

STRATEGY 2030

In 2018, Gazprom Neft's Board of Directors approved a new Strategy through 2030 for the Company to become a global benchmark in efficiency, safety and technology-driven production.

More than a decade of strong progress has earned Gazprom Neft a spot among major players in the global oil and gas industry. We are firmly on track to deliver on targets set out in our 2025 Strategy as we complete the key projects that are mostly underway.

At the same time, high volatility in energy markets, fiercer and ever changing competition, and transformation in the energy industry at large all create new challenges to oil and gas businesses. Combined with the new scale of business and role of Gazprom Neft in the industry, this brought about the need to revise and update our strategy.

"We want to be a next generation company that sets the standards for Russian and global players. To deliver on this goal, we need to drastically transform our entire management system: by reviewing its digital model, operations, organisation, and corporate culture. We are aware of our aims, the changes we need to go through, and the tools we need to employ."

Alexander Dyukov
CEO and Chairman
of the Management Board at Gazprom Neft



Our aim

To evolve into one of the world's best industrial companies that shapes the industry's progressive transformation, makes the impossible possible, and provides inspiration in Russia and abroad.

Our mission

To evolve and keep the world evolving.
To create and feel proud of the result.
We help build resources for the future and make a sustainable difference by providing energy, knowledge, and technologies.



The new strategy – Strategy 2030

The new Strategy until 2030 succeeds the 2025 Strategy but focuses more on the Company's market positioning, improving its flexibility when it comes to external changes and transforming key business processes. Gazprom Neft's targets until 2030:

- > build a next generation company;
- > set the standards for other industry businesses in terms of efficiency, use of technology, and responsibility to shareholders and the community;
- > rely on the Sustainable Development Goals approved by the UN General Assembly on 25 September 2015.



Alexander Dyukov: "We want to become a benchmark in technology and efficiency"



The art of leadership



Gazprom Neft has developed a strategic plan to 2030

GAZPROM NEFT – INDUSTRY BENCHMARK

Leadership areas

HSE (HEALTH, SAFETY AND ENVIRONMENT)

Goal Zero: no harm to people, environment and property in working process.

EFFICIENCY

Maximising added value from every barrel in any development scenario of the oil market.

Initiatives in upstream:

- > efficiency improvements in exploration activities;
- > efficiency improvements in the new project delivery;
- > efficiency improvements in the exploitation of currently productive fields.

Initiatives in downstream:

- > optimising the product range of refining facilities and operational improvements;
- > efficiency improvements in sales.

TECHNOLOGY

Creating technologies for the future development:

- > growth of oil recovery factor in brownfields;
- > development of multiphase fields and low-permeability reservoirs;
- > production in the challenging Arctic environment;
- > safe and effective offshore operations.

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LEADING THE MARKET BY ROACE

Effective management of the Company's asset and project to maximise profit

MAINTAINING A POSITION AMONG THE TOP 10 PUBLIC LIQUID-HYDROCARBON PRODUCERS BY VOLUME

Assuring annual production growth in line with industry

In upstream, the Company continues effective development of its mature reserve base. Growth projects form a number of strategic areas.

Strategic bets

DEVELOPING YAMAL

Pipeline construction from Novoportovskoye to the unified gas-supply system, further development of the Yamal Peninsula resource base via newly created infrastructure.

NADYM-PUR-TAZ AREA

Development and monetisation of worldwide liquid hydrocarbon reserves in a strategically important region for the Company.

SAKHALIN

Creation of a new offshore production hub on the Sakhalin Island shelf.

UNCONVENTIONAL RESOURCES

Development of unconventional reserves at the Bazhenov Formation, Domanic and Paleozoic deposits.

TECHNOLOGICAL DEVELOPMENT

Commercialising residual reserves in existing company assets by using new technologies.

NEW EXPLORATION AREAS

Developing a resource base to ensure production beyond 2025.

MAXIMISING ADDED VALUE FROM EVERY BARREL

Increased efficiency of value chain

In downstream, the Company continues to modernise refining assets, increase operating efficiency, and grow the scale and performance of the sales network.

Strategic areas for long-term development

INCREASING THE CONVERSION RATE AND LIGHT PRODUCT YIELD

Increasing the value of the product slate by increasing technological flexibility and adaptability to market conditions.

IMPROVED EFFICIENCY AND TECHNOLOGICAL PERFORMANCE

Optimising resources, cutting costs, transforming value-chain processes to secure leading positions in existing and new markets.

PETROCHEMICAL INDUSTRY DEVELOPMENT

Business diversification in the new links of hydrocarbons value chain.

FURTHER DEVELOPMENT OF MARKETING AND SALES BUSINESSES

Increasing market leadership in new and existing retail markets.

TRANSFORMATION OF THE COMPANY

Better and faster decision making

To embrace new opportunities and meet new challenges in line with the updated 2030 Strategy, the Company engages in four areas of transformation, all of them crosslinked and relying on one another.

Transformation

OPERATIONAL

Etalon Operations Management System (OMS) to ensure ongoing safety and efficiency of day-to-day operations.

ORGANISATIONAL

Transition to a flexible organisation and a simplified and agile working environment.

Development of competent ecosystem around the Company.

CULTURAL

Transition from hierarchical management to facilitative leadership as a new relationship ideology.

DIGITAL

Better and faster decision making by introducing digital technologies.