

LIST OF PROGRAMS IMPLEMENTED BY ZARUBEZHNEFT AS PART OF THE DEVELOPMENT STRATEGY AND LONG-TERM DEVELOPMENT PROGRAM

- ▶ The updated Innovative Development Program of Zarubezhneft for 2016–2020 (with a view to 2030) was approved by the Zarubezhneft Board of Directors
- ▶ Health, Labor, Environment, Safety, and Social Responsibility Policy of Zarubezhneft
- ▶ Efficiency Improvement and Cost Optimization Program of ZARUBEZHNEFT GROUP
- ▶ The Increasing Labor Productivity Program was prepared and included in the Long-Term Development Program of Zarubezhneft based on Directive No. 7389p-P13 dated October 31, 2014
- ▶ A set of measures for the planned and gradual replacement of the procurement of foreign products, work, and services with equivalent Russian products, work, and services was approved as part of Appendix No. 8 to the Long-Term Development Program
- ▶ A list of program measures to achieve the strategic goals of the Company's Corporate Strategy was approved as part of Appendix No. 10 to the Long-Term Development Program
- ▶ The measures of the Long-Term Development Program to accelerate the growth rates of investments in fixed assets of the 'Exploration and Production' segment were approved as part of Appendix No. 14 to the Long-Term Development Program

LIST OF INTERNAL REGULATORY DOCUMENTS GOVERNING ACTIVITIES TO PREPARE THE ANNUAL REPORT

- ▶ Regulation No. 316 on the Preparation and Publication of the Annual Report of Zarubezhneft dated October 28, 2019
- ▶ Regulation on Internal Audit at Zarubezhneft (approved by a resolution of the Board of Directors dated November 20, 2018, Minutes No. 160)
- ▶ Policy on Interaction between the Audit Committee of the Zarubezhneft Board of Directors and the External Auditor (approved by a resolution of the Board of Directors dated November 24, 2016, Minutes No. 131)
- ▶ Internal Control Policy at Zarubezhneft (approved by a resolution of the Board of Directors dated June 26, 2016, Minutes No. 125).
- ▶ Methodology for Planning and Conducting Internal Audits (approved by Order No. 14 dated January 21, 2019)
- ▶ Regulation for Conducting Audits at Subsidiaries (approved by Order No. 409 dated December 21, 2017)