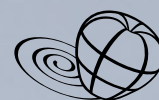


Strategy

2031



SKOLKOVO
Moscow School
of Management

"In its first 15 years, SKOLKOVO School of Management has made great strides. Credit for this must go to the School's founders, as well as its directors, lecturers, employees, alumni, and partners.

The School's Strategic Business Plan for the next 10 years reflects new and serious ambitions. These are founded on the potential the School has garnered and on fresh opportunities, which are, I am certain, considerable. These are opportunities we must take advantage of by, among other things, moving towards a new customer-centric business model, personalising educational trajectories, and by offering integrated solutions and a focus on the individual and specific needs of our clients in all their incredible diversity".



Alexander Voloshin
Chairman of the Board
of Directors

"SKOLKOVO School of Management is a globally recognised business education leader in Russia. The School supports developing the nation's market economy and helps corporate and public sector executives set trends, influence minds, and scale new heights. Realising its new vision, SKOLKOVO is shifting the focus from its programmes to their participants, their wants and needs, and expanding its presence in the Russian regions and abroad. SKOLKOVO's mission is to empower and support leaders on their path to success, to inspire for transformation of the region and the world".



Yuri Levin
Dean



Progress

SKOLKOVO's goal is to equip leaders from various industries with the tools to seek and find solutions to corporate and personal challenges, to grow professionally, exchange ideas, and to enhance their skills.

Moscow School of Management SKOLKOVO is the largest non-governmental business school in Eastern Europe and the post-Soviet space, offering educational programmes which encompass all stages in the development of a business — from startups to major corporations entering international markets.

The School's programmes are not designed purely for corporate executives: they are also aimed at entrepreneurs and managers from public and non-profit sectors, an aspect which distinguishes it from the majority of business schools in Russia and the rest of the world.

Achievements in the Last 15 Years



Extensive international relations.

The School can count global companies among its founders, and on its Advisory Council are their representatives as well as some of the most active figures in public and political life. Lecturers from the world's leading business schools teach at the School, and the research carried out here is the subject of discussion on international platforms. All of which plays a part in attracting students from around the world.

There are over 3,000 SKOLKOVO alumni.

Among them are the directors and senior managers of major companies, entrepreneurs, founders of startups, city governors and mayors, deans of the country's leading universities, not to mention young professionals launching new digital products. The School's alumni include winners of the EY Entrepreneur of the Year award as well as finalists and winners of the Leaders of Russia contest.

The alumni of the School's open and corporate programmes number over 30,000.

Its clients include 200 prominent Russian and international companies.

In terms of its financial stability and the scale of its activities, the School easily bears comparison with its leading Western counterparts.

Over the fiscal year 2020-2021, the School saw its revenue grow by 20% despite the ongoing restrictions related to COVID-19.

EQUIS accreditation.

In 2019, the School received accreditation from the European Foundation for Management Development — an accreditation which enjoys international prestige and is awarded to only 1% of the world's leading business schools.

Recognition as one of the best in the world.

In 2020, the School was rated by the Financial Times as being among the best top-50 schools in the world for open and corporate programmes. SKOLKOVO School of Management was the only school from Eastern Europe to feature in the ranking.



10-Year Vision

Technological progress and changes in society are presenting the School with global challenges. These relate to the need for technological innovation and the growth of the online education market, the modularisation and personalisation of educational programmes, evolving consumer needs, increased competition, as well as diverse institutional constraints.

The response to these challenges will require a transformation in its business model, during which the School will continue to adhere to its guiding principles:

Openness to the World

Entrepreneurial Leadership

Continuous Development

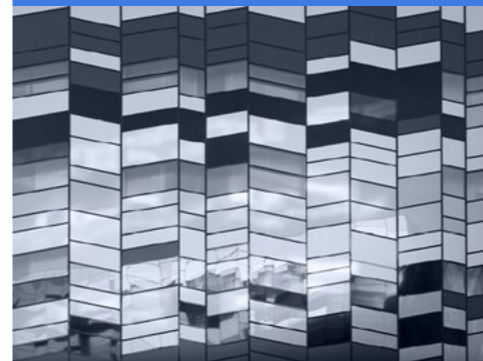
Partnership as a Form of Cooperation

The School plans, over the next decade, to further strengthen its status as a centre of knowledge and multi-vector expertise, gathering around itself corporate executives and entrepreneurs who are looking for the best applied tools to transform their organisations and achieve the most ambitious personal goals.

SKOLKOVO School of Management will remain the School that empowers and supports leaders on their path to success, inspiring for transformation of the region and the world.

Strategic Plan Targets

- > The School meets more than 50% of its clients' educational needs
- > The Financial Times rates the School as being among the world's top-20 for EMBA, Custom, and Open programmes



90% of alumni have increased their income, were promoted, or achieved business growth after completing studies at the School

90% of corporate clients have reached their goals as a result of their training

50% of companies from the RBK-500 list have become clients of the School

50% of top-managers of companies from the RBK-500 list have studied at the School

50% of directors in the state and municipal sector have undergone training at the School

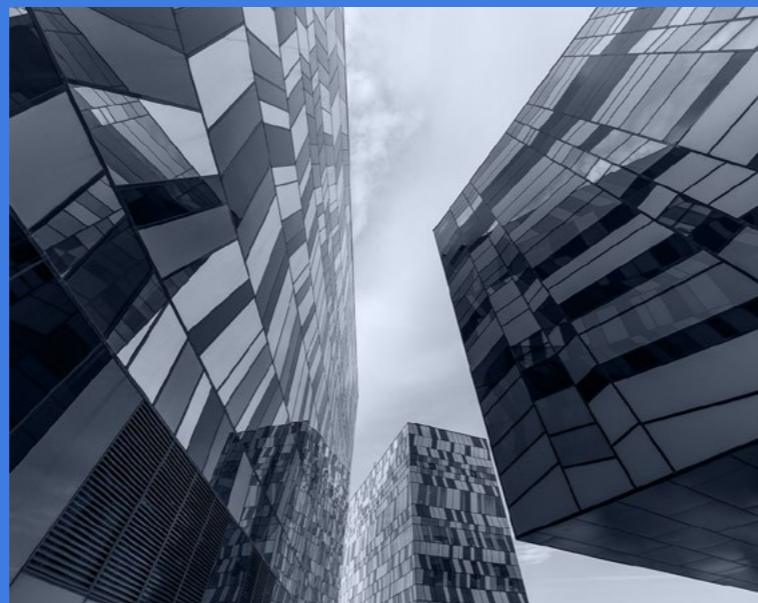
Vision and Strategic Goals

The School will achieve its strategic goals through progress in three major areas:

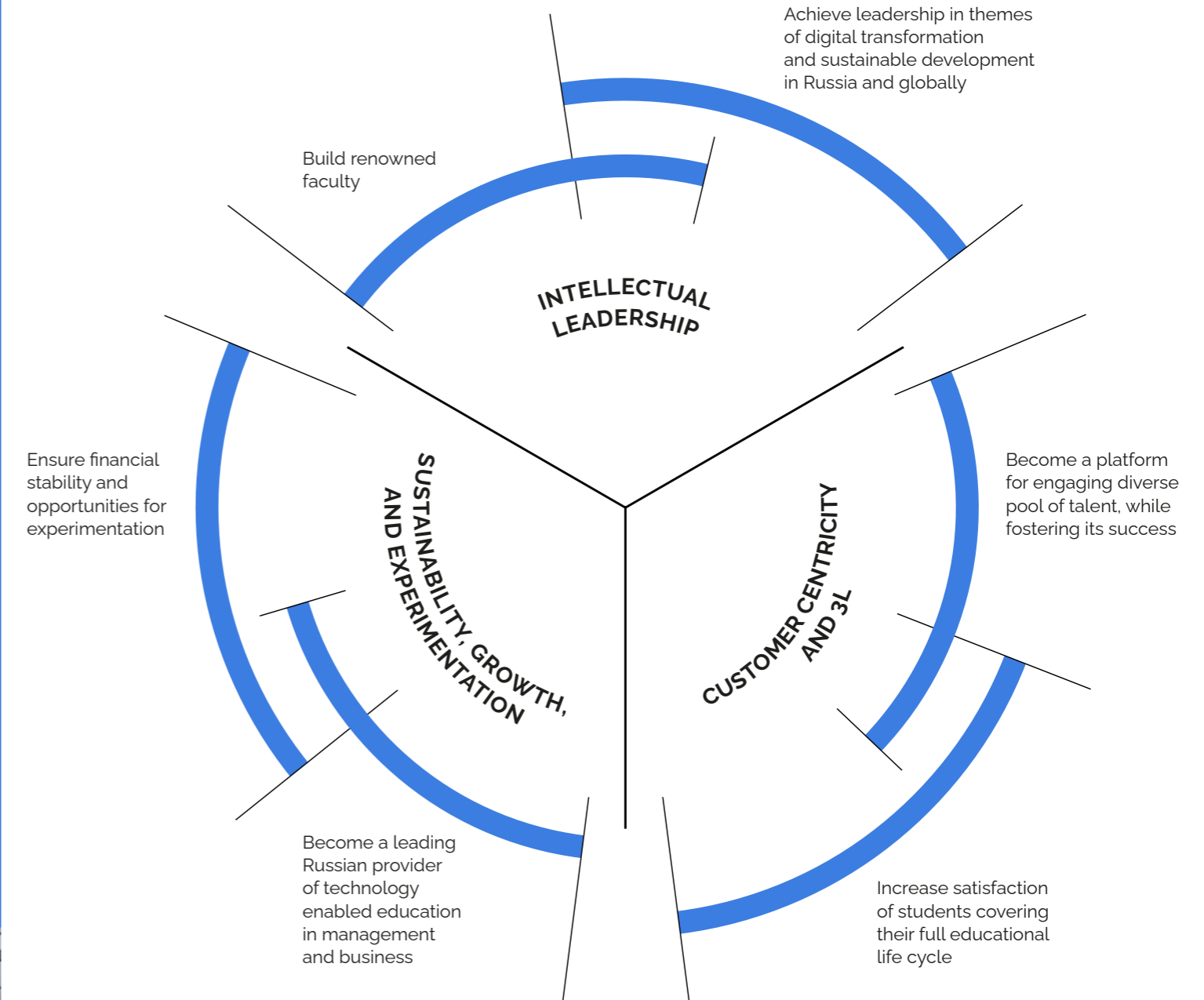
Intellectual Leadership

Customer Centricity and Life-Long-Learning (3L)

Sustainability, Growth, and Experimentation



School of management, preparing national and global leaders who actively participate in School's development and grow together with the School – one of the leading schools in the world.



Intellectual Leadership



> Build renowned faculty

+30

renowned professors
added to the School faculty

>50%

international professors
among the School faculty

The School will expand its teaching staff with an additional +30 leading academics from around the world and will also continue to develop its policy of attracting top corporate executives and business owners to lecture on business practice. SKOLKOVO plans to expand its pool of speakers and experts and to continue involving them in the School's projects.

>15
publications
per year in FT-50 and
Category-A journals

> Leadership in themes of digital transformation and sustainable development

The School will focus its research activity on subjects such as digital transformation, artificial intelligence, and sustainable development. In addition to its existing centres, SKOLKOVO will open a Centre for Digital Transformation, Analytics and Artificial Intelligence, and launch laboratories for Market Analytics and Customer Centricity, Legal and RegTech, Industry 4.0, and Artificial Intelligence and Cybersecurity Ethics. In addition, there will be created a Sustainable Development Centre and discussion platform in the format of the International Forum on Sustainability/ ESG.

The School's research activities must be reflected in Category-A scientific journals and those publications featured on the Financial Times 50 list (FT-50).

The School plans to create several unique international programmes dedicated to digital transformation and sustainable development, by 2031 to enter the Financial Times' Top-20 schools for Corporate Social Responsibility, and for the Campus to receive international green standards certification.

Customer Centricity and 3L



> Engaging talented students based on principles of diversity and supporting them on their path to success

The School will continue to expand its geographical presence both globally and in Russia by, on the one hand, attracting a greater number of international students and, on the other, increasing its presence in the regions. Russia's regions are witnessing the emergence and expansion of large companies and with it a growing demand for corporate training and the means of developing employee potential.

The School is as open as ever to alliances, partnerships, and academic cooperation with top business schools all over the world. It will continue to widen its presence in key global rankings and associations.

Special effort to be put into working with the alumni community, building effective inter-communication, and developing a range of services for their benefit. SKOLKOVO alumni

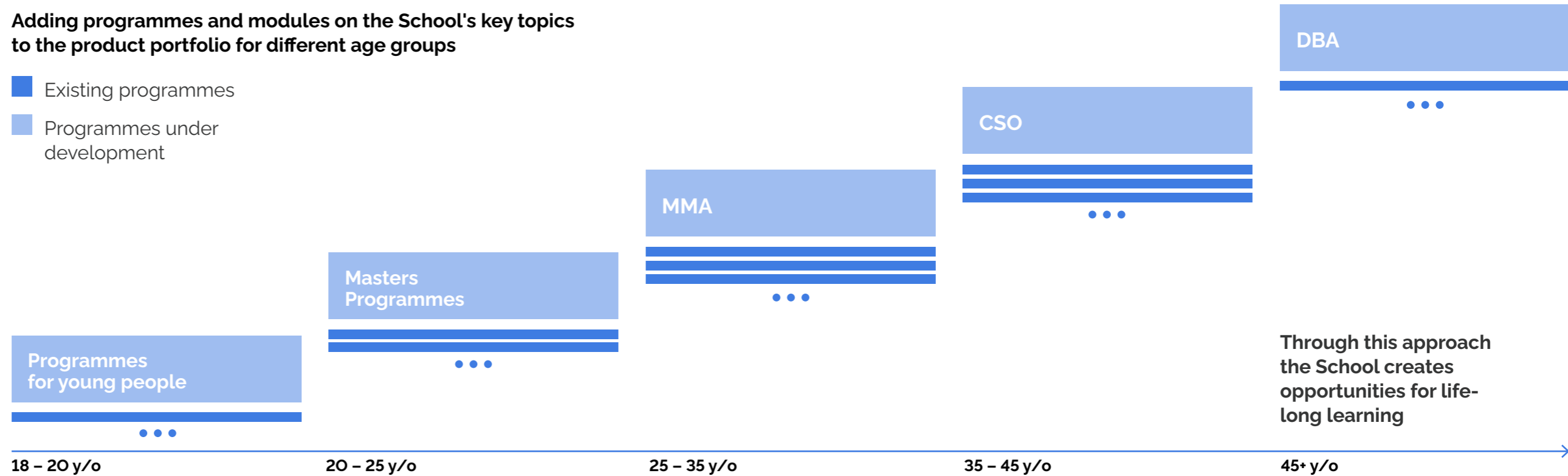
are a community of highly educated professionals and bold innovators, well-versed in business processes and technology. The School will actively involve alumni in its development programme and activities, drawing on the strength of its connections within the community, and on their professional competencies and resources.

It will not be possible to achieve many of the School's strategic goals based on operating income alone. Therefore, additional fundraising mechanisms will be put in place for the direct support of initiatives requiring immediate financing (for example, inviting professors, setting up new centres and educational programmes), and a special Endowment Fund established for long-term financing of the School's strategic initiatives. The School looks forward to its alumni from different years contributing to both programmes.

Customer Centricity and 3L

Adding programmes and modules on the School's key topics to the product portfolio for different age groups

- Existing programmes
- Programmes under development



Through this approach the School creates opportunities for life-long learning

> Personalised Education

An important element in the transformation of the School's business model will be the transition to personal educational tracks tailored to each client's preferences and professional aims.

Building a personalised learning journey will require a more flexible portfolio of educational products. Achieving this will enable a transition to their modular architecture and standard design. Placing modules on dedicated platforms will allow students to combine various products in their individual trajectories leading to diplomas and certificates (stacked

credentials principle). The approach selected will enable clients to meet development challenges throughout their active life — from choice of career to their "silver" age.

The transition to personalised educational tracks and a modular architecture will require a unified product development standard. The unified standard will, in turn, allow participants to quickly scale their portfolios, earn additional income, as well as the costs of producing and running educational programmes to be reduced.

Another priority task is to add programmes and modules on the School's key topics to the product portfolio for different age groups. In particular,

- programmes for young people and the development of masters programmes in cooperation with partner universities.
- Masters in Management Analytics (MMA) programmes for developing managers capable of establishing clear communication between the technical areas (analytics, artificial intelligence, data) and functional areas of a business.

- the flagship professional Executive Masters programme in the sustainable development field (Chief Sustainability Officer (CSO)).
- a new scientific and practical Doctor of Business Administration (DBA) degree for business management practitioners who have obtained additional knowledge, skills, and abilities, and have successfully defended their doctoral dissertations.

Sustainability, Growth, and Experimentation



> Modern Campus

Special attention will need to be paid to the development of the School's campus: optimisation of the Main Building working space and strengthening of both the supporting infrastructure and infrastructure for teaching staff's residence on campus. Workspaces and communal areas will be modernised, and a smart navigation system and unified interactive system will be created.

As the Skolkovo Hub's territory is developed, the School's campus will retain its role as a point of attraction for residents of the agglomeration and residents of other districts and regions, as well as a link between all the School's facilities.

Existing classrooms will be transformed into comfortable and modern educational spaces that meet the requirements and standards for modern hybrid teaching and the use of digital tools. Classrooms will be equipped with hi-end multimedia equipment. The creation of smart classrooms will increase students' involvement in the programmes and ensure that their interaction with the lecturer is as effective as possible. By fiscal year 2030, all classrooms will have undergone two complete cycles of modernisation.

Sustainability, Growth, and Experimentation

> Educational Ecosystem

80%
revenue earned
from programs in digital
or mixed format

The rapid growth of the online segment and mixed formats are opening up new opportunities for the School. In 10 years, at least 80% of revenue will derive from these formats, and the School will have its own digital educational platform combining online and offline teaching.

SKOLKOVO will continue to build an omni-educational environment on a digital foundation, improving the technology for distance and hybrid teaching formats.

In addition to the now widely used "Holographic Professor" technology, the School plans to employ AR and VR on the majority of its educational programmes.

Further scaling of experimental formats will require a powerful technological infrastructure. Large capacities and spaces for video content production will be required for the School's growing online presence. Therefore, to meet these demands, new studios will be built for streaming online courses and videos.

TOP-3
player in the online
business education
segment in Russia

100%
of the School's programs use
educational analytics

> Investment in Development

By the end of 2024, according to its plan, the School's revenue will reach USD 200 million and remain at this level for the following years, allowing for inflation.

The growth in revenue will enable multiple investments to be made in the School's development, primarily in the teaching staff, digitisation, and in modernisation of the campus. In addition to this, SKOLKOVO will have an instrument for supporting student and alumni

projects — a venture fund generated by the School's income. It will allow for the financing of dozens of projects every year.

On the 18th of September 2021, the School celebrated its 15th anniversary. On that day was born an anniversary slogan which succinctly and accurately underlines the essence of the new development plan for the School: "With graduation your SKOLKOVO journey is not finished - it only begins."

\$200 m
annual revenue by 2024

\$150 m
Endowment Fund by 2031



Join the SKOLKOVO
community —
an interesting
decade lies ahead!