\$M CDN except as indicated	2019	2020	2021	2022	2023	Context	GRI/SASB
ECONOMIC IMPACT							201-1
Gross petroleum and natural gas sales:	1,689,863	1,119,545	2,079,761	3,476,394	2,022,555		
Canada	828,070	569,191	901,775	1,344,284	861,391		
France	326,699	182,292	279,263	365,431	285,626		
Netherlands	112,857	65,575	295,723	562,857	186,854		
Germany	57,312	34,210	131,935	481,260	195,481		
Ireland	104,274	58,446	214,425	324,345	302,404		
Central & Eastern Europe	797	1,933	1,211	10,797	3,260		
Australia	184,490	141,452	143,014	221,187	36,381		
United States	75,364	66,446	112,415	166,233	151,158		
Operating costs, excludes transportation, royalties and G&A:	440,078	417,251	413,022	489,034	513,381		
Canada	242,790	218,596	215,387	240,899	233,417		
France	61,281	57,128	52,147	57,588	80,134		
Netherlands	32,125	32,410	35,269	45,903	39,157		
Germany	24,970	20,732	27,149	41,523	43,857		
Ireland	12,431	15,232	14,889	16,580	39,464	2023: increased working interest	
Central & Eastern Europe	301	464	441	1,691	1,568		
Australia	49,810	54,581	50,748	57,478	52,360		
United States	16,370	18,108	16,992	27,372	23,424		
Employee wages and benefits:	201,581	207,390	187,591	193,707	199,032	Permanent staff; does not include contractors	
Canada	109,468	117,878	99,741	107,079	100,194	CBU and Corporate	
France	22,103	21,165	20,149	20,780	19,120		
Netherlands	15,049	16,623	15,815	16,841	18,429		
Germany	5,929	5,368	4,824	5,419	6,996		
Ireland	14,981	15,071	15,405	15,408	16,700		
Central & Eastern Europe	1,638	1,116	1,137	1,186	1,118		
Australia	23,950	20,304	24,036	19,704	26,935		
United States	8,462	9,865	6,484	7,290	9,540		
Dividends declared and shares repurchased:	427,311	90,067	0	117,428	160,086	Dividends suspended in 2020; reinstated in 2022	
Interest payments:	81,377	75,077	73,075	82,858	85,212		
Taxes paid:	52,230	14,341	45,854	449,330	149,498		
Canada & Corporate	406	(71)	(1,522)	223,979	78,461	Canada + EU Solidarity Contribution/Windfall Tax	
France	21,431	141	(9,120)	29,889	14,313		
Netherlands	(3,961)	(3,774)	46,567	150,647	48,349		
Germany	0	0	0	31,513	28,533		
Ireland	0	0	0	0	715		
Central & Eastern Europe	0	0	0	0	0		
Australia – includes PRRT and corporate taxes	34,354	18,045	9,929	13,302	(20,873)		
United States	0	0	0	0			

\$M CDN except as indicated	2019	2020	2021	2022	2023	Context	GRI/SASB
Royalties paid:	163,666	106,554	186,122	306,017	191,694		
Canada	94,079	54,961	113,651	196,005	103,511		
France	43,895	32,069	37,666	40,353	37,425		
Netherlands	1,469	444	873	512	1,567		
Germany	5,264	990	2,847	21,232	5,993		
Ireland	0	0	0	0	0		
Central & Eastern Europe	253	644	338	3,488	1,711		
Australia	0	0	0	0	0	See PRRT and taxes above	
United States	18,706	17,446	30,747	44,427	41,487		
Investment in our Communities (also see communities metrics):	1,907	1,447	1,162	2,046	2,396	Includes donations and other direct investment	
Canada	1,249	838	608	1,433	1,611	Includes corporate program costs	
France	174	160	116	115	119		
Netherlands	153	111	238	210	313		
Germany	131	88	53	78	98		
Ireland	104	118	124	150	122		
Central & Eastern Europe	3	61	5	7	8		
Australia	75	68	-	4	81		
United States	18	2	18	49	44		
Direct economic value distributed:	1,368,150	912,127	906,826	1,640,420	1,301,299	Total: operating costs through community investment above	
Economic value distributed in Canada & Corprate	447,992	392,202	427,865	769,395	517,194		
Economic value distributed in France	148,884	110,663	100,958	148,725	151,111		
Economic value distributed in Netherlands	44,835	45,814	98,762	214,113	107,815		
Economic value distributed in Germany	36,294	27,178	34,873	99,765	85,477		
Economic value distributed in Ireland	27,516	30,421	30,418	32,138	57,001		
Economic value distributed in CEE	2,195	2,285	1,921	6,372	4,405		
Economic value distributed in Australia	108,189	92,998	84,713	90,488	58,503		
Economic value distributed in US	43,556	45,421	54,241	79,138	74,495		
Economic value distributed: dividends, share repurchase & interest	508,688	165,144	73,075	200,286	245,298	Dividends suspended in 2020; reinstated in 2022	
ARO (asset retirement obligations) settled:	19,442	14,278	28,525	37,514	56,966		