earth's past and future climate	Installation of a next-generation meteorological system with specialist rapid data-processing software eliminated manual data processing and accelerates data collection
Research into subglacial Lake Vostok	Studying the lake's ecosystem and microflora, isolated for more than 15 million years	Continuation of lake research using an environmentally safe lake penetration technology that does not involve hydrocarbon mixtures and eliminates contamination of the relict waters
Magnetosphere and ionosphere monitoring program (given the station's proximity to the Earth's geomagnetic pole)	Testing of the methodology for calculating the Polar Cap (PC) index, the global standard for forecasting magnetic storms that affect climate and infrastructure	The installation of variometers enabled continuous recording of changes in the Earth's magnetic field
Space dust monitoring and research program	Developing hypotheses about the origin of life on Earth and the composition of the Solar System	Continued research at the station
Biomedical research	Developing a model of human adaptation to extreme climatic conditions	Continuing the development of a model of human adaptation to extreme climatic conditions, including the installation of a system to monitor the condition of polar researchers in isolation (cycle ergometers and sensors)

Management Approach

Climate change management system

NOVATEK recognizes the importance of climate change management.

NOVATEK's approach to climate change management is a comprehensive process that includes assessing climate risks, implementing best practices for climate change adaptation and mitigation, improving production efficiency, investing in R&D, and engaging with the industry community on the climate agenda.

Responsibility for climate agenda management is allocated vertically across the organization, starting with the corporate governance bodies: the Board of Directors and the Management Board.

Climate issues, including climate-related risks and opportunities, are a mandatory agenda item for the Board Committees and the Subcommittee on Climate and Alternative Energy and are reviewed annually. The Company's senior management is responsible for ongoing, day-to-day management of climate risks.

The competencies of members of the Company's Board of Directors include key climate change topics, including corporate governance, strategy, risk management, and climate change targets.[1]
The Company regularly assesses the need for additional training and awareness-building to maintain the required level of competencies among Board members.

Climate change risk management is integrated into NOVATEK's overall risk management process as part of the Group's risk management and internal control system (RMICS). NOVATEK regularly identifies and assesses climate-related risks and opportunities and develops measures to manage them at all levels.

For more details on the RMICS, see PAO NOVATEK's Annual Report 2025. →

Climate change risk management measures are incorporated into the senior management incentive system and reflected in the relevant KPIs. In 2025, these KPIs were achieved through the implementation of a set of greenhouse gas emissions management measures.

For more details on the incentive system, see Section 2.1.5. Sustainability-Related Key Performance Indicators, p. 34 →

NOVATEK maintains a corporate GHG emissions management system verified for compliance with ISO 14064:1 Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals. Independent experts conduct audits at the Company's facilities to confirm the system's compliance with the standard. The corporate greenhouse gas emissions management system is a part of the Company's Integrated HSE Management System (IMS).

As part of its emissions management system, the Company maintains a corporate standard, Greenhouse Gas Emissions Management System. In accordance with this standard, NOVATEK annually quantifies its Scope 1, 2 and 3 GHG emissions. This enables the Company to update information on relevant climate-related risks and opportunities, develop measures to manage these risks, and monitor progress toward its climate change targets. The GHG emissions quantification covers the Group's core production companies.

The Standard provides for unscheduled assessments of climate-related risks and opportunities in the event of target changes or upon request from stakeholders.

In conducting these assessments, the Company relies on international and Russian standards and regulations,[3] and uses automated emissions metering systems. Emission factors are calculated, and a GHG inventory is maintained. Based on the results of the assessment, the Company prepares reports in accordance with Order No. 371 of the Russian Ministry of Natural Resources and Environment.

The Company continuously improves its greenhouse gas emissions disclosure practices by expanding the scope of reporting. In addition, NOVATEK engages with stakeholders on climate-related issues.

For more details on communication mechanisms, see Appendix 2. Stakeholder Engagement, p. 186 →

Allocation of responsibilities for climate change-related matters within the Company

Board of Directors

Provides strategic climate change management and approves the risk appetite required to assess the impact of climate risks on the Company's strategic and operational goals.

For more details on the Company's sustainable development strategy, see Section 1.5. Sustainable Development Strategy, p. 20 →

In 2020, the Board of Directors approved four climate change targets through 2030.[2]

The Board of Directors is regularly briefed on climate-related risks and opportunities, progress toward established climate change targets, efficiency improvement measures being implemented, innovations, and low-carbon technologies under development.

For more details on strategic climate change targets, see Section 3.2.2. Strategic Climate Change Targets, p. 70 →

Board committees

The Audit Committee regularly reviews reports on the status of climate-related risk and opportunity management and prepares recommendations for the Board of Directors on determining the Company's risk appetite. Where necessary, it also instructs management to conduct an in-depth analysis of individual risk areas within the Company's operations.

The Remuneration and Nomination Committee is responsible for developing and overseeing the implementation of the remuneration policy for members of the Company's governing bodies, which establishes key performance indicators, including to track the achievement of NOVATEK's strategic goals. The Committee is regularly informed of progress toward the Company's strategic climate change targets and the measures being implemented to achieve them.

Subcommittee on Climate and Alternative Energy of the Board of Directors' Strategy Committee

Supports the Board of Directors in strategic climate change management. Reviews the Company's performance and makes recommendations to the Board of Directors regarding the Company's strategy in terms of decarbonization, development of renewables, and low-carbon technologies.

For more details on the responsibilities of the risk management system stakeholders, see PAO NOVATEK's Regulations on Risk Management and Internal Control System. →

Management Board
executive body

The Chairman of the Management Board coordinates and oversees the implementation of the Board of Directors' decisions on climate risk management and climate change adaptation.

The First Deputy Chairman of the Management Board oversees the achievement of the Company's strategic climate change targets, manages climate risks related to production processes and is responsible for the corporate greenhouse gas emissions management system.

The Deputy Chairman of the Management Board – Director for Prospective Projects oversees decarbonization projects.

Members of the Management Board allocate authority, duties, and responsibilities among unit heads within their respective areas of responsibility for the development and implementation of climate change risk management procedures. They also organize efforts to identify and assess climate risks and to develop measures aimed at mitigating their adverse impacts.

Risk Control Division

Coordinates and provides guidance to Risk Owners in identifying and assessing climate risks and developing climate risk management measures, including organizing insurance programs covering various potential climate risk scenarios.

The Risk Control Division ensures that the Company's risk reporting is regularly updated and informs management and senior governance bodies of the status of risk management across the Company.

Unit heads

act as Climate Risk Owners within their respective areas of responsibility and are responsible for identifying and assessing climate risks, as well as for developing and implementing climate risk management initiatives.

Verification of the greenhouse gas emissions management system according to ISO 14064:1

In 2025, the Company's corporate Greenhouse Gas Emissions Management System underwent an independent external audit, which confirmed its compliance with ISO 14064:1. The successful completion of the audit demonstrates the Company's commitment to best practices in managing climate impacts.

[1] When nominating candidates to the Board of Directors, the Remuneration and Nomination Committee reviews their professional and other skills, as well as their qualifications to determine their suitability for serving on the Board. This includes assessing whether candidates have sufficient knowledge and competencies in areas such as climate risk assessment, finance, industrial safety, greenhouse gas emissions, energy efficiency, and so on.

[2] The Strategy Committee is responsible for setting the Company's strategic goals, monitoring the implementation of the Company's strategy, and making recommendations to the Board of Directors on adjustments to the Company's existing development strategy.

[3] Greenhouse Gas Protocol; Guidelines of the International Group of Liquefied Natural Gas Importers (GIIGNL); Order of the Russian Ministry of Natural Resources and Environment No. 371, On Approval of Methods for Quantification of Greenhouse Gas Emissions and Greenhouse Gas Removals, dated 27.05.2022; Order of the Russian Ministry of Natural Resources and Environment No. 330, On Approval of the Methodological Guidelines on the Quantification of Energy Indirect Greenhouse Gas Emissions, dated 29.06.2017; Guidelines of the Intergovernmental Panel on Climate Change.

Strategic climate change targets

The Company's 2030 climate change targets have been approved by the Board of Directors. These targets were set with due regard to the need to hold the increase in the global temperature to well below 2°C under the Paris Agreement.

Measures to achieve these targets are summarized in the 2030 Comprehensive Climate Change and Environmental Targets Program approved by PAO NOVATEK's Management Board (Comprehensive Climate Change and Environmental Targets Program).

For more details on the responsibilities of those involved in setting and tracking these targets, see Sections 2.1. Sustainability Management System, p. 28 → and 3.2.1. Climate Change Management System, p. 68 →

To track progress toward its strategic climate change targets, NOVATEK annually quantifies its greenhouse gas emissions. In the reporting year, the specific direct greenhouse gas emissions intensity in the upstream and LNG production segments, methane emissions intensity at upstream, processing, and LNG production segments remained below target levels.

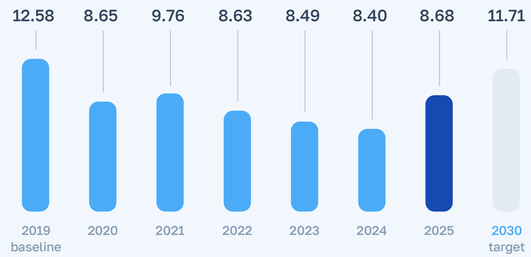
For more details on progress toward the organization's climate change targets and performance for the reporting year, see Section 1.5. Sustainable Development Strategy, p. 20 →

Given ongoing external instability and continued macroeconomic uncertainty, the previously approved targets were not revised during 2025, with NOVATEK remaining committed to them.

Strategic climate change targets to 2030

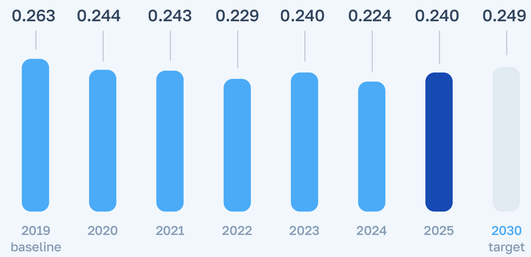
Direct GHG emissions intensity in the upstream segment,
tons of CO_2 eq. / mboe

by 6% reduce direct GHG emissions intensity in the upstream segment



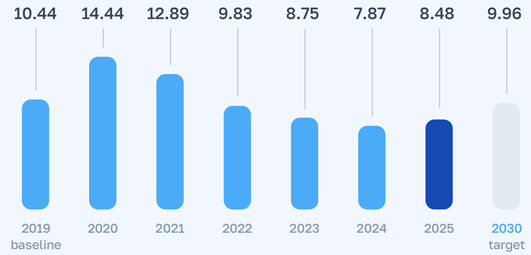
Direct GHG emissions intensity in LNG production,
tons of CO_2 eq. / ton of LNG

by 5% reduce direct GHG emissions intensity in LNG production



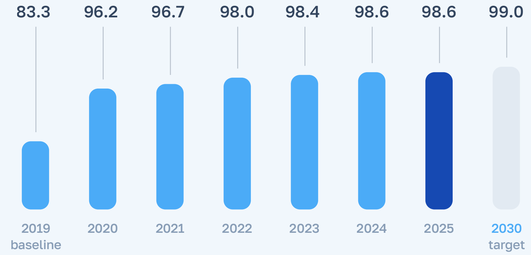
Methane emissions intensity in the upstream, processing, and LNG segments,
tons / mmboe

by 4% reduce methane emissions intensity in the upstream, processing, and LNG segments



APG utilization,
%

to 99% increase the APG utilization rate



Baseline: 2019.

Greenhouse gases include carbon dioxide and methane.

Data excludes biogenic emissions and emissions offsetting activities.

The target boundaries include all of the Group's production companies covered by the greenhouse gas emissions management system. The targets are calculated in proportion to the Group's ownership interests.

Quantification of product carbon footprint

NOVATEK quantifies the carbon footprint of each LNG cargo across three scopes. The quantification is carried out in accordance with methodologies developed by the Company and validated by independent international experts. The methodologies were developed for the Yamal LNG and Cryogas-Vysotsk projects in accordance with ISO 14067:2018 and the requirements of the GIIGNL MRV and GHG Neutral LNG Framework.

Emissions statements broken down by greenhouse gas type are available to buyers upon request. To determine the methane footprint of products in line with the requirements of the EU Methane Regulation, an additional assessment component based on the OGMP 2.0 Reporting Framework has been incorporated into the Cryogas-Vysotsk methodology.

In 2025, the process for preparing statements became automated through integration with the internal resource accounting system, enabling statements to be generated directly within the system. Going forward, the Company plans to establish the automated receipt of emissions data from maritime transportation based on onboard documentation.

NOVATEK's LNG carbon footprint statement preparation procedure

The statements contain information on emissions across life cycle stages from production to maritime transportation. Additionally, emissions from regasification through final consumption may be reported. The quantification is based on country-level or global baseline emission factors.

Validated methodology for carbon footprint quantification → Annual verified report on GHG emissions → Quantification for each cargo → Verified GHG statement → Delivery to the customer

>75 %
proportion of primary data under the operational control of Yamal LNG

21 statements
issued in 2025

Average GHG emissions intensity by life cycle stage for LNG produced at the Company's plants in 2025

Life cycle stages of the LNG value chain

Production	Collection and transportation	Liquefaction	Maritime transportation	Offloading and regasification	Distribution	Final consumption
32 kg CO_2 eq. / ton of LNG	**0.9** kg CO_2 eq. / ton of LNG	**240** kg CO_2 eq. / ton of LNG	Depending on the delivery destination	At the customer's request		

In 2022, the Company introduced an internal carbon pricing mechanism outlined in the Procedure Rules for the Drafting, Agreement, Approval, Monitoring, and Updating of PAO NOVATEK's Investment Projects to assess the impact of carbon regulation risks on the economics of its investment projects. Resolution of the Russian Government No. 1441 dated 18 August 2022, serves as the benchmark for determining pricing for projects envisaging sales of products in the domestic market.

For export-oriented projects, the price was determined based on industry practices and the estimated cost of implementing measures to reduce GHG emissions. Investment projects approved in 2025 are highly resilient to carbon pricing. In the reporting year, the approach to determining the internal carbon price remained unchanged.

In 2025, the internal carbon price remained unchanged.

10 USD per ton of CO_2
In respect of projects envisaging sales of products in the domestic market

40 USD per ton of CO_2
In respect of export-oriented projects

Engaging stakeholders on climate change

NOVATEK is actively engaged in the climate agenda, working with government authorities, the business community, research organizations and NGOs (including through membership in the Russian Gas Society and cooperation with the Arctic and Antarctic Research Institute). This enables the Company to communicate its position on climate change mitigation, share knowledge and participate in legislative processes.

In the reporting year, the Company participated in efforts to improve Russian carbon legislation together with the relevant federal executive authorities and carbon market participants in order to support the future recognition of Russia's Register of Carbon Units outside the Russian Federation. The Company also discussed decarbonization initiatives and climate projects: NOVATEK confirmed its readiness to develop low-carbon ammonia production and introduce carbon capture technologies (decarbonization), as well as to implement wind energy projects (climate projects).

In 2025, the Company took part in the International Arctic Forum, with one of the key topics being the development of the Northern Sea Route (NSR). NOVATEK representatives also discussed the development of the infrastructure required for major Arctic projects. The development of the NSR and LNG production facilities creates opportunities to supply cleaner fuel to global markets, supporting the global energy transition and helping reduce emissions in importing countries.

For more details on NSR development, see Section 3.3.10. Expansion of LNG Logistics and Distribution Channels, p. 88 →

Climate-related risks and opportunities

Climate resilience is one of NOVATEK's strategic priorities.

As part of implementing its sustainable development strategy, NOVATEK has established environmental and climate change targets and assesses the impact of climate-related risks and opportunities on its operations,[1] while also developing measures to adapt to climate change and reduce greenhouse gas emissions (mitigation).

For more details, see Section 1.5. Sustainable Development Strategy, p. 20 →

NOVATEK assesses the potential impact of risks on the achievement of the Company's strategic goals across the following time horizons: short-term – 1 year, medium-term – up to 3 years, and long-term – more than 3 years.

The results of the assessment of climate-related risks and opportunities are taken into account in the Company's financial modeling, as well as in its operational and financial planning.

The Company regularly conducts sensitivity analysis to assess how climate change may affect its operations. For example, in 2025, one of the Company's large-scale LNG projects conducted a financial assessment of potential losses associated with permafrost thaw risks, taking into account observed climate change data. To preserve permafrost and ensure the continued safe operation of facilities, additional measures for the thermal stabilization of permafrost soils have been approved, and design solutions for the construction of subsequent facilities are being adjusted.

The Company assesses the current criticality of climate-related risks as low.

In 2025, the Company:

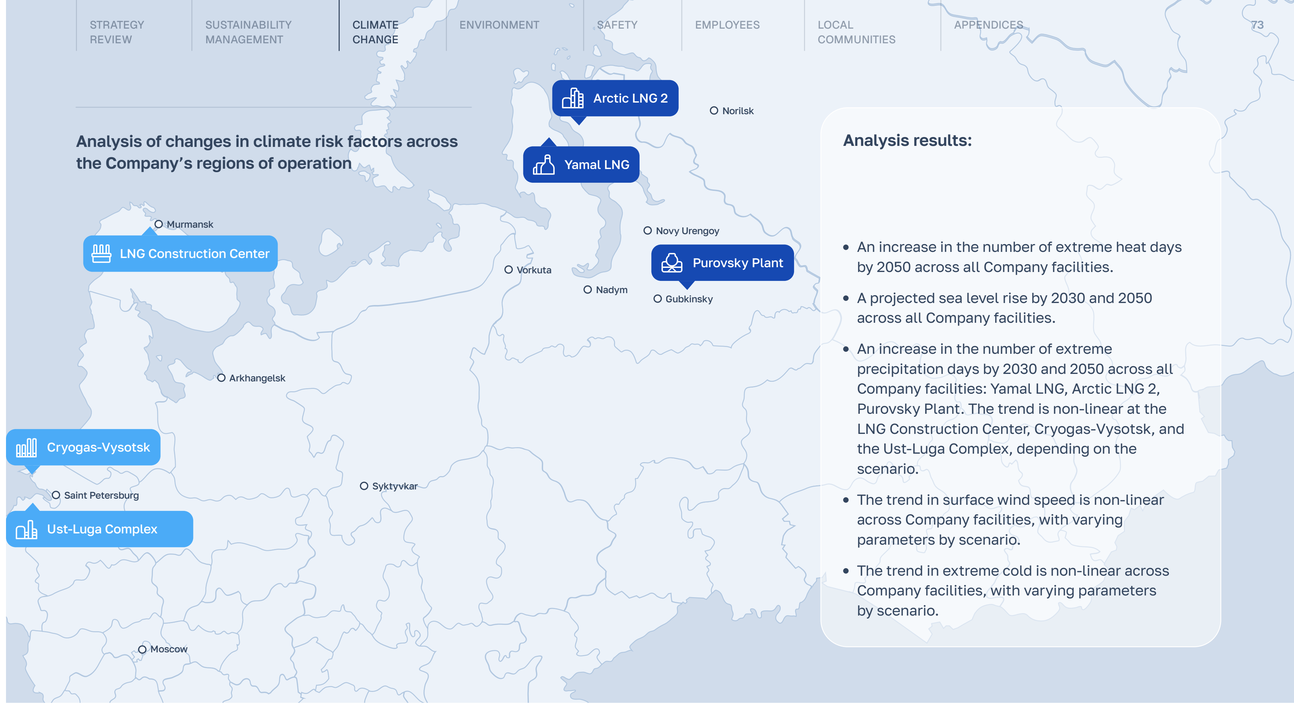
- updated its climate-related risk assessments and management plans;
- updated the list of measures to maximize the Company's climate-related opportunities;
- continued implementing measures to minimize climate impacts and reduce the carbon footprint of the Company's products;
- continued to research the influence of global and Russian initiatives to mitigate anthropogenic impact on climate;
- conducted monitoring and followed all regulatory developments to ensure compliance across all climate change issues.

In addition, in 2025, the Company:

- conducted a high-level analysis of changes in climate risk factors in the regions where its main production assets are located, using CMIP6 climate models;[2]
- initiated a project to quantify climate change-related risks and opportunities at the South-Tambeyskoye gas condensate field. The project will include modeling changes in climate risk factors for the area, including scenario forecasting and a quantification of climate-related risks, and their quantitative assessment.

[1] In accordance with IFRS S2 Climate-related Disclosures.

[2] Coupled Model Intercomparison Project Phase 6. The Sixth Assessment Report (AR6) of the Intergovernmental Panel on Climate Change (IPCC) uses data from the CMIP6 model ensemble.



Change in risk factors vs 2025:	Scenario SSP1-2.6		Scenario SSP2-4.5		Scenario SSP5-8.5	
	2030	2050	2030	2050	2030	2050
Facilities: LNG Construction Center, Cryogas-Vysotsk, Ust-Luga Complex						
Extreme heat[3]	–	↑	↓	↑	↑	↑
Sea level rise	↑	↑	↑	↑	↑	↑
Extreme precipitation[4]	↓	↓	↑	↓	↓	↑
Surface wind speed	↓	↑	↑	↓	↑	↓
Extreme cold[5]	↓	↓	↑	↑	↑	↓
Facilities: Yamal LNG, Arctic LNG 2, Purovsky Plant						
Extreme heat[3]	–	↑	–	↑	–	↑
Sea level rise	↑	↑	↑	↑	↑	↑
Extreme precipitation[4]	↑	↑	↑	↑	↑	↑
Surface wind speed	↓	↑	↑	↑	↑	↑
Extreme cold[5]	↓	↓	↑	↓	↑	↓

↑ Risk factor increase ↓ Risk factor decrease – No change

[3] Number of days per year with maximum temperatures exceeding 35 °C.

[4] Maximum five-day precipitation.

[5] Minimum monthly values of daily minimum temperatures.

Climate risk assessment methodology

Climate-related risks are integrated into the Company's overall risk management process based on the uniform principles and approaches, terminology, and reporting, which remained unchanged in the reporting year.

The Company's key documents governing climate risk management are as follows:

- Regulations on Risk Management and Internal Control System;
- Risk Management Regulations;
- Procedure Rules for the Unified Assessment of Risk Factors Associated with the Operation of Facilities in Permafrost Areas;
- Procedure Rules for Setting Up Geotechnical Monitoring at Facilities Located in Permafrost Areas.

Both internal (e.g., geotechnical monitoring data, thermometric and hydrogeological observations, etc.) and external (e.g., independent surveyor reports, laws and regulations, draft regulations, and regulatory initiatives, etc.) sources are used to identify climate-related risks and opportunities.

Climate-related risks are assessed based on risk criticality, a measure of the combined effect of risk probability and quantitative assessment calculated using NOVATEK's internal methodology.

The likelihood of a climate risk reflects the estimated probability of its occurrence and is measured on a scale from very low to high. The quantitative assessment of a climate risk evaluates the potential adverse impacts of that risk on operations, sales, the environment, and other areas and is measured on a scale from low to high, taking into account the Company's risk appetite approved annually by the Board of Directors.

Climate-related risks may affect the achievement of the Company's strategic goals to varying degrees depending on the time horizon involved (short-, medium-, or long-term) and their level of criticality (low, medium, or high). The assessment of the criticality of climate-related risks to the achievement of the Company's strategic goals is based on the assumption that there are no force majeure changes in the Company's external or internal environment.

Potential impact of the risk on the Company's strategic goals

S short-term M medium-term L long-term

Risk criticality

high medium low



Managing climate-related risks and opportunities

Based on the results of the identification and assessment of climate-related risks, an appropriate management approach is selected, such as risk mitigation, avoidance, transfer (including insurance), or risk acceptance. Both individual approaches and combinations thereof may be used.

Depending on the selected approach, risk management measures are developed. Climate-related risk management is also monitored on a regular basis, including:

- monitoring the adequacy and effectiveness of mitigation measures,
- monitoring the status of identified risks,
- identifying new risks and developing measures to manage them,
- reporting on risk management status to the Management Board and other senior executives.

The Company's climate-related risks and risk management measures

Physical risks	Risks	Measures
Short-term climate change M low	**Extreme / abnormal weather and as a consequence:** • minor damage / short-term suspension of gas, condensate, or oil production processes • disruptions to or suspension of shipments of raw materials, finished products, and equipment	• Online monitoring of the impact of climatic conditions on operations (geotechnical and geocryological monitoring, observations at geodynamic testing facilities, leveling, etc.) • Complying with HSE requirements in severe weather situations • Monitoring and maintaining a stable temperature under the foundations of buildings • Integrating climate-related risks into the Company's investment projects and day-to-day operations
Long-term climate change L low	**Permafrost thawing and as a consequence:** • reduced durability of the foundations of buildings; • substantial damage / long-term suspension of gas, condensate, or oil production or processing; • disruptions to or suspension of shipments of raw materials, finished products, and equipment. **Loss of customers and market share** **Significant increase in insurance premiums**	• Integrating climate-related risks in the design and construction of production facilities and infrastructure • Assessing the impact of long-term climate change on the Company's operations. Modeling the independent or combined impacts of changes in external environmental factors and assessing their impact on the Company's operational and financial activities, including: ◦ higher ambient temperatures in the Far North and the Arctic zone; ◦ changes in the global sea level and the level of the Arctic Ocean (flood risks); ◦ permafrost thawing under the foundations of buildings; ◦ changes in the timing of ice on and off dates and ice cover duration affecting navigation along the Northern Sea Route.

Transition risks	Risks	Measures
Laws and regulations L low	• Higher costs due to new or stricter climate regulations • New regulatory requirements for business activities and reporting	• Monitoring and analyzing global and Russian initiatives to mitigate anthropogenic impact on climate • Factoring in internal carbon pricing when evaluating the performance of the Company's investment projects • Considering requirements of Russian laws, stock exchanges, and other regulators regarding business activities and climate reporting
Technology L low	• Higher costs due to changes in operating processes to ensure compliance with environmental requirements • Inability to use modern foreign technologies to produce competitive low-carbon products • Higher prices for energy and other commodities as non-renewable energy sources are phased out	• Developing and implementing technologies to reduce GHG emissions and boost energy efficiency • Researching and making early R&D investments to develop low-carbon energy technologies • Expanding the use of renewables • Supporting government initiatives and expanding the Company's network of LNG retail stations in Russia
Market L low	• Lower demand (revenues) due to changing consumer preferences • Additional investment due to market uncertainty • Lower margins due to higher prices for raw materials and energy	• Monitoring market preferences and meeting consumer demands by taking measures to reduce the carbon footprint of the Company's products • Sharpening the long-term competitive edge of the Company's products by deploying a range of technology solutions to reduce their carbon footprint as well as by generating and purchasing renewable energy • Exploring and implementing promising projects that use natural gas as a feedstock for the low-carbon energy production
Reputation L low	• Changes in consumer preferences regarding the Company's products • Investment losses due to the stigma associated with upstream operations and the use of non-renewable energy • Withdrawal of key stakeholders (such as banks, investors, stock exchanges, etc.)	• Integrating the market situation and existing restrictions into the Company's Strategy and environmental targets to 2030 • Developing short- and long-term sales strategies from market forecasts and consumer preferences, with due regard to changes in supply destinations • Integrating climate-related risks into the Company's investment projects and day-to-day operations

In managing climate-related risks to support the achievement of its strategic goals, the Company focuses both on reducing greenhouse gas emissions (mitigation) and on adapting to climate change.

For more details, see Section 1.5. Sustainable Development Strategy, p. 20 →

In 2025, the Company advanced toward its climate change targets through a range of technological measures, including zero-flaring well testing using mobile flowback and well-testing packages, injection of APG and wastewater into reservoirs, methane recovery, the use of smokeless flares, ground flare systems, among other initiatives.

For more details, see Section 3.2.2. Strategic Climate Change Targets, p. 70 →

Climate change adaptation

The Company's upstream facilities are concentrated in the Russian Arctic, a region experiencing the highest rates of climate change. Accordingly, climate change adaptation is a key priority for the Company.

The Company conducts research, evaluation, forecasting, and monitoring of permafrost conditions and cryogenic processes during the front-end engineering, design, construction, and operation of buildings and structures.

Project-specific solutions implemented by the Company incorporate physical risks associated with climate change and are identified with due regard to various climate change scenarios, such as:

A potential rise in temperatures
up to 4°C

An associated rise in the upper soil temperature
up to 2°C

Climate change adaptation measures[1]

Focus area	Description
Physical climate-related risk assessment	To assess physical climate-related risks, the Company has developed and implemented Procedure Rules for the Unified Assessment of Risk Factors Associated with the Operation of Facilities in Permafrost Areas
Structure-soil system monitoring	The Company monitors structure-soil systems in accordance with the Procedure Rules for Setting Up Geotechnical Monitoring at Facilities Located in Permafrost Areas
Annual inventory of buildings and structures located in permafrost areas	The Company regularly monitors over **5 thousand temperature measurement wells, 34 thousand heat pipes, and 24 thousand structure (deformation) monitoring points** across various facilities
Prevention or control of permafrost degradation 	• During the winter season, snow is cleared from site areas, while in the warm season, meltwater and rainwater are drained • Disturbance of the vegetation cover is not permitted, otherwise restoration must be carried out • The operational temperature of facilities is monitored, and vents in ventilated building crawl spaces are opened during the winter months • Thermal insulation materials are used, engineering protection measures are implemented, and heat pipes are installed For example, in 2025, one of the Company's large-scale LNG projects conducted a financial assessment of potential losses associated with permafrost thawing risks, taking into account observed climate change data To preserve permafrost and ensure the continued safe operation of facilities, additional measures for the thermal stabilization of permafrost soils have been approved, and design solutions for the construction of subsequent facilities are being adjusted.
Identification of climate-related hazards (HAZID) for gravity-based structures and associated environmental impacts (ENVID)[2]	• Design solutions incorporate a multiple safety factor • Design considerations include both projected changes in climate parameters and the potential for natural disasters and other emergencies, whether natural or man-made • The collected data are analyzed and, if required, additional research is conducted, with measures to stabilize the geotechnical system being further worked out and implemented
Effectiveness of adaptation measures	New 4D modeling systems are being rolled out to forecast the development of adverse permafrost processes, along with digital permafrost records (digital twins of facilities) which reflect current permafrost conditions and projected risks. The information is automatically updated based on real-time, round-the-clock data feeds
Allowance for potential sea level fluctuations	Coastal infrastructure facilities are designed to accommodate potential sea level fluctuations

[1] No adjustments were made to the list of adaptation measures in the reporting year.

[2] Hazard Identification, HAZID, Environmental Impact Identification, ENVID.



Leveraging climate-related opportunities

In 2025, the Company continued identifying and assessing climate-related opportunities based on the IFRS S2 approach, which incorporates the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Climate-related opportunities are managed using the same approach as climate-related risks.

Climate-related opportunities	Opportunity area / Opportunity	Measures to maximize opportunities
Resource efficiency	• Cutting logistics costs to supply products to Asia-Pacific countries by expanding navigation via the Northern Sea Route • Reducing carbon footprint and greenhouse gas emissions by accelerating product supplies via the Northern Sea Route	• Further implementation of NOVATEK's experimental programs to expand the navigation window in the eastern sector of the Northern Sea Route
Energy sources	• Ramping up production and supplies of LNG, an in-demand energy resource with a relatively low carbon footprint	• Expanding the gas production resource base at NOVATEK • Expanding the use of low-carbon technologies and optimizing LNG production processes (Arctic Mix technology, etc.)
Products and services	• Expanding the lineup of low-carbon energy products • Supporting Russian and international climate initiatives	• Developing proprietary R&D products and designing new low-carbon production capacity
New markets	• Boosting the Company's competitive edge through the development of the Russian market for natural gas as an NGV fuel	• Constructing and commissioning new liquefied natural gas complexes across Russian regions • Expansion of the Company's LNG retail station network in regions where its liquefied natural gas complexes operate
Resilience	• Developing decarbonization and renewable energy projects • Participation in the carbon market	• Developing technologies for carbon capture, injection, and storage in geological formations • Using cogeneration technologies for heat generation • Using renewable energy • Implementing climate projects

Key Metrics and Solutions for Boosting Carbon Efficiency

Key projects to improve carbon efficiency

Improving carbon efficiency across all stages of the product life cycle

Emissions category	Focus area	Key projects	2025 highlights	GHG emissions reduction / avoidance in 2025
Direct GHG emissions Scope 1	Reduction of stationary combustion and flaring	Comprehensive Program of Energy-Saving Measures, including industrial wastewater disposal (climate project)	**17,979 th. GJ** energy saved through the Program ↑ 134% year-on-year	**1,074 th. tons of CO_2 eq.**
		Use of cogeneration technologies	**2.3 mln GJ** heat cogeneration ↑ 1% year-on-year	**110 th. tons of CO_2 eq.**
		Methane recovery		**963 th. tons of CO_2 eq.**
		Use of smokeless flares		**10 th. tons of CO_2 eq.**
		APG Utilization Program, including APG injection into reservoirs	**98.6 %** APG utilization rate in 2025 flat year-on-year	**2.5 mln tons of CO_2 eq.**
		Zero-flaring well testing using mobile flowback and well-testing packages	**423 mln cubic meters** volume of avoided gas flaring ↑ 75% year-on-year	**1,349 th. tons of CO_2 eq.** emissions avoided through zero-flaring well testing using mobile flowback and well-testing packages
Energy indirect GHG emissions Scope 2	Use of renewables within the organization	Expansion of renewable self-generation capacity	**367 th. kWh** renewable electricity generation in 2025[1] ↑ 18% year-on-year	**156 tons of CO_2 eq.** GHG emissions avoided through the use of renewable energy
Other indirect GHG emissions from use of sold products Scope 3	Gas and LNG production increases	Expanding the resource base Exploring new LNG projects	**84.6 bcm** natural gas production in 2025 ↑ 0,6% year-on-year	
	Expanding sales channels for marketing LNG as a motor fuel and energy carrier	Implementing new small-scale LNG projects Expanding the use of LNG as a motor fuel and energy carrier	**21 stations** The LNG retail network	**31 th. tons of CO_2 eq.** estimated GHG emissions reduction by NOVATEK consumers as a result of switching to LNG as a motor fuel

[1] Hereinafter, this refers to energy generation from the Company's own small-scale renewable installations at telecontrol points. It is not subject to regulation under Federal Law No. 35-FZ On Electric Energy, as the volume of energy produced does not meet the minimum threshold established by law for generation facilities to qualify for the subsequent registration of generation attributes. In the 2025 Report, electricity output figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures.
For more details, see Appendix 4. GRI Disclosure 2-4.

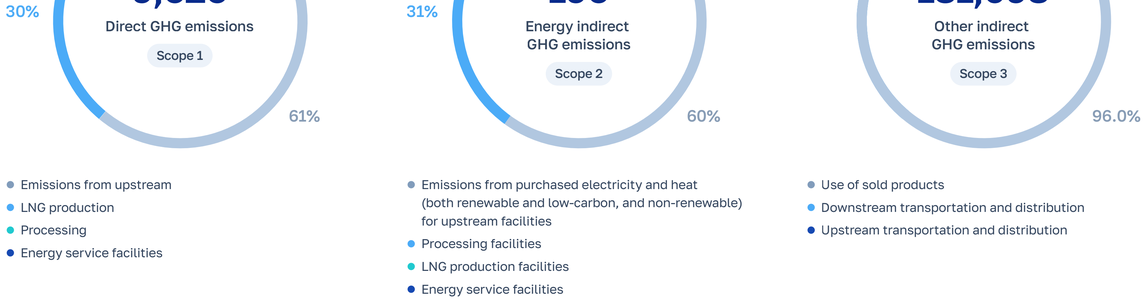
Quantitative metrics related to climate change

In 2024, NOVATEK scaled up its methodology development efforts for calculating the carbon footprint of LNG cargoes. NOVATEK continues to enhance its GHG emissions disclosure practices, analyzes data both for the Company as a whole and for its subsidiaries, and gradually expands the Scope of its GHG emissions reporting.

In particular, in addition to the main Category of other indirect emissions from the use of sold products, the Company also calculates emissions from downstream transportation and distribution (pipeline gas), and, since 2024, the emissions from upstream transportation and distribution. In quantifying GHG emissions, the Company is guided by generally accepted international and Russian guidelines and standards[1] and uses automated accounting systems.

The results of the GHG emissions inventory are verified annually by an independent auditor. In 2025, the Company's 2024 Scope 1, 2 and 3 GHG emissions were verified as part of an independent audit with reasonable assurance.

Total GHG emissions in 2025,
th. tons of CO_2 eq.



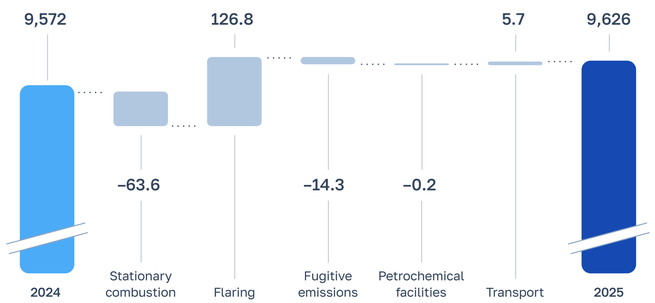
- Emissions from upstream
- LNG production
- Processing
- Energy service facilities

- Emissions from purchased electricity and heat (both renewable and low-carbon, and non-renewable) for upstream facilities
- Processing facilities
- LNG production facilities
- Energy service facilities

- Use of sold products
- Downstream transportation and distribution
- Upstream transportation and distribution

Change in direct (Scope 1) GHG emissions,
th. tons of CO_2 eq.

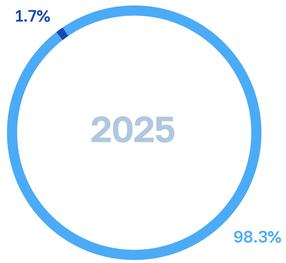
In 2025, direct (Scope 1) GHG emissions totaled 9,626 thousand tons of CO_2 eq.,[2] up 1% year-on-year. The primary negative factor affecting GHG emissions was higher gas flaring at large-scale LNG projects due to drilling programs and growing volumes in well testing and flowback operations. The increase was partially offset by reductions in stationary combustion and fugitive emissions as part of decarbonization efforts.



[1] Greenhouse Gas Protocol; Guidelines of the International Group of Liquefied Natural Gas Importers (GIIGNL); Order of the Russian Ministry of Natural Resources and Environment No. 371, On Approval of Methods for Quantification of Greenhouse Gas Emissions and Greenhouse Gas Removals, dated 27 May 2022; Order of the Russian Ministry of Natural Resources and Environment No. 330, On Approval of the Methodological Guidelines on the Quantification of Energy Indirect Greenhouse Gas Emissions, dated 29 June 2017; Guidelines of the Intergovernmental Panel on Climate Change.

[2] No biogenic GHG emissions were recorded.

Breakdown of direct (Scope 1) GHG emissions by GHG type in 2025



- Carbon dioxide (CO_2)
- Methane (CH_4 in CO_2 eq.)

Energy indirect (Scope 2) GHG emissions[3] totaled 196 thousand tons of CO_2 eq., up 10% year-on-year despite an overall reduction in NOVATEK's electricity purchases. The increase in energy indirect emissions was due to higher electricity purchases in regions with higher regional energy indirect emission factors.

Other indirect (Scope 3) GHG emissions[4] from the use of sold products (Category 11), downstream transportation and distribution (Category 9), upstream transportation and distribution (Category 4) amounted to 181,098 tons of CO_2 eq., remaining broadly unchanged year-on-year.

Total GHG emissions,
th. tons of CO_2 eq.

	2023	2024	2025
Direct GHG emissions (Scope 1)	9,482	9,572	9,626
Energy indirect GHG emissions (Scope 2)	173	178	196
Other indirect GHG emissions from use of sold products (Scope 3)	176,397	181,658	181,098
including by category:			
• Category 11 – Use of Sold Products	170,031	174,332	173,884
• Category 9 – Downstream Transportation and Distribution (pipeline gas)	6,366	7,088	6,964
• Category 4 – Upstream Transportation and Distribution	–	238	250

[3] GHG emissions were quantified using the location-based method in accordance with the validated methodology, the Concept for Calculating and Publishing GHG Emission Factors for the Russian Power System.

Direct (Scope 1) GHG emissions intensity

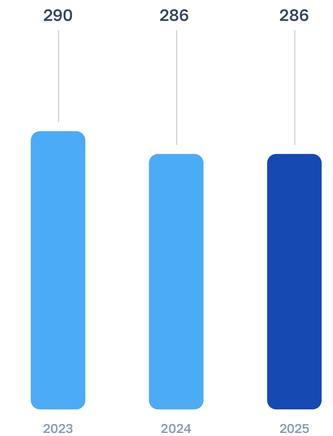
	2023	2024	2025
Upstream facilities, tons of CO_2 eq. / mboe	8.494	8.397	8.680
Processing facilities, tons of CO_2 eq. / tons of processed hydrocarbons	0.038	0.029	0.034
LNG production facilities, tons of CO_2 eq. / tons of LNG	0.240	0.224	0.240

In 2025, direct GHG emissions intensity in the upstream segment was 8.680 tons of CO_2 eq. / mboe, up 3% year-on-year.

Direct GHG emissions intensity in LNG production was 0.240 tons of CO_2 eq. / ton of LNG, up 7% year-on-year. Direct GHG emissions intensity from hydrocarbon processing was 0.034 tons of CO_2 eq. / ton, a 17% increase compared to 2024.

Other indirect GHG emissions intensity, measured as GHG emissions per unit of sales in a single energy equivalent (GHG Intensity Index[5]), remained at the 2024 level of at 286 kg of CO_2 eq. / boe.

GHG Intensity Index,
kg of CO_2 eq. / boe



[4] Other indirect GHG emissions from the use of the Company's production volumes are quantified using emission factors for natural gas used as fuel, approved by Order of the Russian Ministry of Natural Resources and Environment No. 371, On Approval of Methods for Quantitative Determination of Greenhouse Gas Emissions and Greenhouse Gas Removals, dated 27 May 2022, and using the Technical Guidance for Calculating Scope 3 Emissions, GHG Protocol, version 1.0, with the assumption for Category 11 (Use of Sold Products) of the GHG Protocol guidance that oil and natural gas liquids are sent for processing, while other produced products are combusted as fuel.

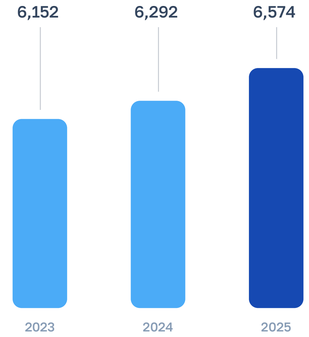
[5] Calculated as the ratio of other indirect GHG emissions from use of sold products to the volume of sold products. To account for various types of organic fuel (oil and natural gas), their consumption is expressed in a single energy equivalent – barrel of oil equivalent (boe).

Methane emissions reduction

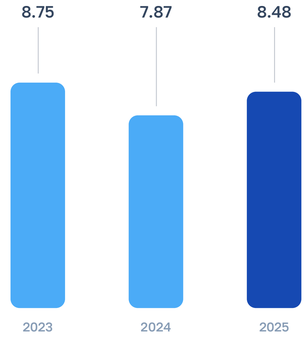
Reducing methane emissions intensity in the upstream, processing, and LNG segments by 2030 is one of NOVATEK's strategic climate goals. To achieve this, the Company is taking measures to eliminate routine gas flaring, reduce flare header purges during LNG production, and detect and fix methane leaks.

NOVATEK continues to enhance the leak detection system at all stages of production. The Company has experience in aerial and ground-based monitoring of facilities using detectors. By replacing leaking valves, gland seals, and gaskets in flange connections, the Company has eliminated a significant portion of leaks. In 2025, methane emissions totaled 6,574 tons, up 4% year-on-year.

Methane emissions, tons[1]



Methane emissions intensity for upstream, processing, and LNG facilities, tons / mmboe



Reduction in flaring

Reducing flaring, including APG flaring, is a critical area in NOVATEK's efforts to reduce direct GHG emissions. In 2025, the largest contribution came from the following projects:

- use of mobile flowback and well-testing packages technology in well testing and development;
- implementation of the APG utilization program;
- wastewater disposal as part of the climate project at the Yurkharovskoye field;
- methane recovery.

73.8 million cubic meters

APG flaring totaled in 2025

↓2% year-on-year

Methane recovery

At the Company's large-scale LNG projects methane recovery technology is used to capture boil-off gas, involving the collection and re-liquefaction of methane vapors generated in tanks during storage and shipment. This reduces greenhouse gas emissions, prevents product losses, and improves the overall energy efficiency of the plant by eliminating the need for flaring.

963 th. tons of CO_2 eq.

direct GHG emissions avoided through methane recovery

[1] The 2023 figure has been restated.

Zero-flaring well testing and flowback operations

Use of mobile flowback and well-testing packages technology

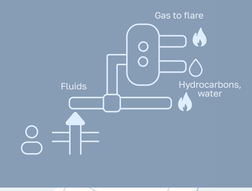
The use of mobile flowback and well-testing packages technology in well testing and flowback operations delivers high economic efficiency by reducing gas losses and promoting resource stewardship while reducing greenhouse gas and pollutant emissions: instead of being flared, well fluids are directed to a gas gathering system and to further treatment. In 2025, the total volume of gas flaring avoided through the use of mobile flowback and well-testing packages technology amounted to 423 million cubic meters, up 75% year-on-year due to a longer well flowback period after hydraulic fracturing and the scaling-up of the technology.

1,349 th. tons of CO_2 eq.

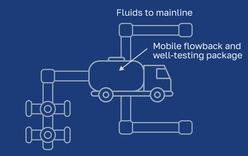
direct GHG emissions avoided through the use of mobile flowback and well-testing packages

Without mobile flowback and well-testing packages

Flaring of well fluids



Mobile flowback and well-testing packages in well testing operations



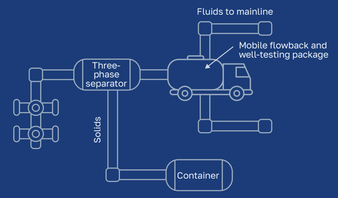
Testing without product loss

Measurement accuracy

60 million cubic meters of gas

Volume of gas flaring avoided in 2025

Three-phase separator in flowback operations



Patent granted

A unique technology for removing solid particles from well fluids during flowback operations after hydraulic fracturing

363 million cubic meters of gas

Volume of gas flaring avoided in 2025

↑69% year-on-year



Implementation of decarbonization projects

Decarbonization projects are innovative technological solutions developed by NOVATEK to reduce greenhouse gas emissions generated by production processes. One of the Company's projects – wastewater disposal at the Yurkharovskoye field – is registered in the Russian Register of Carbon Units.

Implementation of NOVATEK's first climate project and carbon offset issuance

In the reporting year, NOVATEK signed one of the largest deals in the history of the Russian carbon market to sell carbon units (issued as part of the climate project of OOO NOVATEK-Yurkharovneftegas) in the interests of a participant in the Sakhalin Experiment to limit greenhouse gas emissions. This has enabled a participant in the Sakhalin Experiment participant to fulfill its obligations under the region's greenhouse gas emissions quotas.

For more details, see the Project Documents →

32 th. carbon units

sold to a participant in the Sakhalin Experiment

2.5 mln tons of CO_2 eq.

total planned GHG emissions reduction over the project life cycle

444 th.

carbon units in circulation[1]

The Company's other decarbonization projects

Low-carbon ammonia production technology

NOVATEK holds a patent for a large-scale low-carbon ammonia production technology. Steam–oxygen reforming of natural gas is used to produce syngas, which is then purified from CO_2 and used for marketable ammonia. The use of this technology reduces the carbon footprint of the final product.

In 2025, the Company optimized technical solutions to ensure stable operation under various temperature conditions. NOVATEK also engaged with equipment suppliers from Russia and friendly countries.

For more details on the technology, see Sustainability Report 2024, p. 93 →

Up to 1 mln tons of ammonia

annual capacity per process train

Up to 95 %

potential CO_2 capture

Storing carbon dioxide underground

NOVATEK holds five subsoil use licenses for geological storage of CO_2. The largest areas, with a total geological CO_2 storage potential of at least 1,200 million tons, are located on the Yamal and Gydan Peninsulas near the Company's large-scale LNG projects.

To strengthen risk management and improve the reliability of underground GHG storage processes, an unprecedented laboratory installation was set up in 2025 within NOVATEK STC to simulate the effects of CO_2 on rocks.

A series of experiments was carried out on the Company's own core samples, and reservoir and injected fluids models were developed for use in creating digital models of underground CO_2 storage facilities. A comprehensive methodology was developed to predict underground storage condition dynamics, which determines the injection rate, the net storage capacity, and the CO_2 containment risk.

[1] As at 31 December 2025.

Boosting energy efficiency

Improving the energy efficiency of the Company's business processes delivers fuel and energy savings, reduces procurement costs, and lowers greenhouse gas emissions. The Energy Efficiency and Energy Saving Policy of the NOVATEK Group sets out the Company's commitments to develop energy-saving measures, procure energy-efficient equipment, implement automated energy metering systems, and identify energy consumption risks.

An energy management system is in place at the Company. In 2025, a decision was made to certify the system to ISO 50001 and to merge it with the existing Integrated HSE Management System (IMS).

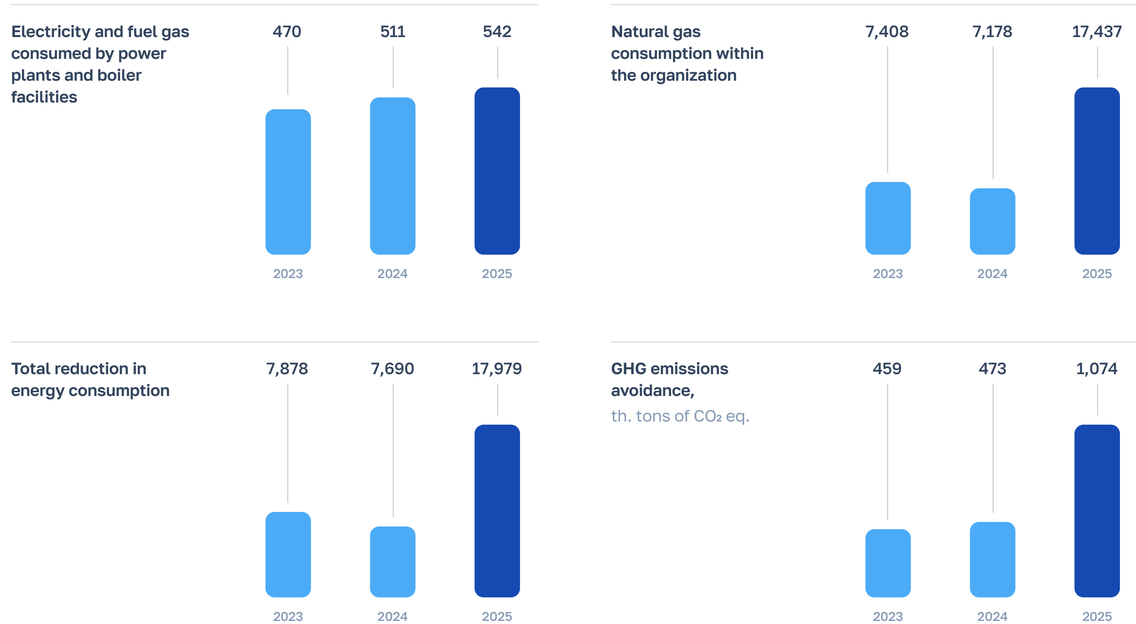
For more details, see Section 4.1.1. Management of environmental topics, p. 92 →

In the reporting year, NOVATEK continued implementing its three-year Comprehensive Program of Energy-Saving Measures, which includes measures to optimize gas use and compressor equipment operation, upgrade heating and lighting systems, and commission industrial wastewater disposal facilities. The Comprehensive Program is updated annually.

In 2025, the Comprehensive Program measures delivered a total energy consumption reduction of 17,979 thousand GJ, up 134% year-on-year, mainly through using in production processes low-pressure gas that had previously been flared. This helped avoid 1.1 million tons of CO_2 eq. in direct GHG emissions.

Total reduction of energy consumption driven by the Comprehensive Program of Energy-Saving Measures in 2025,

th. GJ[2]



[2] The reduction in energy consumption includes the annual impact of measures implemented within the four years preceding the reporting period. This metric does not include measures with a spillover effect on energy-saving that are part of other programs. Initial values posted prior to the implementation of energy-efficiency initiatives are used as the baseline to calculate consumption reductions. Energy consumption reduction driven by energy efficiency measures is calculated against a scenario in which such measures are not implemented. In the 2025 Report, renewable energy consumption figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

The Company generates energy from secondary energy resources using heat from the exhaust gases of gas turbine and gas piston installations (cogeneration).

In 2025, secondary energy-based heat generation totaled 2.3 million GJ, up 1% year-on-year. Direct GHG emissions avoided in 2025 are estimated at 110 thousand tons of CO_2 eq.

Energy consumption, mln GJ[1]

	2023	2024	2025
Energy consumption, including	12.26	13.14	14.15
Electricity	9.25	9.90	10.31
Purchased electricity	2.64	2.63	2.43
including:			
Low-carbon energy purchased along with associated generation attributes	–	0.26	–
Renewable energy purchased through free bilateral contracts (FBCs)	0.23	–	–
Energy purchased through FBCs	–	0.29	–
Self-generated electricity	6.66	7.32	7.94
including from renewable energy sources	0.001	0.001	0.001
Electricity sold to the grid and to consumers	0.05	0.05	0.06
Heat	3.01	3.24	3.84
Supporting heat generation from non-renewable energy sources	0.98	0.93	1.50
Self-generated heat from secondary energy sources (cogeneration)	2.00	2.25	2.28
Purchased heat	0.03	0.06	0.06

In 2025, total energy consumption was 14.15 million GJ, up 8% year-on-year, due to construction works. Electricity intensity in natural gas production increased by 7% to 2.9 kWh / thousand cubic meters, electricity intensity in gas liquefaction increased by 3% to 100.5 kWh / ton.

Electricity intensity

	2023	2024	2025
Gas production, kWh / th. cubic meters	2.8	2.7	2.9
Condensate production, kWh / ton	10.7	10.7	10.9
Oil production, kWh / ton	59.5	39.2	41.1
Condensate processing, kWh / ton	7.0	8.9	9.0
Gas liquefaction, kWh / ton, including shipment	99.7	97.8	100.5

The Company set a target for electricity intensity in gas and gas condensate production and treatment at 4.5 kWh / ton.

At the end of 2025, the indicators stood at 4.6 kWh / ton, exceeding the threshold by 2% due to the commissioning of new facilities and pre-commissioning operations in the reporting year.

In 2025, heat and electricity intensity amounted to 0.02 GJ / boe, up 7% year-on-year. Energy intensity for production enterprises remained flat year-on-year at 0.01 GJ / boe.



Using renewables

To reduce the carbon footprint of its products, NOVATEK uses energy from low-carbon and renewable sources. The Company operates small-scale renewable installations at telecontrol points located in Far North areas remote from general infrastructure. In 2025, the number of such installations totaled 200, up 7% year-on-year.

Renewable electricity output[2] totaled 367 thousand kWh in 2025, up 18% year-on-year (311 thousand kWh in 2024). In the reporting year, 13 additional renewable installations were commissioned. Renewable energy generation stood at 0.01% of NOVATEK's total electricity output.

Renewable and low-carbon energy consumption,[3] th. kWh

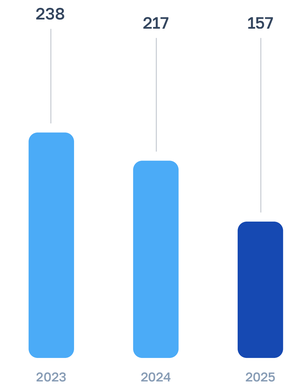
	2023	2024	2025
Consumption of energy self-generated from renewable sources, including:	324	311	367
solar modules	193	212	236
wind turbines	131	99	131
Consumption of purchased low-carbon energy, including:	63,367	71,021	0
energy purchased along with associated generation attributes	–	71,021	0
energy purchased through FBCs[5]	63,367	–	–
Total	63,691	71,332	367

All self-generated renewable energy was consumed by NOVATEK enterprises, with no sales to third parties. In the reporting year, due to changes in market conditions, the Company stopped purchases of renewable energy with associated generation attributes, which impacted total renewable energy consumption.

Self-generated electricity consumption from renewable energy sources at telecontrol points delivered a total reduction of 156 tons of CO_2 eq. in indirect GHG emissions.

As part of NOVATEK's efforts to expand the use of renewable energy, a wind measurement cycle on the Gydan Peninsula was completed in 2025, confirming the region's significant potential with a capacity factor of about 40%.

Total investment in renewables,[4] RR mln



In 2025, the Company invested RR 157 million in renewable energy, down 27% year-on-year, representing 0.3% of total investments. The change was driven by the completion of wind measurement activities on the Yamal and Gydan Peninsulas.

[1] Energy consumption is calculated as the sum of purchased energy and supporting power generation, net of sales to the grid and to consumers. The following conversion factors were used to convert the data into GJ: 1 thousand kWh = 3.6 GJ, 1 Gcal = 4.187 GJ. The following factor was used to convert fuel consumption data: 1 toe = 29.31 GJ; 1 toe = 1 cubic meter * 1.154. In the 2025 Report, energy consumption figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

[2] In the 2025 Report, renewable electricity output figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

[3] In the 2025 Report, total renewable and low-carbon energy consumption figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

[4] In the 2025 Report, renewable investment figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4. GRI Disclosure 2-4.

[5] Electricity under FBCs was sourced from nuclear plants and wind farms. Under Federal Law No. 35-FZ On the Electric Power Industry, starting from 2024, energy purchased through FBCs can no longer be recognized as renewable unless accompanied by associated generation attributes.

Expansion of LNG production

NOVATEK's business strategy is based on the fact that the use of LNG allows consumers to reduce greenhouse gas emissions by substituting more carbon-intensive fuels, especially in industries and regions where electrification is difficult and gas cannot be delivered via pipelines. The Company therefore sees its key objective as increasing LNG production capacity to provide the market with an affordable and flexible low-carbon solution that contributes to global energy security and decarbonization.

For more details on the benefits of LNG, including in the context of energy transition, see Section 3.1. Climate change and the energy transition, p. 62 →

The Company is actively allocating capital toward expanding its resource base and operational capabilities to support existing and planned LNG projects while also increasing overall production volumes. In the reporting year, the Company continued to advance its small-scale projects, which is in line with the gas consumption growth targets set out in the Energy Strategy Of The Russian Federation until 2050. These projects are implemented to facilitate the shift of domestic consumers from higher-carbon fuels to liquefied natural gas.

For more details, see Section 1.1. Key Operating and Financial Results, p. 8 →

Expansion of LNG Logistics and Distribution Channels

The favorable geographical location of NOVATEK's production assets enables LNG supplies to both Eastern and Western markets, allowing the Company to select the most efficient routes and minimize logistical and geopolitical risks. In addition, the Company uses LNG-fueled gas tankers rather than fuel oil-powered ones, ensuring a lower carbon footprint at the product delivery stage.

For more details on the development of logistics along the NSR, see Sustainability Report 2024, p. 93 →

We are developing the KAPITAN digital maritime transportation management system to enhance shipping efficiency and navigational safety. The system enables logistics management, ice condition monitoring, and crew access to route planning. In 2025, logistics processes were streamlined: analysis of weather conditions and satellite imagery helps select optimal routes, reducing fuel consumption and GHG emissions.

The Company also supplies LNG within Russia. Sales channels to market LNG as a motor fuel include retail sales via NOVATEK's network of LNG retail stations and wholesale, including for fueling stations of third parties and as energy carrier. NOVATEK approved an Action Plan to establish and further develop the LNG market, with goals aligned with those of the Concept for the NGV Fuel Market Development in Russia up to 2035, approved by the Government of the Russian Federation in 2025, in terms of creating conditions for increasing the number of LNG-fueled vehicles.

In the reporting year, the Company grew its own LNG fueling station network to 21 stations, with further expansion planned. New facilities were opened in the Chuvash Republic, the Republic of Bashkortostan, the Vladimir, Tver, Moscow, and Chelyabinsk regions, and near St. Petersburg. Despite the network expansion, total domestic sales of LNG as a motor fuel amounted to 60 thousand tons, down 13% year-on-year due to limited demand amid the slow adoption of LNG-fueled vehicles.

Use of the NSR for product transportation

Advantages

- The ability to transport products both westward and eastward.
- Shorter delivery times for shipments to the Asia-Pacific region compared with the route via the Suez Canal (with average GHG emissions reduced by 7 thousand tons of CO_2 eq. per journey during the summer season).
- No maritime security concerns (compared with routes through the Red Sea region).

Challenges

- Harsh climatic conditions limiting the shipping period. To address this challenge, the Company commissioned Arc7 ice-class LNG tankers capable of year-round operation, minimizing the need for icebreaker support.

LNG sales through LNG retail stations

Number of NOVATEK's LNG retail stations in Russia,
units

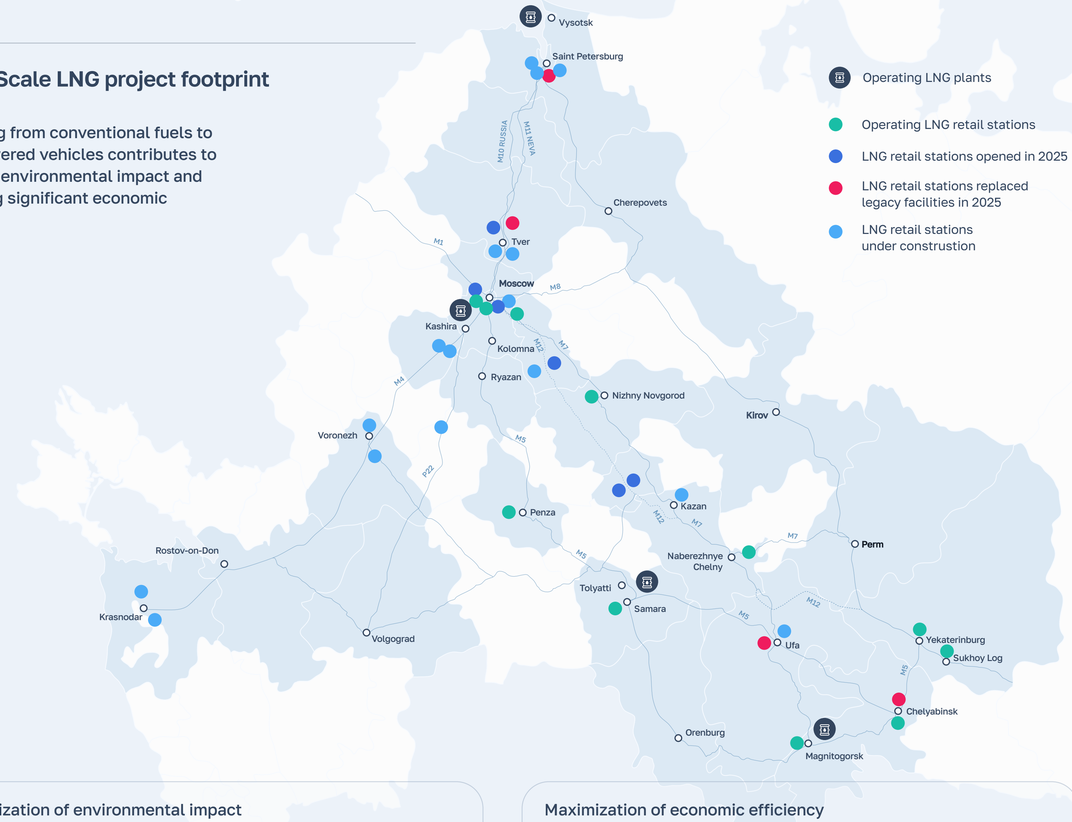


Sales at LNG retail stations,
th. tons



Small-Scale LNG project footprint

Switching from conventional fuels to LNG-powered vehicles contributes to reducing environmental impact and achieving significant economic benefits.



Minimization of environmental impact

- Elimination of particulate matter and sulfur compound emissions, which are primary components of smog
- A **65%** reduction in the emissions intensity for carbon monoxide and heavy hydrocarbons
- Reduction in the emissions intensity for nitrogen oxides[1]

Maximization of economic efficiency

- A two- to threefold increase in vehicle range on a single fill-up
- Cost minimization is achieved through the use of an LNG-powered engine, which is **12%** more economical than a conventional engine[2] when all expenses are taken into account

- An increased capacity to transport **larger payloads** with a lower associated carbon footprint
- By converting to LNG as a motor fuel, NOVATEK's customers avoided **31 thousand tons of CO_2 eq. in GHG emissions** in 2025

To stimulate demand for LNG as a motor fuel, NOVATEK is implementing the Clean Fuel – Clear Savings corporate support program, which provides interest-free loans for the purchase of LNG-fueled trucks (covering the price difference between an LNG tractor unit and its diesel equivalent). In the reporting year, NOVATEK signed an agreement with the National Carrier (NATCAR) for the purchase of 600 trucks under the Clean Fuel – Clear Savings program. The cooperation is aimed at developing environmentally friendly logistics and mitigating climate impact.

The Company is also advancing joint programs with leading truck manufacturers. In 2025, at the COMvex 2025 international trade fair for commercial vehicles and technologies, the Company participated in the session titled LNG as a Tool to Improve the Efficiency of Road Transport.

In the reporting year, the Company continued supplying LNG to boiler houses in the Murmansk Region. Replacing diesel and fuel oil with natural gas will enable enterprises to reduce GHG and pollutant emissions while cutting fuel costs. In 2025, NOVATEK also began supplying LNG to two asphalt concrete plants as an alternative to diesel fuel.

[1] M. A. Ovsyannikov, S. A. Vorobyev. The outlook for LNG technology in road transport in the Northwestern Federal District. Analysis of the State of Infrastructure, Existing LNG Fueling Stations and Plants // Eurasian Scientific Journal, (2), 19-24.

[2] J.W. Jeong, S. Woo, B. Koo & K. Lee. Analysis of hybrid electric vehicle performance and emission applied to LPG fuel system // Fuel, 380, 133225.

Environment

Preserving nature for future generations

Russia's national development goals

- Comfortable and safe living environment
- Ecological well-being

Organizational structure

- Board of Directors
  - Remuneration and Nomination Committee
  - Chairman of the Management Board
    - First Deputy Chairman of the Management Board – Head of IMS
    - Dedicated teams within business units

2025 highlights

3.3 RR bln

environmental expenses

↓4% year-on-year

92 %

proportion of waste directed to recovery and disposal

↓3 p.p. year-on-year



215 th. cubic meters

water consumption

↓87% year-on-year

Material topics

Impact

- Pollutant emissions management
- Sustainable use of water
- Responsible waste management
- Biodiversity conservation and enhanced ecosystem services

Materiality of impacts / Financial materiality: Very high, High, Moderate

External documents

- United Nations Global Compact
- ISO 14001:2015 Environmental management systems – Requirements with guidance for use
- Guidelines and policies of the World Bank
- Equator Principles[1]
- IFC Performance Standards on Environmental and Social Sustainability
- National legislation and regulatory requirements

Corporate documents

- Occupational Health, Industrial and Fire Safety, and Environmental Policy
- Standards of the Integrated HSE Management System
- Comprehensive Climate Change and Environmental Targets Program
- Environmental protection and stewardship activity plans

[1] The Equator Principles are the principles of risk management adopted by international financial institutions to identify, assess, and manage environmental and social risks in the implementation of projects.

Management Approach

NOVATEK recognizes the value of preserving the natural environment in its regions of operation. The Company views the prevention of negative environmental impacts and sustainable use of natural resources as its top priority.

Management of environmental topics

HSE matters are monitored at the Company's highest governance level by the Remuneration and Nomination Committee of the Board of Directors, and at the executive level by the First Deputy Chairman of the Management Board, who is also in charge of the Integrated HSE Management System (IMS). The Subcommittee on Climate and Alternative Energy sitting under the Strategy Committee of the Board of Directors reviews the Company's performance and makes recommendations to the Board of Directors regarding the Company's strategy in terms of decarbonization, development of renewable energy sources and low-carbon technologies.

In 2025, as part of the development of the IMS and its planned integration with the energy management system, new Regulations on the IMS Working Group were approved. The Regulations cover three international standards on occupational health, industrial and fire safety, environmental protection, and energy efficiency: ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018.

The Company's environmental protection activities are guided by the Precautionary Principle, also called the Precautionary Approach, that is implemented as part of ESIA. An Environmental and Social Impact Assessment (ESIA) is carried out by independent experts prior to the start of construction or retrofitting activities for key production facilities. The assessment aims to minimize potential harm and mitigate negative environmental impacts throughout the entire project life cycle – from design to decommissioning.

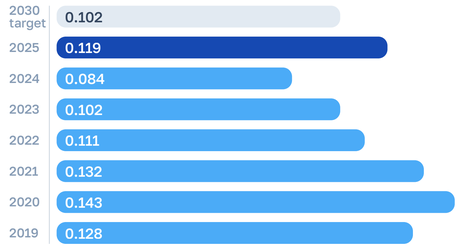
Strategic goals in environmental protection

Reducing and preventing negative environmental impacts is a core priority of NOVATEK's Sustainable Development Strategy.

The Company has in place environmental targets, with associated performance indicators, to monitor progress yearly from a 2019 baseline.

Reduce pollutant emissions intensity by 20% by 2030

Pollutant emissions intensity, tons / mboe



Increase the proportion of waste directed to recovery and disposal to 90%

Proportion of waste directed to recovery and disposal, %

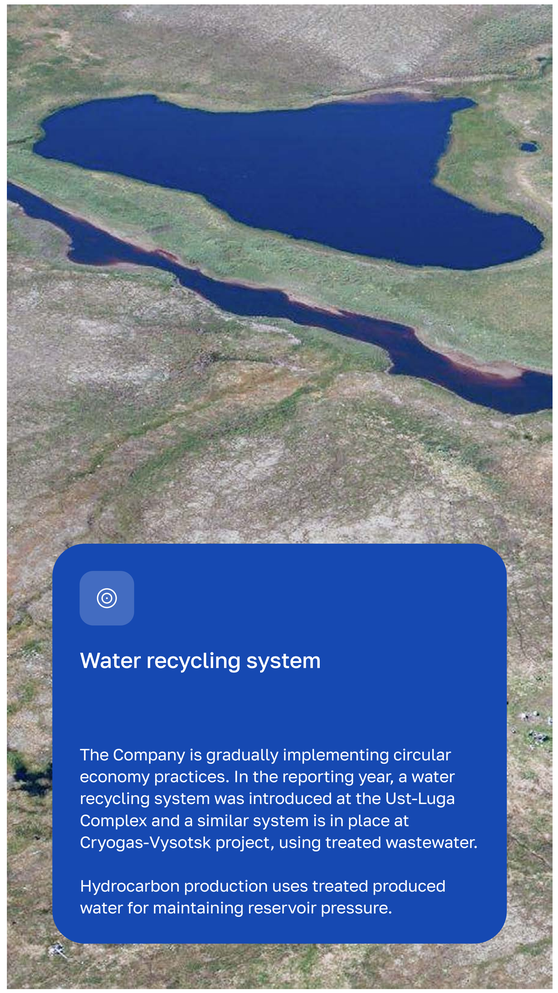


The achievement of these goals is supported by environmental protection measures implemented at every stage of the production facilities' life cycle, complemented by a series of specialized initiatives carried out under the Comprehensive Climate Change and Environmental Targets Program.

Environmental protection measures implemented throughout the life cycle of the production facility

Environmental impact assessment within design documentation

Locating potential fields	Geological exploration	Infrastructure development / commissioning	Development/ operation/ abandonment	Field closure
Acquiring an oil and gas exploration and production license	Environmental protection measures: air, subsoil, flora and fauna, water resources, aquatic biological resources, soil and land resources, waste management			Land reclamation



Water recycling system

The Company is gradually implementing circular economy practices. In the reporting year, a water recycling system was introduced at the Ust-Luga Complex and a similar system is in place at Cryogas-Vysotsk project, using treated wastewater.

Hydrocarbon production uses treated produced water for maintaining reservoir pressure.

To achieve strategic goals under the Comprehensive Climate Change and Environmental Targets Program, the following initiatives aimed at reducing pollutant emissions intensity were implemented during the reporting period.

Priority medium-term activities conducted in 2025 under the Comprehensive Climate Change and Environmental Targets Program

Zero-flaring well testing and flowback operations

423 mln cubic meters
Volume of avoided gas flaring

1,349 th. tons of CO_2 eq.
Reduction of GHG emissions

For more details, see Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 79 →

Using smokeless flares

100 %
Reduction of soot emissions

>90 %
Reduction of CO_2 and methane emissions

Environmental management system

The Company successfully operates PAO NOVATEK's Integrated HSE Management System, which defines the principles and approaches to environmental protection, including identifying and assessing environmental aspects and risks, planning and implementing measures, informing and engaging with employees, and generating regular reports.

NOVATEK provides annual funding to support the successful implementation of initiatives as part of the Integrated Management System and to advance measures aimed at achieving environmental protection targets. In 2025, spending on environmental protection totaled RR 3,277 million, down 4% year-on-year due to reduction in expenses in water protection measures, while spending on air protection measures increased by 125% due to hydrodynamic and gas-condensate well testing.

The chart below details total spending on environmental protection, including expenditures under the Comprehensive Climate Change and Environmental Targets Program, which received RR 1,650 million in funding.

In 2025, the Integrated Management System successfully underwent another surveillance audit for compliance with ISO 14001:2015, conducted by an independent certification body. As of the end of the reporting year, 65% of NOVATEK's production enterprises (11 out of 17) were certified to these standards.

65 %

NOVATEK's production enterprises were certified to these standards

NOVATEK Group's environmental expenses



19.0%	Air and climate	2.5%	Biodiversity
51.8%	Water	3.1%	Monitoring
15.0%	Waste	0.9%	Management
7.6%	Land and subsoil	0.1%	Environmental charges

The Company is subject to regular inspections by supervisory bodies responsible for environmental protection and sustainable management of natural resources.

In 2025, 200 inspections were conducted: three scheduled and 197 unscheduled, most of which were conducted by the Russian Federal Service for Supervision of Natural Resources (Rosprirodnadzor) to form the environmental supervision body's opinion, while the rest were unscheduled supervisory and preventive measures by other government agencies.

In the reporting year, fines totaling RR 259 thousand were paid, including RR 140 thousand for four violations[1] identified in the reporting year and RR 119 thousand for three violations identified in previous reporting periods.

Charges for excess pollutant emissions and discharges as well as for excess industrial waste disposal in 2025 totaled RR 85 thousand or 2% of the total environmental charges for the reporting period.

In the reporting year, there were no accidents or incidents with material environmental or legal (litigation-related) consequences.

[1] The proportion of fines in the overall scale of the Company's operations is immaterial.

Environmental risk management

Arctic ecosystems are highly sensitive to anthropogenic stress. The primary risk they face is global climate change, which results in rising average annual temperatures, permafrost thaw, the northward migration of more thermophilic species, and other related impacts.

NOVATEK continuously assesses and monitors identified risks. Environmental protection management is part of the multitier risk management and internal control system.

All of the Company's enterprises implement a set of environmental protection measures in compliance with applicable regulatory standards, ensuring robust management of environmental risks. These measures include:

- an assessment of potential environmental impacts as part of EIA and ESIA procedures;
- environmental operational monitoring;
- environmental operational control;
- interaction with government authorities during inspections of Company enterprises;
- interaction with host communities.

For more details, see Section 2.2. Sustainability Risks and Opportunities, p. 35, and Appendix 1. Key Sustainability Risks and Opportunities, p. 182 →

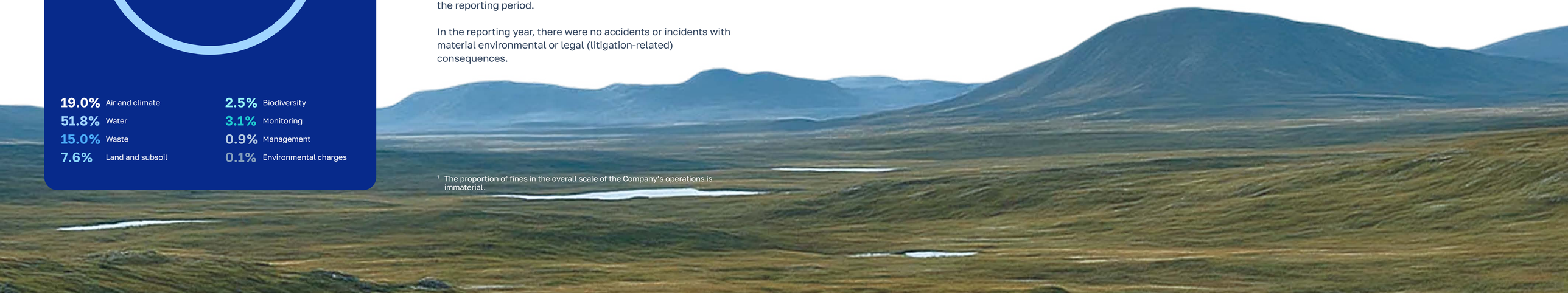
Environmental control and monitoring

Company enterprises operate a multitiered system of environmental operational control, which encompasses monitoring emissions and discharges, ensuring compliance with permissible water withdrawal and discharge limits, overseeing waste management, assessing the effectiveness of gas cleaning systems and wastewater treatment facilities, and more.

Accredited chemical and analytical laboratories, including the laboratories of OOO NOVATEK Scientific and Technical Center, fully equipped with necessary instrumentation, are used to ensure timely analysis. The results of environmental operational control are used to analyze and optimize technological processes. Findings from the control activities in 2025 suggest that process equipment is functioning within normal operating parameters.

In addition to environmental control, the Company conducts annual industrial environmental monitoring in the areas affected by its production facilities, which serves as an effective method for assessing environmental conditions, identifying "red flag" locations, and making timely adjustments to NOVATEK's environmental policy.

During environmental monitoring, NOVATEK seeks to account for the fragility of soil and vegetation and uses low-pressure tire vehicles to preserve the tundra environment at one of the Company's large-scale LNG projects.



Environmental monitoring in 2025

To carry out monitoring, the Company engages independent specialized organizations and, since 2023, NOVATEK STC employees, which helps ensure high-quality results.

Areas covered by operational monitoring



Marine ecosystems (water areas and coasts):

- Kara Sea near the Ob Bay
- Barents Sea near the Kola Bay and the Ura River Bay
- Baltic Sea near the Luga Bay and the Vyborg Bay
- Bechevinskaya Bay near the Avachinsky Gulf



Terrestrial and freshwater ecosystems:

- Yamal-Nenets Autonomous Region
- Khanty-Mansiysk Autonomous Region
- Leningrad Region
- Murmansk Region
- Kamchatka Territory

A total of **34** monitoring sites NOVATEK's fields and license areas

Key focus areas of environmental operational monitoring

- Biodiversity
- Hazardous geological processes
- Soil cover and bottom sediments
- Physical impacts
- Ambient air and precipitation (snow cover)
- Water bodies (surface water and groundwater)

Integrated environmental assessment of territories

2025 results

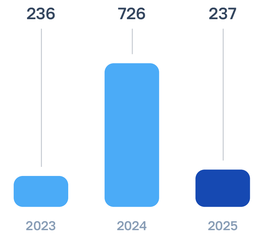
The conditions of environmental components in 34 target areas were satisfactory with a low level of environmental pollution.

For more details on biodiversity monitoring, see Section 4.2.4. Biodiversity Monitoring, p. 106 →

Environmental protection training

The Company engages external providers to deliver employee training in environmental protection. In 2025, 237 individuals, including managers and young professionals, successfully completed upskilling programs. Annual fluctuations in the number of trainees are due to the cyclical nature of programs held once every three to five years. Most employees completed training under the following programs: Environmental Safety for Handling Hazardous Waste (35%), Environmental Safety for Managers and General Business Management Specialists (28%), and Professional Training for Persons Authorized to Handle Class 1–4 Hazardous Waste (27%).

Number of employees trained in environmental protection,
persons





Stakeholder engagement on environmental issues

NOVATEK plans its activities with due consideration for the interests of host communities, with particular attention to indigenous peoples, and other stakeholders, engaging with them through public consultations. In 2025, 26 discussions of the EIA results with public consultations were held in the Nadymsky, Yamalsky, Tazovsky, and Purovsky Districts of the Yamal-Nenets Autonomous Region, as well as the Kolsky District of the Murmansk Region.

Field development projects, along with the construction or refurbishment of process and ancillary facilities were reviewed. During the discussions, participants studied EIA materials, received clarifications on their concerns, and had the chance to voice their views, including through voting, on the initiatives proposed by the Company. Following public discussions, the projects submitted for review were approved by a majority of participants. In addition, the Company's large-scale LNG projects have in place grievance mechanisms to facilitate a constructive dialogue with all stakeholders.

The Company supports various environmental initiatives and events held for local communities. In the reporting period, a heightened emphasis was placed on area improvement and urban greening in Arctic cities to create a healthy environment for local residents.

Involvement of the Company's employees in environmental initiatives in 2025

NOVATEK employees participate in environmental initiatives on an annual basis, focusing primarily on activities in the Arctic zone, where the Company's main production assets are concentrated. Environmental initiatives are especially important in these regions because of the harsh living conditions faced by local communities.

In the reporting year, more than two thousand NOVATEK employees and their family members took part in environmental initiatives: Green Spring, Green Russia, Our Clean Novy Urengoy, Thank You for Keeping the Tundra Clean, Memory Garden, Bridging the Generations, etc. In total, an area exceeding 250 ha was cleaned up and more than 500 cubic meters of litter collected, while over 200 thousand tree seedlings were planted, including conifers, rowan, birch, and others.

For more details on engagements with host communities and relevant initiatives, see Chapter 7. Local Communities, p. 162 →

Biodiversity

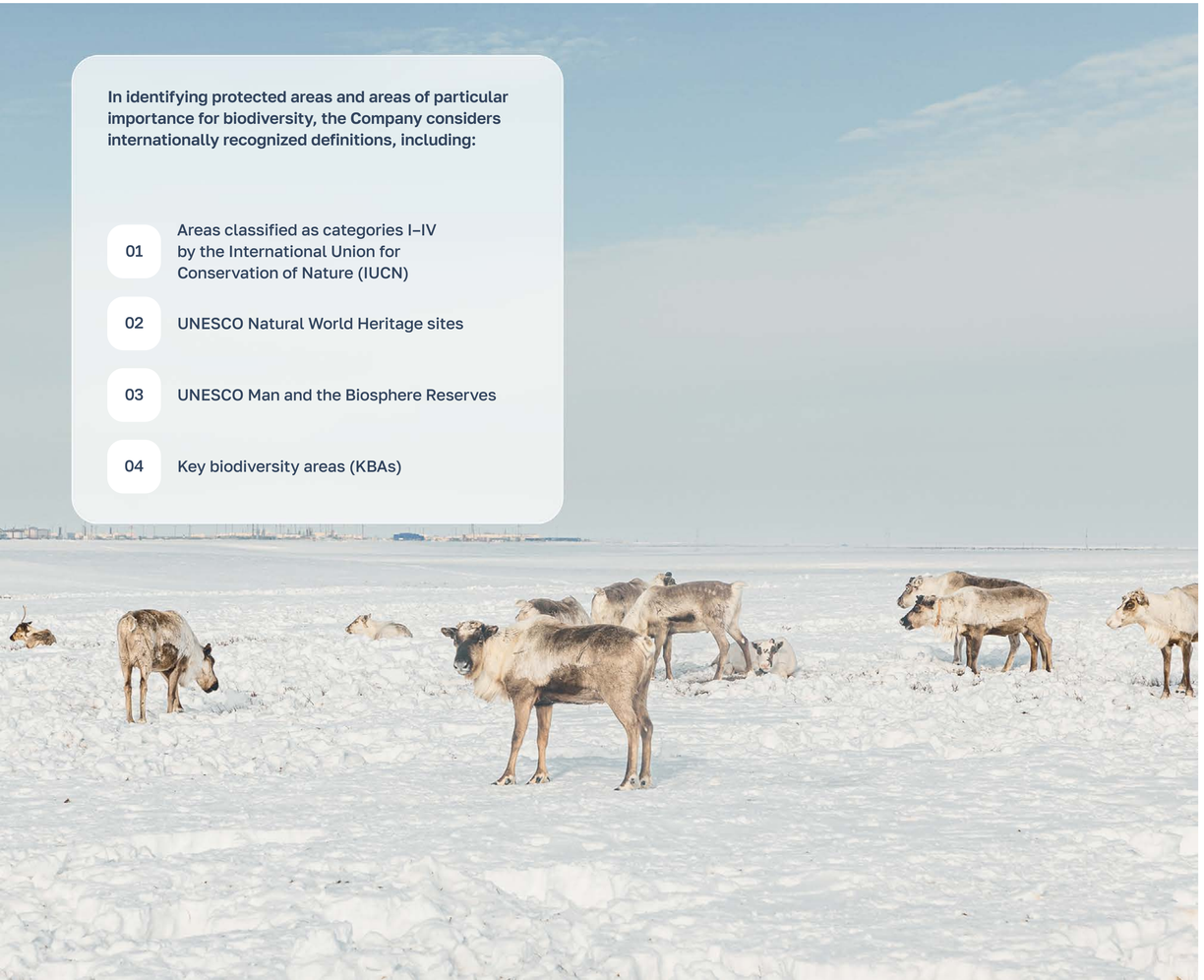
The Company is strongly focused on the biodiversity conservation of Arctic ecosystems.

NOVATEK monitors the environmental impacts of its business processes on environmental components and associated ecological risks. The Company implements restoration and support measures to ensure the conservation of biodiversity. The Company undertakes not to operate in protected areas and/or other areas of particular importance for biodiversity. NOVATEK refrains from building new production facilities in such areas.

Management of biodiversity conservation topics

Matters of biodiversity conservation are part of PAO NOVATEK's Occupational Health, Industrial and Fire Safety, and Environmental Policy and are always included in EIAs prepared for the Company's projects in accordance with Russian and, for some projects, international requirements.

Engineering and design documentation for production facilities provides for the prevention, mitigation, and offsetting of negative impacts of the planned activities on biodiversity components. The adequacy and effectiveness of these steps are confirmed by follow-up environmental monitoring in areas potentially affected by the projects.



In identifying protected areas and areas of particular importance for biodiversity, the Company considers internationally recognized definitions, including:

01 Areas classified as categories I–IV by the International Union for Conservation of Nature (IUCN)

02 UNESCO Natural World Heritage sites

03 UNESCO Man and the Biosphere Reserves

04 Key biodiversity areas (KBAs)

NOVATEK's environmental management is guided by generally accepted principles and approaches to biodiversity conservation, including the ecosystem approach and the application of a hierarchy of measures to mitigate impacts.

NOVATEK's biodiversity conservation activities are governed by its Occupational Health, Industrial and Fire Safety, and Environmental Policy as well as the Biodiversity Conservation Management standard. These documents outline NOVATEK's fundamental principles and approach for conserving biodiversity and preventing its degradation, in line with the key goals and targets of the Kunming-Montreal Global Biodiversity Framework.[1] Furthermore, the standard establishes the Company's approach to assessing the biodiversity impacts of NOVATEK's planned activities.

Biodiversity conservation measures are developed within biodiversity conservation programs and plans, adhering to the "like-for-like or better" principle articulated in Performance Standard 6 of the International Finance Corporation.[2] This principle mandates the restoration of biodiversity values impacted by each project to the baseline level or an equivalent biodiversity offset for its loss in the same or greater amount.

Biodiversity conservation matters are incorporated into NOVATEK's environmental management system.

A corporate biodiversity conservation program is implemented at the Yamal LNG project, systematizing biodiversity conservation measures aligned with the provisions of the Ecology national project and the Business and Biodiversity initiative.

List of the Company's potential negative impacts on biodiversity within the areas affected by NOVATEK enterprises[3]

TNFD impact drivers	Potential impact	Affected ecosystems
Habitat conversion	• Disruption of ice cover integrity due to vessel movements • Loss of habitats during construction • Habitat fragmentation by linear infrastructure and other types of development as well as by hydraulic structures	🔵 / 🔵🔵🔵
Environmental pollution	• Pollution due to waste disposal, wastewater discharge, and air emissions at levels of impacts higher than significant	🔵🔵
	• Physical pollution (noise, light, vibration, etc.) at levels of impacts higher than significant	🔵🔵🔵
Harvesting of biodiversity resources	• Animal mortality due to road collisions • Loss of vegetation cover during construction	🔵
Invasive alien species introduction	• Introduction and increase in population of invasive alien species	🔵🔵🔵

🔵 Terrestrial 🔵 Freshwater 🔵 Marine

[1] Kunming-Montreal Global Biodiversity Framework // UN.

[2] Performance Standard 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources // International Finance Corporation (IFC).

[3] The Climate Change factor is not presented in the infographic due to the global nature of the impact and the inability to isolate the effect on biodiversity specifically as a result of NOVATEK's impact.

Hierarchy of mitigation measures implemented at large-scale LNG projects

Preventing	Impact minimization	Ecosystem restoration	Offsetting[1]
Consideration of the location of areas of particular importance for biodiversity when planning locations of industrial facilities to avoid impacts on such areas	Minimization of landscape fragmentation and the area of disturbed land through routing linear facilities within a single corridor and conducting construction activities under consistently subzero temperatures and ample snow cover, etc.	Land reclamation	Stocking fish into water bodies
The presence of marine mammal observers on project vessels, operating under approved protocols for dealing with marine mammal sightings		The Healthy Tundra project for environmental restoration of ecosystems	Reforestation
Prevention of the introduction of invasive species, etc.			

The Company takes into account its presence within fragile arctic ecosystems and, accordingly, implements additional impact assessment and biodiversity conservation measures. When designing transportation infrastructure, priority is given to minimizing impacts on ecosystems. To preserve animal migration passages and habitat connectivity, road and pipeline designs incorporate solutions for dedicated reindeer crossings at all intersections with migration passages.

For more details on measures within the mitigation hierarchy, see Sustainable Development Report 2024, p. 108 and Section 4.2. Biodiversity →



[1] The category includes mandatory compensatory measures implemented pursuant to Article 78 of Federal Law No. 7-FZ On Environmental Protection and classified under the Ecosystem Restoration category within the mitigation hierarchy.

Biodiversity impact assessment

NOVATEK avoids extracting and processing natural resources areas with international conservation status (UNESCO sites, Ramsar sites, IUCN categories I–IV) or in protected areas of federal significance, does not implement projects that have a significant impact on such areas, while also refraining from operations in areas that are home to valuable and protected plant and animal species. Such areas are identified during environmental impact assessment.

Biodiversity impact assessment is integrated into the mandatory environmental impact assessment (EIA), which is conducted at the FEED stage for the Company's production facilities. The outputs of these activities undergo multiple stages of validation during the design documentation approval stage, which includes public consultations and environmental expert review. In addition to the mandatory EIA procedure, the Company also conducts environmental and social impact assessments (ESIAs) at its major LNG projects, with the adequacy and effectiveness of measures confirmed by follow-up environmental monitoring in areas that might be affected by the projects.

To assess biodiversity risks and impacts, NOVATEK applies a range of methods and tools across the Company's large-scale LNG projects, including:

01 **Hierarchy of mitigation measures (preventing, minimization, restoration, offsetting);**

02 **The criteria and guidelines of the International Finance Corporation and the International Union for Conservation of Nature;**

03 **Mapping ecosystem services and assessing dependencies on them;**

04 **Monitoring of indicator species and habitats.**

The steps of the Company's biodiversity conservation management system are consistent with the LEAP (Locate, Evaluate, Assess, Prepare) approach used by the Taskforce on Nature-Related Financial Disclosures (TNFD).

According to the ESIA, the environmental impacts of the Company's large-scale LNG projects are localized and therefore do not exceed moderate levels, provided that environmental safeguards are in place during project implementation. Detailed environmental impact assessments for the Company's large-scale LNG projects were carried out at the design stage and received all required approvals, including positive state environmental review opinions, with stakeholder views also taken into account.

Apart from the ESIAs, the Company's large-scale LNG projects conduct assessments of critical habitats, examining their status in line with Performance Standard 6 of the International Finance Corporation.

NOVATEK pays particular attention to evaluating the impacts of its operations on ecologically or biologically significant marine areas.[2] They include several shelf areas in the Russian Arctic and offshore of the Kamchatka Territory, waters of which are used by the Company for navigation and maritime transport infrastructure. The area affected by the Yamal LNG project also includes the Ob Bay – an ecologically or biologically significant marine area. Appropriate monitoring of the Ob Bay and adjacent parts of the Ob-Yenisei shallow water zone of the Kara Sea is carried out on a regular basis. In 2025, monitoring of marine ecosystems covered the waters and coasts of the Kara Sea (Ob Bay), the Barents Sea (Kola Bay, Ura Bay), and the Baltic Sea (Luga Bay, Vyborg Bay) as well as the Avachinsky Gulf (Bechevinskaya Bay).

NOVATEK consults various expert organizations, research institutions, and scientific establishments to assess its biodiversity impact and formulate strategies for conserving biodiversity. Consultations are held on a regular basis throughout the project life cycle. Their key objectives are:

- independent assessment of biodiversity status and forecasting of changes;
- development and review of biodiversity management plans, restoration and offsetting measures;
- validation of monitoring data and research methodologies;
- sharing of knowledge and best practices in Arctic ecosystem conservation.

[2] Ecologically or biologically significant marine areas are special areas in the ocean that are vital for sustaining healthy functioning of the ocean and the many ecosystem services that it provides.

Compliance of one of the Company's large-scale LNG projects with TNFD recommendations and the No Net Loss principle[1]



01

Biodiversity impact assessment

Impact assessment is conducted at the design stage of facilities to consider the unique characteristics of each area, prevent impacts on the most significant sites, and minimize potential impacts on all other areas.

02

Strategic planning

Measures are implemented within the project area to conserve biodiversity, including flora and fauna. Biodiversity impact mitigation measures are incorporated in action plans to manage certain types of impacts (e.g., Action Plan for Preventing the Spread of Invasive Species, etc.) as well as in the Biodiversity Management Plan introduced at the Company in 2025.

The enterprise has developed and put in place the following strategic documents:

- Biodiversity Management Plan (BMP);
- Biodiversity Monitoring and Evaluation Programme (BMEP).

In 2025, the development of the Biodiversity Action Plan (BAP) was finalized and guidelines for biodiversity monitoring of terrestrial, freshwater, and marine ecosystems were developed and approved. These guidelines are part of the BMEP and will be applied during its implementation. The program complies, among other things, with the requirements of Performance Standard 6 of the International Finance Corporation.

In 2025, a new three-year target (for 2025–2027) was set to establish a biodiversity status indicator system for monitoring impacts on the natural environment, and implementation activities were launched. For this purpose, a consolidated list of monitoring indicators will be compiled based on previous developments.

In addition, the enterprise has developed the No Net Loss / Net Gain Strategy.

[1] The No Net Loss principle implies that business operations are conducted so as to prevent biodiversity loss and ecosystem degradation // United Nations Environment Program.

03

Verification of action results

The enterprise has developed a Biodiversity Metric framework comprising a system of bioindicators and biodiversity parameters, as well as an approach to assessing losses taking into account the area of impacted habitats (habitat area approach). The approach involves estimating biodiversity loss based on the area and condition of impacted habitats, as well as the relative value of the biota before and after the impact using a scoring system. Based on this, potential losses of biodiversity components are calculated and expressed in biodiversity units (BUs). Biodiversity units are dimensionless units of the relative conservation value of habitats, calculated based on distinctiveness, condition, and strategic significance.

Biodiversity monitoring is a key measure for verifying the effectiveness of environmental conservation efforts. It is based on environmental and social impact assessment and covers the Salmanovskiy (Utrenniy) license area, including the adjacent area the Ob Bay.

04

Biodiversity conservation management

Management of biodiversity matters within the project relies on the mitigation hierarchy and is consistent with the LEAP (Locate, Evaluate, Assess, Prepare) approach used by the Taskforce on Nature-related Financial Disclosures (TNFD).

The project involves an adaptive approach, whereby mitigation measures may be reviewed based on biodiversity monitoring and assessment findings, and through collaboration with environmental organizations and the expert community.

The Company extends its environmental standards to contractors by imposing requirements designed to minimize environmental impact, including using best available technologies, staying within designated work site boundaries, prohibiting any interactions with wildlife, forbidding the collection of wild plants, etc.

Aligning the biodiversity management system of one of the Company's large-scale LNG projects with the LEAP methodology

L Locate	E Evaluate	A Assess	P Prepare
Locating the impact	Evaluating dependencies and impacts	Assessing risks and opportunities	Preparing to respond and report
Biodiversity monitoring	Step 1. Identifying impact		Step 5. Preparing public documents
	Step 2. Identifying stakeholders		Step 6. Engaging stakeholders
	Step 3. Identifying effective mitigation methods		Step 7. Generating new ideas
	Step 4. Determining the types of planned projects		

Caring for marine mammals

124 encounters

with cetaceans, seals, walruses, and polar bears were recorded on routes along the Northern Sea Route in 2025

In the reporting year, NOVATEK continued its initiative to conduct marine mammal observations from vessels operating along the Northern Sea Route.

To improve monitoring efficiency, the methodology for recording marine fauna observations was integrated into the KAPITAN information system: a new digital module makes it possible to record encounters with animals and promptly adjust vessel course and speed to minimize impacts.

In 2025, 124 encounters with cetaceans, seals, walruses, and polar bears were recorded on routes along the Northern Sea Route; in 21 cases, captains took action to change route or speed while in the remaining cases no additional action was required.



Ecosystem services

Ecosystem services represent the benefits that ecosystems provide to humans, significant for maintaining their life and comfort. A healthy environment, economic prosperity, food produce, health treatments, aesthetic pleasure, and new knowledge are examples of the benefits derived from ecosystem services.

NOVATEK recognizes the value of ecosystem services – both for the Company itself and for local communities. In this regard, NOVATEK undertook an in-depth analysis of ecosystem services in 2022 at its large-scale LNG projects. The primary beneficiaries of the identified ecosystem services are communities of the indigenous peoples of the Far North.

Prioritized ecosystem services in the areas where the Company's large-scale LNG projects are implemented[1]

Type of ecosystem services

Provisioning	Cultural
• Reindeer herding • Fishing • Drinking water • Wild crop gathering • Hunting • Plant gathering	Sacred landscapes and sense of place

Based on the study results, the enterprises took steps to mitigate their impacts on prioritized ecosystem services, including the initiation of a grievance mechanism, the construction of crossing over linear structures along reindeer migration paths, and the installation of fish protection structures to preserve juvenile fish.

[1] The ecosystem services are classified according to the Common International Classification of Ecosystem Services (CICES) V5.1. and Guidance on the Application of the Revised Structure // Fabis Consulting Ltd.

To minimize impacts on the indigenous peoples of the Far North, preserve and facilitate the sustainable development of traditional use patterns for natural resources, and improve the quality of ecosystem services, the Company's large-scale LNG project have developed their Plans to Promote the Sustainable Development (PPSD) of the Indigenous Peoples of the Far North. Within the framework of the PPSD, annual monitoring of the status of ecosystem services is carried out through surveys of local indigenous communities, and activities are implemented to improve the lives of the indigenous peoples of the Far North and maintain their access to ecosystem services.

In the reporting period, monitoring of the availability and quality of ecosystem services was conducted among the indigenous communities of the Gydan and Antipayuta tundras as well as the South-Tambeyskiy license area. Monitoring makes it possible to assess the status of ecosystem services and relevant impacts on an ongoing basis.

The questionnaire survey included the following topics directly related to the status of ecosystem services: climate and hydrological regime, reindeer herding, fishing, hunting, collection of wild plants and edible mushrooms, quality of life, and culture. The respondents noted that there was no direct negative impact of one of the large-scale LNG projects on ecosystem services. As part of efforts to support reindeer herding, the Company provides reindeer fodder to indigenous families, helping maintain reindeer herding facilities during unfavorable periods and reduce the intensity of pasture grazing.

For more details on engagements with the indigenous peoples of the Far North, see Chapter 7. Local Communities, p. 162 →



Biodiversity monitoring

NOVATEK annually conducts monitoring studies of flora and fauna in each of the Company's operating regions.

They cover both operational sites and surrounding areas. Monitoring makes it possible to identify changes in biodiversity status, track the environmental impact of operations, and evaluate the effectiveness of the environmental protection measures implemented.

As part of monitoring programs, the Company's enterprises track the number of species on the Red List of the International Union for Conservation of Nature (IUCN) with habitats in areas affected by NOVATEK's operations. In 2025, 99 threatened species were recorded, with the majority being species classified under the "least concern" category.

IUCN-listed animal species with habitats in areas affected by NOVATEK's operations



92% Least concern
3% Near threatened
3% Vulnerable species
2% Endangered species

The Company's subsidiaries conduct their own additional programs for the research and monitoring of terrestrial and aquatic ecosystems. One of the approaches used is examining the populations of individual indicator species and species important to ecosystem function. For the most part, research conducted in 2025 confirmed the stable condition of natural communities. At some terrestrial ecosystem monitoring sites, due to unfavorable weather conditions in 2024–2025, adverse processes in plant community composition or avifauna abundance were observed.

The Company also identifies a list of indicator species covered by targeted biodiversity conservation and monitoring programs.

Biodiversity monitoring in NOVATEK's operating areas

Port Sabetta 1

marine

- Ten monitoring stations were studied.
- Hydrobiological parameters fell within the range of typical fluctuations observed over multiple years and seasons.
- No invasive species were found.

South-Tambeyskiy license area 2

arctic terrestrial | wetlands

- A total of 145 vascular plant species native to the region, 92 moss species, and 47 lichen species were identified.
- The vegetative cover was in a satisfactory condition.
- No ongoing negative trends were identified in species diversity or in the structure of plant communities.
- No reduction in the number of populations of Polemonium boreale, a species listed in the Red Data Book of the Yamal-Nenets Autonomous Region, was identified.

Salmanovskiy (Utrenniy) license area 3

arctic terrestrial | wetlands

- Populations of four rare plant species were monitored. Most populations were in a stable condition.
- Anthropogenic impacts on birds were absent or insignificant.
- Hydrobiont communities were consistent with zonal characteristics. The condition of ichthyofauna was assessed as satisfactory.

Water area of the Utrenniy terminal 4

marine

- A total of 58 hydrobiont taxa were identified in the water area of the Utrenniy terminal, including representatives of phyto- and zooplankton, zoobenthos, and plankton-benthic organisms.
- Hydrobiont communities were consistent with zonal characteristics.
- No invasive species were found.



The role of the Arctic fox in tundra ecosystems

The Arctic fox is an example of an indicator species studied as part of Arctic terrestrial ecosystem monitoring. As an "ecosystem engineer," it plays a central role in trophic chains and creates unique "micro-oases" – areas of increased biological productivity around its dens that act as centers of local biodiversity. The well-being of the Arctic fox population therefore is an important indicator for forecasting changes in Arctic ecosystems.

Studied ecosystems:

marine | arctic terrestrial | wetlands

NOVATEK's biodiversity indicator monitoring



Arctic fox

arctic terrestrial

Status indicator:
the proportion of breeding dens over the year

Study methods:
route surveys and observations using automatic cameras

Survey area:
Sabetayakha, Venuyyeuoyakha, and Naruyakha river basins in the zones of arctic and typical tundras

Population status (2025 assessment):
the density of breeding dens amounted to 6.9 per 100 square km. These indicators point to a stable Arctic fox population in the study area.

Research partner: Institute of Plant and Animal Ecology, Ural Branch of the Russian Academy of Sciences



Long-tailed duck[1]

wetlands

Status indicator:
average breeding density

Study methods:
route surveys and observations

Survey area:
South-Tambeyskiy license area

Population status (2025 assessment):
the breeding density of the long-tailed ducks was 4.4 per 10 square km, indicating an average abundance. The highest number of long-tailed duck species were found in small, circular lakes with a highly indented shoreline, located near the coastline and rich in phytoplankton.

Overall, ornithological research conducted in 2025 documented over 45 bird species



Ringed seal

marine

Status indicator:
extrapolated ringed seal abundance

Study methods:
aerial surveys with photographic recording of seals and breathing holes, followed by estimation of seal and hole density and distribution

Survey area:
8,330 square km (excluding open water and areas not surveyed); total survey coverage – 179 square km

Population status (2025 assessment):
the extrapolated abundance of ringed seals in the northern Ob Bay remained within the range of previous years, with an average density of 0.69 ± 0.18 individuals per square km. Monitoring data indicate a relatively stable population in the northern part of the Ob Bay

[1] In addition to the long-tailed duck, secondary indicator species include the greater white-fronted goose, ruff, king eider, black-throated diver, red-throated diver, little stint, dunlin, and Steller's eider.

Activities to restore biodiversity

Following the steps of the mitigation hierarchy, NOVATEK undertakes restoration and compensatory actions including nature-based solutions (NbS).[1]

The Company's key projects that fall under the NbS category include the Healthy Tundra environmental restoration project and a project for the acclimatization of rare tundra plant species implemented in cooperation with the Polar Alpine Botanical Garden and Institute named after N.A. Avrorin (PABGI).

These projects contribute to the most comprehensive restoration of tundra ecosystems by using native plant species in the reclamation of disturbed land and by developing methods for restoring populations of rare species in such areas.

Nature-based solutions include compensatory reforestation measures that not only support biodiversity conservation but also enable carbon sequestration, helping mitigate climate change.

Reintroduction and acclimatization of rare species of the Gydan tundra in cooperation with the Polar Alpine Botanical Garden and Institute named after N.A. Avrorin (PABGI)

During the reporting year, the project on reintroduction and acclimatization of rare and protected plant species, launched in 2022 in cooperation with PABGI, was completed.

The project's environmental significance lies in the successful cultivation of rare tundra species outside their natural range with subsequent seed production, opening up opportunities for their reintroduction. Seed propagation enables large-scale production of planting stock and ease of delivery.

Key project milestones and results

2022

Plant sampling at the Salmanovskiy (Utrenniy) license area:

nine species listed in the regional Red Data Book were selected for transplantation

Planting of selected species at the PABGI site:

- nine species were planted
- a seed propagation experiment was launched for seven species

2022–2025

Assessment of the condition of cultivated plants:

Each species was assessed against the following parameters:

- survivability
- blooming
- seed maturation

Potential application of the developed plant reintroduction technology in environmental projects

Key project results
Two highly promising species were identified, demonstrating exceptional viability and stable regeneration under Arctic conditions. These species may be recommended for restoration of disturbed areas.



[1] Nature-based solutions (NbS) are actions to protect, sustainably manage, and restore natural or modified ecosystems, that address societal challenges effectively and adaptively, simultaneously ensuring human well-being and biodiversity conservation // UN Biodiversity Lab.

Healthy Tundra

As part of the Healthy Tundra project implemented by Yamal LNG, further efforts were made in 2025 to restore disturbed tundra ecosystems using the knowledge and skills of the indigenous peoples of the Far North. Activities were carried out at various sites and included the restoration of nature-like landforms (both manually and using light machinery), as well as planting propagation material, including willow tree cuttings and local grass species. Ten members of indigenous communities were involved in these activities.

In the reporting period, the success of vegetation restoration was also monitored at 11 sites where restoration activities had been completed between 2019 and 2023. Follow-up monitoring of restoration processes suggests a positive momentum in the recovery of vegetation communities at the restoration sites.

Healthy Tundra Project results according to 2025 monitoring data

Formation of nature-like land microrelief

- Erosion prevention
- Redistribution of moisture and nutrients
- Creation of a mosaic structure of plant communities

Planting and transplantation of a grass/moss mixture

- High species survivability
- Gradual restoration of vegetation cover with cottongrass and hairgrass becoming dominant, replacing pioneer swamp ragwort communities

At the sites covered by our program, relatively sustainable plant communities have formed, comprizing more than 20 native plant species, including species not used in the reclamation process

Land reclamation

Ensuring the environmental safety of land resources and soil cover during well drilling includes land reclamation and timely waste management. The completion of construction or production from an area of a field is followed by a phased reclamation process to restore vegetation cover and return the land to beneficial use.

In 2025, 204 ha of disturbed land were reclaimed. There were no lands contaminated as a result of significant spills in the reporting year, as no such spills occurred.

In summer 2025, monitoring of land recovery progress was carried out at Yamal LNG project sites to evaluate the effectiveness of restoration measures implemented in previous years. Observations suggest that applying environmental restoration methods supports more effective recovery of tundra ecosystems.

Compensatory reforestation and afforestation

In 2025, reforestation activities were carried out in the Yamalo-Nenets Autonomous Region (Nadymsky, Noyabrsky, and Purovsky Districts) and the Leningrad Region, in areas approved by the relevant authorized body for artificial reforestation. Forests were planted in the areas affected by wildfires and logging activities that are not directly linked to NOVATEK's operations. Planting volumes are also determined by the competent authorities.

In 2025, the reforestation area totaled 49 ha, while the area of deforested forests was 12 ha. The reforestation was carried out using European red pine, an economically valuable forest-forming species selected as the only suitable option based on seed zoning requirements for cultivating planting stock. At OOO Yargeo, the afforestation program also includes three years of silvicultural maintenance of forest plantations. The work is carried out in the Nadymsky District of the Yamal-Nenets Autonomous Region.

Compensatory fish stocking

In 2025, releases of juveniles of valuable fish species covered water bodies of the West Siberian fishery basin within the Khanty-Mansiysk Autonomous Region – Yugra, the Yamal-Nenets Autonomous Region, and Tyumen Region as well as the Western fishery basin. A total of more than 2.4 million fry were released. The juvenile fish were raised at a specialized fish breeding facility, under conditions closely replicating their natural habitat to support successful adaptation following release into the wild. Activities related to the artificial reproduction of valuable fish species are performed annually according to the volumes set by the Federal Agency for Fishery to re-stock commercially important fish.

Released fry of valuable fish species



- 41% nelma
- 36% peled
- 19% muksun
- 3% Siberian sturgeon
- 1% Atlantic salmon

In 2025, as part of the Arctic FOCL project, NOVATEK released 32 thousand muksun fry and 34 thousand sturgeon fry into rivers of the Ob-Irtysh basin.

Emissions

Management approach for pollutant emissions

Air emissions of pollutants and greenhouse gases are one of the unavoidable environmental impacts of oil and gas production companies, including NOVATEK. Reducing their volume is one of the Company's key areas of focus.

Use of smokeless flares and ground flare systems

NOVATEK's projects aimed at reducing pollutant emissions include the use of smokeless flares and ground flare systems.

Smokeless flare is an APG utilization flare with forced air supply to the combustion zone to prevent soot formation. During the combustion of associated petroleum gas, this technology achieves a 97% reduction in methane emissions and a 100% reduction in soot emissions. Such flares are installed at the Company's upstream facilities.

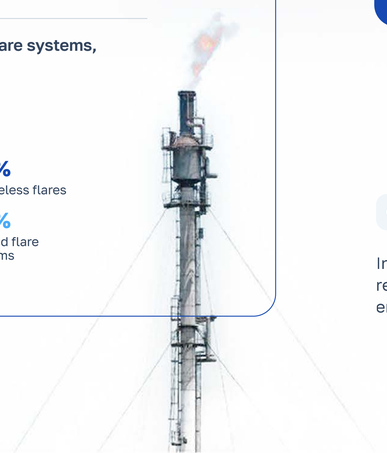
A ground flare system is a vertical cylindrical structure with multiple burners, refractory lining, and high combustion temperatures to ensure complete gas combustion. The system eliminates air emissions of particulate matter from combustion products and helps reduce greenhouse gas emissions. Such flares are installed at the Ust-Luga complex.

Smokeless flares and ground flare systems,
%



60%
Smokeless flares

40%
Ground flare systems



Air pollutant emissions monitoring

Regular monitoring of pollutant emissions is a key measure in the Company's environmental risk management system, designed to minimize the risk of exceeding maximum permissible concentrations in the ambient air.

Monitoring involves annual instrumental controls of emissions at several sources. It is performed by independent accredited laboratories. Monitoring results are submitted to supervisory authorities in accordance with the established procedure.

Pollutant emissions

In 2025, total pollutant emissions were 80 thousand tons, up 43% year-on-year. The change in volume was driven by the commissioning of new facilities and pre-commissioning operations in the reporting year. Carbon oxides, volatile organic compounds, and nitrogen oxides account for the majority of NOVATEK's emissions. The Company does not emit ozone-depleting substances.

In the reporting year, pollutant emissions intensity increased by 42% year-on-year to 0.119 tons per thousand boe driven by the commissioning of new facilities and pre-commissioning operations.

0.119 t /mboe

pollutant emissions intensity in 2025

↑42% year-on-year

In addition, the Company applies a methane (boil-off gas) recovery system during LNG storage and offloading to reduce emissions of volatile organic compounds.

Air pollutant emissions,
tons

	2023	2024	2025
Total air pollutant emissions,	**65,779**	**56,049**	**80,328**
including:			
Main pollutants			
particulate matter	1,190	1,125	1,415
carbon oxide	31,086	23,242	43,961
nitrogen oxides (NO_2 equivalent)	12,471	11,003	13,112
sulfur dioxide	74	202	261
hydrocarbons (including methane)	6,152	6,292	6,574
volatile organic compounds (VOCs)	14,752	14,153	14,927
Other	54	32	78

Measures to reduce air pollution at the Company's large-scale LNG projects:

- Starting and warming up vehicle engines according to an approved schedule, including mandatory testing for exhaust pollutants
- A ban on the nighttime operation of machinery with running engines, which is not involved in construction processes
- Use of diesel fuel with low sulfur content
- Restriction of vehicle movement to planned routes within the land allotment boundaries, ensuring no uncontrolled journeys occur
- Equipping vehicles carrying soil with covers to reduce dust levels

Waste

Management approach for waste

The primary source of waste generation for NOVATEK is minerals mining, a process that produces drilling waste. To mitigate the impact of the drilling waste and other industrial and consumer waste, NOVATEK employs a systematic approach to waste management, which covers the entire waste life cycle, from setting up temporary waste storage facilities to waste disposal, recovery, or landfilling. Adhering to a resource-based view, the Company offers part of the waste generated by its enterprises for sale as recyclable materials.

All NOVATEK's subsidiaries and joint ventures keep primary records of waste generation and movements to monitor waste data.

Waste generation

In the reporting period, the Company's enterprises generated 110.3 thousand tons of waste, down 6% year-on-year. The reduction was due to the completion of construction projects.

The Company's waste mix is dominated by moderately hazardous and low-hazardous wastes, with drill cuttings accounting for the largest proportion (63% of the total waste generated). A total of 69.7 thousand tons of drill cuttings were generated in 2025, down 9% year-on-year. A total of 66.7 thousand tons of cuttings[1] were directed for recovery, including carryovers from prior periods.

The proportion of extremely hazardous and highly hazardous waste (Hazard Classes 1 and 2)[2] accounts for 0.1% of the total waste generated. This group primarily includes mercury-vapor lamps, fluorescent mercury-containing tubes, and spent lead-acid batteries. To reduce the generation of such hazardous waste, the Company is phasing out mercury-containing equipment.

OOO NOVATEK-Chelyabinsk continued its program to move customers to paperless billing, aimed at reducing paper waste generation and the costs of printing and delivering paper bills. As at the end of 2025, more than 300 thousand customers (30.6% of the total) opted out of paper bills. An average of about 5 thousand customers transition to electronic bills monthly.

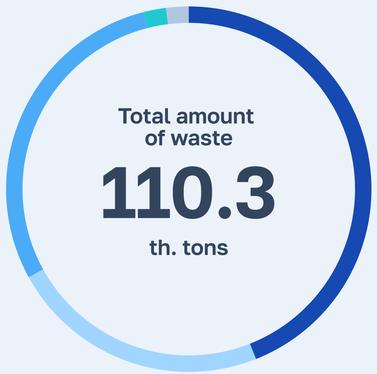
[1] The drilling waste from only two controlled entities (AO Arcticgas and OAO Yamal LNG) is accounted for, the rest being owned by contractors.

[2] According to Article 4.1 of Federal Law No. 89 dated 24 June 1998 and the classification of the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal.

Waste generation by hazard class,
tons

Hazard class	2023	2024	2025
1 – extremely high hazard	2	4	2
2 – high hazard	55	150	126
3 – moderate hazard	2,740	23,647	23,345
4 – low hazard	65,352	87,696	81,454
5 – practically no hazard	4,098	6,201	5,408
Total	72,247	117,698	110,335

Volume of waste generation by segment



44% Upstream facilities
23% Downstream facilities
29% LNG production facilities
0% Energy service facilities
2% Sales entities
2% Other entities

[1] The Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal // UNEP.

Waste management

The Company uses a separate waste collection and storage system.

92%
of waste generated was directed to recovery and disposal in 2025
↓3 p.p. year-on-year

All generated waste classified as hazardous according to the Basel Convention[1] is handed over to the federal operator responsible for managing Hazard Classes 1 and 2 waste using the federal state information system for proper control and management of such waste. The Company does not carry out its own operations related to hazardous waste management. Specifically, it does not transport (including internationally), import, export, or recycle such waste.

To reduce the negative impact of drilling waste on the environment, drill cuttings are recovered by using thermal desorption and physical and mechanical methods. For example, at the South-Tambeyskoye field, hydrocarbon-based drill cuttings are recovered using a thermal desorption unit.
The Company reused 2.7 thousand cubic meters of industrial oils in total in 2025 through in-house treatment of drilling waste with this technology.

Waste by method of disposal,
tons

	2023	2024	2025
Hazardous waste (Hazard Classes 1–2)	49	99	111
Recovered	40	92	100
Disposed	9	7	11
Non-hazardous waste Hazard Classes 3–5)	68,739	117,765	104,321
Recovered	58,635	86,624	76,166
Landfilled	1,683	2,032	1,297
Disposed	8,421	29,109	26,858

Production and consumption waste management

100%

110.3 th. tons
Waste generation in 2025

1.7 th. tons
Waste from the previous period

Onsite

Recovery (including drill cuttings thermal desorption unit)	11.2 th. tons	10%
Disposal (incinerators)	22.4 th. tons	20%
Onsite landfilling (six waste storage facilities)	0.1 th. tons	0%

Delivered to third parties

Recovery	65.1 th. tons	58%
Disposal	4.5 th. tons	4%
Landfilling	1.2 th. tons	1%
Transfer to the regional MSW operator	2.8 th. tons	3%

Waste as at the end of the reporting year	4.7 th. tons	4%

For more details, see Appendix 3. ESG Data, p. 190 →

The Company also takes into account its presence in the Arctic zone, which is characterized by fragile ecosystems and a slow chemical cycle, reducing the resilience of these areas to pollution from production waste. Therefore, NOVATEK is increasing the proportion of waste recovered at its Arctic enterprises.

Litter collection initiatives across NOVATEK's footprint

NOVATEK not only effectively manages its own waste but also actively engages in cleaning public spaces by organizing, on a regular basis, environmental cleanups and initiatives.

>2,000 people
Number of participants

517 tons
Amount of litter cleaned up

279 ha
Area cleaned



Green Spring 2025

As part of the nationwide Green Spring 2025 environmental cleanup, more than 30 Yamal LNG units, together with contractors, carried out a large-scale cleanup of industrial and residential areas. Around 15 hectares of tundra were cleaned up, and around 50 cubic meters of litter were collected and sent for recycling. In total, more than 90 employees took part in these activities.



Peculiarities of the National Cleanup at NOVATEK-Tarkosaleneftegas

In 2025, the Peculiarities of the National Cleanup all-Russian environmental campaign was held in Tarko-Sale. About 800 people, including NOVATEK-Tarkosaleneftegas employees, took part in the campaign. During the campaign, 14 hectares in the Severny Ochag park and the adjacent forest area were cleaned up, and 30 cubic meters of litter were collected.

For more details on engagements with host communities and relevant initiatives, see Chapter 7. Local Communities, p. 162 →

Water Resources

Management approach for water

The production cycle in oil and gas companies requires ongoing utilization of water resources. This inevitably leads to water-related impacts, including water withdrawal and wastewater discharge. NOVATEK acknowledges its water management responsibilities and complies with applicable Russian laws concerning water consumption and water discharge, including wastewater treatment.

Although NOVATEK's core operations are situated in low water risk[1] regions, the Company takes a responsible approach toward water usage, guided, among other things, by the requirements set out in the NOVATEK Group's Occupational Health, Industrial and Fire Safety, and Environmental Policy.

The Company's goal is to adhere to established water withdrawal and discharge limits, as well as wastewater quality standards, at all of its enterprises.

It is mandatory for all Company subsidiaries withdrawing water from surface water bodies to develop water management, water body protection, and aquatic biological resource and habitat conservation plans. Several NOVATEK enterprises have also developed water management plans based on the requirements set forth by international standards.

Access to water bodies for local residents within the areas affected by the Company's operations is provided in strict compliance with national legislation to avoid the risk of water scarcity for local communities.

To mitigate negative environmental impacts, including those on water bodies, NOVATEK limits the application of hydraulic fracturing and uses it in accordance with international environmental standards. The majority of the Company's hydrocarbon reserves are conventional, which allows us to avoid using hydraulic fracturing. This technology is employed only for hydrocarbon production at depths exceeding three thousand meters, and the well design, incorporating multiple casing strings, ensures operational safety.

To prevent drilling fluids from entering the surrounding environment, the Company only conducts casing tests after lowering the casing string, cementing, and curing of the cement, after wellhead refurbishment, and before any well workover activities. In 2025, tests were conducted in accordance with the design documentation, as well as with well construction and workover schedules.

Operations use non-toxic, viscoelastic fluids that are not subsequently discharged to surface waters or groundwater. In the reporting period, no deterioration of groundwater or surface water quality due to hydraulic fracturing operations was observed.

Protection of water and aquatic biological resources during well drilling involves creating surface slopes on the production site toward a drainage ditch to prevent rainwater, meltwater, and wastewater from flowing beyond the well site as well as prohibiting the washing of vehicles and other similar measures.

Assessment of impact on water resources and monitoring of their condition

NOVATEK assesses its potential impacts on water resources at the stage of design documentation development, engaging specialized organizations for this purpose. The assessment covers risks related to natural water withdrawal and pollution as well as to hydrological changes across the Company's operating regions. To address each risk identified, mitigation measures are developed, forming the basis for creating detailed water protection plans.

NOVATEK's facilities keep primary records of water consumption and discharge, which are submitted to responsible supervisory authorities.

As part of its comprehensive environmental monitoring program, NOVATEK engages independent accredited laboratories for annual assessments of impacted surface water and groundwater bodies to update their status based on their condition, track the dynamics of the Company's impacts, and determine the effectiveness of implemented water protection measures. In 2025, the Company also conducted surface water and groundwater monitoring in full, and in compliance with environmental laws.

Control system for our impact on water resources

Impact assessment

- Assessment of potential impact on water resources
- Assessment of risks to water bodies and the hydrological regime of the area of operation

Impact control

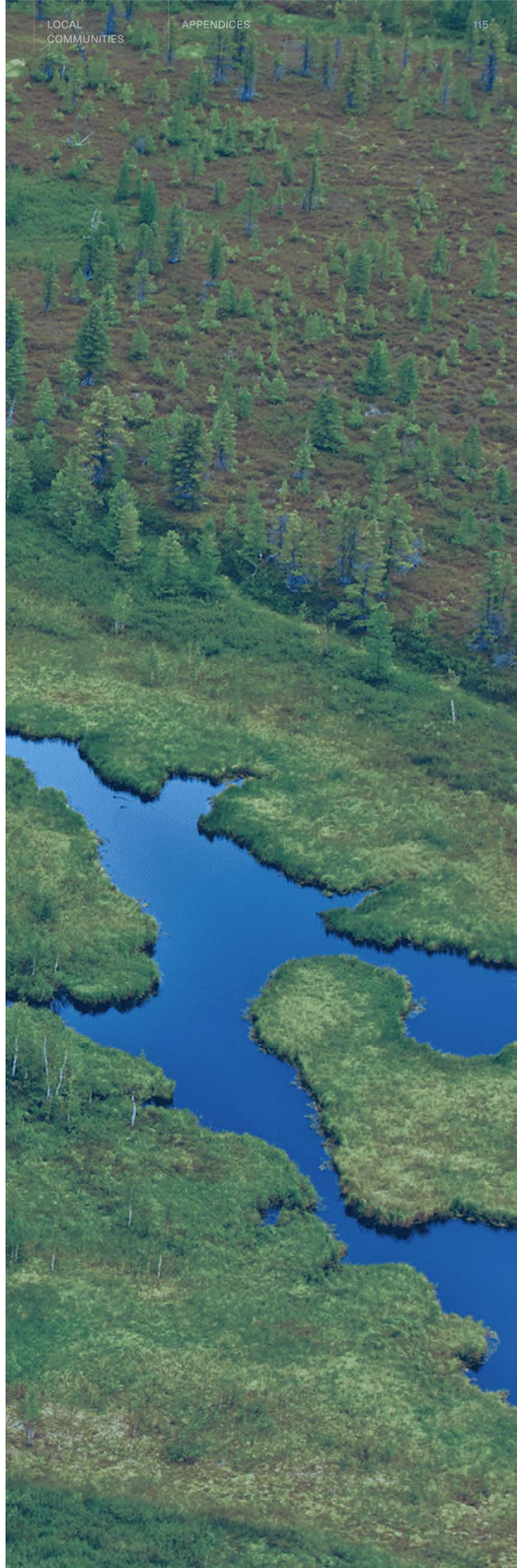
- Record of water consumed
- Record of water discharged

Water resources monitoring

- Surface water bodies
  - Hydrological and hydrochemical parameters of the water in water use locations, including where pipelines cross water bodies, during the construction phase
- Groundwater[2]
  - Monitoring of dynamic and static groundwater levels at each well closure
  - Groundwater quality control (sanitary/hygienic and bacteriological assessments)

2025 results

- The Company conducted subsoil monitoring at the disposal site for produced water and water used for production and other operational needs at the South-Tambeyskiy license area. The monitoring confirmed that the quality of injected water complied with the established standards
- Groundwater monitoring was carried out within the boundaries of the onshore gas turbine power plant construction site. Groundwater monitoring showed no signs of pollution



[1] Overall Water Risk Map // Aqueduct Water Risk Atlas.

[2] Monitoring of the condition of underground water bodies in the area of the Company's operations is an integral part of the geological environment monitoring system. The scope and frequency of such monitoring are established separately for each project, based on valid subsoil licenses with due regard to specific local conditions.

Water withdrawal

The main sources of water for NOVATEK's enterprises are surface water and groundwater.

Freshwater constitutes the majority (93%) of the total water withdrawn. Seawater and other waters with salinity exceeding 1,000 milligrams per liter account for 7%. Water is withdrawn within the established limits and without significant impact on water bodies.

In 2025, total water withdrawal by the Company amounted to 2,165 thousand cubic meters[1], (excluding produced water reinjected for reservoir pressure maintenance), almost halving year-on-year. The decrease was due to the operation of water recycling systems and a reduction in the scope of work as well as a significant decrease in seawater withdrawal.

To ensure the required water quality at remote production enterprises, the Company uses its own water treatment facilities, where water quality is continuously monitored.

To prevent impacts on aquatic ecosystems, water withdrawal from open water bodies during the hydraulic testing of pipelines and storage equipment is conducted outside of fish spawning seasons, in line with applicable protocols for the preservation of aquatic biological resources.

In the reporting period, 8,135 thousand cubic meters of produced water were generated during hydrocarbon production, up 6% year-on-year, with 68% of this volume reinjected to maintain reservoir pressure, and 32% directed into underground water bodies after appropriate treatment.

Water discharge

All wastewater from stationary facilities undergoes primary treatment at enterprises' own facilities before any discharge, including water discharged in flaring and reinjected, which prevents the release of untreated wastewater into the environment.

Wastewater treatment comprises mechanical, membrane, biological, and physical-chemical treatment, capturing priority pollutants such as suspended particles, petroleum products, organic and inorganic compounds (salts, acids, heavy metals, synthetic surfactants, etc.).

As part of the environmental operational control system, specialized laboratories monitor compliance with the established water quality standards in line with regulatory requirements. The limits in terms of salinity established for seawater are observed when discharging wastewater to the sea.

Water contaminated with hydrocarbons is not permitted to be discharged into surface water bodies.

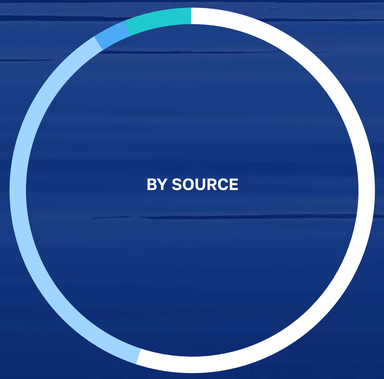
To minimize wastewater volume and its impact on natural water bodies, as well as to extend the life of absorbing wells, a number of the Company's enterprises implement separate on-site collection of industrial water and rainwater from operational sites. Rainwater is discharged to water bodies, while chemically contaminated industrial wastewater is reinjected into deep disposal horizons. All wastewater is treated to comply with applicable discharge standards prior to release.

In 2025, the Company's total volume of wastewater discharge, excluding produced water used for reservoir pressure maintenance, was 1,950 thousand cubic meters (down 25% year-on-year), including 1,458 thousand cubic meters of freshwater and 492 thousand cubic meters of effluents with salinity exceeding 1,000 milligrams per liter or for which no salinity data are available.

Water withdrawal in 2025

2,165 th. cubic meters

Total



55% Surface water
36% Groundwater
3% Seawater
6% Third-party water



60% Upstream facilities
13% Downstream facilities
7% Energy service facilities
20% LNG production facilities

[1] Hereinafter, 1,000 cubic meters = 1 megaliters, which is consistent with GRI 303.

Water discharge in 2025

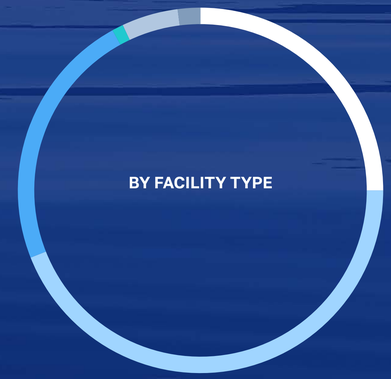
1,950 th. cubic meters

Total



63% Upstream facilities
6% Downstream facilities
6% Energy service facilities
25% LNG production facilities

For more details, see Appendix 3. ESG Data, p. 193 →



25% Surface water
44% Groundwater
23% Seawater
1% Third-party water receiving facilities
5% Gas flare systems
2% Storages

For more details, see Appendix 3. ESG Data, p. 193 →

Water consumption

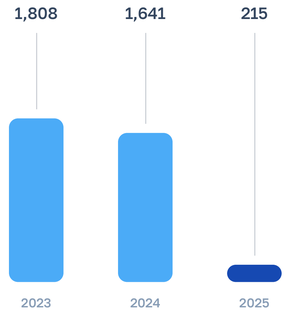
The Company keeps records of water consumption across all operational assets and is committed to sustainable water use. In 2025, water consumption amounted to 215 thousand cubic meters, down 87% year-on-year.

The change was due to a significant reduction in water withdrawal by the Company's enterprises following the commissioning of a water recycling system at the Ust-Luga Complex during the reporting year, as well as the completion of pre-commissioning operations at a number of the Company's enterprises. At the same time, fresh water consumption in 2025 decreased by 44% to 548 thousand cubic meters.[1] Most of the water was used for operational needs.

In 2025, the water consumption intensity was 0.32 cubic meters per thousand boe, down 87% year-on-year. For the Company's upstream enterprises, the water consumption intensity amounted to 1.92 cubic meters per thousand boe (down 45% year-on-year), and for downstream enterprises – to 0.01 cubic meters per ton of production (down 43% year-on-year).

The decreased water consumption intensity demonstrates the efficiency of water management initiatives implemented by NOVATEK.

Water consumption,
th. cubic meters



[1] Fresh water consumption exceeded total water consumption because the volume of discharged water with salinity exceeding 1,000 milligrams per liter as well as effluents for which no salinity data are available since this parameter is not subject to monitoring exceeds the volume of water withdrawn with similar salinity.

Installation of water recycling and water reuse systems

NOVATEK implements a number of practices aimed at reducing water consumption.

Processing

In the reporting year, a new water recycling system with an installed capacity of 35 cubic meters per hour was commissioned at the Ust-Luga Complex. In 2025, the volume of recycled water at the Ust-Luga Complex totaled 137 thousand cubic meters, which enabled a significant reduction of water withdrawal and wastewater discharges into the Luga Bay. A similar system is in operation at the Cryogas-Vysotsk project.

In 2025, the volume of recycled water at the project amounted to 210 thousand cubic meters, while the volume of reused water totaled 0.94 thousand cubic meters (7% of the enterprise's total water withdrawal).

The installed water recycling systems are replenished, including with treated meltwater from snow-melting plants.

348 th. cubic meters

total water recycled and reused at the Cryogas-Vysotsk project and the Ust-Luga Complex

16% of NOVATEK's total water withdrawal

Production

Following physical and chemical treatment, drilling wastewater is returned to the system for reuse in drilling mud preparation, significantly reducing liquid waste volumes.

22%

of development drilling facilities use post-drilling mud processing water



Safety

Ensuring production safety

Russia's national development goals

- Preservation of the population, strengthening health, and improving the well-being of people, supporting families

Organizational structure

- Board of Directors
  - Remuneration and Nomination Committee
  - Chairman of the Management Board
    - First Deputy Chairman of the Management Board – Head of IMS
    - Dedicated teams within business units

Material topics

Impact

Ensuring occupational safety

	Very high	High	Moderate
Materiality of impacts	●	●	●
Financial materiality	●	●	●

External documents

- UN Global Compact
- ISO 45001:2018
- National legislation and regulatory requirements

Corporate documents

- Occupational Health, Industrial and Fire Safety, and Environmental Policy
- Corporate occupational health and safety standards



2025 highlights

0.19

LTIFR

↓27% year-on-year

7.2 RR bln

spending on occupational health, fire safety, and facility security

↑9% year-on-year

81 RR mln

spending on OHS training programs

↓8% year-on-year

Management Approach

Oil and gas companies are exposed to risks associated with the operation of hazardous production facilities. NOVATEK is responsible for ensuring safe working conditions for Company employees and for promoting a strong safety culture among contractors while striving to identify and analyze such risks in a timely manner and take proactive measures to mitigate them.

NOVATEK's occupational health and safety (OHS) management system, which is part of the Integrated Management System, covers 100% of employees and contractors across all of the Company's business units.

For more details on the Integrated Management System, see Chapter 4. Environment, p. 90 →

The effectiveness of the OHS management system is monitored both at the Company's highest governance level and at the executive level.

Analysis of the OHS management system's effectiveness by the Company's management

Evaluating the strategy of the OHS management system and its effectiveness → **Determining the need for specialized corporate documents** → **Establishing the procedure for improving the effectiveness of the OHS management system** → **Assessing progress toward OHS goals**

NOVATEK's operations comply with legal requirements and internal OHS standards, rules, and procedures.
The Company's relevant principles are set out in the Occupational Health, Industrial and Fire Safety, and Environmental Policy.

As at the end of 2025, nine out of NOVATEK's 17 production facilities (53%) were certified to ISO 45001:2018 Occupational health and safety management system.

The Company regularly undergoes internal audits for compliance with the standard. In 2025, specialists from the Operational Control Unit conducted 14 internal inspections (13 scheduled and one unscheduled), which resulted in corrective and preventive action plans. Assessing the delivery of these plans is included in the scope of scheduled targeted audits. According to the 2025 inspection results, the most common violations identified among employees were breaches of OHS requirements, including during hazardous activities. Among contractors, the most frequent issues included organizational violations in the planning and execution of work, as well as technical violations related to non-compliance with requirements for devices and equipment.

As part of internal inspections, the Company also assessed the performance of its OHS management system using scorecards. The assessment highlighted risk areas requiring immediate action by management of subsidiaries and affiliates.

In 2025, the Company's spending on OHS, fire safety and security at Group facilities totaled RR 7.2 billion, up 9% year-on-year.

Spending on occupational health, fire safety, and facility security,[1]

RR bln



[1] According to the Disclosable Consolidated Financial Statements for 2025.

The Company is committed to eliminating fatal incidents. NOVATEK continuously improves working conditions, thereby reducing the number of jobs with hazardous working conditions, while also providing ongoing training for employees in safe work practices, which also helps reduce the number of work-related accidents, incidents, and injuries.

For more details on performance against the target, see Section 5.3. Preventing Work-Related Injuries, p. 131 →

Focus areas of the Company's OHS activities in 2025:

- introducing risk-based management of operations;
- digitizing internal processes;
- updating the incident reporting methodology to increase employee involvement in reporting Level 4 minor incidents.

In the reporting year, as part of efforts to improve the effectiveness of the OHS management system, the Company launched a transition to risk-based management of operations. This approach involves putting in place robust safety barriers to eliminate the possibility of workplace incidents. To support this effort, the Company reviewed the NOVATEK Group's resource base requirements and organized training for managers and employees in Moscow and Novy Urengoy.

Classification of incident levels in the Company

– lost time	01	02	03	04
Consequences	Multiple injury/ fatal	Serious	Minor	Insignificant (minor injuries, ill health, etc.)



Safety culture

In 2025, the Company's safety culture initiatives focused on fostering a conscious approach to personal and collective safety among employees.

Key elements of NOVATEK's approach to developing safety culture

Development elements	Purpose
Employee communication channels	Raising employee OHS awareness
Joint meetings	Discussing OHS initiatives and improvements in working conditions
Safety culture assessment involving a specialized organization 2023	Assessing the current level of safety culture maturity, identifying strengths, and defining areas for improvement
Procurement of electronic medical examination systems 2024–2025	Conducting medical examinations using electronic systems
Deployment of mobile devices 2025	Training employees remotely using a specialized service
Dialogues between managers and employees on safe work practices at production sites 2025	Fostering a conscious approach to personal and collective safety among employees
Focus groups involving employees 2025	Engaging employees on OHS issues, including discussions of changes in the provision of personal protective equipment (PPE)

Matters related to working conditions and the protection of employees' health and safety are regulated by collective bargaining agreements with the involvement of trade union committees. OHS communications with employees and contractors are also delivered through:

- meetings at various levels;
- internal inspections and audits;
- feedback collection from employees;
- managing reports from contractors;
- employee training and communication;
- processing queries filed to the hotline.

Employees have the right to contact the dedicated units by phone and e-mail with questions regarding OHS. All such queries are reviewed in due course.

For more details on grievance mechanisms, see Section 2.3. Ethics, p. 38 →

Once every six months, a summary of incidents is circulated to Company subsidiaries, providing employees with information on accidents, incidents, and work-related injuries.

In 2025, NOVATEK conducted an employee survey to collect structured feedback on the quality, comfort, and performance of the protective clothing in use. The results helped identify factors affecting employee performance, safety, and comfort. In addition, the Company organized focus groups with employees to discuss shortcomings in the current protective clothing and employee expectations in terms of ergonomics, protective properties, and functionality. Based on the feedback received, NOVATEK introduced additional requirements into the technical specifications for personal protective equipment procurement.

300 ideas

were implemented to increase equipment reliability and improve the occupational safety education and training process as part of the Innovator corporate program, one more than in 2024

For more details on the Innovator program, see Section 2.6. Innovation, p. 49 →

The Company encourages employees to participate in activities aimed at enhancing safety at production facilities, providing them with an opportunity to bring forward and implement their own initiatives under the Innovator corporate program. In addition, NOVATEK applies a set of measures to enhance employee motivation and engagement in safety issues:

- professional skills competitions;
- thematic events, such as Safety Day, aimed at fostering a values-based safety culture.

Events dedicated to World Day for Safety and Health at Work are also part of the Company's systematic efforts to strengthen its safety culture. For example, in 2025, NOVATEK-Tarkosaleneftegas organized a safety quiz and skills competitions for employees aimed at practicing actions during hot work, identifying violations of OHS rules, and building first aid skills.

NOVATEK regularly interacts with the professional community of the oil and gas sector to share experience in OHS with major Russian businesses.

In 2025, the Company participated in the largest thematic events, such as:

Russian Labor Safety Week

International specialized exhibition and forum Safety and Labor Protection

Occupational health and safety in the supply chain

The contractor management system forms part of the supplier relationship management system.

For more details on supplier OHS, see Section 2.7. Supply Chain, p. 53 →

In 2025, to further improve the contractor management system, pilot tests were launched at several sites to monitor contractor employees' actions using a video analytics system. Going forward, the Company plans to develop a system to incentivize contractor employees to comply with safety requirements.

In the reporting year, NOVATEK also decided to roll out the electronic work permit system, including to contractors. The system automates the execution, sign-off, and approval of hazardous work permits, as well as work planning, suspension, and completion, and the authorization of trained and certified employees to perform such work.

Contractor management system

Pre-qualification assessment	Contract signing	Work authorization and organization	Audits and control	Adaptation and development of contractors' OHS management systems
Availability of necessary documents and equipment of adequate quality	Establishing the contractor's liability for failure of its employees to comply with OHS regulations as well as its obligations to provide its employees with serviceable and tested protective equipment, protective clothing, and tools	Registration in access permit registers	Monitoring contractors' compliance with the Company's OHS requirements	Involvement of contractors in safety projects
Changes in work-related injury rates		Induction briefing	Contractors submitting their OHS reporting in line with the HSE Reporting at Controlled Entities standard	Involvement of contractors in responding to OHS incidents
Appropriate level of employee training		Continuous communication and coordination of jobs before, during, and upon completion of work	Penalties for the contractor's violation of OHS requirements	Involvement of contractors in emergency drills for employees
All necessary occupational health and safety inspections conducted in a timely manner		Advance preparation and approval of work execution projects and permits for hazardous activities		
		Defining the boundaries of hazardous areas for the time of job execution based on the impact of hazards on the premises		

Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies

System for assessing risks and preventing accidents, incidents, and emergencies

The Company applies a risk-based approach to preventing industrial incidents, enabling safety management at all stages of project implementation.

NOVATEK carries out regular environmental and social risk identification and assessment procedures, adds them to the Company's register, develops mitigation measures, and monitors their implementation. Company employees actively engage in this process.

Emergency response action planning[1]

01 **Emergency prevention and response action plans**
outline measures to prevent or mitigate the negative consequences of emergencies, as well as the forces and means involved for this purpose

02 **Emergency containment and management plans**
describe measures to ensure the constant readiness of forces and means, as well as the procedure (strategy) of production personnel and emergency services (formations) for the localization and elimination of accidents

03 **Oil spill prevention and response plans**
include measures and guidelines on timely and effective response when incidents occur

04 **Firefighting plans and information cards**
contain charts and instructions for prompt fire extinguishing, including distribution of duties and essential firefighting equipment

All projects have to be approved through a state expert review prior to implementation to ensure their compliance with safety standards. Project documentation must contain sections dedicated to measures aimed at preventing accidents (releases, fires, and spills). These measures are proven to be effective thanks to various safety systems, including automated control systems. On top of that, action plans are developed and drills are conducted at all hazardous production facilities to ensure effective emergency response.

NOVATEK has state-of-the-art notification and communication systems in place to promptly inform management and staff in the event of an emergency. In addition, the Company actively engages with local authorities, ensuring that information is promptly relayed to dispatch services, which inform local residents.

The Company also regularly carries out on-site inspections to assess the emergency response preparedness of its employees and evaluate the capabilities of in-house and external professional emergency response and rescue teams.

Since NOVATEK also operates hazardous production facilities, the Company pays particular attention to safety and potential emergency and incident response measures, with operational control provided by standing commissions, scheduled inspections of equipment carried out, civil liability insurance taken out for organizations operating hazardous production facilities, and employees trained in industrial safety.

Hazardous production facilities operated by NOVATEK in 2025,[2]
units



17 **Class I** (extremely high hazard)
62 **Class II** (high hazard)
191 **Class III** (medium hazard)
27 **Class IV** (low hazard)

+ industrial safety management systems have been developed
+ industrial safety declarations are available[3]

[1] Action plans for emergency prevention and response: Resolution of the Russian Government No. 794, On the Unified State Emergency Prevention and Response System, dated 30 December 2003. Emergency containment and management plans: Resolution of the Russian Government No. 1437, On Approval of Regulations on Developing Emergency Containment and Management Plans at Hazardous Production Facilities, dated 15 September 2020.
Oil spill prevention and response plans: Resolution of the Russian Government No. 2451, On Approval of the Rules for Organizing Oil Spill Prevention and Response Measures in the Russian Federation, Except for the Internal Sea Waters and Territorial Sea of the Russian Federation, and on Invalidation of Certain Legislative Acts of the Russian Government, dated 31 December 2020, Resolution of the Russian Government No. 2366, On the Organization of Prevention and Response to Oil and Petroleum Product Spills on the Continental Shelf of the Russian Federation, in the Internal Sea Waters, Territorial Sea, and Contiguous Zone of the Russian Federation, dated 30 December 2020.

[2] The breakdown is given in accordance with the Russian classifier (Federal Law of the Russian Federation No. 116, On Industrial Safety at Hazardous Production Facilities, dated 21 July 1997). According to international standards (IEC, API, and NFPA), only Hazard Class 1 and Hazard Class 2 production facilities are classified as hazardous.

[3] Industrial safety declarations include an assessment of accident risks, as well as an analysis of the adequacy of preventive measures and emergency response preparedness.

Fire safety

The initiatives implemented by NOVATEK enable us to successfully prevent major fires and respond to hazards as they occur. The Company invests in resources and technology to maintain and improve its fire safety system and conducts relevant training for employees.

In 2025, NOVATEK completed construction and installation works for EMERCOM of Russia's Arctic Integrated Emergency and Rescue Center. Its primary purpose is to support emergency response by EMERCOM of Russia's search and rescue teams in areas adjacent to Yamal LNG project facilities, as well as in certain sections of the NSR.

Spill prevention

NOVATEK takes a responsible approach to spill prevention, even though oil and liquid hydrocarbons, including gas condensate, account for a smaller share of the Company's total hydrocarbon production (17.8%).

The Company develops and implements spill prevention measures and response procedures based on spill thresholds.[1]

No significant spills were identified in 2025.

Significant spill prevention measures

01 Develops an oil spill prevention and response plan to forecast and manage the risk

- Determines projected areas of oil and petroleum product spills (subject to design spill prevention solutions), including a description of the possible nature of the environmental impact and impact on local communities
- Calculates whether its own and/or third-party emergency response and rescue units and/or teams are sufficient for handling the maximum estimated volume of spills

02 Secures a positive opinion from a state commission on its preparedness to contain and clean up the maximum estimated volumes of oil and petroleum product spills

03 At least once every three years, conducts comprehensive spill containment and response drills in the relevant area, involving government authorities

43 oil spill prevention and response plans

the Company had developed by 2025, four of which are applicable to offshore areas

NOVATEK has developed and maintains up-to-date oil spill prevention and response plans for facilities handling petroleum products, which include spill scenarios with the estimated scope of spill volumes and required financial support for implementing response measures.

All NOVATEK Group subsidiaries and affiliates have in place financial reserves to support the implementation of their oil spill prevention and response plans. To determine the required reserves, the Company relies on estimates of potential damage from environmental risks, including oil and petroleum product spills, and on environmental incident risk assessment data set out in the Risk Map for 2025–2027.

The Company also assessed the probability of large-scale oil and petroleum product spills at NOVATEK's facilities covered by oil spill prevention and response plans using the Methodology for Estimating the Damage Caused to Water Bodies Due to Water Law Violations[2] and the Methodology for Estimating the Damage Caused to Soils Subject to Environmental Protection.[3]

NOVATEK conducts trainings and drills so that employees can practice appropriate measures in case of a spill. In 2025, four comprehensive drills were held to test preparedness to contain and respond to petroleum product spills.

[1] The significance of spills is determined based on the requirements of applicable Russian laws and regulations: 0.5 tons or more for water bodies and 3 tons or more on land.

[2] Order of the Russian Ministry of Natural Resources and Environment No. 87, On Approval of the Methodology for Estimating the Damage Caused to Water Bodies Due to Water Law Violations, dated 13 April 2009.

[3] Order of the Russian Ministry of Natural Resources and Environment No. 238, On Approval of the Methodology for Estimating the Damage Caused to Soils Subject to Environmental Protection, dated 8 July 2010.

Ensuring pipeline integrity

Due to the high concentration of the Company's production facilities within a single region, the Company operates a relatively limited pipeline network. A significant proportion of the pipelines in operation are gas pipelines, which do not pose spill risks.

The Company is regularly replacing aging pipelines to help minimize spill risks. As at the end of 2025, the average service life of the Company's pipelines (gas pipelines, condensate pipelines, and petroleum product pipelines) decreased to 11 years, which is significantly less than the maximum permissible standard service life of 20–30 years. Lower average service life was driven by a higher proportion of new pipelines following the commissioning of new upstream capacities.

In addition, NOVATEK maintains liability insurance during the operation of its pipelines to cover potential damage to third parties and/or the environment.

To ensure the safe operation of its pipelines, NOVATEK:

- **develops continuous pipeline integrity monitoring systems,** including in-line diagnostics, the installation of leak detection systems, real-time monitoring of condensate flow imbalances, and regular aerial patrols of pipeline routes
- **regularly analyzes accident risks** taking into account corrosion and deterioration
- **uses corrosion resistant materials**

Protocols for safe drilling and abandonment

When carrying out hydraulic fracturing, the Company uses reagents that comply with global best practices and follows internally approved regulations that set quality requirements for water used to maintain reservoir pressure and injection into rock formations.

The Company's system of measures for ensuring drilling safety is aimed at minimizing both man-made and natural impacts at all stages of operations. Although the Company was not engaged in offshore drilling and well development activities in the reporting year, its integrated approach to risk assessment and technology implementation helps minimize potential threats when performing such operations.

In accordance with its license obligations, NOVATEK implements safety measures at three stages of well construction:

- **before operations begin:** preparing design documentation in accordance with applicable laws and regulations, and contractor qualification assessment;
- **during well construction and operation:** continuous well condition monitoring, engagement of qualified contractors, allocation of responsibilities for operations in coastal waters, and designation of responsible employees;
- **after production ends:** equipment dismantling, well abandonment, land rehabilitation, wellhead condition monitoring, and environmental monitoring.

To ensure safety during hazardous work at well pads, NOVATEK has developed the Procedure for Organizing Simultaneous Drilling, Well Completion, Testing, Penetration of Additional Productive Formations, Well Pad Development, Operation, and Workover Activities at Well Pads.

These guidelines are scheduled for rollout across production sites in 2026.

4.1 RR bln

were NOVATEK's asset abandonment liabilities at the end of 2025

Transport safety

Transportation of large numbers of people by road carries certain safety risks, and NOVATEK is working to mitigate them by:

- ensuring that drivers have a Russian driver's license
- organizing medical checkups and examinations of drivers
- ensuring that drivers comply with the work and rest schedule
- organizing mandatory technical inspections of vehicles
- checking drivers' knowledge of traffic rules
- analyzing the causes of road accidents and developing measures to eliminate them

No employee injuries related to road transport were recorded in the reporting year.

Accidents and incidents

The Company takes measures to prevent emergencies and accidents, which reduces the likelihood of these events occurring but does not completely eliminate them. In addition to preventive measures, the Company develops response plans that include scenarios and required actions by employees, including managers and emergency response and rescue teams.

All projects include measures to mitigate risks and prevent emergencies by applying various security systems.

Despite these efforts, two incidents occurred in the reporting period, one of them resulting in the serious injury of an employee.

In February 2025, a loss of containment in a nitrogen line resulted in a plant shutdown at OOO NOVATEK-LNG Fuel. Based on the investigation results, the commission identified the following causes: the absence of a detailed start-up procedure description for the LNG complex in the temporary operating procedure, inadequate monitoring of valve positions, and the absence of an interlocking system. No one was injured as a result of the accident.

To prevent similar incidents, the Company revised the format of the operations log and the temporary operating procedure, established procedures for planning and executing such activities, ensured the locking and sealing of valves, and conducted drills in accordance with the emergency containment and management plans.

In June 2025, following the retrofit of a gas metering system at OOO NOVATEK-Tarkosaleneftegas, a loss of containment occurred in the system's discharge pipeline during nitrogen pressure testing using a mobile compressor, leaving an employee seriously injured and measuring equipment damaged. The investigation identified the following causes: malfunction and leakage of on-off and control valves in the isolated section of the gas pipeline, as well as violations of operating procedures. To prevent recurrence, NOVATEK implemented appropriate corrective measures.

The investigation into an accident that occurred in 2024 at an OOO NOVATEK-Tarkosaleneftegas well was also completed during the reporting year. The causes of the accident included inadequate contractor oversight of the well construction process, poor-quality casing of the wellbore, and failure of the casing material's physical and mechanical properties to meet design specifications, which led to the formation of an explosive gas-air mixture in the annular space of the well and a subsequent explosion and destruction of the well structure. The Company also developed and implemented a set of corrective measures.

Preventing Work-Related Injuries

Approach to reducing risks and preventing work-related injuries

NOVATEK creates a safe working environment, striving to minimize accident risks and health hazards for employees and contractors working at its operating facilities. In the context of changes in labor safety legislation, occupational risk assessment plays an increasingly important role as a basis for many management processes.

At workplaces with harmful working conditions, the Company implements measures to mitigate operational hazards, and employees employed at such workplaces get additional compensation and benefits. To facilitate the early detection of contraindications and warning signs of occupational diseases, NOVATEK organizes regular medical examinations. If an employee's health is at risk, he or she has the right to refuse to perform relevant operations.

The Company takes a proactive approach to identifying operational hazards by identifying potential threats at early stages and taking preventive measures. All new projects undergo occupational health and safety risk assessments.

Approach to occupational health and safety risk management

Hazard identification

- Detection, recognition, and description of hazards while monitoring occupational health and safety conditions and during mandatory investigation of accidents and no-lost-time injuries
- Consideration of employees' suggestions for identifying potential work-related health and/or injury hazards

Occupational risk management

- Examining the probability of occupational risk occurrence
- Determining the scale and causes of hazards
- Assessing potential impacts of occupational risks
- Developing measures to prevent injuries

Informing Company and contractor employees about risks and mitigation measures being developed



To ensure safe operation of equipment and protection of employees, NOVATEK has in place a plan to manage key occupational risks, which includes fitting production equipment with protective and warning devices. All potentially dangerous situations that could lead to an accident at work are recorded in a timely manner. After each workplace accident, an unscheduled assessment of working conditions and occupational risks is conducted.

In the reporting period, PAO NOVATEK adopted its Regulations on the Occupational Risk Management System.

The Regulations also include a register of occupational risks, which identifies risks and develops relevant measures to prevent and/or mitigate them for each employee category and each hazard zone. All NOVATEK employees are involved in the risk identification, assessment, and management process. The 2025 risk assessment placed all occupational risks within the green zone.

Personal protective equipment (PPE) serves as the final barrier protecting employees from occupational risks. To simplify PPE issuance procedures and improve tracking efficiency, the Company is automating these processes to move away from traditional issuance methods, such as distribution through warehouses or designated personnel. Accordingly, during the reporting year, NOVATEK-Tarkosaleneftegas introduced automated PPE issuance. This initiative was implemented as part of the Innovator program.

NOVATEK investigates all work-related accidents involving Company and contractor employees in accordance with applicable laws and regulations through dedicated commissions.

During the reporting period, the Company revised its Incident Reporting Procedure. The new version amends the existing incident classification system to enable timely responses to near misses that previously did not require investigation. It also strengthens oversight of incident investigations, allowing verification that root cause analysis is comprehensive and reliable and whether mitigations are adequate.

The Company runs internal investigations of incidents based on the Incident Root Cause Analysis Standard to enable a comprehensive review of the events preceding the incident.

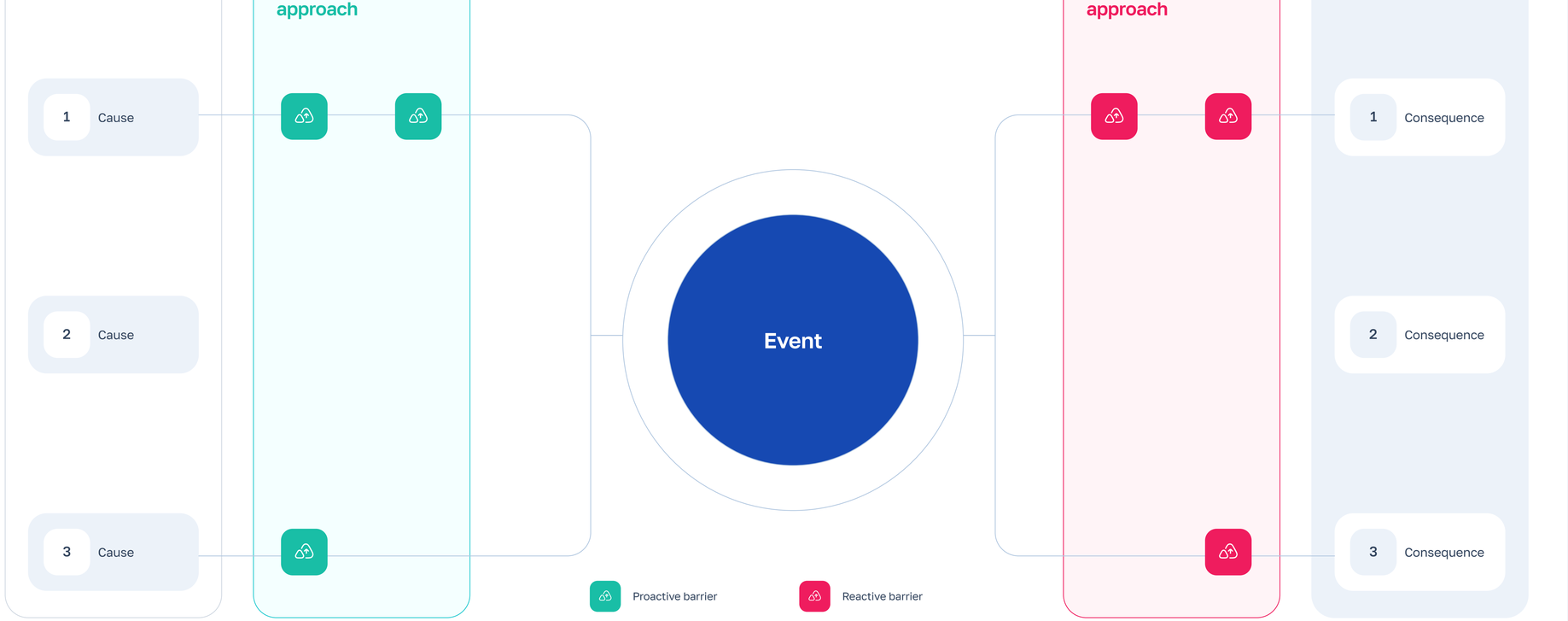
Based on the results of the investigation, both immediate and systemic causes of the incidents were identified, with respective preventive measures developed for both aspects to avoid recurrence in the future. NOVATEK also informs employees about emergencies, accidents, and incidents through dedicated reports and holds unscheduled meetings and briefings.

Training in risk-based operational management approach practices

In 2025, more than 100 managers across the Company completed training in the theory and practice of the risk-based operational management approach being introduced. Working in teams, training participants reviewed real-life case studies of risk-based management and proposed their own solutions in simulated scenarios.

Participants learned to systematically break down any risk into its components by building bow-tie barrier diagrams (a method for mapping the pathway of a hazardous event from causes to consequences).

The Company plans to implement these safety barriers and regularly monitor the effectiveness of the measures taken.



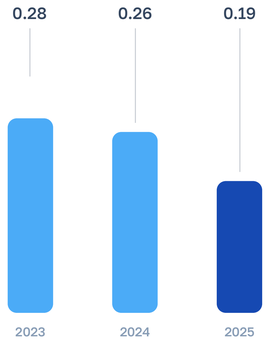
Work-related injuries among employees

A clear indicator of workplace safety at the Company is LTIFR, which stood at 0.19 in 2025, down 27% year-on-year, confirming the effectiveness of NOVATEK's efforts to prevent injuries and reduce occupational risks.



In 2025, the most common causes of work-related injuries were falls and exposure to moving parts.

Lost time injury frequency rate (LTIFR)[1] among Company employees



Main causes of work-related injuries among Company employees in 2025, cases



The main causes of high-consequence injuries include:

- lack of oversight by supervisors during work execution;
- non-compliance with OHS requirements;
- inadequate identification of hazards and risk assessment prior to and/or during work execution.

These causes are addressed to a significant extent through continuous employee training and stricter qualification requirements, including the use of training facilities at field sites.

Accidents and work-related injuries among Company employees

	2023	2024	2025
Total work-related accidents, cases	7	9	7
fatalities	1	1	0
severe injuries	0	0	2
minor injuries	6	8	5
People affected by work-related accidents, persons	9	10	7
fatalities	2	2	0
severe injuries	1	0	2
minor injuries	6	8	5
No-lost-time injuries sustained at workplace (first-aid level), persons	17	39	29
Recordable work-related injuries, persons	26	49	36
Injury rates			
Fatality rate (FR)[2]	0.06	0.05	0
High-consequence injury rate[3]	0.03	0	0.05
Total recordable incident rate (TRIR)[4]	0.80	1.30	0.95

One high-consequence injury was sustained by a Company employee as a result of an accident at OOO NOVATEK-Yurkharovneftegas. While repairing a vehicle using a hydraulic test stand for pressure-testing an air spring, the air spring housing was forced off its mounting plate, subsequently detaching and striking the employee. As a result, the employee sustained a serious injury. The investigation identified the following cause: a violation of the organization's process procedures. To prevent and avoid similar incidents, NOVATEK implemented corrective measures, including unscheduled briefings and knowledge testing.

To reduce the risk of injury from electric current exposure, OOO NOVATEK-Tarkosaleneftegas has begun using interlocks on switching devices[5] when performing work in electrical installations, reducing the risk of unintended energization at the worksite.

[1] Number of injuries (including fatalities) × 1 million person-hours / number of person-hours worked by all employees. The value recalculated per 200 thousand hours is as follows: 0.055 in 2023, 0.053 in 2024, and 0.037 in 2025.

[2] Number of fatalities × 1 million person-hours / number of person-hours worked by all employees. FR recalculated per 200 thousand hours: 0.012 in 2023, 0.011 in 2024, and 0 in 2025.

[3] Number of high-consequence injuries (excluding fatalities) × 1 million person-hours / number of person-hours worked by all employees. The value recalculated per 200 thousand hours is as follows: 0.006 in 2023, 0 in 2024, and 0,010 in 2025.

[4] Number of injuries, fatalities, and no-lost-time injuries × 1 million person-hours / number of person-hours worked by all employees. First-aid level injuries are excluded from the calculation in accordance with the GRI Standards. The value recalculated per 200 thousand hours is as follows: 0.159 in 2023, 0.259 in 2024, and 0.191 in 2025.

[5] A switching device is a device designed to switch current on or off in one or more electrical circuits.

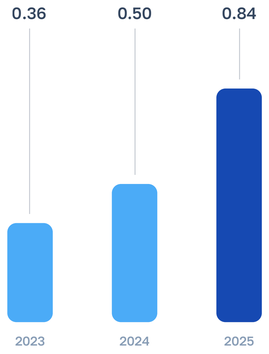


Work-related injuries among contractors

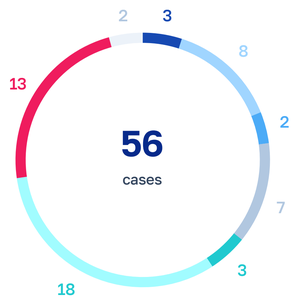
NOVATEK keeps records of work-related accidents and injuries among contractors.

The most common causes of work-related injuries among contractors during the reporting year were falls and exposure to moving parts.

Lost time injury frequency rate (LTIFR)[1] among contractors



Main causes of work-related injuries among contractors in 2025,
cases



- Road accidents
- Falls (from height)
- Exposure to extreme (high) temperatures (equipment, materials)
- Same level falls
- Falling, collapsing, or sliding objects, materials, or soil
- Exposure to moving or flying parts or objects
- Falls (due to elevation)
- Other

Accidents and work-related injuries among contractors

	2023	2024	2025
Total work-related accidents, cases	52	56	56
fatalities	3	0	5
severe injuries	4	7	11
People affected by work-related accidents, persons	55	56	58
fatalities	4	0	5
severe injuries	4	7	11
minor injuries	47	49	42
Injury rates			
Fatality rate (FR)[2]	0.03	0	0.07
High-consequence injury rate[3]	0.03	0.06	0.16

All accidents were investigated by the Company in accordance with applicable legal requirements, with a commission established for each individual case. The main causes of high-consequence accidents involving contractor employees were exposure to moving parts or objects, falls due to negligence, and road accidents.

The commissions identified both the immediate and underlying causes of the incidents and developed respective measures to prevent similar incidents from happening in the future. As part of its ongoing management system development efforts, the Company's plans for 2026 include launching a pilot project involving an additional medical examination before employees are cleared to perform hazardous work.

[1] Number of injuries (including fatalities) × 1 million person-hours / number of person-hours worked by all employees. The value recalculated per 200 thousand hours is as follows: 0.073 in 2023, 0.100 in 2024, and 0.167 in 2025.

[2] Number of fatalities × 1 million person-hours / number of person-hours worked by all employees. FR recalculated per 200 thousand hours: 0.005 in 2023, 0 in 2024, and 0.014 in 2025.

[3] Number of high-consequence injuries (excluding fatalities) × 1 million person-hours / number of person-hours worked by all employees. The value recalculated per 200 thousand hours is as follows: 0.005 in 2023, 0.012 in 2024, and 0.032 in 2025.

Occupational Health

The nature of the oil and gas industry, the associated occupational hazards, work in the Russian Far North, and climate change all inevitably affect employee health. Against this backdrop, maintaining and improving employee health and promoting healthy lifestyles are key priorities for NOVATEK.

To reduce occupational injuries and mortality rates in 2025, NOVATEK continued its systematic efforts to ensure quality medical control. The key objective was to obtain objective health data on employees, including those at remote sites, by introducing electronic systems for pre-shift medical examinations and working with healthcare institutions. Production sites have 63 medical and paramedical aid posts (including 31 contractor posts) to provide medical assistance to employees, as well as ten offices for pre-shift examinations. At remote sites, medical aid posts are equipped with inpatient facilities and an intensive-care unit, providing all the necessary medical care for employees and contractors.

These measures made possible the prompt removal of employees with medical contraindications from work, and also established a basis for follow-up medical care for individuals with chronic conditions and elevated health risks, a key factor in preventing accidents and premature employee mortality.

63

medical and paramedical aid posts (including 31 contractor posts) to provide medical assistance to employees, as well as ten offices for pre-shift examinations

Through a range of relevant measures, the Company has successfully prevented occupational diseases over the past six years.

For more details on NOVATEK's social programs aimed at employee health protection, see Section 6.4. Employee Motivation and Social Support, p. 158 →



NOVATEK's employee healthcare system

- Medical examinations and health monitoring
- Medical care at on-site medical aid posts
- Health resort treatment
- Inpatient care and an intensive-care unit at remote sites
- Vaccination against influenza and other diseases
- VHI program
- Measures to eliminate or reduce harmful hazards (at workplaces with harmful working conditions)

OHS Training for Employees

NOVATEK conducts mandatory OHS training for its employees in accordance with Russian laws, taking into account existing risks inherent to the Company's operations.



To improve employees' OHS knowledge, the Company:

Annually updates its training program to upskill employees based on a detailed analysis of accident causes

Trains employees and tests their knowledge in occupational health and safety, including using licensed software

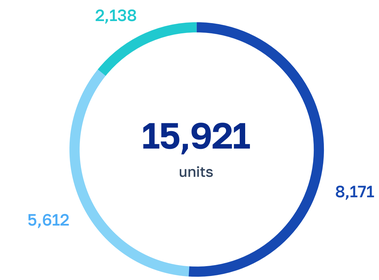
Regularly conducts briefings on workplace safety and practices for blue-collar employees

Organizes annual hands-on training for employees at training facilities in safe methods and practices for carrying out hazardous work, hot work, repair work, and work at height



Industrial safety assessment commissions are set up at Group enterprises to evaluate staff and issue permits for them to work independently at hazardous production facilities using the Unified Testing Portal.

Number of OHS and first aid training programs completed by employees,
units[1]



- Occupational health training
- First aid training
- Occupational safety training and certification

[1] The figures for training show the number of training programs instead of the number of employees trained, since under current laws, one employee may be trained under more than one program during the year.

To reinforce skills in the organization and safe performance of hazardous work, including hot work, gas-hazardous work, work at height, and work in confined spaces, the practical component of training is delivered at training facilities.

To enhance training quality and ensure objective assessment of employees' knowledge, the Honest Exam project was implemented across nine subsidiaries and affiliates in the reporting period. The project integrates several software products into a single interconnected system, enabling remote personnel training in occupational health and safety during off-shift periods, as well as oversight of onsite classroom knowledge testing at the start of the shift. In 2026, the Company intends to continue fine-tuning the system and implement it at eight additional subsidiaries and affiliates.

In 2025, NOVATEK launched a pilot project to train and assess the knowledge of contractor personnel through an electronic service. The project, which involved nine contractors, provides for remote training followed by knowledge testing before contractors are granted access to the Company's facilities. Nine contractors took part in the pilot project. During the pilot phase, procedures for interaction between the Company's subsidiaries/affiliates and contractors in the training and knowledge testing processes were refined, and the service's functionality was also tested. Following the pilot, the Company decided to scale up the service further.

Professional skills competitions and Occupational Safety Days both help employees reinforce and develop their professional competencies. For example, during the reporting year, the Company held a professional skills competition for fire and rescue personnel at one of NOVATEK's large-scale LNG projects. In addition, with the support of the primary trade union organization, one of the Company's production sites hosted an Occupational Safety Day in a game-based format developed by the employees themselves.

Employees

Caring for the well-being of employees and their families

Russia's national development goals

- Preservation of the population, strengthening health, and improving the well-being of people, supporting families
- Self-fulfilment of each person, unlocking their talents, and educating a patriotic and socially responsible person
- Stable and dynamic economy

Material topics

Impact

- Ensuring employment and decent working conditions
- Employee training, development, and motivation
- Sociocultural diversity, equal opportunities

Materiality of impacts: Very high, High, Moderate

Financial materiality: Very high, High, Moderate

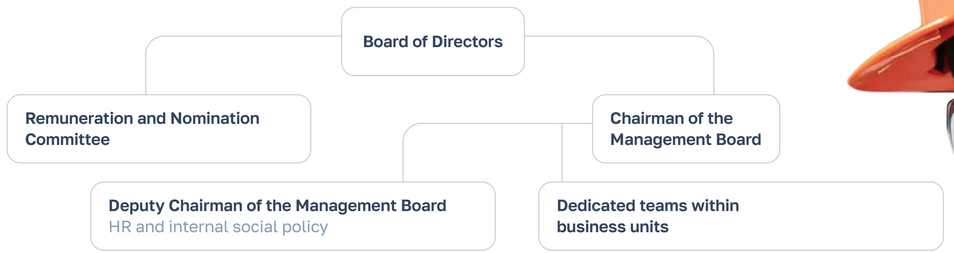
External documents

- United Nations Global Compact
- Universal Declaration of Human Rights
- International Labor Organization's Declaration
- Labor Code of the Russian Federation

Corporate documents

- Human Rights Policy
- Core Concept of Social Policy
- Code of Business Conduct and Ethics
- Collective Bargaining Agreement
- Internal HR management rules and regulations

Organizational structure





2025 highlights

4%

employee turnover

↓1 p.p. year-on-year

4.2 RR bln

spending on social programs for employees

↓3% year-on-year

47 hours

average training hours per employee

↓21% year-on-year

Management Approach

A skilled workforce is one of the key drivers of NOVATEK's success and innovative development.
The Company provides safe, fair, and inclusive working conditions while also supporting employees' families through a range of social programs.

Risk management

NOVATEK regularly identifies and assesses risks related to employee activities and incorporates them into its Risk Map. For new projects, HR risks are assessed through ESIA procedures.

To minimize the impact of these risks, the Company continuously monitors all areas related to employee activities and staffing, and implements measures to build a skilled workforce, ensure occupational health and safety, protect human rights, and address related areas.

For more details on risks, see Section 2.2. Sustainability Risks and Opportunities, p. 35 →, and Appendix 1. Key Sustainability Risks and Opportunities, p. 182 →

Governance framework

NOVATEK's HR management system is designed to create the best possible conditions for employees' work and professional development. Matters related to the HR policy, including diversity, equal opportunities, and social support, are reviewed annually at the highest level – by the Board of Directors, the Remuneration and Nomination Committee, and the Chairman of the Management Board. At the executive level, HR management, compliance with the internal social policy as well as diversity and inclusion matters are the responsibility of the Deputy Chairman of the Management Board.

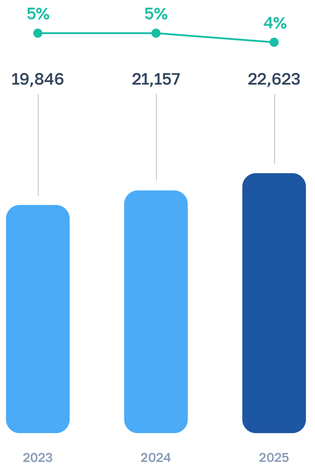
Principles of HR policy

NOVATEK's HR policy is aligned with Russian laws and international standards. The policy is based on the principles of equal opportunity, respect for human rights, and prevention of child and forced labor, while prioritizing the development of the local labor market and social partnerships. Our HR policy is focused on attracting and retaining highly qualified specialists and creating a supportive environment for employees' well-being and professional growth.

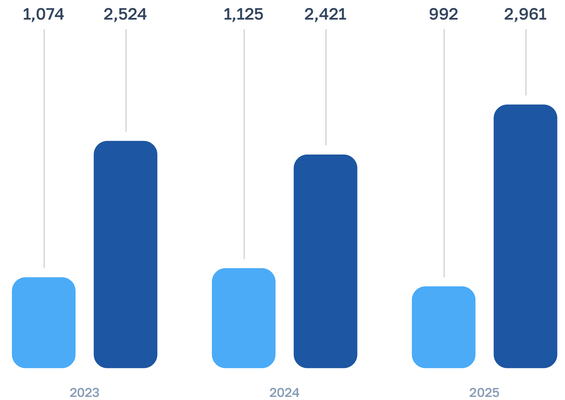
With headcount continuing to grow, having reached 22,623 in the reporting year, NOVATEK is simultaneously reducing turnover and strengthening employee loyalty: **in 2025, employee turnover declined to 4%, one of the lowest levels in the industry,** demonstrating the effectiveness of the Company's HR policy. Employee loyalty is supported through stronger social programs tailored to the needs of work teams, targeted assistance, and a well-designed motivation system.

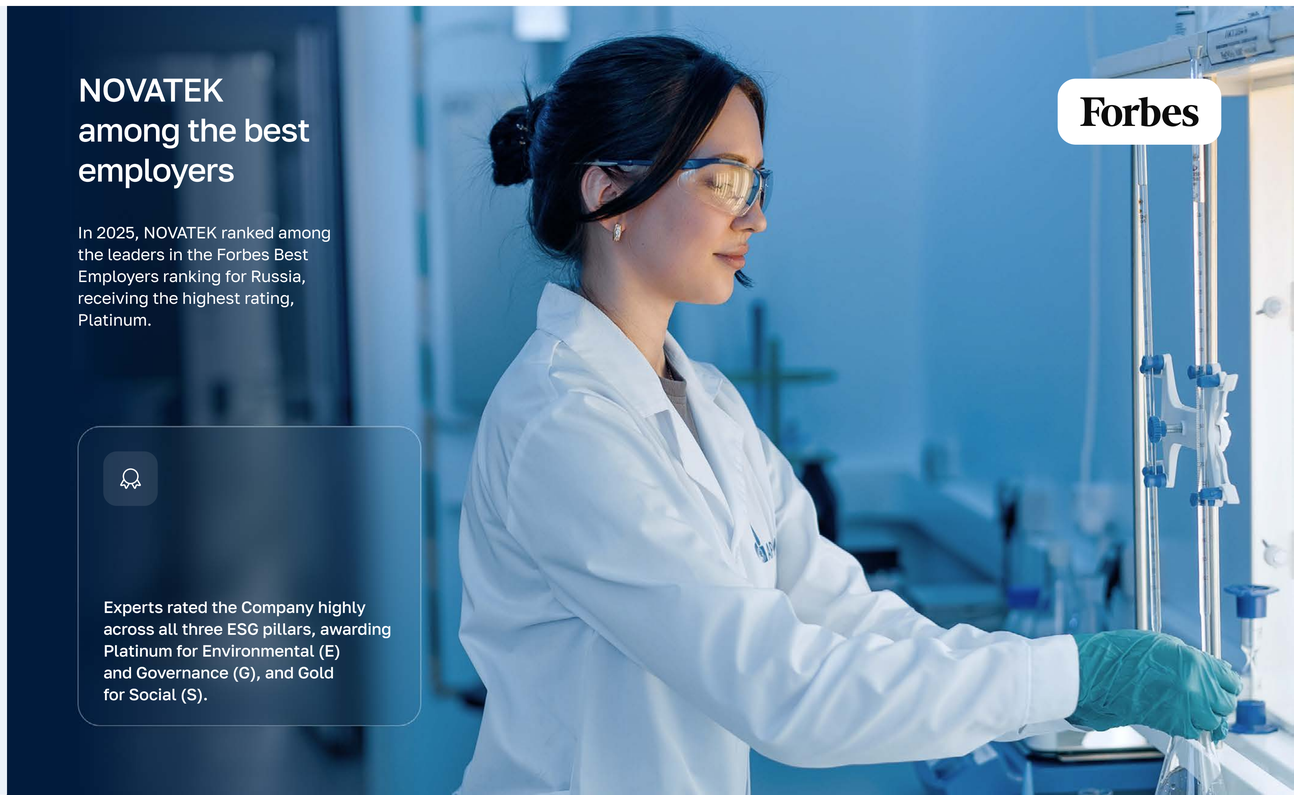
For more details, see Section 6.4. Employee Motivation and Social Support, p. 158 →

Average employee headcount and turnover



Key workforce movement indicators





Employee profile

In the reporting year, the Company continued to expand its workforce: total headcount increased by 7% to 23,593 at the end of the year.

The increase was due to a 10% staff expansion in the Yamal-Nenets Autonomous Region, our key region of operation.

The majority of employees work full-time (99.5%) and under permanent employment contracts (93%).

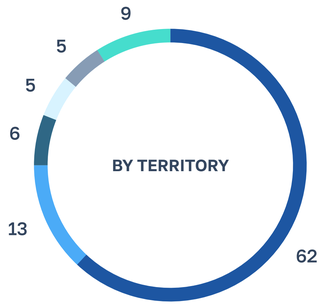
23,593 persons

headcount at the end of 2025

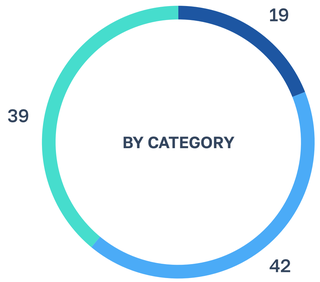
↑7% year-on-year

Breakdown of employees at the end of 2025,

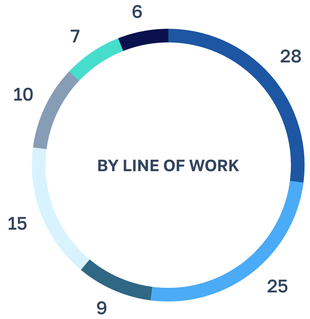
%



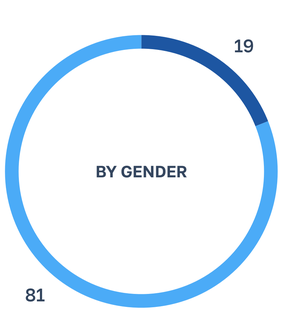
- Yamal-Nenets Autonomous Region
- Moscow and Moscow Region
- St. Petersburg and Leningrad Region
- Chelyabinsk Region
- Tyumen Region
- Other regions



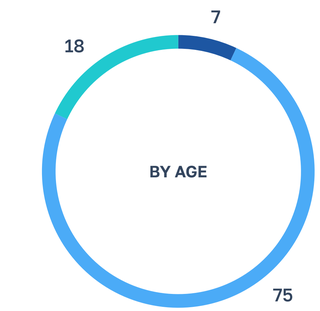
- Managers
- White-collar employees
- Blue-collar employees



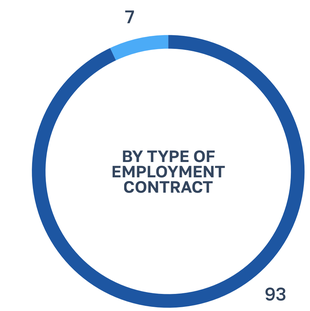
- Upstream facilities
- LNG production facilities
- Energy service facilities
- Sales and transportation
- Auxiliary production
- Downstream facilities
- Administrative personnel



- Female
- Male



- Under 30 years
- 30 to 50 years
- Over 50 years



- Permanent
- Fixed-term

For more details on the breakdown of employees, see Appendix 3. ESG Data, p. 194 →

Trade union relations and collective bargaining agreements

NOVATEK builds long-term relationships with its employees based on partnership principles, in particular, ensuring employees' rights to freedom of association and actively cooperating with trade unions operating in the majority of its subsidiaries.

NOVATEK regularly holds meetings with trade unions and work teams at its key production sites to discuss labor relations. In 2025, these discussions covered remuneration and compensation, the benefits package, employee entitlements, working conditions, and occupational health and safety.

The Company respects employees' right to collective bargaining and fully adheres to the working conditions and social guarantees outlined in collective bargaining agreements. These agreements also provide for various work schedules, including flexible schedules, reduced hours, shorter workweeks, and remote work arrangements.

8.4 RR mln

Spending on support for trade union activities in 2025

0 cases

of work stoppages or strikes involving employees throughout NOVATEK's history

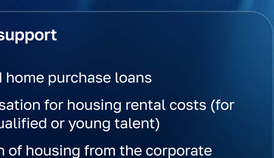
Proportion of employees covered by collective bargaining agreements,

%



Proportion of employees who are trade union members,

%



Family and parenting support

NOVATEK places a high priority on the well-being of its employees and their family members and, accordingly, has for many years implemented a range of social programs to support families and parenting. These programs address the diverse needs of employees' families and provide both tangible and intangible support in a variety of life situations.

2.9 RR bln

Spending on family and parenting support programs

Principal types of support available to employees' families

For pregnant employees

- Reimbursement of maternity care expenses
- Support and financial incentives under the VHI program for registering a pregnancy during the first trimester (at eight weeks)
- Access to preventive medical care under the VHI program
- Corporate supplement to maternity benefits under collective bargaining agreements

For childbirth (adoption) and child-rearing

- Material support and other payments under the targeted compensation and social support payments program
- Loans for children's education at educational institutions
- New Year gifts for children

Strengthening family values

- Corporate cultural and sports events and family contests

Family-friendly work schedule

- Additional paid leave upon marriage registration, childbirth, and on Knowledge Day (a child's first day of school)
- Flexible work schedules for pregnant employees, employees with large families, and employees with young children

Health support and wellness

- VHI program for employees and their family members
- Health resort treatment
- Reimbursement of fitness and wellness expenses

Housing support

- Targeted home purchase loans
- Compensation for housing rental costs (for highly qualified or young talent)
- Provision of housing from the corporate housing stock
- Reimbursement of settling-in expenses

Employee family support programs

Material support

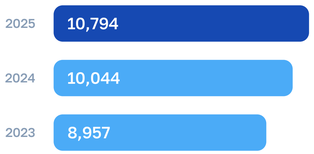
Targeted compensation and social support payments

The program provides targeted, non-repayable financial assistance in specific personal circumstances. In particular, employees with children are eligible for:

- one-off financial assistance – provided upon the birth (adoption / legal establishment of paternity) of a child, material support for large families;
- monthly payments – childcare allowances for children up to three years of age and material support for a child not attending a preschool institution;
- quarterly payments – financial assistance for the care of children with disabilities;
- reimbursement of summer camp voucher expenses and spending on children's VHI.

In addition to targeted benefits for employees' families, the program includes reimbursement of expenses for employees' fitness and wellness activities, relocation and housing arrangements as well as material support in the event of natural disasters and other difficult circumstances.

Number of employees supported under the program, persons



1.4 RR bln

program funding in 2025

↑13% year-on-year

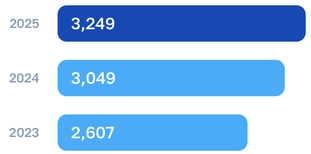
Up to 150 RR th.

one-off financial assistance upon the birth of a child

Support for large families raising three or more children

The Company has an additional support program for employees' families raising three or more children.

Number of employees supported under the program, persons



124 RR mln

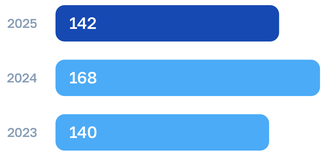
funding in 2025

Repayable financial assistance programs

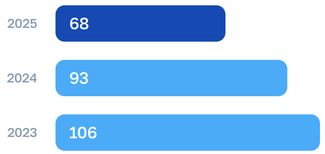
The targeted loan program has two focus areas: short-term loans for education of children and essential living expenses and interest-free loans for home purchases.

The program offers employees lower down payments, extended repayment periods, and flexible terms. Special preferential loan conditions are available to young specialists and employees with large families.
The housing program covers employees residing in nine target cities where the Company operates.

Number of employees who took advantage of the short-term loan program, persons



Number of families who used the home purchase program, units



738 RR mln

total program funding in 2025

↓31% year-on-year

692 RR mln (94%)

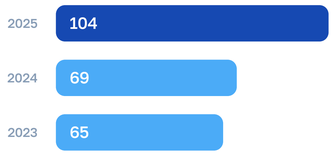
was allocated to the housing program

Intangible forms of support

Rehabilitation of employees' children with special needs

As part of the program, children with special needs undergo individual two-week rehabilitation courses and receive qualified medical care.

Number of children who completed a rehabilitation course, persons



33 RR mln

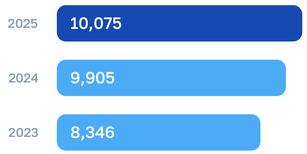
program funding in 2025

↑43% year-on-year

Health resort treatment program

The Company provides employees and their family members with subsidized vouchers for stays at health resorts selected by the Company based on a rating compiled from employee feedback.

Number of employees and their family members who used the program, persons



700 RR mln

program funding in 2025

↑5% year-on-year

VHI program

The program includes full outpatient care, dental care, and emergency and scheduled hospital treatment. It covers all employees who have been employed by the Company for more than six months,[1] as well as their family members. Employees of NOVATEK Group companies located in the Far North also undergo in-depth medical examinations every two years to help prevent occupational diseases. In 2025, 899 employees underwent in-depth medical examinations.

In addition, the Company reimburses employees for high-cost medical treatment and medications not covered under VHI and supports them in undergoing routine medical check-ups.

[1] Excluding part-time employees also working for a third-party employer.

For more details on other internal social programs, see Section 6.4. Employee Motivation and Social Support, p. 158 →

596 RR mln

VHI program funding in 2025

↑8% year-on-year

NOVATEK-Chelyabinsk recognized as a regional winner of the all-Russian competition Russian Organization with Highly Effective CSR

The award in the Best Working Conditions for Employees with Family Responsibilities at Production Entities category recognized the systematic implementation and expansion of social programs supporting employees with families.



Employee life cycle

In an effort to attract and retain talent, NOVATEK implements measures to ensure employee comfort and well-being throughout the employee life cycle, from hiring to termination of employment.



Recruitment

High quality and efficient recruitment are supported by modern digital systems (e.g., the Company's proprietary E-Staff resume database), as well as by the use of recruitment agencies and external candidate sourcing platforms. At the same time, priority in filling vacancies is given to internal candidates, supporting their career development. In 2025, the average time to fill vacancies requiring specialized knowledge and a high level of qualification was about **100 calendar days.**[1]

[1] From the moment a vacancy is opened to the candidate's first day at work (including recruitment, interviews, security vetting, etc.).

Hiring and onboarding

When hiring employees, the Company respects human rights and freedoms, complies with labor laws, the terms of collective bargaining agreements and employment contracts, and ensures equal employment opportunities and non-discrimination. University graduates recruited by the Company participate in a two-year onboarding program, Steps in Discovering Talents, under which each participant is assigned a mentor.

NOVATEK is an industry leader in terms of headcount growth thanks to a smart HR policy.

Termination

The Company strives to minimize forced exits, only resorting to dismissals when all alternatives have been exhausted. When selecting among employees with equal productivity and qualifications, priority for job retention is given to employees with more than ten years of service with the Company as well as single parents raising children under 18.

The Company gives employees at least two months' notice of forthcoming organizational changes and provides one day per week for job search while maintaining their average earnings.

The Company conducts exit surveys to identify measures to reduce employee turnover; for example, in 2025, it improved the remuneration policy at its sales entities.

Ongoing motivation, training, and development

The Company maintains high levels of employee motivation and satisfaction by offering competitive remuneration and opportunities for training and professional development, as well as supporting employees in various personal circumstances, with a particular focus on improving housing conditions and assisting employees with children.

For more details, see Section 6.3. Employee Training and Development, p. 153, and Section 6.4. Employee Motivation and Social Support, p. 158 →

The Company's HR policy provides employees with the right to extended leave, including maternity leave (covering pregnancy and childbirth) and childcare leave until the child reaches the age of three.

For more details, see Appendix 3. ESG Data, p. 197 →

2,961 persons
hired in 2025
↑22% year-on-year

992 employees
left the Company in 2025
↓12% year-on-year

6.4 years
average length of service with NOVATEK in 2025
↑2% year-on-year

Diversity and Inclusion

NOVATEK has zero tolerance for any form of discrimination in its interactions with employees. Employees' professional qualifications remain the main criterion in employment decisions, regardless of gender, age, race, nationality or ethnicity, religion, physical capacity, or political opinion. This principle is set out in the Human Rights Policy.

To prevent discrimination and ensure prompt response to such incidents, NOVATEK maintains grievance mechanisms, including an anonymous hotline.

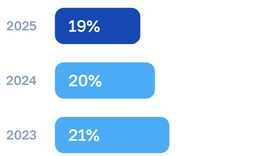
For more details on grievance mechanisms, see Section 2.3. Ethics, p. 38 →

NOVATEK's practices in diversity, equal rights, and opportunities

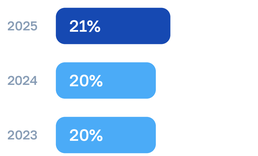
Gender equality

Women's representation

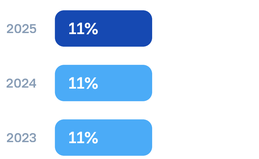
In the Company's headcount



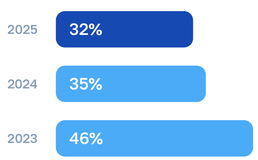
Among top managers



On the Board of Directors (at the time of election)[1]



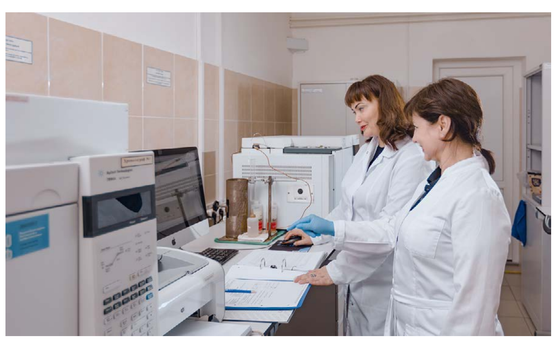
Women's representation among participants in training and development programs



The Company's workforce is predominantly male, reflecting labor law restrictions, as well as the nature of rotational work in harsh climatic conditions and the remoteness of operations from infrastructure. Nevertheless, the Company strives to maintain gender balance wherever possible by offering women positions with more comfortable working conditions.

NOVATEK supports the professional development of female employees through onboarding and career development programs. For example, in 2025, women accounted for 32% of participants in the Steps in Discovering Talents onboarding program for young professionals, while the proportion of women in the talent pool reached 27%. Average training hours per female employee totaled 14.

The Company sets equal pay rates for men and women and provides them with equal conditions and opportunities for development and career advancement.



[1] The current Board of Directors was elected at the General Meeting of Shareholders held on 12 May 2025.

[2] The quota calculation is based on the average headcount in the fourth quarter of the previous year, in accordance with Resolution of the Russian Government No. 366, On Approval of the Rules for Employers to Fulfil the Employment Quota for Disabled Persons When Employing Disabled Persons in Any Position, dated 14 March 2022. The calculation covers NOVATEK Group companies with a headcount exceeding the limits set by local regulations in the regions of operation.

Inclusion

In 2025, the Company facilitated the employment of 341 persons with disabilities:

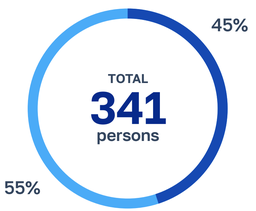
153 persons

were employed directly by NOVATEK

188 persons

found employment with NOVATEK through our agreements/contracts with organizations that support the employment of persons with disabilities in the Company's operating regions

Employment of people with disabilities



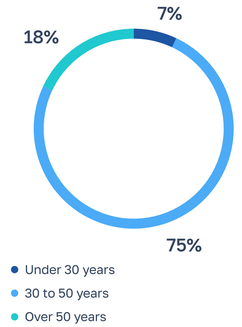
NOVATEK employs people with disabilities primarily through employment quotas. Depending on the region of operation, the quota ranges between 2% to 4% of the average headcount.[2]

To identify such candidates, the Company cooperates with regional employment centers and centers for people with disabilities, which help recruit employees even in remote regions. NOVATEK guarantees to employees with disabilities all benefits and terms provided for by Russian laws, and also ensures an accessible working environment.

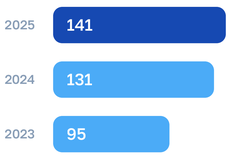
If the quota cannot be filled through employment with the Company, in particular due to restrictions related to the nature of operations, NOVATEK enters into employment agreements with other employers.

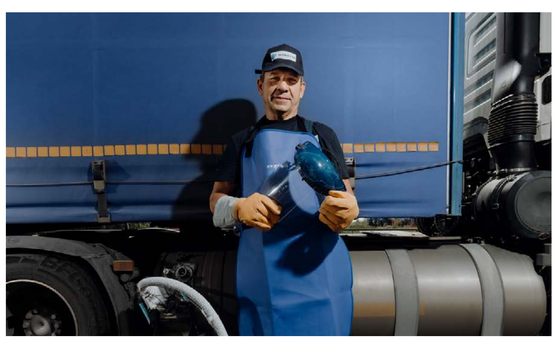
Age diversity

Proportion of employees in different age groups within the total headcount



Amount of retirement benefits paid,
RR mln





Taking into account the needs of employees across all age brackets, NOVATEK offers support and development opportunities for both young specialists and older employees.

The Company implements a range of initiatives to attract and develop young talent, from career guidance for school students and mentoring at universities to on-the-job training and mentorships for young specialists under the Steps in Discovering Talents program.

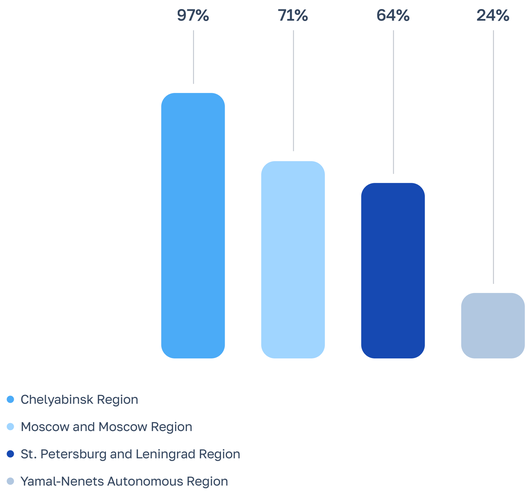
For more details on youth engagement programs, see Section 6.3. Employee Training and Development, p. 153 →, and Section 7.2.2. Community support projects, p. 167 →

To support older employees, the Company offers a corporate pension program and provides a retirement benefit. In addition, retirees receive material support in celebration of public holidays and professional observances.

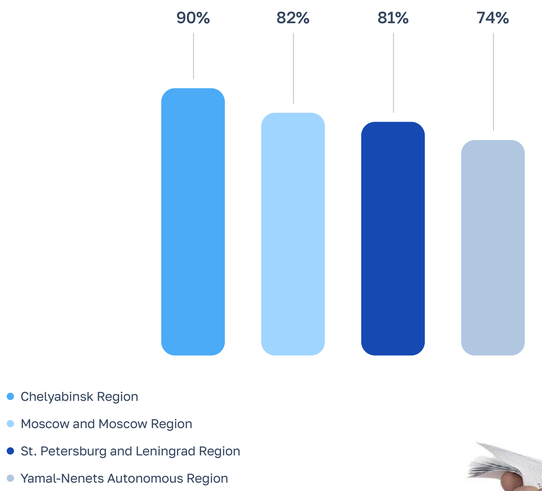
For more details on the corporate pension plan, see Section 6.4. Employee Motivation and Social Support, p. 158 →

Local hiring

Proportion of local hires in the main Company's operating regions in the total headcount at the end of 2025



Proportion of local top managers[1] in the main Company's operating regions in the total number of top managers at the end of 2025



NOVATEK supports the development of local labor markets by prioritizing the hiring of local talent and implementing programs aimed at unlocking their potential.

Local[2] population employment rates depend on regional characteristics. In the Yamal-Nenets Autonomous Region, where 62% of the Company's workforce was concentrated in 2025, the proportion of local hires was 24% due to the region's low population density. The highest proportion of local hires (97%) was recorded in the Chelyabinsk Region, reflecting its well-developed system for training relevant specialists.

For more details on employee training, see Section 6.3. Employee Training and Development, p. 153 →

Employment matters concerning indigenous peoples of the Far North is governed by corporate documents, such as the Regulations on Hiring Members of Indigenous Peoples of the Far North or the Local Hiring Policy. Specialists responsible for ongoing engagement with indigenous peoples in the license areas provide the necessary assistance and guidance on the employment process.

In 2025, the Company's large-scale LNG projects employed 21 members of indigenous peoples of the Far North, while another ten persons were hired for seasonal tundra restoration work.

For more details on support mechanisms for indigenous peoples of the Far North, see Section 7.1. Management Approach, p. 164 →



[1] The graph shows the Company's regions of operation in which 91% of NOVATEK's employees are employed.

[2] "Local" means the population of a certain area, regardless of their ethnic origins or culture.

Employee Training and Development

NOVATEK maintains high levels of workforce professionalism through its corporate training system, which is focused on advancing qualifications and developing employees' individual skills. The Company also takes a comprehensive approach to working with young talent – from partnerships with educational institutions to onboarding and development programs for current employees.



Employee training and development system

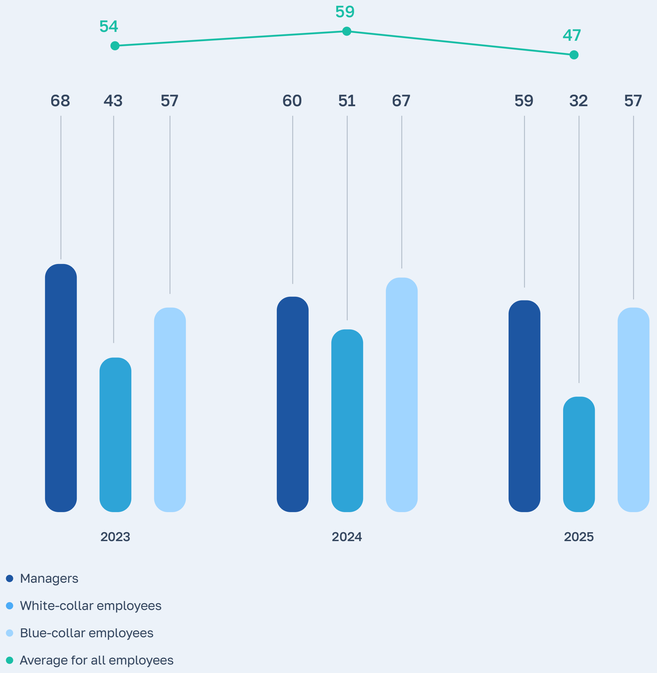
In 2025, training was provided to over 16 thousand NOVATEK employees, with average training per employee totaling 47 hours (5.8 days), down 21% year-on-year. The Company's total spending on training programs came in at RR 217 million, up 9%. Of this amount, RR 81 million (38%) was allocated toward OHS training programs. Average employee training costs were RR 9.6 thousand,[3] up 2% year-on-year.

Training and development programs

The Company has in place a flexible training system that allows employees to develop professional competencies in convenient formats and build individual learning paths. Training programs are regularly updated, providing employees with up-to-date knowledge in engineering, geology, mining, environmental protection and other areas.

In-house technical training is delivered on-the-job through the corporate online learning platform, which offers a wide range of courses and tools for tracking learning progress and outcomes. In 2025, employees completed over 38 thousand courses.

Average training hours by employee category,
hours



[3] The calculation is based on the average headcount in 2025.

Employee training and development system in 2025

Mandatory training

Professional training

Training in compliance with Russian legal requirements (OHS and other safety requirements, mandatory certifications)

- Frequency: In accordance with legal requirements
- Target audience: Blue-collar employees; White-collar employees
- Format: Hybrid

Company-initiated training

Professional training and retraining, advanced training

Advanced training for managers

New advanced training program, NOVATEK Management Lab

- Frequency: Tailored to the Company's needs
- Target audience: Senior managers
- Format: In person

2025 results

34

senior managers completed the training program

Job-specific technical training

Training under the Professional Development Center project

- Frequency: Tailored to the Company's needs
- Target audience: Blue-collar employees; White-collar employees
- Format: In person

291

blue-collar and white-collar employees completed training under 16 job-specific technical programs

Forums, workshops, and conferences

- Frequency: Annually / tailored to the Company's needs
- Target audience: Managers
- Format: In person + hybrid

200

key executives took part in the annual Forum of Executives

Company-initiated training

Career development programs

Young talent development, Steps in Discovering Talents program

- Frequency: Annually
- Target audience: Blue-collar employees; White-collar employees
- Format: Hybrid

121

participants

Mentor development

- Frequency: Annually
- Target audience: Blue-collar employees; White-collar employees; Managers
- Format: Hybrid

39

mentors completed the Mentoring Culture training course

Development of the talent pool for key positions

- Frequency: Annually
- Target audience: Managers
- Format: Online

111

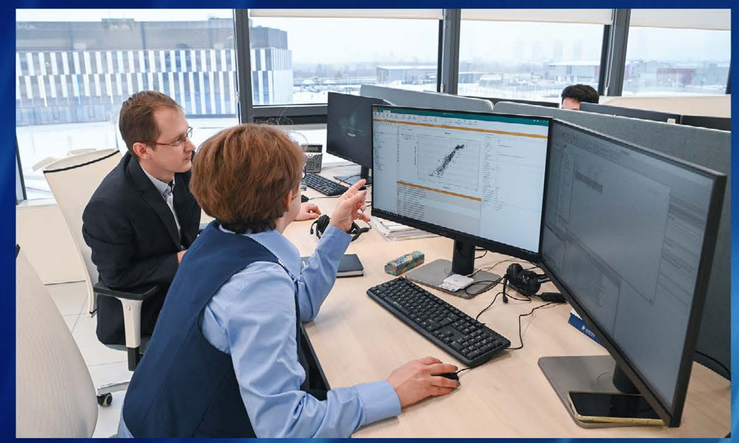
talent pool members

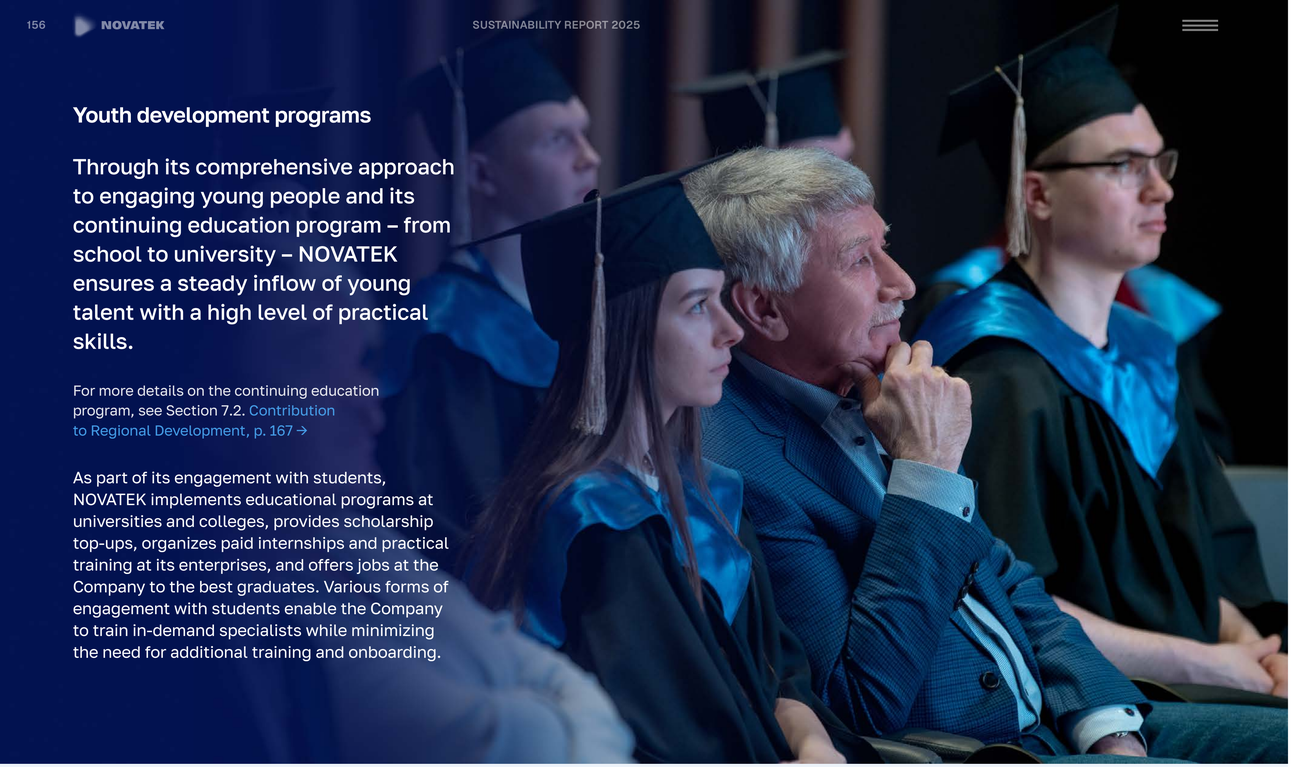
9

promoted to higher positions

2025 results

To evaluate training effectiveness, the Company collects and analyzes feedback from participants on the courses taken and tests their knowledge through a remote learning platform. For example, in 2025, a total of 1,681 employees were assessed through the Corporate Technical Competency Assessment System, while 35 employees underwent performance and career development reviews under the Steps in Discovering Talents program. NOVATEK also supports the professional development of employees pursuing higher education by granting them time off or educational leave.





Youth development programs

Through its comprehensive approach to engaging young people and its continuing education program – from school to university – NOVATEK ensures a steady inflow of young talent with a high level of practical skills.

For more details on the continuing education program, see Section 7.2. Contribution to Regional Development, p. 167 →

As part of its engagement with students, NOVATEK implements educational programs at universities and colleges, provides scholarship top-ups, organizes paid internships and practical training at its enterprises, and offers jobs at the Company to the best graduates. Various forms of engagement with students enable the Company to train in-demand specialists while minimizing the need for additional training and onboarding.

Collaboration focus areas with universities and colleges

01

The Cryogenic Technology and Equipment for Gas Industry master's degree program

Run jointly with Gubkin University. NOVATEK experts are involved in coordinating the training program, while the best students receive additional scholarships from NOVATEK and are offered employment opportunities by the Company

5

master's students were hired by the Company in 2025 upon completion of the two-year program

02

NOVATEK STC Geoschool

University students receive two days of hands-on training in geology and the oil and gas industry

16

students from Lomonosov Moscow State University participated in the program in 2025

03

Corporate Resource Training Center at Tarko-Sale Vocational College

The Center trains sought-after specialists for the Company and organizes practical training at its enterprises

Alongside its student-focused programs, NOVATEK runs initiatives to support and promote the professional development of young employees.

Growth opportunities for young talent

01

Steps in Discovering Talents program

Since 2012, the program has helped young specialists accelerate their onboarding and develop professional and personal competencies on the job. Participants work under the guidance of an experienced mentor and prepare an individual one-year development plan, whose implementation is monitored monthly with feedback provided.

In 2025, 35 participants from the 14th stream of the program regularly received feedback from the Company on their performance.

02

ProMotion Young Specialist Council

Since 2019, the Young Specialist Council has been engaging young employees in corporate life by leading cultural initiatives, building youth networks, promoting a healthy lifestyle, and helping boost the Company's brand recognition. To motivate participants and encourage initiative, the Council has an activist rating system in place.

In 2025, the Council held its annual intellectual game, expanding its reach to 12 enterprises, and also developed a new employee guide for young specialists.

03

Interregional Research-to-Practice Conference for Young Specialists

NOVATEK holds an annual research-to-practice conference for the Company's young employees, where they present innovative projects aimed at improving its business processes. The best projects receive support for implementation in production.

In 2025, the anniversary conference brought together a record number of participants, who presented projects across seven areas, from geology to LNG. Following the project competition, ten winners were selected to travel to Japan and visit oil and gas facilities.

2025 highlights

121 participants:

↓6%

42

persons joined the program

↑8%

35

young specialists successfully completed the first phase of the program

↑33%

44

graduates from the 13th stream completed the entire program

↑16%

3

scientific events and one cleanup day were organized by the Council

15

teams competed in NOVATEK's Experts' Cup intellectual game

107

employees from 12 enterprises participated in the intellectual game

615

employees use the Council's internal social network on the intranet portal to connect and share news

↑50%

96

participants from 14 enterprises

79

projects

Program outcomes to date

>1.2 th.

young specialists presented 1,042 projects

>109 RR bln

economic impact of implemented projects

>17 countries

were visited by conference winners

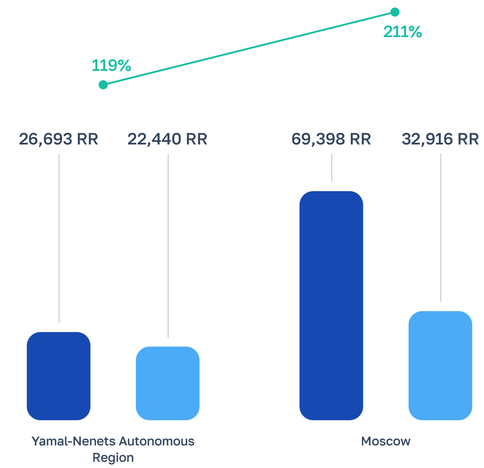
Employee Motivation and Social Support

Through fair remuneration and its incentive system, NOVATEK attracts and retains qualified employees, enhances their individual performance, and drives the achievement of its strategic goals. Additionally, the Company runs social programs to improve working conditions and provide comprehensive support to employees.

Motivation and remuneration system

The Company sets a high minimum wage level, which is almost 1.2 times higher than the statutory minimum wage in its regions of operation. In addition, in accordance with the collective bargaining agreement, salaries of employees at the Group's Russian companies are regularly indexed. In 2025, the indexation rate was 8.5%.

Ratio of the minimum wage in the Company to the minimum wage in its largest regions of operation[1] in 2025



Employee remuneration comprises fixed and variable parts, with the variable component linked to the Company's performance and the employee's individual contribution toward its goals. Employees are also offered compensation and benefits packages.

In addition, to incentivize members of the Management Board and other key employees, the Company offers KPI-linked bonuses. These KPIs reflect financial, economic, and industry-specific drivers as well as progress toward the Company's strategic goals, including sustainability performance. Accordingly, the KPIs for senior management comprise a consolidated index reflecting the performance of the HSE management system, including climate change management.

For more details, see Section 2.1. Sustainability Management System, p. 28 →

To encourage employee initiative, the Company also runs the Innovator program, which offers financial rewards and corporate recognition to employees for the best business development ideas.

For more details, see Section 2.6. Innovation, p. 49 →



Spending on employee remuneration,[2]

RR bln



[1] According to the Federal State Statistics Service.

[2] According to the Disclosable Consolidated Financial Statements for 2025. These represent spending on employee compensation reflected in the cost items "Materials, services, and other" and "Other operating income (expense), net".

NOVATEK employees among the winners of the all-Russian professional skills competition

The Company took part in the Oil and Gas Olympus, a major industry competition and platform for identifying top talent, sharing experience, and showcasing advanced technologies. In 2025, a record 300+ participants from 32 companies and five regions competed in key professions – from drillers and operators to geologists and engineers.

As in previous years, the competition included theoretical and practical stages. Part of the competition was held at the AO Arcticgas site, with the enterprise's specialists developing the tasks and evaluation criteria.

NOVATEK employees won prizes across several categories throughout the competition, demonstrating a high level of professionalism.

Competition participation results

47

employees from four Group companies took part in the competition

3

employees won in three categories

Social policy

Committed to employee well-being, NOVATEK implements comprehensive social programs set out in the collective bargaining agreement. All programs are developed in cooperation with trade unions and employees, reviewed annually to check their relevance and effectiveness, and updated to meet employees' needs.

NOVATEK increases funding for its programs every year, guided by the principles of targeted support, efficiency, and social responsibility.

4.2 RR bln

spending on social programs for employees in 2025

↓3%

187 RR th.

average social expenses per employee in 2025[1]

↓10%

Internal social expenses in 2025,
%



For more details on NOVATEK's social programs to support families and parenting, see Section 6.1. Management Approach, p. 142 →

[1] The calculation is based on the average headcount in 2025.

NOVATEK's social programs

Pension program

The Company continues to support employees after their retirement through additional monthly payments. Since 2025, social assistance payments have been indexed by 10%, while the average benefit in Moscow, St. Petersburg, the Far North, and areas of equal status increased to RR 17,528 (↑13%).

292 RR mln

social support funding under the program in 2025

↑20%

Number of pension program participants,
persons

2025	1,554
2024	1,458
2023	1,382

Support for state guarantees

The program provides annual reimbursement of travel and baggage transportation expenses to and from the vacation destination. The program applies to employees and their family members living in the Far North and areas of equal status.

191 RR mln

program funding in 2025

↑3%

Number of employees and their family members who used the program,
persons

2025	4,944
2024	5,063
2023	4,958

Corporate awards

For their high professionalism and outstanding contributions to NOVATEK, employees are recognized with government, industry, and corporate awards, as well as subsidiary-level distinctions. In recognition of employees' contributions and in support of family values, letters of gratitude are also sent to the parents of awarded employees.

50 RR mln

program funding in 2025

↓7%

Number of employees awarded,
persons

2025	1,404
2024	1,465
2023	1,149

In 2025, ten employees received state awards for professional achievements and many years of dedicated service.

Cultural and sporting events program

The program is an integral part of NOVATEK's corporate culture and fosters cohesion across the workforce.
The Company organizes large-scale cultural events and exhibition visits, and also holds annual sports competitions in various disciplines for employees and their families.

202 RR mln

funding in 2025

↓34%

8.9 RR th.

average expenses per employee in 2025

↓38%

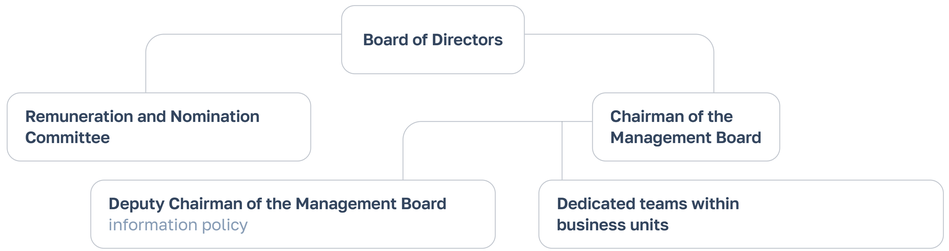
Local communities

Contributing to regional development

Russia's national development goals

- Preservation of the population, strengthening health, and improving the well-being of people, supporting families
- Self-fulfilment of each person, unlocking their talents, and educating a patriotic and socially responsible person
- Comfortable and safe living environment

Organizational structure



2025 highlights

6.4 RR bln

external social expenses

↓ 15% year-on-year

279.4 RR mln

allocated to support indigenous peoples of the Far North

↑ 35% year-on-year

Material topics

Impact

Contributing to the development of local communities and indigenous peoples

Materiality of impacts	Very high	High	Moderate
Financial materiality			

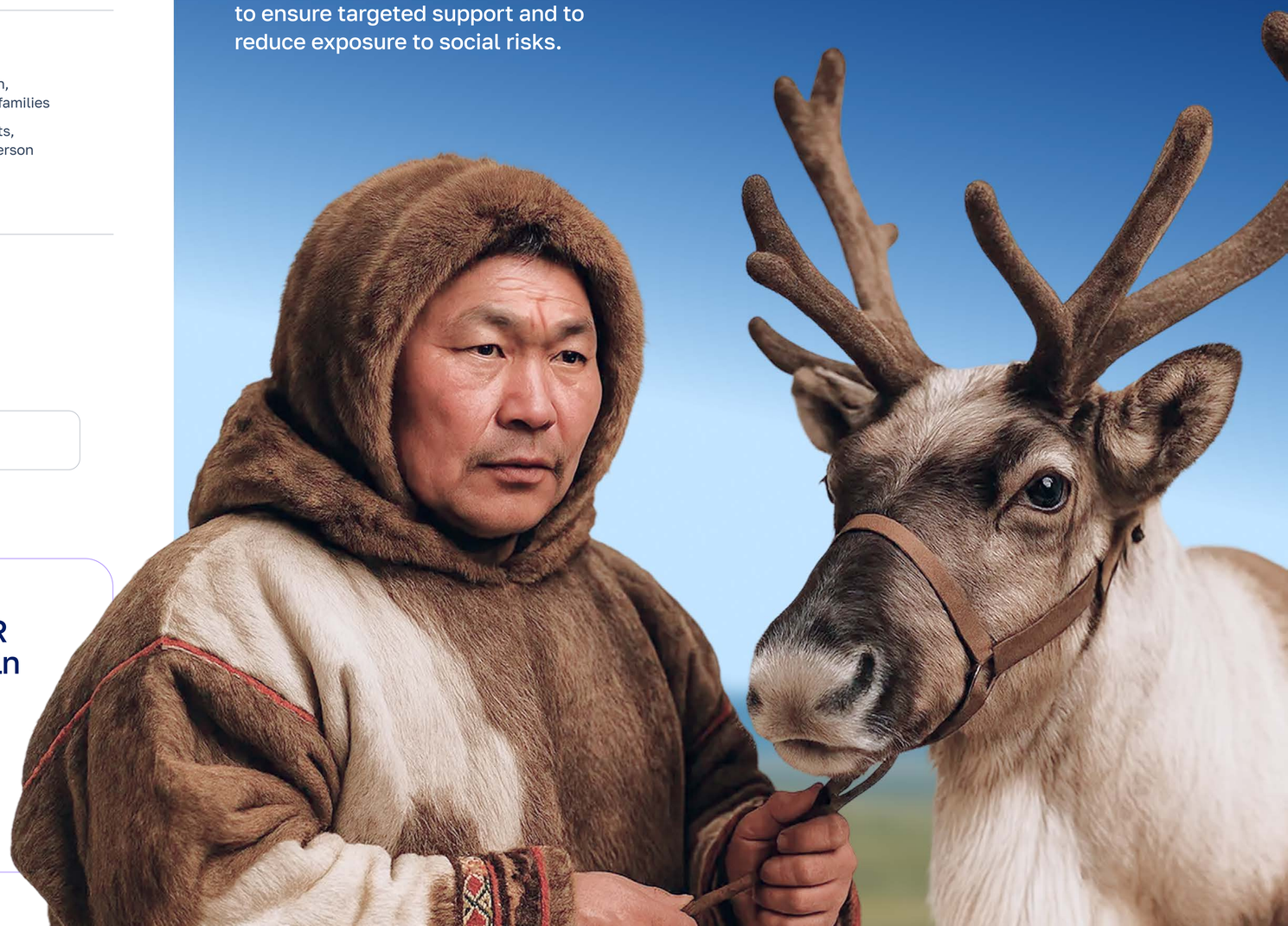
NOVATEK builds trust-based relationships and tailors its social policy to the interests of stakeholders to ensure targeted support and to reduce exposure to social risks.

External documents

- United Nations Global Compact
- Agreements with Russian regions

Corporate documents

- PAO NOVATEK's Charity Policy
- Plan to Promote the Sustainable Development of the Indigenous Peoples of the Far North



Management Approach

Supporting local communities is an important element of the Company's corporate social responsibility. NOVATEK contributes to improving the quality of life and well-being of local communities through social and economic partnerships, taxes, and job creation.

For the Company's large-scale LNG projects, regulations on engagement with indigenous minorities of the Far North are in place. Regular and active stakeholder engagement through various mechanisms maximizes the focus and impact of our social policy.

At the Board of Directors level, matters related to external social policy are addressed by the Remuneration and Nomination Committee. In particular, the Committee annually reviews the Report on Social and Charitable Activities in the Regions of Operation. The Chairman of the Management Board leads local community engagement, with designated officers handling stakeholder engagement at the business unit level.

External social expenses,[1]

RR bln

Years	2023	2024	2025
Expenses	6.0	7.5	6.4

In 2025, the Company's external social spending was RR 6.4 billion, down 15% year-on-year. The decrease was due to the phased implementation of social projects in the Company's regions of operation. The main expenses were associated with projects in the Yamal-Nenets Autonomous Region and the Murmansk Region. Investments in the infrastructure of the regions of operation totaled RR 1.5 billion in 2025.

[1] According to the Disclosable Consolidated Financial Statements for 2025.

Mechanisms of local community relations

To drive sustained positive outcomes, NOVATEK applies a systematic approach to community engagement, based on unwavering respect for human rights. We strive to prevent violation of the rights and interests of local communities, prevent involuntary resettlement, and regularly evaluate the performance of ongoing social projects.

The Company takes into account the needs of local communities and directs its social investments toward the most significant social issues in its regions of operation. To engage with local communities and identify pressing issues, including involuntary resettlement, NOVATEK regularly conducts community monitoring and public hearings, holding direct consultations with local residents, as well as uses a hotline to collect feedback.

To enhance the performance of its social projects, the Company enters into strategic cooperation and engagement agreements with regional governors, municipal authorities, and non-profit organizations representing the interests of a wide range of stakeholders.

In the reporting year, NOVATEK entered into a number of new engagement agreements with regional authorities and continued implementing and financing projects for the design, construction, retrofitting, and equipping of social infrastructure facilities in the Yamal-Nenets and Khanty-Mansiysk Autonomous Regions, the Murmansk, Leningrad, Chelyabinsk, Kostroma, and Samara Regions, and the Kamchatka Territory.



Engagement with indigenous peoples of the Far North

As NOVATEK operates near territories inhabited by the indigenous peoples of the Far North, we place particular focus on supporting them through our social initiatives. The Company undertakes initiatives and implements projects to preserve indigenous cultural and spiritual heritage, as well as traditional ways of life, including by providing material support to indigenous peoples of the Far North.

In running its social projects, NOVATEK is guided by global best practices and internal documents aimed at protecting the rights and interests of the indigenous peoples of the Far North. For its large-scale LNG projects, the Company has developed plans to support the sustainable development of indigenous peoples, incorporating input from nomadic families, impact assessments on indigenous communities, and measures to improve their quality of life.

In 2025, the Regulations on Engagement with Indigenous Minorities of the Far North applicable to one of the Company's projects were updated.

In its engagement with indigenous peoples of the Far North, NOVATEK strictly adheres to the principle of free, prior and informed consent (FPIC). Accordingly, the FPIC procedure has been applied to the areas of the Company's large-scale LNG projects where its operations affect the livelihoods of indigenous peoples of the Far North. When implementing projects, the Company holds mandatory public consultations with local communities and indigenous minorities. Also, the Company conducted four monitoring visits in 2025 for its large-scale LNG projects in the form of consultations and surveys involving nomadic families and indigenous women.

Nomadic families engaged in traditional economic activities within the footprint of the Company's large-scale LNG projects

496 people

104 nomadic families

31
Number of families on permanent pastures

72
Number of nomadic families following migration passages and setting up temporary nomad camps

33
number of reindeer crossings in 2025

NOVATEK is committed to open and transparent dialogue, offering local communities – including the indigenous peoples of the Far North – accessible channels to submit any grievances and queries. The Company operates a single ethics and human rights hotline, along with separate hotlines for its large-scale LNG projects.

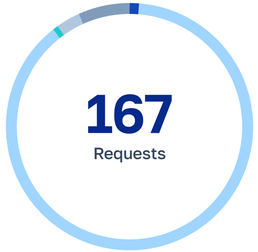
The Company reviews all reports on violations of human rights and the rights and freedoms of local communities in a timely and fair way. At the same time, NOVATEK ensures the confidentiality of queries and does not allow any retaliation against those who submit them. Where violations are identified, the Company immediately takes action to minimize any potential negative impact of its operations on human rights.

In 2025, the large-scale LNG project hotline received 222 queries, including 167 submitted by indigenous peoples of the Far North. Most of the queries related to assistance with transportation, delivery of firewood, food, and drinking water, as well as for accommodation for nomadic reindeer herders in the dormitories of the rotation camp.

NOVATEK takes a comprehensive approach to preserve indigenous cultural heritage by implementing a range of initiatives. In 2025, the Company's financing for the indigenous peoples of the Far North totaled RR 279 mln, up 35% year-on-year, mainly due to higher spending on infrastructure development.

A service center operates at the Yurkharovskoye field to provide support to indigenous peoples of the Far North.

Reasons for queries to the large-scale LNG hotlines from indigenous peoples of the Far North in 2025



- 2% Requests related to air transportation
- 88% Requests related to the land delivery of firewood, fuel, and food
- 1% Requests related to support for reindeer herding
- 3% Requests related to medical assistance
- 6% Other

Company expenses for supporting indigenous peoples of the Far North in 2025



- 75.2% Support for reindeer herding and traditional ways of life
- 12.6% Regional infrastructure investments
- 6.4% Support for language, culture, and customs
- 2.8% Provision of livelihoods
- 2.9% Transportation of indigenous people
- 0.1% Other

Key focus areas of the plans to promote the sustainable development of the indigenous peoples of the Far North as part of the Company's large-scale LNG projects in 2025

Focus area	Measures
Support for traditional economic activities and preservation of cultural heritage	• Support for reindeer herding, fishing, hunting, and wild crop gathering • Payment of compensation for impacts and provision of access to traditional fishing and hunting grounds in the course of operations • Support for cultural initiatives and indigenous heritage • Funding for specialized associations (the Russian Association of Indigenous Peoples of the North of Siberia and Far East of the Russian Federation)
Enhancing mobility and improving the livelihoods of nomadic communities	• Provision of air transportation for nomadic residents • Delivery of fuel, food, and essential goods to remote areas • Supply of food and goods to nomadic families
Healthcare	• Provision of medical care to nomadic communities
Education and youth engagement	• Targeted training of indigenous peoples of the Far North for employment in the fuel and energy sector and the district economy • Support for young talent • Material and technical support for boarding schools, and support for student participation in offsite educational events • Support for student work crews (environmental projects)
Social and family support	• Support for vulnerable groups and individuals facing difficult life circumstances (financial assistance, food, and medicines) • Support for the elderly • Funding for veteran organizations (the Retired Worker of Yamal) • Consultations on legal awareness (including for indigenous women of the Far North)

To assess the effectiveness of its engagement with the indigenous minorities of the North, NOVATEK conducts independent monitoring visits as part of the implementation of its 2024–2028 Plan to Promote the Sustainable Development of the Indigenous Peoples of the Far North (PPSD). In the reporting period, a survey of the heads of reindeer herding families in the South-Tambeyskoye field showed strong approval of the measures implemented: the participants completed questionnaires covering a broad range of issues and shared feedback on progress under the PPSD. The field and monitoring visits conducted in 2025 for the Company's large-capacity LNG projects did not identify any negative feedback from indigenous peoples. Moreover, indigenous residents associate the Company's activities with hopes for improved living standards, noting that these efforts are already making a difference, including better access to medicines and food, while the Yamal LNG area continues to show strong satisfaction and loyalty among local communities.

In 2025, as part of implementing the PPSD for indigenous peoples, the Company continued to actively involve indigenous residents of the North in environmental monitoring and in tracking the condition of traditional use areas, including pastures, animal habitats, and migration routes. The data obtained were analyzed in terms of the impact of the Company's activities on ecosystem services and may be used to refine field survey routes, plan environmental measures, adjust support for nomadic families, and implement measures under PPSDs.



Contribution to regional development

NOVATEK's infrastructure projects and philanthropy efforts contribute to improving the quality of life for local communities. The Company makes social investments and carries out initiatives in education, healthcare, sports, and culture, including support for the cultural traditions of indigenous peoples.

Infrastructure projects

In 2025, investments in infrastructure projects totaled RR 1.5 billion, down 17% year-on-year due to their phased implementation. The Company continued to participate in and finance the design, construction, and retrofit of social infrastructure facilities. These projects are being implemented in the Yamal-Nenets Autonomous Region, the Leningrad and Murmansk Regions.

Company investments in infrastructure projects in 2025



98% Area improvements and comprehensive development of cities and communities

1% Major repair of preschools and other educational institutions

1% Projects to enhance the tourist appeal of Russia

Community support projects

Education



For many years, NOVATEK has been developing a continuing education program – from school to university – to ensure a steady inflow of young talent with good theoretical knowledge and practical skills to the Company. In 2025, 64 students completed internships at the Company's facilities, and 16 university graduates began their careers at NOVATEK.

NOVATEK's career guidance efforts include shop-floor tours for school students to visit production facilities, helping them gain useful insights into the industry and related career paths. In 2025, the Company organized a trip for students from the village of Tazovsky to Tarko-Sale, where they visited a vocational college, toured its laboratories, and took part in hands-on workshops in skilled trades. The trip helped spark greater interest in vocational education, with some students deciding to enroll in college. By supporting educational projects and internship programs, NOVATEK develops its future talent pipeline and attracts high-potential professionals to the Company. The Natural Science Center was established in the Purovsky District of the Yamal-Nenets Autonomous Region to foster school students' interest in technical and natural sciences through hands-on activities and academic contests.

In 2025, the Center had 850 students. By supporting educational projects and internship programs, NOVATEK develops its future talent pipeline and attracts high-potential professionals to the Company.



01 School students | 02 University students | 03 Employed by NOVATEK

	Grants program for school students and teachers	Gifted Children program	NOVATEK-University program	The Cryogenic Technology and Equipment for the Gas Industry master's degree program[1]
Host regions/ cities	• Purovsky District, Yamal-Nenets Autonomous Region (from 2004 for school students and from 2008 for teachers) • Murmansk (from 2024)	• Novokuybyshevsk (Samara Region) • Tarko-Sale (Purovsky District, Yamal-Nenets Autonomous Region) • Tyumen (Tyumen Region) • Salekhard (Yamal-Nenets Autonomous Region) • Murmansk (Murmansk Region)	128 program students studying at 38 universities in 18 cities	Moscow
Investment	RR 2.8 mln	RR 18.5 mln	RR 30.0 mln	
Program focus	• Expanding educational opportunities in schools • Raising the profile of teaching as a profession	Supporting and promoting engineering careers among school students in grades 10 to 11	Supporting students in specialized classes	Training specialists with managerial skills and technical expertise in LNG
2025 highlights	• 48 grants awarded to students • 5 grants awarded to teachers **Growth strategy: continuous support for talented students and teachers** Since the program launch: • in the Purovsky District of the Yamal-Nenets Autonomous Region, 1,980 grants have been awarded to school students; and 131 grants for teachers have been awarded since 2008; • in Murmansk, 33 grants have been awarded to school students; two grants have been awarded for teachers since 2024	• 131 participants • Launched the Oil & Gas Engineering pilot project delivered by the NOVATEK Scientific and Technical Center's experts	• 64 students completed internships • 16 of 64 students were subsequently employed • 154 program graduates were employed by the Company as at the end of 2025	• 9 master's students completed internships at the Company • 5 graduates were employed by the Company

[1] Implemented jointly with Gubkin University.

School for digital technologies in oil and gas geology

In 2025, the Industrial University of Tyumen and NOVATEK STC continued operating Russia's first open school for students in grades 7 to 11 focused on digital technologies in oil and gas geology, launched in 2024.

In the reporting year, 150 school students participating in the project attended in-person lectures and workshops, visited industry facilities, and then used the knowledge they had gained to prepare and present their projects to experts.

Young Engineer School

In 2025, School No. 2 in Tarko-Sale introduced the Company's program focused on training and early career specialization to students in grades 7 to 9.

The program relies on project-based and research activities to develop engineering and technical skills and competencies. It aims to help students prepare for academic contests, as well as to enable early career specialization and high-quality training for students while they are still pursuing their general education. In the reporting year, the program had 35 students from five different city schools.

Opening of educational clusters within the Professionalitet program

In 2025, as part of the federal Professionalitet project in Yamal, NOVATEK entered into an agreement with seven colleges to create the Talent for Yamal's Fuel and Energy Sector and Support Services educational cluster. The Company also served as a strategic partner of the Lavna Port in establishing the Arctic Shipbuilding and Ship Repair cluster at Murmansk Industrial College. The new clusters are expected to expand the training of secondary vocational students in high-demand oil and gas and service professions.

Sports

NOVATEK is strongly focused on promoting sports across its footprint, placing a particular emphasis on children's and youth sports. Company employees also regularly participate in sporting events.

Youth football

Chelyabinsk Region

Yamal-Nenets Autonomous Region

Kostroma Region

Kamchatka Territory

RR 44.2 mln

2025 highlights:

- four mini football grounds were built in the Chelyabinsk and Kostroma Regions;
- the Step to Bigger Football championship was held for school students in the Chelyabinsk and Kostroma Regions, as well as the Kamchatka Territory (over 10 thousand participants);
- the Polar Urals Cup was held in the town of Labytnangi (12 combined school teams from ten regions of Russia);
- Tarko-Sale hosted the 3rd futsal tournament (eight teams from four municipalities of the Yamal-Nenets Autonomous Region);
- support was provided to the Russian Football Union in organizing the School Football League – Leather Ball tournament: in the Chelyabinsk Region, 40 to 60 school teams competed in each of the four segments.

Growth strategy: development of youth football

All in all, since 2013, 61 football grounds have been built for championship-winning schools under the Step to Bigger Football project, including 44 in the Chelyabinsk Region and 17 in the Kostroma Region.

As part of the Step to Bigger Football project, school teams take part in annual tournaments where more than 8.5 thousand boys and girls gather.

Investment

Student basketball and youth volleyball

70 regions of Russia, including Moscow

RR 30 mln to support basketball

RR 26 mln to support volleyball

2025 highlights:

- >800 teams and >10 thousand athletes from 70 regions of Russia participated in the competitions;
- the Student Basketball Association interregional streetball championship was held.

Through a partnership with the Student Basketball Association, NOVATEK provides annual support for basketball competitions among student teams from leading Russian universities.



Yamal Governor’s Cup

In 2025, AO Arcticgas took an active part in the annual Arctic Charity Volleyball Tournament, the Yamal Governor’s Cup. The Company continued its traditional project support, benefiting the YAMINE charitable foundation, which provides assistance to children with disabilities, children from social risk groups and their families. Total charitable donations amounted to about RR 5 million. The funds were transferred to the YAMINE foundation, and covered the full rehabilitation costs for 41 children with disabilities and children from social risk groups across Yamal.



Culture and education

NOVATEK engages in initiatives to support culture and education.

Supporting exhibitions and educational activities

Moscow | Kostroma

>RR 217.9 mln

2025 highlights:

- set up exhibitions at the State Tretyakov Gallery, the State Hermitage Museum, and the Moscow Museum of Modern Art;
- helped to organize the Silver Boat International Fireworks Festival and the DANCEdialogues interregional contemporary dance festival;
- supported the Introduction to Orthodox Culture for Schoolchildren educational project for students of grades 5 to 8 in Magnitogorsk;
- supported the concert activities of the Moscow Soloists Chamber Ensemble, including a celebration of the 15-year anniversary of the Moscow Musical Theater, and staging new productions at the Theatre of Nations.



Restoration of memorials

Chelyabinsk Region

RR 1.5 mln

2025 highlights:

- 87 Great Patriotic War memorials were restored or repaired in eight municipalities;
- year-round free gas supplies were provided to 48 gas grid-connected Eternal Flame memorials in the Chelyabinsk Region as part of the Flame of the Victory project.

Creative science and technology center

As part of the Murmansk Region’s To Live in the North! strategic plan, NOVATEK served as a key partner in establishing the Rodina creative science and technology center in Murmansk. The Company supported the renovation of the historic former movie theater building, which has now been transformed into a modern educational hub.

The programs are designed for children ages five to 18 and focus on engineering and modern technologies. In the reporting year, the center received more than 1.5 thousand applications for enrollment. Classes are scheduled to begin in 2026.

Investment

Support for vulnerable children

PAO NOVATEK's charity policy aims to provide individualized help to children in desperate need in its regions of operation.

In particular, the Company supports the treatment and rehabilitation of children with serious illnesses and disabilities, and also provides direct assistance to orphanages, special needs kindergartens, and government-sponsored healthcare facilities for children.

Targeted charitable assistance to children and adults

Murmansk Region | Chelyabinsk Region | Tyumen Region | Moscow and Moscow Region | St. Petersburg and Leningrad Region | Kostroma Region | Sevastopol | Kamchatka Territory | Perm Territory | Yamal-Nenets Autonomous Region | Republic of Bashkortostan | Republic of Udmurtia | Republic of Karelia | Sverdlovsk Region

RR 31.2 mln[1] – the Assistance to People in Desperate Need program

2025 highlights:

- 671 children and 50 adults received assistance through the Assistance to People in Desperate Need program;
- rehabilitation treatment was covered for two adults;
- targeted assistance to children:
  - 108 children underwent rehabilitation treatment;
  - hospital treatment was covered for two children;
  - five children received wheelchairs;
  - three children received medication and underwent genetic testing;
  - air tickets and hotel accommodation were paid for five children and their accompanying parents for the duration of the children's rehabilitation course.

Support for orphanages and kindergartens for children with special needs

Moscow Region | Kostroma Region | Chelyabinsk

RR 2.1 mln

2025 highlights:

- assistance was provided to an orphanage in the Kostroma Region for facility repairs and for the purchase of food, clothing, and footwear;
- 40 children from two shelters in the Moscow Region received assistance with seasonal clothing and footwear;
- funding was provided to a Center for Supporting Children Deprived of Parental Care for facility repairs and New Year gifts for the children, and a trip to Volgograd was organized;
- assistance was also provided to Chelyabinsk Boarding School No. 13, a special general education boarding school for orphans, children left without parental care, and children with disabilities: a trip to Volgograd was organized for students, and funds were allocated for maintenance repair, the purchase of clothing and footwear for its graduates.

NOVATEK provides assistance with the purchase of food, clothing, and footwear, as well as with facility repairs and recreational activities.

[1] The 2024 values of the Assistance to People in Desperate Need program were restated (recalculated) to RR 15.8 million (from RR 74.6 million).

Healthcare

One of NOVATEK's charitable focus areas is support for healthcare across its footprint.

While prioritizing children, over the 30+ years of philanthropy, the Company has improved the quality of medical care for people across all age brackets.

Targeted Therapy project

Entire territory of Russia

RR 5 mln

2025 highlights:

74 children underwent molecular diagnostic tests

Program focus:

Run together with the Dmitry Rogachev National Medical Research Center of Pediatric Hematology, Oncology, and Immunology, the Targeted Therapy project focuses on targeted assistance to children with central nervous system tumors.

Health Academy project

Murmansk Region | Kostroma Region | Tyumen Region | Chelyabinsk Region | Yamal-Nenets Autonomous Region

2025 highlights:

22 doctors from regional partner clinics completed offsite training courses at the N.I. Pirogov University[2] in Moscow.

Movement project

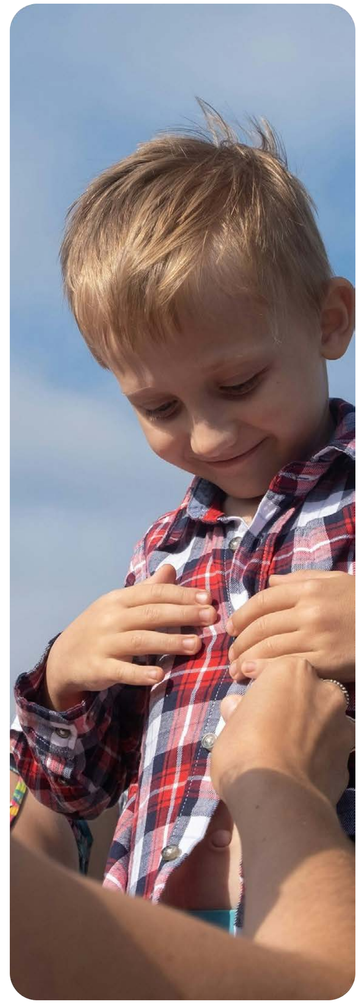
Murmansk Region | Yamal-Nenets Autonomous Region | Moscow

RR 1.4 mln – to help children

RR 17.9 mln – to help adults

2025 highlights:

assistance was provided to two children and 28 adults with disabilities to cover the cost of prosthetic care



Investment

[2] The N.I. Pirogov Russian National Research Medical University.

Atmosphere and High-Tech Equipment projects

Kostroma Region | Chelyabinsk Region | Tyumen Region | Kamchatka Territory

RR 15.2 mln – the Atmosphere project

RR 297.8 mln – the High-Tech Equipment project

2025 highlights:

- funding was provided for the overhaul of the hydrotherapy clinic and ventilation system at the Children's Medical Rehabilitation Center of the Kostroma Regional Children's Hospital. The project also provided funds for cosmetic repairs on the premises intended for the St. Petersburg Center for Early Development, Adaptive Sports, Adaptation, and Social Adjustment for children, youth, and adults with special needs;
- a project was launched to procure high-tech equipment for the endoscopy center at the P.A. Bayandin Murmansk Regional Clinical Hospital together with the Murmansk Region, among other initiatives;
- rehabilitation equipment was purchased for the Magnitogorsk Maternal Health and Childhood Protection Center, items were procured for the sensory integration department of the Nadezhda Children's Healthcare and Rehabilitation Center in the Tyumen Region, and medical equipment was purchased for the P.N. Prokhorov Interdistrict Hospital in Kingisepp, the Leningrad Region.

Program focus:

Since 2023, the Company has been providing aid to children's healthcare institutions to help them purchase rehabilitation equipment and renovate rehabilitation facilities as part of the Atmosphere project. The Company also runs the High-Tech Equipment project to assist children's hospitals in acquiring high-tech equipment.

Other support projects

NOVATEK provides individualized charity support to people in need across its footprint.

NOVATEK-Veteran program

Yamal-Nenets Autonomous Region

RR 41.5 mln

2025 highlights:

- regular material support for retirees;
- milestone birthday celebrations for 148 retirees;
- visits to cultural events and a series of leisure classes in fine arts and clay modeling were arranged for retirees.

Program focus:

We leverage our NOVATEK-Veteran social protection foundation founded in 2005 to provide assistance to former employees of the oil and gas sector with a significant employment history in the Russian Far North. This corporate foundation is the only non-governmental organization in the Purovsky District of the Yamal-Nenets Autonomous Region offering assistance to retirees who worked in the Russian oil and gas industry.

Investment

Corporate Volunteering

For more details on the participation of the Company's employees in environment-related events, see Chapter 4. Environment, p. 90. →

NOVATEK actively engages its employees in volunteer initiatives. In 2025, more than 2 thousand employees participated in clean-up events.

Our volunteer activities include assistance to children left without parental care, children suffering from various diseases, children in the care of boarding schools and rehabilitation centers, as well as elderly people and retired long-service employees.

Beneficiaries	Support format	Company contribution
Children from social risk groups	Tree of Wonders New Year event	Company employees have been taking part in the annual Tree of Wonders New Year campaign since 2018. In 2025, they brought New Year greetings to children from three branches of the Glukhovskaya boarding school in Noginsk, the Moscow Region, presenting personalized holiday gifts to 378 orphaned children, including 95 children with disabilities. In the reporting year, NOVATEK allocated RR 0.8 million to support this initiative.
Children with cancer	Games of the Brave	Together with the Iskorka charitable foundation, NOVATEK-Chelyabinsk organized the Games of the Brave family sports festival. The event brought together 154 families and more than 550 participants. Young athletes and their families competed in track and field, darts and shooting, and took part in creative workshops.
Veterans of the Great Patriotic War	Victory Day greetings	As part of the Victory Day celebrations, veterans of the Great Patriotic War were honored by the Company employees.



Other information

About the Report

The information contained in the Report includes information on PAO NOVATEK and its consolidated subsidiaries and joint ventures (affiliates) (in the Report – “we”, “NOVATEK”, the “Company”, or the “Group”).

Reporting period: from 1 January 2025 to 31 December 2025, unless otherwise specified in the Report.

Report boundaries

The Report covers PAO NOVATEK and subsidiaries and joint ventures of PAO NOVATEK in Russia and abroad. All material indicators are disclosed for the Group companies, based on a 100% share in joint ventures (Perimeter 1) or in proportion to the Group’s ownership interests in joint ventures (Perimeter 2). Key financial indicators are disclosed within the boundaries of the disclosable consolidated financial statements (Perimeter 3).

Due to the continued relevance of the public disclosure risks, NOVATEK does not disclose the full list of companies within the Report boundaries in order to maintain shareholder value, which is largely consistent with current Russian market practices. Information on management of biodiversity impacts in accordance with the updated GRI Biodiversity Standard (101-2) is disclosed for the Company’s large-scale LNG projects (Perimeter 4).

Reporting principles

The Report complies with the key principles for defining the Report content and quality

Principle	Description
Accuracy	For quantitative data, the methods of data collection and calculation, permissible tolerances, and all assumptions are specified
Balance	The Company’s results are disclosed in a balanced manner, undesirable results are not concealed, and deliberate presentation of information in such a way that it could be interpreted incorrectly is avoided
Clarity	Graphs, tables, and other methods of visualization are used to present information in the most accessible way Active navigation is provided to facilitate browsing Versions in the Russian and English languages are available
Comparability	Quantitative information is disclosed for three years with an explanation of the most significant trends Comparable data are presented in multiples
Completeness	The information is presented in an amount and form sufficient to develop an objective opinion on the Company’s impact in both the short and the long term Information necessary for a reliable assessment is not intentionally omitted or excluded
Sustainability context	Information is disclosed based on major international instruments for measuring progress in sustainable development, in particular the UN Sustainable Development Goals, the UN Guiding Principles on Business and Human Rights, etc.
Timeliness	Publication in the second quarter of 2026, allowing for timely disclosure with sufficient time to evaluate the results of the reporting period
Assurance	All information presented undergoes internal verification and is approved by the Company’s senior management In addition, selected quantitative and qualitative information in the Report was verified by an independent auditor For more details, see Appendix 7. Independent Auditor’s Limited Assurance Report, p. 225

Company documents	Link
The Company’s Articles of Association and internal documents	https://www.novatek.ru/en/about/management/doc/
PAO NOVATEK’s HSE standards	https://www.novatek.ru/en/esg/opsustainability/ims/
Documents regulating the key aspects of sustainable development of the Yamal LNG project	http://yamallng.ru/en/progress/disclosure-of-information/
Documents regulating the key aspects of sustainable development of the Arctic LNG 2 project	https://arcticspg.ru/ustoychivoe-razvitie/raskrytie-informatsii/

Company reports	Link
Annual reports	https://www.novatek.ru/en/investors/reviews/
Sustainability reports	https://www.novatek.ru/en/esg/ratings/archive/
ESG Databook	https://www.novatek.ru/en/esg/ratings/dataesg/
Disclosable Consolidated Financial Statements	https://www.novatek.ru/en/investors/results/

Forward-looking statements

This Report includes forward-looking information.

Forward-looking statements include statements concerning our plans, expectations, goals, strategies, future events, our strengths and weaknesses compared to competitors, plans and goals related to projected production levels, reserves, financial condition, operations, and future development, our business strategy and anticipated industry trends, the political and legal conditions in which we operate as well as other statements, which are other than statements of historical facts. Words such as “believe”, “assume”, “anticipate”, “target”, “potential”, “expect”, “may”, “will”, “plan”, “aim”, “seek”, and similar expressions indicate forward-looking statements, although they are not the only means of identifying such statements.

Forward-looking statements contained in this Report are based largely on our expectations, reflecting the estimates and assumptions made by our management. These estimates and assumptions reflect our judgment based on currently known market conditions and other factors, some of which are discussed below. Although we believe that these estimates and assumptions are reasonable, they inherently involve uncertainties, contingencies, and risks which are beyond our control. Moreover, management’s assumptions about future events may prove to be incorrect. We caution all readers that the forward-looking statements contained in this Report are not guarantees of our future performance and we cannot guarantee that such statements will be realized or that projected events or circumstances will occur. Forecasts inherently involve risks and uncertainties, both general and specific, many of which are beyond our control, as well as the possibility that predictions, assumptions, and other forecasts will not come true. Such risks, uncertainties, and other factors include, inter alia, those listed in Appendix 1. Key Sustainability Risks and Opportunities and those listed in other sections of this Report. It should be understood that a number of important factors may cause actual results to differ materially from the plans, targets, expectations, estimates (including production plans), and intentions discussed in such forward-looking statements.

When relying on forward-looking statements, one should carefully consider the foregoing factors and other uncertainties and events, especially in light of the political, economic, social, and legal environment in which we operate. Such forward-looking statements speak only as at the date on which they are made. Accordingly, we do not undertake any obligation to update or revise any of them, whether as a result of new information, future events, or otherwise. We do not make any representation, warranty, or prediction that the results anticipated by such forward-looking statements will be achieved, and such forward-looking statements represent, in each case, only one of many possible scenarios and should not be viewed as the most likely or standard scenario. These cautions apply to all forward-looking statements attributable to us or to persons acting on our behalf. The information and opinions contained in this document are provided as at the date of this Report and are subject to change without notice.

Glossary

Terms and abbreviations	
AO	joint stock company
APG	associated petroleum gas
Bank of Russia	Central Bank of the Russian Federation
BAP	Biodiversity Action Plan
BAT	best available technology
BEPS (Base Erosion and Profit Shifting)	OECD's Action Plan on Base Erosion and Profit Shifting
BMEP	Biodiversity Monitoring and Evaluation Program
BMP	Biodiversity Management Plan
CNG	compressed natural gas
CO_2	carbon (IV) oxide or carbon dioxide
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CPE	core process equipment
EMERCOM of Russia	Ministry of the Russian Federation for Civil Defense, Emergencies, and Elimination of Consequences of Natural Disasters
ENVID	Environmental Impact Identification
ERP (Enterprise Resource Planning) system	an automated enterprise resource planning system designed to monitor the entire production cycle
ESG	Environmental, Social, and Governance: a concept, according to which a company's sustainable development is measured by environmental, social, and corporate governance factors
ESIA	Environmental and Social Impact Assessment
FBC	free bilateral contract for energy purchase/sale
FOCL	fiber-optic communication line
FPIC	free, prior, and informed consent
FR	Fatality Rate
GHG Protocol	Greenhouse Gas Protocol; comprehensive standardized industry frameworks and other tools to measure and manage greenhouse gas emissions
GHG	greenhouse gas
GIIGNL	International Group of Liquefied Natural Gas Importers
GRI	Global Reporting Initiative
Gubkin University	National University of Oil and Gas Gubkin University
HAZID	Hazard Identification
HCA	High Consequence Area: area where pipeline releases could have significant consequences for people or the environment
HSE	health, safety, and environment
IEA	International Energy Agency
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
IIA	Institute of Internal Auditors
IMS	Integrated Management System for HSE
INTI	Institute of Oil and Gas Technology Initiatives
IOSCO	International Organization of Securities Commissions
IPCC	Intergovernmental Panel on Climate Change
Ipieca	International Petroleum Industry Environmental Conservation Association
ISO	International Organization for Standardization
ISS	US advisory firm Institutional Shareholder Services, a reputable source of ESG data for corporate investors

Terms and abbreviations	
ISSB	International Sustainability Standards Board
IT	information technology
IUCN	International Union for Conservation of Nature
KPI	key performance indicator
LEAP (Locate, Evaluate, Assess, Prepare)	an approach that allows managing risks and identifying new opportunities related to biodiversity through the analysis of the state and assessment of the impact on biodiversity in the localities of production
LNG retail station	a fueling station that supplies vehicles with cooled liquefied (LNG) or compressed natural gas (CNG) as motor fuel
LNG	liquefied natural gas
LTIFR	Lost Time Injury Frequency Rate
MSW	municipal solid waste
NFPA	National Fire Protection Association
NMFR	Near Miss Frequency Rate
NSR	Northern Sea Route
OAO	open joint stock company
OECD	Organization for Economic Co-operation and Development
OHS	occupational health and safety
OOO	limited liability company
PABGI	Polar Alpine Botanical Garden and Institute
PAO	public joint stock company
PPE	personal protective equipment
PPSD	Plan to Promote the Sustainable Development of the Indigenous Peoples of the Far North
R&D	research and development
RBI	Risk Based Inspection
RF NDGs	Russian Federation's National Development Goals through 2030 and for the future until 2036
RMICS	Risk Management and Internal Control System
Rostechnadzor	Federal Environmental, Industrial, and Nuclear Supervision Service of Russia
RSPP	Russian Union of Industrialists and Entrepreneurs
SASB	Sustainability Accounting Standards Board
SEC	U.S. Securities and Exchange Commission
SGC	stable gas condensate
SMEs	small and medium-sized enterprises
STC	Scientific and Technical Center
TCFD	Task Force on Climate-related Financial Disclosures
TNFD	Taskforce on Nature-related Financial Disclosures
TRIR	Total Recordable Incident Rate
UN Global Compact	United Nations Global Compact
UN SDGs	Sustainable Development Goals developed in 2015 by the United Nations General Assembly as a plan to achieve a better and more sustainable future for all
UN	United Nations
UNEP	United Nations Environment Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
VHI	voluntary health insurance
VOCs	volatile organic compounds

Units	
b.p.	basis points
bln	billion
boe	barrel of oil equivalent
GJ	gigajoule
ha	hectare
km	kilometer
kWh	kilowatt-hour
m	meter
m^3	cubic meter
MJ	megajoule

Units	
mln	million
MW	megawatt
MWh	megawatt hour
p.p.	percentage points
RR	Russian ruble
square km / km^2	square kilometer
th.	thousand
TJ	terajoule
ton	metric ton

Contacts

Joint Stock Company NOVATEK

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Location:
Tarko-Sale, Purovsky District, Yamal-Nenets Autonomous Region, 629851, Russia

PAO NOVATEK's contacts

Name	Contacts	Matters	Stakeholders
Investor Relations, Sustainable Development	Alexander Nazarov, Head of IR Kristina Popilyuk, Head of Sustainable Development Tel.: +7 (495) 730-60-13 E-mail: ir@novatek.ru	The Company's equity story and sustainable development	A wide range of capital market players, ESG rating agencies, and other stakeholders
Press Service	Tel.: +7 (495) 721-22-07 E-mail: press@novatek.ru	A wide range of matters	Media
Help Desk	Tel.: +7 (495) 730-60-00 E-mail: novatek@novatek.ru	General matters	A wide range of persons
Ethics and Human Rights Hotline (24/7)	Tel.: +7 (495) 488-60-25 E-mail: ethics@novatek.ru	The Human Rights Policy, the Code of Business Conduct and Ethics, and other Company documents related to ethics and human rights	Employees, external stakeholders including suppliers, contractors, and local communities representatives
Security Hotline (24/7)	Tel.: +7 (495) 232-39-59 E-mail: security_hotline@novatek.ru	The Anti-Corruption Policy and other Company documents related to security	A wide range of persons
Customer Account Service	https://www.novatek.ru/en/about/operational-activities/marketing	Contracting, delivery procedures, and other information for customers	Customers

Queries to Yamal LNG

Engagement with local communities, representatives of indigenous peoples of the Far North, suppliers, contractors, and other stakeholders on human rights, fraud and corruption, business ethics, environmental protection, occupational health and safety

Tel.: +7 (495) 775-04-80, +7 (495) 228-98-50
E-mail: yamalspg@yamalspg.ru

Security Hotline:
Tel.: +7 (499) 941-14-45, hotline@yamalspg.ru

HSE:
vopros@yamalspg.ru

Community liaison offices in Salekhard, Yar-Sale, Seyakha, and Sabetta

Queries to Arctic LNG 2

Engagement with local communities, representatives of indigenous peoples of the Far North, suppliers, contractors, and other stakeholders on human rights, fraud and corruption, business ethics, environmental protection, occupational health and safety

Help Desk:
Tel.: +7 (495) 720-50-53, +7 (495) 771-67-40

Security Hotline:
Tel.: +7 (495) 720-50-53, доб.: 14-044, hotline@arcticspg.ru

HSE:
Tel.: +7 (495) 488-62-99, vopros@arcticspg.ru

Business:
ethics@arcticspg.ru

APPROVED by a resolution of the Board of Directors of PAO NOVATEK on 27 April 2026, Minutes No. 284

Appendix 1.
Key Sustainability Risks and Opportunities

For a more detailed table of production and operational risks, see PAO NOVATEK's Annual Report 2025.

The table below contains the Company's key sustainability risks. For each risk, the risk criticality, risk factors, and assessment of its impact on the achievement of the Company's strategic goals[1] as well as the main risk management efforts are given. For more details on the risk and opportunities management efforts in the reporting year, see the relevant sections of the Report.

Criticality of risk

High | Medium | Low

Risks factors

IN Internal | EX External | IN+EX Combination

NOVATEK's strategic goals

- Expanding the resource base
- Maintain a low-cost structure
- Sustainable development
- Increasing hydrocarbon production
- Streamlining marketing channels
- Build competitive and scalable LNG facilities

NOVATEK's key sustainability risks

Risk / risk criticality / effect on goals	Current risk status / risk management efforts
Operational risks	
Medium IN **1. Process risks** Emergencies, fires, and explosions at industrial sites and sea vessels: • property damage and losses due to business interruption (including catastrophic and tail-end risks); and • damage to life and health, including of third parties	In June 2025, a loss of containment occurred in a discharge pipeline during the replacement of a metering run at a gas metering unit of OOO NOVATEK-Tarkosaleneftegas, resulting in damage to the metering equipment and an injury to an employee. In February 2025, a loss of containment in a nitrogen line resulted in a short-term plant shutdown at OOO NOVATEK-LNG Fuel. The plant promptly resumed its operation. 1. Real-time monitoring of the process conditions in which equipment operates along with industrial and fire safety. 2. Performing preventative and scheduled maintenance and equipment upgrades. 3. Providing personnel training and running personnel knowledge assessments in occupational health and industrial and fire safety. 4. Establishing emergency stocks of spare parts. 5. Developing and implementing emergency response, oil spill response, and business continuity plans. 6. Insurance against process risks.
Low EX **2. Climate risks** • Risks associated with operating in permafrost areas and in the Far North • Climate-related physical and transitional risks	In June 2025, the most severe flood on the Pyaku-Pur River in 25 years caused flooding at a warehouse of OOO NOVATEK-Energo in Tarko-Sale, damaging items stored. 1. Implementing action plans to achieve 2030 environmental and climate goals (approved in 2020). 2. Real-time monitoring of weather, permafrost, and cryogenic processes. 3. Generating climate change scenarios and simulating the implications of climate change for the Company's operations. 4. Incorporating climate change research and forecasts into the design of permanent buildings and structures. 5. Developing and implementing low-carbon production and renewable energy projects. For more details on climate risk management, see Section 3.2.5. Climate Risks and Opportunities, p. 72.
Medium IN **3. Environmental risks** • Environmental impact from accidents and oil and petroleum product spills • Impact on water resources and biodiversity components, including: – shortage of water resources; and – violation of the rights of local communities to free access to water and biological resources	No accidents or incidents resulting in environmental impact occurred in the reporting year. In 2025, the Company continued working toward its 2030 environmental and climate goals, conducting operations in compliance with applicable environmental standards. **Preventing emergencies resulting in damage to the environment** 1. Monitoring the process conditions in which equipment operates. 2. Implementing action plans to achieve 2030 environmental and climate goals. 3. Insurance against risks of environmental damage and liability in case of accidents. **Preventing oil / petroleum product spills during storage or transportation via pipelines / by sea vessels** 1. Monitoring the condition of pipelines (corrosion, deterioration, pipe sinking, etc.) and vessels. 2. Developing and implementing emergency response plans, oil and petroleum product spill response plans, and business continuity plans. 3. Analyzing high consequence areas (HCAs). 4. Insurance against risks of damage and civil liability in case of oil / petroleum product spills. **Preventing negative impact on water resources and biodiversity** 1. Compliance with environmental standards (environmental requirements, drainage procedures) and monitoring by supervisory bodies. 2. Ensuring unobstructed access for local communities to water and biological resources within the area of impact of the Company's operations in accordance with national laws. 3. Developing and implementing measures to conserve biodiversity and natural ecosystems.
Low IN **4. Social risks** • Ethical violations • Human rights violations • Lack of skilled employees, restriction of freedom of association • Violation of the rights and interests of local communities, including indigenous peoples of the Far North	The Company implements measures aimed at developing personnel competences and ensuring competitive working conditions while also monitoring compliance with the requirements of internal documents on ethics, human rights, and anti-corruption. The Company identified no violations in 2025. **Compliance with business ethics** 1. Monitoring compliance with the Code of Business Conduct and Ethics, Human Rights Policy, Regulations on RMICS, and other internal documents. 2. Training employees on anti-corruption practices and principles of ethical behavior. 3. Operating a hotline. **Preventing human rights violations** 1. Monitoring compliance with the Human Rights Policy, HSE, and Anti-Corruption Policy at all entities. 2. Monitoring compliance with industrial safety, fire safety, and occupational health rules at workplaces. 3. Training employees on the standards and requirements regarding anti-corruption, conflicts of interest, and the use of insider information. **Availability of human resources** 1. Creating competitive working conditions, implementing social programs. 2. Supporting the activities of and interaction with trade union organizations. 3. Offering attractive conditions for career development and implementation of proposals for business improvement at the Company (the Innovator system). **Safeguarding the rights of local communities** 1. Assessing the impact of future projects on the environment and local communities. 2. Implementing social support and financial assistance programs targeting local communities, including the indigenous peoples of the Far North. 3. Processing all reports received through the Hotline.
High EX **5. Force-majeure risks** • Acts of terrorism • War risks • Natural disasters • Epidemics and pandemics • Cyber risks	In 2025, as a result of an external impact beyond the Company's control, production facilities of OOO NOVATEK-Ust-Luga were damaged, leading to a temporary reduction in production capacity. All repairs have since been completed in full, and insurance compensation is being paid out under the existing policies. No natural disasters were recorded in the regions where the Company operates, the epidemiological situation was calm, no negative consequences of cyberattacks were recorded. 1. Real-time monitoring of weather, permafrost, and cryogenic processes. 2. Implementing action plans to maintain health security at the Company's sites. 3. Providing medical aid for personnel and monitoring the epidemiological situation. 4. Monitoring the security situation at the Company's assets as stipulated by Russian law. 5. Deploying a multi-level framework to safeguard IT infrastructure against cyber threats, performing information security checks across all IT system components, and ensuring compliance with applicable cybersecurity laws and regulations. 6. Securing insurance coverage for natural disasters and terrorism.

[1] Risk criticality is a measure of the combined effect of risk probability and quantitative assessment calculated using NOVATEK's internal methodology. Risk factor is the source of risk emergence within the Company's external and/or internal environment. These are the strategic goals that are affected the most by each respective risk group.

Risk / risk criticality / effect on goals	Current risk status / risk management efforts
Corporate risks	
Medium EX **6. Legislative and regulatory risks related to environment and climate** • Tightening of carbon regulation in Russia • Updating of standards for pollutant emissions and discharges • Tightening of environmental standards regarding specially protected natural areas (the Arctic)	In 2025, the Company followed all regulatory developments to ensure compliance across all climate change issues. 1. Forecasting and monitoring carbon regulation initiatives in Russia and globally. 2. Participating in meetings of State Duma committees and dedicated associations on climate change matters. 3. Developing and implementing solutions for the products' decarbonization and carbon footprint reduction. 4. Monitoring compliance with environmental laws, including specially protected natural areas.
High EX **7. Political risks** • The impact of the political and economic situation in Russia and the world	As a Russian energy company, NOVATEK has been affected by sanctions restrictions imposed by foreign countries, for a long time. The Company's management is doing whatever is necessary to maintain the business continuity and ensuring prompt adaptation to any external challenges through a range of efforts. 1. Implementing import substitution and manufacturing readiness programs in Russia focused on materials, equipment, and components. 2. Finding workarounds to restrictions. 3. Identifying alternative buyers and sales markets. 4. Developing and rolling out in-house engineering solutions for LNG production and gas processing.
Project risks	
High IN+EX **8. Project risks** • The impact of internal or external factors on the implementation of the Company's prospective projects	Sanctions restrictions imposed by foreign countries are currently affecting the supply of certain types of goods, equipment, and technologies to Russian energy companies. The Company is implementing a range of measures to find optimal engineering solutions, ensure necessary equipment fabrication, as well as organize product logistics and marketing across all prospective projects. 1. Identifying alternative technical solutions, suppliers, and vendors from friendly jurisdictions. 2. Achieving manufacturing readiness for required equipment in Russia. 3. Leveraging in-house patented liquefaction processes and practical solutions for new projects. 4. Finding alternative logistics and marketing solutions for the Company's LNG and other products.

The table below represents the **key opportunities** for NOVATEK's sustainable business development and the main efforts to capitalize on them.

Opportunity status — Under the implementation; Suspended due to external restrictions

NOVATEK's key sustainability opportunities

	Opportunities	Current standing and steps to capitalize on opportunities	Status
1	**Ramp up large scale LNG capacity**	• To develop LNG projects, the Company relies on its proprietary technologies featuring a high degree of key equipment localization, experience, and expertise. 1. Developing in-house expertise to scale up LNG process technologies as a full-cycle offering. 2. Cooperating with engineering centers and design institutes to build a solutions database for production of LNG and prospective products. 3. Collaborating with Russian executive authorities under Russian national projects.	⏸
2	**Increase the conversion rate**	• In 2023 OOO NOVATEK – Ust-Luga launched a hydrocracker plant to produce jet fuel, naphtha, gasoil, and LPG 1. Expanding the resource base, acquiring new mineral mining license areas. 2. Using efficient upstream production technologies and putting out higher value-added products. 3. Ramping up large-scale LNG production. 4. Striving to achieve 2030 environmental and climate goals to reduce the carbon footprint of products.	▷
3	**Expand the product line**	• 2023 — a patent was obtained for a large-scale low carbon ammonia production process. • 2024 — the feasibility of fabricating the ammonia production equipment in Russia was confirmed 1. Refining engineering and design for the Company's prospective projects. 2. Developing solutions to expand the capacities that produce high added value products.	⏸
4	**Carbon footprint reduction**	• October 2024 – NOVATEK registered a climate project worth 2.5 million carbon units. • June 2025 – first deal to sell 32 thousand carbon units from the project. 1. Implementing the 2030 climate goals plan, including the improved APG utilization, the use of co-generation technologies for heat generation, etc. 2. Developing and implementing in-house climate projects, developing renewable power generation, participating in the Russian carbon units market.	▷
5	**Develop Russian market for gas motor fuel**	• The network of NOVATEK's LNG fuelling stations grows larger by the year. • June 2025 — Agreement between NOVATEK and JSC National Carrier (NATCAR) to support the purchase of a fleet of gas-fuelled trucks. 1. Supporting the Russian government's initiative to promote LNG for vessel bunkering (Concept of the gas motor fuel market development until 2035). 2. Developing solutions for using LNG as a fuel for various modes of transport.	▷
6	**Regional energy supply, strategic projects**	• NOVATEK, working in cooperation with the government of the Kamchatka region, is building an FSRU and LNG carriers. 1. Refining regional energy supply solutions. 2. Developing strategic energy supply solutions.	▷
7	**Commercialization of proprietary technologies**	• 2023 – NOVATEK patented its proprietary processes for large-scale LNG production: Arctic Mix and Arctic Cascade. 1. Exploring NOVATEK's participation in future energy production projects as a licensor / EPC contractor / investor 2. Seeking partners to implement joint projects in LNG production, petroleum and gas chemistry and refining through cooperation between industries and governments	⏸
8	**Extended period of navigation along the Northern Sea Route (climate)**	• The Company operates own FSUs in Murmansk and Kamchatka. • In conjunction with its partners, the Company is building LNG carriers to sail in the NSR. 1. Expanding the navigation window in the eastern sector of the Northern Sea Route. 2. Monitoring the weather, air temperatures, water levels along the Northern Sea Route, permafrost, ice conditions. 3. Participating in the Russian Government's initiatives to expand shipping along the Northern Sea Route.	▷
9	**Digitalization of business processes**	• The Company is pursuing a slate of IT projects aiming to digitalize its key business process (digital field, ERP systems, etc.). 1. Developing and implementing digital technologies to improve operational and management decision making across business processes. 2. Transitioning to modern Russian-sourced IT solutions.	▷

Appendix 2.
Stakeholder engagement

NOVATEK builds long-term relationships with stakeholders through open communication. When implementing its projects, NOVATEK:

- identifies legitimate members of stakeholder groups based on the nature of the Company's business, its experience, and geography of its operations, as well as in line with ISO 26000 recommendations,
- performs comprehensive social impact assessments (ESIA) for key projects,
- pays particular attention to the most vulnerable groups (indigenous peoples of the Far North, low-income citizens, elderly people, minors, people with disabilities, etc.),
- involves target groups in discussion of the projects' impact.

Key topics in 2025	Key events	Engagement formats	Interaction at the level of the Board of Directors and its committees
Shareholders and investors			
• Profit distribution and dividend payout • Election of Board members and an auditor • Remuneration policy • Approval of the Annual Report and Sustainability Report	• Holding of General Meeting of Shareholders (Annual and Extraordinary) • Publication of financial statements, annual report, and non-financial report • Issue of bonds worth USD 1.6 billion nominated in USD with settlements in RR	**All year:** • Publication of press releases, operational results, and other materials in the media • Calls and meetings; regular information support • Participation in conferences **Annually:** • Publication of the Annual Report and Sustainability Report	• The Board of Directors makes recommendations to the General Meeting of Shareholders on profit distribution and dividend amount, convenes General Meetings of Shareholders, and preliminarily approves the Annual Report and Sustainability Report • The Remuneration and Nomination Committee prepares recommendations on electing members of Board committees, determining the independence of nominees to the Board of Directors and incumbent Board members, and amending the Regulations on Remuneration and Compensations Payable to Members of NOVATEK's Board of Directors
Employees and trade unions	For more details, see Chapter 6. Employees, p. 140		
• Well-being of employees amid rising inflation • VHI terms • Improved occupational health and safety • Increased interest in culture and the arts • Promotion of a healthy lifestyle and sports among employees and their families	• An annual indexation of cost-of-living and social benefits was carried out • Regular publication of a corporate newspaper and magazine • Tours were organized for employees and their family members to visit partner museums, along with visits to attend theater performances and classical music concerts • Support in organizing and holding sports events was provided	**All year:** • Direct communication at meetings of trade union committees and conferences • Publication of press releases and other materials in the media, social media, and on the intranet portal • Communication via intranet **Annually:** • Publication of the Annual Report and Sustainability Report	• The Remuneration and Nomination Committee of the Board of Directors regularly reviews OHS reports to identify new trends and discuss preventive measures as well as information on human resources, headcount, turnover, progress on remuneration and the social policies • The Audit Committee of the Board of Directors reviews information on reports and enquiries received through the hotline on ethics and human rights
Government authorities			
• Development of the energy sector based on current context and expectations • Development of the Arctic transport system • Energy efficiency and energy development • Elimination of administrative barriers in the subsoil and natural resource use • Industrial safety • Replacement of mineral resources • Customs regulation of foreign economic activity • Subsoil use in forests, reforestation, afforestation • Support for Russian industry and equipment manufacturing localization • Adaptation to climate change and reduction of GHG emissions	• Engaging with the State Duma and Federation Council of the Federal Assembly, Russian Government, and interdepartmental agencies, including committees, commissions, working groups, and expert councils • Participating in meetings and working groups on various topics, organized by the Russian Ministry of Energy, Ministry of Industry and Trade, Ministry of Economic Development (including the Expert Council for Sustainable Development), Ministry of Natural Resources and Environment, Ministry of Transport, Federal Agency for Maritime and River Transport, Chamber of Commerce and Industry, Interdepartmental Working Group for the Development of Hydrogen Energy in the Russian Federation, and other relevant government authorities • Participating in the activities of the Marine Board under the Russian Government • Participating in the activities of the Interdepartmental Working Group for the Reduction of the Russian Energy Sector's Reliance on Imports of Equipment, Components, and Spare Parts, Services (Work) of Foreign Companies, and Use of Foreign Software, as well as for the Development of the Russian Oil and Gas Sector • Participating in the activities of the working group on customs tariffs regulation and response measures in foreign trade of the subcommittee on customs tariff and non-tariff regulation, protective measures in foreign trade of the Government Commission on Economic Development and Integration • Participating, as part of the implementation of the "regulatory guillotine" mechanism, in meetings of working groups on energy, environment, use of natural resources, industrial safety, fire safety, health security, forests, land, real estate, and water transport	**All year:** • Contribution to law-making • Participation in working groups, joint meetings, round-table discussions, conferences, and forums • Interactions under cooperation agreements on the social and economic development of local communities **Annually:** • Submittal of reporting data in established formats; publication of the Annual Report and Sustainability Report	• The Remuneration and Nomination Committee of the Board of Directors regularly reviews matters related to environmental compliance and social investments • The Audit Committee of the Board of Directors regularly monitors the Company's financial performance, including relevant tax payments

Key topics in 2025	Key events	Engagement formats	Interaction at the level of the Board of Directors and its committees
Local communities and civil society organizations	For more details, see Chapter 7. Local Communities, p. 162		
• Respect for the rights of the indigenous peoples of the Far North, preservation of their cultural heritage and traditional ways of life, direct financial support • Social and economic programs to improve the quality of life across the Company's operating regions • Charity and philanthropy • R&D • Localizing production in Russia	• Implementing social and economic programs under agreements with regions in which the Company operates • Providing support for traditional ethnic festivals and events of the indigenous peoples of the Far North • Providing assistance to people with disabilities • Engaging with leading sports and cultural institutions; providing charitable assistance and sponsorship • Assisting children in desperate need and children in orphanages • Supporting programs and funding research aimed at monitoring and preserving species that are culturally and commercially important for the regions where the Company operates	**All year:** • Interaction with the indigenous peoples of the Far North and non-governmental organizations through round table discussions, public consultations, on-site (mobile) community liaison offices, etc. • Membership in non-profit and non-governmental organizations • Cooperation with educational, cultural, healthcare, and other institutions • Participation in conferences, forums, and other events • Implementation of charity projects and programs **Annually:** • Cooperation agreements • Publication of information booklets for the indigenous peoples of the Far North across the Company's regions of operation as well as the Annual Report and Sustainability Report	• The Remuneration and Nomination Committee of the Board of Directors regularly reviews reports on social and charitable activities across the Company's regions of operation, including information on the Company's social investments, to evaluate their effectiveness
Partners, suppliers, and contractors	For more details, see Section 2.7. Supply Chain, p. 53		
• Development of proprietary technological solutions to enable the achievement of the Company's long-term goals • Enhancement of procurement procedures' transparency, process automation	• Development and improvement of proprietary technologies and solutions for gas production, processing, and liquefaction • Scaling up of proprietary technological solutions for gas liquefaction to other Company projects • Expansion of cooperation with Russian contractors and suppliers as part of import substitution programs amid sanctions • Organization of a webinar on NOVATEK's procurement	**All year:** • Holding forums for contractors • Participation in conferences, holding meetings • Publication of press releases and other materials about the Company's operating and financial results in the media and social media • Cooperation agreements **Annually:** • Publication of the Annual Report and Sustainability Report	• The Board of Directors approves and monitors the need to update the Supplier Code of Conduct, Code of Business Conduct and Ethics, Anti-Corruption Policy, and other Company policies that promote sustainability practices in the supply chain. The Board of Directors also approves the Company's participation and membership in third-party organizations and associations • The Audit Committee of the Board of Directors regularly monitors the Company's financial performance, including expenditures, and reviews the implementation of the Anti-Corruption Policy and statistics on queries to security hotlines, including with regard to procurement
Industry community			
• Substitution of imported technologies • Sharing best practices	• Participation in major Russian and international congress and exhibition events: St. Petersburg International Economic Forum, Eastern Economic Forum, Russian Energy Week, as well as in themed industry events • Membership and/or active participation in the activities of the Union of Oil and Gas Producers of Russia Russian Gas Society; autonomous non-commercial organization Consortium for Technological Independence of Industrial Software; Association of Partners on Coordination and Usage of Northern Sea Route; autonomous non-profit organization Institute of Oil and Gas Technology Initiatives; Russian-Chinese Business Council; Russian Marine Board	**All year:** • Participation in conferences, forums, and other events • Publication of materials about the Company's operations and cooperation with partners in the media and social media **Annually:** • Publication of the Annual Report and Sustainability Report	• The Board of Directors approves the Company's membership in third-party organizations and associations
Customers			
• Development of a network of LNG retail stations • Fostering supply and demand for LNG vehicles among existing and potential LNG consumers	• Launching new LNG retail stations and improving the productivity of existing ones • Expansion of the LNG retail partner network • Engagement with vehicle manufacturers on supply matters and with customers on procurement of LNG-powered trucks	**All year:** • Engagement with existing and potential LNG consumers at exhibitions, meetings, day-to-day exchanges, LNG vehicle presentations for customers • Operation of NOVATEK-LNG Fuel's hotline for customers of LNG retail stations • Holding meetings with LNG vehicle manufacturers and customer presentations on LNG vehicle and LNG as motor fuel **Annually:** • Publication of the Annual Report and Sustainability Report	• The Board of Directors approves and monitors the need to update the Code of Business Conduct and Ethics and the Anti-Corruption Policy and other Company policies that promote sustainability practices among customers and in the supply chain • The Audit Committee of the Board of Directors regularly monitors the Company's financial performance, including expenditures, and reviews the implementation of the Anti-Corruption Policy and statistics on queries to security hotlines including with regard to procurement
Media			
• The Company's key projects • Operational and financial performance • Social and cultural initiatives and events	• Participation in major Russian and international congress and exhibition events	**All year:** • Publication of press releases and other materials in the media • Footage for TV spots • Communication via the Company's social media accounts • Sharing information on progress under social and economic programs as part of agreements with regions in which the Company operates **Annually:** • Publication of the Annual Report and Sustainability Report	• The Audit Committee of the Board of Directors regularly reviews the Report on Compliance with the Information Policy

Appendix 3.
Quantitative sustainability indicators

For detailed evolution of quantitative sustainability indicators since 2015, see the ESG Data Book at https://www.novatek.ru/ru/development/dataesg/

Climate

GHG emissions

	UoM	2023	2024	2025
Direct greenhouse gas emissions (Scope 1)	tCO_2e	**9,482,281**	**9,571,891**	**9,626,448**
by GHG type				
Carbon dioxide (CO_2)	tCO_2e	9,328,493	9,414,581	9,462,096
Methane (CH_4)	tCO_2e	153,788	157,310	164,352
by facilities				
Upstream facilities	tCO_2e	5,587,658	5,827,513	5,841,881
Processing facilities	tCO_2e	762,983	596,385	722,665
LNG production facilities	tCO_2e	3,016,856	2,992,514	2,931,670
Energy service facilities	tCO_2e	114,784	155,479	130,232
by source				
Stationary combustion, including flaring	tCO_2e	9,202,342	9,306,074	9,369,322
Fugitive emissions	tCO_2e	234,536	228,564	214,215
Petrochemical facilities	tCO_2e	26,741	22,407	22,195
Transport	tCO_2e	18,662	14,846	20,716
Indirect greenhouse gas emissions (Scope 2)[1]	tCO_2e	**173,457**	**178,108**	**195,965**
by facilities				
Upstream facilities	tCO_2e	105,730	108,305	118,537
Processing facilities	tCO_2e	58,751	61,089	61,368
LNG production facilities	tCO_2e	1,820	2,412	11,700
Energy service facilities	tCO_2e	7,156	6,302	4,360
Other indirect (Scope 3)[2] GHG emissions	tCO_2e	**176,396,592**	**181,657,502**	**181,098,265**
by category				
category 11 – use of sold products	tCO_2e	170,030,384	174,331,692	173,883,832
category 9 – downstream transportation and distribution (pipeline gas)	tCO_2e	6,366,208	7,088,180	6,964,665
category 4 – upstream transportation and distribution	tCO_2e	-	237,630	249,768
Greenhouse gas emissions intensity				
Direct (Scope 1) GHG emissions intensity for upstream	$kgCO_2e$/thousand boe	14,701	14,356	14,313
Indirect energy (Scope 2) GHG emissions intensity for upstream	$kgCO_2e$/thousand boe	269	267	291
GHG Intensity (Other indirect (Scope 3) GHG emissions for upstream)[3]	$kgCO_2e$/boe	290	286	286

[1] Energy indirect (Scope 2) GHG emissions were calculated using the location-based method. This method shows the average emissions intensity across grids for the regions where electricity is consumed. The calculation was done in line with the Concept for Calculating and Publishing GHG Emission Factors for the Russian Power System. The concept was developed in 2022 by NP Market Council Association and AO TSA and received an international statement of validation.

[2] Other indirect (Scope 3) GHG emissions from the use of the Company's production volumes were calculated using emission factors for natural gas used as fuel, approved by Order of the Russian Ministry of Natural Resources and Environment No. 371, On Approval of Methods for Quantitative Determination of Greenhouse Gas Emissions and Greenhouse Gas Removals, dated 27.05.2022, and using the Technical Guidance for Calculating Scope 3 Emissions, GHG Protocol, version 1.0, with the assumption for Category 11 (Use of sold products) of the GHG Protocol guidance that oil and NGLs are sent for processing, while other produced products are combusted as fuel.

[3] The GHG intensity ratio is calculated as a ratio of other indirect (Scope 3) GHG emissions from the use of sold products (category 11) to the volume of sold products. To account for various types of organic fuel (oil and natural gas), their consumption is expressed in a single energy equivalent – barrel of oil equivalent (boe).

Methane emissions

	tons	6,151	6,292	6,574
by facilities				
upstream facilities	tons	5,364	5,010	5,347
processing facilities	tons	95	50	81
LNG production facilities	tons	183	186	276
energy service facilities	tons	509	1,046	870
Methane emission intensity in the upstream, processing, and LNG segments	**tons/mboe**	**8.75**	**7.87**	**8.48**

Fuel consumption[4]

	UoM	2023	2024	2025
Fuel consumption from non-renewable sources	**thousand GJ**	**141,432**	**146,969**	**159,655**
Natural gas for heat and electricity production	thousand GJ	26,807	33,071	32,310
Natural gas for the Company's own technological needs	thousand GJ	107,789	106,735	119,460
Butane fraction	thousand GJ	6,272	6,568	7,305
Fuel oil component	thousand GJ	564	595	580

[4] In the 2025 Report, the fuel consumption for 2023 and 2024 has been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4, GRI Disclosure 2-4.

Environmental Protection

Waste flows

	UoM	2023	2024	2025
by destination				
Waste at the beginning of the year	tons	2,856	4,350	1,665
Hazardous waste	tons	20	29	84
Non-hazardous waste	tons	2,836	4,321	1,581
Reused waste	tons	0	0	0
Waste directed to recovery[1] onsite	tons	8,455	12,644	11,146
Hazardous waste	tons	0	0	0
Non-hazardous waste	tons	8,455	12,644	11,146
Waste directed to recovery offsite	tons	50,219	74,071	65,120
Hazardous waste	tons	40	92	100
Non-hazardous waste	tons	50,179	73,979	65,020
Waste directed to disposal onsite	tons	3,926	24,161	22,394
Hazardous waste	tons	0	0	0
Non-hazardous waste	tons	3,926	24,161	22,394
Waste directed to disposal offsite	tons	4,504	4,956	4,475
Hazardous waste	tons	9	7	11
Non-hazardous waste	tons	4,495	4,949	4,464
Waste directed to landfilling onsite	tons	825	277	97
Hazardous waste	tons	0	0	0
Non-hazardous waste	tons	825	277	97
Waste directed to landfilling offsite	tons	858	1,755	1,200
Hazardous waste	tons	0	0	0
Non-hazardous waste	tons	858	1,755	1,200
Waste transferred to the regional MSW operator	tons	1,966	2,520	2,832
Hazardous waste	tons	0	0	0
Non-hazardous waste	tons	1,966	2,520	2,832
Waste at the end of the year [2]	tons	4,350	1,664	4,736
Hazardous waste	tons	29	83	101
Non-hazardous waste	tons	4,321	1,581	4,635

[1] Waste utilization means waste treatment and recovery in accordance with the terms and definitions established by Russian law.

[2] Waste volumes at the end of the year are calculated in accordance with Rosstat Order No. 627 dated 9 October 2020 (as amended on 13 November 2020) and are the sum of Waste at the Beginning of the Year and Volume of Waste Generated minus Treatment, Landfilling, Utilization, and Waste Transferred to the Regional MSW Operator.

Water withdrawal and water discharge

	UoM	2023	2024	2025
Water withdrawal	**thousand cubic meters[3]**	**4,327**	**4,224**	**2,165**
by water category				
Freshwater (≤1,000 mg/L total dissolved solids)	thousand cubic meters	3,079	2,929	2,006
Other water (>1,000 mg/L total dissolved solids)	thousand cubic meters	1,248	1,295	159
by source				
Surface water	thousand cubic meters	2,006	1,778	1,195
Groundwater	thousand cubic meters	902	1,046	784
Seawater	thousand cubic meters	1,376	1,318	62
Third-party water	thousand cubic meters	43	82	124
Water discharge	**thousand cubic meters**	**2,519**	**2,584**	**1,950**
by type of destination				
Surface water	thousand cubic meters	927	806	497
Groundwater	thousand cubic meters	888	1,007	857
Seawater	thousand cubic meters	574	630	450
Third-party water	thousand cubic meters	22	26	13
Gas flare systems	thousand cubic meters	78	78	95
Storage	thousand cubic meters	30	37	38
Volume of produced water generated	**thousand cubic meters**	**7,785**	**7,700**	**8,135**
Produced water used for reservoir pressure maintenance	thousand cubic meters	4,905	4,684	5,511

Compliance with environmental laws

	UoM	2023	2024	2025
Instances for which fines were incurred[4]	unit	6	6	7
Instances for which non-monetary sanctions were incurred	unit	66	39	57
Fines and charges for non-compliance with environmental laws[5]	RR thousand	1,858	316	259
Inspections by environmental and sustainable natural resource management supervisory authorities	unit	321	290	200
Environmental costs	**RR thousand**	**3,088,388**	**3,428,650**	**3,277,126**
Environmental impact fees	**RR thousand**	**8,450**	**4,353**	**3,962**
by type of environmental impact				
Payment for impact within limits[6]	RR thousand	4,274	4,287	3,877
Payment for excess impact	RR thousand	4,176	66	85
Percentage of environmental charges in the total environmental costs	%	0.3	0.1	0.1

[3] Hereinafter, 1,000 cubic meters = 1 megaliters, which is consistent with GRI 303.

[4] Instances of non-compliance with laws and regulations that occurred in the reporting year and previous years for which fines were incurred in the reporting year.

[5] Monetary value of fines that were paid during the reporting year for instances of noncompliance with laws and regulations that occurred in the reporting year and previous years

[6] Including excess payments for emissions, discharges, waste.

Personnel

Number of employees as of the end of the year

	UoM	2023	2024	2025
Number of employees as of the end of the year	people	20,905	22,036	23,593
by gender				
Male	people	16,472	17,540	19,050
Female	people	4,433	4,496	4,543
by position				
Managers	people	4,126	4,289	4,418
White-collar employees	people	8,023	8,529	9,877
Blue-collar employees	people	8,756	9,218	9,298
by age				
Under 30 years	people	1,690	1,644	1,670
30 to 50 years	people	15,760	16,518	17,583
Over 50 years	people	3,455	3,874	4,340
by region				
Russia	people	20,774	21,877	23,428
Yamal-Nenets Autonomous Region	people	12,559	13,300	14,606
Moscow and Moscow Region	people	2,950	2,952	2,960
Chelyabinsk Region	people	1,217	1,249	1,295
St. Petersburg and Leningrad Region	people	1,320	1,380	1,468
Other regions	people	2,728	2,996	3,099
Other countries	people	131	159	165
by line of work				
Exploration and production (incl. LNG)	%	59	58	53
Sales and transportation	%	16	16	15
Processing	%	8	7	7
Administrative personnel	%	6	6	6
Power supply	%	8	9	9
Auxiliary production	%	3	4	10

Number of employees by type of employment contract

	UoM	2023	2024	2025
Permanent contract	people	18,933	20,092	21,943
by gender				
Male	people	15,115	16,186	17,931
Female	people	3,818	3,906	4,012
by region				
Russia	people	18,829	19,973	21,818
Yamal-Nenets Autonomous Region	people	11,997	12,655	14,092
Moscow and Moscow Region	people	2,335	2,329	2,427
Chelyabinsk Region	people	1,172	1,220	1,265
St. Petersburg and Leningrad Region	people	1,201	1,273	1,348
Other regions	people	2,124	2,496	2,686
Other countries	people	104	119	125
Fixed-term contract	people	1,972	1,944	1,650
by gender				
Male	people	1,357	1,354	1,119
Female	people	615	590	531
by region				
Russia	people	1,945	1,904	1,610
Yamal-Nenets Autonomous Region	people	562	645	514
Moscow and Moscow Region	people	615	623	533
Chelyabinsk Region	people	45	29	30
St. Petersburg and Leningrad Region	people	119	107	120
Other regions	people	604	500	413
Other countries	people	27	40	40

Number of employees by type of employment

	UoM	2023	2024	2025
Full-time	people	20,812	21,926	23,478
by gender				
Male	people	16,444	17,498	18,998
Female	people	4,368	4,428	4,480
Part-time	people	93	110	115
by gender				
Male	people	28	42	52
Female	people	65	68	63

Top management breakdown by gender and age as of the end of the year

	UoM	2023	2024	2025
by gender				
Male	%	80	80	79
Female	%	20	20	21
by age				
Under 30 years	%	0	0	0
30 to 50 years	%	69	66	65
Over 50 years	%	31	33	35

Employee turnover

	UoM	2023	2024	2025
Employee turnover rate[1]	%	5	5	4
by gender				
Male	%	5	5	4
Female	%	9	8	6
by region				
Russia				
Yamal-Nenets Autonomous Region	%	2	3	3
Moscow and Moscow Region	%	7	7	5
Chelyabinsk Region	%	19	17	11
St. Petersburg and Leningrad Region	%	6	7	7
Other countries	%	24	11	8

Personnel hires

	UoM	2023	2024	2025
Personnel hires in the reporting period	people	2,524	2,421	2,961
by gender				
Male	people	1,979	1,970	2,589
Female	people	545	451	372
by age				
Under 30 years	people	453	487	335
30 to 50 years	people	1,858	1,690	2,141
Over 50 years	people	213	244	485
by region				
Russia	people	2,488	2,386	2,949
Yamal-Nenets Autonomous Region	people	1,175	1,276	2,032
Moscow and Moscow Region	people	453	292	199
Chelyabinsk Region	people	165	197	154
St. Petersburg and Leningrad Region	people	163	164	215
Other regions	people	532	457	349
Other countries	people	36	35	12

[1] Rate of employee turnover = number of employees who left voluntarily / average headcount for the reporting year × 100 %.

Parental leave

	UoM	2023	2024	2025
Number of employees that took parental leave during the year	people	161	142	191
by gender				
Male	people	12	15	29
Female	people	149	127	162
Number of employees that returned to work after parental leave ended during the year	people	114	99	115
by gender				
Male	people	10	9	14
Female	people	104	90	101

Ratios of the Company's entry level wage[2] compared to local (in the Yamal-Nenets Autonomous Region[3]) minimum wage

	UoM	2023	2024	2025
by gender				
Male	-	1.66	1.47	1.37
Female	-	1.44	1.28	1.19

Average training hours per employee

	UoM	2023	2024	2025
	hours	54	59	47
by gender				
Male	hours	63	71	55
Female	hours	19	15	14
by position				
Managers	hours	68	60	59
White-collar employees	hours	43	51	32
Blue-collar employees	hours	57	67	57

[2] Positions with entry level wage (2025): Moscow: male and female — junior specialist; Yamal-Nenets Autonomous Region: male — technician; female — cleaner of office and production premises.

[3] According to the Federal State Statistics Service.

Appendix 4.
Key indicators (GRI, SASB, IPIECA)

Statement of use	PAO NOVATEK presents the information listed in the table below for the period from 1 January to 31 December 2025 in accordance with: • the Global Reporting initiative standards, (GRI Standards); • Oil & Gas – Exploration & Production Sustainability Accounting Standard (SASB Standards)

When reporting on sustainability, the Company also takes into account the Guidance of the International Petroleum Industry Environmental Conservation Association (IPIECA Guidance).

The list of indicators to be included in sustainable development reports is determined based on the identified material topics. Information that was verified by an independent auditor is marked with a plus sign in the External assurance column.

GRI and SASB content index

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
General standard disclosures				
The organization and its reporting practices				
GRI 2-1	Organizational details	a. PAO NOVATEK b. Public Joint Stock Company c. Headquarters: 90/2 Leninsky prospect, Moscow, 119313, Russia d. All the main production assets of the Group are located in Russia	1	-
GRI 2-2	Entities included in the organization's sustainability reporting	Appendix. Other Information, p. 176 Appendix. Contacts, p. 181	1	-
GRI 2-3	Reporting period, frequency, and contact point	Appendix. Other Information, p. 176 Appendix. Contacts, p. 181 Reporting period: from 1 January to 31 December 2025	1	-
GRI 2-4	Restatements of information	In the Report for 2025, certain metrics were re-calculated pro rata the Group's ownership in joint ventures to align the approach with the Company's disclosable consolidated financial statements. The respective intensity metrics were also updated. The previous values are given in parentheses: • Investment in R&D in 2024 – RR 805 million (RR 851 million), in 2023 – RR 809 million (no change); Investment in renewables in 2024 – RR 217 million (RR 218 million), in 2023 – RR 238 million (RR 245 million); • Total fuel consumption from non-renewable sources in 2024 – 146,969 thousand GJ (218,107 thousand GJ), in 2023 – 141,432 thousand GJ (205,580 thousand GJ); • Renewable and low-carbon energy consumption in 2024 – 71,332 thousand kWh (71,405 thousand kWh), in 2023 – 63,691 thousand kWh (76,968 thousand kWh); • Electricity consumption in 2024 – 9.90 million GJ (14.41 million GJ), in 2023 – 9.25 million GJ (13.45 million GJ); • Heat consumption in 2024 – 3.24 million GJ (4.15 million GJ), in 2023 – 3.01 million GJ (3.84 million GJ); • Integrated energy savings in 2024 – 7,690 thousand GJ (7,933 thousand GJ), in 2023 – 7,878 thousand GJ (7,903 thousand GJ).	1	-
GRI 2-5	External assurance	Appendix 7. Independent Auditor's Limited Assurance Report, p. 225 Quantitative and qualitative data contained in the Report that were verified by an independent auditor are marked with a plus sign in the External assurance column For more information on the independent auditor selection by the Board of Directors, see the External Auditor section in PAO NOVATEK's Annual Report 2025	1	-
Activities and employees				
GRI 2-6	Activities, value chain, and other business relationships	Section 1.3. Business Model, p. 16 Section 2.7. Supply Chain, p. 54 There were no significant changes in the Company's activities	1	-
GRI 2-7	Employees	Section 6.1. Management Approach, p. 142 Appendix 3. Quantitative Sustainability Indicators, p. 194 Information on the number of employees with irregular working hours is not relevant for the Company	1	+
GRI 2-8	Non-employees	The proportion of temporary workers working on a part-time basis as independent contractors is marginal (less than 0.01%). As of the end of 2025, the number of such workers was 2, with their primary line of work being lectures and design services The Company strives to keep the number of temporary workers to a minimum. There are no seasonal or other variations in headcount	1	+
Governance				
GRI 2-9	Governance structure and composition	Section 2.1. Sustainability Management System, p. 30 c (iv, vi, viii). Due to the persisting relevance of risks related to public information disclosure, in the reporting year, the Company left the volume of published information at the 2022 level to preserve shareholder value, which largely corresponds to current Russian market practices	1	+
GRI 2-10	Nomination and selection of the highest governance body	PAO NOVATEK's Annual Report 2025, approved by the Decision of the Annual General Meeting of Shareholders of PAO NOVATEK on 1 April 2026, Minutes No.147 (Annual Report 2025), Chapter Corporate governance For more information, see the Regulations on the Board of Directors of PAO NOVATEK, approved by the Decision of the AGM of OAO NOVATEK dated 10 June 2005, with all amendments and additions made before 30 September 2016 (the Regulations on the Board of Directors of PAO NOVATEK), on the Company's corporate website	1	-
GRI 2-11	Chair of the highest governance body	The Chair of the Board of Directors does not combine their duties with those of the Company's CEO	1	-
GRI 2-12	Role of the highest governance body in ensuring control over the management of impacts	Section 1.2. Performance Highlights, p. 14 Section 2.1. Sustainability Management System, p. 30 Section 2.2. Sustainability Risks and Opportunities, p. 35 Section 2.3. Ethics, p. 38 Appendix 2. Stakeholder Engagement, p. 186	1	-
GRI 2-13	Delegation of responsibility for managing impacts	Section 2.1. Sustainability Management System, p. 28, 30 Appendix 2. Stakeholder Engagement, p. 186	1	-
GRI 2-14	Role of the highest governance body in sustainability reporting	Letter from the Chairman of NOVATEK's Management Board, p. 4 Letter from the Chairman of NOVATEK's Board of Directors, p. 28 Determining Material Topics, p. 6 Section 2.1. Sustainability Management System, p. 28, 31 Appendix. Contacts, p. 181	1	-
GRI 2-15	Conflicts of interest	Section 2.3. Ethics, p. 42 Pursuant to the Regulations on the Board of Directors of PAO NOVATEK, to elect members to the Board of Directors the shareholders shall be provided with the following information regarding the candidates: • membership in management bodies of other legal entities and information on nomination of such candidate to members of boards of directors or for election (appointment) to a position with other legal entities; • relations of the candidate with the affiliated persons and major counterparties of the Company; • compliance of the candidate with the requirements for independent directors For more information about the responsibilities of the Board of Directors to regulate conflicts of interest, see the Regulations on the Board of Directors of PAO NOVATEK on the Company's corporate website and in Annual Report 2025, the Corporate Governance Code Compliance Report section.	1	-

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
GRI 2-16	Communication of critical concerns	Section 2.1. Sustainability Management System, p. 32 Section 2.2. Sustainability Risks and Opportunities, p. 35 Section 2.3. Ethics, p. 38, 43 Section 7.1. Management Approach, p. 165	1	+
GRI 2-17	Collective knowledge of the highest governance body	Section 2.1. Sustainability Management System, p. 30	1	-
GRI 2-18	Evaluation of the performance of the highest governance body	Section 2.1. Sustainability Management System, p. 31	1	-
GRI 2-19	Remuneration policy	Section 2.1. Sustainability Management System, p. 34 Annual Report 2025, chapter Corporate governance For more information, see the Regulations on Remuneration and Compensation Payable to Members of NOVATEK's Board of Directors, approved by the decision of the AGM of PAO NOVATEK dated 24 April 2015 with all amendments made before 24 April 2023 (Regulations on Remuneration and Compensation Payable to Members of NOVATEK's Board of Directors), on the Company's corporate website	1	-
GRI 2-20	Process to determine remuneration	Section 2.1. Sustainability Management System, p. 34 For more information about the shareholders' vote on remuneration, see Minutes No. 147 of the General Meeting of Shareholders on the Company's corporate website The Company does not engage external consultants on remuneration matters, which fall within the remit of the Remuneration and Nomination Committee made up of independent directors	1	-
GRI 2-21	Annual total compensation ratio	a. Data are not consolidated at the Group level b. The ratio is 1:1. The percentage increase in annual total compensation for the highest-paid individual is equal to the percentage increase in annual total compensation for all employees, being 6%	1	-
IPIECA GOV-1	Management Approach	Section 2.1. Sustainability Management System, p. 28, 30 For more information, see the Regulations on the Board of Directors of PAO NOVATEK, approved by the Decision of the Annual General Meeting of Shareholders of OAO NOVATEK dated 10 June 2005, with all amendments and additions made before 30 September 2016 (the Regulations on the Board of Directors of PAO NOVATEK), on the Company's corporate website	1	-
IPIECA GOV-2	Management systems	Section 2.1. Sustainability Management System, p. 28, 30 Section 2.2. Sustainability Risks and Opportunities, p. 35 Section 2.4. Information Security, p. 45 Appendix 1. Key Sustainability Risks and Opportunities, p. 182	1	-
Strategy, policies, and practices				
GRI 2-22	Statement on sustainable development strategy	Letter from the Chairman of NOVATEK's Management Board, p. 4 Letter from the Chairman of NOVATEK's Board of Directors, p. 28 Section 1.5. Sustainable Development Strategy, p. 20 Section 1.6. Contribution to the UN Sustainable Development Goals and Russia's National Sustainable Development Goals, p. 22	1	-
GRI 2-23	Policy commitments	Section 1.5. Sustainable Development Strategy, p. 20 Section 1.6. Contribution to the UN Sustainable Development Goals and Russia's National Sustainable Development Goals, p. 22 Section 2.1. Sustainability Management System, p. 28, 30 Section 2.3. Ethics, p. 38 Section 2.7. Supply Chain, p. 54 Section 3.2. Management Approach, p. 68 Section 4.1. Management Approach, p. 92 Section 5.1. Management Approach, p. 122 Section 6.1. Management Approach, p. 142 Section 7.1. Management Approach, p. 164 Appendix 2. Stakeholder Engagement, p. 186	1	-
GRI 2-24	Embedding policy commitments	Section 1.5. Sustainable Development Strategy, p. 20 Section 1.6. Contribution to the UN Sustainable Development Goals and Russia's National Sustainable Development Goals, p. 22 Section 2.1. Sustainability Management System, p. 28, 30 Section 2.2. Sustainability Risks and Opportunities, p. 35 Section 2.3. Ethics, p. 48, 43 Section 2.7. Supply Chain, p. 54, 56 Section 3.2. Management Approach, p. 68 Section 4.1. Management Approach, p. 92 Section 5.1. Management Approach, p. 122 Section 6.1. Management Approach, p. 142 Section 7.1. Management Approach, p. 164 Appendix 2. Stakeholder Engagement, p. 186	1	-
GRI 2-25	Processes to remediate negative impacts	Section 2.1. Sustainability Management System, p. 28 Section 2.3. Ethics, p. 38 Section 3.2. Management Approach, p. 68 Section 4.1. Management Approach, p. 92 Section 5.1. Management Approach, p. 122 Section 6.1. Management Approach, p. 142 Section 7.1. Management Approach, p. 164, 167 Appendix 2. Stakeholder Engagement, p. 186	1	-
GRI 2-26	Mechanisms for seeking advice and raising concerns	Section 2.3. Ethics, p. 43 Section 4.1. Management Approach, p. 97 Section 7.1. Management Approach, p. 164, 165 Appendix. Contacts, p. 181 Appendix 2. Stakeholder Engagement, p. 186	1	-
GRI 2-27	Compliance with laws and regulations	Section 4.1. Management Approach, p. 94 Appendix 3. Quantitative Sustainability Indicators, p. 193 The Company discloses all information about fines, regardless of the amount of payment For the purposes of disclosing information about other violations, the Group assesses their impact on its reputation and ability to continue its activities, and also considers the amount of expenditures that may be incurred	2	+
GRI 2-28	Membership associations	Appendix 2. Stakeholder Engagement, p. 186	1	-
Stakeholder engagement				
GRI 2-29	Approach to stakeholder engagement	Determining Material Topics, p. 6 Section 2.3. Ethics, p. 39, 43 Section 3.2. Management Approach, p. 72 Section 4.1. Management Approach, p. 97 Section 5.1. Management Approach, p. 122 Section 6.1. Management Approach, p. 142 Section 7.1. Management Approach, p. 164, 165 Section 7.2. Contribution to Regional Development, p. 167 Appendix 2. Stakeholder Engagement, p. 186	1	-
GRI 2-30	Collective bargaining agreements	Section 2.3. Ethics, p. 39 Section 6.1. Management Approach, p. 145 b. For employees not covered by the collective agreement all the conditions specified by the Labor Code of the Russian Federation are provided	1	+
Performance				
SASB EM-EP-000.A	Production[1] of: 1) oil	12 thousand tons/day	3	+
	2) natural gas	231 million cubic meters/day		
	3) synthetic oil	The Company does not produce synthetic oil or gas		
	4) synthetic gas			

[1] Production volumes in 2025.

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
SASB EM-EP-000.B	Number of offshore sites	4 license areas located completely in water areas 8 license areas located in the transit zone[1]	3	+
SASB EM-EP-000.C	Number of terrestrial sites	70 license areas	3	+
Material topics				
GRI 3-1	Process to determine material topics	Determining Material Topics, p. 6	1	+
GRI 3-2	List of material topics	Determining Material Topics, p. 7	1	+
Material topic: Adapting to climate change				
GRI 3-3 GRI 11.2.1	Management of material topics	Section 3.2. Management Approach, p. 68, 69	1	-
IPIECA CCE-1	Climate governance and climate strategy	Section 3.2. Management Approach, p. 68	1	-
GRI 102-1[2]	Transition plan for climate change mitigation	Section 3.2. Management Approach, p. 68	1	-
GRI 102-2	Climate change adaptation plan	Section 3.2. Management Approach, p. 77	1	-
GRI 201-2 GRI 11.2.2	Financial implications and other risks and opportunities due to climate change	Section 2.2. Sustainability Risks and Opportunities, p. 35 Section 3.2. Management Approach, p. 72 Appendix 1. Key Sustainability Risks and Opportunities, p. 182 The data on expenditure on taking measures to manage risk or opportunity related to climate change, are not consolidated at the Group level	1	+
SASB EM-EP 420 a.1	Sensitivity of hydrocarbon reserve levels to future price projection scenarios that account for a price on carbon emissions	Section 3.2. Management Approach, p. 71 Quantitative data are not consolidated at the Group level	1	-
SASB EM-EP 420 a.4	Discussion of how price and demand for hydrocarbons and/or climate regulation influence the capital expenditure strategy for exploration, acquisition, and development of assets	Section 3.2. Management Approach, p. 72 Management closely monitors the economic and political environment in Russia and abroad, including the domestic and international capital and commodity markets, to determine if any further corrective or preventive measures are required to sustain and grow the Group's business The effect of applying internal carbon pricing was included in the criteria for approving the Company's investment projects. Carbon prices will be based on a differentiated approach for projects in Russia and abroad, considering applicable laws and established industry practices	1	+
IPIECA CCE-2	Climate-related risks and opportunities	Section 2.2. Sustainability Risks and Opportunities, p. 35 Section 3.2. Management Approach, p. 72 Appendix 1. Key Sustainability Risks and Opportunities, p. 182	1	-
GRI 305-5 GRI 11.2.3	Greenhouse gas emissions reduction	Section 3.2. Management Approach, p. 70 Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 79, 82, 87 b. CO_2, CH_4 e. Guidelines approved by Order No. 371 of the Russian Ministry of Natural Resources and Environment dated 27 May 2022	2	+
GRI 102-4	GHG emissions reduction targets and progress	Section 3.2. Management Approach, p. 69, 70 Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 79 c, d, i. Data are not consolidated at the Group level e. Greenhouse gases include carbon dioxide and methane h. 2019 was chosen as baseline, as this is the year preceding the approval of the current Comprehensive Program of Climate and Environmental Goals until 2030. The program sets targets (reduction of specific direct greenhouse gas emissions in the production segment by 6%, reduction of specific direct greenhouse gas emissions from LNG production by 5%, reduction of specific methane emissions in the natural gas production, processing and liquefaction segments by 4%), the progress of which is disclosed annually in the Sustainable Development Report h-iii, iv. Given the continuing external instability and high uncertainty of the macroeconomic environment, there has been no revision of the previously approved goals this year, and NOVATEK remains committed to its previously accepted targets k. Greenhouse Gas Protocol, Recommendations of the International Group of LNG Importers (GIIGNL), Order of the Ministry of Natural Resources of the Russian Federation dated May 27, 2022 No. 371 "On Approval of Methods for Quantifying Greenhouse Gas Emissions and Greenhouse Gas Removals", Order of the Ministry of Natural Resources of the Russian Federation dated June 29, 2017 No. 330 "On Approval of Methodological Guidelines on quantification of indirect energy emissions of greenhouse gases", Guidelines of the Intergovernmental Panel on Climate Change	2	+
SASB EM-EP-420a.2	Estimated carbon dioxide emissions embedded in proved hydrocarbon reserves	4,785 million tons of CO_2 equivalent[3] (for natural gas, oil, and gas condensate reserves) in 2025	3	+
SASB EM-EP-420a.3	Amount invested in renewable energy, revenue generated by renewable energy sales	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 87 Investments in renewables in 2025: RR 157 million (0.3% of total investments[4]) The Company does not sell renewable energy	1	+
IPIECA CCE-3	Low-carbon technologies	Section 2.6. Innovation, p. 51 Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 82, 84, 87	1	-
Material topic: GHG emissions management				
GRI 3-3 GRI 11.1.1	Management of material topics	Section 3.2. Management Approach, p. 69 Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 82, 87	1	+
GRI 103-1[5]	Energy policies and commitments	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 85	1	-
SASB EM-EP-110a.3	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Section 1.5. Sustainable Development Strategy, p. 20 Section 3.2. Management Approach, p. 70	1	+

[1] The transit zone includes transit shallow water with sea depths of 0–20 m and a strip of adjacent coast. The width of the transit shallow water zone of the seas of Russia, including the Arctic, varies from the first kilometers to 100–200 km.

[2] From January 1, 2026, the Company applied GRI-102 ahead the schedule. In this Report, the Company has provided disclosures in accordance with GRI-305 in addition to the GRI-102 disclosures.

[3] The estimated greenhouse gas emissions embedded in proved hydrocarbon reserves are based on the WRI methodology (including natural gas, crude oil and gas condensate reserves).

[4] The share of investments in renewables was calculated as a proportion of the total amount of such investments made by the Group (OOO NOVATEK-Tarkosaleneftegas, OOO Yargeo, OOO Obskiy Gas Chemical Complex, OOO NOVATEK-Yurkharovneftegas, AO Arcticgas, OOO NOVATEK STC, OOO Arctic LNG 1, and OOO NOVATEK-Kostroma). In the 2025 Report, renewable investment figures for 2023 and 2024 have been restated in proportion to the Group's ownership interests in joint ventures. For more details, see Appendix 4, GRI Disclosure 2-4.

[5] From January 1, 2026, the Company applied GRI-103 ahead the schedule. In this Report, the Company has provided disclosures in accordance with GRI-302 in addition to the GRI-103 disclosures.

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
IPIECA CCE-4	GHG emissions	Section 1.2. Performance Highlights, p. 14 Section 1.5. Sustainable Development Strategy, p. 20 Section 3.2. Management Approach, p. 69 Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 79, 80, 81, 82, 84, 87 Appendix 3. Quantitative Sustainability Indicators, p. 190	2	-
GRI 302-1 GRI 11.1.2	Energy consumption within the organization	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 85, 86 Appendix 3. Quantitative Sustainability Indicators, p. 191	1	+
GRI 103-2	Energy consumption and self-generation within the organization	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 84, 85, 86 Appendix 3. Quantitative Sustainability Indicators, p. 191	2	+
IPIECA CCE-6	Energy consumption	Section 1.6. Contribution to the UN Sustainable Development Goals and Russia's National Sustainable Development Goals, p. 25 Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 85, 86, 87 Appendix 3. Quantitative Sustainability Indicators, p. 191	1	-
GRI 302-2 GRI 11.1.3	Energy consumption outside of the organization	NOVATEK keeps complete records of the energy consumed within the Group. The assessment of energy consumption by third-party organizations that are part of NOVATEK's supply chain is not carried out because a significant part of such organizations do not collect information about the energy consumed	2	-
GRI 103-3	Upstream and downstream energy consumption	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 86 a. Currently, no data is being recorded for this indicator	1	-
GRI 302-3 GRI 11.1.4	Energy intensity	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 86	2	+
GRI 103-4	Energy intensity	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 86	2	+
GRI 302-4	Reduction of energy consumption	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 85 b. fuel (gas), electricity	2	+
GRI 103-5	Reduction of energy consumption	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 85 c. In the reporting year, NOVATEK continued implementing its three-year Comprehensive Program of Energy-Saving Measures, which includes measures to optimize gas use and compressor equipment operation, upgrade heating and lighting systems, and commission industrial wastewater disposal facilities. The Comprehensive Program is updated annually In 2025, the Comprehensive Program measures delivered a total energy consumption reduction of 17,979 thousand GJ e. The initial values achieved prior to the implementation of energy efficiency initiatives are used as the basis for calculating consumption reductions f. Energy consumption reduction includes the annual effect of measures implemented no earlier than four years prior to the reporting period. The indicator does not include activities that have a concomitant energy-saving effect included in other programs. The initial values achieved prior to the implementation of energy efficiency initiatives are used as the basis for calculating consumption reduction. The energy consumption reduction indicator as a result of the implementation of energy efficiency measures is calculated relative to the scenario according to which these measures would not have been taken. The indicators are disclosed in proportion to the Group's ownership interest in joint ventures (perimeter 2)	2	-
GRI 302-5	Reductions in energy requirements of products and services	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 85 c. GOST R 56743–2015	2	+

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
GRI 305-1 GRI 11.1.5	Direct (Scope 1) GHG emissions	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 80, 81, 82 Appendix 3. Quantitative Sustainability Indicators, p. 190 b. CO_2, CH_4 e, g. Guidelines approved by Order No. 371 of the Russian Ministry of Natural Resources and Environment dated 27 May 2022	2	+
GRI 102-5	GHG emissions (Scope 1)	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 80, 81 Appendix 3. Quantitative Sustainability Indicators, p. 190 a-ii, c. No biogenic GHG emissions were recorded a-iii. During the reporting period there were no emissions offsetting activities d-i. 2019 was chosen as baseline, as this is the year preceding the approval of the current Comprehensive Program of Climate and Environmental Goals until 2030. The program sets targets (reduction of specific direct greenhouse gas emissions in the production segment by 6%, reduction of specific direct greenhouse gas emissions from LNG production by 5%, reduction of specific methane emissions in the natural gas production, processing and liquefaction segments by 4%), the progress of which is disclosed annually in the Sustainable Development Report e. The target boundaries include all of the Group's production companies covered by the greenhouse gas emissions management system. The targets are calculated in proportion to the Group's ownership interests f. Greenhouse Gas Protocol, Recommendations of the International Group of LNG Importers (GIIGNL), Order of the Ministry of Natural Resources of the Russian Federation dated May 27, 2022 No. 371 "On Approval of Methods for Quantifying Greenhouse Gas Emissions and Greenhouse Gas Removals", Order of the Ministry of Natural Resources of the Russian Federation dated June 29, 2017 No. 330 "On Approval of Methodological Guidelines on quantification of indirect energy emissions of greenhouse gases", Guidelines of the Intergovernmental Panel on Climate Change	2	+
SASB EM-EP-110a.1	Gross global Scope 1 emissions	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 80, 81 Appendix 3. Quantitative Sustainability Indicators, p. 190 9,626 thousand tCO_2e in 2025	2	+
	Percentage of methane	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 82 1.7% Methane emissions totaled 6,574.1 tons in 2025		+
	Percentage covered under emissions-limiting regulations	As of 31 December 2025, no GHG emission reduction targets were set by Russian laws		+
SASB EM-EP-110a.2	Amount of direct emissions (Scope 1) from: 1) flared hydrocarbons, 2) other combustion, 3) process emissions, 4) other vented emissions, and 5) fugitive emissions	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 80 Appendix 3. Quantitative Sustainability Indicators, p. 190 Emissions in 2025: • from stationary combustion, including flaring: 9,369 thousand tCO_2e; • fugitive emissions: 214 thousand tCO_2e; • emissions from petrochemical production: 22 thousand tCO_2e; • emissions from transport: 21 thousand tCO_2e;	2	+
IPIECA CCE-5	Methane emissions	Section 1.5. Sustainable Development Strategy, p. 21 Section 3.2. Management Approach, p. 70 Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 82 Appendix 3. Quantitative Sustainability Indicators, p. 191	2	-
IPIECA CCE-7	Flare gas	Section 3.2. Management Approach, p. 70 Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 80, 82 Appendix 3. Quantitative Sustainability Indicators, p. 191	2	-

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
GRI 305-2 GRI 11.1.6	Energy indirect (Scope 2) GHG emissions	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 80, 81 Appendix 3. Quantitative Sustainability Indicators, p. 190 c. CO_2 d. n/a e, g. Guidelines approved by Order No. 330 of the Russian Ministry of Natural Resources and Environment dated 29 June 2017	2	+
GRI 102-6	GHG emissions (Scope 2)	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 80, 81 Appendix 3. Quantitative Sustainability Indicators, p. 190 a-ii, c. No biogenic GHG emissions were recorded a-iii. During the reporting period there were no emissions offsetting activities b. The indicator is not recorded in the proposed breakdown, the Company discloses data only for CO_2 emissions d. Data are not consolidated at the Group level e. The target boundaries include all of the Group's production companies covered by the greenhouse gas emissions management system. The targets are calculated in proportion to the Group's ownership interests f. Greenhouse Gas Protocol, Recommendations of the International Group of LNG Importers (GIIGNL), Order of the Ministry of Natural Resources of the Russian Federation dated May 27, 2022 No. 371 "On Approval of Methods for Quantifying Greenhouse Gas Emissions and Greenhouse Gas Removals", Order of the Ministry of Natural Resources of the Russian Federation dated June 29, 2017 No. 330 "On Approval of Methodological Guidelines on quantification of indirect energy emissions of greenhouse gases", Guidelines of the Intergovernmental Panel on Climate Change	2	+
GRI 305-3 GRI 11.1.7	Other indirect (Scope 3) GHG emissions	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 80, 81 Appendix 3. Quantitative Sustainability Indicators, p. 190 b. CO_2 d. n/a e. n/a f, g. Guidelines approved by Order No. 371 of the Russian Ministry of Natural Resources and Environment dated 27 May 2022	2	+
GRI 102-7	GHG emissions (Scope 3)	Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 80, 81 Appendix 3. Quantitative Sustainability Indicators, p. 190 a-ii. The indicator is not recorded in the proposed breakdown, the Company discloses data only for CO_2 emissions a-iii, c. No biogenic GHG emissions were recorded a-iv. During the reporting period there were no emissions offsetting activities a-v. Other indirect (Scope 3) GHG emissions from the use of the Company's production volumes were calculated using emission factors for natural gas used as fuel, approved by Order of the Russian Ministry of Natural Resources and Environment No. 371, On Approval of Methods for Quantitative Determination of Greenhouse Gas Emissions and Greenhouse Gas Removals, dated 27.05.2022, and using the Technical Guidance for Calculating Scope 3 Emissions, GHG Protocol, version 1.0, with the assumption for Category 11 (Use of sold products) of the GHG Protocol guidance that oil and NGLs are sent for processing, while other produced products are combusted as fuel d. Data are not consolidated at the Group level e. The target boundaries include all of the Group's production companies covered by the greenhouse gas emissions management system. The targets are calculated in proportion to the Group's ownership interests f. Other indirect (Scope 3) GHG emissions from the use of the Company's production volumes were calculated using emission factors for natural gas used as fuel, approved by Order of the Russian Ministry of Natural Resources and Environment No. 371, On Approval of Methods for Quantitative Determination of Greenhouse Gas Emissions and Greenhouse Gas Removals, dated 27.05.2022, and using the Technical Guidance for Calculating Scope 3 Emissions, GHG Protocol, version 1.0, with the assumption for Category 11 (Use of sold products) of the GHG Protocol guidance that oil and NGLs are sent for processing, while other produced products are combusted as fuel	2	+

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
GRI 305-4 GRI 11.1.8	GHG emissions intensity	Section 1.2.Performance Highlights, p. 14 Section 1.5. Sustainable Development Strategy, p. 21 Section 3.2. Management Approach, p. 70 Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 81, 82 Appendix 3. Quantitative Sustainability Indicators, p. 190 d. CO_2, CH_4 The intensity ratio for upstream energy indirect (Scope 2) GHG emissions for 2025 is 291 kg of CO_2 equivalent/thousand boe	2	+
GRI 102-8	GHG emissions intensity	Section 1.2.Performance Highlights, p. 14 Section 1.5. Sustainable Development Strategy, p. 21 Section 3.2. Management Approach, p. 70 Section 3.3. Key Metrics and Solutions for Boosting Carbon Efficiency, p. 81, 82 Appendix 3. Quantitative Sustainability Indicators, p. 190	2	+
GRI 102-9	GHG removals in the value chain	During the reporting period, the Company did not carry out any CO_2 removal operations	1	-
GRI 102-10	Carbon credits	During the reporting period, the Company did not acquire or redeem carbon units	1	-
Material topic: Pollutant emissions management				
GRI 3-3 GRI 11.3.1	Management of material topics	Section 4.3. Emissions, p. 110	1	+
GRI 305-7 GRI 11.3.2	Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	Section 4.3. Emissions, p. 110 a. The Group's emissions contain zero persistent organic pollutants. Hazardous pollutants (benzo(a)pyrene, chrome, lead and its inorganic compounds) totaled 0.427 tons in 2025 b, c. Pollutant emission factors are determined based on emission calculation methodologies approved by the Russian Ministry of Natural Resources and Environment, considering industry emission calculation methodologies depending on emission sources, pollutant release parameters, technological process, volume and composition of fuel used, environmental conditions in the source location area as well as direct measurements of volume, physical properties, and composition of emissions as part of environmental operational control	2	+
SASB EM-EP-120a.1	Air pollutant emissions	Section 4.3. Emissions, p. 111 80,328 tons	2	+
	1) nitrogen oxides (excluding N_2O)	Section 4.3. Emissions, p. 111 13,112 tons (as NO_2 equivalent)		
	2) sulfur dioxide (SO_2)	Section 4.3. Emissions, p. 111 261 tons		
	3) volatile organic compounds	Section 4.3. Emissions, p. 111 14,927 tons		
	4) particulate matter	Section 4.3. Emissions, p. 111 1,415 tons		
IPIECA ENV-5	Air emissions	Section 4.3. Emissions, p. 111	2	-
GRI 305-6	Emissions of ozone-depleting substances (ODS)	Section 4.3. Emissions, p. 111 The Company does not generate emissions of ozone-depleting substances.	2	+
Material topic: Biodiversity conservation and improvement of ecosystem services				
GRI 3-3 GRI 11.4.1	Management of material topics	Section 4.2. Biodiversity, p. 98	1	-
GRI 101-1	Policies to halt and reverse biodiversity loss	Section 4.2. Biodiversity, p. 98	1	-

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
SASB EM-EP-160a.1	Description of environmental management policies and practices for active sites	Section 4.1. Management Approach, p. 94	1	+
IPIECA ENV-3	Biodiversity policy and strategy	Section 4.2. Biodiversity, p. 98	1	-
GRI 304-1[1] GRI 11.4.2	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	One of NOVATEK's linear facilities (an underground gas pipeline) runs through a part of a regional-level natural landmark in the Chelyabinsk Region, Dzhabyk-Karagay pine forest (the gas pipeline occupies 19.6 square km of the protected area). The protected area has been set up to keep the valuable island pine forest flourishing. Laying the gas pipeline does not affect the breeding plants and does not conflict with the existing legal regime for environmental protection, which is confirmed by a positive state environmental review of the design documentation. The pipeline does not affect the habitats of plant and animal species with a special protection status	1	+
SASB EM-EP-160a.3	Percentage of 1) proved and 2) probable reserves in or near sites with protected conservation status or endangered species habitats	The Company does not operate in federally-protected areas designated by Russian law	3	+
IPIECA ENV-4	Protected and priority biodiversity conservation areas	Section 4.2. Biodiversity, p. 98	1	-
GRI 304-2 GRI 11.4.3	Significant impacts of activities, products, and services on biodiversity	Section 4.2. Biodiversity, p. 98 The Company does not have a significant impact on biodiversity	1	+
GRI 101-2	Management of biodiversity impacts	Section 4.2. Biodiversity, p. 99, 100, 102, 104, 105, 108, 109 b. Data are not consolidated at the Group level c- iv. There is no third-party verification or certification of the data provided	4	+
GRI 304-3 GRI 11.4.4	Habitats protected or restored	Section 4.2. Biodiversity, p. 109 c. Area of disturbed land as of the end of 2025: 33 995 ha Area of disturbed land over 2025: 536 ha	2	+
GRI 304-4 GRI 11.4.5	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Section 4.2. Biodiversity, p. 106	1	+
Material topic: Sustainable waste management				
GRI 3-3 GRI 11.5.1	Management of material topics	Section 4.4. Waste, p. 111	1	-
GRI 306-1 GRI 11.5.2	Waste generation and significant waste-related impacts	Section 4.4. Waste, p. 112	1	-
GRI 306-2 GRI 11.5.3	Management of significant waste-related impacts	Section 4.4. Waste, p. 112 Waste monitoring and data collection procedures are an integral part of the Company's Integrated System	1	-
GRI 306-3 GRI 11.5.4	Waste generated	Section 4.4. Waste, p. 111, 113 Appendix 3. Quantitative Sustainability Indicators, p. 192	2	+
GRI 306-4 GRI 11.5.5	Waste diverted from disposal	Section 1.2. Performance Highlights, p. 15 Section 4.4. Waste, p. 111-113 Appendix 3. Quantitative Sustainability Indicators, p. 192	2	+
GRI 306-5 GRI 11.5.6	Waste directed to disposal	Section 4.4. Waste, p. 111-113 Appendix 3. Quantitative Sustainability Indicators, p. 192 b–i, c–i. The Company does not incinerate waste with energy recovery. Waste incineration without energy recovery is done using special incinerators (22.4 thousand tons in 2025)	2	+
IPIECA ENV-7	Materials management	Section 1.2. Performance Highlights, p. 14 Section 4.4. Waste, p. 111-113 Appendix 3. Quantitative Sustainability Indicators, p. 192	2	-

[1] From January 1, 2026, the GRI-304 was replaced by the GRI-101. In this Report, the Group has provided disclosures in accordance with GRI-304 in addition to the GRI-101 disclosures.

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
Material topic: Sustainable water use				
GRI 3-3 GRI 11.6.1	Management of material topics	Section 4.5. Water Resources, p. 114	1	-
GRI 303-1 GRI 11.6.2	Interactions with water as a shared resource	Section 4.5. Water Resources, p. 114	1	-
GRI 303-2 GRI 11.6.3	Management of water discharge-related impacts	Section 4.5. Water Resources, p. 114 The Company does not establish and does not consider additional standards for the quality of discharged waters in excess of the legally established ones	1	-
IPIECA ENV-2	Wastewater discharges	Section 4.5. Water Resources, p. 117 Appendix 3. Quantitative Sustainability Indicators, p. 193	2	-
GRI 303-3 GRI 11.6.4	Water withdrawal	Section 4.5. Water Resources, p. 116 Appendix 3. Quantitative Sustainability Indicators, p. 193 The data on the Company's water withdrawal are from the state statistic reporting by the Group's subsidiaries available from 2TP-Water approved by Order No. 230 of the Federal State Statistics Service dated 19 October 2009 The Company does not withdraw water in areas with water stress	2	+
GRI 303-4 GRI 11.6.5	Water discharge	Section 4.5. Water Resources, p. 117 Appendix 3. Quantitative Sustainability Indicators, p. 193 The data on the Company's water discharge are from the state statistic reporting by the Group's subsidiaries available from 2TP-Water approved by Order No. 230 of the Federal State Statistics Service dated 19 October 2009 The Company does not operate in areas with water stress.	2	+
GRI 303-5 GRI 11.6.6	Water consumption	Section 4.5. Water Resources, p. 118 In the 2025 Report, the Company calculated water consumption in accordance with the methodological recommendations of GRI 303-5. Water consumption is calculated as the difference between the volume of water withdrawal (303-3) and the volume of water discharge (303-4). The data on the Company's water withdrawal and discharge are from the state statistic reporting by the Group's subsidiaries available from 2TP-Water approved by Order No. 230 of the Federal State Statistics Service dated 19 October 2009 The Company does not consume water in areas with water stress c. Water storage at the Company is not identified as having a significant impact on water resources in the regions where the Company operates	2	+
SASB EM-EP-140a.1	Total freshwater withdrawn	Section 4.5. Water Resources, p. 116 Appendix 3. Quantitative Sustainability Indicators, p. 193 2,006 thousand tons	2	+
	Total freshwater consumed	Section 4.5. Water Resources, p. 118 548 thousand tons		
	Percentage of freshwater withdrawn/ consumed in regions with high or extremely high baseline water stress	The Company does not operate in areas with water stress. According to the International Water Management Institute and World Resources Institute's Water Risk Atlas tool, Russia is a region with abundant water resources		
IPIECA ENV-1	Freshwater	Section 4.5. Water Resources, p. 116 Appendix 3. Quantitative Sustainability Indicators, p. 193	2	-
SASB EM-EP-140a.2	Volume of produced and flowback water; percentage of 1) discharged, 2) injected, 3) reused	Section 4.5. Water Resources, p. 116 Appendix 3. Quantitative Sustainability Indicators, p. 193 Volume of produced water: 8,135 thousand tons; • the percentage of discharged water: 32%; • the percentage of injected water: 68%; • and the percentage of reused water: 0%	1	+
	Hydrocarbon content in discharged water	The Company does not discharge hydrocarbon contaminated water into water bodies		

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
SASB EM-EP-140a.3	Percentage of hydraulically fractured wells for which there is public disclosure of all fracturing fluid chemicals used	Section 4.5. Water Resources, p. 116 0% The hydraulic fracturing operations use viscoelastic, non-toxic fluids. Some fracturing fluid chemicals and their concentrations are not disclosed	1	+
SASB EM-EP-140a.4	Percentage of hydraulic fracturing sites where ground or surface water quality deteriorated compared to the baseline	Section 4.5. Water Resources, p. 116 0% All fluid used for hydraulic fracturing is not discharged into ground or surface water, but is evaporated, so ground and surface water quality does not deteriorate compared to the baseline	1	+
Material topic: Employment practices and working conditions				
GRI 3-3 GRI 11.10.1	Management of material topics	Section 6.1. Management Approach, p. 140	1	-
IPIECA SOC-4	Labor practices and worker accommodation	Section 6.1. Management Approach, p. 140	1	-
GRI 401-1 GRI 11.10.2	New employee hires and employee turnover	Section 1.2. Performance Highlights, p. 14 Section 6.1. Management Approach, p. 143, 148 Appendix 3. Quantitative Sustainability Indicators, p. 194 Data on turnover by age are not consolidated at the Group level	1	+
IPIECA SOC-6	Employee engagement	Section 1.2. Performance Highlights, p. 14 Section 6.1. Management Approach, p. 143, 148 Appendix 3. Quantitative Sustainability Indicators, p. 196	1	-
GRI 401-2 GRI 11.10.3	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Section 6.4. Employee Motivation and Social Support, p. 158 Benefits provided by Russian legislation apply to all employees in the territory of the Russian Federation The Russian Federation is a significant location of operation	1	-
GRI 401-3 GRI 11.10.4 and 11.11.3	Parental leave	Section 6.1. Management Approach, p. 149 Appendix 3. Quantitative Sustainability Indicators, p. 197 d, e. Data are not consolidated at the Group level	1	+
GRI 402-1 GRI 11.10.5 and 11.7.2	Minimum notice periods regarding operational changes	Section 6.1. Management Approach, p. 149 Under Russian laws, the minimum notice period as regards the Company's significant operational changes is eight weeks (incorporated into the collective bargaining agreement)	1	+
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Section 6.4. Employee Motivation and Social Support, p. 158 Appendix 3. Quantitative Sustainability Indicators, p. 197	1	+
GRI 201-3	Defined benefit plan obligations and other retirement plans	Section 6.4. Employee Motivation and Social Support, p. 161 The total of employee benefits stands at RR 6.5 billion as of 31 December 2025 The value is given in accordance with the disclosable consolidated financial statements for 2025	3	+
GRI 3-3 GRI 11.12.1	Management of material topics	Section 2.3. Ethics, p. 38 Section 2.7. Supply Chain, p. 54	1	-
GRI 409-1 GRI 11.12.2	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Section 2.3. Ethics, p. 39 Section 2.7. Supply Chain, p. 54 In the reporting year, the Company identified no operations at significant risk for incidents of forced or compulsory labor	1	+
GRI 3-3 GRI 11.13.1	Management of material topics	Section 2.3. Ethics, p. 38 Section 2.7. Supply Chain, p. 53	1	-
GRI 407-1 GRI 11.13.2	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Section 2.3. Ethics, p. 39 Section 2.7. Supply Chain, p. 54 Section 6.1. Management Approach, p. 145 In the reporting year, the Company identified no operations in which the right to exercise freedom of association or collective bargaining may be violated or put at significant risk	1	+
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor	Section 2.3. Ethics, p. 39 Section 2.7. Supply Chain, p. 54 In the reporting year, the Company identified no operations at significant risk for incidents of child labor a–ii The Human Rights Policy of PAO NOVATEK, approved by the Decision of the Board of Directors of PAO NOVATEK dated 17 December 2021	1	+
IPIECA SOC-8	Employee protection and grievance mechanisms	Section 2.3. Ethics, p. 38 Section 6.2. Diversity and Inclusion, p. 150 Appendix. Contacts, p. 181	1	-
Material topic: Personnel training, career development, and well-being				
GRI 3-3	Management of material topics	Section 6.3. Employee Training and Development, p. 153	1	-
GRI 404-1 GRI 11.10.6 and 11.11.4	Average hours of training per year per employee	Section 1.2. Performance Highlights, p. 14 Section 1.6. Contribution to the UN Sustainable Development Goals and Russia's National Sustainable Development Goals, p. 23 Section 6.2. Diversity and Inclusion, p. 150 Section 6.3. Employee Training and Development, p. 153 Appendix 3. Quantitative Sustainability Indicators, p. 196	1	+
GRI 404-2 GRI 11.7.3 and 11.10.7	Programs for upgrading employee skills and transition assistance programs	Section 4.1. Management Approach, p. 97 Section 6.2. Diversity and Inclusion, p. 151 Section 6.3. Employee Training and Development, p. 153 b. The Company has in place a pension plan to support its employees and severance pay	1	-
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Section 6.3. Employee Training and Development, p. 155 7% of the Group's employees received regular performance reviews. Performance reviews was received by 9% of all males and 2% of all females	1	+
IPIECA SOC-7	Employee training and development	Section 1.2. Performance Highlights, p. 14 Section 1.6. Contribution to the UN Sustainable Development Goals and Russia's National Sustainable Development Goals, p. 23 Section 6.3. Employee Training and Development, p. 153 Appendix 3. Quantitative Sustainability Indicators, p. 197	1	-
Material topic: Sociocultural diversity, equal opportunities				
GRI 3-3 GRI 11.11.1	Management of material topics	Section 6.1. Management Approach, p. 144 Section 6.2. Diversity and Inclusion, p. 150	1	-
GRI 202-2 GRI 11.11.2 and 11.14.3	Proportion of senior management hired from the local community	Section 6.2. Diversity and Inclusion, p. 152	1	+
GRI 405-1 GRI 11.11.5	Diversity of governance bodies and employees	Section 6.1. Management Approach, p. 144 Section 6.2. Diversity and Inclusion, p. 150 Appendix 3. Quantitative Sustainability Indicators, p. 194	1	+
GRI 405-2 GRI 11.11.6	Ratio of basic salary and remuneration of women to men	Section 6.2. Diversity and Inclusion, p. 150	1	+
GRI 406-1 GRI 11.11.7	Incidents of discrimination and corrective actions taken	The Company identified no incidents of discrimination in the reporting year	1	+
IPIECA SOC-5	Sociocultural diversity and consideration of individual characteristics of employees	Section 6.1. Management Approach, p. 144 Section 6.2. Diversity and Inclusion, p. 150 Appendix 3. Quantitative Sustainability Indicators, p. 194	1	-
IPIECA SOC-15	Local hiring practices	Section 6.2. Diversity and Inclusion, p. 152	1	-
Material topic: Occupational safety				
GRI 3-3 GRI 11.7.1	Management of material topics	Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 129	1	+
IPIECA ENV-8	Asset decommissioning and closure	Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 129	1	-
GRI 11.7.4	Operational sites that have closure and rehabilitation plans in place; have been closed; are in the process of being closed	Number of wells suspended as of the end of the year: 84 Number of wells abandoned as of the end of the year: 120	1	+

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
GRI 11.7.5	Decommissioned structures left in place and the rationale for leaving them in place	Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 129 No industrial sites were closed down as of the end of the year. However, the Company commits to ensure the development and implementation of internal regulations on sustainable closure, dismantling of all structures and land rehabilitation as well as stakeholder engagement (discussions of closure plans) in accordance with the IFC international standards	1	+
GRI 11.7.6	Financial costs of the closure and rehabilitation of production sites	Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 129	3	+
GRI 3-3 GRI 11.8.1	Management of material topics	Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 127	1	+
GRI 306-3 (2016) GRI 11.8.2	Significant spills	Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 128, 130 The Company identified no spills in the reporting year	1	+
SASB EM-EP 160a.2	Number and aggregate volume of hydrocarbon spills, volume in the Arctic, volume impacting shorelines with ESI rankings 8–10, and volume recovered	Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 128 No hydrocarbon spills in excess of 1 bbl occurred in 2025	1	+
IPIECA ENV-6	Spills of liquid products and substances into the environment	Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 127, 128	1	-
GRI 11.8.3	Information about Tier 1 and Tier 2 events	Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 130	1	+
SASB EM-EP-540a.1	Process Safety Event (PSE) rates for Loss of Primary Containment (LOPC) or greater consequence	Data are not consolidated at the Group level	1	-
SASB EM-EP-540a.2	Description of management systems used to identify and mitigate catastrophic and tail-end risks	Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 127 Catastrophic and tail-end risks include risks of major accidents and serious incidents threatening the sustainability of the Company's entire business model The Company manages catastrophic and tail-end risks based on unified approaches to risk management described in Chapter 2. Management, p. 35 Key efforts in managing catastrophic and tail-end risks are described in Appendix 1. Key Sustainability Risks and Opportunities, p. 182	1	+
GRI 3-3 GRI 11.9.1	Management of material topics	Section 5.1. Management Approach, p. 122	1	+
IPIECA SHS-1	Ensuring occupational health and safety	Section 5.1. Management Approach, p. 122	1	-
GRI 403-1 GRI 11.9.2	Occupational health and safety management system	Section 5.1. Management Approach, p. 122	1	+
GRI 403-2 GRI 11.9.3	Hazard identification, risk assessment, and incident investigation	Section 2.2. Sustainability Risks and Opportunities, p. 35 Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 127 Section 5.3. Preventing Work-Related Injuries, p. 131 Appendix 1. Key Sustainability Risks and Opportunities, p. 182	1	+
IPIECA SHS-7	Safety risk management	Section 2.2. Sustainability Risks and Opportunities, p. 35 Section 2.4. Information Security, p. 45 Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 127 Section 5.3. Preventing Work-Related Injuries, p. 131 Appendix 1. Key Sustainability Risks and Opportunities, p. 182	1	-
GRI 403-3 GRI 11.9.4	Occupational health services	Section 5.4. Occupational Health, p. 137	1	+
GRI 403-4 GRI 11.9.5	Worker participation, consultation, and communication on occupational health and safety	Section 5.1. Management Approach, p. 124	1	+
SASB EM-EP-320a.2	Discussion of management systems used to integrate a culture of safety throughout the exploration and production lifecycle	Section 5.1. Management Approach, p. 122, 124	1	+
GRI 403-5 GRI 11.9.6	Worker training on occupational health and safety	Section 5.5. OHS Training for Employees, p. 138	1	+
GRI 403-6 GRI 11.9.7	Promotion of worker health	Section 5.4. Occupational Health, p. 137 Section 6.1. Management Approach, p. 147	1	+
GRI 403-7 GRI 11.9.8	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Section 5.1. Management Approach, p. 126 Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 127 Section 5.4. Occupational Health, p. 137	1	+
IPIECA SHS-2	Workforce and community health	Section 5.4. Occupational Health, p. 137	1	-
GRI 403-8 GRI 11.9.9	Workers covered by an occupational health and safety management system	Section 5.1. Management Approach, p. 123 The occupational health and safety system applies to all employees of the Company and employees of contracting organizations	1	+
GRI 403-9 GRI 11.9.10	Work-related injuries	Section 1.2. Performance Highlights, p. 14 Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 130 Section 5.3. Preventing Work-Related Injuries, p. 134, 136 a–v. Across the Group: 37.7 million hours b–v. Across contractors: 69.3 million hours e. The calculation is per 1 million hours. The footnotes present the calculation per 200 thousand hours f. no excluded	1	+
GRI 403-10 GRI 11.9.11	Work-related ill health	Section 5.4. Occupational Health, p. 137 No occupational diseases were identified or registered at NOVATEK and contracting organizations over the past six years	1	+
SASB EM-EP-320a.1	1) Total recordable incident rate (TRIR)	Section 5.3. Preventing Work-Related Injuries, p. 135 The total recordable incident rate was 0,191[1]	1	+
	2) Fatality rate (FR)	Section 5.3. Preventing Work-Related Injuries, p. 135 Zero fatalities among employees and five fatalities among contractors were recorded in 2025		
	3) Near-miss frequency rate (NMFR)	Data are not consolidated at the Group level		
	4) Average hours of health, safety, and emergency response training for: • full-time employees; • contractor employees; • part-time employees	Section 5.5. OHS Training for Employees, p. 139 The average hours of health, safety, and emergency response training in 2025 totaled 263,466 Average hours of health, safety, and emergency response training broken down by full-time employees, contractor employees, and part-time employees are not consolidated at the Group level		
IPIECA SHS-3	Occupational injury and illness incidents	Section 1.2. Performance Highlights, p. 8 Section 1.6. Contribution to the UN Sustainable Development Goals and Russia's National Sustainable Development Goals, p. 22 Section 5.1. Management Approach, p. 122 Section 5.3. Preventing Work-Related Injuries, p. 131 Section 5.4. Occupational Health, p. 137 Section 5.5. OHS Training for Employees, p. 138	1	-

[1] In line with the improved methodology that incorporates the SASB recommendations, starting from 2023 TRIR is based on the number of work-related injuries/fatalities, instead of the number of accidents, per 200 thousand h worked.

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
IPIECA SHS-4	Transport safety	Section 5.2. Preventing and Responding to Work-Related Accidents, Incidents, and Emergencies, p. 130 PAO NOVATEK operates passenger cars to transport employees and documents as may be required for a smooth business process Every year, our drivers complete a 20-hours training course to improve their safe driving and car operation skills. Monthly traffic rules knowledge checks provide insight into drivers' skills and help reduce the number of road accidents Each car in PAO NOVATEK's fleet received adequate repair and maintenance. Pre-trip checks help ensure that only cars in satisfactory working condition are being used	1	-
IPIECA SHS-6	Process safety	Section 5.3. Preventing Work-Related Injuries, p. 131 No process safety events occurred in 2025	1	-
GRI 416-1 GRI 11.3.3	Assessment of the health and safety impacts of product and service categories	Section 2.7. Supply Chain, p. 59	1	+
IPIECA SHS-5	Product stewardship	Section 2.7. Supply Chain, p. 59	1	-
Material topic: Contribution to the development of local communities and indigenous peoples				
GRI 3-3 GRI 11.15.1	Management of material topics	Section 7.1. Management Approach, p. 164 Section 7.2. Contribution to Regional Development, p. 167	1	-
GRI 413-1 GRI 11.15.2	Operations with local community engagement, impact assessments, and development programs	Section 1.6. Contribution to the UN Sustainable Development Goals and Russia's National Sustainable Development Goals, p. 22 Section 7.1. Management Approach, p. 164 Section 7.2. Contribution to Regional Development, p. 167	1	+
GRI 413-2 GRI 11.15.3	Operations with significant actual and potential negative impacts on local communities	Section 1.6. Contribution to the UN Sustainable Development Goals and Russia's National Sustainable Development Goals, p. 22 Section 7.1. Management Approach, p. 164 Section 7.2. Contribution to Regional Development, p. 167	1	-
IPIECA SOC-9	Local community impacts and engagement	Section 1.6. Contribution to the UN Sustainable Development Goals and Russia's National Sustainable Development Goals, p. 22 Section 7.1. Management Approach, p. 164 Section 7.2. Contribution to Regional Development, p. 167	1	-
IPIECA SOC-12	Community grievance mechanisms	Section 7.1. Management Approach, p. 165	1	-
GRI 11.15.4	The number and type of grievances from local communities identified, including percentage of the grievances that were addressed and resolved; percentage of the grievances that were resolved through remediation	Section 7.1. Management Approach, p. 165	1	+
GRI 3-3 GRI 11.16.1	Management of material topics	Section 7.1. Management Approach, p. 164	1	-
GRI 11.16.2	Locations of operations that caused or contributed to involuntary resettlement	In cases where involuntary resettlement is unavoidable, the Company undertakes to comply with all requirements of applicable national law concerning resettlement, compensation and/or livelihood restoration activities, as well as, for the Yamal LNG and Arctic LNG 2 projects, the International Finance Corporation's standards on environmental and social sustainability In the reporting year, the Company's operations did not cause or contribute to involuntary resettlement	1	-
IPIECA SOC-11	Land acquisition and involuntary resettlement			
GRI 3-3 GRI 11.17.1	Management of material topics	Section 7.1. Management Approach, p. 164	1	-
SASB EM-EP-210b.1	Discussion of the process to manage risks and opportunities associated with community rights and interests	Section 2.3. Ethics, p. 39 Section 7.1. Management Approach, p. 164	1	+
IPIECA SOC-10	Engagement with indigenous peoples	Section 7.1. Management Approach, p. 165	1	-
GRI 411-1 GRI 11.17.2	Incidents of violations involving rights of indigenous peoples	The Company identified no incidents of violations involving rights of indigenous peoples or encouraging involuntary resettlement	1	+
GRI 11.17.3	Locations of operations where indigenous peoples are present or affected by activities of the organization	Section 7.1. Management Approach, p. 165 Section 7.2. Contribution to Regional Development, p. 167 Locations of NOVATEK's operations where indigenous peoples are present or affected by activities of the Company include: • Yamal-Nenets Autonomous Region; • Khanty-Mansiysk Autonomous Region; • Tyumen Region; • Chelyabinsk Region; • Leningrad Region; • Murmansk Region; • Kostroma Region; • Kamchatka Territory	1	-
SASB EM-EP-210a.1	Percentage of proved and probable reserves in or near areas of conflict	Percentage of proved and probable reserves in or near areas of conflict: 0%	3	+
SASB EM-EP-210a.2	Percentage of proved and probable reserves in or near indigenous land	100% of the Company's proved and probable reserves are located in indigenous lands of the North	3	+
GRI 11.17.4	The process of seeking free, prior, and informed consent (FPIC) from indigenous peoples for any of the organization's activities, including, in each case: whether the process was mutually accepted by the organization and affected indigenous peoples; whether an agreement has been reached	Section 2.3. Ethics, p. 39 Section 7.1. Management Approach, p. 165	1	-
SASB EM-EP-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	Section 2.3. Ethics, p. 40 Section 7.1. Management Approach, p. 165	1	+
GRI 3-3 GRI 11.18.1	Management of material topics	Section 7.1. Management Approach, p. 164	1	-
GRI 410-1 GRI 11.18.2	Security personnel trained in human rights policies or procedures	Section 2.3. Ethics, p. 39 100% of NOVATEK's security firm employees were trained in human rights in 2025	1	-
SASB EM-EP-210b.2	Number and duration of non-technical delays	No stoppages or strikes related to labor disputes have ever occurred in the Company	1	+
GRI 203-1 GRI 11.14.4	Infrastructure investments and services supported	Section 7.1. Management Approach, p. 164 Section 7.2. Contribution to Regional Development, p. 167	2	+
IPIECA SOC-13	Community investments	Section 7.1. Management Approach, p. 164 Section 7.2. Contribution to Regional Development, p. 167	1	-
GRI 203-2 GRI 11.14.5	Significant indirect economic impacts	Section 1.6. Contribution to the UN Sustainable Development Goals and Russia's National Sustainable Development Goals, p. 22 Section 7.1. Management Approach, p. 164 Section 7.2. Contribution to Regional Development, p. 167	1	-
Material topic: Sustainable supply chain				
GRI 3-3 GRI 11.14.1	Management of material topics	Section 2.7. Supply Chain, p. 54 Section 7.1. Management Approach, p. 164 Section 7.2. Contribution to Regional Development, p. 167	1	-
IPIECA SOC-2	Suppliers and human rights	Section 2.3. Ethics, p. 39 Section 2.7. Supply Chain, p. 53	1	-

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
GRI 204-1 GRI 11.14.6	Proportion of spending on local suppliers	Section 2.7. Supply Chain, p. 56 The Company views the suppliers operating in Russia as “local suppliers”	1	+
IPIECA SOC-14	Local procurement and supplier development	Section 2.7. Supply Chain, p. 56	1	-
GRI 414-1 GRI 11.10.8 and 11.12.3	New suppliers that were screened using social criteria	Section 2.7. Supply Chain, p. 58	1	+
GRI 414-2 GRI 11.10.9	Negative social impacts in the supply chain and actions taken	Section 2.7. Supply Chain, p. 58	1	+
GRI 308-1	New suppliers that were screened using environmental criteria	Section 2.7. Supply Chain, p. 58	1	+
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	Section 2.7. Supply Chain, p. 58 Cases with significant negative impacts along the supply chain were not identified	1	+
Material topic: Economic performance and business resilience				
GRI 3-3	Management of material topics	Section 1.1. Key Operating and Financial Highlights, p. 8 Section 1.3. Business Model, p. 16 Section 1.5. Sustainable Development Strategy, p. 20	1	+
GRI 201-1 GRI 11.14.2 and 11.21.2	Direct economic value generated and distributed	Created direct economic value: RR 1,545 billion Distributed economic value: RR 1,331 billion Undistributed economic value: RR 214 billion	3	+
Material topic: Ethical business conduct				
GRI 3-3 GRI 11.20.1	Management of material topics	Section 2.3. Ethics, p. 38 Section 2.7. Supply Chain, p. 53	1	-
IPIECA GOV-3	Preventing corruption	Section 2.3. Ethics, p. 41	1	-
GRI 205-1 GRI 11.20.2	Corruption Risk Assessment	Section 2.3. Ethics, p. 41 Risks of fraud and corruption are identified and assessed at the Group level. In 2025, 100% of the Company’s units were assessed for corruption-related risks In addition to the rules for proper dealings with government officials set forth in its Anti-Corruption Policy, NOVATEK does not allow facilitation payments, i.e. payments to government officials to expedite routine actions To eliminate the risk of uncoordinated payments at the expense of the Company, all expenditure transactions follow an approval route in corporate IT systems, considering the segregation of duties related to implementing control procedures between the responsible units of the Company, which eliminates the risk of one employee making a decision	1	+
GRI 205-2 GRI 11.20.3	Communication and training about anti-corruption policies and procedures	Section 2.3. Ethics, p. 42	1	+
GRI 205-3 GRI 11.20.4	Confirmed incidents of corruption and actions taken	Section 2.3. Ethics, p. 41 The Company identified no incidents of corruption in the reporting period	1	+
SASB EM-EP- 510a.1	Percentage of (1) proved and (2) probable reserves in countries that have the 20 lowest rankings in the Corruption Perception Index	Percentage of proved and probable reserves in countries that have the 20 lowest rankings in the Corruption Perception Index: 0%	3	+
SASB EM-EP- 510a.2	Description of the management system for prevention of corruption and bribery throughout the value chain	Section 2.3. Ethics, p. 41 The Company does not operate tankers sailing under the flags of states on the Black List of the Paris Memorandum of Understanding on Port State Control. The Company operates tankers sailing under the flags of states that are members of the International Maritime Organization (IMO)	1	+
GRI 11.20.5	Approach to contract transparency, including whether contracts and licenses are made public and, if so, where they are published; if contracts or licenses are not publicly available, the reason for this and actions taken to make them public in the future	Contents of license agreements related to subsoil use are not disclosed to third parties for reasons of confidentiality.	1	-
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Section 2.4. Information Security, p. 45 The Company identified no complaints concerning breaches of customer privacy in the reporting year	1	+
IPIECA SOC-1	Human rights due diligence	Section 2.3. Ethics, p. 39	1	-
IPIECA SOC-3	Security and human rights	Section 2.3. Ethics, p. 39	1	-
GRI 3-3 GRI 11.19.1	Management of material topics	Section 2.3. Ethics, p. 38	1	-
GRI 206-1 GRI 11.19.2	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Section 2.3. Ethics, p. 43	1	+
GRI 3-3 GRI 11.21.1	Management of material topics	Section 2.3. Ethics, p. 38, 44	1	-
GRI 207-1 GRI 11.21.4	Approach to tax	Section 2.3. Ethics, p. 44	1	-
GRI 207-2 GRI 11.21.5	Tax governance, control, and risk management	Section 2.3. Ethics, p. 44	1	-
GRI 207-3 GRI 11.21.6	Stakeholder engagement and management of concerns related to tax	Section 2.3. Ethics, p. 44	1	-
IPIECA GOV-4	Transparency of payments to host governments	Section 2.3. Ethics, p. 44	1	-
GRI 11.21.8	For oil and gas purchased from the state or from third parties appointed by the state to sell on their behalf, volumes and types of oil and gas purchased; full names of the buying entity and the recipient of the payment; and payments made for the purchase should be reported	The Company does not purchase gas from the state or from third parties appointed by the state to sell gas on behalf of the state	1	-
GRI 3-3 GRI 11.22.1	Management of material topics	Section 2.3. Ethics, p. 38	1	-

Standard and indicator index (GRI Disclosure, SASB Code)	Metric	Section of the Report / Notes	Report scope	External assurance
GRI 415-1 GRI 11.22.2	Political contributions	The Company does not make illegal payments in favor of federal and municipal authorities, law enforcement or regulatory authorities, their representatives, and other persons, including intermediaries The Company does not envisage expenses for activities aimed at interaction with government authorities The Company does not make sponsorship or other payments in support of political parties, or organizations and foundations associated with them	1	+
GRI 11.2.4	Approach to public policy development and lobbying on climate change	Section 3.2. Management Approach, p. 72	1	-
SASB EM-EP-530a.1	Discussion of corporate positions related to government regulations and/ or policy proposals that address environmental and social factors affecting the industry	Section 3.2. Management Approach, p. 72	1	+
IPIECA GOV-5	Public advocacy and lobbying	Section 2.3. Ethics, p. 38 The Company does not make sponsorship or other payments in support of political parties, or organizations and foundations associated with them	1	-

Appendix 5.
Compliance with IFRS S2

NOVATEK has been disclosing climate change information in accordance with TCFD recommendations since 2018. In 2024, the International Sustainability Standards Board integrated the TCFD recommendations into the IFRS S2 standard. In the reporting year, the Company adapted its climate change disclosures to the new standard.

Standard and indicator index	Metric	Information and link to the source
Governance		
IFRS S2-6	(a) identify governance body(s) or individual(s) responsible for oversight of climate-related risks and opportunities; (b) describe management's role in the governance processes, controls and procedures used to oversee climate-related risks and opportunities.	For more details, see Section 3.2.1. Climate change management system, p. 68
Strategy		
IFRS S2-10	(a) describe identified climate-related risks and opportunities that could affect the entity's business; (b) describe whether the risks are considered to be transition risks or physical risks; (c) describe over which time horizons—short, medium or long term— the effects of identified climate-related risks and opportunities could occur; (d) describe how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	For more details, see Section 3.2.5. Climate-related risks and opportunities, p. 72
IFRS S2-13	(a) describe the current and anticipated effects of those climate-related risks and opportunities on the business model and value chain of the Company; (b) describe where in the business model and value chain climate-related risks and opportunities are concentrated (types of assets, geographical areas, etc.).	For more details, see Section 3.2.5. Climate-related risks and opportunities, p. 72
IFRS S2-14	(a) information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation; (b) describe how the entity is resourcing, and plans to resource, the activities disclosed in accordance with S2.14(a); (c) describe quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with S2.14(a).	For more details, see Section 3.2.5. Climate-related risks and opportunities, p. 72
IFRS S2 -21	(a) if an entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in S2.19-20, explain why quantitative information has not been provided; (b) if an entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in S2.19-20, provide qualitative information about those financial effects, including identifying line items, totals and subtotals within the related financial statements that are likely to be affected, or have been affected, by that climate-related risk or opportunity; (c) if an entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in S2.19-20, provide quantitative information about the combined financial effects of that climate-related risk or opportunity with other climate-related risks or opportunities and other factors unless the entity determines that quantitative information about the combined financial effects would not be useful.	For more details, see Section 3.2.5. Climate-related risks and opportunities, p. 72 In 2025, the Company initiated a project to quantitatively assess climate-related risks and opportunities at the South-Tambeyskoye gas condensate field. The project will involve modeling changes in climate risk factors in the area under consideration, including scenario forecasting and quantitative assessment of the impact of climate risks. As the level of uncertainty decreases, relevant information will be developed for disclosure.
IFRS S2-22	An entity shall disclose information that enables users of general purpose financial reports to understand the resilience of the entity's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities.	For more details, see Section 3.2.5. Climate risks and opportunities, p. 72

Standard and indicator index	Metric	Information and link to the source
Risk management		
IFRS2-25	(a) describe the processes and related policies the entity uses to identify, assess, prioritize and monitor climate-related risks; (b) describe the processes the entity uses to identify, assess, prioritize and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities; (c) Describe the extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	For more details, see Section 3.2.5. Climate risks and opportunities, p. 72
Metrics and targets		
IFRS S2-29	Disclose information relevant to the cross-industry metric categories of: (a) greenhouse gases; (b) the amount and percentage of assets or business activities vulnerable to climate-related transition risks; (c) the amount and percentage of assets or business activities vulnerable to climate-related physical risks; (d) the amount and percentage of assets or business activities aligned with climate-related opportunities; (e) the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities; (f) internal carbon prices; (g) description of whether and how climate-related considerations are factored into executive remuneration; and the percentage of executive management remuneration recognised in the current period that is linked to climate-related considerations.	For more details, see Sections 3.2.1. Climate change management system — 3.3.8. Use of renewables, p. 87 Appendix 3. Quantitative sustainability indicators, p. 192 All NOVATEK facilities located within the Arctic region are subject to climatic risks. Such facilities are designed and constructed in accordance with regulations that ensure their stable operation and reliability, including the use of seasonal cooling systems as required.
IFRS S2-32	Disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry.	For more details, see Appendix 4. Key indicators (GRI, SASB, IPIECA), p. 198 The Company uses industry-based metrics of the Industry Guidance on the Implementation of Climate Change-related Disclosures, Volume 11 "Production and Production of the Oil and Gas Industry" (Industry—based Guidance on implementing Climate–related Disclosures Volume 11-Oil & Gas – Exploration & Production), which duplicate the indicators of the Accounting Standard in the field of sustainable development of the oil and gas sector. Oil and Gas industry production (Oil & Gas – Exploration & Productions Sustainability Accounting Standard, SASB Standards). This industry guide is based on the standards of the Council for Sustainable Development Standards (SASB), which are supported by the International Council for Sustainable Development Standards (ISSB).
IFRS S2-33	Describe the quantitative and qualitative climate-related targets: (a) the metric used to set the target; (b) the objective of each target; (c) the part of the entity to which each target applies; (d) the period over which each target applies; (e) the base period from which progress against each target is measured; (f) milestones and interim targets for each target; (g) for each quantitative target, whether it is an absolute target or an intensity target; (h) how the latest international agreement on climate change and respective jurisdictional commitments have informed each target.	For more details, see Section 3.2.2. Strategic climate change targets, p. 70 Climate-related targets have been set for the period up to 2030, and the Company monitors progress towards achieving its climate goals and reports on it annually in its sustainability reports
IFRS S2-34	Describe the approach to setting and reviewing each target, and how the entity monitors progress against each target, as well as: (a) whether the target and the methodology for setting the target have been validated by a third party; (b) describe the internal processes for reviewing each target; (c) describe the metrics used to monitor progress towards reaching each target; (d) if any revisions are made to the target, describe the reason for those revisions.	For more details, see Section 3.2.2. Strategic climate change targets, p. 70 The methodology for determining climate-related targets is not validated by a third party. At the same time, the Comprehensive Program of Climate and Environmental Goals includes targets related to greenhouse gas emissions (Scope 1), the calculation of which is regularly assured by an independent third party as part of the verification of the corporate greenhouse gas emissions management system for compliance with the requirements of ISO 14064:1.
IFRS S2-35	Describe the performance against each climate-related target and an analysis of trends or changes in the entity's performance.	For more details, see Section 3.2.2. Strategic climate change targets, p. 70
IFRS S2-36	For each greenhouse gas emissions target disclosed in accordance with paragraphs 33–35, describe: (a) Which greenhouse gases are covered by the target; (b) whether Scope 1, Scope 2 or Scope 3 emissions are covered by the target; (c) for each target, whether it is a gross greenhouse gas emissions target or net greenhouse gas emissions target; (d) Whether the target was derived using a sectoral decarbonization approach; (e) the planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target.	For more details, see Sections 3.2.2. Strategic climate change targets, p. 70 and 3.3.6. Decarbonization projects development, p. 84

Appendix 6.
Compliance with TNFD

Section	Disclosure element	Information and link to the source
Corporate governance		
Disclosure of the organization's corporate governance in relation to nature-related dependencies, impacts, risks and opportunities (DIROs)	A. Description of the board's oversight of nature-related DIROs	The responsibility of the Company's senior management includes key environmental topics, including corporate governance, strategy, management of DIROs, and nature-related targets. These matters are regularly reviewed at the meetings of the Remuneration and Nomination Committee of NOVATEK's Board of Directors and the Subcommittee on Climate and Alternative Energy under the Strategy Committee of the Board of Directors. For more details, see Section 4.1. Management Approach, p. 92.
	B. Description of management's role in assessing and managing DIRO	Nature-related issues are monitored at the highest level by the Remuneration and Nomination Committee of the Board of Directors, and at the executive level by the Deputy Chairman of the Management Board – Director for Operations. The Company adopted nature-related KPIs that are incorporated into the senior management's incentive system. For more details, see Section 4.1. Management Approach, p. 92, Section 2.1. Sustainability Management System, p 34.
	C. Description of the organisation's human rights policies and engagement activities[1]	The Company's human rights and engagement approach, including engagement with indigenous peoples and local communities, is outlined in its Human Rights Policy, Code of Business Conduct and Ethics, and other internal documents. For the purposes of monitoring of adverse impacts on indigenous peoples' lifestyles, the Company's large-scale LNG projects went through dedicated evaluation and are now monitoring ecosystem services that the indigenous peoples need for their livelihood. For more details, see Section 2.3. Ethics, p. 38, Section 4.2. Biodiversity, p. 98.
Strategy		
Disclosures on the effects of nature-related DIROs on the Company's business model, operations, strategy and financial planning where such information is material	A. Description of the DIROs that have been identified over the short, medium, and long term	**Dependencies** NOVATEK's identified nature-related dependencies are related to the water treatment needs for the purposes of its industrial sites in the Arctic as well as the need to maintain permissible air pollutant concentrations prescribed in the respective standards to protect the health of its personnel and the local population. **Impacts** NOVATEK identifies a number of impacts in line with the TNFD drivers. NOVATEK identifies the following nature-related risks: • Environmental impact from accidents and oil and petroleum product spills **Risks** No material nature-related risks were identified from NOVATEK in 2024. **Opportunities** NOVATEK identifies mostly opportunities related to climate change. For more details, see Section 2.2 Sustainability Risks and Opportunities, p. 35, Section 4.1. Management Approach, p. 92, Section 4.3. Emissions, p. 110, Section 4.5. Water Resources, p. 114, and Appendix 1. Key Sustainability Risks and Opportunities, p. 184.
	B. Description of the effect DIROs have had on the organisation's business, value chain, strategy and financial planning, as well as any transition plans	NOVATEK incorporates DIRO identification, assessment and management mechanisms into its management system and strategic decision-making processes. For more details, see Section 2.2 Sustainability Risks and Opportunities, p. 35, Section 4.1. Management Approach, p. 92, and Appendix 1. Key Sustainability Risks and Opportunities, p. 184.
	C. Description of the resilience of the Company's strategy to nature-related risks and opportunities, taking into consideration different scenarios	The Company develops business continuity plans taking into consideration different risk materialization scenarios, including climate change and nature-related risks, as well as major accident risks. For more details, see Section 2.2 Sustainability Risks and Opportunities, p. 35.
	D. Disclosure of the locations of assets or activities in the direct operations and value chain that meet the criteria for priority locations[2]	NOVATEK avoids extracting and processing natural resources at UNESCO sites, Ramsar sites, and in federal-level specially protected natural areas while also refraining from operations in areas that are home to valuable and protected plant and animal species. For more details, see Section 4.2. Biodiversity, p. 98.

[1] Including oversight by the Board of Directors and management, with respect to indigenous peoples, local communities, affected and other stakeholders, in the assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.

[2] Priority locations include: material locations where the Company has identified material nature-related DIROs in its value chain, sensitive locations where the Company's activities and value chains produce impact on areas important for biodiversity, areas important for ecosystem integrity, areas of importance for ecosystem service provision to local population, including indigenous peoples, as well as areas of high water risks.

Section	Disclosure element	Information and link to the source
Risk management		
Description of the processes used by the Company to identify, assess, prioritise and monitor nature-related DIROs	A. Description of the Company's processes for identifying, assessing and prioritising DIROs: • in its direct operations	The Company has a Register of Significant Health, Safety, Environmental and Social Risks, which includes the risks affecting each component of the environment and identifies respective impacts. The risk identification process is included in the scope of environmental and social impact assessment. For more details, see Section 2.2 Sustainability Risks and Opportunities, p. 35, Section 4.1. Management Approach, p. 92, and Appendix 1. Key Sustainability Risks and Opportunities, p. 184.
	• in its value chain	When deciding on entering into contracts, NOVATEK considers the respective counterparty's approach to nature conservation. For more details, see Section 2.7. Supply Chain, p. 53.
	B. Description of the Company's processes for managing DIROs	The nature-related DIRO management process includes: • an assessment of potential environmental impacts as part of EIA and ESIA procedures; • industrial environmental monitoring; • environmental operational control; • inspections of the Company's industrial sites by government authorities; • interaction with host communities. In addition, NOVATEK takes compulsory and voluntary nature conservation action in accordance with the mitigation hierarchy. For more details, see Chapter 4. Environment, p. 92.
	C. Description of how processes for identifying and assessing nature-related risks are integrated into the Company's overall risk management system	NOVATEK's nature-related activities, including DIRO management, are incorporated into the multi-tier risk management and internal control system. For more details, see Section 2.2 Sustainability Risks and Opportunities, p. 35, Section 4.1. Management Approach, p. 92.
Metrics and targets		
Disclosure of the metrics and targets used to assess and manage material nature-related DIROs	A. Disclosure of the metrics used by the Company to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process	NOVATEK identified a number of metrics that cover every nature-related aspect, including waste management, impact on air, water bodies, land and biodiversity. These metrics enable to capture the intensity of environmental impact, nature-related dependencies, as well as nature-related risk and opportunities probability. These metrics are consistent with the requirements of Russian laws, Russian and international standards. For more details, see Chapter 4. Environment, p. 92.
	B. Disclosure of the metrics used by the Company to assess and manage dependencies and impacts on nature	
	C. Description of the targets and goals used by the Company to manage nature-related DIROs and its performance against these	NOVATEK has set two nature-related targets for itself, namely to: • Reduce pollutant emission intensity by 20%, tons/thousand boe, • Increase the share of waste directed to utilization and treatment to 90 %. For more details, see Section 4.1. Management Approach, p. 92.

Appendix 7.
Independent Auditor's Limited Assurance Report

Technologies of Trust

Joint-Stock Company
"Technologies of Trust – Audit"
("Technologies of Trust – Audit" JSC)

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Ferro-Plaza Business Centre, 14/3
Krzhizhanovsky street, bldg. 5/1,
Akademichesky municipal district,
Moscow, Russian Federation, 117218

+7 495 967 60 00

Independent Auditor's Limited Assurance Report

To the Management of Joint Stock Company "NOVATEK":

Introduction

We have been engaged by the Management of Joint Stock Company "NOVATEK" (hereinafter – the "Company") to provide limited assurance on the selected information described below and included in the PAO NOVATEK's Sustainability Report 2025 (hereinafter – the "Sustainability Report"). The Sustainability Report represents information related to the Company and its subsidiaries and joint ventures (hereinafter together – the "Group"), unless otherwise stated in the Sustainability Report.

Selected information

We assessed the quantitative and qualitative information that is disclosed in the Sustainability Report and referred to or included in the Table of compliance with GRI (GRI content index), SASB (SASB content index) included in the Appendix 4 to the Sustainability Report (hereinafter – the "Compliance Index") and marked by "+" in the External Assurance column of the Compliance Index (hereinafter – the "Selected Information").

The scope of our limited assurance procedures was limited to the Selected Information for the year ended 31 December 2025 only. We have not performed any procedures with respect to earlier periods or any other items included in the Sustainability Report and, therefore, do not express any conclusion thereon.

Reporting criteria

We assessed the Selected Information using relevant criteria, including the requirements of:

- GRI Disclosures marked by "+" in the External Assurance column of the Compliance Index, of the respective GRI Sustainability Reporting Standards 2, 3, 11, 101, 102, 103, 201-206, 302-306, 308, 401-409, 411, 413-416 and 418 published by Stichting Global Reporting Initiative (hereinafter – the "GRI Disclosures"), and
- SASB Codes marked by "+" in the External Assurance column of the Compliance Index, of the Oil & Gas – Exploration & Production Sustainability Accounting Standard published by the Sustainability Accounting Standards Board (hereinafter – the "SASB Codes", jointly with the GRI Disclosures – the "Reporting Criteria").

We believe that the Reporting Criteria are appropriate given the purpose of our limited assurance engagement.

Responsibilities of the Group's management

Management of the Group is responsible for:

- designing, implementing and maintaining internal control relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error;
- establishing internal methodology and guidelines for preparing and reporting the Selected Information in accordance with the Reporting Criteria;
- preparing, measuring and reporting of the Selected Information in accordance with the Reporting Criteria; and
- the accuracy, completeness and presentation of the Selected Information.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Management of the Group.

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This report, including our conclusion, has been prepared solely for the Management of the Group in accordance with the agreement between us, to assist management in reporting on the Group's sustainability performance and activities. We permit this report to be disclosed in the Sustainability Report, which will be published on the Company's website[i], to assist management in responding to its governance responsibilities by obtaining an independent auditor's limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Management of the Group for our work or this report except where the respective terms are expressly agreed between us in writing and our prior consent in writing is obtained.

Professional standards applied and level of assurance

We performed 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", issued by the International Auditing and Assurance Standards Board.

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.

Our independence and quality management

We have complied with the independence and other ethical requirements of International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, and the ethical requirements of Federal Law of 30 December 2008 No. 307-FZ "On Auditing Activity", the Auditor's Professional Ethics Code and Auditor's Independence Rules that are relevant to our limited assurance engagement in respect of the Selected Information in the Russian Federation.

Our firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Work done

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information. In doing so, we:

- made enquiries of the Group's management, including the Group Sustainability Reporting (SR) team and those with responsibility for SR management and the Group SR reporting;
- conducted interviews of the Group's personnel responsible for the preparation of the Sustainability Report and collection and analysis of underlying data;
- performed analysis of the relevant internal methodology and guidelines, gaining an understanding of the design of the key structures, systems, processes and controls for managing, recording, preparing and reporting the Selected Information;
- performed limited substantive testing on a selective basis of the Selected Information to check that data had been appropriately measured, recorded, collated and reported; and
- reviewed the Selected Information for compliance of the disclosures with the relevant requirements of the Reporting Criteria.

[i]The maintenance and integrity of the Company's website is the responsibility of the Management of the Company; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information or Reporting Criteria when presented on the Company's website.

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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 a reasonable assurance engagement been performed.

Reporting and measurement techniques

Under the GRI Disclosures and SASB Codes, there is a range of different, but acceptable, reporting and measurement techniques. The techniques can result in materially different reporting outcomes that may affect comparability with other organisations. The Selected Information should therefore be read in conjunction with the methodology used by management in preparing the Sustainability Report, described therein, and for which the Group is solely responsible.

Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information for the year ended 31 December 2025 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

27 April 2026
Moscow, Russian Federation

Kriventsev Evgenii Nikolaevich is authorised to sign on behalf of the General Director of Joint-Stock Company "Technologies of Trust – Audit" (Principal Registration Number of the Record in the Register of Auditors and Audit Organizations (PRNR) – 12006020338), certified auditor (PRNR – 21906099944)