

INVESTMENT CASE

Extensive Resource Base

Higher Refining Margin
as a Result of Refinery
Upgrades

New Digital Technologies
in The Petroleum Products
Sales Chain

Managing the Value Chain
as a Single Asset

Operating Efficiency
and Industrial Safety
Framework Across
All Lines of Business

Flexible Decision Making
in Investment Activities

Ambitious Goals
in Environmental Protection
and Social Responsibility

Growing Operating
Cash Flow and Dividend
Payments

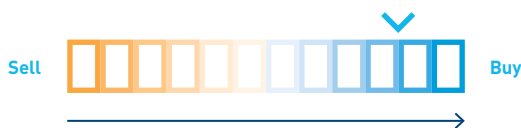
2025 GROWTH STRATEGY

- > Production -100 mtoe
- > Refining volumes in Russia -40 mt
- > Sales via directly-owned channels - 100%

2030 EXCELLENCE STRATEGY

- > Maximizing added value from every barrel
- > Maintaining a position among the top 10 public liquid hydrocarbon producers by volume (assuring annual production growth in line with industry)
- > Leading the market by ROACE (at least 15%)
- > Securing industry leadership in technology, efficiency and HSE

MARKET VALUATION



CONSENSUS FORECAST confirms
the Company's strong upside potential

₽ **396**

average analyst
share target price

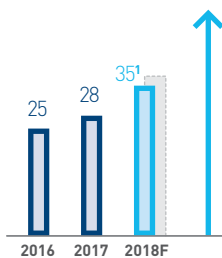
+23%

upside potential
(vs price
as at 25 March 2019)

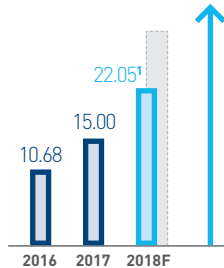
MARKET CAPITALISATION AND SHAREHOLDER RETURN

CONSISTENT GROWTH IN DIVIDENDS

Percentage of net profit (IFRS) (%)



Total dividends per share (₽)



¹ For 9M 2018.

DIVIDENDS

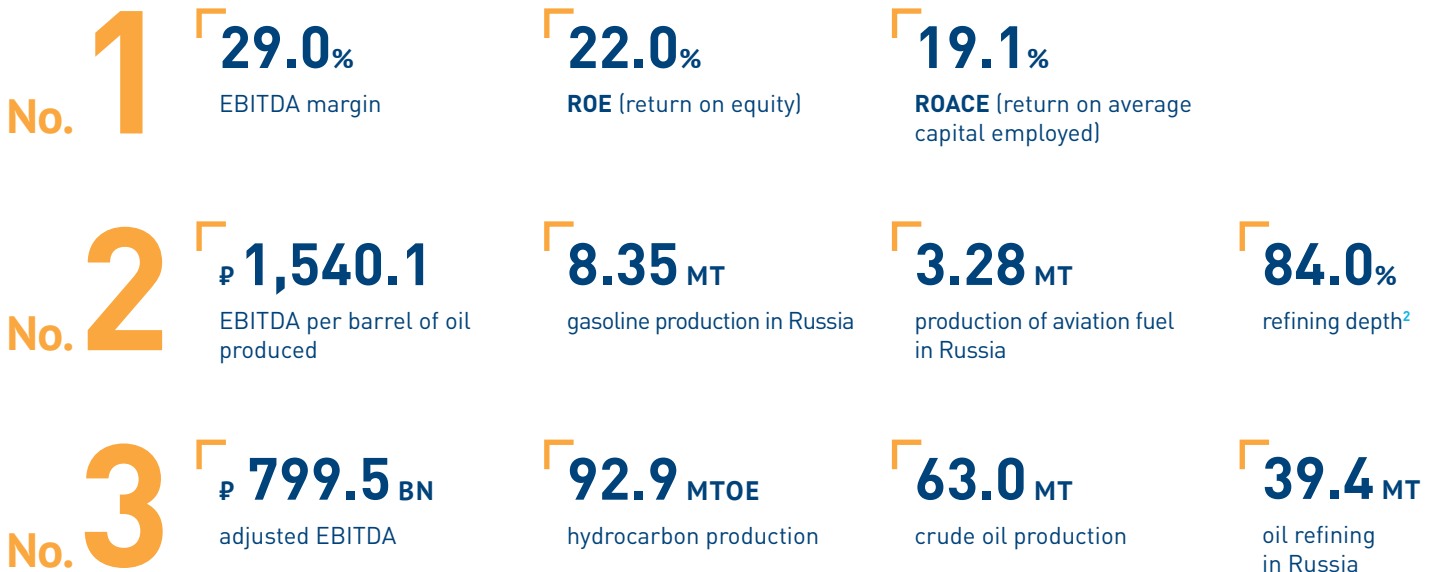
35%+ net-profit dividend distribution in 2018 (IFRS)

RECORD-BREAKING CAPITALISATION

₽ 1.6_{TN}
 market capitalisation
 As at 31 December 2018

+43%
 share price growth
 in 2018

THE COMPANY'S POSITION IN THE INDUSTRY



² Based on data by CDU TEK for vertically integrated oil companies.