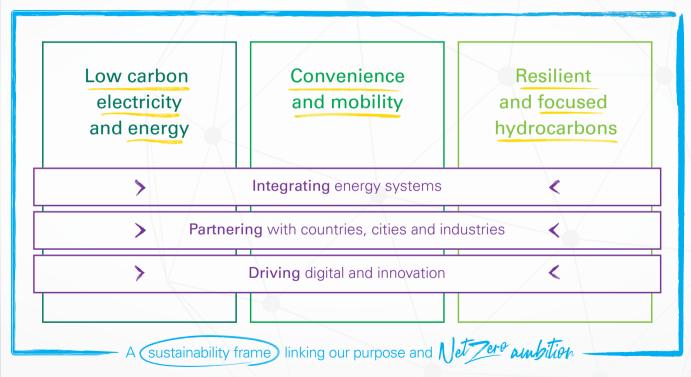


An integrated energy company delivering solutions for customers





From IOC to IEC

Aiming to be a very different company by 2030



Increasing investment in low carbon to around

\$5 billion

a year – a 10-fold increase on the \$500 million

we invest today.

Reducing our oil and gas production by over

40% and no exploration in new countries.

Having developed 50GW of renewable energy generating capacity – a 20-fold increase on the 2.5GW we have developed so far.

Producing 100,000

barrels a day of bioenergy – up from 22,000 today. Capturing
10% share in
core hydrogen
markets –
compared with
supplying small
volumes to our
own operations.

Doubling our daily customer interactions to

20 million

a day – up from 10 million. Providing
70.000
EV charging
points – up from

7,500 today.

Building energy partnerships with 10 to 15 big cities around the world and three core industries.

Cutting operational emissions – by 30–35%

Reducing the emissions associated with the carbon in our upstream oil and gas production – by

135-40%