

SUSTAINABLE DEVELOPMENT REPORT—2022



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Address by the Chairman of QIWI plc's Board of Directors

SERGEY SOLONIN

Chairman of QIWI PLC's Board of Directors and co-founder of QIWI

Dear friends,

We are pleased to present QIWI's second Sustainable Development Report, which has been prepared as per the GRI and SASB standards and the TCFD recommendations. It highlights the key areas of QIWI's sustainability efforts and shares our 2022 achievements.

Despite the challenging external environment, QIWI successfully navigated all the 2022 hurdles thanks to its robust business model, financial and operational resilience, and commitment to sustainability. We remained a trusted partner to our clients and businesses, providing easy-to-use and reliable fintech solutions that help solve everyday problems.

In light of the current economic turmoil, we see a great need to support people in difficulty, so we focus on taking care of our employees and addressing social issues in general. In 2022, QIWI launched several new projects of this type. These include a mental wellbeing platform for employees and a training program for people aspiring to shift to an IT career but lacking a specialized background. We also continued our initiatives to promote a culture of philanthropy.

In the meantime, we remained true to our commitments and continued enhancing our sustainability management approaches. In 2022, we transformed the Board of Directors Strategy Committee into a Strategy and Sustainable Development Committee and approved QIWI's Sustainable Development Policy and Strategy.

The year 2023 is a historical milestone for us as we are planning to restructure our business to separate our international and Russian holdings, after which they will develop independently. This will not affect availability of our services to our clients and partners.

I would like to thank our employees, clients, and partners for their unity and cooperation during a challenging year. Together, we have achieved great results and maintained our focus on creating long-term value for a broad range of stakeholders.



Address by the CEO of QIWI plc

ANDREY PROTOPOPOV

CEO of QIWI plc

Dear friends and colleagues,

In May 2022, we laid the foundations for further sustainability initiatives by approving QIWI's strategic priorities and setting related targets. Summing up this year's results, I am pleased to say that we have already made significant progress toward each of the targets.

Financial inclusion is at the core of our business. We provide affordable, user-friendly fintech solutions to individuals and businesses whose needs are not fully met by traditional banks. Our services and products help them resolve everyday problems and enable them to stay active within the financial system: to pay securely for online purchases, conduct online business, pay freelancers, and more.

We are a trusted partner to millions of people and thousands of businesses, which is why we consider it our most important duty to ensure information security and privacy of our clients' and partners' data. As in previous years, there were no information breaches in 2022.

We are committed to taking care of our people. We continue to invest in maintaining a pleasant working environment and fostering the development of talent. In 2022, amid turbulent external events, we focused on providing the team with psychological support. We were in constant touch with our employees and launched the PSY-Support platform to provide free counseling by psychologists and other specialists. To date, around 40% of our employees are using the platform.

QIWI values diversity of opinions and different work approaches and believes it is important to ensure inclusivity in IT. With that in mind, we have developed and launched the SOFT program, where anyone, irrespective of gender, age, or previous experience, can acquire key soft skills and try their hand in the IT industry. The program has triggered great interest and response, so we plan to launch a new stream in 2023 as well.

We focus particularly on the environmental aspects of our business. While QIWI's operations, like those of most other fintech companies, do not cause significant harm to nature, we still strive to minimize our environmental footprint. We almost never issue plastic bank cards and have reduced our paper consumption. In 2022, we conducted our second annual greenhouse gas calculation and subsequently offset our direct and indirect emissions for the reporting period by purchasing carbon tokens from SIBUR. We also took a number of important steps in managing our climate agenda: we launched a qualitative climate risk assessment project, began developing climate targets and metrics, and developed a roadmap for maintaining and reducing our greenhouse gas emissions.

Our sustainable development success would not have been possible without strong commitment on the part of employees from across QIWI. I would like to thank the team for their caring attitude and contribution to our projects and initiatives.



QIWI IN 2022

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About the Group

GRI 2-1, 2-6

QIWI Group (“QIWI” or the “Group”) is an innovative provider of cutting-edge payment and financial services. Our business is based on specialized market segments lacking convenient digital services and clients lacking adequate bank coverage.

OUR MISSION



Our mission is to connect our clients by providing unique financial and technological solutions to make the impossible simple and accessible.

For individuals, we are developing a line of products for fast and secure online payments and online shopping, money transfers, and other everyday solutions.

For businesses, we offer innovative QIWI Business financial services, simplifying their operations and enabling automation of their finances and a business development focus. QIWI Business products include Internet acquiring, mass and automated payouts for the self-employed and business customers, white label solutions, and customized services for certain segments.

Besides, we develop ROWI digital solutions for small and medium-sized enterprises, such as factoring, bank guarantees, contract financing, and funding of e-commerce merchants.

QIWI Group also includes RealWeb and Flocktory, offering clients a wide range of digital marketing solutions.



Our Services and Products

PAYMENT SERVICES FOR INDIVIDUALS



01

QIWI Wallet

An e-wallet for payments, money transfers, and online shopping

02

QIWI Cards

Bank cards for safe online and offline shopping and cash withdrawals

03

Payment Solutions for the Self-employed

A safe and convenient payment gateway for the self-employed to receive payments from their clients

04

CONTACT Payment System*

A remittance system

05

QIWI Terminals

Payment kiosks for topping up QIWI Wallets with cash, paying for services, and transferring money

* CONTACT Payment System ("CONTACT"), registration No. 0044 in the Unified Register of Payment System Operators of the Bank of Russia



Our Services and Products

PAYMENT SERVICES FOR BUSINESSES

01

QIWI Acquiring

A service for accepting payments using our online payment form, a QR code or POS*

02

Payout Solutions

A service for making instant payments to any bank card or QIWI Wallet of outstaffed employees and self-employed contractors

03

White Label

A service allowing partner companies to create a financial product under their own brand, using the technical platform and QIWI capabilities

04

Network for Accepting Payments

A payment gateway for QIWI's partners, accepting payments at their offline POSs (such as major retailers' outlets) or via apps of third-party banks and services

FINANCING FOR SMES

01

ROWI

A fintech platform offering digital solutions for small and medium-sized enterprises, such as factoring, bank guarantees, contract financing, and funding of e-commerce merchants

*POS (Point of Sale) — a payment solution for businesses to accept payments by bank card or contactless payments.



Our Services and Products

DIGITAL MARKETING

01

RealWeb

One of Russia's largest full-cycle digital agencies offering a wide range of services, from search engine and media advertising and mobile marketing to developing strategies and creative concepts

02

Flocktory

An omni-channel marketing automation and personalization platform offering Performance-¹ and CRM solutions²

¹Performance solutions are advertising solutions designed to achieve quick measurable performance.

²CRM solutions are solutions designed to develop relationships with existing and potential clients.

Please see the [QIWI Digital Ecosystem](#) section for more information about our products and services.

01

QIWI Bank

QIWI Bank JSC* ("QIWI Bank" or the "Bank") is a credit institution owned by the Group.

Our banking license allows us to offer various financial products, such as bank guarantees, contract financing, etc. QIWI Bank is the operator of the CONTACT Payment System and QIWI Wallet.

[Find out more about QIWI Bank →](#)



Top 100

most reliable Russian banks according to Forbes

*QIWI Bank JSC,
OGRN 1027739328440,
License No. 2241



Key Events in 2022

SASB FN-CF-000.A

2022 IN FIGURES

Delivering impressive results

34.1 RUB billion

(+47.7% YoY¹) —
net revenue

19.8 RUB billion

(+50.2% YoY) —
adjusted EBITDA

14 RUB billion

(+45.9% YoY) —
adjusted net profit

Instant payment processing

1.9 RUB trillion

total payments volume

13.8 million

active QIWI Wallet
accounts²

74.1 thousand

kiosks and terminals

Supporting small- and medium-sized enterprises

12.6 RUB billion

factoring portfolio

81.5 RUB billion

portfolio of digital guarantees

1.7 RUB billion

in loans issued by ROWI to small-
and medium-sized enterprises

¹ YoY — Year on Year

² QIWI Wallets with at least one transaction in the last 12 months



Key Business Events

In January 2022,

the Group acquired Taxiaggregator, a SaaS platform providing payment solutions and data analysis tools for taxi companies and taxi drivers.

The deal is part of QIWI's strategy for further developing its value proposition in the payment services segment for the self-employed and outstaffed employees. QIWI's experience, combined with Taxiaggregator's software platform and established customer relations, will trigger the introduction of new value-added products for shifting from a payment solution provider to a full-cycle taxi ecosystem.

In September 2022,

the Group announced acquisition of IntellectMoney, a company offering technological payment solutions for the e-commerce market.

The purpose of purchasing a Russian payment integrator is to strengthen QIWI's acquiring offerings for small and medium-sized businesses.

In December 2022,

the Group acquired a controlling stake in RealWeb, a digital marketing group.

The deal positions QIWI as a leader in the advertising and digital marketing business segment and is in line with the company's strategy to continue diversifying its product portfolio and bringing added value to our customers and shareholders.



Business Restructuring in 2023

In March 2023, QIWI received a NASDAQ notification announcing the anticipated delisting of the company's depository shares. We appealed the decision.

In June 2023, NASDAQ allowed the appeal and reversed the delisting decision subject to certain conditions. If approved by the CBR,* QIWI plans to split its Russian and international businesses. International operations will be transferred to QIWI plc, whose shares are traded on NASDAQ and MOEX. Russian operations will be consolidated within JSC QIWI. Both holdings will proceed separately.

The restructuring of QIWI's corporate structure will not affect availability of its services and products for the customers and partners.

In such unprecedented and challenging times, we continue to act in the best interests of all our stakeholders, including the shareholders, investors, customers, business partners, and employees.



Ratings and Awards

QIWI CREDIT RATINGS ON THE REPORT DATE

After the reporting date, in May 2023, Expert RA raised QIWI Bank's rating from ruBBB up to ruBBB+ with a stable outlook. In August 2023, following the restrictions imposed by the CBR on certain operations related to QIWI Wallets, the credit ratings for QIWI plc and QIWI Bank were lowered.

ENTITY	QIWI plc	QIWI Bank
Rating agency	Expert RA	Expert RA
Rating	ruBBB+	ruBBB-
Outlook	Developing	Developing
Updated	August 1, 2023	August 1, 2023

Restrictions on QIWI Bank operations in 2023

In 2023, following a routine audit of the Bank's compliance with the reporting and documentation requirements, the CBR identified certain reporting deficiencies typical of the organizations of our size.

The regulator imposed temporary partial limitations on certain transactions effective from July 26, 2023. To comply with the regulator's requirement, we have temporarily and partially limited transfers by individuals from QIWI Wallets to bank accounts and cash withdrawals. At the same time, recharging cell phone accounts, money transfers to other digital wallets, as well as payments for goods and services using QIWI Wallets and QIWI cards remain available. Money transfers via CONTACT, merchant acquiring and payments to third-party accounts and cards by legal entities are not affected by the restrictions, either.

During this time, we will focus on providing our clients with transparent communications and support. As a first step, we have posted on our [website](#) regularly

updated answers to all FAQs concerning the impact of the imposed restrictions on QIWI's products and services. In the Telegram channel [QIWI Today](#), QIWI's CEO publishes open letters to our clients and partners, providing timely information on how the Bank is operating in the current situation. These posts are open to comments so that everyone can ask a question and get a prompt response from our support team.



At the time this Report was drawn up, we had already corrected all the documentation inaccuracies identified by the CBR and sent our activity report to the regulator. Even with the restrictions imposed, QIWI Bank and QIWI Group will maintain profitability and financial stability.



Awards in 2022

01

QIWI Bank ranked first in Kommersant's Most Profitable Banks and Most Efficient Banks in 2021

Nº1

02

QIWI Business won the Digital Leaders Award in the Financial Services category

05

QIWI won Gold in Forbes Russia's Best Employers ranking

03

QIWI Bank ranked second in the ranking of Most Efficient Banks 2021 and third in the ranking of Most Profitable Banks 2021 published by Brobank

Nº2

04

QIWI Bank improved its position in Forbes's Top-100 Reliable Russian Banks by four ranks

06

QIWI won the CDO/CDTO Award as the Best Digital Culture Company for its strong digital corporate culture and support for product innovation



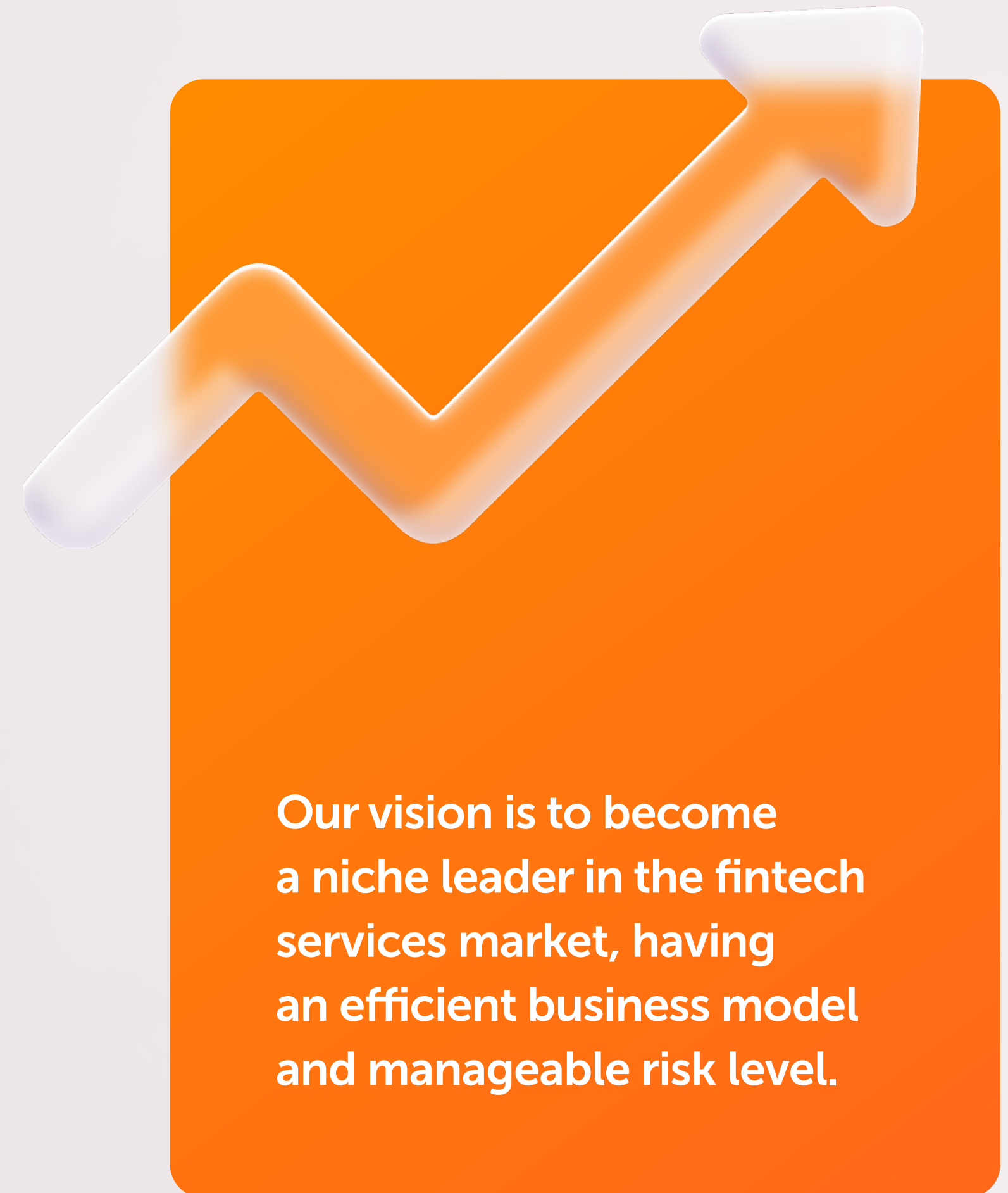
Our Business Strategy

GRI 3-3

At QIWI, business strategy is not a rigid plan but rather a dynamic process. We are constantly exploring promising directions for strategic business development, analyzing the competitors' practices and market trends, studying customer and partner behavior, and adapting to dynamic changes in the operating environment.

The Group's approach to strategic planning is set in the Regulations on Strategy and Sustainable Development Committee. Our business strategy is approved by the Strategy and Sustainable Development Committee of the Board of Directors. Every quarter, implementation results and development plans are presented at the Committee's meetings.

We described the key business strategy development stages in the [Sustainable Development Report 2021](#) (page 11).



Our vision is to become a niche leader in the fintech services market, having an efficient business model and manageable risk level.



Strategic Focus Areas

Payment services constitute the Group's key business line. Here we aspire to become the leading provider of digital payment services for businesses and customers on our focus markets.

Apart from payment services, we are moving forward in other areas, providing additional value to our customers. Such services include our **ROWI** project with financial solutions for small- and medium-sized enterprises.

In 2023, we grouped our RealWeb and Flocktory businesses into the **Digital Marketing** segment. Products and services within the segment include solutions for search engine and display advertising, as well as marketing and advertising automation.

Please see the [QIWI Digital Ecosystem](#) section for more information about our products and services.

IN 2022, OUR BUSINESS STRATEGY FOCUSED ON:

01 **Developing priority markets and key categories**

02 **Entering new niches and M&A deals**

03 **Expanding our geography**



Financial Stability

GRI 3-3

At QIWI, we focus on financial stability for supporting smooth operations despite the economic turbulence.



As per the Articles of Association of QIWI plc, the Board of Directors appoints the CFO* and annually approves the Group's budget. All financial planning matters fall under the remit of the Finance Directorate.

* Chief Financial Officer

FINANCIAL PERFORMANCE IN 2022

In 2022, we hit a new high: compared to 2021, the Group's total net revenue increased by 47.7% to reach RUB 34.1 billion, while the adjusted net profit grew by 45.9% to RUB 14 billion.

* In the Group's financial statements, the Corporate and Other category encompasses corporate operations of QIWI Group, as well as our R&D, early stage business models or non-core projects, and projects that do not pass the materiality threshold to qualify as separate reporting segments, including ROWI, Flocktory and RealWeb.

In 2022, the following factors had a positive effect on our performance:

- 01** **Our wide range of products** was swiftly adjusted to the dynamic economic environment and changing needs of people and businesses.
- 02** **Growth of the Payment Services segment** driven by a growth in money transfers through the CONTACT system, attraction of new merchants and aggregators, greater payment volumes for services through QIWI Wallet, and an increase in the payment volume in solutions for the self-employed and outstaffed employees.
- 03** **Growth of the Corporate and Other category*** driven by growth of the ROWI business, higher interest income from investments in debt securities (high-quality corporate and government bonds) and higher interest income on loans issued.



Liquid Assets

QIWI'S LIQUID ASSETS CONSIST OF:

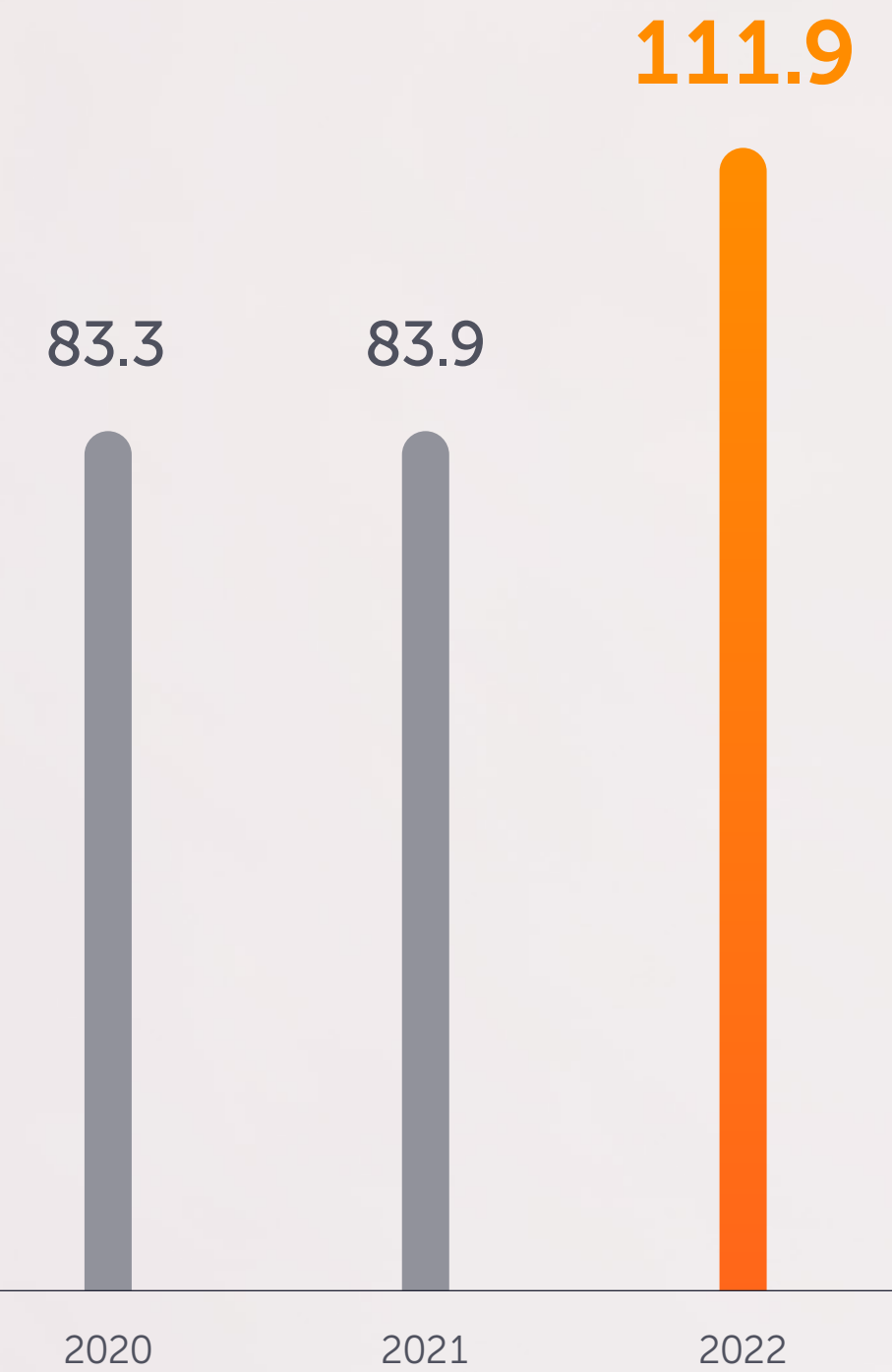
01 **Cash with credit institutions and cash on hand**

02 **Short-term deposits with a maturity of up to 90 days**

03 **A portfolio of federal loan bonds with a maturity of up to 90 days**

As of December 31, 2021, cash and cash equivalents amounted to RUB 47.5 billion or 42.4% of the Group's assets (RUB 111.9 billion), covering 87.8% of our liabilities. At the same time, the share of current assets in the total exceeds the non-current assets almost five-fold.

OUR ASSETS,
RUB BILLION





Liabilities

QIWI's key liabilities:

- 01 Cash on client accounts (individuals, sole traders, legal entities and credit institutions)
- 02 Accounts payable to providers and merchants
- 03 Money transfers and e-wallet accounts payable
- 04 Advances received from agents and other working capital items
- 05 Capital expenditures and acquisitions

51.7%

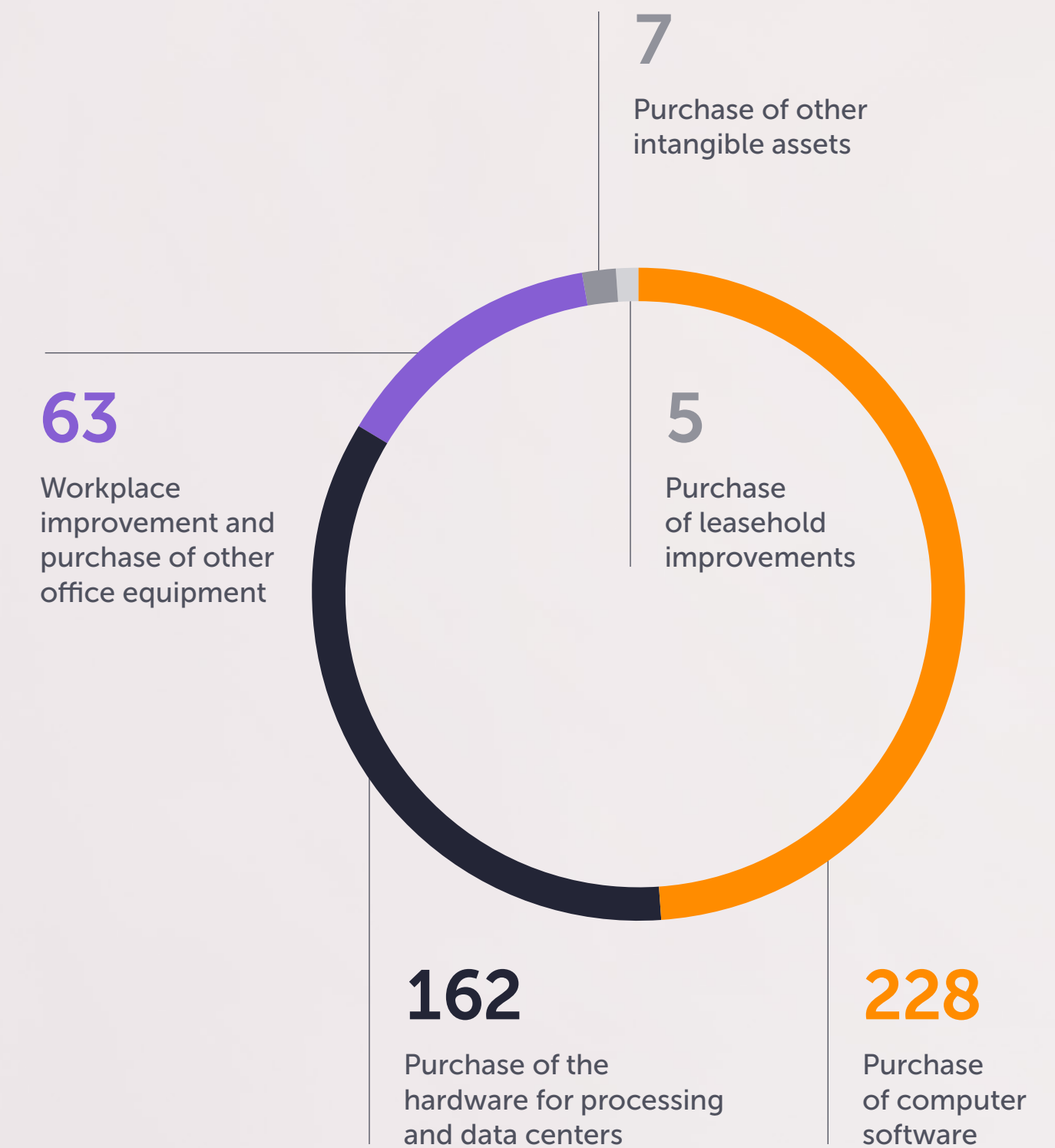
of QIWI's liabilities are made up by equity capital.

87.8%

of liabilities are covered by cash and cash equivalents.

In 2022, capital expenditures remained at an insignificant RUB 465 million as of December 31, 2022, mainly attributable to the purchase of software and IT equipment for data centers.

CAPITAL EXPENDITURE STRUCTURE, RUB MILLION



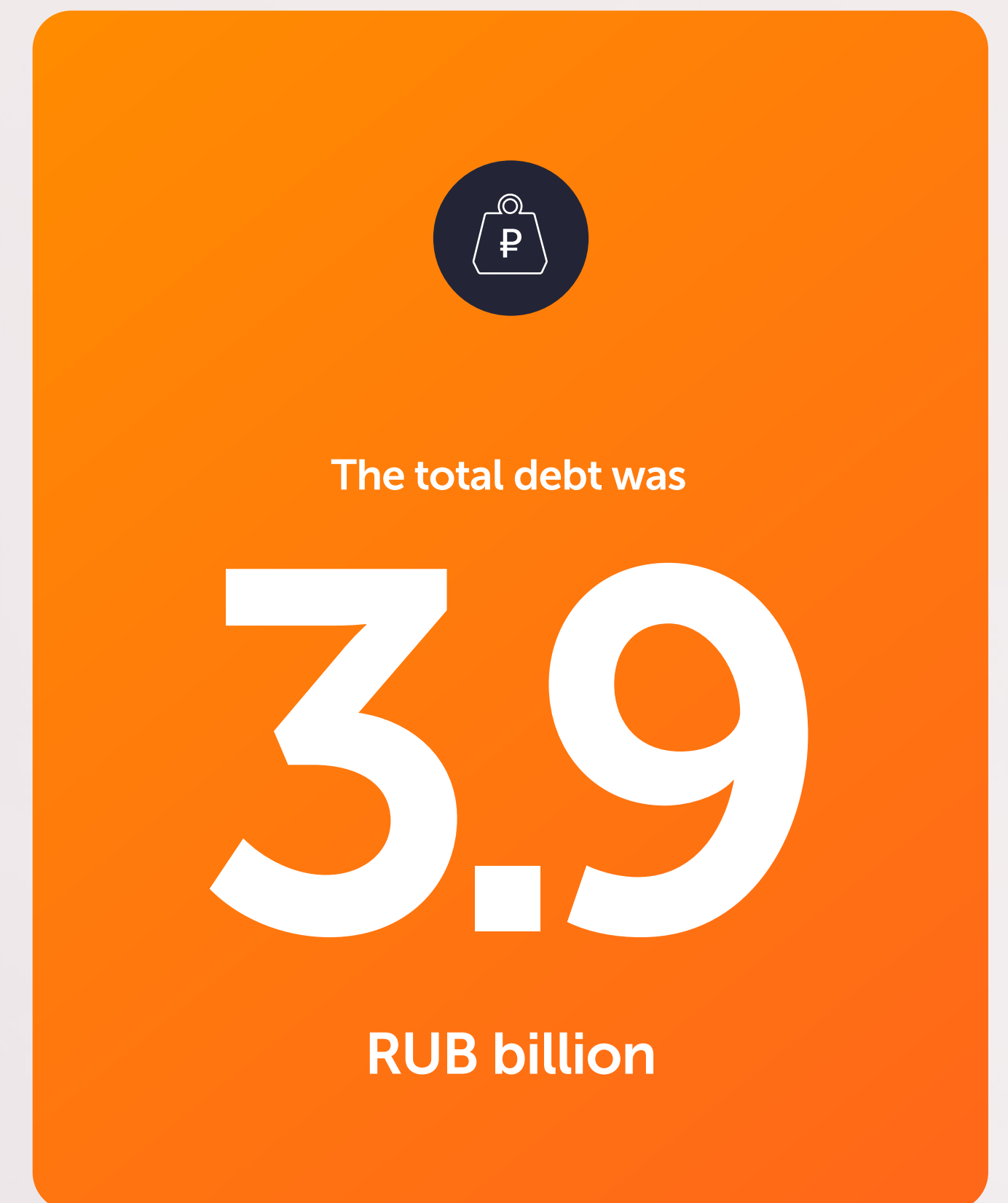


Comfortable Debt Level

**We do not depend on debt financing.
As of December 31, 2022,
our net debt was negative.**

A combination of high profitability on adjusted net income, low capital expenditure, and negative net debt underscores QIWI's high financial strength.

More details about QIWI's financial performance in 2022 can be found [here](#).





SUSTAINABLE DEVELOPMENT

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At QIWI, we strive to combine robust financial performance with benefiting the people we work with and the society in general. Responsible business practices, appropriate risk management, resource saving and caring for employee wellbeing are embedded in our corporate DNA.

Seeing the strategic importance of developing sustainable practices and increasing business transparency, in 2021–2022, we launched comprehensive efforts to develop the ESG function at QIWI.

In 2022, we formalized our approach to the sustainability agenda in our Sustainable Development Policy and approved the ESG strategy and its implementation plan for 2023.

AWARDS IN 2022

01

QIWI ranked high in the RBC and NCR's ESG index. The Group was placed in the second category, among companies demonstrating developed ESG practices

02

QIWI was placed in the Gold Group of Russia's Best Employers ranking by Forbes, which included assessment of the participants' ESG metrics

2022 Key Events



- The Board of Directors Strategy Committee was reorganized as the Strategy and Sustainable Development Committee
- The External Communications Directorate was reorganized as the Sustainable Development and External Communications Directorate
- The Board of Directors approved QIWI plc's Sustainable Development Policy
- The Board of Directors approved the Group's Sustainable Development Strategy until 2025
- QIWI developed the Group's sustainable development roadmap for 2023
- QIWI released the Group's inaugural Sustainable Development Report for 2021









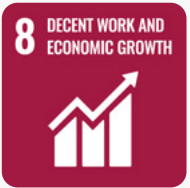
QIWI's Sustainable Development Strategy: Our Progress

QIWI's Sustainable Development Strategy was approved by QIWI plc's Board of Directors in May 2022.

While preparing the strategy, we were guided by QIWI's mission, focusing on the areas of the Group's expertise and analyzing our key stakeholders' expectations. On this basis, we set out our strategic priorities and areas for the period until 2025. In addition, we selected seven primary UN SDGs* to which the Group can make the most significant contribution.

QIWI's underlying business idea is financial comfort for everyone. We strive to offer simple, affordable, and advanced financial solutions to everyone, irrespective of age, ethnicity, lifestyle, or profession.

* The United Nations Sustainable Development Goals consist of 17 goals presented in 2015 by the UN General Assembly as "the blueprint to achieve a better and more sustainable future for all".

PRIORITY	FINANCIAL INCLUSION	DIGITAL BANK	EMPLOYEES
Focus area	<ul style="list-style-type: none"> Support for underbanked clients through tailored products, promoting cultural inclusion and financial literacy Responsible marketing 	<ul style="list-style-type: none"> Information security and personal data security Development of innovative payment technologies Circular economy Energy consumption and efficiency 	<ul style="list-style-type: none"> Employer brand and talent management Diversity and inclusion in IT
Contribution to the UN Sustainable Development Goals	 	  	 



Financial Inclusion

92.1 thousand

active transactions of ROWI's SME clients (+200% YoY)

Our business is based on the market segments where users face a lack of convenient digital solutions and their needs are not fully covered by banks. We strive to offer such clients **customized products** to address their needs, allowing them to remain active within the financial system.

5 million people

the total reach of financial literacy postings published on QIWI's social media

We want our **marketing communications** to be as helpful as possible for the audience. We publish complete and comprehensive information about QIWI products, describing how they can become a fast and safe solution to the current needs of our B2B and B2C customers. We also share our expertise by publishing materials on personal finance management and ins and outs of conducting a business.

*Please see the [Responsible Marketing](#) section for more detail on responsible marketing



In 2022, we focused on a number of areas:

- We published information materials on financial literacy for individuals. For example, we launched the Financial Alphabet section on our social media, where we explain key financial and cybersecurity concepts in plain language.
- We launched a number of special projects for entrepreneurs covering best business practices, such as mini-courses in on our official B2B Telegram channel on how to process customers' personal data or how to use digital advertising tools.
- We continued to expand customer communication channels: for example, we launched QIWI's blog on the Klerk.ru platform for accounting professionals*.



Digital Bank

The first direction of the Digital Bank strategic priority is our **contribution to the circular economy**. As part of this, we are working on an instant solution to pay for recyclables, enabling entrepreneurs collecting and reselling recyclable materials to switch to non-cash settlements with those turning in recyclables. This way, we are helping them increase business efficiency and reduce the risks.

3,121 tons of CO₂e

total GHG emissions, Scope 1 and 2
(6% less than in 2021)

97%

of QIWI cards are virtual or made of bioplastics (+2 pp YoY)

In addition, we structure our operations to minimize the environmental impact typical of fintech companies. We are reducing the use of paper and plastic: we generate all receipts and statements in the electronic format, expand the use of electronic document management, and issue virtually no plastic bank cards.

We focus on **energy efficiency and management** of QIWI's **carbon footprint**. We are implementing energy-efficient solutions at the Group's offices, monitoring the level of GHG emissions, and are going to develop a plan for the gradual decarbonization of our business.



Digital Bank

0

critical information leakages

We offer our customers a high level of **information security and ensure protection of personal data.**

To safeguard information, we have implemented a Zero Trust security model envisaging provision of employees with access to company data on a need-to-know basis. We perform external audits of our IT systems and deliver information security trainings to our employees on a regular basis.

Another important area is **development of innovative payment solutions.** At QIWI, we are constantly

working to ensure that our products are user-friendly, reviewing opportunities for using innovative technologies for this purpose. Moreover, as members of business associations, we contribute to creating favorable conditions for launching breakthrough solutions in the market.

¹Please see the [QIWI Digital Ecosystem](#) section for more detail about QIWI products in 2022.

²Please see the [Climate Risk Management](#) paragraph.

³Please see the [Responsible Business Practices](#) section for more detail about QIWI's approach to information security.



Our focus areas in 2022:

- We continued to develop payment solutions for individuals turning in recyclable waste and launched eco-friendly cards made of corn-based bioplastic.¹
- We performed the first calculation of direct and indirect GHG emissions generated by our own infrastructure. We compensated our 2022 greenhouse gas emissions (Scope 1 and Scope 2), purchasing carbon credits issued by SIBUR as part of its climate project. We started the development of a decarbonization plan and identification of the Group's climate risks.²
- We implemented new information security solutions as part of import substitution in the Russian market.³



Employees

The first area within this priority is **employer brand and talent management**. We focus on attracting new talent, supporting an open and democratic corporate culture, creating comfortable working conditions, fostering wellbeing and providing conditions for our employees' continuous professional development.

At QIWI, we value diversity of opinion and different approaches to work and consider it important to **ensure inclusion in IT**. We believe there should be no boundaries for people's IT career aspirations. That is why we develop projects for those interested in building a career in this field, irrespective of gender, age, education or background.

82%

level of employee engagement;
63% – eNPS¹

36

young professionals
completed the #FRESHQIWI
internship program

>4 thousand
people

enrolled in the
SOFT program

¹ The eNPS (Employee Net Promoter Score) is a metric used to measure employee loyalty to a business.

² Please see the [Employee Support](#) paragraph for more detail.

³ Please see the [Employer Brand Development](#) paragraph for more detail.

⁴ Please see the [Supporting Diversity in IT](#) paragraph for more detail.



Our focus areas in 2022:

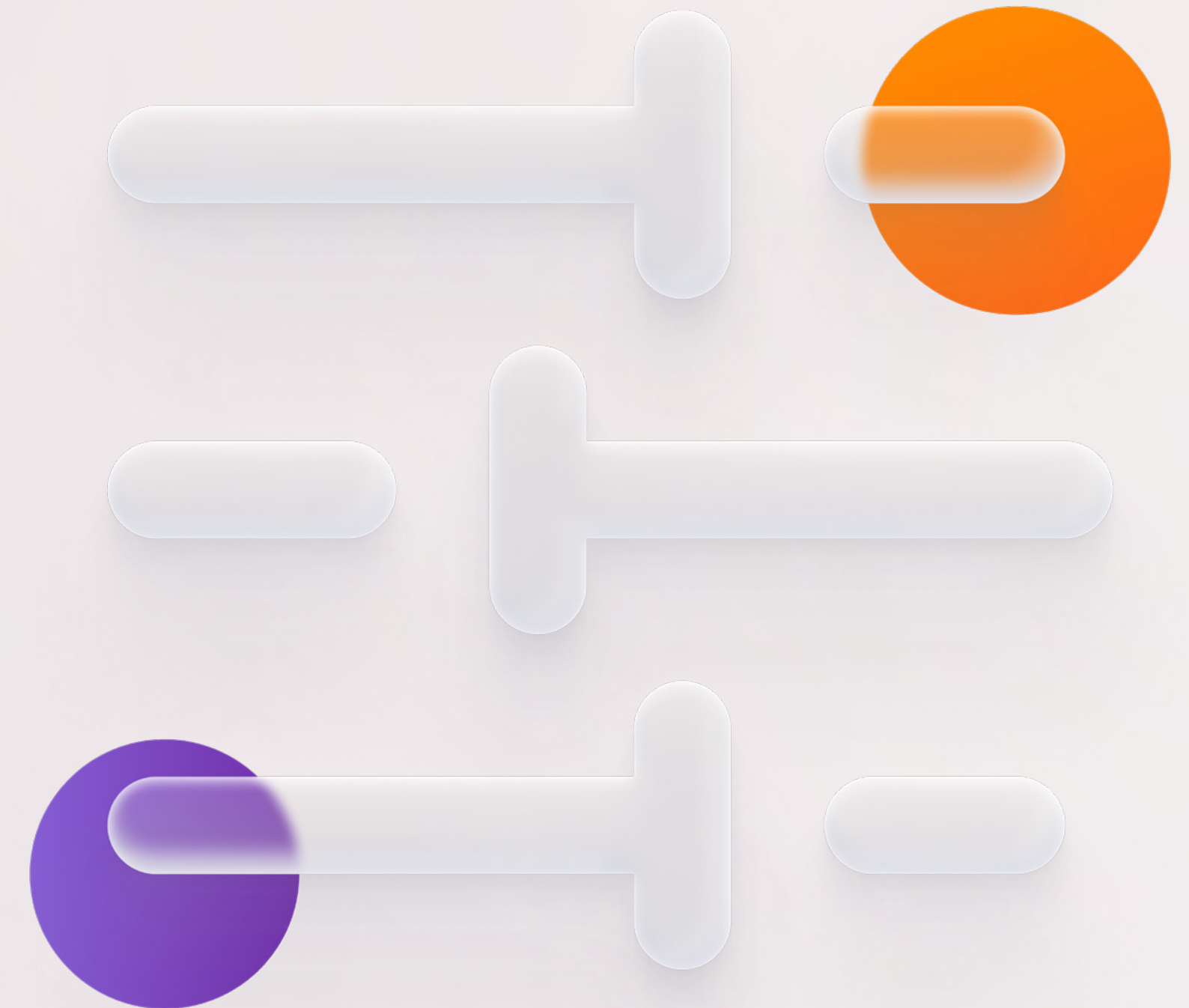
- We focused on supporting our employees' mental wellbeing and launched the PSY-Support platform for providing them with personal consultations with psychologists, coaches, nutritionists, and art therapists.²
- We launched the #FRESHQIWI paid internship program for students and graduates, with possible subsequent employment at QIWI.³
- We developed and delivered the first stage of our SOFT program, an online soft skills workshop for people of all ages and professional backgrounds who want to launch an IT career.⁴



Sustainable Development Management

GRI 2-12, 2-13, 2-14, 2-22

It is important for us to create a sustainable development management system to meet our stakeholders' expectations and enable us to achieve the ESG goals. Our approach to ESG management is set out in QIWI plc's Sustainable Development Policy.





SUSTAINABILITY MANAGEMENT FRAMEWORK

Board of Directors

Responsible for the strategic management of the Group's ESG agenda, approving key policies and the sustainable development strategy

Strategy and Sustainable Development Committee

Supports the Board of Directors in managing the Group's ESG agenda, reviews progress in implementing the sustainability strategy, monitors implementation of ESG practices in the Group's business processes, approves ESG reports

Remuneration Committee

Discusses specific issues related to the Group's sustainable development, including material incentives for top management and remuneration of the Group's employees

Audit Committee

Discusses specific issues of the Group's sustainable development, including risk management and internal control, as well as legal and regulatory compliance

Top Management

Responsible for implementing the principles laid down in the Sustainable Development Policy and the sustainable development strategy, and achieving its goals, approves ESG projects and initiatives

Operational management

Sustainable Development and External Communications Directorate

Coordinates communication between departments and divisions on ESG issues, builds communication with internal and external stakeholders on sustainability topics, ensures regular collection and consolidation of non-financial data from Group companies, generates reports for the Board of Directors, as well as public non-financial reporting of the Group

Managers and employees of operating units

Are in charge of ESG implementation and drive specific ESG initiatives within their units

Risk management and compliance

Risk management

Coordinates ESG risk identification and management, provides methodological support for the Group's operational management

Internal control

Provides methodological support and ensures effectiveness of internal control of ESG data quality

Internal audit

Internal audit

Evaluates the effectiveness of the risk management and internal control system



Stakeholder Relations

GRI 2-29

It is important for us to understand our stakeholders' standpoint regarding QIWI's business strategy and the ESG agenda. We strive to build a partnership with the stakeholders based on transparency and trust.



Where to find information about us:

Our corporate website: corp.qiwi.com
For investors, analysts and funds: investor.qiwi.com
For businesses: qiwi.business
For jobseekers: jobs.qiwi.com
Support: qiwi.com/support
Product documentation: developer.qiwi.com

Where to find our materials and news:

About work and life in QIWI: [QIWI INSIDE](#)
Life hacks and market analysis: [QIWI Today](#)
Group news: [QIWI news](#)

Supporting QIWI employee initiatives

We support initiatives of our colleagues in an effort to make sustainable development our common goal. In 2023, we are going to launch our Positive Balance project, where our employees will be able to suggest initiatives that could drive positive social or environmental changes. QIWI will implement the best ideas.

Every day, we communicate with various stakeholder groups, mainly our employees, users, customers, shareholders, suppliers, business partners, public authorities, non-profit organizations and local communities.

Read more on stakeholder relations key points and mechanisms in our [Sustainable Development Report 2021](#) (page 33).



RESPONSIBLE BUSINESS PRACTICES

- 32 Compliance System
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- 39 Information and Personal Data Security
- 44 Supply Chain
- 45 Responsible Marketing



We strive to meet the highest business ethics standards. One of our key goals is to maintain a strong corporate culture. It will help the Group’s employees, counterparties, and society to build trust-based and transparent relations with one another.

2022 KEY EVENTS AND RESULTS

0

confirmed reports of corruption, fraud or unethical behavior to the EthicsPoint

0

critical remarks based on information system audits

0

leaks of critical data and zero leaks of personal data

We have launched a project for identifying and assessing potential human rights-related risks



Our business is based on the following:

- compliance with all the applicable legislation, including the NASDAQ’s requirements and the Moscow Exchange’s guidelines;
- compliance with business ethics;
- careful handling of information security and personal data protection issues;
- long-term partnerships;
- compliance with the responsible marketing principles.



Compliance System

GRI 2-23, 2-26, 2-27

We adhere strictly to the legislation of the countries where the Group operates and ensure timely updating of our business processes in order to avoid any violations.

QIWI's Compliance Service ensures efficient operation of the compliance system. The Compliance Service consists of several departments that manage corruption issues and conflicts of interest, sanction compliance, payment compliance, Anti Money Laundering (AML) and Combating Financing of Terrorism (CFT) matters. In 2023, we divided the compliance management function into the international and Russian teams.



Our approach to managing responsible business practices at the Group level is based on the following:

- Code of Ethics and Business Conduct;
- Anti-Corruption Policy;
- Conflict of Interest Policy;
- Anti-Fraud Policy;
- Anti-Money Laundering, Combating the Financing of Terrorism, Counter-Weapons of Mass Destruction Financing and International Economic Sanctions Compliance Policy;
- Insider Trading Policy;
- Disclosure Controls and Procedures;
- Business Gifts and Business Hospitality Regulations.



Legal Compliance

Since QIWI's business requires compliance with laws and regulations in multiple jurisdictions, we launched a system for tracking legislative updates in the countries of our presence:

01

The Government Relations (GR) Team operates at the Group level to track legislative developments applicable to QIWI. The GR Team reports regularly to the Board of Directors on significant legislative updates.

Additionally, QIWI's In-House Legal Team tracks developments in international law.

02

QIWI's subsidiaries engage compliance specialists specifically to track regulations related to operations in the countries of our presence.

03

Also, we receive information from industry associations of which we are part.

We update our team in a timely fashion on all urgent and relevant legislative changes.



Compliance with Anti-Corruption Laws

As QIWI has zero tolerance toward any form of corruption, it has developed procedures and processes for precluding any breaches of anti-corruption laws. Our approach is outlined in the [QIWI Group Anti-Corruption Policy](#).

It is important for us to increase anti-corruption awareness of employees. At hiring, they are required to acknowledge our Anti-Corruption Policy, as well as other policies and documents related to compliance and business ethics and training materials on these subjects.

We run background checks on our counterparties and apply our anti-corruption principles to them, in particular, we include in agreements a clause obliging the parties to take reasonable steps to avoid corruption.

QIWI maintains [feedback channels](#) that can be used to report potential violations.

Find out more about QIWI's Anti-Corruption System in our [Sustainable Development Report 2021](#) (page 42).



Compliance Materials for QIWI Employees

- A presentation on compliance is included in QIWI START, the newcomer's induction course.
- A training course on the Groups' key compliance documents (Code of Ethics and Business Conduct, Conflict of Interest Policy, Anti-Corruption Policy, Business Gifts and Business Hospitality Regulations and Internal Control System Policy). After the training, the employees take a test.
- QIWI compliance system leaflet.
- A series of videos explaining various compliance policy breaches (e.g., illegal actions of partners, gifts, conflict of interest, etc.).



Managing Conflicts of Interest

We aim to identify conflicts between personal interests and the Group's legitimate interests, as well as to take steps to prevent and address any potential adverse impact arising from conflicts of interest.

Our approach is formalized in the QIWI Group Conflict of Interest Policy, which specifies measures to take in order to identify and prevent conflicts of interest, as well as a procedure for considering and addressing such situations.

The Compliance Service is responsible for the effectiveness of the conflict of interest management process. The Security Service performs conflict checks with respect to all new hires. The Compliance Service ensures that all employees acknowledge the relevant policies and informs them on how to report potential conflicts of interest. At least once a year, employees are interviewed in order to identify any unreported conflicts of interest.





Business Ethics and Human Rights

GRI 2-23, 2-24, 2-25, 2-26, 406-1

Our business is based on the highest business ethics standards. The Group has a Code of Ethics and Business Conduct in place. It outlines QIWI's key values* and rules of business conduct mandatory for all employees.



The Code of Ethics and Business Conduct applies to all employees, top managers, and members of the Board of Directors.

In addition, QIWI has adopted a Code of Business Conduct for the Group's Counterparties. This sets out key ethical requirements for clients, partners, and suppliers. This code also covers issues related to conflicts of interest, gifts, information handling, etc.

**FOR EXAMPLE,
WE EXPECT OUR
TEAM TO:**

- take their job duties very seriously;
- comply with the relevant laws;
- treat QIWI's property with due care;
- handle sensitive and confidential information with care;
- respect one another's privacy;
- not allow discrimination or harassment (in any form) within the team;
- not allow conflicts of interest.

*Please see the Sustainable Development Report 2021 (page 93) for more detail about QIWI's values.



Human Rights

We respect human rights and seek to maintain a working environment and partnerships free from discrimination of any kind.

In 2022, we launched a project for identifying and assessing potential human rights risks. An understanding of such risks and potential impacts will help us improve the relevant corporate practices.

In 2022, we also started developing a Human Rights Policy.

QIWI maintains an [EthicsPoint hotline](#) for reporting issues, including in relation to human rights.



None of the reports to the hotline in 2022 was related to discrimination or other violations of human rights.

How We Ensure Maintenance of Human Rights

WITH RESPECT TO QIWI'S EMPLOYEES, WE:

- comply with the occupational health and safety legislation;
- provide equal opportunities to all employees irrespective of their sex, age, nationality or other diversities;
- do not allow discrimination or harassment (in any form), taking potential violations of human rights very seriously;
- ensure adequate working conditions and provide competitive remuneration and career development opportunities;
- build a corporate culture based on respect for employees' rights to privacy, freedom of speech, and self-development.

WITH RESPECT TO OUR SUPPLIERS, WE:

- comply with the applicable regulations (related to procurement) of the countries in which the Group operates;
- perform relevant bidding procedures;
- avoid conflicts of interest and oblige our employees and representatives to ensure that their personal relationships do not impact their business decisions.

WITH RESPECT TO OUR CLIENTS AND PARTNERS, WE:

- comply with the applicable legal requirements;
- protect confidential information and the personal data of our clients and partners;
- monitor the completeness and reliability of information about the terms and conditions of services;
- comply with the responsible marketing principles.



Feedback Mechanisms

GRI 2-25, 2-26, 406-1
SASB FN-CB-510A.2

Our employees, clients, partners, and other stakeholders may use our feedback mechanisms to report potential violations.

The EthicsPoint hotline is a key tool for reporting any alleged violations of business ethics.

EthicsPoint is maintained by a third-party provider. Reports can be submitted in writing or over telephone in any language used by the Group's companies. If callers do not want to disclose their identity, they may submit an anonymous report.

QIWI guarantees confidentiality and non-retaliation as per the Procedure for Using QIWI Information Sources and the Group's Code of Ethics and Business Conduct.

All reports to EthicsPoint are considered by QIWI's Internal Audit Service, which helps in taking the requisite corrective actions and implementing measures to prevent similar situations in the future. Reports prepared by the Internal Audit Service based on the EthicsPoint data are subject to regular review by the Board of Directors Audit Committee.

We inform our employees of the EthicsPoint hotline in the QIWI START learning program during their first months with QIWI. In addition, we distribute regular communications to remind them of this tool. Other stakeholders may find contact details of the EthicsPoint hotline in our Code of Ethics and Business Conduct posted on QIWI's website.

ETHICSPPOINT STATISTICS, 2022

- Reported cases
- Investigations
- Confirmed violations



In 2022, five reports were submitted to EthicsPoint. Two of them did not contain enough information, the other three were investigated (two violations were not confirmed; one case regarding an operational issue connected with our services was transferred to the Support Service).

In addition to EthicsPoint, there is a dedicated email our employees can use to report any potential violations related to corruption, fraud or business ethics, or to seek further advice on these topics.



Information and Personal Data Security

GRI 3-3, 418-1
SASB FN-CB-230A.2,
FN-CF-230A.1,
FN-CF-230A.3,
TC-SI-230A.1,
TC-SI-230A.2

We are committed to maintaining a reliable information security system, including transaction security, customer and partner data confidentiality, and operational stability of in-house IT systems.

The Group's Information Security Policy outlines the management's approach, goals and principles of data security and confidentiality. Some companies of the Group (JSC QIWI, QIWI Bank (JSC)) have adopted their own information security policies based on the legislation applicable in the countries in which they operate.

We keep the information security documentation up to date. In 2022, we updated QIWI Bank's Information Security Policy as per the regulatory requirements on cross-border data transfers.



The Information Security and Fraud Management Directorate deals with the Group's information security issues. Its responsibilities include cooperating with all key departments on cybersecurity matters.



Information Security Solutions

In 2022, the Group and many other Russian and CIS financial businesses faced a number of information security challenges.

For instance, the number of DDoS attacks on QIWI's IT infrastructure more than doubled over 2021. All the threats were successfully nullified through cooperation with several independent providers that have information security incident response processes in place and operate on different network layers to ensure protection against both low- and high-level DDoS attacks.

The withdrawal of a number of IT equipment manufacturers from the Russian market and restrictions on access to external foreign cloud services for Russia-based companies were also seen as significant challenges. Nevertheless, we succeeded in finding and implementing replacement solutions. For example, in 2022 we:

- switched to a new two-factor authentication system that identifies a user by requesting authentication data of several types (e.g., a login/password and a code that comes via a mobile app). This ensures reliable corporate account protection against unauthorized access;
- switched to the Bug Bounty platform, allowing us to outsource cybersecurity specialists for testing our IT systems and identifying vulnerabilities.

In 2022, we experienced no critical incidents related to data protection

Please see our [Sustainable Development Report 2021](#) (page 78) for information about the solutions we use for protecting client data and preventing data leaks.



Zero trust

We adhere to the zero trust principle, meaning that access of each employee to the Group's data is strictly determined and limited, depending on their role and area of expertise. This approach enables us to protect the Group against both external threats and employee errors.



Personal Data Security

QIWI treats personal data of its clients, partners, employees, and counterparties with care.

Key approaches to personal data processing and protection are outlined in QIWI's Policy on Personal Data Processing and Security. We ensure that our employees acknowledge the documents governing personal data processing and security procedures and expect them to comply with all relevant requirements.

We process personal data as per the legislation of the countries in which the Group operates. We use personal data only for collection purposes and pay special attention to managing data leak risks.



We are committed to improving our personal data management system. In 2022, we engaged external advisors to have our data management practices analyzed and provide recommendations on their improvement (due in 2023).

In 2022, no personal data breaches were recorded.

Find out more about personal data processing in our [Sustainable Development Report 2021](#) (page 80).



Information Security Audits

Independent auditors regularly review QIWI's information security system for compliance with the international and local standards. In 2022, QIWI passed the following audits:

In 2022, no critical remarks were made following the internal or external audits.

In addition, we regularly assess our information security system for compliance with personal data security requirements and with the requirements of the Central Bank of Russia.

AUDIT SUBJECT	FREQUENCY
01 Compliance with PA-DSS ¹ (in relation to software for QIWI terminals)	Annually
02 Compliance with PCI DSS ²	Annually
03 Compliance with GOST 57580.1 ³ (in relation to the unified biometric database)	Annually or every two years, depending on the audit scope
04 Compliance with SWIFT ⁴ SCP ⁵ requirements	Annually
05 Compliance with ISO 27002:2022 ⁶	Every two years

¹ PA-DSS (short for Payment Application Data Security Standard) is a payment application security standard developed by the Security Standards Council.

² PCI DSS (short for Payment Card Industry Data Security Standard) is a data security standard developed by the Payment Card Industry Security Standards Council to protect payment card data.

³ GOST 57580.1 is a Russian National Standard that defines information security levels for financial institutions and a basic composition of organizational and technical measures to protect information.

⁴ SWIFT (short for Society for Worldwide Interbank Financial Telecommunications) is an international interbank system for transferring information and making payments.

⁵ SCP (short for Customer Security Program) is a security program for SWIFT users that requires them to conduct annual security assessments of their IT infrastructure for compliance with the international interbank system's criteria.

⁶ ISO 27002:2022 is a standard developed by the International Organization for Standardization (ISO) that provides guidelines for implementing information security measures.



Information Security Training for Employees

We regularly train our employees and check their understanding of the key information security principles.

AUDIENCE	ACTIVITIES
New hires	All newcomers complete the QIWI START induction course to learn QIWI's fundamental information security principles . They also take a number of other courses on information security issues. We tell our new team members about QIWI's security services, confidential information handling procedures, anti-fraud measures, etc.
All employees	<p>We hold an annual Information Security Awareness Week including activities for employees with different levels of IT and cybersecurity knowledge. In 2022, we used a Telegram channel to conduct a quest for employees of all grades. The play-based quest covers key information security topics such as social engineering, use of messengers, handling of confidential information, personal data processing, use of data storage devices, etc. In addition, we have organized a CTF cybersecurity competition for advanced users. Participants had to tackle various tasks related to cryptography, web security, reverse engineering, etc.</p> <p>We regularly send out simulated phishing emails to our employees to test their vigilance and assess their ability to identify a suspicious e-mail. Those who fail the test are assigned extra training.</p> <p>We also cover various cybersecurity issues in our Information Security Newsletters mailed out via QIWI Life (e.g., how to find user-friendly and secure software, password security, etc.).</p>
Developers	In 2022, we conducted a training course on secure development practices . The attendees analyzed real examples of common mistakes and received guidance on secure code development.



Supply Chain

QIWI follows the principles of integrity and competitiveness in procurement and puts significant emphasis on establishing and maintaining long-term and mutually beneficial partnerships.

We divide procurement into two key areas: IT-related and other purchases¹. Our Regulations on Transactions is the key document governing procurement. The Procurement Team of the Budgeting and Operating Liquidity Department is responsible for procurement efficiency.

We carefully select our counterparties and seek to cooperate only with the reliable companies. We improve our KYC procedure² (e.g., our legal and compliance specialists regularly update the questionnaire that we ask potential contractors to fill in). Please see [Sustainable Development Report 2021](#) (page 41) for more detail about our approach to counterparty reliability verification.

In 2022, for external reasons, we revised our strategy for working with suppliers in our key target market:

- We shifted to developing the requisite critical software internally in order to reduce our dependence on third-party suppliers. We are also establishing cooperation with promising Russian IT developers.
- Our Russian offices started reducing their dependence on foreign-made hardware (network and server equipment, components, etc.).

We understand that the risk of disruptions in the supply chain may have an adverse impact on QIWI's services and products. To mitigate this risk, we develop alternative routes in advance to ensure stable operation of our services and applications.

We also duplicate key elements of our IT infrastructure and build relations with potential suppliers that can provide us with IT leasing services in order to launch a new project and quickly arrange for the technical infrastructure for delivering it.

¹ Please see the Group's [20-F Annual Report](#) for more detail about the number and structure of IT-related purchases.
² KYC stands for Know Your Customer.



Code of Business Ethics for Counterparties

We expect counterparties to adhere to the business ethics standards set out in the [Code of Business Ethics for Counterparties of QIWI Group Companies](#). When establishing business relations with the Group's companies, counterparties confirm that they accept and undertake to comply with the Code. Key provisions of the Code cover conflict of interest management, compliance with the anti-corruption laws, handling of confidential information, etc.



Responsible Marketing

GRI 3-3

We develop our marketing initiatives guided by the principles of transparency and integrity, taking into account concerns of our clients and partners.

The Product Development Directorate's Brand Management Team is in charge of responsible marketing.

The Brand Management Team cooperates closely with the Research Team, which is focused, among other matters, on studying QIWI's target audience. Such studies help us better understand the users of our services and products (in particular, their cultural patterns, key issues, interests and concerns) and tailor our communications to make them interesting for the target audience and free from any improper messages.

WE ALSO:

- adhere strictly to the legislation of the countries in which the Group operates (including that related to labelling of advertisements on external Internet resources);
- provide accurate and reliable information about QIWI's products and services that is not misleading for our clients and partners;
- avoid using marketing communications that could be deemed to breach the ethical standards.

It is important for us that our clients be able to access complete and reliable information about QIWI's products and services via user-friendly channels. We disclose detailed information about QIWI's financial solutions on the social media. We also maintain blogs on subject-matter platforms for specific target audiences. In 2022, we launched [QIWI Business blog](#) on Klerk.ru, an online platform for accounting professionals, to share our expertise on cooperation with non-staff employees and self-employed individuals from a financial management standpoint. We also regularly participate in industry conferences. In 2022, we presented QIWI's products at [ECOM Expo](#), [TAXI – 2022](#), etc.



Raising the financial literacy and online financial security awareness among QIWI's clients and the general public is important for us. We share our knowledge and experience on the social media and launch projects embracing specific aspects of business and finance management. Please see the [Local Community Relations](#) section for more information.



CORPORATE GOVERNANCE

48 Corporate Governance System

54 Risk Management



Our business is based on an efficient corporate governance and risk management system. We comply with the regulatory and listing requirements and follow the best corporate governance practices. We have developed an advanced risk management system that allows us to identify, assess, and manage risks in a timely fashion. In our opinion, this is an essential prerequisite for ensuring business stability and achieving the Group's strategic goals, including in relation to sustainable development.

2022 KEY EVENTS AND RESULTS

01

99% (+2 pp YoY) attendance at QIWI plc's Board of Directors meetings.

02

QIWI plc's Board of Directors Strategy Committee was reorganized as the Strategy and Sustainable Development Committee.

03

QIWI launched a sustainability risk identification project.



Corporate Governance System

GRI 2-9, 2-10, 2-11,
2-13, 2-16, 2-18,
2-19, 2-20, 405-1

We adhere to the highest corporate governance standards, respect and protect the rights of shareholders, ensuring they are treated equally and fairly, and diligently publish our reports.

QIWI plc, the Group's parent company, is registered in the Republic of Cyprus. Our corporate governance system is compliant with the Cypriot laws, as well as NASDAQ's and the Moscow Exchange's listing requirements.

THE FOLLOWING DOCUMENTS REGULATE OUR CORPORATE GOVERNANCE

- 01 Articles of Association of QIWI plc
- 02 Charters of QIWI plc's Audit Committee, the Compensation Committee and the Strategy and Sustainable Development Committee
- 03 Code of Ethics and Business Conduct



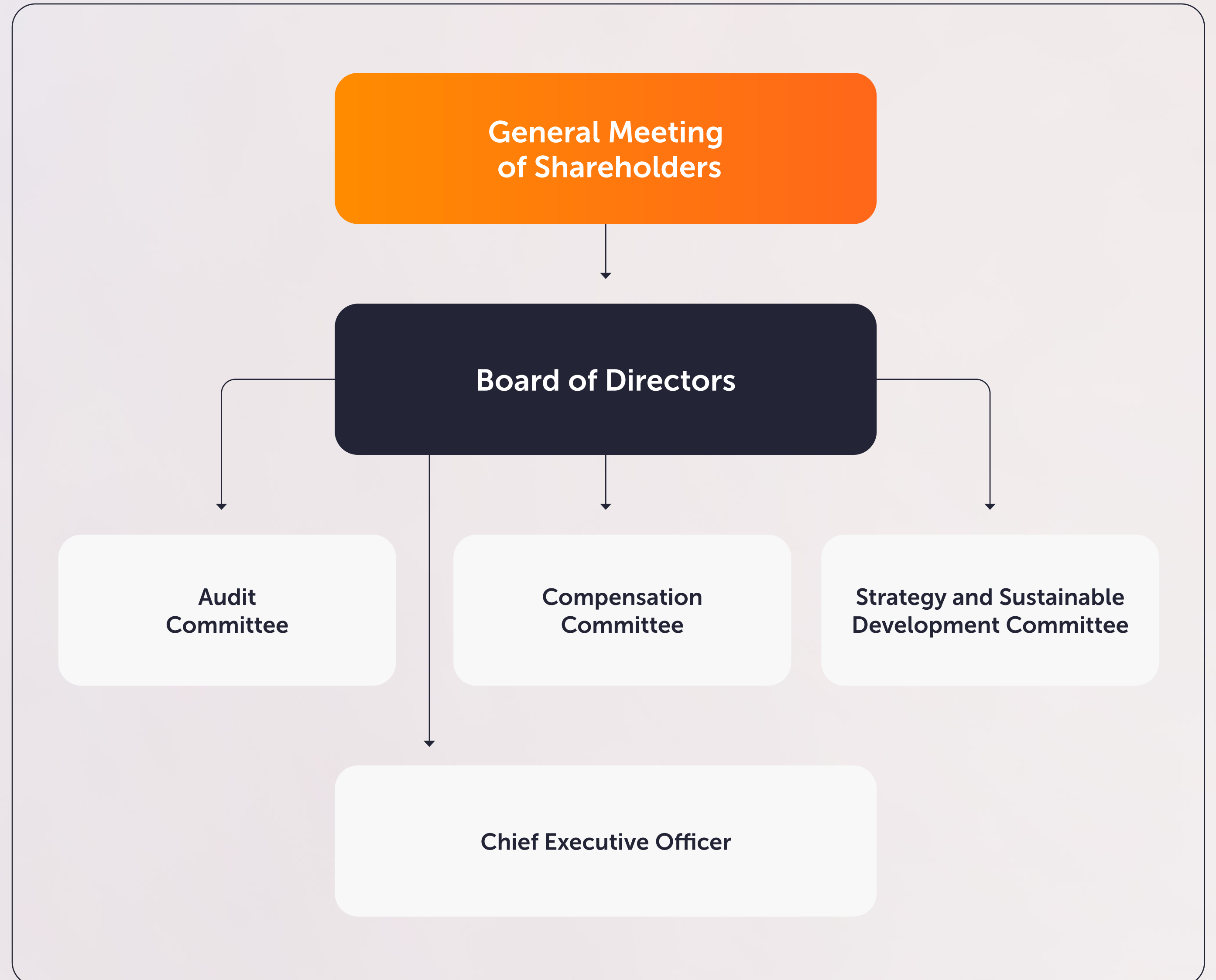
Executive Bodies

The **General Meeting of Shareholders** is the Group's supreme governance body.

The **Board of Directors** acts to the benefit of the shareholders, being responsible for the strategic and overall management of the Group.

On December 31, 2022, the Board of Directors consisted of seven members, of whom three were independent directors and six — non-executive directors. Sergey Solonin was the Chairman of the Board of Directors.

Please see our [20-F Annual Report](#) to find out more about QIWI's corporate governance in 2022.



BOARD OF DIRECTORS AS
OF DECEMBER 31, 2022*

INDICATOR

QIWI PLC, BOARD OF DIRECTORS

Members**Total number of directors**

7 directors

Executive directors

1 director

Non-executive directors

6 directors

Independent directors

3 directors

Experience**Average tenure**

2.5 years

Diversity**Gender****Men**

5 directors

Women

2 directors

Age**30 to 50 years old**

6 directors

Over 50 years old

1 director

*In 2022 and early 2023, the Board of Directors underwent significant changes, including the resignation of four directors and election of new members. Please see the Group's [20-F Annual Report](#) for more detail.



The Board of Directors in 2022

In 2022, 25 meetings were held. The Board of Directors considered the Group's financial performance and business expansion opportunities.

Efficiency of the Board of Directors

Annually, the Board of Directors conducts self-assessment. Based on its findings, we develop an action plan for improving our corporate governance practices. Following the 2022 self-assessment, we decided to focus the Board of Directors more on the strategic goals. The 2023 action plan also includes administrative process improvement initiatives.

99% attendance at the Board of Directors' meetings

7 meetings of the Audit Committee

7 meetings of the Compensation Committee

6 meetings of the Strategy and Sustainable Development Committee

The Board of Directors set up an Audit Committee, Compensation Committee, and Strategy and Sustainable Development Committee*.

The Audit Committee assists the Board of Directors in overseeing compliance with the legislative and regulatory requirements and the reliability of financial statements. It also assesses the internal control and risk management systems.

In 2022, the Audit Committee meetings covered various issues, including audit deliverables and internal audit plans.

The Compensation Committee supports the Board of Directors in developing an efficient compensation policy and oversees its implementation.

In 2022, the Compensation Committee considered, among other matters, HR brand and long-term incentive scheme development, as well as payroll costs for 2023.

* The Strategy Committee (until 2022)

The Strategy and Sustainable Development Committee supports the Board of Directors in determining the strategic priorities of QIWI plc and its subsidiaries, including in relation to sustainable development.

In 2022, this Committee considered the business strategy implementation status, inorganic growth opportunities, and preparation of the Group's Sustainable Development Policy and ESG Strategy.

Chief Executive Officer

The CEO is in charge of the Group's operations. The CEO's responsibilities cover all transactions that do not require approval by the General Meeting of Shareholders or the Board of Directors. Andrey Protopopov has been the CEO since 2021.



Governing Body Remuneration

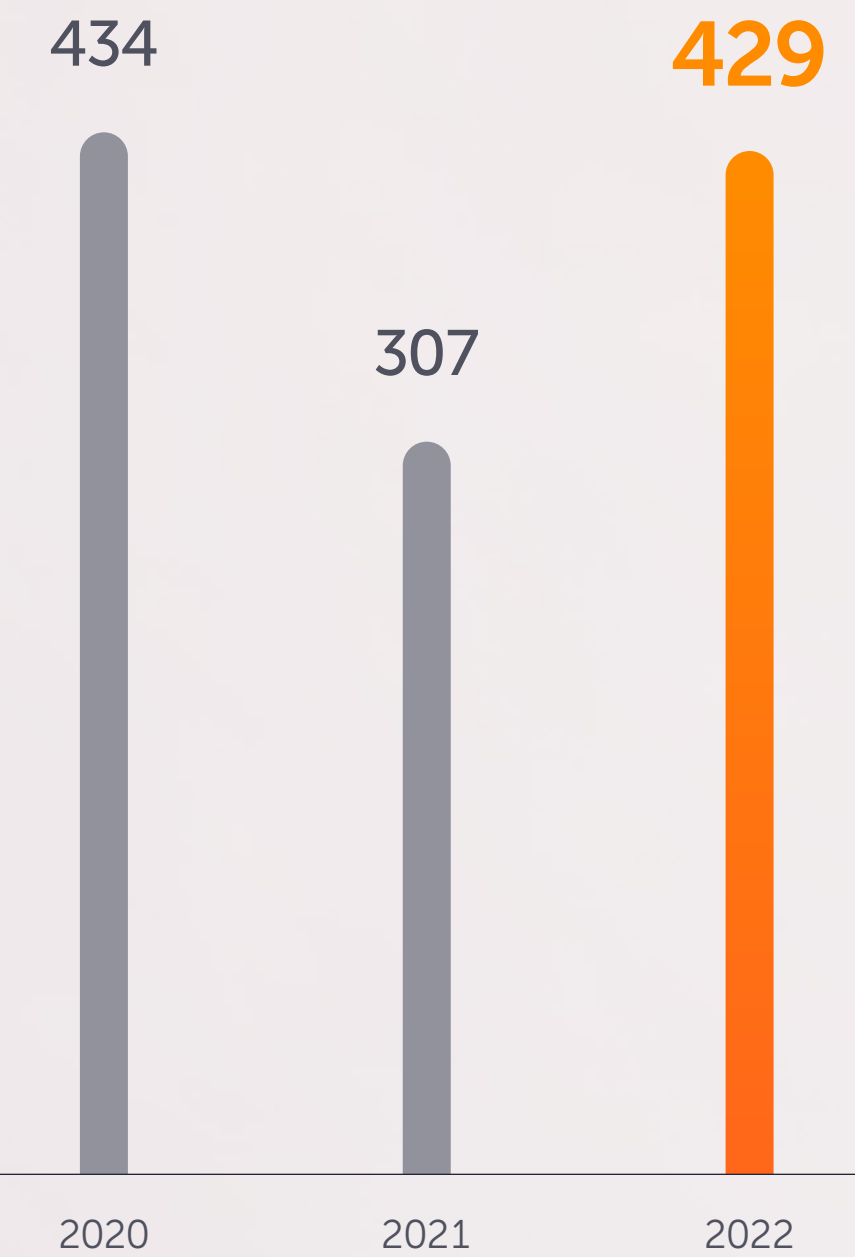
GRI 2-19, 2-20

The governing body remuneration procedure is outlined in the Articles of Association of QIWI plc and the General Policy on Compensation and Remuneration.

According to the Articles of Association, the remuneration of the Members of the Board of Directors is approved by shareholders by a simple majority vote during the General Meeting of Shareholders. The CEO's remuneration is determined by the Board of Directors. The remuneration of other executive directors is determined by the Compensation Committee.

In 2022, the total remuneration of the Board of Directors and top management amounted to RUB 429 million.

REMUNERATION OF BOD MEMBERS AND TOP MANAGEMENT, RUB MILLION





QIWI Bank Corporate Governance

QIWI Bank's governance system is compliant with the Russian legislation and the CBR's Recommendations on Application of the Bank of Russia's Corporate Governance Code by Russian Public Companies.

The key documents governing the Bank's corporate governance include, but are not limited to, the Articles of Association of QIWI Bank (JSC), Regulations on Convening and Holding General Meetings of Shareholders of QIWI Bank (JSC), Regulations on the Board of Directors of QIWI Bank (JSC), and Regulations on the Management Board of QIWI Bank (JSC).

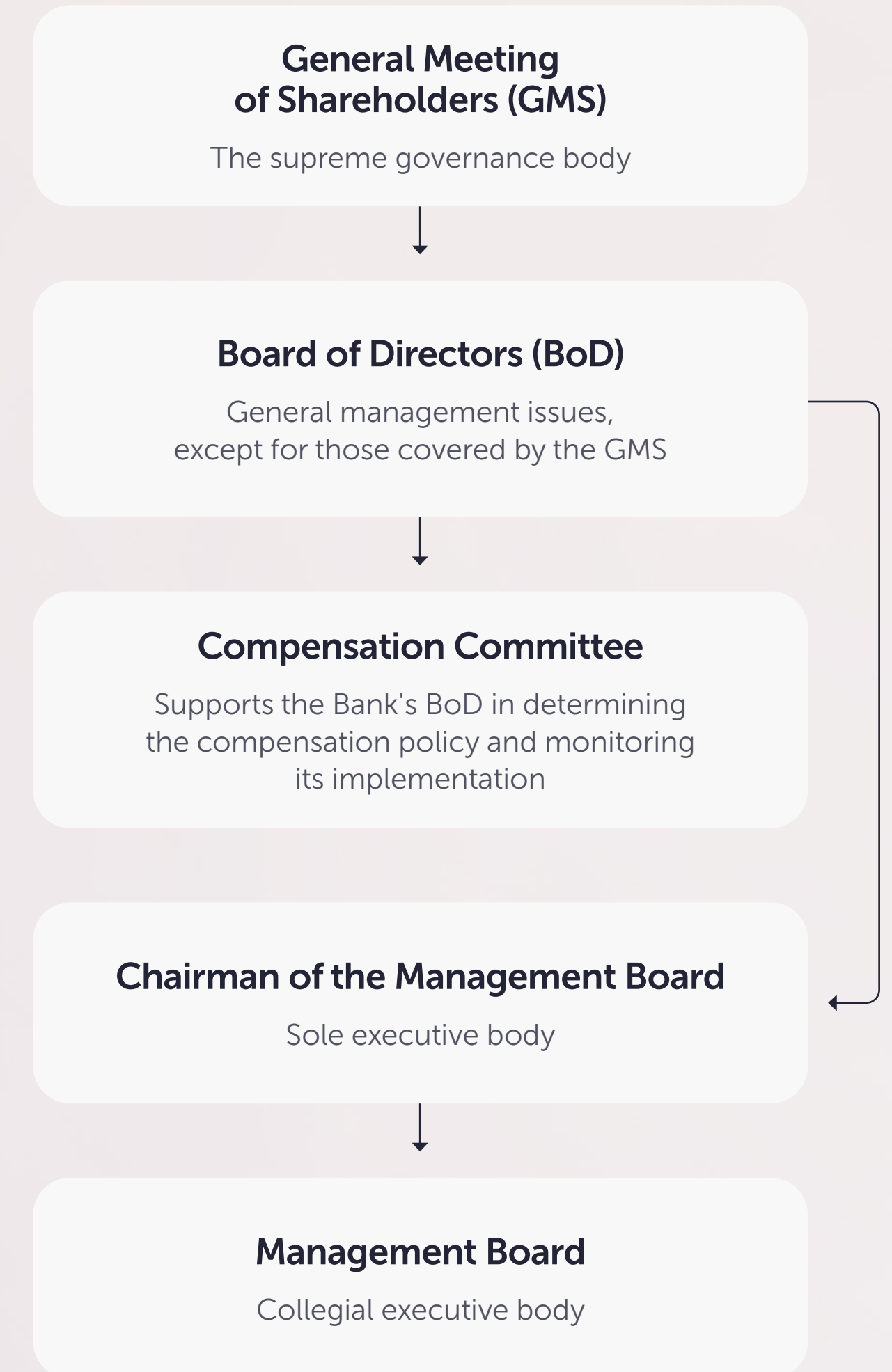
The corporate governance system at QIWI Bank undergoes regular evaluation by the CBR.

98%

attendance at the Board of Directors' meetings

5 non-executive directors, including 2 independent directors

3 non-executive directors, including 2 independent directors





Risk Management

GRI 2-12, 2-23, 3-3
SASB TC-SI-550A.2

QIWI has a risk management framework in place that is based on the Three Lines of Defense model.





01

The **first line of defense** consists of top management and employees (business process owners) responsible for operating risk identification and management, as well as for ensuring efficient internal control.

02

The **second line of defense** consists of the Risk Management Service and the Internal Control Service. They develop the methodology for internal control and risk management, provide methodological support to top management and employees through management efficiency monitoring and process improvement. Although this one is separated from the first line of defense, it is controlled by top management.

03

The **third line of defense** consists of the Internal Audit Service, which is in charge of independent internal audit, as well as monitoring of the first and second lines of defense. The Internal Audit Service reports information about overall risk management process efficiency to the Audit Committee of the Board of Directors. The third line of defense reports to the Board of Directors.

Please see our [Sustainable Development Report 2021](#) (page 66) for more detail about our risk management and internal control systems.

New Product Risk Assessment

We aim to ensure comprehensive risk management. So, prior to each new product launch, we hold a meeting of the task team consisting of product managers, legal experts, risk management and GR specialists in order to thoroughly examine potential risks and uncertainties relating to the new product and its integration into QIWI ecosystem. We also implement pilot projects allowing us to assess opportunities and adverse impact for both QIWI and the stakeholders. Then, based on the pilot project's results, we make a decision regarding the product launch.



Sustainability Risks

In 2022, the Group launched a project to identify sustainability risks and determine response measures. The results are outlined below.

Management Risks

RISKS	DESCRIPTION	RISK MANAGEMENT MEASURES	REPORT SECTION
Non-compliance with legislative requirements	QIWI has to comply with many legislative requirements of the countries in which it operates, including those related to antitrust, tax, IP legislation, etc. Non-compliance with such laws could have regulatory and financial implications.	<ul style="list-style-type: none"> The Group regularly monitors legislative developments in the countries in which it operates, updates internal policies and implements procedures to ensure compliance with the relevant requirements. 	Please see the Compliance System paragraph of the Responsible Business Practices section.
Corruption, fraud, and unethical behavior	The measures the Group takes to prevent corruption, fraud, and unethical behavior might be insufficient. This could entail reputational damage and liability involving fines and suspension of operations.	<ul style="list-style-type: none"> The Group has introduced and approved a Code of Ethics and Business Conduct applicable to all employees, top managers and BoD members. The Group has processes in place for identifying and precluding corruption, fraud, and unethical behavior. Counterparty agreements include an anti-corruption clause. QIWI maintains the EthicsPoint hotline for reporting issues related to corruption, fraud, and unethical behavior. 	Please see the Compliance System , the Business Ethics and Human Rights and the Feedback Mechanisms paragraphs of the Responsible Business Practices section.



Sustainability Risks

RISKS	DESCRIPTION	RISK MANAGEMENT MEASURES	REPORT SECTION
Information security and confidentiality breaches	If the information security efforts (including DDoS and malware protection, etc.) are inadequate, the Group could face financial, regulatory, and reputational implications.	<ul style="list-style-type: none"> The Group adheres to the zero trust principle, meaning that the employees' access to the Group's data is limited, based on their roles. All employees receive information security trainings. QIWI's internal information security systems are regularly audited (including external audits). 	Please see the Information and Personal Data Security paragraph of the Responsible Business Practices section.
Risks related to emerging technologies	If the Group fails to focus its corporate culture on the development and implementation of innovative solutions, emerging technologies could become a potential competition risk for QIWI's business.	<ul style="list-style-type: none"> The Group's strategy focuses on developing its business within new niches, including the high-tech ones. QIWI develops its own IT solutions and concentrates on training its IT staff. QIWI participates in developing offers aimed at creating a legislative framework favorable for implementing new technologies. 	Please see the QIWI Digital Ecosystem section.
Changes in supply chains	Changes in the economic and political environment could disrupt arrangements with vendors and normal operation of QIWI's services (e.g., interruption of office or data center operations etc.), as well as give rise to other operational risks.	<ul style="list-style-type: none"> The Group is taking steps to reduce its dependence on external supplies of IT equipment and software, in particular by introducing its own developments. The Group duplicates key IT infrastructure components and develops alternative routes in order to ensure uninterrupted operation of QIWI's services. The Group verifies its counterparties for reliability prior to establishing partnerships. 	Please see the Supply Chain paragraph of the Responsible Business Practices section.
Non-compliance with responsible marketing principles	Should the Group fail to comply with the responsible marketing principles (including the reliability and transparency of marketing communications), the Group might face heavy reputational and administrative implications.	<ul style="list-style-type: none"> The Group adheres strictly to the legislation of the countries in which it operates (including in relation to labeling of advertisements), provides accurate and reliable information about QIWI's products and services, and avoids using marketing communications that might be treated as breaching ethical standards. 	Please see the Responsible Marketing paragraph of the Responsible Business Practices section.



Sustainability Risks

RISKS	DESCRIPTION	RISK MANAGEMENT MEASURES	REPORT SECTION
Products might not meet all the client needs	Some customers lack user-friendly digital solutions. If QIWI's efforts to develop the needed solutions and meet the customers' needs are not sufficient, this might result in customer outflow and produce an adverse effect on the Group's financial results.	<ul style="list-style-type: none"> The Group performs customer surveys to identify their needs and key issues. The Group also collects and analyzes feedback from users of QIWI services and products, which is subsequently utilized in solution development. 	Please see the QIWI Digital Ecosystem section.
Change in customer preferences in favor of socially responsible businesses	If the Group ignores the social and environmental aspects of product and service development, it might incur reputational risks, while customer loyalty might be adversely impacted.	<ul style="list-style-type: none"> The Group has approved QIWI's Sustainable Development Strategy. The Group supplements QIWI's products with environment-friendly solutions (e.g., bioplastic bank cards) and develops products to support green businesses (e.g., enable payments to individuals turning in recyclable materials). 	Please see the Sustainable Development and the QIWI Digital Ecosystem sections.
Inadequate customer service	Technical support failures or customer service employee mistakes could undermine customer loyalty or result in customer outflow.	<ul style="list-style-type: none"> QIWI has a customer support service to deal with product and service issues. The Group is constantly improving its customer service assessment system. 	Please see the Customer Service paragraph of the QIWI Digital Ecosystem section.



Sustainability Risks

Social Risks

RISKS	DESCRIPTION	RISK MANAGEMENT MEASURES	REPORT SECTION
Lack or outflow of skilled staff, including IT specialists	If the Group does not make sufficient effort to recruit top talent, including IT and cybersecurity specialists, this might have an adverse impact on QIWI's sustainability and competitiveness and the Group's financial performance.	<ul style="list-style-type: none"> The Group develops QIWI's HR brand for its employees and potential job applicants. To engage younger professionals, QIWI promotes the #FRESHQIWI internship program, attracts IT specialists through IT conferences and other channels, and participates in HR awards. QIWI offers competitive working conditions, an extensive social package, and opportunities for professional development. 	Please see the Employees and Corporate Culture section.
Decline in employee satisfaction	If the Group does not make sufficient effort to develop its corporate culture and staff motivation scheme, create opportunities for professional and career growth, and ensure comfortable working conditions, this could negatively affect employee satisfaction levels and result in a reduced labor efficiency and outflow of key personnel.	<ul style="list-style-type: none"> QIWI maintains and develops its corporate culture to unlock the potential of each employee and engage them in team work through internal communities and corporate events. QIWI regularly assesses employee satisfaction and engagement. The assessment results are used for taking action, if needed. 	Please see the Employees and Corporate Culture section.
Labor disputes and breaches of labor law	Breaches of labor law might result in legal proceedings and have negative implications for the Group's reputation.	<ul style="list-style-type: none"> QIWI adheres strictly to the labor regulations of the countries in which the Group operates. The Group's Code of Ethics and Business Conduct includes general business ethics principles to be met by employees and top managers. The Group's employees may contact the EthicsPoint hotline to report any potential breaches. 	Please see the Business Ethics and Human Rights paragraph of the Responsible Business Practices section.



Sustainability Risks

RISKS	DESCRIPTION	RISK MANAGEMENT MEASURES	REPORT SECTION
Lack of safety in the workplace	A lack of due attention to ensuring a high level of labor safety could entail employee health risks.	<ul style="list-style-type: none"> QIWI maintains the following workplace safety processes: regular monitoring of workplace risks, proactive initiatives to ensure compliance with the workplace safety requirements and training of employees in the safety rules. 	Please see the Safety in the Workplace paragraph of the Employees and Corporate Culture section.
Human rights violations	If the Group disregards discrimination and other violations of human rights, this might have a significant impact on the Group's reputation and result in administrative penalties, or even hamper the Group's plans on entering new markets. These risks also include cooperation with counterparties that commit any human rights violations.	<ul style="list-style-type: none"> The Group's Code of Ethics and Business Conduct establishes QIWI's ethical principles. The code includes a non-discrimination clause in relation to employees and job applicants. It also prohibits any harassment or other violations of human rights. The Group's employees may contact the EthicsPoint hotline to report any potential violations of human rights. 	Please see the Business Ethics and Human Rights paragraph of the Responsible Business Practices section.

Environmental Risks

RISKS	DESCRIPTION	RISK MANAGEMENT MEASURES	REPORT SECTION
Non-compliance with the environmental legislation	If the corporate climate management, monitoring and control system does not comply with the increasingly stringent environmental legislation, the Group could face regulatory, financial and reputational implications.	<ul style="list-style-type: none"> QIWI adheres to the applicable environmental regulations and monitors legislative developments in order to adjust its processes for compliance purposes in a timely fashion. 	Please see the Environmental Footprint section.



Sustainability Risks

RISKS	DESCRIPTION	RISK MANAGEMENT MEASURES	REPORT SECTION
Low energy efficiency of operations	Should QIWI's new infrastructure facilities not comply with the applicable energy efficiency standards, this might create additional financial costs and operational risks in the long term.	<ul style="list-style-type: none">The Group applies energy saving technologies in its offices and develops measures to increase energy efficiency of its IT infrastructure.	Please see the Environmental Footprint section.
Climate change	Lack of focus on climate change issues might have financial, regulatory and reputational implications for the Group.	<ul style="list-style-type: none">The Group performs climate risk assessments as per the TCFD* recommendations.	Please see the Environmental Footprint section.



QIWI DIGITAL ECOSYSTEM

64 QIWI: Key Segments and Products

78 Customer Service



QIWI is developing an ecosystem of fintech and marketing services and products that boost quality of life and help businesses grow.

AWARDS AND RANKINGS IN 2022:

For individuals, we offer tools providing access to convenient payment services for a variety of everyday tasks such as online shopping, money transfers, payments for services, etc. For businesses, QIWI is developing services and products, including financial services, payment and payout solutions, to help companies focus on their core tasks.

01

RealWeb came first in the Native Advertising and Media Procurement sections of the Media Support and PR category, as well as in the Contextual Advertising category in the Digital Index ranking.

Nº1

03

RealWeb was named Agency of the Year in the Performance-Based Advertising category and landed the third place in the Ruward Award All Digital Market/Grand-Prix category.

02

QIWI Business won the Digital Leaders Award in the Project in Business category.

04

ROWI, a financing service for merchants on Sellplus marketplaces, won in the Leading Financial Partner – 2022 category of MPSELLERS AWARDS 2022, a national award for e-commerce platform providers.

05

RealWeb was named winner with the project #TURNONTHECYCLE (SIBUR) as part of Digital Communications AWARDS held by the Russian Association of Communication Directors and Corporate Publishing.



QIWI: Key Segments and Products

Payment Services

We develop QIWI Business products and services for B2B customers, including online stores, banks, travel agencies and SMEs. Our solutions help our partners with tasks of any complexity, covering their needs in areas such as payment acceptance, P2P transfers, mass payouts to employees and customers, issue of bank cards and white label solutions.





Acquiring

Payment Solutions
for Businesses

We help businesses organize multiple options for accepting online payments from individuals via their internal interface.

For example, as an online store, you can accept payments from customers via payment orders, QR-codes or POS terminals. A buyer can pay with a bank card, via QIWI Wallet, SBP (Russian national system of rapid payments), or even mobile phone account.

¹ Avito is a leading classifieds website in Russia.

² Splitting is when a single payment is split between multiple legal entity recipients. For example, when a customer pays a utility bill, the payment is split between utility providers.

³ Recurring payments are automatic payments made as per specific schedule.

Secure Transaction

We offer our partners flexibility by implementing solutions tailored to their business needs. For example, Avito Dostavka, a delivery service provider, asked us to develop Secure Transaction, a payment solution for managing settlements between individuals on the Avito platform¹.

Secure Transaction allows all transacting parties to access a secure, transparent, no-money-lost payment mechanism. The amount reserved on the buyer's card is not remitted until the goods are received and checked for compliance with their description.

Owing to a seamless integration of QIWI's service, Avito customers' transaction experience has become even more secure and convenient.

OUR SOLUTION HELPS OUR PARTNERS:

- 01 Increase conversion rates by offering end consumers popular and convenient payment methods;
- 02 Manage payments with a focus on business needs, such as partial or full refunds, payment splitting², recurring payments³, etc.;
- 03 Mitigate payment channel stability risks by maintaining several stand-by payment gateways;
- 04 Reduce analysis and statutory report workloads;
- 05 Provide services that meet criteria such as connection speed, usability and responsive customer support.



White Label

Payment Solutions
for Businesses

We help our partners develop financial products to grow their businesses without a banking license.

With White Label, our partners can access our technology platform and capabilities to create their own branded financial products, such as mobile apps or loyalty cards. In addition to the payment, transfer and customer identification infrastructure, we also provide full-cycle legal and financial accounting support, as well as processes for monitoring suspicious transactions.

OUR SOLUTION HELPS OUR PARTNERS:

- 01 Retain retail customers while increasing their transactional activity, average bill size, and loyalty through a financial service that can be set up without a banking license or infrastructure;
- 02 Customize and personalize financial services to fit business needs, including configuration settings for tuning functionality, interface design or payment options;
- 03 Strengthen brand awareness by unlocking new advertising opportunities and establishing additional points of contact with customers;
- 04 Cut operating expenses by optimizing cash flows.



Payout Solutions

Payment Solutions
for Businesses

We help our partners make payouts to external contractors and simplify business processes.

With our services, our partners (taxi parks, scrapyards, outstaffing companies and other businesses) can make instant cash transfers to any individual's e-wallet, QIWI card or bank card.

OUR SOLUTION HELPS OUR PARTNERS:

- 01 Reduce their workload by simplifying business processes and payments;
- 02 Mitigate regulatory and tax risks;
- 03 Gain access to various connection options, including integration with any CRM system* for managing payments via a familiar interface.

* A CRM system is a solution for automating and monitoring interactions with customers.



Payout Solutions

Payment Solutions
for Businesses

TURN-KEY PAYOUT SOLUTIONS

01

Services for taxi companies

We provide a solution for taxi companies to make instant payments to drivers. Our solution helps taxi company cut costs through the full-cycle automation of settlements with drivers. It also reduces driver churn, enabling drivers to receive money through a single channel and receive payouts for each working day.

For our partners and all those interested in the industry, we launched [QIWI for Taxi](#), a Telegram channel, where we discuss industry news, share experience and analyze challenging situations.

02

Self-employed individuals

QIWI offers a flexible payment infrastructure aimed at removing barriers for companies doing business with self-employed individuals. Such barriers include the requirement to check the status of a self-employed individual for the correct calculation of taxes and generate a fiscal receipt for payments as required by the tax legislation (not all payment instruments come with this capability).

Before making a payment, we check the status of the self-employed individual. Then a receipt is generated. The process uses automated electronic document management, with an agreement generated based on the company's internal template and meeting all legal requirements. Using the self-employed individual's electronic signature helps speed up transactions, the documents being signed remotely without delay.

03

Services for recyclers (scrap metal, paper, plastic, etc.)

QIWI is continuing to develop the payment solution for making instant payments to individuals turning in recyclables to any bank card. In addition, our payment solution enables transparency of cash flows between recyclers and individuals. Initially, the solution was focused on scrap metal recyclers. In 2022, we extended the service to cover other segments, such as waste paper, glass, rubber, plastic and more.

Our solution contributes to the industry's digital transformation. We promote cashless transfers and help recyclers purchasing recyclables from individuals comply with the regulations, build efficient businesses, monitor cash flow transparency and keep turnover accounting records.

We also share expertise with our partners. For this purpose, we have launched [QIWI, Paper, Scissors](#) – a Telegram channel with news about the service. Here we also publish regular updates on legal developments and provide tips on handling recyclables.



Payment Network

Payment Solutions
for Businesses

We help various providers set up accepting payments for their goods and services.

OUR SERVICE ENABLES:

Merchants (e.g., telecom, Internet, and other services providers) to accept payments from customers through our large payment network.

Agents (e.g., banks, retailers, and other businesses) to integrate payments from various providers into their interfaces.

OUR SOLUTION HELPS OUR PARTNERS:

- 01 Increase customer conversion by growing payment acceptance channels, including the regional ones;
- 02 Grow agents' turnover;
- 03 Access solutions customized to meet business needs;
- 04 Maintain a stable channel for payments, having prompt access to technical support.



QIWI Wallet

Payment Solutions
for Individuals

Our solution helps individuals enjoy secure shopping payments and money transfers online.

With our e-wallet, individuals can pay for purchases, transfer funds, accept payments, repay loans, issue virtual or plastic cards, and much more.



QIWI Bonus

QIWI Bonus is a cashback service enabling our clients to make smart purchases. We give QIWI Wallet users cashback on purchases from online stores and booking services. In 2022, cashback payments reached a total of RUB 21.4 million, an increase of 67% over 2021.

OUR SOLUTION HELPS OUR CLIENTS:

- 01 Gain access to financial services. Opening a QIWI Wallet does not require visiting a bank or meeting a bank representative; our clients can complete an online identification process to access the extended e-wallet capabilities;
- 02 Access a growing range of financial services. In 2022, we launched an offering for QIWI Wallet users to issue virtual and plastic Mir payment cards;
- 03 Enjoy safer money transfers online. Rather than giving card details or personal information, our users just need to provide their nickname – a unique name they have assigned to their QIWI Wallet;
- 04 Enjoy an easy-to-use interface and 24/7 support.



QIWI Card

Payment Solutions
for Individuals

QIWI cards enable our clients to make online or in-person payments using funds from their QIWI Wallets.


QIWI card is a bank card that can be used for shopping or online purchases of goods and services. QIWI card and QIWI Wallet share the same account. To top up QIWI cards, users just need to recharge their QIWI Wallets. We issue cards for customers and partner companies.

In 2022, we launched physical and virtual Mir payment cards for our QIWI Wallet users. Payments with Mir cards are supported by mobile payment services Mir Pay and Samsung Pay.

Corn Cards

In 2022, we launched QIWI cards manufactured from corn-based bioplastic. They are an eco-friendly alternative to ordinary plastic cards. Today, our clients who prefer physical cards for cash withdrawals can order a bioplastic card.

By the end of 2022, almost all QIWI cards (97%) were either virtual or bioplastic.



OUR SOLUTION HELPS OUR CLIENTS:

- 01 Enjoy freedom of choice of payment tool owing to the simple registration process and instant issue of a card via the app's interface;

- 02 Pay with a card for services and at shops that do not offer QIWI Wallet as a payment option.



Payment Solutions for the Self-employed

Payment Solutions
for Individuals

We enable the self-employed to use websites for accepting money transfers for goods or services.

To have money transferred to your QIWI Wallet account, QIWI P2P offers a simple and secure way to accept payments via a payment form that is easy to embed in a website. As an option, you can share a link to the form with the client.

OUR SOLUTION HELPS OUR CLIENTS:

- 01 Raise conversion rates by offering buyers popular and convenient payment methods;
- 02 Ensure secure acceptance of payments;
- 03 Reduce regulatory and tax risks, as well as issue fiscal receipts via My Tax, the official mobile app offered by the Russian Federal Tax Service to payers of professional income tax;
- 04 Withdraw cash or transfer funds to another QIWI Wallet, bank card, third-party e-wallet, bank account or account held by a sole trader.



QIWI Terminals

Payment Solutions
for Individuals

We help our clients pay for goods and services and make money transfers.

With the network of QIWI terminals, our clients can recharge QIWI Wallets with cash, pay for services, and transfer money.

OUR SOLUTION HELPS OUR CLIENTS:

- 01 Gain easy access to financial services. Many QIWI terminals are located in remote regions lacking an extended network of bank branches;
- 02 Use cash to perform various financial transactions.





CONTACT

Payment Solutions
for Individuals

We help our clients transfer money to relatives and friends.

CONTACT is a money transfer system for individuals.

In 2022, CONTACT introduced money transfers via mobile phone number in Uzbekistan, Tadjikistan, and Kyrgyzstan. Our CONTACT clients can also make money transfers to Azerbaijan and Kazakhstan paid out in the local currency.

OUR SOLUTION HELPS OUR CLIENTS:

- 01 Make simple and easy money transfers. Rather than opening an account or issuing a card, a client can come to the office, visit the website or open the CONTACT mobile app to make a remittance to the payment recipient's card. As an option, the recipient can withdraw cash at a CONTACT service point in any of the above countries;
- 02 Make affordable money transfers. For certain services, we regularly offer reduced fee rates;
- 03 Make faster money transfers. Money transfers within Russia are almost instantaneous. For other countries, processing times vary between several minutes and 1-1.5 hours, depending on the country.



ROWI

Financing for SMEs

We provide accessible financing for unlocking new opportunities for small- and medium-sized enterprises (SMEs).

ROWI IS A FINTECH PLATFORM OFFERING SOLUTIONS FOR SMES:

Factoring	We purchase receivables, providing clients with funds immediately after shipment.
Bank guarantees	For government bidders, we provide bid security, contract performance security, and security for refund of advance and warranty period within one day.
Contract financing	We finance contract performance without collateral. Debt is repaid using the client's funds at the end of the project.
Financing for marketplace sellers	We have created a dedicated product that helps develop marketplace businesses. With Sellplus, sellers gain access to funds for purchasing products and growing sales in major marketplaces.

OUR SOLUTION HELPS OUR PARTNERS:

- 01 Carry out business transactions without interruption and with maximum benefit;
- 02 Gain access to solutions customized for meeting business needs relevant to their industry;
- 03 Access data- and technology-driven solutions that are focused, simple and fast;
- 04 Maintain a strong customer focus.



RealWeb

Digital Marketing

We help our partners win customers through high-performance communications and advanced technology.

The RealWeb Group became part of QIWI in late 2022. RealWeb is a marketing provider offering a broad range of services for e-commerce, FMCG, finance, pharmaceutical, real estate and other industries.

The RealWeb Group includes:

- RealWeb — a full-cycle digital marketing agency;
- Centra — a marketplace of advertising platforms, products and services;
- Real HR — a recruitment agency specializing in services for IT and digital companies;
- RealWeb Consulting — a strategic consultancy for digital marketing;
- Devision — a developer of business solutions.

OUR SOLUTIONS HELP OUR PARTNERS:

- 01 Access in-demand products focusing on advertiser category and related business challenges;
- 02 Identify quality audiences for products and services.

Educational Projects

RealWeb School has been set up for those who are new to the digital industry. RealWeb School has a competitive admission process. Anyone can apply. Our top graduates can join the RealWeb team. RealWeb School runs an annual Summer School of Analytics for experienced professionals.

Digital Community in St. Petersburg

In St. Petersburg, RealWeb is growing a community of digital professionals called Sorry for Messaging You in Voice. The community brings together people with different professional experience from various industries. They meet for training and networking events to share expertise and learn from one another. At the time the report was drawn up, the community had 570 members.



Flocktory

Digital Marketing

We help our clients grow their profits by increasing the number and frequency of purchases, customer lifetime value, and loyalty of our partners' end customers.

Flocktory is an omni-channel marketing personalization and automation platform, including solutions for performance marketing and CRM tasks.

We partner with major retailers, brands, telecoms, fintechs, edTechs, entertainment companies and other businesses, helping them manage customer engagement, boost data performance, drive performance marketing and improve CRM.

OUR SOLUTION HELPS OUR PARTNERS:

- 01 Attract new customers and enhance the value of the existing ones;
- 02 Increase the average transaction value and overall sales volume;
- 03 Improve customer loyalty and retention;
- 04 Personalize customer communication to create a convenient customer journey taking each user's specific needs into consideration;
- 05 Automate marketing efforts.



Customer Service

GRI 3-3

We are constantly working to improve customer experience and services. On a day-to-day basis, we communicate with our customers and partners*, collecting feedback and implementing cutting-edge AI solutions.

At QIWI, customer support is the responsibility of the Customer Service function, which is part of the Product Development Directorate. As part of the Sales Directorate, the Partner Network Development and Support Department manages relations with partners.

*QIWI differentiates between customers (individuals) and partners (legal entities).





Customer Support

As a key priority, our customer service works to ensure efficient resolution of customer requests in order to improve customer experience based on our capabilities.

Our customer support responses are always personalized and free from scripts. We strive to come up with alternative options whenever a regular solution does not fit the customer's needs.

We go beyond solving particular issues for individual users. Instead, we work together with product managers to create a comfortable customer experience with QIWI products and find solutions for eliminating the very possibility of issues arising as users contact the customer service.

We have set up a hotline for enquiries concerning the use of our products. Our customers can reach us by the phone number on our website

or using a contact form. In addition, QIWI's website has a section [Help](#) dedicated to FAQs. We implemented a chatbot called Quik to help us save our customers' time. Unlike regular calls with a response time ranging from 20 seconds to several hours, the chatbot responds within seconds.

We have developed metrics for tracking our customer service performance, including the response time, number of recurring requests, percentage of issues resolved during the initial call, and user satisfaction feedback after the end of a dialogue.

For more detail about how we handle customer requests, please see our [Sustainable Development Report 2021](#) (page 89).

Chatbot Quik

Our chatbot works together with customer support to respond to customer requests. At the time the report was drawn up, Quik recognized 98.5% of user queries and solved most of them, by day or night.

Quik uses both the machine learning and rule-based approaches. This way, the chatbot can understand questions that might come in almost any form. Quik can select among 100 communication scenarios, answering in a varied language. As for the communication style, Quik is more like a human than a faceless robot. It has its own character and can add humor to a conversation, where appropriate.

In spring 2023, we asked the consulting agency Markswebb to audit our chatbot. The audit [showed](#) that Quik can build excellent communications with a client, while efficiently handling most queries. The analysts also noted that Quik is a polite chatbot. When starting a dialogue, Quik tells the customer that they are communicating with a chatbot and, at the end, tells the customer that the request has been fulfilled, making sure that the issue has been resolved.

In addition, our chatbot helps effectively resolve payment issues. If Quik cannot resolve a request, it clarifies the information to prepare the user for talking with an operator, which is also a mark of high-quality customer service.



Support for our Partners

We adopt a personalized approach when working with our partners. We are committed to ensuring maximum comfort for our partners as they use our products and services.

We provide two dedicated managers: a sales manager and a support manager. They support the partner on all matters related to integration and ongoing operation of our products and services. In addition, for the convenience of partners from different regions, QIWI provides round-the-clock technical support.

We are committed to a personalized service rather than the one-size-fits-all approach. Support managers keep in constant touch with our partners. We conduct regular surveys and collect feedback at different points of the customer journey: immediately after onboarding, during work or after completion of the task. We analyze survey results to fine-tune our processes or provide a personalized solution for the issue a partner is facing.

We are committed to educating our partners on the intricacies of our technologically sophisticated products. If necessary, we provide training for our B2B customers. For example, we tell cashiers about the interface of our programs and develop operation guidelines for our products. We take a flexible approach, doing our best to find a solution to whatever challenges our partners face.



EMPLOYEES AND CORPORATE CULTURE

- 84 QIWI's Team in Figures
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- 110 Safety in the Workplace



QIWI is a team of more than 2,000 people. We value each team member’s individual contribution to the Group’s business. Our employees are the powerhouse driving the development and implementation of new fintech solutions to assist our millions of customers and thousands of partners in tackling their day-to-day business challenges.

2022 KEY EVENTS

We are committed to providing our employees with a comfortable working environment that empowers autonomy and a spirit of partnership. We place strong emphasis on providing unique growth opportunities for our people.

In 2022, we made a focused effort to protect the health and wellbeing of our team amid the global instability.

314

new hires joined our team, which is twice as many as in 2021

4.9 pp

Employee turnover was down by 4.9 pp from 2021

We started seven new QIWI communities

82%

Employee engagement was 82%, exceeding the average engagement of 72% across the Russian IT and e-commerce industry*

We launched the PSY-Support platform to protect the mental health of our people

We launched an internship program for students called #FRESHQIWI, as well as a SOFT program for those just starting their IT careers



HR awards and nominations in 2022

01

QIWI won Gold in the Forbes Russia's Best Employers ranking.

02

QIWI was among the top five IT employers in the ranking run by Habr Career.

03

QIWI won the first place for the Go-out Sprints project and the second place for the QIWI Summer Festival and QIWI Community projects at the InterComm 2022 awards.

Nº1

04

As part of the Best Company Award held annually by Changellenge, QIWI took the top spot in the Companies of the Financial Services, Payments and Investment Industry category. We also came second in the Breakthrough of the Year for IT professions category.

Nº2

05

QIWI appeared among the top 15 companies in the overall Best Company Award ranking based on a survey of IT students.



QIWI's Team in Figures

GRI 2-7, 401-1, 401-3, 405-1

Headcount and Staff Structure

In 2022, the Group had an average headcount of 2,118 people, up 11.2% on 2021 (1,904 people). In the reporting period, our team was boosted by 314 new hires, a twofold increase over 2021 (157 people). This increase was driven by our business growth.

QIWI stands for equal opportunities for everyone, whether potential hires or existing employees. We are committed to zero discrimination by age, gender or otherwise. This commitment is integral to our recruitment, hiring, training, promotion, and other processes. In 2022, more than half of QIWI's team were women (55.3%). When it comes to age diversity, 35.7% of our team are 30 years old or younger, 60.9% are 30 to 50 years old, and 3.4% are over 50 years old.

*The staffing statistics is based on the average staffing levels. Owing to the differences between reporting systems across the Group, the breakdown by age and gender has been obtained by applying weighted average headcounts.

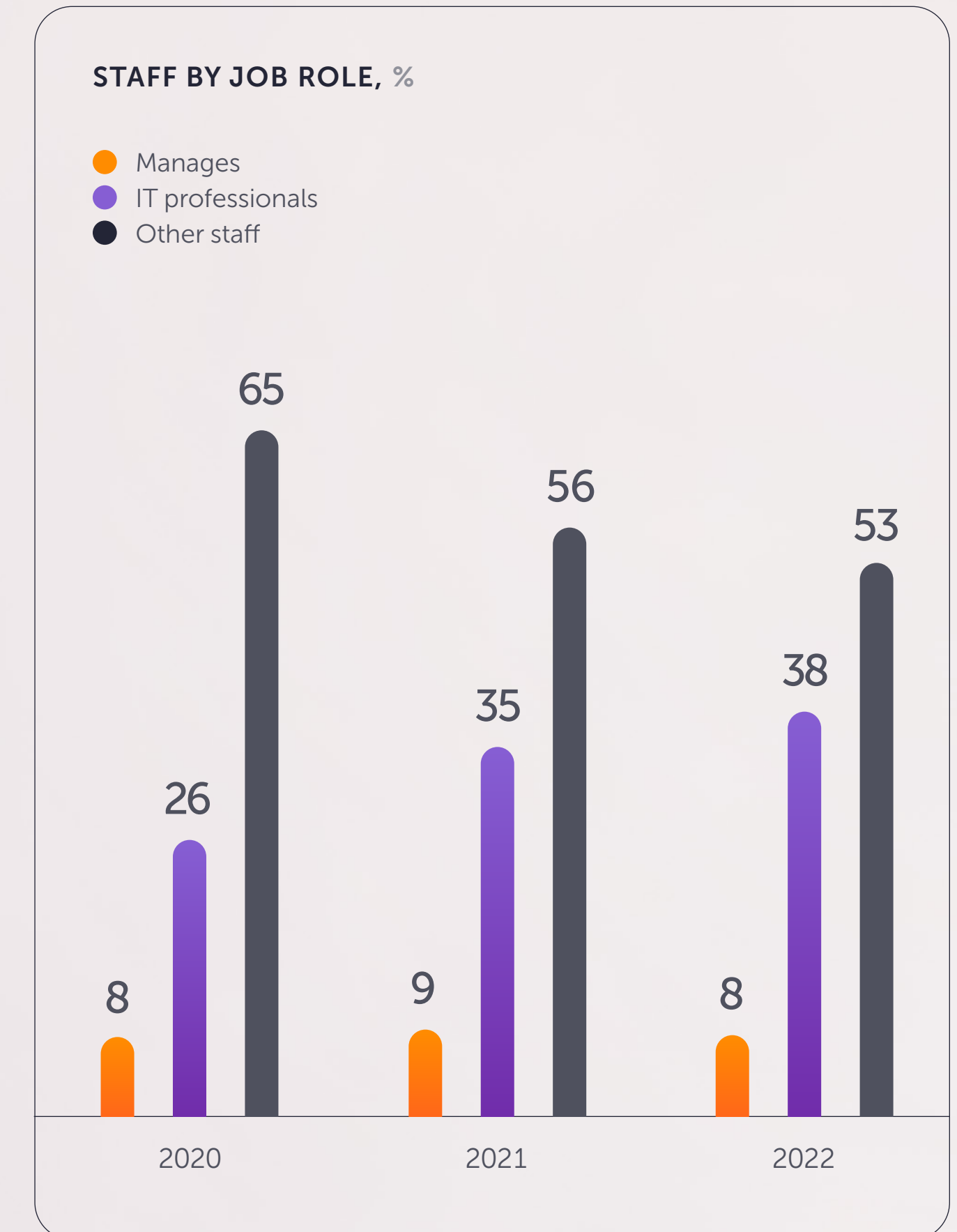




Headcount and Staff Structure

The biggest proportion of employees (53%) are responsible for the operating activities, sales, product development, and project management. While IT professionals make up more than a third of our team (38%), their share is continuing to grow at a steady pace (+3 pp YoY). This is driven by our focus on boosting our IT teams in order to develop and optimize accessible and convenient solutions.

38%
IT professionals





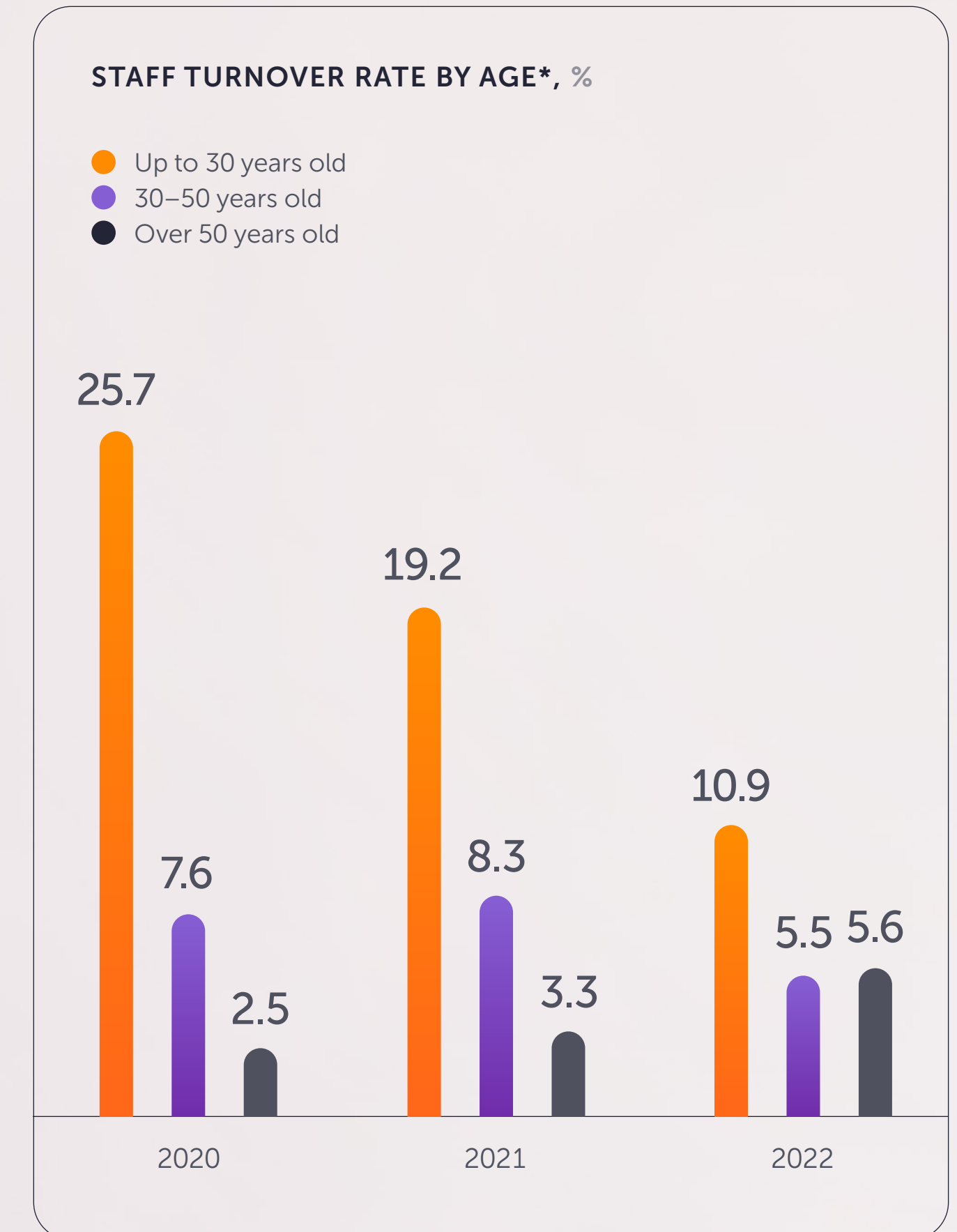
Staff Turnover Rate

In 2022, the staff turnover rate was 8%, a drop of 4.9 pp from 2021.

This is due to our systemic approach aimed at ensuring stronger support for our employees and growing the QIWI employer brand.

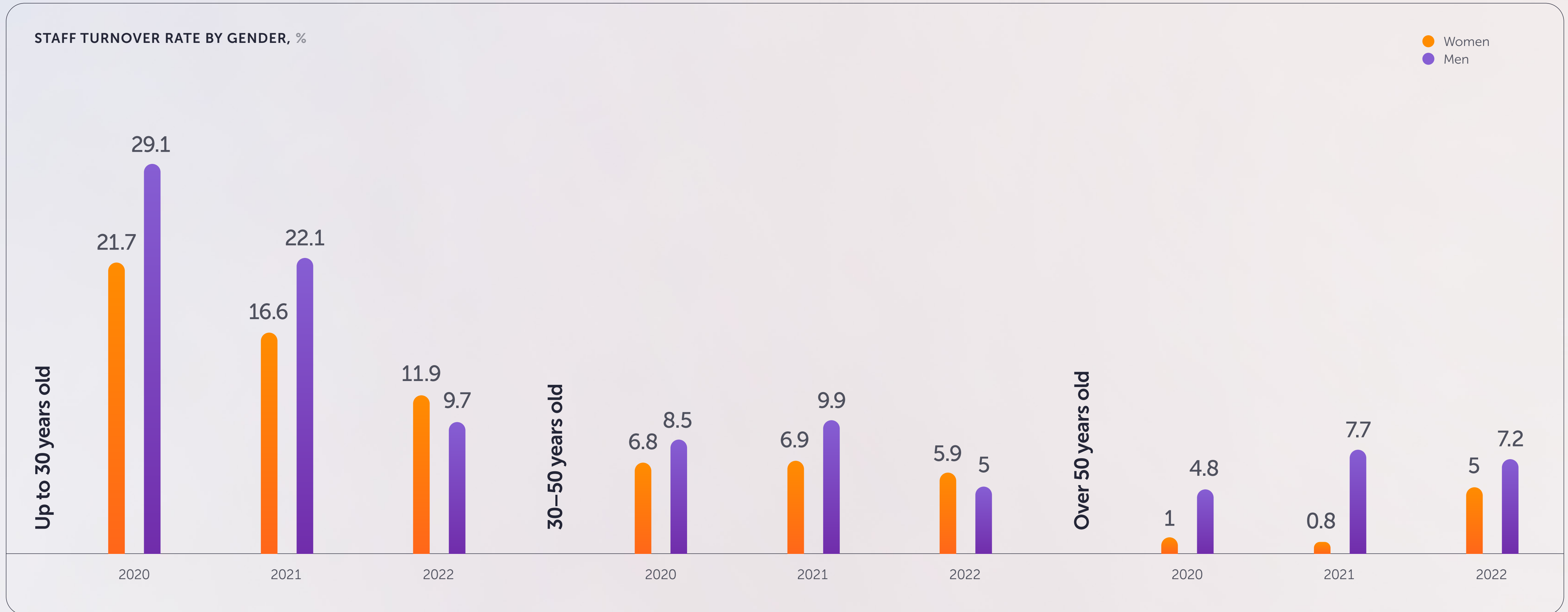


* Owing to the differences between the reporting systems, the staff turnover rates by age and gender do not include Flocktory's employees.





Staff Turnover Rate

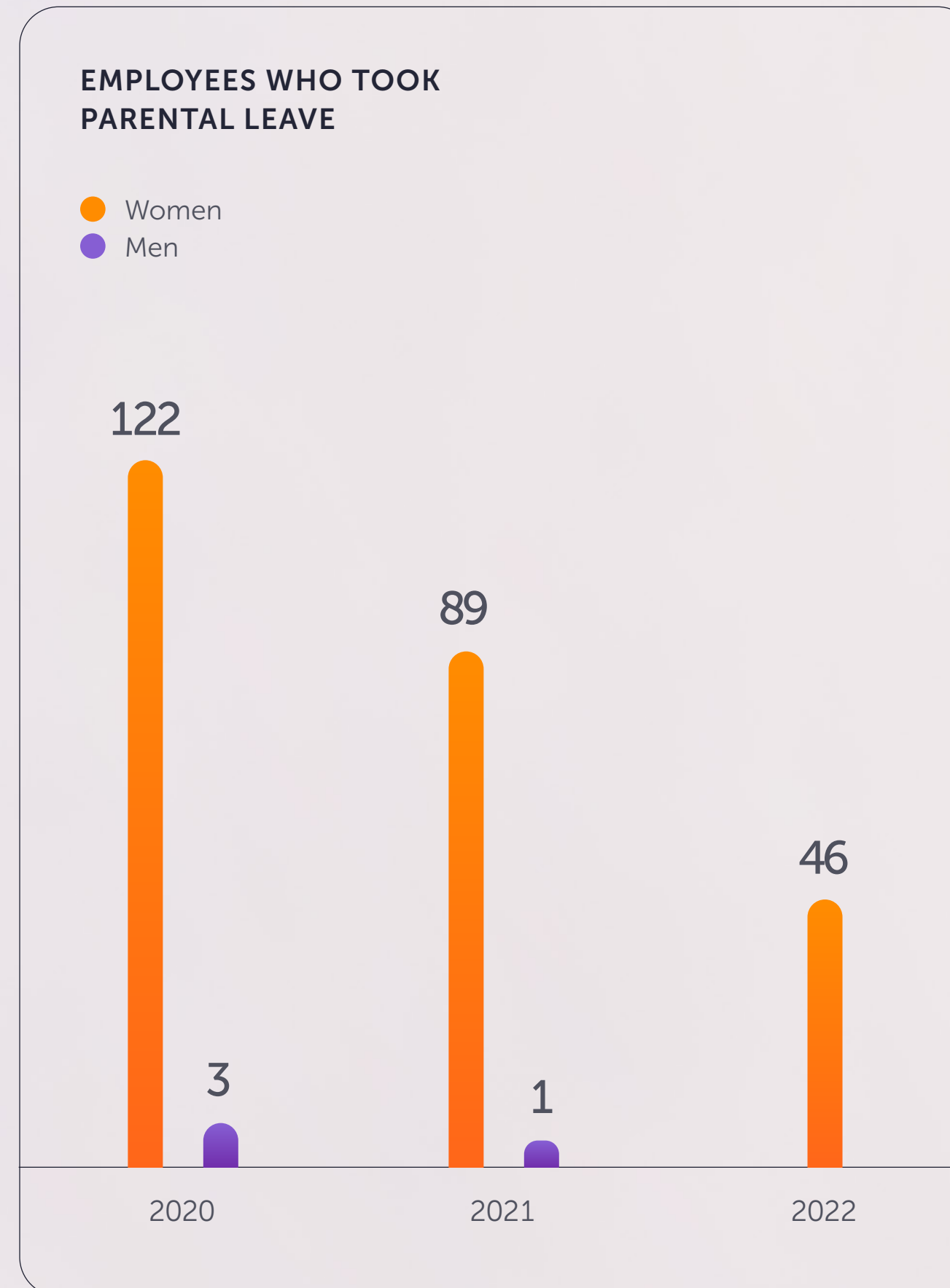




Work and Family

The Group offers parental leaves to all employees as per the laws of each country in which it operates.

In 2022, 46 women took parental leave and 40 women returned from parental leave. We work to create a comfortable environment for employees with children. Most QIWI offices provide the flexibility of hybrid working. We offer voluntary health insurance that covers prenatal and childbirth care. In addition, our employees can add one family member to their health insurance, including a child or spouse on parental leave.





Employer Brand Development

SASB TC-SI-330A.2

In recent years, the market has been facing a lack of qualified IT and fintech professionals. We are continuing to develop our internal and external employer brand to attract and retain the best talent.

QIWI'S UNIQUE EMPLOYER VALUE PROPOSITION

- 01 A dynamic business, unique challenges to resolve, and a broad range of products
- 02 Autonomy: an open-door policy supporting open, micromanagement-free communication between the senior management and the employees
- 03 Unique opportunities for growth: a personal budget for internal and external training, coaching support, and internships as part of internal transfers
- 04 An environment driving horizontal connections and team engagement
- 05 Mature wellbeing practices for employees



QIWI Employer Brand Management

In 2022, we established the Employer Brand function as part of the HR Directorate and reviewed how we position our employer brand. For this purpose, we:

01

Developed and designed QIWI's employer value proposition (EVP)*

02

Re-designed our career website, updated QIWI's profile on major HR websites and created a Telegram channel called QIWI INSIDE about the life in the company and career opportunities, targeting the external audience.

* Employer Value Proposition (EVP) is the set of benefits the company offers to job applicants.



Employer Brand Promotion: Key Areas

PROMOTING THE INTERNAL EMPLOYER BRAND

01

Promoting the business agenda

We are convinced that knowing where we are headed as a business and how individual contributions drive our corporate objectives strengthens employee engagement. We regularly update our people on the Group's strategic priorities, including quarterly reports on our financial performance.

02

Fostering a comfortable environment

At QIWI, we foster a working environment that is welcoming and friendly. Even though most employees are on a hybrid schedule, we continue to organize online and offline events such as festivals and corporate parties, bringing our people together and enabling personal communication. We have also created communities of interest where employees can engage in creative activities, practice sport or play brain games with colleagues.

03

Developing communication channels

We believe that employees should be the first to know how we are doing as a business. With that in mind, we run various communication channels to share important corporate news via online messengers, social media, corporate TV, etc. We have communities of interest that bring our people together to engage in creative activities, sports or intellectual games.

04

HR surveys

We regularly conduct engagement and other surveys, adjusting our plans and initiatives as we listen to our employees.

To find out more about how we promote our internal employer brand and corporate culture at QIWI, please see the [Comfortable Environment](#) section.



QIWI conducts annual employee engagement surveys. In 2022, a total of 1,790 employees across the Group took part in the survey, responding to open-ended questions and leaving 5,785 detailed comments.

**EMPLOYEE
ENGAGEMENT
SURVEY**

1,790

employees completed
the engagement survey

The survey was based on a new methodology, the engagement level being determined as the percentage of engaged employees. The survey consisted of 63 questions concerning employee engagement and loyalty, as well as involvement indicators such as employee's perception of the job, management, working environment and personal/professional growth.

The survey was delivered by an external provider on an anonymous basis. Employees received links generated for each major structural unit (directorate). Survey responses were only accepted from units where at least five questionnaires were completed.

63%

eNPS, exceeding the average eNPS of 45% across the Russian IT and e-commerce industry*

82%

employee engagement level, exceeding the average engagement level of 72% across the Russian IT and e-commerce industry*

* According to the engagement survey provider's data.



Employer Brand Promotion: Key Areas

PROMOTING THE EXTERNAL EMPLOYER BRAND

01

Engaging with younger professionals

We maintain a strong focus on engaging with younger professionals. In 2022, we launched two large-scale initiatives called #FRESHQIWI and SOFT — an internship program and an educational project, respectively. In addition, we are continuing to build partnerships with universities and youth associations.

02

Engaging with IT professionals

Developers are a key focus audience of the QIWI employer brand. We maintain blogs on professional IT platforms such as Habr and organize professional events to build broader awareness of the QIWI brand among IT professionals.

03

Engaging with professionals from other industries

We use career websites, Telegram channels and other social media to reach business development, product management, legal or other professionals. We also participate in HR rankings.



#FRESHQIWI

In 2022, we started #FRESHQIWI, a paid internship program for students and graduates. The program is designed with a focus on QIWI's business needs, our corporate HR practices and best industry practices.

36

people completed internships at QIWI in 2022.

Almost

80%

of interns were offered to join our team.

#FRESHQIWI offers an IT track lasting 6 months and a business development track lasting from 6 to 12 months (depending on the specialization). Each intern is assigned a coach who has undergone appropriate internal training at QIWI. Coaches help the interns hone their professional skills and build an efficient approach to projects while absorbing the QIWI culture. We have also developed a soft skills training program for interns.

After completing the program, successful interns can join our team.

WHY #FRESHQIWI:

- 01 Ambitious and interesting challenges;
- 02 An experienced personal coach;
- 03 Gamification of the learning process;
- 04 Access to all QIWI communities and events for immersion into our informal and vibrant environment.



HR Events Featuring QIWI in 2022

FOCUS AREA	EVENT
Events for students	<ul style="list-style-type: none">• National University of Science and Technology (MISIS): an offline talk about career opportunities and working in the IT industry• Financial University under the Government of the Russian Federation and Lomonosov Moscow State University (MGU): an online talk about QIWI, our products and career opportunities• National Research University Higher School of Economics (HSE) and Moscow Institute of Physics and Technology (MIPT): QIWI presentations on Career Days
IT conferences	<ul style="list-style-type: none">• Conference partner: HighLoad Foundation, TeamLead Conf Foundation, HighLoad++ 2022• Conference participant: HolyJS and SQa Days EA-2
Online projects	<ul style="list-style-type: none">• Hackathon participant: Hack&Change• Course partner for Freshman Course, an online career orientation course for first-year students
Industry awards and conferences	<ul style="list-style-type: none">• Conference speaker: InterComm 2022



Employee Support

At QIWI, we create a comfortable working environment to make our employees feel at home. In doing so, we offer a competitive salary and non-financial benefits while fostering an open and friendly corporate culture and maintaining a focus on employees' health.

98%

of employees are satisfied with working conditions at QIWI*

94%

of employees like their workplace and office

95%

of employees say that their benefit package is adequate

* The percentage of "Agree" and "Rather agree" responses given as part of the engagement survey



Remuneration

We offer a competitive salary to attract new talent and keep the existing members of our team motivated.

Our employees also have access to other financial benefits:

- bonuses, including payments based on the Group's performance;
- regional, Northern, and other allowances;
- a long-term incentive program for top managers, key managers and key employees. The program also includes options and shares.

To find out more about how we develop employee remuneration framework transparency at QIWI, please see our [Sustainable Development Report 2021](#) (page 100).

IN ADDITION, QIWI OFFERS A BROAD RANGE OF NON-FINANCIAL INCENTIVES, INCLUDING:

- 01 Internal and external training;
- 02 An extended voluntary insurance policy and accident insurance;
- 03 Access to free consultations with psychologists, coaches, nutritionists and art therapists on the PSY-Support platform;
- 04 A corporate discount scheme for employees and their close relatives – PrimeZone;
- 05 Compensation for business mobile expenses;
- 06 Corporate taxi.



Comfortable Environment

We build a corporate culture that is open and transparent. We also foster horizontal connections between our teams and functions.



* The percentage of "Agree" and "Rather agree" responses given as part of the engagement survey



Comfortable Environment

QIWI HAS MULTIPLE CHANNELS FOR SUPPORTING COMMUNICATIONS BETWEEN EMPLOYEES, INCLUDING:

01

QIWI Life

This is a messenger community where each employee can publish a post to share news of their team, or survey colleagues, or build a like-minded community. In addition, QIWI Life publishes QIWI business performance updates, the Group's news, our plans for the future and announcements of internal events.

02

Sessions with the CEO

Held at least twice a week, sessions with the CEO are another important communication channel. During these sessions, the CEO shares important corporate news and answers any questions employees might have, including anonymous ones.

03

QIWICom and ten simple questions about life at QIWI

QIWICom produces quarterly video news about developments in our projects and teams, as well as about important events across the Group. In 2022, QIWICom provided coverage of our activities in the CIS, new employee services, self-regulation tools, and features coming with the voluntary health insurance.

We also publish short video interviews quarterly, where one of our colleagues answers ten simple questions about life at QIWI.

04

Demo Day

Demo Day is a regular event featuring one of the business functions at QIWI. Members of the function talk about what they do and share the most exciting cases. Demo Day provides a detailed insight into how QIWI works as a business and into its areas of growth, bringing together colleagues from related functions.



We continue developing other formats for our people to meet or work in an informal environment.

IN 2022, AS PART OF THESE EFFORTS, WE HELD:

01

Team-building events

We offered our teams an opportunity to get together at an event of their choice, including cooking classes, pottery workshops, music/art parties, yachting, etc.

02

Go-out sprints

As part of go-out sprints, our product teams and cross-functional project teams could go out to St Petersburg to work together on a project in a co-working rented by QIWI, with paid accommodation and a travel allowance.

03

Corporate parties

We organized a themed summer festival and a winter corporate party, as well as other informal events.



QIWI Communities

We encourage our people to set up communities of interest. While our employees can join any existing community, they are also free to establish a new one, with QIWI offering financial, organizational and promotional support.

In 2022, QIWI saw six new communities established: tennis, rock-climbing, singing, art therapy, board games and chess. As of year end, there were 15 communities.

In 2022, the Moscow office opened QIWI Lounge where our employees can meet, relax or work alone. QIWI Lounge also hosts conferences, internal events, and workshops.



Wellbeing

We care about the quality of life of our people and promote a healthy lifestyle.

QIWI offers extended healthcare insurance as part of employee benefits. Our healthcare insurance includes health checks, telehealth services, dental services, a psychological helpline, pre-natal and childbirth care. Since 2022, our employees have been able to add one relative to the healthcare insurance coverage.

QIWI also provides employees with insurance against accidents and critical illnesses.

We promote sports and a healthy lifestyle. In 2022, we organized a healthy lifestyle marathon. The event hosted health webinars and workshops on teaching breathing practices and wellbeing exercises.

170
people took part
in the marathon



Psychological Support

In 2022, we launched PSY-Support as a source of useful and trusted information about emotional health practices. PSY-Support provides self-assessment tools and access to personal consultations with psychologists, endocrinologists, coaches, and art therapists.

WITH PSY-SUPPORT, OUR EMPLOYEES CAN ACCESS OTHER RESOURCES DEVOTED TO MENTAL HEALTH:

- mental health diary;
- psychological tests;
- webinars such as Living in a World of Anxiety; The Energy of your Organism under Stress and Anxiety; How to Take Care of Yourself and Help your Friends and Family; Human-centric Communications; Mediation of Conflicts.

~ **25** % of employees have already used the PSY-Support program

> **600** consultations have been provided



Employee Training and Development

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

We support each employee on the way toward their personal and professional goals. We help our employees put together individual development plans while providing broad opportunities for internal and external training. This way, our teams remain highly motivated and achieve strong performance.

95%

of employees take part in training programs

97%

of employees say that QIWI provides growth and development opportunities for maintaining efficient performance*

> 19,000

learning materials posted on the QAMPUS educational portal were completed in 2022 (+60% YoY)

* The percentage of "Agree" and "Rather agree" responses given as part of the engagement survey.



Employee Training

Our training approach is based on the Employee Training Regulations of QIWI JSC and QIWI Bank (JSC)*. As part of the HR Directorate, the Learning and Development team is responsible for developing the learning framework at QIWI.

We develop our employees with a focus on their individual needs. We do not use cookie cutter approaches. Instead, we tailor solutions to both the needs of the employee and ours as a business.

The training process at QIWI uses a 'bottom-up' approach allowing each employee to select a learning format and choose among educational programs. Our QAMPUS learning portal is the go-to source hosting the available training programs. QAMPUS offers both internal and external courses covering hard skills, soft skills, collaborative work, performance management, hobbies, etc.

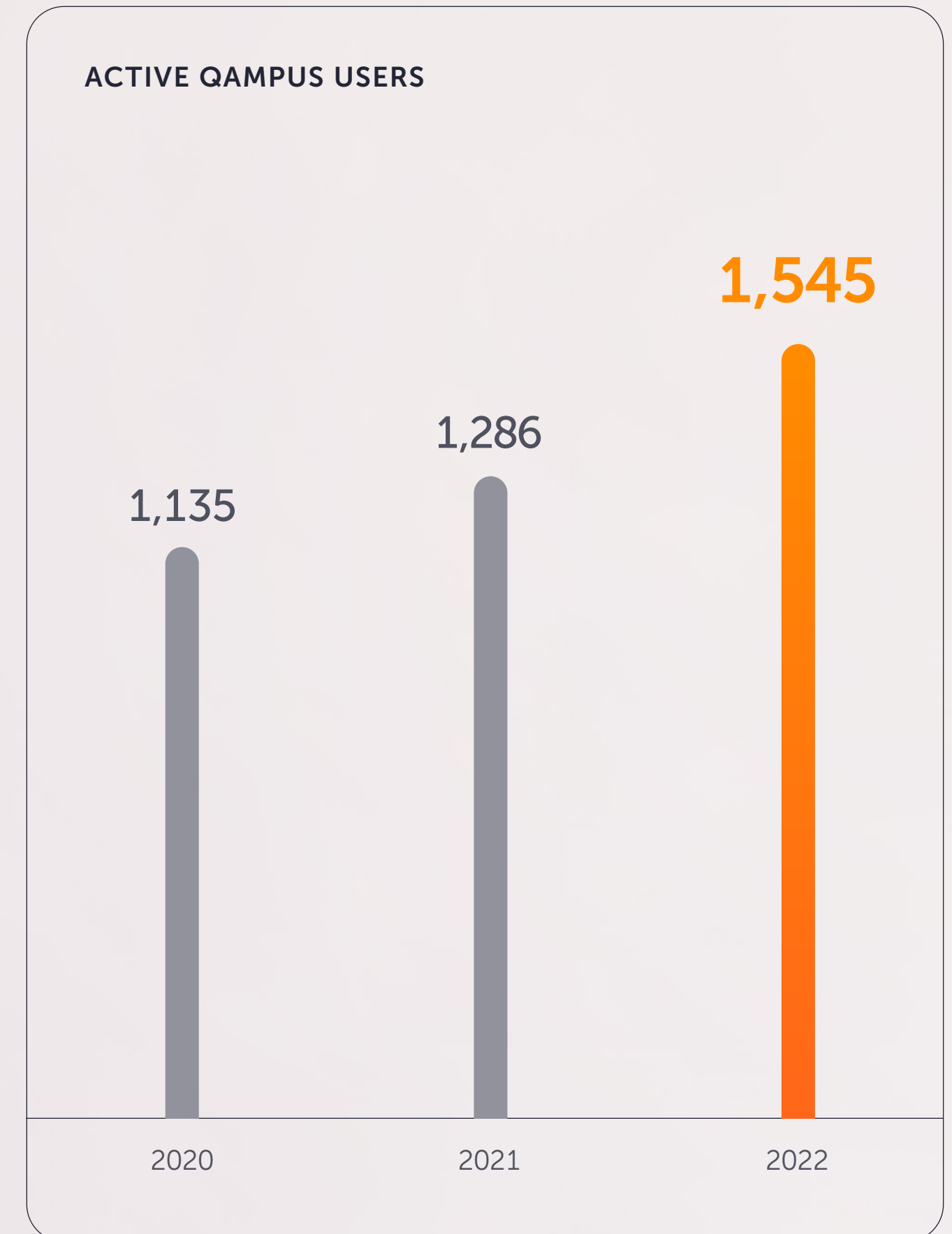
The courses are bundled for convenient navigation, including by topic, such as critical thinking, negotiations and effective communication, time management, as well as by employee role, such as new hires, analysts, HR professionals, etc.

+20%

of active QAMPUS users

* In the Group, most employees (73%) are part of QIWI JSC and QIWI Bank (JSC).

ACTIVE QAMPUS USERS





In addition to the learning programs available on QAMPUS, our employees may also select the relevant programs offered by external educational platforms. For each employee, there is a personal external training budget.

A learning program selected by the employee is approved by the manager. Where a learning program does not fit in with the individual development plan, the employee may need to select other courses that better reflect their role and tasks.

Individual Development Plan (IDP) is a QAMPUS tool for personal development. In the IDP, employees can select:

- one or more personal development goals;
- the competencies supporting the goals (up to three competencies per period);
- the actions needed for building up competencies;
- the planning period, typically between six and 12 months.

After completing an IDP, the employee submits it to the line manager for approval. To identify development areas for the IDP, employees may use self-assessment results, feedback from the manager and the team, output from the coach, IDP workshops or output from a personal consultation on how to complete an IDP.

571

employees accessed support to complete their IDPs in 2022

Employees may use a messenger or turn to the Learning and Development team with questions concerning QAMPUS, IDP or the learning process.

To find out more about how we assess learning performance, please see our [Sustainable Development Report 2021](#) (page 101).

QAMPUS: What's New in 2022

- 01 Individual learning recommendations generated on the basis of online assessment
- 02 A section with the individual development plan, including a progress monitoring functionality
- 03 A QAMPUS-based external learning portal for the SOFT project*

* Please see the [Local Community Relations](#) section for more information.



In 2022, the total training time increased by several times, with the average training time per employee following suit.

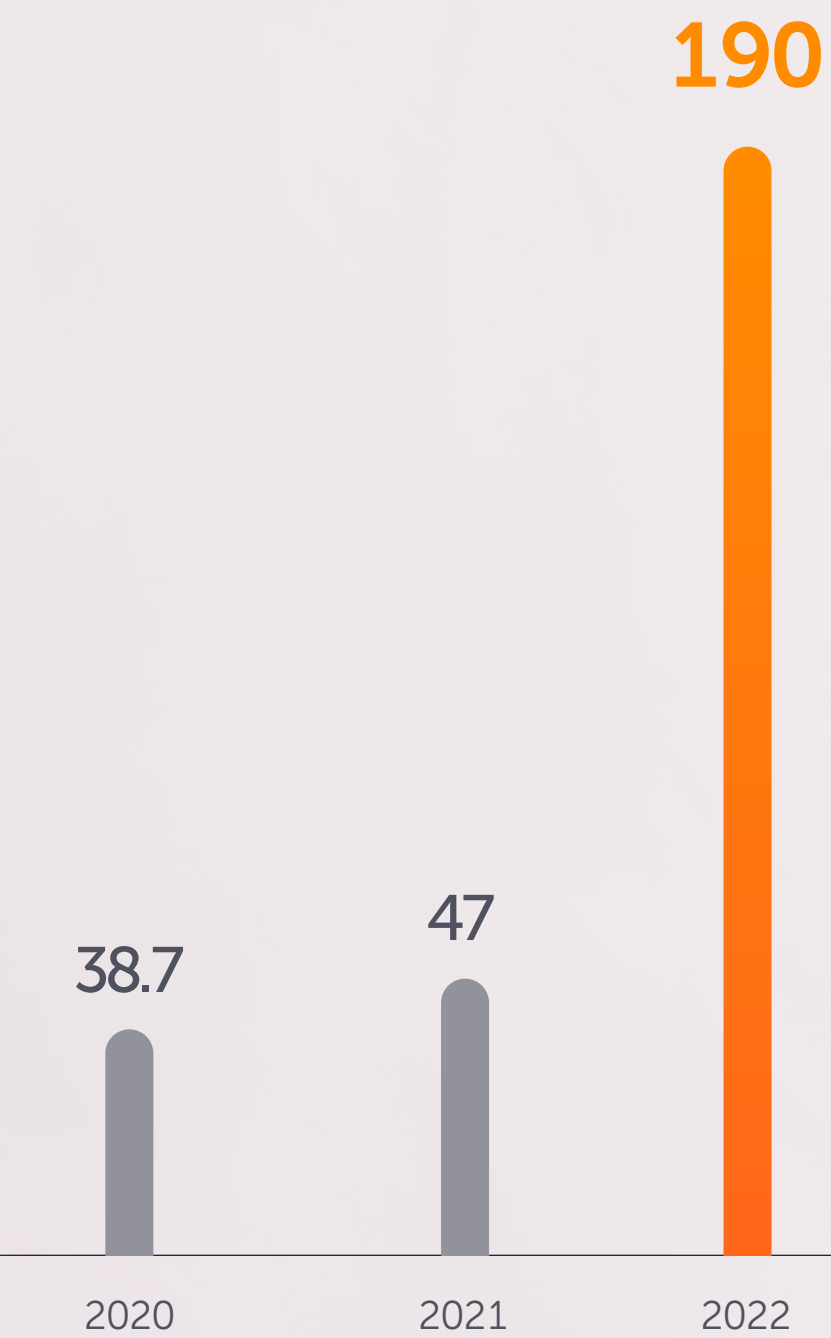
The increase was driven by several factors. Many external learning programs changed their format from one-off courses to integrated programs enabling the employee to dive deeply into an area of interest. Designed to train a wide range of skills, our flagship programs offered by the Learning and Development team are also quite extensive in coverage, including programs such as I Am a Manager, Mentor School, and Qmentor.

In 2022, learning programs were increasingly delivered by QIWI experts who had studied at the Expert Academy. In addition, we launched QUAMPUS DIGEST, a monthly newsletter promoting learning opportunities and courses that could be of interest. Finally, we made the learning process more engaging and interactive by adding new educational formats.

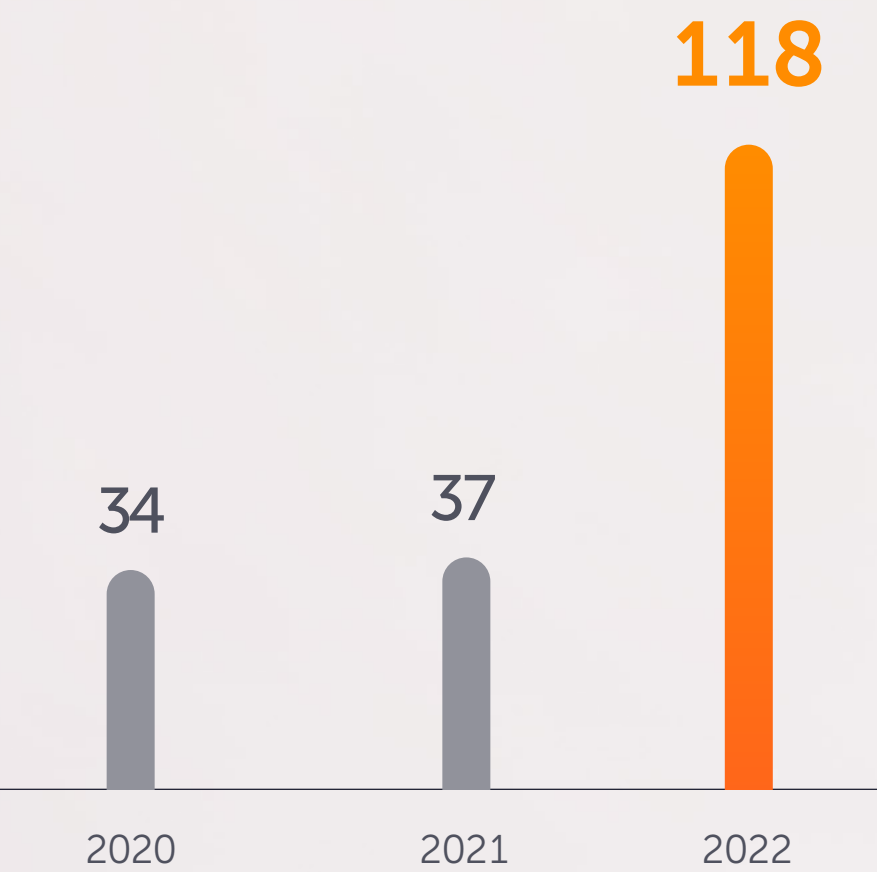
INNOVATIVE LEARNING SOLUTIONS IMPLEMENTED IN 2022

- **New learning formats** (e.g., training simulators and business games)
- **AI technology** (e.g., we implemented a chatbot for the learning program I Am a Manager 3.0, with learners acting as mentors helping the characters overcome difficulties)
- **New tools for creating training materials** (e.g., we installed a transparent glass whiteboard for shooting instructional videos)
- **A more convenient learning environment** (we added the option for booking time after classes to analyze and internalize learning information)

TOTAL TRAINING TIME, THOUSAND HOURS



AVERAGE TRAINING TIME PER EMPLOYEE, HOURS





QIWI Training Programs

01

QIWI START

QIWI START has been in place since the Group was founded. It is an induction course for newcomers, designed to help them navigate the onboarding process as comfortably and quickly as possible. The program introduces employees to the history of QIWI, the Group's structure, values, business strategy, main products, training programs, types of internal communications, and much more. The course curriculum is regularly updated. For example, in 2022, QIWI START included a section on QIWI's sustainability strategy.

02

Mentor School

Mentor School is an integrated training course for employees wishing to become mentors for new team members. Through the program, participants develop the skills they will use to support new hires in dealing with the challenges of starting a new job at QIWI. In particular, being a mentor means knowing the employee's onboarding plan, coaching, maintaining stress tolerance, communicating effectively, and other important skills. The course is available to employees who have been with the Group for over three years.

SELECTED TOPICS OF THE MENTOR SCHOOL INTRODUCED IN 2022:

- Mentor personality
- Generational theory
- Empathy and sustainable communications in business
- Situational leadership

52 QIWI professionals graduated from Mentor School in 2022

100% NPS*

* Net Promoter Score (NPS) is a measure used to gauge a respondent's willingness to recommend a learning product.

03

Expert Academy

QIWI has a system for employees to share their experience called Expert Academy. As part of this system, experienced and expert employees pass on their knowledge and best practices. Experts can also improve their own skills by learning how to set training goals and assess audiences, how to plan training materials and sessions, and how to deliver trainings. They share best practices for remaining resourceful and overcoming challenges in preparing materials and delivering training.

257 employees participated in the Expert Academy project



QIWI Training Programs

Sharing IT Knowledge

We are building communities to share expertise among IT professionals.

For example, QIWI has a format called **7 Level Talks**, where experienced developers deliver mini-lectures or presentations on interesting cases that might be useful to their colleagues, followed by free discussion on the topic of the meeting.

Another format is **dev2dev**. At dev2dev meetings, colleagues share the results of releases, best practices, successes and failures, and tough cases they have successfully dealt with.

04

I Am a Manager

The I Am a Manager course is a comprehensive training program that introduces participants to management theory and practice. The program is designed to provide participants with a basic set of management tools for effectively delegating tasks, giving feedback and managing conflict. I Am a Manager helps develop management skills such as leadership, planning, adaptability to change, operational thinking and empathy.

78 participants completed the training program in 2022, with **82%** rating it as useful

05

Qleaders

QLeaders is a training program for high-potential managers. The program lasts eighteen months, is based on real business projects, and includes modules on business administration, agile management, and team leadership. As part of QLeaders, participants choose an individual development track and are supported by a professional coach.

47 employees completed the program in 2022

20 employees have been trained in the QMentor pilot

06

QMentor

In 2022, QIWI launched the QMentor course for experienced employees who are experts in their field and want to develop others and develop themselves. During the course, participants learn about the role of mentor, mentoring tools, how to choose a specific development approach for employees depending on the situation, and practice the techniques essential for a mentor's productive work.

The knowledge gained during the QMentor course can be put into practice immediately. We have created a dedicated section on QAMPUS called MentorMentee to help mentors and mentees find one another and get started.



QIWI Training Programs



In 2023, we intend to make mentoring and internal expertise our priority and launch two major mentor training streams.

07

Access to Libraries

QIWI employees have access to three digital libraries: MIF, Alpina, and SmartReading. These libraries provide materials for acquiring knowledge and skills needed in the workplace. Our employees also have access to offline libraries located in our offices, where they can select a book based on their interests.

12,892

hours of total content consumption in 2022

1,705 library readers

16,244

English lessons taken by our employees

08

Learning English

QIWI people can learn English individually on the Skyeng platform and with colleagues in the speaking club format. To help them along the way, we regularly publish useful short English grammar and vocabulary notes on our internal channels to enable our employees stay on track with their progress.

542 employees learning English with QIWI



Safety in the Workplace

GRI 403-1, 403-2, 403-3,
403-4, 403-5, 403-6,
403-7, 403-8, 403-10

Health and safety in the workplace is among our top priorities. It is important for us to know that our people feel comfortable and secure in the workplace.

We monitor workplace risks on a regular basis while also implementing proactive initiatives to ensure compliance with the workplace safety requirements and educating our people on the safety rules.





Occupational Safety Management Framework

QIWI runs an Occupational Safety Management Framework (OSMF) aligned with the international standards, as well as with the rules and regulations of the countries in which the Group operates.

We have internal policies regulating the key aspects of health and safety in the workplace. We review and update our policies as needed.



A dedicated occupational safety officer at the HR Directorate is responsible for ensuring occupational safety compliance across the Group.



Occupational Safety: Key Areas

TO ENSURE THE SAFETY OF OUR EMPLOYEES, WE:

01 Ensure that our people have access to quality healthcare services

The Group has first aid kits in all offices. We also provide our employees with certified personal protective equipment. The Moscow Office has a dedicated full-time healthcare professional. Each employee has access to an extended voluntary medical insurance program*.

* Please see the [Employee Support](#) section for more details.

02 Assess occupational risks

We have identified occupational health and safety risks related to our industry, and the relevant risk management approaches.

03 Engage with employees

The Occupational Safety Management Policy enables each employee to come up with suggestions regarding the development, implementation and assessment of occupational safety practices. For this purpose, the Policy provides for establishing an Occupational Safety Committee and enabling any employee to participate on the Committee. The Committee is established via direct appointments made by QIWI's team and takes part in managing the OSMF processes.

The Group's employees have an opportunity to take a two-day crash course in basic first aid skills such as artificial ventilation, application of tourniquet, etc.

04 Perform a Special Assessment of Labor Conditions (SALC)

To conduct SALC, we have engaged an external provider accredited with the State Labor Inspectorate.

05 Develop and approve health and safety rules and guidelines for employees

We develop documents to provide our employees with guidelines on how to operate our office equipment and data centers in a safe manner.

Our Response to Infectious Diseases

In 2022, QIWI's team continued to control the risk of COVID-19. As part of these efforts, we maintained compliance with the requirements of the national healthcare regulators, monitored COVID-19 cases and organized remote working for employees. In addition, we carried out regular disinfection of office spaces while providing our employees with regular updates on the measures taken.



Assessment of Occupational Risks

The Occupational Hazards Identification and Risk Exposure Assessment Policy addresses industry-related occupational health and safety risks, including risk management approaches.

We perform annual occupational risk assessments in accordance with the legislation of the countries in which we operate. In 2022, QIWI saw an increase in new jobs. As a result, we performed occupational risk assessments for new workplaces to identify potential hazards for employees. On the basis of the assessments, potential hazards were classed as low and moderate.





Special Assessment of Labor Conditions

In 2022, we conducted a Special Assessment of Labor Conditions (SALC) for the new workplaces. All the new workplaces passed the assessment.

QIWI communicates SALC results to the employees. Following SALC, we develop an action plan to minimize the occupational risks, with a focus on managing the office environment conditions and encouraging employees to take ownership of their health and safety.

01 Based on the SALC results, Labor Conditions Class II was assigned to the new workplaces. Class II indicates that the workplaces are free from hazardous and harmful factors*.

02 Workplaces for which no hazardous or harmful factors have been identified are reported as per the requisite procedure.

* Identifying potentially harmful and (or) hazardous factors in the workplace requires comparing and matching the factors present in the production environment and at workplaces to factors characterizing the production environment and working processes specified by the classifier as harmful and (or) hazardous production factors approved by the federal executive body responsible for developing and implementing state policy and legal regulations on labor. This process additionally involves an opinion from the Russian Trilateral Commission on the Regulation of Social and Labor Relations. The SALC methodology provides a procedure for identifying potentially hazardous and (or) harmful workplace factors.



Occupational Safety Training

We invest in the well-being of our employees by educating them in occupational health and safety. For this purpose, we hold onboarding training for new hires and, biannually, conduct refresher briefings for all employees at QIWI.

We have guidelines covering each area of occupational safety. We review the guidelines every five years or when office equipment is upgraded.

The training approach to occupational safety compliance depends on the office and can be either remote or in-person. Training is delivered by our employees with the relevant qualifications or by facilitators from specialist training centers or organizations.



In 2022, we held employee briefings on the following topics:

- the QIWI approach to occupational health and safety;
- general rules of conduct for the employees working at the office;
- approach to workplace sanitation and personal hygiene;
- potential sources of injury and how to avoid them;
- responding to emergencies;
- first aid to the injured.



ENVIRONMENTAL FOOTPRINT

118 Environmental Responsibility

124 Climate Risk Management



At QIWI, we are committed to boosting our sustainability practices, ensuring resource efficiency in our offices, developing environmental initiatives to support conscious consumption and reducing our carbon footprint.

2022 KEY EVENTS AND RESULTS



97%

of QIWI cards are virtual or bioplastic

^A 25%

increase in the external use of electronic documents and an 89% increase in their internal use

3,121

tons of CO2e GHG emissions (Scope 1 and 2) (6% less than in 2021)

1,300

tons of CO2e GHG emissions (Scope 3) (calculated for the first time)



Environmental Responsibility

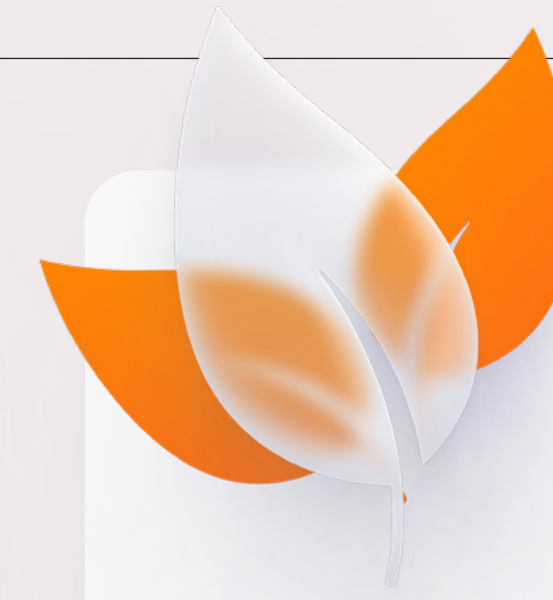
GRI 302-1, 303-5, 306-1, 306-2, 306-3, 306-4
SASB TC-SI-130A.1, TC-SI-130A.2

GREEN OFFICE

We care about the responsible use of resources when organizing workspaces and strive to create a comfortable working environment for our employees.

Our offices are located on leased premises so our environmental projects are somewhat limited. Even so, together with the landlord, we are doing our best to find solutions for creating a comfortable working environment and reducing our environmental footprint.

We research and implement the best solutions, from design and lighting to seating arrangements and office planting. At the same time, it is important for us to listen to our team so that we can create offices where they would be happy to work.

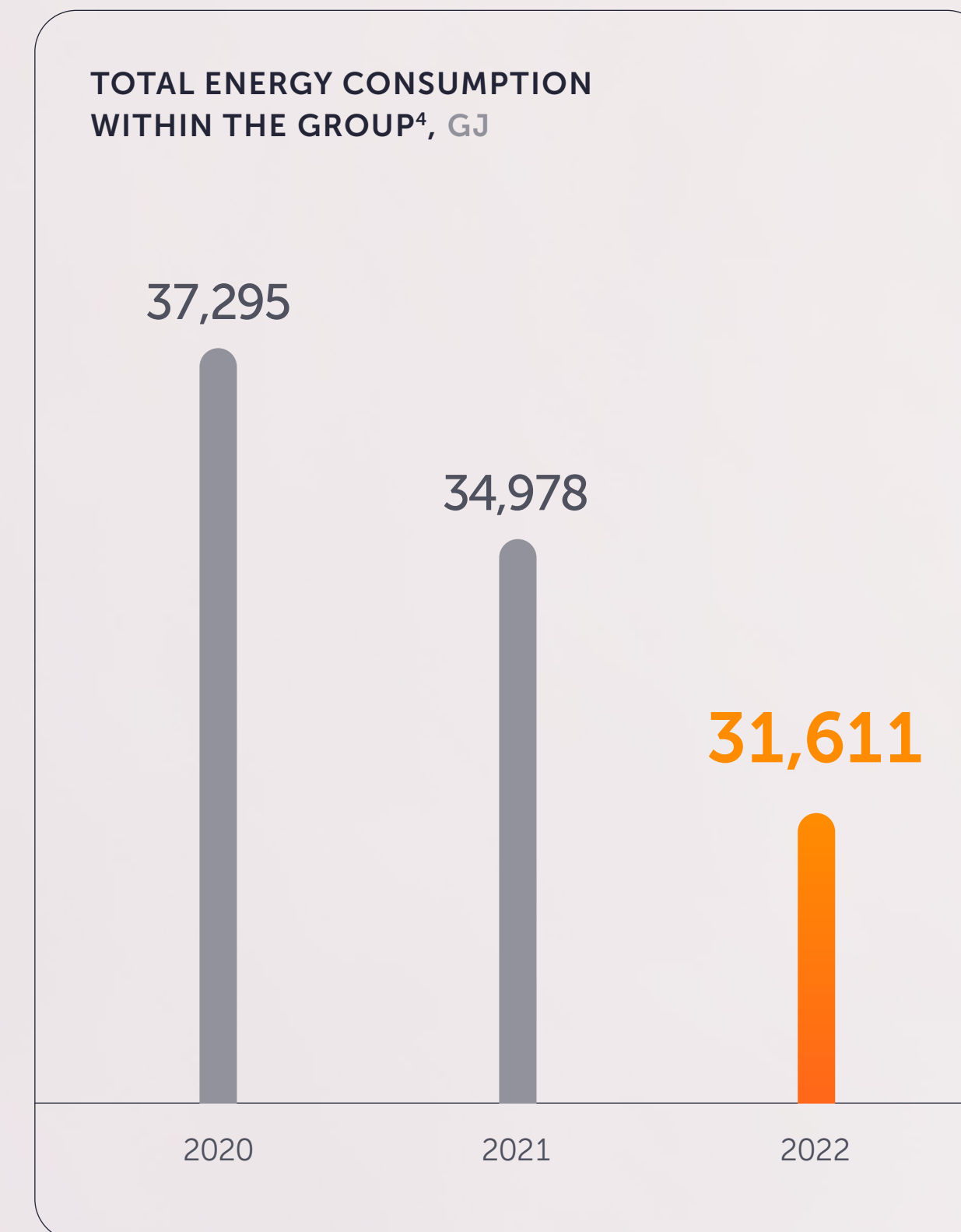
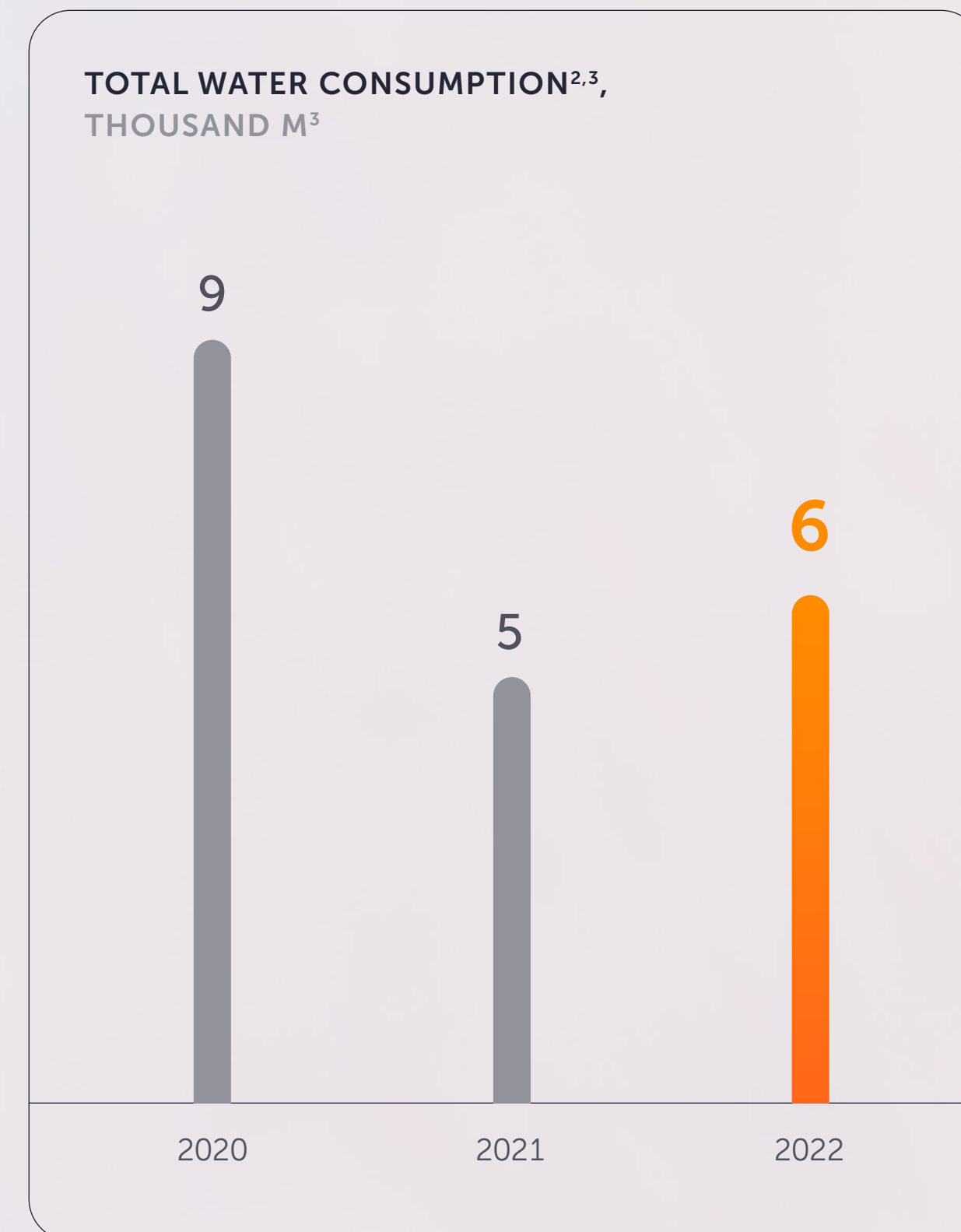


Our eco-friendly office efforts include:

- promoting waste sorting by providing boxes for recyclables and disposing of unusable equipment and cartridges;
- reducing energy consumption by following energy-saving practices at our offices;
- placing live plants in our offices to create a positive environment;
- continuing our shift to electronic document management to reduce paper consumption and the Group's environmental footprint.



From 2020, employees at most of the Group's offices have been able work in a hybrid mode. As a result, the number of employees in our offices has dropped by several times, resulting in a reduced energy and water consumption and office waste generation.



¹ The data were calculated based on the volume of municipal solid waste (MSW) as shown in the accounting records. Data are presented for the Moscow and Voronezh offices.

² The data cover the Moscow office, which is a region with high water stress according to the Water Resources Institute's (WRI) Aqueduct platform.

³ Water consumption data are collected from meter readings at QIWI offices.

⁴ All energy consumed in QIWI comes from non-renewable energy sources. The total consumption was calculated as the sum of purchased energy and heat. The data are presented for the Group.



Waste Sorting

We pursue waste sorting practices at the Group's biggest office, located in Moscow*. We collect waste paper, plastic and batteries, sending them to our partners for recycling. In addition, we collect unwanted clothing, donating items in good condition to charity and sending unusable textiles for recycling.

In 2023, we intend to expand the range of fractions included in waste sorting and run a campaign to raise waste-sorting awareness among our employees.

* The Moscow office accounts for about 60% of all QIWI office space.

IN 2022, WE MANAGED TO COLLECT AND PASS ON FOR REUSE:

370 kg of waste paper

230 kg of clothing including 162 kg of garments suitable for wearing

123 kg of batteries



Electronic Document Management

For a few years now, we have been developing an electronic document management (EDM) system, reducing the amount of paper used in our operations and the waste generated. In 2022, the use of electronic document management with the external counterparties increased by 25% (with the internal counterparties, by 89%).





Promoting Conscious Consumption among QIWI Employees

We use various formats to help our employees on their way to conscious consumption.

01

Welcome bags

When joining QIWI, all newcomers receive branded welcome bags containing useful items made of recycled materials (a mug, notepad, etc.) This gives the newcomers a feeling of the Group's environmental values and promotes eco-habits. In 2022, some items from the welcome bag (such as water bottles) became available not only to the newcomers but also to other employees.

02

Environmental Initiatives

We support our employees in their waste-sorting efforts. One of the incentives we offer — employees collecting 300 bottle caps for recycling can exchange them for a skateboard made from recycled materials.

We also assist in extending the useful life of equipment by auctioning decommissioned corporate equipment (laptops, system units, etc.) at a reduced price for the employees.



QIWI Eco-Friendly Solutions

In 2022, we launched eco-friendly Mir cards made of recycled bioplastic. The cards have all the basic features of conventional cards and can be used for online and offline payments, including contactless transactions.



In 2022, the share of virtual and bioplastic cards among all QIWI cards totaled

97%



Climate Risk Management

GRI 305-1, 305-2, 305-3

At QIWI, we realize the extent and scale of the global climate change and we are committed to finding solutions to help reduce GHG emissions.

In the reporting period, we focused on the climate agenda and made a number of important management decisions to develop and subsequently implement a climate risk management system.

In this Report, we present QIWI's climate-related activities in line with the TCFD recommendations.

1H2023 KEY EVENTS

01

Performed scenario-based qualitative assessment of climate-related risks

02

Published the inaugural information disclosure as per the TCFD recommendations

03

Launched the development of climate targets and metrics

04

Launched the development of a roadmap towards constraining and reducing GHG emissions



Corporate Governance of Climate-Related Matters

At QIWI, sustainability matters (including climate change) are considered at various management levels. The Board of Directors determines the strategic priorities and approves climate-related targets and policies.

The Board of Directors is regularly updated with a roadmap report describing the progress and planned sustainability initiatives, including climate-related matters. The report is presented every quarter to the Bank's Board of Directors and on an as-needed basis for the Group's Board of Directors.

Strategic management of the climate agenda is under the purview of the Board of Directors, involving its Strategy and Sustainable Development Committee, which meets several times a year. At these meetings, the Committee focuses on the key issues associated with the development and implementation of sustainable development practices, including climate-related issues.

The Directorate for Sustainable Development and External Communications ensures the development and implementation of ESG initiatives at QIWI. Quantitative assessment of GHG emissions also

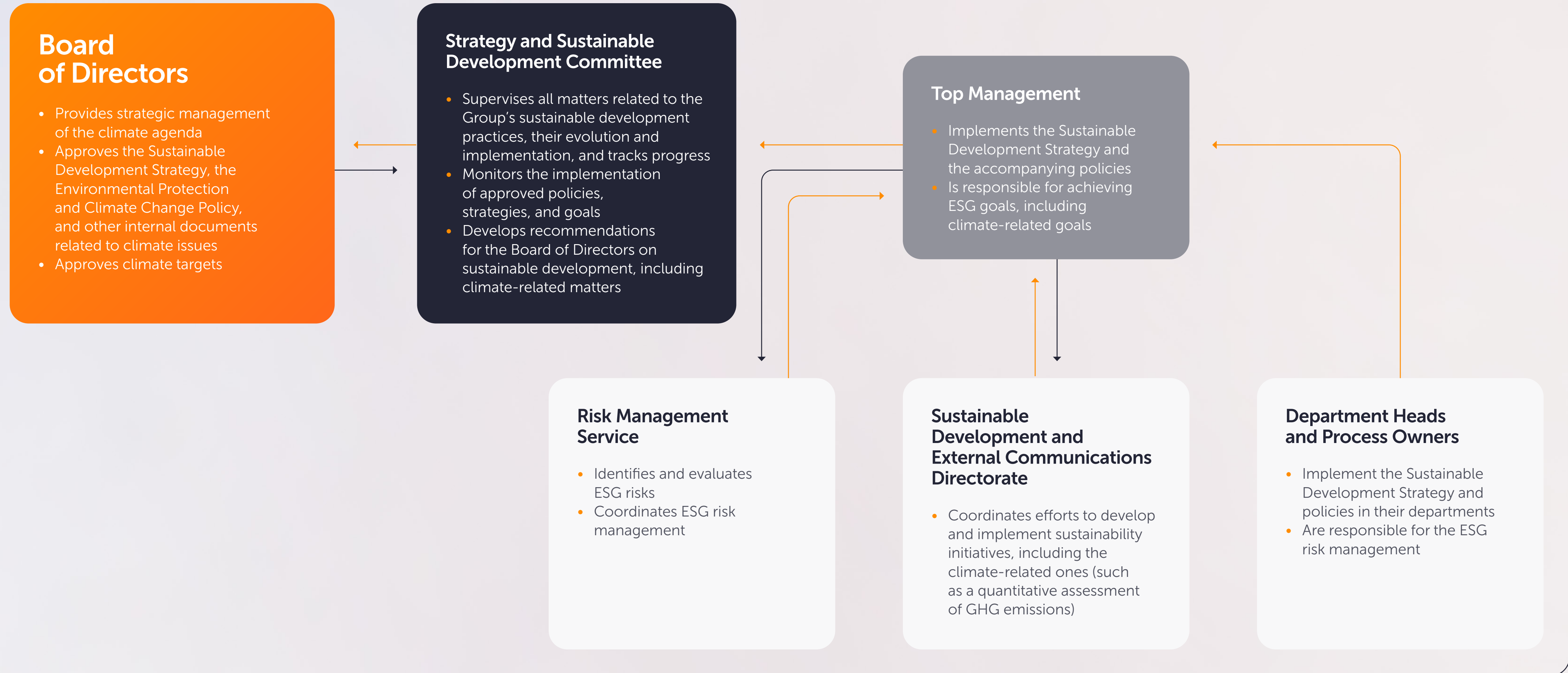
falls within the Directorate's remit. Following the annual assessment, the Directorate presents QIWI's carbon reporting to the Strategy and Sustainable Development Committee. This enables QIWI to trace the progress toward its strategic goal of Preventing an increase in CO2 emissions in the business growth scenario up to 2025.

The Risk Management Directorate ensures that ESG risks are identified and coordinates risk management. ESG risk management is the responsibility of the departments owning the relevant business processes*.



QIWI CLIMATE AGENDA
GOVERNANCE STRUCTURE

● Accountability
● Control





Climate-Related Strategic Priorities

QIWI is implementing its climate goals through its corporate Sustainable Development Strategy until 2025. As part of its Digital Bank strategic priority, QIWI is focusing on energy optimization and energy efficiency* to prevent GHG emissions.

In the reporting period, QIWI's efforts were also aimed at creating a climate change risk management system. Such efforts included allocating a budget for climate risk assessment and developing a decarbonization roadmap. Going forward, QIWI will continue working on its climate agenda. In the coming years, we are going to implement a number of important initiatives in this field.

To document the key principles, approaches, and areas of QIWI climate initiatives, in 1H2023, we started developing a corporate Environmental Protection and Climate Change Policy. This policy is being developed with reference to the national and international recommendations, guidelines and standards, and it follows industry's best practices and QIWI's internal regulations.



* Please see the [Sustainable Development](#) section for more detail on the Strategy.



QIWI Climate Agenda

We have set the following climate objectives:

01

Have the Environmental Protection and Climate Change Policy approved by the Board of Directors

02

Adopt climate targets and metrics for monitoring their achievement

03

Develop a roadmap for achieving the climate targets

04

Analyze the viability of implementing the carbon offset mechanism (Scope 1, 2) by buying carbon credits from climate projects

05

Include climate risks in QIWI's overall risk management system

06

Develop climate reporting in line with the TCFD



Climate Risk Assessment

In 2023, QIWI performed its first qualitative climate risk assessment following the TCFD recommendations.

We identified transition risks (related to the transition to a lower-carbon economy) and physical risks (resulting from climate change) and performed a scenario analysis of their impact on QIWI's business.

Potential climate-related risks and opportunities were analyzed for both QIWI Group as a whole and QIWI Bank. The Bank was considered separately as it has its own sustainability strategy that requires tracking climate risks and monitoring GHG emissions.

Climate risks were assessed on three time horizons:

- short-term (up to 2025);
- mid-term (2025–2030);
- long-term (2030–2050);

QIWI's climate risk management system is in its initial stage. At the time of the Report, the Group has not yet included climate risks in its general risk register. Yet, over the next few years, QIWI is going to integrate transition and physical climate risks into its overall risk management system and gradually improve risk analysis and risk assessment.

The climate risk assessment showed that it had an average level of significance for the Group's development strategy and that physical risks were of low significance for QIWI, while the impact of transition risks ranges from low to high.

We are also analyzing climate-related opportunities. One such opportunity we see is to expand QIWI's product line by offering our customers new financial products that support low-carbon initiatives and projects, as well as attracting new customers through technological solutions.

WE USED THE FOLLOWING SCENARIOS¹ OF CHANGES IN THE GLOBAL AVERAGE TEMPERATURE:

01 The 1.5°C scenario (corresponding to SSP1-1.9²) assumes a rapid transition to a low-carbon economy and attainment of carbon neutrality by 2050, while the increase in the global average temperature is kept within 1.5°C of the pre-industrial temperature.

02 The 2.0°C scenario (corresponding to SSP2-4.5) assumes that governments fulfil their obligations and achieve the basic goal of the Paris Agreement to keep the rise in the global average temperature within 2.0°C of the pre-industrial temperature.

03 The ≥ 4.0°C scenario (corresponding to SSP3-7.0) assumes inadequate government and regulatory efforts and a resulting failure to achieve the stated goals. This scenario has the most pronounced physical risks.

¹ QIWI's scenario assessment of climate risks was performed based on the models prepared by the Intergovernmental Panel on Climate Change (IPCC) and forecasts of the International Energy Agency (IEA).

² Shared Socioeconomic Pathways



Transition risk assessment

* Assessment of the risk significance is presented for the Group, except for the risks that are relevant only to the Bank. Assessments are presented for the +2.0°C scenario.

RISK	RISK COMPONENT	IMPLICATIONS	ASSESSMENT*	COMMENTS	RISK MANAGEMENT MEASURES	ORGANIZATIONAL SCOPE	
Regulatory changes Tightening of government and regulatory requirements on GHG emissions	Shaping of GHG emission regulations and climate reporting in Russia	Growing contractor costs and, consequently, a reduced demand for QIWI products	● 2025 ● 2030 ● 2050	This risk is not significant for QIWI in the short- and mid-term horizons as there is no national carbon regulation in Russia today. If it is introduced in 2025–2030, the probability that such regulation would apply to QIWI is low as its GHG emissions are small. In the +1.5°C scenario, the risk might increase in significance to average over 2030–2050 owing to the possible introduction of a carbon tax, irrespective of the Group's GHG emissions and industry.	<ul style="list-style-type: none"> Ensuring timely GHG reporting (Scope 1, Scope 2, and Scope 3) and independent verification Monitoring regulatory changes in both the Russian Federation and the regions in which the Group operates on a regular basis Setting up a reserve against possible fines Introducing measures to reduce and offset GHG emissions Providing TCFD disclosures 	Risk of the Group Risk of the Bank	
		Fines and litigations if there are breaches of the new legislation	● 2025 ● 2030 ● 2050	This risk is not significant for the Group in the short- and mid-term since the climate agenda is currently evolving in Russia at a slow pace. In addition, QIWI monitors the legislative updates (including the climate-related legislation), thereby reducing the probability of violations.		Risk of the Group Risk of the Bank	
		Tightening of climate-related regulations in the countries in which the Group operates	Fines and litigations if there are breaches of the new legislation	● 2025 ● 2030 ● 2050	The risk is not significant on all time horizons in the +2.0°C scenario owing to underdevelopment of the climate agenda in the regions in which the Group operates (Belarus, Cyprus, Moldova, Tajikistan UAE, and Uzbekistan). Most countries have no climate strategy and no ambitious targets for reducing GHG emissions.		Risk of the Group Risk of the Bank
		Changes to the requirements imposed by financial regulators (exchanges)	Cost of preparing non-financial climate-related disclosures	● 2025 ● 2030 ● 2050	The risk is significant for the Group owing to the possible introduction of mandatory climate disclosure requirements on exchanges on which the Group is listed. In the event of insufficient disclosure, listings may be suspended.		Risk of the Group



Transition risk assessment

* Assessment of the risk significance is presented for the Group, except for the risks that are relevant only to the Bank. Assessments are presented for the +2.0°C scenario.

RISK	RISK COMPONENT	IMPLICATIONS	ASSESSMENT*	COMMENTS	RISK MANAGEMENT MEASURES	ORGANIZATIONAL SCOPE
Reputational risk Growing expectations of the Group's stakeholders regarding climate-related disclosures and activities	A worse public image in the eyes of the shareholders/investors	Decreasing capitalization of the Group	● 2025 ● 2030 ● 2050	The risk is significant for QIWI Group in the long term owing to increased stakeholders' concerns regarding climate change. According to the <u>Moscow Exchange's guidelines</u> for issuers, investors are focusing increasingly on the disclosure of the impact of climate-related risks on the financial performance presented as per the TCFD. In the event of insufficient disclosures and adverse publicity, some investors might leave.	<ul style="list-style-type: none"> Ensuring engagement and proactive communication with shareholders and investors through face-to-face and remote events Preparing annual climate disclosures as per the TCFD guidelines, specifically, reports on the decarbonization measures taken Participating in global and industry-specific climate initiatives Implementing projects involving green financing Improving climate-related disclosures for ESG raters 	Risk of the Group
	A worse public image in the eyes of clients	Decreasing sales volumes	● 2025 ● 2030 ● 2050	The risk is significant in the long-term owing to a growing client focus on the climate change management. Inadequate attention to the issue could entail adverse publicity that might negatively affect the Group's customer relations.	<ul style="list-style-type: none"> Monitoring the media coverage of other companies facing climate-related reputation issues to ensure early risk prevention 	Risk of the Group Risk of the Bank
	Growing carbon footprint of the Bank's loan portfolio	Decreasing sales volumes	● 2025 ● 2030 ● 2050	The risk is of medium significance for the Bank since it requires proactive monitoring of changes in the Group's portfolio, even though it does not currently include companies from energy-intensive industries.	<ul style="list-style-type: none"> Monitoring the Bank's loan portfolio: assessing the number of companies from energy-intensive industries Developing the Bank's climate policy to regulate cooperation with companies with high GHG emissions Ensuring timely GHG reporting (Scope 1, Scope 2, and Scope 3) and independent verification 	Risk of the Bank



Transition risk assessment

* Assessment of the risk significance is presented for the Group, except for the risks that are relevant only to the Bank. Assessments are presented for the +2.0°C scenario.

RISK	RISK COMPONENT	IMPLICATIONS	ASSESSMENT*	COMMENTS	RISK MANAGEMENT MEASURES	ORGANIZATIONAL SCOPE
<p>Technological risk</p> <p>Emergence of expensive low-carbon technologies and resulting technological shifts (loss of Group competitiveness)</p>	Emergence of new low-carbon technologies	Growing decarbonization costs and growing expenses on bringing business processes in line with new technologies	<ul style="list-style-type: none"> ● 2025 ● 2030 ● 2050 	The risk is not significant for the Group since the financial industry is not energy-intensive. The risk does, however, require relevant planning and timely decarbonization decisions.	<ul style="list-style-type: none"> • Partnering with organizations to implement new technologies supporting transition to a low-carbon economy • Piloting new decarbonization technologies to evaluate the effectiveness of decarbonization measures • Monitoring new low-carbon technologies 	<ul style="list-style-type: none"> Risk of the Group Risk of the Bank
<p>Market risk</p> <p>Structural shifts in the suppliers' markets (e.g., availability of raw materials, equipment, services, or price increases), as well as changes in the demand for certain types of products and services</p>	<p>Increase in the cost of electricity and heat</p> <hr/> <p>Changes in consumer preferences</p>	<p>Rising operating expenses</p> <hr/> <p>Decrease in demand for certain products and a subsequent fall in sales volumes</p>	<ul style="list-style-type: none"> ● 2025 ● 2030 ● 2050 <hr/> <ul style="list-style-type: none"> ● 2025 ● 2030 ● 2050 	<p>The risk is not significant for the Group owing to low energy consumption.</p> <hr/> <p>The risk is significant in the long-term owing to possible gaps in the introduction of innovative products within the Group, which might result in missed opportunities to benefit from the growing new market segments.</p>	<ul style="list-style-type: none"> • Improving the energy efficiency of the Group and the Bank's offices and data centers • Opting out fully or partially of grid power in full or in part; using the Group's own renewable energy sources (wind or solar energy) <hr/> <ul style="list-style-type: none"> • Increasing the volume of disclosures on implemented and planned initiatives in climate management and adaptation to climate change • Ensuring engagement and communication with the key stakeholder groups (consumers, shareholders, investors, government agencies, personnel and local communities) through face-to-face and remote events (such as conferences or interviews), publication of information about the Group's activities on official websites, comments and media coverage 	<ul style="list-style-type: none"> Risk of the Group Risk of the Bank <hr/> <ul style="list-style-type: none"> Risk of the Group Risk of the Bank



Physical risk assessment

* Assessment of risk significance is presented for the Group, except for the risks that are relevant only to QIWI Bank. Assessments are presented for the +2.0°C scenario.

RISK	RISK COMPONENT	IMPLICATIONS	ASSESSMENT*	COMMENTS	RISK MANAGEMENT MEASURES	ORGANIZATIONAL SCOPE
Changing temperature conditions	Increase in average annual temperatures	Rising costs of maintaining a comfortable working environment	● 2025 ● 2030 ● 2050	The risk is not significant for the Group owing to its low materiality. Its probability increases in the mid- and long-term; however, the +2°C scenario does not imply changes that would have a strong impact on the Group's operations.	<ul style="list-style-type: none"> Improving ventilation to ensure air change in the offices Creating a reserve for the procurement of extra equipment 	Risk of the Group Risk of the Bank
	Increase in the number of days with extremely high temperatures	Increasing load on cooling equipment	● 2025 ● 2030 ● 2050		<ul style="list-style-type: none"> Creating a reserve for the procurement of extra equipment 	Risk of the Group Risk of the Bank
		Rising staff costs	● 2025 ● 2030 ● 2050		<ul style="list-style-type: none"> Monitoring employee wellbeing in the workplace and tracking wellbeing dependence on long-term changes in the weather Contributing to employee drinking discipline by providing water near workplaces Ensuring a comfortable temperature using ventilation and air conditioning Review of the employee disease prevention program and the occupational health and safety standard to factor in climate change, its consequences and impact on employee health 	Risk of the Group Risk of the Bank
	Increase in the number of days with extremely low temperatures	Rising heating costs	● 2025 ● 2030 ● 2050		<ul style="list-style-type: none"> Creating an allowance for procurement of extra equipment 	Risk of the Group Risk of the Bank



Physical risk assessment

* Assessment of risk significance is presented for the Group, except for the risks that are relevant only to QIWI Bank. Assessments are presented for the +2.0°C scenario.

RISK	RISK COMPONENT	IMPLICATIONS	ASSESSMENT*	COMMENTS	RISK MANAGEMENT MEASURES	ORGANIZATIONAL SCOPE
Change in precipitation	Increase in the number of days with heavy frozen precipitation	Rising staff costs	● 2025 ● 2030 ● 2050	The risk is not significant for the Group, as the +2°C scenario does not imply changes that would have a strong impact on the Group's operations.	<ul style="list-style-type: none"> Reviewing the employee disease prevention program and the occupational health and safety standards to factor in climate change, its consequences, and impact on employee health 	Risk of the Group Risk of the Bank
	Flood	Rising costs of rebuilding the Group's infrastructure	● 2025 ● 2030 ● 2050	The risk is not significant for the Group owing to the low risk of flood in the regions in which QIWI offices and data centers are located. At the same time, in the event of a flood, property damage could be material.	<ul style="list-style-type: none"> Accounting for the potential physical risks when selecting the location of offices and data centers Creating a reserve for restoring the infrastructure owned by the Group 	Risk of the Group Risk of the Bank
		Disruptions to the Group's operations resulting from damaged urban infrastructure in the regions in which it operates	● 2025 ● 2030 ● 2050			
Other extreme weather conditions	Freezing rain	Disruptions to the Group's operations resulting from damaged urban infrastructure in the regions in which it operates	● 2025 ● 2030 ● 2050	The risk is not significant to the Group as disruption to the Group's operations is expected to be minimal.	<ul style="list-style-type: none"> Putting in place a backup power supply arrangement 	Risk of the Group Risk of the Bank



Metrics and Targets

Currently, the main metric for tracking the Group's impact on climate change is the volume of its GHG emissions.

When measuring it, companies are free to choose the most appropriate methodology. However, some of the most popular and widely used guidelines worldwide include those developed by the World Resource Institute (WRI) and the Intergovernmental Panel on Climate Change (IPCC). For QIWI, the main standard governing GHG emissions measurement and determining the choice of coefficients used is the GHG Protocol. The GHG Protocol establishes comprehensive global standardized frameworks for measuring and managing greenhouse emissions from private and public sector operations and value chains. The GHG Protocol supplies the Corporate Accounting and Reporting Standard, which is the world's most widely used greenhouse gas accounting standard.

The GHG Protocol Corporate Accounting and Reporting Standard (Revised Edition)* was selected as the underlying methodology to ensure that QIWI's GHG emissions data are comparable to those of other companies. The selected methodology governed the choice of measurement boundaries, the main approach to measurements, and the auxiliary methodological guidelines used for measurement purposes.

*The GHG Protocol Corporate Accounting and Reporting Standard
At the time of measurement, the effective version was that of 2015.

01 Direct GHG emissions (Scope 1)
are emissions from sources owned or controlled by the reporting entity.

02 Indirect GHG emissions (Scope 2)
are emissions associated with the purchase of power from third-party suppliers.

03 Other indirect emissions (Scope 3) include all other indirect emissions occurring up and down the reporting entity's value chain, like emissions from extraction and production of purchased materials, fuel and services, transport-related activities in vehicles not owned or controlled by the reporting entity, outsourcing, waste disposal, etc.)



Metrics and Targets

In 2021, the Group measured, for the first time, its Scope 1 and Scope 2 emissions for 2020 and 2021. The Group's GHG measurement practices were improved in 2022 by increasing the volume of evidence provided, thereby improving the accuracy of Scope 1 and Scope 2 GHG emissions measurements. QIWI used the results obtained in addressing climate-related issues. The measurement covered facilities located in the Russian Federation, Belarus, Cyprus, Moldova, Kazakhstan, Tajikistan, the United Arab Emirates, and Uzbekistan.

In 2022, QIWI measured other indirect emissions (Scope 3) as per the GHG Protocol, demonstrating an improvement in the Group's climate agenda management.

The total GHG emissions (Scope 1 + Scope 2) fell by 6% in 2022 despite a significant growth in direct GHG emissions (Scope 1), from 8.34 tCO₂e to 225.75 tCO₂e. The dynamics are due to an increase in the amount of initial data collected and the resulting higher accuracy of measurement. Owing to the wider scope of used data, Scope 2 emissions were reduced for added accuracy.

MEASUREMENTS WERE IMPROVED PRIMARILY BY:

- including information on gas and diesel fuel consumed by vehicles;
- increasing the initial data on refrigerants consumed by data centers and offices in Kazakhstan, and reducing the volume of extrapolated values used in the measurement;
- presenting GHG emissions by legal entities (separately for QIWI Bank and Group facilities).

Scope 1 and Scope 2 GHG emissions, tCO₂e

	2020	2021	2022
Total GHG emissions (Scope 1 and 2), including:	3,548.15	3,311.10	3,120.72
QIWI Bank	n/a	n/a	547.65
Other Group companies	n/a	n/a	2,573.07
Direct (Scope 1) GHG emissions, including:	8.34	8.34	224.75
QIWI Bank	n/a	n/a	29.96
Other Group companies	n/a	n/a	194.79
Indirect (Scope 2) GHG emissions, including:	3,539.81	3,302.75	2,895.97
QIWI Bank	n/a	n/a	517.69
Other Group companies	n/a	n/a	2,378.28



Metrics and Targets

Scope 3 GHG emissions by category, tCO₂e*

* The table presents only Scope 3 categories that were included in the measurement. The remaining categories have been excluded from the calculation since no input data required for the measurement are available or the categories are irrelevant to the Group.

2022

Scope 3 GHG emissions, including:

1,299.91

QIWI Bank	426.32
Other Group companies	873.59

2022

Category 3: Fuel- and energy-related activities, including:

599.03

QIWI Bank	122.17
Other Group companies	476.85

Category 5: Waste generated in operations, including:

61.66

QIWI Bank	11.21
Other Group companies	50.45

Category 7: Employee commuting, including:

483.68

QIWI Bank	204.51
Other Group companies	279.17

2022

Category 9: Downstream transportation and distribution, including:

88.42

QIWI Bank	88.42
Other Group companies	—

Category 12: End-of-life treatment of sold products, including:

0.01

QIWI Bank	0.01
Other Group companies	—

Category 15: Investments, including:

67.12

QIWI Bank	—
Other Group companies	67.12



Metrics and Targets

In 2022, the Group calculated other indirect emissions (Scope 3) totaling 1,299.91 tCO₂e.

Previously, QIWI did not calculate these, so 2022 is the base year for assessing future dynamics of other indirect GHG emissions. Scope 3 measurement included six categories, the most important ones being:

- Category 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2 – 46%;
- Category 7: Employee commuting

In the reporting year, QIWI Group started the development of its decarbonization roadmap covering the Group's operations,

which is expected to be completed in the following period. Along with the roadmap, QIWI is developing climate targets referring to the global best practices and international standards and recommendations.

Currently, the Group has no internal carbon pricing but this tool might be introduced in future as part of the decarbonization plan. In the reporting year, QIWI did not set climate-related KPIs for governance purposes.

Other metrics on the Group's sustainability initiatives are presented above.

In 2023, we offset our carbon footprint (Scope 1 and Scope 2) for 2022 by purchasing carbon tokens (a digital equivalent of emission reduction units issued by SIBUR as part of a climate project at Russia's largest petrochemical enterprise, ZapSibNeftekhim). The project was verified by Verico SCE, Europe's leading validation and verification body, which confirmed its compliance with ISO 14064-2:2019. Under the climate project, by-products of ZapSibNeftekhim will be recycled for heat and power generation at Tobolsk Thermal Power Plant, thus significantly reducing GHG emissions.



The acquisition of emission reduction units as well as their redemption was recorded on the Green Digital Platform ensuring a high level of transparency and invariability of transaction data and emission reduction units.



LOCAL COMMUNITY RELATIONS

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144 Supporting Diversity in IT

145 Promoting Charity



QIWI strives to support local communities and contribute to enhancing living standards through its social initiatives.

Development of educational materials for the people who would like to have a better understanding of finance and protect themselves against fraudsters is one of our key focus areas. We share our knowledge and insights about the fintech sector and doing business in niche market segments with entrepreneurs.

We believe that promoting diversity in IT and creating equal opportunities for everyone aspiring to a career in this field is an important mission for us. For this purpose, we are developing a free educational program for people without a specialized education or experience.

We also promote the culture of charity by creating convenient solutions to support the work of charitable organizations.

2022 Key Events

- 01 Our materials on financial literacy and entrepreneurship published on QIWI's social media have reached 5 million people
- 02 A Telegram channel was launched for the recycling industry to offer legislative reviews and useful tips for businesses
- 03 The SOFT program was launched for those wanting to acquire basic IT skills and build a career in IT



Raising Public Awareness of Finance and Business Management Matters

GRI 3-3

At QIWI, we believe it is important to share our knowledge and experience in financial management and business. With that in mind, we regularly publish informational materials to share useful tips and insights and launch special projects together with our partners.

5

million

is the reach of QIWI social media posts on financial literacy and labor inclusion



Financial Literacy


We educate the general public on the basics of financial management, sharing the rules for the safe use of digital financial services on our social media platforms, whose audience grew significantly in 2022.

Our posts cover a wide range of topics, from general financial terms to useful tips on how to avoid fraudsters. In 2022, we launched the Financial Alphabet series with an overview of a few counter-intuitive terms from the fintech world and shared new cases of web payments fraud.

In addition, we launched specific initiatives to promote financial literacy. In 2022, we organized a promo event together with the online library Litres, giving our subscribers a discount for books on personal finance management and achieving financial independence.

+80%
followers
on VK

×3
subscribers
on OK



Financial security for our clients

We customize our communications for certain client categories to highlight security issues when using QIWI's fintech services. For example, for the gamers using QIWI Wallet to collect donations while streaming, we enabled accepting money transfers by nickname without publishing bank card details.



Support for Business

For the self-employed, sole traders and company representatives, we offer expert business-related information. For this audience, the main platform is QIWI Today, our Telegram channel.

On QIWI Today, we share advice about launching and scaling up business, give guidance on the latest legislative changes and talk about taxation. For example, in 2022, we shared information about [tax regimes](#) for different businesses, corporate fraud [cases](#) and [upskilling programs](#) for entrepreneurs.

At QIWI, we have extensive experience in niche market segments and publish expert content targeted at businesses operating in such fields.

We run the [QIWI for Taxi](#) Telegram channel covering industry news, sharing tips on organizing the work of taxi companies and analyzing challenging situations.

In 2022, we set up the [QIWI-Paper-Scissors](#) channel on Telegram to publish news and share comments on the recyclables market. The topics covered on the channel include legal aspects of running a business in recyclables, helpful [industry events](#), and the benefits of switching to [cashless payments](#).



8 million subscribers to our QIWI Today Telegram channel



How to start a taxi company

In 2022, we put together a [guide](#) for those thinking of starting up a taxi company. The guide will help you through the main steps in starting a business: from choosing a legal format and registering a legal entity to generating reports.



Supporting Diversity in IT

[Learn more about the SOFT program →](#)

Promoting diversity and inclusion in IT is a focus area set forth in QIWI's ESG strategy. We believe that everyone interested in realizing their potential in IT should have equal opportunities to do so. In 2022, we developed and launched our SOFT program so that anyone can learn basic IT skills and build a career in IT.

THE MAIN GOALS OF THE PROGRAM INCLUDE:

- training valuable IT specialists for the labor market;
- overcoming the stereotype that IT is not an area accessible to everyone and helping high-potential talent, irrespective of their age, gender and background, test-drive a career in IT;

- helping future IT professionals develop soft skills that (among other things) will help them fit in and build a career in a changing environment.

The SOFT program is available to everyone and consists of three stages.

The first stage, an online crash course, provides a professional perspective of the IT world and teaches soft skills. The curriculum is divided into four sprints, each lasting two weeks. The sprints use various teaching formats, such as lectures, workshops, unique expert articles and expert vlogs.

KEY AREAS OF THE PROGRAM ARE:

- introduction to IT professions;
- soft skills (including time management, emotional intelligence, creativity, goal setting, etc.);
- career advice;
- wellbeing practices.

The program was designed in sprints so that anyone could join it at any time and at any stage, catching up on what they missed by watching recordings in their account. After completing the crash course, participants are given time to study the materials on their own, while keeping a retrospective record book to trace the progress.

At the **second stage** held in February 2023, the most active participants of the crash course were offered an opportunity to go through career profiling together with experts (selecting the target profession at two individual coaching sessions and drawing up personal development plans).

After career profiling, participants were offered to continue **free training in hard skills** within the chosen specialty on the platforms of third-party partner providers. Training lasts from three to 12 months, depending on the chosen specialty.

Areas available under the SOFT program

- Development
- Information security
- Testing
- UX/UI design*
- Product management

* User Experience / User Interface

>4 thousands applications to the SOFT program in 2022



Promoting Charity

[Find out more about our VSEM charity program →](#)

We strive to make charity easy and accessible. We enable our clients to transfer funds directly from QIWI Wallet to over a hundred non-profit organizations. At the same time, we are expanding our VSEM platform. Donations made through the service will be divided equally between eight charitable foundations.

FOUNDATION	AREA OF FOCUS
SOS Children's Villages	Aid to orphaned children
Miloserdie	Aid to disabled children, orphans, elderly people, the homeless, socially vulnerable groups and big families
Starost v radost	Aid to elderly and disabled people in care homes
Vera	Aid to hospice patients
Downside Up	Aid to children with Down's syndrome
Rusfond	Aid to seriously ill children and promotion of state-of-the art health technologies
Artist	Aid to aged people of art

Donations may be made through QIWI's website, QIWI terminals or the QIWI Wallet mobile app.



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Our Approach

GRI 2-1, 2-3

Our Sustainable Development Report (“the Report”) outlines sustainable development activities performed by QIWI plc and its subsidiaries* (jointly referred to as “the Group” or “QIWI”) and some key economic, social, and environmental results.

The Group has been issuing sustainability reports since 2021. Unless otherwise indicated, this Report covers QIWI's activities between January 1, 2022 and December 31, 2022.

The Report, published in Russian and English, has been prepared with reference to the Global Reporting Initiative 2021 (GRI) and on the basis of the Commercial Banks Standard, Consumer Finance Standard, Software and IT Services Standard introduced by the Sustainability Accounting Standards Board (SASB).

The climate-related disclosures are based on the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. Greenhouse gas emissions have been assessed as per the Greenhouse Gas Protocol (GHG Protocol).

We also took account of the CBR's non-financial reporting recommendations.

* QIWI plc subsidiaries are listed in the [Appendices](#).

Scope of the Report

The financial data are shown as per QIWI's 20-F [Annual Report](#).

Non-financial disclosures are consolidated for subsidiaries with a significant impact on the environment, society and the economy. The scope of the quantitative ESG data is heterogeneous, particularly owing to differences in the subsidiaries' accounting systems.

Please see the [Appendices](#) for more information about the scope of key disclosures.



Determining Material Topics

GRI 2-29, 3-1, 3-2

We aim to disclose information on the areas where the Group makes the greatest economic, environmental, or social impact and which are relevant to our stakeholders. We performed a three-step procedure to identify the material topics.

Step 1. Determining Significant Topics

- Analysis of the industry agenda and sustainability trends, including benchmark analysis of material topics highlighted in the sustainability reports of fintech companies (both international and those operating in the Group's core market), analysis of non-financial reporting standards, rating agency requirements, and other sources.
- Analysis of QIWI's business practices considering the Group's potential impact on the economy, environment and society.

Result: a list of significant topics.

Step 2. Stakeholder Feedback

- Surveying of internal and external stakeholders (respondents rated each significant topic on a scale of 1 to 5, depending on how they view the topic personally and how interested they are in receiving transparent and detailed information about QIWI's activities in the relevant area).

Result: a list of significant topics ranked according to stakeholder feedback.

Surveyed Stakeholder Groups

- Employees
- Clients
- Business partners
- Shareholders and investors
- Suppliers
- Non-profit organizations and associations
- Local communities
- Rating agencies

Step 3. Approval of the Material Topics List

- Review of the list of topics ranked as per stakeholder survey results and approval of the final list of material topics.

Result: a list of material topics.



Determining Material Topics

As a result, we determined seven material topics to be disclosed in the Report. Other topics are also disclosed but in less detail. Our potential and actual impact on the economy, environment and society in 2022 (as per the GRI standards) triggered changes in the list of material topics compared to that shown in the Sustainable Development Report 2021.

PRIORITY TOPICS:

- 01 Financial stability of QIWI;
- 02 Information security and personal data protection;
- 03 Business strategy and product development;
- 04 Customer focus and service quality within QIWI;
- 05 Risk management;
- 06 Financial inclusion of customers;
- 07 Promotion of talent development;

ADDITIONAL TOPICS:

- 01 Human rights;
- 02 Business ethics;
- 03 Governance;
- 04 Working conditions within QIWI;
- 05 Local community development;
- 06 Responsible resource use;
- 07 Diversity and inclusion in the workplace;
- 08 Energy efficiency;
- 09 Carbon footprint management.



Disclaimer

This Sustainable Development Report includes “forward-looking statements” as defined and protected by the Private Securities Litigation Reform Act of 1995.

Such forward-looking statements involve known and unknown risks, uncertainties and other factors that might cause QIWI plc’s actual results, performance or achievements to be materially different from those expressed or implied in such forward-looking statements. Various factors that could cause actual future results and other future events to differ materially from those estimated by the management include, among other things, the macroeconomic environment within which our businesses operate in the Russian Federation and in each international market, growth in each of our verticals, competition, launch and acceptance by consumers of new products and services, QIWI’s ability to estimate

market and capital risks associated with new projects, a decline in net yield, regulation, QIWI’s ability to develop physical and virtual distribution channels, cyberattacks and security vulnerabilities in QIWI’s products and services, QIWI’s ability to expand geographically, the risk that new projects might not meet QIWI’s expectations, as well as other risks identified under the Risk Factors section of QIWI’s 20-F Annual Report and other reports that QIWI files with the U.S. Securities and Exchange Commission. QIWI undertakes no obligation to revise any forward-looking statements or to report future events that might affect such forward-looking statements unless it is required to do so by law.

The main and the most detailed information on QIWI plc’s activities is disclosed in the 20-F Annual Report.

QIWI does not control any third-party content used in the Report and will bear no responsibility for third-party content, including, but not limited to, materials that might be misleading, incomplete, erroneous or otherwise objectionable.



Contacts

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Report Approval

The Report was approved by the Strategy and Sustainable Development Committee of the Board of Directors resolution dated August 15, 2023.



APPENDICES

- 153** Contribution to the UN Sustainable Development Goals
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- 159** GRI Indicators
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Contribution to the UN Sustainable Development Goals

UN SDGS	UN SDG	HOW WE CONTRIBUTE	REFERENCE TO MORE DETAILED INFORMATION IN THE REPORT
	<p>1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p>	<p>We contribute to SGD 1 by developing accessible and convenient financial solutions for underbanked people and businesses in order to promote financial inclusivity and unlock new opportunities for greater social equality and sustainable economic growth. As part of these efforts, QIWI:</p> <ul style="list-style-type: none"> • Creates products and solutions that help individuals fulfil various day-to-day tasks such as online purchases, payments for services, secure money transfers to their friends and families, etc. • Offers products and services enabling small- and medium-sized enterprises (SMEs) to grow their businesses. Such products and services include lending, payment, and payout solutions. • Shares expert materials addressing entrepreneurship and financial literacy, covering over 5 million people in 2022. 	<p>Section QIWI Digital Ecosystem</p> <p>Section Local Community Relation</p>
	<p>3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being</p> <p>3.8. Ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs</p>	<p>We contribute to SGD 3 by creating comfortable and safe working conditions with a focus on the physical and mental health of our employees. As part of these efforts, QIWI:</p> <ul style="list-style-type: none"> • Provides employees with extended voluntary health insurance, including health checks, telehealth services, dental services, psychological consultations, pre-natal and childbirth care. • Has launched PSY-Support — a platform offering free access to personal consultations with psychologists, art therapists, nutritionists, and coaches. • Promotes safe working conditions via occupational risk assessments, special assessment of working conditions, and relevant employee training. 	<p>Section Employees and Corporate Culture</p>





Contribution to the UN Sustainable Development Goals

UN SDGS	UN SDG	HOW WE CONTRIBUTE	REFERENCE TO MORE DETAILED INFORMATION IN THE REPORT
 <p>SDG 7. Ensure access to affordable, reliable, sustainable and modern energy for all</p>	<p>7.3 By 2030, double the global rate of improvement in energy efficiency</p>	<p>We contribute to SGD 7 by using advanced energy efficient technologies in our operations. As part of these efforts, QIWI:</p> <ul style="list-style-type: none"> • Uses energy-saving technology in the office: motion sensors and LED bulbs. • Monitors energy consumption at data centers. Our total energy consumption fell by 15.2% from 2020 to 2022. 	<p>Section Environmental Footprint</p>
 <p>SDG 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all</p>	<p>8. 3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services</p> <p>8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training</p>	<p>QIWI contributes to SGD 8 by creating new jobs, providing decent working conditions, and driving social initiatives to promote diversity in the IT industry. As part of these efforts, QIWI:</p> <ul style="list-style-type: none"> • Creates new jobs. In 2022, 314 new hires joined our team, a twofold increase over 2021. • Stands for equal opportunities for everyone, whether potential hires or existing employees. We are committed to zero discrimination by age, gender or otherwise. In 2022, women made up over half of QIWI's team (55.3%). • Provides decent pay and broad social benefits, including extended voluntary healthcare insurance, external and internal training, as well as free access to consultations with psychologists, coaches, nutritionists, art therapists, corporate discounts, etc. • Has launched #FRESHQIWI, a paid internship program for students and graduates. Based on the internship results, 80% of interns from the 2022 cohort received an offer to join QIWI's team. • Has launched SOFT, an integrated learning program aimed at people who wish to realize their potential in the IT industry. Anyone can join it, irrespective of age, gender, education or experience. In 2022, more than 4,000 people applied for the program. 	<p>Section QIWI Digital Ecosystem</p> <p>Section Employees and Corporate Culture</p> <p>Section Local Community Relation</p>




Contribution to the UN Sustainable Development Goals

UN SDGS	UN SDG	HOW WE CONTRIBUTE	REFERENCE TO MORE DETAILED INFORMATION IN THE REPORT
	<p>9.3 Increase access of small industrial and other enterprises (especially in developing countries) to financial services including affordable loans, as well as expand their integration in production and supply chains and markets</p>	<p>QIWI contributes to SGD 9 by developing fintech products for SMEs and market segments lacking accessible digital solutions. As part of these efforts, QIWI:</p> <ul style="list-style-type: none"> • Works to enable broader access for small and medium-sized businesses (SMEs) to factoring, bank guarantees, contract financing, and financing for merchants on e-marketplaces. • Develops financial solutions customized to meet the needs of businesses in niche markets, such as payouts for taxi drivers or individuals turning in recyclables. 	<p>Section QIWI Digital Ecosystem</p>
	<p>10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average</p> <p>10.c By 2030, reduce to less than 3% the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5%</p>	<p>QIWI contributes to SGD 10 by developing convenient and affordable financial products. As part of these efforts, QIWI:</p> <ul style="list-style-type: none"> • Creates products and solutions that help individuals fulfil their day-to-day tasks such as online purchases, service payments, etc. • Provides accessible money transfers via the CONTACT money transfer system. For this purpose, QIWI regularly offers reduced fee rates for certain lines of business. 	<p>Section Employees and Corporate Culture</p> <p>Section QIWI Digital Ecosystem</p>



Contribution to the UN Sustainable Development Goals

UN SDGS	UN SDG	HOW WE CONTRIBUTE	REFERENCE TO MORE DETAILED INFORMATION IN THE REPORT
	<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting</p> <p>12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p>	<p>QIWI contributes to SDG 12 by making rational use of resources and developing environmental initiatives that promote conscious consumption. As part of these efforts, QIWI:</p> <ul style="list-style-type: none"> • Is phasing out ordinary plastic cards. 97% of QIWI cards are virtual or made of bioplastic. • Develops separate waste collection practices at its major offices with a focus on reducing waste generation. Office waste generation was down by 7% from 2020 to 2022. • Implements a system of electronic document management (EDM). In 2022, the volume of documents exchanged electronically with external and internal counterparties increased by 25% and 89%, respectively. • Publishes an annual Sustainable Development Report providing information about natural resources consumption. • Promotes separate waste collection and other environmental initiatives encouraging conscious consumption among employees. 	<p>Section Environmental Footprint</p>



QIWI Group Subsidiaries

GRI 2-2

SUBSIDIARY (COUNTRY)	CORE ACTIVITY	OWNERSHIP INTEREST, % AS OF 31 DECEMBER 2022
JSC QIWI (Russia)	Acceptance of payments through payment terminals	100
QIWI Bank JSC (Russia)	Maintenance of electronic payment systems, money transfers, consumer and financial services for SMEs	100
QIWI Payments Services Provider Ltd (UAE)	Management of online payments	100
QIWI International Payment System LLC (USA)	Acceptance of payments through payment terminals	100
QIWI Kazakhstan LP (Kazakhstan)	Acceptance of payments through payment terminals	100
JLLC OSMP BEL (Belarus)	Acceptance of payments through payment terminals	51
QIWI-M S.R.L. (Republic of Moldova)	Acceptance of payments through payment terminals	51
QIWI Technologies LLC (Russia)	Software development	80
ROWI Factoring Plus LLC (Russia)	Factoring services for SMEs	51
ContactPay Solution (United Kingdom)	Management of online payments	100
Rocket Universe LLC (Russia)	Software development	100
Billing Online Solutions LLC (Russia)	Software development	100
Flocktory Ltd (Cyprus)	Holding Company	100
Flocktory Spain S.L. (Spain)	SaaS platform for customer lifecycle management and personalization	100
FreeAtLast LLC (Russia)	SaaS platform for customer lifecycle management and personalization	100
SETTE FZ-LLC (UAE)	Payment services	100
LALIRA DMCC (UAE)	Payment services	100
MFC Polet Finance LLC	Retail financial services	100



QIWI Group Subsidiaries

Source: Form 20-F

SUBSIDIARY (COUNTRY)	CORE ACTIVITY	OWNERSHIP INTEREST, % AS OF 31 DECEMBER 2022
QIWI Finance LLC (Russia)	Finance management	100
ROWI Tech LLC (Russia)	Software development	51
QIWI Platform LLC (Russia)	Software development	—
Flocktory LLC (Russia)	Research and development	100
QIWI Lab LLC (Russia)	Software development	100
QIWI Payments LLC (Russia)	Software development	80
IntellectMoney LLC (Russia)	Software development	100
Managing Company RealWeb Ltd (Russia)	Management services	100
IA RealWeb Ltd (Russia)	Digital marketing	75
Sfera LLC (Russia)	Digital marketing	83
Centra Ltd (Russia)	Software development	100
Fusion Tech Ltd (Russia)	Digital marketing	100
De Vision Ltd (Russia)	Software development	75
Vailmobail LLC (Russia)	Digital marketing	75
Konversiya LLC (Russia)	Recruitment services	75
IA REAL WEB CJSC (Armenia)	Digital marketing	75
SIA RW Consulting (Latvia)	Digital marketing	83
RealWeb (Latvia)	Digital marketing	83
IT LAB AND PAYMENTS FE LLC (Uzbekistan)	Software development	100



GRI Indicators

¹ Please see the [Organizational Scope](#) section for more detail about the legal entities that comprise the groups below.

² 1C: Payroll and personnel management, 1C: Enterprise management

DESCRIPTION	REPORT SECTION	COMMENTS	ORGANIZATIONAL SCOPE ¹
General Disclosures			
2-1 Organizational details	Section QIWI IN 2022, About the Group About this report	PARTIAL DISCLOSURE QIWI does not disclose the full list of the regions where it operates to protect confidential information	Group 1
2-2 Entities included in the organization's sustainability reporting	Appendices	DISCLOSED	Group 1
2-3 Reporting period, frequency and contact point	About this report	DISCLOSED	Group 1
2-4 Restatements of information	GRI Indicators	DISCLOSED We have restated certain staff-related indicators for 2020 and 2021 following the changes in the methodology used to calculate employee statistics. The calculation is based on the average headcount as at the year end. Specifically, we have updated the following indicators: <ul style="list-style-type: none"> • Personnel structure by contract type, gender, and age; • Parental leave; • Staff turnover. Please refer to the ESG databook for more details.	—
2-5 External assurance	GRI Indicators	DISCLOSED QIWI's Sustainable Development Report 2022 has not been externally assured.	—
2-6 Activities, value chain and other business relationships	Section QIWI IN 2022, About the Group ESG databook	DISCLOSED	Group 1
2-7 Employees	Section Employees and Corporate Culture, QIWI Team in Figures	PARTIAL DISCLOSURE Information is disclosed based on the accounting data in 1C software ²	Group 5
2-8 Workers who are not employees	ESG databook	DISCLOSED	Group 5
2-9 Governance structure and composition	Section Corporate governance, Corporate Governance System ESG databook	DISCLOSED	Group 2



GRI Indicators

¹ Please see the [Organizational Scope](#) section for more detail about the legal entities that comprise the groups below.

DESCRIPTION	REPORT SECTION	COMMENTS	ORGANIZATIONAL SCOPE ¹
2-10 Nomination and selection of the highest governance body	Section Corporate governance, Corporate Governance System	DISCLOSED	Group 2
2-11 Chair of the highest governance body	Section Corporate governance, Corporate Governance System	DISCLOSED	Group 2
2-12 Role of the highest governance body in overseeing the management of impacts	Section Sustainable Development, Sustainable Development Management Section Corporate governance, Risk Management	DISCLOSED	Group 2
2-13 Delegation of responsibility for managing impacts	Section Sustainable Development, Sustainable Development Management Section Corporate governance, Corporate Governance System	DISCLOSED	Group 2
2-14 Role of the highest governance body in sustainability reporting	Section Sustainable Development, Sustainable Development Management	DISCLOSED	Group 2
2-15 Conflicts of interest	GRI Indicators	PARTIAL DISCLOSURE QIWI Group Conflict of Interest Policy applies to members of the highest governing bodies. Among other things, they are required to declare conflicts of interest.	Group 2
2-16 Communication of critical concerns	Section Corporate governance, Corporate Governance System	DISCLOSED	Group 2
2-17 Collective knowledge of the highest governance body	GRI Indicators	DISCLOSED No sustainability training was held for the Board of Directors in 2022.	—
2-18 Evaluation of the performance of the highest governance body	Section Corporate governance, Corporate Governance System	DISCLOSED	Group 2
2-19 Remuneration policies	Section Corporate governance, Corporate Governance System	DISCLOSED	Group 2
2-20 Process to determine remuneration	Section Corporate governance, Corporate Governance System	DISCLOSED	Group 2



GRI Indicators

¹ Please see the [Organizational Scope](#) section for more detail about the legal entities that comprise the groups below.

DESCRIPTION	REPORT SECTION	COMMENTS	ORGANIZATIONAL SCOPE ¹
2-21 Annual total compensation ratio	ESG databook	DISCLOSED	JSC QIWI (Russia) and QIWI Bank JSC (Russia)
2-22 Statement on sustainable development strategy	Section Sustainable Development, Sustainable Development Management	DISCLOSED	Group 2
2-23 Policy commitments	Section Corporate governance, Risk Management Section Responsible business practices, Compliance System , Business Ethics and Human Rights	DISCLOSED	Group 2
2-24 Embedding policy commitments	Section Responsible business practices, Business Ethics and Human Rights	DISCLOSED	Group 2
2-25 Processes to remediate negative impacts	Section Responsible business practices, Business Ethics and Human Rights , Feedback Mechanisms	DISCLOSED	Group 2
2-26 Mechanisms for seeking advice and raising concerns	Section Responsible business practices, Compliance System , Business Ethics and Human Rights , Feedback Mechanisms ESG databook	DISCLOSED	Group 2
2-27 Compliance with laws and regulations	Section Responsible business practices, Compliance System	DISCLOSED	Group 2
2-28 Membership associations	GRI Indicators	DISCLOSED The Russian Electronic Money and Remittance Association (REMA); FinTech association; Big Data Association ; Association of Banks of Russia (The Association Russia).	Group 2
2-29 Approach to stakeholder engagement	Section Sustainable Development, Stakeholder Relations About this report	DISCLOSED	Group 2
2-30 Collective bargaining agreements	GRI Indicators	DISCLOSED The Group has no collective bargaining agreements.	—



GRI Indicators

¹ Please see the [Organizational Scope](#) section for more detail about the legal entities that comprise the groups below.

DESCRIPTION	REPORT SECTION	COMMENTS	ORGANIZATIONAL SCOPE ¹
GRI 3: Material Topics			
3-1 Process to determine material topics	About this report	DISCLOSED	Group 2
3-2 List of material topics	About this report	DISCLOSED	Group 2
3-3 Management of material topics	Section QIWI IN 2022, Our Business Strategy , Financial Stability Section Responsible business practices, Information and Personal Data Security , Responsible Marketing Section Corporate governance, Risk Management Section QIWI Digital Ecosystem, Customer Service Section Employees and Corporate Culture, Employee Training and Development Section Local Community Relation, Raising Public Awareness of Finance and Business Management Matters	DISCLOSED	Group 2
GRI 201: Economic Performance			
201-1 Direct economic value generated and distributed	ESG databook	DISCLOSED	Group 2
GRI 202: Market Presence			
202-2 Proportion of senior management hired from the local community	GRI Indicators	DISCLOSED 100% of the Group's senior management (CEO and CEO-1) in the main regions where it operates are hired from the local community.	Group 2
GRI 205: Anti-corruption			
205-2 Communication and training about anti-corruption policies and procedures	GRI Indicators	PARTIAL DISCLOSURE In 2022, the anti-corruption policies and methods were communicated to 1,994 employees (92%).	Group 4 excluding Rocket Universe LLC (Russia) but including QIWI Kazakhstan LP (Kazakhstan)



GRI Indicators

¹ Please see the [Organizational Scope](#) section for more detail about the legal entities that comprise the groups below.

DESCRIPTION	REPORT SECTION	COMMENTS	ORGANIZATIONAL SCOPE ¹
GRI 302: Energy			
302-1 Energy consumption within the organization	Section Environmental Footprint, Environmental Responsibility ESG databook	DISCLOSED	Group 3
GRI 303: Water and Effluents			
303-5 Water consumption	Section Environmental Footprint, Environmental Responsibility ESG databook	DISCLOSED	JSC QIWI (Russia) and QIWI Bank JSC (Russia) (office in Moscow, Severnoe Chertanovo)
GRI 305: Emissions			
305-1 Direct (Scope 1) GHG emissions	Section Environmental Footprint, Climate Risk Management ESG databook	DISCLOSED	Group 3
305-2 Energy indirect (Scope 2) GHG emissions	Section Environmental Footprint, Climate Risk Management ESG databook	DISCLOSED	Group 3
305-3 Other indirect (Scope 3) GHG emissions	Section Environmental Footprint, Climate Risk Management ESG databook	DISCLOSED	Group 3



GRI Indicators

¹ Please see the [Organizational Scope](#) section for more detail about the legal entities that comprise the groups below.

DESCRIPTION	REPORT SECTION	COMMENTS	ORGANIZATIONAL SCOPE ¹
GRI 306: Waste			
306-1 Waste generation and significant waste-related impacts	Section Environmental Footprint, Environmental Responsibility	PARTIAL DISCLOSURE	JSC QIWI (Russia) and QIWI Bank JSC (Russia) (office in Moscow, Severnoe Chertanovo); QIWI Bank JSC (Russia) (office in Voronezh)
306-2 Management of significant waste-related impacts	Section Environmental Footprint, Environmental Responsibility	PARTIAL DISCLOSURE	JSC QIWI (Russia) and QIWI Bank JSC (Russia) (office in Moscow, Severnoe Chertanovo); QIWI Bank JSC (Russia) (office in Voronezh)
306-3 Waste generated	Section Environmental Footprint, Environmental Responsibility ESG databook	PARTIAL DISCLOSURE Data provided for office waste, without breakdown by composition of this waste.	JSC QIWI (Russia) and QIWI Bank JSC (Russia) (office in Moscow, Severnoe Chertanovo); QIWI Bank JSC (Russia) (office in Voronezh)
306-4 Waste diverted from disposal	Section Environmental Footprint, Environmental Responsibility ESG databook	PARTIAL DISCLOSURE	JSC QIWI (Russia) and QIWI Bank JSC (Russia) (office in Moscow, Severnoe Chertanovo)
GRI 401: Employment			
401-1 New employee hires and employee turnover	Section Employees and Corporate Culture, QIWI Team in Figures ESG databook	PARTIAL DISCLOSURE No breakdown by regions is presented for the lack of a relevant accounting methodology	Group 5
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	GRI Indicators	DISCLOSED All benefits are provided to all employees on an equal basis	JSC QIWI (Russia) and QIWI Bank JSC (Russia)



GRI Indicators

¹ Please see the [Organizational Scope](#) section for more detail about the legal entities that comprise the groups below.

DESCRIPTION	REPORT SECTION	COMMENTS	ORGANIZATIONAL SCOPE ¹
401-3 Parental leave	Section Employees and Corporate Culture, QIWI Team in Figures ESG databook	DISCLOSED	Group 5
GRI 403: Occupational Health and Safety			
403-1 Occupational health and safety management system	Section Employees and Corporate Culture, Safety in the Workplace	DISCLOSED	Group 4
403-2 Hazard identification, risk assessment, and incident investigation	Section Employees and Corporate Culture, Safety in the Workplace	DISCLOSED	Group 4
403-3 Occupational health services	Section Employees and Corporate Culture, Safety in the Workplace	DISCLOSED	Group 4
403-4 Worker participation, consultation, and communication on occupational health and safety	Section Employees and Corporate Culture, Safety in the Workplace	DISCLOSED	Group 4
403-5 Worker training on occupational health and safety	Section Employees and Corporate Culture, Safety in the Workplace ESG databook	DISCLOSED	Group 4
403-6 Promotion of worker health	Section Employees and Corporate Culture, Safety in the Workplace	DISCLOSED	Group 4
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Section Employees and Corporate Culture, Safety in the Workplace	DISCLOSED	Group 4
403-8 Workers covered by an occupational health and safety management system	Section Employees and Corporate Culture, Safety in the Workplace	DISCLOSED	Group 4
403-10 Work-related ill health	Section Employees and Corporate Culture, Safety in the Workplace ESG databook	DISCLOSED	Group 4



GRI Indicators

¹ Please see the [Organizational Scope](#) section for more detail about the legal entities that comprise the groups below.

DESCRIPTION	REPORT SECTION	COMMENTS	ORGANIZATIONAL SCOPE ¹
GRI 404: Training and Education			
404-1 Average hours of training per year per employee	Section Employees and Corporate Culture, Employee Training and Development	PARTIAL DISCLOSURE Information on employee training by gender and position is not disclosed for the lack of relevant accounting methodology	JSC QIWI (Russia) and QIWI Bank JSC (Russia)
404-2 Programs for upgrading employee skills and transition assistance programs	Section Employees and Corporate Culture, Employee Training and Development	DISCLOSED	JSC QIWI (Russia) and QIWI Bank JSC (Russia)
GRI 405: Diversity and equal opportunity			
405-1 Diversity of governance bodies and employees	Section Corporate governance, Corporate Governance System Section Employees and Corporate Culture, QIWI Team in Figures ESG databook	DISCLOSED	Group 5
405-2 Ratio of basic salary and remuneration of women to men	ESG databook	DISCLOSED	JSC QIWI (Russia) and QIWI Bank JSC (Russia)
GRI 406: Non-discrimination			
406-1 Incidents of discrimination and corrective actions taken	Section Responsible business practices, Business Ethics and Human Rights , Feedback Mechanisms ESG databook	DISCLOSED	Group 2
GRI 418: Customer Privacy			
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Section Responsible business practices, Information and Personal Data Security ESG databook	DISCLOSED	JSC QIWI (Russia), QIWI Bank JSC (Russia) and MFC Polet Finance LLC (Russia)



SASB Indicators

¹ Please see the [Organizational Scope](#) section for more detail about the legal entities that comprise the groups below.

	DESCRIPTION	REPORT SECTION	COMMENTS	ORGANIZATIONAL SCOPE ¹
FN-CB-230a.2	Description of approach to identifying and addressing data	Section Responsible business practices, Information and Personal Data Security	DISCLOSED	Group 2
FN-CB-510a.2	Description of whistleblower policies and procedures	Section Responsible business practices, Feedback Mechanisms	DISCLOSED	Group 5
FN-CF-000.A	Number of unique consumers with an active (1) credit card account and (2) prepaid debit card account	Section QIWI IN 2022, Key Events in 2022 ESG databook	PARTIAL DISCLOSURE	Group 2
FN-CF-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of account holders affected	Section Responsible business practices, Information and Personal Data Security ESG databook	DISCLOSED	Group 2
FN-CF-230a.3	Description of the approach to identifying and responding to data security risks	Section Responsible business practices, Information and Personal Data Security	DISCLOSED	Group 5
FN-CF-270a.1	Percentage of total remuneration for covered employees that is variable and linked to the amount of products and services sold	ESG databook	DISCLOSED	JSC QIWI (Russia) and QIWI Bank JSC (Russia)



SASB Indicators

¹ Please see the [Organizational Scope](#) section for more detail about the legal entities that comprise the groups below.

	DESCRIPTION	REPORT SECTION	COMMENTS	ORGANIZATIONAL SCOPE ¹
TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Section Environmental Footprint, Environmental Responsibility ESG databook	DISCLOSED	Group 3
TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Section Environmental Footprint, Environmental Responsibility ESG databook	DISCLOSED	JSC QIWI (Russia) and QIWI Bank JSC (Russia) (office in Moscow, Severnoe Chertanovo)
TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Section Responsible business practices, Information and Personal Data Security ESG databook	DISCLOSED	JSC QIWI (Russia), QIWI Bank JSC (Russia) and MFC Polet Finance LLC (Russia)
TC-SI-230a.2	Description of the approach to identifying and responding to data security risks, including the use of third party cybersecurity standards	Section Responsible business practices, Information and Personal Data Security	DISCLOSED	Group 2
TC-SI-330a.2	Employee engagement as a percentage	Section Employees and Corporate Culture, Employer Brand Development ESG databook	DISCLOSED	Group 2
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Section Corporate governance, Risk Management	DISCLOSED	Group 2



Organizational Scope

COMPANY OF THE GROUP (COUNTRY)	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5
JSC QIWI (Russia)	+	+	+	+	+
QIWI Bank JSC (Russia)	+	+	+	+	+
QIWI Technologies LLC (Russia)	+	+	+	+	+
ROWI Factoring Plus LLC (Russia)	+	+	+	+	+
Rocket Universe LLC (Russia)	+	+	+	+	+
Billing Online Solutions LLC (Russia)	+	+	+	+	+
MFC Polet Finance LLC (Russia)	+	+	+	+	+
ROWI Tech LLC (Russia)	+	+	+	+	+
QIWI Lab LLC (Russia)	+	+	+	+	+
IntellectMoney LLC (Russia)	+	+	+	+	+
QIWI Payments LLC (Russia)	+	+		+	+
JLLC OSMP BEL (Belarus)	+	+	+	+	
QIWI-M S.R.L. (Republic of Moldova)	+	+	+	+	
LALIRA DMCC (UAE)	+	+	+	+	
QIWI Finance LLC (Russia)	+	+	+	+	
QIWI plc (Cyprus)	+	+	+		
FreeAtLast LLC (Russia)	+	+		+	
SETTE FZ-LLC (UAE)	+	+		+	

COMPANY OF THE GROUP (COUNTRY)	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5
QIWI Kazakhstan LP (Kazakhstan)	+	+	+		
Flocktory LLC (Russia)	+	+	+		
QIWI Payments Services Provider Ltd (UAE)	+	+			
QIWI International Payment System LLC (USA)	+	+			
ContactPay Solution (United Kingdom)	+	+			
Flocktory Ltd (Cyprus)	+	+			
Flocktory Spain S.L. (Spain)	+	+			
QIWI Platform LLC (Russia)	+	+			
Managing Company RealWeb Ltd (Russia)	+				
IA RealWeb Ltd (Russia)	+				
Sfera LLC (Russia)	+				
Centra Ltd (Russia)	+				
Fusion Tech Ltd (Russia)	+				
De Vision Ltd (Russia)	+				
Vailmobail LLC (Russia)	+				
Konversiya LLC (Russia)	+				
IA REAL WEB CJSC (Armenia)	+				
RW Consulting (Latvia)	+				