



CONPET SA, Romania
1-3 Anul 1848 Street, Ploiești, 100559, Prahova
Tel: +40 – 244 – 401360; fax: + 40 – 244 – 516451
TIN: 1350020; NACE Code 4950; J1991000006291
Subscribed and paid-up share capital 28,569,842.40 RON

Key performance indicators for DIRECTORS with mandate contracts

Crt. No.	Section	Indicator	Calculation formula	Proposed targets			Proposed weights
				2025	2026	2027	
A. Financial performance indicators							
1	Investment policy	Capital expenditure rate	Operating Expenditure/ Total Assets	6.50%	6.50%	6.50%	50%
2		Immediate liquidity/ Acid test	Current assets (circulating) - Stocks / Current liabilities	≥1%	≥1%	≥1%	10%
3	Financing	Leverage	Total debts / Total assets	>0 - < 1	>0 - < 1	>0 - < 1	3%
4		The relationship between debt and EBITDA	Total debts / EBITDA	>0	>0	>0	3%
5	Operations	Stocks rotation rate	Net turnover / Average stock value	70.00	70.00	70.00	3%
6		Claims rotation rate	Net turnover / (Claims at the beginning of the period (T0)+Claims at the end of the period (T1))/2	9.00	9.00	9.00	5%
7	Cost- effectiveness	Return on Assets (ROA)	Net profit / Total assets	4.50%	7.28%	6.50%	5%
8		Margin of operating profit	Operating profit / Net turnover	8.40%	10.73%	8.70%	5%
9		Net turnover growth rate	(Net turnover for the current period(T1) - Net turnover for the previous period(T0)) / Net turnover for the previous period(T0)	3.50%	4.00%	0.50%	8%

10	Annual profit growth rate	(Net profit for the current period(T1) - Net profit for the previous period(T0))/ Net profit for the previous period(T0)		-10.40%	25.00%	-7.56%	5%
B.Non-financial performance indicators							
B1.Operational performance indicators							
11	Environmental indicators	Emissions within the scope 2	Indirect emissions generated from the acquisition of energy	-1.90%	-1.90%	-1.90%	5%
12	Indicators relating to employees	Average number of training hours per employee	Total number of training hours /Total number of employees t	18	18	18	5%
13		Establishing an employee safety system	Confirmation of system establishment - YES/NO	YES	YES	YES	5%
14		Number of safety training	The total number of safety trainings that have been carried out during the year t	4	4	4	5%
15	Gender equality	Rate of female senior management	Number of female senior management t/ number of senior management t	≥30%	≥30%	≥30%	5%
B2.Performance indicators and responsibilities specific to governance activities							
16	Corporate Governance indicators	Establishing risk management policies	YES/NO	YES	YES	YES	10%
B3.Service-oriented indicators							
17	Customer-related indicators	Customer satisfaction score	Total number of ratings of 4 and 5 received t (5 is the maximum score) / Total number of ratings t	≥90%	≥90%	≥90%	15%



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Key performance indicators for non-executive administrators

0	Section	Indicator	Calculation formula	Proposed targets			Proposed weights
A.Financial performance indicators							
1	Investment policy	Capital expenditure rate	Operating Expenditure/ Total Assets	6.50%	6.50%	6.50%	10%
2	Financing	Current liquidity rate	Current assets Current liabilities	≥1	≥1	≥1	5%
3	Operations	Asset turnover rate	Net Turnover/ Average value of all assets=(Total assets t1+total assets t0)/2	0.54	0.54	0.54	5%
4	Cost-effectiveness	Return on equity (ROE)	Net profit/ Equity value	5.50%	8.44%	7.50%	7%
5		Net profit margin	Net profit/ Net Turnover	7.00%	9.53%	7.80%	5%
6		Net turnover growth rate	Net turnover for the current period(T ₁) - Net turnover for the previous period(T ₀)/ Net turnover for the previous period(T ₀)	3.50%	4.00%	0.50%	8%
7	Dividend policy	Annual profit growth rate	(Net profit for the current period(T ₁) - Net profit for the previous period(T ₀)) / Net profit for the previous period(T ₀)	-10.40%	25.00%	-7.56%	5%
8		Dividend payout ratio	Paid Dividends t/ Net profit t	65.00%	65.00%	65.00%	5%

0	Section	Indicator	Calculation formula	Proposed targets			Proposed weights
				2025	2026	2027	
B. Non-financial performance indicators							
B1. Operational performance indicators							
9	Environmental indicators	Emissions within the scope 2	Indirect emissions generated from the acquisition of energy t	-1.9%	-1.9%	-1.9%	10%
B2. Performance indicators and responsibilities specific to governance activities							
10	Corporate Governance indicators	Proportion of independent members on the board of directors	Total number of non-executive and independent members on the board of directors t	>50%	>50%	>50%	5%
11		Total value of the remuneration package	Total number members on the board of administration t	as per the law	as per the law	as per the law	5%
12		Number of board of directors meetings	Number of the board of directors meetings	12	12	12	10%
13		Attendance rate at board of directors meetings	$\frac{N_t}{\sum_{i=1}^{N_t}} \text{ Number of participants at the meetings of the management committee}$ Total number of members of the management board t * $\frac{N_t}{N_t}$ where Nt = Number of management committee meetings t	100%	100%	100%	5%
B3) Service-oriented indicators							
14	Customer-related indicators	Customer satisfaction score	Total number of ratings of 4 and 5 received t (5 is the maximum score) / Total number of ratings t	≥90%	≥90%	≥90%	15%