



GAZPROM INVESTOR DAY 2021



# ESG SESSION

APRIL, 30



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FORWARD-LOOKING STATEMENTS INVOLVE KNOWN AND UNKNOWN RISKS, UNCERTAINTIES AND OTHER IMPORTANT FACTORS BEYOND THE COMPANY'S CONTROL THAT COULD CAUSE THE ACTUAL RESULTS, PERFORMANCE OR ACHIEVEMENTS OF THE COMPANY TO BE MATERIALLY DIFFERENT FROM FUTURE RESULTS, PERFORMANCE OR ACHIEVEMENTS EXPRESSED OR IMPLIED BY SUCH FORWARD-LOOKING STATEMENTS. SUCH FORWARD LOOKING STATEMENTS ARE BASED ON NUMEROUS ASSUMPTIONS REGARDING THE COMPANY'S PRESENT AND FUTURE BUSINESS STRATEGIES AND THE ENVIRONMENT IN WHICH THE COMPANY WILL OPERATE IN THE FUTURE. BY THEIR NATURE, FORWARD-LOOKING STATEMENTS INVOLVE RISKS AND UNCERTAINTIES BECAUSE THEY RELATE TO EVENTS AND DEPEND ON CIRCUMSTANCES THAT MAY OR MAY NOT OCCUR IN THE FUTURE. ACCORDINGLY, ANY RELIANCE YOU PLACE ON SUCH FORWARD-LOOKING STATEMENTS WILL BE AT YOUR SOLE RISK. THESE FORWARD-LOOKING STATEMENTS SPEAK ONLY AS AT THE DATE AS OF WHICH THEY ARE MADE, AND NEITHER THE COMPANY OR ANY OF ITS RESPECTIVE AGENTS, EMPLOYEES OR ADVISORS INTENDS OR HAS ANY DUTY OR OBLIGATION TO SUPPLEMENT, AMEND, UPDATE OR REVISE ANY OF THE FORWARD-LOOKING STATEMENTS CONTAINED HEREIN TO REFLECT ANY CHANGE IN THE COMPANY'S EXPECTATIONS WITH REGARD THERETO OR ANY CHANGE IN EVENTS, CONDITIONS OR CIRCUMSTANCES ON WHICH ANY SUCH STATEMENTS ARE BASED. IN ADDITION, EVEN IF THE COMPANY'S RESULTS OF OPERATIONS, FINANCIAL CONDITION AND LIQUIDITY AND THE DEVELOPMENT OF THE INDUSTRY IN WHICH THE COMPANY OPERATES ARE CONSISTENT WITH THE FORWARD-LOOKING STATEMENTS CONTAINED IN THIS PRESENTATION, THOSE RESULTS OR DEVELOPMENTS MAY NOT BE INDICATIVE OF RESULTS OR DEVELOPMENTS IN FUTURE PERIODS. THE INFORMATION AND OPINIONS CONTAINED IN THIS PRESENTATION ARE PROVIDED AS AT THE DATE OF THIS PRESENTATION AND ARE SUBJECT TO CHANGE WITHOUT NOTICE. NO PERSON IS UNDER ANY OBLIGATION TO UPDATE OR KEEP CURRENT THE INFORMATION CONTAINED HEREIN.



# CORPORATE GOVERNANCE

## SVETLANA ANTONOVA

FIRST DEPUTY HEAD OF DEPARTMENT,  
GAZPROM

## PJSC GAZPROM SHAREHOLDING STRUCTURE ON 31 DECEMBER 2020

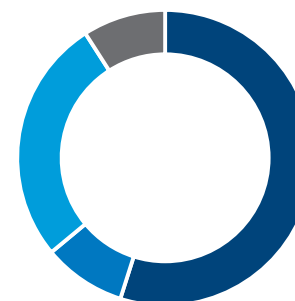
(holders of >5% of the equity capital)



Russian Federation	38.37%
Rosneftegaz	10.97%
ADR Holders	16.71%
Other	33.95%

The Russian Federation controls over 50% of PJSC Gazprom's shares through the government-controlled entities JSC Rosneftegaz (fully state-owned) and JSC Rosgazifikatsiya (74.55% stake owned by JSC Rosneftegaz)

## BOARD OF DIRECTORS



Representatives of the Russian Federation	55%
Non-Executive directors	9%
Independent directors	27%
Executive directors	9%

## AUDIT COMMITTEE

3 directors, with the majority of independent directors, headed by independent director

## NOMINATION AND REMUNERATION COMMITTEE

3 directors, with the majority of independent directors



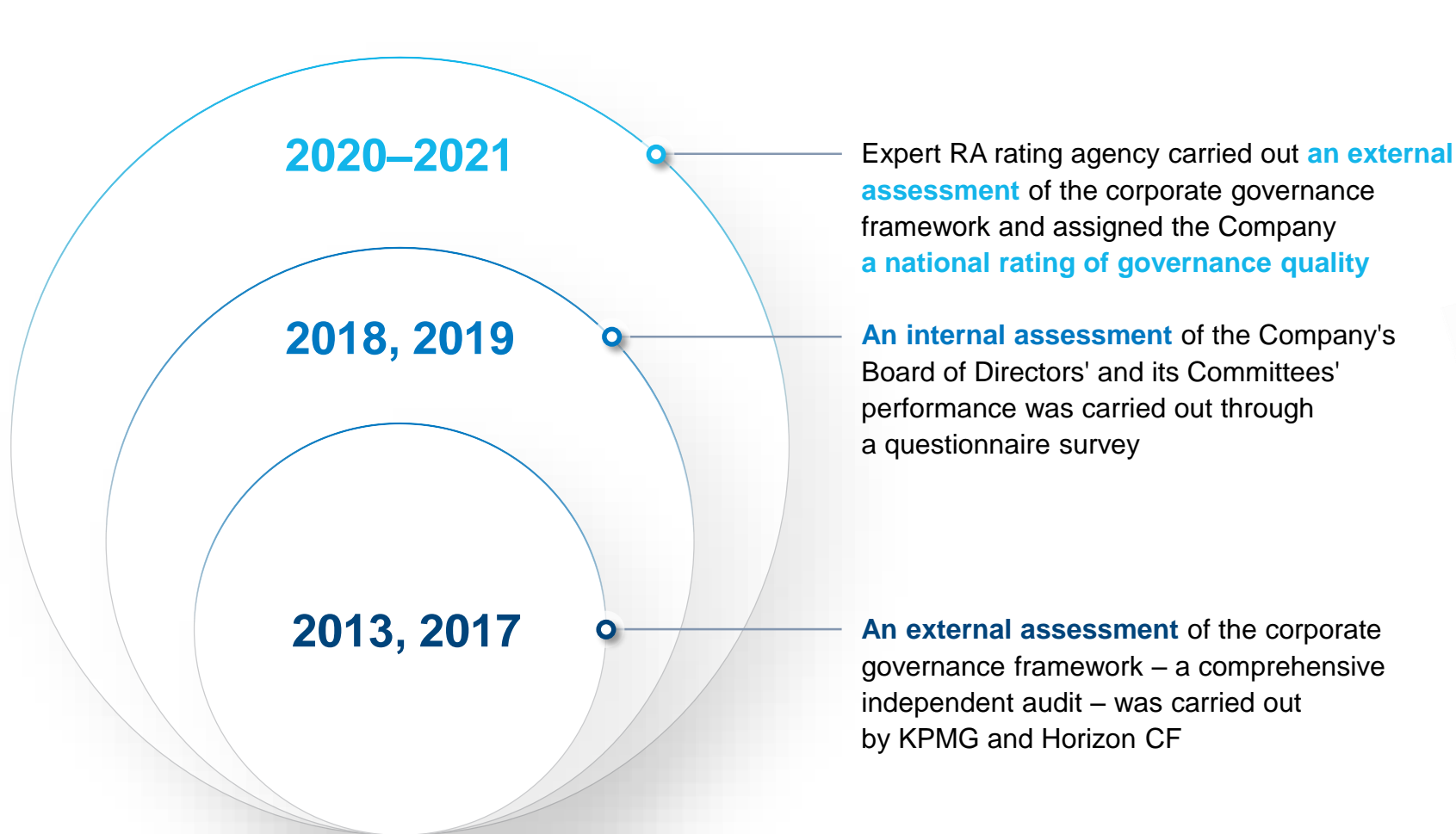
In 2019, there were sales of quasi-treasury stakes that **account in total for 6.52%**. As a result of the transactions, the Moscow Exchange increased **free float of PJSC Gazprom's shares to 50%, making them the leader of the MSCI Russia index with a weight of 17.51%** (as at 01 June 2020). This was beneficial for the Company's market capitalisation, with more passive investors guided by this index

## BOARD OF DIRECTORS

- ✓ Aligns with the Company's shareholding structure
- ✓ Complies with the Russian stock exchange listing rules
- ✓ Well-balanced for efficient performance, given the scale and range of focus areas



# CORPORATE GOVERNANCE ASSESSMENT



In 2021, **Expert RA** assessed the quality of the corporate governance and assigned **the highest governance quality rating to PJSC Gazprom – A++.gq**



# KEY ACHIEVEMENTS OF 2020

## SHAREHOLDER RIGHTS

- Electronic voting at the General Meeting of Shareholders introduced
- Transition to the new 2019 dividend policy completed
- Investor surveys on ESG and the current level of corporate governance carried out, with the results taken into account in further planning

## INSIDE INFORMATION PROTECTION

- Terms of transactions with the Gazprom securities by insiders and related parties formulated and approved by the Board of Directors
- New procedures for access to inside information and its confidentiality rules approved by a Company Order
- Internal control rules for identifying, preventing and combating unlawful use of inside information formulated

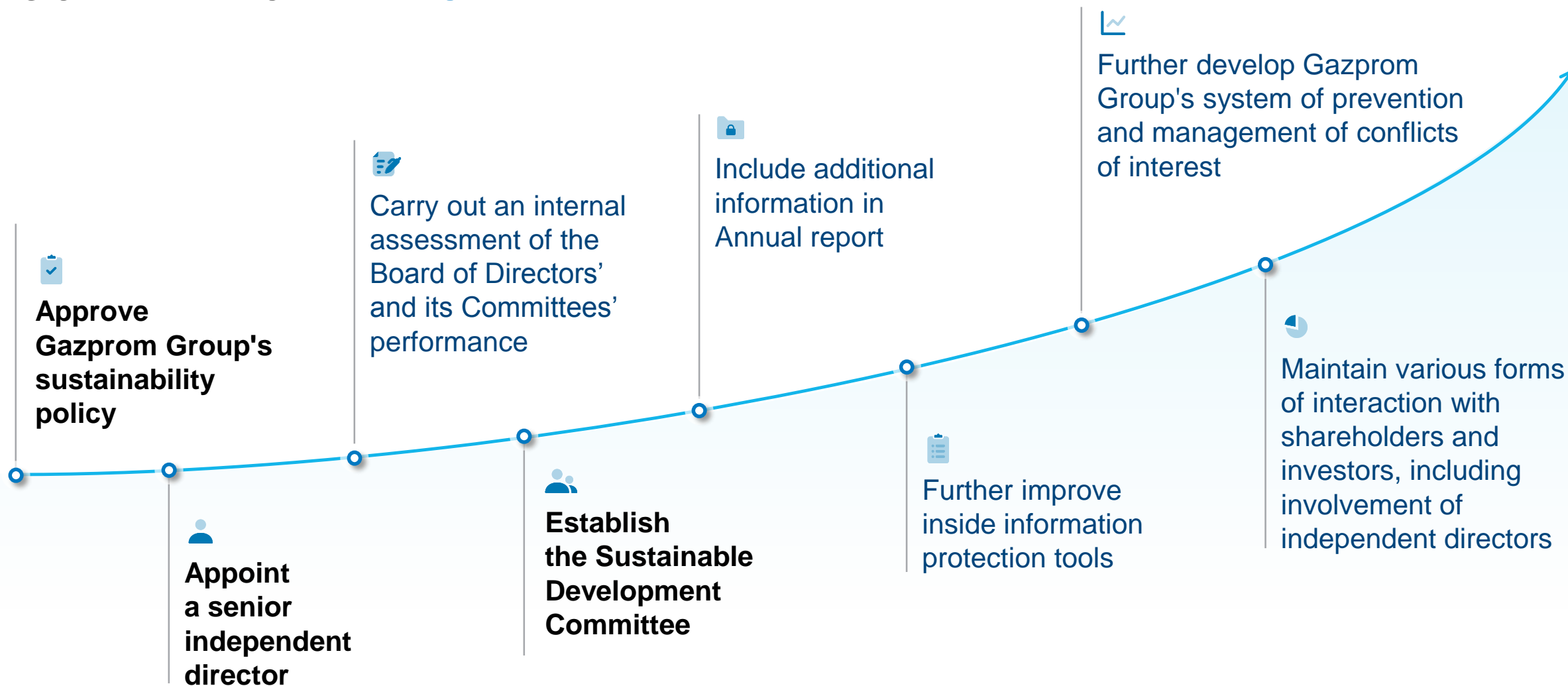
## INFORMATION DISCLOSURE

- Sustainability report prepared, taking into account expert recommendations received during the process of professional audit and public assurance
- The process of drafting and publication of Sustainability report accelerated to include it in information provided to the annual General Shareholders Meeting participants
- Measures were undertaken to add new information in the Annual report as requested by investors

## CORPORATE ETHICS

- Gazprom Group employees took an e-learning Corporate Ethics course and passed the final assessment
- Ethics standards further extended to the subsidiaries' boards of directors and the subsidiaries' long-term investments

# FURTHER CORPORATE GOVERNANCE **IMPROVEMENT**





# HEALTH & SAFETY

ELENA

MAKHMUTYANOVA

HEAD OF DIVISION,  
GAZPROM



# INTEGRATED PROCESS SAFETY MANAGEMENT SYSTEM: IMPLEMENTATION OF DEVELOPMENT STRATEGY TO 2021

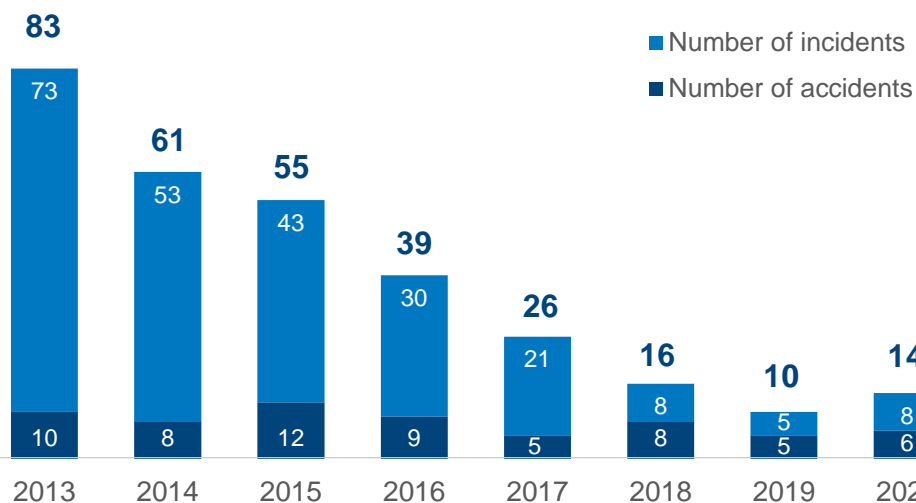
<p><b>Management's commitment</b></p> <p>✓ Leadership program is in place and workshops are held for Directors General of subsidiaries</p>	<p><b>Business process integration</b></p> <p>📊 The «Process Safety Management» business process has been integrated into the overall management framework model</p>	<p><b>Responsibility and motivation</b></p> <p>💰 The remuneration for management of the subsidiaries is linked to the achievement of process safety targets and to the completion of process safety certification as well as OHS and fire safety knowledge checks</p>
<p><b>Contractor safety</b></p> <p>🛡️ Requirements for contractors are in place and operating</p>	<p><b>Regulations</b></p> <p>📁 34 safety regulations have been developed and approved (or are being approved) in line with the Target Process Safety Enforcement Program to 2020</p>	<p><b>Emergency preparedness</b></p> <p>🔧 Facilities are guarded by professional emergency response and rescue teams and fire-fighting units. Their main task is to contain and mitigate accidents, extinguish fires and ensure accident and fire prevention</p>



# WORKPLACE INJURY RISK MANAGEMENT

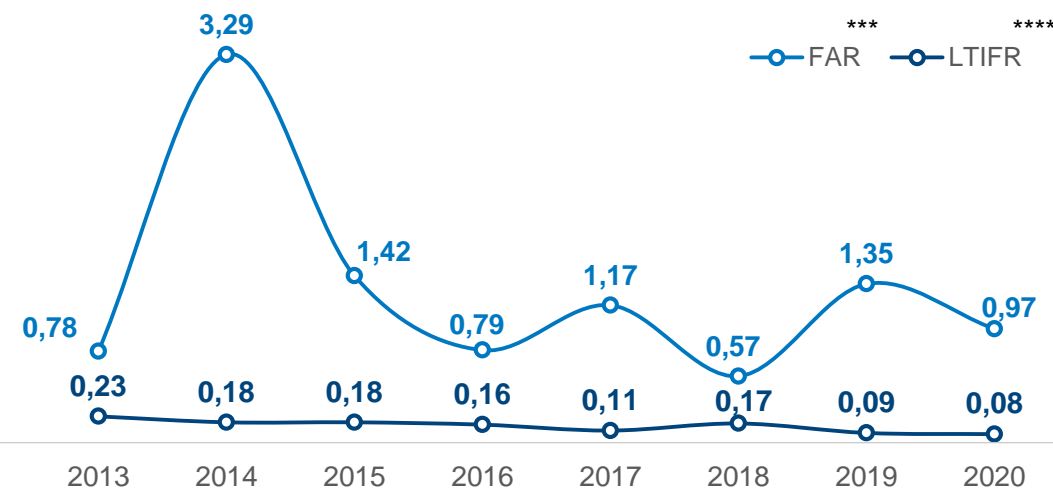
## UNINTERRUPTED OPERATION OF THE UNIFIED GAS SUPPLY SYSTEM'S PRODUCTION FACILITIES ENSURED

### ACCIDENTS AND INCIDENTS\*



## THE COMPANY'S HEALTH&SAFETY EFFORTS ARE SUBJECT TO STRICT LEGISLATIVE REQUIREMENTS\*\*

### WORKPLACE INJURY RATES\*



\* Data covers companies included in the Integrated Process Safety Management System: 96 subsidiaries, affiliates and branches responsible for gas production and processing, gas transportation and storage, exploration, construction, as well as specialized, educational, design, foreign organizations and branches of PJSC Gazprom with the total number of employees amounted 318 thousand people.

\*\* Federal Law "On Industrial Safety", Labor Code of the Russian Federation, Federal Law "On Fire Safety", etc.

\*\*\* FAR - Fatality accident rate

\*\*\*\* LTIFR - Lost Time Injury Frequency Rate

# 2020 HIGHLIGHTS



**ISO 45001:2018 requirements** have been implemented. Corporate standards pertaining to the Integrated Process Safety Management System have been updated. The system has been certified to international standards

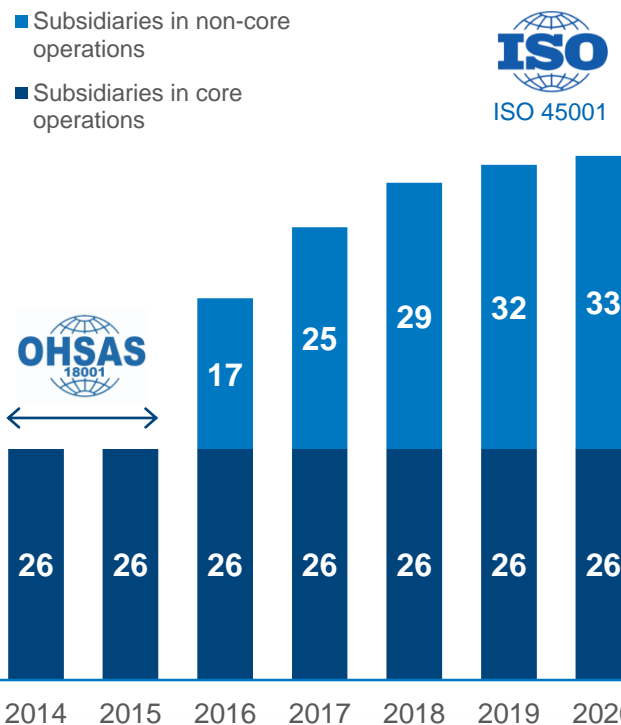


**Process Safety Management System Development Strategy** to 2021-2030 have been approved



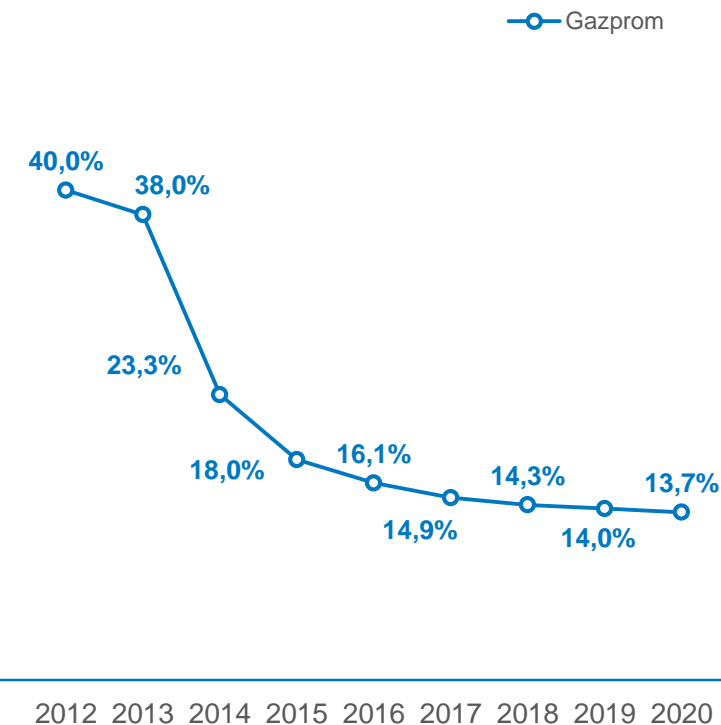
**The measures set out** in the Process Safety Management System Development Strategy to 2021 have been implemented. PROACTIVE level of process safety culture has been reached in line with a 5-level classification used by the International Association of Oil and Gas Producers (IOGP), as per audit results

## NUMBER OF CERTIFIED GAZPROM'S SUBSIDIARIES



**Total number of certified subsidiaries** reached 61% (59 out of 96), 100% of subsidiaries in core operations are certified.

## CHANGES IN THE NUMBER OF WORKPLACES EXPOSED TO H&S HAZARDS



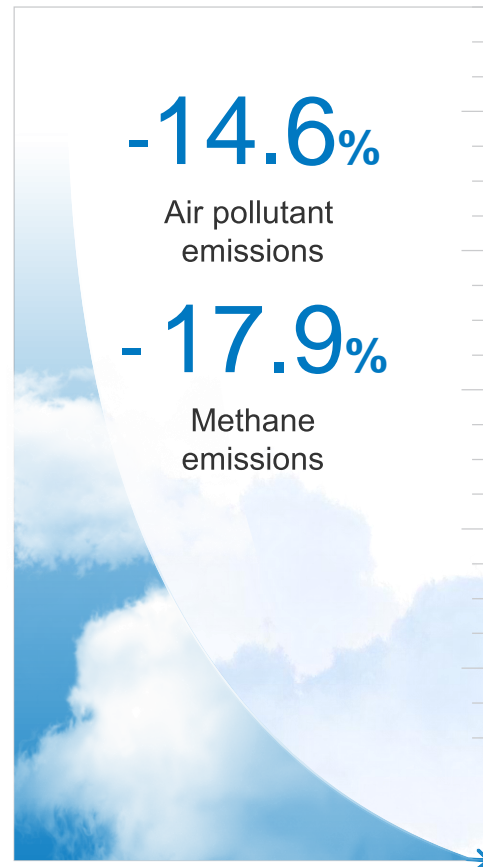
**The number of workplaces** exposed to health and safety hazards has been reduced

# ENVIRONMENT

## KONSTANTIN ROMANOV

HEAD OF DIVISION, SECRETARY OF COORDINATION  
COMMITTEE FOR SUSTAINABLE RESOURCE MANAGEMENT,  
GAZPROM

# REDUCTION OF ENVIRONMENTAL IMPACT (YEAR ON YEAR COMPARED TO 2019)\*



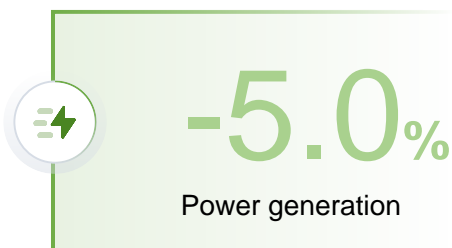


# GHG TARGETS AND SUSTAINABLE DEVELOPMENT SCENARIOS THROUGH TO 2050



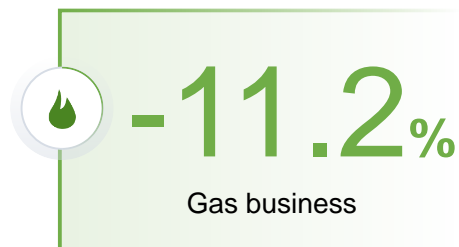
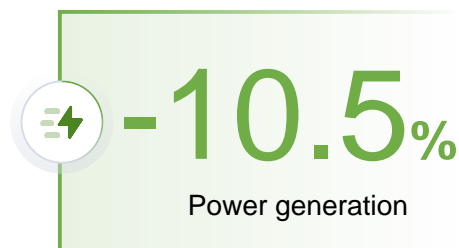
## KPIs (by 2025)

Reduction in carbon intensity, CO2 eq  
(against the 2018 baseline)



## KPIs (by 2031)

Reduction in carbon intensity, CO2 eq  
(against the 2018 baseline)



## KPIs (by 2050)

included in the **Climate Strategy and Roadmap until 2050**  
will be based on the **sustainable development scenarios through to 2050** to be developed for Gazprom in 2021-2022



### Stage 1 (completed)

Analysing long-term economic and political consequences of the transition to low-carbon economy (LCT) by 2050



### Stage 2 (in progress)

Analysing strategies of global energy companies in the LCT context



### Stage 3 (expected to be completed by June 2022)

Developing Gazprom's climate strategy until 2050 based on the possible scenarios and given the low-carbon trend in the global economy

# HYDROGEN ENERGY DEVELOPMENT INITIATIVES

## RESEARCH

Comprehensive assessment of hydrogen impact on the gas supply network integrity and stability for potential transportation of methane-hydrogen mixtures



## TRLs\*: 4–5 (2021)

Development of technologies of hydrogen production from natural gas without CO<sub>2</sub> emissions:

- Plasma-based methane pyrolysis project (Tomsk)
- Methane pyrolysis in liquid metals project (Samara)
- Technology of hydrogen generation from hydrogen sulphide without CO<sub>2</sub> emissions



H<sub>2</sub>

## TRLs\*: 5–6 (2021)

Project to produce and use methane-hydrogen fuel in gas turbine engines of gas compressor units (Samara, Ufa)

## RESEARCH

- Assessment of the current business-processes' carbon footprint
- Assessment of the potential for creating infrastructure to enhance hydrogen quality to meet consumer requirements
- Assessment of the potential for creating hydrogen storage and shipment infrastructure



# SUSTAINABILITY AT GAZPROM

## SOFIYA KIRSANOVA

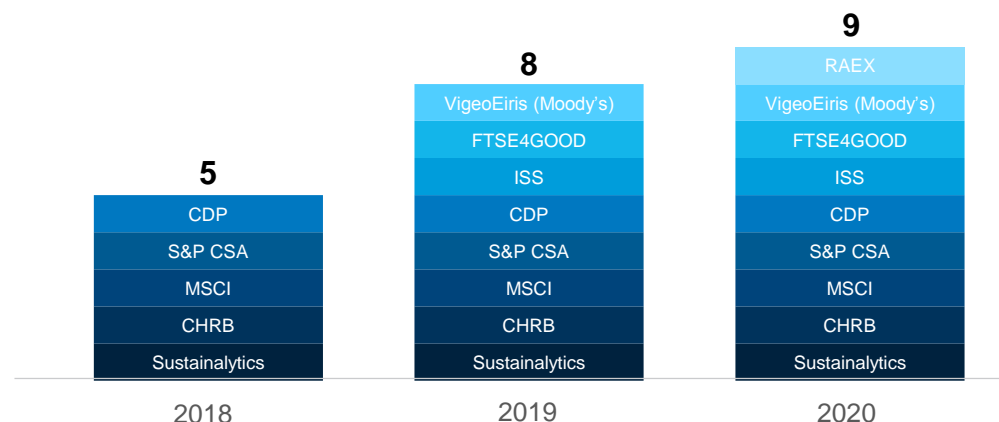
DEPUTY HEAD OF IR,  
GAZPROM

# GAZPROM'S SUSTAINABLE DEVELOPMENT

## SHAREHOLDER ENGAGEMENT

- Number of **ESG-related requests** from investors doubled in 2020
- An ESG perception study was carried out in 2020
- Regular dialogue with members of the Climate Action 100+ initiative was established
- **The number of ESG ratings** increased from 5 in 2018 to 9 in 2020

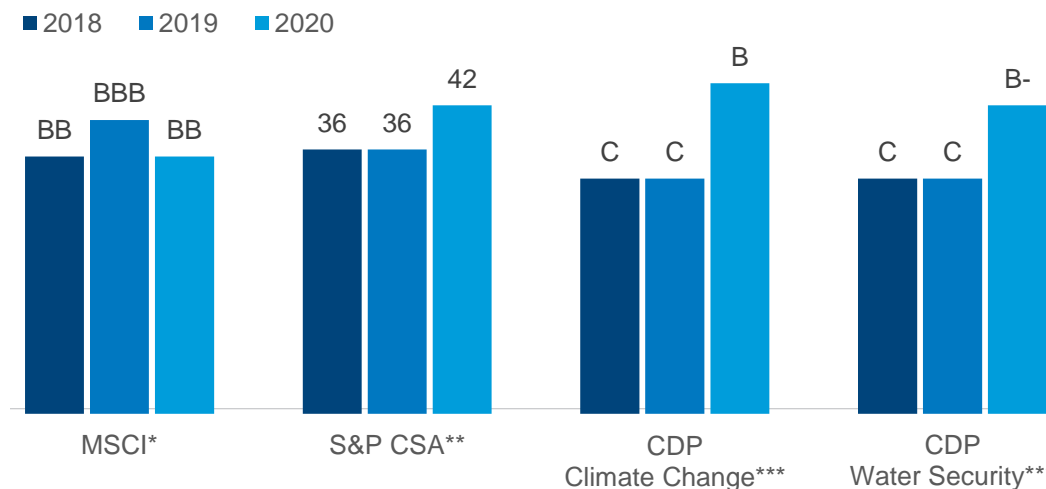
## ESG RATINGS DYNAMICS



## RATINGS AND INDEXES

- Positions in the key ESG ratings were improved in 2020
- Gazprom shares are included in 45 MSCI ESG indexes
- Gazprom leads in **CDP Climate Change** score in Russia in 2020 among industry peers
- Gazprom is one of the few companies in the industry to disclose water resource data in **CDP Water Security** and achieve high scores

## EVOLUTION OF THE KEY ESG SCORES



\* The downgrade in the MSCI score in 2020 is due to the methodology revision by MSCI. Source: [MSCI ESG Ratings Corporate Search Tool](#) Best score: A

\*\* Source: [S&P Global Gazprom profile](#) Best score: 100

\*\*\* Source: [CDP Scores](#) Best score: A

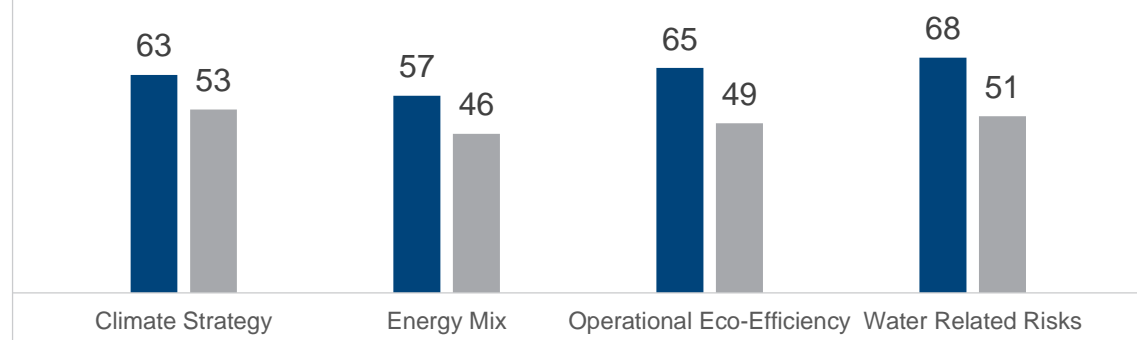
# ESG RATINGS AND CLIMATE RESPONSIBILITY

## PJSC GAZPROM

- enjoys strong **environmental scores above** the industry mean
- **>70% percentile**
- is more than comparable with the peers in terms of **social impact**
- **~60% percentile**
- lagging behind but working to improve its **corporate governance score**

## ENVIRONMENTAL LEADERSHIP IN S&P CSA BY CRITERIA\*

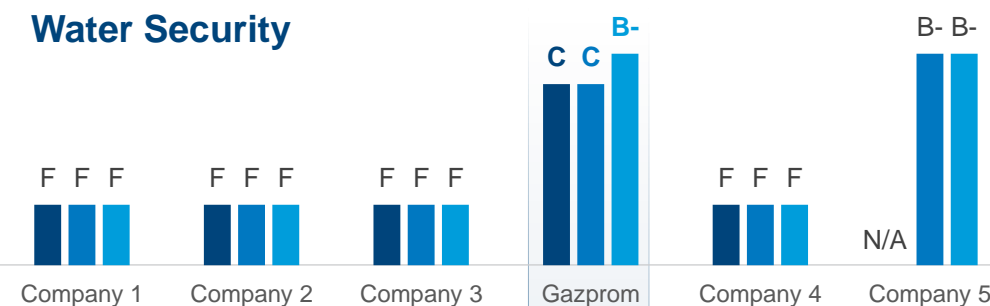
■ Gazprom ■ Industry Mean



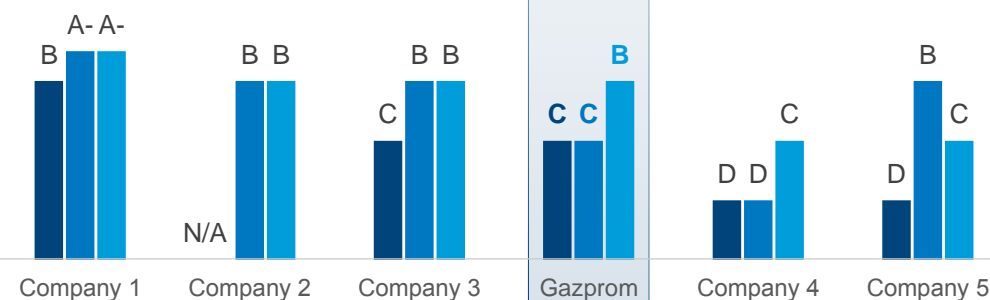
## CDP RATINGS DYNAMICS COMPARING TO PEER GROUP\*\*

■ 2018 ■ 2019 ■ 2020

### Water Security



### Climate change






Global companies

Russian companies



# SUMMARY AND NEXT STEPS FOR IMPROVEMENT

	Key developments in 2020	Initiatives of 2021 and further
 <b>CLIMATE CHANGE</b>	<ul style="list-style-type: none"> <li>• Remarkable reduction in CO2 emission</li> <li>• Decrease in waste generation and water consumption</li> <li>• Rolling up the project of Mobile compressor stations, used during the repair of pipelines (saving of 8 mn tons of CO2 eq)</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of low-carbon development scenarios through 2050 initiated</li> <li>• Integration of the obtained scenarios into Gazprom's risk management system and climate strategy 2050</li> </ul>
 <b>SOCIAL CAPITAL</b>	<ul style="list-style-type: none"> <li>• Reduction in the share of workplaces exposed to H&amp;S hazards</li> <li>• ISO 45001: share of certified subsidiaries increased to 61%</li> <li>• The new Process Safety Management System Development Strategy until 2021–2030 approved</li> </ul>	<ul style="list-style-type: none"> <li>• Education and promotion of the OHS** principles among employees and management</li> <li>• Further improvement of the procedures, regulating contractors' compliance with process safety requirements in Gazprom</li> </ul>
 <b>CORPORATE GOVERNANCE</b>	<ul style="list-style-type: none"> <li>• Approval of the Sustainable Development Policy</li> <li>• Transition to the simultaneous disclosure of the Environmental Report, the Annual Report and the Sustainability Report</li> <li>• Integration of the ESG KPIs in the draft of the LTIP*</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of the Sustainable Development Committee under the Board of Directors</li> <li>• Appointment of a senior independent director</li> <li>• Development of Gazprom Group's ESG Roadmap</li> </ul>



**SUSTAINABLE DEVELOPMENT HAS ALWAYS BEEN A MAJOR PRIORITY FOR GAZPROM**  
**We are committed to responsible business practices across the Company's value chain, making a significant contribution to the well-being of the present and future generations**




# GAZPROM NEFT SUSTAINABILITY PERFORMANCE


## ANNA SIDORKINA

HEAD OF IR,  
GAZPROM NEFT


# GAZPROM NEFT ENVIRONMENTAL HIGHLIGHTS

## 2020 RESULTS

 **26** <sup>-16% y-o-y</sup>  
**mt of CO<sub>2</sub>\***  
scope 1 and 2 GHG emissions

 **-31** <sup>y-o-y</sup>  
**%**  
water withdrawal

 **99%**  
waste treatment and disposal

 **B** <sup>score</sup>  
CDP score of Gazprom Neft,  
highest in Russia's oil industry



## STRATEGIC PRIORITIES

### LOWER ENVIRONMENTAL IMPACT

- Unique APG utilisation project at Messoyakha fields
- Launch of gas infrastructure helped to significantly lower CO<sub>2</sub> emissions
- Organic growth of the gas and gas condensate share in production (up to 50% by 2025)
- Investment decision-making based on internal carbon pricing

**-16 %**  
y-o-y reduction  
in CO<sub>2</sub> emissions

**up to 2.5 mln GJ**  
CO<sub>2</sub> utilisation at Messoyakha fields  
~annual emissions from 0.5 mln cars

### RESOURCE EFFICIENCY

- Large-scale energy efficiency and energy saving program
- Development of Biosphere biological treatment facilities at the Company's oil refineries

**3.4 mln GJ**  
energy savings

**99 %**  
wastewater treatment

### FOCUS ON GROWTH

- **Development of renewable energy sources:**
  - Solar power plant in Omsk
  - Wind park in Serbia
- **Implementation of innovative technologies and solutions:**
  - Unmanned solutions for logistics and infrastructure monitoring
  - Remote management of assets
- **Green Seismic project saved over 4.5 million trees**
- **Technologies to produce construction soil from processed sludges**

# GAZPROM NEFT SOCIAL HIGHLIGHTS

## ✓ 2020 RESULTS

### ✓ SAFETY — ABSOLUTE PRIORITY

0

fatalities

0

accidents

### 👤+ PEOPLE — STRATEGIC ASSET

3.1 p.p.

decrease in the  
employee churn  
rate (down to 8%)

173 k

training  
courses held

### 🗨️ WELL-BEING OF — LOCAL COMMUNITIES – CORNERSTONE OF BUSINESS

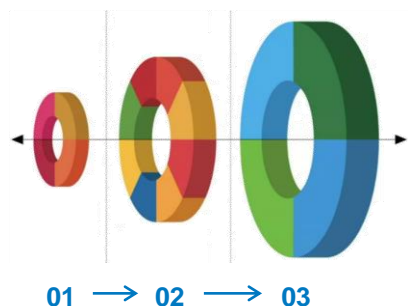
>37k

activists participated  
in the Company's  
social projects

RUB 6.4 bn

spent on social  
investments

### ↔️ ACROSS THE BOARD —



01. Company

02. Value chain:  
suppliers,  
contractors,  
customers

03. Regulators:  
government and  
industry platforms

### ↻ EFFICIENT CLEAN-UP OF THE NORILSK OIL SPILL



### GAZPROM NEFT'S COVID-19 RESPONSE

**АНТИВИРУС**  
ПРОГРАММА «ГАЗПРОМ НЕФТИ» ПРОТИВ COVID-19

 ГАЗПРОМ НЕФТЬ  
МЕДИКАМ

 ГАЗПРОМ НЕФТЬ  
ВОЛОНТЕРАМ

 ОТ СОТРУДНИКОВ  
ГАЗПРОМ НЕФТИ

 ГОРЯЧАЯ ЛИНИЯ  
АНТИВИРУС

 БАРЬЕР  
ПРОГРАММА ГАЗПРОМ НЕФТИ  
ПО ТЕСТИРОВАНИЮ НА COVID-19

 #HABEXE



# GAZPROM ENERGOHOLDING SUSTAINABILITY PERFORMANCE

## SERGEY PETELIN

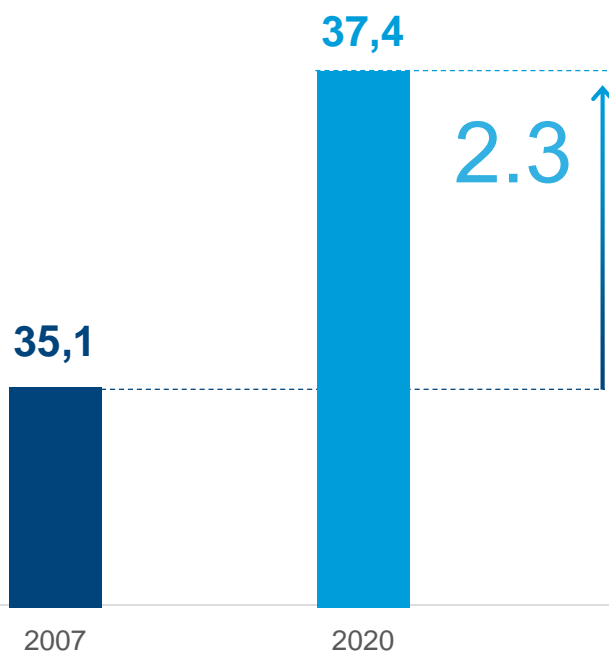
DEPUTY DIRECTOR FOR PRODUCTION – HEAD OF PRODUCTION DIRECTORATE,  
GAZPROM ENERGOHOLDING



# OPERATING AND ENVIRONMENTAL PERFORMANCE OF GAZPROM ENERGOHOLDING GROUP IN 2007–2020

## ⇌ INSTALLED CAPACITY OF GEH GROUP

GW



### BROUGHT ON STREAM

↑ **9** GW

### INEFFICIENT EQUIPMENT DECOMMISSIONED

↓ ~ **7** GW

### KRASNOYARSKAYA GRES COAL PLANT SOLD

↓ **1,3** GW of coal-  
fired capacity

## GAZPROM ENERGOHOLDING GROUP'S

environmental safety management system is aligned with sustainable development principles and the latest laws on nature protection and natural resource use



**IN 2020, GAZPROM  
ENERGOHOLDING COMPANIES  
MADE TOP 10 IN THE WWF'S  
ENVIRONMENTAL  
TRANSPARENCY RATING OF  
POWER GENERATING COMPANIES**

# ENVIRONMENTAL INDICATORS OF GAZPROM ENERGOHOLDING GROUP (VS 2019)



**91%**

share of natural gas  
in the fuel mix

↓ **6.6%**

reduction in per unit  
GHG emissions

**10.5%**

share of HPP  
electricity

↓ **20%**

reduction in  
bottom ash waste

↓ **15%**

reduction in  
air emissions

↓ **21%**

reduction in  
wastewater discharges

# INDUSTRIAL SAFETY

## AT GAZPROM ENERGOhOLDING GROUP

434

hazardous  
industrial facilities

0

accidents in the  
reporting year

↓ 22%

reduction in incidents  
vs 2019

37<sub>k</sub>

average  
headcount

0

fatalities

0.08

lost time injury  
frequency rate



IN 2018–2020

↓ 45%

incidents at hazardous  
industrial facilities

↓ x3

occupational  
injuries decreased

