



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 for Directors with mandate contracts between 01.01.2021-31.12.2021

Annex no. 3

| Crt.no | Performance indicators | Performance objective | MU | (Period 01.01.-31.12.2021) | | | Degree of achievement KPIs (%) | KPIs weights for the settlement of the remuneration | Degree of achievement KPIs (%) |
|--|---|--|---|--|---------|-----------------|--------------------------------|---|--------------------------------|
| | | | | Target values | | Achieved values | | | |
| A. FINANCIAL KEY PERFORMANCE INDICATORS: 50% | | | | | | | | | |
| 1 | Outstanding payments | Level zero | Thousand 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 operating expenses in the turnover at the level assumed by the Administration Plan | % | 81.5% | 85.4% | 95.2% | 20% | 19.0% | |
| 3 | Adjusted EBITDA = Operating profit - write-back of the reserve out of the modernization quota + Expenses regarding 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 | Thousand RON | 98,872 | 119,486 | 120.8% | 20% | 24.2% | |
| 4 | Labor Productivity | Realization of the labor productivity level provided in the annual approved Budget | Thousand RON/person | 296 | 303 | 102.4% | 5% | 5.1% | |
| 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 lower than the value of the maximal technological consumption, for crude oil | % | Domestic crude oil ≤ 0.361% Achieved = 0.343% | 0.296% | 0.250% | 115.5% | 5% | 5.8% |
| | | | Import crude oil Lukoil ≤ 0.290% Achieved 0.180% | | | | | | |
| | | | Import crude oil Petrom ≤ 0.143% Achieved 0.140% | | | | | | |
| | | | Import crude oil Midia ≤ 0.108% Achieved 0.100% | | | | | | |

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| | | | | Target values | | Achieved values | | | |
| 6 | Monitoring of the annual electricity average specific consumption for technological purposes | Maintenance of the annual electricity average specific technological consumption at a level of max 3.3 Kwh/to | Kwh/to | Max 3.3 Kwh/to | 3.3 | 2.79 | 100.0% | 5% | 5.0% |
| 7 | Achievement of the investment financed out of the modernization quota | Min. achievement 95% of the annual Investments Plan financed out of the modernization quota | % | ≥ 95 % | 95% | 96.0% | 100.0% | 20% | 20.0% |
| B2. OF CORPORATE GOVERNANCE: 20% | | | | | | | | | |
| 8 | Implementation/development of the internal control management 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 | Growth of institutional integrity by inclusion of the measures to mitigate corruption as an element of the management plan | Minimum 90% achievement of the measures assumed by the approved Integrity Plan | % | ≥90 % | 90% | 100% | 100.0% | 5% | 5.0% |
| Total degree of achievement of the performance indicators | | | | | | | | | 104.1% |

*) 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

Head of Controlling and Budgeting Department
Econ. Burlacu Rodica