

BUSINESS MODEL

Capital
(resources)



Social reputation

8 countries of presence
2 Intergovernmental agreement



Human

12,311 Group headcount including foreign employees
3 in-house leadership and technological competence schools
Healthcare for employees and their families
13,118 persons insured by voluntary health insurance (VHI)
7 types of medical care provided by VHI



Organizational

36 Digital projects
71 Process management projects
18 Change projects



Technological

2 Scientific institutes



Operational

58 years of experience with complex deposits:
>20 producing enterprises

Integrated in-house service throughout the entire production process:
8 enterprises of the Service unit

In-house Downstream unit in BiH
5 downstream segment enterprises



Financial

Net debt
NONE

STRATEGIC PRIORITIES



Expansion

~15

mln tons of oil equivalent
HC production by 2030



Talent management

EFFICIENT

team



Corporate evolution

MAX

decision-making
speed



Technological leadership

100%

assurance
of technological
competencies for
the Company's projects

EXPLORATION

111.4

mln TOE
reserves

PRODUCTION

4.4

mln TOE

Design

68

projects

113

projects

Drilling

101.7

thousand m

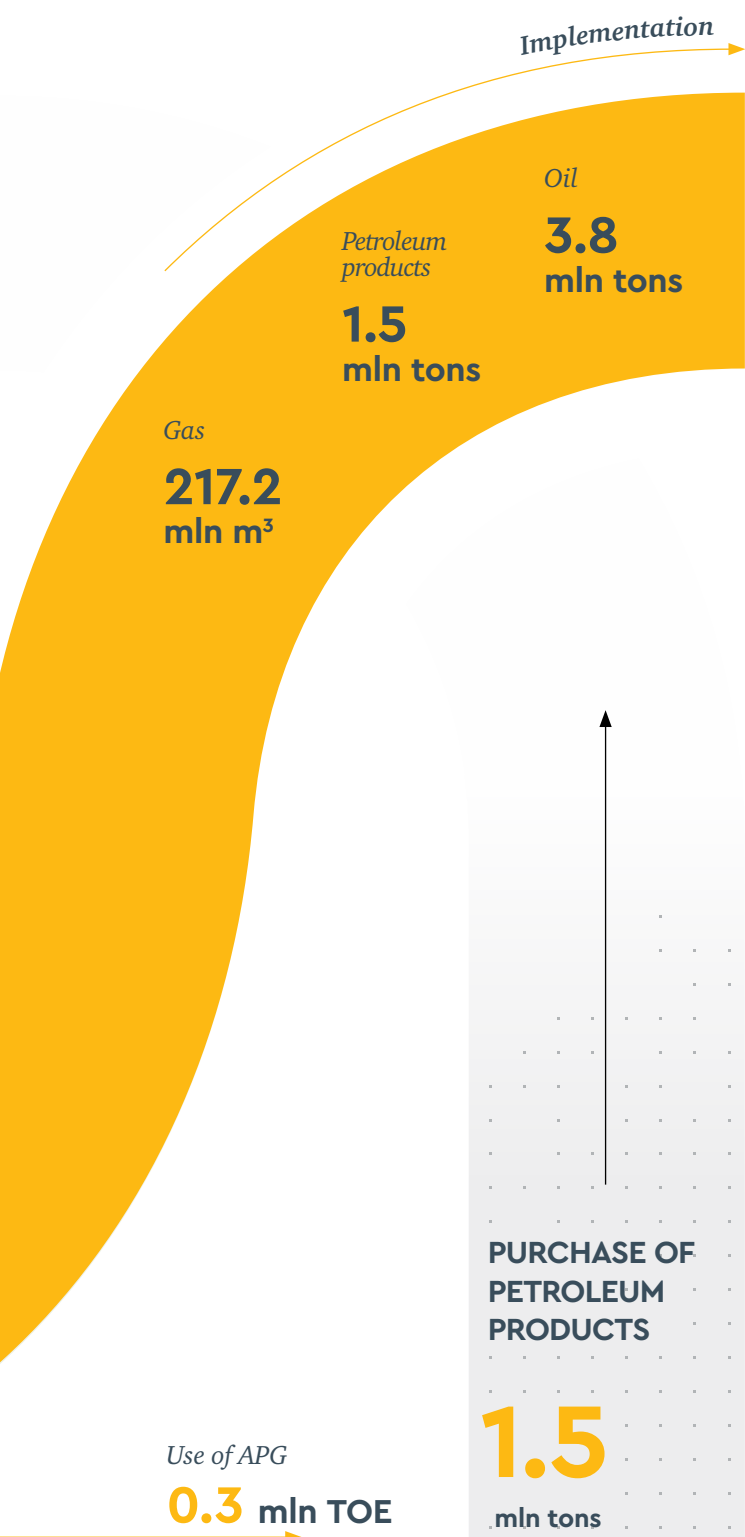
ONSHORE

76.8

thousand m

OFFSHORE

PARTNERS



REVENUE

86.4
RUB bln

EBITDA

21.5
RUB bln

NET PROFIT

9.2
RUB bln

Capital
(outcomes)

Social reputation

RUB 78.9 bln taxes paid in all countries of presence
RUB 157 mln contributions to social programs and charity

Human

- Development of an institute of expert methodologists
60 methodologists
117 candidates as experts on strategic competencies
- NestroLEAD talent identification and development contest
757 participants
80 finalists
40 winners
- PWC Head Hunter Rating (for companies with 1,000-5,000 employees)
39th place
4th place in Power and Raw Materials Production, and No. 1 in Russia for the 5Z Culture pilot project

Organizational

Standout for the government:
100% fulfillment of government requirements
NO CLAIMS from the regulatory authorities
100% fulfillment of directives of the Russian government and the Board of Directors

Technological

1 in the ITF's¹ assessment of the quality of innovation development program reports
0,53% share of R&D in revenue
4 patents

Operational

126% reserve replacement rate
86% contingency of exploratory drilling
USD 2,7/bbl cost of reserve increment from oil and gas exploration

Financial

RUB 6.7 bln of dividends transferred to the RF budget
0,2 EBITDA/Revenue



Zarubezhneft is a conduit for the government's fuel and energy interests on the international arena

¹ ITF – Interagency Task Force on Technological Development under the Government Commission on Economic Modernization and Innovative Development of Russia (Ministry of Economic Development of the Russian Federation)