

# Achievements in 2014

Our targets	Achievements in 2014	What next?
<p><b>Maintain Neste Oil's leading position in the Baltic region</b></p>	<ul style="list-style-type: none"> <li>• Neste Oil retained its strong position in the Baltic, which accounted for approximately 65% of petroleum product sales.</li> <li>• We strengthened our position in the Baltic wholesale market in particular.</li> <li>• We launched new customer solutions to meet biomandate requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Further strengthen Neste Oil's position in the Baltic region by developing our customer offering.</li> <li>• Develop new solutions to respond to bioregulation development.</li> <li>• Develop the product and service offering related to bunker fuels to match new legislation.</li> </ul>
<p><b>Improve operational efficiency and strengthen the additional margin by increasing refineries' availability and decreasing safety and quality incidents</b></p>	<ul style="list-style-type: none"> <li>• The additional margin remained stable even though the availability of refineries fell short of the target</li> <li>• Total recordable injury frequency (TRIF) decreased from the previous year to 2.7 (4.2).</li> <li>• Number of delivery incidents decreased</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the improvement of refineries' availability with an extensive program (including a preventive maintenance program)</li> <li>• Continue the work to decrease the number of safety and quality incidents</li> </ul>
<p><b>Strengthen long-term competitiveness by responding to market changes and customer needs</b></p>	<ul style="list-style-type: none"> <li>• We decided to organize our Finnish refineries into a single entity</li> <li>• We made an investment decision to build a feedstock pre-treatment unit in Porvoo and are investigating the structural change of the Naantali refinery</li> <li>• With the changes, we pursue an improvement in our product distribution and cost-efficiency (production of heavy fuel oil will decrease by 25% while the production volume of middle distillates increases)</li> <li>• We made a decision on building a new hydrogen unit in collaboration with an external partner.</li> </ul>	<ul style="list-style-type: none"> <li>• We will implement the agreed investments and changes in operational methods as planned, paying particular attention to change management.</li> <li>• We will determinedly develop the flexibility of our feedstock use in order to ensure our capability of taking advantage of future opportunities.</li> </ul>
<p><b>Benefiting from the growth in the base oil market</b></p>	<ul style="list-style-type: none"> <li>• Sales in North America and Europe increased 26 tons.</li> </ul>	<ul style="list-style-type: none"> <li>• We will continue developing our operations to meet our customers' needs even better.</li> </ul>