



# A regional perspective

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# A Baltic Sea Champion

A refining and marketing company focused on premium-quality transport fuels

Refining capacity:  
15 million t/a of petroleum products and 2 million t/a of renewable diesel

Operations in 15 countries; employs approx. 5,000 people



# Neste Oil worldwide



# Staying competitive: moving to “One Refinery” model in Finland

## “One refinery, five production lines”

- Planned operating model complete in 2016

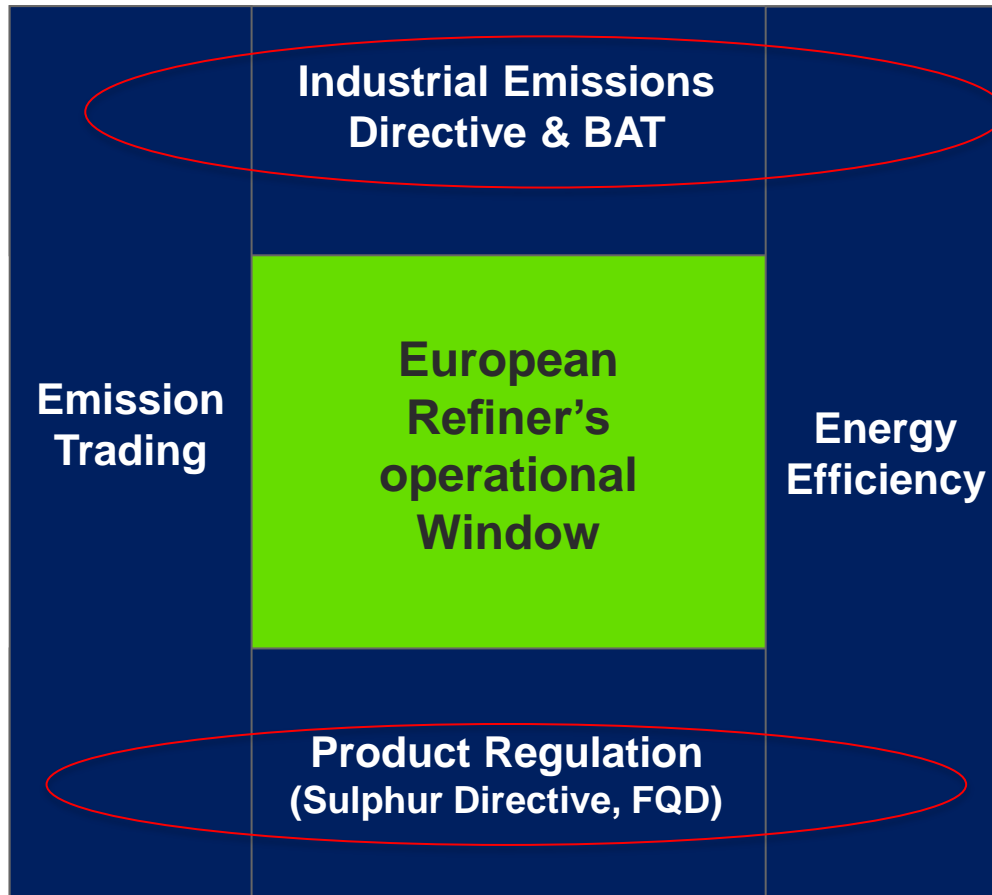
## Adjusting work force

- Reducing ~200 personnel

## Investing to optimize production and to comply with regulation

- 250M to a SDA unit
- 250M to renew power plant

# European refiners' operational window



# IED BAT: substantial environmental investments

Air quality index,  
Porvoo, 9.12.14

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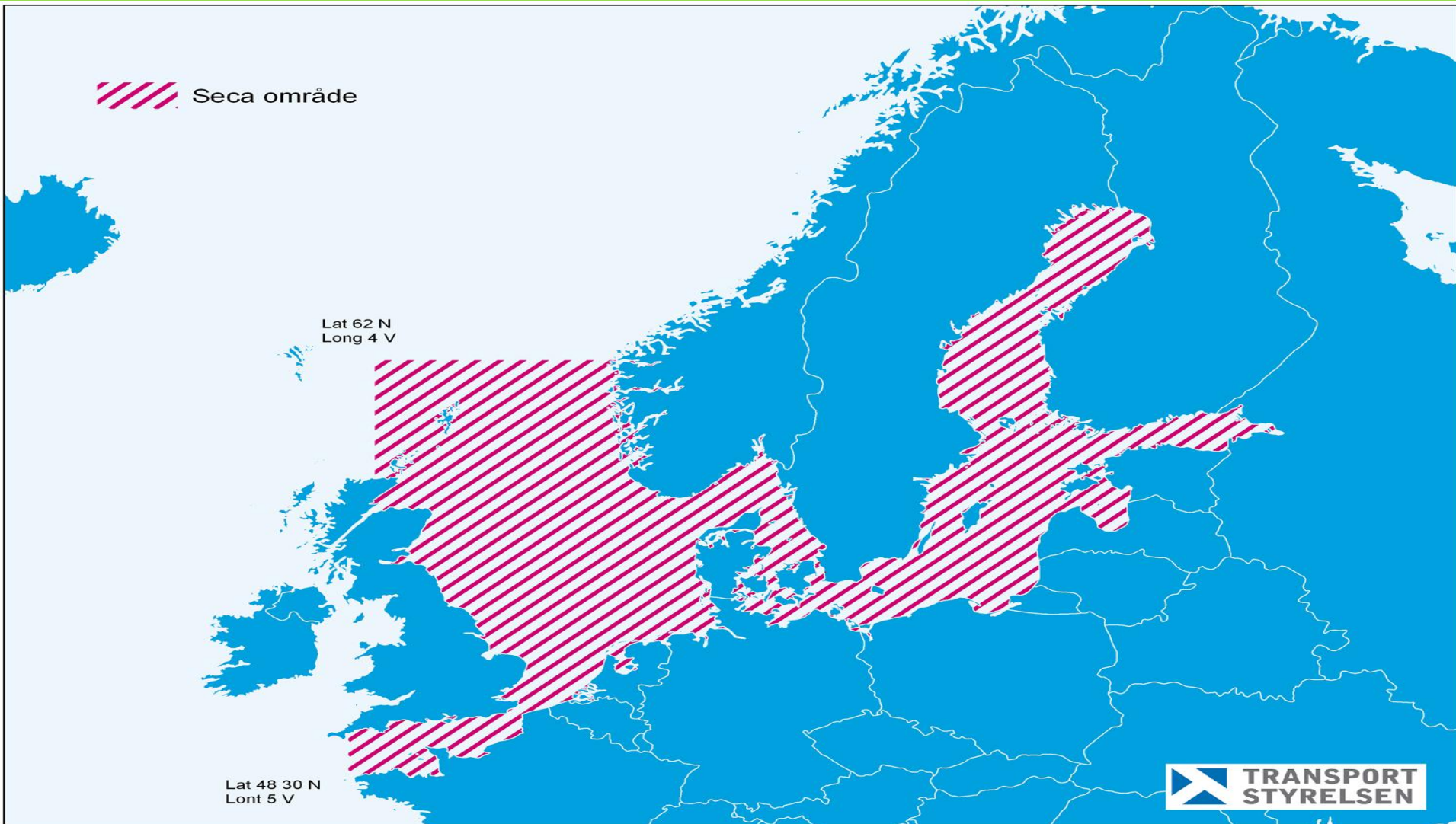
<http://www.ilmanlaatu.fi/ilmanynt/nyt/ilmanynt.php>

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# Sulphur directive



# Let's stay fit !

- BAT with “Refinery Bubble”: costly, but doable in a smart way – no contradictory regulation from Medium-sized Combustion Plants Directive.
- FQD 7a proposal – workable now, let's get it done.
- Oil flows and carbon leaks: give European refiners a chance in the global markets.