



CONPET S.A., Romania
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 TIN: RO 1350020; NACE Code 4950; CRN J29/6/22.01.1991
 Subscribed and paid-up share capital 28 569 842.40 RON

**OBJECTIVES AND FINANCIAL AND NON- FINANCIAL KEY PERFORMANCE INDICATORS OF DIRECTORS WITH CONTRACT OF MANDATE
 between 01.01.2020 - 31.12.2020**

Annex no. 3

Crt. No.	Performance indicator	Performance objective	MU	(Period 01.01.-31.12.2020)			Degree of achievement KPIs (%)	KPI weights for the settlement of the remuneration	Degree of achievement of weighted KPIs (%)	
				Approved target values		Achieved values				
A. FINANCIAL KEY PERFORMANCE INDICATORS: 50%										
1	Outstanding payments	level zero	k RON	0		0	100.0%	5%	5.0%	
2	The decrease of the operating expenses = (Operating expenses– Impairments of assets and impairments of provisions)/ Turnover	The maintenance of the share of the operating expenses in turnover at the level assumed by way of the Administration Plan	%	82.0%		83.2%	98.6%	20%	19.7%	
3	Adjusted EBITDA = Operating profit - write-back of the reserve out of the modernization quota + Expenses regarding the settlement of the modernization quota + Impairments of tangible and intangible assets, here included the revaluation differences).	The realization of adjusted EBITDA target assumed by the Administration Plan	k RON	95,987		115,594	120.4%	20%	24.1%	
4	Labor productivity	Achievement of the labor productivity level provided in the annual approved Budget	k RON/pers	281		291	103.6%	5%	5.2%	
B. NON-FINANCIAL KEY PERFORMANCE INDICATORS: 50%										
B1. OPERATIONAL: 30%										
5.	Framing within the specific consumptions for the crude oil transport (does not include the crude oil quantity lost during provoked breakdowns or in case of breakage resulting in contamination, where the owners do not ease access for remedy)	The target value is lower than the value of the maximal technological consumption, for crude oil	%	Domestic crude oil ≤ 0.361% Achieved=0.347% Import crude oil Lukoil ≤ 0.29% Achieved 0.172% Import crude oil Petrom ≤ 0.143% Achieved 0.140% Import crude oil Midia ≤ 0.108% Achieved 0.105%		0.307%	0.255%	116.8%	5%	5.8%

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6	Monitoring the electricity average annual specific consumption for technological purposes	Maintenance of the electricity average annual specific technological consumption at a level of max.3.3 Kwh/to	Kwh/to	Max 3.3 Kwh/to	3.3	2.59	100.0%	5%	5.0%
7	Achievement of the investments financed out of the modernization quota	Minimum 95% achievement of the annual Investments Plan financed out of the Modernization Quota	%	≥ 95 %	95%	187.7%	100.0%	20%	20.0%
B2. OF CORPORATE GOVERNANCE: 20%									
8	Implementation/Development of the management control system in compliance with the legal requirements in force	100% achievement of the actions included in the program	%	100%	100%	100%	100.0%	10%	10.0%
9	Duly reporting of the degree of achievement of the performance indicators of the company	Framing within the reporting due deadlines	%	100%	100%	100%	100.0%	5%	5.0%
10	Boost institutional integrity by inclusion of the measures to mitigate corruption as an element of the management plans	Minimum 90% achievement of the measures assumed by the approved Integrity Plan	%	≥ 90 %	90%	99.84%	100.0%	5%	5.0%
Total degree of achievement of the key performance indicators:									104.8%

*) Average technological consumption (calculated according to each type of transport)

Director General
Eng.Tudora Dorin

Deputy Director General
Legal expert Dumitrache Anamaria

Economic Director
Econ.Toader Sanda