

# SCF

Safety Comes First®



# Corporate Presentation

January 2021

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# Key Investment Highlights



# Global Leader in Marine Energy Transportation Solutions

*Integrated international energy shipping operator providing unique services to energy majors*

## SCF at a Glance

- 30+ years history of operations
- Engaged in marine services and transportation of liquefied gas, crude oil and petroleum products
- Focused on large-scale industrial energy projects and long-term contracts
- Specialises on operating in ultra harsh environments and challenging ice conditions
- Owns and operates world's largest fleet of ice-class vessels
- In-house engineering expertise to satisfy customer needs

## One of World's Largest Fleets<sup>(1)</sup>

#1

Ice-class Shuttle Tankers



#1

Ice-breaking Supply & Stand-by Vessels



#1

Aframax Crude Oil Tankers



#1

Ice-class<sup>(2)</sup> LNG Carriers



172

vessels<sup>(3)</sup>

15<sub>m</sub>

DWT

USD6.3<sub>bn</sub>

Net Fleet Value<sup>(4)</sup>



FLOT ticker on MOEX  
c. USD3 bn market cap



Company of the Year  
2020



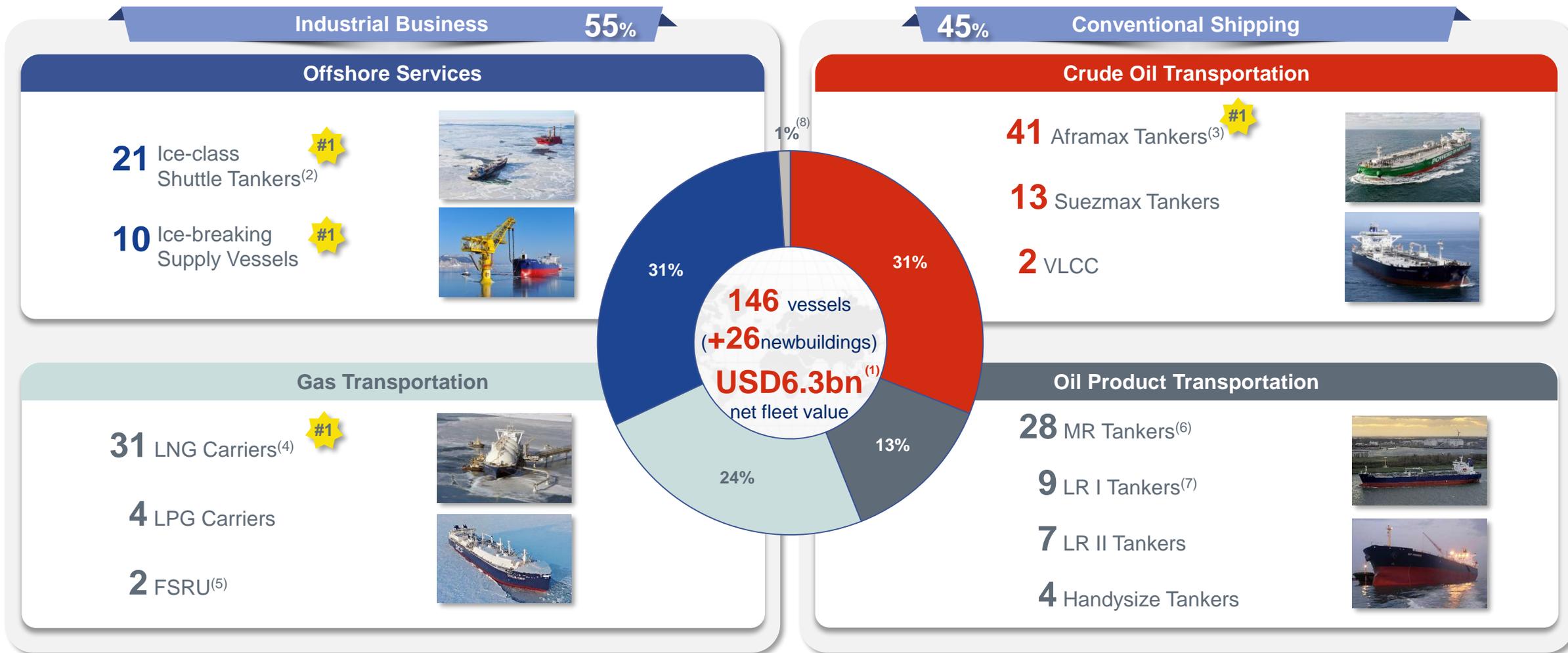
Company of the Year  
2019

Source: Company data, Clarksons Research (November 2020), public sources.

Note: (1) As of 31 December 2020. (2) As of 31 December 2020 by number of vessels; includes orderbook as per Clarksons Research estimates. Sovcomflot's number of vessels and orderbook as per Company data. (3) includes JVs' fleet and 26 newbuildings as of 14 January 2021 (4) Net book value of fleet as of 30 September 2020; for fleet excluding JVs.

# Global Leadership Across Industrial Marine Transportation

Integrated international energy shipping operator providing a wide range of services to energy majors



# Global ranking

Source: Company data, Clarksons Research (December 2020).

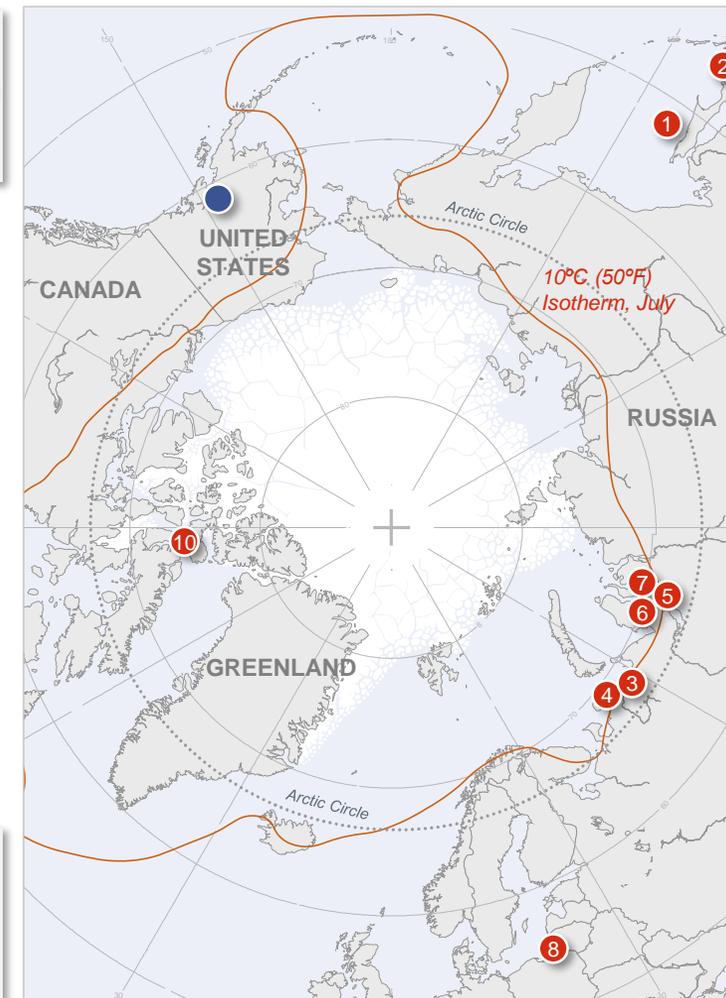
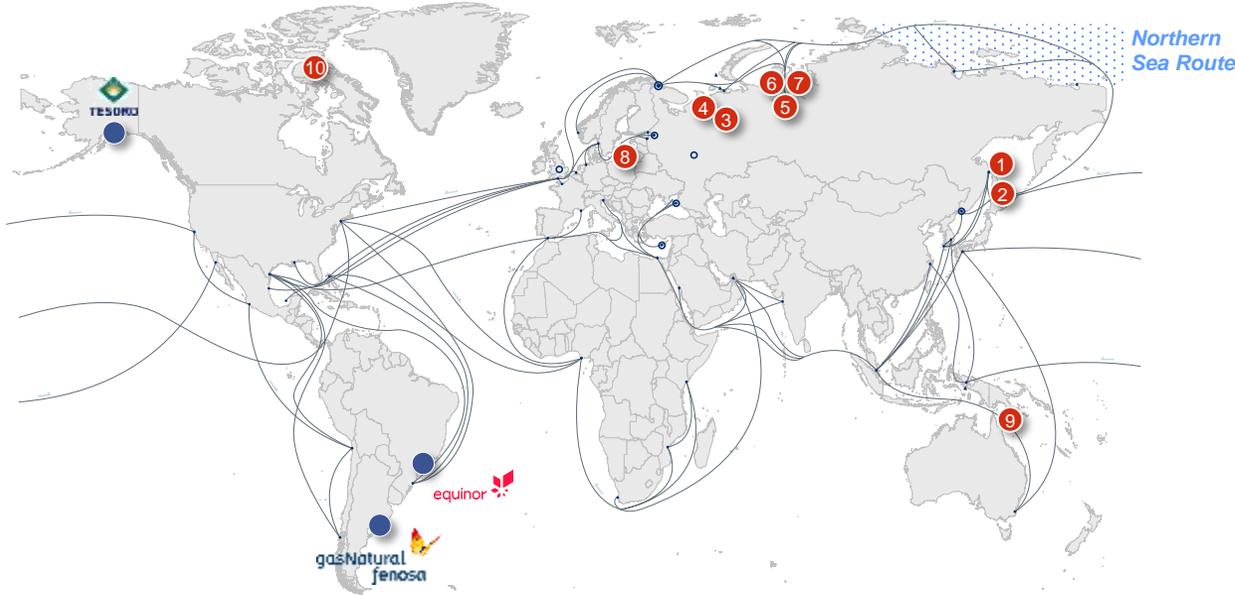
Note: Number of vessels includes fully owned vessels, vessels owned through JVs, chartered in vessels and newbuilds as of 14 January 2021. The donut chart indicates % fleet net carrying value contribution. (1) Net book value as of 30 September 2020, for fleet excluding JVs. (2) Includes 2 newbuilds. (3) Includes 2 newbuilds. (4) Includes 4 vessels owned via JV and 19 newbuilds (14 through JV and 5 own); the ranking takes into account ice-class vessels only. (5) SCF has a technical management contract for Marshal Vasilevsky and FSU Portovyy, two floating storage and regasification units of Gazprom. (6) Includes 3 newbuilds. (7) Includes 9 vessels owned via JV (8) 1% of total net carrying value is related to other marine services segment which operates three vessels not included in Industrial or Conventional businesses.

# International Presence and Projects Landscape

Provider of “floating pipeline” critical infrastructure for global energy suppliers to connect to their customers

|  |  |   |  |  |
|--|--|---|--|--|
| <b>1 Sakhalin-1</b><br><br>c.15mt <sup>(1)</sup> c.2050<br>ExxonMobil, Rosneft, Sodeco<br>Oil | <b>2 Sakhalin-2</b><br><br>15.0mt c.2045<br>Gazprom, Shell, Mitsui<br>LNG & Oil | <b>3 Varandey</b><br><br>12.0mt 2034 <sup>(2)</sup><br>Lukoil<br>Oil | <b>4 Prirazlomnoye</b><br><br>5.5mt c.2050<br>Gazprom Neft<br>Oil | <b>5 Novy Port</b><br><br>8.0mt c.2065<br>Gazprom Neft<br>Oil |
|--|--|---|--|--|

- ⊗ Annual Capacity
- ⊗ Project Life
- Ongoing Projects
- Completed Projects
- ➔ Sovcomflot Routes



|   |  |   |  |  |
|---|--|---|--|--|
| <b>6 Yamal LNG</b><br><br>17.4mt c.2055<br>Novatek, Total, CNPC, Mitsui<br>LNG | <b>7 Arctic LNG 2 (in-develop.)</b><br><br>19.8mt c.2065<br>Novatek, Total, CNPC<br>LNG | <b>8 Kaliningrad FSRU<sup>(3)</sup></b><br><br>93.3kt <sup>(4)</sup> 2053 <sup>(5)</sup><br>Gazprom<br>LNG | <b>9 Tangguh</b><br><br>7.6mt c.2035<br>bp<br>LNG | <b>10 Baffinland</b><br><br>18.0mt c.2050<br>Baffinland<br>Iron Ore |
|---|--|---|--|--|

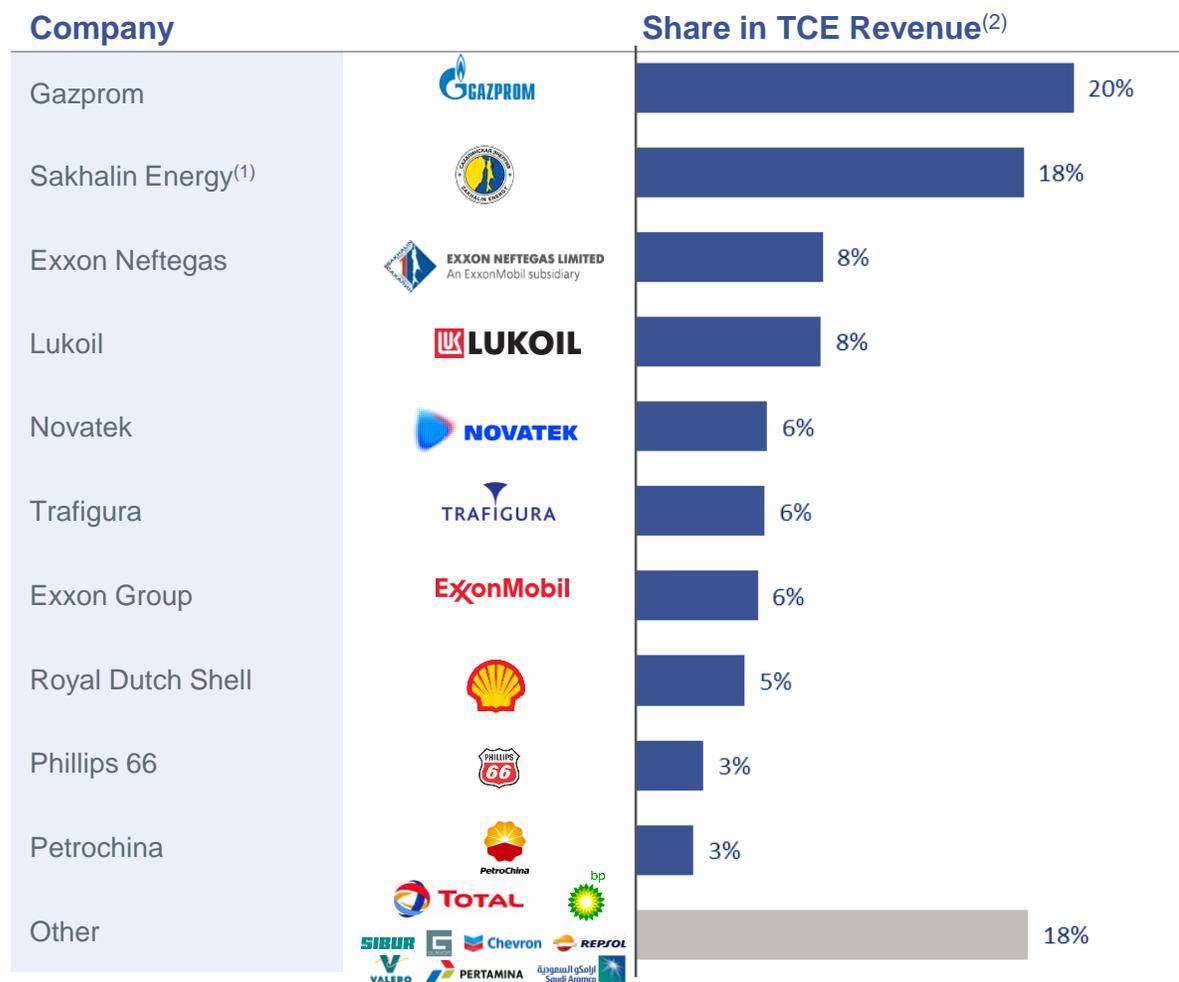
Source: Company data for project status, public sources for project life and project capacity.

Note: (1) Actual production in 2018. (2) SCF contract option life. (3) Technical management contract with Gazprom's Marshal Vasilevskiy floating storage and regasification unit. (4) DWT. (5) Assuming the FSRU's economic useful life of 35 years and given the construction year of 2018.

# Long-Established Relationships with “Blue-Chip” Customers

*Diversified customer base and established relationships with leading international and national energy companies*

## Key Customers



Strong credit quality and low counterparty risk



Leading international and national energy companies



High client diversification – Top-10 clients <80%



Worldwide presence and diversified fleet to meet requirements of key clients



Focus on high value-added and technically challenging solutions



Positioned to capture growth from existing and upcoming projects

Source: Company data.

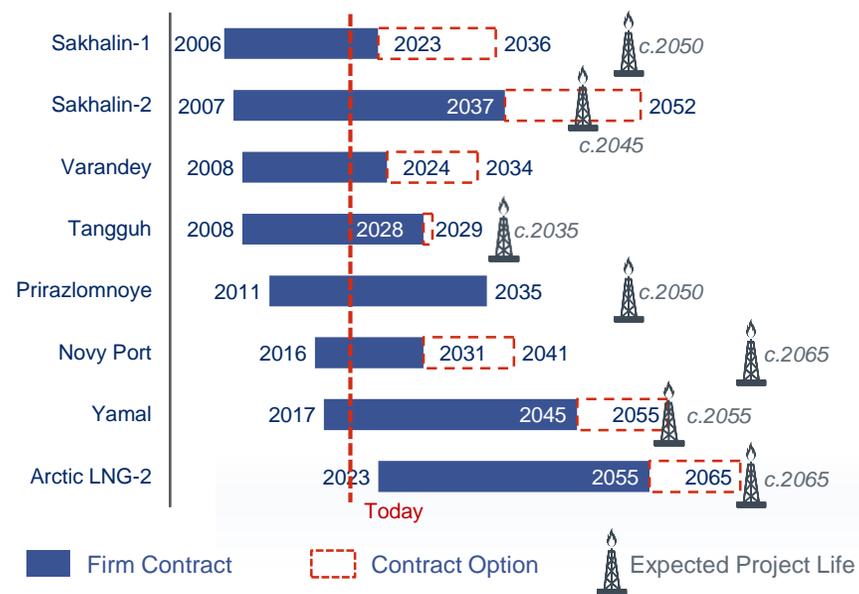
Notes: (1) Gazprom owns 50%+1 share but Sakhalin Energy operates under the production sharing agreement. (2) For 9 months 2020.

# Industrial Business – Strong Competitive Advantages in Long Life Projects

Marine services provider with a leading market position in ice-class shipping segments

## Long-term Nature of Industrial Projects<sup>(1)</sup>

Great Potential for Follow-on Business



## World's Largest Ice-class Fleet

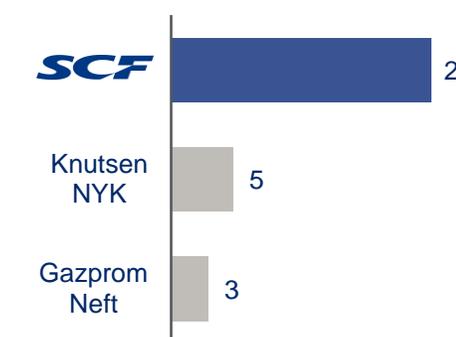
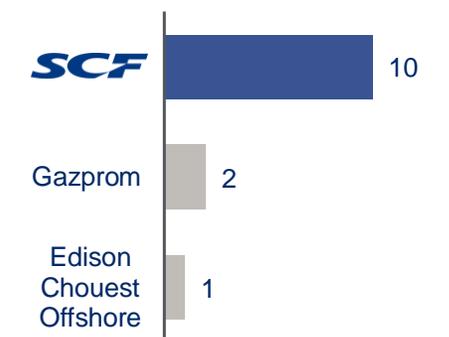
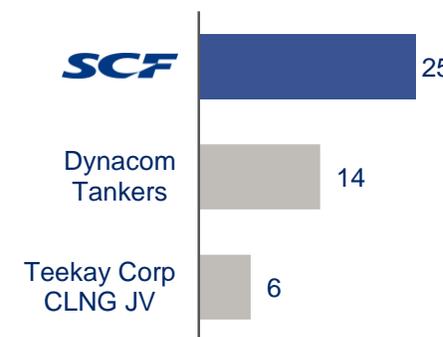
#1 Ice-class LNG Carriers<sup>(2)</sup>



#1 Ice-breaking Supply Vessels<sup>(2)</sup>



#1 Ice-class Shuttle Tankers<sup>(2)</sup>



## High Barriers to Entry

- **USD6bn+ invested in ice-class fleet** custom-designed to service major Arctic energy projects<sup>(2)</sup>
- Unrivalled expertise in **extreme weather conditions**
- **Diversified marine fleet** with a leading market position across all relevant ice-class segments
- **Leading ice-class training programme** with high standard pre-qualification and **access to qualified seafarers**

Source: Company data, Clarksons Research (December 2020), public sources.

Note: (1) The longest contract option related to the project. (2) As of 31 December 2020 by number of vessels; includes orderbook as per Clarksons Research estimates. Sovcomflot's number of vessels and orderbook as per Company data.

# Industrial Business - Delivering Highly Predictable and Steady Cash Flows

Increasing exposure to long-term contracted gas transportation and offshore services critical to clients' energy projects

## Increasing Long-term Contract Cover

TCE Revenue by Segment, USDm

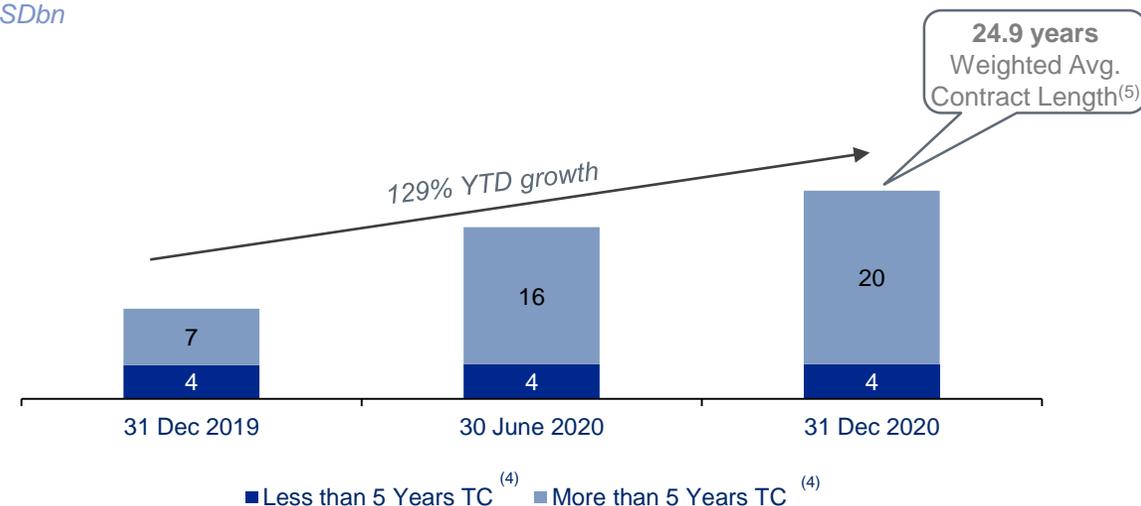


## Recent Fleet Additions

- In February 2020, SCF Group added to its fleet *SCF La Perouse* - a new-generation Atlanticmax LNG carrier (174,000 cbm). The vessel features a slow-speed dual-fuel X-DF engine and gas boil-off partial liquefaction system and is chartered to Total under a long-term time-charter.
- In September 2020, SCF Group took delivery of *SCF Barents*, a new 174,000 cbm LNG carrier (sister-vessel to *SCF La Perouse*). *SCF Barents* is chartered to Shell under a long-term time-charter agreement.
- In January 2021, SCF Timmerman LNG carrier, a sister vessel to early delivered *SCF La Perouse* and *SCF Barents*, became a part of SCF fleet. A vessel is chartered to Shell under a long-term agreement.

## Growing Revenue Backlog<sup>(3)</sup>

USDbn



## Recent Additions to the Order Book

- In September 2020, SMART LNG, a 50/50 JV of SCF and NOVATEK, entered into contracts for the construction of 10 ice-breaking Arc7 LNG carriers to serve under long-term time charter agreements for Arctic LNG 2 project in addition to the earlier signed contract for 4 new vessels. Total size of the contracts is 14 vessels with USD 10 bn contract backlog attributable to SCF Group.
- In October 2020, SCF Group and Arctic LNG 2, concluded 30-year time charter agreements for a further three Arc7 LNG carriers (fully owned by SCF) with USD 4 bn contract backlog.
- In January 2021, SCF and Total concluded a time charter agreement supporting the construction and subsequent operation by SCF of a new 174,000-cbm LNG carrier. Total has an option to order another 2 similar vessels.

Source: Company data, Clarksons Research (July 2020).

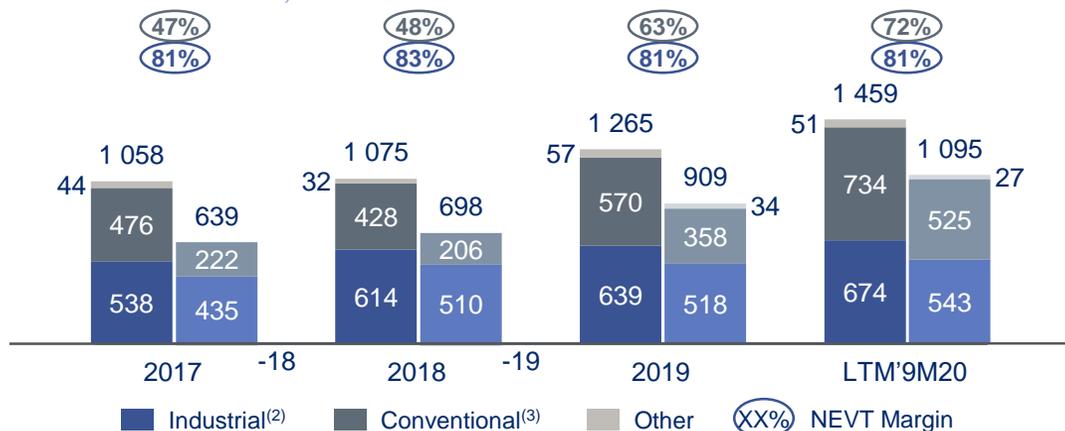
Note: (1) Includes Offshore and Gas. (2) Includes Crude Oil, Oil Product and Other. (3) Includes JVs. (4) Time charter. (5) Based on time charter contracts (including JVs).

# Strong Financial Profile Built on Pillars of Operational Excellence, Resilient Financial Performance and Profitability<sup>(1)</sup>

Strong financials underpinned by growing contribution from cyclically resistant and higher-margin industrial business

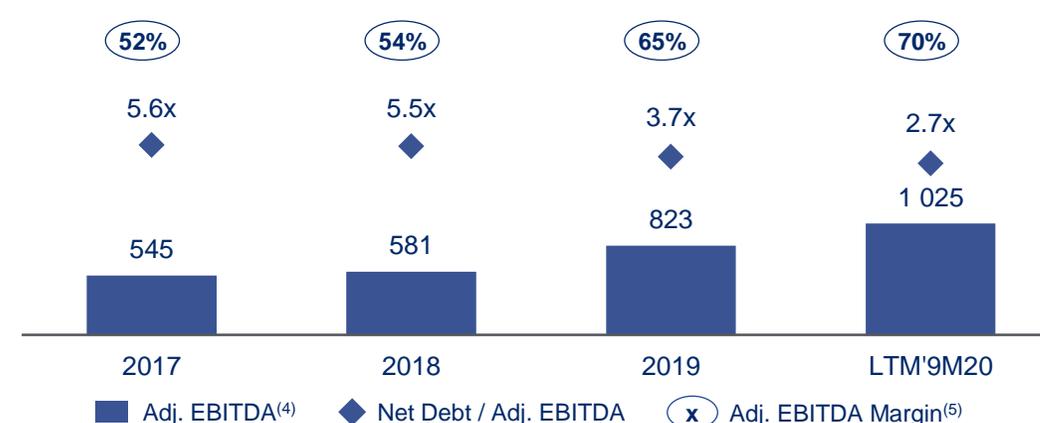
## Focus on Growing Contribution of Higher Margin Industrial Business

TCE Revenue and NEVT, USDm



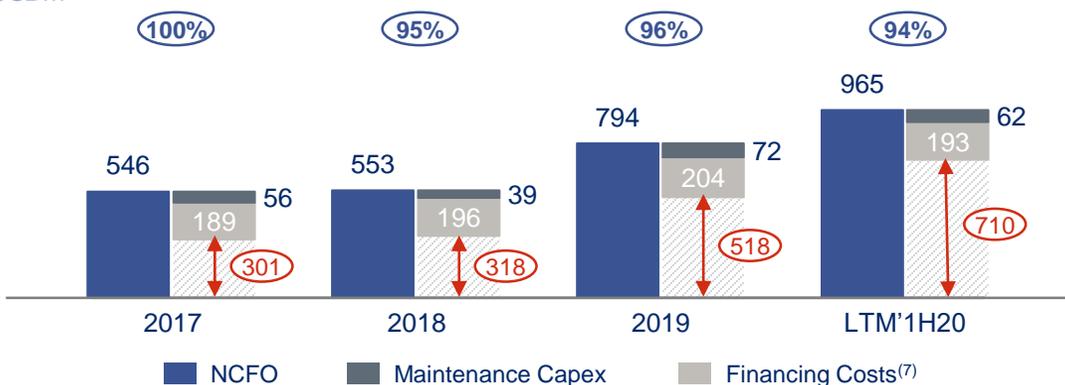
## Historically Stable and Consistently High Adj. EBITDA Margin

USDm



## High Adj. EBITDA / NCFO<sup>(6)</sup> Conversion and Robust Cash Flow Generation

USDm



## Strong Credit Ratings and Commitment to Dividend Payment

Dividend Policy

**USD225m**

Dividend Guidance for Year 2020<sup>(8)</sup>

**50%**

Target Dividend Payout of IFRS Net Profit

Credit Ratings

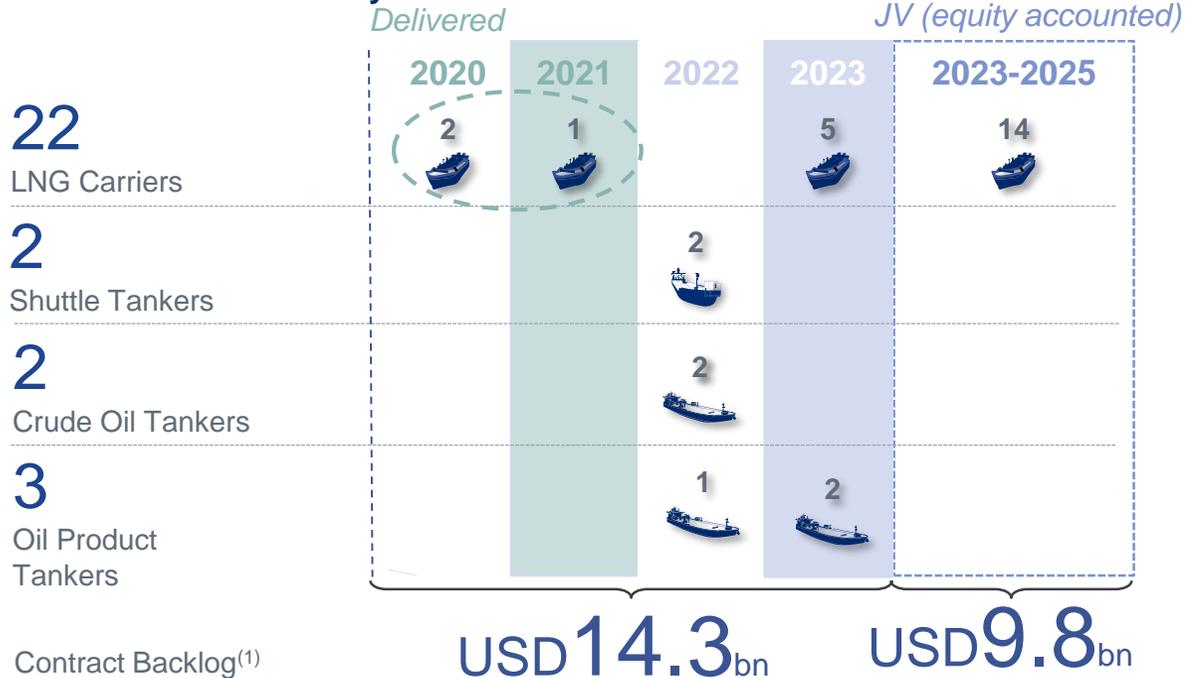


Source: Company data.

Note: (1) Adjusted EBITDA profitability. (2) Industrial includes Offshore and Gas. (3) Conventional includes Crude Oil and Oil Product. (4) EBITDA adjusted for other non-operating income and expenses; gain/loss on derivative financial instruments held for trading; gain/loss on ineffective portion of hedges; profit/loss on sale of subsidiaries; foreign exchange gain/loss; gain/loss on sale of equity investments; other operating income and expenses. (5) Adj. EBITDA margin calculated as adjusted EBITDA divided by TCE revenue. (6) Net cash flow from operating activities. (7) Calculated as the sum of Interest paid on borrowings, Interest paid on lease liabilities and Financing costs as per IFRS financial statements. (8) Subject to board and shareholder approval, and trading conditions in 2H'2020

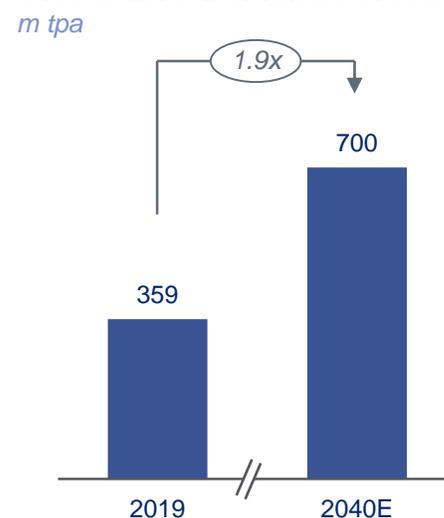
# Growth Pipeline from Contracted Newbuildings. Potential for New Projects

## Contracted and Recently Delivered Newbuilds

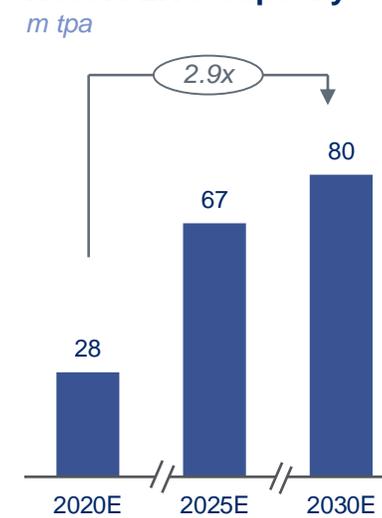


## Capitalise on Growing LNG Demand

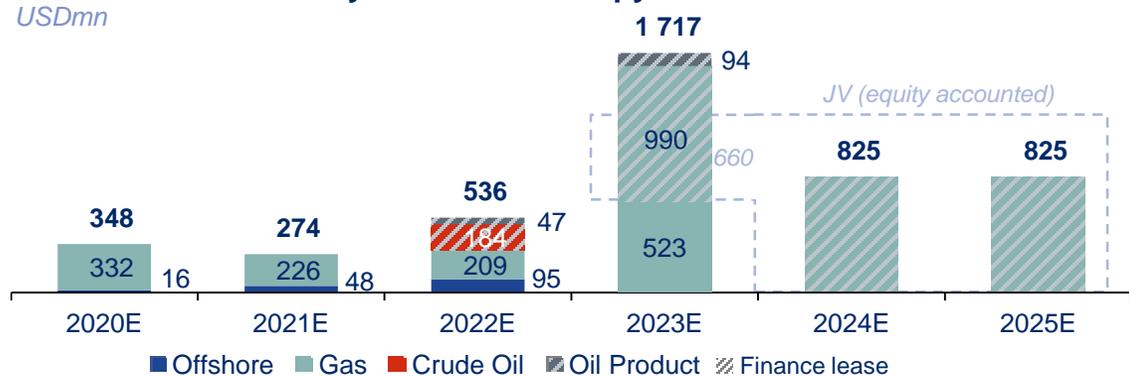
### Global LNG Demand Forecast



### Russia LNG Capacity<sup>(2)</sup>



## Contracted CAPEX Payments to the Shipyards for 2020E-2023E



## Investment Projects Guidelines

- Total on balance sheet capital expenditures for newbuildings - USD 1,449 mln
- Additional USD 655 mln of lease financed newbuildings
- Equity accounted JV's capital expenditures for newbuildings of USD 2,310 mln (SCF's share) are fully lease financed

Source: PAO Sovcomflot IFRS financials for 2016-2019, 9 months 2019-9 months 2020.

Notes: \* out of USD 348 mn USD 210 mn has been already paid in 9 months 2020 (1) Contract backlog, as of any date, is the total amount receivable by the Group under the Group's currently outstanding time-charter agreements as of such date, including arising from the Group's share in the joint ventures. It is presented either for a specified period or for the total term of such agreements, in each case excluding extension options. (2) Projects include all existing liquefaction plants, projects under construction, projects in FEED (Front-end engineering design) process underway as well as other proposed projects, incl. Obskiy LNG, Sakhalin 2 LNG (Train 3) and Vladivostok LNG. Estimated project start dates may be delayed or cancelled. Public disclosure of Novatek, Shell, Gazprom and Rosnet.

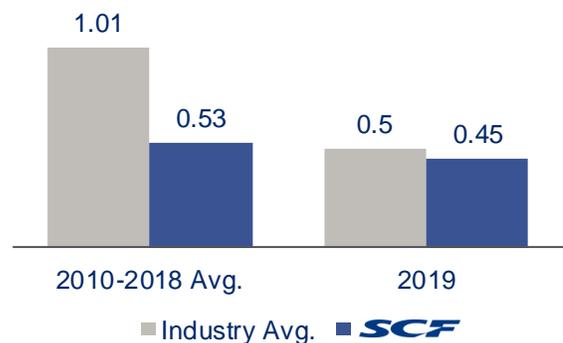
# Culture of Safety, Environmental Responsibility and Innovation



Globally recognised strong safety record, employee retention, environmental track record and culture of innovation

## Strong Safety Track Record

Lost Time Injury Frequency



Integrated Safety Management



**ISM Code**  
Ship Operations



**ISO 14001**  
Environment Management



**ISO 9001**  
Quality Assurance

## Investing in Human Capital

Seagoing Personnel Top Priority<sup>(1)</sup>

**>200** cadets  
Hired / Trained Annually



Access to Seafarers from  
Russian Maritime Academies

**96%**  
Officer Retention

**>11** years  
Avg. Experience of Masters

## Environmental Responsibility

Commitment to Shipping Industry's Decarbonisation

**5%**

Reduction in CO<sub>2</sub> Emissions<sup>(2)</sup>



**16%**

Growing Share of LNG Fuel  
in Total Ship Fuel Consumed<sup>(1)</sup>



Environmental Award Winner

## Culture of Innovation

Cutting-edge Vessels Design

**1<sup>st</sup>** in the world

LNG-fuelled Aframax Crude Oil Tanker



**1<sup>st</sup>** in the world

Ice-breaking LNG Tanker



Source: Company data.  
Note: (1) As of 31 December 2019. (2) End 2019 vs. end 2018.

# Highly Regarded Management Team and Strong Governance

## Internationally Recognised and Highly Experienced Management

25+ Years average industry experience<sup>(1)</sup>

Track record of **successful execution** of large complex projects, innovative vessel designs, acquisition integrations and financings

Successful diversification into **industrial segments**

**LTIP aligning interests** of shareholders and management both ashore and at sea

## Track Record of Public Company Governance and Disclosure

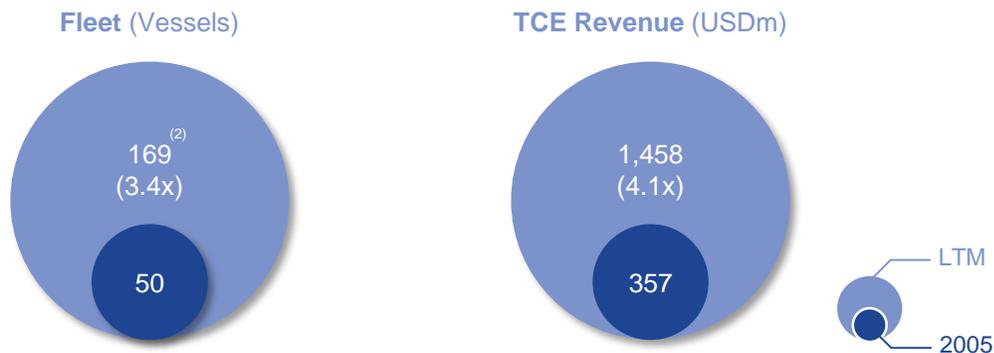
1<sup>st</sup>  
Russian SOE introduced INEDs

3/11  
INEDs on Board of Directors

4  
Board Committees

History of Public Company Disclosure Standards

## Sustainable Growth Track Record under Current Management



## Board Committees

Strategy Committee  
2 INEDs out of 7

HR and Compensation Committee  
2 INEDs out of 3

Audit Committee  
2 INEDs out of 3

Committee for Innovative Development and Technical Policy  
1 INED out of 4

## Awards



Source: Company data.  
Note: (1) For Executive Board members. (2) As of 30 September 2020, excluding newbuilds.

# Appendix



# A. SCF History of Leadership and Innovation

# History of Sovcomflot – Building an Industry Leader

Track record of building leadership in energy transportation with 2005 marking a shift towards industrial business

| Regional Player   | Global Industry Leader   |   |  |
|---|--|---|--|
| <b>1988–2004</b>  | <b>2005–2009</b>   | <b>2010–2016</b>  | <b>2017–Now</b>  |
| <ul style="list-style-type: none"> <li>▪ <b>Incorporation</b> of Sovcomflot</li> <li>▪ First <b>IAS<sup>(1)</sup> accounts</b></li> <li>▪ First <b>international financing</b></li> <li>▪ <b>Commercialisation</b> of activities</li> <li>▪ Start of independent <b>tanker fleet technical management</b> operations</li> </ul> | <ul style="list-style-type: none"> <li>▪ New management team</li> <li>▪ <b>Industrial Business</b> strategy</li> <li>▪ Acquisition of <b>Novoship</b> and <b>Marpetrol</b></li> <li>▪ Start of <b>LNG</b> operations</li> <li>▪ <b>Russia’s 1<sup>st</sup> ice-class shuttle tanker</b> and start of Varandey project</li> <li>▪ Start of Sakhalin-1 &amp; 2 projects</li> </ul> | <ul style="list-style-type: none"> <li>▪ Further <b>development of offshore upstream</b> segment</li> <li>▪ Further <b>growth in gas</b> segment</li> <li>▪ Acquisition of <b>PRISCO ice-class tanker fleet</b> (9 tankers)</li> <li>▪ Start of Prirazlomnoye and Novy Port projects</li> </ul> | <ul style="list-style-type: none"> <li>▪ <b>World’s 1<sup>st</sup> LNG-powered Aframax crude oil tankers<sup>(2)</sup></b> introduced – ‘Green Funnel’</li> <li>▪ <b>World’s 1<sup>st</sup> ice-breaking LNG tanker</b> designed to serve Yamal LNG project</li> <li>▪ Start of Yamal LNG project</li> <li>▪ Initiation of Arctic LNG 2 project</li> </ul> |

## Fleet Evolution



## TCE Revenue



Source: Company data.  
 Notes: (1) International accounting standards. (2) Two vessels under Green Funnel, i.e. Gagarin Prospect and Lomonosov Prospect. (3) Excl. newbuilds; as of the end of the respective period.

# World's 1<sup>st</sup> Ice-breaking LNG Carrier

**YAMAL LNG****Christophe de Margerie**

**Vessel Type:** Yamalmax LNG  
**Capacity:** 172,600m<sup>3</sup>  
**Ice Class:** Arc7  
**Engine:** Dual-fuel 64 MWT  
**Year Built:** 2017  
**Shipyard:** DSME<sup>(1)</sup>



S&P GLOBAL PLATTS  
GLOBAL ENERGY AWARDS  
2017 WINNER

MARINE  
MONEY

2017 DEAL OF THE YEAR  
PROJECT FINANCING

**Christophe de Margerie**

Source: Company data.

Note: (1) DSME: Daewoo Shipbuilding Marine Engineering.

# World's 1<sup>st</sup> LNG-fuelled Aframax Carrier



## Gagarin Prospect

|                     |                    |
|---------------------|--------------------|
| <b>Vessel Type:</b> | Aframax            |
| <b>Capacity:</b>    | 113,170 DWT        |
| <b>Ice Class:</b>   | 1B                 |
| <b>Engine:</b>      | Dual-fuel 14 MWT   |
| <b>Year Built:</b>  | 2018               |
| <b>Shipyard:</b>    | HHI <sup>(1)</sup> |



# Ice-breaking Shuttle Tanker



## Shturman Albanov

|              |                    |
|--------------|--------------------|
| Vessel Type: | MR Shuttle Tanker  |
| Capacity:    | 41,455 DWT         |
| Ice Class:   | Arc7               |
| Engine:      | 30 MWT             |
| Year Built:  | 2016               |
| Shipyard:    | SHI <sup>(1)</sup> |



marine  
propulsion  
& auxiliary machinery

MARINE  
MONEY

2016 DEAL OF THE YEAR  
PROJECT FINANCING

Shturman Albanov

# Ice-breaking Standby Vessel (IBSBV)



## Yevgeny Primakov

|                     |  |
|---------------------|--|
| <b>Vessel Type:</b> | Multifunctional Icebreaking Standby Vessel |
| <b>Capacity:</b>    | 3,670 DWT                                  |
| <b>Ice Class:</b>   | Icebreaker 6                               |
| <b>Engine:</b>      | 21 MWT                                     |
| <b>Year Built:</b>  | 2017                                       |
| <b>Shipyard:</b>    | AHS <sup>(1)</sup>                         |



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SUPPORT VESSEL OF THE YEAR AWARD 2019

**Yevgeny Primakov**

## **B. Financial Information**

# Financial Summary

| (USDm unless stated otherwise)                 | 2018         | 2019         | 9M'19      | 9M'20        | Growth        | 3Q'19        | 3Q'20        | growth         |
|--|--------------|--------------|------------|--------------|---------------|--------------|--------------|----------------|
| <b>Operating figures (excl. JVs)</b>           |              |              |            |              |               |              |              |                |
| Total fleet, end of period (eop)               | 131          | 134          | 134        | 132          | (1.5%)        |              |              |                |
| incl. ice-class vessels                        | 78           | 81           | 81         | 80           | (1.2)         |              |              |                |
| Deadweight                                     | 11,553       | 11,885       | 11,885     | 11,642       | (2.0)         |              |              |                |
| Average age (years)                            | 10.3         | 11.0         | 10.7       | 11.4         | 6.5%          |              |              |                |
| <b>Key financials</b>                          |              |              |            |              |               |              |              |                |
| Freight and hire revenue                       | 1,520        | 1,665        | 1,170      | 1,298        | 10.9%         | 376.5        | 347.0        | (7.8%)         |
| Voyage expenses and commissions                | (445)        | (400)        | (294)      | (228)        | (22.4%)       | (94.0)       | (59.9)       | (36.3%)        |
| <b>TCE revenue</b>                             | <b>1,075</b> | <b>1,265</b> | <b>876</b> | <b>1 070</b> | <b>22.1%</b>  | <b>282.5</b> | <b>287.1</b> | <b>1.6%</b>    |
| Direct operating expenses                      | (377)        | (356)        | (265)      | (272)        | 2.6%          | (94.2)       | (101.7)      | 8.0%           |
| <b>Net earning from vessels trading</b>        | <b>698</b>   | <b>909</b>   | <b>611</b> | <b>798</b>   | <b>30.6%</b>  | <b>188.3</b> | <b>185.4</b> | <b>(1.5%)</b>  |
| as % of TCE revenue                            | 65%          | 72%          | 70%        | 75%          | 5.0 p.p.      | 66.7%        | 64.6%        | (2.1 p.p.)     |
| <b>% of profits in equity-acc. investments</b> | <b>3</b>     | <b>16</b>    | <b>9</b>   | <b>14</b>    | <b>55.6%</b>  | <b>3.1</b>   | <b>0.7</b>   | <b>(77.4%)</b> |
| <b>Adjusted EBITDA<sup>(1)</sup></b>           | <b>581</b>   | <b>823</b>   | <b>539</b> | <b>741</b>   | <b>37.5%</b>  | <b>165.4</b> | <b>162.8</b> | <b>(1.6%)</b>  |
| as % of TCE revenue                            | 54%          | 65%          | 62%        | 69%          | 7.0 p.p.      | 58.5%        | 56.7%        | (1.8 p.p.)     |
| <b>Adjusted profit<sup>(2)</sup></b>           | <b>7</b>     | <b>251</b>   | <b>122</b> | <b>266</b>   | <b>118.0%</b> | <b>26.3</b>  | <b>7.5</b>   | <b>(71.5%)</b> |
| as % of TCE revenue                            | 1%           | 20%          | 14%        | 25%          | 11.0 p.p.     | 9.3%         | 2.6%         | (6.7 p.p.)     |
| <b>Net profit</b>                              | <b>(46)</b>  | <b>225</b>   | <b>117</b> | <b>249</b>   | <b>112.8%</b> | <b>25.9</b>  | <b>23.1</b>  | <b>(10.8%)</b> |
| as % of TCE revenue                            | (4%)         | 18%          | 13%        | 23%          | (10.0 p.p.)   | 9.2%         | 8.0%         | (1.2 p.p.)     |
| Debt   | 3,478        | 3,500        | 3,552      | 3,492        | (1.7%)        |              |              |                |
| Cash and equivalents                           | 307          | 417          | 341        | 640          | 87.7%         |              |              |                |
| Book value of equity                           | 3,350        | 3,505        | 3,391      | 3,601        | 6.2%          |              |              |                |
| Net Debt <sup>(3)</sup>                        | 3,171        | 3,082        | 3,211      | 2,852        | (11.2%)       |              |              |                |
| Net Debt / Adjusted EBITDA                     | 5.5x         | 3.7x         | 4.5x       | 2.8x         | (37.8)        |              |              |                |
| Gross CAPEX <sup>(5)</sup>                     | 420          | 426          | 400        | 323          | (19.3%)       |              |              |                |
| Total dividends paid                           | 30           | 25           | 25         | 103          | 312%          |              |              |                |

## Revenue

- Sustainable revenue stream due to significant share of long-term contracts and diversification across various business segments
  - Industrial segments, in aggregate accounting for up to 46.9% of TCE revenue in 9 months 2020, create ground for stable performance through the cycle
- TCE revenue for 9 months 2020 increased by 22% compared to 9 months 2019, to USD1 070m against USD876m
- All revenues are denominated in USD

## OPEX and profitability

- In 9 months 2020, direct operating expenses remained stable y-o-y
- Adj. EBITDA margin increase of 7p.p. (69% in 9 months 2020 vs. 62% in 9 months 2019) is driven by continued and sustainable growth of the industrial business segments, as well as a strong performance of the conventional tanker fleet in the first half of the year.

## CAPEX

- SCF has been focusing on increasing its exposure to the industrial segment by acquiring specialized vessels backed up by long-term contracts, while in the conventional segment it selectively acquires LNG-fueled vessels for selected clients
- SCF has USD 4.1 bn orderbook for the next 3 years

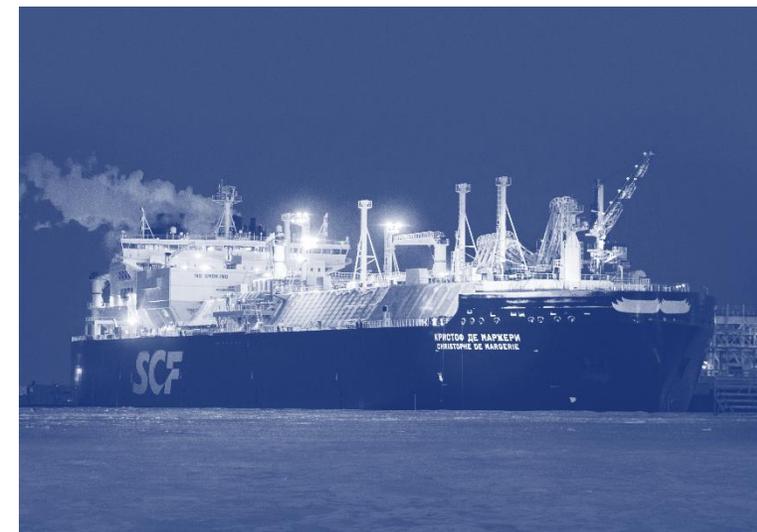
## Leverage

- Improved leverage position (from 3.7x on 31-Dec-2019 to 2.8x on 30-Sep-2020 of Net Debt / Adj. EBITDA)
- Strong liquidity profile with USD640m of total cash and bank deposits as of 30 September 2020
- Access to multiple sources of debt, incl. international debt capital markets

Source: PAO Sovcomflot IFRS financials for 2017-2019, 9 months 2019-9 months 2020.

Notes: (1) EBITDA adjusted for other non-operating income and expenses; gain/loss on derivative financial instruments held for trading; gain/loss on ineffective portion of hedges; profit/loss on sale of subsidiaries; foreign exchange gain/loss; gain/loss on sale of equity investments; other operating income and expenses. (2) Net profit/loss adjusted on fleet and other assets impairment and non-operating income/expense. (3) Net debt includes total secured bank loans, other loans and finance lease liabilities after deducting cash and bank deposits and restricted cash. (4) Calculated on LTM basis. (5) Gross capex is defined as expenditure on fleet, vessels under construction, other PP&E, investments in JV and fleet acquisition.

# THANK YOU



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