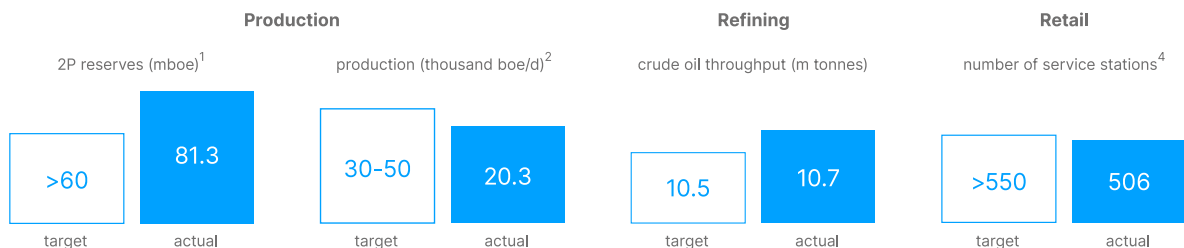


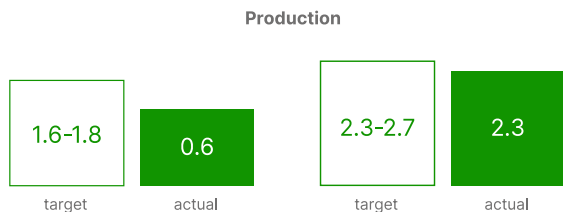
Strategy implementation in 2019

Selected strategic measures

2019–2022 targets vs 2019 actual



Annual average LIFO-based EBITDA³ in 2019–2022 vs 2019 actual



Net debt/EBITDA at the end of 2019



2019–2022 targets

 2019 actual

¹ 2P reserves: proved and probable

² Annual average production volume in barrels of oil equivalent (oil and gas) per day

³ Net of one-off items

⁴ Target for the number of stations at the end of 2022