ENERGISING COMMUNITIES

Puma Energy : Fourth quarter & full year 2018 results

Thursday 28th March 2019

The opportunity for Puma Energy

- **Unique footprint, great people & strong business fundamentals in high potential markets**
- **New purpose and mission: ‘energising communities’**
- **Stronger governance + new board and board committee members**
- **New appointments to the executive committee**
- **Clear priorities for 2019 & new performance management framework**
- **Focus on operational basics: reduce leverage & maintain capital and cost discipline**
- **Clear strategic path to sustainable growth in the medium term**

Strategic Priorities

1) Safe delivery of the business plan

- FY ‘18 EBITDA in line with expectations set in Q3
- Now focused on delivering 2019 plan as first priority

2) Strategic review

- Immediate implementation of insights on operational performance
- Streamlining internal processes to create a leaner organisation

3) Portfolio review

- Good progress
- Expect to close small non-core asset divestments during 2019; more strategic adjustments of the portfolio to follow

Financials

2018 Market Context & Puma Response

Puma Energy's margins deteriorated in 2018, due to currency devaluations in a number of markets and to higher oil price volatility

ICE Brent crude price (in $)

Currency Index Weighted by Puma Energy top 20 countries[1]

Actions have been maintained to mitigate the impacts

- Strict working capital discipline leading to higher cash conversion
- Selective divestments of small non-strategic assets, such as Langsat terminal in Malaysia and our operations in Peru
- Capex and opex reductions across the business

[1] Top 20 countries in terms of gross margin contribution

2018 Performance

- Record sales volumes: **24.8 million m^3**
- Annual turnover: **US$ 18 billion**
- Gross profit: **US$ 1,460 million**
- EBITDA: **US$ 554 million**
- Operating cash flow: **US$ 927 million**
- Investment in infrastructure: **US$ 231 million**
- **18** additional retail stations, **13** new airports, **2** new terminals

Key Highlights

US$ million	Q4			FY		
	2018	2017	Δ %	2018	2017	Δ %
Sales volume (k m³)	6,450	6,070	+6%	24,824	22,794	+9%
Throughput volume (k m³)	4,110	4,224	-3%	15,089	16,634	-9%
Gross profit	363	443	-18%	1,460	1,672	-13%
EBITDA	134	184	-27%	554	740	-25%
Net capex	96	81	+19%	231	298	-22%
Cash flow from operations	129	142	-9%	927	477	+95%

- **Sales volumes have continued to increase across all regions and segments**
- **Gross profit impacted by:**
  - **Unit margins at historical low levels due to FX but stabilized in Q4 vs Q3**
  - **Currency devaluation stabilized in Angola but still price “freeze”**
  - **Competitive environment in Australia leading to reduced unit margins**
- **EBITDA similar to Q3 continued to be affected by unit margin impact**
- **YTD reduced net capex spending, fully financed by operating cash flows**

Business Segmentation

US$ million	Downstream			Midstream			Downstream			Midstream		
	Q4 '18	Q4 '17	Δ %	Q4 '18	Q4 '17	Δ %	FY '18	FY '17	Δ %	FY '18	FY '17	Δ %
Volume (k m^3)	6,411	5,868	*+9%*	4,149	4,426	*-6%*	24,208	21,924	*+10%*	15,705	17,504	*-10%*
Gross profit	322	378	*-15%*	41	65	*-37%*	1,285	1,445	*-11%*	174	227	*-23%*
Unit margin (US$/$m^3$)	50	64	*-22%*	10	15	*-33%*	53	66	*-19%*	11	13	*-14%*
	54 *	72 *	*-24%*	n/a	n/a	*n/a*	59 *	72 *	*-18%*	n/a	n/a	*n/a*
EBITDA	111	146	*-24%*	23	38	*-38%*	462	607	*-24%*	92	133	*-30%*

Downstream

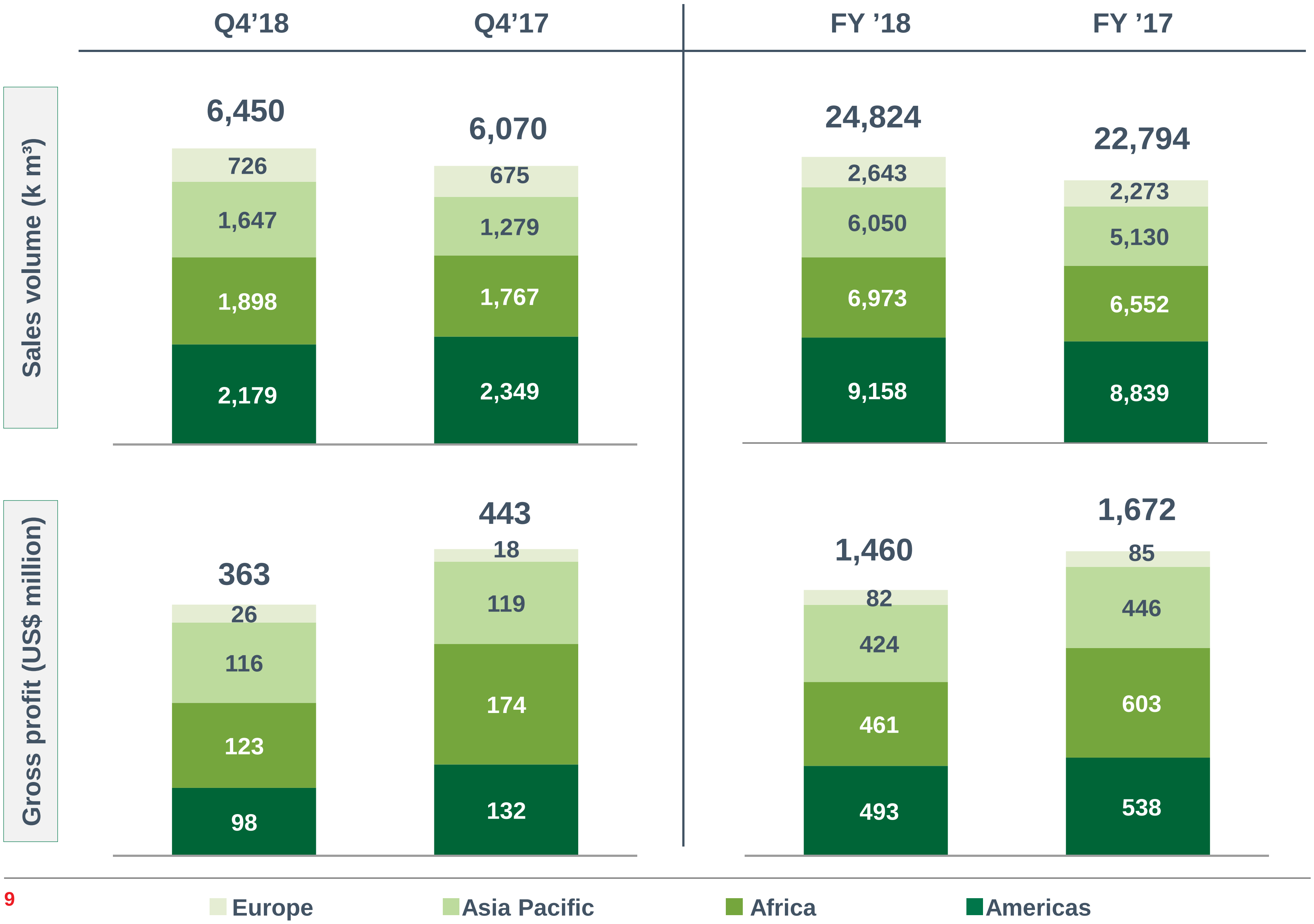
- **Higher volumes across all regions and segments**
- **Lower unit margins due to currency devaluations in many markets, however stable in Q4 vs Q3**
- **EBITDA decrease linked to lower unit margins**

Midstream

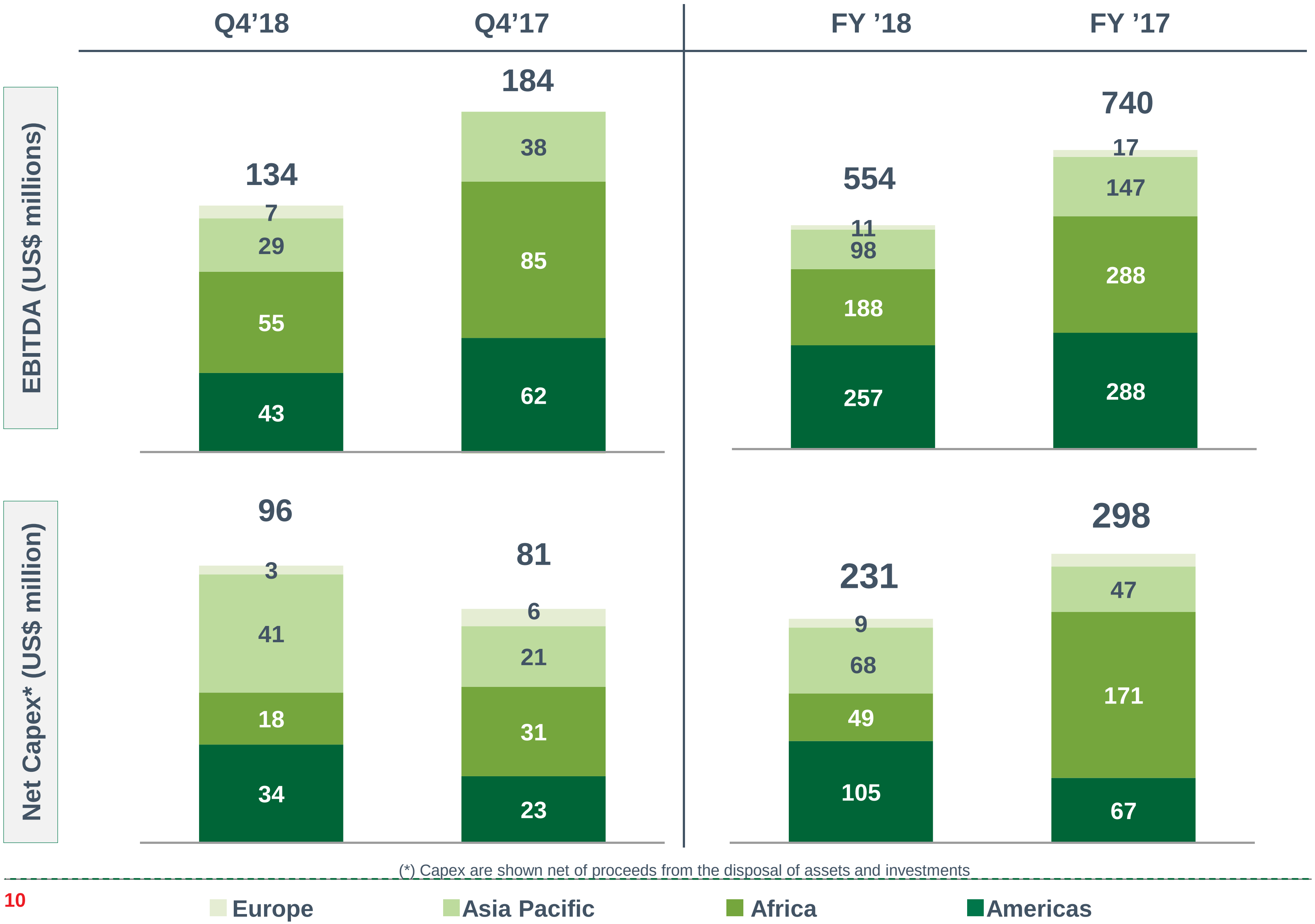
- **Lower throughput volumes in Africa and Europe**
- **Gross profit and EBITDA impacted by lower volumes at terminals, and somewhat lower refining margins**

(*) Not including UK volumes and gross profit

Geographic Segmentation (1/2)

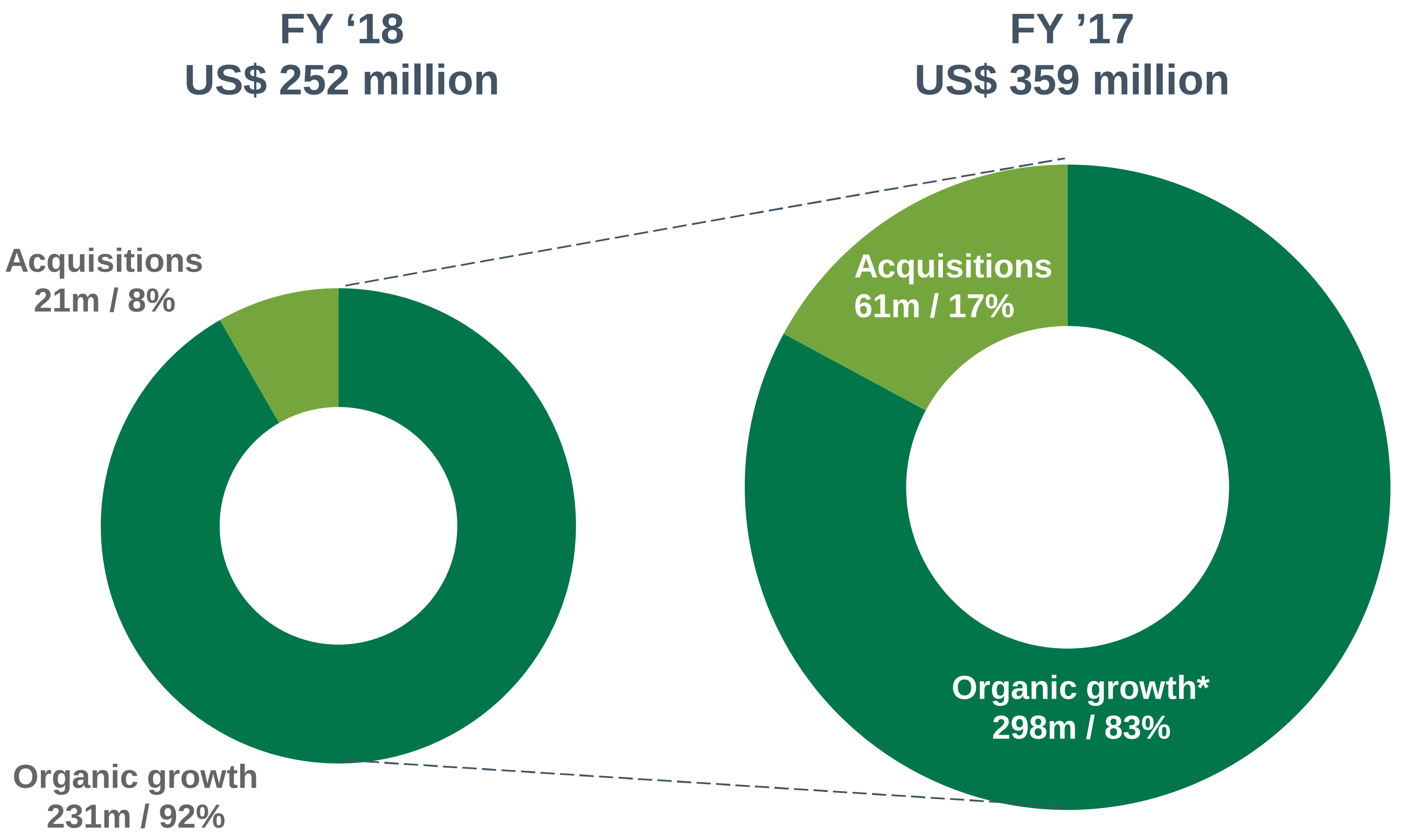


Geographic Segmentation (2/2)



(*) Capex are shown net of proceeds from the disposal of assets and investments

Investment – FY ’18 vs. ‘17



(*) Capex are shown net of proceeds from the disposal of assets and investments

Key Performance Indicators

	Q4 2018	Q3 2018	Q4 2017
Number of countries	48	49	49
Number of service stations	3,082	3,130	3,064
Number of terminals	106	105	104
Storage capacity (mil. m^3)	*7.7*	*7.6*	*8.3*
Number of airports	*84*	*83*	*71*
Headcount	8,278	8,412	8,333

Key statistics

- **Exited Peru and disposed of a 20% stake in Langsat terminal in Malaysia**
- **Acquired small retail networks in Lesotho and Ivory Coast**
- **Finalized the construction of terminals in Panama and Colombia**
- **Started operations at 13 new airports, in South Africa, Mozambique, Senegal and Panama**

Cash Flows

US$ million	Q4		Q3	FY	
	2018	2017	2018	2018	2017
Net cash flow from operations	129	142	538	927	477
Net cash flow used in investing	(101)	(98)	(61)	(248)	(359)
Net cash flow from financing	29	17	(428)	(467)	89
Days of sales out-standing (3rd party)	*12*	*11*	*13*	*12*	*13*
Days of inventory	*19*	*25*	*24*	*20*	*29*

- **Increase in operating cash flows, positively impacted by movements in working capital**
- **Investing cash flows reflect reduced capex and acquisition spending**
- **Operating cash flows have been used for interest and debt repayments**
- **Slight decrease in DSO coupled with a reduction in our DIO.**

Capital Structure

US$ million	Q4 2018	Q3 2018	Q4 2017
Cash	(644)	(606)	(519)
Inventories	(910)	(1,157)	(1,088)
OpCo Debt	389	310	461
Senior Facilities	1,292	1,314	1,807
Senior Notes	1,679	1,683	1,349
Total net debt	**1,806**	**1,545**	**2,010**
x LTM EBITDA	*3.3*	*2.6*	*2.7*

Dec ‘18 capital structure

- **Net Debt / EBITDA multiple at 3.3x, in line with capital structure policy**
- **Reduced gross debt by $257m and net debt by $204m**
- **Unsecured HoldCo debt represents 88% of Group’s debt**
- **US$1.4bn or 41% of debt maturing within more than 5 years**

Summary of Change for the Covenant Definitions

Consolidated Net Worth ("CNW") current definition

- Existing threshold for this covenant is set at $1.5bn including the accounting "Foreign currency translation reserve" as per financial statements

CNW new definition

- New threshold is set at $2.2bn excluding the accounting "Foreign currency translation reserve"

Interest Cover Ratio ("ICR") current definition

- The Interest Cover Ratio (ICR) shall not be less than 2.5x for any Measurement Period

ICR new definition

- New threshold is set at 2.25x for the following periods ending:
  - 30 June 2019
  - 30 September 2019
  - 31 December 2019
- Thereafter ICR shall not be less than 2.5x for any Measurement Period

Outlook

2019 Outlook

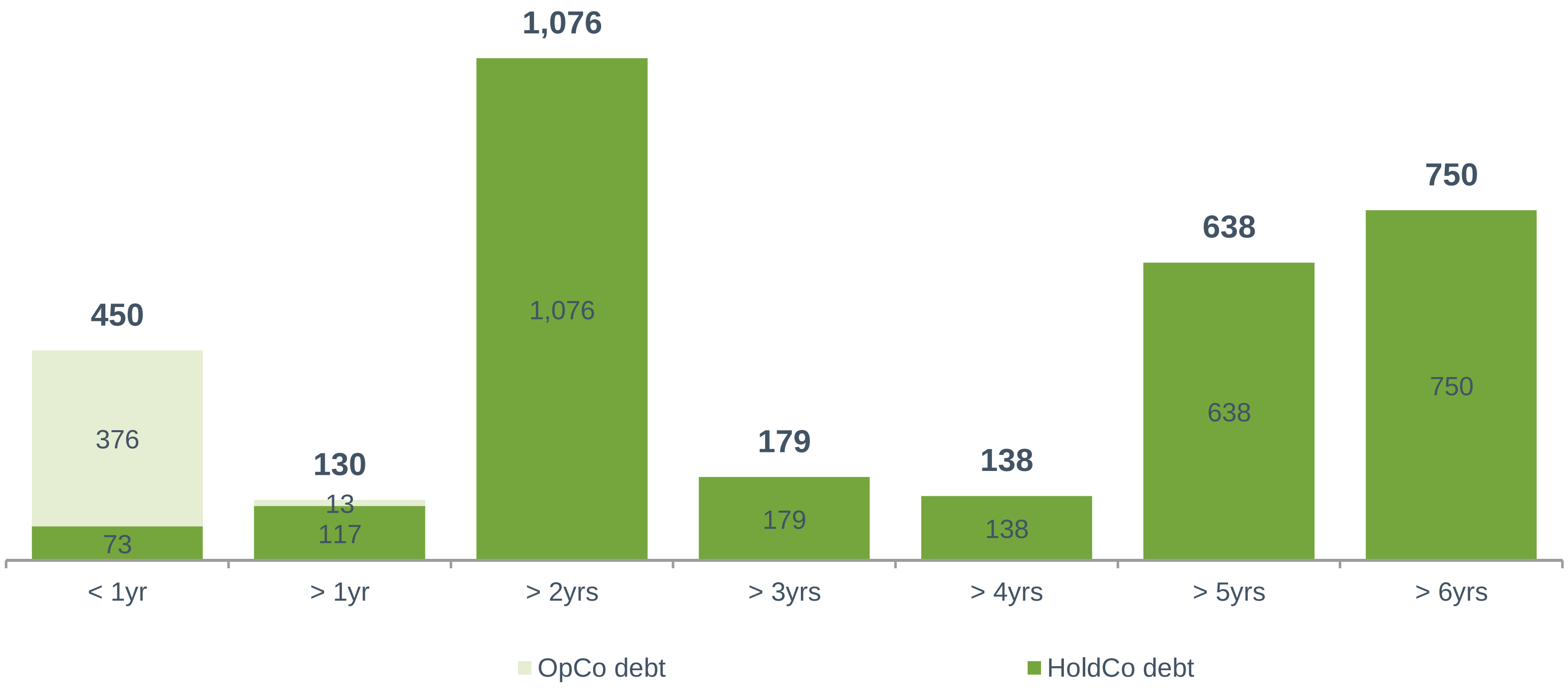
- On track to deliver budget for Q1
- Focused on operational basics: reducing leverage & maintaining capital and cost discipline
- 2019 full year operational performance budgeted to be similar to 2018
- Strategic review well underway: immediate implementation of insights e.g. in retail and B2B :
- Good progress on portfolio review : actively working on small non-core divestments – expect to close during 2019; more strategic adjustments to portfolio to follow
- Challenges not to be underestimated, but CEO's first 3 months confirm her initial view of Puma Energy's strong platform in fast-changing energy landscape

Thank you

Questions & Answers

Appendices

Appendix 1 – Maturity Profile



US$ million	Total	< 1yr	> 1yr	> 2yrs	> 3yrs	> 4yrs	> 5yrs	> 6yrs
HoldCo debt	2,971	73	117	1,076	179	138	638	750
OpCo debt	389	376	13	-	-	-	-	-
Gross debt	**3,360**	**450**	**130**	**1,076**	**179**	**138**	**638**	**750**
% of Total		*13%*	*4%*	*32%*	*5%*	*4%*	*19%*	*22%*

Appendix 2 – Debt Covenants

	Threshold	Dec18 ratio
Tangible net worth	> $ 1.5 bn	**$ 1.6 bn**
Net debt / EBITDA	< 3.5 x	**3.3x**
Interest coverage ratio	> 2.5 x	**2.8x**

Disclaimer

These materials may contain forward-looking statements regarding future events or the future financial performance of the Company. One can identify forward-looking statements by terms such as “expect”, “believe”, “estimate”, “project”, “forecast” “anticipate”, “intend”, “will”, “could”, “may”, or “might”, the negative of such terms or other similar expressions. These forward-looking statements include matters that are not historical facts and statements regarding the Company’s intentions, beliefs or current expectations concerning, among other things, the Company’s results of operations, financial condition, liquidity, prospects, growth, strategies and the industry in which the Company operates. By their nature, forward-looking statements involve risks and uncertainties, because they relate to events and depend on circumstances that may or may not occur in the future. The Company cautions you that forward-looking statements are not guarantees of future performance and that the Company’s actual results of operations, financial condition, liquidity, prospects, growth, strategies and the development of the industry in which the Company operates may differ materially from those described in or suggested by the forward-looking statements contained in these materials. In addition, even if the Company’s results of operations, financial condition, liquidity, prospects, growth, strategies and the development of the industry in which the Company operates are consistent with the forward-looking statements contained in these materials, those results or developments may not be indicative of results or developments in future periods. The Company does not intend to update these statements to reflect events and circumstances occurring after the date hereof or to reflect the occurrence of unanticipated events and expressly disclaims any obligation or undertaking to do so. Many factors could cause the actual results to differ materially from those contained in forward-looking statements of the Company, including, among others, general economic conditions, the competitive environment, risks associated with operating in the states where the Company operates, as well as many other risks specifically related to the Company and its operations. No reliance may be placed for any purposes whatsoever on the information contained in this presentation or on its completeness, accuracy or fairness. Accordingly, no representation or warranty, express or implied, is made or given by or on behalf of the Company or any of its shareholders, directors, officers or employees or any other person as to the accuracy, completeness or fairness of the information or opinions contained in these materials. None of the Company nor any of its shareholders, directors, officers or any other person accepts any liability whatsoever for any loss howsoever arising from any use of the contents of this presentation or otherwise arising in connection therewith.

These materials contain the term EBITDA, which is an alternative measure of performance that is not required by, or presented in accordance with, requirements relating to the preparation of annual accounts according to the International Financial Reporting Standards (IFRS). EBITDA has limitations as an analytical tool, is not a measurement of financial performance under IFRS and should not be considered as (i) an alternative to operating or net income or cash flows from operating activity, in each case determined in accordance with IFRS, (ii) an indicator of cash flow or (iii) a measure of liquidity. Moreover, other companies in the Company’s industry and in other industries may calculate EBITDA differently from the way that the Company does, limiting their usefulness as comparative measures.

ENERGISING COMMUNITIES