

### **Creating sustainable value**

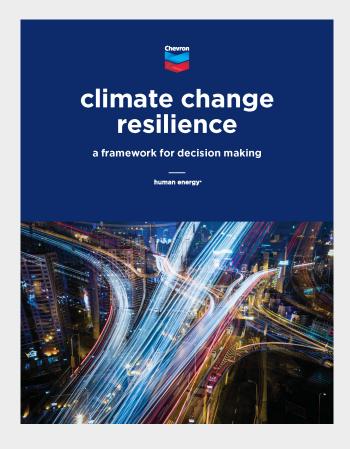


**Protecting** the environment

Empowering people

Getting results the right way

Robust disclosure and stakeholder engagement





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### Approach to the energy transition

# Lower carbon intensity cost efficiently



#### **Increase renewables**

in support of our business



#### **Invest in the future**

target breakthrough technologies



#### 2016 - 2023 Upstream targets

Oil net GHG intensity 5 - 10% \$\right\right\$

Gas net GHG intensity 2 - 5% |

Flaring intensity 25 - 30% \$\brace\$

Methane emissions intensity 20 - 25% **↓** 

Renewable natural gas

Co-processing biofeed

Renewable PPAs

Future energy fund

Trialing carbon capture technology

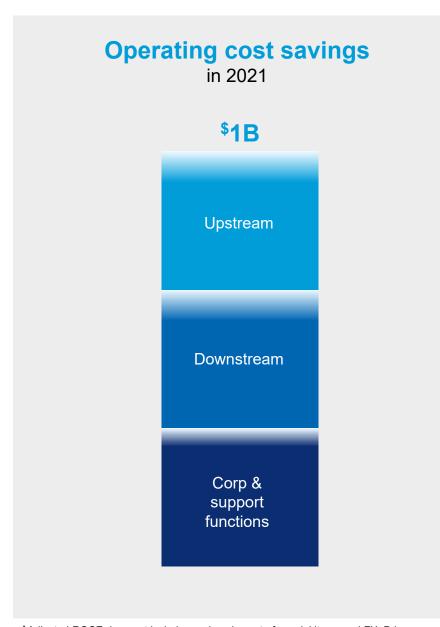
Contribution to OGCI's \$1B+ fund

Gorgon CO<sub>2</sub> sequestration



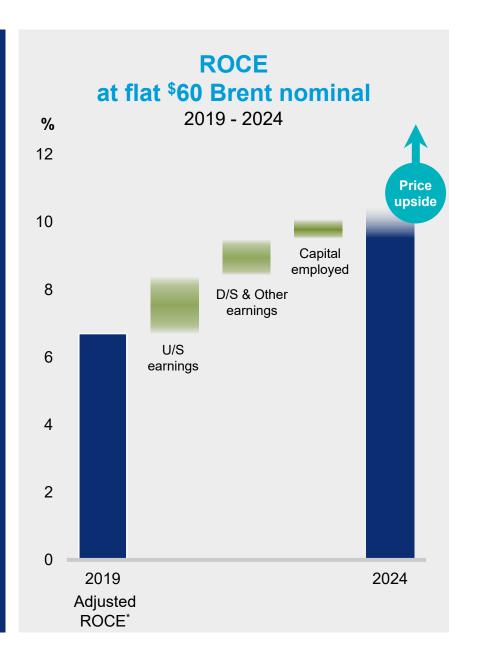
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### Lower cost and higher returns



Run-rate opex savings of \$1B by year-end

ROCE higher through capital efficiency and margin improvement





<sup>\*</sup>Adjusted ROCE does not include earnings impact of special items and FX. Price normalized to \$60 Brent nominal and mid-cycle Downstream & Chemicals margins. See Appendix for reconciliation of non-GAAP measures and slide notes providing definitions, source information, calculations, and other information.

## Financial priorities unchanged

Maintain and grow dividend

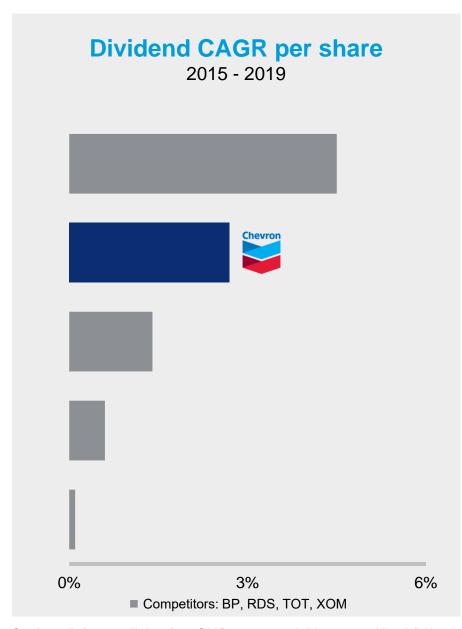
Fund capital program

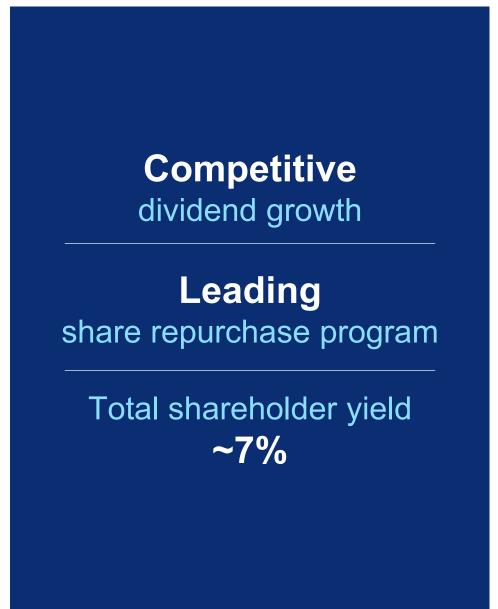
Strong balance sheet

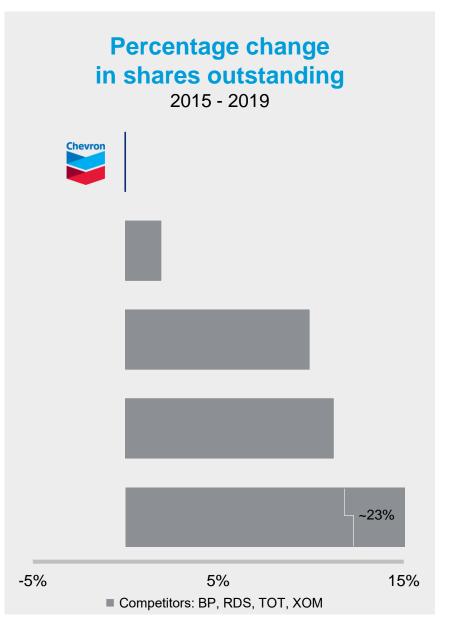
Return surplus cash



### **Attractive shareholder distributions**



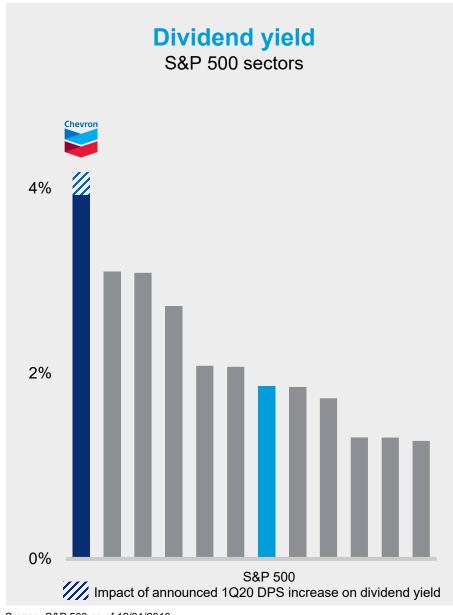




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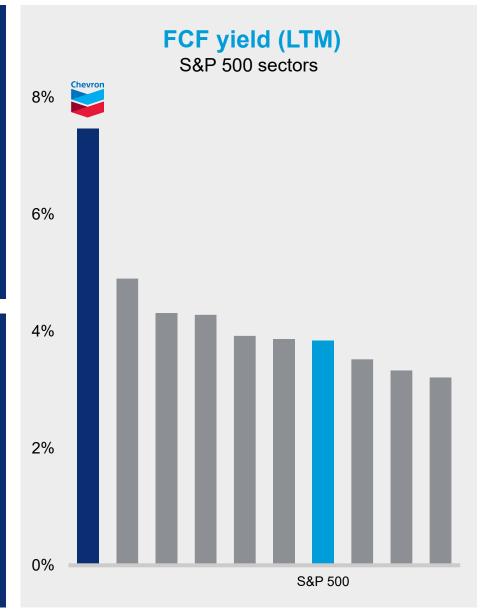


### Leading dividend and free cash flow yield



Competitive dividends
Dividend yield >4%

Strong free cash flow generation FCF yield >7%



Source: Siblis

Source: S&P 500 as of 12/31/2019

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