



ROSNEFT

**CONTRIBUTING TO
IMPLEMENTATION OF
NATIONAL PROJECTS OF
THE RUSSIAN FEDERATION
AND ACHIEVEMENT
OF UN SUSTAINABLE
DEVELOPMENT GOALS**



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of Rosneft

Rosneft continues its systematic work to achieve the goals set out in the Rosneft-2030 strategy. In its operations, the Company is guided by the national priorities defined by the President of Russia in his Address to the Federal Assembly and the Decree on the National Development Goals of the Russian Federation – these include economic growth, scientific development

and technological sovereignty, human resources, social initiatives and the environment.

For many years, Rosneft has been the largest taxpayer in the Russian Federation. The Company's work supports key industries and entire regions, contributes to the country's socioeconomic development, and reduces social inequality. Rosneft is one of the largest employers in Russia, developing its production assets, ensuring reliable energy supplies to consumers, and constructing and modernizing social facilities.

The Company places particular emphasis on technological development and innovation. Supporting research and development and implementing cutting-edge solutions improves production efficiency, reduces environmental impact and enhances industrial safety – thereby creating a solid foundation for the technological sovereignty of the oil and gas industry.

Environmental protection is a key focus of Rosneft's environmental policy in all regions where it operates. The Company implements comprehensive programs to protect water resources and reforestation, finances research into Arctic ecosystems and supports rare animal species. The volume of green investments has reached record levels and is the highest in the industry, with a particular emphasis on increasing the beneficial use of associated petroleum gas and modernizing pipelines, thereby minimizing environmental risks in key production regions.

The Company has created a comprehensive employee support model that covers the entire professional lifecycle – from recruitment to retirement. Particular attention is paid to the well-being of families and creating conditions for the development and support of children. Rosneft actively builds a talent pool through educational programs, develops equal opportunity practices, and improves the social and living conditions of employees, including in hard-to-reach areas. The Company's system of social responsibility is unique, and the consistency of this approach has been confirmed by high ratings from international and Russian rating agencies.

Caring for employees and their families is one of the Company's priorities. Rosneft funds educational institutions and sporting events, and invests in innovative medical research to increase healthy and active life expectancy. Corporate sports are a significant focus: the "Energy of Life" program brings together over 130,000 people who regularly engage in physical activity. The Company also participates in significant cultural events both in Russia and abroad, and the "Good Deeds Platform" volunteer movement encompasses hundreds of social and patriotic events across the country.

Rosneft's public position on its commitment to the UN SDGs demonstrates the Company's openness and reveals its contribution to the achievement of these goals.

THE ROSNEFT – 2030 STRATEGY

prioritises operational leadership, efficiency gains, and sustainable development. In December 2024, taking into account changes in market conditions, the Board of Directors approved an update to certain strategy indicators and initiatives, with a stronger emphasis on leadership and efficiency. The updated strategy also takes into account the national priorities defined by the President of the Russian Federation in his Address to the Federal Assembly and the Decree on the National Development Goals of the Russian Federation for the Period up to 2030 and for the Perspective up to 2036, in terms of economic indicators, the development of science and technological sovereignty, transport infrastructure, social initiatives and the environment.

Implementation of the Company's strategy contributes to the achievement of the goals of the Strategy for the Socioeconomic Development of the Russian Federation with Low Greenhouse Gas Emissions by 2050, the Paris Climate Agreement and the UN Sustainable Development Goals¹.

For more information, see the Annual Report 2025, section "About the Company", and the Sustainability Report 2025, section "Sustainability management and corporate responsibility".

[The Rosneft Board of Directors](#)² approved the strategic principles and public position "Rosneft: Contribution to the Implementation of the UN Sustainable Development Goals".

Sustainable Development Goals of Strategic Priority



Sustainable Development Goals integrated in current Operations



The Company is guided by the principles of corporate responsibility and acts in the interests of its shareholders and stakeholders.

The Company has achieved a high level of governance and is consistently improving it, promoting the use of best practices, principles, and standards for responsible business conduct and sustainable development. Rosneft's strategic vision is to remain a reliable energy producer while minimizing its environmental impact.

The UN Sustainable Development Goals were taken into account in the development and approval of the Rosneft-2030 strategy.

Rosneft adheres to the UN Global Compact's fundamental principles of responsible business in the areas of human rights, labor relations, environmental protection, and anti-corruption. For its high commitment to these principles, the Company was awarded Global Compact LEAD status.

[The Board of Directors of Rosneft Oil Company approved the following strategically important SDGs](#) within the Company's key business areas:

- ▶ Good health and well-being;
- ▶ Affordable and clean energy;
- ▶ Decent work and economic growth;
- ▶ Combating climate change;
- ▶ Partnership for sustainable development.

The Company directly contributes to the implementation of the UN Sustainable Development Goals not only through its core activities but also by supporting and participating in various projects and initiatives aimed at improving the quality of life in the regions where it operates, developing healthcare, science and education, culture, and environmental protection.

The Company's mission, values, guidelines, and strategic principles are aligned with the UN Sustainable Development Goals and Russia's national projects. The Company's management continuously identifies and assesses risks that may impact the achievement of its strategic goals and develops risk management measures³.

¹ The UN Sustainable Development Goals (adopted by the UN General Assembly Resolution on September 25, 2015) are aimed at achieving significant progress in addressing global economic, social and environmental challenges.

² The names of Rosneft, Rosneft Oil Company and the Company refer to either Rosneft Oil Company or Rosneft Oil Company and its subsidiaries and affiliates, depending on the context.

³ The Company's direct impact on stakeholders.

NATIONAL PRIORITIES IN THE COMPANY'S ACTIVITIES

Family

New Technologies
for Health Preservation

Long and Active Life

Sports of Russia

Company Initiatives

- ▶ Support for families, motherhood, and family values
- ▶ Support for the Federal Scientific and Technical Program for the Development of Genetic Technologies
- ▶ Employee insurance programs
- ▶ The Modern Medicine Program
- ▶ Non-governmental pension program for employees
- ▶ Construction of sports facilities
- ▶ Mass corporate sports events, organization of sports events
- ▶ Support for sports teams and clubs

Company Contribution in 2025

- ▶ >1,300 pregnant women participated in a project to conduct non-invasive prenatal testing (genetic screening).
- ▶ >300,000 employees are insured under voluntary health insurance (VHI) contracts.
- ▶ All employees insured under VHI of the Company have access to the "Telemedicine" option for consultations with doctors of various specialties, including psychological assistance.
- ▶ >82,000 employees of the Group Companies and approximately 3,200 employees of the Company's Management Staff have undergone corporate medical examinations⁴.
- ▶ Resort and treatment programs in Russia were organized for approximately 72,600 employees of Group Companies, their family members and retirees.
- ▶ 71,500 Company retirees received corporate pensions.
- ▶ Construction of a multifunctional cultural and sports complex in the village of Yarki (Khanty-Mansi Autonomous Okrug - Yugra).
- ▶ >2,200 sports and recreational events were held/organized.
- ▶ >96,000 employees and 21,500 of their family members took part in sports competitions and healthy lifestyle promotion events.
- ▶ Support for the CSKA hockey club, Arsenal football club (Tula), the International Sambo Federation and the LADA Sport ROSNEFT racing team.

⁴ Medical examination programs are formed taking into account advanced research data, including in the field of genetics, as well as morbidity statistics. The medical examination modules are annually adapted to meet current needs and challenges. In addition to the main programs for early detection and prevention of oncological and cardiac diseases, endocrinological screening and diagnosis of thrombosis have been added. In case of detection of conditions requiring intervention, additional examination and treatment within the framework of additional medical insurance are organized.

Youth and Children

Company Initiatives

- ▶ Participation in the implementation of regional projects for the construction, major repairs, and equipping of kindergartens and schools
- ▶ The "Rosneft-Class" project in the regions where the Company operates
- ▶ Development of systemic work with young professionals and young workers, including the development and implementation of systemic support measures
- ▶ Development of cooperation with colleges and technical schools to meet the needs of the Company's business
- ▶ Development of joint programs with universities
- ▶ Training and improvement of employee motivation tools
- ▶ Development and support of the volunteer movement
- ▶ Development of the workforce reserve system

Workforce

Company Contribution in 2025

- ▶ Construction of a comprehensive educational institution with in-depth study of specialized subjects for 800 students in the city of Gubkinsky.
- ▶ "Rosneft classes"⁵ operate in 20 regions of the Russian Federation. The total number of students is over 3,000, from 56 schools in 47 communities across the country.
- ▶ 1,092 young specialists were employed by the Company.
- ▶ Rosneft subsidiaries acted as industrial partners in six educational and industrial clusters of the federal "Professionalism" project.
- ▶ 66 colleges and 76 Russian universities are training workers and specialists in in-demand professions.
- ▶ 19 infrastructure projects for universities and colleges in nine regions of Russia were implemented in 2025.
- ▶ 6,575 university students completed internships at the Company.
- ▶ >1.4 million man-courses of compulsory, vocational and management training.
- ▶ 94 % satisfaction index with training.
- ▶ 60 % share of appointments from the talent pool.
- ▶ Employee salaries were indexed by 4 %.
- ▶ More than 1,700 volunteer events and projects were implemented within the framework of the "Good Deeds Platform" program, in which 108 thousand employees of the Company.

⁵ Every year, the geography of Rosneft classes expands, and new specialized classes are opened in the regions of the Company's production activities. Since 2024, the Rosneft-Class corporate project has been implemented in grades 9 with the possibility for students to choose the trajectory of specialized education at colleges and technical schools.

Environmental Well-Being

Company Initiatives

- ▶ Implementation of circular economy principles
- ▶ Biodiversity conservation in the implementation of new and existing projects (adherence to the principle of "net positive impact" on biodiversity)
- ▶ Participation in the federal projects "Clean Air" and "Water of Russia"
- ▶ Creation of automatic emission control systems
- ▶ Participation in the federal project "Forest Conservation"
- ▶ Development of renewable energy sources
- ▶ Development and implementation of an energy conservation program

New Atomic and Energy Technologies

Company Contribution in 2025

- ▶ In 2025, an Action Plan was developed to implement the principles of a closed-loop economy (circular economy) in the Company until 2030.
- ▶ RUB 142.8 million – current expenditures on biodiversity conservation and protection of natural areas.
- ▶ Within 15 years⁶ more than 64 expeditions were conducted, during which the country's leading scientists studied key species – bioindicators of the stability of Arctic ecosystems.
- ▶ 19.4 million juveniles of valuable and commercial fish species (including larvae) were released into Russian waters.
- ▶ >42.7 billion rubles – current expenditures on environmental protection.
- ▶ ~77 billion rubles – "green" investments.
- ▶ >3.8 billion rubles – expenditures on atmospheric air protection.
- ▶ 41 Company facilities in 13 cities participate in the corporate program to reduce industrial emissions.
- ▶ 12 billion rubles – water resource management costs⁷.
- ▶ 11.2 billion rubles – current waste management costs.
- ▶ ~8 million tree seedlings of various species planted.
- ▶ 51 renewable energy facilities in operation at mining enterprises.
- ▶ 1.0 million tons of CO₂ – emissions reduction under the Energy Conservation Program.
- ▶ 2 billion rubles – costs of implementing the Energy Conservation Program.

⁶ As of the publication date.

⁷ Reception, purification, transportation and disposal of wastewater, maintenance and operation of sewage treatment plants, etc.

Effective and Competitive Economy

Company Initiatives

- ▶ Creation of new jobs
- ▶ Responsible approach to taxation
- ▶ Development and modernization of transport infrastructure
- ▶ Resolving infrastructure issues in Siberia and the Far East
- ▶ International cooperation

Effective Transport System

Company Contribution in 2025

- ▶ 320,000 people – average headcount in 2025. Rosneft is one of the largest employers in Russia.
- ▶ About 68 % of the Company's employees are covered by collective bargaining agreements.
- ▶ 15,500 new workers and young specialists have been trained by the Company's mentors.
- ▶ 5.3 trillion rubles – the amount of taxes and other payments the Company made to the budget system of the Russian Federation in 2025.
- ▶ Development of roadside infrastructure and creation of comfortable conditions for motorists.
- ▶ Rosneft subsidiaries in Siberia and the Far East provide access to winter roads and ice crossings for indigenous peoples, which are being built for industrial needs.
- ▶ Igor Sechin, Chief Executive Officer of Rosneft, delivered a keynote speech at the Energy Panel at the St. Petersburg International Economic Forum.

Data Economy and Digital Transformation of the State

Company Initiatives

- ▶ Development of digital platforms and solutions
- ▶ Development of a portfolio of innovative projects
- ▶ Ensuring cybersecurity

Company Contribution in 2025

- ▶ Rosneft is the copyright holder of the "Smart Settlement" trademark⁸.
- ▶ Development of the RN-Predix industrial internet platform and the Digital Field system.
- ▶ 116 targeted innovative projects in the Company's portfolio at the end of 2025.
- ▶ 77 patents received in 2025.
- ▶ Full coverage of all operating social and domestic facilities with stable mobile communications was ensured.
- ▶ In 2025, 18 DDoS attacks on Company resources were recorded, 11 million network attacks were blocked and more than 17,000 malicious and phishing emails were detected and neutralized.

⁸ Smart Settlement is a digital technology-based project to implement a unified innovative quality management system for social and household services at the Company's facilities.

Infrastructure for Life

Company Initiatives

- ▶ HSE Improving
- ▶ Affordable Housing Program: measures to increase the affordability of housing for employees
- ▶ Participation in the implementation of projects to build comfortable and modern residential buildings to relocate citizens from dilapidated and hazardous housing in the areas of operation
- ▶ Modernization and renovation of the gas station network, including in key tourist destinations
- ▶ Support for the development of domestic automobile tourism

Tourism and Hospitality

Company Contribution in 2025

- ▶ 67.4 billion rubles – expenses on occupational health and safety and industrial, fire and wellhead safety.
- ▶ The scope of the international IMS HSE certification covers over 100 companies, with a staff share of 77 % of the total number of Group Companies included in the corporate management reporting scope.
- ▶ >729,000 man-courses of training conducted according to the requirements of industrial safety and occupational health legislation.
- ▶ Nearly 15,000 families improved their housing conditions through the corporate mortgage program, including 541 employees in 2025 Companies received targeted loans.
- ▶ The program for the resettlement of indigenous families from dilapidated and hazardous housing continued in Krasnoyarsk Krai.
- ▶ 133 gas stations were renovated, including on new and existing tourist routes.
- ▶ 20 new tourist routes were introduced in 2025, bringing the total number of routes for car travelers to over 50. Refueling infrastructure facilities are integrated into route logistics.



GOOD HEALTH AND WELL-BEING

The company cares about the health and safety of its employees, implements social projects for residents of the regions where it operates, and minimizes its impact on the environment.

NATIONAL PROJECTS



LONG AND ACTIVE LIFE



INFRASTRUCTURE FOR LIFE



ENVIRONMENTAL WELL-BEING



NEW TECHNOLOGIES FOR HEALTH PRESERVATION



FAMILY

3 GOOD HEALTH AND WELL-BEING



3.1. HEALTH, SAFETY AND ENVIRONMENT

Rosneft is a leader in the Russian oil and gas industry and one of the largest companies in the global fuel and energy sector. It operates in strict compliance with national legislation and best international practices in industrial safety, occupational health, and the environment (HSE).

Rosneft ensures safe working conditions for its employees and contractors working at its assets and implements environmentally responsible work practices.



The Company prioritises proactive actions based on the belief that any incident can be prevented. If work cannot be performed safely, it must be suspended.

The Rosneft-2030 Strategy defines systemic approaches to management and fundamental HSE goals:

- ▶ striving for zero fatal injuries and a leadership position among leading Russian oil and gas companies by 2030;
- ▶ striving for zero equipment accidents by 2030 or earlier;
- ▶ minimizing environmental impact;
- ▶ net positive impact on ecosystems.

Strategic management of the Company's HSE activities is provided by the Board of Directors of Rosneft, which regularly reviews reports on these activities.

Assessment of the Company's long-term performance and contribution to achieving the UN global sustainable development goals falls within the purview of the Strategy and Sustainable Development Committee of the Board of Directors.

In order to improve efficiency and operational interaction, the Company has an HSE Committee⁹, a coordinating body chaired by the First Vice President for Oil, Gas and Offshore Business Development.

The HSE Committee's activity report is submitted annually to the Chief Executive Officer of Rosneft Oil Company as part of the activity report of the coordinating and advisory bodies for the reporting period.

To achieve the Company's strategic goals in industrial safety, occupational health, and the environment, strategic HSE targets are linked to the Company's management remuneration (key performance indicators - KPIs).

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

Rosneft applies a systemic, risk-based approach to managing industrial, occupational, and environmental safety.

⁹ The Committee on Industrial Safety, Labor Protection and the Environment of Rosneft is the main permanent coordinating body of the Company in the field of HSE.

RUB 67.4 billion was allocated for occupational safety and industrial, fire and wellhead safety, exceeding the previous period's figure by more than RUB 2 billion

In 2025, work will continue to refine and improve corporate approaches to HSE risk analysis and assessment, with an emphasis on identifying equipment units whose operation could cause incidents with serious consequences for people and the environment, as well as targeted planning and implementation of measures to prevent such incidents at relevant production facilities.

- ▶ 23 systemic lessons learned from incidents and aimed at preventing fatal injuries have been implemented under the personal supervision of vice presidents.
- ▶ Over 112,000 behavioral safety audits were conducted using photo and video recording to strengthen monitoring of industrial safety.
- ▶ 118 Group Companies are covered by the procedure for recording/issuing warnings to employees of Group Companies and contractors for violations of industrial safety and occupational health requirements. Over 490,000 warnings (coupons) were issued to employees of Group Companies and contractors.
- ▶ Over 573,000 high-risk jobs were successfully completed with multi-level monitoring of their implementation.
- ▶ 845 line managers of process facilities completed internships with the HSE departments of Group Companies before their appointment.
- ▶ More than 729 thousand man-courses¹⁰ have been conducted for mandatory training of employees in the field of HS¹¹; 188 thousand man-courses – using multimedia interactive courses.
- ▶ Rosneft and 77 Subs received confirmation of compliance with the requirements of the international standards ISO 45001 and ISO 14001, as well as the national standards GOST R ISO 45001 and GOST R ISO 14001, as part of the annual external audit of the Integrated Health, Safety, and Environment Management System (IHSE).
- ▶ Additionally, 31 Subs were independently certified in occupational health and safety (ISO 45001/GOST R ISO 45001) and 32 Group Companies in environmental management (ISO 14001/GOST R ISO 14001). For reference:

the scope of the international IHSE certification covers more than 100 companies, with a staff share of 77 % of the total number of subs included in the corporate management reporting scope.

- ▶ 8 HSE Committee meetings took place.

For more information, see subsection 12.3.

For more information, see the Sustainability Report 2025, section "Safe working conditions and occupational safety".



¹⁰ 706.8 thousand man-courses of mandatory training for employees in the field of occupational health and safety were conducted in 2024.

¹¹ HS – health and labour safety.

3.2. ENVIRONMENTAL POLICY AND COMMITMENTS

Preserving the environment for future generations is an integral part of the Company's corporate culture and business principles.

A set of corporate-wide programs is aimed at achieving the strategic objective of minimizing environmental impact:

- ▶ The program for the elimination of environmental legacy lands¹²
- ▶ Pipeline Reliability Improvement Program
- ▶ Environmental Efficiency Improvement Program
- ▶ Programs for specific environmental protection areas, including [waste disposal](#), [wastewater treatment](#), and emission reduction
- ▶ Conceptual approaches to [biodiversity conservation](#)
- ▶ Action plan for [the implementation of closed-loop \(circular economy\) principles](#) by 2030.

Environmental targets are integrated into the Company's management system and included in the KPIs of managers at all levels, including those of Group Companies.

For more information on the Rosneft-2030 strategy, see subsections 3.1, 4.1, 8.1, 9.2, 15.1, 15.4.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ Green investments totaled approximately RUB 77 billion, a 4 % increase compared to the previous period.

See also the Sustainability Report 2025, section "Environmental responsibility and sustainable future".

- ▶ >290 hectares of contaminated land were reclaimed over four years (2022-2025) following the implementation of the Environmental "Historical Legacy" Elimination Program.
- ▶ The Company continued to focus on developing low-carbon fuels.

See also subsections 7.2, 11.2, 11.3, 15.4.



¹² The program for the elimination of the ecological "legacy lands" is aimed at the complete elimination of polluted lands and oil-containing waste generated as a result of the activities of the former owners before the assets are integrated into the Company's perimeter.

3.3. RISK AND INCIDENT MANAGEMENT

Rosneft strives to create and maintain an accident-free working environment and ensure the safety of its employees and contractors.

HSE risk management in the Company is carried out at four main levels: corporate level, level of business blocks and functional blocks, the level of enterprises and individual structural divisions of enterprises.

The objective of HSE risk management is to implement and maintain adequate and sufficient management measures for all identified hazards so that they are appropriate to the level of risk assessed, adequately resourced through prioritisation and approved by the Company at the appropriate management level.

The application of a risk-based approach to HSE risk management involves assessment, analysis and management, taking into account global and industry experience. It also allows forecasting possible potential events and applying proactive measures to prevent them.

The HSE risk management process is a toolkit that helps managers at various levels, from the Company's top management to line managers, to make the best and most effective integrated decisions on occupational safety issues.

Please see subsection 12.3 for more information.

3.4. ROAD SAFETY

Rosneft Oil Company's production tasks involve the use of various types of vehicles. The Company has established a transportation safety management and control system:

- ▶ Rosneft Regulation "Transport Safety Management System" applies to all work performed for the Company using contractor and subcontractor vehicles and also establishes requirements for driver qualifications, vehicles, and medical support during vehicle operations.
- ▶ Rosneft Road Safety Concept for 2020–2030 is aimed at preventing road traffic accidents (RTA) and striving for zero road traffic fatalities by 2030.
- ▶ A unified corporate telematics system for monitoring the Company's vehicles, including monitoring the safe operation of vehicles, driving style, setting speed limits, and optimal routes.

For more information, see the Sustainability Report 2025, subsection "Transport safety".

3.5. DEVELOPPING FAVOURABLE SOCIAL ENVIRONMENT

Adhering to the principles of high social responsibility, the Company places special emphasis on healthcare, promoting a healthy lifestyle, improving the living conditions of employees and their families, and providing financial support to veterans and retirees. Furthermore, the Company contributes to improving the social environment in the regions where it operates.



2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

Maintaining and improving the health of employees, as well as their professional longevity, is a key vector for the growth of the Company's labor potential.

- ▶ >300,000 employees¹³ [are insured under voluntary medical insurance and voluntary accident insurance policies](#); the Telemedicine option is enabled at all of the Company's remote industrial sites and in hard-to-reach regions, providing employees with comprehensive consultations with qualified physicians in various specialties 24/7.
- ▶ >82,000 employees of the Subs and ~3,200 employees of the Company's Head Office participated in corporate medical examinations focused on the prevention of oncological, cardiac, and endocrine diseases, using an in-depth vascular diagnostics module (duplex scanning of blood vessels with blood flow and thrombus risk assessment), and comprehensive endoscopy under sedation. All employees who complete the medical examinations receive an individual health certificate with the results of the tests and detailed personalized recommendations for further prevention and treatment. If necessary, employees receive additional consultations with specialized specialists and necessary examinations as part of the voluntary medical insurance programs. The experience of conducting several rounds of medical examinations has proven the effectiveness of this crucial preventative tool, especially when combined with the use of voluntary health insurance for the timely treatment of identified diseases.
- ▶ More than 76,000 employees of the subs are insured under oncology insurance policies, which provide for the organization and payment of treatment upon diagnosis of cancer.
- ▶ ~72,600 employees of the subs, their family members, and retirees received spa and resort treatment, rehabilitation, and health improvement at the Company's facilities and third-party organizations in the Russian Federation.
- ▶ 94 health centers of 17 subs interact (on a doctor-to-doctor basis) with the largest regional telemedicine centers at leading federal clinics through the use of digital technologies in the corporate telemedicine network.
- ▶ 23 cases of saving the lives of workers in acute cardiac conditions were ensured by conducting thrombolytic therapy with telemedicine support from the largest regional cardiology centers; this method has been implemented and is used at 33 remote industrial health centers.



¹³ The number of insured employees is at the level of the previous year.

The company places special emphasis on the social security and quality of life of its employees at all stages of their careers, including after retirement. To this end, a range of measures are being implemented to provide financial and social support to retirees.

- ▶ 270,000 employees became participants in the corporate [pension program](#).
- ▶ 71,500 Company retirees¹⁴ received corporate pensions (the annual indexation of payments in 2025 was 7.14 %), which helps maintain the financial stability of our retirees.
- ▶ For employees who retired before the implementation of the corporate pension program, a social support project for the Company's veterans is being implemented: 12,300 people received monthly payments. Pensioners receive one-time financial assistance for family emergencies, for the purchase of spa vouchers, for medications, and for holidays.

The Company has established and operates [Councils of Pensioners and Veterans](#)¹⁵, uniting those who have dedicated many years to the industry and have achieved exceptional achievements. Rosneft supports retirees who are actively involved in the life of the Company and in passing on their experience to younger generations, strengthening the continuity of professional traditions. Thanks to the Company's ongoing care, our retirees continue to be part of the corporate structure, maintaining an active position and social stability.

In the anniversary year of the 80th anniversary of Victory in the Great Patriotic War, special attention was given to personal congratulations to veterans. In addition to annual corporate payments timed to Victory Day, 683 veterans received additional targeted financial assistance and gifts in recognition of their personal contribution to the Victory. These events became part of the Company's systematic work, confirming its high standards of care for the older generation and its inextricable connection with the country's history.

Rosneft continuously promotes various programs to develop sports and promote a healthy lifestyle among employees and in the regions where it operates.

For more information, see the Sustainability Report 2025, section "Sustainability management and corporate responsibility", section "Rosneft people: decent work, professional development, and employee support".

Based on the results of the reporting period, Rosneft was the best Russian oil and gas company in four WBA (World Benchmarking Alliance) ratings, including: dedicated to social initiatives

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ Nearly 134,000 Company employees regularly participated in sports.
- ▶ [2,200 sports and fitness events were organized as part of the corporate "Energy of Life" program, with over 73,000 employees participating.](#)
- ▶ Corporate sports events included [the 20th Summer Sports Games in Sochi](#) (Krasnodar Krai), [the 13th Winter Sports Games in Krasnoyarsk](#) (Eastern Siberia), [the "Rosneft Ski Track" winter race dedicated to the 80th anniversary of Victory in the Great Patriotic War, sports tourism competitions on the shores of Lake Baikal \(Eastern Siberia\)](#), and [the "Rosneft Racket" tournament](#) in badminton, tennis, and table tennis.

For more information, see the Sustainability Report 2025, section "Rosneft people: decent work, professional development, and employee support".

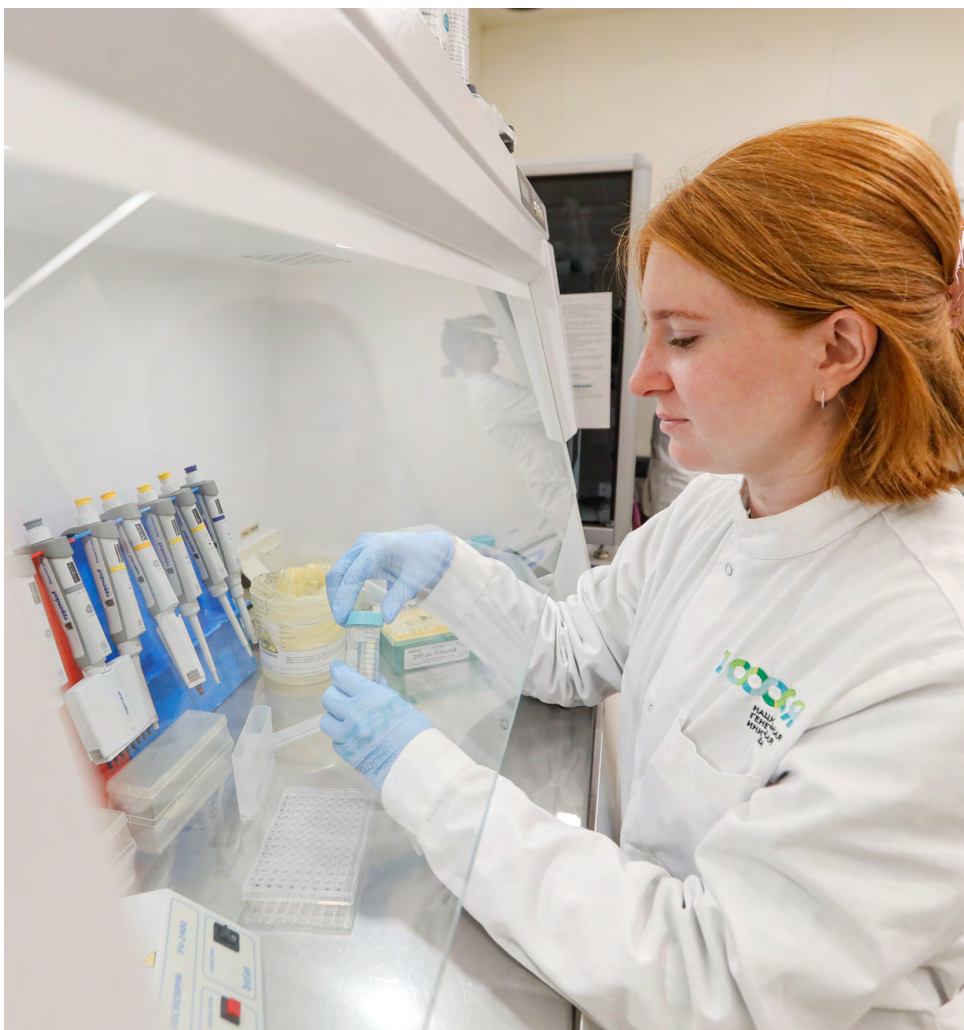
For more information, see subsection 1.2.

¹⁴ 68,900 Company retirees received corporate pensions in 2024.

¹⁵ The Board of Retired War and Labor Veterans of Rosneft is one of the oldest veteran organizations in Russia. The Council was established in 1985.

3.6. INNOVATION ACTIVITIES

Rosneft is a technology partner of the Federal Scientific and Technical Program for the Development of Genetic Technologies, one of the key government initiatives aimed at strengthening Russia's scientific sovereignty¹⁶.



Between 2020 and 2025, the Company went from designing a cutting-edge laboratory complex and IT cluster to creating a unique 60-petabyte genomic database. Using various sequencing technologies, it analyzed over 110,000 Russian genomes, including a special technology that allows for the reading of relatively long sections of DNA sequence (the "long read" method). This is the most effective method for diagnosing a number of diseases associated with chromosomal structural rearrangements. The accumulated genetic dataset has already become a valuable national resource for research by scientists – geneticists, bioinformaticians, and clinicians.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ [The Biotechnology Campus Whole Genome Sequencing Center, created with the Company's support, continued the implementation of the large-scale research project "100,000+ Me",](#) aimed at analyzing and systematizing the genomes of Russian residents to identify hereditary predispositions to serious diseases. The total number of biomaterial samples collected exceeded 124,000 units.
- ▶ 10 students completed their studies in the Master's program "Genomics and Human Health" at the Faculty of Biology of Moscow State University, implemented with the support of Rosneft, from 2022 to 2025, and eight are continuing their studies. Fourteen graduates of the program have been employed at the Biotechnology Campus Whole Genome Sequencing Center.
- ▶ 9 students are studying in the Master's program "Algorithmic Biology", created with the support of Rosneft at the Moscow Institute of Physics and Technology (MIPT).

For more information, see the Sustainability Report 2025, section "Caring for the well-being of our regions of operation".

¹⁶ Decree of the President of the Russian Federation No. 632 dated 12/30/2019.

AFFORDABLE AND CLEAN ENERGY

The Company ensures access to energy and reliable supply of energy resources to consumers and improves energy efficiency in all areas of its operations and environmental performance of its products.

NATIONAL PROJECTS



ENVIRONMENTAL WELL-BEING



NEW ATOMIC AND ENERGY TECHNOLOGIES



EFFECTIVE AND COMPETITIVE ECONOMY



**DATA ECONOMY AND DIGITAL
TRANSFORMATION OF THE STATE**



EFFECTIVE TRANSPORT SYSTEM



MEANS OF PRODUCTION AND AUTOMATION



NEW MATERIALS AND CHEMISTRY

7 AFFORDABLE AND
CLEAN ENERGY



7.1. IMPROVING THE COMPANY ENERGY EFFICIENCY IN ALL OPERATING SEGMENTS

Rosneft is one of the largest consumers of fuel and energy resources (FER) in the Russian Federation, with total energy consumption in 2025 amounting to 556.7 million GJ. Rosneft's electricity consumption accounts for approximately 4 % of [the Russian Federation's total electricity consumption](#).

Rational use of fuel and energy resources and the implementation of energy-saving technologies are based on the principles and approaches of the Energy Management System, as outlined in the [Company's Energy Efficiency and Energy Conservation Policy](#).

A key element of the Energy Management System is the Rosneft Energy Conservation Program, which is developed over a five-year period and updated annually. By 2030, the implementation of the Energy Conservation Program will reduce greenhouse gas emissions by 4.7 million tons of CO₂ equivalent.

Conservation of fuel and energy resources through the implementation of the Energy Conservation Program is included in the list of key performance indicators (KPIs) for management.

Since 2013, the Company has had an Energy Efficiency Commission in place, which ensures the implementation of advanced methods and approaches to energy efficiency management and the development of an Energy Management System in accordance with the requirements of the international standard ISO 50001.

For more information, see the Sustainability Report 2025, section "Science and innovation for the future of Russia".



2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ 44 subs (97.6 % of the Company's total energy consumption) are certified according to the international standard ISO 50001 "Energy Management System".
- ▶ Implementation of the Energy Conservation Program in the reporting period:
 - 329 thousand tons of reference fuel – actual savings of fuel and energy resources;
 - 2 billion rubles – total costs of implementing measures;
 - > 42 thousand energy-saving measures to optimize technological processes and implement energy-efficient equipment with an economic benefit of over 8.5 billion rubles.

See also Subsection 13.4.

7.2. WORKING ON IMPROVED ECOLOGICAL PERFORMANCE WHILE USING THE COMPANY'S PRODUCTS

To minimize environmental footprint and take climate action, the Company consistently implements measures aimed at improving environmental performance of its retail business, including the development of gas filling infrastructure in the Russian Federation and the expansion of charging infrastructure for electric vehicles at the Company's retail stations.

The development of CNG refueling infrastructure facilitates the expansion of natural gas use as a motor fuel and reduces the environmental impact of transport in the regions where the Company operates.

[As an environmentally responsible company, Rosneft is constantly improving the development and production of high-tech petroleum products with improved environmental characteristics: Pulsar branded fuel, Euro-6 gasoline, AI-100 gasoline, and RMLS 40 low-sulfur marine fuel.](#)



2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ 9 % share of branded fuel in total petroleum product sales (an increase of one percentage point).
- ▶ 82 fast electric charging stations operate in 12 regions of Russia.
- ▶ 37 CNG facilities in 14 regions of Russia are part of the Company's gas filling infrastructure network.
- ▶ Rosneft was recognized as a laureate of [the national "Fuel Stations of Russia" award](#), winning in three categories, including "Best Fuel Quality Monitoring System".

For more information, see the Annual Report 2025, section "About the Company", and the Sustainability Report 2025, section "High business standards".

7.3. ENSURING AFFORDABLE, RELIABLE ENERGY SUPPLIES TO CONSUMERS, INCLUDING THE EMERGING MARKETS

Russia has the world's largest oil and gas reserves and is a guarantor of global energy security.

Rosneft is Russia's largest vertically integrated company and a significant player in the global oil and gas market. The Company recognizes its role and responsibility for ensuring timely, reliable energy supplies to consumers, available on equal terms at competitive prices.

[For more information, see I.I. Sechin's report at the Energy Panel at the XXIX St. Petersburg International Economic Forum.](#)

A diversified energy supply system has been created, accessible to consumers from countries with varying levels of economic development, meeting modern energy security needs and offering a wide range of cooperation options, including tender sales and long-term contracts.



The Company's cooperation with key international partners is developing successfully, despite attempts by unfriendly countries to increase sanctions pressure on the energy industry. Further strengthening of partnerships will contribute to the growing global role of the Northern Sea Route, a key transport artery.

For more information, see Subsection 2.1.

For more information, see the Annual Report 2025, section "About the Company", and the Sustainability Report 2025, section "Caring for the well-being of our regions of operation".

7.4. INNOVATION ACTIVITIES

Scientific, technological, and innovative development plays a key role in achieving Rosneft's strategic goals, including increasing production, improving the efficiency of business processes, and minimizing environmental impact.

The Company is implementing an [Innovative Development Program](#) in the following areas:

- ▶ Development and implementation of new technologies;
- ▶ Development, production, and launch of new innovative products;
- ▶ Facilitating the modernization and technological development of the Company through significant improvements in key performance indicators of production processes.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ 116 targeted innovation projects in the Company's portfolio.
- ▶ 1,178 patents held by the Company at the end of the reporting period.
- ▶ >1.5 billion rubles in economic impact from innovation activities.
- ▶ 401 million rubles allocated to environmental R&D.

For more information, see the Sustainability Report 2025, section "Research and innovations for the future of Russia".

For more information, see subsections 3.6, 6.3, 13.5, 14.3.

DECENT WORK AND ECONOMIC GROWTH

The Company provides support to employees' families and creates a favourable social environment, contributes to sustainable development of the national economy, improves operational efficiency, promotes productivity growth, provides a safe working environment, inclusive of suppliers and contractors, and establishes a sustainable procurement system throughout the entire value chain.

NATIONAL PROJECTS



INFRASTRUCTURE FOR LIFE



EFFECTIVE AND COMPETITIVE ECONOMY



DATA ECONOMY AND DIGITAL TRANSFORMATION OF THE STATE



INDUSTRIAL SUPPORT FOR TRANSPORT MOBILITY



FAMILY



EFFECTIVE TRANSPORT SYSTEM



YOUTHS AND CHILDREN



WORKFORCE

8 DECENT WORK AND ECONOMIC GROWTH



8.1. CONTRIBUTING TO SUSTAINABLE DEVELOPMENT AND DIVERSIFICATION OF THE NATIONAL ECONOMY

The Rosneft-2030 Strategy sets out guidelines, goals, and objectives, the implementation of which will contribute to the sustainable development of the national economy, the energy industry, and related sectors in the regions where the Company operates, and will make a significant contribution to achieving the national priorities of the Russian Federation. Rosneft promotes the technical modernization of individual sectors, the creation of new production facilities and highly productive jobs, and the production of high-added-value products through the transition to long-term contracts with customers, suppliers, and contractors, as well as a system of anchor orders.

The Company is included in the list of systemically important organizations of the Russian economy in the fuel and energy sector. The Company's retail business is extensive and, as of the end of 2025, includes gas stations and oil depots in 62 regions of Russia, enabling it to meet the energy needs of consumers throughout the country.

[Rosneft is implementing the Vostok Oil project](#), the largest in the global oil and gas industry. It includes 66 licensed areas in the northern Krasnoyarsk region and the Yamalo-Nenets Autonomous area. The resource base amounts to 7.0 billion tons of premium low-sulfur oil.

In the interests of ensuring the technological and industrial sovereignty of the Russian Federation, the Company continues to develop a modern shipbuilding industry base in the Far East.

To develop the Northern Sea Route and improve the efficiency of continental shelf development, in accordance with Decree No. 524 of the President of the Russian Federation dated July 21, 2014, "On the Development of Shipbuilding in the Far East," the Company is implementing a program to create a shipbuilding cluster in the Far East based at the Zvezda Shipbuilding Complex.

In the city of Bolshoy Kamen, on the premises of the Zvezda Shipbuilding Complex, a Professional Training Center is in operation. It annually offers training in 25 shipbuilding industry trades, as well as a wide range of continuing education programs for engineering and technical personnel. The total training volume amounts to approximately 10,000 student-courses per year. In 2025, over 500 students from specialized colleges and partner universities completed practical training at the Center.

The Rosneft Competence Center in Shipbuilding operates at the Far Eastern Federal University (FEFU), providing career guidance training for students of Rosneft's shipbuilding engineering classes and high-quality education for FEFU shipbuilding students.



8.2. HEALTH PROTECTION, ENSURING SAFE WORKING CONDITIONS. PROMOTING LABOUR SAFETY OF SUPPLIERS AND CONTRACTORS

See 3.5.

8.3. CREATION OF FAVOURABLE SOCIAL ENVIRONMENT

See 3.5.

8.4. FAMILY AND CHILDHOOD SUPPORT

The Company has a comprehensive employee support model that covers the entire employee career path, from hiring to retirement.

The Company provides social security for employees and their families, including the following measures:

- ▶ guaranteed integration into the workforce upon returning from parental leave;
- ▶ maternity leave pay based on average earnings;
- ▶ payments for the birth of a child and other family circumstances, including additional days of paid leave;
- ▶ interest-free loans for the purchase of apartments using a preferential mortgage loan from a partner bank, allowing employees' families to improve their housing conditions and feel confident about the future;
- ▶ providing children of Company employees with discounted vouchers to children's health camps, sanatoriums, and health resorts (jointly with their parents);

- ▶ providing interest-free loans to Company employees for their children's education;
- ▶ implementing social and charitable initiatives, including support for projects to help children with disabilities.

The Interregional Trade Union Organization of Rosneft provides support to employees and their families through the following measures:

- ▶ financial assistance to large families of employees and families raising children with disabilities;
- ▶ implementation of the "Trade Union Voucher" program, which provides assistance for the purchase of spa vouchers to sanatoriums and health resorts in Russia for employees and their family members;
- ▶ holding family sports festivals, organizing excursions and educational programs for employees' children, etc.



2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ >108,000 employees participated in the "Good Deeds Platform" volunteer program; over 360 events were held, providing assistance to over 17,000 children.
- ▶ >27,300 children of Group Company employees received vacations at the Company's expense.
- ▶ 19 infrastructure projects for universities and colleges were implemented in 9 regions of Russia.
- ▶ Nearly 15,000 families improved their housing conditions through the corporate mortgage program, with a cumulative total as of the end of the reporting period.
- ▶ 249 interest-free loans for the education of Company employees and their children pursuing their first higher education full-time were issued in 2025.
- ▶ 32 billion rubles were spent on ensuring favorable social and living conditions.

8.5. FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

The Company supports freedom of association, recognizes the inviolability of employees' rights to [collective bargaining](#) and the right of each employee to collective representation of their interests, including through trade unions, eliminating any possibility of a hostile, humiliating, or offensive atmosphere. The Company does not tolerate any form of harassment or discrimination. These standards are enshrined in [Rosneft's Code of Business and Corporate Ethics](#).

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ Approximately 68 % of the Company's total workforce is covered by collective bargaining agreements.

- ▶ 153 primary trade union organizations operate within the Group's companies, which are part of the Interregional Trade Union Organization (ITU) of Rosneft, an independent institution representing the interests of the Company's employees.
- ▶ Most of the Company's subsidiaries have collective bargaining agreements that provide additional (beyond legal) benefits for employees.

For more information, see the Sustainability Report 2025, section "Rosneft people: decent work, professional development, and employee support".



8.6. PRODUCTIVITY GROWTH AND EFFICIENCY IMPROVEMENT

The Company is focused on improving operational efficiency, increasing labor productivity, and creating added value.

The Company has developed and is implementing a set of measures to enhance labor productivity, including measures to increase profitability. These measures are considered in the business planning process and are included in the Rosneft Long-Term Development Program, the results of which are annually verified by an independent external auditor and reviewed by the Company's Board of Directors.

Labor productivity indicators are included in the lists of Company management performance indicators.

In addition, to improve efficiency and productivity, modern digital solutions are being implemented in the Company's business processes and personnel competencies in this area are being developed.

See also 6.3, 4.1.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ The Company's labor productivity target has been met.
- ▶ 1,320 projects have been implemented within the Operational Efficiency Improvement System (hereinafter referred to as the "OEI System") in the Exploration and Production business unit.
- ▶ 377 Integrated Efficiency System activities have been implemented in the Oil Refining and Petrochemicals business unit, with a further plan to use artificial intelligence to optimize and forecast the operation of technological processes and equipment.
- ▶ >19 billion rubles in operational efficiency improvement activities in the Oil Refining and Petrochemicals business unit.



8.7. EDUCATION AS A MEANS OF INTEGRATING YOUNG PEOPLE INTO THE ENERGY SECTOR

Rosneft is building its future talent pool through educational programs and developing equal opportunity practices. The Company is actively developing a corporate system of continuous education, "school-college/university-enterprise". This systemic work involves 206 general, secondary vocational, and higher education organizations that are the Company's partners, in accordance with the "Strategy for the Implementation of Youth Policy in the Russian Federation through 2030".

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ 131 Rosneft Classes in 56 schools in 47 communities across 20 regions of Russia.
- ▶ 56 career guidance seminars, "Ladder to Success", were held for all Rosneft Classes, and 540 schoolchildren participated in the corporate [Summer Project School](#).
- ▶ A pilot specialized geological class was opened under the auspices of Rosneft Oil Company at the Moscow State University Gymnasium as part of the School-University-Enterprise system.
- ▶ Over 20,000 students participated in the Company's career guidance events.
- ▶ The first corporate practice-oriented case championship, "Rosneft's Professions", was held for students from nine partner colleges in the Krasnoyarsk Territory. It focused on addressing current challenges and tasks in field development in the Arctic.
- ▶ 76 Russian and 8 foreign universities, where 37 Rosneft-based departments operate.
- ▶ The corporate festival "The Future of Rosneft" was held for 638 Rosneft-class graduates from 45 universities as part of the Student League of the Autumn Cup of the CASE-IN International Engineering Championship¹⁷.
- ▶ 66 colleges in 17 regions train workers for in-demand professions.
- ▶ >3,400 young professionals worked for the Company at the end of 2025.
- ▶ The "Three Steps" target program and individual development plans are in place for young professionals.
- ▶ 67 Young Professionals Councils (976 members) operate within the Group's Companies. 2,073 events were implemented aimed at effectively integrating young employees, fostering a proactive approach to professional development, and engaging them in socially significant initiatives.
- ▶ [67 participants from 62 Group Companies attended the annual conference of Young Professionals Council Chairmen](#).
- ▶ Young employees participate in federal initiatives and events: the Youth Global Energy Forecast, the 13th International Engineering Championship "CASE IN", the Youth Day of Russian Energy Week, Youth Day, the Forum

of Young Professionals Communities "Forsage-2025", the 8th International Youth Scientific and Practical Forum "Oil Capital", the Rosmolodezh Forum, and the "Business and Rosmolodezh. Career" Forum.

- ▶ More than 640 young specialists at the Company are annually involved in industry-specific, career guidance, and patriotic events, environmental campaigns, volunteer and socially oriented activities aimed at developing leadership and professional competencies.
- ▶ More than 2,000 young specialists (63 % of the total) participated in Rosneft's scientific and technical conferences, which select promising initiatives to improve the efficiency of production processes, implement innovative solutions, and build a talent pool.
- ▶ As part of the national project "Youth and Children", the Company acts as an industrial partner in the federal projects "Professionalism", "Priority 2030", "Advanced Engineering Schools", which contributes to the training of future specialists taking into account the current needs of the oil and gas industry and strengthening the connection between education and business.

See also 4.2.

See also Sustainability Report 2025, section "Rosneft people: decent work, professional development, and employee support".

¹⁷ The championship is included in the All-Russian Youth Action Plan "Fuel and Energy Complex for Youth" (under the auspices of the Russian Ministry of Energy) with the support of the presidential platform "Russia - the land of Opportunities".

8.8. ESTABLISHING SUSTAINABLE PROCUREMENT SYSTEM ALONG THE ENTIRE VALUE CHAIN

Rosneft has been one of the largest consumers of goods, operations and services among Russian companies over the past few years. The Company's continuous development requires involvement of a huge number of products, application of advanced technologies as well as engagement of best contractors and suppliers.

The Company expects its suppliers and contractors to adhere to the principles set forth in international documents, as well as [the Company's public human](#)

[rights documents](#), aimed at respecting human rights, protecting health and the environment, ensuring safety, preventing corruption, fraud, and conflicts of interest, complying with the law, and promoting economic and social development.

Rosneft interacts with suppliers and contractors in accordance with its Procurement Policy, the Rosneft Declaration on Human Rights, and the Supplier Code of Conduct on Human Rights. Potential suppliers are assessed for compliance with HSE qualification requirements for work that may be associated with a high risk of incidents; contracts with counterparties contain standard carbon management provisions.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ The Company received over 1,500 requests for cooperation in the supply of goods, works, and services in the reporting year.
- ▶ Small and medium-sized businesses accounted for 70 % of the Subs' procurement structure¹⁸.
- ▶ 7 informational seminars were held to attract new domestic suppliers and contractors.
- ▶ >99 % - share of Russian suppliers and contractors in the Company's procurement.

For more information, see the Sustainability Report 2025, section "High business standards".

8.9. IMPROVING THE COMPANY ENERGY EFFICIENCY IN ALL OPERATING SEGMENTS

See 7.1 for more information.

¹⁸ Enterprises whose activities are regulated by Decree of the Government of the Russian Federation No. 1352 dated December 11, 2014 "On the specifics of the participation of small and medium-sized businesses in the procurement of Goods, Works, and Services by Certain Types of Legal entities".



8.10. CREATING DECENT LIVING AND WORKING CONDITIONS IN REMOTE REGIONS

Rosneft implements social projects in the regions where it operates, supporting the development of education, healthcare, culture, sports, and urban infrastructure. The company builds long-term partnerships to improve the quality of life of residents through cooperation agreements with regional authorities in the Russian Federation. The social and living conditions of employees of the Group's companies and contractors are constantly improving, both in terms of the range of services provided and their quality.

The company is implementing the Vostok Oil oil and gas project, an unprecedented scale project, and, through innovative approaches, is creating a comprehensive infrastructure for comfortable staff accommodation in the Far North.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ RUB 32 billion was spent on ensuring favorable social and living conditions.
- ▶ RUB 4.7 billion was spent on capital investments in the construction and reconstruction of social and living facilities exclusively.
- ▶ The Vostok Oil project implemented digitalization of social and living infrastructure facilities, including food services (the Smart Cash Register system), wellness activities (the ability to conduct online training), distance learning using virtual reality equipment, key digital services (Personal Account, Smart Menu, Unified Dispatch Service), a telemedicine service with leading medical centers in Krasnoyarsk and Moscow, and stable mobile communications.

For more information, see the Sustainability Report 2025, section "Rosneft people: decent work, professional development, and employee support".

See also 1.1, 1.2, 2.2, 10.4.



CLIMATE ACTION

Rosneft is strengthening its position as a reliable producer and supplier of energy resources by minimizing its environmental impact and applying advanced mechanisms.

NATIONAL PROJECTS



ENVIRONMENTAL WELL-BEING



**EFFECTIVE
AND COMPETITIVE ECONOMY**



**NEW ATOMIC
AND ENERGY TECHNOLOGIES**



**DATA ECONOMY AND DIGITAL
TRANSFORMATION OF THE STATE**



UNMANNED AERIAL SYSTEMS

13 CLIMATE
ACTION



13.1. RISKS AND OPPORTUNITIES RELATED TO CLIMATE CHANGE

Rosneft identifies and assesses the risks and opportunities associated with climate change inherent in its operations, as well as those of its suppliers and contractors.

The Company's competent management approach and the flexibility of its business model ensure high adaptability to potential changes in the energy landscape and include:

- ▶ implementing refinery development projects, increasing the output of products with improved environmental characteristics;
- ▶ reducing greenhouse gas emissions, including methane, and improving energy efficiency;
- ▶ creating, producing, and rolling out new products that ensure high fuel efficiency;
- ▶ developing new environmentally oriented business segments.

For more information on the Rosneft-2030 strategy, see subsections 3.1, 3.2, 4.1, 9.2, 15.4.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

In 2025, Rosneft confirmed its leading position in the field of sustainable development:

- ▶ Following the annual review, the Company's shares were included in the Moscow Exchange's sustainable development indices, including those that take into account the successful management of climate risks and opportunities, along with ensuring sustainable production and financial results in the interests of shareholders and all stakeholders:
 - MOEX - RAEX ESG Balanced Index¹⁹;
 - MOEX Climate Index²⁰;
 - MOEX - RSPP ESG Indices²¹: MOEX - RSPP Responsibility and Transparency Index and MOEX - RSPP Sustainability Vector Indices.
- ▶ Based on an assessment of the performance of 2,000 of the world's largest companies, the international agency WBA (World Benchmarking Alliance) recognized Rosneft as the best Russian oil and gas company in four ratings, including the rating for a fair just energy transition.

- ▶ Rosneft joined the group of leaders (top 3) in the environmental rating of the largest international investment and consulting agency ISS (Institutional Shareholder Services) based on the results of a high assessment of the Company's activities in the field of environmental protection.

For more information, see the Sustainability Report 2025, section "Sustainability management and corporate responsibility".



¹⁹ MOEX - RAEX ESG Balanced Index consisting of 20 shares of issuers with the highest ESG-ranking values from the largest agency in the field of non-credit ratings, RAEX-Analytics.

²⁰ MOEX Climate Index for non-financial companies comprises the securities of leading ESG companies with well-established climate management systems and risk control measures.

²¹ MOEX - RSPP ESG Indices: MOEX - RSPP Responsibility and Transparency Index, MOEX - RSPP Sustainability Vector Index and MOEX - RSPP Sustainability Russian Companies Vector Index.

13.2. IMPROVING THE COMPANY ENERGY EFFICIENCY IN ALL OPERATING SEGMENTS

See subsection 7.1.

13.3. TAKING ACTION CONDUCTIVE TO IMPROVED ENERGY EFFICIENCY WHEN USING COMPANY PRODUCTS

See subsection 7.2.



13.4. LOW-CARBON DEVELOPMENT INITIATIVES

Rosneft strives for carbon neutrality while further enhancing its operational and financial efficiency. Rosneft is strengthening its position as a reliable producer and supplier of energy resources while minimizing its environmental impact.

For additional information see subsection 13.1.

Rosneft has unique advantages for achieving its goals thanks to its leadership in maintaining consistently low operating costs; economies of scale in implementing low-carbon projects and renewable energy initiatives; significant volumes of promising gas resources; the potential to develop natural CO₂ absorption projects; and the development of carbon capture, utilization, and storage projects.

For additional information see subsection 11.1.

The Company's low-carbon development initiatives include:

- ▶ energy conservation and improved energy efficiency;
- ▶ beneficial use of associated petroleum gas (APG) and reduction of methane emissions;
- ▶ ensuring the share of gas in the Company's hydrocarbon production structure is at least 25 %²² as the lowest-carbon and cleanest fossil fuel;
- ▶ development of pilot projects for underground carbon capture and storage (CCS), including for enhanced oil recovery, which involve capturing carbon dioxide and then injecting it into deep-seated rock formations;
- ▶ evaluation of projects for the production of new "clean" products, including "blue" hydrogen, ammonia, and other sustainable fuels.

²² On average for the period 2022–2030, the calculation of gross production.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

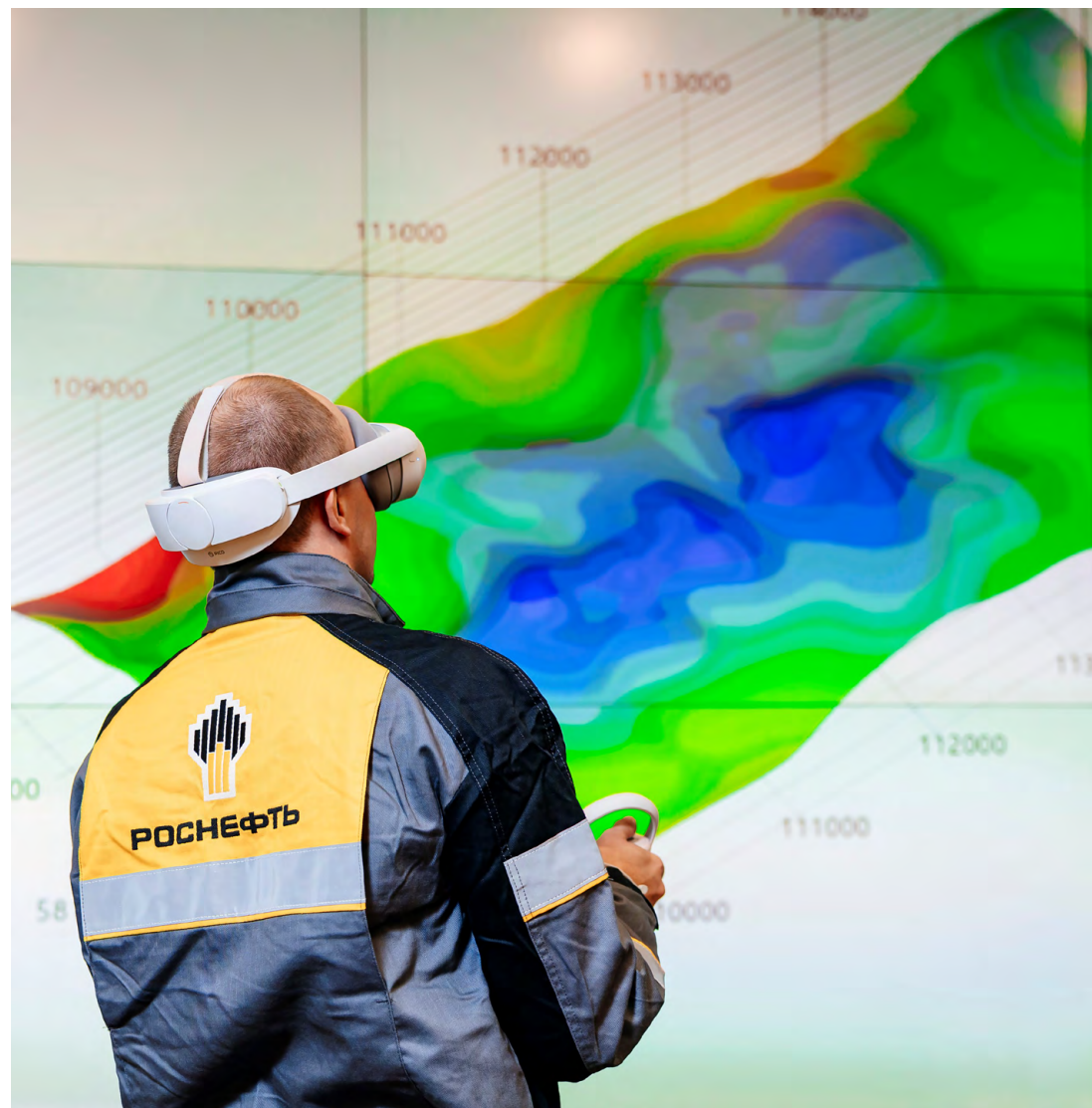
- ▶ 1.0 million tons of CO₂-eq. – the reduction in absolute greenhouse gas emissions in 2025 due to the successful implementation of the corporate Energy Conservation Program.
For additional information, see subsection 7.1.
- ▶ Capital investments in the construction of gas infrastructure facilities for the rational use of associated petroleum gas amounted to RUB 52.9 billion.
See also subsections 7.1 and 7.2.
- ▶ [The development of proprietary technologies and catalysts for the entire GTL \(Gas-to-Liquids\) process chain](#) – the conversion of associated petroleum gas into synthetic oil – has been completed.
- ▶ Gas production amounted to 79.6 billion cubic meters (1.33 million barrels of oil equivalent per day). The Company's main goal for the near future is to maintain gas production at the current level.
See also subsections 7.2 and 11.1.
- ▶ 51 renewable energy sources (RES) are in operation at the Company's production facilities.
- ▶ Studies of potentially suitable geological sites for the environmentally stable storage of carbon dioxide in the areas where the Oil Refining and Petrochemicals business unit is located have been completed.
- ▶ Implementation of the Company's Hydrogen Business Development Concept has continued.

Additionally, see subsections 7.1 and 7.2.

Rosneft shares and adheres to the responsible business principles of the UN Global Compact in its operations, including environmental protection

13.5. INNOVATIVE ACTIVITIES

See subsection 7.4.



PARTNERSHIPS FOR THE GOALS

Through the implementation of its own projects and initiatives, the Company actively contributes to the sustainable development of the energy sector to ensure, among other things, promotion of the UN Sustainable Development Goals agenda.

NATIONAL PROJECTS



**EFFECTIVE
AND COMPETITIVE ECONOMY**



WORKFORCE

17 PARTNERSHIPS
FOR THE GOALS



17.1. PARTICIPATION IN GLOBAL INITIATIVES

The Company shares the principles of the UN Global Compact and the Social Charter of Russian Business, and supports the Anti-Corruption Charter of Russian Business.

Rosneft also shares the general principles and values of [the Universal Declaration of Human Rights](#) and [the International Labour Organization's Declaration](#) on Fundamental Principles and Rights at Work, and supports initiatives aimed at sustainable development, combating corruption, respecting fundamental human rights, reducing inequality, and protecting the environment.

For more information see subsections 10.6, 13.1.

17.2. PARTICIPATION IN SUSTAINABLE DEVELOPMENT OF THE ENERGY SECTOR

The Company recognizes the importance of [sustainable development](#) in the global energy sector and responsible behavior by key producers, including sufficient investment to replenish the resource base, ensure timely and effective development of reserves, and ensure reliable supplies to consumers in developed and developing countries.

Rosneft promotes dialogue focused on sustainable development in the energy sector, including:

- ▶ efficient development of the resource base, development of oil refining and petrochemical industries;
- ▶ building integrated supply chains and creating new technological solutions;
- ▶ expanding partnerships with industry participants, including cooperation in HSE.



Since 2013, Rosneft has provided organizational support for the Energy Panel session at the St. Petersburg International Economic Forum.

The Energy Panel is the forum's key session, traditionally bringing together leading representatives of the oil and gas industry from around the world for an open exchange of views on pressing issues facing the international energy community, taking into account the ongoing transformations in the energy sector.

[At the Energy Panel at the XXIX St. Petersburg International Economic Forum \(June 2026\), Igor Sechin, Executive Secretary of the Presidential Commission on Fuel and Energy Sector Development Strategy and Environmental Safety, presented the keynote address, "The Beginning of the End or the End of the Beginning: What's Left at the Bottom of Pandora's Box?", offering a comprehensive analysis of the current situation in global energy markets and the global economy as a whole, as well as a forecast for the industry's development, taking into account the impact of risks.](#)

Expanding international cooperation in personnel training, the Company entered into trilateral agreements with Moscow State University at the 29th St. Petersburg International Economic Forum. Lomonosov Moscow State University and the Moscow State University-Philippine Institute in Shenzhen (China), as well as with Tsinghua University (China) and the Ufa State Petroleum Technological University.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ Support was provided to nine Russian and international business forums and conferences, including the St. Petersburg International Economic Forum and the Eastern Economic Forum with the participation of the President of the Russian Federation, the International Youth Scientific and Practical Forum "Oil Capital," the St. Petersburg International Legal Forum, and others.
- ▶ [The 7th Russia-China Energy Business Forum \(RCEBF\) was held in Beijing. The President of the Russian Federation and the President of the People's Republic of China addressed the participants with welcoming remarks, and the Chief Executive Officer of Rosneft Oil Company delivered the keynote address. Rosneft, along with China National Petroleum Corporation \(CNPC\), has been organizing the forum since its founding in 2018.](#)
- ▶ Educational cooperation with leading universities in friendly countries, including Cuba, China, Azerbaijan and Indonesia, is being developed through agreements signed.

For more information see subsections 8.1, 9.2.

17.3. EFFECTIVE PARTNERSHIP WITH GOVERNMENT ORGANIZATIONS, BUSINESSES AND SOCIETY

Rosneft is committed to open, constructive dialogue and responsible engagement with government agencies, businesses, and society, guided by applicable laws and high standards of corporate and business ethics. This expands the Company's capabilities and fosters a favorable environment for business development. Key areas of collaboration include the development and improvement of federal and regional legislation, the industry regulatory framework and the promotion of key initiatives for the sustainable development of the industry and regions.

The Company actively participates in the Council for Professional Qualifications in the Oil and Gas Sector, including the development and updating of professional

standards. Since joining the Council, the Company has participated in the professional and public accreditation of more than 120 higher and secondary vocational education programs, developed and updated 14 industry professional standards, and participated in the discussion of more than 80 industry professional standards.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

The Company systematically engages with stakeholders. In 2025, Rosneft continued to participate in improving environmental regulations, reviewing draft regulations and submitting proposals for their improvement. Specifically, this work was conducted on draft regulations pertaining to forestry legislation, state environmental assessments, air protection, waste management and other environmental issues, as well as mandatory state reporting.

In 2025, Rosneft developed and submitted a draft professional standard for "Well Workover Supervisor in the Oil and Gas Industry" for professional and public discussion to the Council for Professional Qualifications in the Oil and Gas Complex. Two draft professional standards in the area of production automation were also finalized and approved by the Council.

For more information see subsections 2.3, 16.3.

For further information, see the Sustainability Report 2025, section "Sustainability management and corporate responsibility".



NO POVERTY

The Company's activities contribute to the stable development of regions, the creation of added value and jobs along the entire value chain, the growth of the population's welfare and the sustainable development of the social sphere.

NATIONAL PROJECTS



INFRASTRUCTURE FOR LIFE



YOUTHS AND CHILDREN



WORKFORCE

1 NO
POVERTY



1.1. CONTRIBUTING TO THE SOCIAL AND ECONOMIC DEVELOPMENT OF THE REGIONS AND BETTER WELLBEING

Rosneft is one of the largest publicly traded oil and gas companies in the world in terms of reserves and production as well as a strategic backbone enterprise of the Russian energy industry and the national economy as a whole, accounting for 2.8 % of GDP, 3.2 % of investments, and making a significant contribution to the country's budget system.

For more information see subsections 3.5, 8.1, 8.10.

Rosneft is one of Russia's largest employers. The average headcount in 2025 was 320,000 people.

1.2. SOCIAL RESPONSIBILITY AND SOCIAL FINANCING

Rosneft, as a socially responsible Company, consistently implements measures that contribute to the sustainable socio-economic development of production regions, in particular remote regions of Siberia, the Far East and the Far North.

Consistent and comprehensive implementation of socio-economic programs within the framework of concluded Cooperation Agreements with regional authorities and individual charitable projects, thanks to a systematic approach to the impact on the social environment, reduces the risks associated with strengthening social stability and achieving the main goals in the implementation of charitable activities in traditional areas:

- ▶ participation in the integrated socio-economic development of the regions;
- ▶ assistance in the implementation of state policy in the field of education and science;
- ▶ healthcare development;
- ▶ support of physical culture and sports, revival of spiritual and cultural heritage preservation, environmental protection, etc.;
- ▶ support of traditional forms of management of the indigenous small-numbered peoples of the North (ISNPN).





Special attention is paid to the implementation of the tasks set by the President of the Russian Federation in his Address to the Federal Assembly, including infrastructure modernization, construction and reconstruction of healthcare and education facilities, landscaping and repair of regional roads

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ Cooperation agreements have been concluded with 36 regions of the Russian Federation.
- ▶ [19 infrastructure projects for universities and colleges have been implemented in 9 regions of Russia.](#)
- ▶ [>108 thousand employees of the Company – participants of the corporate volunteering program "Platform of good Deeds".](#)
- ▶ Financial support was provided to the Moscow Sretensky Monastery and the Sretensky Theological Academy, the St. John Monastery in St. Petersburg, and the Alexander Nevsky Karelian Cadet Corps in Petrozavodsk, Karelia.
- ▶ 8 thousand Rosneft volunteers took part in 88 donor actions.
- ▶ >34,000 volunteers participated in more than 400 volunteer environmental actions and events.

For more information, see the Sustainability Report 2025, section "Caring for the well-being of our regions of operation".



ZERO HUNGER

Rosneft ensures equal access to energy resources, which contributes, among other things, to the smooth functioning of transport and agriculture, supplies remote regions and promotes socio-economic development.

NATIONAL PROJECTS



INFRASTRUCTURE FOR LIFE



FAMILY



EFFECTIVE TRANSPORT SYSTEM

2 ZERO HUNGER



2.1. MEETING THE ENERGY DEMAND

Responsible business operations is a priority for the Company, including ensuring equal access to products of guaranteed quality and at a fair market price.

Rosneft's petroleum products supply consumers of the domestic market of the Russian Federation with fuel of guaranteed quality and at a fair market price, which is necessary for the smooth functioning and balanced development of industry, transport and agriculture, especially during peak periods of demand during sowing and harvesting operations.

Rosneft is consistently developing the infrastructure for cooperation:

- ▶ with the public through the sale of petroleum products and related products through a network of gas stations;
- ▶ with the business segment through a network of gas stations and a cashless payment service for legal entities using virtual and plastic fuel cards;
- ▶ with manufacturers and independent networks through sales of motor fuels from oil depots.



2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ ~3 thousand Rosneft's largest retail network by geographical coverage comprises gas stations in 62 regions of the Russian Federation. Every third gas station has been upgraded in order to automate trading, develop digital competencies among consumers and accelerate customer service.
- ▶ 40.3 million tons of oil products were supplied to the domestic market.
- ▶ 82 electric charging stations are installed in 12 regions of Russia.
- ▶ ~4.7 thousand fuel quality tests are carried out daily in 69 stationary and 15 mobile laboratories for quality control of petroleum products.

For additional information see subsection 7.3.

For more information, see the Sustainability Report 2025, section "High business standards".

2.2. SUPPLYING REMOTE REGIONS AND PROMOTING INFRASTRUCTURE SHARING

When operating, the infrastructure created by the Company contributes to improving living standards and socio-economic development, which is especially important for remote regions of the country. The Company's enterprises are involved in the supply of petroleum products to ensure the northern delivery.

Further development of cooperation with regional manufacturers of related products continues.

Rosneft supports local manufacturers in all regions of its presence and includes products from local brands in the assortment matrix of stores and cafes at the filling station. At least 20 % of the assortment matrix of stores and cafes at gas stations is formed from products from regional manufacturers based on a demand-driven sales analysis. This approach allows us to create a balanced competitive retail offer for the customers of the Company's filling station network.



cooperation with oil workers, representatives of indigenous peoples have the opportunity to maintain their traditional way of life.

When interacting with the indigenous peoples of the North, the Company is guided by the provisions of the following international instruments: the UN Declaration on the Rights of Indigenous Peoples (UNDRIP), the Convention on the Protection of the World Cultural and Natural Heritage, Convention 169 of the International Labour Organization, the UN Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities.

The main support measures are aimed at preserving the traditional way of life and types of farming, improving housing conditions, improving the infrastructure of settlements, purchasing equipment and fuels and lubricants for commercial farming, participating in exhibitions, contests, competitions, other cultural and sporting events with national themes, and various educational programs.

Representatives of the indigenous peoples of the North are involved in making decisions that may affect their interests. The Company ensures the right of representatives of the indigenous peoples of the North to participate in public hearings during the public environmental assessment.

For more information, see the Sustainability Report 2025, section "Caring for the well-being of our regions of operation", [information on the corporate website](#).



2.3. SUPPORTING INDIGENOUS PEOPLES OF THE NORTH AND LOCAL COMMUNITIES

The preservation of traditions, culture and spiritual heritage is one of the important directions of the Company's social policy. Oil workers actively participate in the life of Northerners, making it more comfortable for the local population, carefully using and replenishing the natural resources of the territory. The company successfully cooperates with the indigenous peoples of the North and provides them with comprehensive support. Thanks to this

QUALITY EDUCATION

Rosneft has built a unified corporate system of continuing education, which supports secondary and higher professional education in the country.

NATIONAL PROJECTS



YOUTHS AND CHILDREN



WORKFORCE



DATA ECONOMY
AND DIGITAL TRANSFORMATION OF THE STATE

4 QUALITY
EDUCATION



4.1. CORPORATE SYSTEM OF CONTINUOUS EMPLOYEE EDUCATION

Rosneft's 2030 strategy provides for the continuation of corporate and social programs that ensure the development of human resources and make a significant contribution to achieving the national priorities of the Russian Federation.

A professional and highly qualified team is Rosneft's main asset and the key to its sustainable development. A unified corporate continuing education system has been built that covers all business lines and categories of personnel and is accessible to the Company's employees.

The Standards "Organization of personnel training" and ["Assessment and development of personnel by competencies"](#) are in force at Rosneft. The assessment of corporate and managerial competencies is based on the Rosneft Corporate and Managerial Competencies Model approved by the Chief Executive Officer. The model reflects the culture and values of the Company, contains a description of the competencies of managers and is used to assess and develop the managerial potential of employees.

To develop managerial skills, training is provided on corporate MBA and "Leaders of the Future" programs. The programs are implemented in partnership with leading universities in the country, including the St. Petersburg State University Graduate School of Management, Lomonosov Moscow State University, MGIMO University of the Ministry of Foreign Affairs of Russia, Gubkin Russian State University of Oil and Gas, as well as foreign educational partners, including Tsinghua University (China), Chinese Petroleum University, Institute of Management Development Gurgaon (India), Azerbaijan State University of Petroleum and Industry. As part of corporate MBA programs, field modules are conducted at the basis of foreign partner universities.

The development of managerial competencies is part of a unified system of continuing education for employees, which combines the best practices of leading educational organizations and the Company's internal expertise. This system ensures the preservation and transfer of knowledge and the development of professional competencies. The internal training system relies on its own training centers, trainers, experts and mentors in the workplace. 77 % of the total amount of training is provided by internal resources.



More than 300 specialized corporate vocational training programs contribute to the development of professional competencies.

The company uses the most modern digital technologies in the educational process. The "blended learning" format is actively used, when part of the audience is present at the training in person, and part is in the online space, which makes it possible to effectively implement plans for training Company employees in various regions and time zones.

The corporate distance learning catalog includes more than 480 courses in all business areas, providing more than 47 % of the total training volume.

The development of employee competencies in the field of artificial intelligence and digital technologies is one of the priorities of corporate training. With the involvement of leading Russian and foreign partner universities, the Company conducts a wide range of educational programs on information security, automation of technological and production process control systems, the use of artificial intelligence and machine learning technologies, digital process modeling and the creation of digital doubles that allow employees to effectively use modern digital tools in their professional activities. This approach corresponds to the national priorities and theses of the Message of the President of the Russian Federation to the Federal Assembly of the Russian Federation regarding the tasks of developing human capital and ensuring technological leadership and competitiveness.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ The educational and training base of the Company is represented by 47 corporate training centers, the annual training volume at the centers exceeds 500 thousand man-courses.
- ▶ 62.8 thousand people were assessed for corporate, managerial, and vocational competencies.
- ▶ >1.4 million man-courses accounted for the volume of compulsory, vocational and managerial training, internship programs and exchange of experience with international partner companies are being implemented.
- ▶ 440,348 man-training courses were conducted with the involvement of internal trainers.
- ▶ >729 thousand person-training courses were conducted in accordance with the requirements of legislation in the field of occupational safety and industrial safety.
- ▶ >100 thousand training courses conducted in the field of information security and digital business transformation.
- ▶ >2.5 thousand person-long training courses conducted using virtual and augmented reality (VR/AR) technologies.
- ▶ 28 highly potential personnel reservists of Rosneft and the Companies of the Company's Group participated in the visiting module of the corporate MBA program of MGIMO of the Ministry of Foreign Affairs of Russia on the topic "Innovative technologies and their application in the management of oil and gas companies" at Tsinghua University in Beijing.

For more information, see the Sustainability Report 2025, section "Rosneft people: decent work, professional development, and employee support".

4.2. SUPPORTING FOR SECONDARY AND HIGHER PROFESSIONAL EDUCATION

The company cooperates with educational organizations in Russia and abroad to create new training programs, form an advanced educational community and train highly qualified personnel.

As part of the Company's support for secondary and higher professional education:

- ▶ Systematic support has been provided to 66 organizations of secondary vocational education. Starting in 2022, Rosneft has created 6 clusters of the federal Professionalism project, providing training and influx of young workers and technical specialists to the Company.
- ▶ Agreements with universities allow us to actively develop cooperation in the field of personnel training and retraining, scientific and innovative activities, and improve the scientific and educational infrastructure of universities to train highly qualified specialists to meet the current needs of business.
- ▶ 37 basic departments have been provided, and over 230 employees of the Company are involved in scientific and pedagogical activities at universities.

96 % of employees have completed corporate training



2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ Cooperation with 84 Russian and foreign universities has developed on the basis of cooperation agreements, of which 31 are partner universities of Rosneft.
- ▶ 6,575 university students and 5,074 students of secondary vocational education institutions completed internships at the Company.
- ▶ With the support of the Company, two educational and production clusters of the federal project "Professionalism" have been opened in the Krasnoyarsk Territory to train highly qualified workers in the oil industry on the basis of the Krasnoyarsk College of Welding Technologies and Energy and the Krasnoyarsk College of Transport and Service.
- ▶ 690 corporate scholarships have been awarded; 1,073 students²³ study at universities under targeted training agreements with the Group's Societies.

For more information, see the Sustainability Report 2025, section "Rosneft people: decent work, development and support".



4.3. EDUCATION AS A MEANS OF INTEGRATING YOUNG PEOPLE INTO THE ENERGY SECTOR

See subsection 8.7.

For more information, see the Sustainability Report 2025, section "Rosneft people: decent work, development and support".

²³ This figure increased by 19% compared with the previous year.

GENDER EQUALITY

Rosneft provides equal opportunities for professional growth and development of employees, implements training and personnel reserve programs, and provides support to employee families.

NATIONAL PROJECTS



WORKFORCE



FAMILY

5 GENDER
EQUALITY



5.1. ENHANCING HUMAN CAPITAL AND PROVIDING EQUAL OPPORTUNITIES FOR PROFESSIONAL GROWTH AND DEVELOPMENT

The company creates conditions for comfortable work and the realization of the potential of each employee and operates in accordance with the Social Charter of Russian Business and the Universal Declaration of Human Rights.

Everyone is guaranteed the observance of the rights and freedoms set forth in these documents. Rosneft applies uniform transparent approaches to the system of remuneration, assessment, training, motivation and promotion of employees.



The company provides equal opportunities for professional growth and development of employees. The proportion of women among the Company's employees remained virtually unchanged at 33.1 %. The share of women among managers at the end of 2025 is 23.5 %, while the share of women among top managers and senior managers of the Group's Companies was 19.4 %.

Taking into account global trends in personnel management, Rosneft has implemented an improved methodology for selecting candidates and forming a high-quality personnel reserve. The assessment of human resources is carried out in a single format and according to the same criteria.

Individual development plans are formed for all succession pool members, including master classes, distance learning, implementation of business-critical projects and mentoring. The succession pool system includes other effective tools for developing the Company's leadership potential (career planning and participation in Leadership Forums for all high-potential reservists).

Succession pool is an an important component of measures to support gender equality in the Company, including its management staff.

Along with the succession pool system, corporate skill contests serve as a tool for identifying and promoting initiative and promising employees, motivating them to continuous professional growth, and increasing the prestige of working professions.

Rosneft's sustainable development activities contribute to the achievement of the goals of the National Strategy of Action for Women for 2023-2030.

The principle of equal opportunities, which the Company consistently applies to gender equality, extends to other aspects of its business. In particular, the Company pays special attention to inclusion, creating equal conditions for employees with disabilities, systematically working to create an accessible work environment, including workplace adaptation and infrastructure development.



Rosneft is the best Russian oil and gas company in four ratings of the international agency WBA (World Benchmarking Alliance), in particular, in the field of gender equality

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ 806 reservists for top-level management positions were approved by the Company's Personnel Committees (women make up 28.5 %, exceeding the current proportion of women among the management staff). Of the high-potential reservists, the proportion of women reached 37 %.
- ▶ 175 man-long corporate training courses for high-potential reservists were organized as part of management training at partner universities in the MBA and Leaders of the Future programs.
- ▶ [The XX Anniversary Review competition "The best by profession" among workers and engineering and technical staff took place.](#) More than 550 employees from 82 enterprises took part in the final (the proportion of women among the finalists was 26.4 %, which demonstrates the high opportunities and competitiveness of women in working professions). The winners were determined in key areas of activity — oil and gas production, oil refining and petrochemistry, oil product supply, special attention has traditionally been paid to industrial safety and labor protection.

5.2. SUPPORTING FOR FAMILY AND CHILDHOOD

See subsection 8.4.

CLEAN WATER AND SANITATION

Rosneft uses water resources rationally within the framework of its activities and takes measures to protect and replenish them.

NATIONAL PROJECTS



ENVIRONMENTAL WELL-BEING

6 CLEAN WATER
AND SANITATION



6.1. WATER MANAGEMENT

Access to water resources and sound management of ecosystems with clean water are critically important for human health, environmental conservation and sustainable development.

The Company aims at the rational use of water resources within the framework of its activities and takes measures to protect and replenish them.

At all stages of the production cycle, the Company is working to ensure responsible use of water resources. Programs to improve the environmental efficiency of the Group's Subsidiaries and plans to modernize production facilities include reducing water intake from natural sources, increasing the share of recycled and reused water, environmentally sound management of associated reservoir waters, and the introduction of modern wastewater treatment systems.



In order to improve the quality of wastewater treatment and ensure regulatory parameters for wastewater treatment, as well as a Plan to synchronize the Company's activities with the Message of the President of the Russian Federation to the Federal Assembly of the Russian Federation, the Company has developed and approved the Clean Water program.

Wherever possible, the technology of laying pipelines along the bottom is used in the construction of water crossings in new projects. If this is not possible, all necessary measures are taken to prevent negative impacts on water resources.

For new projects, an approach is applied to maximize the reuse of water. The company applies the principles of a closed-loop economy (circular economy) in the management of water resources.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ About 12 billion rubles were the current costs of wastewater treatment (reception, purification, transportation and disposal of wastewater, maintenance and operation of sewage treatment plants, etc.)
- ▶ >93.5 % was the share of recycled and re-sequentially used water in the total volume of water used for production needs.
- ▶ The Group's Subsidiaries of the Oil Refining and Petrochemistry Stream received the remaining 3 out of 41 comprehensive environmental permits (CEP) in accordance with Federal Law No. 219-FZ²⁴ dated July 21, 2014 concerning legal entities engaged in business activities at Category I facilities.
- ▶ The Company's employees carried out a number of volunteer plogging runs and cleaning of coastal areas in the Leningrad and Arkhangelsk regions, in the Khanty-Mansiysk Autonomous Okrug and on Sakhalin Island, collecting more than 5 tons of garbage. The company and its subsidiaries are actively participating in the All-Russian campaign "Water of Russia".

6.2. WATER TREATMENT AND RECYCLING PROGRAMES

The Company's implementation of major environmental projects makes it possible to improve the efficiency of water resources management in production and the quality of water in the water supply system of cities and settlements in the regions where Rosneft operates. The construction and reconstruction of water treatment plants is an important part of a large-scale refinery maintenance program.

²⁴ Federal Law of the Russian Federation «On Amendments to the Federal Law «On Environmental Protection» and Certain Legislative Acts of the Russian Federation.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- Work continued on the reconstruction of treatment facilities at a number of the Company's refineries, including Syzran, Kuibyshev, Novokuibyshev, Komsomolsk, Achinsk, Tuapse, as well as the Ryazan Oil Refining Company.

6.3. INNOVATIVE ACTIVITIES

Rosneft develops and implements new technologies in various fields of activity, which contributes to improving the Company's efficiency, ensuring the technological independence of the oil and gas industry, minimizing environmental impacts and improving industrial safety.

Rosneft's digital projects are aimed at improving the efficiency of production processes and business sustainability.

The use of digital technologies in 2026 will provide an expected financial effect of 100 billion rubles

[Rosneft holds patents for strains of pure microbial cultures and microbial preparations for cleaning the waters and coastline of the northern seas.](#)

The Company implements innovative projects aimed at developing technologies for the disposal of drilling waste, oil sludge, hydrocarbon pollution of the seas, oil spill response, as well as soil purification from oil and petroleum products.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- 401 million rubles were allocated for R&D²⁵ in the field of environmental protection.
- A technology for detecting oil spills using a combination of laser scanning and aerial photography has been developed.
- The innovative drug Oceanida for the purification of the northern seas from hydrocarbon pollutants created on the basis of cold-loving bacteria in cooperation with Innopraktika has received a positive conclusion from the state environmental assessment.

For more information, see the Sustainability Report 2025, section "Research and innovations for the future of Russia".



²⁵ R&D – research and development.

INDUSTRY, INNOVATION AND INFRASTRUCTURE

The Company's investment program and anchor orders have a significant impact on the development of the industry, related sectors and the national economy as a whole, as well as ensure an increase in the level of industrialization and the introduction of new technological solutions. The implementation of the Company's oil and gas projects ensures the formation of new oil-producing provinces and the development of regions, including through the creation of infrastructure necessary for industry participants and the oilfield services sector.

NATIONAL PROJECTS



EFFECTIVE AND COMPETITIVE ECONOMY



**DATA ECONOMY AND DIGITAL
TRANSFORMATION OF THE STATE**

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



9.1. PROMOTING DEVELOPMENT OF INFRASTRUCTURE, RELATED SECTORS AND INDUSTRIAL COMPLEXES

The Company's investment portfolio and anchor orders form the basis for the creation, refurbishment and expansion of enterprises in various industries.

The Company's activities contribute to the formation of infrastructure for new projects (remote regions, Eastern Siberia), the production of oilfield service equipment and the development of related industries, including metallurgy, chemical industry, instrument engineering and electronics.

9.2. CREATING ECONOMIC VALUE

Thanks to the introduction of advanced technologies and scientific developments in promising and mature fields, the Company's reserves continue to grow steadily.

The Company's integrated business model ensures business sustainability and aims to take advantage of opportunities arising from changes in the global energy balance, structural transformation of commodity markets and technology development. This approach, along with effective management of the investment portfolio, corporate management system and building partnerships with stakeholders, contributes to the growth of business profitability, the creation of added value throughout the value chain and the fullest disclosure of resource potential, taking into account trends in global energy development (including the development of new categories of reserves and production regions).

Rosneft is implementing a large-scale investment program, providing orders to Russian contractors in related industries, including in Siberia and the Far East, in the regions of the Far North. The Company's capital expenditures in

2025 amounted to 1,360 billion rubles, primarily on Exploration and Production segment assets based on strict ranking and optimization of the investment project portfolio.

For more information see subsections 8.8, 11.1, 12.3.

The Rosneft 2030 Strategy defines strategic goals and priorities for all business segments. Increasing profitability and increasing payments to Rosneft's shareholders is one of the Company's key strategic goals. The number of retail investors of Rosneft has increased 8-fold over the past 5 years to about 1.7 million people, which indicates a high level of trust in the Company



9.3. INNOVATIVE ACTIVITIES

See subsection 7.4.

9.4. ENSURING SUSTAINABLE FUNCTIONING OF THE INFRASTRUCTURE

Compliance with the rules of communication and information security requirements is an essential element of corporate culture and an important condition for carrying out daily activities, including collaboration with business partners. At the same time, special attention is paid to the convenience of communications and the development of new types of services, taking into account the increased mobility of employees and access to corporate information resources and systems.

Rosneft's information security guidelines remain unchanged and are aimed at ensuring a secure information environment, sustainable digital development, centralizing the information security function and improving employee awareness of information security threats and rapid response skills to possible incidents related to them, which is especially important in the context of the active development of the Company's infrastructure solutions such as regional data centers, unified communications, and mobile solutions. The main goals, objectives, and principles of managing and ensuring the Company's information security are set out in the Company's local normative document, the Information Security Policy.

The Company continuously monitors compliance with the requirements of Russian legislation and implements measures to implement Decree of the President of the Russian Federation dated 01.05.2022 No. 250 "On additional measures to ensure information security of the Russian Federation".

For more information, see the Sustainability Report 2025, section "Research and innovations for the future of Russia".



REDUCED INEQUALITIES

Rosneft makes a significant contribution to ensuring the stability of the budget system and contributes to the socio-economic development of Russia. The company adheres to the principles of high social responsibility and ensuring a decent standard of living for employees.

NATIONAL PROJECTS



FAMILY



WORKFORCE

10 REDUCED
INEQUALITIES



10.1. PARTNERSHIPS AND SOCIAL INVESTMENTS IN THE REGIONS OF OPERATIONS

See subsection 1.2.

10.2. FISCAL STABILITY AND BUDGET REVENUES ASSURANCE

Being the country's largest taxpayer for many years, the company has been making a significant contribution to ensuring the stability of the budget system and contributing to the socio-economic development of Russia. The volume of taxes and other payments paid by the Company to the budget system of the Russian Federation in 2025 exceeded 5.3 trillion rubles²⁶.



In 2025, Rosneft followed [Key Principles in the field of taxation](#), which establish unconditional and timely compliance with legal requirements as the basis of the Company's activities in the tax sphere. This document, published by the Company in 2019 (the first among the largest companies in the Russian oil and gas sector), reflects the basic principles and objectives in the field of taxation, including the formation of a sustainable tax environment, and sets a standard for responsible tax behavior based on the principles of openness and transparency in the tax sphere.

For additional information see subsection 1.1.

10.3. DEVELOPING HUMAN TALENT AND PROVIDING EQUAL OPPORTUNITIES FOR PROFESSIONAL GROWTH AND DEVELOPMENT

See subsection 5.1.

10.4. SOCIAL POLICY

Rosneft adheres to the principles of high social responsibility and ensuring a decent standard of living for its employees.

The Company strives to maintain wages at a level higher than the average salary in its regions of operation by conducting annual indexation.

²⁶ Excluding the reimbursement of the excise tax on crude oil, which is compensation for the losses of oil companies from restraining domestic prices for motor fuels and the cost of upgrading refineries.

There is a template for a collective agreement with the maximum possible list of benefits, guarantees and compensations in the Group's Subsidiaries that provide additional social security for employees. In 2025, 108 Companies of the Group remained participants in the Industry Agreement on Organizations of the oil and Gas Industries and the construction of facilities of the oil and gas complex of the Russian Federation for 2023-2025. All obligations assumed by subsidiaries are fulfilled in full.

See subsection 3.5.

10.5. SUPPORTING INDIGENOUS PEOPLES OF THE NORTH AND LOCAL COMMUNITIES

See subsection 2.3.



10.6. COMPLIANCE AND COMBATTING CORRUPTION

The Company adheres to the principle of rejection of corporate fraud and corruption in any form and manifestations.

Rosneft follows the principles of responsible business conduct of the UN Global Compact and is committed to the principles reflected in the Social Charter of Russian Business, and has supported the Anti-Corruption Charter of Russian Business since 2013.

The Company's principles and approach are fixed in local regulatory documents:

- ▶ [Anti-corporate fraud and Anti-corruption policy](#);
- ▶ The Standard "Organization of the process of countering corporate fraud and corruption";
- ▶ [Rosneft's Code of Business and Corporate Ethics](#);
- ▶ [The Standard "Internal Control Rules for Preventing, Detecting and Suppressing the Misuse of Rosneft's Insider Information and \(or\) Market Manipulation"](#);
- ▶ Business Process Regulations "Implementation of measures to comply with the requirements of the legislation of the Russian Federation on countering the misuse of Insider information and Market manipulation";
- ▶ Methodological guidelines "Circulation of inside information of Rosneft in information systems and resources of Rosneft";
- ▶ Regulation "Conflict of Interest Management";
- ▶ Regulation "Procedure for the exchange of business gifts and business hospitality tokens";
- ▶ Regulation on the Procedure for Carrying out Charitable Activities of Rosneft and the Group's Subsidiaries;
- ▶ Regulation "Procedure for providing sponsorship".



The Board of Directors of Rosneft (Audit Committee of the Board of Directors) approved Strategic documents²⁷ and the principles of such work, a regular assessment of the effectiveness of its implementation is carried out; the results of the audit of the risk management and internal control system in the field of preventing and combating corruption have been reviewed and approved.

The Chief Executive Officer of Rosneft ensures the implementation of the Company's Policy in the field of countering corporate fraud and involvement in corrupt activities, as well as approves local regulatory documents on these issues.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ A program to combat corporate fraud and corruption for 2025-2029 has been developed.
- ▶ An information bulletin on typical violations related to corporate fraud and corruption and the measures taken was sent to the Company's employees on a regular basis.
- ▶ The relevant structural units were constantly informed about the adopted regulations and initiatives of public authorities to combat corruption.
- ▶ Assessment/reassessment of the risk of corporate fraud and corruption was carried out quarterly in accordance with the approved methodology.
- ▶ The following information is posted on the Company's official website in [the "Anti-corruption" subsection](#):
 - the Company's statement on its uncompromising attitude towards corruption;
 - applicable anti-corruption legislation;
 - the main local regulatory documents of the Company on combating corruption;
 - security hotline contacts, etc.

For additional information see subsection 12.3.

For more information, see the Sustainability Report 2025, section "Sustainability management and corporate responsibility".

10.7. CREATING FAVORABLE SOCIAL ENVIRONMENT

See subsection 3.5.

²⁷ The Company's policy in the field of countering corporate fraud and involvement in corrupt activities was approved by the decision of the Board of Directors of Rosneft (Minutes dated 21.05.2018 No. 19), in 2021 the Policy was updated (Minutes dated 05.04.2021 No. 21).

SUSTAINABLE CITIES AND COMMUNITIES

The Company's activities contribute to improving the quality of life in cities and other settlements, ensuring environmental sustainability and minimizing environmental impacts. Rosneft supports projects in the field of cultural and heritage preservation.

NATIONAL PROJECTS



TOURISM AND HOSPITALITY



INFRASTRUCTURE FOR LIFE



ENVIRONMENTAL WELL-BEING

11 SUSTAINABLE CITIES AND COMMUNITIES



11.1. MEETING THE GROWING DEMAND FOR ENERGY RESOURCES

Rosneft occupies a unique position in the field of low carbon footprint hydrocarbon supplies, is one of the world's energy leaders, has an extensive and efficient resource base, and occupies a strategic position in the hydrocarbon market.

The company recognizes that in the long term, oil and gas will retain an important role in the global energy mix, while the share of gas as a clean fuel will increase. As a responsible producer, Rosneft is constantly improving the efficiency of hydrocarbon production.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ Rosneft is one of the leaders in global hydrocarbon production – about 247 million tons of oil equivalent or more than 5 million barrels of oil equivalent per day. Rosneft accounts for almost 40 % of Russia's total and about 5 %²⁸ of global oil production.
- ▶ Gas production amounted to 79.6 billion cubic meters. The Company's share in the domestic market was 16 %.
- ▶ The largest retail chain in terms of the number of stations is approx. 3 thousand in 62 regions of Russia.
- ▶ 133 gas stations have been updated, including on new and existing tourist routes.
- ▶ Rosneft retains its leading position in terms of unit costs for hydrocarbon production among public companies.

For more information see subsections 13.4, 2.1, the Sustainability Report 2025, section "Research and innovations for the future of Russia", the Annual Report 2025, section "About the Company".

11.2. IMPROVING LIVING STANDARDS IN CITIES AND OTHER RESIDENTIAL AREAS

The Company's activities contribute to improving the quality of life, ensuring environmental sustainability and reducing the impact of road transport on the environment.

Rosneft is constantly improving the characteristics of its motor fuels and expanding the geography of supplies and the range of available products and additional services at gas stations (including the non-fuel business).

For more information see subsections 2.1, 7.2.

For more information, see the Sustainability Report 2025, section "Research and innovations for the future of Russia", section "High business standards", the Annual Report 2025, section "About the Company".

Rosneft is the only vertically integrated company in Russia that provides a full range of catalysts for the production of high-octane gasoline



²⁸ Including gas condensate.

11.3. ENVIRONMENTAL POLICY AND COMMITMENTS

Rosneft's HSE policy sets a strategic goal to achieve global leadership in ensuring trouble-free production activities, safe working conditions for the Company's employees and minimizing environmental impacts in the Company's regions of operation. The Policy also defines the Company's obligations, of which environmental ones include:

- ▶ rational use of natural resources in the course of the Company's business activities; implementation of measures for their protection, restoration, and rehabilitation of disturbed territories;
- ▶ minimizing the environmental impact of the Company's ongoing business activities;
- ▶ implementation of measures for the conservation of ecosystems and biodiversity, including in the implementation of offshore projects and projects in specially protected natural areas.

The Company strives to minimize the impact of business activities on the environment, monitors compliance with the requirements of legislation in the field of environmental protection, develops corporate programs, and organizes employee participation in voluntary environmental events.

The concept of Environmental Development for the period up to 2035 sets the following environmental indicators:

- ▶ reclamation of 100 % of polluted legacy lands; elimination of 100 % of oil-containing waste of legacy lands; reduction of consumption of "fresh" water by 10 % by 2030;
- ▶ 15 % reduction in total non-greenhouse gas emissions;
- ▶ 15 % reduction in sulfur dioxide and nitrogen oxide emissions.

Through the mechanism of agreements on socio-economic cooperation, regions receive additional budget funds necessary for the development of territories and environmental protection measures (see subsection 1.2).



2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ About 77 billion rubles were made up of the Company's green investments.
- ▶ Gross emissions into the atmosphere decreased by almost 6 %, of which sulfur dioxide emissions – by more than 22 %, nitrogen oxide emissions – by more than 4 %.
- ▶ Intake of "fresh" water decreased by almost 6 %.

For more information, see the Sustainability Report 2025, section "Environmental responsibility and sustainable future".

11.4. SUPPORTING INDIGENOUS PEOPLE OF THE NORTH AND LOCAL COMMUNITIES

See subsection 2.3.

11.5. CULTURE AND HERITAGE

The Company respects cultural heritage, national traditions and traditional values, and supports educational projects aimed at their preservation.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ [As part of the long-term cooperation with the State Hermitage Museum](#), two permanent exhibitions were opened: "Culture and Art of China" (updated exposition) and the first two halls of the new exhibition "Art Nouveau".
- ▶ [In the year of the 80th anniversary of the Victory, Rosneft organized events aimed at preserving the historical memory of the feat of the heroes of the front. With the support of the Company, a large-scale tour of the Sretensky Monastery Choir with the program "Dedicated to the Great Victory" was held in 23 cities in the Company's regions.](#)
- ▶ As part of the financial support of the Moscow Sretensky Monastery and the Sretensky Theological Academy, it became possible to publish books of the New Testament aimed at educating and preserving spiritual values.
- ▶ Strengthening cultural ties between Russia and India, [the India Festival was held in Moscow with the sponsorship of the Company](#), while [exhibitions of the National Artist of Russia Nikas Safronov with the support of the Company were held with great success in India.](#)

For additional information see subsection 1.2.



11.6. CREATING FAVOURABLE SOCIAL ENVIRONMENT

See subsection 3.5.

RESPONSIBLE CONSUMPTION AND PRODUCTION

To prevent possible negative impacts, the Company takes all necessary measures to ensure environmental protection, conservation and restoration of natural resources, including constantly improving products, production processes, as well as the working conditions of employees and partners.

NATIONAL PROJECTS



ENVIRONMENTAL WELL-BEING



**EFFECTIVE
AND COMPETITIVE ECONOMY**

12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



12.1. ENVIRONMENTAL POLICY AND COMMITMENTS

Caring for the environment is an integral part of the Company's corporate culture and ensures its sustainable development.

The Company carries out all necessary actions to ensure environmental protection, conservation and restoration of natural resources, including constantly improving the products, processes and working conditions of the Company's employees and partners.

For more information, see section 11.3.

12.2. SUSTAINABLE DEVELOPMENT AND EFFICIENT USE OF NATURAL RESOURCES

Responsibility and care for the environment are integral components of the Company's corporate culture.

Rosneft is committed to the principles of rational development and efficient use of natural resources and implements the following initiatives:

- ▶ extending the life of commercial exploitation of fields and increasing the oil recovery coefficient, including through the introduction of modern methods to increase oil recovery, the implementation of programs of geological and technical measures and the large-scale use of highly productive horizontal and multi-hole wells²⁹;
- ▶ joint use of infrastructure within the framework of cluster field development, which reduces the burden on the environment;
- ▶ rational use of APG and efficient disposal of other related products of oil and gas production;
- ▶ transition to more rational production models by increasing the depth of refining, implementing refinery development projects and changing the product basket to meet growing environmental requirements;

- ▶ application of new technologies and technological solutions to expand sustainable production methods and reduce losses throughout the value chain.

For more information see subsections 6.3, 7.4.

12.3. EFFICIENT SUPPLY CHAIN

The Company develops cooperation with suppliers within the framework of the Procurement Policy, which defines the principles and priorities of procurement activities with an emphasis on long-term cooperation with strategic partners.

The Company evaluates potential suppliers for compliance with qualification requirements in the field of health, safety and environment (HSE).

In accordance with the best international practices, the following are evaluated:

- ▶ availability of an occupational health and safety management system;
- ▶ availability of specialized services or departments;
- ▶ provision of employees involved in the execution of contracts with personal protective equipment.

The Company applies the same requirements to contractors in the field of industrial safety, occupational safety and environmental protection (HSE). All standard contracts contain clauses on the need to comply with the Company's HSE regulations.

With regard to oilfield operations (in particular, drilling), the standard contract contains a separate annex on the treatment of drilling waste by contractors based on the requirements of applicable legislation, including in the field of ecology.

For more information see subsections 8.8, 16.1, the Sustainability Report 2025, section "High business standards".

²⁹ In 2025, the number of commissioned wells is about 3 thousand units, and the share of the most efficient new horizontal wells was 74 %.

PRESERVING MARINE ECOSYSTEMS

Caring for the environment is an integral part of the Company's corporate culture and social responsibility. Rosneft pays special attention to ensuring environmental safety, conservation and restoration of natural resources in all areas of its activities.

One of the Company's strategic initiatives is to achieve a cumulative positive impact on ecosystems through the application of conceptual approaches to biodiversity conservation and the implementation of appropriate programs.

NATIONAL PROJECTS



ENVIRONMENTAL WELL-BEING



14.1. BIODIVERSITY OF MARINE ECOSYSTEMS

The Company's activities are based on the principle of preserving a favorable environment and biological diversity in all regions of its presence.

[The Company has developed a standard corporate program for the conservation of biodiversity for all regions of its presence.](#) The program contains a priority and complete list of significant species – biological indicators of marine and terrestrial mammals, birds, amphibians and reptiles, fish, terrestrial invertebrates, zoo- and phytoplankton, terrestrial plants with a description of each bioindicator species, descriptions of biomes in all regions of presence, mandatory and recommended additional measures for the conservation of biodiversity, aimed at the total positive impact on ecosystems.

19.4 million juveniles of valuable and commercial fish species (including larvae) were released into Russian reservoirs



Rosneft principles of biodiversity conservation:

1. The planning and implementation of new projects in all regions of the Company's presence is carried out taking into account the principle of avoiding activities or any impact on specially protected natural areas of categories 1a and 1b according to the classification of the International Union for Conservation of Nature, as well as UNESCO World Heritage Sites.

The Arctic: 15 years of research = 64 expeditions

2. The design of new facilities is based on the principle of environmental safety and the absence of negative impacts on ecosystems, which is ensured by the introduction of the best available technologies, monitoring and comparison with basic parameters.

3. The projects planned for implementation provide for compliance with the principle of "cumulative positive impact" on biodiversity in accordance with the best practices of the International Union for Conservation of Nature (IUCN).

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

As part of the Cooperation Agreement with the Ministry of Natural Resources and Ecology of the Russian Federation, the Company participates in the implementation of the federal project "Conservation of Biological Diversity and Development of Ecological Tourism":

- ▶ [The implementation of a long-term monitoring program for the Okhotsk gray whale population, listed in the Red Book of the Russian Federation, off the northeastern shelf of Sakhalin Island continued. According to the results of field research, the annual population growth is about 5 %.](#)
- ▶ [An assessment of the habitat conditions of the Red Book, especially valuable and valuable species of aquatic biological resources of the Yenisei River, one of the largest rivers in Russia and the world, was carried out; comprehensive environmental monitoring of Evenkia water bodies in Eastern Siberia.](#)

For more information, see the Sustainability Report 2025, section "Environmental responsibility and a sustainable future".

14.2. ENVIRONMENTAL POLICY AND COMMITMENTS

The Company takes measures to protect ecosystems and biodiversity at all stages of project implementation.

[The key elements in the development of Rosneft projects are environmental impact assessment](#), as well as interaction with stakeholders in the framework of public discussions during the implementation of projects.

When carrying out work in offshore areas, the Company complies with the provisions of international agreements, such as the International Convention for the Prevention of Pollution from Ships (MARPOL) and the Convention for the Protection of the Black Sea from Pollution. Rosneft is also guided by the requirements of the national legislation on the continental shelf of the Russian Federation; on the exclusive economic zone of the Russian Federation; on the internal waters, territorial sea and adjacent zone of the Russian Federation. The vessels used by the Company comply with the provisions of MARPOL.

**In 2025, the Company participated
in 60 public hearings on various issues**

All marine field work on chartered vessels is carried out only after a technical audit for compliance with the Company's requirements.

Offshore exploration, including the construction of wells, is carried out subject to all necessary approvals and permits from authorized bodies, including a positive conclusion from the state environmental assessment, as well as public approval of the Company's business activities.

In accordance with the requirements of Russian environmental legislation, when carrying out business activities, the Company conducts mandatory public discussions in the form of face-to-face events (public hearings) and remote surveys.

14.3. INNOVATION ACTIVITIES

For additional information see subsection 6.3.



LIFE ON LAND

The Company recognizes the need to promote ecosystem sustainability in the regions of its presence by carrying out activities to minimize impacts on vulnerable ecosystems, biodiversity or critical components of natural ecosystems based on monitoring and assessment of basic environmental parameters.

NATIONAL PROJECTS



ENVIRONMENTAL WELL-BEING

15 LIFE
ON LAND



15.1. BIODIVERSITY OF ECOSYSTEMS

For additional information see subsection 14.1.



2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

As part of the Cooperation Agreement with the Ministry of Natural Resources and Ecology of the Russian Federation, scientific research has been carried out in the Arctic zone and other regions where the activities of the federal project "Conservation of Biological Diversity and Development of Ecological Tourism" are present:

- ▶ Mammalian population studies included [populations of reindeer](#), musk deer, and [polar bear](#) in Western and Eastern Siberia, and [the restoration of Russia's only semi-wild population of Przewalsky's horse in the Orenburg Region](#).
- ▶ [Ornithological studies included the study of populations of the white-winged eagle](#) and [the white-tailed eagle in the Khabarovsk Territory and the Samara Region, respectively](#).
- ▶ 20 new tourist routes, including environmental ones, have been presented as part of the corporate information and service platform "Horizons of Russia: Come with us!", connecting cultural, natural and historical sites with the infrastructure of the gas station and roadside service of the Company in the regions.

15.2. SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES AND MINIMIZED ENVIRONMENTAL FOOTPRINT

In its activities, the Company focuses on the rational use of natural resources (including an increase in the share of reusable ones) and takes into account the impact of production and other facilities on the environment.

Special attention is paid to the environmental component: preserving the integrity of the natural environment when implementing projects in ecologically sensitive areas.

A separate direction is to reduce the burden on the environment through preventive and other measures.

Rosneft subsidiaries planted about 8 million seedlings in 2025



Rosneft implements a number of programs and projects aimed at reducing the environmental impact, including:

- ▶ The Company's investment gas program to improve the rational use of associated petroleum gas in both existing and new fields (See subsection 13.4);
- ▶ A wide range of projects to reduce freshwater consumption; recycling and safe waste management, such as injection of drilling waste into the reservoir;
- ▶ An energy-saving program aimed at improving the efficiency of using fuel and energy resources at specified volumes of production, processing and sale of hydrocarbons (See subsection 7.1).

For more information see subsections 7.1, 13.4, 14.1, 15.1.

15.3. PROMOTING ECOSYSTEMS SUSTAINABILITY IN THE REGIONS OF COMPANY OPERATIONS

In accordance with the Company's Environmental Development Concept until 2035, when planning new projects in all regions of its presence, Rosneft takes all possible measures to avoid operating or affecting specially protected natural areas. Special attention is paid to UNESCO World Heritage Sites.



All new facilities are designed based on the principle of environmental safety and the absence of negative impacts on ecosystems, which should be ensured through the introduction of environmentally friendly best available technologies (BAT), continuous monitoring and comparative analysis with scientifically based baseline parameters.

For more information see subsections 14.1, 15.1.

15.4. ENHANCED PIPELINE RELIABILITY AND LAND REMEDIATION

In accordance with the objectives of Rosneft's 2030 strategy in the field of environmental protection, the Company intends to reduce the formation of contaminated land from oil spills in pipeline transport to zero by 2035.

To fulfill this strategic objective, the program "Improving Pipeline Reliability" is being implemented in 20 oil and gas producing enterprises of Rosneft. The Pipeline Reliability Improvement Program for 2025–2029 provides for the replacement of about 8.5 thousand km of field pipelines according to reconstruction, capital and routine maintenance plans, which will contribute to achieving the Company's strategic goal.



In order to minimize the impact on land, the Company adopted and is implementing a Standard for the remediation of contaminated land, as well as Standard Requirements for the control of restoration work. Rosneft builds and reconstructs landfills for industrial waste management, equips enterprises with modern machinery and equipment for oil sludge processing.

Rosneft's 2030 strategy provides for 100 % utilization of oil-containing waste and reclamation of legacy lands.

2025: PROGRESS TOWARDS THE GOALS ACHIEVEMENT

- ▶ About 360 hectares of polluted lands have been reclaimed, of which about 80 % has been carried out by our own eco-service – environmental restoration workshops established at key enterprises of the Company.
- ▶ 1.23 thousand km of field pipelines were reconstructed and repaired, internal mechanical cleaning of more than 11.2 thousand km of pipelines, diagnostics and industrial safety expertise for 18.6 thousand km of pipelines, corrosion inhibitors protection of more than 16.2 thousand km of pipelines was provided.
- ▶ The Group's Subsidiaries have developed 490 oil and petroleum product spill prevention plans, conducted comprehensive exercises to confirm readiness for oil spill containment and response with the participation of representatives of federal executive authorities, state authorities of the constituent entities of the Russian Federation and local governments, as well as representatives of emergency rescue units.
- ▶ The Company's prompt response to incidents is ensured by the involvement of its own emergency rescue services (formations) or contractor professional emergency rescue formations. In addition, the Group's Companies regularly certify and re-certify their own emergency services (formations) and rescuers. Major accidents at the Company's production facilities did not happen in 2025.

For more information, see the Sustainability Report 2025, section "Safe working conditions and occupational safety".

PEACE, JUSTICE AND STRONG INSTITUTIONS

The Company aims to form partnership, long-term, fruitful, trusting and mutually beneficial relationships with stakeholders: shareholders, investors, consumers, authorities, the public and the business community.

NATIONAL PROJECTS



**EFFECTIVE
AND COMPETITIVE ECONOMY**

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



16.1. HUMAN RIGHTS AND FREEDOMS

The Company operates in strict accordance with the Social Charter of Russian Business and the Universal Declaration of Human Rights and recognizes the importance and value of fundamental human rights and freedoms proclaimed by the United Nations, including freedom of association, recognition of the right to conclude collective agreements, labor rights, the right to a favorable environment, health protection, and the rights of indigenous peoples.

Rosneft shares the principles of the UN Global Compact.

[The Company's principles in the field of human rights](#) are reflected in [the Rosneft Code of Business and Corporate Ethics](#), as well as in internal policies and local regulatory documents and apply to all Group Subsidiaries in which the Company holds the majority of votes. The main mechanisms for monitoring and evaluating [human rights](#) activities are also outlined.

As part of its legal obligations to ensure the internationally recognized rights and freedoms of individuals and groups of people, in 2020 the Company developed and published on its official website [the Rosneft Declaration on Human Rights in Cooperation with Suppliers of Goods, Works and Services](#). When submitting an application for participation in the procurement, each supplier/contractor confirms that they have read the declaration, as well as their willingness to comply with all the principles set out in it.



The Company has developed [the Code of Suppliers of Goods, Works and Services of Rosneft in the field of human rights](#). The Code is aimed at building strong business relationships between Rosneft and its suppliers. By adopting the Code, suppliers support the Company's position in the field of human rights and commit to extend the Code's provisions to the entire supply chain of goods, works and services.

The Company operates in strict accordance with the Social Charter of Russian Business and the Universal Declaration of Human Rights. About 68 % of Rosneft's employees are covered by collective agreements.

16.2. ESTABLISHING SUSTAINABLE PROCUREMENT SYSTEM ALONG THE ENTIRE VALUE CHAIN

See subsection 12.3.

16.3. DEVELOPING STAKEHOLDER ENGAGEMENT

An established system of effective communications based on the principles of openness, mutual respect and responsible attitude contributes to the further development of the Company's activities.

16.4. COMPLIANCE AND COMBATting CORRUPTION

See subsection 10.6.

ROSNEFT: PRINCIPLES OF SUSTAINABLE DEVELOPMENT

Index list of compliance with the topics according to the UN Sustainable Development Goals

PRINCIPLES	IMPLEMENTATION TOOLS AND APPROACHES	SECTIONS INDEX
Maximum adaptability of the business model	▶ Flexible business model ▶ Balanced investment portfolio ▶ High results and value creation despite the cyclical nature of the oil business ▶ Energy security and energy access	2.1, 3.2, 7.1, 7.2, 7.3, 7.4, 8.6, 8.8, 9.1, 9.2, 11.1, 12.2, 12.3, 13.1, 13.4, 17.2
Caring for people, the environment and moral values	▶ Safety culture and performance ▶ Working environment and benefits for employees ▶ Security for people, business and assets	3.1, 3.3, 3.4, 3.5, 3.6, 7.2, 9.4, 10.4, 10.6, 12.3, 13.4, 17.2, 17.3
Doing business the right and responsible way	▶ Integrity across all business units and operations ▶ Transparency and reporting ▶ Respect of human rights ▶ Ethics, compliance and anti-corruption ▶ Risk management	2.1, 3.1, 3.2, 3.3, 3.5, 4.1, 5.1, 5.2, 7.3, 8.4, 8.5, 8.6, 8.7, 8.8, 8.10, 9.4, 10.2, 10.4, 10.6, 12.3, 13.1, 16.1, 16.3, 17.1, 17.2, 17.3
Enhancing further economic and social development	▶ Direct and indirect economic contribution ▶ Supply chain and related industries development ▶ Employment and workforce training ▶ Industrial and social infrastructure ▶ Energy access, new products and solutions	1.1, 1.2, 2.1, 2.2, 2.3, 3.5, 3.6, 4.1, 4.2, 5.1, 5.2, 7.2, 7.4, 8.1, 8.4, 8.7, 8.8, 8.10, 9.1, 9.2, 10.2, 10.4, 11.1, 11.2, 11.5, 12.3
Addressing threats of climate change	▶ Climate-related governance ▶ Emissions reduction ▶ Energy intensity of the Company's industrial operations ▶ Use of the Company's products	3.2, 6.1, 6.2, 6.3, 7.1, 7.2, 11.2, 12.1, 12.2, 13.1, 13.4, 14.1, 14.2, 15.2
Efficiently managing our environmental impact	▶ Environmental stewardship ▶ Water management ▶ Ecosystems and biodiversity	3.2, 6.1, 6.2, 11.3, 12.1, 12.2, 12.3, 13.1, 13.4, 14.1, 14.2, 14.3, 15.1, 15.2, 15.3, 15.4
Partnering with our stakeholders	▶ Efficient partnerships ▶ Respect of human rights ▶ Labour rights, comfortable working conditions and social protection for our employees ▶ Company's values across our supply chain	1.2, 3.5, 3.6, 4.1, 4.2, 5.1, 6.2, 7.2, 8.1, 8.4, 8.5, 8.8, 9.2, 10.4, 11.5, 12.3, 16.1, 16.3, 17.1, 17.2, 17.3



ROSNEFT