STRATEGY TO 2030: TO BUILD A NEW-GENERATION COMPANY

GAZPROM NEFT BY 2030 — A GLOBAL INDUSTRY BENCHMARK IN TERMS OF EFFICIENCY, SAFETY, AND TECHNOLOGICAL ADAPTABILITY

BUSINESS OBJECTIVES

- To consolidate our position among the world’s top-10 oil and gas companies in terms of liquid-hydrocarbon production
- Maximising the added value of every barrel per tonne of oil produced and refined
- The market leader by ROACE¹ (not less than 15%)

TRANSFORMATION

- Operational
- Digital
- Cultural
- Organisational

¹ Return on average capital employed
GAZPROM NEFT IS RANKED THIRD IN RUSSIA BY PRODUCTION AND REFINING VOLUMES

96.1 MTOE\(^1\)
PRODUCTION\(^2\)

40.4 MILLION TONNES\(^3\)
REFINING THROUGHPUT

23.1 MILLION TONNES
SALES OF OIL PRODUCTS THROUGH PREMIUM RETAIL CHANNELS

3.9 BILLION TOE
RESERVES (SPE/PRMS)

\(^1\) Tonne of oil equivalent (toe) is the unit used throughout the oil industry and applied to all hydrocarbons to measure one unit of energy
\(^2\) Including production in joint ventures and assets located abroad
\(^3\) Of which 37.1 million tonnes (mt) is the volume refined in Russia
GAZPROM NEFT LEADS THE INDUSTRY BY VARIOUS EFFICIENCY INDICATORS

- **₽ 2 TRILLION** REVENUE
- **₽ 485.2 BILLION** ADJUSTED EBITDA\(^1\)
- **₽ 117.7 BILLION** NET PROFIT
- **№1** IN TERMS OF INFORMATION TRANSPARENCY\(^2\)

---

\(^1\) Includes proportional EBITDA from associated and jointly controlled companies

\(^2\) Interfax, AK&M
GAZPROM NEFT IS THE LEADER IN IMPLEMENTING HIGH-TECH PROJECTS IN THE RUSSIAN ARCTIC

**NOVOPORTOVSKOYE FIELD**
- THE FIRST FRESHWATER ARCTIC OIL TERMINAL IN THE WORLD
- THE NOVY PORT PROJECT IS RECOGNISED AS A UNIQUE ARCTIC PROJECT IN TERMS OF ITS TECHNOLOGY
- A CUTTING-EDGE TANKER FLEET AND ICEBREAKER SUPPORT

**VOSTOCHNO-MESSOYAKHSKOYE FIELD**
- THE NORTHERNMOST ONSHORE FIELD IN RUSSIA
- INFRASTRUCTURE CONSTRUCTION UNDER PERMAFROST CONDITIONS
- CUTTING EDGE ENVIRONMENTALLY FRIENDLY TECHNOLOGIES

**PRIRAZLOMNOYE FIELD**
- THE ONLY OFFSHORE RIG CURRENTLY IN PRODUCTION ON THE RUSSIAN ARCTIC SHELF
- A “ZERO EMISSIONS” SYSTEM PREVENTS THE DISCHARGE OF ANY PRODUCTION OR DRILLING WASTE INTO THE SEA

* IPTC International Industry Award
A LEADER IN TECHNOLOGICAL PERFORMANCE

THE COMPANY’S MOST IMPORTANT TECHNOLOGY CENTRES

GAZPROMNEFT-TECHNOLOGICAL PARTNERSHIPS
Developing viable technologies for producing hard-to-recover oil reserves, monetising technological solutions, and creating partnerships

SCIENCE AND TECHNOLOGY CENTRE
Developing technologies to improve efficiency in geological prospecting and hydrocarbon production

PRODUCTION CONTROL CENTRE
Improving production efficiency through building “digital twins” of fields

INTEGRATED FIELD DEVELOPMENT CENTRE
Supporting all phases of major production projects — from planning and commissioning infrastructure to drilling wells and operating new assets

EFFICIENCY CONTROL CENTRE
Managing products’ entire value chain

DIGITAL TRANSFORMATION CENTRE
Developing AI, robotics, drone, additive technology, video analytics and blockchain solutions

PROJECT MANAGEMENT CENTRE
Deploying cutting-edge technologies for implementing major oil and gas production projects in the Arctic, Siberia and Iraq

INDUSTRIAL INNOVATIONS TECHNOLOGY CENTRE
R&D in petrochemicals, catalysts, biotechnology and new materials

>600 DIGITAL PROJECTS ACROSS ALL BUSINESS AREAS

DEVELOPING GAZPROM NEFT’S R&D CLUSTER
PRODUCTION GROWTH

IN EXCESS OF INDUSTRY TRENDS

HYDROCARBON PRODUCTION (MTOE)

2013 62.2
2014 66.2
2015 79.7
2016 86.2
2017 89.7
2018 92.9
2019 96.1
2020 96.1
2030 96.1
STATE-OF-THE-ART OIL REFINING

PRODUCING HIGH-QUALITY, ENVIRONMENTALLY FRIENDLY PETROLEUM PRODUCTS

THE COMPANY IS MANAGING A FULL-SCALE MODERNISATION PROGRAMME ACROSS ITS MOSCOW, OMSK AND PANČEVO (SERBIA) REFINERIES AS A RESULT, THE CONVERSION FACTOR AND LIGHT-PRODUCT YIELD WILL INCREASE, AND ENVIRONMENTAL PERFORMANCE WILL IMPROVE

* Gazprom Neft’s share in Slavneft-YANOS’ total refining volumes

<table>
<thead>
<tr>
<th>TOTAL REFINING VOLUMES 2020</th>
<th>THE OMSK REFINERY</th>
<th>THE MOSCOW REFINERY</th>
<th>SLAVNEFT-YANOS*</th>
<th>THE PANČEVO REFINERY (SERBIA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>40.4 MILLION TONNES</td>
<td>19.8 MILLION TONNES</td>
<td>10 MILLION TONNES</td>
<td>7.3 MILLION TONNES</td>
<td>3.3 MILLION TONNES</td>
</tr>
</tbody>
</table>
### AN EFFICIENT FILLING-STATION NETWORK

**AN EXTENSIVE FILLING-STATION NETWORK IN RUSSIA AND ABROAD**

| >2,000 | 9.8 | 17 | 13.3 |
| FILLING STATIONS | MILLION TONNES | TONNES PER DAY | MILLION MEMBERS |
| IN RUSSIA, THE CIS AND EUROPE | 2020 FILLING STATION SALES | THE GAZPROMNEFT NETWORK IS A MARKET LEADER IN RUSSIA BY AVERAGE DAILY PER-STATION SALES | IN THE “ON OUR WAY” LOYALTY PROGRAMME |

2020 FILLING STATION SALES

THE GAZPROMNEFT NETWORK IS A MARKET LEADER IN RUSSIA BY AVERAGE DAILY PER-STATION SALES
AVIATION REFUELLING

MARKET-LEADING POSITIONS IN AVIATION REFUELLING AT AIRPORTS IN RUSSIA AND ABROAD

71 COUNTRIES

3 MILLION TONNES 2020 AVIATION REFUELLING SALES

322 AIRPORTS ACROSS THE AVIATION REFUELLING NETWORK
A MAJOR PLAYER IN THE RUSSIAN BUNKERING MARKET

1.8 MILLION TONNES
2020 MARINE-FUEL SALES

8 BUNKERING VESSELS

31 PORTS IN RUSSIA AND ABROAD
ADVANCED ENGINE OILS

HIGH-TECH PRODUCTION FACILITIES IN RUSSIA AND ABROAD

310,000 TONNES
2020 SALES THROUGH PREMIUM CHANNELS

102 COUNTRIES
INTERNATIONAL SALES COVERAGE

PRODUCTION ASSETS

– OMSK
– FRYAZINO (MSCOW OBLAST)
– BARI (ITALY)
– NIZHNY NOVGOROD
– YAROSLAVL
– NOVI SAD (SERBIA)
– GAZPROMNEFT MARINE LUBRICANTS (SINGAPORE)
HIGH-TECH BITUMEN PRODUCTS*

LEADING THE RUSSIAN BITUMENS MARKET

2.9 MILLION TONNES
2020 BITUMEN SALES

60 COUNTRIES
RECEIVING BITUMEN EXPORTS

PRODUCTION ASSETS

- MOSCOW
- RYAZAN
- OMSK
- SALSK (SARATOV OBLAST)
- SHYMKENT (KAZAKHSTAN)
- NOVI SAD (SERBIA)
- VYAZMA (SMOLENSK OBLAST)

* Bitumen is a petrochemical product used in road construction and maintenance and housing and utilities
THE ENVIRONMENT

OUR SENSE OF RESPONSIBILITY — TOGETHER WITH CUTTING-EDGE TECHNOLOGIES — GUARANTEES ENVIRONMENTAL SAFETY

> ₽100 BILLION

GAZPROM NEFT’S PLANNED INVESTMENT IN THE FEDERAL «CLEAN AIR» PROJECT*

GAZPROM NEFT ONLY PRODUCES EURO-5 FUELS

THE “BIOSPHERE” BIOLOGICAL TREATMENT FACILITY IS AN INNOVATIVE WASTEWATER TREATMENT COMPLEX DEVELOPED USING RUSSIAN TECHNOLOGIES, AND MAKING POSSIBLE “CLOSED-CYCLE” WATER CONSUMPTION

SEISMIC TECHNOLOGIES — “GREEN SEISMIC” — REDUCES MANMADE ENVIRONMENTAL IMPACTS AND PRESERVES FORESTED AREAS

ENVIRONMENTAL MONITORING IS UNDERTAKEN AT ALL PRODUCTION FACILITIES. ENVIRONMENTAL IMPACT ASSESSMENTS ARE MANDATORY IN ALL MANAGERIAL AND INVESTMENT DECISION MAKING

* The “Clean Air” project is a federal initiative aimed at reducing impacts on the atmosphere
GAZPROM NEFT is a signatory to the United Nations Global Compact and supports the implementation of the Paris Agreement on climate change.

GAZPROM NEFT has joined the world’s leading CDP-rated companies.

-0 Fatal injuries among company employees
-0 Industrial disasters
-9.7% Reduction in GHG emissions*  

* Scope 1 and Scope 2 GHG Protocol emissions
GAZPROM NEFT OFFERS ITS EMPLOYEES ATTRACTIVE WORKING CONDITIONS AND OPPORTUNITIES FOR SELF-FULFILMENT

RUSSIA'S BEST EMPLOYER¹

82.960 PEOPLE ARE EMPLOYED AT GAZPROM NEFT²

78.392 PEOPLE COMPLETED TRAINING IN 2020

¹ ‘Major companies’ category (hh.ru)  
² As at 31.12.2020
ONE OF THE MOST SUCCESSFUL AND BEST-KNOWN LOCAL-DEVELOPMENT INITIATIVES BY ANY RUSSIAN BUSINESS

— INTEGRATED NEIGHBOURHOOD ENHANCEMENT AND ENVIRONMENTAL PROTECTION INITIATIVES

— CREATING AN ENVIRONMENT TO DEVELOP AND PROMOTE LOCAL COMMUNITY CULTURAL, HUMANITARIAN AND CREATIVE INITIATIVES

— SUPPORTING YOUNG TALENT AND POPULARISING SCIENCE AND YOUTH SPORT

— INTEGRATING THE ETHNIC MINORITIES OF THE RUSSIAN FAR NORTH INTO TODAY’S ECONOMY WHILE PRESERVING THEIR CULTURAL IDENTITY

YOUNG PROFESSIONALS RECEIVED TRAINING AND/OR UNDERTOOK RESEARCH WITH COMPANY SUPPORT

2.500

TOTAL SOCIAL INVESTMENTS IN 2020

₽ 6.4 BILLION

2.500 YOUNG PROFESSIONALS RECEIVED TRAINING AND/OR UNDERTOOK RESEARCH WITH COMPANY SUPPORT

₽ 6.4 BILLION

TOTAL SOCIAL INVESTMENTS IN 2020

---

GAZPROM NEFT  |  19