

Work continued on teaching Agile development management techniques (Agile/Scrum) for innovative project teams, a target model for training and developing Agile teams was developed and approved, including team inspections (an assessment of the team's maturity and practical case studies), beginning training sessions for all members of project teams, specialised role-based training on Scrum Masters and Product Owner skills, non-training formats and activities to support teams and build a professional community around this area of work at the Bank. To support the professional Agile community, an open platform was initiated with a conference on the subject of Agile contracting together with a leading provider in the field of Agile methodology, ScrumTrek.

In support of the Group's digital transformation strategy, work began on raising the level of employees' professional IT knowledge and on forming a technological community through a series of technology breakfasts. In 2018, 10 technology breakfasts were organised. Among the topics that saw the greatest interest were "management of digital transformation, or where technologies live at VTB", "experience using biometric technologies in Post Bank Online" and "digital product design: How to listen to users".

In 2018, VTB was the organising partner for the I Am a Professional competition, which is part of the Russia – Land of Opportunity forum. As part of the project, winter schools were organised by VTB and the Higher School of Economics in the areas of Finance and Credit and Business Informatics. The schools included workshops, lectures, business games and business simulations with speakers that included top managers from VTB Bank and leading instructors from the Higher School of Economics. Some of the participants underwent follow-up training at the Bank.

As part of the Bank's work with young specialists, a target model was developed for training interns at the Bank through the Junior and Growth programmes. The programme for the training and development of young specialists includes face-to-face and distance courses aimed at developing professional skills, as well as personal effectiveness and effective business communications.

Responsible Resource Management

One of VTB Group's main priorities is taking a responsible approach to the use of natural resources, with considerable attention paid to improving systems for managing the Group's own resource and power consumption.

In 2018, the Group continued to implement its Energy Conservation and Energy-Efficiency Programme. VTB Group companies adhere to a policy of renovating existing real estate, which is aimed at, among other things, increasing the resource and energy efficiency of the facilities, compliance with high environmental standards and minimising the negative impact on the environment.

As part of improving the resource and energy efficiency of VTB Group properties, resource- and energy-saving technologies are being introduced everywhere, and utility systems are being replaced or upgraded, which is having an impact on resource consumption and energy efficiency. The resource- and energy-saving technologies used by VTB Group companies have a twofold impact, as they also reduce the harmful impact on the environment and the formation of hazardous waste.

In addition to the use of resource- and energy-saving technologies aimed at reducing their environmental impact, VTB Group companies are constantly reducing their own fleet and freight traffic and are optimising routes for automobile traffic. Every year, more and more tires and automotive batteries are turned in for recycling.

In addition, the process of reducing office printing and the transition to paperless document management are still ongoing. Used batteries are constantly being collected, and waste paper is recycled. VTB Group employees also take part in voluntary environmental activities.

VTB Bank's main results in the area of resource management in 2018:

- optimisation of the placement of VTB Bank divisions following the merger with VTB24 – a reduction in the total area of occupied premises with an increase in the number of the Bank's own properties in operation;
- implementation of an Energy-Saving Programme, with the introduction of energy-saving technologies;
- introduction of resource-saving technologies: reduction of water consumption by 14%;
- reduction of the Bank's own fleet (passenger automobiles), a more than 4 times reduction in diesel fuel consumption;
- collection and transfer for processing/disposal of hazardous waste, recycling of waste paper: a more than 30% increase in the volume of paper sent for recycling.

VTB Bank's resource consumption

| Resource type | 2017 | | 2018 | |
|-----------------------------------|--------------------|----------------------------------|--------------------|----------------------------------|
| | Natural equivalent | Monetary equivalent, RUB million | Natural equivalent | Monetary equivalent, RUB million |
| Thermal energy, Gcal | 45,918 | 59.1 | 137,110 | 241.8 |
| Electricity, thousand kWh | 80,817 | 356.5 | 456,426 | 1,041.2 |
| Paper, tonnes | 549 | 33.9 | 3,183 | 234.1 |
| Fuel consumption, thousand litres | 949 | 31.7 | 3,128 | 137.6 |

Resource consumption in 2017 is calculated for VTB Bank's head office and its branches in Moscow. VTB24 is not included in the calculations.

Data on resource consumption in 2018 is calculated for VTB Bank's head office and its branches in Russia. The main reason for the increase in resource consumption in 2018 was the merger of VTB24 with VTB Bank.

Monetary equivalents are calculated based on the average market value of resources for each reporting year. Monetary equivalents do not include VAT.

Social Programmes

In 2018, VTB Bank continued to support public-interest projects in the form of sponsorship and charitable assistance. In implementing sponsorship and charitable activities, an approach was approved that would see the implementation of six large-scale targeted programmes:

- A Sporting Country
- An Educated Country

- Patriotism and a Country of Traditions
- A Cultural Country
- A Country for Business
- A Healthy Country
- As part of these targeted programmes, VTB Bank allocated RUB 7.9 billion during the reporting period for charity and sponsorship projects.

2018:

94

charity projects

64

sponsorship projects

Programmatic financing allows the Bank to transmit its core values and social missions to the public. Each programme includes support for both sponsorship and charity projects.