

AMPOL LIMITED  
ACN 004 201 307

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SYDNEY NSW 2000

# ASX Release

## 2020 Full Year Results Presentation

Monday 22 February 2021 (Sydney): Ampol Limited provides the attached 2020 Full Year Results Presentation for the year ended 31 December 2020.

Authorised for release by: a sub-committee of the Board of Ampol Limited.

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# Welcome and overview

Matt Halliday  
Managing Director & CEO



# Disciplined strategy execution

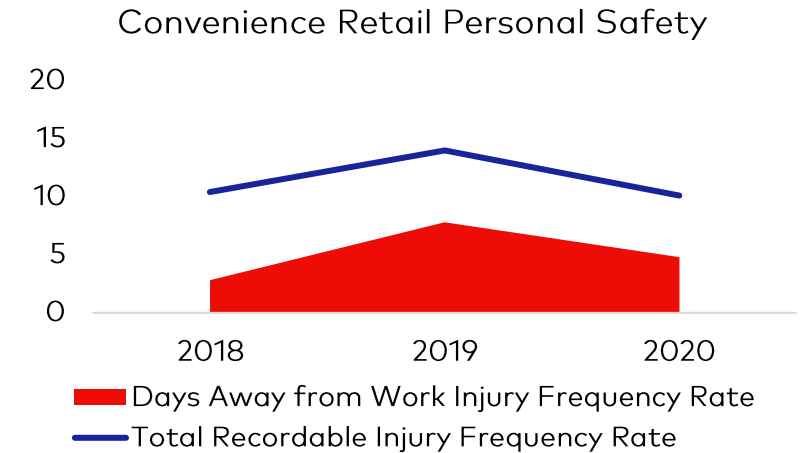
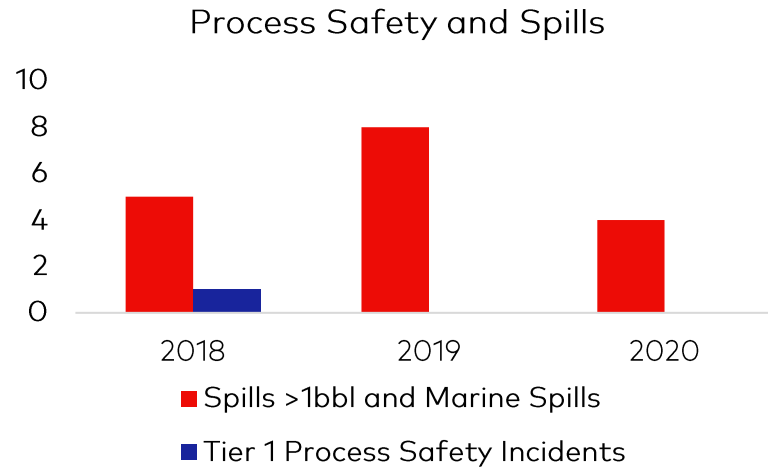
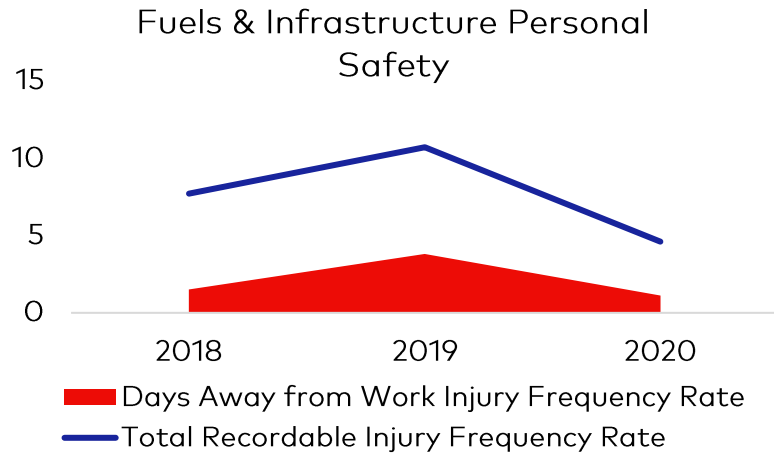
Performance of integrated business in 2020 impacted by pandemic

Performance in 2020	Action taken to mitigate COVID-19 impacts
<ul style="list-style-type: none"> <li>▪ Australian volumes down 17% and International volumes up 36% on 2019</li> <li>▪ F&amp;I ex-Lytton RCOP EBIT down 21% on 2019</li> <li>▪ CR RCOP EBIT up 43% on 2019</li> <li>▪ Lytton heavily impacted by challenging refining conditions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Constant focus on safety and business continuity</li> <li>▪ Adjusted execution of Lytton T&amp;I</li> <li>▪ Closure of marginal depots and retail sites</li> <li>▪ \$100 million cost out program completed; announced further \$40 million cost savings to be delivered by 2022</li> </ul>
Executing strategic initiatives	Creating value for shareholders
<ul style="list-style-type: none"> <li>▪ Core freehold retail property transaction executed</li> <li>▪ \$500 million subordinated notes issuance completed</li> <li>▪ \$85 million International EBIT in 2020, up 18% on 2019</li> <li>▪ Strong momentum in shop provides confidence in Retail EBIT uplift opportunity</li> </ul>	<ul style="list-style-type: none"> <li>▪ \$300 million off-market buy-back (OMBB) announced, completed January 2021</li> <li>▪ 48 cps full year dividend (fully franked)</li> <li>▪ Continued focus on cost and capital discipline</li> <li>▪ Maintaining a strong balance sheet; pro-forma leverage* of ~1.7x</li> </ul>



\* Adj. Net Debt / EBITDA at 31 December 2020; includes pro-forma impact from \$300m OMBB completed in January 2021

# Significant improvement in safety performance despite COVID-19 challenges



- Fuels & Infrastructure performance driven by targeted personal safety improvement plans; continued excellence in process safety and spills performance
- Lytton Turnaround & Inspection (T&I) safely completed over an extended period. Shutdown and start up achieved incident free
- Convenience Retail performance improvement driven by a focus on behavioural safety and execution of retail safety roadmap across the network



For definition of Tier 1 process safety incidents, refer to API Recommended Practice 754

# 2020 group financial performance

Continued strong performance in Convenience Retail with one-off impacts; Lytton heavily impacted by COVID-19 and F&I impacted by loss of scale across supply chain

	FY 2020	FY 2019	% Δ 2019
EBIT – Fuels & Infrastructure (ex-Lytton)	\$299m	\$380m	-21%
EBIT – Fuels & Infrastructure (Lytton)	-\$145m	\$70m	NMF
EBIT – Convenience Retail*	\$287m	\$201m	43%
RCOP EBIT – Group	\$401m	\$607m	-34%
RCOP NPAT – Group	\$212m	\$344m	-38%
Inventory loss (after tax)	-\$360m	-\$14m	NMF
Significant Items (after tax)**	-\$337m	\$53m	NMF
HCOP NPAT – Group	-\$485m	\$383m	NMF
Dividend (Declared)	48 cps	83 cps	-42%
Dividend Payout Ratio	55%	60%	-5 pp
Net Borrowings	\$434m	\$868m	-50%

## Performance impacted by COVID-19

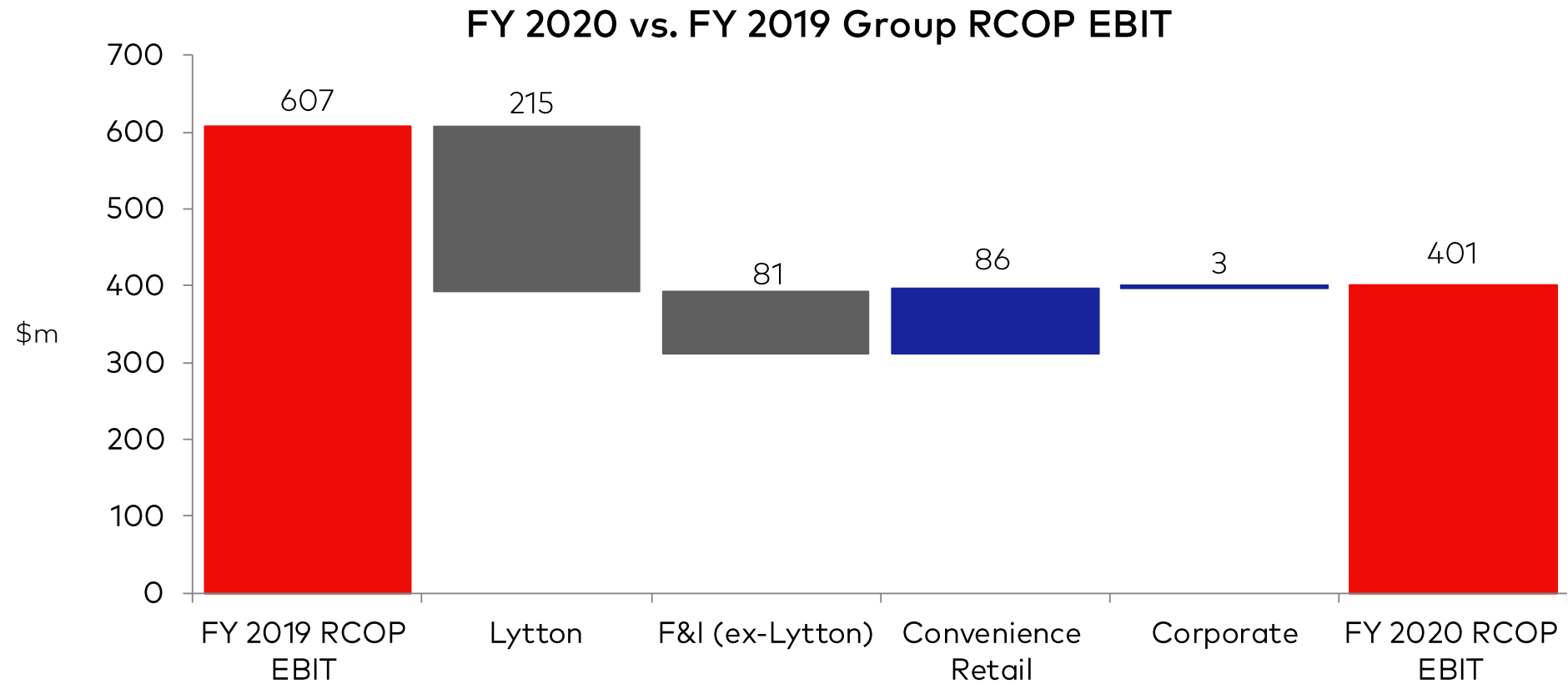
- F&I ex-Lytton RCOP EBIT down 21% on 2019 (2020 includes \$30 million FX gain, 2019 includes \$4 million FX loss); impacted by loss of scale
- CR RCOP EBIT up 43% on 2019 despite reduced network size with strength in industry retail fuel margins and strong shop sales growth. CR result includes \$26 million non-cash depreciation for site remediation and dismantling asset, partially offset by \$17 million lower D&A due to the benefit from the impairment of Convenience Retail sites recognised at 30 June 2020\*
- RCOP NPAT down 38% on 2019, given significant Lytton refinery loss and lower Australian volumes
- HCOP NPAT impacted by \$360 million inventory loss and \$337 million significant items loss

\* See slide 33 for further information on site remediation and dismantling

\*\* See slide 24 for full breakdown of significant items

# 2020 RCOP EBIT result heavily impacted by COVID-19

Hydrocarbon market disruption has significantly impacted Lytton and F&I Australia; strong Convenience Retail performance driven by disciplined execution of strategy, despite one-off impacts



# COVID has materially impacted Australian fuel demand

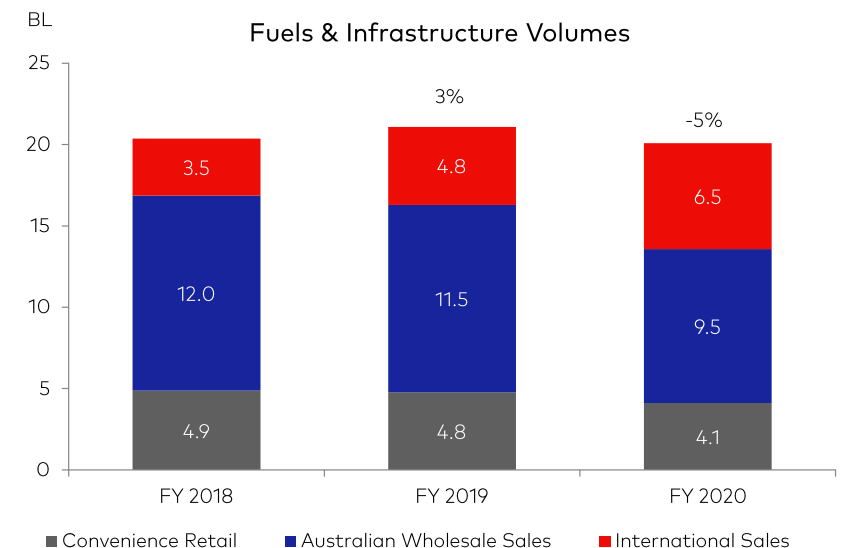
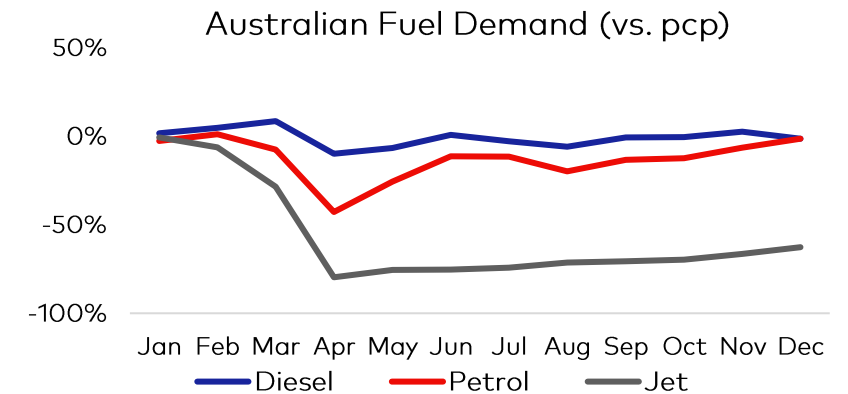
Demand impacts continue to be experienced given reintroduction of government-mandated travel restrictions

## Wholesale Fuel

- Ampol Australian volumes down 17% on pcp; jet fuel down 56% on pcp and most impacted from COVID-19 given continued travel restrictions
- Diesel volumes down 6% on pcp; continued demand resilience from key customer segments including mining
- International volumes up 36% on pcp underpinned by continued growth of international businesses; increased requirement of market to rebalance supply and demand through the year provided additional volumetric trade in a challenging market

## Convenience Retail Fuel

- Volumes down 14% on pcp due to impact of lower industry demand resulting from government travel restrictions:
  - Greater demand destruction in gasoline (down 18% on pcp)
  - Diesel volumes down 9% on pcp
- Continued resilience in premium fuel demand; 51.3% of 2020 CR volumes

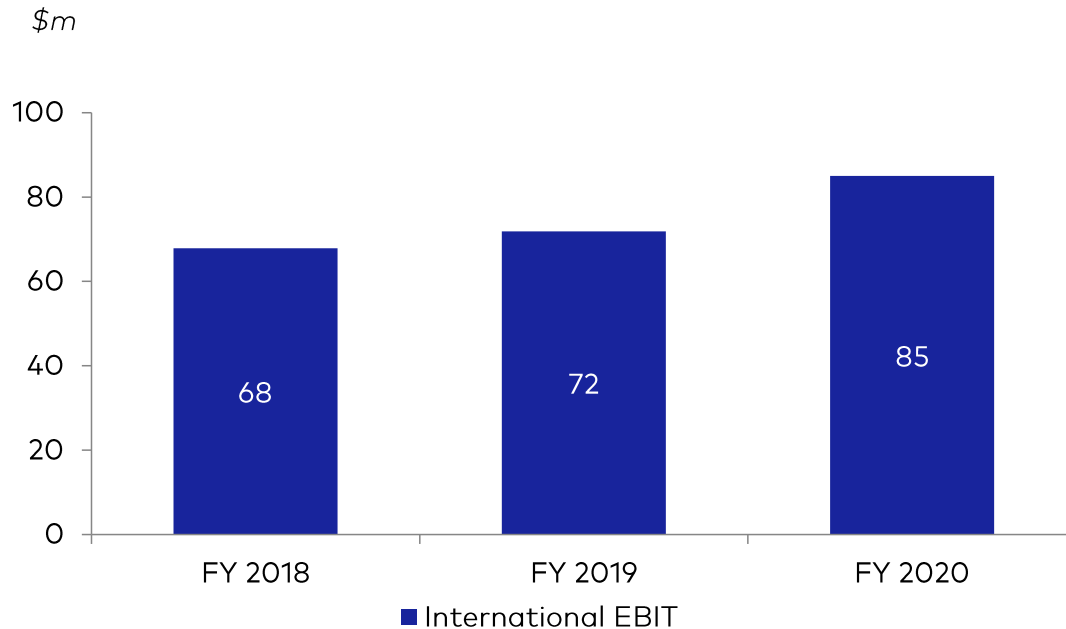




# Executing our F&I International growth strategy

We continue to focus on delivering organic growth that leverages our core strengths in assets, customers and supply chain

## International EBIT



## Strong progress on \$70 million EBIT uplift by 2024\*

- \$85 million International EBIT in 2020, up \$13 million or 18% on 2019
- International volumes up 36% on pcp:
  - Gull (New Zealand) volumes exceeded 400ML in 2020, up 4% vs. pcp despite COVID-19 headwinds; 10 new sites rolled out
  - Strong growth in 3<sup>rd</sup> party sales; growing presence in international market, with cargoes bought from or sold to 20 countries in 2020
  - Expansion of international storage in Asia due to supportive market conditions
  - SEOIL (Philippines) volumes showed resilience, despite impacts from government travel restrictions; 76 additional sites added to network
- Trading & Shipping (T&S) USA office achieved operational readiness



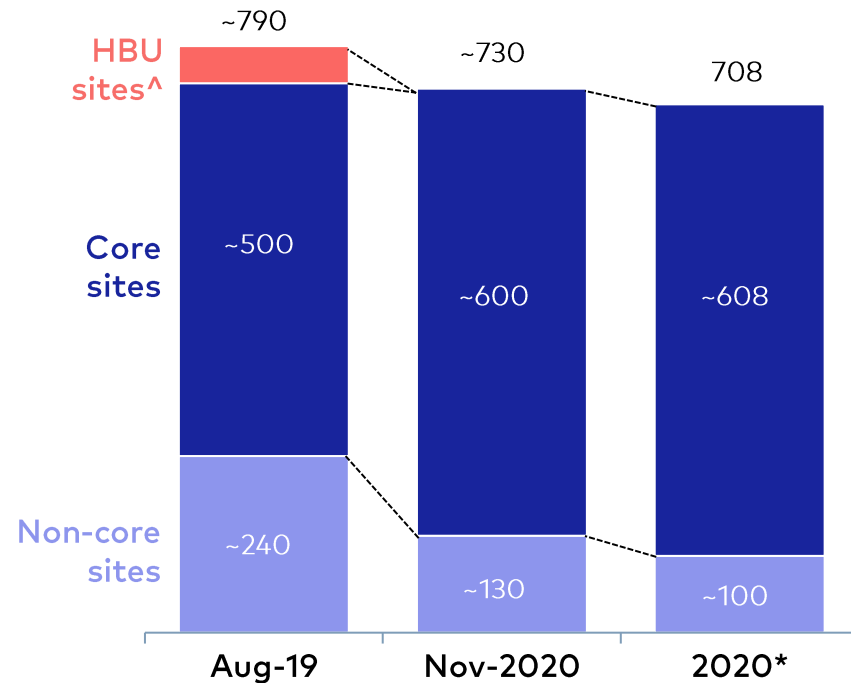


# Retail Network Update

Disciplined focus on improving returns across our network

## Company-operated network

Number of sites in network



^ 25 HBU sites were divested in 2020 and a further 25 sites moved back into core

\* Retail network movement from 2019 to 2020 includes a combination of site closures and sites transferred to either F&I operations or alternate operator in 2020. These sites continue to operate as part of the Ampol branded network. 4 New To Industry (NTI) sites added in 2020

## 2020 network movements

Site closures

	# HBU Closed	# Sites Closed
1H 2020 (Actual)	25	15
2H 2020 (Actual)	-	18

- For 33 closures (excluding HBU sites), 2019 fuel volumes were ~80ML and 2019 EBIT was ~\$0.5 million
- ~20 sites planned for closure in 2021

Non-core network movements

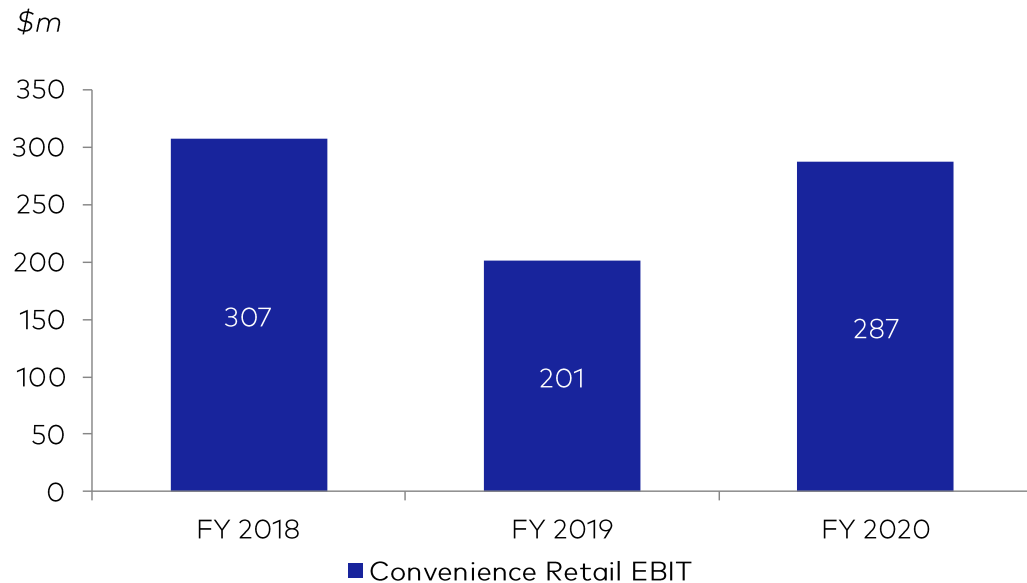
- Aug-2019 to Nov-2020: ~30 marginal site closures and ~80 sites moved back into core network
- Nov-2020 to Dec-2020: ~20 sites transferred to alternate operations and ~10 sites moved back into core network
- Continuing to explore alternative avenues to maximise returns from the ~100 remaining non-core sites as part of BAU activity, with a large number likely to be closed or transfer to alternative operators over time without substantial earnings impact. After substantially completing the analysis of the network review, we have recorded a further \$59 million non-cash pre-tax impairment.



# Strong momentum in fuel and shop

Retail volume weakness offset by retail fuel margin strength; strong shop sales growth despite reduced network size

## Convenience Retail EBIT



## Strong progress on \$85 million EBIT uplift by 2024\*

- \$287 million Convenience Retail EBIT in 2020, up 43% on 2019 with industry retail fuel margin strength offsetting volume weakness
- Strong progress in 2020 towards shop earnings uplift target:
  - 4% total network shop sales growth, despite ~9% network reduction; like-for-like sales up 7%
  - 32.5% shop gross margin (pre-waste and shrink), +0.2% vs. 2019
  - Shop contribution margin up \$25 million vs. 2019, assisted by COVID-19 related tailwinds
- Resilience in premium fuels (51.3% of CR volumes in 2020; +2 ppt vs. 2019)
- 4 New To Industry (NTI) sites added to network



# Group financial result

Jeff Etherington  
Interim CFO

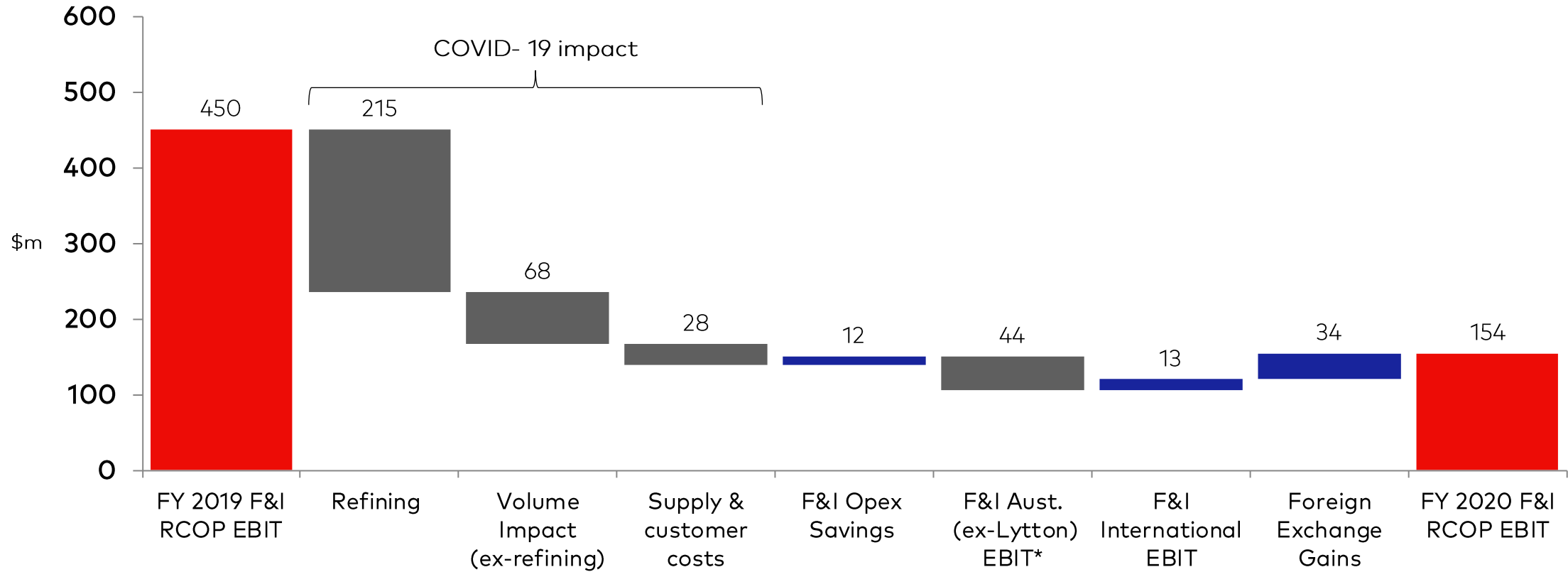




# Fuels & Infrastructure result

Result impacted by sustained weakness in refiner margins and loss of scale across supply chain due to COVID-19 demand impacts

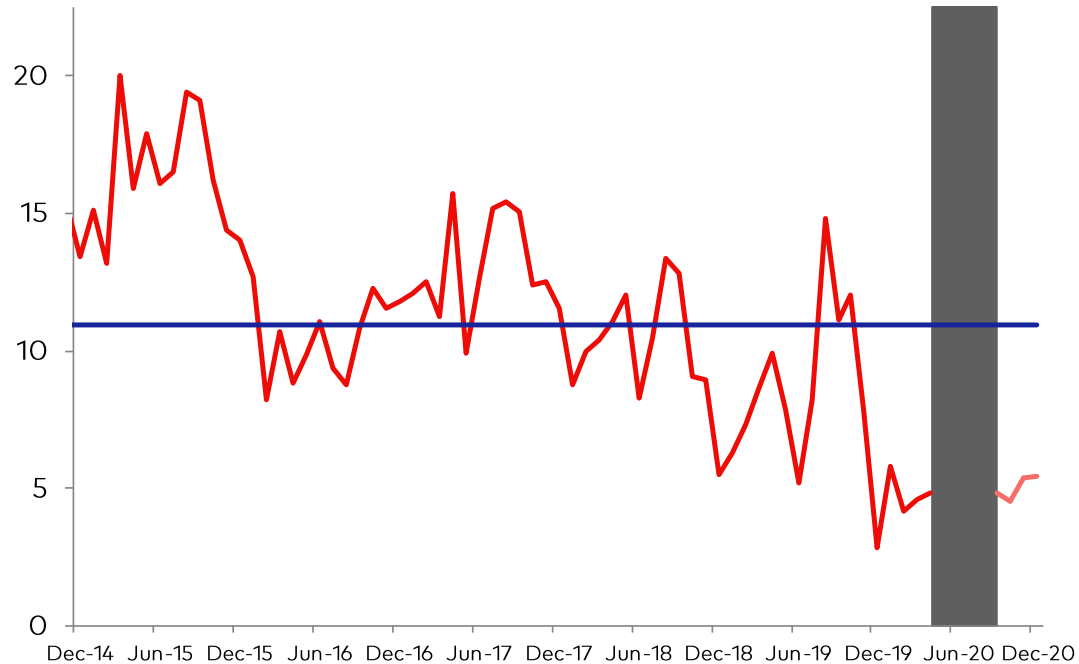
## FY 2020 v FY 2019 F&I RCOP EBIT



\* Includes non-repeat of \$23 million 1H 2019 gasoline earnings classified as one-off in nature

# Challenging refining conditions further impacted by COVID-19

Lytton Refiner Margin (US\$/bbl)



Extended T&I    LRM Brent \$US/Bbl\*    5 Year Average



\* US\$/bbl LRM for Q1-Q3 2020 was calculated under the previous methodology (excluding Other Margin). Q4 2020 US\$/bbl LRM is based on the amended methodology (including Other Margin). FY20 LRM is a volume weighted average of the previous and amended methodology. FY19 LRM and prior periods were calculated under the previous methodology (excluding Other Margin).

- 2020 Singapore Weighted Average Margin (SWAM) impacted by sustained weakness in global hydrocarbon demand
- 2020 volume weighted average LRM\* of US\$4.70/bbl; T&I extended in consideration of the COVID-19 pandemic and to mitigate the impact of extreme weakness in refiner margins on cash flows
- 2020 total production of 3.5BL is reflective of this decision
- Lytton result impacted by \$29 million in one-off crude costs associated with T&I
- Lytton refinery review currently underway to determine the best operating model in the medium term and will be completed by 1H 2021

\* LRM methodology amended from Q4 2020, whereby LRM now includes other related hydrocarbon costs that were previously excluded from prior refiner margin definition (plus some other peripheral methodology changes).

The Lytton Refiner Margin (LRM) represents the difference between the market value of importing a standard Lytton Refinery basket of products and the cost of importing the crude oil required to make that product basket. LRM is calculated as:

Weighted Singapore product prices (for a standard Lytton Refinery basket of products)

Less: Reference crude price (the Ampol reference crude marker is Dated Brent)

Equals: Singapore Weighted Average Margin (Dated Brent basis)

Plus: Product quality premium; Crude and Feedstock discount; and Product freight

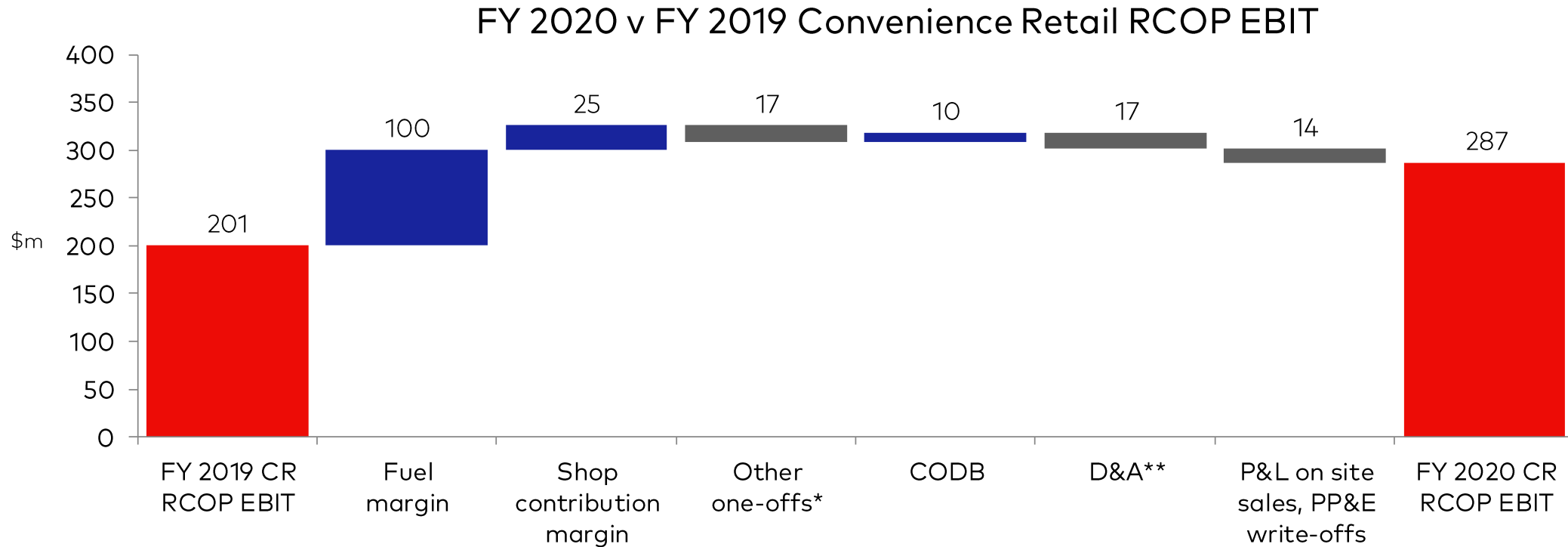
Less: Crude and Feedstock premium; Crude and Feedstock freight; Other related hydrocarbon costs; Yield Loss

Equals: Lytton Refiner Margin

LRM is converted to an Australian dollar basis using the prevailing average monthly exchange rate.

# Convenience Retail result

Strong result driven by significant improvement in retail fuel margins and shop strategy execution; result impacted by one-off items



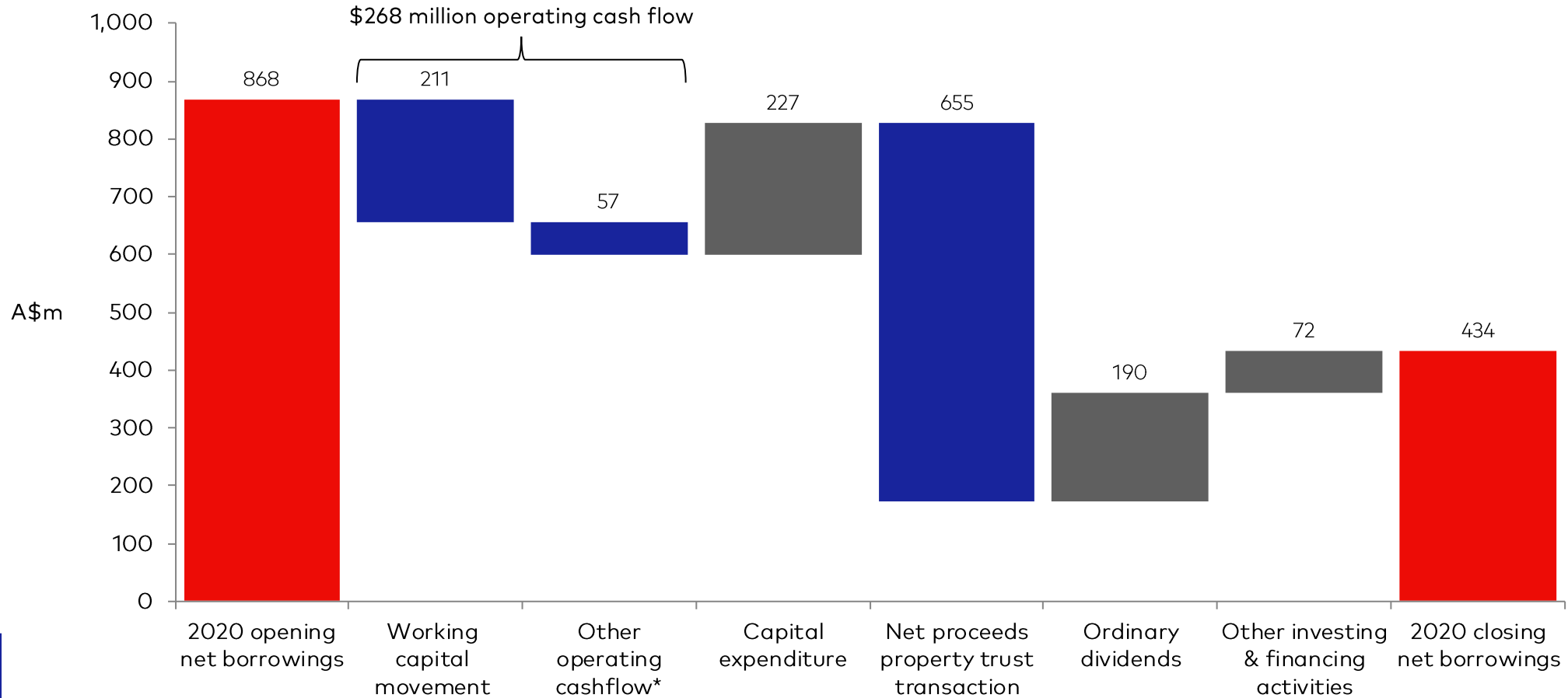
\* Includes \$10 million dry stock inventory write down and \$3 million other one-off expenses in 1H 2020; \$4 million benefit in 1H 2019 for legal settlement & insurance recoveries

\*\* D&A (non-cash) includes (i) Higher D&A of \$26 million due to site remediation and dismantling impact. See slide 33 for further information; (ii) Higher D&A of \$8 million as a result of capital spend; (iii) This has been partially offset by lower D&A of \$17 million in 2H 2020 due to the benefit from the impairment of Convenience Retail sites recognised at 30 June 2020.

# Balance sheet and cash flow

Ampol maintains a strong balance sheet, with net borrowings reducing materially following settlement of the property transaction

Movement in cash flows and period end net borrowings



\* Includes the cash component of inventory loss

2020 closing net borrowings excludes \$914 million in lease liabilities. Lease adjusted gearing reduced from 35% down to 29% over the course of 2020



# Disciplined capital allocation to drive value creation

Continued focus on operating and capital efficiency

## Capital Allocation Framework

- 1 **Stay-In-Business Capex**
  - Focused on safety and reliability of supply
- 2 **Optimal Capital Structure**
  - Adj. Net Debt / EBITDA target of 1.5x – 2.0x
  - Where Adj. Net Debt > 2.0x EBITDA, debt reduction plans become a focus
- 3 **Ordinary Dividends**
  - 50% – 70% of RCOP NPAT excluding Significant Items (fully franked)
- 4 **Capital Returns**
  - Where Adj. Net Debt < 1.5x EBITDA (or sufficient headroom exists within the target range)

### Growth Capex

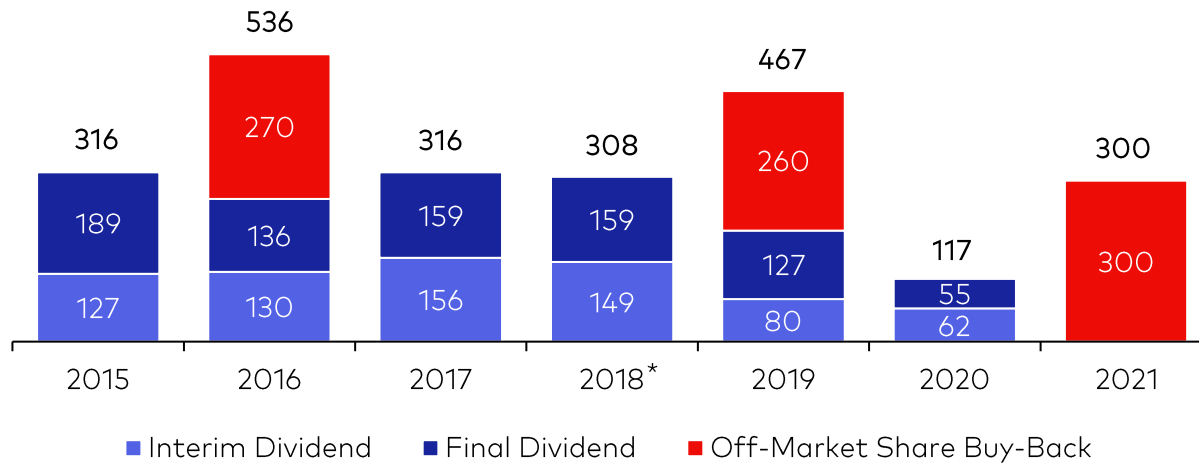
- Where clearly accretive to shareholder returns
- Investments to support energy transition

- Committed to maintaining a strong investment grade credit rating
- Core freehold Convenience Retail property transaction completed
- \$500 million of subordinated notes issued
- Further \$40 million cost out to be completed by the end of 2022
- 2021 capex of ~\$330 million includes:
  - ~\$85 million for Ampol rebrand
  - ~\$4 million to commence redevelopment of NSW highway sites

# Capital management

Committed to returning surplus capital and franking credits in line with our Capital Allocation Framework and business performance

## Strong record of capital returns since 2015 (A\$m)



~\$2.4bn of surplus capital returned

~\$1.0bn of franking credits returned

~12% of shares on issue repurchased

- \$300 million off-market share buy-back completed in 1H 2021
  - 4.6% of issued capital repurchased at \$26.34 per share
  - \$119 million of franking credits returned to shareholders
- 23 cps (\$55 million) final dividend declared for 2H 2020
  - Equivalent to a 60% payout ratio
  - \$23 million of franking credits returned to shareholders

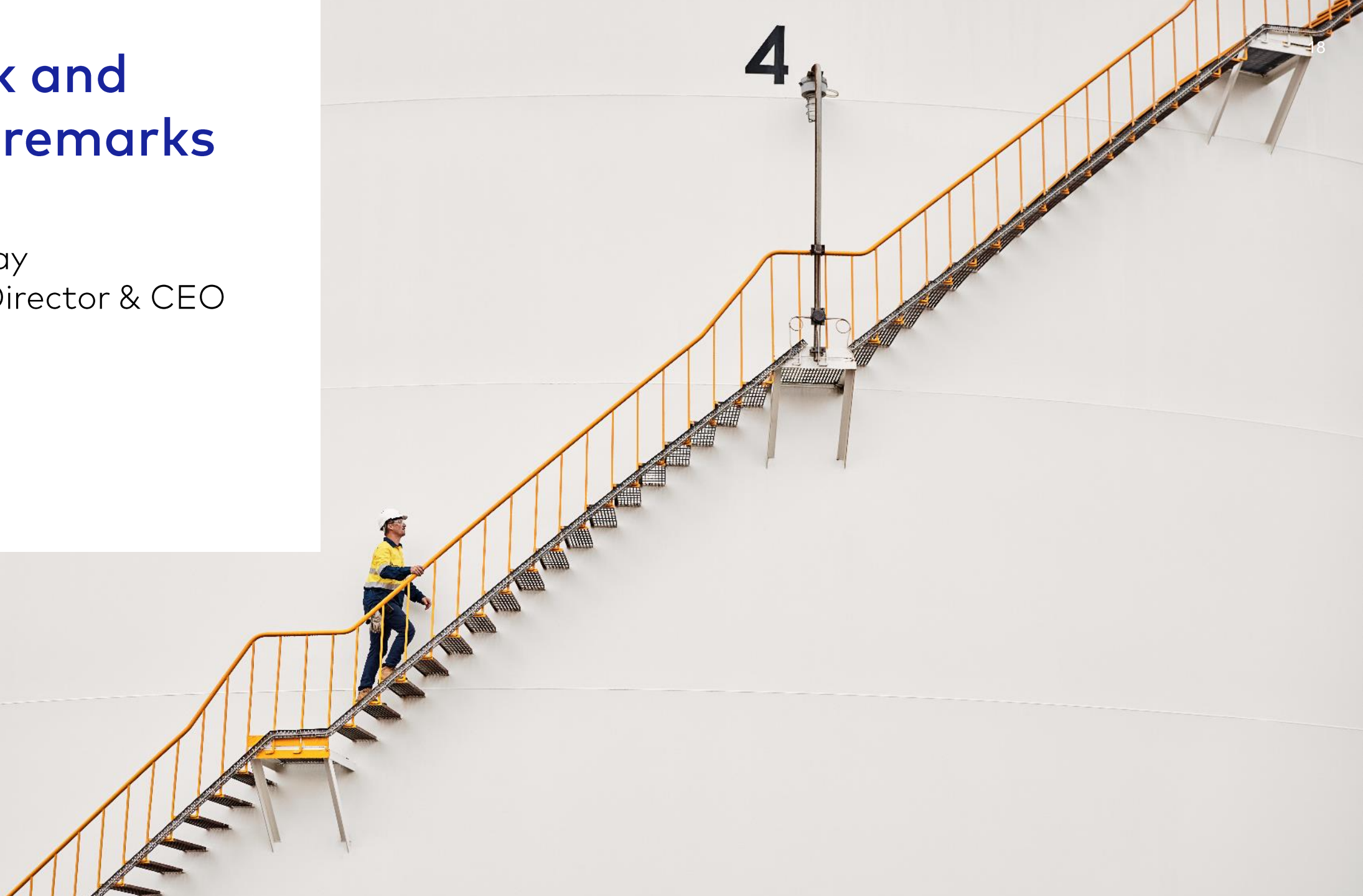


\* Ampol's dividend payout ratio range increased from 2H 2018 (to 50% to 70% of RCOP NPAT, excluding significant items)

# Outlook and closing remarks

Matt Halliday  
Managing Director & CEO

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# Delivering for our stakeholders

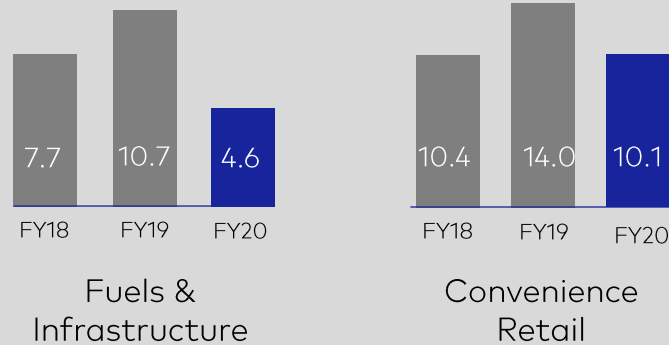
## Community

\$2.47m

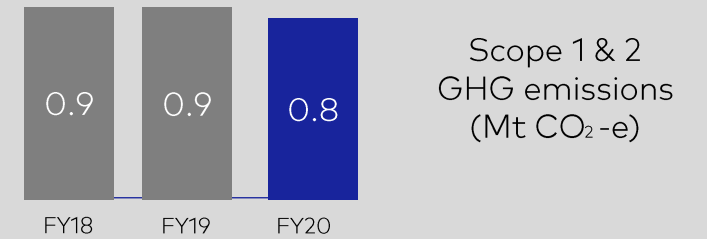
contributed via Ampol Foundation

New partnerships with The Smith Family  
and Surf Life Saving Australia

## Safety - TRIFR

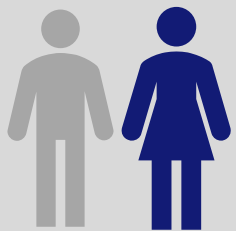


## Climate



- TCFD climate scenario analysis to be released in 2Q 2021
- Test & learn approach to energy transition

## Female Representation



Senior leaders

37.7%

Overall workforce

42.8%

## Economic

\$15.7b

direct economic  
value generated in 2020

\$7.5b

taxes paid in 2019

## COVID-19

- Focused on protecting the safety of our people and our customers
- Maintained continuity of operations to ensure product availability and delivery
- Adopted stringent controls at our sites to mitigate infection risks

# Outlook

On track to deliver targeted \$195 million EBIT uplift by 2024\*

<b>Rebrand</b>	<ul style="list-style-type: none"> <li>2021 final year of brand exclusivity and full trademark license fee payments, with concurrent spend on rebrand marketing</li> </ul>
<b>Lytton refinery</b>	<ul style="list-style-type: none"> <li>Capacity to produce ~6BL in 2021, subject to market conditions</li> <li>Net wholesale supply sales in Brisbane are expected to reduce due to competitor supply chain decisions</li> <li>Extended T&amp;I in 2020 saw total Lytton production of 3.5BL, with elevated product imports enhancing F&amp;I Australia earnings</li> </ul>
<b>Targeted \$195 million EBIT uplift by 2024*</b>	<ul style="list-style-type: none"> <li>4 NSW high volume highway sites to commence redevelopment and expected to deliver 15% ROCE</li> <li>Gull continues to deliver strong sales volumes, with 9 new Gull sites to be rolled out in 2021</li> <li>T&amp;S USA office now operational with the ability to deliver earnings in 2021, having entered its first transactions at end of 2020</li> <li>Regional trading in Asia continues to focus on new customer relationships, with new business secured for 2021 that will see higher customer demand for finished products in the region and support a target of continued growth in third party sales</li> </ul>
<b>Property trust</b>	<ul style="list-style-type: none"> <li>Completion of property trust in 2020 will see full year non-controlling interest share of profit reducing 2021 RCOP NPAT by ~\$45 million</li> </ul>
<b>Current market conditions</b>	<ul style="list-style-type: none"> <li>Given the continued impact of COVID-19 on demand, Ampol's current Australian volume expectations for 2021 are 13.5-14.0BL, with this forecast assuming a delayed recovery in jet fuel demand and the continued impact of domestic travel restrictions</li> <li>A\$ strength presents a headwind to F&amp;I earnings. Increase in AUD/USD exchange rate from 2020 average of 69 cents by 10c to 79 cents could negatively impact F&amp;I earnings by &gt;\$40 million**</li> <li>YTD*** comparable shop sales growth of ~10%; YTD**** industry retail fuel margins are lower than pcp</li> </ul>

\* EBIT uplift on a base of 2019, from CR shop contribution, F&I International and \$40 million cost-out delivered in 2020

\*\* Estimate only; assumes other business and market factors remain consistent

\*\*\* YTD as at 31 January 2021

\*\*\*\* Source: Australian Institute of Petroleum, YTD as at 14 February 2021 (assumes 50:50 average of base grade gasoline and diesel retail fuel margins)

# We have a clear set of 2021 priorities

Clear strategic priorities to grow shareholder value during 2021

<b>Rebrand</b>	Bring back Ampol	<ul style="list-style-type: none"> <li>▪ Launch national rollout and achieve network scale by the end of 2021, with rebrand complete in 2H 2022</li> </ul>
<b>Improve returns from F&amp;I Australia</b>	Lytton refinery review	<ul style="list-style-type: none"> <li>▪ Complete review by end of 1H 2021</li> </ul>
	Improve returns	<ul style="list-style-type: none"> <li>▪ Review asset base operations to enhance capital effectiveness and drive cost efficiency</li> <li>▪ Selectively pursue value accretive investments to strengthen infrastructure position</li> </ul>
<b>Earnings growth</b>	Cost-out	<ul style="list-style-type: none"> <li>▪ Commence delivery of cost reduction program to achieve a further \$40 million in annual savings by 2022*</li> </ul>
	F&I International	<ul style="list-style-type: none"> <li>▪ Network expansion in New Zealand and the Philippines</li> <li>▪ T&amp;S growth across customers, geographies and products</li> </ul>
	Convenience Retail non-fuel	<ul style="list-style-type: none"> <li>▪ Embed efficiencies across shop operations and maintain disciplined approach to format upgrades</li> <li>▪ Commence redevelopment process for NSW highway sites</li> </ul>
<b>Improve our network</b>	Maximise portfolio value	<ul style="list-style-type: none"> <li>▪ Evaluate value maximising strategies for ~75 core freehold sites</li> <li>▪ Up to 5 NTI sites planned for 2021</li> </ul>
<b>Capital management</b>	Release franking credits	<ul style="list-style-type: none"> <li>▪ Continued prudent management of balance sheet</li> <li>▪ Committed to releasing franking credits over time, subject to our Capital Allocation Framework and business performance</li> </ul>



\* Represents F&I Australia and Corporate overhead costs; Refining to be addressed separately through the Lytton Review; excludes natural group cost inflation and one-off cost increases



# Q&A



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# Significant items

Full Year Ending December	FY 2020 \$ M	FY 2019 \$ M
Impairment of non-current assets <sup>1</sup>	(413)	0
Ampol rebranding expense <sup>2</sup>	(66)	0
Higher better use sites <sup>3</sup>	(17)	53
Sale of investment in joint operation <sup>4</sup>	21	0
Other expenses <sup>5</sup>	(36)	0
Other income <sup>6</sup>	7	0
<b>Total Significant Items (Before Tax)</b>	<b>(504)</b>	<b>53</b>
<b>Tax<sup>7</sup></b>	<b>167</b>	<b>0</b>
<b>Total Significant Items (After Tax)</b>	<b>(337)</b>	<b>53</b>

1. Ampol has undertaken a review of the carrying value of its assets in accordance with accounting standards. As a result, the Financial Report recognises a total non-cash impairment loss of \$413 million with \$355 million recognised at half year 2020 and an additional \$59 million at year end 2020. The impairment loss represents: (1) \$80 million impairment to Lytton refinery assets recognised at half year 2020, (2) \$233 million impairment to Convenience Retail site assets recognised at half year 2020 with an additional \$59 million recognised at year end 2020. (3) \$42 million impairment to other specific assets recognised at half year 2020.

2. \$66 million Ampol rebranding expense comprises \$46 million for rebranding obligations to 3<sup>rd</sup> party owned sites, \$11 million accelerated depreciation and \$9 million associated costs

3. \$17 million increase in higher better use site remediation provision post environmental activity commencing in 2020 resulted in a reassessment of the provision

4. \$21 million gain on the sale of investment in joint operations in the Sydney Joint User Hydrant Installations

5. \$36 million other expenses comprises \$32 million site remediation provision on divestment of depots and marginal retail sites; and \$4 million provision for doubtful debts

6. \$7m other income relates to government assistance for wage support programs including the Australian JobKeeper payments

7. Significant items tax benefit of \$151 million represents tax at the Australian corporate tax rate 30% on the Significant items before tax and utilisation of previously unrecognised capital losses \$16 million which has been applied to a capital gain resulting from the acquisition of a 49% interest in 203 freehold Convenience Retail sites by a Charter Hall and GIC consortium.

# Ampol rebrand

We have commenced rebranding activities across our branded network

	Progress (as at 31 Dec. 2020)
Brand objectives	Local area marketing and sponsorship launch
No. sites rebranded	26
Network rebrand spend*	\$15 million



\* Excludes marketing spend



# Fuels & Infrastructure

Result impacted from COVID-19 demand destruction

	FY 2020	FY 2019	Change (%)
<b>Total Fuels Sales Volumes (BL)</b>	<b>20.1</b>	<b>21.1</b>	<b>(5)</b>
Australian Volumes (BL)	13.6	16.3	(17)
International Volumes (BL)	6.5	4.8	36
Lytton Total Production (BL)	3.5	5.8	(40)
Australian F&I (ex Lytton) EBIT (A\$m)*	184	313	(41)
International EBIT (A\$m)**	85	72	18
Externalities – realised loss foreign exchange (A\$m)	30	(4)	NMF
Other incomes and expenses (\$m)	-	-	-
<b>F&amp;I (ex Lytton) EBIT (\$m)</b>	<b>299</b>	<b>380</b>	<b>(21)</b>
Lytton LRM (including Other Margin)	104	336	(69)
<i>Lytton LRM (US\$/bbl)***</i>	<i>4.70</i>	<i>8.08</i>	<i>(42)</i>
Lytton opex and D&A (\$m)	(249)	(266)	(7)
<b>Lytton EBIT (\$m)</b>	<b>(145)</b>	<b>70</b>	<b>NMF</b>
<b>F&amp;I EBITDA (\$m)</b>	<b>338</b>	<b>626</b>	<b>(46)</b>
Australian F&I D&A (\$m)	(95)	(91)	5
International D&A (\$m)	(19)	(16)	13
Lytton D&A (\$m)	(69)	(69)	0
<b>F&amp;I EBIT (\$m)</b>	<b>154</b>	<b>450</b>	<b>(66)</b>

\* Australian F&I (ex Lytton) EBIT includes all earnings and costs associated (directly or apportioned) for fuel supply to Ampol's Australian market operations and customers, excluding Lytton Refinery and Ampol Retail operations in Australia.

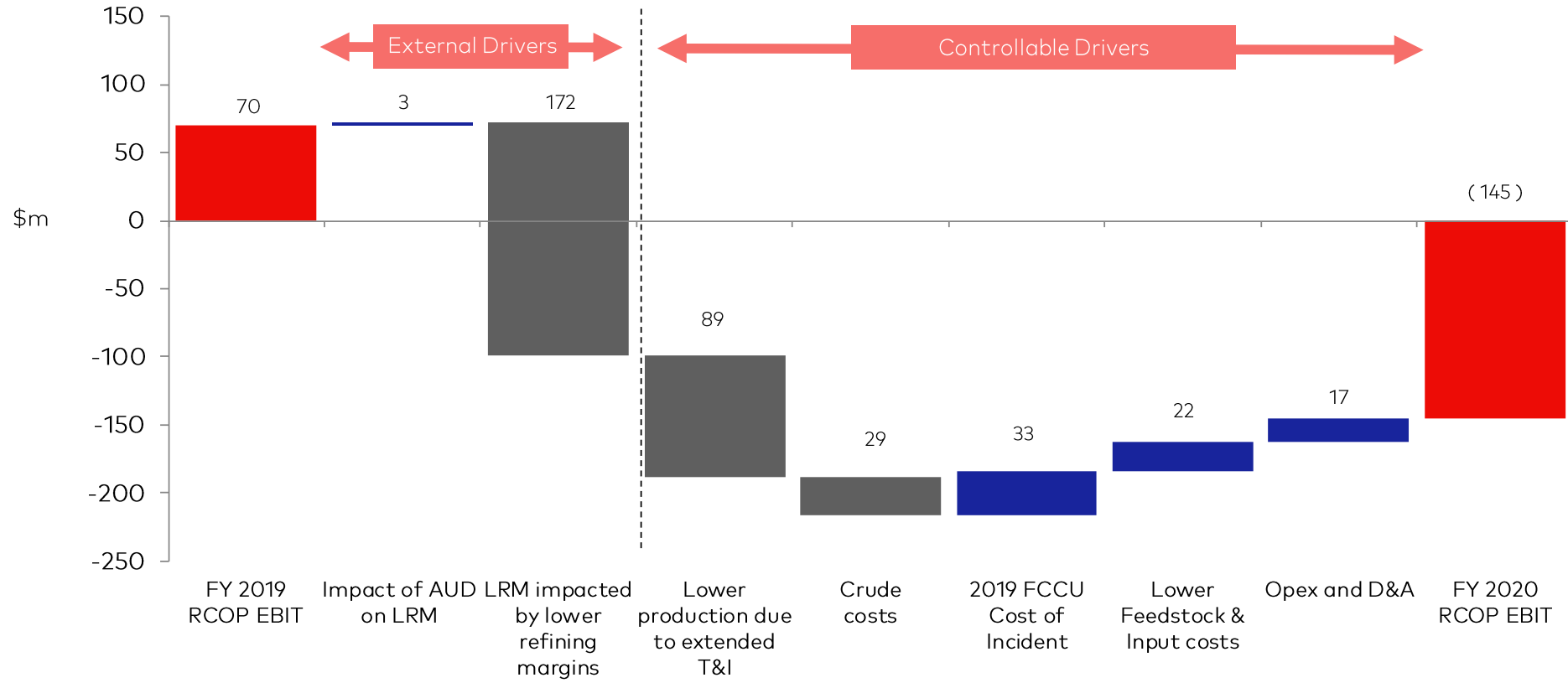
\*\* International EBIT includes all earnings and costs associated (directly or apportioned) for fuel supply outside of Ampol's Australian market operations including (but not limited to) Ampol third party sales (e.g. not supply to Ampol's Australian market operations and customers), Seaoil earnings and Gull NZ.

\*\*\* US\$/bbl LRM for Q1-Q3 2020 was calculated under the previous methodology (excluding Other Margin). Q4 2020 US\$/bbl LRM is based on the amended methodology (including Other Margin). FY20 LRM is a volume weighted average of the previous and amended methodology. FY19 LRM was calculated under the previous methodology (excluding Other Margin). See slide 13 for LRM methodology explanation.



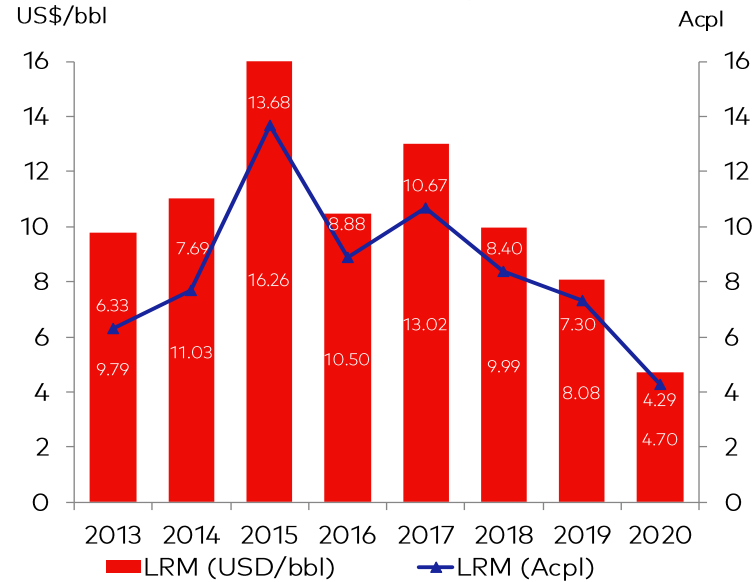
# Lytton refinery result

FY 2020 v FY 2019 Lytton RCOP EBIT



# Lytton refinery – highlights

LRM heavily impacted by regional refining margin weakness and increased landed crude premiums



## Lytton Refiner Margin

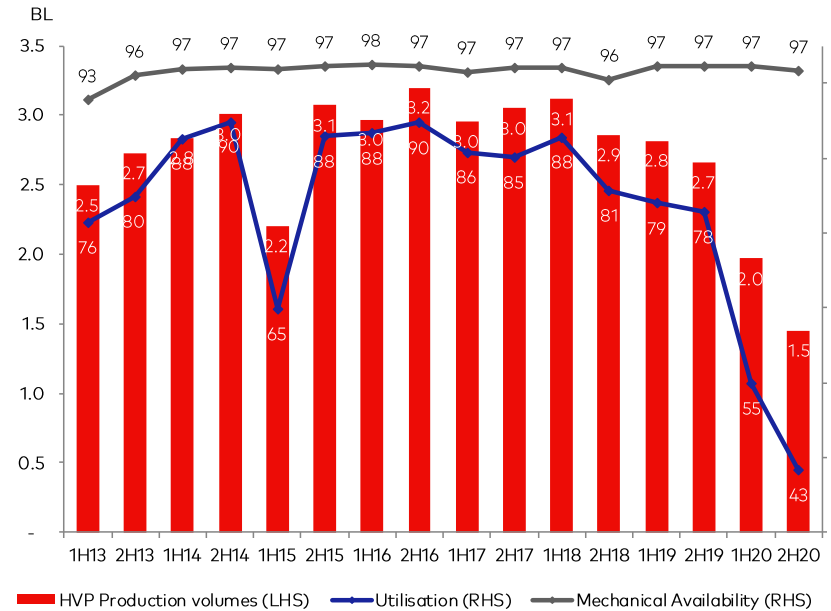
Build-up (US\$/bbl)

	Q1-Q3 20	Q4 20	FY 20	FY 19
Singapore WAM	8.67	4.73	7.17	10.88
Product Freight	5.18	3.47	4.53	4.66
Quality Premium	0.63	0.80	0.71	0.28
Landed Crude Premium	(9.34)	(2.81)	(6.86)	(6.70)
Yield loss	(0.73)	(0.43)	(0.61)	(1.04)
Other Related Hydrocarbon Costs	0.00	(0.64)	(0.24)	0.00
<b>LRM</b>	<b>4.41</b>	<b>5.13</b>	<b>4.70</b>	<b>8.08</b>

Q1-Q3 2020 LRM was calculated under the previous methodology. Q4 2020 LRM is based on amended methodology. FY20 LRM is a volume weighted average of the previous and amended methodology. Refer to page 13 for updated definition of LRM.

Operational performance in 2020 impacted by extended T&I

High Value Transport Fuels Production Volumes, Production Utilisation (%) and Availability (%)



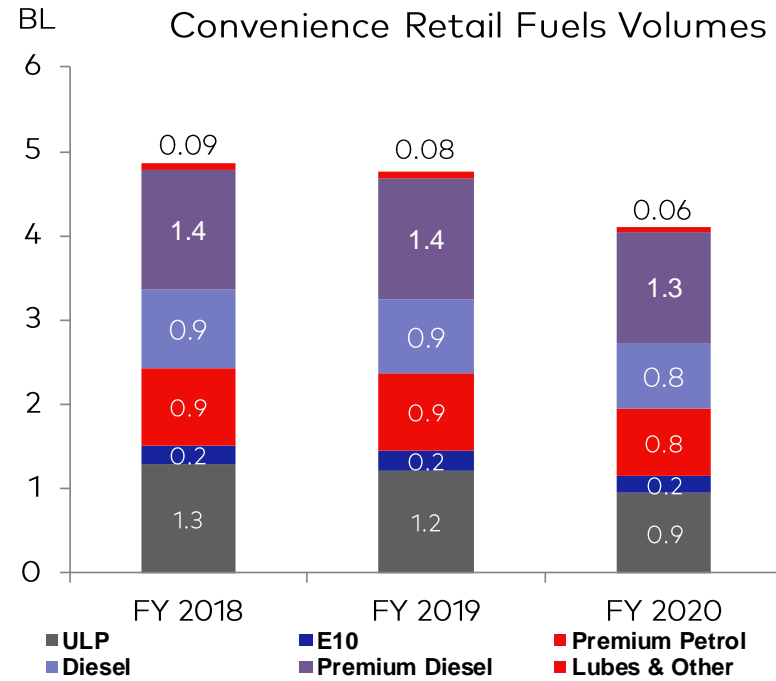
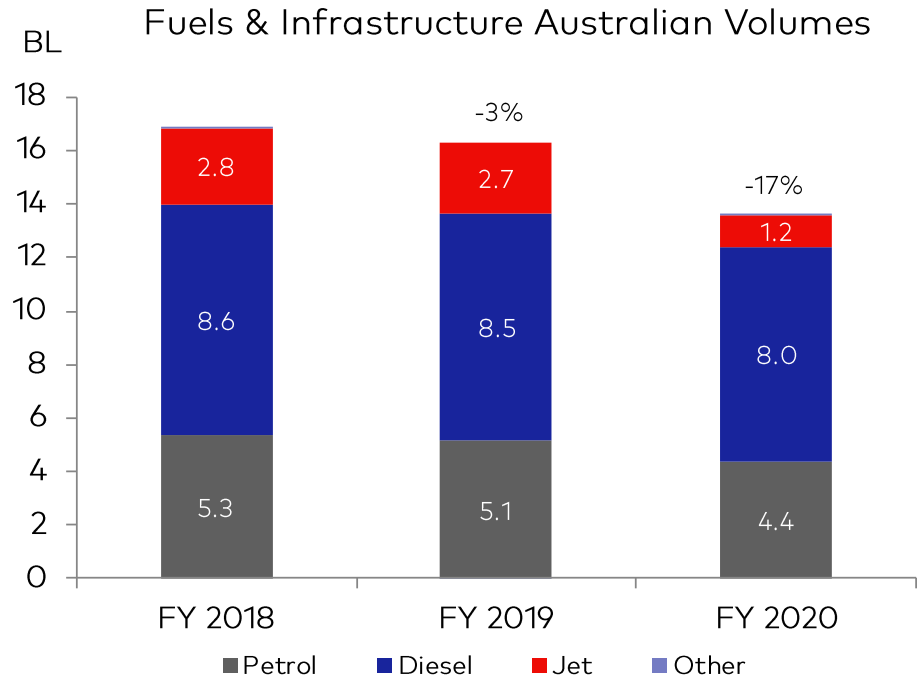
- T&I brought forward and extended from 1H 2020:
  - Mechanical Availability 96.9%;
  - Operational Availability 96.5%;
  - Yield 98.9%; and
  - Utilisation 50.3% (80.3% for on-stream months only)
- HVP refinery production 3.38BL versus 5.48BL in 2019
- Total production 3.5BL versus 5.8BL in 2019

Balanced product slate: petrols (47%) and middle distillates (diesel, jet; 51%) provides flexibility

	LYTTON					
	2015	2016	2017	2018	2019	2020
Diesel	39%	39%	38%	38%	36%	45%
Premium Petrols	12%	14%	12%	13%	14%	15%
Jet	12%	11%	11%	11%	12%	6%
Regular Petrols	32%	33%	35%	35%	32%	32%
Other	5%	3%	3%	3%	6%	3%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

- Ampol produces ~1% fuel oil components (in Other)

# Australian fuel volumes



F&I Australian Volumes		
Product	Q4 2020	Q4 2020 (Annualised)
Diesel	1.93 BL	7.74 BL
Gasoline	1.11 BL	4.44 BL
Jet	0.29 BL	1.15 BL
<b>Total</b>	<b>3.33 BL</b>	<b>13.33BL</b>



NOTE: Australian fuels volumes include Australian Wholesale and Convenience Retail; other combines lubricant and other products



# Convenience Retail

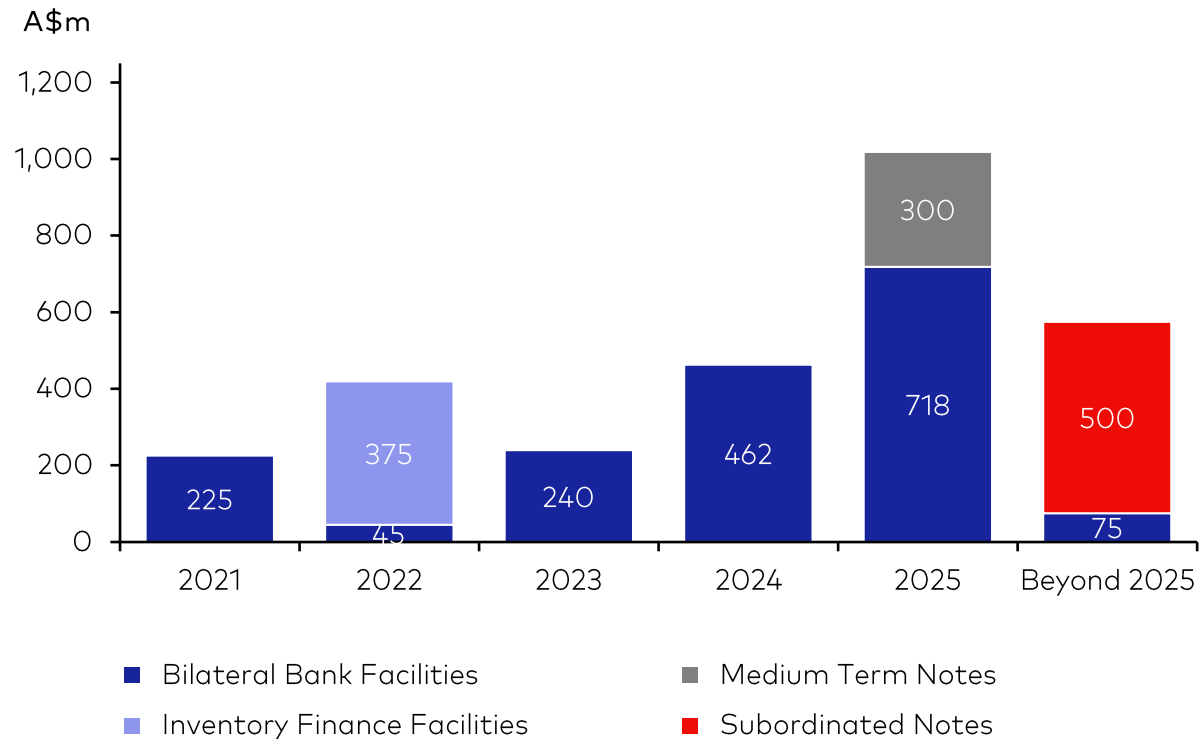
Strong performance despite lower fuel volumes, reduced network size and impact from one-off items

	2020	2019	Change (%)
Period end COCO sites (#) <sup>(1)</sup>	695	631	10
Period end CORO sites (#)	13	152	(91)
Total Sales volumes (BL)	4.10	4.76	(14)
Total Sales volume growth (%)	(13.8%)	(2.2%)	(12) pp
Premium Fuel Sales (%)	51.3%	49.3%	2 pp
Total Fuel Revenue (\$m) <sup>(2)</sup>	2,946	4,283	(31)
Network Shop Sales (\$m) <sup>(3)</sup>	1,160	1,119	4
Total Shop Revenue (\$m) <sup>(2)</sup>	1,122	918	22
Total Fuel and Shop Margin, excl. Site Costs (\$m) <sup>(4)</sup>	1,137	998	14
Site Costs (\$m) <sup>(5)</sup>	(321)	(291)	11
Total Fuel and Shop Margin (\$m)	815	707	15
Cost of Doing Business (\$m)	(318)	(313)	1
EBITDA (\$m)	497	394	26
D&A (\$m)	(210)	(193)	9
EBIT (\$m)	287	201	43
Network Shop sales growth (%) <sup>(3)</sup>	3.6%	2.4%	1 pp
Network Shop transactions growth (%) <sup>(6)</sup>	(5.8%)	4.2%	(10) pp

(1) Includes 40 unmanned diesel stops. (2) Excludes GST and excise (as applicable) - Total Fuel Revenue relates to all sites within the Ampol Retail business including both Company controlled and franchise sites, Total Shop Revenue only includes revenue from Company controlled sites (includes royalty income, rebates etc). (3) Includes sales from both Company controlled and franchise sites – franchise sales are not captured in Ampol statutory reporting, but is a driver of Total Fuel and Shop Margin. (4) Primarily comprises fuel margin attributable to Ampol, COCO shop gross margin, CORO income and other shop related income. (5) Site operating costs which in a CORO site are covered by the franchisee are recorded above Fuel and Shop Margin in relation to COCO sites to maintain comparability as sites transition – primarily comprises site labour costs, utilities and site consumables. This line will grow materially as CORO sites are transitioned to COCO operations. Site operating costs which are borne by Ampol regardless of the operating model of the site – e.g. repairs and maintenance, are recorded in Cost of Doing Business, these do not change materially due to site transition. (6) Includes Fuel + Shop and Shop Only transactions; Excludes QSR

# Strong funding and liquidity platform

**Committed debt maturity profile**  
(31 December 2020)



- Over \$2.1 billion of undrawn committed funding facilities at 31 December 2020
- Prudent debt maturity profile to minimise refinancing risk and maintain financial flexibility:
  - Weighted average maturity increased to 3.6 years
  - Tenor extended on over \$1.5 billion of bank facilities
- \$500 million of subordinated notes issued with 50% equity credit from Moody's Investors Service:
  - Quarterly coupon rate of 3-month BBSW + 3.60%
  - First optional redemption date in March 2026
- Diversified funding sources, strong global bank group
- High quality borrowing terms and conditions underpinned by a strong investment grade credit rating

# Financial discipline – capital expenditure

Indicative Capital Expenditure\*, subject to change (includes T&I\*\*)

\$ millions	2019	2020	2021 Forecast
<b>Lytton</b>			
Stay in business (includes T&I)**	66	86	~45
Growth	16	5	~5
	<b>82</b>	<b>91</b>	<b>~50</b>
<b>Fuels &amp; Infrastructure (ex Lytton)</b>			
Stay in business	37	28	~40
Growth	36	15	~30
	<b>73</b>	<b>44</b>	<b>~70</b>
<b>Convenience Retail</b>			
Stay in business	58	47	~70
Growth	43	15	~45
	<b>101</b>	<b>62</b>	<b>~115</b>
<b>Rebrand</b>	<b>0</b>	<b>15</b>	<b>~85</b>
<b>Corporate – Other</b>	<b>14</b>	<b>15</b>	<b>~10</b>
<b>Total</b>	<b>270</b>	<b>227</b>	<b>~330</b>



NOTE\* Indicative only. Subject to change pending market conditions, opportunities, etc. Capital Expenditure includes the purchase of Property, Plant and Equipment, major cyclical maintenance (Lytton T&I) and purchase of Intangible Software (excludes Intangible Rights and Licences)

NOTE\*\* T&I = Turn-around & Inspection

# Depreciation and Amortisation

\$ millions	2019	2020	2021 Forecast**
Convenience Retail*	193	210	190 - 200
Fuels and Infrastructure	177	183	175 - 185
Corporate	17	18	20 - 25
Significant Items***	0	11	~10
<b>Total</b>	<b>387</b>	<b>422</b>	<b>395 - 420</b>

NOTE\* 2020 Convenience Retail D&A includes \$26 million higher non-cash depreciation relating to site remediation and dismantling asset, partly offset by the \$17 million D&A benefit from 2020 Convenience Retail asset impairments

NOTE\*\* Forecast reduction in D&A in 2021 is driven by impairment of non-current assets in 2020, partially offset by higher non-cash depreciation associated with the site remediation and dismantling asset.

NOTE\*\*\* Rebrand accelerated depreciation in 2020, treated as a significant item

## Site remediation and dismantling

During 2020, the provision for the cost of dismantling and removal of assets from owned and leased operational sites was reassessed. This followed significant changes to Ampol's site network including site closures and changes to site use and was made to better reflect the Company's updated estimates of the future cost of legal and contractual restoration obligations.

Estimate assumptions include current legal, contractual or constructive obligations for dismantling assets and site restoration, estimated timings of settlements, expenses based on past experience or third party estimates of cost of asset removal, site assessment and additional soil remediation, as well as discount rates and cost inflation rates. This resulted in an increase in the site remediation and dismantling provision of \$241 million and a corresponding increase in Property, Plant and Equipment for owned and leased assets for the site remediation and dismantling asset.

# Our assets – retail infrastructure

Australian retail network

	Owned	Leased	Dealer Owned	Total
Company Operated <sup>^</sup>	333	322	0	<b>655</b>
Company Operated (Diesel Stop)	19	21	0	<b>40</b>
Company Operated (Depot Fronts)	8	13	0	<b>21</b>
Franchised	4	8	1	<b>13</b>
Supply Agreement	56	13	576	<b>645</b>
Agency StarCard	0	0	11	<b>11</b>
EG	0	0	540	<b>540</b>
<b>Total</b>	<b>420</b>	<b>377</b>	<b>1,128</b>	<b>1,925</b>

- Franchisee transition substantially complete; 13 franchise sites to be progressively transitioned
- Regionally: In New Zealand, Ampol's Gull NZ has 103 retail sites. This includes 78 controlled retail sites (including 65 unmanned stations) and 25 supply sites



<sup>^</sup> Includes 203 Property Trust sites, in which Ampol owns 51%

NOTE: Controlled network of 708 sites consists of company operated retail sites, diesel stops and franchised sites

# Important Notice

This presentation for Ampol Limited Group is designed to provide:

- an overview of the financial and operational highlights for the Ampol Limited Group for the 12-month period ended 31 December 2020; and
- a high level overview of aspects of the operations of the Ampol Limited Group, including comments about Ampol's expectations of the outlook for 2021 and future years, as at 22 February 2021.

This presentation contains forward-looking statements relating to operations of the Ampol Limited Group that are based on management's own current expectations, estimates and projections about matters relevant to Ampol's future financial performance. Words such as "likely", "aims", "looking forward", "potential", "anticipates", "expects", "predicts", "plans", "targets", "believes" and "estimates" and similar expressions are intended to identify forward-looking statements.

References in the presentation to assumptions, estimates and outcomes and forward-looking statements about assumptions, estimates and outcomes, which are based on internal business data and external sources, are uncertain given the nature of the industry, business risks, and other factors. Also, they may be affected by internal and external factors that may have a material effect on future business performance and results. No assurance or guarantee is, or should be taken to be, given in relation to the future business performance or results of Ampol Limited Group or the likelihood that the assumptions, estimates or outcomes will be achieved.

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All forward-looking statements made in this presentation are based on information presently available to management and Ampol Limited Group assumes no obligation to update any forward-looking statements. Nothing in this presentation constitutes investment advice and this presentation shall not constitute an offer to sell or the solicitation of any offer to buy any securities or otherwise engage in any investment activity. You should make your own enquiries and take your own advice in Australia (including financial and legal advice) before making an investment in the Ampol Limited Group's shares or in making a decision to hold or sell your shares.



Thank you