



# Delivering Efficient Growth

October 2007



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### Russia's Leading Integrated With Global Scale

### **Upstream**







- §7.3% organic production growth in 1H 2007
- §Low capital intensity of growth
- §Longest reserve life
- §Substantial portfolio of exploration projects

#### Downstream





- §Addition of Yukos refineries and retail stations has
  - raised refining cover to >47%
  - quadrupled share in Russian refining throughput
- §Focus on high margin products and netback optimisation

Oil	Gas	Refining & Exports	Marketing & Sales	
§ > 2 million bpd of crude oil production	§14.7 bcm of 2006 production	§>900 thousand barrels per day of refining capacity	§>1,700 retail outlets in Russia	
§17,378 million bbl of total proved oil reserves	§1,119.72 bcm of proved gas reserves	§Access to 5 own export terminals	§Total daily throughput per Rosneft filling station of 5.8 tons per day	
One of the largest publicly traded oil companies with				

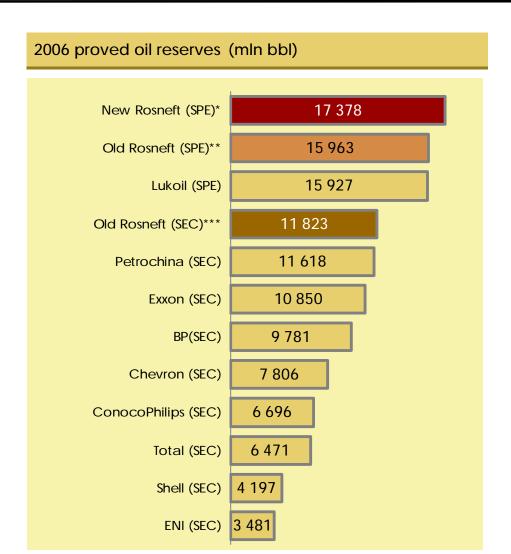
One of the largest publicly traded oil companies, with leading production growth

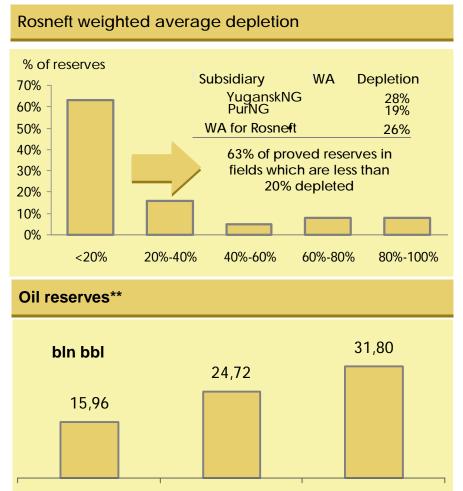
Vertical integration vastly improved



### Reserves Quantity and Quality: Global Leader

Proved





2P

Source: Companies' reports and filings

3P

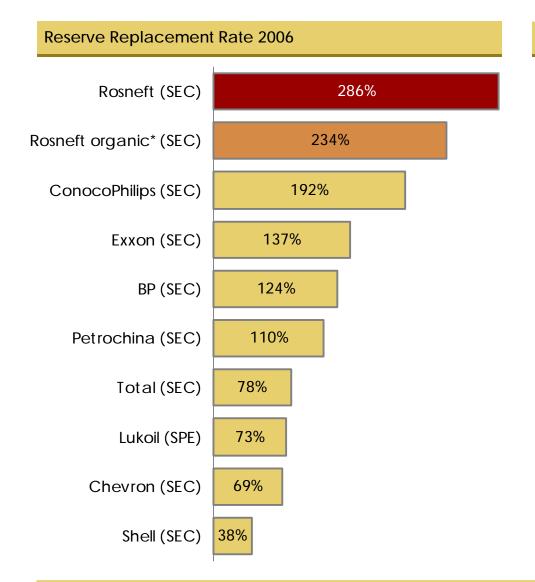
<sup>\*</sup>Rosneft oil reserves, including D&M report as of 31 Dec 2006, and independent engineer's report for Tomskneft (50%) and Samaraneftegaz as of Jan 1st,2006

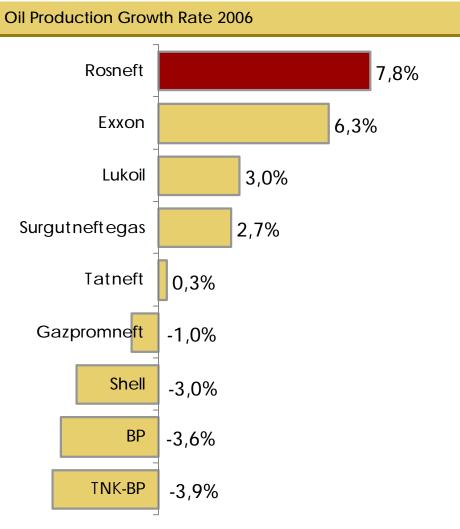
<sup>\*\*</sup> Reserves shown according to D&M report (not including Samaraneftegaz, Tomskneft and VSNK

<sup>\*\*\*</sup> under economic life of all field basis



### Track Record: Reserve Replacement, Production Growth





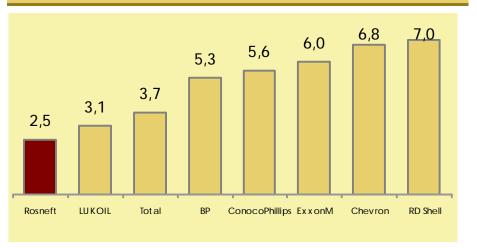


### Track Record: Drilling Performance, Cash Costs

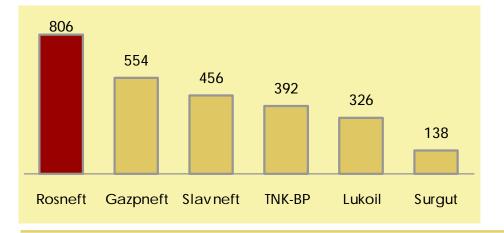
#### New wells average flow rate (bpd) 1Q 2006



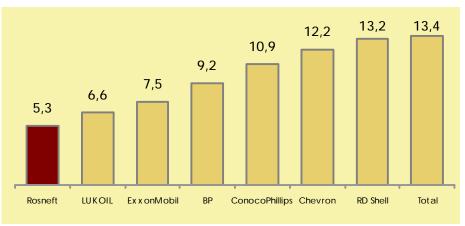
### Lifting cost per boe in 2006



#### New wells average flow rate (bpd) 1Q 2007



#### Capital expenditure per boe in 2006



Source: Companies' reports and filings



### Q2 2007 Results: Key Highlights

#### **Positives**

- § Q2'07 Adjusted EBITDA<sup>1</sup> up 55% to USD 3,581 mln vs. Q2 '06
- § Q2'07 Operating Cash Flow<sup>2</sup> up 69% to USD 2,383 mln vs. USD 1,410 mln in Q2'06
- Seading production growth
- § Gas prices and volumes increase
- § Refining volumes growth
- § Retail throughput growth

#### Challenges, Priorities

Q2 2007

- § Real Rouble appreciation (10.5% vs. Q2'06)
- § Prices flat to lower2007-2008
- § Present updated Strategy to Board of Directors before year-end
- Sost optimization in new assets
- Solution
  Solution</p
- § Maximizing downstream margins

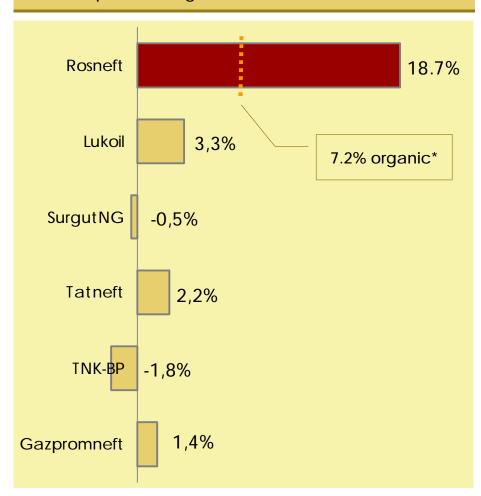
Adjusted for the effect of non-operating accrual of fines and penalties related to pre-acquisition Yuganskneftegaz tax debt

<sup>&</sup>lt;sup>2</sup> Adjusted for cash received in Yukos bankruptcy process

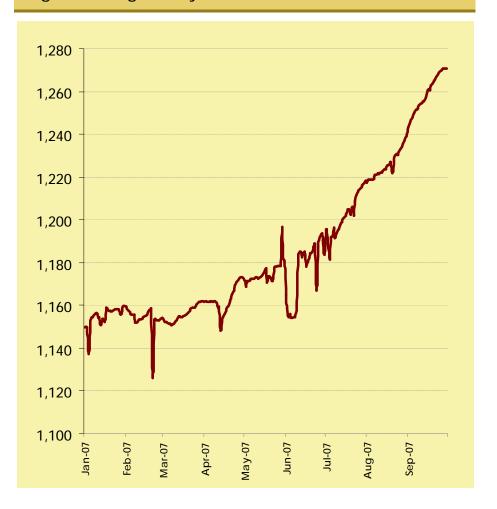


### 1H 07: Leading Crude Oil Production Growth Continues

#### Crude oil production growth in Russia, H1'07 vs H1'06



#### Yuganskneftegaz Daily Crude Oil Production

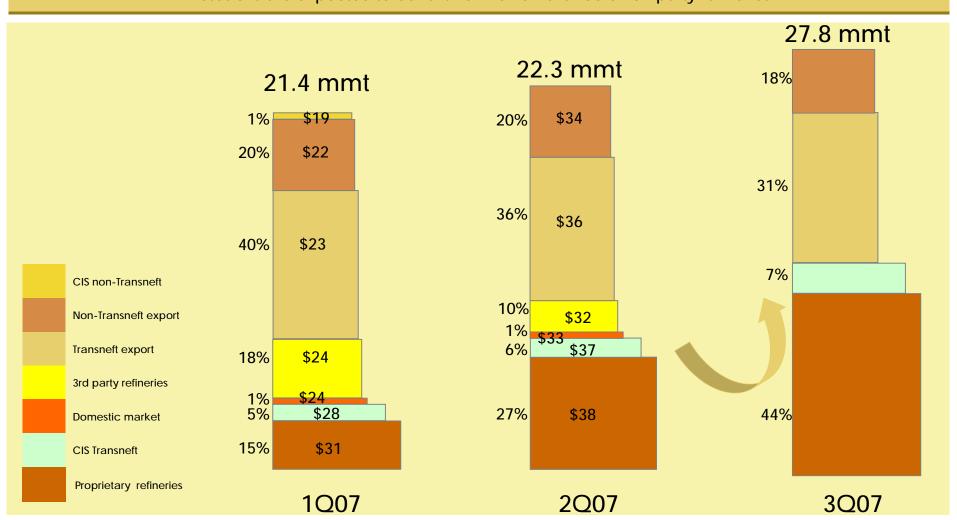


 $<sup>{}^*\</sup>text{Excluding acquisition of Tomskneft, Samaraneftegaz and Udmurtneft}$ 



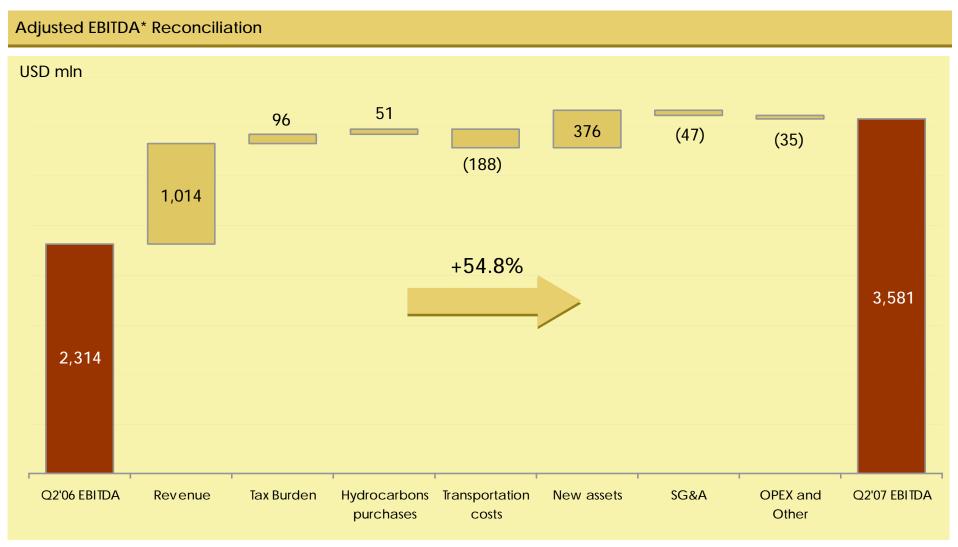
### **Improving Netbacks**

### Netbacks are expected to benefit from lower reliance on 3<sup>rd</sup> party refineries





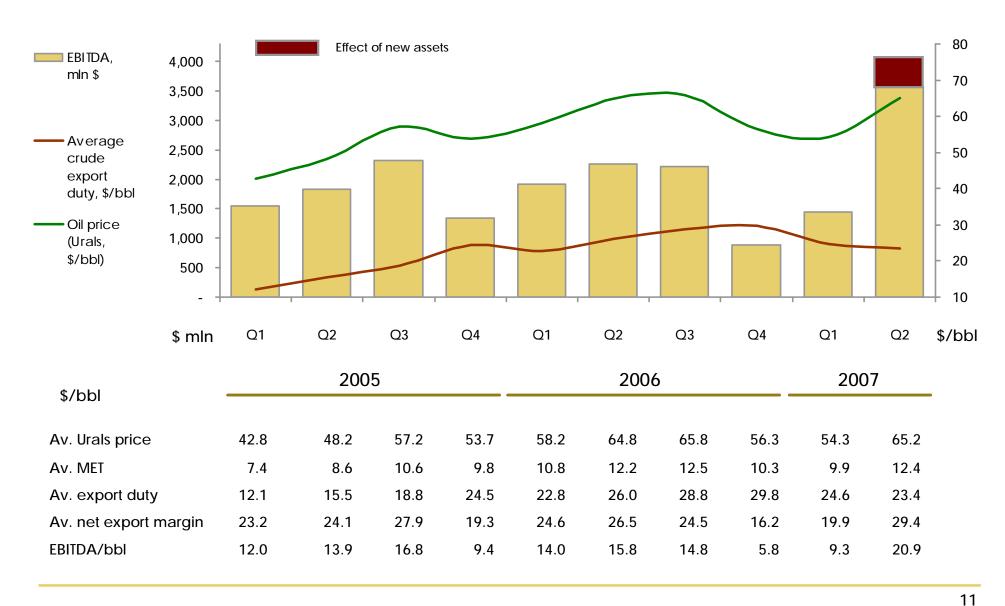
### Q2'07 vs. Q2'06: EBITDA reconciliation



<sup>\*</sup> Adjusted for the effect of non-operating accrual of fines and penalties related to pre-acquisition Yuganskneftegaz tax debt



### **EBITDA & Profitability Per Barrel Growth**





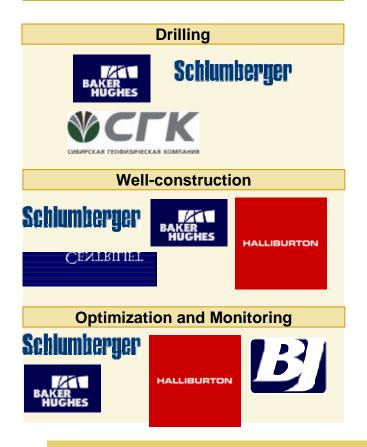
# **Capex Consistent With IPO Targets**

USD mln	H1′07	H1′06	Q2′07	Q2′06	Q1′07
Exploration and production	2,044	1,210	1,128	744	916
Yuganskneftegaz	1,050	692	593	374	457
Vankor	590	257	314	257	276
Purneftegaz	145	47	94	11	51
Severnaya Neft	120	84	81	54	39
Other upstream	138	130	45	48	93
Refining and marketing	213	113	105	81	108
OJSC NK Rosneft	54	14	4	0	50
Tuapse Refinery	30	4	16	3	14
Komsomolsk Refinery	32	1	25	1	7
Marketing Retail	90	89	61	72	29
Other downstream	27	4	1	5	8
Other	31	80	22	77	9
Total	2, 288	1,403	1,255	902	1,033
Acquisition of entities	16,254	145	16,246	40	8
Acquisition of licenses	5	464	5	206	-



### Sharing Experience and Technology

Cooperation with leading service companies





Cooperation with leading oil and gas companies



Implementation of best technology, sharing of experience, risks, investments

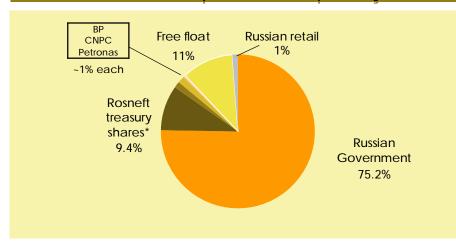


### Strategic Enterprise with Ratings Momentum

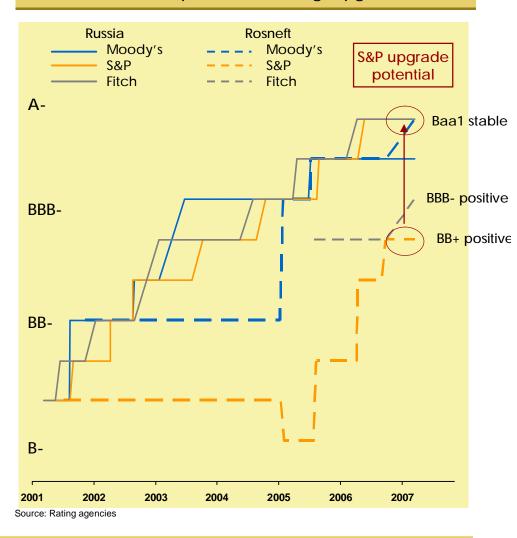
#### **Strategic Company Status**

- § Rosneft is a flagship in Russia's most strategic sector
- § The Russian government is obliged by law to
  - preserve Rosneft's financial and operational health
  - take appropriate measures if required to protect Rosneft's credit quality
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# Shareholder structure underpins commitment to capital markets discipline and transparency



#### Rosneft has potential for ratings upgrade



<sup>\*</sup> Shares recently acquired in auction proceedings Source: Rosneft



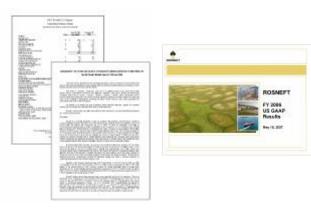
### Consistently Enhancing Governance & Transparency

#### **Recent highlights**

- § Simplified corporate structure
- § 9 member Board of Directors
  - § 3 Independents
- § 3 committees
  - § Audit
  - § Strategy
  - § Compensation
- § 3 Listings
  - § LSE
  - § RTS
  - § MICEX
- § Diverse shareholder base
- § New website voted best in Russia

IPO and bond prospectus, quarterly US GAAP, MD&A, investor presentation /call, new website





#### **Finance & Accounting Initiatives**

- §KPI-based performance and compensation review system being developed
- §Fast close project (reduce time to publish US GAAP reports by 30 to 50%)
- §Improving internal controls of financial statement preparation



## Rosneft: Emerging Super-NOC

### **National Oil Company**

- § Access to resources
- § Access to M&A
- § Insulation from political risk
- § Access to policy-makers
- § Cooperation with the State

### Super-Major

- § Capital discipline
- § Cost efficiency
- § Shareholder value creation
- § Corporate governance
- § Transparency

