



ROSNEFT

**Focused on
Delivering Value**

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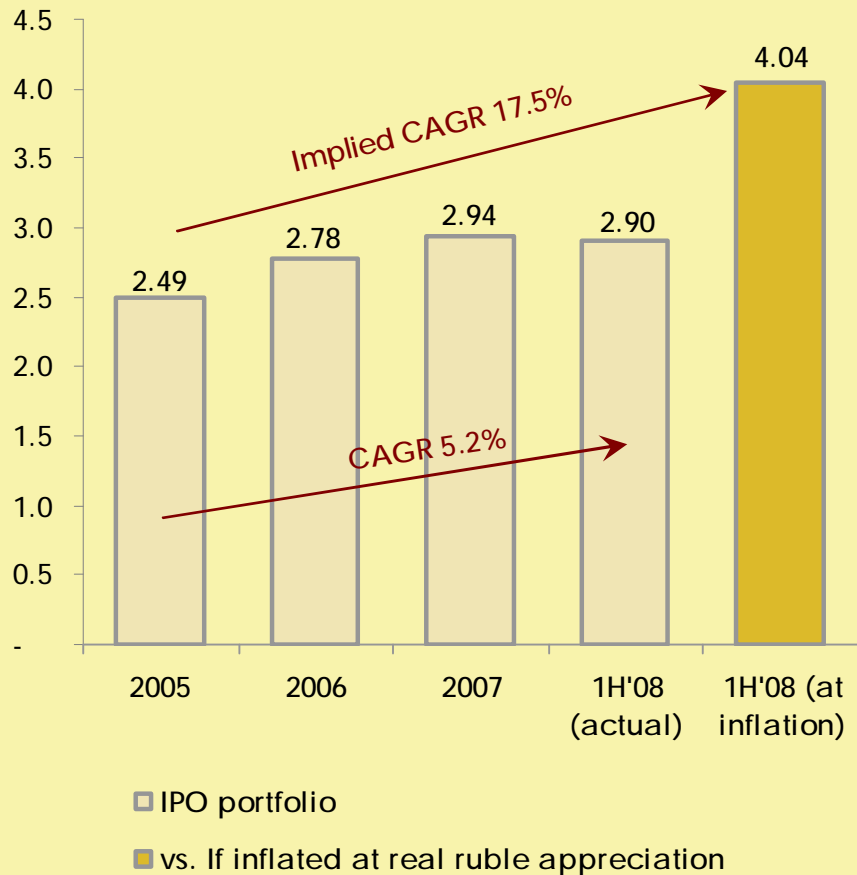
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Cost Control & Efficiency Gains: Upstream

Upstream OPEX/bbl of crude oil produced



§ Challenging environment through Q3'08:

- Inflation
- Currency appreciation

§ Efficiency gains > 1 USD/bbl since 2005:

- Leading new well flow rates
- Cost control
- Services strategy

§ Outlook improving:

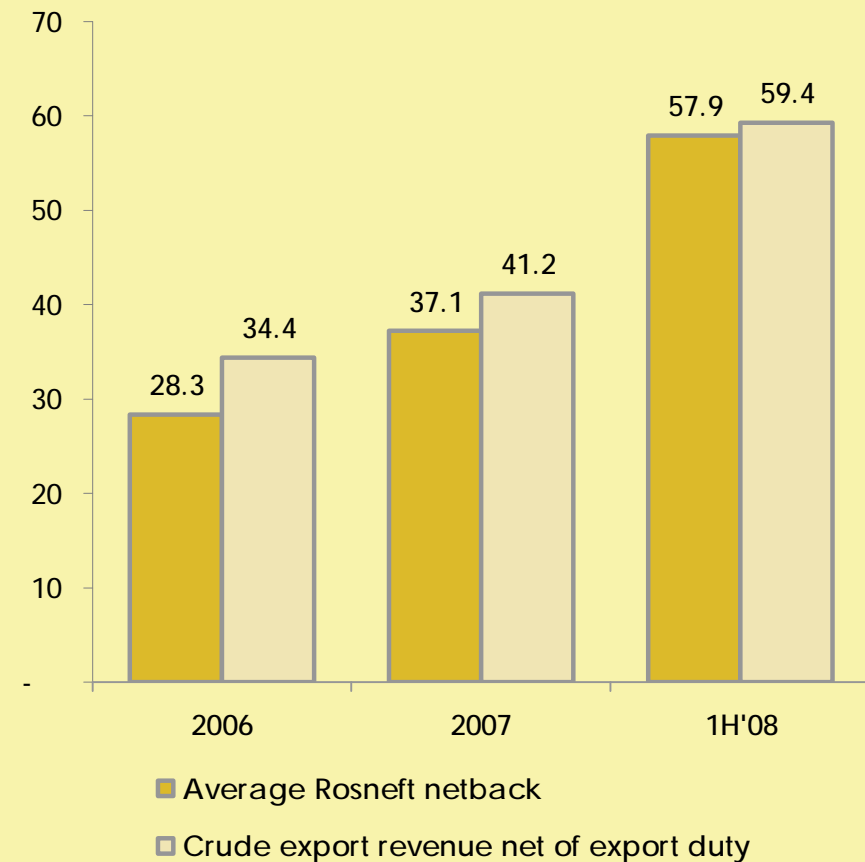
- Inflation decreasing
- Materials prices falling
- Available service capacity
- Currency



Creating Value in Downstream

Average netback vs. net export revenue

USD/bbl



§ Average netback approaching net export revenue:

Revenue

- sales taxes (export duty, excise)
 - transportation costs
 - refining costs
 - retail costs
 - related SG&A
- = Netback

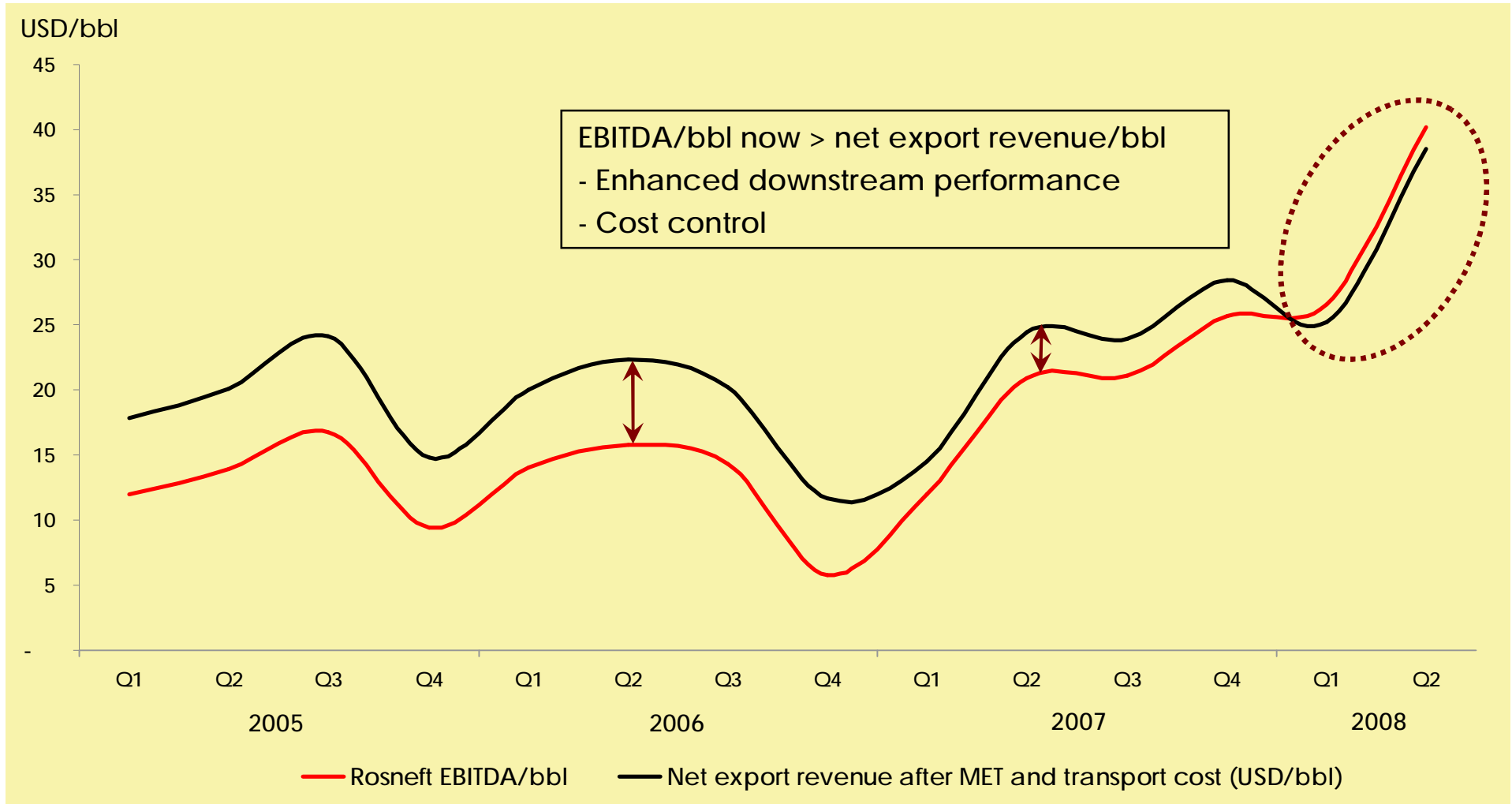
§ Gap decreased from 6.1 to 1.5 USD/bbl

§ Value created through:

- Higher refining cover
- Optimized logistics, netbacks
- Increased retail throughput
- Increased flexibility



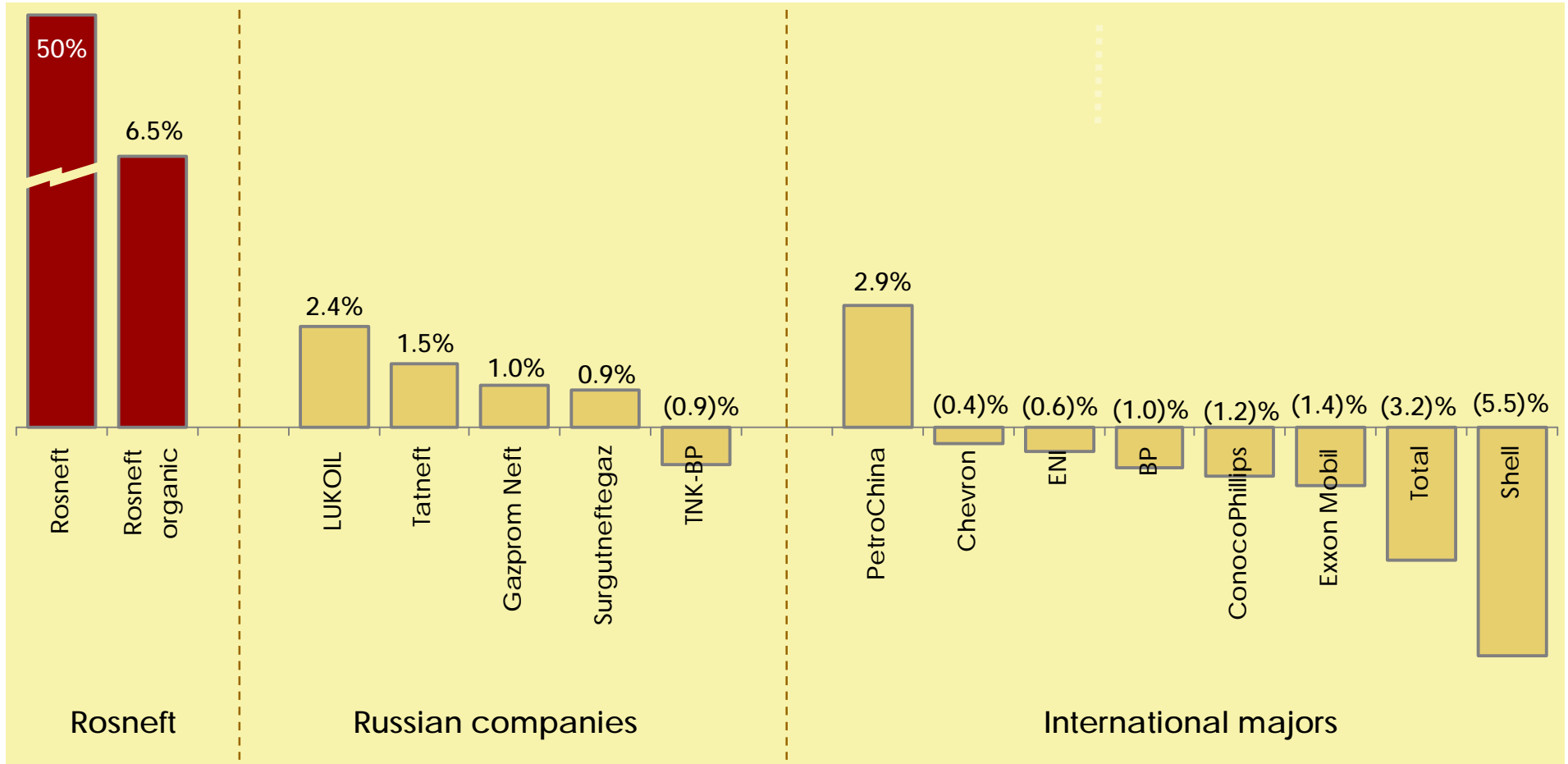
Capturing More EBITDA





Crude Oil Production: Consistently Superior Growth

Oil production CAGR (2004-1H'08), %

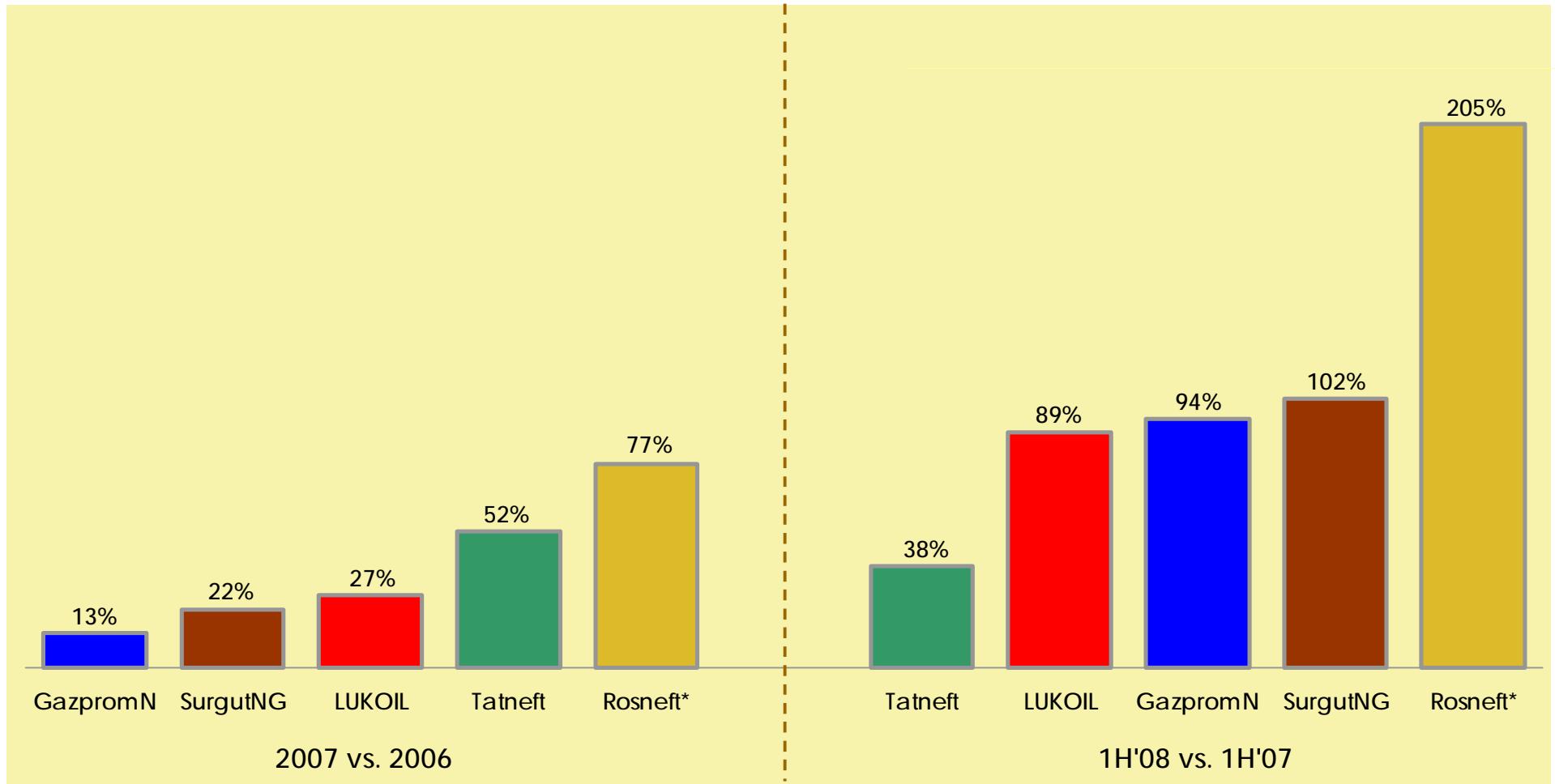


Source: CDU TEK, company reports, Rosneft, (TNK-BP and Gazprom Neft include 50% of Slavneft each).



Leading Earnings Growth

Earnings per share (EPS) growth rates: 2007 vs. 2006, 1H'08 vs. 1H'07



* Adjusted (reduced) for net income from Yukos bankruptcy



Best in Class Transparency, IR Effort

Consistently enhancing disclosure



IPO and bond prospectus



Quarterly US GAAP, MD&A



Investor presentations, conference calls



New website

Recent awards:

§ S&P Transparency & Disclosure Rankings – top 10 in 2007

§ IR Magazine (October '08)

§ Best Overall IR for Large Cap in Russia & CIS

§ Best Annual Report & Corporate Literature

§ 4 other awards

§ Website award





Looking Ahead: Current Priorities

Short term

- § Record results for 2008
- § 2009 business planning
 - Prudent assumptions
 - Cost control
 - Free cash flow generation
 - Prioritize investments
- § Optimize financing cost
- § Slow monopoly tariff increases, other inflationary effects
- § Balanced proposals for further tax reform

Always

- § Create value for shareholders
 - Grow earnings, dividends
 - Grow cash flow
- § Increase profitable volumes
 - Upstream production
 - Refining, retail throughput
 - Sales: crude, products, gas
- § Develop technologies, capabilities
- § Constantly improve governance, transparency



Progress on Tax Regime

Amendments agreed in 2006

- § Mineral Extraction Tax holidays in East Siberia (Republic of Sakha (Yakutia), Irkutsk Region, Krasnoyarsk Territory)
- § Zero Mineral Extraction Tax rate for high-viscosity crude
- § Decreasing Mineral Extraction Tax rate for the fields with depletion rate of over 80%

In effect since January 1, 2007

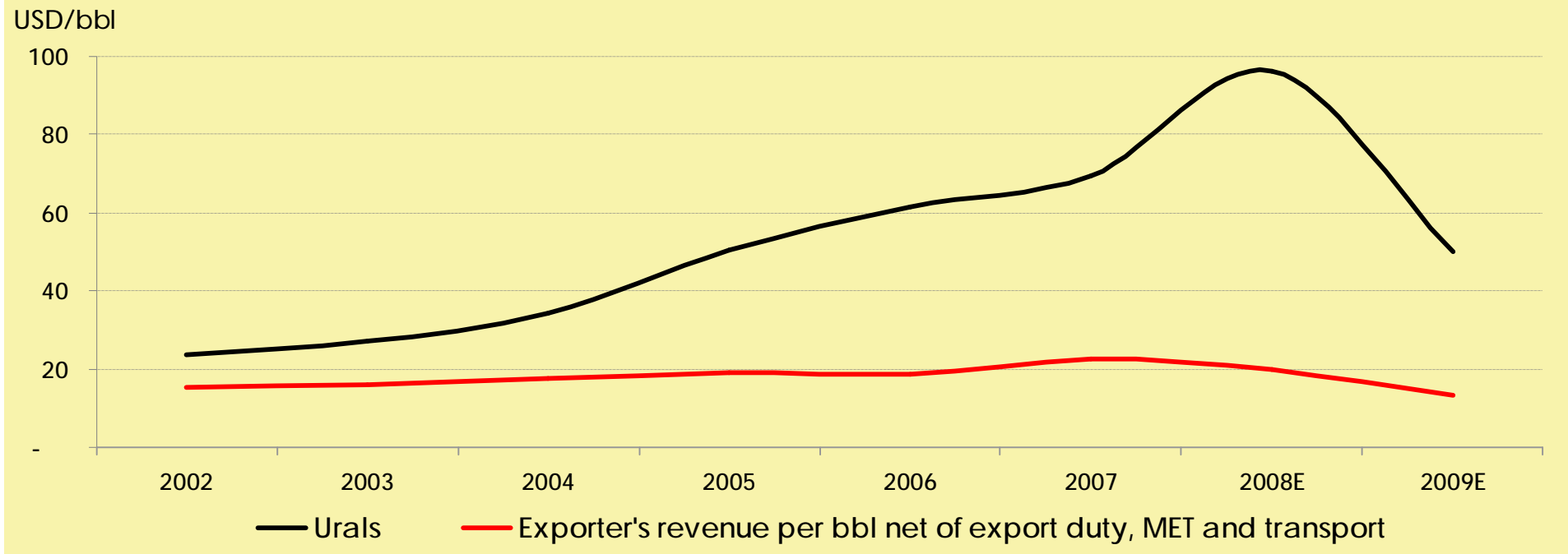
Amendments agreed in 2008

- § Mineral Extraction Tax formula reviewed, rate reduced by USD 1.3/bbl
- § Mineral Extraction Tax holidays (to the north of Polar Circle, offshore Azov and Caspian seas, Nenets autonomous district, the Yamal Peninsula)
- § Cancellation of requirement to use direct method of oil volumes calculation at depleted fields
- § Shortened amortization period for oil&gas assets

To be in effect from January 1, 2009



Further Changes Needed



Areas of concern

- § Net revenue to exporters nearing '02 level
- § Cash costs up ~3 times since '02 (inflation, tariffs)
- § Increasing capital intensity of production growth

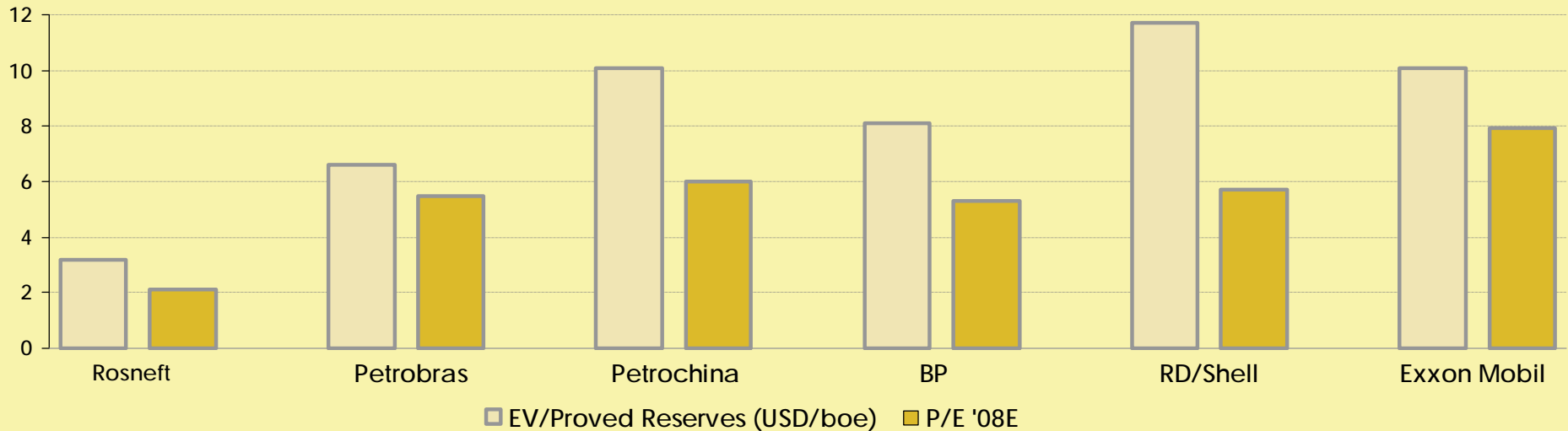
Potential steps

- § Short term: amend tax regime for inflation and growing capital intensity
- § Longer term: profit based



Current Valuation: Reality Check

Current trading multiples*



Relevant facts

Rosneft:

- 22 bln boe proved reserves
- >100 bln boe 3P + resources
- Strategic enterprise
- Exporter, ruble depreciating
- Portfolio for East & West

Russia:

- ~ USD 500 bln f/x reserves
- 3% external debt to GDP ratio
- Sound fiscal policy

* Source: 'Valuation Comparison' by UBS as of 24 October, 2008.