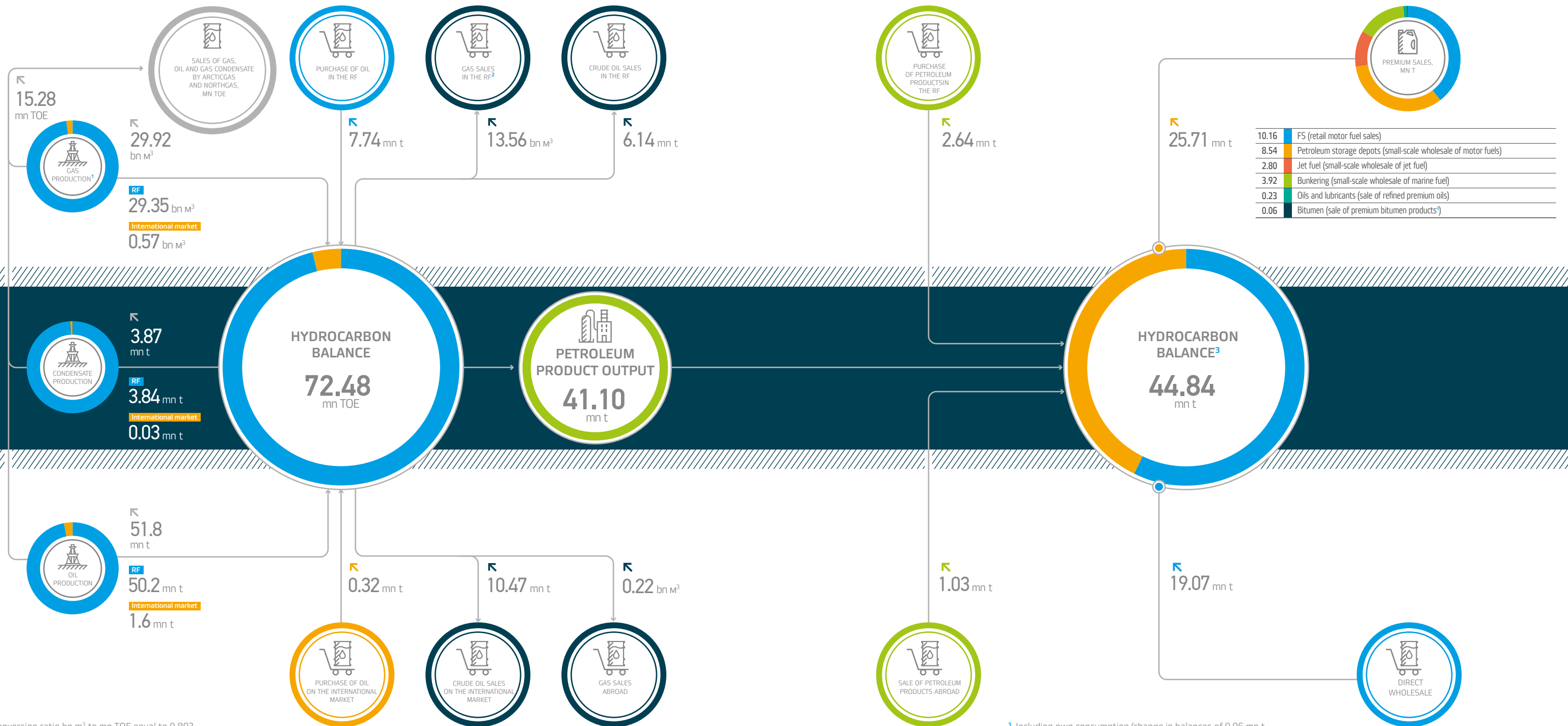


Highly-efficient business model

Gazprom Neft's business model is based on the notion of vertical integration. Engaging in activities that are part of the entire production chain such as geological exploration, the development of oil fields, production, refining and the sale of oil and petroleum products, including high-margin end-use products, ensures the Company's sustainability and helps to improve efficiency in the future.



¹ Conversion ratio bn m³ to mn TOE equal to 0.803.
² Including own consumption/change in balances of 2.0 bn m³.

³ Including own consumption/change in balances of 0.06 mn t.
⁴ Polymer-bitumen binders and bitumen emulsions.