

Annual Report

“Surgutneftegas” PJSC

2025

Surgut

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"Surgutneftegas" PJSC, "Company", "Surgutneftegas", "we", "our", "us" and "joint stock company" used in the text are interchangeable terms that relate to "Surgutneftegas" PJSC and/or "Surgutneftegas" PJSC and its subsidiaries for core activities subject to the context.

The Company's location

Russian Federation, Tyumenskaya Oblast, Khanty-Mansiysky Autonomous Okrug – Yugra,
Surgut, ul. Grigoriya Kukuyevitskogo, 1, bld.1.

THE COMPANY AND THE OIL AND GAS INDUSTRY

In the reporting year, the global oil and gas market saw a consistent downward trend of prices caused by a significant excess of global supply over demand. The average annual price of Brent oil amounted to 69.10 USD/bbl, down by 14.4% against the same in 2024. In December 2025, the price of Brent oil decreased to a minimum value of 60.20 USD/bbl.

In 2025, the oil production in Russia amounted to 512 million tonnes. Oil companies continued to commission new fields and implement projects. In the reporting year, as the result of geological exploration, 41 new hydrocarbon deposits were discovered, additions of reserves amounted to 640 million tonnes of oil and 670 billion cubic meters of gas. In the reporting year, the volume of development drilling by the Russian oil and gas companies totaled 29.1 million meters, which is 3.4% down compared to the previous year. This indicator reached the minimum over the last three years. The primary crude oil distillation amounted to 262.3 million tonnes, with the conversion rate reaching a record level of 84.5%.

In the reporting year, the volume of natural and associated petroleum gas production in Russia decreased by 3.3% to 662.7 billion cubic meters. The volume of production of associated petroleum gas decreased to 101.6 billion cubic meters due to a decrease in oil production in the country. The production of liquefied natural gas decreased to 32.9 million tonnes in comparison with the record figure of 2024.

“Surgutneftegas” PJSC holds one of the leading positions in the oil and gas industry in Russia. It accounts for 10.7% of oil production and 6.9% of oil refining in the country.

The resource base of “Surgutneftegas” PJSC is located in the territory of three oil and gas provinces: Western Siberia, Eastern Siberia and Timan-Pechora. The oil and gas production is carried out in Western and Eastern Siberia. In 2025, oil production of the Company increased by 1.8% to 54.7 million tonnes. The volume of gas production amounted to 5.8 billion cubic meters. The volume of development drilling remained at the level of the previous year and amounted to 4.4 million meters – 15 % of the total development drilling by Russian oil companies. Prospecting and exploratory drilling amounted to 222.3 thousand meters.

In 2025, the Company’s refinery processed 18 million tonnes of crude oil, produced 17.5 million tonnes of oil products. The gas processing plant of “Surgutneftegas” PJSC handled 2.7 billion cubic meters of gas, the plant produced 2.5 billion cubic meters of dry stripped gas and 426.1 thousand tonnes of liquid hydrocarbons. The plant is central to the Company’s APG gathering and utilization infrastructure and has long contributed to the Company’s leadership in APG utilization rates. In the reporting year, this indicator was 98.8%.

The Company’s marketing subsidiaries are located in the North-Western regions of Russia. The retail network includes 270 gas stations. In 2025, the volume of sales of oil products via these stations amounted to 720 thousand tonnes.

BUSINESS PRIORITIES

Oil and gas production

- to strengthen and enlarge the mineral resource base
- to extend the introduction of advanced technologies and equipment enhancing the efficiency of geological exploration and field development as well as increasing the oil recovery factor
- to provide the planned volume of hydrocarbon production in accordance with the situation in the oil and gas market
- to use the produced associated petroleum gas in the most efficient way
- to provide a high quality of work and control costs

Oil refining and gas processing

- to enhance oil and gas refining and processing efficiency
- to provide an extensive range of products in accordance with the market needs

Marketing

- to increase the efficiency of retail sales, namely by expanding the range of related services
- to attract and retain consumers by providing high-quality products and developing loyalty programs

Power generation

- to develop the in-house energy complex, providing production facilities with electrical and thermal energy
- to introduce energy saving and energy efficient solutions and technologies within every area of the Company's operations

Social responsibility

- to ensure environmental safety of production facilities and use natural resources in a rational way, mitigate the negative environmental impact
- to assure high industrial and occupational safety standards
- to maintain the reputation of an attractive and responsible employer
- to contribute to balanced social and economic development in the Company's regions of presence and preserve the status of a reliable partner and supplier of high-quality products
- to offer extra social benefits and guarantees for the employees, members of their families and retired employees

INFORMATION ON RISKS RELATED TO THE COMPANY'S OPERATIONS

The operations of “Surgutneftegas” PJSC are associated with various risks that can influence the results of its operational, financial and investment activity. The system employed by the Company allows it to detect and evaluate risks as well as take measures to minimize them in key business processes. The Company constantly improves its risk management system at every organizational level. This allows for timely reactions to arising changes and ensures the stability of operational and financial activity.

Industry risks

The oil and gas industry is characterized by constant complication of technological processes required for successful and stable operation, which inevitably leads to the emergence of various risks. Risks of price reduction for oil and oil products and growth of prices for purchased materials, feedstock, special-purpose machinery, equipment and services have the most significant and direct influence on the Company's financial performance.

Oil price is characterized by high volatility and depends on many political and economic factors. An unstable price situation on the hydrocarbon market may lead to a decrease in production, inability of partial or full fulfillment of the capital investments program, losses from the impairment of the assets, fall of the Company's operations profitability. “Surgutneftegas” PJSC takes into consideration risks of high volatility of oil and oil product prices, considers its abilities to carry out investment programs, optimizes the structure and volumes of oil products output, adjusts its marketing policy.

Realization of the risk of growing feedstock and materials cost, machinery, equipment can lead to increased costs and decreased Company's profitability. In their turn, these costs are influenced by many external factors: inflation, exchange rates, load on production facilities and availability of manufacturing technologies for machinery and equipment. “Surgutneftegas” PJSC holds tenders for purchasing feedstock and materials, machinery, equipment and services, concludes long-term contracts with suppliers, and builds reliable relationships with them, thus decreasing the impact of risks associated with rising prices for resources. Improving the automated accounting of materials and equipment plays a significant role in finding reserves for cost optimization and decreasing the impact of price swings. In-house service production facilities allow the Company to control costs during all stages of the production process.

A significant portion of expenses beyond the control of “Surgutneftegas” PJSC depends on the tariffs of natural monopolies in the sphere of electricity supply, transportation of oil, oil products and other cargoes. The growth of tariffs of natural monopolies and boiler tariffs has a negative impact on the Company's financial results.

Natural environment and climatic risk

Climate change is a global problem and a relevant risk for the Company. It manifests in changing weather conditions, water bodies level, amount of precipitation, permafrost thawing and other climatic phenomena.

The key territory for the operation of “Surgutneftegas” PJSC is located at the West Siberian Plain, which is characterized by a high level of marshiness and the abundance of

lakes. One of the oil production clusters of the Company is located within the Lena Plateau of the Central Siberian Plateau in Yakutia.

These territories are characterized by a complex of dangerous natural exogenic processes caused by geomorphic and lithologic local conditions: seasonal freezing and thawing of ground, frost heaving and erosional relief transformation by the constant watercourses. Western Siberia is associated with processes of natural groundwater flooding and swamp formation during the flood period. The northern areas of the Company's production activity are located in the zone of island and sporadic spreading of permafrost. Such extreme natural phenomena as tornadoes, avalanches, hurricanes, earthquakes, landslides and mudslides are not typical for these areas.

As a whole, the level of danger of exogenic geological processes when developing the territory of "Surgutneftegas" PJSC operations is assessed as low, and the engineering-geological and hydrological conditions as unchallenging. The selection of the Company's production facilities arrangement is carried out taking into consideration natural environment features, and designing the site structures includes a range of measures to mitigate a negative impact on the environment.

Most of "Surgutneftegas" PJSC facilities are built outside the flooding area except for the few well sites, which are arranged in flood plains due to geological conditions. Measures for protection from environmental pollution are taken during the construction of such facilities.

In order to mitigate natural environment risks in flood period, the Company annually implements a wide range of measures: sites cleanup of snow and waste, equipment moving-out, drain tank pump off, preparation of the equipment for localization and elimination of possible pollutions, stocking of materials and equipment and soil, tightened industrial environmental control over the oil production facilities and ongoing visual monitoring of watercourse condition.

In order to prevent environmental pollution during periods of extremely low temperatures, the Company organizes training and develops practical skills of the employees at hazardous production facilities in case of emergency situations in low temperature conditions, checks the operational capacity of water heat tracers and electric heating devices, assesses the procedures for initiating high alert in connection with dangerous weather, tests the availability and operational capacity of the emergency reserve of equipment, material and technical resources.

Environmental risk

Production operations of "Surgutneftegas" PJSC are associated with the risk of damaging the environment as a result of possible accidental failures of process equipment for hydrocarbon production, treatment and transportation, as well as accidents that can cause oil and oil product spills. Such situations may cause environmental pollution, significant expenses on elimination of damage, may result in civil legal liability, and negatively affect the activities and reputation of the Company. The most probable and significant environmental consequences are associated with accidents on pipelines due to their direct location in natural landscapes.

Every year, the Company develops a comprehensive program of environmental protection measures aimed at preventing the impact of environmental risks, mitigation of the negative impact on the environment. "Surgutneftegas" PJSC invests significant funds in

maintaining reliability and increasing the level of environmental safety of the production facilities, actively increases energy efficiency of production, reduces the harmful greenhouse gas emissions from associated petroleum gas flaring, utilizes waste, reclaims forests and creates reliable and guaranteed energy sources for maintaining the continuity of all its technological operations and elimination of possible energy supply disruptions in case of severe climate change consequences. The Company implements projects to obtain energy from renewable sources and invests in research and development of new technologies in the field of production and processing of hydrocarbons. Every year, we maintain voluntary insurance of the Company's civil legal liability for possible damage to the environment.

"Surgutneftegas" PJSC closely monitors global warming trends, especially associated with northern regions, where climate change is associated with possible degradation of permafrost, increased precipitation, and flooding of territories. The Company designs capital construction facilities in the northern regions with permafrost soil and takes other measures to improve industrial and environmental safety at the facilities and to prevent damage to structures and communications in case of permafrost degradation.

For the effective environmental risks management and to ensure compliance with the principles of the environmental policy, "Surgutneftegas" PJSC operates the Ecological Council, which includes top managers of the Company. The Ecological Council coordinates the activities of the Company in the field of environmental protection and use of natural resources, which are of fundamental importance. The Ecological Council sets personal environmental performance targets developed on the basis of the results of industrial environmental monitoring in order to motivate the Company's business unit heads and uses performance indicators in the sphere of environmental safety to evaluate the efficiency of the Company's labor groups.

Country and regional risks

"Surgutneftegas" PJSC carries out its activity in several regions of the Russian Federation and is exposed to the country and regional risks. The Company's production and financial results may be significantly affected by factors such as restrictions on oil production volumes in compliance with the OPEC+ agreement and force majeure circumstances. "Surgutneftegas" PJSC takes these risks into account and takes measures to minimize them.

The social and economic situation in the areas of the Company's presence is stable. The Company strengthens partnerships with local authorities, promotes the development of the territories where it operates, participates in projects aimed at developing culture, sports and other socially important initiatives.

Financial risks

"Surgutneftegas" PJSC is exposed to such financial risks as currency risk, interest rate risk, inflation risk, credit risk and liquidity risk. Their realization can lead to worsening of the financial standing of the Company, including reduction in profit, cash flows and value of the Company's assets and cause the growth of current and capital expenditures.

Currency risk for "Surgutneftegas" PJSC is a risk of exchange rate fluctuations during the foreign economic activities and currency transactions, that can negatively impact the Company's financial and business activities. In order to manage this risk, "Surgutneftegas"

PJSC constantly controls all foreign currency transactions, forecasts and timely adjusts cash flows for current and financial activity.

Interest rate risk has no material impact on the financial performance of “Surgutneftegas” PJSC. Operation and investment activities of the Company are financed from its own funds. “Surgutneftegas” PJSC regularly monitors the credit institutions reliability and evaluates the levels of profitability in money and capital markets.

The inflation risk for “Surgutneftegas” PJSC is expressed in the increased cost of manufactured products, decreased efficiency of investments in the existing projects and, as a result, can lead to a decreased financial performance. In order to mitigate this risk, the Company implements a complex of measures, namely tender selection of suppliers, establishing direct business relations (excluding intermediary services) with the Company’s key suppliers and contractors.

The credit risk for the Company lies in the possibility of non-fulfillment of contractual obligations by the counterparties in relation to accounts receivable within the established period, which could cause the Company’s financial losses and have a negative impact on the efficiency of its economic and business activity. In order to manage the credit risk, the Company performs an integrated assessment of the financial position of existing and potential counterparties, their credit history as well as uses security instruments in the form of advance payments, letters of credit and bank guarantees.

Liquidity risk for “Surgutneftegas” PJSC is minimized due to a sufficient volume of its own liquid assets that allows us to ensure the timely settlements, as well as the absence of the debt burden. The sufficiency of liquid assets is ensured by a balanced structure of cash flows.

“Surgutneftegas” PJSC does not apply derivative financial instruments to hedge financial risks. In order to mitigate financial risks in production activities, the Company actively uses mechanisms for insuring assets and operations. The Company remains flexible in terms of hedging financial risks and considers the possibility to integrate derivative instruments into the financial forecasting system in accordance with changes in the macroeconomic conditions.

Legal risks

Significant legal risks for “Surgutneftegas” PJSC include changes in the currency legislation, taxes and fees legislation, custom control regulations, requirements for licensing in the oil and gas industry. Their realization may affect the production operations and financial activity of the Company, as well as its plans for development.

Amendments to the legislation of the Russian Federation on currency regulation and currency control may lead to an increase in time and cost of export-import operations and affect the economic efficiency of the Company’s core activities. Adjustments in the tax legislation increasing the tax burden can have negative influence on the financial performance of the Company.

Realization of risks of changes in customs control rules and customs duties may affect the efficiency of foreign trade transactions, production operations and lead to a decrease in the Company’s financial results.

Changes in the procedure for registration, operating conditions and termination of the right to use subsoil plots may affect the financial and operational results of the Company’s activities and lead to introduction of restrictive measures by regulatory authorities.

“Surgutneftegas” PJSC carries out its activities in compliance with the current legislation of the Russian Federation, constantly monitors the changes in the customs legislation, assesses and predicts their impact on its activities, interacts with regulatory authorities and participates in working groups on the development of bills that regulate issues in the fuel and energy complex. The Company complies with requirements for tax payment and mandatory payments, maintains its reputation of a responsible and conscientious taxpayer. “Surgutneftegas” PJSC promptly updates existing licenses to prevent violations of the established terms and conditions of operation of subsoil plots. The Company has necessary experience in the field of production and processing of hydrocarbons, has enough finance, materials, equipment and personnel to perform its obligations on current license agreements.

Reputation risk

For “Surgutneftegas” PJSC, this risk is associated with loss of good will and decline of trust among clients, suppliers and other counterparties in the event of delivery of products that are not compliant with the declared quality characteristics, violation of terms of contractual obligations, non-compliance with traditional business practice and principles of professional ethics, as well as cases of professional misconduct by employees of the Company.

“Surgutneftegas” PJSC sells products conforming with the quality and performance characteristics specified in regulatory documents. The quality control of the products is carried out in the Company’s own accredited laboratories. Customers have access to information about the range, basic properties and quality characteristics of manufactured products.

The Company annually implements measures to mitigate risks of environmental pollution and provide safe working environment in production, controls the technical condition of equipment, motor and special vehicles as well as production facilities for finished products storage. The Company’s employees are regularly trained in safe working operations and techniques. “Surgutneftegas” PJSC carries out a special assessment of working conditions, introduces protection systems and remote control of technological processes. This range of measures minimizes cases of occupational injuries and professional diseases, ensures the safety of life and health of personnel.

The Company strives to maintain its reputation of a reliable partner and responsible employer. By adhering to the practices of responsible business conduct, the Company complies with all the requirements of the legislation of the Russian Federation, fulfills obligations to pay taxes and mandatory payments, settlements with contractors, pays wages to employees on time, actively participates in social and economic development of the regions of presence.

Strategy risk

Strategy risk for the Company is associated with the adoption of suboptimal decisions in the field of strategic planning.

“Surgutneftegas” PJSC studies and analyzes factors of the external and internal environment, carries out the macroeconomic and competitive analysis, strives to find and use the emerging opportunities on the market. The Company promptly responds to changes in market pricing, timely updates machinery and equipment, modernizes production facilities and monitors the sufficiency of materials, equipment, personnel and finance. “Surgutneftegas”

PJSC pays attention to topics related to the development of renewable energy sources, new fuel production technologies, decarbonization of the industry.

The Company's efforts are aimed at building business processes in such a way as to achieve an optimal balance between sustainable development and operational efficiency.

Information security risk

The automation of technological and production processes in the oil and gas industry, interconnection of process and information technologies, as well as introduction of new technologies, expose oil and gas companies to complex cyberthreats which can lead to significant financial losses due to disruption of production processes functioning because of failures of systems and equipment, data loss, disclosure of confidential information.

In order to protect its data assets, "Surgutneftegas" PJSC uses a proactive approach that allows for early identification of potential attacks and rapid adaptation to new threats.

To ensure integrity, availability and confidentiality of data, "Surgutneftegas" PJSC employs a multi-level security system that includes the following measures:

- risk assessment: prioritizing implementation of cybersecurity measures in critical business processes of the Company;
- layered protection: employing multi-level protection of the information infrastructure perimeter, that can resist complex multistage attacks;
- security monitoring and auditing: regular checks and instrumental analysis of security events for timely detection of possible threats;
- systems update and security: automated security updates for ensuring data protection and digital integrity of the Company's business processes;
- backup and incident response: ensuring uninterrupted operation of critical business processes of the Company;
- network security: implementing network access control mechanisms and deploying network security tools;
- security training & policy that includes promotion of a culture of security awareness within the Company.

This approach enables "Surgutneftegas" PJSC to successfully repel modern cyberattacks, ensure business continuity, and minimize financial risks.

PRODUCTION OPERATIONS

RESOURCE POLICY

Resource policy of “Surgutneftegas” PJSC aimed at ensuring reproduction of hydrocarbon reserves is a foundation for long-term development of the Company.

“Surgutneftegas” PJSC carries out geological exploration in the territory of Western Siberia, Eastern Siberia and Timan-Pechora oil and gas provinces. At the end of the reporting year, the Company owned licenses for 184 plots, 73 of which with the right to explore and produce hydrocarbons, 81 – with the right to perform geological study, exploration and production of hydrocarbons, 30 – with the right to perform geological study, prospecting and appraisal of hydrocarbon deposits. Most of “Surgutneftegas” PJSC license blocks are located in Khanty-Mansiysky Autonomous Okrug – Yugra and in the Republic of Sakha (Yakutia).

In 2025, “Surgutneftegas” PJSC acquired two new licenses for geological study, exploration and appraisal of hydrocarbons.

Key areas for development of the reserve base of “Surgutneftegas” PJSC

- organic growth of hydrocarbon reserves at the existing fields
 - prospecting and exploratory works at new promising blocks
 - participation in auctions for acquisition of new blocks
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The Company boasts a reliable resource base, which includes a growing number of complex deposits. “Surgutneftegas” PJSC is engaged in replacement of these reserves, applying new approaches to their development and studying. A comprehensive work with the resource base – from choosing the optimal borehole studies to building a geological model and adapting the system for field development to changes in geological conditions during drilling and development – allows the Company to reach the planned results.

“Surgutneftegas” PJSC carries out a significant amount of geological exploration activities using advanced technologies and leveraging the scientific expertise of its own R&D and Project Design Institute “SurgutNIPIneft”. The Institute carries out scientific research works, analysis, generalization of their results as well as builds digital geological models. In the reporting year, specialists of the Institute completed 25 research studies, drew up 33 projects for prospecting, evaluation and exploration for 32 subsoil plots.

In 2025, the volume of 2D seismic surveys performed by the Company reached 1,400 linear kilometers. The Company performed geological exploration in the territory of five regions at 49 subsoil plots, including 10 prospecting blocks. Prospecting and exploratory drilling totaled 222.3 thousand meters, with 68% of works accounting for prospecting and appraisal operations. A significant volume of prospecting and exploratory drilling was performed in the territory of Western Siberia. The construction of 82 wells was finished. The prospecting and exploratory drilling success rate accounted for about 92 %.

In the reporting year, the Company prepared and submitted for revision to the Federal budgetary institution “State Commission on Mineral Reserves” information on the current reserves estimates for 108 targets located on 37 fields. Eleven new deposits at previously discovered fields with a total of 2.5 million tonnes of recoverable reserves were discovered and the Federal budgetary institution “State Commission on Mineral Reserves” reviewed the reports on them.

Overall additions of oil reserves for “Surgutneftegas” PJSC in the reporting year totaled 64.5 million tonnes, which is 17.9% higher than the annual oil production volume.

OIL AND GAS PRODUCTION

In the upstream sector, “Surgutneftegas” PJSC aims to reach the planned production targets using the full potential of the fields under development.

The oil and gas production operations of “Surgutneftegas” PJSC are concentrated in the oil and gas provinces of Western and Eastern Siberia. In 2025, oil production by the Company reached 54.7 million tonnes and gas production – 5.8 billion cubic meters. Investments in the upstream sector totaled RUB 365.5 billion.

Oil production

In the reporting year, the Company’s activity was influenced by external factors, mainly – constraints caused by the OPEC+ agreement and the pricing of the hydrocarbons market. The Company ensured the target oil production level by implementing measures to increase the efficiency of the existing fields, developing functioning oil production clusters, optimizing well stock operating modes.

In order to maintain the oil production level, the Company employs advanced well construction technologies, methods to increase oil recovery, brings complex deposits into development, applies fundamentally new approaches to developing hard-to-recover oil reserves, performs targeted work with the well stock taking into account the profitability assessment. The Company uses cutting-edge technologies, including tiered and multi-stage hydraulic fracturing, sidetracking using oil-based muds and chemical treatment of wells. In the reporting year, the Company performed over 8.5 thousand various well intervention operations, which made it possible to produce over 8.7 million tonnes of additional oil.

“Surgutneftegas” PJSC continues to develop centers of production in Western and Eastern Siberia, constantly prepares for development of new fields. At the existing cluster of fields located in Eastern Siberia, the oil production achieved the target production level. The share of this region in the Company’s total volume of oil produced is about 20%. In the reporting year, the Company was actively engaged in developing the production infrastructure at the Tukansk fields: we commissioned a booster pump station with an initial water separation unit, constructed an oil pipeline, power supply facilities, administration and amenity buildings, production facilities, field roads as well as bridges across rivers. The created infrastructure shall become a foundation for further development and production at these fields: in the reporting year, the Company increased the volume of development drilling and production as well as added to the well stock.

In 2025, the development drilling conducted by “Surgutneftegas” PJSC totaled 4,376 thousand meters as a whole. The Company brought online 1,376 wells, including 939 new oil wells. Horizontal wells accounted for 68.4% of the total amount of new oil wells. At the same time, every year the complexity of drilling for this type of wells increases due to enhancement of technologies and using innovative equipment for well completion. At the end of the reporting period, there were 28,550 oil production wells in the operating well stock of the Company. The share of idle wells in the operating well stock amounted to 4.58%.

Gas production

Every field of “Surgutneftegas” PJSC employs the system for gathering, transportation and utilization of gas, which serves for rational use of associated petroleum gas (APG). The system includes modern compressor stations, a vast network of gas pipelines, gas turbine power plants and other facilities. The system is being developed and improved, along with the geographical expansion of the Company’s activity.

A comprehensive approach to APG utilization allows the Company to solve relevant production tasks of reducing air pollutant emissions and to satisfy the power demand of remote fields. In the reporting year, the Company performed modernization of the existing facilities and equipment for associated petroleum gas utilization. The level of the efficient use of associated petroleum gas in 2025 amounted to 98,76%.

The key areas of APG utilization in “Surgutneftegas” PJSC

- 42% – supply to the in-house gas processing plant for subsequent production of dry stripped gas and liquid hydrocarbons
 - 23% – supply to the in-house gas turbine power plants and gas reciprocating engine power plants for electrical energy generation
 - 34% – in-house consumption as fuel and for process needs
 - 1% – supply to third parties
-

In the reporting year, the Company produced 5.62 billion cubic meters of APG and 0.13 billion cubic meters of natural gas. The volume of associated petroleum gas production is determined by the oil recovery rates and gas ratio at the fields of the Company.

Cost reduction program

One of the priorities of “Surgutneftegas” PJSC is the efficient use of fuel and energy resources. The Company ensures control and strives to reduce costs in all business sectors by means of increasing technical and administrative level of production, improving the efficiency of production facilities and fixed assets, reducing the consumption of raw materials and supplies. Year after year, the Company develops a comprehensive cost reduction program. In 2025, the overall economic benefit from its implementation was RUB 7.4 billion, or more than RUB 135 per tonne of the produced oil. The main bulk of the Company’s cost savings comes from auxiliary (43%) and main (42%) production.

Key areas of the comprehensive cost reduction program of “Surgutneftegas” PJSC

- improvement of energy efficiency of production
 - reuse of equipment and materials
 - import substitution
-

The Company operates and annually updates the program on energy saving and enhancement of energy efficiency of the facilities and equipment. As part of this program, the Company implements energy saving technologies and new equipment, technological innovations and process management tools as well as measures to optimize the operation of the electrical equipment and regulate power consumption. In 2025, under the program on energy saving and enhancement of energy efficiency of the facilities, the economic benefit

amounted to RUB 3.1 billion, and the energy consumption by “Surgutneftegas” PJSC was reduced by 4.5%.

The Company reduces the consumption of materials via reuse of materials and equipment, introduction of innovations and top-tier efficient technologies as well as types of equipment allowing us to reduce the consumption of materials and increase labor productivity. The in-house service divisions allow “Surgutneftegas” PJSC to maintain production facilities, perform timely and high-quality repair of machinery and equipment, reduce demand for new materials. In 2025, the overall economic benefit from the implementation of the reuse of equipment and materials increased by 5% to RUB 3 billion.

A significant share in the comprehensive cost reduction program accounts for the import substitution program. Over many years, the Company has been cooperating with domestic manufacturers to develop high-tech equipment, reinforcing the foundation for further effective operation of the Company.

OIL REFINING AND GAS PROCESSING

In the sector of oil refining and gas processing, “Surgutneftegas” PJSC seeks to achieve the maximum efficiency of existing production facilities in order to make marketable high quality products.

Oil refining

The refinery of “Surgutneftegas” PJSC is one of the largest in Russia in terms of the volume of hydrocarbon processing. The refinery produces a wide range of high-quality products: various motor fuels, petrochemical products, aromatic hydrocarbons, fuel oil, petroleum bitumen and other products. The Company maintains the optimal load of the refinery’s production facilities as well as a stable production level of oil products.

In 2025, the refinery processed 18 million tonnes of crude oil. The volume of oil products output amounted to 17.5 million tonnes. The LAB-LABS unit, which manufactures products used as raw materials in the production of synthetic detergents, produced 18.3 thousand tonnes of LAB and 39.8 thousand tonnes of ABSA.

In the reporting year, the refinery continued implementing programs for modernization and technical reequipment of production facilities, production optimization and increasing hydrocarbon conversion ratio. Under programs for modernization and technical reequipment, the equipment of the refinery and process control systems are updated, technologies that minimize the negative impact on the environment and provide a high level of industrial safety are implemented. During 2025, the Company performed maintenance at 23 facilities of the refinery.

The Company pays close attention to the quality of manufactured products. High environmental and performance characteristics of the products are ensured by the existing quality management system. The refinery runs an analytical center, which includes accredited laboratories equipped with automated systems and precision instruments for carrying out metrological and methodological works, applying various methods of the quality analysis of oil products.

Gas processing

The gas processing complex of “Surgutneftegas” PJSC is the key element of an integrated system for gathering, transportation and utilization of associated petroleum gas (APG) produced by the Company. The facilities of the complex include three gas processing units, storage facility with loading ramps for liquid products, a gas-filling station, a module for producing nitrogen and other facilities. The main gas processing products are dry stripped gas and liquid hydrocarbons.

The plant processes about 42% of APG produced by “Surgutneftegas” PJSC. In 2025, the volume of gas processing amounted to 2.7 billion cubic meters. The plant produced 2.5 billion cubic meters of dry stripped gas and 426.1 thousand tonnes of liquid hydrocarbons. The gas processing product slate is determined by the demand and the price of the products. The products of the plant have high-quality characteristics. Liquid hydrocarbons serve as feedstock for various petrochemical companies as well as used as fuel for municipal and industrial use.

Every year “Surgutneftegas” PJSC upgrades and reconstructs the production facilities at the plant. Top-tier equipping, modern technologies and machinery, automation of production ensure the efficiency of the complex’s production processes.

SALES OF OIL PRODUCTS

Priorities of “Surgutneftegas” PJSC in the sector of sales of oil products include consistently supplying the customers with high-quality fuel, providing a high level of services and a wide range of additional services.

The marketing network of “Surgutneftegas” PJSC includes five subsidiaries that carry out small-scale wholesale and retail of oil products in the North-West of Russia. By the end of the reporting year, the Company’s marketing network included 270 active gas stations. The Company sold 720 thousand tonnes of products by retail in the reporting year. The average daily sales at one gas station amounted to 7.3 tonnes per day. The main share of retail sales accounted for gasoline, increasing by 6% against the previous year, to 62.2%.

When developing the marketing network, the Company focuses on increasing the sales effectiveness of non-fuel products by implementing the “Effective Gas Station” program. This program includes measures to improve service standards and enhance focus on customer demands, increase the volume of sales of non-fuel products and services. The promotion of the Company’s marketing network loyalty program “Na Vse 100%” plays a significant role in resolving these issues. For the reporting period, the number of active clients in the program increased by 9% to 842 thousand people. It allows us to attract customers by offering privileges in the form of discounts and special service conditions, conducting marketing campaigns, offering related products and services, including products from the in-house “Na Vse 100%” brand. Marketing subsidiaries annually expand their range of related products and services, promote the most popular goods, and update their product range with new items. Sales of related products are organized at 94% of the Company’s gas stations. More than 87% of the Company’s gas stations provide catering services. In the reporting year, the revenue from sales of related products and catering services increased by 2% and amounted to RUB 4.3 billion.

The Company is expanding the range of services for clients. Some gas stations of the Company’s marketing network, which offer several types of motor gasoline and diesel fuel, are also equipped with gas filling stations and electric charging stations. At the end of the reporting year, electric vehicle charging services were provided at four of the Company’s gas stations, and gas filling services were provided at seven gas stations. About 8% of all gas stations operate in automatic and semi-automatic mode.

For the convenience of customers of “Surgutneftegas” PJSC marketing network

- information screens display data about marketing campaigns;
 - advertising videos are shown
 - self-service terminals are in operation, providing the opportunity to refuel and pay for fuel via the mobile application.
 - digital services for remote payment for fuel are enabled
 - a hotline is in operation to receive customer inquiries
-

“Surgutneftegas” PJSC continues to optimize the structure of production assets of the marketing network, and is systematically implementing a program on rebranding of gas stations and complexes. In the reporting year, 10 gas stations were put into operation after reconstruction, during which they were rebranded, the equipment, sales and catering areas were updated. Modernization of assets of the Company’s marketing network and the alignment

of quality and service standards are aimed at increased reliability of equipment and improved rendering of services.

The fuel quality control is among the top priorities of the Company's marketing network. It is carried out throughout the entire logistics chain – from the stage of fuel procurement to delivery to the final consumer. The main bulk of fuel supplies for the marketing network comes from the refinery of "Surgutneftegas" PJSC. The Company's marketing subsidiaries have their own accredited test laboratories. To ensure transparency of their operation and customer trust, all gas stations have a fuel quality certificate available.

POWER GENERATION

The energy complex is involved in all technological processes of “Surgutneftegas” PJSC and plays a significant role in ensuring the Company’s efficient operations.

The energy complex of “Surgutneftegas” PJSC embodies a complete production cycle – from generation of electrical and thermal energy to selling it to external consumers and utilization for its own needs. Developing the in-house energy complex allows the Company to address issues related to optimizing energy costs, ensuring uninterrupted supplies of electricity and heat to production facilities, and utilizing associated petroleum gas, including at fields located far from developed infrastructure.

The Company’s power generating facilities are located in Western and Eastern Siberia. They include gas turbine power plants (GTPP), gas reciprocating engine power plants (GREPP) and diesel power plants (DPP) with the total capacity of 1,014 MW. In the reporting year, the electrical energy generation (supply) reached 5.5 billion kWh, which satisfied 46% of the Company’s total upstream demand.

The Company’s thermal power facilities include stationary and portable boilers. They completely cover the Company’s thermal energy needs at oil field sites and production bases. In order to improve the energy efficiency, eight gas turbine, gas reciprocating engine power plants and compressor stations are equipped with wasteheat exchangers, which allow for the use of exhaust gas heat for heat supply needs without additional costs. In the reporting year, in-house thermal energy generation accounted for 1,377 thousand Gcal. Every year, the Company updates and modernizes heat supply facilities. Over the last five years, 15 overaged boilers were replaced with the automated ones. At the end of 2025, the number of automated stationary boilers working without the constant presence of operating personnel accounted for 92% of the total amount.

In 2025, the Company developed the energy infrastructure of the Tukansk fields: preparatory work was carried out to build a gas reciprocating engine power plant, innovative “Autonomous energy source” units and substations are in operation, a modern automated boiler house has been put into production.

Development of the fuel and energy complex is based on the efficient use of fuel and energy resources of “Surgutneftegas” PJSC. The Company pays significant attention to energy saving and improving the energy efficiency of the equipment and processes used. Every year, we develop the program for energy saving which covers all types and areas of the Company’s activity. As part of its implementation, innovative technologies are applied and equipment is improved, existing production and technological processes are optimized, automated systems are used. A continuous intelligent monitoring of facilities and equipment is conducted to ensure compliance with nominal energy-efficient operating modes, working groups on energy conservation are created in areas of production activity, power consumption is monitored and regulated during hours of maximum load on the power grid, and modern systems for commercial and technical energy metering are implemented. Moreover, energy efficiency criteria are applied in the design and implementation of new facilities. Thanks to the Company’s integrated approach to energy conservation, 552 million kWh of electricity and 12.4 thousand Gcal of thermal energy were saved in the reporting year.

RESEARCH AND TECHNOLOGY INNOVATIONS

Innovations are one of the factors for sustainable development of “Surgutneftegas” PJSC. The implementation of innovations makes it possible to optimize production, modernize technologies, reduce costs and increase productivity. The Company focuses on creating and enhancing oil production technologies, improving the quality of fuel, improving the safety of technological processes and achieving technological independence.

The successful implementation of innovative solutions at “Surgutneftegas” PJSC is based on a systems approach. Every year, the Company makes an innovation plan that covers all areas of the Company’s production activities. In the reporting year, the Company implemented 444 measures of its innovation plan in the upstream sector with a total economic benefit of RUB 12.5 billion. “Surgutneftegas” PJSC has been actively cooperating with manufacturers and developers of equipment and technologies for the oil and gas industry. In 2025, we conducted 62 tests of new equipment and technologies, 51 of which yielded positive results.

The main volume of implementation of the Company’s innovative solutions accounts for the upstream sector. They are aimed at increasing the operational efficiency of existing fields of “Surgutneftegas” PJSC and improving the drilling processes. Innovative technologies help monitor compliance with occupational health and industrial safety requirements at hazardous production facilities, forecast energy consumption and assist in making sound production decisions based on the analysis of well and field historical data. During the reporting year, we implemented a proprietary development for storing and promptly providing data on the history of well measurements and their conditions (resource-efficient big data storage). The Company’s subsidiaries are implementing artificial intelligence technologies in specific areas of activity.

In the oil refining sector, “Surgutneftegas” PJSC strives to improve the quality of its products, reduce the negative impact on the environment, and increase production efficiency through the implementation of innovative solutions. In the reporting year, the Company carried out the technical re-equipment of the main production units.

“Surgutneftegas” PJSC monitors global trends and actively participates in various conferences, forums, exhibitions and other industry events to exchange experience and knowledge, and to study cutting-edge developments from manufacturers of equipment, information technologies, software, and other technological solutions in its areas of activity. In the reporting year, as part of participation in the X Industrial and Energy Forum, the Technology Day of “Surgutneftegas” PJSC was traditionally organized and the first Supplier Day of “Surgutneftegas” PJSC was held, where Company representatives held an open dialog with current and potential suppliers and customers.

Participation of “Surgutneftegas” PJSC in conferences, exhibitions, forums

- VIII International Youth Applied Research Forum “Oil Capital”
 - X Industrial and Energy Forum
 - XVIII All-Russian Scientific and Technical Conference “Actual Problems of Development of the Oil and Gas Complex of Russia”
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INNOVATION, SCIENTIFIC AND TECHNICAL ACTIVITY

R&D profile

Development of in-house scientific base and application of the latest scientific achievements are important conditions required for the effective operations of an oil and gas company. The Company supports promising developments of specialists and creates platforms for the effective exchange of accumulated knowledge between aspiring innovators and recognized experts. The existing research centers provide a full cycle of support for the Company's projects.

R&D profile of "Surgutneftegas" PJSC includes

- Surgut R&D and Project Design Institute "SurgutNIPIneft" with a branch in Tyumen
 - Oil Refining and Petrochemical Facilities Design Institute in Saint Petersburg
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"SurgutNIPIneft" Institute provides the R&D support of the Company's key tasks in the field of geological studies, oil and gas production, studies the issues of increasing oil recovery, and carries out a range of design and survey work on field development. For many years, the Institute has been creating unique software products that facilitate highly profitable oil production, effective management of hydrocarbon reserves development, and implementing solutions aimed at the reliability and safety of the designed facilities.

The Company's Oil Refining and Petrochemical Facilities Design Institute is one of the leading design companies in the sphere of oil refining, gas processing and petrochemicals in the country. It addresses the key production challenges of the Company's refinery, ensuring continuous improvement and uninterrupted operation of all its facilities. The Institute cooperates with a number of Russian refineries providing design services for new oil refining facilities, modernizing existing ones, and developing comprehensive programs to improve the quality of final products.

Innovation activity

Involving employees in innovation activity contributes to improving operational efficiency of the Company, labor productivity, saving material and labor resources, improvement of work environment and occupational health and safety as well as solving other issues. All employees of "Surgutneftegas" PJSC can participate in innovation activity and offer solutions to current issues.

In 2025, 2,749 authors participated in innovation activity. We implemented 1,473 innovation proposals with the economic benefit of about RUB 1.4 billion. The greatest cost reduction was reached in using materials and equipment, along with well drilling.

Unique solutions created by the Company's specialists are protected by patents in accordance with the procedure established by the legislation of the Russian Federation. In the reporting year, the Company drew up and submitted ten intellectual property applications of its employees to the Federal Institute of Industrial Property (Rospatent), including: eight applications for official software registration and two applications for inventions.

The Company, through various mechanisms, supports and develops a system of rationalization and invention aimed at unlocking the creative potential of employees and introducing promising innovations into production. For authors of the most significant

proposals, who over a long period of time make a significant contribution to the Company's activities, the improvement of technologies, and the enhancement of occupational safety conditions, the practice of assigning the honorary title "Best Innovator of "Surgutneftegas" PJSC" is established. The work of employees is published in the annual thematic collection of articles for engineers of "Surgutneftegas" PJSC.

The Company promotes the favorable environment for revealing the potential of young employees. In 2025, the VIII Innovative Forum for young specialists of the joint-stock company was held in a format of an open platform for expanding communications and exchanging experiences. The event brings together specialists of various professions and provides an opportunity to study and test new methods for solving current production tasks. Promising young employees are actively involved in the Company's innovation activities and present the results of their research to industry experts. For aspiring professionals, the forum provides a valuable opportunity to develop existing skills and abilities and gain new knowledge and experience.

To foster interest in engineering among the Company's youth and enhance their professionalism, 48 employees of "Surgutneftegas" PJSC participated in the XXVI All-Russian contest "Engineer of the Year". Ten employees became winners of the "Professional Engineers" competition and five employees became winners of the "Engineering of the Young" competition.

INFORMATION TECHNOLOGIES

Modern digital solutions and technologies are an important tool for ensuring the continuity, sustainability and safety of production processes. Development of information technologies in “Surgutneftegas” PJSC is aimed at solving a wide range of tasks in various areas: from developing and implementing software to modernization of production and optimization of production processes. In order to improve efficiency, reduce costs, ensure real-time monitoring of technological processes, the Company strives to integrate digital technologies into all aspects of its operations.

In 2025, “Surgutneftegas” PJSC continued to solve problems related to the stable operation of the existing information systems and implementation of information technologies independent of import. The Company maintains automated control systems for technological and production processes, modernizes corporate systems and implements projects in the field of information management and protection, and information exchange. We are actively developing our own competencies in creating and implementing IT solutions in various areas of activity.

“Surgutneftegas” PJSC is conducting work to test and implement elements of artificial intelligence into information systems. The Company prepared a program for professional development of specialists and mastering technologies in the field of artificial intelligence.

In the upstream sector, digital solutions are aimed at increasing the efficiency of oil and gas production, preserving competencies and human resources, increasing labor productivity, improving industrial safety, and optimizing processes. With the help of information systems and application software, we build geological models and models for field development for increasing the effectiveness of their development. Remote control and automation of production processes allow us to obtain current information on status of facilities and prepare analytical reports for prompt production decision-making on its basis. The Company’s own development – remote metering system called “Process control system for oilfields” is used to collect, store and use data at the oilfields. The level of operating oil well stock debit remote metering, the percentage of measured operating oil and injection well stock, and the level of equipment of operating injection well stock with injected water metering instruments reaches 100 %.

In the oil refining sector, the development of information technologies allows for the improvement of technological processes, the management of selected modes and specified operating parameters, the prompt response to ongoing changes, and the monitoring of the characteristics of raw materials and manufactured products.

In the marketing subsidiaries of the Company, information technologies are aimed at automation of production processes and increased operational reliability of equipment. Monitoring data received from gas stations allows us to generate marketing information, optimize the range and quality of services provided, and thereby improve the efficiency of the customer service system.

PLANS AND DEVELOPMENT PROSPECTS OF “SURGUTNEFTEGAS” PJSC

“Surgutneftegas” PJSC has developed a production program for 2026, taking into account the macroeconomic environment and the situation on the hydrocarbon market. The Company is planning to achieve key indicators across all areas of its activity.

In the sphere of oil and gas production, the Company aims to reach the target level of hydrocarbon production based on the existing resource potential and market conditions. We have developed programs for prospecting and exploratory, development drilling, well intervention services and wellwork operations, scheduled works for improvement of oil production and implementing measures for costs reduction and optimization.

In the gas sector, “Surgutneftegas” PJSC will be focused on maintaining the high level of gas utilization by developing production infrastructure and building it at new fields.

In the oil refining and gas processing segments, the Company is planning to increase the effectiveness of the existing production. The Company’s refinery will further upgrade and maintain its refining facilities.

In the marketing sector, the Company plans to increase the efficiency of retail sales, strengthen its positions in target sales markets, increase sales of related products, and develop the integrated customer loyalty program.

The implementation of the production program will be determined by the environment of the hydrocarbon market.

NON-FINANCIAL INFORMATION

Adherence to the principles of sustainable development is an important aspect of “Surgutneftegas” PJSC activity. The Company strives to maintain a balance between production activities, social policy and concern for the environment. The Company’s activities and policies in the areas of sustainable development are defined by internal documents, the main ones of which are posted on the website of “Surgutneftegas” PJSC.

“Surgutneftegas” PJSC considers its priority to be caring for its employees and their family members, makes its contribution to ensuring environmental and industrial safety, creating a stable and favorable social environment. Employees are mandatorily informed of the Company’s obligations, defined by key internal documents, in particular in the area of industrial and environmental safety, upon employment.

The Company’s priority sustainable development goals

The global sustainable development goals	The national development goals of Russia	The Company’s contribution to the achievement of goals
  	Preservation of the population, strengthening health and improving the well-being of people, family support Unlocking the potential of every employee, development of their talents, nurturing patriotic and socially responsible individuals	❖ The Company offers competitive salaries ❖ Safe and comfortable work and leisure environment has been created for employees ❖ 100% coverage of personnel by collective agreements ❖ Employees and their family members are eligible for health resort treatment both at corporate sanatoriums and in various health resorts in Russia ❖ Preventive measures, medical examinations, screening examinations, vaccinations are regularly carried out ❖ The Company has created conditions for employees and their family members to exercise and maintain a healthy lifestyle ❖ Personnel training and development is conducted annually
   	Comfortable and safe living environment Environmental well-being	❖ The Company minimizes emissions of associated petroleum gas and modernizes infrastructure facilities ❖ The program for energy saving and improved energy efficiency is implemented annually in all areas of activity ❖ The comprehensive Ecology program is implemented annually ❖ The Company works to preserve biodiversity in the regions of its presence: reforestation and artificial reproduction of aquatic biological resources are carried out, and monitoring of species that indicate biological diversity is performed ❖ The Company provides support to specially protected natural reservations ❖ Utilization of technologies for obtaining energy based on renewable sources ❖ We apply the “green office” principles in all administrative buildings

 	Technological leadership Digital transformation of state and municipal governance, economics and social sphere	❖ The Company allocates significant funds for research and development activities ❖ The Company actively interacts with local administrations, participates in the implementation and financing of social and economic cooperation programs in the regions of its presence ❖ Every year, under the concluded agreements, support is provided to the indigenous peoples of the North ❖ The Company annually participates in charitable and sponsorship programs
 	Sustainable and dynamic economy	❖ The Company follows national standards in the field of corporate governance ❖ The organizational structure of the Company's corporate governance is properly built and includes all the main elements ❖ The Company improves the corporate governance system through timely updating and strict implementation of internal documents ❖ The Company's shareholders are given an equal and fair opportunity to participate in the management and profits of the Company ❖ The Company effectively operates the risk management and internal control system

ENVIRONMENTAL SAFETY

In its production activities, “Surgutneftegas” PJSC pays close attention to the rational use of natural resources and the reduction of man-made impact on the environment, thereby making a significant contribution to achieving the environmental goals of sustainable development.

Environmental policy of the Company is aimed at strict compliance with the environmental legislation of the Russian Federation, wide use of advanced technologies and solutions, maintenance of the high level of associated petroleum gas utilization. The Company’s environmental activities are based on the implementation of the annual Ecology program, which includes a wide range of activities in key areas.

Key areas of the Ecology program

- reliability control of production facilities
 - air protection and climate change prevention
 - industrial waste decontamination and utilization
 - protection and rational use of land and water resources
 - monitoring of environmental components and control of production facilities operation
 - environmental education and professional training of employees
 - biodiversity conservation in the areas of the Company’s operations
-

Stable investing in environmental protection measures promotes the Company’s sustainable development, ensures effective environmental risks management, environmental safety of production, consistent minimization of the man-made impact on the environment. In 2025, the investments in environmental protection measures of the Company totaled RUB 44 billion, including RUB 40.5 billion spent on the upstream sector and RUB 3.5 billion – on the downstream sector.

Within the area of environmental protection, “Surgutneftegas” PJSC interacts with various public organizations, stakeholders and the mass media. The Company provides wide accessibility of information on environmental safety of business activities and decisions made in this area. Issues regarding the Company’s activities in the field of environmental protection and use of natural resources are coordinated by the Ecological Council of “Surgutneftegas” PJSC.

High positions at contests and in ratings over many years prove the efficiency of the Company’s implemented environmental policy. “Surgutneftegas” PJSC actively participates in environmental education events and provides support to specially protected natural areas: the Yugansky state nature reserve and the Numto nature park.

Participation of “Surgutneftegas” PJSC in environmental education events

- All-Russian Youth Forum-Festival “Arctic. The Ice Has Broken”, the city of Khanty-Mansiysk
 - All-Russian campaign to clean up the banks of water bodies “Water of Russia” as part of the national project “Environmental Well-being”, the city of Surgut.
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Ensuring the reliability of pipeline systems

The environmental safety of the oil production of “Surgutneftegas” PJSC is based on the level of reliability of field pipeline systems. The Company implements a complex of measures for quality control of construction and safe operation of pipelines:

- receipt inspection of pipe products;
- use of pipes with improved corrosion resistance;
- pipeline inhibitor protection;
- field pipeline corrosion monitoring;
- field pipeline routes monitoring;
- use of initial water separation units;
- timely maintenance and overhaul of field pipelines.

The Company employs a multilevel quality control of pipe products for construction of field pipeline systems. The Company performs the inspection control at the manufacturing plants, destructive and non-destructive receipt inspection upon admission to the Company, and operational inspection is done during construction and assembly works.

The non-destructive receipt inspection is performed by “Surgutneftegas” PJSC using the complex of process equipment. The Company uses an advanced welding method to verify the quality of welded joints on pipelines and infrastructure facilities. This method allows us to increase the quality of non-destructive control and to achieve a full automation of processes. In 2025, the inspection of over 1,150 kilometers of pipes was carried out using non-destructive methods. The receipt inspection using destructive methods is performed in the accredited laboratory of the Company’s business unit. In the reporting year, 42.3% of all delivered pipes underwent destructive receipt inspection for compliance with the technical requirements.

The use of pipes with internal anti-corrosion coating (IAC) is the main factor for reliable and accident-free operation of field pipelines. “Surgutneftegas” PJSC operates its own pipe polymerization plant fitted with highly technological equipment for application of an internal anti-corrosion coating on pipes and pipeline fittings. In the reporting year, the Company produced 731,8 kilometers of pipes and over 28 thousand fittings. In 2025, the Company introduced 752.3 kilometers of pipelines with such coating. The total length of pipelines with IAC amounts to 87% of all oil and gas pipelines operated by “Surgutneftegas” PJSC.

In order to improve the reliability of operated pipelines without the internal anti-corrosion coating, the Company applies corrosion inhibitors which is the most effective and advanced protection measure against corrosion attack. Successful application of inhibitors is ensured by the receipt inspection of the purchased reagents, online monitoring of their injection and compliance control of operating procedures. In 2025, the Company treated 2,191 kilometers of field pipelines with corrosion inhibitors. The demand for corrosion inhibitors for oil and gas pipelines protection is decreasing due to the annual growth of volume of pipes with polymer coating.

In order to decrease the corrosion attack on oil pipelines, the Company dehydrates the transported oil at booster pump stations with initial water separation units.

The refinery of “Surgutneftegas” PJSC underwent an annual comprehensive chemical treatment of circulating water to protect equipment and pipelines from corrosion, scaling and biofouling.

The Company's marketing subsidiaries regularly perform anti-corrosion works on equipment, tanks and pipelines within the gas station complexes, and annually carry out technical inspection of the infrastructure facilities.

Land protection

"Surgutneftegas" PJSC takes all necessary measures to prevent and reduce the number of incidents at the pipelines of the oil gathering system. In order to eliminate possible spills, the Company has an out-of-staff accident rescue unit consisting of nine squads. The out-of-staff accident rescue unit is certified to perform search and rescue operations, the works for elimination of oil and oil product spills in the territory of the Russian Federation. The unit is outfitted with modern equipment, special oil-gathering machinery, vehicles, means of communication, materials for localization and elimination of oil and oil product spills on the surface of water bodies, in the coastal zone and on land as well as for land reclamation. The Company conducts regular comprehensive exercises involving the representatives of the Ministry for Emergency Situations of the Russian Federation, Rosprirodnadzor, Rostekhnadzor and the local authorities in order to develop practical skills for prevention and elimination of oil and oil product spills and to maintain a high level of personnel's readiness. The out-of-staff accident rescue unit can promptly begin to eliminate the oil and oil product spills of any level on various types of terrain and ensure high-quality reclamation of polluted lands.

For the purpose of rational use of land, "Surgutneftegas" PJSC annually implements measures on technical and biological reclamation of used lands, their restoration to applicable use and return to the Forest Fund of the Russian Federation. In 2025, the Company completed the technical stage of reclamation at 254 sites of development, prospecting and exploratory drilling.

Over many years, "Surgutneftegas" PJSC has been employing a unique technology of forest rehabilitation of land plots previously occupied by sludge pits. This technology is based on the use of natural mechanisms for ecosystem restoration. In 2025, the Company reclaimed nine sites previously occupied by sludge pits using this method.

"Surgutneftegas" PJSC annually takes measures for protection of forest areas from fire. Mineralized fire barrier strips are created along the borders of the forests, there are stationary and mobile stations with fire-fighting equipment at all production sites, the equipment in use is fitted with spark arresters. In order to preserve and increase forest resources, the Company takes an active part in the artificial reclamation of forests. Landscaping and site finishing are performed in all business units of the Company.

Water resources protection

"Surgutneftegas" PJSC implements measures to provide water resources protection aimed at rational responsible water management and prevention of water bodies pollution and depletion.

The Company keeps full records of the volumes of extracted fresh water from groundwater bodies used for drinking and household needs as well as for production and technological supply of production facilities.

The Company ensured zero wastewater discharge into water bodies at its fields. By means of reusing treated wastewater together with associated water as injectant for reservoir

pressure maintenance system, we annually reduce the consumption of water resources from the surface and underground water bodies in the volume of over 5 million cubic meters. Thanks to effective measures for rational use of water resources, “Surgutneftegas” PJSC maintains the level of specific water consumption at about 2 cubic meters of water per tonne of produced hydrocarbons.

The refinery of “Surgutneftegas” PJSC regularly protects water resources from contamination and ensures rational use of water resources. It keeps records of the volume of treated wastewater discharge into water bodies and monitors the quality of discharged wastewater, controls the efficiency of treatment facilities.

The Company’s marketing subsidiaries clean wastewater at the local treatment facilities and oil traps. Every year they monitor quality of wastewater treatment, conduct maintenance of local wastewater treatment facilities, clean oil traps, replace filters and carry out other activities necessary for stable functioning of the system of wastewater collection and treatment as well as the protection of surface and groundwater reserves.

Environmental monitoring

“Surgutneftegas” PJSC employs a vertically integrated system of two-level industrial environmental control (IEC). The IEC system controls compliance of inspected facilities with the environmental legislation, environmental safety standards and in-house standards, the legislation requirements in terms of ambient air and water bodies protection, waste management, reclamation of polluted lands; environmental and sanitary-epidemiological rules set out by internal documents of the Company and project documentation resolutions.

For every negative environmental impact facility of categories I-III, we develop an IEC program, control the compliance with its requirements, generate yearly reports on IEC organization and results and present them to regional offices of Rospirodnadzor. In 2025, the Company prepared IEC programs and reports on 781 facilities.

Production environmental monitoring is aimed at control and timely prevention of negative impact on the environment. The existing system for monitoring the condition of environmental components and their assessment allows the Company to monitor changes arising from anthropogenic factors and make timely decisions to sustain favorable environmental situation in its areas of operations. In 2025, the Company conducted environmental monitoring at 113 license subsoil blocks and inspected environment at 8,212 locations. The sample analysis is carried out in own accredited laboratories and laboratories of independent third-party organizations. In the reporting year, the Company developed and approved 19 projects and programs of environmental monitoring at subsoil blocks, performed environmental condition and pollution level monitoring at 408 waste disposal facilities, performed ambient air control at 753 negative environmental impact facilities.

The Company practices remote monitoring by air patrolling, as well as aerial photography and high-detail satellite imagery, in order to assess current environmental situation at subsoil plots, make inventories of disturbed lands, perform landscape monitoring, develop projects on environmental monitoring and reclamation.

As part of production environmental monitoring, the Company’s refinery implements a range of measures to perform a continuous analysis of such environmental components as air, land and water resources. The Company performs sanitary-hygienic monitoring of the ambient air condition and noise pollution on the borders of the agreed sanitary protection zone

surrounding the Company's refinery and operates a gas analysis station. We conduct hydrological and morphometric research of the characteristics of water bodies, perform sanitary-hygienic, bacteriological and parasitological studies of the treated household wastewater.

The Company's marketing subsidiaries perform necessary environmental monitoring. They study air pollutant concentration in the atmosphere, measure noise pollution on the borders of the sanitary protection zones and emission sources, control the condition of water bodies and their water protection zones, assess the safety of treated wastewater and soils.

Production and consumption waste management

"Surgutneftegas" PJSC takes a range of measures for responsible managing of waste generated during the production operations. The measures taken are aimed at reducing production and consumption waste, increasing the share of their recycling.

A significant portion of the Company's production and consumption waste (approximately 70%) consists of drill cuttings. At subsoil plots in Western Siberia, the Company employs the technology of pitless well drilling, certified by the State Environmental Expert Commission. This technology ensures the utilization of decontaminated drill cuttings as soil during earth fill construction on well pads, allowing the Company to significantly reduce the amount of waste. In the reporting year, the level of drill cuttings utilization amounted to 71%, economic benefit from the implementation of the technology exceeded RUB 5 billion.

Another specific type of waste – oil sludge – is generated in the course of oil and gas production. It accounts for about 3% of the total amount of waste generated in the Company. To ensure safe waste management, the Company annually updates and, as necessary, expands its fleet of specialized equipment and license facilities, ensuring 100% neutralization of oil sludge and drill cuttings, as well as eliminating the burial of over 101 thousand cubic meters of oil sludge and oily soils.

"Surgutneftegas" PJSC decontaminates solid oily waste in mobile thermal destruction units. Used oil products, including oils, formed as a result of various technological processes, are completely disposed of using equipment in the Company's oil and gas production divisions and by third-party organizations.

The Company's equipment for the utilization of worn-out car tires, treatment (grinding) of paper and polymer-containing waste products as well as pressing cardboard, along with the environmental impact of preventing the disposal of 3.6 thousand tonnes of waste in landfills, allows for profit from the sale of products (certified rubber chips, paper and cardboard).

In addition to waste collection, disposal, and treatment equipment, "Surgutneftegas" PJSC operates licensed landfills for disposal of solid household and industrial waste included in the state register of waste disposal facilities. In the reporting year, the Company completed the construction of production and consumption waste decontamination and disposal sites at two fields.

The Company's refinery operates the waste disposal and burial complex, also included in the state register of waste disposal facilities. It allows us to eliminate the need for waste disposal at third-party disposal sites, as well as enables the use of inert waste as an insulating layer at the complex. Large-tonnage construction waste is used for reinforcement of waterworks embankments, construction of roads and driveways on the refinery's territory.

The Company performs selective collection of the refinery's waste for utilization, decontamination and disposal at the waste disposal site and at the city's landfill, regularly analyzes the impact of production and consumption waste disposal sites on soil, surface- and groundwater.

The Company's marketing subsidiaries perform selective collection of waste for further transfer to the federal operator managing production waste of hazard classes I and II, regional operator for handling municipal solid waste and other legal entities carrying out waste handling activities on the basis of relevant licenses.

Biodiversity conservation

The proactive approach of "Surgutneftegas" PJSC to biodiversity conservation is aimed at reducing the negative impact of production on the environment and preventing the depletion of water, land and biological resources. The Company performs environmental monitoring, develops measures to protect land and water bodies, and restore aquatic biological resources.

At the subsoil plots, the Company monitors species that indicate biodiversity. "Surgutneftegas" PJSC cooperates with leading specialized scientific organizations in this line of work. Experts and scientists collect and analyze data on the environmental condition, study flora and fauna, work on creating digital soil maps of areas adjacent to Numto nature park as well as the territories of the fields developed in the Republic of Sakha (Yakutia). In 2025, "Surgutneftegas" PJSC continued R&D activities on comprehensive monitoring of the environmental components around the well sites, constructed with disposed drill cuttings as earth filling. This will enable the Company to track all characteristic changes in terrestrial and aquatic ecosystems, assess the rate of restoration of damaged ecosystems, restore vegetation cover, and change the hydrological regime. The studies carried out by "Surgutneftegas" PJSC enable the increase of the oil production operations efficiency, taking into account environmental protection requirements.

For a long time "Surgutneftegas" PJSC has been actively engaged in forest reclamation. Over 11 thousand hectares of the Forest Fund have been restored over the five-year period. In the reporting year alone, about five thousand saplings of common pine and Siberian spruce were planted. The Company's marketing subsidiaries engage their customers in tree conservation program by using electronic receipts instead of paper ones.

"Surgutneftegas" PJSC engages in reproduction of aquatic biological resources in Khanty-Mansiysky Autonomous Okrug – Yugra, the Republic of Sakha (Yakutia), Tyumenskaya Oblast, Irkutskaya Oblast, Krasnodarsky Krai and Krasnoyarsky Krai. Over 13 years, 329 million young fish have been released into the water bodies of these regions.

Air protection

Air protection measures of the Company are aimed at diminishing air pollutant emissions and rational use of associated petroleum gas (APG). Upgrading of equipment and production units, control over technical regulations of production processes, operation of the equipment and pollutant emission sources contribute to the reduction of emissions.

The Company operates a well-developed system for gathering, transportation and utilization of associated petroleum gas, which allows us to reach a high level of its utilization.

In the reporting year, about 6 billion cubic meters of gas were utilized efficiently. A record level of associated petroleum gas utilization – 99% – is maintained over many years.

In order to mitigate the negative impact on ambient air, the Company reduces emissions during the periods of adverse meteorological conditions, performs operating setup of fuel-fired equipment, controls an operational effectiveness of gas treatment units, inspects their technical condition and performs current repairs and scheduled preventive maintenance. “Surgutneftegas” PJSC performs reequipment and commissions facilities for utilization of associated petroleum gas, renews the motor vehicle fleet and increases fuel efficiency of motor vehicles. “Surgutneftegas” PJSC exercises industrial control of air pollutant emission sources into the atmosphere. All facilities with emission sources are timely registered with the state and provided with permits in the field of air protection. In 2024, due to the transition to the best available technologies, integrated environmental permits were received for all category I facilities that have negative impact on the environment.

A comprehensive approach to air protection tasks in the upstream sector allows “Surgutneftegas” PJSC to keep the specific indicator of emissions into the atmosphere at the low level of 1.8 kg per 1 tonne of hydrocarbons produced.

The Company’s refinery employs gas and dust removal facilities with a high degree of pollutants decontamination, a sulphur production unit and other air protection facilities reducing environmental impact. To ensure stable operation of these facilities, the Company conducts their regular maintenance. Continuous monitoring of major pollutants at the industrial site and on the borders of the agreed sanitary protection zone is carried out using “Vozdukh” environmental monitoring station.

In 2025, the Company carried out maintenance of infrastructure facilities of its marketing subsidiaries that impact the air quality.

Climate change prevention

“Surgutneftegas” PJSC recognizes the importance of the climate agenda and the need for greenhouse gas emissions reduction. The Company implements a complex of measures to reduce the negative impact on the environment, participates in creation of regulatory landscape for managing greenhouse gas emissions in Russia, contributing to the achievement of long-term goals to limit global warming.

As part of the measures implemented to prevent global climate change, the Company operates a system for greenhouse gas emissions recording and control, maintains a database of impact sources, monitors the state of ambient air in all regions of its operations. The obtained information is processed and analyzed.

Thanks to the implementation of measures for rational use of associated petroleum gas in the gas sector, the Company reduces air pollutant emissions into the atmosphere. The key areas of associated petroleum gas utilization are: the use at small-scale power generation facilities and gas processing plant, injection for maintaining reservoir pressure. In the reporting year, we prevented about 20 million tonnes (in CO₂-equivalent) of greenhouse gas emissions into the atmosphere.

The reduction of greenhouse gas emissions in “Surgutneftegas” PJSC is ensured by the implementation of the program for energy saving and improved energy efficiency in technological processes. It includes introduction of energy saving technologies and new energy

efficient equipment, organizational and technical measures to reduce energy consumption. In 2025, we saved 192 thousand tonnes of equivalent fuel, which allowed us to reduce the Company's fuel and energy demand by more than 4% and reduce greenhouse gas emissions to 400 thousand tonnes in CO₂-equivalent.

The Company introduces technologies on the basis of renewable energy resources: solar systems for water heating at the Company's facilities in Krasnodarsky Krai, solar collectors for hot water supply in the territory of the Republic of Sakha (Yakutia). Solar panels are installed in order to supply electricity to remote facilities in Khanty-Mansiysky Autonomous Okrug – Yugra. Introduction of sources that convert solar energy into electric energy reduces greenhouse gas emissions by more than 12 times as a result of the renouncing diesel fuel.

Many years of experience allow the Company to make the most effective managerial decisions that decrease expenses from the effects of natural environment factors and exogenic processes, natural disasters, monitor irreversible climate changes and implement measures to adapt to them, and, as a result, avoid accidents and incidents that have harmful effect on the components of the environment, production facilities and employees.

HR POLICY

A professional, close-knit team is a foundation for sustainable activity of “Surgutneftegas” PJSC. Unlocking the potential of every employee helps the Company achieve high results and operate effectively.

In 2025, the average number of employees equaled 107.7 thousand people, 90.7% of which were engaged in the Company’s exploration and production segment, 6.6% – in oil refining and 2.7% – in oil products marketing.

Human resources system

The Company’s activities in human resources are aimed at forming a highly qualified stable team, improving the professional level of employees, maximizing the use of their individual abilities and skills, and providing career opportunities.

The Company creates environment for professional and personal development of employees, provides safe and comfortable working conditions, uses a comprehensive system of personnel motivation, aimed at achieving high production results, encourages long-term employment. “Surgutneftegas” PJSC is one of the largest employers in Russia.

Basic principles of the HR policy of “Surgutneftegas” PJSC are

- attraction and retention of highly qualified specialists
 - increasing employee engagement
 - increasing the professional level and personal development of employees
 - developing the in-house candidate pool
 - working with young professionals
 - enhancement of the comprehensive system of personnel motivation
-

Personnel training and development

Professional training and development of personnel are of great importance for achieving high production results of “Surgutneftegas” PJSC, implementation of new technologies and innovations, and safe and efficient work. The Company adheres to the principle of forming a culture of continuous learning, aimed at refining professional skills and developing managerial competencies of employees. For this purpose, the Company annually establishes its employee training and development plan. In 2025, the coverage of training amounted to about 48% of employees.

In-house training centers serve as primary facilities for the professional training and retraining of employees. In the reporting year, about 80% of trainees underwent training in these centers.

Corporate training centers of “Surgutneftegas” PJSC

- The Polytechnic Training Center (PTC)
 - The Center of Vocational Training and Retraining of the Company’s oil refinery
-

The Polytechnic Training Center is one of the largest professional training hubs in the industry, with the leading edge industrial training main center and training ground equipped to simulate real operating conditions. The center is located in Surgut and incorporates four

branches near production sites. The center adopts best practices for high-quality training and advanced professional development of employees, featuring modern laboratories, specialized training areas, simulation complexes and distance learning equipment. High level of technological equipment allows the center to provide training in 101 professions under 645 programs, 70 of which are practical skills training. In 2025, in order to increase the level of skills and proficiency of the employees, PTC has developed and reviewed 91 programs. As part of the e-learning development, in the reporting year PTC developed 14 courses for remote training of the Company's employees. Website "Digital Education of "Surgutneftegas" PJSC" was used to teach 37.6 thousand people-courses. Overall, in the reporting year, the number of people-courses taught by the PTC amounted to 68 thousand.

The center operates a regular venue for the study of innovative technologies, organizing seminars, conferences, training and professional development for Company's specialists, professional adaptation for young employees, and career counselling for schoolchildren and students. More than two thousand people visited the center in the reporting year.

The Center of Vocational Training and Retraining of the Company's oil refinery trains employees under key professional training programs for blue-collar jobs and clerk positions. The training center classrooms are equipped with modern teaching aids. The Company annually upgrades the database of proficiency tests and assesses the efficiency of the training programs. The training center trains employees under 142 programs, 22 of which were introduced in the reporting year. In 2025, the number of people-courses taught at the center amounted to 2.7 thousand. Training using e-learning was used to teach 190 people-courses.

In the Company's marketing sector, personnel training was carried out with the involvement of third-party training and consulting organizations, with the volume amounting to 2.5 thousand people-courses (of which 2.1 thousand were in the form of e-learning).

In total, in the reporting year, 70.7 thousand people-courses were taught at the corporate training centers under various programs. Overall, in 2025, the number of people taught by in-house and third-party centers amounted to about 52 thousand people. Educational costs amounted to over RUB 1 billion.

Competence and mentoring development

"Surgutneftegas" PJSC implements a comprehensive program to develop vocational and managing skills of employees aimed at timely identification of the need for training, updating the training programs as well as creation of effective candidate pool.

The formation and management of the candidate pool for senior positions in the Company is aimed at ensuring continuity and personnel security for the future development of the joint-stock company. The main priorities in this field are identification of the most promising employees, their training and development. The board, composed of the Company's top managers, curates work with candidate pool for key positions. In 2025, the candidate pool of "Surgutneftegas" PJSC included 4.2 thousand people.

Mentoring is a relevant and important tool for the Company when working with newly hired and transferred employees. Its main goal is to accelerate professional and social adaptation, master new standards and rules as well as to ensure employee retention. In the reporting year, about six thousand qualified professionals were engaged in the transfer of knowledge, competencies, and professional experience. The Company takes various measures to enhance the prestige of mentoring: an annual "Best Mentor" competition is held,

with cash prizes and diplomas awarded (in 2025, 196 people participated in this competition). Methodological materials (a mentor's notebook) have been developed, which reflect the key points for organizing the mentoring process and offer tools for working with interns.

Work with the youth

The Company strives to attract promising young professionals, foster a continuity of knowledge and experience transfer to the younger generation, and ensure their further training and professional development. In the reporting year, "Surgutneftegas" PJSC employed over 15 thousand young employees – the graduates of educational institutions of vocational training and higher education younger than 30 years old. Among them, 1.5 thousand people have the status "young professional of "Surgutneftegas" PJSC".

The Company conducts events aimed at popularizing professions and specialties in the oil and gas industry in general education organizations and builds partnerships with higher and secondary vocational educational institutions in the Russian Federation. The Company creates conditions for the continuous development of the younger generation in the oil and gas industry – from school to employment with the Company.

The career guidance project "Surgutneftegas-class" operates in several educational institutions in the Company's areas of presence. The joint-stock company participates in the federal project for early career guidance for schoolchildren "Ticket to the future" through which approximately 500 schoolchildren were introduced to the work of the Company's divisions. Over the course of a long period, "Surgutneftegas" PJSC has been closely cooperating with vocational and higher education institutions of the Russian Federation. As part of cooperation, the Company provides financial support to improve facilities of educational organizations, create new laboratories. The Company takes part in open days and events of prior distribution of graduates.

In 2025, the Company began cross-functional collaboration with Surgut State University to implement a vocational training program, which includes practical training at the industrial electrical equipment training site of the PTC.

The Company provides students of educational organizations for higher education and vocational training with ample opportunities to receive referrals to training, internship and further employment. In the reporting year, 455 candidates for higher education and vocational training were selected. By the end of 2025, as many as 1.3 thousand students were assigned by "Surgutneftegas" PJSC. There are 16 students who study under the Treaty on Cooperation in Economic Development of Lensky District Municipal Unit, the Republic of Sakha (Yakutia). "Surgutneftegas" PJSC runs a project of awarding private scholarships – in 2025, 17 students received such scholarships. About four thousand students completed internship in the Company's business units. Prospective specialists learn the ins and outs of the job, get an opportunity to practically implement training results and adapt to the workplace faster.

"Surgutneftegas" PJSC has a Youth Association whose goals include accelerating the adaptation of young employees, creating conditions for the development of their intellectual and creative potential, and assisting in resolving social issues. Using various mechanisms, the Company builds processes for adaptation, development, and involvement of young employees in its activities. During the reporting year, the Youth Association organized 35 events, attended by about four thousand young employees. Such events as the adaptation marathon for newly hired young employees, online-quiz "Oil Game", business game "My Career", training

seminars, intellectual games, and competitions have become annual events. To effectively interact and increase youth loyalty to the Company, an open dialog was established between young employees and the management of “Surgutneftegas” PJSC.

The Company places particular emphasis on engaging young workers to improve technological processes, implement innovations, and increase production efficiency. To this end, we annually hold scientific and technical conference for young scientists and professionals of “Surgutneftegas” PJSC. In 2025, the 45th conference was held, welcoming 1,081 participants.

Three young workers received the Viktor Deshura Award, which is given to the participants of the last year conference for scientific developments that have brought the greatest economic benefit. In the reporting year, the economic benefit from the introduction of innovative solutions and developments into production equaled RUB 182.7 million.

Personnel motivation

Motivating employees of “Surgutneftegas” PJSC to perform productive and high-quality work and achieve high production results is based on effective systems of material and moral incentives.

The material incentive system at “Surgutneftegas” PJSC is aimed at providing generous and timely salaries pro rata with the performance. The Company uses piecework and time-based forms of remuneration with a progressive bonus system. Extensive application of labor standards across all staff categories is ensured. To engage employees in achieving the Company’s goals and objectives and to enhance the level of responsibility of each employee, a wide range of performance-based bonuses as well as a range of incentive and compensatory bonuses are in place. The salary of the Company’s employees is indexed annually.

“Surgutneftegas” PJSC annually holds professional contests and economic competitions between work teams in order to solve the problems of increasing production efficiency and quality of work, successfully fulfilling production plans, improving the professional skills of employees and their involvement in achieving high production results

In total, “Surgutneftegas” PJSC currently hosts 26 types of economic competitions, which, in addition to the prize winners, determine winners in 42 additional categories, covering almost 38 thousand Company’s employees.

As a tradition, the Company determines the best drilling crews and prize winners of the Alexander Usoltsev Award, holds economic competitions among teams that take part in well drilling, workers of the oil and gas production shops, oil and gas production crews, well servicing and workover crews, teams from divisions of electric grid (energy) facilities and vehicle fleets. Prize winners of the competitions are awarded with diplomas and cash prizes.

Every year the Company’s marketing subsidiaries hold “Best gas station” contests among gas station employees and “Best professional” competitions.

To motivate and recognize the achievements of its personnel, the Company operates a system of awards and incentives covering various categories and levels of awards: state awards, awards from various ministries and departments, awards from constituent entities of the Russian Federation and municipalities, corporate incentives. In the reporting year, 5,089 employees of the Company were awarded for many years of dedicated work, professionalism and successful performance, 1,311 of them received industry awards; 591 – awards of municipal and constituent entities of the Russian Federation, public organizations; 3,187 –

awards of “Surgutneftegas” PJSC. In addition, 6,269 people received awards from the Company’s business units and 1,585 people – awards from subsidiaries.

On memorable occasions, employees of the Company received awards of the Khanty-Mansiysky Autonomous Okrug – Yugra, the city of Surgut, Surgutsky district. Four employees of the Company received the Viktor Muravlenko Award for great professional success and many years of conscientious work in 2025.

Social support

The joint-stock company cares for its employees, striving not only to create comfortable working conditions but also to assist in resolving important life matters. “Surgutneftegas” PJSC and its subsidiaries conclude collective agreements that give guarantees and benefits provided by legislation, as well as additional support measures for employees, members of their families and retired employees. Most of the standards of the current collective agreements improve the position of the Company’s employees. The collective agreements are applicable to all employees of the Company’s workforce (100% coverage).

Health resort treatment and recreation, insurance against industrial accidents and voluntary medical insurance, severance pay for retiring employees, various types of financial assistance, including to large families, are among the social support measures for the employees of the Company.

The Company’s health resort treatment program is implemented by providing employees, their family members, and retired employees vouchers for corporate health resorts located in Surgut, on the Black Sea coast in Krasnodarsky Krai, and the recreation complex in Leningradskaya Oblast, as well as various health resorts of Russia. The corporate health resorts apply modern therapy and rehabilitation methods, develop and implement new recovery and treatment methods, constantly upgrade medical equipment. Every year, more than 23 thousand people visit these resorts. About two thousand employees of the Company and their family members visit different health resorts of Russia for rest and treatment every year.

“Surgutneftegas” PJSC implements the program for corporate non-state pension for the employees. The corporate pension fund offers various options for forming a future pension. The most popular of these options is the social cooperation based plan, according to which the Company and its employees form the future corporate pension together. The number of employees involved in this program was about 4.4 thousand people at the end of the reporting period. The total number of the retirement savings accounts for corporate pension payments on various plans has reached 51.9 thousand.

INDUSTRIAL AND OCCUPATIONAL SAFETY, HEALTHCARE

The Company's occupational health and industrial safety policy

“Surgutneftegas” PJSC adheres to the principles of responsible business, paying close attention to the issues of industrial safety and occupational health. The Company strives for safe and accident-free work of business units all over the area of operations.

The policy of “Surgutneftegas” PJSC in the field of production safety is aimed at ensuring full compliance with the current legislation of the Russian Federation. The Company's standards specify the requirements for ensuring the safety of production for employees of all levels, and the system of evaluation allows us to reveal the deviations from the rules in place, making it possible to adjust them on the fly. “Surgutneftegas” PJSC has a multi-level system to control occupational health and industrial safety, supervises the compliance with its requirements. Permanent commissions on labor protection and industrial safety systematically analyze and process the results of incidents and inspections, and ensure the development and monitoring of the implementation of corrective and preventive measures.

In order to implement the principles of corporate responsibility and risk-oriented approach in the field of industrial safety and occupational health, the Company employs a risk management procedure that includes risk assessment and identification of production hazards. The risk management process is an important tool for managers in making the most effective decisions on issues related to ensuring the Company's industrial safety.

Safety of the production facilities

Ensuring safety of the production facilities is one of the main priorities of industrial and occupational safety in “Surgutneftegas” PJSC. The Company develops the production facilities management system by introducing advanced automated and digital solutions. Twenty-four-hour monitoring of equipment condition allows for prompt response to any anomalies, contributing to continuous operations of the Company and reducing the risk of occupational injuries.

To ensure safe operation and prevent premature failure of equipment due to reduced operational reliability, the Company has established a unified algorithm for performing technical maintenance, repairs, and diagnostics of equipment.

Particular attention is paid to monitoring the operation and condition of equipment used at hazardous industrial facilities. Every year, technical examination and expert inspection of industrial safety of this equipment are performed. “Surgutneftegas” PJSC has created an information base on technical devices and equipment used at hazardous production facilities, which helps monitoring the current state of the equipment, ensuring its reliable and safe operation. This control makes it possible to timely maintain and repair the equipment of hazardous production facilities, minimize the time and costs of restoring its functionality, manage its service life. The Company prioritizes modernizing such equipment, improving and automating production processes at hazardous production facilities, which improves safety and production efficiency.

For contractors performing work at “Surgutneftegas” PJSC facilities, uniform requirements for admission and safety control apply. The Company constantly controls all stages of construction, reconstruction, technical reequipment, maintenance and overhaul: from authorizing contractor personnel access to its facilities to the final acceptance and quality assessment of work. Verification of compliance with training and certification requirements is

mandatory, along with ensuring the availability of appropriate certified tools, equipment, and machinery.

The Company's systematic approach to facility safety management ensures reliable equipment operation and prevents emergencies.

Occupational health and production standards

The system for occupational health management at "Surgutneftegas" PJSC is aimed at fostering a safety culture, driven both by raising the responsibility of managers at all levels to create safe working conditions as well as by comprehensive personnel training in occupational health and industrial safety requirements. Formation of a safety culture within the Company is a comprehensive and continuous process that requires the participation of every employee. It is based on systematic training, briefings, regular training sessions on occupational health and industrial safety, as well as monitoring the preparation and implementation of hazardous work.

The safety training is compulsory for all categories of the Company's employees. Upon hiring, each employee undergoes training in safe working operations and techniques, which ends with a test of the acquired knowledge. Before being allowed to perform their duties, employees undergo practical training and pass tests. When conducting daily instructions for workers before the start of work, safety precautions are widely communicated using audio and video clips.

The primary task of training personnel in industrial safety measures is carried out by the Company's in-house training centers. The employees at the training ground perform the drills and training of practical skills for the production safety.

Every year, the Company develops and implements organizational and technical measures to prevent injuries and fires, schedules of measures to ensure industrial safety at hazardous productions facilities. Implementation of these measures and schedules allows the Company to achieve the arising tasks on the sphere of production safety. In the reporting year, the incident frequency rate amounted to 0.2, which is three times lower than the standard established by the Social Insurance Fund in the "Oil and Gas Production" industry of the Russian Federation. No accidents occurred at hazardous production facilities.

In order to create safe working conditions more efficiently, "Surgutneftegas" PJSC annually develops measures to improve working conditions and occupational health. The upgrades of equipment and technological processes allow the Company to decrease the impact of harmful production factors on employees. We use a special assessment of working conditions to detect workplaces with hazardous conditions where there is an increased risk of developing professional diseases. The assessment results indicate the need to develop measures for improvement of work environment.

"Surgutneftegas" PJSC continues to expand the use of its computer vision system in production processes – the Company's own development based on artificial intelligence. It is based on the principle of invisible presence and control over safe production, which allows the Company to motivate the employees to reduce the number of violations as well as take actions to prevent similar violations at other facilities.

The use of new technologies, upgrading of equipment and improvement of business processes contribute to the increase of safety at every stage of the Company's production activity.

The joint stock company supports the initiative and interest of personnel in solving issues in the field of occupational health, industrial, fire and electrical safety. Every year, during

the Scientific and technical conference for young scientists and professionals in “Technospheric Security” section, young employees present breakthrough ideas and technologies for industrial safety and occupational health. Every year the teams of the Company’s business units participate in the economic competitions for the title of the best team in the field of occupational health and industrial safety.

Work environment

“Surgutneftegas” PJSC strives to ensure proper and favorable work and leisure environment for its employees. The production facilities have modern residential infrastructure. The Company reimburses employees for the cost of meals in the corporate canteens. At the end 2025, there were 224 modern recreation facilities for 14.6 thousand shift workers – with a total area exceeding 174.3 thousand square meters – located in the residential areas and at the fields and industrial sites of the Company. The Company’s catering network includes 447 canteens: 224 are stationary and 223 are mobile. On average, the Company’s catering network daily serves meals for 46.5 thousand people.

Employees of “Surgutneftegas” PJSC are provided with modern individual safety equipment. The in-house working clothes factory manufactures about 110 thousand sets of functional working clothes of certified quality for the Company’s employees every year.

Healthcare

“Surgutneftegas” PJSC adopts a systematic approach to improving and maintaining health of the personnel. The Company’s healthcare program is focused on prevention of professional diseases, regular preventive medical examinations and vaccination.

Medical support and health monitoring of the employees engaged in production are provided at the Company’s own health posts located at the work sites within Khanty-Mansiysky Autonomous Okrug – Yugra, in the Republic of Sakha (Yakutia), in the city of Kirishi as well as at rooms for medical check-ups of drivers, mobile medical rooms and medical facilities. At the Company’s remote facilities, employees are provided with medical assistance at health posts located at the fields. In the reporting year, the Company established 144 healthcare facilities. The Company’s health posts performed about seven million pre- and post-trip medical examinations of drivers as well as handled 28.7 thousand cases of emergency. The Company continues to automate pre-trip and post-trip medical examinations using the electronic system of medical examinations (ESMO). It helps detect diseases and predispositions, thus improving the employees’ quality of life, their efficiency, cutting down incident risks. At the end of the year, 34% of the Company’s healthcare facilities were equipped with ESMO terminals.

“Surgutneftegas” PJSC annually organizes periodic and preliminary medical check-ups, screening examinations. In the reporting year, periodic medical check-ups were performed for 64 thousand employees, compulsory psychiatric examinations – for 6.5 thousand employees, and more than 10.8 thousand employees underwent medical on-site check-ups and psychiatric examinations. Preliminary medical check-ups were organized for 16.4 thousand potential employees.

Vaccination of personnel is one of the effective methods of disease prevention. In the reporting year, in order to comply with the federal, regional and local regulations as well as to prevent wide-scale infectious diseases, 74.3 thousand employees of “Surgutneftegas” PJSC

were vaccinated against flu, measles, tick-borne encephalitis, typhoid fever, pneumococcal disease, diphtheria and tetanus.

The Company pays close attention to disease prevention and informational work on the benefits of a healthy lifestyle. Doctors are regularly invited to participate in lectures on the topic of preventing various diseases, and informational materials on maintaining a healthy lifestyle, rendering emergency aid, workplace physical exercise complexes showcases, etc. are distributed.

SOCIAL ACTIVITY

Social cooperation

“Surgutneftegas” PJSC makes a significant contribution to the sustainable development of the regions of its presence, building social and economic cooperation with regional authorities based on agreements and promoting the creation of comfortable living and working conditions.

Under concluded agreements, the Company responsibly fulfills its obligations, allocating funds to the development of city and town infrastructure, paving and repairing roads, landscaping urban spaces and improving parks as well as constructing sports grounds. In 2025, under 18 agreements with municipalities and constituent territories of the Russian Federation, the Company repaired roads in Khanty-Mansiysky Autonomous Okrug – Yugra, including the cities of Surgut, Lyantor, Fyodorovsky and Nizhnesortymsky settlements in Surgutsky District, provided transportation services, services on maintenance of the winter road to the village of Numto, purchase and delivery of fuel and lubricants to Beloyarsky District.

“Surgutneftegas” PJSC is one of the largest employers in the country, a responsible taxpayer and reliable partner of the society and the state.

Support of the small-numbered indigenous peoples of the North

“Surgutneftegas” PJSC performs its production operations in the territories that traditionally have been the places of residence of the small-numbered indigenous peoples of the North. The Company takes account of interests of the indigenous peoples and respects their traditional way of life, contributes to preservation of their primordial living environment and cultural heritage. The Company interacts with the small-numbered indigenous peoples of the North in accordance with the established agreements. Subsidiaries of “Surgutneftegas” PJSC organized services for direct and prompt communication with indigenous people. In 2025, there were 418 agreements in effect between “Surgutneftegas” PJSC and heads of families of indigenous peoples of the North, thanks to which more than 1,000 indigenous people received support.

The Company annually participates in the financing and implementation of projects aimed at preserving the cultural heritage of the indigenous peoples of the North. The Company helps with organization of national holidays (meeting of deer herders, fishermen and hunters day) provides prizes for champions of various contests. Financial support of the Company within the concluded agreements includes compensatory payments, donation of snowmobiles, chainsaws, boats, boat motors, fuel and lubricants, diesel generators, construction materials, work clothes and vehicles for transportation of people and cargoes. “Surgutneftegas” PJSC quarterly pays monetary compensations to the indigenous people, covers their transportation and communication, medical and education costs, takes upon itself to pay the income tax of the indigenous people who receive aid from the Company. The Company’s support measures are being improved, while remaining focused on the modern needs of the indigenous population.

Sports for all

“Surgutneftegas” PJSC promotes initiatives aimed at improvement of the personnel health, encouraging them to take part in sports and recreational events. The Company provides conditions for various athletic disciplines, offering a wide range of sports grounds for various physical activities, holds sports events promoting active lifestyle. Every year, 22 thousand employees of the Company participate in corporate competitions, national and municipal marathons, sports festivals, tournaments and championships. In the reporting year, the Company held four annual sports festivals in 14 athletic disciplines, in which over 10 thousand people took part.

“Surgutneftegas” PJSC owns 13 gyms and six sports centers, where training sessions in 20 kinds of sports are held. These sports facilities can accommodate over 23 thousand people per year and attract a lot of employees.

Support of retired employees

“Surgutneftegas” PJSC takes special care of retired employees, who have completed their careers. By the end of 2025, the number of retired employees of the Company amounted to 49 thousand people, including 56 veterans of the Great Patriotic War.

To raise the social status of retired employees and veterans of the joint-stock company, a support program provided by the Company’s Collective Agreement is successfully implemented. It involves the provision of health resort vouchers, financial aid in difficult straits, payments on Victory Day and other significant dates.

The Association of Retired Employees operates under the auspices of “Surgutneftegas” PJSC, bringing together the Company’s former workers who have completed their professional careers. This organization works on protecting the rights of the elderly people, improvement of their quality of life, organizes leisure activities for them. At present, the Association of Retired Employees includes 7.8 thousand people.

The Company pays special attention to maintaining close ties with employees who have dedicated many years of their careers to it. The joint stock company annually holds events dedicated to professional and national holidays. An important event is the Day of Oil and Gas Industry Workers. On this day, the Company honors veterans and retired employees of “Surgutneftegas” PJSC, who had a significant impact on the formation and development of the joint-stock company and the industry as a whole. Many of them received honorary certificates, marks of distinction, commendations, professional accolades for outstanding service and significant personal contributions.

Charity and sponsorship

Charity and sponsorship of the Company constitute the most important part of the social responsibility of “Surgutneftegas” PJSC. Long-term cooperation is intended for implementation of socially oriented programs, support of social initiatives and formation of partnerships with institutions in science, education, healthcare, culture and sports. Priority areas for the development of charitable activities include projects to develop the territories of presence, support family values, motherhood and childhood, promote a healthy lifestyle and promote civic-patriotic and moral education.

In the reporting year, the Company provided assistance to socially vulnerable groups. The Company provided material support to physically challenged persons, orphans, children from large single-parent and low-income families, veterans and elderly people. An important area of this activity is financing expensive medical treatment and implementation of comprehensive rehabilitation programs to physically challenged persons, as well as to families with physically challenged children.

In order to strengthen families and family values, provide assistance in legal, labor, and social matters, support welfare beneficiaries and mothers, protect women's health, the Women's Council of "Surgutneftegas" PJSC operates within the Company. In the reporting year, the Women's Council held 27 events including marathons dedicated to Family Day, Father's Day, and Mother's Day, with a total of more than 10 thousand participants.

"Surgutneftegas" PJSC contributes to preservation of cultural heritage and strengthening of moral values through long-term support of cultural and artistic institutions. Through partnerships with the Company, the country's leading theaters and museums are creating large-scale projects aimed at promoting and preserving cultural heritage.

In order to strengthen spiritual unity and community among people, the Company interacts with religious and public associations, providing them with financial support.

"Surgutneftegas" PJSC pays attention to working with the youth in the regions of its presence. In partnership with educational organizations, projects are implemented that are aimed at promoting professions in the oil and gas sector and unlocking the scientific and creative potential of the younger generation. The support of educational institutions is a key element of the Company's activity. The Company finances the upgrade of their materials and equipment, purchases modern equipment, which contributes to the high-quality training of highly qualified specialists for the industry. During the reporting year, the joint-stock company allocated funds for the implementation of nine projects with educational organizations.

Over many years, the Company has supported children's and youth sports: in the cities where it operates, it creates comfortable training environments for sports teams, conditions for the development of young athletes, development of sports clubs. The joint-stock company contributes to the development of the country's Olympic movement. Every year, the Company provides support to Youth Sports School "Neftyanik" located in Surgut. In the reporting year, the sports school operated in three main sports, with over 700 children participating.

The Company pays special respect to key figures and professionals in the oil and gas industry who have made significant contributions to the development of the domestic fuel and energy complex. "Surgutneftegas" PJSC provides financial support to public initiatives and projects aimed at preserving and transmitting the history of the development of Western Siberia oil and gas province and fostering respect for pioneers in the younger generation.

The Company's charitable and sponsorship activities are aimed at helping solve social problems, improving the quality of life of residents in the regions where it operates and creating opportunities for the development of each individual.

CORPORATE GOVERNANCE

REPORT ON THE COMPANY'S COMPLIANCE WITH THE PRINCIPLES AND RECOMMENDATIONS OF THE CORPORATE GOVERNANCE CODE

This report on the Company's compliance with the principles and recommendations of the Corporate Governance Code was considered at the meeting of the Company's Board of Directors (Minutes No. 7 dated 15 May 2026).

The Company's Board of Directors (hereinafter – the Board of Directors) confirms that data stated in this report¹ contains complete and accurate information on the Company's compliance with the principles and recommendations of the Corporate Governance Code in 2025.

The Company continuously improves the system of corporate governance and runs its business under the principles of the Russian Corporate Governance Code. The Company adheres to the principles of the Corporate Governance Code stipulated by standards and requirements of the current legislation of the Russian Federation.

The general shareholders' meeting is the supreme management body of the Company. Its terms of reference are determined by the Company's Charter and comply with the requirements of the current legislation of the Russian Federation.

The Board of Directors carries out overall management of the Company's activity and has the right to adopt resolutions on any matters concerning the Company's activity except for those that the Company's Charter limits to the terms of reference of the general shareholders' meeting.

As stipulated by the Company's Charter, the members of the Board of Directors are elected by the annual general shareholders' meeting for a term lasting until the next annual general shareholders' meeting, and from the number of candidates nominated by the Company's shareholders and candidates nominated by the Board of Directors. The members of the Board of Directors can be reelected an unlimited number of times.

The Company's Charter does not provide for the formation of the collective executive body.

Director General is the individual executive body of the Company and manages the Company's current activity in the order and within the terms of reference determined by the Company's Charter as well as in accordance with resolutions of the Board of Directors and the general shareholders' meeting. The Board of Directors appoints Director General of the Company for a five-year period.

Upon expiration of Director General's term of office, the Board of Directors can appoint this person for the same period an unlimited number of times. Director General shall report to the Board of Directors and the general shareholders' meeting of the Company.

The terms of reference of the Company's management bodies are determined by the Company's Charter.

¹ Terms "report", "this report" in this chapter mean "Report on the Company's compliance with the principles and recommendations of the Corporate Governance Code".

SHAREHOLDERS' RIGHTS AND EQUAL CONDITIONS FOR ALL SHAREHOLDERS WHEN EXERCISING THEIR RIGHTS

The Company provides equal and fair treatment of all shareholders when they exercise their rights to participate in the Company's management.

In the reporting year, in accordance with the current legislation of the Russian Federation, the Company's Charter and internal documents, the Company created favorable conditions for its shareholders for participation in absentee voting at the general shareholders' meeting, development of reasonable position on the agenda items of the meeting and coordination of their actions as well as the opportunity to express their opinions on the considered issues.

The internal document of the Company – Regulations on the general shareholders' meeting of "Surgutneftegas" PJSC approved by the general shareholders' meeting of the Company – regulates the order of convening, preparing and conducting the general shareholders' meeting or the absentee voting to adopt resolutions by the general shareholders' meeting and is publicly available on the Company's official website in the information and telecommunication network Internet (hereinafter – the Internet) and on the Company's web page on the Internet, provided by an agency accredited by the Bank of Russia.

The Company provides an opportunity for shareholders to apply to the Company (orally or in writing as well as via e-mail to the addresses listed as contacts for requests from shareholders and investors), express their opinions and submit issues on the agenda while preparing for the General shareholders' meeting. The Company doesn't use such methods of communication between shareholders and the Company as a hot line or an Internet forum because an established practice has proved that the existing means of communication sufficiently ensure the enforcement of the shareholders' rights.

The procedure for notifying the General shareholders' meeting and providing materials for the General shareholders' meeting gives the shareholders an opportunity to properly prepare for the meeting.

The notice of the General shareholders' meeting is posted on the Company's official website on the Internet at least 30 days before the General shareholders' meeting is held. It contains the method of adopting resolutions by the Meeting, venue for the Meeting and the documents required for admission to the premises where the Meeting is held. Information on convening and holding the Meeting is also disclosed on the Company's web page on the Internet, provided by an agency accredited by the Bank of Russia.

Information about the Company's shareholders who nominated candidates to the Board of Directors and the Auditing Committee of the Company and proposed issues to be placed on the agenda is not disclosed due to the absence of consent of these shareholders to disclose such information.

In the reporting period, the shareholders were given an opportunity to readily and timely receive information about the General shareholders' meeting of the Company and to review materials for the Meeting as well as put questions to Director General of the Company and the members of the Board of Directors while preparing the General shareholders' meeting. Every shareholder of the Company had the opportunity to apply to the Company, express his/her opinion and direct questions (orally or in writing as well as via e-mail to the addresses listed as contacts for requests from the Company's shareholders and investors).

The position of the Board of Directors on any item on the agenda of the General shareholders' meeting of the Company held in the reporting period was included in the materials for the General shareholders' meeting in the form of the approved list of draft resolutions of the Meeting.

While preparing for the General shareholders' meeting, the Company provided the shareholders who had the right thereof with the access to the list of persons entitled to participate in the General shareholders' meeting from the day of its receipt by the Company.

Exercising the right of the Company's shareholders to demand the General shareholders' meeting to be convened, nominate candidates to the management bodies and propose items to be placed on the agenda of the General shareholders' meeting does not involve unjustified difficulties and is fully compliant with the current legislation of the Russian Federation and the Company's Charter.

The shareholders had the opportunity to propose items to the agenda of the annual General shareholders' meeting in accordance with the current legislation of the Russian Federation.

In the reporting period, the Company did not refuse to include proposed items into the agenda or accept nominees to the management and control bodies of the Company due to misprints or other non-essential flaws in the shareholders' proposals.

Each shareholder of the Company was provided with an opportunity to freely exercise the right to vote in the way which is the easiest and the most convenient for him/her and which is determined by the current legislation of the Russian Federation and the internal documents of the Company.

In the reporting year, the General shareholders' meeting at which the issues of the annual General shareholders' meeting were considered, was conducted by absentee voting. Under normal circumstances, while conducting the General shareholders' meeting, in order to create the most favorable conditions for participation in the Meeting, the Company applies a registration procedure that does not create obstacles to the participation of any shareholders wishing to attend the meeting in person or by proxy. Though the internal documents of the Company do not contain provisions stipulating that any member of the General shareholders' meeting may request a copy of his/her completed ballot papers certified by the Ballot Committee prior to the end of the General shareholders' meeting, each member of the Meeting may apply to the Company and receive the requested copies of the documents. The Company's procedure for conducting the General shareholders' meeting established by the internal document of the Company provides equal opportunities for all persons present at the Meeting to express his/her opinion, ask questions and get answers.

The shareholders have an equal and fair opportunity to participate in profits of the Company by way of receiving dividends.

The Company has a transparent and clear mechanism for determining the amount of dividends and payment on them, which is defined by the Company's Charter, Regulations on Dividend Policy of "Surgutneftegas" PJSC and resolutions on dividends adopted by the General shareholders' meeting of the Company.

While developing recommendations for the general shareholders' meeting in respect of the amount of dividends, the Board of Directors uses accounting (financial) statements of the Company as required by the current legislation of the Russian Federation and the Company's Charter.

In the reporting year, the Company adopted no resolution on the payment of dividends which, while formally not violating the restrictions established by the legislation, would have been economically unjustified and could lead to misconceptions about the Company's activity.

Clear indications of financial/economic circumstances in which the Company is not entitled to pay dividends are defined by the current legislation of the Russian Federation, the Company's Charter and Regulations on Dividend Policy of "Surgutneftegas" PJSC.

In the reporting period, the Company took no actions leading to deterioration of the dividend rights of the existing shareholders.

The internal documents of the Company contain no information about special controlling mechanisms providing for the procedure of approval by the Board of Directors or the General shareholders' meeting for transactions with persons affiliated (associated) with significant shareholders (persons entitled to the dispose of five or more percent of votes assigned to the voting shares) in cases when the Federal Law No. 208-FZ "On Joint Stock Companies" dated 26.12.1995 does not formally recognize such transactions as interested party transactions. Despite this, the Company ensures equal treatment of all counterparties through various procedures (tenders, competitions, auctions).

During the reporting period, there were no conflicts of interests between the Company's shareholders. At the same time, the Company has created conditions for equal treatment of all shareholders by the Company's management bodies and the Company's officers.

The Company undertakes no actions that lead or may lead to artificial redistribution of corporate control.

In accordance with the current legislation of the Russian Federation, the Company ensures equal conditions for voting on shares for all shareholders who own shares of one category (type), including minority and foreign shareholders.

The shareholders of the Company are provided with reliable and effective methods of recording stock ownership rights as well as the possibility of free and easy disposal of shares held by them.

The registrar of the Company carries out activities related to keeping the register of securities holders, and the quality and reliability of his/her actions comply with the needs of the Company and its shareholders.

THE COMPANY'S BOARD OF DIRECTORS

The terms of reference of the Board of Directors include adoption of resolutions related to the appointment to the position of an individual executive body (Director General) of the Company. The Board of Directors monitors compliance of Director General's actions with the Company's development strategy and the key areas of its activity.

While preparing for the annual general shareholders' meeting, the Board of Directors reviews the annual report on the results achieved by the Company in the reporting year as well as plans for further development of the Company.

The Board of Directors determines major principles and approaches to the risk management and internal control system of the Company. The Board of Directors approved Regulations on the Audit Committee of the Board of Directors of "Surgutneftegas" PJSC, Policy of "Surgutneftegas" PJSC on risk management and internal control and Regulations on Internal Audit Service of "Surgutneftegas" PJSC. The Company has established and operates the Auditing Committee and business units ensuring the functioning of the risk management and

internal control system. The Internal Audit Service of the Company annually reports to the Board of Directors on the work done. While preparing this report, the Board of Directors has analyzed and assessed the operation of risk management and internal control system of the Company and believes that during the reporting year the risk management and internal control system served the interests of the Company.

The Company has no special internal document to determine the policy on remuneration and reimbursement of expenses of the members of the Board of Directors, Director General and other key personnel of the Company. Despite this, the Company has established and operates an effective system of remuneration of its employees. The system of remuneration and compensation for the members of the Board of Directors is defined by the Company's Charter and Regulations on the Board of Directors of "Surgutneftegas" PJSC.

In the reporting year, there were no amendments to the Company's policy on remuneration and reimbursement of expenses of the members of the Board of Directors.

The Board of Directors plays a key role in prevention, detection and settlement of internal conflicts, if any, between the management bodies, shareholders and employees of the Company. The Company has established and operates the system of identification of transactions related to conflicts of interest as well as the system of measures aimed at resolving such conflicts.

The Company has no regulations on information policy in the form of a special document approved by the Board of Directors. However, in the course of its activity, the Board of Directors focuses on timely and full provision or disclosure of information about the Company in the securities market. The Company has determined persons responsible for provision or disclosure of information about the Company's activity. The Board of Directors recognizes the scope and time of information disclosure in the current conditions as sufficient to inform the shareholders about the Company's activity.

To assess how the Company complies with the principles of the Corporate Governance Code, the following key measures are taken:

- distribution of powers between the management bodies of the Company;
- work flow management for the Board of Directors, including its cooperation with governing and controlling bodies of the Company;
- control over the implementation of the Company's development strategy;
- coordination of risk management;
- prevention of corporate disputes and conflicts of interest;
- relations with controlled entities;
- definition of rules and procedures ensuring compliance with the principles of corporate governance;
- coordination of information disclosure about the Company;
- monitoring of the internal control system.

The Company implements measures to eliminate flaws discovered during the examination of corporate governance status.

The Board of Directors monitors the practices of corporate governance in the Company and plays a key role in significant corporate events of the Company.

Information about attendance of the meetings of the Board of Directors and participation of the members of the Company's Board of Directors in voting is disclosed by the Company in accordance with the procedure established by the legislation of the Russian Federation in the form of statements of significant facts (on resolutions adopted by the Board of Directors).

There were five meetings and absentee votings of the Board of Directors in 2025. Two meetings were attended by all members of the Board of Directors, and three meetings – by eight members of the Board of Directors.

The Board of Directors analyzed the results of its work in the reporting year to assess its effectiveness in performing the duties of the Board of Directors and identify opportunities for its better work as well as evaluate professional expertise of the members of the Board of Directors. Self-assessment of the Board of Directors was performed during the preliminary approval of this report. Based on its results, the Board of Directors noted that the work of the Board of Directors was in compliance with the current legislation of the Russian Federation, addressed the interests of the Company and its shareholders and enabled the Company to minimize current economic risks and potential conflicts of interests. The work of the Board of Directors in the reporting year was recognized as satisfactory.

The chairperson of the Board of Directors is available for communication with the Company's shareholders. The Company has a transparent procedure providing the shareholders with the opportunity to direct their questions and position (opinion) on the issues to the chairperson of the Board of Directors.

The Board of Directors is an effective and professional management body of the Company, which can make objective independent judgments and adopt resolutions that meet the interests of the Company and its shareholders.

In the reporting year, while discussing the proposals submitted by the shareholders for nominating candidates to be elected to the Company's Board of Directors, the Board of Directors considered the nominee candidates whether they had required professional knowledge, skills and experience to act as a member of the Board of Directors as well as their business and personal reputation. The Board of Directors concluded that all candidates nominated to be elected to the Company's Board of Directors had impeccable business and personal reputation as well as knowledge, skills and experience required to adopt resolutions related to the terms of reference of the Board of Directors and to provide effective performance of its functions and there was no conflict of interest.

Over the years, there has been no significant changes in the personal composition of the Board of Directors, which allows the Company to remain stable, adhere to progressive and gradual development as well as mitigate corporate disputes and conflicts of interest and shape long-term strategic plans and successfully implement them. Professionalism and integrity of the Board of Directors are proved by their longstanding and excellent work. The Company provides the shareholders with information about the availability of the candidates' written consent to their election to the Board of Directors. While preparing for the General shareholders' meeting and holding it, the shareholders have the opportunity to address questions to the chairperson of the Board of Directors or the candidates to be elected to the Board of Directors in order to get a view of their personal and professional qualities.

In 2026, 10 candidates are nominated to the Board of Directors; eight of them are the acting members of the Board of Directors. Two members of the Board of Directors who are not associated with the Company, a significant shareholder, significant contractor or competitor of the Company and with the state (the Russian Federation, a constituent territory of the Russian Federation) or municipality, by the resolution of the Board of Directors were recognized as independent in accordance with the Listings Rules of PJSC "Moscow Exchange".

In 2025, information about the eligibility of the candidates to be elected to the Board of Directors according to the criteria of independence was also presented to the shareholders

within the report of the Company's compliance with the principles and recommendations of the Corporate Governance Code.

The composition of the Board of Directors is balanced, including its members' skills, experience, knowledge and business proficiency, and enjoys confidence of the shareholders of the Company.

The number of members of the Board of Directors makes it possible to arrange its work in the most efficient manner, including the possibility to form its committees, as well as provides the significant minority of shareholders of the Company with the opportunity to elect the candidate of their choice to the Board of Directors. As part of the assessment procedure of the Board of Directors conducted in preparation of this report, the Board of Directors recognized its number of members as satisfying the requirements of the Company and its shareholders' interests.

The Board of Directors is formed at the general shareholders' meeting from the number of candidates nominated by the Company's shareholders and Board of Directors as prescribed by the current legislation of the Russian Federation and the Company's Charter.

Each member of the Board of Directors gives due preliminary assessment of the significant corporate actions, including their analysis in terms of a potential conflict of interests, which allows all the members of the Board of Directors to perform their functions most effectively.

According to the current requirements of PJSC "Moscow Exchange" to level II issuers (the Company is among them), the Board of Directors includes two independent directors.

In the reporting year, the Board of Directors considered independence of the acting members of the Board of Directors. As stated above, two members of the Board of Directors were recognized as independent by the resolution of the Board of Directors.

The chairperson of the Board of Directors arranges the effective work of the Board of Directors and its interaction with other bodies of the Company. The chairperson of the Board of Directors has impeccable business and personal reputation and considerable experience in management positions and is committed to the Company's interests.

The role, rights and responsibilities of the chairperson of the Board of Directors are duly defined in the internal documents of the Company.

While approving this report, the Board of Directors assessed the performance of the chairperson of the Board of Directors. The results of the assessment proved that the chairperson of the Board of Directors provides a constructive environment of the meetings, free discussion of items on the agenda and control over the execution of resolutions adopted by the Board of Directors.

The chairperson of the Board of Directors creates conditions to ensure effective performance of the Audit Committee of the Board of Directors (hereinafter – the Audit Committee) and takes the initiative to nominate the members of the Board of Directors to the Audit Committee considering their professional and personal qualities as well as taking into account the proposals of the members of the Board of Directors for the formation of the Audit Committee.

The chairperson of the Board of Directors maintains regular contacts with other bodies and officers of the Company in order to timely obtain the most comprehensive and accurate information required for the Board of Directors to consider items and adopt resolutions on them.

The chairperson of the Board of Directors takes necessary measures to timely provide the Board of Directors with information required for adopting resolutions on the agenda items

within the time limits defined in the Regulations on the Board of Directors of “Surgutneftegas” PJSC.

The members of the Board of Directors act in good faith, in a reasonable manner and in best interests of the Company and its shareholders, with due diligence, adequate assessment of the risks they assume and awareness of their personal responsibility for the resolutions they adopt. The Company’s internal documents do not provide for the obligation of any member of the Board of Directors to notify the Board of Directors of the conflict of interest arising in regard to any item on the agenda of the meeting of the Board of Directors or the Audit Committee. Nevertheless, the Board of Directors adopts its resolutions with due account for all information available and equal treatment of the Company’s shareholders and under standard business risk. The Board of Directors may get professional advice within the terms of its reference at the Company’s expense when necessary.

The Company has approved and posted on the Company’s official website on the Internet and on the Company’s web page on the Internet, provided by an agency accredited by the Bank of Russia, the Regulations on the Board of Directors of “Surgutneftegas” PJSC which, together with the Company’s Charter, clearly define rights and responsibilities of the members of the Board of Directors.

Based on assessment of attendance of the meetings of the Board of Directors and the Audit Committee performed when approving this report, the Board of Directors concluded that each member of the Board of Directors had sufficient time to prepare for the meetings of the Board of Directors and participate therein.

Pursuant to the requirements of Article 82 of the Federal Law No. 208-FZ “On Joint Stock Companies” dated 26.12.1995, any member of the Company’s Board of Directors shall notify the Board of Directors in writing of his/her election (nomination) as a member of the management bodies of other legal entities. The Company’s internal documents do not directly provide for the obligation of any member of the Board of Directors to notify the Board of Directors of his/her intention to be elected as a member of the management bodies of other legal entities. However, the members of the Board of Directors are aware of having such an obligation.

Any member of the Board of Directors, including any newly elected members of the Board of Directors, has equal access to the Company’s documents and information. Despite the absence of the formalized program of introductory activities, any newly elected member of the Board of Directors is furnished with sufficient information on the Company and work of the Board of Directors as soon as practicable.

The meetings of the Board of Directors are held when necessary and in regard to the Company’s scope of business and tasks the Company faces in a certain period of its lifetime. The meetings of the Board of Directors in the Company may be conducted in the form of joint presence as well as by absentee voting. In the reporting year, the first meeting of the newly elected Board of Directors to elect the chairperson of the Board of Directors, to form the Audit Committee and to elect the chairperson of the Audit Committee was held immediately after the election of the new Board of Directors at the annual General shareholders’ meeting of the Company.

According to the Regulations on the Board of Directors of “Surgutneftegas” PJSC approved by the General shareholders’ meeting of the Company, the notification of the meeting of the Board of Directors shall be made not later than three days before such a meeting is conducted. In certain circumstances depending on the scope and significance of information

to be prepared for such a meeting, the notification of the meeting of the Board of Directors is delivered to the members of the Board of Directors prior to the stated period. The work of the Board of Directors proves that the established period and procedure used to notify of the meeting of the Board of Directors allow the members of the Board of Directors to properly prepare for the forthcoming meeting.

The most important issues are usually considered at the meetings of the Board of Directors, which are held in the form of joint presence. In particular, these issues include: issues related to preparing for and convening the annual General shareholders' meeting of the Company; the preliminary approval of the Company's annual report; the election of the chairperson of the Board of Directors; the appointment of Director General of the Company; the approval of major transactions or interested party transactions; increasing the charter capital of the Company.

The number of votes to be obtained to adopt resolutions by the Board of Directors shall be determined in accordance with the current legislation of the Russian Federation, the Company's Charter and the Regulations on the Board of Directors of "Surgutneftegas" PJSC. Regular practice has shown that over many past years all resolutions of the Board of Directors have been approved by the majority of all elected members of the Board of Directors.

Every year the Board of Directors establishes the Audit Committee, whose tasks are determined by the Regulations on the Audit Committee of the Board of Directors.

During the reporting year, the meetings of the Audit Committee were held when it was necessary to consider issues related to its terms of reference. In the reporting year, there was one meeting of the Audit Committee of the Board of Directors.

The composition of the Audit Committee makes it possible to conduct comprehensive discussion of the preliminarily considered issues and take into account different opinions. The Audit Committee is headed by an independent director, and independent directors constitute its majority. To adopt more effective resolutions of the Audit Committee, the meetings of the Audit Committee can be attended by the invited outside experts, as provided by the Regulations on the Audit Committee of the Board of Directors.

The chairperson of the Audit Committee regularly informs the Board of Directors and its chairperson on the performance of the Audit Committee.

Considering the scope of the Company's activity and risk level, in this report the Board of Directors expresses an opinion that the number and composition of its committees entirely serve the Company's objectives. At the current stage of its performance, the Company does not require other committees of the Board of Directors to be established.

The Board of Directors assesses its efficiency on its own, without engaging an external independent qualified organization (consultant). The results of the assessment are considered by the Board of Directors when preliminarily approving this report of the Company's compliance with the principles and recommendations of the Corporate Governance Code.

THE CORPORATE SECRETARY OF THE COMPANY

The Board of Directors has approved and posted on the Company's official website on the Internet as well as on the Company's web page on the Internet, provided by an agency accredited by the Bank of Russia, the Regulations on the Corporate Secretary of "Surgutneftegas" PJSC which determine the status and authorities of the corporate secretary of the Company in compliance with the Listings Rules of PJSC "Moscow Exchange" based on

the recommendations of the Corporate Governance Code. In accordance with the mentioned Regulations, the corporate secretary of the Company shall be appointed by order of Director General of the Company after preliminary approval of the Board of Directors.

THE SYSTEM OF REMUNERATION OF THE MEMBERS OF THE BOARD OF DIRECTORS, DIRECTOR GENERAL AND OTHER KEY PERSONNEL OF THE COMPANY

The Company has developed and operates an effective system of remuneration of the Company's employees that provides the level of remuneration sufficient to recruit, motivate and retain persons of high competence and skills who meet the Company's requirements. The system of remuneration and compensation for the members of the Board of Directors is defined by the Charter and the Regulations on the Board of Directors of "Surgutneftegas" PJSC.

The Company reimburses the expenses of the members of the Board of Directors in full, provided that they are duly documented and incurred in the course of their duties.

The annual remuneration of the members of the Board of Directors is fixed under the current Regulations on the Board of Directors of "Surgutneftegas" PJSC. The amount of the fixed annual remuneration is differentiated depending on the scope of duties a member of the Board of Directors fulfills to reflect the additional time spent by the chairperson of the Audit Committee in the course of his/her duties. It was also resolved that payment of such fixed annual remuneration in full is determined by the number of times when a member of the Board of Directors personally participated in such meetings, which shall constitute not less than one half of all the meetings of the Board of Directors.

The Company applies neither short-term motivation nor additional financial incentives of any kind towards the members of the Company's Board of Directors. Fixed annual remuneration was the only form of money remuneration of the members of the Board of Directors during the reporting year.

The majority of the members of the Board of Directors have been the Company's shareholders for many years. The members of the Board of Directors are entitled to dispose of their shares regardless of certain performance indicators the Company has reached.

In case of early termination of powers of any member of the Board of Directors caused by change in control over the Company or other circumstances, the Company shall not provide any additional payments or compensations.

According to the Company's remuneration policy, the amount of the remuneration paid to Director General and other key executives of the Company correlates with the Company's operating results and personal contribution made to achieve them.

The remuneration of Director General and other key executives of the Company is determined to ensure reasonable and justified correlation of fixed and variable parts of remuneration depending on the Company's operating results and individual contribution of an employee to the final result.

The Board of Directors believes that the Company applies the methods, which provide an effective ratio of the fixed and variable parts of remuneration.

The Company applies no long-term remuneration program for Director General and other key executives of the Company, which includes a stock option plan or financial instruments based on the Company's shares. At present, implementation of such programs is considered inappropriate and can present significant risks and high expenses for both the Company and the participants of such programs.

When more favorable conditions occur, the Company may reconsider the implementation of the long-term remuneration program based on a stock option plan for Director General and other key executives of the Company.

The Company's internal documents provide no compensatory payments (so called "golden parachutes") in case the authority of Director General or any key executives of the Company is terminated early by the Company and when there are no unfair actions on their part.

THE RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

The Company has developed and effectively operates the risk management and internal control system aimed at providing reasonable assurance that the objectives set by the Company will be achieved.

The Auditing Committee shall be elected by the General shareholders' meeting to supervise the Company's financial and business activities. To have annual accounting (financial) statements audited and confirmed, the Company engages an independent auditor. The resolution to appoint the auditor shall be adopted by the General shareholders' meeting.

The Company has established and operates the internal audit service. Regulations on the internal audit service are approved by the Board of Directors and posted on the Company's official website on the Internet as well as on the Company's web page on the Internet, provided by an agency accredited by the Bank of Russia.

Functions of the Company's business units within the risk management and internal control system are clearly defined by the Company's internal documents, including Policy of "Surgutneftgas" PJSC on risk management and internal control, approved by the Board of Directors. There is a distribution of functions and powers relating to risk management and internal control between heads of the Company's business units.

The Company has the Corporate Ethics Regulations approved by the Board of Directors, which, together with other internal documents of the Company, sufficiently regulate issues related to informing the Board of Directors and the Audit Committee on the violation of the current legislation of the Russian Federation, including anti-corruption laws and internal procedures.

Every year the Audit Committee reviews the report of the internal audit service and informs the Board of Directors on the efficiency of the risk management and internal control system.

Based on the assessment of the efficiency of the risk management and internal control system conducted during the consideration of this report, the Board of Directors expresses its opinion that the existing risk management and internal control system of the Company facilitates true, fair and clear presentation of the Company's current state and prospects as well as integrity and accuracy of the Company's statements and soundness and acceptability of its risks.

A separate business unit to perform internal audit (internal audit service) functionally reports to the Board of Directors and performs internal auditing of the Company.

The Company adheres to generally accepted standards of internal control and risk management, which are implemented taking into account the specifics of the Company's activity. During the reporting period, the internal audit service positively evaluated the efficiency of the internal control system.

DISCLOSURE OF INFORMATION ABOUT THE COMPANY AND INFORMATION POLICY OF THE COMPANY

The Board of Directors did not approve the Company's information policy as a separate document. Nevertheless, in terms of disclosure and provision of its information, the Company's activity is committed to adherence to legal rights and interests of stakeholders as well as strict compliance with the current legislation of the Russian Federation and principal recommendations of the Corporate Governance Code.

The Company uses various means of communication with its shareholders and other stakeholders. Contact information, including e-mail addresses and telephone numbers of the persons responsible for relations with investors and shareholders, can be found on the Company's official website on the Internet. In addition, shareholders and investors can timely receive current information during presentations and meetings with the members of management bodies and other key executives of the Company, including those related to major investment projects, the Company's strategic development plans and significant corporate events.

The Company has the Regulations on Submission of the Documents and Information to the Shareholders of "Surgutneftegas" PJSC approved by the Board of Directors.

In accordance with Executive Order of the President of the Russian Federation No. 903 dated 27.11.2023 "On temporary procedure for disclosing and submitting information by certain Russian organizations and state corporations", in 2025, the Company disclosed and (or) provided, to a limited extent, information that is to be disclosed and (or) provided in accordance with Federal Law No. 208-FZ "On Joint-Stock Companies" dated 26.12.1995 and Federal Law No. 39-FZ "On Securities Market" dated 22.04.1996, or refused to disclose and (or) provide such information in cases, when the disclosure and (or) provision of this information could cause the enforcement of new restrictive measures towards the Company and (or) other entities. Information that has not been disclosed by the Company was timely sent to the Bank of Russia as prescribed by the regulations of the Bank of Russia.

The Company's annual report is one of the most important information tools of interaction between the Company, shareholders and other stakeholders, and contains information that enables the assessment of the Company's operating results for the relevant reporting year, including the key aspects of the Company's operation, its financial performance and environmental and socially significant activities.

The Company's information policy, defined as a range of measures allowing the Company to achieve its goals stipulated by the Corporate Governance Code, is to ensure easy access to information (documents) upon request of the shareholders, including information on the Company's legal entities, within the limits of and in accordance with the current legislation of the Russian Federation.

During the reporting period, the Company granted shareholders' requests for information except when such requests were reasonably refused.

To ensure the sound balance of interests of the Company's shareholders and the Company itself, when providing the shareholders with information that can significantly affect the Company's competitiveness, the Company notifies the shareholders of the confidential character of such information and the shareholders agree to accept responsibility not to disclose it in accordance with the current legislation of the Russian Federation.

SIGNIFICANT CORPORATE ACTIONS

The actions that significantly affect or may affect the equity structure and (or) financial standing of the Company and, as the result, the interests of its shareholders (significant corporate actions), are performed by the Company under equitable conditions promoting strict adherence to the rights and interest of all shareholders and other stakeholders in accordance with the current legislation of the Russian Federation and the Company's Charter.

The Company recognizes the following as the significant corporate actions: the Company's reorganization, acquisition of 30 and more percent of the voting shares of the Company (takeover), major transactions conducted by the Company, increase or decrease in the charter capital of the Company, listing or delisting of the Company's shares as well as other actions which may substantially modify the shareholders' rights or violate their interests. When performing significant corporate actions, the Company ensures compliance with the current legislation of the Russian Federation and strives to protect its shareholders' rights and vested interests.

In accordance with the current legislation of the Russian Federation, resolution issues related to the significant corporate actions fall within the terms of reference of the Board of Directors or General shareholders' meeting. At the same time, the Company has defined criteria for identifying transactions and other actions recognized as the significant corporate actions and referred such actions to the terms of reference of the Board of Directors as specified by the Company's Charter and the current legislation of the Russian Federation.

When performing the corporate actions directly referred to the terms of reference of the general shareholders' meeting in accordance with the current legislation of the Russian Federation, the Board of Directors provides the Company's shareholders with relevant recommendations in the form of draft resolutions on the agenda items of the General shareholders' meeting approved by the Board of Directors, unless the item and draft resolution thereon are placed on the agenda of the General shareholders' meeting on the proposal of the persons entitled to do this under the Company's Charter and the current legislation of the Russian Federation.

When considering the issues related to the significant corporate actions, independent directors are free to express their position, and in doing this the Board of Directors takes into consideration the opinion of the independent directors when adopting resolutions and (or) recommendations related to the significant corporate actions.

The Company provides its shareholders with equal conditions when performing significant corporate actions that can affect their rights and vested interests. The Board of Directors believes that the existing approaches provided for by the current legislation of the Russian Federation are sufficient to protect the rights and vested interests of the Company's shareholders.

During the reporting year, no significant corporate actions were taken by the Company.

When making significant corporate actions, the Company's procedures for their approval and implementation enable the shareholders to obtain timely and complete information on such actions.

The Company's rules and procedures related to the Company's significant corporate actions are recognized in the Company's Charter and internal documents of the Company in accordance with the current legislation of the Russian Federation. The Company's internal

documents do not provide for an independent valuator to be invited to appraise the property to be alienated or acquired under a major transaction or interested party transaction, or evaluate acquisition and redemption value of the Company's shares. However, the Company shall engage an independent valuator when it is required by the current legislation of the Russian Federation. In other cases the Board of Directors can invite an independent valuator if it deems appropriate.

The Company assesses the practical value of recommendations of the Corporate Governance Code taking into consideration strategic goals of the Company's development as well as specifics of the current economic situation and present trends of the legal regulation of the corporate relations. Time limits of activities and measures to improve the Company's existing models and practice of the corporate governance shall be fixed by taking into account objective constraints that determine the current practicality of performance of such actions and measures.

REPORT ON DECLARED (ACCRUED) DIVIDENDS ON SHARES OF "SURGUTNEFTEGAS" PJSC

The Company's management body that adopted the resolution to pay (declare) dividends on shares of "Surgutneftegas" PJSC for 2024: the annual general shareholders' meeting.

Date of adoption of the resolution to pay dividends on shares of "Surgutneftegas" PJSC for 2024: 27.06.2025.

Date and number of the minutes of the meeting of the Company's authorized management body, which adopted the resolution to pay (declare) dividends on shares of "Surgutneftegas" PJSC for 2024: 28.06.2025, No. 36.

Date as of which the persons entitled to dividends on shares of "Surgutneftegas" PJSC for 2024 are determined: 17.07.2025.

Dividend rates declared (accrued) on shares of "Surgutneftegas" PJSC for 2024:

per one ordinary share(RUB): 0.90;

per one preference share(RUB): 8.50;

on all ordinary shares (RUB): 32,153,395,234.50;

on all preference shares (RUB): 65,466,984,997.50.

Form of dividend payment on shares of "Surgutneftegas" PJSC for 2024: cash.

Obligations to pay dividends on the Company's shares were fulfilled except when "Surgutneftegas" PJSC does not bear responsibility in accordance with Clause 16 Article 8.2 of Federal Law No. 39-FZ "On Securities Market" dated 22.04.1996 and when prescribed by the requirements of Part 5, Article 6 of Federal Law No. 114-FZ "On amendments to the Federal Law "On Joint Stock Companies" and certain legislative acts of the Russian Federation" dated 16.04.2022 as in force on the date of the end of the dividend payment period to nominee holders and trustees, where these trustees are professional participants of the securities market.

LIST OF THE COMPANY'S TRANSACTIONS CARRIED OUT IN THE REPORTING YEAR

In 2025, the Company did not carry out any transactions recognized in accordance with Federal Law No. 208-FZ "On Joint Stock Companies" dated 26.12.1995 as major transactions.

During 2025, the Company did not carry out any transactions recognized in accordance with Federal Law No. 208-FZ "On Joint Stock Companies" dated 26.12.1995 as interested party transactions.