

\$M CDN except as indicated	2021	2022	2023	2024	2025	Context	SASB
						Data reflects partial year based on asset 2025 high grading : divestment of U.S. operations at end July 2025 and Saskatchewan assets at July 10, 2025, and acquisition of Westbrick in Alberta on Feb 26, 2025.	
ECONOMIC IMPACT							
Gross petroleum and natural gas sales:	2,079,761	3,476,394	2,022,555	1,981,407	2,031,394		
Canada	901,775	1,344,284	861,391	711,290	918,697		
France	279,263	365,431	285,626	314,232	234,567		
Netherlands	295,723	562,857	186,854	139,310	132,504		
Germany	131,935	481,260	195,481	149,725	198,531		
Ireland	214,425	324,345	302,404	311,325	294,109		
Central & Eastern Europe	1,211	10,797	3,260	35,115	61,960		
Australia	143,014	221,187	36,381	182,847	127,278		
United States	112,415	166,233	151,158	137,563	63,748		
Operating costs, excludes transportation, royalties and G&A:	413,022	489,034	513,381	567,913	567,636		
Canada	215,387	240,899	233,417	240,333	257,235		
France	52,147	57,588	80,134	69,376	68,516		
Netherlands	35,269	45,903	39,157	41,127	38,742		
Germany	27,149	41,523	43,857	53,129	59,354		
Ireland	14,889	16,580	39,464	54,177	55,299	2023: increased working interest	
Central & Eastern Europe	441	1,691	1,568	2,537	3,635		
Australia	50,748	57,478	52,360	80,347	68,246		
United States	16,992	27,372	23,424	26,887	16,609		
Employee wages and benefits:	187,591	193,707	199,032	218,535	234,379	Permanent staff; does not include contractors	
Canada	99,741	107,079	100,194	113,102	126,119	CBU and Corporate	
France	20,149	20,780	19,120	20,286	21,637		
Netherlands	15,815	16,841	18,429	20,200	19,358		
Germany	4,824	5,419	6,996	8,276	10,694		
Ireland	15,405	15,408	16,700	18,054	19,907		
Central & Eastern Europe	1,137	1,186	1,118	1,610	2,157		
Australia	24,036	19,704	26,935	27,207	28,704		
United States	6,484	7,290	9,540	9,800	5,803		
Dividends declared and shares repurchased:	0	117,428	160,086	216,034	115,653	Dividends suspended in 2020; reinstated in 2022	
Interest payments:	73,075	82,858	85,212	84,606	132,748		
Taxes paid:	45,854	449,330	149,498	78,144	23,089		
Canada & Corporate	(1,522)	223,979	78,461	(1,351)	4,428	2022-2023: Includes EU Solidarity Contribution/Windfall Tax	
France	(9,120)	29,889	14,313	12,225	(299)		
Netherlands	46,567	150,647	48,349	32,592	13,272		
Germany	0	31,513	28,533	18,558	1,069		
Ireland	0	0	715	1403	1,274		
Central & Eastern Europe	0	0	0	(7)	5,539		
Australia – includes PRRT and corporate taxes	9,929	13,302	(20,873)	14,724	(2,194)	2023: reduced production due to maintenance shutdown	

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United States	0	0	0	0	0		
Royalties paid:	186,122	306,017	191,694	177,950	159,715		
Canada	113,651	196,005	103,511	84,337	86,505		
France	37,666	40,353	37,425	41,585	34,301		
Netherlands	873	512	1,567	244	10		
Germany	2,847	21,232	5,993	5,703	10,990		
Ireland	0	0	0	0	0		
Central & Eastern Europe	338	3,488	1,711	6,232	9,989		
Australia	0	0	0	0	0	See PRRT and taxes above	
United States	30,747	44,427	41,487	39,849	17,920		
Investment in our Communities (also see communities metrics):	1,162	2,046	2,396	2,258	2,232	Includes donations and other direct investment	
Canada	608	1,433	1,611	1,508	1,466	Includes corporate program costs	
France	116	115	119	148	165		
Netherlands	238	210	313	260	238		
Germany	53	78	98	95	110		
Ireland	124	150	122	172	194		
Central & Eastern Europe	5	7	8	8	1		
Australia	-	4	81	26	44		
United States	18	49	44	41	14		
Direct economic value distributed:	906,826	1,640,420	1,301,299	1,345,440	1,235,452	Total: operating costs through community investment above	
Economic value distributed in Canada & Corporate	427,865	769,395	517,194	437,929	475,753		
Economic value distributed in France	100,958	148,725	151,111	143,620	124,320		
Economic value distributed in Netherlands	98,762	214,113	107,815	94,423	71,620		
Economic value distributed in Germany	34,873	99,765	85,477	85,761	82,217		
Economic value distributed in Ireland	30,418	32,138	57,001	73,806	76,674		
Economic value distributed in CEE	1,921	6,372	4,405	10,380	21,321		
Economic value distributed in Australia	84,713	90,488	58,503	122,304	94,800		
Economic value distributed in US	54,241	79,138	74,495	76,577	40,346		
Economic value distributed: dividends, share repurchase & interest	73,075	200,286	245,298	300,640	248,401	Dividends suspended in 2020; reinstated in 2022	
ARO (asset retirement obligations) settled:	28,525	37,514	56,966	55,334	62,486		