

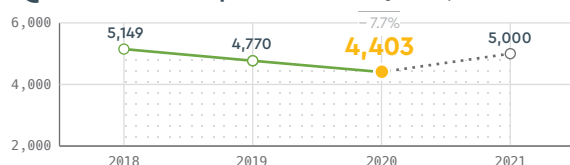
# KEY PERFORMANCE INDICATORS

## OF ZARUBEZHNEFT GROUP

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### Production performance

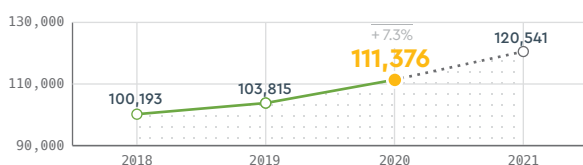
#### GROSS HYDROCARBON PRODUCTION OF ZARUBEZHNEFT GROUP (INCLUDING EQUITY INTEREST), thousand tons of oil equivalent



In 2020, ZARUBEZHNEFT GROUP, along with most Russian vertically integrated oil companies, was subject to production restrictions under the OPEC+ agreements

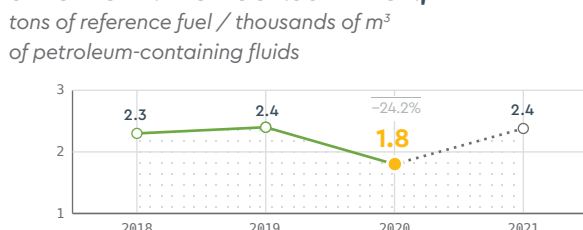
For most major VIOCs, production declined by around 1% compared with the previous year

#### RESERVES OF ZARUBEZHNEFT GROUP (INCLUDING EQUITY INTEREST), thousand tons of oil equivalent 0G1



The Company continued to systematically increase its resource base through active expansion into Russian and foreign oil and gas markets

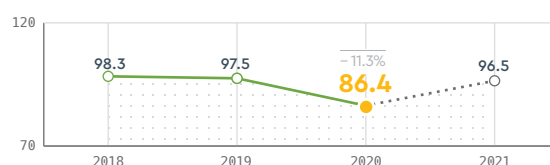
#### SPECIFIC ENERGY CONSUMPTION, tons of reference fuel / thousands of m<sup>3</sup> of petroleum-containing fluids



The implementation of the Energy Conservation and Efficiency Improvement Program ensures a reduction in production costs in the Group's production segments and enhances its competitiveness on the Russian and global markets

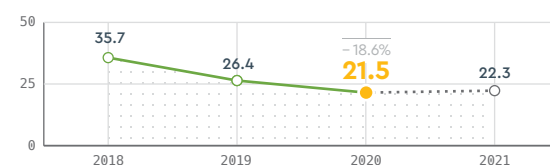
### Financial and economic indicators

#### REVENUE, RUB bln<sup>1</sup>



The development of alternative sources of income, particularly trading activities, enabled the Group to mitigate the negative impact of the macroeconomic environment

#### EBITDA, RUB bln



Consolidated EBITDA of RUB 21.5 bln provided an EBITDA margin of 26% and enabled ZARUBEZHNEFT GROUP to remain competitive both among Russian oil and gas companies as well as global oil and gas industry leaders  
For most major VIOCs, EBITDA declined by 29% to 90%

#### DIVIDENDS, RUB bln



The Company continued to increase dividend payments to the budget of the Russian Federation for a fourth consecutive year and paid a record dividend of RUB 6.7 bln

<sup>1</sup> A calculation of the indicator is given on page 67

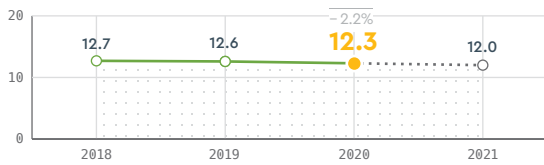
Similar key indicators are available on the Company's website



**Social indicators**

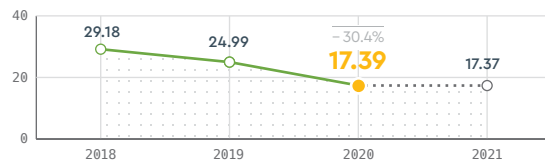
**Environmental indicators**

**HEADCOUNT, thousand people**



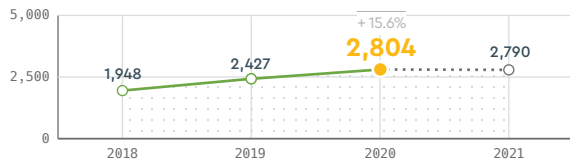
The implementation of a set of measures to improve efficiency ensures the systematic optimization of the Group's headcount

**GROSS AIR EMISSIONS, thousand tons**



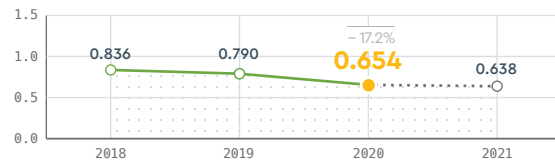
The implementation of the gas program ensured a systematic reduction in air emissions

**SOCIAL PAYMENTS, RUB mln**



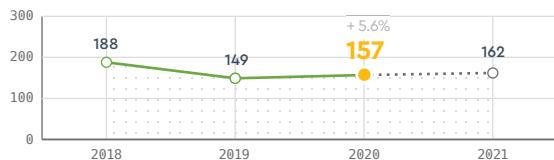
Zarubezhneft maintains the status of a socially oriented oil and gas company, and all social payments were made in 2020 as planned without any cuts despite the pandemic

**GREENHOUSE GAS EMISSIONS, mln tons of CO<sub>2</sub> equivalent**



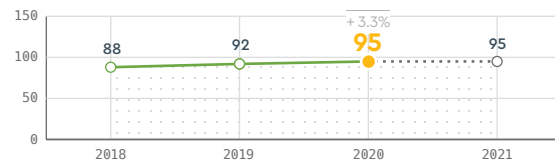
The Group continued to reduce greenhouse gas emissions by unconditionally observing the Paris Climate Agreement

**CHARITY AND SOCIAL PROGRAMS, RUB mln**



ZARUBEZHNEFT GROUP's activities have a major impact on the socioeconomic development of the regions where it operates

**UTILIZATION OF ASSOCIATED PETROLEUM GAS, %**



The Group's production enterprises continued to maintain the gas utilization rate at the level prescribed by law during the reporting year