

# CORPORATE EVOLUTION PROGRAM

ESTABLISHMENT OF AN ADAPTIVE BUSINESS SYSTEM

*Based on the Company's strategic goals, in order to increase the efficiency of existing assets and expand globally, the key objective in terms of developing processes and systems is to form an adaptive business system featuring decision-making speed, speed of changes, unified work standards*

*Since 2014, the Company has been gradually developing a performance management system that has integrated a full set of continuous improvement tools in the PDCA (plan-do-check-act) cycle. The system is patented in the Patent Office of the Russian Federation.*

## Key system components:

- ▶ The business processes system, which is the foundation for building an effective management system for the Group. It forms the basis for building the organizational structure, the distribution of responsibility and authority, and the regulatory system. Business processes are the basis for control and analysis of performance and the identification of potential areas for optimization, including benchmarking
- ▶ The Company's improvement project management system helps to effectively carry out organizational and management transformations as well as introduce best practices and changes in the process

*The corporate business system is further development within the Corporate Evolution Program*

## top 15

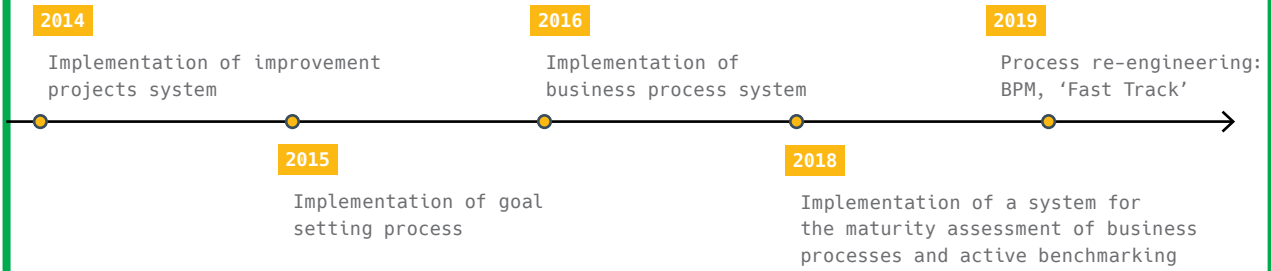
*In 2020 Zarubezhneft was the only oil and gas company among the contest's finalists*



**BPM -  
PROJECT  
OF THE YEAR**

**EFFECTIVE ORGANIZATIONAL DEVELOPMENT ENSURES FULFILLMENT OF THE STRATEGY**

*The performance management system has been gradually developed since 2014. Business process optimization is the key tool behind the Company's transformation*



**Key goals of the adaptive business system**



**Decision-making speed**



**Speed of changes**



**Unified work standards**

**Key focuses of the program**



**Adaptive processes**

**Fast track**

- ▶ Maximum speed with no bureaucracy

**Corporate BSC**

- ▶ Centralization of service functions



**Digitalization and automation**

**'Live processes'**

- ▶ Digitalization of business processes

**Centralization and digitalization of the treasury**

- ▶ Introduction of digital tools

**Legally valid electronic document workflow**

- ▶ Implementation of electronic digital signature



**Communications**

**Global info**

- ▶ Development of a unified information space

ZARUBEZHNEFT performance management system integrated a set of continuous improvement tools built using the logic of the PDCA cycle

**PERFORMANCE MANAGEMENT SYSTEM, DEVELOPMENT OF DRILLING AND QUARTERS (BP), AND IMPLEMENTATION OF CHANGES**

