



# **Transforming into a Global Energy Company**

April 2007



# Forward-Looking Statements

- Certain statements in this presentation are not historical facts and are “forward-looking.” Examples of such forward-looking statements include, but are not limited to:
  - projections or expectations of revenues, income (or loss), earnings (or loss) per share, dividends, capital structure or other financial items or ratios;
  - statements of our plans, objectives or goals, including those related to products or services;
  - statements of future economic performance; and
  - statements of assumptions underlying such statements.
- Words such as “believes”, “anticipates”, “expects”, “estimates”, “intends” and “plans” and similar expressions are intended to identify forward-looking statements but are not the exclusive means of identifying such statements.
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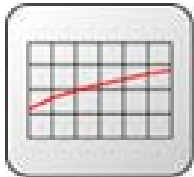


## 2006 Highlights



**Net income – \$7,484 mln (+16.2%)**

**Basic EPS – \$9.06 (+14.5%)**



**ROACE – 21.5%**



**Market capitalization – \$74.8 bln (+48.1%)**



**Production of marketable hydrocarbons –  
2,145 th. boe per day (+12.2%)**



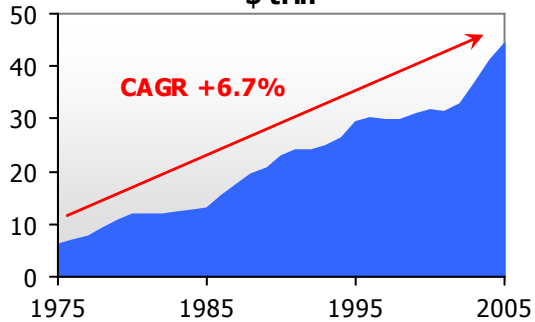
**Refinery throughputs – 982\* th. bpd (+3.4%)**

\* Including mini-refineries.

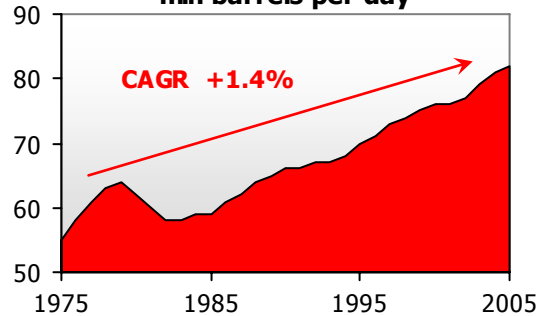


# The World Needs More Energy, Reserves are not Comfortable to Reach and Develop

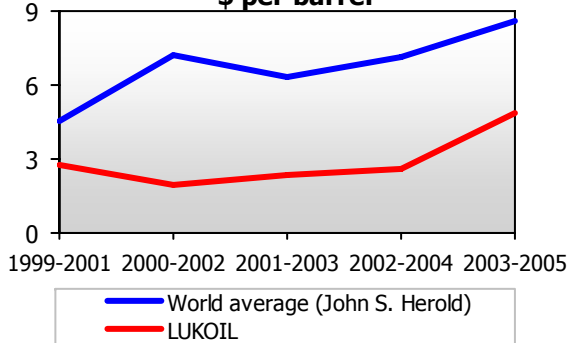
### World GDP growth, \$ trln



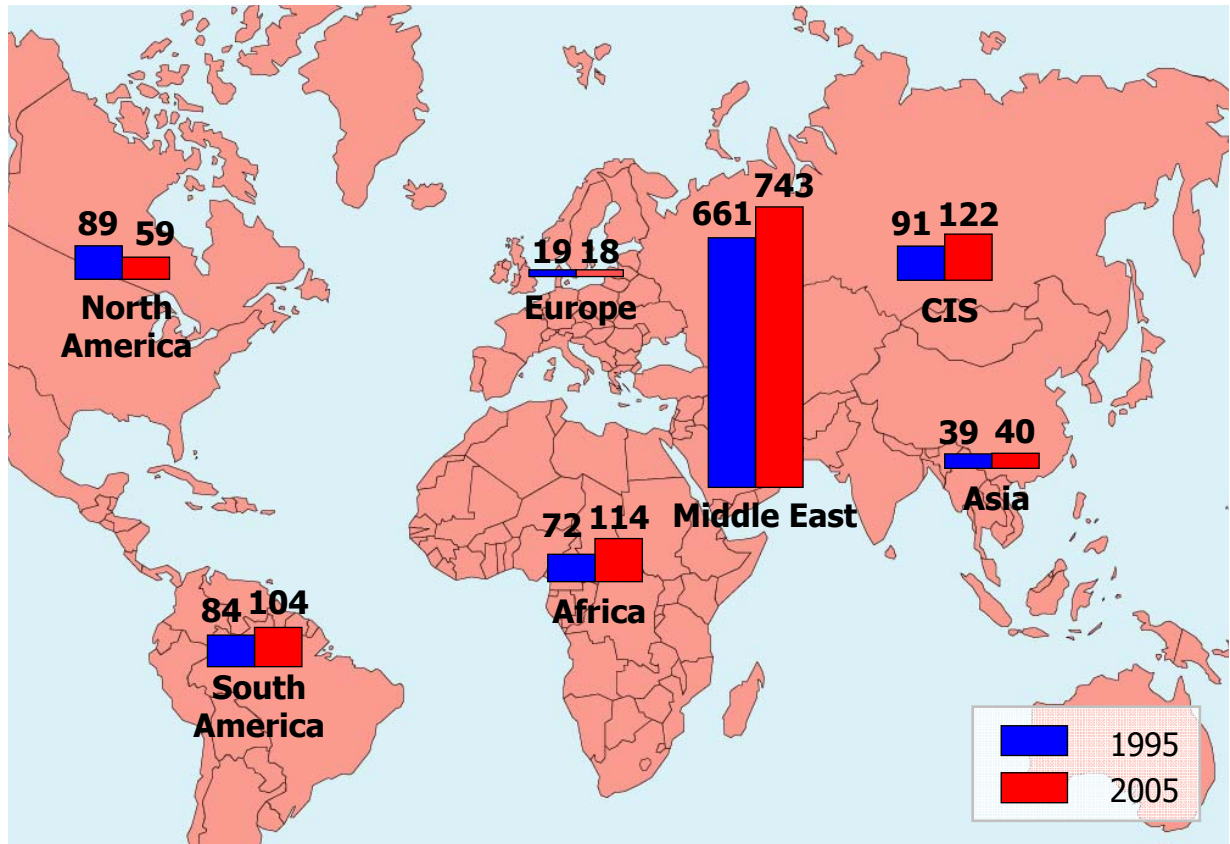
### Crude oil demand growth, mln barrels per day



### Finding & development costs, \$ per barrel



### Global proved oil reserves, bln barrels



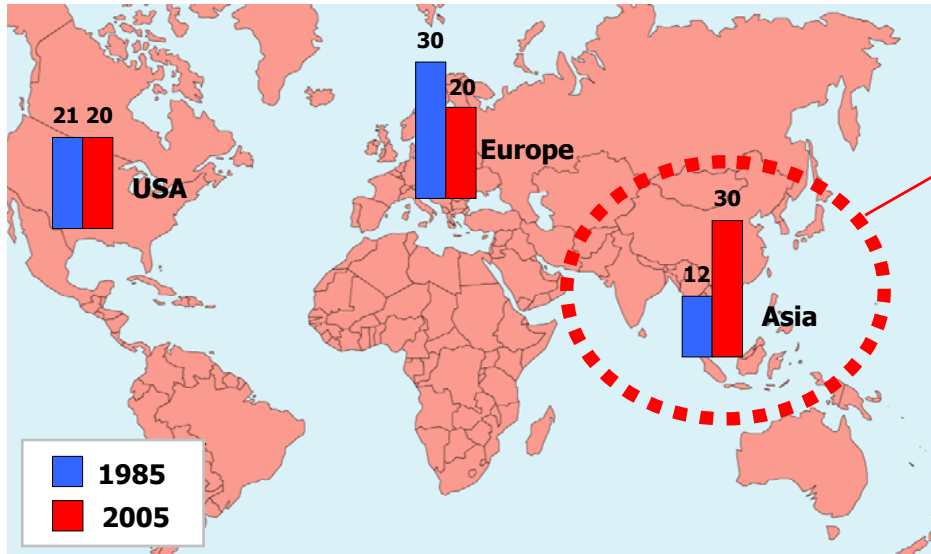
Backed by the growth of the world economy, annual crude oil demand growth has averaged **1.4%** for the last 30 years which resulted in **fundamentally justified increase in oil prices.**

Available hydrocarbon reserves are **difficult to develop** (deep offshore fields, heavy and bitumen oil reserves) and/or located in **the regions of high instability** – Middle East, South America and Africa.

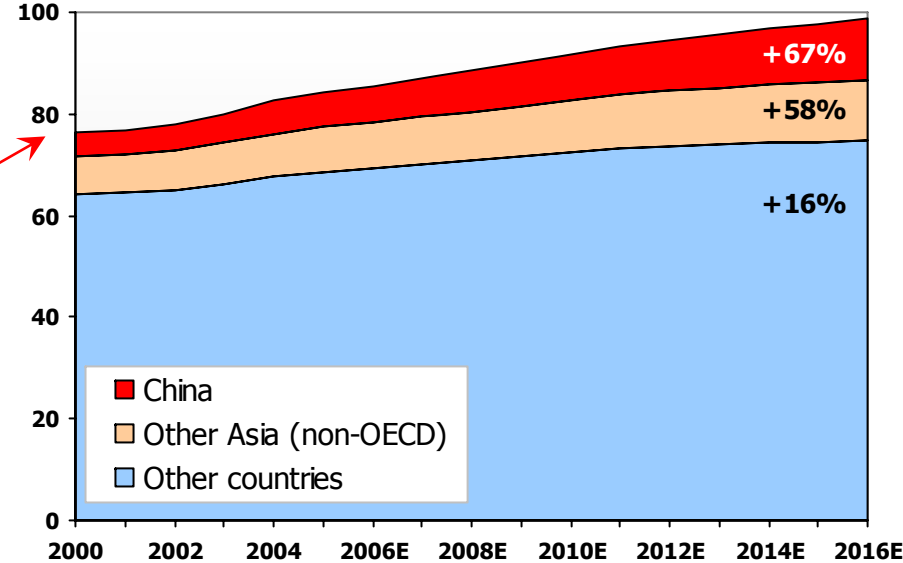


# Asia – Main Driver of Demand Growth

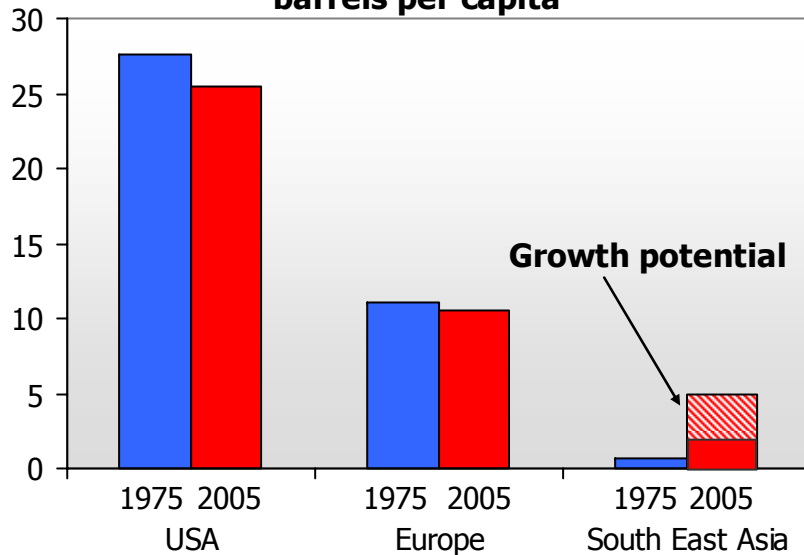
Share in world GDP, %



World crude oil demand, mln barrels per day



Oil consumption per capita, barrels per capita



**Rapid growth of crude oil demand in Asia is based on increase in prosperity of the population and low per capita consumption compared to the developed countries.**

In 2006 China began building up strategic petroleum reserves of 100 mln barrels which equals about 15-day consumption of the country. Under the Chinese government plans, in 10 years the reserves will reach one half of annual crude oil supplies to the country.

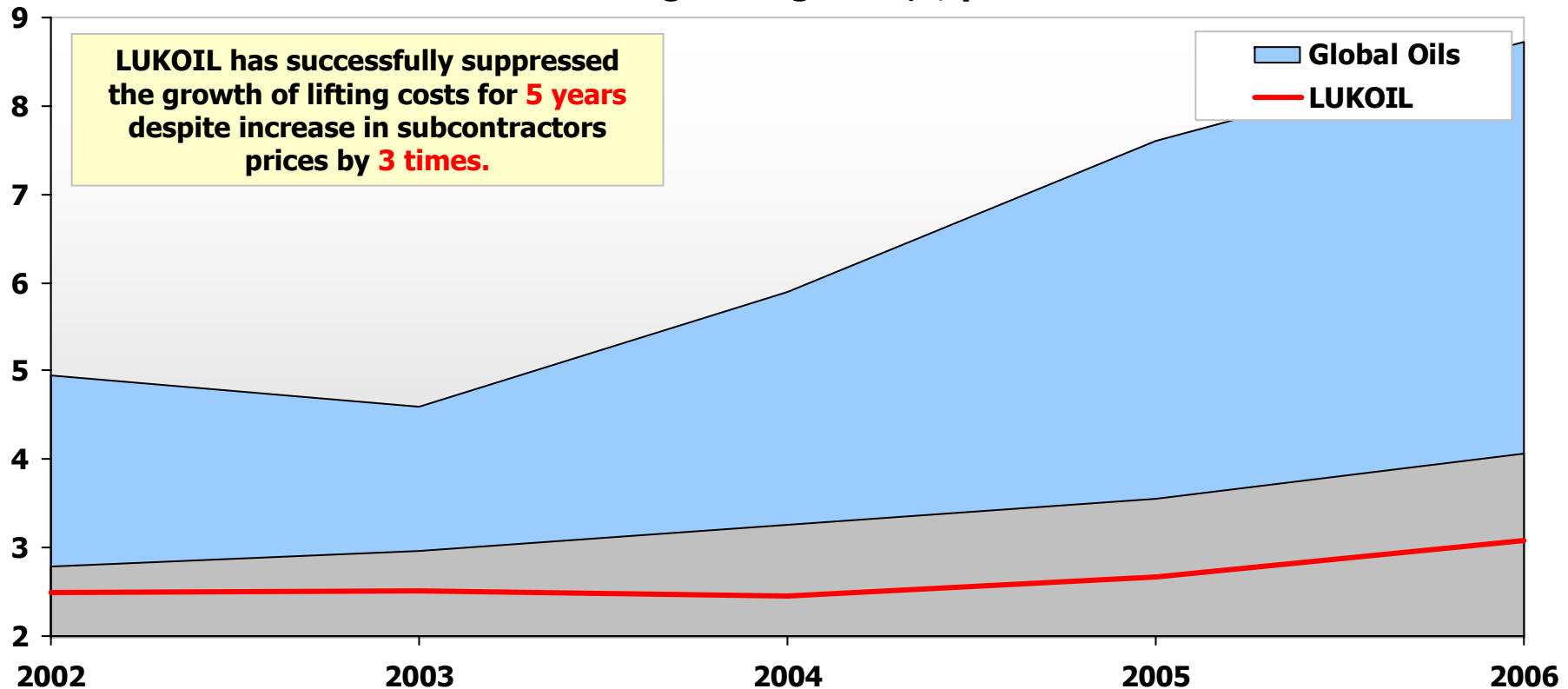


# Global Energy Consumption Growth Will Be Met by Development of Heavy and Deep Offshore Oil Reserves

The lack of new large hydrocarbon reserves in the traditional regions of activity forces global oil & gas companies to shift to the development of **deep offshore reserves, reserves in the arctic regions** and **heavy oil reserves**.

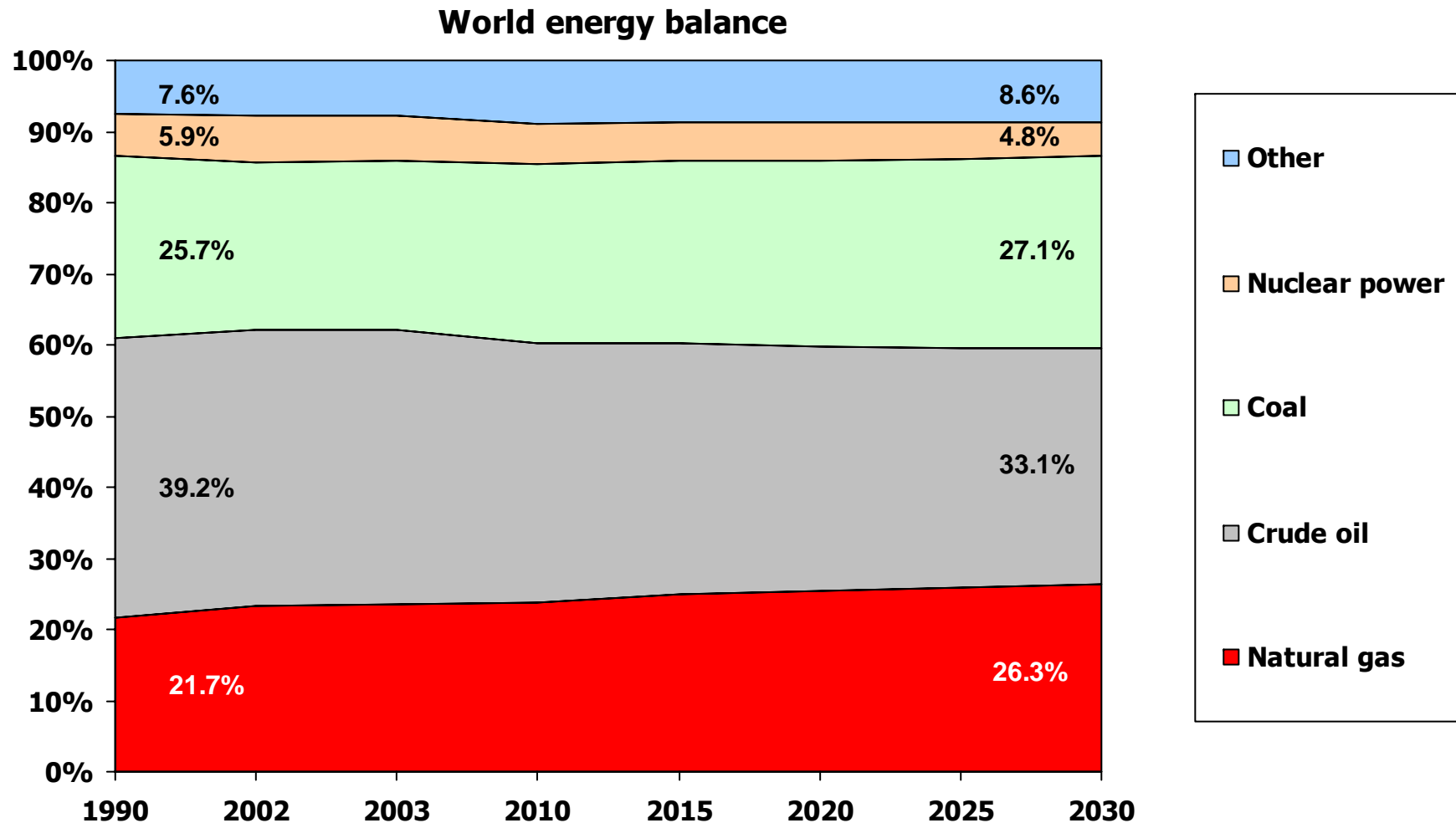
This will support the trend of **increase in hydrocarbon development and lifting costs**.

Average lifting costs, \$ per boe





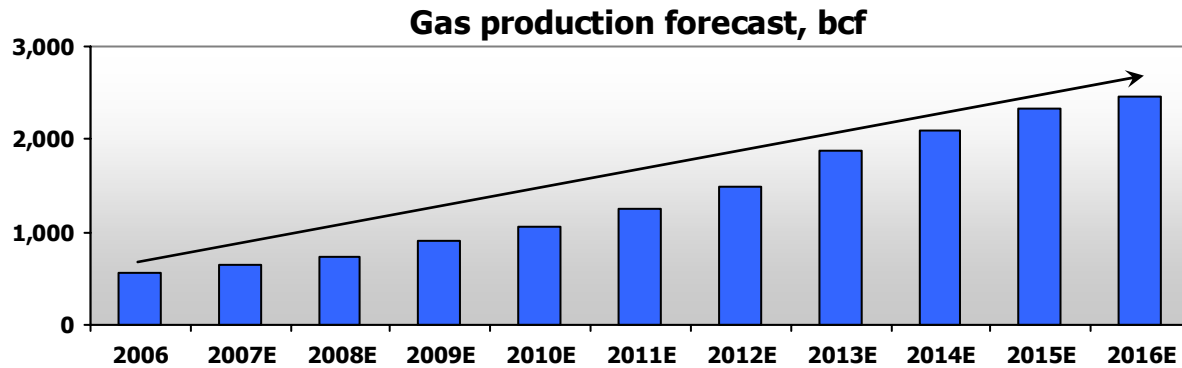
# Gas – Fuel of the Future



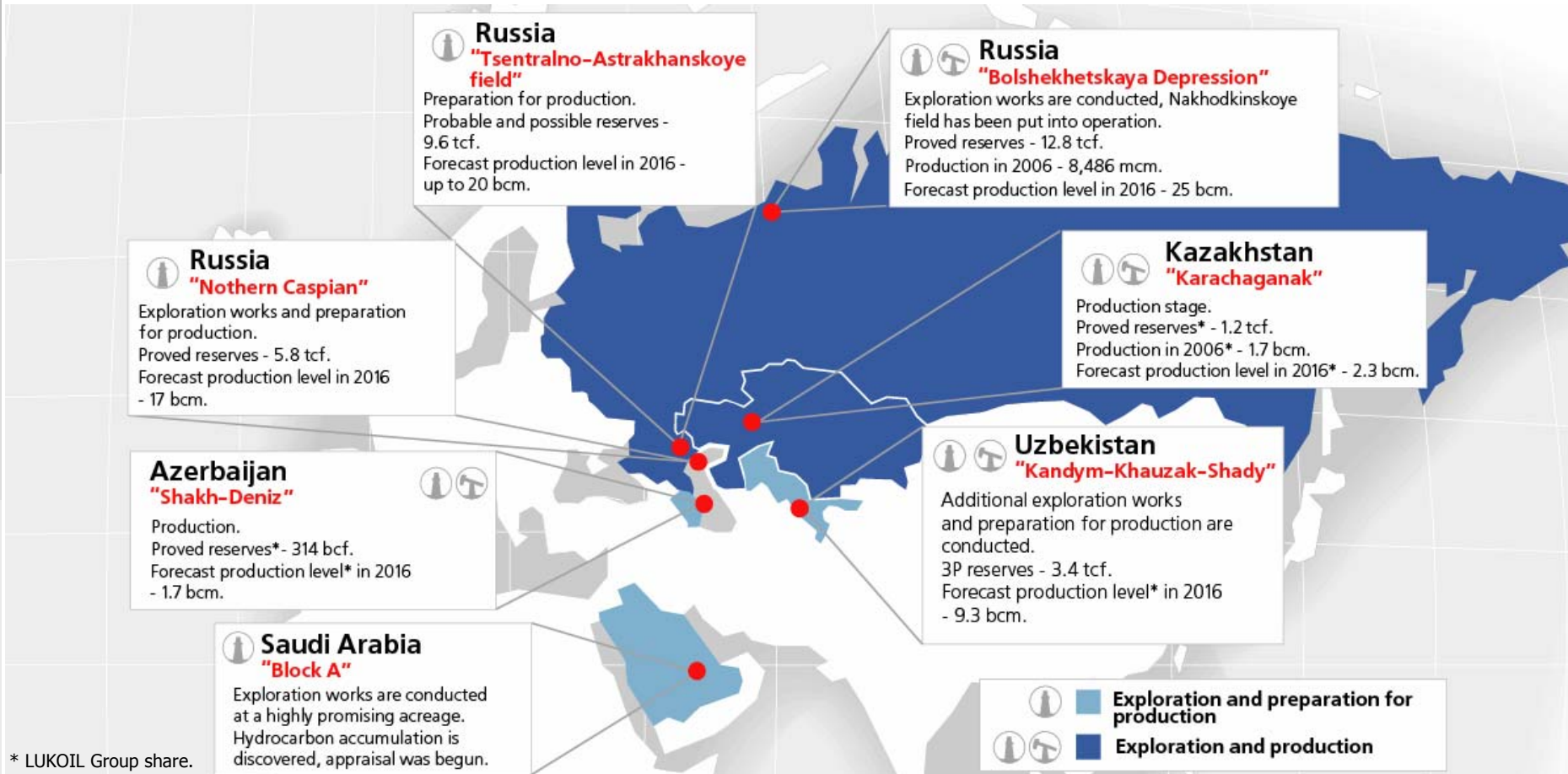
**Growth of global gas consumption has been outpacing that of other energy products over the last years. This is mainly due to the outstanding technological and ecological characteristics of natural gas. Technologies of gas production, transportation (development of LNG market and increase in natural gas shipment by pipelines) and processing (including GTL technology) are advancing. All this suggests that in the future gas share in the world energy balance will continue growing.**



# Natural and Associated Gas Strategy



**LUKOIL plans to increase gas output by 5 times, to 2.5 tcf, by 2016. The main growth regions are the Bolshekhetskaya Depression and the Caspian Region.**



\* LUKOIL Group share.





# Alternative Energy and Energy-efficient Technologies Can Not Effectively Replace Oil and Gas

- Alternative energy and energy-efficient technologies are advancing, developed countries and top international companies spend a lot on their development
- However these technologies require **substantial capital expenditures and initial costs** and therefore are of **low efficiency**
- There is still **no effective way of producing fuel from cheap electric energy** (hydrogen technology), besides electrical transport is not developed due to the high cost of cells
- Development of energy-efficient technologies falls behind expansion of production and car fleet
- **Biofuel technologies are not effective** as well: it takes 20 mln ha of high-quality land resources to produce 1 mln barrels per day of biofuel. Bio-energetic technology advances only owing to ecological problems in big cities, tax grants and financial aid to biofuel producers

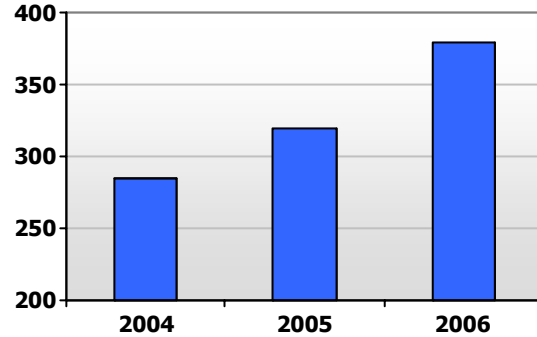


**In current market conditions there is no efficient alternative to oil and gas**

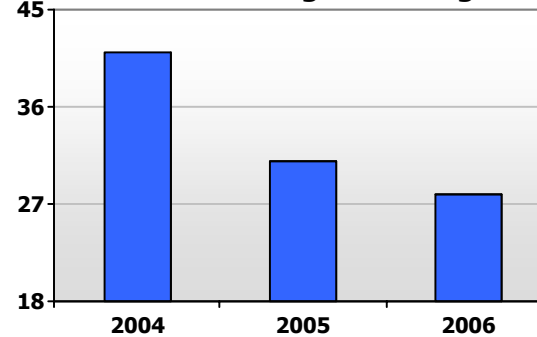


# LUKOIL – Russia’s Leader in Ecology and Industrial Safety

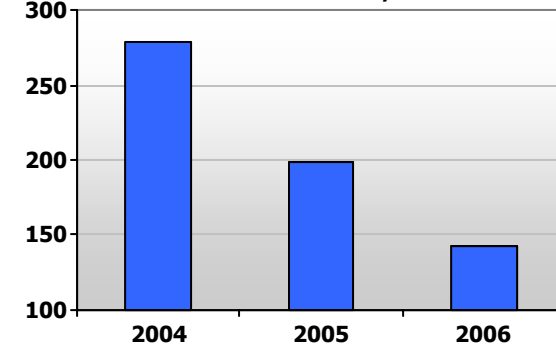
### Environmental spending, \$ mln



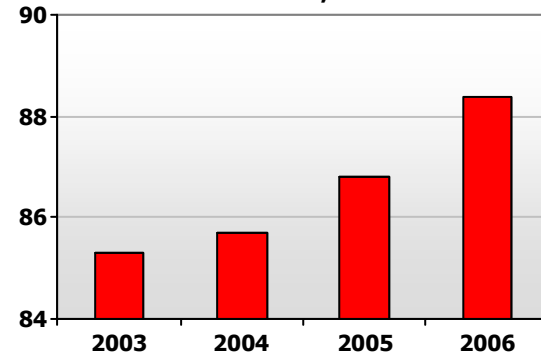
### Number of accidents with claimed ecological damage



### Polluted land, ha



### Associated gas utilization rate at "LUKOIL-Western Siberia" fields, %

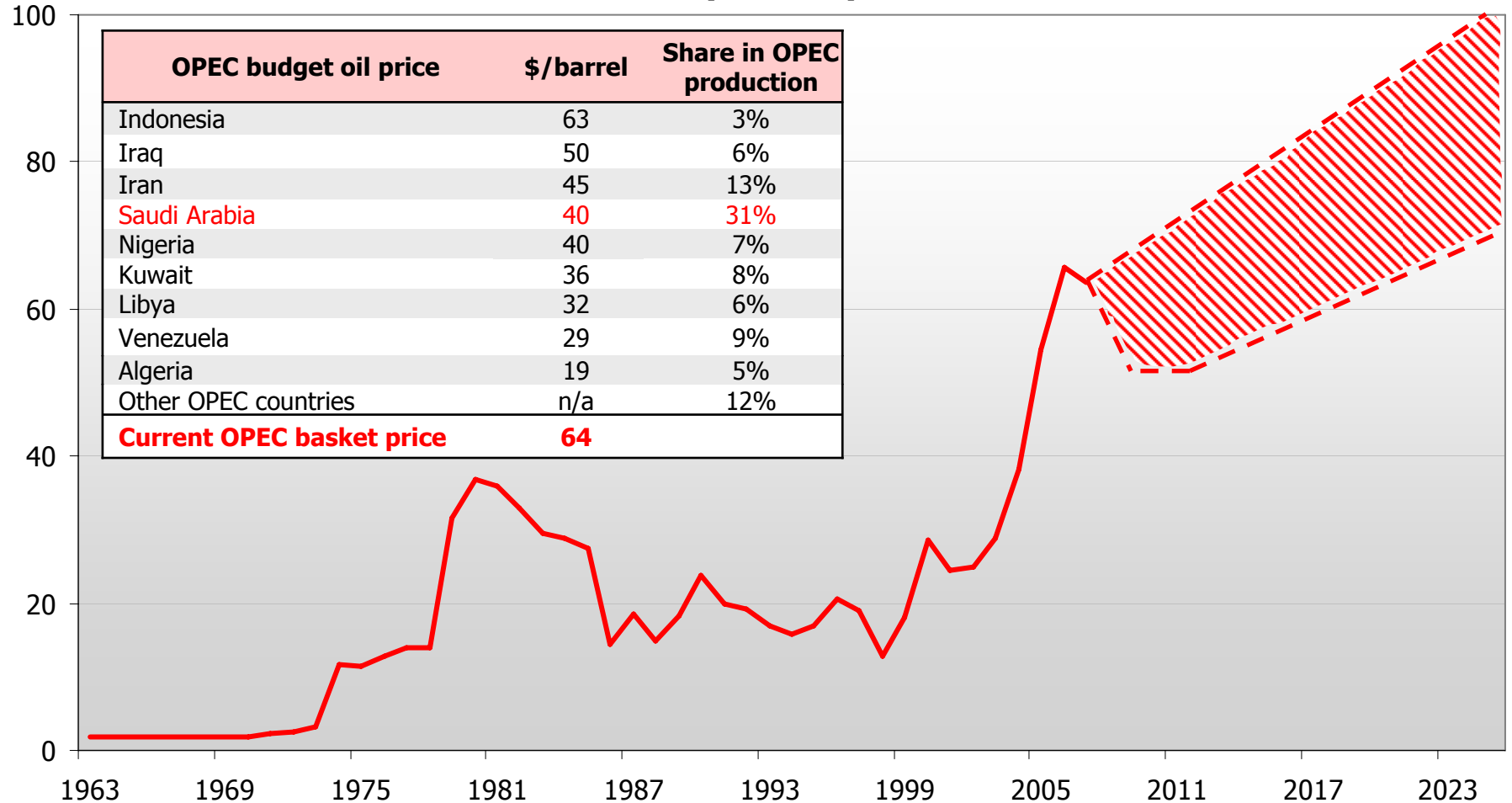


**LUKOIL expands study and usage of effective technologies allowing to reduce negative environmental impacts. For instance, LUKOIL develops its own electric power generating facilities which help to decrease energy costs and increase associated gas utilization rate by using it as fuel at gas power stations. Foreign refineries of the Group are ready to produce biofuel in full compliance with the legislation.**



# High Crude Oil Prices Are Fundamentally Justified

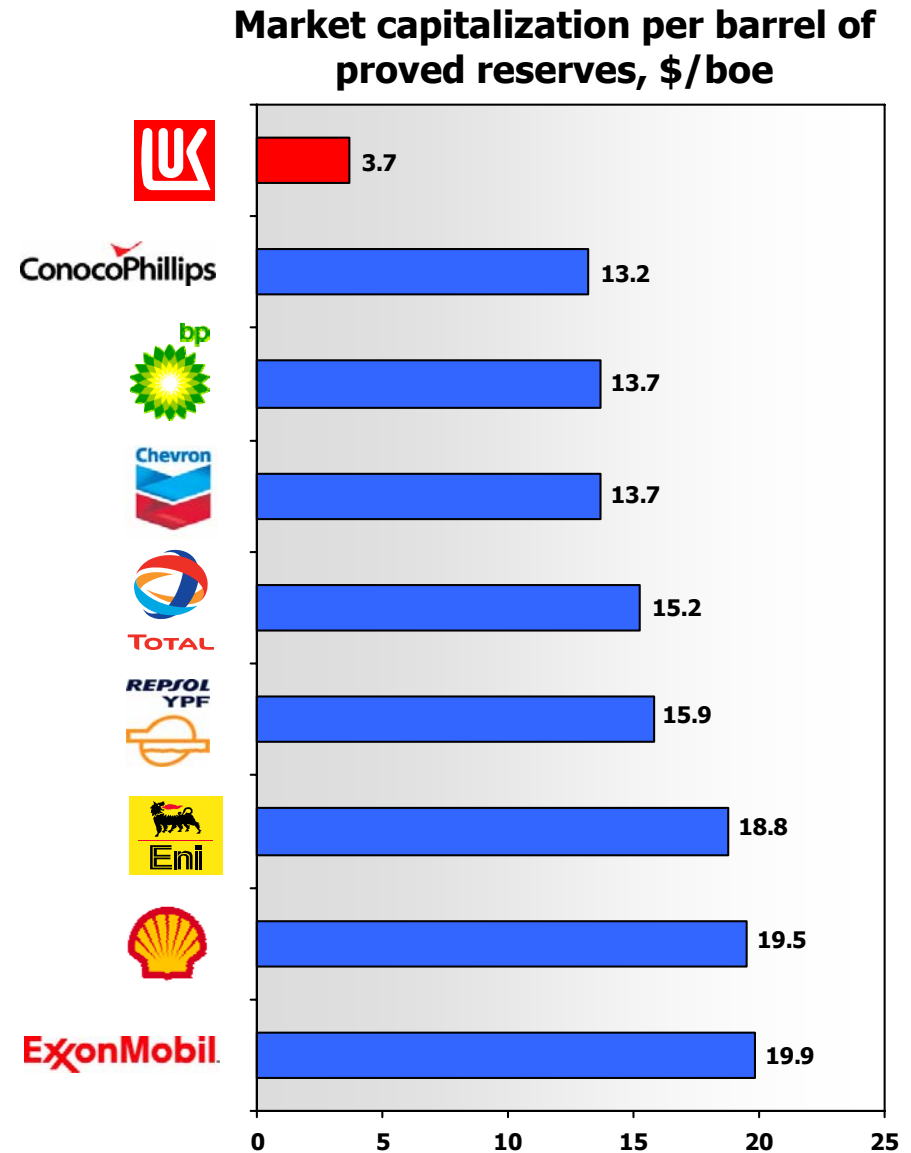
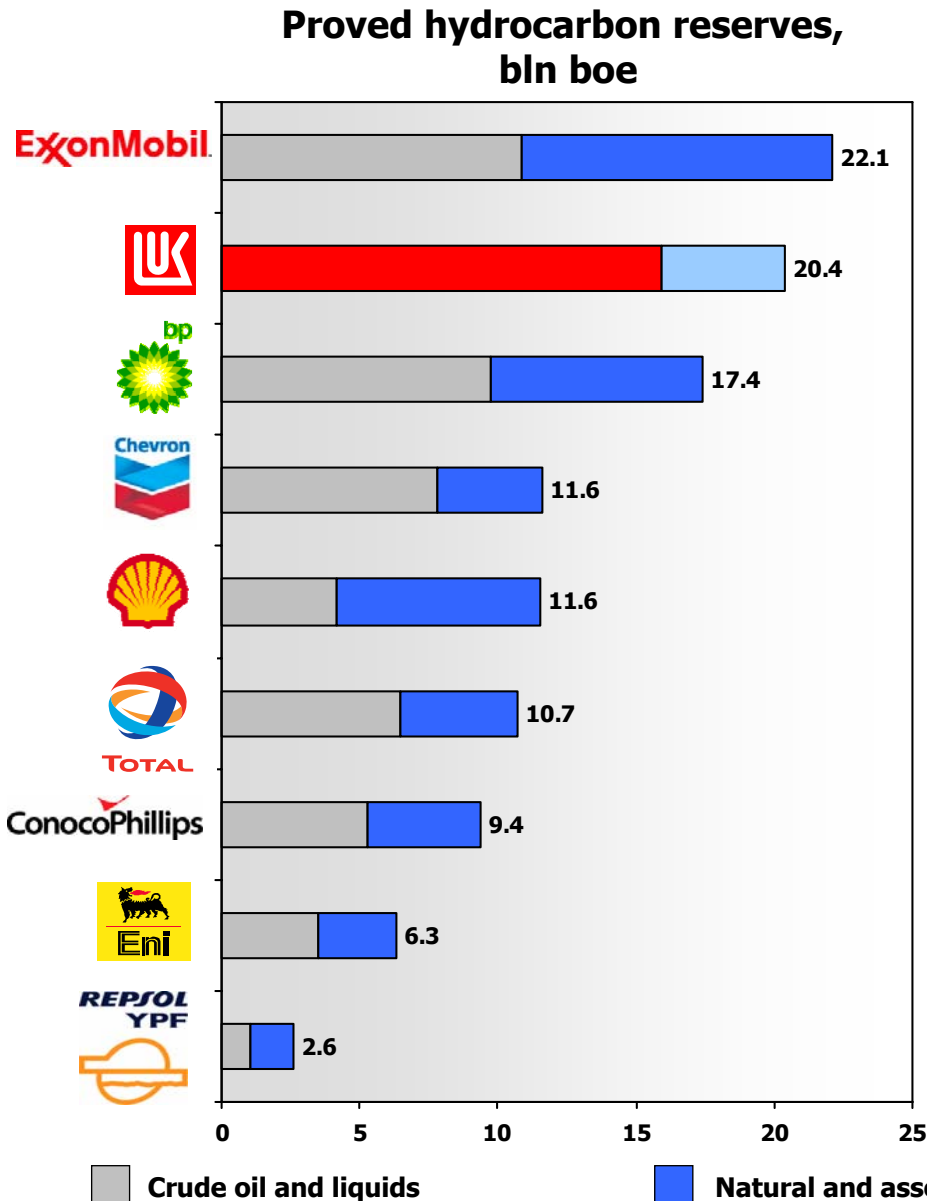
Crude oil price, \$ per barrel



**High oil prices are fundamentally justified** by increase in exploration and development costs. Besides, OPEC members budgets are based on the weighted average price of \$40 per barrel, and Saudi Arabia regards \$50 per barrel as the minimum price level. OPEC therefore will take active steps if oil price falls bellow \$50 per barrel.

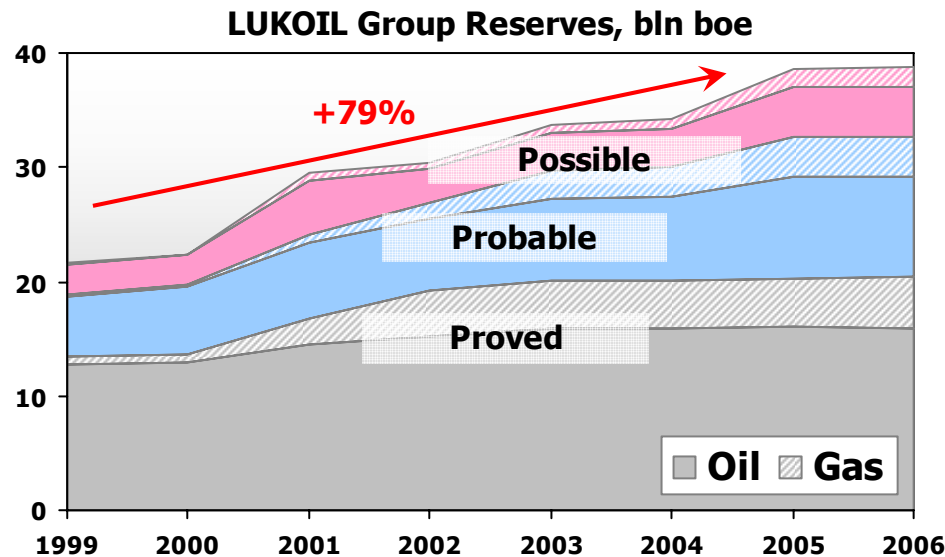


# Rich Conventional Hydrocarbon Reserves of LUKOIL Are Undervalued by the Market



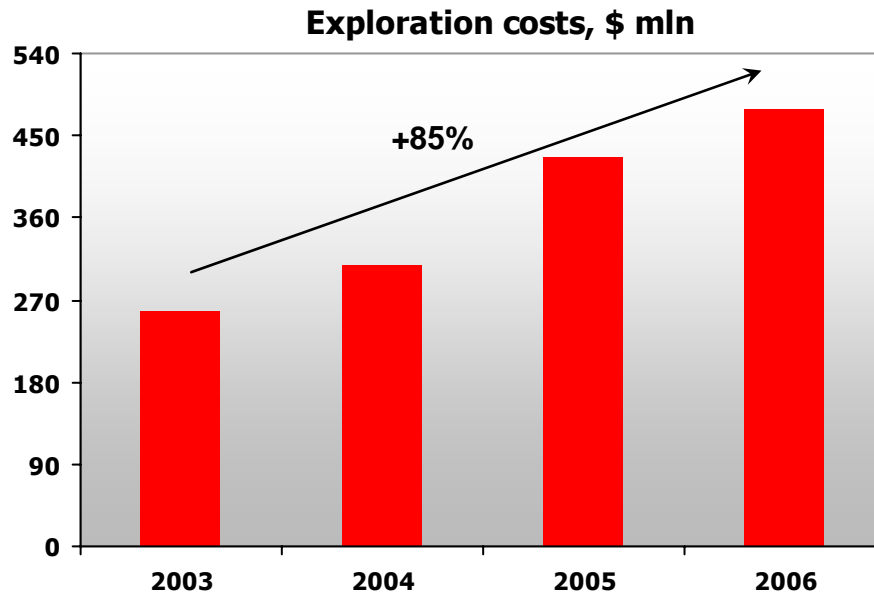


# Building Strong Reserve Base – LUKOIL Targeted Policy

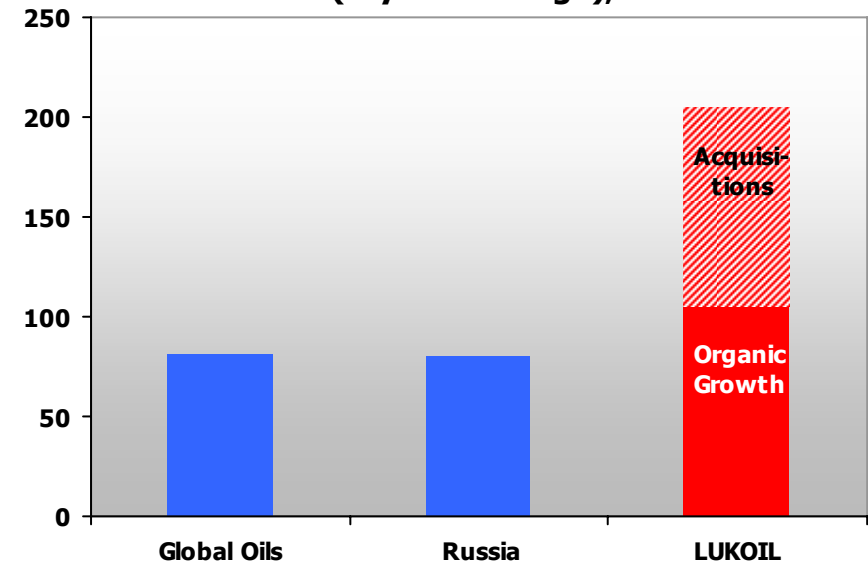


Over the last years LUKOIL has built a rich and efficient reserve base which will allow to maintain high production growth rates in the long term.

Use of the up-to-date technologies has enabled to raise considerably the exploration efficiency. Organic reserve replacement ratio exceeded 100% during the last five years.

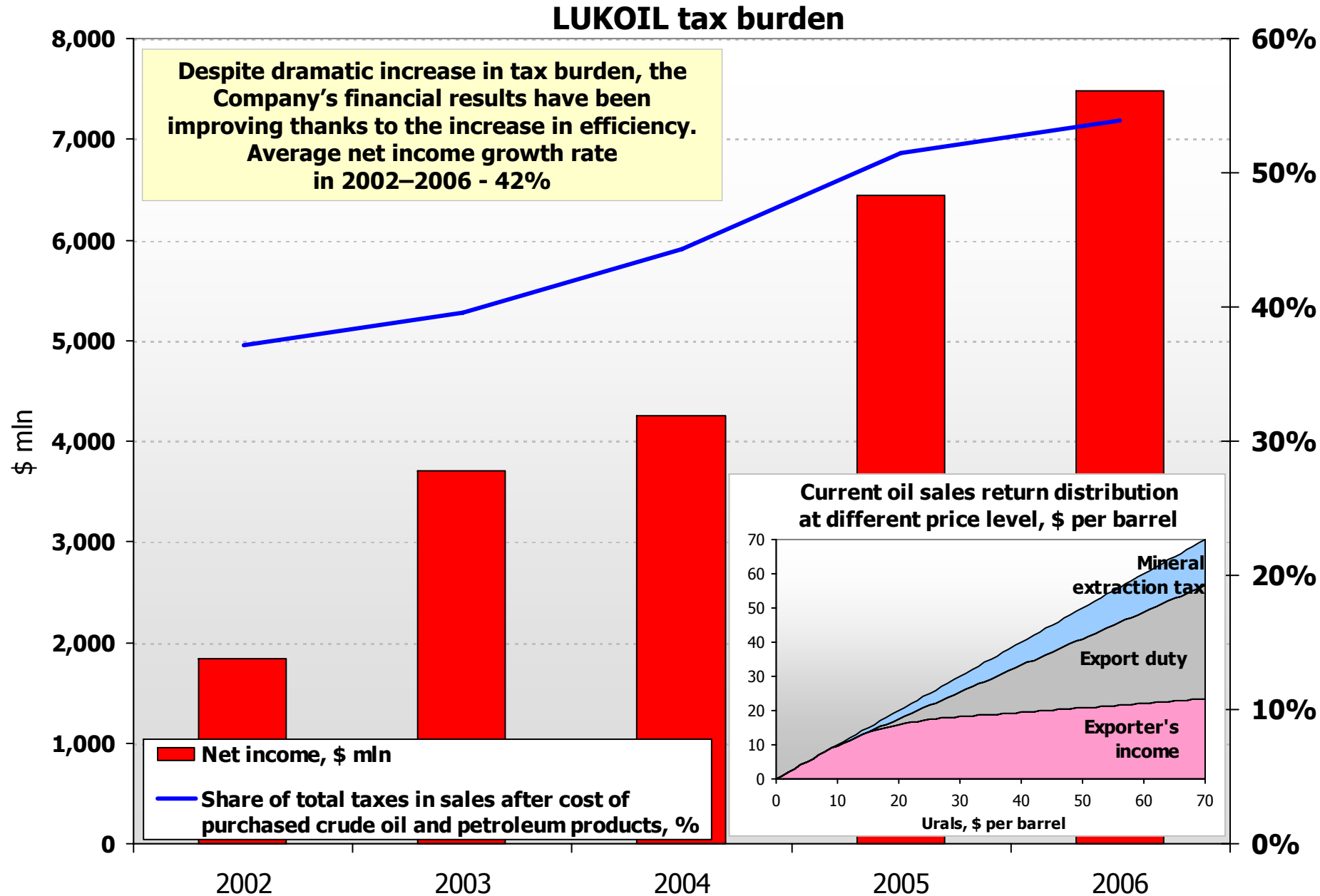


**Hydrocarbon reserve replacement ratio (5-year average), %**





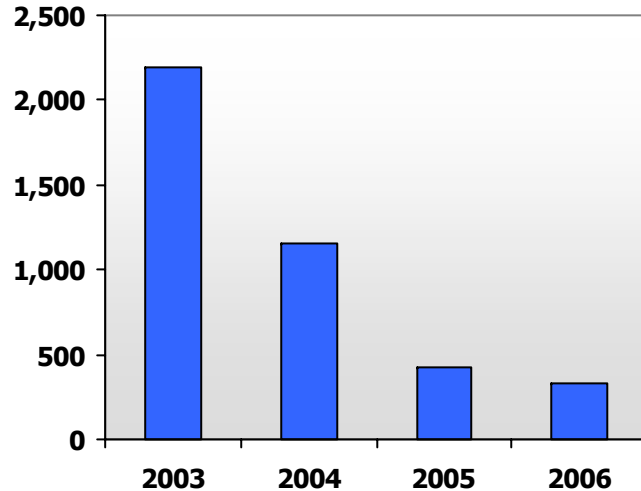
# Outstanding Financial Results Under Heavy Tax Burden



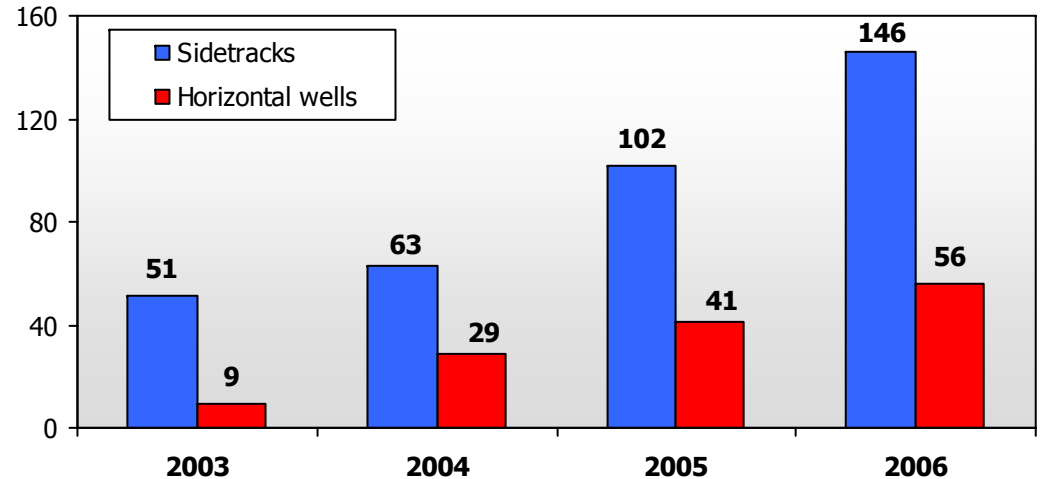


# Improving Oil Production Efficiency

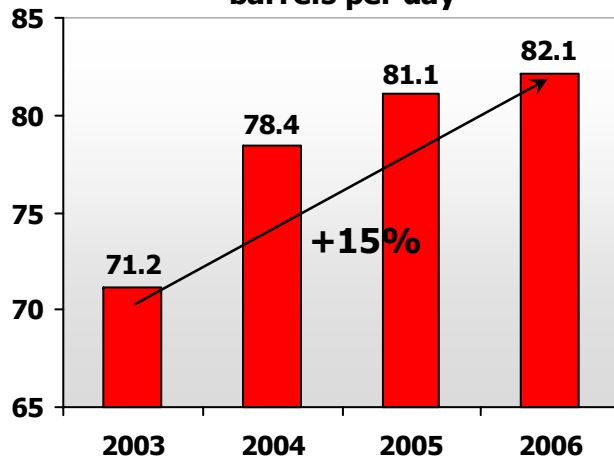
**Wells with high water cut withdrawn from operation, wells**



**Drilling of sidetracks and horizontal wells**



**Average flow rate per oil well at Russian oil fields of the Group, barrels per day**



The Company takes active steps to increase production efficiency: applies new enhanced oil recovery methods (hydro fracturing, drilling of sidetracks and horizontal wells, chemical techniques, etc), withdraws wells with low flow rate and high watercut, uses geological-hydrodynamic models.

In 2003-2006 **4,109** oil wells with high watercut were withdrawn which accounted for 15% of oil production wellstock of the Group. As a result power consumption decreased whereas production efficiency increased.

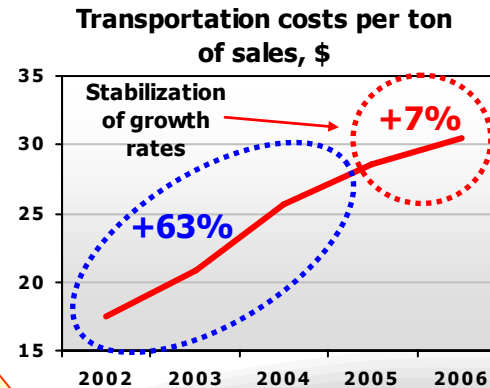


# Development of Own Export Infrastructure – Reaction to Increase in Transportation Costs

## Terminal at Vysotsk 12 mln tons per year

**In 2006 the terminal allowed to save \$300 mln by halting petroleum products supplies via alternative ports in the Baltic Republics.**

Transshipment in 2006 – 9.2 mln tons of petroleum products (capacity expansion up to 15 mln tons per year provided development of the railway).



## Varandey Terminal 1.5 mln tons per year

Increase in capacity to **12 mln tons per year** by 2008.

**The terminal will allow year-round crude oil shipment to the Western Europe and the USA from the fields in the North of Timan-Pechora.**

Transshipment in 2006 – 0,5 mln tons of crude oil.

## Terminal at the port of Svetly 6 mln tons per year

**The terminal allows to ship crude oil produced in Kaliningrad region and petroleum products.**

Transshipment in 2006 – 5.3 mln tons of crude oil and petroleum products.

## Terminal in Astrakhan 2 mln tons per year

**The terminal opens for the Company new markets in Asia-Pacific region (swap deals with Iran) and allows to optimize transportation costs.**

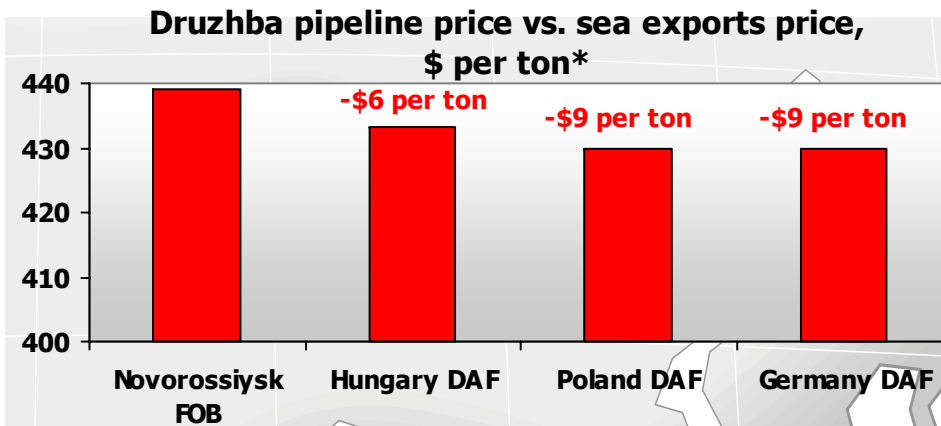
Transshipment in 2006 – 0.7 mln tons of crude oil and petroleum products.

**In 2006 LUKOIL continued to develop its own export terminals enabling to reduce significantly transportation costs (saving more than \$400 mln in 2006) and making transportation arrangements more flexible.**

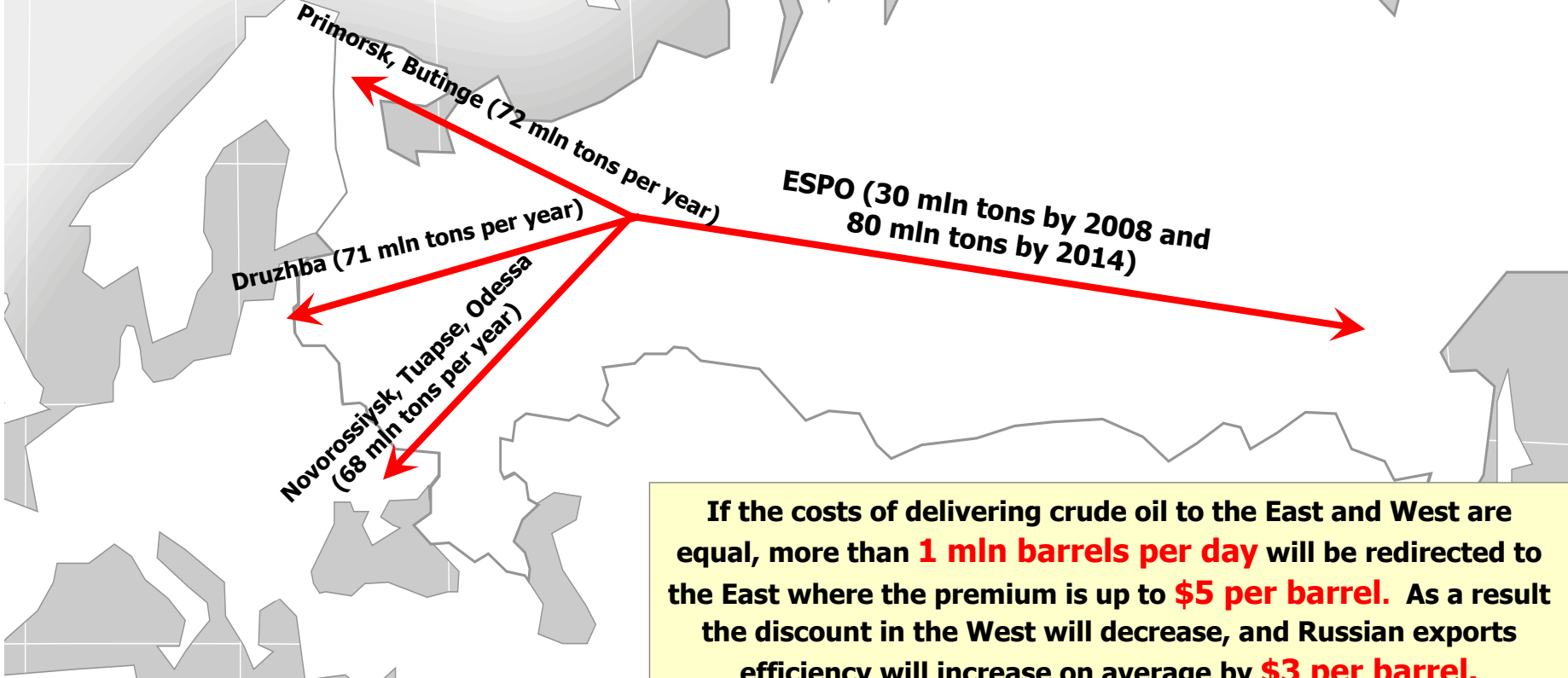




# Eastern Siberia–Pacific Ocean Pipeline Will Improve Competitive Positions of Russian Suppliers



Eastern Siberia–Pacific Ocean pipeline construction will cause a redirection of export flows to the East while overall export capacities will exceed potential export volumes.

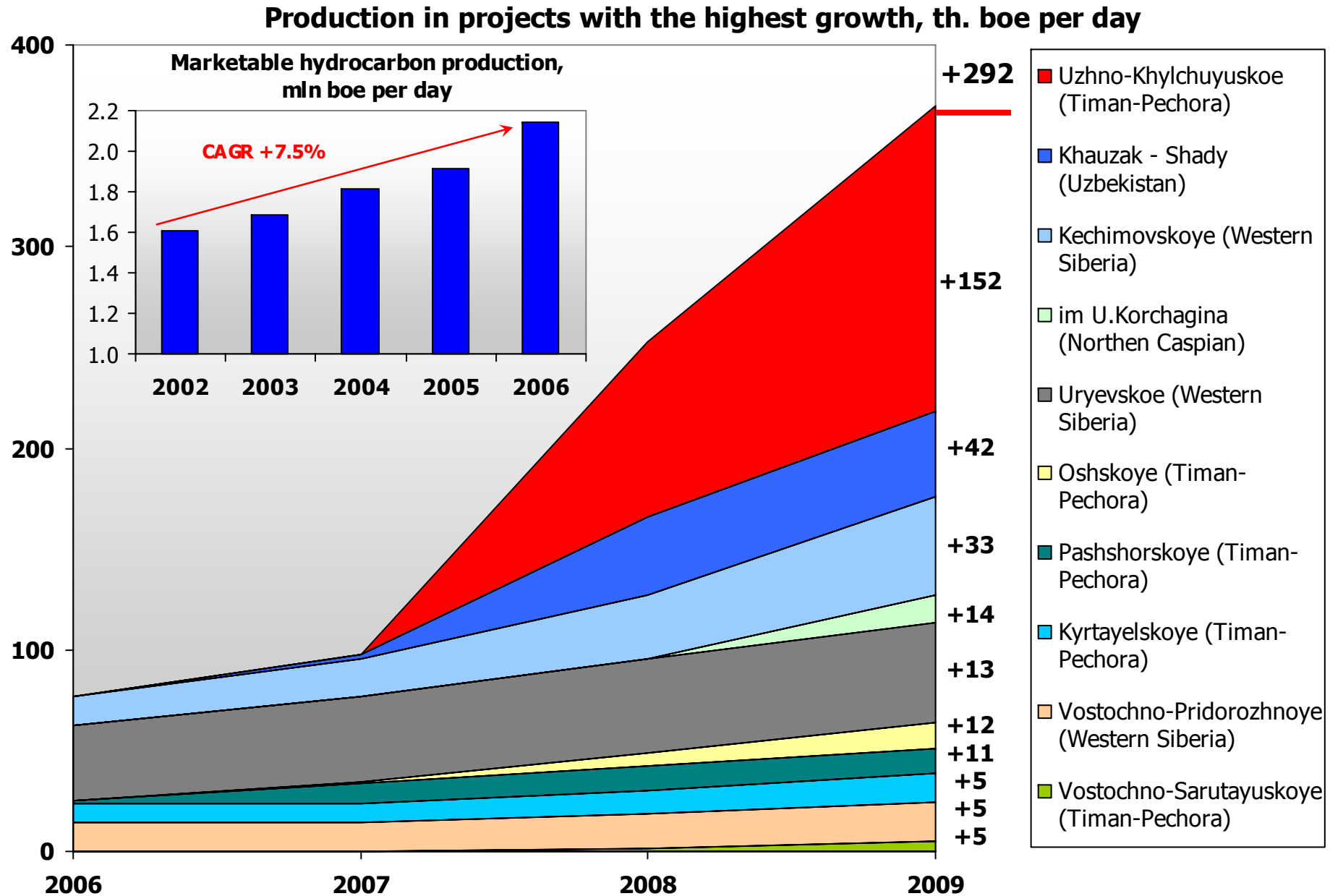


If the costs of delivering crude oil to the East and West are equal, more than **1 mln barrels per day** will be redirected to the East where the premium is up to **\$5 per barrel**. As a result the discount in the West will decrease, and Russian exports efficiency will increase on average by **\$3 per barrel**.

\* 2006 average price. Source: Petroleum Argus



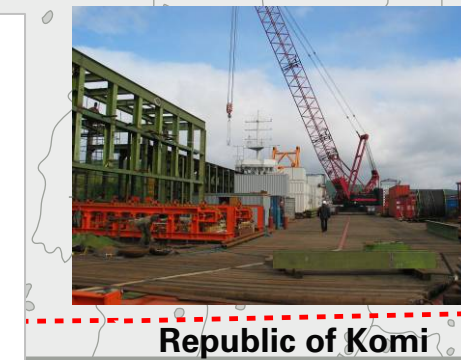
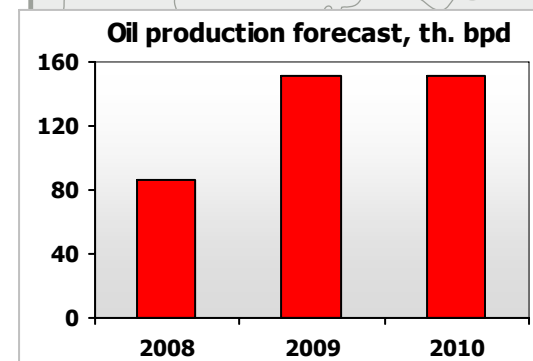
# Ten Large Fields Will Provide Most of Production Growth





# Uzhno-Khylchuyuskoye Field: Major Event of 2007

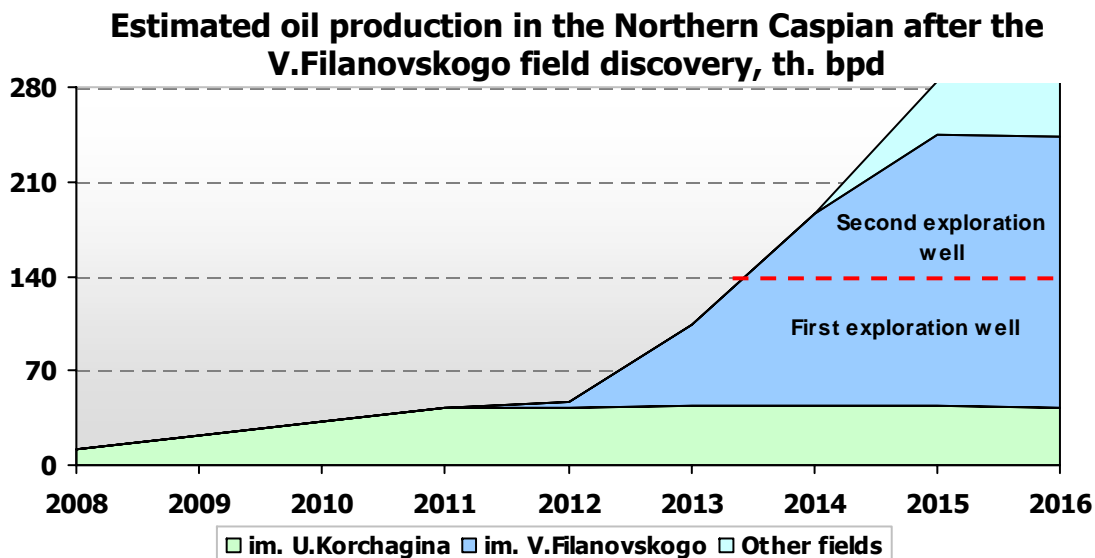
- Uzhno-Khylchuyuskoye field – the Company **major field** in the North of Timan-Pechora. **Start-up is scheduled for the end of 2007**. LUKOIL share – 70%, ConocoPhillips share – 30%
- Discovered in 1981. Production drilling began in 2006
- Proved oil reserves (as of 01.01.2007) – **more than 500 mln barrels**
- Oil **quality** is superior to that of Russian export blend Urals: its density – 35.5 API (Urals– 32.0 API), sulphur content – 0.71% (Urals – 1.30%) – the oil will be sold at the international market **with premium to Urals**
- The field will be developed with 90 wells
- Planned production level - **7.5 mln tons of crude oil per year (more than 150 th. bpd)** by 2009
- Crude oil transportation through **the Varandey terminal** – construction of oil pipeline «Uzhnoe Khylochuyu – Varandey»





# Northern Caspian Fields: Major Event of 2008

- As a result of exploration works conducted by the Company in the Russian sector of the Caspian Sea in 1995-2006, LUKOIL **discovered six major fields**: Khvalynskoye (2000), im. U.Korchagina (2000), 170 km (2001), Rakoushechnoye (2001), Sarmatskoye (2002) and im. V.Filanovskogo (2005).
- Exploration drilling in the Northern Caspian region presents **100% SUCCESS RATE**
- The oil flows per well at the im. V.Filanovskogo field are unique – up to **6.2 th. bpd**
- **Proved, probable and possible crude oil reserves at the im. V.Filanovskogo field are now estimated at 1.3 bln barrels**

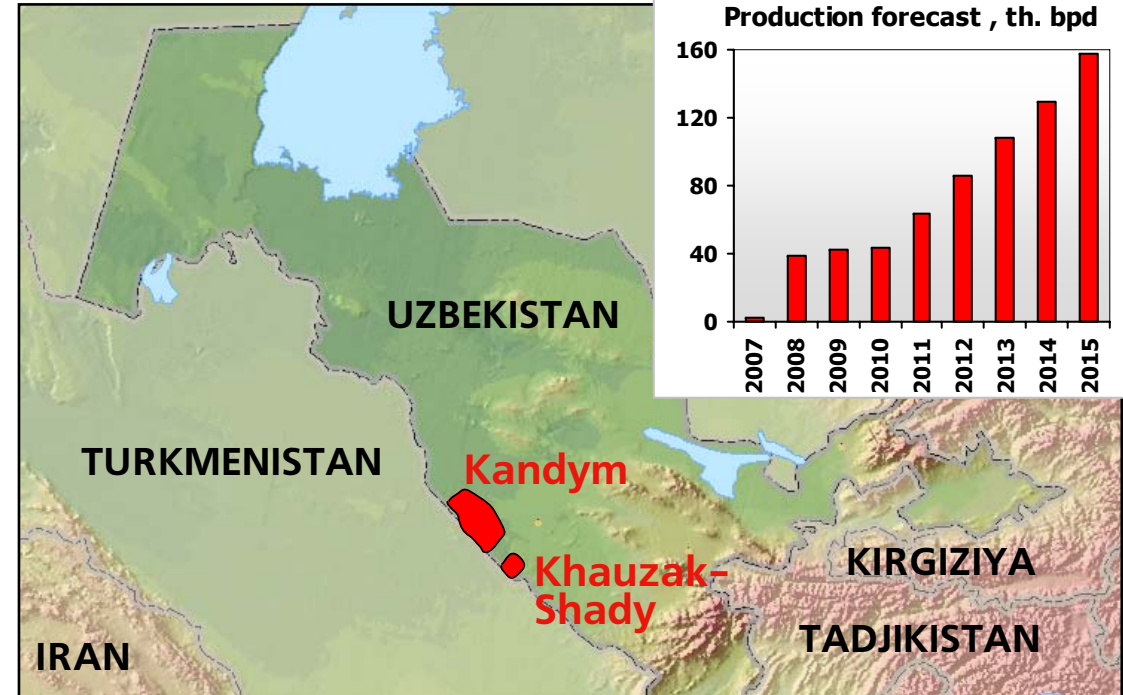


**LUKOIL in the Northern Caspian:**  
Capital expenditures in 2001–2005 – **\$325 mln**  
3P oil reserves as of January 1, 2007 – **1.87 bln barrels**, natural gas reserves – **17.1 tcf**



# Kandym-Khausak-Shady (Uzbekistan): Production Launch in 2007

- The project includes development of Khauzak and Shady blocks of the Dengizkulskeye field and the Kandym group of fields, as well as exploration works at the Kungradsky block
- LUKOIL share in proved reserves (as of 01.01.07) - **7.9 mln barrels** of oil and liquids and **2.76 tcf of gas**



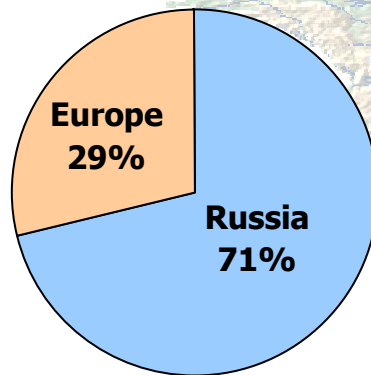
- In 2006 2D and 3D seismic works were carried out at the Khauzak and Shady blocks, location of production wells was specified
- Commercial gas production is expected to begin **in the end of 2007**
- Maximum overall production - more than **10 bcm per year**
- Gas will be sold at the price set by the Republic of Uzbekistan and OAO Gazprom by that time (\$100 per 1,000 cm in 2007)
- The project provides for **the construction of a gas processing plant** with capacity of 8 bcm (the first phase is scheduled for commissioning in 2010)



# Increasing Refining to Production Ratio Under Oil Production Accelerated Growth

LUKOIL refining capacities diversification in 2006

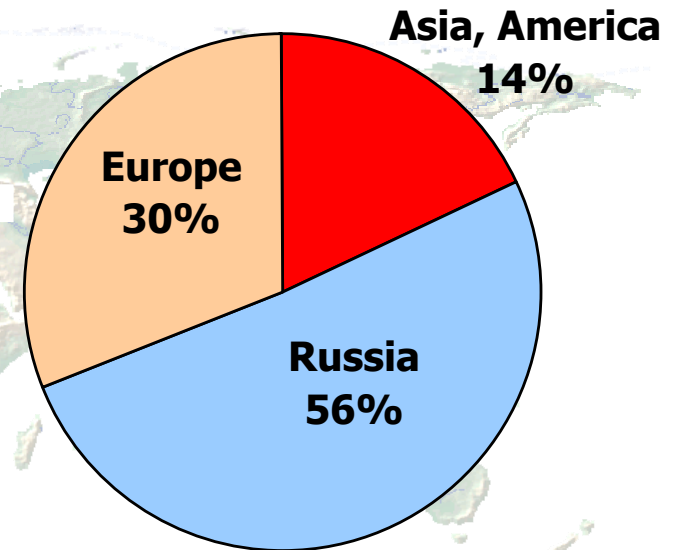
58 mln tons



Refinery throughputs –  
**50%** of crude output

LUKOIL targeted refining capacities diversification in 2016

100 mln tons



Refinery throughputs –  
**70%** of crude output

LUKOIL strategic objective – **to increase refining to production ratio.**

Refining capacities growth:

- In Russia: +15–20 mln tons (construction/acquisitions)
- In Europe: +13–16 mln tons
- In Asia and America: +10–20 mln tons



# Modernization of the Nizhny Novgorod Refinery : Product Quality Improvement

**First stage (2006–2010): increase in output of motor gasoline, production of motor gasoline meeting Euro-4 standards**

## **Catalytic cracking complex – investment - \$780 mln:**

- Vacuum gas oil **hydrotreating** with a capacity of 2,5 mln tons
- **Catalytic cracking unit** with a capacity of 2 mln tons
- **Alcylation unit** with a capacity of 360 th. tons
- **Hydrogen production unit** with a capacity of 50 th. tons
- **Propylene concentration unit** with a capacity of 150 th. tons
- **Sulphur production unit** with a capacity of 90 th. tons

	<b>2006</b>	<b>2010E</b>
Capacity, mln tons per year	17	17
Nelson Index	4.2	7.4
Light products yield, %	42	60
Share of high-octane gasoline, %	85	100

**Economic effect (EBITDA) – about \$240 mln per year**

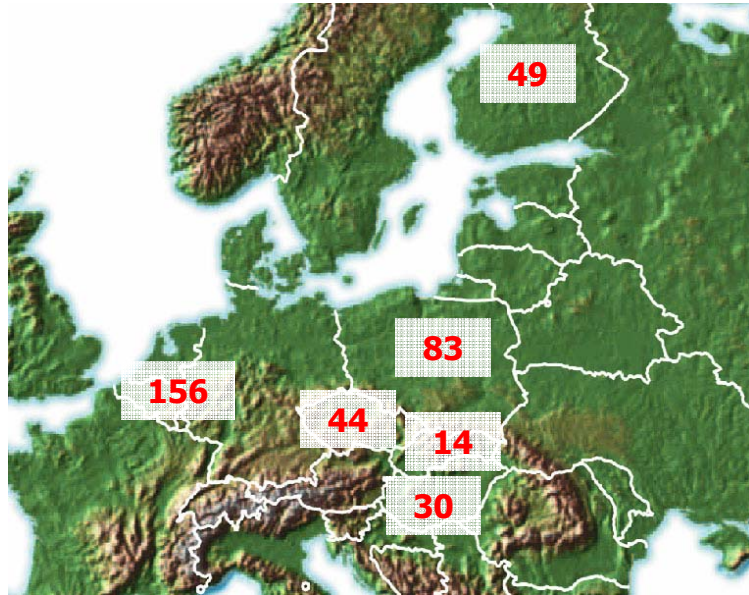


**Construction of a catalytic cracking complex at the Nizhny Novgorod refinery will allow to begin production of motor gasoline meeting Euro-4 standards (starting from 2006 the refinery produces motor gasoline meeting Euro-3 standards) while total motor gasoline output will increase by 1.5 times.**



# Acquisition of Retail Network from ConocoPhillips

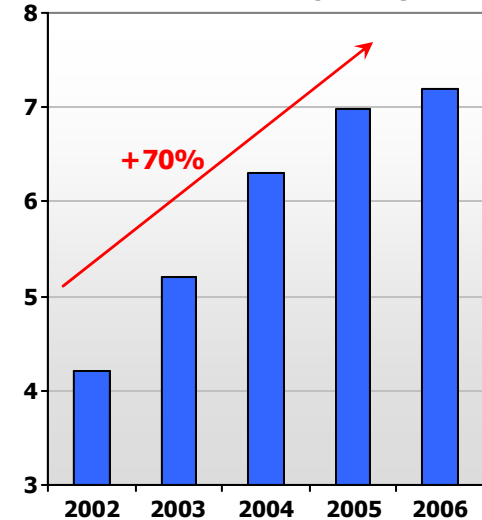
## Geography of the assets, filling stations



Retail sales volume of LUKOIL Group will increase by **1.4 mln tons per year (+19%** to the volume of international retail sales in 2006).

The acquired retail network is highly efficient: average fuel sales per filling station of the network is **9.9 tons per day (+38%** to LUKOIL average of **7.2 tons per day**).

Average fuel sales per filling station, tons per day

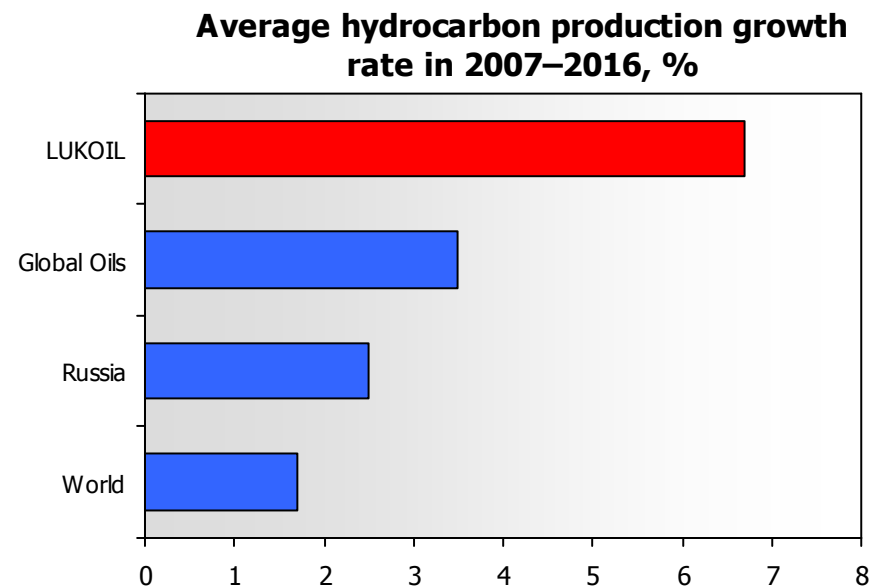
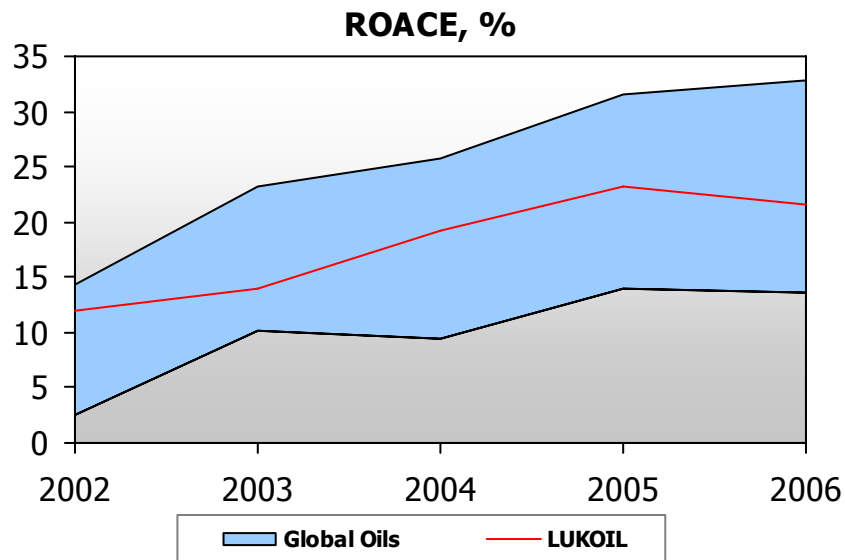


	Number of filling stations/ Share on the retail market	Volume of retail sales (2006), th. tons	Average fuel sales per filling station, tons per day	Share of LUKOIL Group on the retail market after acquisition
<b>Belgium</b>	156 / 8.3%	487	8.6	<b>8.3%</b>
<b>Czech Republic</b>	44 / 4.0%	152	9.5	<b>4.0%</b>
<b>Slovakia</b>	14 / 3.5%	59	11.5	<b>3.5%</b>
<b>Poland</b>	83 / 5.0%	396	13.1	<b>6%</b>
<b>Hungary</b>	30 / 4.3%	118	10.7	<b>6%</b>
<b>Finland</b>	49 / 5.5%	141	7.9	<b>29%</b>
<b>Total</b>	<b>376</b>	<b>1,353</b>	<b>9.9</b>	





# Strategic Objectives



- **Main objective — maintaining corporate ROACE at the level of at least 15%;**



- **Stable growth of basic financials which are under control of the management;**



- **Maintaining hydrocarbon output growth rate at the level of 5.6–6.7% depending on the level of oil prices on the international market.**