



## Gazprom Neft PJSC

### Financial and Operating Results in 12M and Q4 2019

25 February 2020

#### Anna Sidorkina, Head of Investor Relations

Good afternoon, ladies and gentlemen.

I am glad to welcome you to our regular conference call, dedicated to the Company's business results in 2019. Allow me to introduce the people who will be presenting at the conference call today. Our Management Board member and Chief Financial Officer, Alexey Yankevich, will comment on financial statements. Igor Shkirov, Head of the Upstream Planning, Efficiency and Data Management Department, will tell us about work by the upstream division. Then Alexey Urusov, Head of the Economics and Corporate Planning Directorate, will talk about events in the downstream division in 12 months of 2019. We will be joined by our colleagues from relevant departments for the Q&A session.

Before we start, I should remind you that all comments on the presentation and all statements that are made during the conference call may and will contain forward-looking statements regarding the financial situation and business results of Gazprom Neft. All statements, except for confirmations of past facts, are or may be regarded as forward-looking statements. Forward-looking statements are statements of future expectations based on the current situation and the assumptions of management and may take account of known and unknown risks and uncertainties that could cause actual results, indicators and events to differ materially from those contained or implied in today's conference call.

Thank you for your attention. I will now hand over to Alexey Yankevich.

#### Alexey Yankevich, Member of the Management Board and CFO

Good evening, ladies and gentlemen.

Today we will be presenting the business results of Gazprom Neft in 2019. The results can be fairly described as good, despite the downward oil prices correction in 2019 compared with 2018. Net profit was over 400 billion rubles, setting a new record. Cash flow from operations grew and operating profit stayed at the previous year's level. I would particularly note our achievements in ecology and protection of the environment, which is one of the keys elements of our new Strategy 2030 (the strategy is focused on efficiency, technology, safety and the environment). We raised the level of associated petroleum gas utilization by 11 percentage points in 2019 compared with 2018. Flaring of APG is the main environmental challenge that the oil industry faces and we are doing our best to resolve it efficiently. Also, in 2018 our oil refining division commissioned a unique treatment facility – the Biosphere complex at our Moscow Refinery is a unique project in the industry, where the final waste product is essentially just distilled water, with zero environmental impact, thanks to closed-cycle technology. A similar project is now going ahead at our Omsk refinery, and we are among the pioneers in this field, because treatment in the Russian oil refining industry still mainly uses old open-type technologies. We are also working to introduce green power generation wherever possible and economically viable. These efforts include a pilot project in 2019 when we built the first solar-powered generating plant in the region, with 1 MW capacity. The plant is now operational and supplies the administrative and accommodation premises at the Omsk Refinery. We took advantage of the fact that Omsk has plenty of sunny days, even though temperatures there are often below zero.

I would particularly draw attention to the expansion of our resource base in the upstream division. We added more than 30 licences last year. We started work on achimov deposits at the Yamburgskoye and East-Messoyakhskoye fields (these are new classes of reserves for us). We also began to develop oil rims and neocomian-jurassic deposits at the Bovanenkovskoye and Kharasaveyskoye gas fields. This is also a new project for us, and we are carrying it out jointly with our parent company. Our program of refinery modernization is moving ahead successfully in the downstream division. Two major projects are scheduled for start-up in 2020: an integrated oil treatment unit at the Moscow Refinery (the Euro+ project) and installation of a delayed coking unit at the Pancevo Refinery. We also increased our stake in the petrochemical joint venture



at the Omsk Refinery and began production and sale of a new environment-friendly marine fuel that keeps us in step with the new IMO regulations. I will hand over to Igor Shkirov from the upstream division.

### **Igor Shkirov, Head of the Planning, Efficiency and Data Management Department, Upstream**

Colleagues, good afternoon.

Gazprom Neft's proven hydrocarbon reserves reached 1583 million tonnes of oil equivalent in 2019, which is 1.2% more than in 2018. The reserve replacement ratio was 120%, giving Gazprom Neft proven PRMS reserves for 17 years. The key drivers for reserve growth were revision of estimates (Yamal and Arktikgaz) and exchange of subsoil rights at a license area in 2019 between Gazprom Neft and NOVATEK.

The new projects boosted hydrocarbon production by the Group to 96.1 million tonnes of oil equivalent in 2019, which is an increase of 3.5% year-on-year. Oil and condensate production in 2019 was 63.3 million tonnes, up by 0.5% from 2018. We worked hard to control production efficiency in the face of limitations. Oil output at mature fields with a lower netback in comparison with large projects was reduced relative to 2018, but that was offset by production with high netback at the Novoportovskoye and Messoyakhskoye fields. So the biggest growth of hydrocarbon production came from intensive drilling and launch of new infrastructure facilities in the second development stage at the Novoportovskoye field. That gave an increase of 3.3 million tonnes of oil equivalent, and intensive drilling at the Messoyakhskoye field gave a further 0.5 million tonnes. Kuyumba and Arktikgaz helped too.

Turning to new assets, we signed an agreement in 2019 for purchase of a 50% stake in the authorized capital of Meretoyakhaneftegaz and the creation of a joint venture based on that company. The JV has a portfolio including the Tazovsky, Severo-Samburgsky, Meretoyakhinsky license blocks as well as two Zapadno- Yubileiny blocks. We have drilled five high-tech wells at Tazovskoye and we are in the process of installing facilities for full-scale production. The Severo-Samburgskoye field is at an earlier stage. Geological and hydrodynamic models have been updated, and production is going ahead. Projects at fields in our traditional regions of presence (the Otdalennaya Group of Fields in Noyabrsk Region) are proceeding according to schedule. We lifted 1.5 million tonnes of oil equivalent there in 2019 and the project is gradually reaching its production plateau. One of the most successful items in our portfolio is the Zima project in Khanty-Mansi Autonomous District. The early oil option was successfully launched and carried out, 12 wells with multi-stage fracking and 9 directional wells were commissioned. Geological exploration has taken us beyond our reserve forecasts – initial recoverable reserves have been increased by 81 million tonnes.

Operating expenses in 2019 were 7.4% higher, mainly due to mature fields, but it is important to note that the growth was from a low base in 2018: work at wells with high water-cut was severely curtailed in the first half of 2018 as part of the OPEC restrictions, and that effect has now been smoothed out. So we are working on indicators of well profitability and long-term efficiency, using well workovers. That has brought operating expenses back to what they were – the growth relative to 2017 is just 1.5%, which is lower than the inflation component. In large projects we have reduced operating expenses thanks to increasing production, mainly at the Novoportovskoye field. Rise of operating expenses in joint operations was due to an increase of electricity tariffs, and a slight increase at foreign assets reflects natural decline of oil production at Badra due to depletion.

Our new formats for cooperation with Gazprom (long-term risk-based operatorship agreements) mean that we can work under Gazprom licences on terms that are similar to owning the licences ourselves: the reserves, production and financial result are consolidated on the balance sheet of the operator company. We are using this format to develop oil rims, notably at the Pestsovoye and En-Yakhinskoye fields where pilot development programs have been completed. Annual production at these areas should be in excess of 2 million tonnes of oil equivalent. Work on these assets will enable us to try out advanced technologies and find new opportunities for development of oil rim reserves at oil and gas condensate fields. For example, Gazpromneft-Zapolyarye has begun work on the oil rim at the Chayandinskoye oil and gas condensate field. Industrial inflow at the first well was over 150 tonnes of oil per day, about seven wells have been built and an oil preparation unit has been commissioned. Production in 2020 will be about 200 tonnes. Gazpromneft-Zapolyarye will complete construction of its own pressurized oil pipeline by the end of 2021, enabling supply of oil directly to the Transneft trunk system. The company also plans to enlarge its infrastructure for oil preparation. Long-term risk-based operatorship agreements were made at the start of 2020 for the Bovanenkovskoye and Kharasaveyskoye fields, which will make a significant contribution to company

production. These are deep neocomian-jurassic gas condensate deposits with complex geological structure – a new type of reserves, offering major potential.

Application of new technologies will enable efficient development of unconventional reserves. Achimov deposits offer an example of this: the first two high-tech wells, each with five strings, were drilled in challenging conditions at the Noyabrskoye field. The work was carried out successfully despite depth of more than 3800 meters and high reservoir pressure. We plan to make the next investment decision in the second quarter of 2020, based on results from development of the first wells over time and updating of project indicators. Noyabrskneftegaz has also applied a unique technology of hybrid multi-stage fracking to increase oil inflow at the Vyingayakhinskoye field and in achimov deposits. The initial daily flow rate was more than 300 tonnes and technical feasibility of fracking has been confirmed, which is critically important for development of an achimov deposit 3.5 times bigger than the standard. Achimov deposits are also being developed at Messoyakha. Horizontal wells are being commissioned with total length of 3200 metres and daily flow rate of 435 tonnes at launch. Our technology project for development of bazhen formation is proceeding to schedule. We are getting steadily closer to a point where development of the bazhen formation will be cost-effective: the key indicator (unit drilling cost) is already at 12,100 rubles per tonne, which is close to cost-effectiveness.

Yenisei is a unique project in terms of the resource base and it represents a new prospecting zone. The key challenge there was to create the necessary logistics for work in this inaccessible region and to carry out the geological exploration program for 2020. This has been done. More than 36,000 tonnes of cargo were brought in by river in the ice-free period and a seismic survey party went to work in the tundra at the start of the winter season. Drilling work on the first exploration well is due to start in May.

Thanks very much.

#### **Alexey Urusov, Head of the Economics and Corporate Planning Directorate**

Good afternoon, colleagues.

I will give you an overview of work by the downstream division in 2019. The Brent price was less volatile in 2019 than in 2018. A slight price increase in the fourth quarter caused modest growth of crude oil netback. There was also a slight decline of refining netback in the fourth quarter, due to some reduction of the crack spread for all groups of petroleum products. Of course, the fall of crack spreads for fuel oil ahead of the MARPOL restrictions on sale of high-sulphur products had the biggest impact. As regards crude mix, the biggest growth (by 12.4%) was in export sales due to production at the Novoportovskoye and East-Messoyakhskoye fields, and that was a positive trend overall.

Decrease of refining volumes by 3.4% year-on-year was due to repairs at refineries in Pancevo, Yaroslavl and Moscow in the first half of the year and at the Omsk Refinery in the second half of the year. We believe that the work, which has been carried out, will optimize timing of subsequent repairs and increase the period between repairs at our refineries. That will support provision of petroleum products to the market, reduce downtime and increase operational readiness at refineries.

We saw excellent growth of the B2B segment in all premium channels. In the aviation fuel segment, we expanded our presence to 283 airports. The main task in the bunkering segment in 2019 was preparation for the new MARPOL requirements: we began sales of low-sulphur fuel from September and I will say some more about this in a minute. There was also a 3.2% year-on-year increase of lubricant sales. We are developing a lubricant sales channel through our own service stations under the G-Energy Service brand, and the number of service stations increased by 40 year-on-year to 210. We added a new product – Gazpromneft Drill Flow – to our range of premium lubricants. The bitumen segment grew by 20% year-on-year, and we kept our leadership in that segment. In 2019 we were the first on the market to start online sale of bitumen binders. Our innovative technologies are also boosting sales abroad.

Demand for environment-friendly marine fuels has soared due to restrictions on sulphur content in fuels that came into force at all international seaports in January 2020. Low-sulphur fuels must now be used instead of high-sulphur fuels (high-sulphur diesel, heavy fuel oil and derivatives). Liquefied natural gas comes under that definition too. Our company prepared for the new rules in advance. The Omsk Refinery was already producing ultra-low sulphur fuel and has now launched production of a fuel with sulphur content below 0.5%. Logistics capacities have been put in place – a whole chain for production and delivery of the new type of fuel to end-users. All in all, our production chain, capacities and sales network make us ready to sell over 1.5 million tonnes of environmental marine fuel per year.



We are also working towards use of liquefied natural gas for bunkering. The keel of the first LNG bunker barge was laid in December.

Gazprom Neft is developing advanced technologies for production of bitumen materials. We are one of the top-3 Russian bitumen suppliers with a range of nearly 200 types of materials and coke, delivered to nearly all regions of Russia, to most countries of the former USSR and to 57 other countries. Our in-house scientific centre is developing efficient mixtures for construction of paved roads at fields using the Brit bitumen binder (unique in the Russian oil industry), oil sludge and local materials as the solid fraction. We have tested the technology at fields and plan to scale it up within the company. Gazprom Neft has also made an agreement with the Transport and Construction Complex Research Institute to cooperate on development of efficient high-tech bitumen binder formulations for use in road construction, and that will help our company to maintain its leadership in the segment.

I should also mention our new smart system for monitoring of filling station equipment. Pilot operation of the system began at the end of the third quarter of 2019 with implementation of an equipment management and monitoring system at six stations. By the end of the year, 92 stations had been connected to the smart monitoring system. The software core of the monitoring centre processes up to 100,000 signals every second and carries out more than 50,000 calculations. Modules for machine learning and predictive analytics read signals from connected devices and give advance warning when our filling stations require technical service. So the human factor in the system is eliminated or minimized, which reduces the cost of servicing equipment at filling stations, and that gives us more control over the quality and quantity of fuels at filling stations. Plans for 2020 include connection to the monitoring system of all equipment at more than 500 filling stations.

#### **Alexey Yankevich, Member of the Management Board and CFO**

Colleagues, we will finish the presentation with a more detailed financial analysis. I have already commented on the trend of main indicators. Net profit was 6.2% higher, operating cash flow grew by 13.3%, and operating profit stayed at the level of the previous year. We need to look at the factors that determined our financial performance. Like other oil companies last year, we had to deal with the negative price trend, the effect of which was about 32 billion rubles. That is a large amount, but nearly all of it was offset by our internal factors – efficiency gains and taking advantage of opportunities to increase production, even under OPEC restrictions. This helped us to keep operating profit nearly equal to the previous year. Another objective factor that held back operating profit was the refinery repair schedule. It was heavier in 2019 than in the previous year. The negative external price environment and seasonal factors put pressure on quarterly dynamics. The fourth quarter is traditionally worse than the third, especially in downstream. Also there was some decline of production, but we used all our capabilities and the whole of our quota, so we adjusted production as we went along and that led to seasonality, i.e., unevenness between quarters. You could probably say that the third quarter turned out better than we had expected and the fourth quarter turned out worse.

The company generated very good free cash flow in 2019, so we were able both to pay very good dividends and implement some of our additional investment projects. As we have said before, our strategy is to share positive free cash flow between shareholders in form of dividends, on the one hand, and development of the company, on the other hand. In 2019 we not only increased dividends (the payout was significant), but also went ahead with various additional investments, so the total investment amount was a bit higher than the guide figure that we gave in the first half of the year. But cash flows were fixed. So absolute net cash flow was slightly negative. But that was because, firstly, we reduced our loan portfolio (we paid back more than we borrowed) and also there were effects from exchange rate differences in revaluation of our cash balances. We also put a bit more on deposit than we took from deposit. The effect of all this was a minus of 34 billion rubles, which makes cash flow negative in formal terms, but it is important to realize that a lot of it was exchange rate differences.

Overall, capital investments grew by 22.4%. That includes increased advances associated with the start of the most intensive stage of our large oil refinery projects. The intention was for this peak to come a bit earlier, but it actually comes in 2020-2021, for various objective reasons. That explains the slightly larger amount of advances, which we had at the end of 2019. Also, our upstream investments have increased. Despite the fact that we are living under OPEC restrictions, the oil industry is an industry that thinks in terms of more than 3-5 years and not just one year. So we try to balance our portfolio and ensure that it contains a certain number of production projects, as well as prospective projects and exploration projects that may turn into new, highly efficient production projects. Following this logic, in 2019 we moved ahead quite rapidly with development of our greenfields, where the main drivers were oil rim projects and creation of gas infrastructure

at the Novoportovskoye field, which will increase our gas production, monetize it, and overcome our limitations as regards gas utilization, letting us further increase oil production. And at the same time we invested in our traditional fields, including a number of small and medium-sized fields, which are essentially greenfields within larger brownfields. These assets are also crucial for supporting growth, so we are looking at investments in mature fields. In the future, investments in small greenfields will be our new, high-efficiency projects and will improve our average production basket in terms of EBITDA per barrel. We are talking particularly about our Zapadno-Zimneye field, the Zhagrin field in Khanty-Mansi Autonomous District and a number of other fields. Also, we have resumed work that was drastically reduced at our brownfields in 2018. We had to sharply reduce our work in 2018 in order to meet the OPEC restrictions and that affected our operating and capital costs. Now we are managing this in a more optimal way, setting a level of activity that maximizes our cash flows, but this new level requires a slightly higher level of capital investment than in 2018 (when the level was abnormally low). I would emphasize again that most of the investment growth at mature fields (18.9%) was due to greenfields within brownfields. We also made a number of investments in exploration projects, including the Yenisei project, which Igor Shkirov talked about. Yenisei is also a greenfield in our classification, although it is an exploration project. The growth in refining is understandable – it is due to the start of a more intensive phase in our large refinery projects.

As regards financial stability, the company achieved new lows for the level of debt – the ratio of net debt to EBITDA in 2019 was 0.7. The leading rating agencies have acknowledged how strong our position is. Last year Moody's upgraded the company's credit rating to Baa2 with stable outlook and in August 2019 Fitch Ratings upgraded the company's credit rating to BBB with stable outlook. So we are confident as regards financial stability and we have some debt capacity in order to cushion changes in the external environment (the volatility that we are seeing at the moment), and also to press ahead with new projects while maintaining good dividend yield. Finally, I would emphasize that we have a good reputation as a borrower as well as our financial stability, so a lot of opportunities are open to us. We are an efficient borrower in the domestic market, despite a number of restrictions in Europe and North America. We optimized average cost of our loan portfolio quite well last year and we continue to issue more and more efficient debt instruments. In particular, we placed 5-year bonds with a call option at 6.85% per annum in November 2019 and in December 2019 we were pioneers for long-term debt instruments in the domestic market when we placed 20 billion rubles worth of 10-year bonds. Then this year we set our own new record-low interest rate on ruble bonds, with a coupon of 6.2%. To sum up: our company remains stable despite the difficult and volatile situation on foreign markets. We have good financial stability, a good safety margin and we are an efficient borrower, and that makes us confident that all our projects will be implemented and that dividend yield will stay high.

Thanks for listening. We are ready to answer your questions.

## Q&A Session

### Question №1

#### Evgenia Dyshlyuk, Gazprombank

Good afternoon. Thanks for the opportunity to ask questions. I have two questions.

First question: could you please say what is the main capex driver for you in the near future, in order of priority? Is it oil rims or greenfields? You have a very large portfolio of projects, so it would just be good to know which of them will be the platform for production growth in the near future. And, in the same context, could you tell us a little about your plans for gas condensate, which has now been excluded from the OPEC+ agreement.

Second question: what are your plans in the Arctic? We know that Rosneft is moving ahead quickly on that front with creation of the Vostok Oil project. You also have very large resources in that region, and I wanted to know if you are ready to say something about it.

Thanks very much.

#### Alexey Yankevich, Member of the Management Board and CFO

Thanks for the questions.

I will try to give you proper answers. Our immediate priority as regards investment amounts is all of our main greenfields. For example, the Novoportovskoye field, where drilling is continuing and gas infrastructure is being put in place (a pipeline is being built to monetize and move gas). We are also prioritizing oil rims, which we have begun to develop on Yamal (the Tazovskoye and Severo-Samburgskoye fields). And projects are going ahead under long-term risk-based operatorship agreements, i.e., development of neocomian-jurassic deposits at large gas fields (Bovanenkovskoye and Kharasaveyskoye). These are our main priorities. They will require significant amounts of capital investment, but they will also make a significant contribution to our future production.

The next question was about the Arctic. It is difficult for us to comment on the plans of another company, but “the Arctic” is not a completely standard and clear definition. I would say that we are not doing anything that would be a surprise to you. Basically, we are developing all of the projects that you know about. They can also be considered as “Arctic projects”: these are the Novoportovskoye and Severo-Samburgskoye fields and also the Yenisei project, which Igor Shkirov talked about. The neocomian-jurassic deposits at Bovanenkovskoye and Kharasaveyskoye fields are also in northern regions. So it depends what you are calling “the Arctic”.

The third question was about gas condensate. It is true that gas condensate is a promising business for us. We are still developing gas condensate fields, but production levels have been modest so far. So the change in structure of the OPEC agreement will not affect us much, but we have plans to increase gas condensate production in the future, including production in the Bovanenkovo and Kharasavey projects, because there are quite large volumes of gas condensate there.

Thank you.

#### Question №2

##### **Oleg Chistyukhin, Renaissance Capital**

Good afternoon! Thank you very much for the opportunity to ask a question. I have two questions.

First question: we know that there will be an OPEC limitation this year. But could you give us some guidance on your plans for oil and gas production in 2020? You said that you expect to produce 1.2 million tonnes of oil at the Otdalennaya Group of Fields. But how much do you expect from the Zima project and from the Pestsovoye and En-Yakhinskoye fields in 2019-2020?

The second question: I would like to clarify the size of your diesel and gasoline damper for 2019.

Thanks very much.

##### **Alexey Yankevich, Member of the Management Board and CFO**

Thanks for the question.

Stating plans in the context of OPEC restrictions is a rather thankless task, because what restrictions do is to force changes to plans. I can only say that we could increase our production, but it is difficult to say to what extent we will be able to do that, taking account of the deal that will be made for this year. As for production at specific fields, the Otdalennaya Group of Fields gives about 1.5 million tonnes per year. The plan for the Pestsovoye and En-Yakhinskoye oil rims is a little under one million tonnes of oil equivalent (0.7-0.8) for 2020. Production at the Zhagrin field was about 0.5 million tonnes, and peak production there will be 4 million tonnes by 2024-2025. As regards damper, we will send you numbers to avoid any mistakes.

Thank you.

#### Question №3

##### **Ekaterina Smyk, Bank of America**

Good evening! Thank you very much for the presentation and the opportunity to ask questions.

First question: continuing the topic of condensate and potential production growth this year, you mentioned seasonality and my understanding was that you share the quota with Gazprom. So you were able to produce more in the summer under OPEC+, and then you reduced your production when there was a seasonal increase in condensate output by Gazprom. Now condensate has been taken out of OPEC+, so



does that mean you can increase production in coming months, particularly since your production has been down in the last 3-4 months?

Second question: about capital expenditures. You said that capex increased in 2019 due to free cash. But there is something I don't understand: in November, when you had the conference call for third-quarter results, you estimated 400 billion rubles of capital investments and the figure turned out to be 450 billion rubles. Can you say what exactly changed, which projects you decided to invest in? And there is another question on this theme, about the capex guideline of 7-7.5 billion dollars, which you gave at the Gazprom Investor Day. As I understand it, this is also slightly higher than the level which you gave. Should we now treat 450 billion rubles as your new target level for investment?

Third question: about dividends. What payout can we expect for the second half of 2019 now that you know the final results? Gazprom expects its subsidiaries to reach 50% in 2020. Could this apply to the second half of last year? Thank you!

#### **Alexey Yankevich, Member of the Management Board and CFO**

Thank you very much for the very detailed questions.

Let me begin with the simplest thing – with dividends. It is correct that we have a decision to switch to 50%, which was made at one of the last meetings of the Board of directors. This means that all our decisions to be made in 2020 on payment of dividends will follow the 50% guidance. Dividends for the first half of 2019 have already been announced, and dividends for the second half of 2019 will be 50% of profit in the second half of 2019.

Then my answer to the question about capex. It is right that we expected capex to be in excess of 400 billion rubles, and that is what happened. Firstly, as I already said at the presentation, advances for 2019 increased as part of our operational monetary policy. Our contract prices depend on whether we advance more or less, and this is a consequence of our ongoing cash management and the schedule for implementation of projects that we have on any specific date. This is mainly to do with oil refining projects, so 15 billion rubles there is immediately a factor for advances. The rest of the amount in excess of 400 – another 15-20 billion – is not a very large figure, considering our volumes. When it comes to forecasting, we can't predict and plan every penny. We did carry out various additional initiatives as part of our projects. In some cases it was a matter of faster implementation, in other cases we implemented additional projects. In particular, we moved ahead quickly with construction of a catalyst plant as part of our downstream program. We have a program for modernization in that sphere, with a construction project and launch of a new business producing catalysts. There was a lot of uncertainty about this project, but now we have begun to move forward with it, and this was one of the growth points and the reasons for the divergence that you talk about. Also we resolved some uncertainty about the oil rim project. We couldn't always plan oil rim investments accurately, because it depended on how we overcame geological uncertainties stage by stage, and how we saw the possibility of further progress in projects. That also applies to the Zhagrin field, where the project is at a fairly early stage. As for the new guidelines, they will depend on many factors, including how we move forward in new projects and how we resolve uncertainties. We have a relatively broad and complex portfolio. Projects are at early stages, so I always say "plus or minus". Those figures that you mentioned from the presentation on Gazprom Investor Day might be a definite guideline, but there could be deviations in one direction or another depending on implementation schedules, resolution of uncertainties, the situation, macroeconomics and our ability to move ahead with projects.

Thank you.

#### **Anna Sidorkina, Head of Investor Relations**

Ladies and gentlemen, thank you very much for taking part in our conference call. Thanks to our management for the well-designed presentation and for answering questions. We will definitely send you what we promised to send as soon as we can. If you have any other questions, we are always happy to answer and comment.

Thank you. Until next time.