

\$M CDN except as indicated	2020	2021	2022	2023	2024	Context	SASB
<b>ECONOMIC IMPACT</b>							
<b>Gross petroleum and natural gas sales:</b>	<b>1,119,545</b>	<b>2,079,761</b>	<b>3,476,394</b>	<b>2,022,555</b>	<b>1,981,407</b>		
Canada	569,191	901,775	1,344,284	861,391	711,290		
France	182,292	279,263	365,431	285,626	314,232		
Netherlands	65,575	295,723	562,857	186,854	139,310		
Germany	34,210	131,935	481,260	195,481	149,725		
Ireland	58,446	214,425	324,345	302,404	311,325		
Central & Eastern Europe	1,933	1,211	10,797	3,260	35,115		
Australia	141,452	143,014	221,187	36,381	182,847		
United States	66,446	112,415	166,233	151,158	137,563		
<b>Operating costs, excludes transportation, royalties and G&amp;A:</b>	<b>417,251</b>	<b>413,022</b>	<b>489,034</b>	<b>513,381</b>	<b>567,913</b>		
Canada	218,596	215,387	240,899	233,417	240,333		
France	57,128	52,147	57,588	80,134	69,376		
Netherlands	32,410	35,269	45,903	39,157	41,127		
Germany	20,732	27,149	41,523	43,857	53,129		
Ireland	15,232	14,889	16,580	39,464	54,177	2023: increased working interest	
Central & Eastern Europe	464	441	1,691	1,568	2,537		
Australia	54,581	50,748	57,478	52,360	80,347		
United States	18,108	16,992	27,372	23,424	26,887		
<b>Employee wages and benefits:</b>	<b>207,390</b>	<b>187,591</b>	<b>193,707</b>	<b>199,032</b>	<b>218,535</b>	Permanent staff; does not include contractors	
Canada	117,878	99,741	107,079	100,194	113,102	CBU and Corporate	
France	21,165	20,149	20,780	19,120	20,286		
Netherlands	16,623	15,815	16,841	18,429	20,200		
Germany	5,368	4,824	5,419	6,996	8,276		
Ireland	15,071	15,405	15,408	16,700	18,054		
Central & Eastern Europe	1,116	1,137	1,186	1,118	1,610		
Australia	20,304	24,036	19,704	26,935	27,207		
United States	9,865	6,484	7,290	9,540	9,800		
<b>Dividends declared and shares repurchased:</b>	<b>90,067</b>	<b>0</b>	<b>117,428</b>	<b>160,086</b>	<b>216,034</b>	Dividends suspended in 2020; reinstated in 2022	
<b>Interest payments:</b>	<b>75,077</b>	<b>73,075</b>	<b>82,858</b>	<b>85,212</b>	<b>84,606</b>		
<b>Taxes paid:</b>	<b>14,341</b>	<b>45,854</b>	<b>449,330</b>	<b>149,498</b>	<b>78,144</b>		
Canada & Corporate	(71)	(1,522)	223,979	78,461	(1,351)	2022-2023: Includes EU Solidarity Contribution/Windfall Tax	
France	141	(9,120)	29,889	14,313	12,225		
Netherlands	(3,774)	46,567	150,647	48,349	32,592		
Germany	0	0	31,513	28,533	18,558		
Ireland	0	0	0	715	1403		
Central & Eastern Europe	0	0	0	0	(7)		
Australia – includes PRRT and corporate taxes	18,045	9,929	13,302	(20,873)	14,724	2023: reduced production due to maintenance shutdown	
United States	0	0	0	0	0		

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<b>Royalties paid:</b>	<b>106,554</b>	<b>186,122</b>	<b>306,017</b>	<b>191,694</b>	<b>177,950</b>		
Canada	54,961	113,651	196,005	103,511	84,337		
France	32,069	37,666	40,353	37,425	41,585		
Netherlands	444	873	512	1,567	244		
Germany	990	2,847	21,232	5,993	5,703		
Ireland	0	0	0	0	0		
Central & Eastern Europe	644	338	3,488	1,711	6,232		
Australia	0	0	0	0	0	See PRRT and taxes above	
United States	17,446	30,747	44,427	41,487	39,849		
<b>Investment in our Communities (also see communities metrics):</b>	<b>1,447</b>	<b>1,162</b>	<b>2,046</b>	<b>2,396</b>	<b>2,258</b>	Includes donations and other direct investment	
Canada	838	608	1,433	1,611	1,508	Includes corporate program costs	
France	160	116	115	119	148		
Netherlands	111	238	210	313	260		
Germany	88	53	78	98	95		
Ireland	118	124	150	122	172		
Central & Eastern Europe	61	5	7	8	8		
Australia	68	-	4	81	26		
United States	2	18	49	44	41		
<b>Direct economic value distributed:</b>	<b>912,127</b>	<b>906,826</b>	<b>1,640,420</b>	<b>1,301,299</b>	<b>1,345,440</b>	Total: operating costs through community investment above	
Economic value distributed in Canada & Corporate	392,202	427,865	769,395	517,194	437,929		
Economic value distributed in France	110,663	100,958	148,725	151,111	143,620		
Economic value distributed in Netherlands	45,814	98,762	214,113	107,815	94,423		
Economic value distributed in Germany	27,178	34,873	99,765	85,477	85,761		
Economic value distributed in Ireland	30,421	30,418	32,138	57,001	73,806		
Economic value distributed in CEE	2,285	1,921	6,372	4,405	10,380		
Economic value distributed in Australia	92,998	84,713	90,488	58,503	122,304		
Economic value distributed in US	45,421	54,241	79,138	74,495	76,577		
Economic value distributed: dividends, share repurchase & interest	165,144	73,075	200,286	245,298	300,640	Dividends suspended in 2020; reinstated in 2022	
<b>ARO (asset retirement obligations) settled:</b>	<b>14,278</b>	<b>28,525</b>	<b>37,514</b>	<b>56,966</b>	<b>55,334</b>		