

APPROVED
by the resolution of the Supervisory Board
of the Moscow Exchange
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Corporate Governance Code
of Public Joint-Stock Company
Moscow Exchange MICEX-RTS

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TERMS AND ACRONYMS

Acronyms, terms and definitions used in this Corporate Governance Code of the Public Joint-Stock Company Moscow Exchange MICEX-RTS (Moscow Exchange) have the same meanings as in the Russian laws regulating joint-stock companies and securities, unless otherwise provided by this Code of Corporate Governance.

In this Corporate Governance Code, the following acronyms shall have the following meanings:

Exchange, Moscow Exchange shall mean Public Joint-Stock Company Moscow Exchange MICEX-RTS (Moscow Exchange).

CGC, Moscow Exchange CGC or Moscow Exchange Code shall mean this Corporate Governance Code of the Moscow Exchange.

Model CGC shall mean the Model Corporate Governance Code recommended by the Bank of Russia in its Letter dated 10.04.2014 No 06-52/2463.

Nomination and Remuneration Committee shall mean the Nomination and Remuneration Committee of the Supervisory Board of the Exchange.

IFRS shall mean International Financial Reporting Standards.

OECD shall mean Organization for Economic Cooperation and Development.

In this Corporate Governance Code, the following terms and definitions shall have the following meanings:

Stakeholders shall mean individual and legal entities who interact with the Exchange, including shareholders, investors, employees, customers, service providers, regulator and government bodies.

Key executives shall mean members of executive bodies of the Moscow Exchange Group companies.

Executive bodies shall mean the Executive Board and the Chair of the Executive Board of the Exchange.

Corporate governance shall mean principles and rules for managing the Exchange and exercising control over its activities, which define the system of relations between the executive bodies, the Supervisory Board, shareholders of the Exchange and other stakeholders (parties to corporate relations) and aimed at defining the objectives of the Exchange and the means of achieving such objectives.

Supervisory Board Committees shall mean consultative and advisory bodies established by the Supervisory Board of the Exchange for preliminary consideration of, and making recommendations on, the issues falling within its terms of reference.

Moscow Exchange Group Companies, Moscow Exchange Group, Group shall mean the Exchange and any legal entity controlled, directly or indirectly, by the Exchange.

Key Group Companies shall mean NCC and NSD.

News Line shall mean a real time data feed provided by one of the news agencies authorised by the Bank of Russia.

Listing Rules shall mean the Listing Rules setting out the terms and procedure for inclusion of securities into the list of securities admitted to trading.

Independent directors shall mean the members of the Supervisory Board meeting the criteria for the independence of directors established by the Listing Rules.

Regulator shall mean the Bank of Russia exercising its powers of regulation, control and supervision in the financial markets.

Material corporate actions shall mean actions by the Exchange corporate bodies, shareholders or other persons, which materially affect or may affect the shareholding structure and financial position of the Exchange and, accordingly, the position of its shareholders.

I. GENERAL PROVISIONS

1. ABOUT MOSCOW EXCHANGE

1.1. The Moscow Exchange is the largest Russian stock exchange established in 2011 by the merger of MICEX (Moscow Interbank Currency Exchange) founded in 1992 and RTS (Russian Trading System) founded in 1995. The Exchange is the parent company of a Group that includes also the companies controlled by the Exchange and providing a wide range of trading and post-trading services in the organised market through a diversified product line. The Exchange and other companies of the Moscow Exchange Group ensure trading in the following classes of instruments: stocks, bonds, other securities, derivatives, currencies, money market instruments, precious metals and commodities. In addition to trade services, the Exchange offers an extensive range of clearing and settlement and custody services, IT products and services.

1.2. A high proportion of the Exchange's shares are in free-float, at the same time the Exchange does not have a controlling shareholder.

2. MANAGEMENT COMMITMENT TO BEST CORPORATE GOVERNANCE PRACTICES

2.1. The distinctive feature of the Exchange lies in the fact that, on the one hand, it is a public company whose shares are traded in the organised market, and, on the other hand, it sets standards of corporate governance, by applying its listing mechanism to Russian public companies (including the Exchange itself). This being said, the Group's pro-active attitude to improving the corporate governance in Russian companies is one of the strategic initiatives of the Group set out its strategy.

2.2. The Exchange recognise that adherence to corporate governance principles and best practices as well as the implementation of the Group strategy are the most important conditions for its successful development.

2.3. The Supervisory Board and executive bodies of the Exchange declare that the Exchange makes best efforts to be a model for other public companies in the implementation of the highest standards of corporate governance.

2.4. Taking into account that the corporate governance is constantly evolving with the regulations, as well as new challenges and competitive environment, the Exchange will revise the Code as necessary.

2.5. The Exchange's shares are listed in the first (highest) quotation list. Regardless of this, the Exchange will make its best efforts to ensure that the level of corporate governance will always comply with the requirements for inclusion of its shares in the first (highest) quotation list.

3. ABOUT CORPORATE GOVERNANCE CODE

3.1. The main purpose of this Code is to describe the current corporate governance system of the Exchange and to create prerequisites and mechanisms for its further improvement, in order to ensure the rights and interests of shareholders, increase business efficiency, transparency and attractiveness of the Exchange for shareholders and service consumers. In this regard, in addition to describing the current corporate governance system and practices of the Exchange, the Code formulates the main directions in developing its corporate governance practices and plans.

3.2. The Code is a public document that complies with the Russian law, including the Federal Law on Joint-Stock Companies. It is designed to meet the Model CGC recommended by the Bank of Russia, the OECD Principles of Corporate Governance, and other principles of corporate governance recommended by generally recognised international organisations. It also complements the Exchange's

system of corporate governance with procedures corresponding to high standards in the area of corporate governance.

The Code explains the specifics of the Exchange's activities as an organiser of trading, which causes differences between the practice of the Supervisory Board, the executive bodies and the risk management and internal control systems and the principles contained in the Model CGC.

Explanation of key reasons and circumstances causing a deviation from principles or key criteria contained in the Model CGC and description of alternative mechanisms and tools of corporate governance are disclosed by the Exchange in its annual report.

3.3. The Code and information on any changes thereof shall be published on the official website of the Exchange. The Code contains active links to internal documents of the Exchange disclosed in the Exchange's website, which supplement the provisions of the Code and/or allow stakeholders to study such documents and information.

3.4. Specific procedures mentioned and/or described in this Code are regulated in detail in the [Charter of the Exchange](#) and other internal documents.

The internal documents specifying the corporate governance system include:

- this Corporate Governance Code;
- [Regulations on the General Meeting of Shareholders](#);
- [Regulations on the Supervisory Board](#);
- Regulations on the Strategy Planning Committee;
- Regulations on the Audit Committee;
- Regulations on the Nomination and Remuneration Committee;
- Regulations on the Budget Committee;
- Regulations on the Technical Policy Committee;
- Regulations on the Risk Management Committee;
- [Regulations on the Executive Board](#); and
- Regulations on the Corporate Governance Department.

They also include:

the internal documents of the Exchange that regulate internal audit and internal control procedures:

- Internal Control Principles of the Moscow Exchange;
- Internal Control Regulations of the Moscow Exchange;
- Internal Control Rules for AML/FT purposes of the Moscow Exchange;
- Regulatory Risk Management Policy of the Moscow Exchange; and
- Regulations on the Internal Audit Service of the Moscow Exchange;

the internal documents of the Exchange that define the risk management rules of the Exchange:

- Rules for Managing Risks Associated with Activities of a Trade Organiser;
- Strategic Risk Management Policy of the Moscow Exchange;
- Reputational Risk Management Policy of the Moscow Exchange;
- Business Continuity Policy of the Moscow Exchange; and
- Financial Risk Management Rules of the Moscow Exchange;

other internal documents of the Exchange including the policies:

- Information Policy of the Moscow Exchange;
- Dividend Policy of the Moscow Exchange;
- Conflict of Interest and Corporate Conflict Management Policy of the Moscow Exchange;
- Regulations on Remuneration and Compensations to Members of the Supervisory Board of the Moscow Exchange
- Policy on Remuneration and Compensations to Members of the Supervisory Board of the Moscow Exchange;
- Policy on Remuneration and Compensations to Members of Executive Bodies of the Moscow Exchange;
- Succession Planning Programme of the Moscow Exchange;
- Anti-corruption Policy of the Moscow Exchange;
- Personal Data Processing Policy of the Moscow Exchange;
- Information Security Policy of the Moscow Exchange;
- KYC Policy; and
- Index Management Policy of the Moscow Exchange.

The list of internal documents specifying the corporate governance system of the Exchange is disclosed on the website of the Exchange.

3.5. The Supervisory Board of the Exchange shall approve this Code and any its alterations.

4. CORPORATE GOVERNANCE PRINCIPLES AND CONTROL OVER THEIR COMPLIANCE

4.1. This Code is designed to increase the attractiveness of the Exchange for the current shareholders and potential investors and is based on the following principles ensuring:

- Exchange's management system consistent with its strategic goals, corporate values, business specifics, as well as with the needs and interests of its clients;
- Efforts facilitating the work of the Supervisory Board of the Exchange based on the following:
 - strategic management of the Exchange;
 - Supervisory Board control over activities of executive bodies of the Exchange, and decisions made to correct deficiencies (if any identified) in the follow-up of such controlling procedures;
 - assessment of the work of the Exchange's Supervisory Board and its committees (if any), and disclosure of results of such assessment;
 - segregation of controlling functions and managerial responsibilities, determination of individual and collective responsibility of the Supervisory Board members.
- Internal control, internal audit and risk management systems are in place and properly function;
- Avoidance, identification and management of conflicts of interests associated with the Exchange's activities and measures to prevent corruption;

- Equal and fair treatment of all its shareholders (participants) in the course of exercising by then of their rights to participate in the management of the Exchange's affairs and balanced rights and interests of its clients, counterparties and other stakeholders;
- Transparency of operations and effective communications between the Exchange and its shareholders (participants) and other stakeholders;
- Sustainable development of the Exchange and higher gains from equity investment.

4.2. Compliance with the corporate governance principles contained herein shall be ensured by the use of the following means:

- periodic audits by the Internal Audit Service, acting on the basis of the work plans approved by the Supervisory Board, following which reports shall be submitted to the Audit Committee and the Supervisory Board;

- corporate governance practice efficiency assessment by the Audit Committee and preparation of improvement proposals. The Supervisory Board shall consider any deviations from the principles of corporate governance and relevant corrective actions;

- reporting of the executive bodies and the Supervisory Board of the Exchange on their activities to the General Meeting of Shareholders of the Exchange. The report on the compliance with the Corporate Governance Code recommended by the Bank of Russia with a detailed analysis of compliance with the key principles of the above Code and a statement of reasons, factors and circumstances that force not to respect certain principles of corporate governance, as well as a description of alternative mechanisms and tools of corporate governance, shall be a separate section of the annual report of the Exchange.

Further plans

The Exchange is planning to implement the practice of engaging an independent auditor (advisor) to audit the corporate governance of the Exchange.

5. CORPORATE GOVERNANCE SYSTEM OF THE EXCHANGE

The corporate governance system of the Exchange includes management bodies, control bodies and other bodies of the Exchange and the system of communications between the management bodies, control bodies and other bodies of the Exchange and its shareholders, as well as their interaction with stakeholders.

The management bodies of the Exchange include:

- General Meeting of Shareholders;
- Supervisory Board;
- Executive bodies: the Executive Board and the Chair of the Executive Board.

The system of control and internal audit bodies of the Exchange includes:

- Management bodies of the Exchange;
- Audit Committee of the Supervisory Board;
- Revision Committee;
- External Auditor;

- Separate structural unit (and/or specially authorised employees) in charge of risk management (Department of Operational Risks, Information Security and Business Continuity)¹.

- Independent structural units (and/or specially authorised employees) who are in charge of internal control in accordance with the powers set forth by the internal regulations of the Exchange, including:

Internal Audit Service;

Internal Control Service; and

Compliance Service.

The system of other bodies of the Exchange includes consultative and advisory bodies established for preliminary discussion of issues within the terms of reference of corresponding management bodies, in order to develop recommendations on decisions to be taken by them, including users' committees and the Moscow Exchange Council.

A system of communications between the corporate bodies and the shareholders of the Exchange, and their interaction with stakeholders is based on the following principles:

- preservation and efficient use of equity provided by the shareholders;
- reduction of risks which cannot be assessed by investors;
- corporate accountability;
- taking into account the interests of users of the Exchange services;
- information disclosure in order to ensure transparency of the Exchange for stakeholders.

¹ Within the risk management system, certain types of risk are managed by subdivisions specified in Clause 4.12 of the Rules for Managing Risks Associated with Activities of a Trade Organiser

II. IMPLEMENTATION OF CORPORATE GOVERNANCE PRINCIPLES

1. ENSURING SHAREHOLDERS' RIGHTS; SHAREHOLDER RELATIONS

One of the main objectives of corporate governance is respect of the legitimate rights and interests of the owners of shares of the Exchange and equal treatment of all shareholders regardless of the number of shares they hold.

1.1. Ownership rights and share capital structure

1.1.1. The shareholders of the Exchange are free to determine to whom and how to sell their shares, except for a number of restrictions, which are set forth by the Federal Law on Organised Trade, concerning persons who, directly or indirectly, control major blocks of voting shares of an organiser of trading. Internal documents of the Exchange contain no other restrictions on the purchase and sale of shares of the Exchange.

1.1.2. The registrar who keeps the register of shareholders of the Exchange is independent of the Exchange and its subsidiaries.

1.1.3. The authorised capital of the Exchange is comprised of common shares only, and their holders have equal rights.

One of the main objectives of corporate governance of the Exchange is to ensure equal and fair attitude to all shareholders in exercising their legitimate rights and when making major corporate actions.

A specific feature of the structure of the authorised capital of the Exchange is the lack of a controlling shareholder. Current information about the structure of [shareholders holding more than 5% of the voting shares](#) of the Exchange can be found on the website of the Exchange.

1.1.4. The Exchange has one of the highest levels of free float shares among Russian public companies. This creates conditions for increasing the liquidity of shares in organised trade.

1.2. Shareholders' right to participate in the management of the Exchange

1.2.1. The Exchange approved and from time to time updates [the Regulations on the General Meeting of Shareholders](#), setting out main procedures and ensuring equal attitude to all shareholders exercising their right to attend and vote in the General Meeting of Shareholders.

1.2.2. In the course of preparation for a General Meeting in accordance with current legislation the shareholders owning in total no less than 2% of voting shares of the Exchange may, within 60 days after the end of each calendar year, propose agenda and/or nominate candidates to the management bodies of the Exchange to be considered at the annual General Meeting.

1.2.3. The Exchange shall disclose the date of the General Meeting of Shareholders at least 30 days before such General Meeting of Shareholders and information about the date of compiling the list of persons entitled to attend the General Meeting of Shareholders not less than 7 days before such date, thereby the shareholders have an enough time to familiarise themselves with the agenda of the General Meeting of Shareholders.

1.2.4. The Exchange shall publish materials on all items on the agenda of the General Meeting of Shareholders. Such materials shall be posted on the Exchange's website in Russian and in English which eliminates the need for shareholders to get to the location of the Exchange, and gives equal opportunity to review materials regardless of location and status of shareholders.

Such materials shall be so posted on the Exchange's website at least 30 days prior to the General Meeting of Shareholders to allow the shareholders to review them in advance.

In order to improve informed decision-making by the General Meeting of Shareholders, draft articles of association or other internal documents of the Exchange shall be published in the 'track changes' mode to visualise proposed amendments and additions.

In addition to the mandatory materials, the Exchange shall publish explanatory notes on all agenda of the General Meeting of Shareholders items, giving its shareholders an opportunity to carefully review the materials and make an informed and reasonable voting decision. For example, explanatory notes to internal documents submitted for approval of the General Meeting of Shareholders are specify all major changes and the rationale therefor, references to regulations pursuant to which they were designed, and, if necessary, the consequences that may affect the Exchange in case such changes are accepted / not accepted. In respect of a related party transaction to be reviewed by the General Meeting of Shareholders, explanatory notes indicate pricing mechanism and list of persons deemed interested in such transaction, stating the grounds such persons are deemed to be interested.

In addition to posting the materials on the Exchange's website, each shareholder or shareholder's representative who personally attends the General Meeting of Shareholders is also provided with a set of documents required for decision-making at their request.

1.2.5. The Exchange shall responsibly prepare to General Meetings of Shareholders, involving an adequate number of employees and paying attention to each detail.

1.2.6. General Meetings of Shareholders shall be held in Moscow, and the venue shall be chosen taking into account the probable number of attending shareholders. Upon the results of the meetings, the Exchange analyses the turnout and activity of shareholders at the General Meetings and takes this into account when choosing the premises and setting the duration of a General Meeting to create the most favourable conditions for shareholders' participation, and also to make it possible for them to express their opinion on matters under consideration.

1.2.7. Each shareholder shall have an opportunity to attend the General Meeting of Shareholders held in the form of joint presence, to vote in a convenient way: either by sending voting ballots by mail, or personally participating in the meeting, or by electronic voting. The Exchange provides its shareholders with the option of electronic voting by them completing online an electronic ballot on its website. In accordance with the OECD recommendations, the Exchange shall translate the ballots into English to allow the shareholders to vote from abroad.

[The Regulations on the General Meeting of Shareholders](#) shall specify minimal and not burdensome exhaustive list of documents for submission to the counting Committee for registration in the General Meeting of Shareholders.

1.2.8. At General Meeting of Shareholders the Exchange provides for shareholders an opportunity to communicate with the management of the Exchange and to get the feedback.

In the run-up to the Annual General Meeting of Shareholders, the Exchange conducts the Day of Shareholder in the form of an online conference where the Exchange management speaks about the year-end results and answers questions of conference participants on line. Questions for Shareholder Day are collected by both e-mail or telephone.

To obtain additional information during the preparation for the Meeting, the shareholders may use a special contact form online or inquire by telephoning the employees of the Corporate Governance Department. Such mechanisms, together with Shareholder Day, constitute an alternative to the hot line and enable the shareholders to send questions and express opinions on the agenda items of the meeting.

Among the invitees to the annual General Meeting of Shareholders shall always be the members of the executive bodies and the members of the Supervisory Board, Chief Accountant, members of the Revision Committee, representatives of the auditor, and candidates nominated for election to the Supervisory Board and the Revision Committee, so that the shareholders could ask questions and get answers, and evaluate nominated candidates.

The shareholders shall have an opportunity to publicly express their opinion on the agenda of the General Meeting of Shareholders, in line with the procedure established for the meeting. To this end, [the Regulations on the General Meeting of Shareholders](#) shall provide sufficient time for speakers and time to discuss the agenda of the General Meeting of Shareholders.

1.2.9. The Exchange shall seek to create conditions for fair treatment of each shareholder by the management and controlling persons of the Exchange.

1.2.10. The Exchange shall take necessary measures to exclude actions that lead to an artificial redistribution of corporate control. The Articles of Association of the Exchange state that shares in the Exchange owned by a subsidiary may be sold only subject to a relevant resolution adopted by a qualified (3/4) majority vote of the Supervisory Board's members taking part at the meeting. In such manner, the Supervisory Board maintains control over the circulation of quasi treasury stock of the Exchange, including the prohibition for its subsidiaries to vote by such shares.

1.2.11. The Exchange granted to shareholders holding in total not less than 5% of voting shares an additional right to make proposals for inclusion into the agenda of the Supervisory Board of issues that directly concern their rights and interests:

- nominate the registrar;
- review reports of the head of the Internal Audit Service;
- consider unscheduled audits by the Internal Audit Service;
- review reports of the Corporate Governance Department, performing the functions of the Corporate Secretary of the Exchange.

1.2.12. The management of the Exchange shall regularly communicate with the shareholders and their representatives by way of publishing news, press releases, annual reports, presentations and other materials for investors, organising meetings and special-purpose events for analysts and investors, holding road shows, participating conferences for investors, as well as organising quarterly conference calls and web casts for analysts and investors, in which they shall present and comment on the financial results for the reporting period and provide comments from the management. The management of the Exchange shall also actively interact with the mass media.

Further plans:

The Exchange plans to develop electronic services for shareholders, including through the Registrar to organize access of shareholders to the personal account with the opportunity to get acquainted with information about the Exchange and realize other rights of shareholders.

1.3. Shareholders' right to dividends

1.3.1. The Exchange shall provide to its shareholders a fair opportunity to participate in its profits by way of dividends, for which purpose the Exchange shall have in place the Dividend Policy, establishing a transparent mechanism and guidelines for determining the amount of dividends in the medium term. Following the best practices of corporate governance and in accordance with the Policy, the dividend amount is calculated as a percentage of net profit of Moscow Exchange Group according to IFRS and shown in the annual consolidated financial statements.

1.3.2. In accordance with good corporate governance practice, the Exchange shall pay and seek to pay cash dividends to its shareholders. The Supervisory Board may recommend paying other than cash dividends only under exceptional circumstances set out by the Dividend Policy.

1.3.3. The Exchange is committed to carry out the Annual General Meeting of Shareholders in spring in the shortest possible time, so that the shareholders could decide on the distribution of profits

and payment of dividends and receive dividend distributions as early as possible. In recent years, there has been a tradition to hold annual general shareholders' meetings in the second half of April.

1.3.4. Dividend Policy of the Exchange, along with other provisions, contains guidelines/conditions influencing profit distribution. An explanatory note to the shareholders on the distribution of profits of the Exchange posted on the website of the Exchange prior to the General Meeting of Shareholders shall contain (based on above-mentioned guidelines) a rationale for the proposed distribution of the net and Group's profit according to IFRS showed in the consolidated financial statements for the reporting financial year, including profit distributed as dividends. This information allows shareholders to obtain information on the distribution of profits not only of the Exchange, but also within the Group, including the need to maintain (achieve) the capital adequacy required for each financial institution within the Group.

Implemented plans:

In 2015 the Exchange approved its Dividend Policy.

Further plans:

The Exchange is planning to align the Dividend Policy approved in December 2015 with the recommendations developed by the Exchange and Association of Professional Investors (API) for public companies.

1.4. Shareholders' right to be informed

See Section 7 "Disclosures; Information Policy" below.

2. SUPERVISORY BOARD

2.1. Role, basic principles and functions of the Supervisory Board

2.1.1. The role of the Supervisory Board is to generally manage the Exchange. The members of the Supervisory Board shall be governed by best interests of the Exchange and its shareholders, acting reasonably and in good faith, and shall perform their duties with due care and diligence. They shall be personally liable for decisions made.

2.1.2. In its activities, the Supervisory Board shall be guided by the following principles:

- Competence. The professional competence of each member of the Supervisory Board allows effectively and fully perform their duties, connected with their membership in the Supervisory Board, and to assess a wide range of issues related to the implementation of the Group strategy.

- Independence. The members of Supervisory Board shall act and participate in decision making solely in the interests of the Exchange, independently of one another and the executive bodies, irrespective of their personal interests and private interests of shareholders. The Exchange expects of the shareholders that independent directors shall comprise not less than 1/3 of members of the Supervisory Board.

- Responsibility. Supervisory Board members shall act in the best interests of the Exchange, in good faith and reasonably; they must reimburse the Exchange and the shareholders for any damage caused by their fault; they also shall be held liable for unfair or unreasonable actions, including cases when their actions (inaction) fail to meet the general conditions of civil turnover or the normal entrepreneurial risk.

- Accountability. The Supervisory Board sets its annual targets and reports to the General Meeting of Shareholders on the work progress.

- Ethics. Members of the Supervisory Board shall act in a manner consistent with the good reputation of the Exchange, and they shall refrain from any conduct, which may have a negative effect on the operation of the Exchange.

2.1.3. According to [the Regulations on the Supervisory Board](#) of the Exchange, the Supervisory Board shall:

- define basic guidelines, strategies and development priorities;
- define principles and approaches to risk management and internal control;
- supervise the executive bodies, corporate governance practices, financial and economic activities.

The powers of the Supervisory Board are specified in [the Charter](#) of the Exchange.

The Supervisory Board shall be the main control authority, monitoring adherence to the corporate governance practices of the Exchange in the course of material corporate actions.

The Supervisory Board shall review the compliance of the corporate governance system and the corporate values of the Exchange to objectives and challenges facing the Exchange as well as the scale of its business and risks. When reviewing the corporate governance system the Supervisory Board shall take into account the audits carried out by the Internal Audit Service in the following areas:

- compliance with ethical principles and corporate values;
- procedures for setting targets and monitoring their achievement;
- regulatory support and information exchange procedures (including risk management and internal control) at all levels of governance, including communication with stakeholders;
- guarantees of rights of shareholders, including controlled companies, and effective communication with stakeholders;
- information disclosure procedures.

Having reviewed the corporate governance practices, the Supervisory Board shall formulate proposals to improve such practices and to eliminate deficiencies, to amend the Charter and other internal documents of the Exchange, and, if necessary, make appropriate staff changes.

2.1.4. The Annual Report of the Exchange shall include the report of the Supervisory Board, which describes the main results of the Exchange in the priority areas over the past fiscal year, the number of meetings held and key issues considered by the Supervisory Board and resolutions taken, and the results of the Supervisory Board's assessment.

Implemented plans:

The Charter of the Exchange approved by the Annual General Meeting of shareholders on 25 April 2019 (Minutes No. 59) expands the list of issues where a decision shall be made by a three fourths majority vote cast by members of the Supervisory Board attending the meeting.

2.2. Nomination of the candidates, election and composition of the Supervisory Board

2.2.1. The shareholders shall nominate the candidates to members of the Supervisory Board from among those who comply with the relevant requirements to directors set forth in the Federal Law *On organised trading*, and taking into account the required number of independent directors².

2.2.2. In order to ensure that the members of the Supervisory Board meet the above requirements and have experience and competence necessary to form a balanced composition of the Supervisory Board and its Committees, the Nomination and Remuneration Committee, in cooperation with the Chair of the Supervisory Board, shall define the criteria for selecting candidates to the Supervisory Board and advise the shareholders on the requirements of the Exchange in respect of the proposed candidates. Special attention shall be paid to independent directors to ensure that the required number of candidates is nominated that meet the criteria of independence³. The Nomination and Remuneration Committee shall assess whether the candidates conform to the independence criteria and whether their competence and professionalism are acceptable for the purposes of the Exchange. Following that, the Supervisory Board of the Exchange shall take a decision acknowledging that directors are compliant with the independence criteria set in the Listing Rules.

At the Exchange's initiative, after the election of the Exchange's Supervisory Board members, an additional assessment of their compliance with independence criteria is performed. At its first meeting held after the Annual General Meeting of shareholders on the same day, the Supervisory Board shall consider compliance of elected members of the Supervisory Board with independence criteria.

2.2.3. To carry out succession planning, the Nomination and Remuneration Committee shall evaluate the composition of the Supervisory Board and its Committees and, if necessary, the supervisory boards of key companies of Moscow Exchange Group in terms of professional expertise, experience, independence and involvement of members; having conducted such evaluation the Nomination and Remuneration Committee shall determine the expected needs in new candidates for the Supervisory Board.

2.2.4. Presence of the necessary number of independent directors on the Supervisory Board shall ensure the independence and objectivity of its decisions.

2.2.5. Effectiveness, soundness and validity of the decisions are also promoted through election to the Supervisory Board of persons possessing the required level of competence, professionalism and reputation in the field of financial markets and stock exchange trade, as well as those who are members to professional communities of corporate directors.

The Exchange makes best efforts to ensure that the number of executive directors on the Supervisory Board shall not exceed one member. The executive directors shall mean both Executive Board members of the Exchange, and persons having employment relationship with the Exchange.

After the list of recommended candidates to the Supervisory Board is fixed, the Nomination and Remuneration Committee shall review the professional qualifications and independence of the candidates and issue voting recommendations to the shareholders, which recommendations are posted on the website of the Exchange for review.

2.2.6. In preparation for the General Meeting of Shareholders, the Exchange shall post on its website information enabling the shareholders to form ideas about their personal and professional qualities, and make an informed decision. To this end, the Exchange shall disclose information about the qualification and professional skills of each candidate and the candidate's potential value for the Supervisory Board, as well as about the shareholder(s) who nominated the candidate, the candidate's

² The Listing Rules require that the Supervisory Board of the Exchange, the issuer of securities admitted to organised trading, should have independent directors accounting for at least 1/5 of all directors elected to the Supervisory Board. The Supervisory Board should have minimum three independent directors.

³ Criteria of independence for members of the Supervisory Board are set in Appendix 4 to the Listing Rules.

age and education, position, work experience, nature of his relationships with the Exchange, affiliates and major counterparties, his compliance to the requirements for independent directors, as well as other information that may be useful to the shareholders in making a decision.

2.3. Role of the Chair of the Supervisory Board

The Chair of the Supervisory Board manages the activities of the Supervisory Board. The Chair shall be elected at the first meeting of the newly elected Supervisory Board. The Articles of Association of the Exchange authorise the Supervisory Board to re-elect the Chair at any time.

The Chair shall organise the procedures of the Supervisory Board and follow-up its resolutions. He shall preside in the meetings of the Supervisory Board and the General Meeting of Shareholders and organise discussions and voting. He shall report to the Annual General Meeting of Shareholders on the activities of the Supervisory Board. The Chair shall represent the Exchange in its relations with the third parties and perform other functions stipulated by [the Regulations on the Supervisory Board](#).

The Exchange tries that the Supervisory Board Chair be elected among the independent directors. If the Supervisory Board Chair is not independent, senior independent director to be elected among independent directors.

Implemented plans:

The Exchange organized the procedure for selecting a senior independent director among the independent directors, coordinating the work of independent directors, acting as an additional guarantor of the effective and stable work of the Supervisory Board and interacting with the Chair of the Supervisory Board. The functions, rights and duties of the senior independent director are defined by the Regulations on the Supervisory Board approved in its new version in 2016. Due to the election of an independent director as the Chair of the Supervisory Board in 2018, the election of a senior independent director did not take place.

2.4. Composition, role and objectives of Committees under the Supervisory Board

The Supervisory Board may appoint Committees, which are advisory bodies that preliminarily review the most important issues requiring expert study within the terms of reference of the Supervisory Board and give recommendations to the Supervisory Board.

The Committees are auxiliary bodies under the Supervisory Board, and they are accountable to the Supervisory Board. Each Committee chairperson shall regularly report to the Board.

Recommendations issued by the Committees shall be reported to the directors and included in the minutes of the meetings of the Supervisory Board.

The Supervisory Board has established the following Committees:

Audit Committee is intended to ensure efficiency of the Supervisory Board in solving issues related to control of financial and operating activities of the Exchange and Group companies, including auditor's independence and absence of conflict of interest assessment, as well as evaluation of the audit of financial reporting of the Exchange. The assessment of the audit report prepared by the Audit Committee shall be communicated to the shareholders for review and posted on the website of the Exchange in the course of preparation for the General Meeting of Shareholders. The key objectives of the Audit Committee are:

- Control, analysis and participation in consideration of the issues in the area of financial accounts (financial statements), inclusive of control of completeness, accuracy and reliability of accounting (financial) statements of the Exchange and the Group (consolidated financial statements);

- Control, analysis and assessment of the risk management system and internal control, inclusive of control of reliable and effective risk management system, internal control and corporate governance system;
- Ensuring independence and impartiality in the area of internal and external audit;
- Control in the area of prevention of and response to mala fide actions of the company's employees and third parties;
- Facilitation of the Moscow Exchange Supervisory Board members actual involvement in control procedures related to the Company's business activity and increasing their personal awareness of such activities; and
- Preparation of assessment of the Moscow Exchange auditor's opinion and submitting such assessment for the consideration of the General Shareholders Meeting of the Moscow Exchange among other materials.

Nomination and Remuneration Committee is intended to ensure the Supervisory Board efficiency in matters related to the activities of the Exchange and the Moscow Exchange Group Companies in the area of appointments and remuneration of the members of supervisory boards, executive management bodies of the Exchange and sole executive bodies of the Key Group Companies, and members of Revision Committees. The key objective of the Nomination and Remuneration Commission shall be preliminary review, development and delivery of recommendations to the Supervisory Board of the Exchange regarding the following matters:

- Staff planning (succession planning), enhancement of professional composition and performance efficiency of supervisory boards and executive bodies;
- Efficient and transparent remuneration due to the members of supervisory boards and the collegial executive body, and to other key managers;
- Priorities in relation to nomination of and remuneration due to the members of supervisory boards and executive management bodies, other key managers as well as the members of audit committees; develop remuneration policies, inclusive of STI and LTI programs for the named persons, including share-based ones, for the members of Exchange's executive management bodies and the Corporate Secretary of the Exchange as well as sole executive bodies of the key companies in the Moscow Exchange Group, designed to motivate the named person and allowing the Exchange to attract and retain qualified members of the executive bodies; and
- Policies and standards on choosing nominees to supervisory boards and executive management bodies, aiming at attracting qualified specialists.

Strategy Planning Committee is intended to facilitate effective decision-making by the Supervisory Board regarding the design, development and implementation of strategic goals and objectives of the Exchange and the Moscow Exchange Group Companies in the long and medium term. The key objectives of the Committee shall be:

- Agreeing strategic goals, control over strategy implementation, and strategy adjustment;
- Agreeing priority business areas;
- Developing recommendations on the dividend policy;
- Business performance assessment in the medium and long term;
- Tentative consideration and recommendations on participation in other entities;
- Evaluation of voluntary and mandatory offers on Moscow Exchange shares purchase;
- Financial model review and business/business segments evaluation model review; and
- Reviewing reorganization and liquidation issues, organizational structure review, business processes review.

Budget Committee is intended to exercise control of the Supervisory Board over accumulation and spending of funds intended for financial support of operations of the Moscow Exchange and

companies of the Moscow Exchange Group operations. The key objectives of the Committee shall be:

- Defining the key budgeting and budget spending principles of the Moscow Exchange and the Group companies;
- Setting up the targeted budget of the Moscow Exchange and its business units and Group companies timely and accurately;
- Securing prompt budget management at the Exchange and the Group companies; and
- Assessing budgeting efficiency at the Exchange and Moscow Exchange Group companies.

Risk Management Committee is intended to participate in the improvement of both financial and non-financial risks in order to enhance reliability and efficiency of the Exchange's activities. The key objectives of the Committee shall be:

- Drafting recommendations for the Exchange Supervisory Board on the priority development areas related to risk management of the Moscow Exchange and the Moscow Exchange Group;
- Reviewing internal procedures of the Exchange and the Moscow Exchange Group companies' risk management and prepare improvement recommendations;
- Reviewing particular elements and/or parameters of the risk management system, and make opinions on their adequacy and efficiency;
- Reviewing reports of the Exchange and the Moscow Exchange Group companies' management on the risk management system performance;
- Preliminary reviewing the documents prepared for the consideration of the Supervisory Board, in particular: documents defining the principles of risk management (concepts, strategies, policies); documents setting key risk indicators, including risk appetite and risk tolerance indicators; reports on the risk management system performance.

Technical Policy Committee is intended to develop and improve efficiency of the Exchange and the Moscow Exchange Group Companies by way of preparing recommendations and expert conclusions for the Supervisory Board, the Supervisory Boards of the Group Companies and their Committees, as well as executive bodies, concerning the technology policy and the IT and software development issues. The key objectives of the Committee shall be:

- Fostering efficient collaboration of the Moscow Exchange and Moscow Exchange Group companies with on-exchange securities and commodities markets participants using software and hardware of Moscow Exchange on technical policy and IT issues and software solutions development;
- Optimizing the processes for complete and comprehensive assessment of the on-exchange securities and commodities markets participants' demand for IT and software solutions development; and
- Coordinating the activities related to technical policy issues within Moscow Exchange Group and ensuring centralized policy implementation on the matters falling within competence of the Committee.

The Committees of the Supervisory Board shall include the members of the Supervisory Board with the exception made for the Committee for Technical Policy, in composition of which can be elected, besides the Supervisory Board members, experts with the necessary qualifications for the work of the Committee in the field of information technology and software.

In order to make sure the Committees' membership corresponds to the functions they perform, candidates to the Supervisory Board shall be nominated taking into account their relevant professional competence and experience to make sure members can be elected to the mentioned above Committees.

Given the need for preliminary review by the Committees of issues related to operation of the Exchange as a trade organiser, the Supervisory Board may involve relevant experts to participate in the work of such a Committee, with the right of advisory vote.

Implemented plans:

The Exchange forms the Nomination and Remuneration Committee only out of independent directors.

Further plans:

1. The Exchange is planning to arrange preliminary discussion with shareholders entitled to nominate candidates, on the candidates nominated as independent directors to make their number sufficient for all the existing Committees of the Exchange's Supervisory Board to be chaired by independent directors.

2. The total number of the Committees is planned to be set in such a way that all Supervisory Board members sit at least in one Committee whereas one Supervisory Board member is included in not more than three Committees.

2.5. Meetings of the Supervisory Board

The Supervisory Board shall hold its meetings from time to time on an as-needed basis. The regular meetings shall be held in accordance with the schedule approved by the Supervisory Board for the entire period of its term, which allows directors to plan their participation in the meetings. Extraordinary meetings and 'distant' meetings may also be held when necessary.

The form of the meeting is determined by the Chair of the Supervisory Board, depending on the need to discuss issues in praesentia. Issues to be preferably considered by the Supervisory Board in praesentia are listed in the [Charter](#) of the Exchange. Meetings of the Supervisory Board held in praesentia may accept a written opinion of an absent director, subject to compliance with certain provisions of the [Regulations on the Supervisory Board](#).

Notice of the meeting of the Supervisory Board shall be submitted to the directors as stipulated by the Regulations on the Supervisory Board. The notice shall specify the meeting agenda, explanatory notes on the issues to be resolved and other necessary information materials on the agenda, draft resolutions on the agenda, and voting ballots (in case of voting in absentia). All the above allows the members of the Supervisory Board to get acquainted with the materials and, should they have questions, to receive answers from the management of the Exchange or get additional information.

The detailed procedure for preparation, convocation and holding of meetings of the Supervisory Board shall be stipulated in the [Regulations on the Supervisory Board](#), which are available on the Exchange's website.

Implemented plans:

Starting from 2018, the Exchange provides the members of the Supervisory Board with the opportunity to participate in the discussion and voting without presence at the meeting venue, via telecommunication technologies and special software, that allow for the unambiguous identification and voting of the Supervisory Board members.

Further plans:

The schedule of the Supervisory Board meetings drafted by the Corporate Governance Department and approved by the Supervisory Board on annual basis is suppose to include the following issues:

- on functioning and efficiency of risk management and internal control systems, and on their assessment;

- on implementation of the Supervisory Board and Executive Board members' remuneration and reimbursement policies, and on the practice of implementation of such policies;
- on information policy compliance.

2.6. Remuneration of members of the Supervisory Board

2.6.1. The remuneration of the members of the Supervisory Board shall be determined by the General Meeting of Shareholders in accordance with the Regulations on Remuneration and Compensation of Members of the Supervisory Board approved by the GSM. Said Regulations shall set amount and payment procedure for such remuneration and reimbursement, other payments, benefits and privileges granted to members of the Supervisory Board.

2.6.2. The motivation system for directors shall be aimed at attracting highly qualified and work-oriented directors to work on the Supervisory Board and its Committees, and shall ensure that the level of remuneration is comparable to that of peer Russian and foreign public companies.

2.6.3. The remuneration of the members of the Supervisory Board shall consist of basic and additional parts; the latter shall depend on the work load and the degree of responsibility assigned to each member of the Supervisory Board (Chair of the Supervisory Board or a Committee, Deputy Chair of the Supervisory Board, a member of a Committee). In addition to the remuneration, each member of the Supervisory Board shall be reimbursed for travel and accommodation expenses and other expenses as determined by the Regulations on Remuneration and Reimbursement of Expenses to the Members of the Supervisory Board.

2.6.4. The Exchange shall, in active collaboration with the Nomination and Remuneration Committee, make its best efforts to improve the system of remuneration to members of the Supervisory Board, taking into account the best practices of corporate governance, the positive experience of public companies and foreign exchanges.

2.6.5. In its annual report, the Exchange shall disclose information on the amount of individual year-end remuneration associated with the performance of the member of the Supervisory Board functions for each member of the Supervisory Board.

Implemented plans:

In 2016, the Exchange developed and approved by the resolution of the Supervisory Board the Policy on remuneration of the Supervisory Board members, containing the key principles of the remuneration system for members of the Supervisory Board, the approaches used to determine the amount of remuneration to be paid, as well as a list of expenses to be reimbursed and the level of service to which members of the Supervisory Board can apply.

Further plans:

The Exchange plans to conduct regular independent research into practices of board members remuneration in the Russian companies and international exchanges of compatible capitalisation rate to be able to obtain an expert judgment on compliance of remuneration paid to the Exchange's Supervisory Board members with current market practices.

2.7. Self-assessment of the Supervisory Board

The Supervisory Board shall annually assess its performance and the performance of its members and Committees. The assessment helps to improve the work quality and to identify problems in the organisation of the Supervisory Board as well as certain shortcomings in the work of its members. Such assessment is performed in accordance with the Supervisory Board assessment methodology.

Implemented plans:

To assess the Supervisory Board's efficiency, including the individual contribution of directors to the work of the Supervisory Board and its Committees, and to develop recommendations for improving the procedures, the Exchange has developed a detailed formalized self-assessment procedure.

Further plans:

In 2016 the Exchange engaged external consultant.

The information on the Supervisory Board self-assessment is included in the Annual Report of the Exchange.

3. EXECUTIVE BODIES

3.1. Role, main principles and functions of the executive bodies

3.1.1. The executive bodies of the Exchange shall include the Chair of the Executive Board (a sole executive body) and the Executive Board (a collective executive body). The activities, functions, rights and obligations of the executive bodies are regulated by federal laws, the [Charter](#) and [the Regulations on the Executive Board](#) of the Exchange, which can be found on the Exchange's website.

3.1.2. The Chair of the Executive Board and the Executive Board shall manage current activities of the Exchange and shall be guided by the following principles:

- Professionalism. The Chair and members of the Executive Board shall comply with the requirements set by the Russian laws and the Bank of Russia regulations, have professional qualifications and experience high enough to develop and effectively manage the Exchange.

- Responsibility. The Chair and the members of the Executive Board of the Exchange shall be responsible for the operational management of the Exchange and the achievement of its strategic and business goals. He shall allocate the duties among relevant structural units/employees of the Exchange and establish responsibilities for the implementation of their functions.

- Accountability. The Chair and the members of the Executive Board of the Exchange shall provide the reports to the Supervisory Board (annually) and to the General Meeting of Shareholders of the Exchange. The Supervisory Board shall also review quarterly reports of the Executive Board concerning the performance of the Exchange and take decisions based on their review.

- Observance of the balance of interests of the participants of corporate relations. The executive bodies of the Exchange shall be guided by the Russian laws, the aims and objectives set by the General Meeting of Shareholders and the Supervisory Board of the Exchange.

- Ethics. The executive bodies of the Exchange shall act in a manner that is consistent with the good reputation of the Exchange, and shall refrain from any conduct that could have a negative effect on the reputation of the Exchange.

3.1.3. The main functions of the executive bodies are:

- managing, in an effective manner, the current financial, economic and business activities;

- ensure implementation of the resolutions of the General Meeting of Shareholders and the Supervisory Board, implementing the priority activities and Group strategy.

The powers shall be distributed between the Executive Board and the Chair of the Executive Board so that to take into account the complexity of decisions and the principles of efficiency and responsibility for the consequences of decisions made.

3.2. Executive Board

3.2.1. The Executive Board of the Exchange shall make decisions on the most important issues of the current activities of the Exchange that fall within the terms of reference of the executive bodies in accordance with the Articles of Association of the Exchange, including: making proposals on the Exchange's strategy; approving internal documents regulating actions in contingency situations, procedures for organized trading monitoring and control over trade participants; approving specifications of financial instruments, establishing advisory bodies transactions aimed at ensuring the on-going business of the Exchange and exceeding a fixed limit, adopt decisions on issues within the competence of the general meeting of shareholders (participants) of subsidiaries the sole shareholder (participant) of which is the Exchange (with the exception of decisions related to the disposal of "quasi treasury" shares of the Exchange).

3.2.2. Members of the Executive Board shall be nominated by the Chair of the Executive Board and elected by the Supervisory Board taking into account the recommendation of the Nomination and

Remuneration Committee for a term not exceeding three (3) years; they can be re-elected unlimited number of times.

The laws and the Supervisory Board define eligibility and other requirements to the members of the executive bodies. A member of the Executive Board must have a higher education, be a highly qualified professional, meet the requirements for business reputation, not have been convicted of economic crimes or offenses against the state, and must meet the statutory and other regulations.

3.3. Chair of the Executive Board

The Chair of the Executive Board shall organise its work and preside over the meetings of the Executive Board, ensure implementation of resolutions of the General Meeting of Shareholders, the Supervisory Board and the Executive Board of the Exchange.

The Chair of the Executive Board shall act without a power of attorney on behalf of the Exchange, among other, represent its interests; make transactions on its behalf; approve staff lists; issue orders and instructions; give instructions binding upon all employees of the Exchange; take initiatives concerning the activities of the Exchange; delegate certain authorities on the basis of an empowering order and/or a power of attorney.

Implemented plans:

Following the best practices of corporate governance and the requirements of the Federal Law "On organized trading", the Exchange amended its Charter, transferring the competence to elect the Chair of the Executive Board from the General Meeting of Shareholders to the Supervisory Board of the Exchange.

Further plans:

In order to ensure management continuity of the Exchange and to mitigate operational risks, and taking into account the uniqueness of the Exchange in terms of professional competencies of its senior officials, the Exchange developed and implemented a succession planning programme (Succession Planning) of the Executive Board members.

3.4. Control over executive bodies by higher level management bodies

3.4.1. The executive bodies of the Exchange shall be accountable to the General Meeting of Shareholders and the Supervisory Board. The main control functions over the executive bodies shall be performed by the Supervisory Board, which in collaboration with the Nomination and Remuneration Committee shall exercise a range of supervisory powers, including the following main ones:

- assessment of candidates to the positions of the Chair of the Executive Board and members of the Executive Board of the Exchange, including the possibility and desirability of re-appointment of such members;

- approval of terms of contracts to be concluded with the Chair of the Executive Board and members of the Executive Board, including those regulating remuneration and other payments, and early termination of such contracts;

- 1 assessment of performance of the Chair of the Executive Board and members of the Exchange Executive Board in accordance with the remuneration policy;

- approval of individual key performance indicators (targets) for the Chair of the Executive Board and members of the Executive Board and corporate targets for each reporting year;

- review of annual and interim performance reports of the Chair of the Executive Board and the members of the Executive Board of the Exchange, as well as quarterly Exchange performance reports, and making decisions on the basis of such review;

- identification of current and anticipated needs of the Exchange as to the qualifications of the Chair of the Executive Board and the members of the Executive Board, to maintain the competitiveness and to further develop the Exchange;

- succession planning.

The Exchange provides professional qualification improvement and management skills enhancement of each Executive Board member, including succession planning programme.3.4.2. On behalf of the Supervisory Board, the Executive Board shall submit to the Supervisory Board reports on implementation of the priority projects of the Exchange, financial and operating results, key risks, competitive environment of the Group, effectiveness of internal controls and material transactions, as well as other reports on the activities of the Exchange.

The Supervisory Board shall review reports on the implementation of assignments issued by the Supervisory Board, assess their performance and make decisions following the results of such review on a quarterly basis.

3.4.3. At the Annual General Meetings of Shareholders, a report of the Chair of the Executive Board and the reports of other top managers shall be read out to show the results achieved by the executive bodies. The shareholders may ask questions to the senior officials of the Exchange present at the meeting.

The shareholders also may assess the performance of executive bodies on the basis of the information disclosed by the Exchange.

3.5. Remuneration of members of executive bodies

3.5.1. The Supervisory Board, with support from the Nomination and Remuneration Committee, shall be responsible for establishment of efficient and transparent compensation practices. To this end, the Supervisory Board, on the advice from the Nomination and Remuneration Committee, shall determine the amount of remuneration to the members of executive bodies (both fixed, i.e a salary attached to the position, and variable parts of remuneration, i.e. annual bonus, remuneration under share-bases LTIP) that depends on the performance of the Exchange and the individual contribution of members of the Chair of the Executive Board and the Executive Board members to achieving the goals. The dependence of remuneration on business results shall be implemented, in particular, through annual approval by the Supervisory Board of corporate key performance indicators, key performance indicators for the Chair of the Executive Board and each member of the Executive Board, review of his/her report on the achievement of such indicators, KPI performance assessment and taking a decision on the amount of annual bonus (year-end bonus) taking into account performance against the key performance indicators.

3.5.2. The system of remuneration of the members of executive bodies shall be aimed at optimal balance between the performance of the Exchange and the personal contribution of each member of the executive bodies to such performance.

Principles and basic mechanisms of the procedure for determining the remuneration of the members of the executive bodies, including: structure of remuneration, regulation of different types of payments, benefits and privileges, conditions for and amounts of reimbursement (compensation), and the list of costs so reimbursed shall be established by the Remuneration Policy. Such Policy was developed with the assistance of the Nomination and Remuneration Committee and approved by the Supervisory Board of the Exchange in 2016. The Supervisory Board of the Exchange, supported by the Nomination and Remuneration Committee, shall regularly monitor the implementation of the

Remuneration Policy, assess the remuneration system, and, if required, review the Remuneration Policy or make adjustments.

Specific remuneration to members of the executive bodies, conditions and procedure for payment of remuneration and conditions for early termination of employment contracts, including severance pay and compensations shall be reviewed and approved by the Supervisory Board on the advice from the Nomination and Remuneration Committee (in the frames of the procedure for approval of the terms of employment contracts with members of the Exchange executive bodies) and shall be subject to revision. The amount of compensation (severance pay) payable in the event of early termination of powers of members of executive bodies at the initiative of the Exchange (in the absence of their unscrupulous actions) shall not exceed the fixed part of the annual remuneration.

3.5.3. The amount of annual bonus due for the reporting year shall depend on the achievement of corporate (financial and strategic) key performance indicators, individual key performance indicators by each member of an executive body in the reporting period. In determining the bonus to be paid, the Supervisory Board shall assess KPIs and also take into account the following criteria: the annual reports of members of the executive bodies, the financial and accounting reports, the outcomes of internal/external audits and regulatory inspections, execution of the assignments of the Supervisory Board and its committees, the implementation of strategic projects/targets not included in the KPIs, and other production factors, those including material risk assessment⁴. In order to develop the institute of personal responsibility of members of the executive bodies, the Supervisory Board shall regularly practice the postponement for 2 (two) years of bonuses to those members of executive bodies who are in charge of certain activities / projects, including possible cut or elimination of the deferred bonus in accordance with the Remuneration Policy in case of a failure to attain a positive result in the relevant line of business, based on the time corresponding financial and other business indicators become known.

3.5.4. In order to improve motivation and responsibility of members of the executive bodies of the Exchange and key executives and to form their attitude to the business of the Exchange as of the owners of the company, as well as to link their remuneration to long-term performance of the Exchange, the Supervisory Board shall approve and from time to time revise the principles and indicators of a Long-term Incentive Programme for Executives of the Exchange, including share-based programme.

Implemented plans:

In 2016, the Exchange developed and approved by the resolution of the Supervisory Board the Policy on remuneration of the executives, containing transparent principles for determining the amount of their remuneration, as well as approaches on the provision of payments, benefits and privileges.

In 2019, the Exchange amended Principles and Parameters of Share-based LTIP for the Moscow Exchange Group, approved by the Supervisory Board of the Moscow Exchange on 14 December 2017.

4. MANAGING OF CONFLICTS OF INTEREST AND CORPORATE CONFLICT

4.1.1. The measures to be taken by the Exchange, as a trade organiser, in order to prevent conflicts of interest shall be regulated by its internal documents, including the List of measures aimed at preventing conflicts of interest in the course of the Moscow Exchange's activities regarding exchange trading. Such measures are aimed at preventing situations in which the personal interest of Exchange employees may affect the fair and efficient performance of their duties.

4.1.2 The Policy on Management of Conflict of Interest and Corporate Conflict shall determine measures to manage conflicts of interest arising from contradictions between Exchange interests and personal interests of its management bodies members due to their business, friendly, family and other relations and ties, as well as from contradictions between their responsibilities for the Exchange and those for other persons.

⁴ Performance (KPIs) assessment is carried out also based on assessment of risks accepted by the Exchange. The purpose of assessment is to prevent decision-making that might cause damage to the Exchange.

4.1.3. The Policy shall determine responsibilities of management bodies' members for the implementation of measures to manage conflicts of interest, set approaches to and methods for the prevention and identification of a conflict of interest, including for identification of transactions made in the context of a conflict of interest.

4.1.4. The Policy and other internal documents of the Exchange stipulate the responsibility of the members of the Supervisory Board and executive bodies to:

- refrain from actions that result or may potentially result in a conflict between their interests and those of the Exchange,
- report any conflict of interest or a potential conflict of interest to the Exchange in writing,
- take reasonable measures to prevent and identify a conflict of interest.

4.1.5. For the purposes of prevention of any conflict of interest, the Policy has established a system of identification for transactions related to a conflict of interest, including transactions in Exchange securities, related party transactions and those beyond business as usual with a potential conflict of interest therein. Should a transaction related to a conflict of interest be detected, the Chair of the Supervisory Board and senior independent director (if available) shall be communicated information thereon to be able to decide whether to agree such transactions or its terms if necessary.

4.1.6. The Policy on Management of Conflict of Interest and Corporate Conflict shall define corporate conflict and set the procedures to regulate it.

4.1.7. Control for the Policy execution is vested on the Audit Committee.

4.1.8. The Exchange adopted and implements the Code of Business Conduct, which describes the principles of interaction between employees of the Exchange (including members of the executive bodies) and its customers, partners, the media, public and political organisations, as well as other rules for external communications. Special attention shall be paid to deemed or potential conflicts of interest, as well as to actions recommended to be taken to prevent such conflicts.

The members of executive bodies cannot establish legal entities competing with the Exchange, or to participate in such legal entities (by acquisition of shares, participatory interest etc.).

No member of the Executive Board shall be entitled to receive gifts or to enjoy other direct or indirect benefits, to influence the decision taken by the Executive Board.

Violation of the provisions of the Code of Business Conduct shall entail a disciplinary liability.

4.1.9. D&O insurance is provided at the Exchange's cost, and contributes to protection of their interests in case of any losses associated with incorrect actions (including, but not limited to, mistake, omission or negligence, improper performance of the duties or misconduct), as well as to setting balance between the risks of the Supervisory Board members and members of executive bodies and the Exchange's interests when making decisions on controversial issues.

A liability insurance shall not cover unfair actions (inaction) by the members of the Supervisory Board and executive bodies when the said persons:

- acted in the situation of a conflict between their personal interests and those of the Exchange;
- concealed information or provided false information on the transaction they had made in the context of a conflict of interest;
- made a transaction without an approval required by legislation or the Charter.

4.1.10. The above-mentioned measures let decrease the risk of conflict of interest in the work of the Supervisory Board and executive bodies' members, providing for a reasonably high degree of assurance that any situation of conflict of interest can be resolved at its initial stage, and the interests of the Exchange, its shareholders, clients and other interested parties will not be infringed.

5. CORPORATE SECRETARY

5.1. For the purpose of coordinating the actions taken by the Exchange to protect and promote the rights and interests of the shareholders, the Supervisory Board shall appoint a head of structural unit performing the functions of the Corporate Secretary of the Exchange.

Functions of the Corporate Secretary shall be assigned to the Corporate Governance Department, which shall have sufficient resources to perform such functions.

5.2. In accordance with the Regulations on the Corporate Governance Department, the main objectives of the Corporate Governance Department shall include support of efficient operation of the Supervisory Board and its Committees, contribution to the improvement of the system and practices of corporate governance of the Exchange and the Group.

The competence of the Corporate Governance Department Head, election procedure, reporting, interaction with management bodies and divisions of the Exchange shall be determined by the Regulations on the Corporate Governance Department.

5.3. In order to ensure independence of the Corporate Governance Department Head from the executive bodies, the Chair of the Executive Board shall have the right to appoint and to dismiss the Corporate Governance Department Head only if such a decision was adopted by the Supervisory Board. Taking into account preliminary recommendations from the Nomination and Remuneration Committee the Supervisory Board shall also approve the terms of the Corporate Governance Department Head employment contract, including the terms and procedure for remuneration and other payments, and approve corporate and his/her individual key performance indicators.

5.4. The information on the Corporate Governance Department Head has been disclosed since 2016 on the web-site of the Exchange to the same extent as the information to be disclosed regarding the members of the Supervisory Board and executive bodies of the Exchange.

Implemented plans:

Since 2016, the information on the Head of the Corporate Governance Department is disclosed on the web-site of the Exchange to the same extent as the information disclosed on members of the Supervisory Board and executive bodies of the Exchange.

6. RISK MANAGEMENT AND INTERNAL CONTROLS

The Exchange shall establish a risk management and internal control system in compliance with, among other things, the requirements set forth in the Russian legislation as to the Exchange as a trade organiser and with international recommendations on the development of risk management and internal controls systems.

Functioning of internal control system is based on risk-oriented approach.

6.1. Internal control

6.1.1. Internal control includes activities carried out by the management bodies, structural units and employees of the Exchange, aimed at:

- effectiveness and efficiency of trade organisation, including assets safeguarding;
- efficiency and effectiveness of risk management;
- accuracy, completeness, objectivity and timeliness of preparation and submission of financial, accounting, statistical and other reports (for internal and external users), as well as information security;

- compliance with laws, regulations, charter and other internal documents of the Exchange, and timely submission of information to public authorities and the Bank of Russia in accordance with the legislation of the Russian Federation;

- compliance with legislation and recommendations on corporate governance;

- exclusion of unlawful actions by the Exchange and its employees;

achieving other targets stipulated by the Russian Federation legislation, the Charter and internal documents of the Exchange.

6.1.2. The internal control system is organized according to the principle of three lines of defence pursuant to international best practices.

Defence Line 1 shall be all employees of the Exchange's business functions and operating divisions. Defence Line 1 shall identify, assess and manage risks inherent in day-to-day activity, develop and implement policies and procedures that regulate existing business processes.

Defence Line 2 are services that, for example, are responsible for risk management, internal controls, compliance, financial monitoring, legal regulation, personnel, finance, taxes, regime and others. Each of the said services in close cooperation with the units of Defence Line 1 shall ensure that internal controls are properly exercised.

Defence Line 2 shall constantly monitor internal controls, determine a unified concept for risk identification and assessment, development of risk response measures, provide consultations and support for the units of Defence Line 1 on the matters of risk management, control procedures development and introduction, requirements of applicable legislation, prepare reporting on the results of monitoring for the management bodies.

Defence Line 3 – the Internal Audit division of the Exchange, which makes an independent assessment of the performance of the processes developed in Defence Line 1 and Defence Line 2 and provides the management bodies with independent and objective information on how efficient the arrangements and operations were in Defence Line 1 and Defence Line 2 and on the results of the annual assessment of internal control performance as a whole.

6.1.3. The internal control system is the total of management bodies, divisions, executives and officers who perform functions as part of the internal control system and organisational measures, methodologies, norms of corporate culture and actions by the Exchange to achieve an optimum balance between the growth of the Exchange's value, profitability and risks in order to ensure the Exchange's financial stability, effective operations of its business, to secure the safeguarding of assets, compliance with legislation, the Charter and internal documents of the Exchange, the reliability, completeness, objectivity and timeliness of preparation and submission of financial, accounting, statistical and other reporting (for external and internal users), as well as information security.

6.1.4. Internal control shall be carried out by: the management bodies of the Exchange (the General Meeting of Shareholders, Supervisory Board, Executive Board and the Executive Board Chair), the Supervisory Board Audit Committee, the Revision Committee, external auditor, Internal Audit Service, Internal Control Service (regulatory risks control), risk management and business continuity divisions, security unit and other units and employees of the Exchange (including the Chief Accountant and his deputies), who exercise control in accordance with the powers determined by the internal documents of the Exchange.

6.1.5. The internal control powers of the **General Meeting of Shareholders** shall include the following issues: election of members of the Revision Committee; approval of the external auditor; approval of the Articles of Association and other internal documents regulating the activities of the management and control bodies of the Exchange; approval of annual reports, including the annual accounting (financial) statements; giving consent for material transactions and related party transactions, in cases stipulated by law.

6.1.6. The **Supervisory Board** shall review key issues related to determining the principles and approaches to the organisation of the internal control system. Its responsibility shall also include approval of internal documents determining the policy related to internal control, internal control system performance analysis and assessment and decision-making based on results of such analysis and assessment.

6.1.7. The **Audit Committee under the Supervisory Board** shall control reliability and efficiency of internal control systems, also shall assess internal control procedures performance and develop improvement proposals; control efforts aimed at combating fraud by employees and third parties.

6.1.8. **Executive bodies** of the Exchange shall ensure the implementation of internal control, resolutions taken by the Supervisory Board and the General Meeting of Shareholders, as well as the elimination of violations and drawbacks.

The Chair of the Executive Board shall approve the following documents:

- Internal Control Rules and other internal documents of the Exchange that define internal control procedures;
- Internal Control Rules for the purpose of AML/FT;
- Internal Control Rules and other internal documents for the purpose of identification and prevention of unlawful use of insider information and market manipulation, except for internal documents approval of which is left to the competence of the Supervisory Board according to the federal laws and the Charter of the Exchange.

The Chair of the Executive Board shall appoint and dismiss the Head of the Internal Control Service (Controller) of the Exchange (or the person temporarily acting as the Head of Service in his/her absence for a period of more than one month), approve the activity plans and reports of the Internal Control Service (Controller).

6.1.9. **The Revision Committee**, having been vested with a sufficient degree of objectivity and independence from the executive bodies, shall conduct the annual audit of the financial and economic activity of the Exchange, confirm the accuracy of the information contained in the annual report, annual accounting (financial) statements, and issue opinions thereon. The Annual General Meeting of Shareholders (AGM) can approve no accounting (financial) statements without a relevant opinion of the Revision Committee.

6.1.10. **The Internal Control Service** shall perform the functions of identification, analysis, assessment, monitoring and management of the regulatory risk of Exchange activities on organising trading, including development and control over the implementation of actions to anticipate and prevent the consequences of materialisation of the regulatory risk in the activity on organising trading. The Internal Control Service shall also monitor the first line of defence, identify regulatory risk sources and its likelihood, analyse the circumstances and grounds behind the events that gave a rise to regulatory risk, maintain records of such events and measure potential consequences thereof. The Exchange shall disclose the Internal Control Regulations on its website.

The Head of Internal Control Service shall also report any probable and (or) occurred events of regulatory risk in the activity on organising trading to the Chair of the Executive Board, along with measures necessary to avoid and (or) prevent such events, and shall quarterly submit a report on the Service performance. Annual reports on regulatory risk with information on the results of the Exchange's processes and activities to manage regulatory risk and on mitigation measures shall be delivered to the Supervisory Board.

6.1.11. **The Compliance Service** manages compliance risks, in particular:

- risk of losses incurred by the Exchange and other damage due to non-compliance with applicable laws, internal documents, binding standards of self-regulatory and other

- international institutions which the Exchange is a member of, as well as due to sanctions or other restrictive measures imposed by the Russian and foreign regulators;
- reputational risk tied to bad-faith behaviour of the Exchange employees, damaging the image and business reputation of the Exchange;
 - risk of conflict of interest at various levels arising between the Exchange, its clients and employees;
 - Corruption and bribery risk while employees perform their professional activities in the financial markets.

The Compliance Service shall develop and execute policies and regulations on the principles for monitoring, assessment and managing compliance risks, analyze compliance risk events, inspects structural subdivisions whether they have procedures in place to identify and manage compliance risks, and shall evaluate the effectiveness of measures aimed at identifying and managing compliance risks. The Compliance Service shall also deliver staff training on the effective compliance risk identification and management. Reports on the audit findings are provided to the Chair of the Executive Board.

To develop a unified approach to managing compliance risks across the Group companies and to coordinate activities of the Group companies concerned, the Management Committee for Compliance has been created. The main purpose of the Committee is to develop group-wide compliance risk management policies and procedures.

6.1.12. The **Internal Audit Service** shall arrange and carry out internal audit, in particular a systematic independent evaluation of the reliability, productivity and efficiency of internal control, corporate governance and business processes of the Exchange, risk management system arrangement and assessment of efficiency of the applied methods of property safety. Upon the resolution of the Supervisory Board, the audit of those directions may be performed in relation to Group companies.

The Exchange shall create all necessary conditions for smooth and effective implementation by the IAS of its duties and functions: employees of the Service shall have access to any documents and information necessary for the implementation of the functions and tasks assigned to the Service, unhindered viewing-mode access for the period of the audit to all office premises and databases of the units of the Exchange and the Group companies being inspected, obtain oral and written explanations from senior officials of the audited units of the Exchange and Group companies, along with paper or electronic copies of audit-related documents. The employees of the Service shall be included into any Committees established by the executive bodies to conduct official investigations. To ensure additional control over the Moscow exchange Group Companies, employees of the Internal Audit Service are included into the Revision Committees of the Group companies.

The Exchange shall implement recommendations of the Bank of Russia so to ensure the independence of the Internal Audit Service from the executive bodies, which is achieved through segregated functional and administrative accountability of the Service. The Service is functionally accountable to the Supervisory Board, and administratively to the Chair of the Executive Board.

Functional accountability of the Service is ensured through the consideration by the Supervisory Board of a range of issues related to the internal audit, in particular:

- development of principles of and approaches to internal audit procedures;
- approval of internal documents defining the internal audit policy;
- approval of internal document defining internal audit procedures, goals, objectives and authorities of the Internal Audit Service (Regulations on the Internal Audit Service);
- decisions on appointment and dismissal (termination of authorities) of the Internal Audit Service Head (Interim Head of the Service for the period of more than one month), which the Chair of the Executive Board's decisions are based on;

- review of the Internal Audit Service Head reports on audits performed, the Service performance reports and on implementation of recommendations, and review of other information as prescribed in the Bank of Russia regulatory documents; decision-making on the basis of such reviews, including those related to bonuses;
- determination of the size of remuneration due to the Internal Audit Service Head;
- determination of the headcount and structure of the Internal Audit Service of the Exchange and the salary and bonuses of its personnel;
- approval of Internal Audit Service work plan and decisions on unscheduled audits and reviews;
- approval of internal documents, regulating other internal audit issues; and
- consideration of significant limitations of powers of the Internal Audit Service or other restrictions that could affect the Exchange's internal audit. The Audit Committee under the Supervisory Board of the Exchange shall consider all these issues.

The Supervisory Board approves the plan for the auditing and controlling procedures for the Internal Audit Service (Work Plan), subject to preliminary consideration by the Audit Committee of the Exchange, which, in addition to the listed activities, may include any other area of activity. In addition, by the Supervisory Board's decision, the Internal Audit Service shall perform unscheduled auditing and controlling procedures. Based on findings of the audit and control activities, the Internal Audit Service shall prepare and deliver a report for the Audit Committee and the Chair of the Executive Board and further submitted to the Supervisory Board for consideration.

The administrative accountability of the Service to the Chair of the Executive Board is ensured through the following:

- making decisions on the appointment and dismissal of the Head of the Service or the Interim Head of the Service solely according to the relevant decision of the Supervisory Board;
- allocating required funds within the approved budget of the Service;
- obtaining reports on the activities of the Service;
- supporting cooperation with the Exchange subdivisions during the auditing and controlling procedures of the Internal Control Service.

The Audit Committee assesses the internal audit efficiency and performance and drafts improvement proposals. The Supervisory Board assesses the effectiveness of these functions on an annual basis based on the reports of the Head of the Internal Audit Service.

In view of the importance of the Internal Audit Service as a key element of an independent internal control, the Exchange has granted to its shareholders holding more than 5% shares in the Exchange the right to propose inclusion into the agenda of the Supervisory Board issues related to the reports of the Internal Audit Service head and the unscheduled audits.

6.1.13. The Exchange shall ensure a unified approach to the organisation of internal control in the Group companies and make best efforts to ensure its effective organisation.

Further plans:

1. The Exchange is planning to analyse, at least once a year, the conformity of internal control and internal audit provisions to legislative requirements, the Charter and internal documents, as well as take immediate measures to remove identified deficiencies.

2. The Exchange is planning to amend Charter to entitle the head of the Internal Audit Services to request the convocation of a Supervisory Board meeting.

6.2. Risk management process

6.2.1. The Exchange has organised the risk management system that corresponds to the nature and volume of its transactions and contains measures to mitigate risks, the system of risk monitoring that ensures that required information is communicated to the management bodies of the Exchange, and the process of management of major groups of risks that could affect its business.

6.2.2. The risk management functions shall be distributed among the Supervisory Board and its Committees, the executive bodies, heads of departments with potential risks occurrence, a special risk management unit, responsible for risks of the trade organiser, Internal Control Service as well as the consultative bodies of the Exchange.

6.2.3. **The Supervisory Board** shall define the risk management principles and approaches and approve internal documents of a conceptual nature in the field of risk management, in particular:

- internal documents that define the risk management policy of the Exchange;
- documents that define the risk management system, rules;
- methodology to measure maximum (admissible) quantum of risk the Exchange accepts, and consolidated maximum quantum of risk (risk appetite), along with the document outlining emergency response measures towards ensuring the trade organiser's business continuity.

6.2.4. The Supervisory Board shall establish a special **Risk Management Committee**. The Committee develops recommendations for the Supervisory Board on risk management priorities for the Exchange and the Moscow Exchange Group Companies; analyse internal procedures for managing risks and make recommendations to improve their efficiency; review managerial reports concerning risk management system, etc.

6.2.5. As provided for in the internal documents of the Exchange, **the executive bodies of the Exchange** shall exercise:

- distribution of authority and responsibility for risk management among the heads of the Exchange structural units in order to comply with the basic principles of risk management;
- creating and maintaining the effective risk management system;
- ensuring the organisation of the risk management process, including the formation of working bodies, including committees, commissions, the definition of their competence, approval of regulations on them; and
- making decisions on the implementation of measures for risk management.

The Chair of the Executive Board shall ensure an effective risk management system is developed and maintained, while the Executive Board shall approve risk management documents, other than key documents to be approved by the Supervisory Board of the Exchange.

6.2.6. Employees responsible for managing certain risks shall organise the system of managing a regulatory risk, reputational risk, strategic risk, operational risk and other risks in accordance with the internal documents of the Exchange.

6.2.7. In addition to the risks (political, legal, reputational, regulatory, financial etc.) typical for most companies, the Exchange deals with additional risks associated with the organisation of trading. Particular attention is paid to operational risks, i.e. risk exposure consequences leading to suspension or termination of trading organiser's services, whether to full extent or in part, and risk of expenses (losses) of the exchange from glitches and (or) malfunctions in Exchange's software and hardware operation, inclusive of software and hardware, information and communications facilities used to facilitate trading and (or) used in internal business processes of the Exchange, as well as from errors of employees and (or) adverse external exposure.

The Exchange shall strictly adhere to risk management requirements established by the Regulator for organisers of trading. The Supervisory Board in the Risk Management Rules available on the Exchange's website shall establish risk management principles of the Exchange as a trade organiser.

The Audit Committee of the Exchange shall ensure reliable and effective risk management system, deliver risk management procedures assessment and proposals on their improvement. The Supervisory Board shall assess the effectiveness of risk management in the Exchange and make decisions based on analysis and assessment results. The Risk Management Committee under the Supervisory Board of the Exchange shall regularly consider issues related to risk management.

A dedicated unit of the Exchange shall perform the main on-going operational risk management functions of the trade organiser. Its purpose is to ensure systemic, comprehensive approach to risk management.

As part of this goal, the unit shall:

- regularly identify, analyse, monitor and assess risks;
- plan mitigation efforts for risks identified, develop risk management procedures and control the execution thereof; and
- ensure compliance with industry-specific and regulatory risk management standards.

As a result, the Exchange shall have a risk database (registry) and implement an operational risk assessment procedure for each identified operational risk. For each risk event, which is to be mitigated, an action plan shall be drawn up and a procedure for independent monitoring of implementation of such plans shall be introduced.

6.2.8. The Exchange shall also be pro-active in ensuring the information security and business continuity. The dedicated unit of the Exchange in charge of risk management system, shall organise and coordinate the activities related to data protection; research the information processing technologies in order to detect possible breaches and other information security threats; establish patterns of threats; develop an information security policy and measures aimed at its implementation. The Supervisory Board has approved a Business Continuity Policy defining the measures to be taken by the organiser of trading in case of emergency and aimed at ensuring business continuity. The Business Continuity Policy shall be available on the Exchange's website.

The Supervisory Board of the has also approved the Exchange's Business Continuity Plan, which outlines measures to timely response to in the event of disruption in ordinary operations of the Exchange (Exchange's business units) caused by unforeseen circumstances (emergencies or another event, the occurrence of which is possible, but difficult to predict, and is related to substantial material losses threats or other consequences that hinder the Exchange in performing its obligations).

The Business Continuity Plan of the Exchange contents, among others, include the following:

- goals, priorities and tasks to deal with within the framework of the Exchange's Business Continuity Plan;
- procedures, methods, required resources and timeframes for measures to prevent, reduce the impact from and eliminate the consequences of a possible disruption in day-to-day operations the Exchange caused by emergency situations;
- list of factors and procedures to trigger the Exchange's Business Continuity Plan implementation when exposed to such factors;
- procedures which need to be implemented in day-to-day operations of the Exchange for the successful execution of the Business Continuity Plan (including the information security procedures);
- scenarios of business continuity disruption and restoration of operations along with critical processes;
- list of critical processes and priorities for their restoration;
- planned (target) recovery time for each of the critical processes;

- procedures to execute critical processes in emergency situations, if they are affected by emergency situations;
- interaction procedures for the management bodies and employees of the Exchange in emergency situations, given the Exchange's staff substitutability;
- emergency notification and communication procedure for management bodies, subdivisions and employees of the Exchange;
- emergency contact information (telephone numbers) and internal contacts (telephone numbers, email addresses) of the persons responsible for the critical processes restoration;
- procedure for notifying clients and counterparties of the Exchange, and the Bank of Russia of the occurrence and possible consequences of emergency situations;
- authorities of the Exchange's management bodies, subdivisions and employees to implement measures under the Business Continuity Plan.

At least once a year, the Exchange tests its Business Continuity Plan in accordance with the Business Continuity Policy of the Exchange. Following the testing results, the Business Continuity Executive prepares a report, which is then included in the documents submitted to the Exchange executive authorities for the purpose of business continuity management analysis.

The Exchange discloses information on emergencies occurrence and their settlement on its official website on the Internet and reports them to the Bank of Russia through a telephone with a recording function, placed at the desk of the relevant Exchange market.

The goals, objectives, principles and requirements for information security are defined in the Information Security Management Policy, approved by the Supervisory Board.

The Exchange has established and maintains a standing Information Technology Committee, an advisory body the main objectives of which, among other things, include participation in work of the Exchange related to the identification and prevention of technical failures and making improvement recommendations for trading tools.

6.2.9. The Exchange places a special focus on ensuring its financial sustainability. Therefore, Exchange's Supervisory Board (after preliminary review by the Risk Management Committee) has approved the Financial Sustainability Recovery Plan for the Exchange.

The Financial Sustainability Recovery Plan has been developed by the Exchange as part of its management processes and strategic planning. The Plan is integrated into the Exchange's risk management process, but is not intended to replace it.

The key objective of the Plan is to develop precaution measures for financial sustainability and business continuity recovery for the Exchange in the event of a significant worsening of its financial health, as well as measures to avoid and prevent such a situation with tools and methods available to the Exchange that are not related to borrowing funds from the government and the Bank of Russia.

The Financial Sustainability Recovery Plan contents describe, among other things:

- financial sustainability and (or) business continuity damage scenarios and conditions triggering the Financial Sustainability Recovery Plan implementation;
- measures to restore financial sustainability and maintain continuity of Exchange's key operations in the event that its financial position worsens⁵, as well as measures to prevent and avoid such a situation with tools and methods available to the Exchange;
- measures taken to replenish funds and liquidity, as well as to restore business continuity in case any scenario unfavorable for the Exchange develops. Scenario development engines, including indicators attached to the scenario, early response measures and recovery measures, are defined for each scenario;
- general financial soundness indicators of the Exchange which demonstrate the overall financial sustainability of the Exchange, regardless of any scenario indicators unfolding;

⁵ Which, among others, may damage financial sustainability and (or) business continuity of the Exchange, give a rise to risk concentration and (or) pose a negative effect to financial market operations and sustainability

- instruments to generate additional financial resources that comprise an integral part of emergency response measures to recover financial sustainability and prevent the Exchange from bankruptcy, as well as measures to ensure its business continuity;
- authorities of the Exchange's governing bodies, subdivisions and employees to implement measures and the system for them to interact within the Financial Sustainability Recovery Plan, inclusive of reporting situations that may threaten financial sustainability of the Exchange to the Bank of Russia; and
- reporting system, including format and delivery date requirements.

The Exchange regularly monitors and controls the benchmarks. Information on the outcomes of monitoring and assessment of effects from the measures taken in the event of the implementation of scenarios is included in the quarterly report submitted to the Executive Board and the Risk Management Committee of the Exchange.

The Exchange on a regular basis (at least once a year) shall review the Plan for relevance and feasibility.

The Financial Sustainability Recovery Plan and amendments thereto are submitted to the Bank of Russia.

6.2.10. The Exchange controls risks arising in the course of the Key Group Companies' activity. Most important risks are the central counterparty (hereinafter – CCP) risks assumed in the process of centralized clearing. In case of a Clearing Member's default the CCP shall fulfil its liabilities to the Non-defaulting Clearing Members. Managing these risks is one of the key priorities for the Group. In view of the above, a special system of financial and credit risk management was built on the basis of CCP, whose functions are performed by NCC.

The purpose of the CCP risk management system is restricting the risks assumed in each sphere of NCC activity and securing the volume of assets sufficient to cover the risks assumed. CCP financial and credit risk management includes continuous and consistent implementation of measures aimed at identifying, assessing, monitoring and controlling the risk types mentioned above.

The specific feature of credit risk in relation to CCP is associated with a CM's/credit organization's failure to fulfil its obligations. To manage credit risks the CCP sets admission criteria for the participants, checks the participants for their compliance with the admission criteria, issues initial margin requirements and takes other measures aimed at minimizing CCP credit risks.

Market risk (in relation to CCP) is only manifested in case of a credit risk event. To reduce market risks, the CCP controls Participants' collateral on a regular basis, assesses Participants' open positions, checks the mechanisms which secure Participants' positions closeout in case they fail to fulfil their liabilities.

To manage the risks of the Group's temporarily free assets placements:

- Criteria for temporarily free assets placements were defined; the CCP controls these rules' observance
- Limits and other restrictions for own assets/collateral placement were set (there are restrictions regarding counterparties, placement duration, etc.)

6.2.11. The shareholders, the trading and clearing participants, the Bank of Russia and other stakeholders are regularly informed about the risk management system status by way of reports or information published on the website.

Implemented plans:

In 2018 the Moscow Exchange Group obtained certificates ISO 27001:2013 (Information security management) and ISO 22301:2012 (Business continuity management) in the sphere of exchange trading, clearing services and providing services on securities, derivatives, FX and money markets.

Further plans:

The Exchange is planning to analyse and assess, on an annual basis, the operations of the risk management system, with the Supervisory Board considering the results of such analysis and assessment.

6.3. External audit

In order to verify and confirm the reliability of the accounting (financial) statements prepared in accordance with the legislation of the Russian Federation, as well as the financial statements prepared in accordance with International Financial Reporting Standards, the Exchange shall engage, on a contractual basis, an eligible audit firm, conducting audit activities in accordance with the laws of the Russian Federation and recognised auditing standards.

The Exchange shall establish a procedure for competitive selection of an auditor firm, according to which a special tender committee shall select the auditor for all the Group companies for 3 (three) years, from among the major international auditing firms. The Audit Committee and the Supervisory Board shall consider the candidate independent auditor, after which it shall be presented to the General Meeting of Shareholders.

Authorised employees of the external auditor shall cooperate with the Revision Committee, the Audit Committee and other supervisory bodies of the Exchange.

7. INFORMATION DISCLOSURE; INFORMATION POLICY

7.1. General provisions on disclosure of information by the Exchange

7.1.1. The Exchange shall seek to provide access of stakeholders to the information about all material facts relating to the Exchange, allowing them make informed investment and management decisions. Basic approaches and principles of information disclosure by the Exchange shall be set in the Regulations on Information Policy approved by the Supervisory Board of the Exchange.

In accordance with the Regulations on Information Policy, information disclosed by the Exchange shall be categorised into three groups:

- information on the activities of the Exchange as an issuer of securities and an organiser of trading, which shall be mandatorily disclosed in accordance with the laws and regulations;
- information disclosed voluntarily at the discretion of the Exchange;
- information disclosed freely upon request of stakeholders.

7.1.2. The Exchange is obliged to disclose information not only as a public company who issues securities, but also as an organiser of trading. Since the disclosure of such information is intended for different target audiences, the Exchange's website shall contain two subsections for the convenience of users: Issuer's Information and Trade Organiser's Information.

As an issuer of securities, the Exchange shall quarterly and from time to time disclose the lists of affiliates containing, among other things, information about companies in which the Exchange owns more than 20% shares. The Exchange shall disclose the quarterly issuer's report and publish securities prospectus and other relevant documents. The Exchange shall also disclose the financial statements prepared in accordance with the Russian Accounting Standards and the financial statements prepared in accordance with IFRS, as well as other materials containing financial reporting analysis.

As an organiser of trading, the Exchange shall disclose information on: its equity, user committees, rules of trading, rules for admission to the organised trade, other internal documents registered by the Bank of Russia, trade service tariffs; traders' defaults and violations; technical failures on the Exchange; other information and documents that may be material for traders.

The Exchange shall also disclose information about essential facts concerning the issuer and the organiser of trading, the Annual Report approved by the annual General Meeting of Shareholders, the articles of association and other internal documents regulating the activities of the Exchange, operational performance results, news on the major events, which may entail changes to the share price.

The Exchange shall disclose information about compliance with this Corporate Governance Code and on implementation of principles of corporate governance on its website in the Issuer's Information section as part of the Exchange's Annual Report.

3.5.1. Attaching great importance to its service users, the Exchange shall disclose, on its own initiative, the information about committees that have the section board status, as well as about all other committees of users, including their composition and decisions taken by such committees.

3.5.2. The Exchange shall promptly respond to requests for information from shareholders and other stakeholders.

The Exchange shall seek to maintain the policy of efficient interaction with shareholders through e-mails and, if requested, hardcopy communications.

3.5.3. The Exchange shall use public feeds to disclose the required information, including its official website and via publications in the News Line.

For foreign shareholders and investors, the English version of the website of the Exchange in the Internet shall have a special section called "<https://www.moex.com/en>", where investor news, basic information on the Exchange shares, dividend policy and dividend payments, financial and operational

performance, corporate governance, past and future events for investors and shareholder, as well as contact information shall be published.

7.2. Information disclosure principles

In its disclosures, the Exchange shall be guided by the following principles:

- **Completeness.** The information shall be disclosed by the Exchange in accordance with the Regulations on Information Policy and other regulations. Both positive and negative information about the Exchange is subject to disclosure in a scope stipulated by applicable normative legal acts.

- **Reliability.** Management bodies of the Exchange shall disclose information on the activities of the Exchange, and seek to avoid the possibility of its ambiguous or contradictory interpretations. Publishing of misleading information by the management bodies or employees of the Exchange shall be unacceptable. A person who makes a disclosure shall be liable for any inaccuracy.

- **Accessibility.** Information shall be disclosed in a way convenient for stakeholders. Information disclosed on the Exchange's website shall be free of charge and require no special procedures to be viewed.

- **Responsiveness and timeliness.** To ensure the continuity of disclosure, the Exchange shall establish the internal procedures for coordination of its units, which are in charge of prompt preparation, provision and disclosure of information.

- **Neutrality.** The Exchange shall seek to ensure that stakeholders are equally treated and the information disclosed is not related to interests of any persons or groups.

- **Controllability.** The process and times of disclosure, the structure and amount of information disclosed, methods, mechanisms and channels of disclosure shall be controlled by responsible officers of the Exchange and the regulator.

- **Confidentiality.** The Exchange aims at ensuring high level of information integrity regarding commercial confidentiality and insider information and preventing any misuse of such information.

The Exchange shall adhere to the principles of regularity, consistency, and comparability as regards the information disclosed.

Any information about the Exchange may not be used by employees and members of the management bodies of the Exchange for their personal purposes.

7.3. Investor and shareholder relations

The management bodies of the Exchange shall seek to maintain dialogue with the information users to monitor the effectiveness of disclosures and timely respond to changes in the information requirements of stakeholders.

To manage the process of communication with stakeholders, including investors and shareholders, the Exchange shall establish the Investor Relations Department to interact with shareholders and potential investors of the Exchange, the Communications Department, and the Corporate Governance Department to disclose the information of the Exchange.

Any investor or shareholder may contact the Exchange via any communication channel, including written requests in hardcopy or electronic form using the feedback forms posted in various sections of the Exchange's website. The Exchange shall promptly investigate any complaints from investors or shareholders and timely respond thereto.

Any abuse by a shareholder of his rights, either by action or omission, intended to harm other shareholders, the Exchange or its customers, including the right to obtain confidential

information/documents and/or insider information, shall be regarded as unacceptable behaviour by the Exchange. The Exchange expects that its shareholders will fully comply with current legislation, provide timely feedback and pro-actively participate in making decisions falling within the scope of the General Meeting of Shareholders in accordance with the Articles of Association.

Implemented plans:

By the end of 2015 the Exchange substantially updated the Regulations on Information Policy, determining the list and the procedure of supplementary information disclosure.

Further plans:

The Exchange is planning to systematize and to improve the structure and the volume of the information regarding corporate governance system and practice disclosed on the web-site.

8. MATERIAL CORPORATE ACTIONS

8.1. List of material corporate actions

The Exchange shall carry out material corporate actions on fair terms, respecting the rights and interests of the shareholders of the Exchange and other stakeholders.

The material corporate actions of the Exchange include:

- ✓ Material transactions made by the Exchange:
 - major transactions;
 - transactions the amount of which exceeds RUB 600 million, which subject is disposition or acquisition of real estate or non-core assets ;
 - sale of shares in subsidiaries⁶, which are essential⁷ for the Exchange, which may result in loss of control over such legal entities;
 - making decision on establishment by the Exchange (the Exchange's participation in the creation of) of affiliate entity, where the Exchange will have 50% or more in the charter capital of such legal entity;
 - on liquidation of legal entity, which is essential for the Exchange;
 - sale of treasury shares or quasi treasury shares (excluding sale of shares within the long-term incentive programme);
 - transactions involving assets of the legal entities controlled of Exchange, including NSD and NCC, in an amount exceeding 50% of the book value of such entities;
- ✓ Reorganisation of the Exchange
- ✓ Acquisition by a legal entity or an individual (group of persons) of 30 % or more of the voting shares (including the existing ones) in the Exchange (acquisition)
- ✓ Increase or decrease in the authorised capital, consolidation, split or conversion of shares of the Exchange
- ✓ Listing or delisting of the shares of the Exchange
- ✓ Change of the core business of the Exchange
- ✓ Actions that can lead to a material change in shareholders' rights or violation of their interests (in case the independent directors are of the opinion that such changes are material).

8.2. Principles of material corporate actions

In taking material corporate actions, the Exchange shall adhere to the following principles: protection of shareholders' rights; transparency; ability of shareholders to influence major corporate actions; compliance with corporate governance principles.

When taking major corporate actions affecting the rights and legitimate interests of Exchange shareholders, the Exchange shall be committed to provide the shareholders with conditions and mechanisms for exercising their rights provided by law.

Explanations of causes and terms of the proposed material corporate actions, as well as the possible consequences of such actions for the Exchange and its shareholders, shall be specified in detail in the documents to be provided to shareholders, if such material corporate actions are subject to

⁶ Controlled entity shall mean legal entity, where the Exchange owns 50% or more shares of charter capital.

⁷ "Essential" legal entities for the Exchange are NCC, NSD and MICEX-Finance.

approval by the General Meeting of Shareholders. Such explanations shall not be binding (in accordance with the current laws), but they shall be regularly used in the corporate practice of the Exchange in order to provide reliable information to its shareholders, ensure their ability to influence major corporate actions and, if necessary, obtain an adequate level of protection. Similar explanations shall be prepared for the members of the Supervisory Board to enable them make an informed decision on a material corporate action, which does not fall under the terms of reference of the General Meeting of Shareholders, or when the Supervisory Board considers an issue to be submitted to the General Meeting of Shareholders. Information on issues brought for the review by the Supervisory Board, including material corporate actions, shall be disclosed by the Exchange in the notice of the meeting of the Supervisory Board and its agenda. In addition, any shareholder owning no less than 1% of voting shares may request the Exchange to provide documents confirming the decisions taken by the Supervisory Board.

Depending on the importance of the material corporate action, the Supervisory Board and the executive bodies of the Exchange shall establish special working groups/temporary committees and engage independent directors among other persons in the activities of such groups/committees.

Each material corporate action has its special features both from the perspective of impacting on the Exchange position and the rights of its shareholders, and also from the perspective of its implementation rules and procedures.

Generally, detailed information about planned material corporate actions, which the Supervisory Board decides to take/approve, including reasons and timeframe for such actions shall not be disclosed. The Exchange seeks to keep reasonable balance between the interests of its shareholders and investors and those of the Exchange itself. The volume of disclosed information about the terms of material corporate actions before they are taken shall be determined (by the management) on a case-by-case basis.

8.3. Role of the Supervisory Board in material corporate actions. Rules and procedures of material corporate actions implementation.

The Supervisory Board plays a key role in making decisions or making recommendations on significant corporate actions based on the position of the Exchange's independent directors.

Independent directors shall have a special role to play in the assessment of material corporate actions and the prevention of corporate conflicts. Therefore, independent directors shall make a preliminary assessment of potential actions and draft resolutions, which may result in a corporate conflict. The results of such assessment shall be included in the set of materials to be prepared for the Supervisory Board meeting that is to examine the issue in question.

Material corporate actions are performed by the Exchange provided that the Supervisory Board makes a positive decision or makes a positive recommendation to the General meeting of shareholders in respect of such actions. Previously, the issue of a material corporate action is considered by the relevant Committees of the Supervisory Board. Information on the results of consideration of the issue by the relevant Committees is submitted to the members of the Supervisory Board in the set of materials for the relevant meeting and is reflected in the minutes of the meeting of the Supervisory Board.

8.3.1. Material transactions

The Exchange carries out material transactions at fair prices and on transparent terms that ensure the interests of all shareholders.

When approving material transactions, the Supervisory Board shall pay a special attention to the transaction price and take a separate decision on the fair market value of the property (to be sold or purchased).

The Exchange shall seek to ensure an objective assessment of property should a material corporate action takes place. One of the mechanisms for ensuring this shall be to involve an independent appraiser, with reputation recognised by the market and experience in a relevant sphere, (hereinafter, an independent appraiser) to assess property involved in material corporate actions.

Besides situations envisaged by legislation, the Exchange shall also involve an independent appraiser to determine the value of property when:

- a) making transaction whose amount exceeds 600 mln roubles and whose subject matter is immovable property or non-core assets;
- b) acquiring and divesting of property⁸, whose price and book value is 25% or more of the book value of Exchange assets (a major transactions);
- c) divesting of shares (stakes) of controlled legal entity of material importance to the Exchange if the Exchange loses control over such legal entities;
- d) converting shares/stakes in the event of Exchange restructuring (to determine the value of shares/stakes in the absorbed⁹ company).

The Exchange shall be entitled to involve an appraiser to set the value of shares outstanding in organised markets; in such a case the value of shares cannot be below the weighted average price set upon the results of organised trading during six months prior to the date when the Supervisory Board sets the price.

An independent appraiser can be selected either by the executive bodies of the Exchange or by the Supervisory Board on the basis of the nature of transaction and the assets to be purchased or sold.

The Exchange is aware of the fact that major transactions may have a significant effect on its financial status and has not performed any such transactions over the recent year. If the General Meeting of Shareholders is proposed to approve a major transaction under which the value of the assets exceeds 50% of the book value of the Exchange assets, the Supervisory Board shall inform the shareholders of their right to demand redemption of their shares by the Exchange, and the price and redemption procedure. Redemption of shares from the shareholders shall be carried out at a price determined with involvement of the independent appraiser.

The Supervisory Board shall review and define the position of the Exchange regarding a number of major corporate actions to be taken by key subsidiaries (NSD and NCC), including their reorganisation, increase or decrease of the share capital, approval of major transactions for more than 50% of the book value.

8.3.2. Reorganisation of the Exchange

The Supervisory Board may not recommend the general meeting of shareholders to approve a reorganisation, unless the Supervisory Board has made an assessment of the advantages and disadvantages of such reorganisation. The Supervisory Board shall arrive to a firm opinion on the need for such reorganisation and fairness and acceptability of its terms for the shareholders, including minority shareholders.

The Exchange refers a reorganisation to strategically important issues. The Strategy Planning Committee under the Supervisory Board shall assess feasibility of reorganisation of the Exchange and the Group companies. If there is a need for a comprehensive discussion of restructuring terms, the Supervisory Board may resolve to set up an interim advisory body to develop well-balanced recommendations on restructuring matters.

⁸ Except for exchange transactions relating to the business activity of the Exchange stipulated by the Charter, transactions on temporarily free cash fund placement and conversion transactions.

⁹ Except for absorbing a company within the Moscow Exchange Group.

In order to protect the interests of the shareholders, the Supervisory Board shall determine the share conversion ratio to be used in reorganisation, based on the market price of the shares. In order to evaluate each of the entities involved in the reorganisation and determine the share conversion ratio, the Supervisory Board shall engage an independent appraiser or provide the shareholders with a detailed justification for determination of share price. The Exchange will seek to it that the assessment of each legal entity involved in the same restructuring is made by one and the same appraiser.

8.3.3. Acquisition

The Supervisory Board and the executive bodies of the Exchange aim, as far as possible, to prevent hostile takeover of the Exchange and, if necessary, shall monitor implementation of the procedures of voluntary or mandatory offer and the fairness of the offer/acquisition price.

8.3.4. Increase of share capital

The share capital of the Exchange shall consist of common shares exclusively. No preferred shares have been issued. Such capital structure is most conducive to the implementation of the ‘one share is one vote’ principle and the property rights of shareholders. In case the Exchange decides to issue any preferred shares, the Supervisory Board shall ensure that such issue will not infringe the dividend rights of existing shareholders and will not dilute the shares.

Issue of any additional shares for a non-cash consideration is possible only in exceptional cases, when such consideration includes marketable securities or a unique property that is necessary for core activities of the Exchange. Such consideration shall be subject to evaluation by an independent appraiser with a good reputation and relevant experience.

Matters related to an increase in the authorized capital, with an option to pay in non-cash assets should preliminarily be examined by independent directors, who develop position on the fairness of terms for the planned increase in the authorized capital. If the independent directors submit a negative opinion, the Exchange will refrain from making a decision on an increase in the authorized capital under such terms.

8.3.5. Delisting

The Exchange is a public joint stock company whose shares were admitted (in February 2013) to organised trading with MICEX and included in the first (highest) grade quotation list. In preparing and carrying out the above admission, the Supervisory Board evaluated in advance all benefits and costs associated with the listing.

The Supervisory Board and the executive bodies shall manage the Exchange so that to exclude any actions, which may result in forced delisting of the shares of the Exchange.

Since the level of corporate governance is essential to the listing of a company’s securities, and failure to meet the corporate governance requirements set out in the Listing Rules may form the grounds for excluding the company’s securities from the quotation list, the responsibility for the Exchange’s compliance with the corporate governance requirements shall reside not only with the management bodies, but also with the shareholders. As part of the annual procedure of nominating candidates to the Supervisory Board, the shareholders of the Exchange (with support from the Nominations and Remuneration Committee) must make sure that the number of independent directors on the Supervisory Board is sufficient to meet the said requirements and establish the key Committees under the Supervisory Board.

In case any issues related to delisting of the Exchange shares arise, the Supervisory Board shall ensure transparency of a relevant decision, including the disclosure to shareholders of the grounds for

such decision and risks associated with the delisting, as well as to protect the rights of shareholders in the delisting procedure.

9. CORPORATE SOCIAL RESPONSIBILITY AND STAKEHOLDER RELATIONS

9.1. Purposes and principles of corporate social responsibility

9.1.1. The Corporate Social Responsibility of the Exchange is a set of principles and commitments by which the Exchange aims to be guided in its stakeholder relationships and affect the national economy, social sphere and environment.

9.1.2. The corporate social responsibility objectives of the Exchange include:

- integrating the principles of corporate social responsibility into the activities of the Exchange and its Strategy;
- forming an additional urge for higher competitiveness;
- improving management quality through systematic work and cooperation with users (clients);
- creating an additional urge for employees' loyalty through their greater involvement in socially significant issues;
- regulatory reforms in the areas systemically important for the Exchange;
- monitoring and control over the reputational risk related to corporate social responsibility.

The Mission of Moscow Exchange Groups as defined in the Group strategy is to contribute to the economic growth and restructuring of the Russian economy. One of the ways of its implementation is to create a convenient, reliable and transparent investment environment for Russian and foreign investors. The Exchange recognises its responsibility before customers – for the quality of services, to business partners – for proper performance of its obligations, to shareholders – for the results of its activities, to the society and the state – for respect of human rights and freedoms, and for its contribution to the development of the Russian economy.

9.1.3. In its relations with the public, the Exchange shall stick to the principles of a civilised, open, honest and socially responsible business, it shall participate in the economic development of the country and its citizens, including through financial literacy enhancement.

The corporate social responsibility and relationships with stakeholders shall be **based on the following principles**:

Transparency. The Exchange shall seek to ensure the transparency of its decisions and activities that influence the society, economy and environment. Timely provision of access to information enables stakeholders to assess the impact of decisions and activities of the Exchange on their interests.

Ethical behaviour. The Exchange shall deem the behaviour of its employees ethical if such behaviour corresponds to the mission of the Exchange, its vision and values.

Respect for the interests of stakeholders. The Exchange shall be open for stakeholders to discuss any matters of common interest; it shall create conditions for such a dialogue and be committed to achieving mutually acceptable solutions.

Supremacy of law and equality before the law. The Exchange shall follow the principle of supremacy of law, understanding that the law governs all regulations and bylaws, as well as its internal documents; the Exchange shall admit that the laws apply equally to all persons, without exception, and that no person can be relieved from responsibility for their actions.

Accountability. The Exchange recognises the need for regular reporting on the impact of its activities on the society, economy and environment. The Exchange shall consider a constructive criticism by stakeholders as a source of improvement, and it shall respond to such criticism, including measures aimed at preventing subsequent unintended and unforeseen negative impacts.

9.1.4. The Exchange confirms that the success and competitiveness of its operations are the result of teamwork, and they largely depend on the actions of stakeholders. The Exchange shall seek to create the conditions for mutually beneficial relations with stakeholders.

9.2. Ecological efficiency

9.2.1. Despite the fact that the Exchange's activities are not directly related to the increased risk of environmental pollution, the Exchange pursues a policy for its protection, reducing the harmful impact on the environment by consciously abandoning actions that clearly worsen the environment, and contributes to the reproduction of the environment by educating its employees.

9.2.2. The order of the Exchange's actions in the field of environmental protection is regulated by the program of industrial environmental control developed in 2017. The main tasks of environmental control at the Exchange's facilities and territory are: prevention and control of pollution, continuous reduction of environmental impact, quality control of environmental programs and compliance with environmental legislation, analysis of the Exchange's production processes for compliance with modern environmental requirements.

9.2.3. In 2017, a draft Waste generation standards and limits for their disposal were developed, in accordance with which all waste is disposed of in the buildings of the Exchange. Waste collection on the territory of the Exchange is carried out separately by types, hazard classes and other characteristics to ensure their proper placement and disposal.

9.2.4. To improve the environment at the Exchange facilities in 2017, landscaping of the courtyard, balconies in the head office was carried out, bicycle parking was organized on the adjacent territory.

9.3. Relations with service users/customers

9.3.1. The principle of the best interests of service users of the Exchange and the Moscow Exchange Group Companies shall be implemented using tools for effective interaction with market participants and issuers. The main tool of such interaction shall be user committees.

The Exchange and the Moscow Exchange Group Companies established user committees composed mainly of the users of the Group services and formed on the basis of the category of activity of the financial market participants, type of contracts and securities placed by the issuers. The committees are advisory bodies of the Exchange and the Moscow Exchange Group Companies. The Supervisory Board or the supervisory boards of Group companies shall establish such committees and elect members thereof, and approve the provisions thereon. The main objective of the committees established by the Exchange (and MICEX) is to prepare recommendations on the price of the organised trading services, amending the trading rules and the rules of admission, and other changes in the key internal documents of the Exchange regulating its relations with customers. In addition, user committees shall develop proposals for organisation of trade in securities, improving the clearing and settlement technologies, expanding the range of available tools and services; discuss proposed amendments to laws and other regulations, public circulation and issuance of securities, disclosures in the securities market, and corporate governance issues.

Along with the mandatory user committees that also perform the functions of section boards in accordance with the legislation on the organised trading, certain committees have been established by the Exchange on its own initiative to ensure continuous dialogue between the Exchange and its clients and their participation in the formulation of business initiatives. User committees served as a platform for the majority of business innovations implemented by the Exchange. They also discuss the issues of pricing and technological solutions.

More information about user committees established by the Exchange and their activities is available on the dedicated page of the Exchange's [website](#).

9.3.2. The Exchange Council is a voluntarily advisory body of the Exchange, acting on a permanent basis. It is a platform to discuss and make recommendations on the most significant issues of stock market development. In particular, the Exchange Council shall discuss and make recommendations to the Supervisory Board on the Group's strategy, development of the stock market infrastructure, clearing and settlement technologies, attraction of new market segment customers, and other important issues related to the stock exchange operations.

The Exchange Council shall include the competent representatives of the main players in the financial market: representatives of regulators, the Ministry of Finance and other government officials, leaders of the largest self-regulatory organisations and major service users, including members of the user committee established by the Group. The Regulations on the Exchange Council, its members and decisions are available on the Exchange's [website](#).

9.3.3. Taking into account the fact, that many shareholders of the Exchange are also its customers, the Exchange takes care to provide services to customers on equal terms, preventing obtainment of unfair advantages.

9.3.4. The shareholders' agreement in respect of the shares in NSD concluded in 2011 on the initiative of the Exchange is a tool for interaction with the users of custody services. As the sole shareholder of the NSD, the Exchange has sold 1 (one) share in NSD to each service user and fixed the shareholders' right to participate in the general meeting of shareholders, elect the members of the supervisory board, members of user committees and committees under the supervisory board, participate in amending the articles of association, etc.

The text of the [Shareholders Agreement](#) can be found at the NSD website.

9.4. Relations with other stakeholders

9.4.1. Employees of the Exchange are the most valuable resource of the Exchange. The Exchange shall seek to create additional conditions to enhance its employees motivation. Each employee shall undergo an annual performance assessment as part of the annual Performance Management Process. The annual bonus is paid to the employees on the basis of such individual performance assessment. The Exchange has a Long-Term Incentive Programme for certain categories of employees. In certain cases the Exchange provides additional social support to its employees (financial support, additional medical insurance, international medical insurance, etc.).

In accordance with the legislation of the Russian Federation and its own Code of Business Ethics, the Exchange shall not allow any discrimination in the sphere of labour. The Code of Business Ethics updated in 2016 enshrines the commitment of all personnel to the principles of equality in employment entitlements, absence of any discrimination of the personnel and customers irrespective of their sex, race, colour, nationality, language, origin, property, family or social status, occupation, age, place of residence, religion, beliefs, membership or non-membership in public organisation or any social groups. The Exchange shall show respect for cultures, opinions, life styles of all employees, shall not participate in any actions that might promote hostility, insult or violation of human dignity at work.

Increasing the importance of corporate culture is one of the key strategic initiatives of the Exchange. The Exchange has developed, implemented and plans to periodically review its corporate Values.

The Performance Management Process assesses the employees' adherence to the corporate values and the level of corporate competencies, based on those values. As a result of the assessment, every employee of the Exchange shall have an annual personal development plan approved, according to which the Exchange organises internal and external trainings.

9.4.2. The Exchange is committed to building long-term, sustainable and mutually beneficial relationships with its contractors. The Exchange shall establish a competitive procedure for selecting contractors, which makes the contracting process transparent and allows the Exchange to select the most appropriate counterparties.

9.4.3. The Exchange recognises that no major strategic and business initiative is possible without regulatory reforms. The Exchange shall closely cooperate with government agencies and the Bank of Russia in the law-making process and formation of best practices. Representatives of the Exchange and the Moscow Exchange Group Companies shall take an active part in the discussion and elaboration of legislative initiatives aimed at improving the organisation of trade in the financial markets, corporate governance and other spheres.

9.4.4. The Exchange is a member of associations operating on the financial market. Top managers of the Exchange are included in the management bodies of self-regulatory and other organisations and participate in their activities.

9.4.5. The Exchange participates and provides assistance in arranging of professional conferences on the financial market, hosts the Exchange Forum - one of Russia's largest professional conferences of the professional financial market participants.

9.4.6. The Exchange shall contribute to the financial education, support research in the field of financial markets, and sponsor the professional publications.

9.4.7. The Exchange has established joint programmes with leading universities of the country, aimed at training qualified specialists in the stock exchange industry and implementation of economic and technology research projects.

9.4.8. Charitable activities of the Exchange shall be aimed at helping those who need it, especially children, as well as at funding public projects through social foundations. Cooperation with charitable non-profit organisations shall increase the efficiency of social expenditures and contribute to reaching a larger number of beneficiaries. It is extremely important for the Moscow Exchange Group to involve its employees in charitable activities as volunteers and donors. The Exchange has established the Committee on Charity Policy, which takes decisions on social assistance in accordance with the approved annual budget and plan.

9.4.9 The stakeholders shall be informed of the Exchange's activities in the field of corporate social responsibility through inclusion in the annual report of relevant information concerning:

- improvement of quality and development of customer services,
- improvement of personnel and social policy; development of professional and personal skills of employees; occupational health and safety compliance;
- participation in large-scale nation-wide educational programmes to improve financial literacy of the population;
- participation in charitable and social activities.

9.4.10. In its activity, the Exchange shall adhere to high standards in preventing corruption offences. In terms of managing the risk of corruption offences, the Exchange shall comply with its basic principles laid down in the Policy on Prevention of Corruption Offences, approved in 2015, namely, to prevent actions related to any signs of corruption offences, launch an inquiry if a situation with the signs of corruption has been identified and provided grounds for assuming a corruption risk, analyse the risk of business relations with counterparties, train the personnel. The key special features of the Policy shall be:

- a ban on granting/receiving any material valuables with the intent of facilitating a solution to any matter (including gifts);

- a ban on entering into transactions with third parties doing their business on behalf of or in the interests of the Exchange;
- availability of procurement controlling body to decide on contract awards;
- anticorruption terms and conditions (clauses) available in agreements;
- counterparty screening;
- an option for employees to report on corruption risk (including anonymously).

Further plans:

The Exchange recognises the need for drawing up a corporate social report in accordance with internationally accepted procedure. In the near future, it plans to develop a Corporate Social Responsibility Policy.

10. CORPORATE GOVERNANCE PRINCIPLES IN THE MOSCOW EXCHANGE GROUP COMPANIES

In collaboration with the Group companies, the Exchange shall be focused on balanced sustainability and seek to introduce into the practices of the controlled companies of modern principles of corporate governance, in order to effectively supervise their activities, taking into account the nature, scale and complexity of the risks faced by the Exchange and the Moscow Exchange Group Companies.

The Exchange recommends that the Moscow Exchange Group Companies adhere to the following principles of corporate governance:

- ✓ protecting and respecting the rights and interests of all shareholders of the Moscow Exchange Group Companies;
- ✓ effective management of shares in the Moscow Exchange Group Companies;
- ✓ transparency and objectivity of disclosure of information about the Moscow Exchange Group;
- ✓ efficient management of the Moscow Exchange Group Companies' capital;
- ✓ acting in the best interests of users of the services provided by the Moscow Exchange Group;
- ✓ equal requirements for access to the services provided by the Moscow Exchange Group;
- ✓ effective employment policy;
- ✓ social and corporate responsibility.