



24 November 2021

The Manager
Market Announcements Office
Australian Securities Exchange

Electronic lodgment

Investor Strategy Day Presentation

The attached presentation will be presented today at Viva Energy's Investor Strategy Day.

Authorised for release by: the Company Secretary

A handwritten signature in black ink, appearing to read "Julia Kagan", enclosed within a thin black rectangular border.

Julia Kagan
Company Secretary



Viva Energy Australia Leveraging our Diversity



24 November 2021



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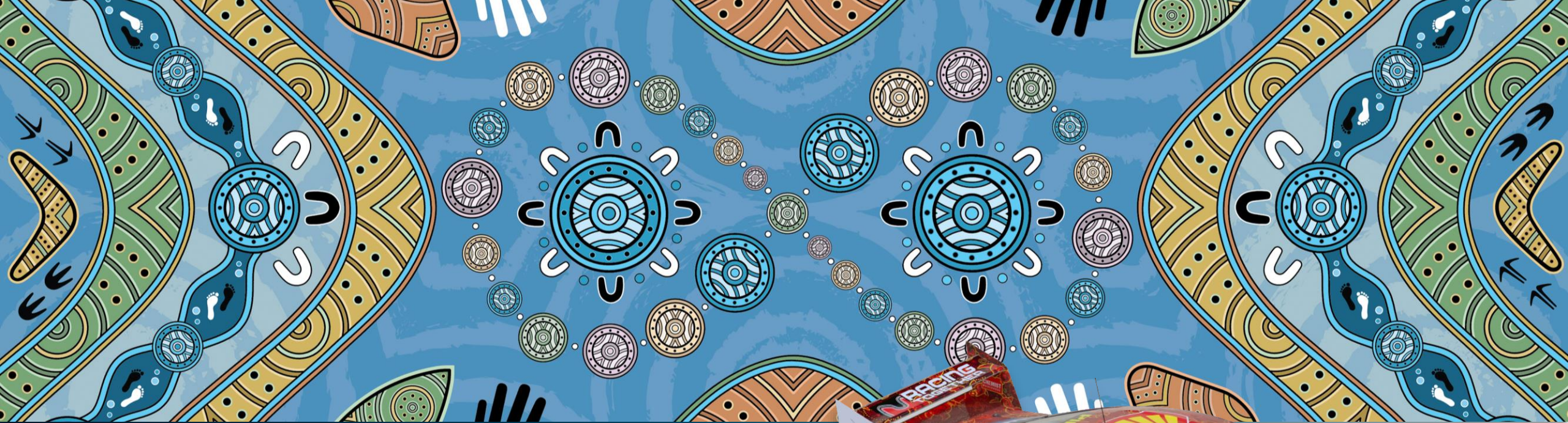
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Acknowledgment of Country

We acknowledge and pay respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander people. We particularly pay respects to the traditional custodians of the land, across the nation where we conduct business.



Viva Energy Executive Team



Scott Wyatt
Chief Executive Officer



Jevan Bouzo
Chief Operating and Financial Officer



Amanda Fleming
Chief People & Technology Officer



Denis Urtizberea
Executive General Manager
Commercial



Megan Foster
Executive General Manager
Retail



Dale Cooper
Executive General Manager
Refining



Lachlan Pfeiffer
Chief Business Development and
Sustainability Officer

Investor strategy day agenda

	Time	Topic	Presenter
1	9:00 – 9:20	Overview and Strategic Objectives	Scott Wyatt
2	9:20 – 9:40	Fuel and Convenience	Megan Foster
3	9:40 – 10:00	Commercial and Industrial	Denis Urtizbera
	10:00 – 10:45	Q&A / Break	
4	10:45 – 11:05	Energy and Infrastructure	Dale Cooper
5	11:05 – 11:25	New Energies and Sustainability	Lachlan Pfeiffer
6	11:25 – 11:35	Capital Management	Jevan Bouzo
	11:35 – 12:00	Conclusion / Q&A	Scott Wyatt





Overview

Scott Wyatt



Investor day objective

To share our confidence in the long-term outlook and growth opportunities for our businesses



Retail

Well positioned to outperform in our traditional business and capture growth from evolving consumer convenience and mobility needs



Commercial

A unique, diverse and resilient set of businesses which provide many different growth pathways in commercial and industrial sectors



Energy Hub

More sustainable and reliable cashflows with opportunities to leverage our strategic infrastructure to develop new energy markets

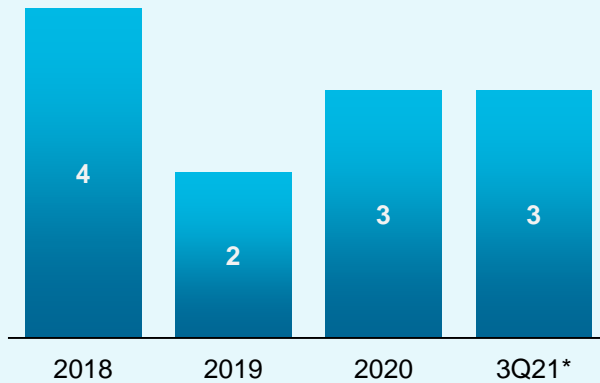
Levering our Diversification for Growth

Safety performance

Maintained strong safety performance and focus on people throughout the pandemic

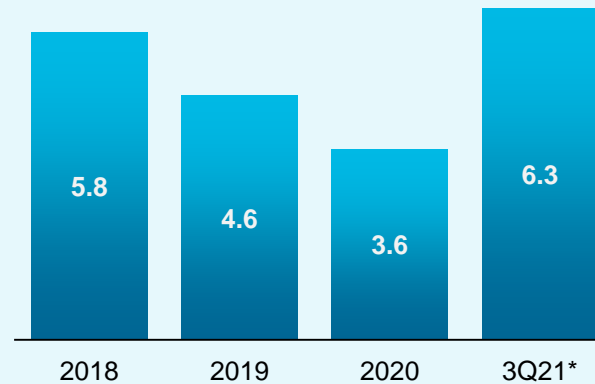


Process safety events¹



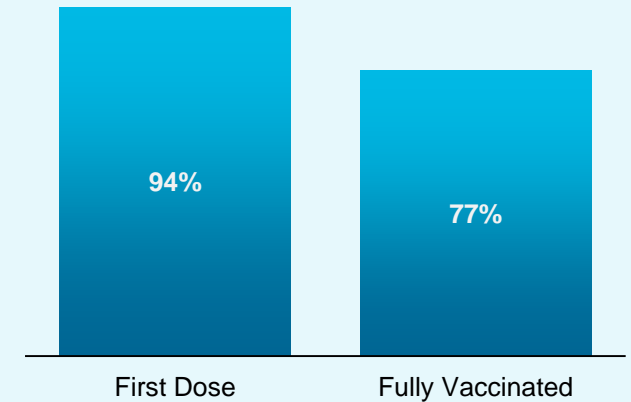
- Geelong Refinery recorded one API Tier 1 and two API Tier 2 process safety incidents in 2021

Total Recordable Injury Frequency Rate²



- Increased exposure from higher levels of construction and maintenance activity
- Focus on improving manual handling techniques and risk management in routine operational tasks
- 95% of employees believe that their team is committed to always operating safely

Vaccination rates³



- High levels of voluntary vaccination across the workforce
- Strong compliance with government and workplace mandatory vaccination
- Programs in place to support mental health and wellbeing during lockdowns

* Rolling twelve months to end 3Q 2021.

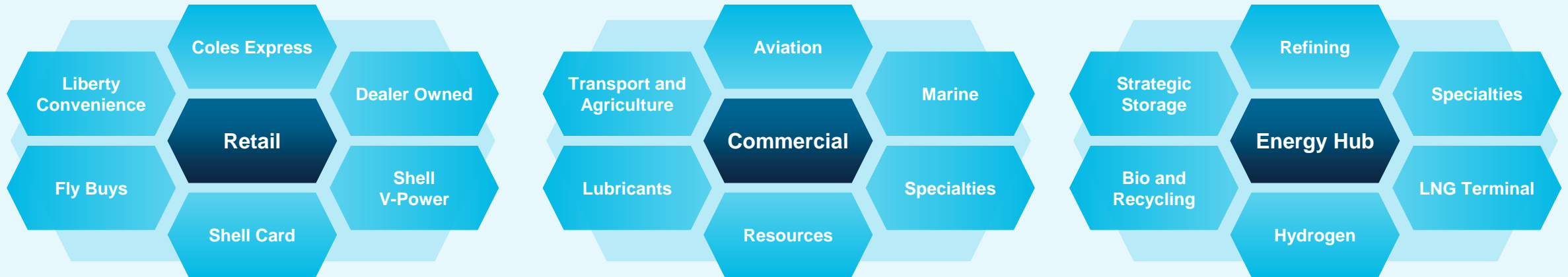
1. Process safety events measured as Tier 1 or 2 incidents as defined by the American Petroleum Institute. Excludes Liberty Oil business.

2. Number of injuries requiring medical treatment beyond first aid or work restrictions per million hours worked (employees and contractors). Excludes Liberty Oil Holdings.

3. As at 15th November 2021.

Company overview

Viva Energy is a diversified Retail, Commercial and Energy business



1H 2021	
Sales Volume	6.7 BL
EBITDA (RC)	\$256.3m
NPAT (RC)	\$111.9m
Cashflow	\$144.0m

Highlights

- ~25% fuels market share¹
- National infrastructure with strategic positions in Victoria and New South Wales
- Nationwide network of more than 1,300 retail fuel and convenience sites
- Diversified Commercial customer portfolio with long-standing relationships
- Represented at more than 50 airports and airfields across Australia
- Development of Geelong Energy Hub to pursue new energy opportunities
- Strategic partnerships with Vitol, Shell, Coles, Liberty and key customers

1. Australian Petroleum Statistics – Issue 301, August 2021.

Strategic positioning

Viva Energy has unique positions which underpin the strength of our core businesses

Retail



- Largest single branded fuel and convenience network (Shell and Coles Express)
- Differentiated fuel and convenience offer through Liberty Convenience partnership
- Efficient and competitive retail operating platforms (Coles Express, Liberty Convenience and Owner Dealer)
- Opportunities to transition to fully controlled convenience retail platforms (Coles Express in 2029, and Liberty Convenience in 2025)

Commercial

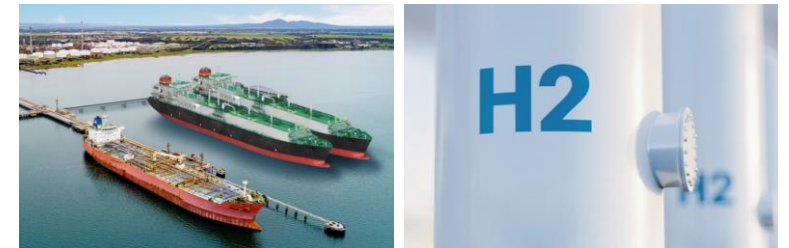
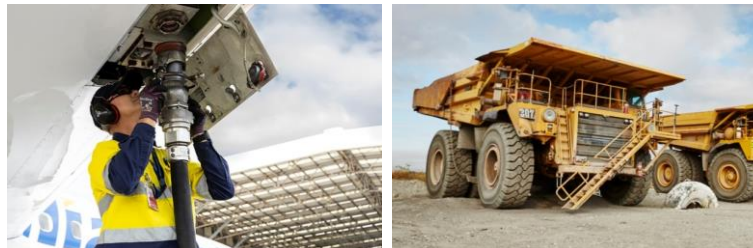


- Strong market positions in key segments
- Diversification provides resilience to sector cycles and broader growth opportunities
- Trusted energy partner and long-standing customer relationships
- Nationwide supply chain backed by international capability of Vitol
- Integrated value with refining across a broad range of specialty products

Energy Hub



- Strategic position in one of country's largest and fastest growing markets (Victoria)
- Refinery and associated infrastructure are regarded an asset of national strategic significance
- Fuel Security Package (FSP) underpins future refining earnings until 2028-30¹, while retaining exposure to upside
- Leveraging position to develop new opportunities such as LNG, strategic storage and hydrogen

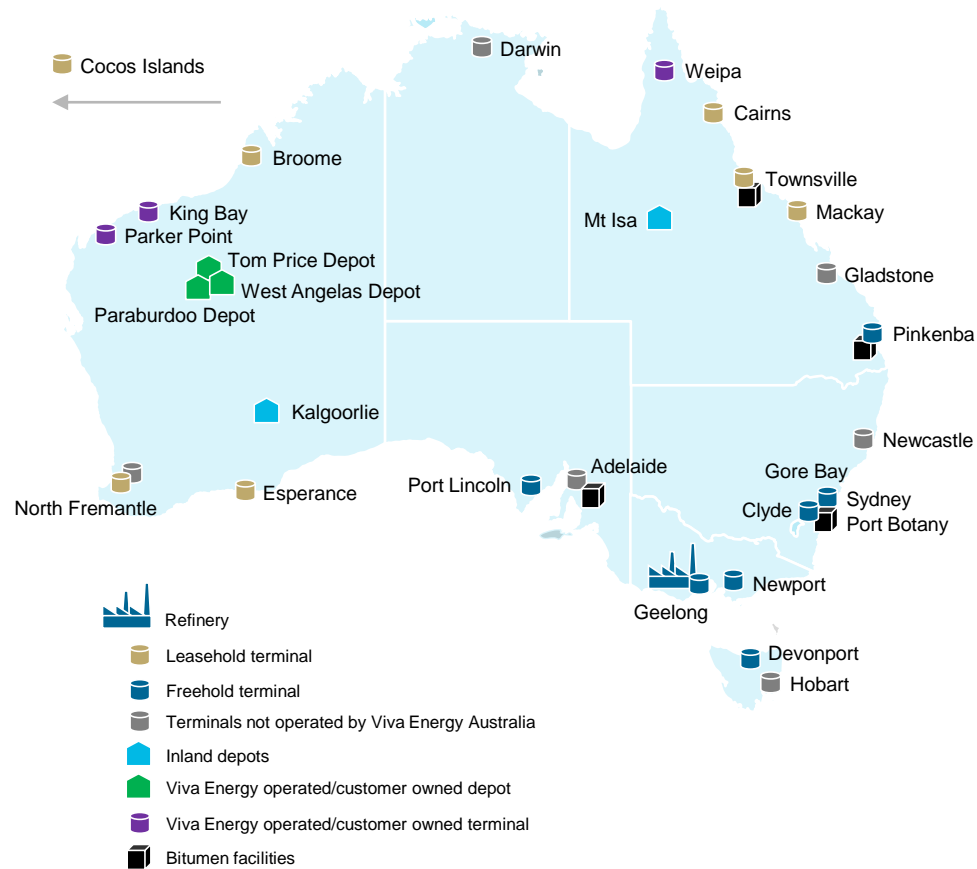


1. In our Fuel Security Services Payment (FSSP) Application, Viva Energy has applied for a commitment period end date of 30 June 2028 (subject to government approval), to coincide with the 4-year RCCU/HFA turnaround scheduled for completion in 2025.

Infrastructure

Viva Energy has nationwide supply chain capability supported internationally by Vitol, one of the world's largest independent energy trading companies

Supply chain network



Note: leasehold terminals refers to land only, excludes tanks and other improvements

Highlights

- More than 1,100ML oil and fuel storage capacity¹
- Ownership of major pipelines servicing Melbourne and Sydney markets
- Import capability at more than 20 locations around Australia
- Operating presence at more than 50 airports and airfields across the country
- Mix of own and hired carrier delivery fleet capability

Vitol

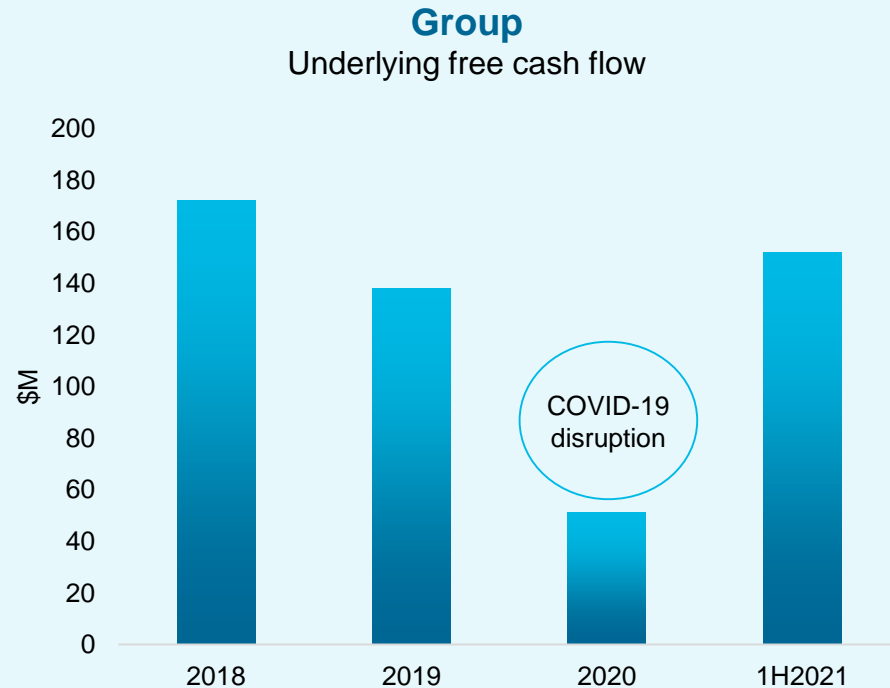
- Revenue of US\$140 billion in 2020, currently trading over 7 million barrels of crude oil and products per day on average²
- Long term agreement for supply of refined products, crudes and refinery feedstock
- Competitive, cost effective and reliable crude and product supply as a result of Vitol's global capabilities and scale
- Strategic and ongoing product supply relationship with flexibility to respond to dynamic market conditions

1. Includes Viva Energy owned terminals only and is based on Gross Capacity. Excludes third party owned terminals that are leased or accessed by Viva Energy at Weipa, Dampier, Hobart.

2. Vitol website

Underlying free cash flow

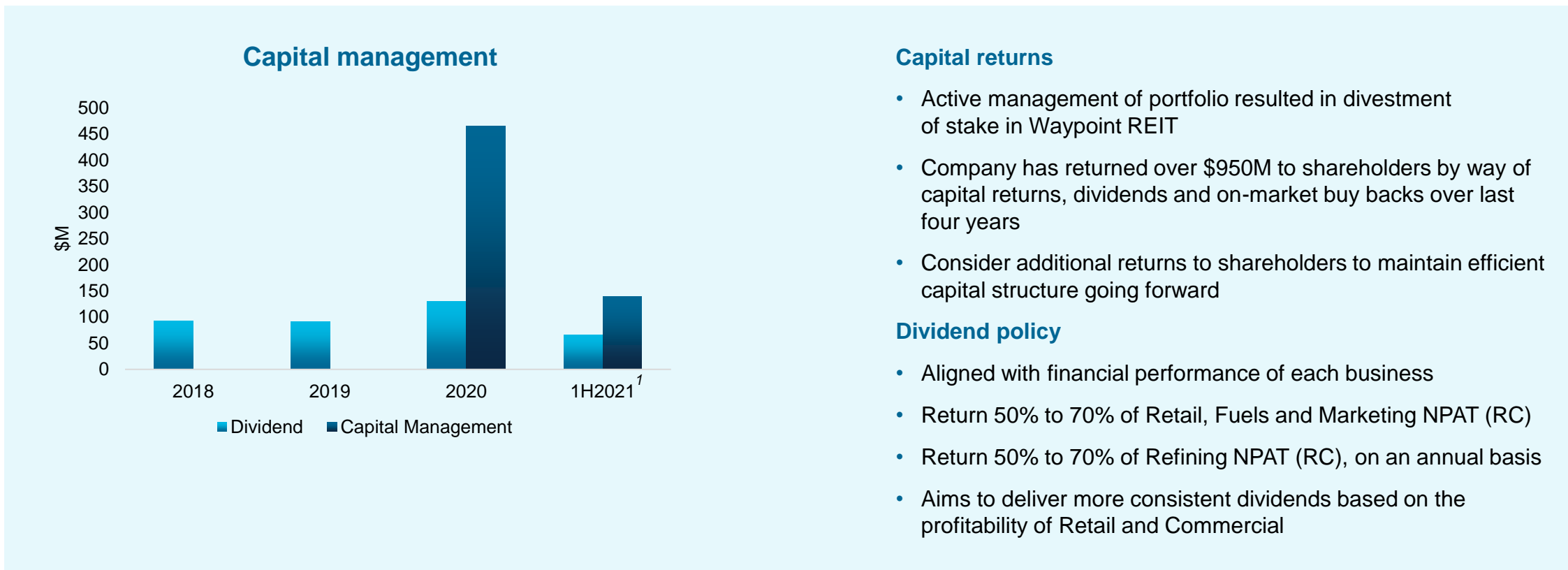
Strong and consistent cash flows supports attractive dividend profile going forward



- Strong cash generating Retail Fuels and Marketing business
- 2020 cash flow impacted by COVID-19 impacts to Refining
- Government Fuel Security Services Payment (FSSP) underpins lower refining volatility from 2021 onwards
- Strong recovery expected following end of travel restrictions
- Strong cash flow underpins attractive dividend profile and excess free cash to invest in growth opportunities

Capital management

Strong record of returning cash to investors through dividends, capital returns and on-market buy-backs



1. 1H21 includes \$100M capital return which was completed in October 2021 and \$40M on-market buyback which has commenced.



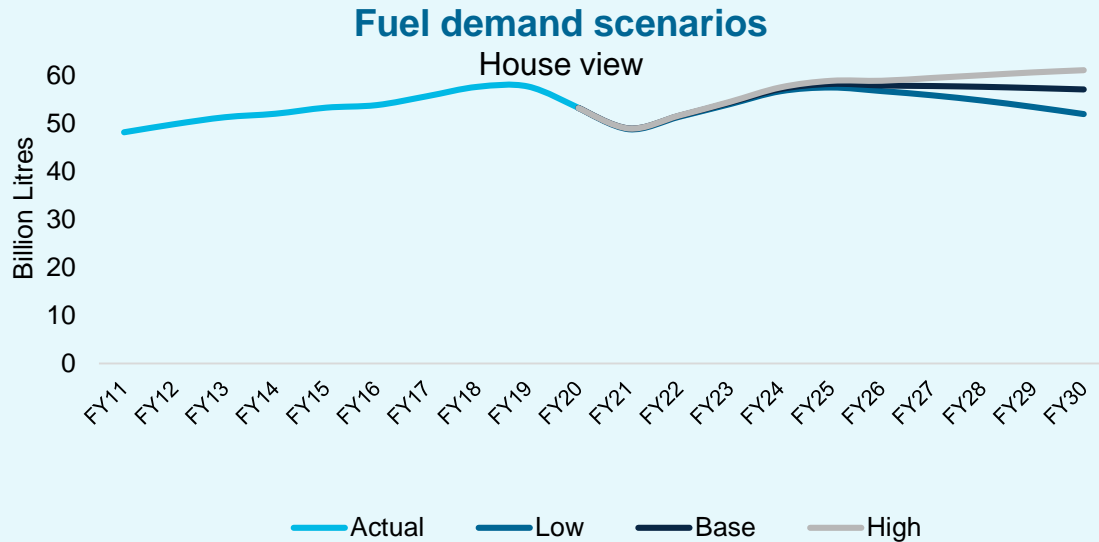
Strategic Objectives

Scott Wyatt



Australian fuel market

Fuel demand expected to recover over next two years and remain an important part of the Australian transport fuel mix through the next decade



Strategic implications

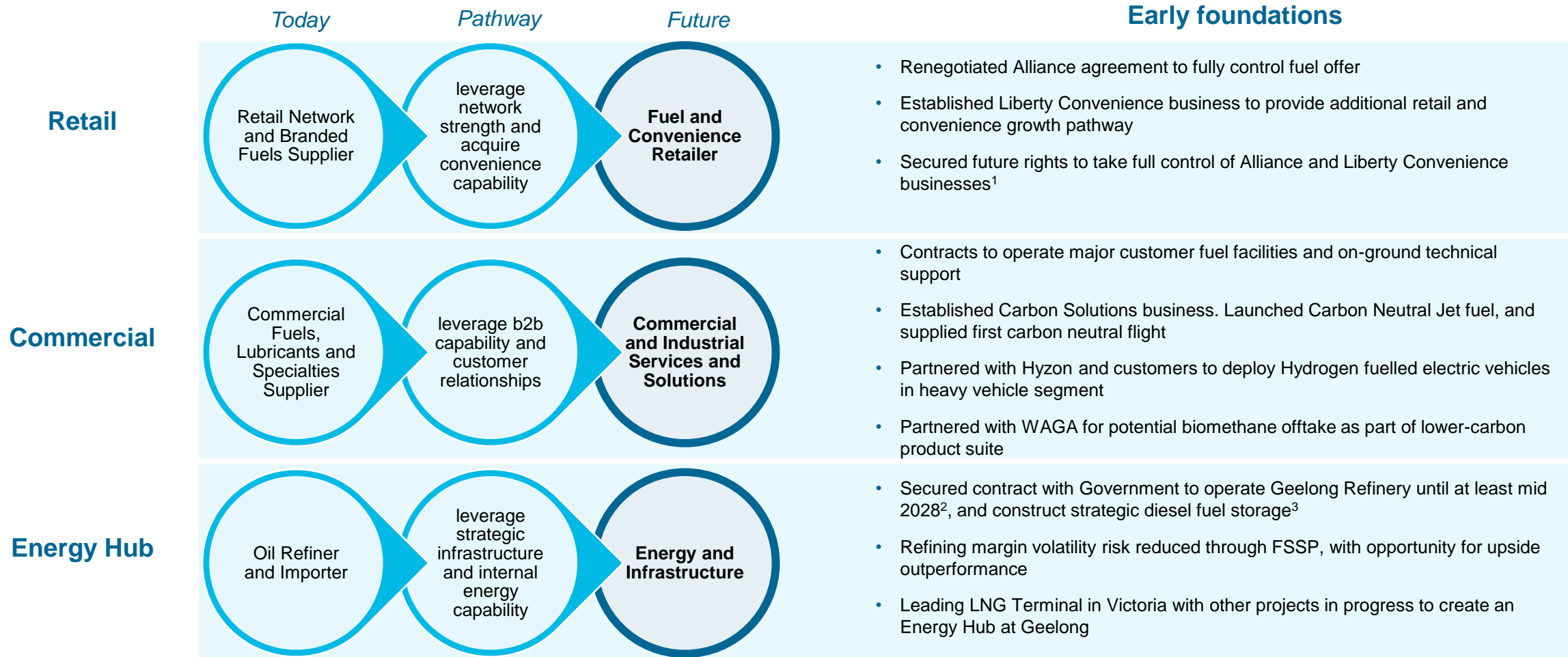
- Traditional fuel demand expected to remain strong through rest of the decade under all scenarios
- Petrol demand likely to be most impacted from introduction of electric vehicles
- Diesel and Jet demand expected to be less impacted due to continued economic growth and fewer substitution options
- Potential for lower demand to be offset by increasing margins and broader volume/margin optimisation strategies
- Lower demand will impact least efficient operators with lower exposure to non-fuels income
- Opportunities for market share growth for most efficient and diversified operators

Scenario	GDP Growth	Intervention	Decarbonisation
High	High	Minimal	Slow
Base ¹	Stable	Moderate	Moderate
Low	Low	Accelerated	Rapid

Viva Energy’s diversified businesses are well positioned for an evolving energy market

Transition and growth strategy

Our strategy is to develop and maximize the value of three discrete and unique businesses, with significant low-carbon growth potential



1. Coles Express in 2029 and Liberty Convenience in 2025.

2. In our Fuel Security Services Payment (FSSP) Application, Viva Energy has applied for a commitment period end date of 30 June 2028 (subject to government approval),

3. Application has been approved and we are progressing the Grant Agreement but it is not complete yet

Strategic approach

We will continue to deliver reliable and attractive cashflow by maintaining discipline in our core business while progressing a focused diversification and extension strategy



People strategy

We have a strategy to achieve higher performance through an innovative approach to our people which we call “The Viva Way”





Fuel and Convenience

Megan Foster

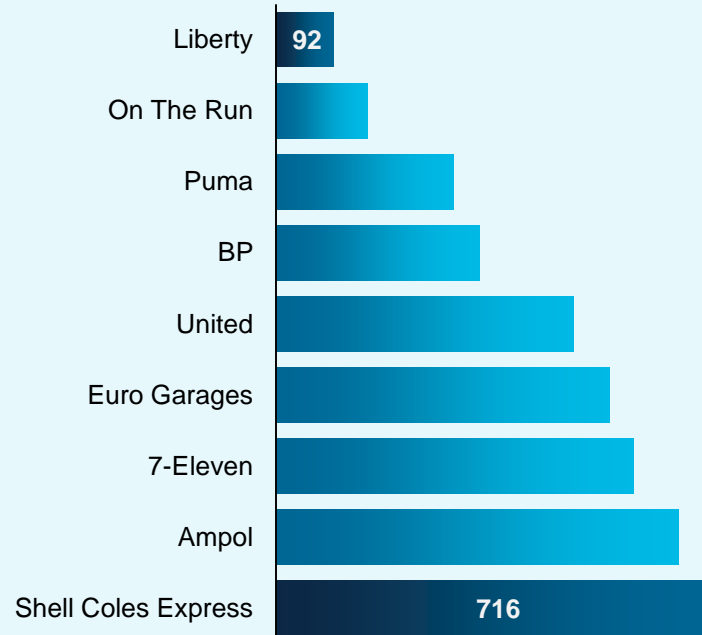


Fuel and Convenience overview

Viva Energy has the largest single branded Company Controlled network in Australia



Fuel and Convenience Network Company Controlled Sites¹



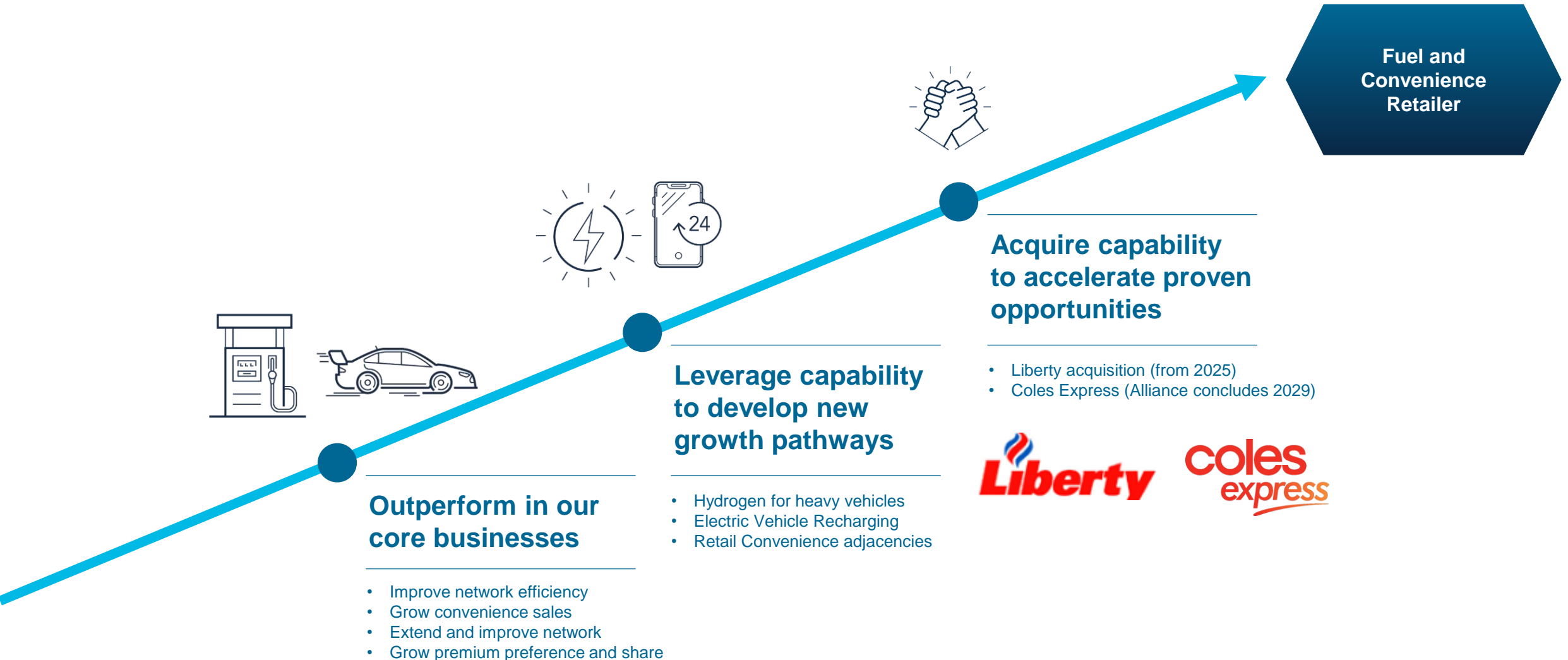
Highlights

- Largest single branded fuel and convenience network (Shell Coles Express)
- Differentiated fuel and convenience offer through Liberty Convenience joint venture
- Efficient and competitive retail operating platforms, with best-in-class retail operator in Coles
- Strong loyalty and digital offers

1. Source: Informed Sources, 2020 AACS State of Industry Report and Ampol 2021 Half Year Results Presentation. "Company Controlled Sites" refer to sites where Company has control of retail fuel board price.

Strategic approach

Viva Energy aims to become a leading fuel and convenience retailer



Retail platforms

Dual brand and targeted platforms with partners providing differentiated offer, with strategic step in points to take full control of convenience businesses

Coles Express



Focus

- Largest single branded fuel and convenience network
- Leverages partnership and customers of Coles
- Access to largest loyalty program in Australia (Fly Buys)

Operating Model

- Viva Energy holds property head leases and sub-leases/licenses to Coles Express
- Viva Energy sets pump price and captures full retail margin
- Coles Express operates site, earns commission on fuel sales and pays royalty to Viva Energy on convenience sales
- Alliance agreement ends in 2029

Liberty Convenience



Focus

- Regional and highway focussed with large format convenience store
- Providing network growth towards goal of 150 sites by end 2024
- Value led independent brand

Operating Model

- Viva Energy holds property head leases and sub-leases to Liberty Convenience
- Liberty Convenience sets pump price and captures full retail margin
- Viva Energy earns wholesale margin on fuel sales
- 50% Joint venture with rights to fully acquire business from 2025

Owner Dealer



Focus

- Family-owned businesses with local focus
- Operating under Shell or Liberty brands
- Supports nationwide network coverage
- Expanding Shell V-Power availability

Operating Model

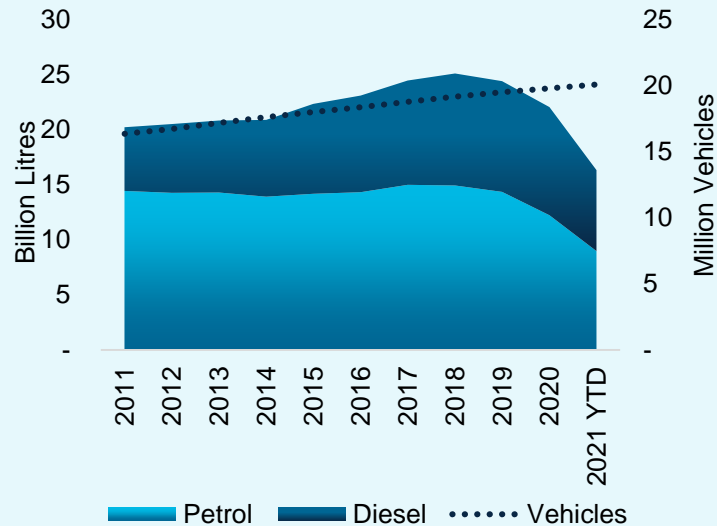
- Business owner operates sites and captures all income streams
- Viva Energy earns wholesale margin on fuel sales under contracted supply agreement

Retail fuel market

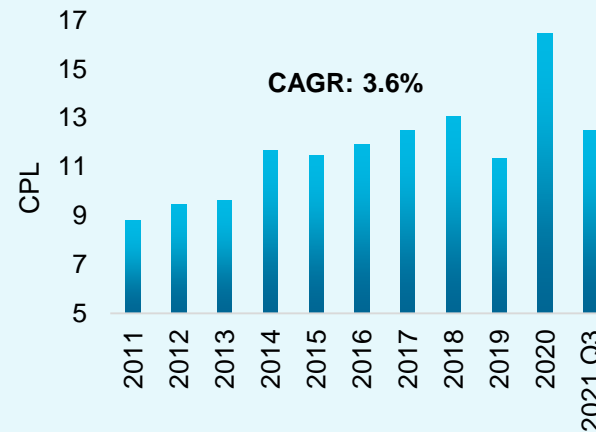
Pre-COVID fuel demand growth led by diesel and increased car ownership, with Viva Energy growing share of key segments



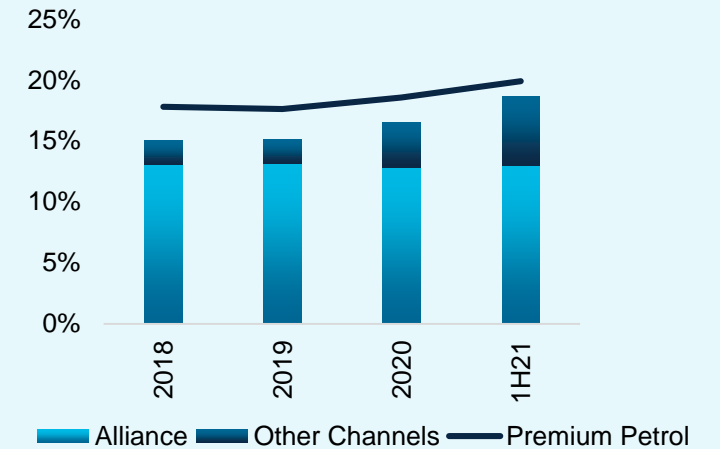
Retail fuel demand¹



Retail fuel margins²



Market share¹



- Retail fuel demand supported by increasing car ownership
- Diesel growth supported by road freight transport

- Robust retail fuel margin which have shown sustained growth over time

- Stable Alliance market share with growth from Liberty Convenience adding 92 sites since 2018

1. Australian Petroleum Statistics and ABS: Motor Vehicle Census

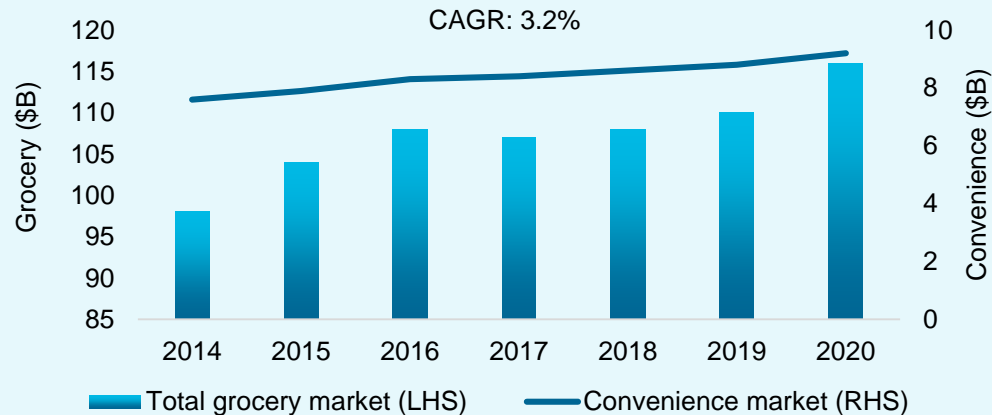
2. AIP: Industry fuel margin (cpl) is the National Average Price less National Average Terminal Gate Price (TGP). Assumes a 60:40 average of gasoline to diesel retail fuel margins.

Convenience market

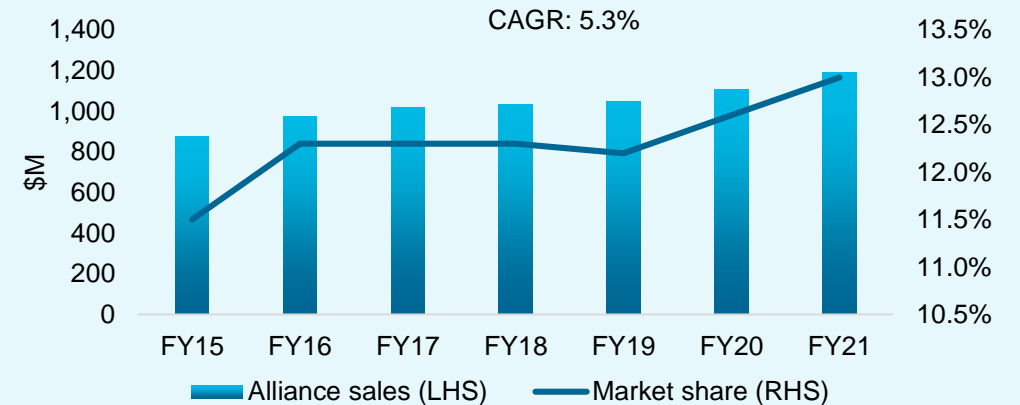
Convenience is delivering consistent and attractive growth in line with broader food and grocery market, with Alliance outperforming



Australian convenience market¹



Alliance convenience sales^{2,3}



Australian convenience market trends¹

- Stronger convenience growth in 2020 driven by trend to shop locally during the pandemic
- Food & beverage market grew 4.5% in 2020 supported by strong growth in food-to-go and take-home food segments
- High frequency visits (2.5 times per week for shop) across market
- Items in basket improved to 2.1 items with average transaction value of \$10.4, up 8.4% in 2020
- Access to convenience market provides attractive growth opportunity in medium term

1. Australasian Association of Convenience State of the Industry Reports 2014-2020. IBIS World Supermarkets and Grocery Stores in Australia (financial year)
2. Sources: Coles FY21, FY20 and FY19 investor presentations. Note that Coles reports on a June year end financial calendar. Wesfarmers FY18, FY17 and FY16 Annual Reports
3. Market share calculated based on Coles convenience sales (financial year) over total convenience market sales (calendar year).

Convenience market landscape

Retail fuel and convenience sites are well placed to further extend and grow broader destination and on-road convenience offers to support growth



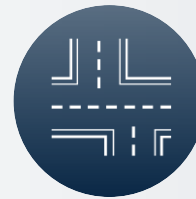
Energy

- Premium petrol and diesel remain key growth segments
- Fast charging will be an important part of the offer in time
- Hydrogen refuelling potential at selected highway service centres



Destination

- Leverage location and accessibility of network
- Emerging markets for growth and optimisation
- Partnerships help accelerate offer and capability



On Road

- Larger stores required to support broader offer
- Space and offer to support longer 'dwell time'
- Compelling food and beverage offers will be critical

Loyalty and digital

Our loyalty ecosystem supports a broader convenience offer with further potential for digital enablement



Select Flybuys partners



Select Viva Energy partners



Flybuys

- 8.6m members¹, 20 partners², >1000 rewards²
- Supports fuel & convenience offer through joint offers with other business partners
- Leveraging partners' marketing channels to access a wider customer base

Shell Card

- Drive B2B volumes into our Retail network by growing and transforming Shell Card business
- Strengthen Card loyalty through 3rd party partnership value-adds
- Digital offers targeted by purchasing patterns

Partnerships

- Drive supermarket loyalty, additional instore spend at Coles Express
- Accelerate partnership platform by building long-term strategic alliances with organisations and their membership bases to provide digital offers

1. Australian Financial Review – 29 September 2020, *Flybuys unpacks new data division*
2. Flybuys website

Marketing and sponsorships

Building and leveraging our brand to reach broader audiences through marketing and sponsorship programs

A globally recognised brand



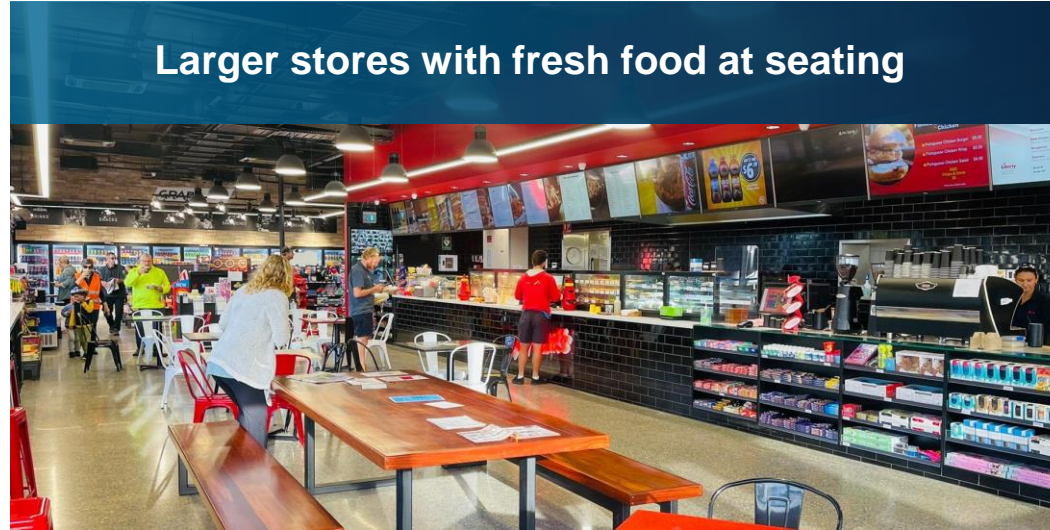
Investment in brand and premium fuel offer



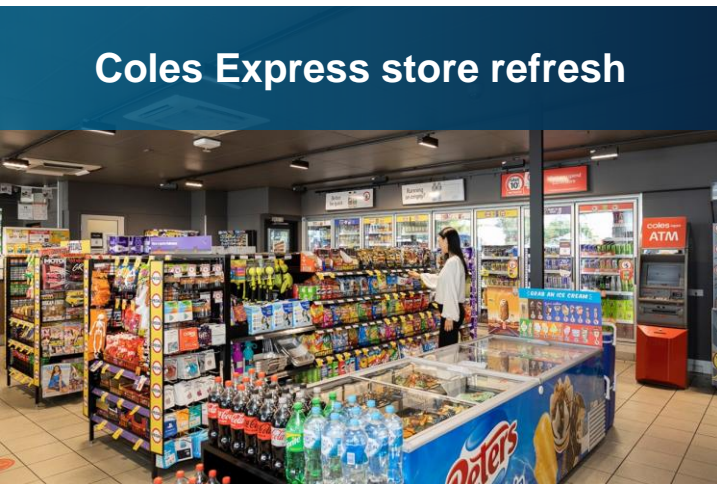
Investment in sponsorships

Network refreshment

Network refreshment is underway to support changing customer needs and further development of offering



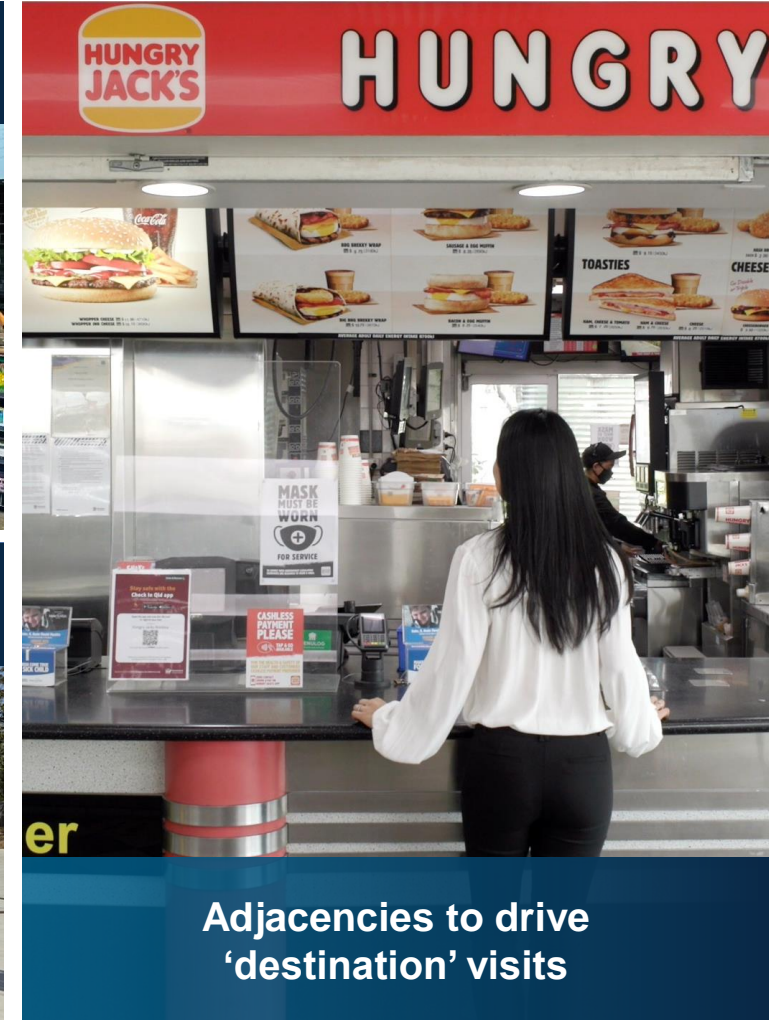
Larger stores with fresh food at seating



Coles Express store refresh



Larger forecourts with improved diesel offering

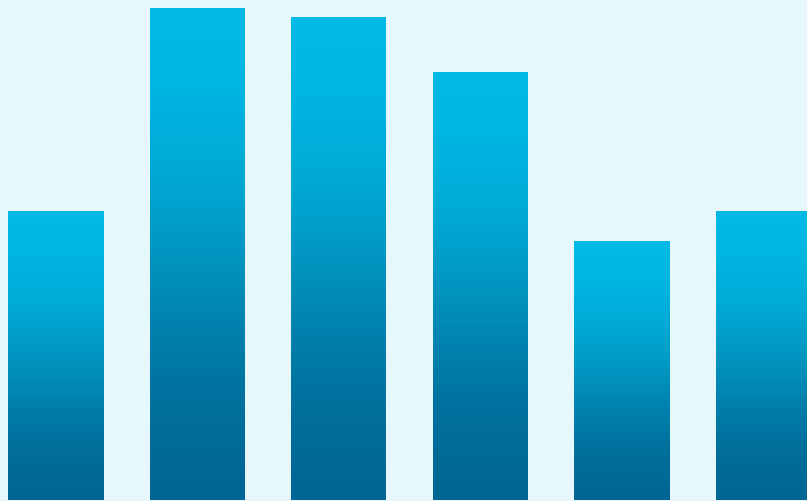


Adjacencies to drive 'destination' visits

Network strategy

Network growth will support opportunities to rationalise older and poorer performing sites over time

Network distribution by fuel volume




Sales performance



Review on lease expiry
~90% before
2030

Lift network performance
through fuel and shop
offers and redevelopment

Network
growth

- 
- Focused on closing network gaps and lifting convenience offer
 - Larger stores and improved diesel offerings
 - Skew towards regional and highway locations
 - Build with strong fuel and convenience offer, ability to support new energies and growth beyond current convenience offer

Growth

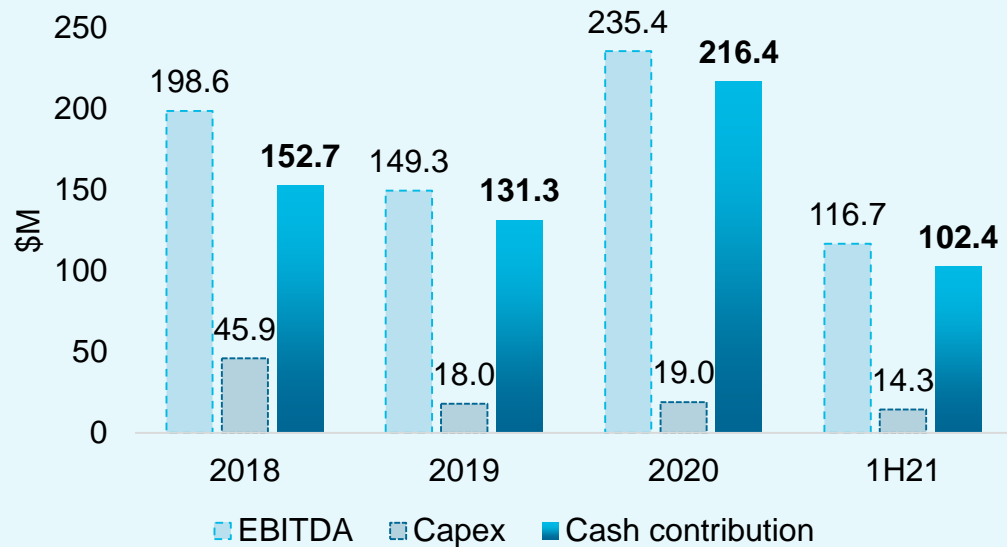


Rationalisation

- Aim to lift network efficiency over time
- Exit poorer performing sites on lease expiry
- Consider other platform options such as Owner Dealer
- Sales volume to be recovered from network growth

Financial performance

Retail business has a proven track record of strong and consistent cash generation with a broad range of growth opportunities



Highlights

- Robust fuel demand with opportunities for market share growth
- Growing retail fuel margins supporting long term expansion
- Superior brand and network platforms which provide growth optionality
- Convenience store sales growing between 3.5% and 5.5%¹
- Relatively low levels of annual capital required
- Proven strong, consistent cash generation capability
- Dividends paid at 50% to 70% of Retail, Fuels and Marketing NPAT

1. Refer slide 24



Strategic priorities

Retail strategic priorities focus on transitioning to a fully integrated convenience retailer by the end of the decade

Recovery



- Maintain fuel market share within the Alliance and grow sales as market recovers
- Maintain strong volume/margin focus while demand continues to be impacted by lockdowns
- Reassess Alliance potential to reach 70+ MLPW as country re-opens consistently

Growth



- Continued expansion of the Liberty Convenience network with goal of 150 sites by end of 2024
- Lift performance of Coles Express network through improved offers and store refreshment
- Exit poorer performing network at lease renewals
- Continue extension of premium fuels availability across the Shell branded network
- Assess opportunities to take full control of platforms as partnership agreements expire

Sustainability



- Introduce electric vehicle recharging stations as commercial opportunities materialise
- Progress Hydrogen fuel cell EV's to prove concept and build heavy vehicle offer
- Potential development of rooftop solar to support renewable energy consumption. Acquire residual through green electricity markets
- Potential carbon offsets for retail fuel offering



Commercial and Industrial

Denis Urtizbera



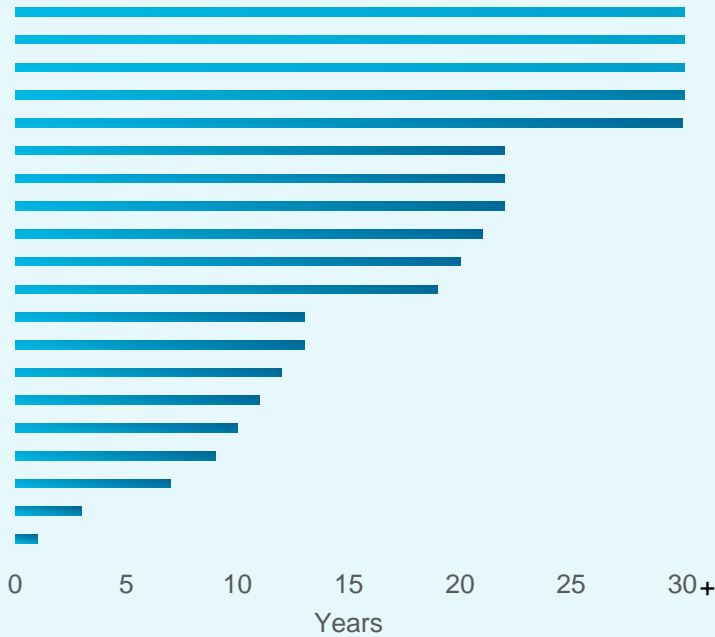
Commercial and Industrial overview

Viva Energy is a trusted partner to many of the country's largest commercial and industrial businesses



Length of relationships

Top 20 Customers¹



Highlights

- Leading market positions in more segments than our traditional competitors
- Diversification provides resilience to sector cycles and broader growth opportunities
- Trusted energy partner and long-standing customer relationships
- Nationwide supply chain backed by international capability of Vitol
- Integrated value with refining across a broad range of specialty products

1. Length of relationship since initial contract.

Strategic approach

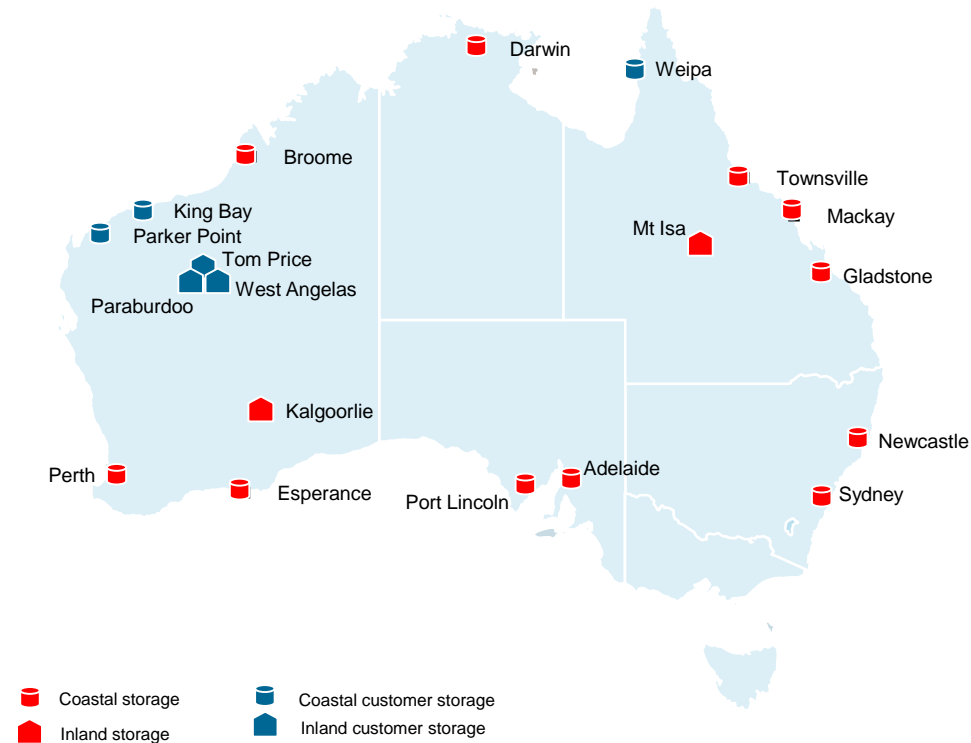
Viva Energy aims to provide a complete fuel and service offering to our commercial customers



Resources

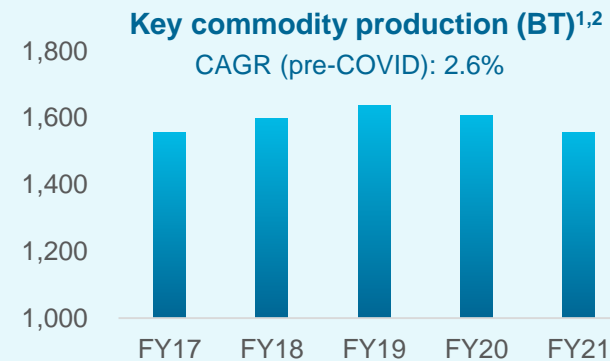
Market leading supplier of fuels, lubricants and associated services to the mining sector

Resources supply chain



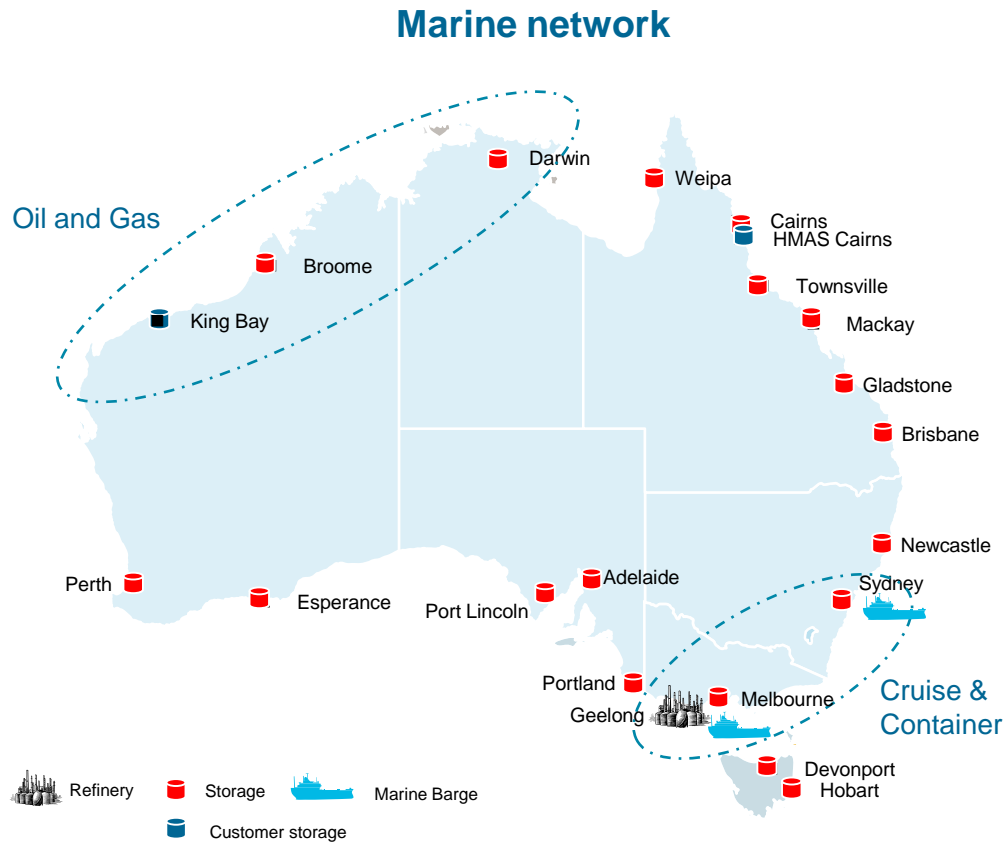
1. "BT" Billion of tonnes
 2. Department of Industry, Science, Energy and Resources: Selected commodities: Coal, Aluminium, Copper, Gold, Iron Ore, Lead, Nickel, Silver, Steel, Tin and Zinc

- National supply chain servicing all key mining regions across Australia
- Strategic partnerships with Vitol and Shell for world class technical and supply chain capability of fuels and lubricants
- "On the ground" capability to provide end-to-end solutions and technical support
- Highest safety and environmental standards aligned with customer expectations



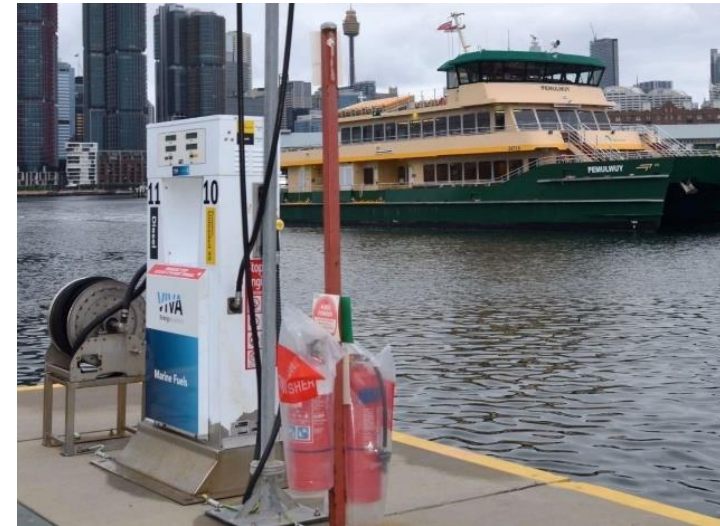
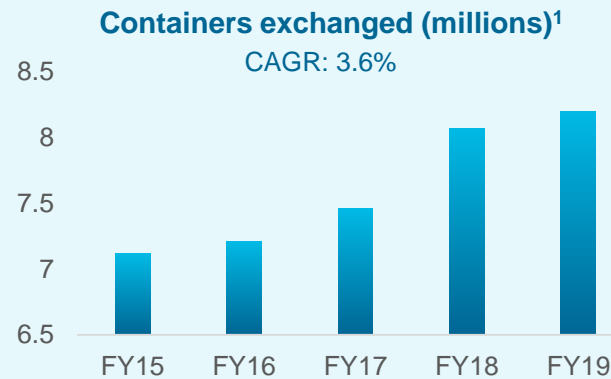
Marine

Market leading supplier of marine fuels and lubricants across Australia



1. Department of Infrastructure, Transport, Regional Development and Communications: Selected Australian ports

- Market leading position through nationwide network of marine refuelling locations
- A reliable supplier of very low sulphur marine fuel oil (VLSFO)
- Superior capability in Sydney Harbour
- Primary supplier of Marine Fuels to the Australian Defence Force, operating HMAS Cairns under long-term agreement
- Potential to support transition to LNG refuelling from Geelong Energy Hub

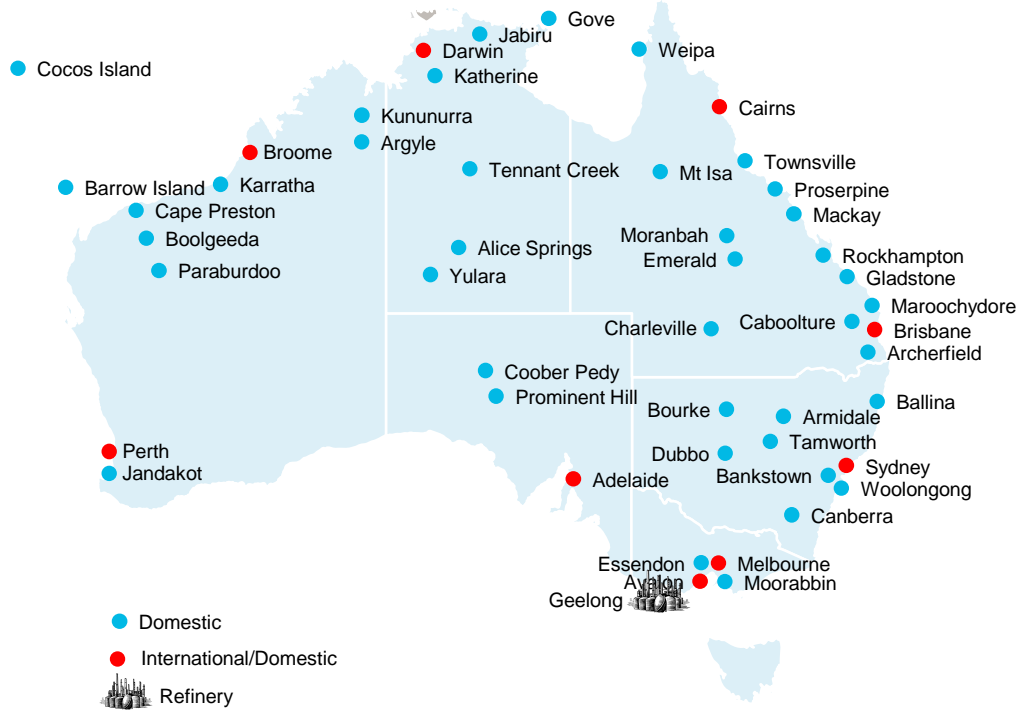


Aviation

Market-leading network across Australia, including all major international airports



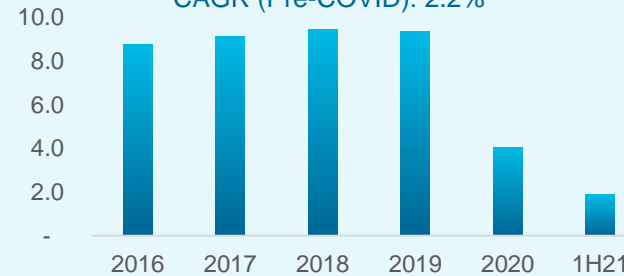
Aviation network



- Servicing more than 50 airports and airfields across the country
- Geelong Refinery the only manufacturer of Avgas in Australia
- Commercial Into-Plane refuelling service at all major airports
- Premium Jet Valet refuelling and Fuel2Sky card providing faster and convenient refuelling
- First company in Australia to launch Carbon Neutral Jet A-1 to help customers reduce emissions

Australian Jet Fuel Sales (BL)¹

CAGR (Pre-COVID): 2.2%

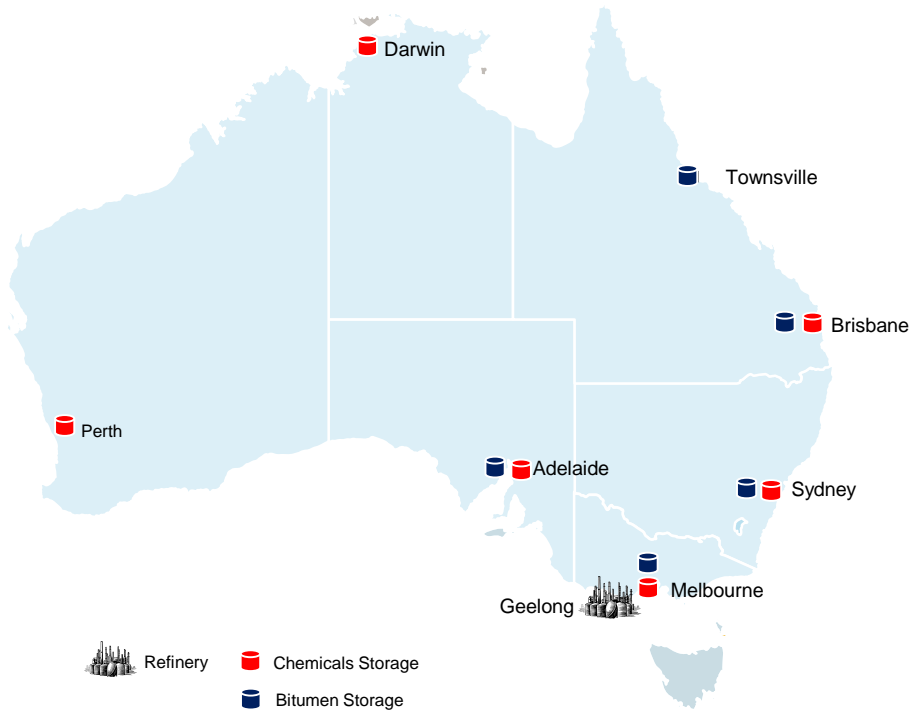


1. Australian Petroleum Statistics

Specialties

Only manufacturer of bitumen and hydrocarbon solvents in Australia

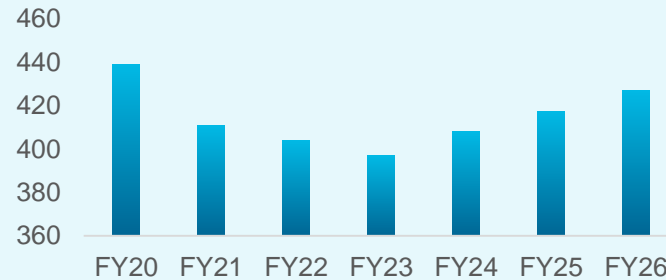
Bitumen & chemicals supply chain



- Strategically located supply chain across major population centres in the East Coast
- Only manufacturer of bitumen and hydrocarbon solvents in Australia
- Surplus refining capability provides opportunity to grow both refining and marketing earnings
- Import capability to South Australia, Sydney, Brisbane and Townsville
- Long term relationships with key construction companies and chemicals resellers

Australian construction market (\$B)¹

Post-COVID CAGR: 2.5%

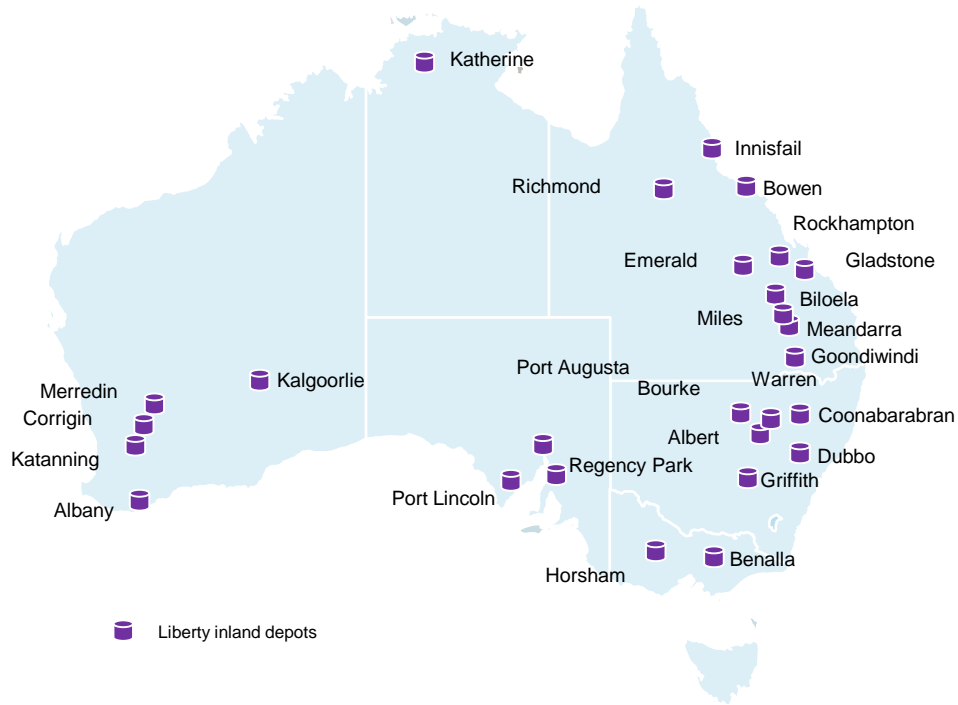


1. IBIS World: Construction in Australia Report

Agriculture and regional Australia

Local capability combined with nationwide refuelling network to support regional markets across the country

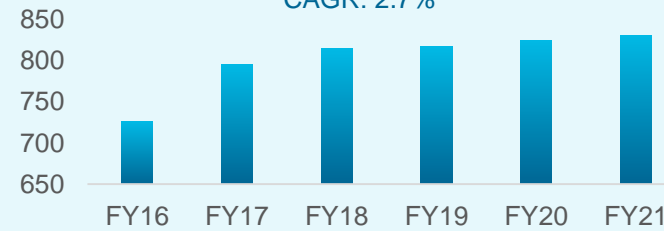
Liberty Wholesale depots



- Nationwide network and strategic partnerships with local distributors supporting regional markets across Australia
- Company owned transport fleet supporting direct delivery and responsive to customer needs
- Access to the Shell and Liberty branded networks through Shell Card for customer on-road refuelling requirements
- Local sales force which are part of the community to build strong relationships with customers

Domestic freight task (Billion tonne KMS)¹

CAGR: 2.7%



1. IBIS World: Domestic Freight Task Report

Carbon solutions

Building commercial opportunities with customers seeking to reduce their emissions

Customer proposition

Strategic Energy Provider	Technology	Lower Carbon Fuels	Trusted Adviser
<p>Integrated offer with existing fuel contracts</p> <p>Pathway to lower-carbon outcomes</p>	<p>Access to latest technology</p> <p>Up-to-date carbon markets expertise</p>	<p>Certified Carbon Neutral fuels</p> <p>Processing and supply chain advantages</p>	<p>Carbon analysis and certification</p> <p>Auditing and compliance</p>

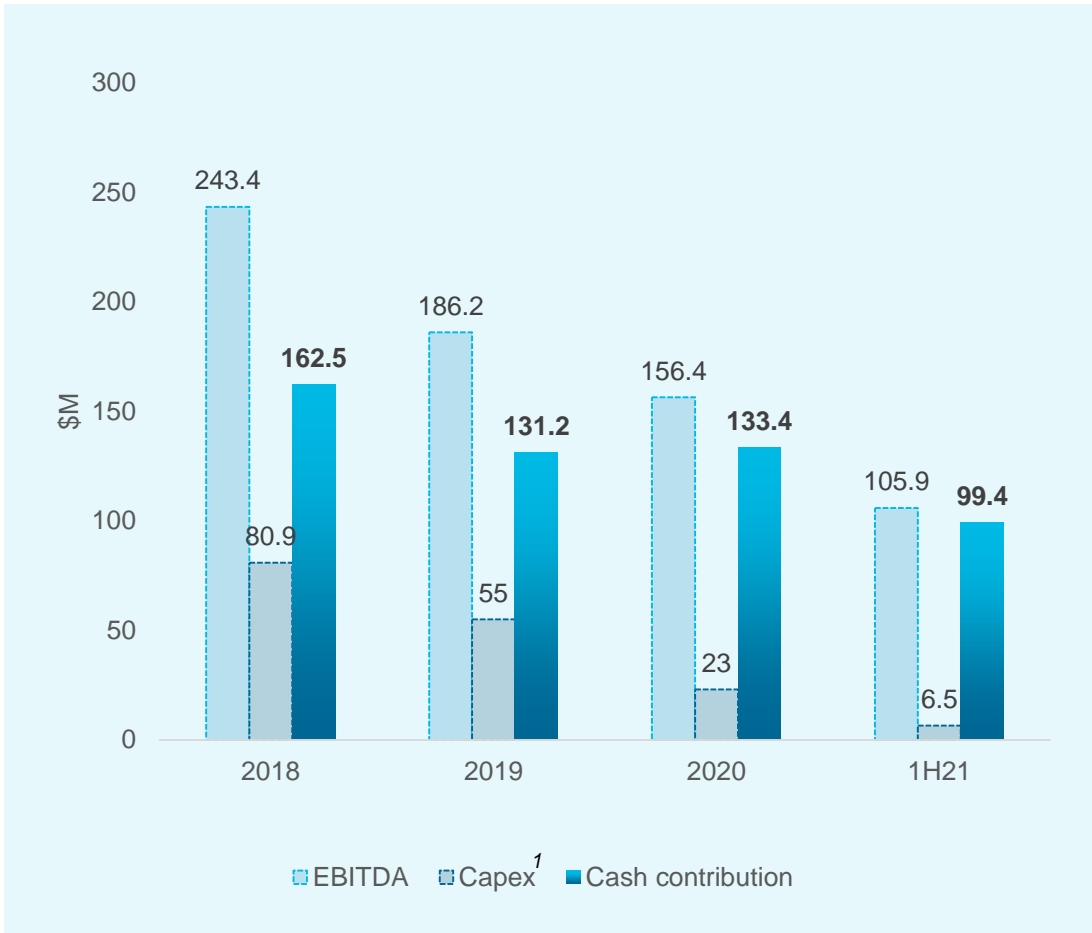
Early progress

- Certification for Carbon Neutral Jet A-1 fuel under the Climate Active on 1 July 2021
- Alliance Airlines flight QQ7242 was refuelled with carbon neutral product supplied by Viva Energy
- Developing suite of certified carbon neutral fuels
- Integrated bio-fuels offer
- LNG development opportunities
- Hydrogen and EV technology opportunities
- WAGA Energy alliance to develop bio-gas opportunities

- Leverage existing customer relationships and capabilities to support them in reducing their carbon intensity and emissions
- Maintain long-term commercial relationships while building earnings from emerging energies and low carbon options
- Over time build scale and demonstrated competence to command relevant position in emerging markets

Financial performance

Commercial business has a proven track record of strong and consistent cash generation with a broad range of growth opportunities



1. All supply chain capex has been allocated to Commercial noting that one-off conversion costs for the Clyde conversion in 2018 was excluded (\$30m)
 2. Based on 2020 Underlying EBITDA (RC) under new segmentation

Highlights

- 2021 seeing strong performance, returning to growth post-pandemic with further recovery
- ~40%² of earnings from products and services other than Jet and Diesel with opportunities to grow non-fuels businesses
- ~90% of Commercial earnings under a contractual arrangement with spot sales generally across Transport and Marine sectors
- Strong and consistent cash generation capability which has been resilient to impacts of COVID-19
- Dividends paid at 50% to 70% of Retail, Fuels and Marketing NPAT



Strategic priorities

Commercial strategic priorities focus on leveraging our strong customer relationships and diversified sector exposure to create new growth pathways

Recovery



- Target profitable growth in Aviation as domestic and international borders reopen
- Retain strategic position in Sydney Harbour to benefit from recovery in Cruise sector
- Government infrastructure investment creates potential growth in key commercial sectors

Growth



- Continued expansion of the Liberty Wholesale business to increase share of regional markets
- Grow markets and product range to support increased production of specialty products at Geelong Refinery
- Continue to expand range of products and services to support customer solutions business
- Expand Aviation network to close gaps and continue to improve coverage for customers

Sustainability



- Continue to develop lower carbon and carbon offset products to support customer reduction of hard to abate energies
- Support customers management of energy usage to improve efficiency and reduce consumption
- Progress the development of Hydrogen, LNG and BEV solutions for heavy vehicle transport, marine and mining industries

H2



Energy and Infrastructure

Dale Cooper

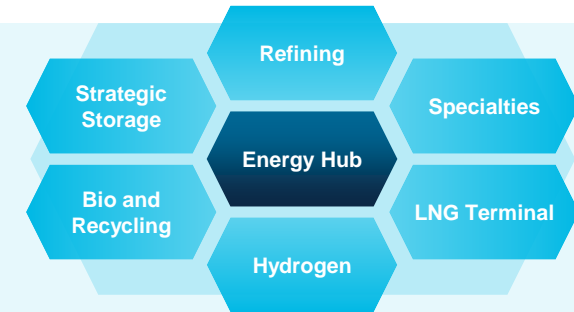


Energy Hub overview

Geelong Energy Hub seeks to leverage the strategic position and capability we have in Victoria



Refining	Strategic Storage	Gas Terminal	Hydrogen
<p>Nationally strategic asset underpinned by Government Fuel Security Package</p>	<p>Strategically located crude oil and refined product storage to support national strategic reserves</p>	<p>Leading natural gas import project to meet expected shortfall in Victoria from mid 2020's</p>	<p>Commercialising hydrogen for heavy vehicles for east coast network</p>



Highlights

- Strategic position in one of country's largest and strongest growing markets (Victoria)
- Refinery and associated infrastructure are regarded as an asset of national strategic significance
- Fuel Security Package (FSP) underpins future refining earnings until 2028-30 while retaining exposure to upside
- Leveraging position to develop other opportunities such as LNG, strategic storage and emerging energies

Strategic approach

Viva Energy aims to develop a diverse low-carbon energy and infrastructure portfolio

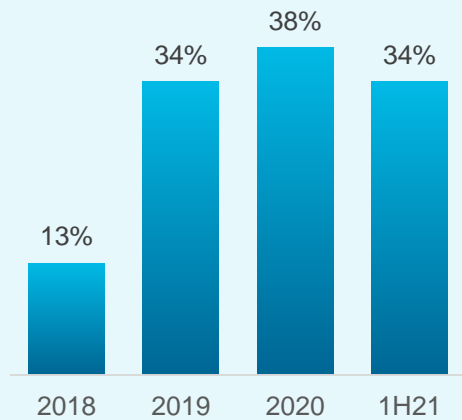


Geelong Refinery

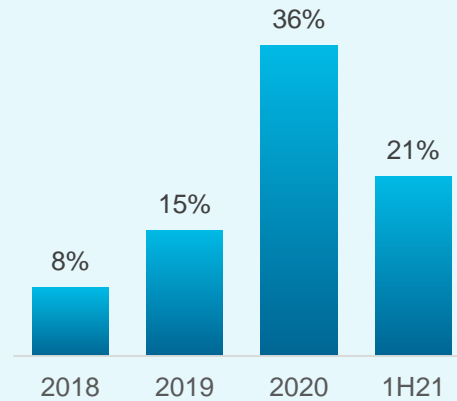
Geelong Refinery has several unique advantages which helps compete with regional refiners



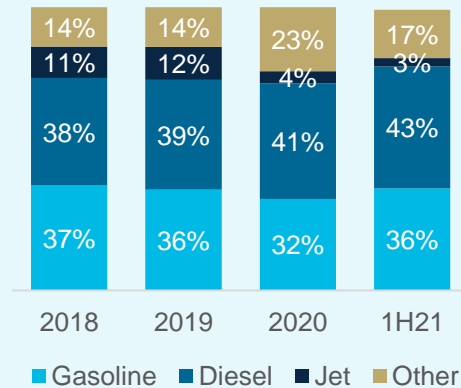
Local crude sourcing



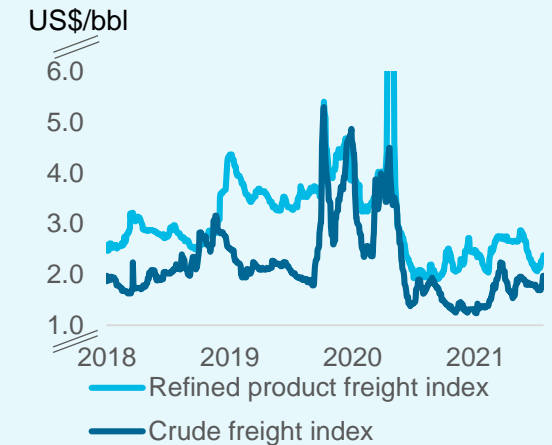
Specialties contribution to Geelong Refining Margin



Production slate



Freight advantages



- High proportion of crude diet sourced domestically
- Operational flexibility to process wide range of feedstocks

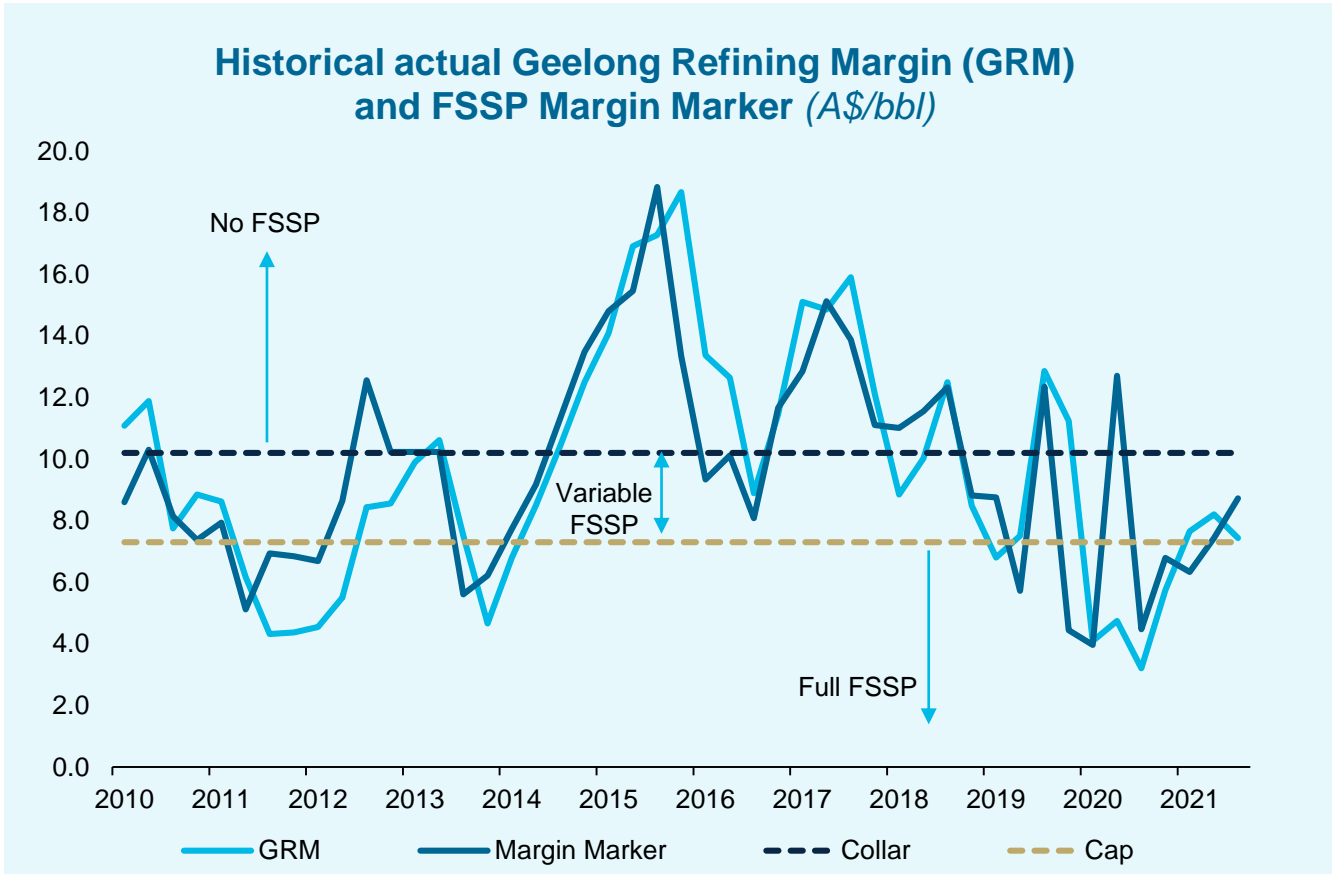
- Only Australian manufacturer of specialty products:
 - Avgas
 - Bitumen
 - Chemicals

- Refinery configuration provides competitive advantage
- Flexible product slate for changing fuel demands

- Product and crude freight differential benefits Geelong
- Freight economics due to distance from key trading hub (Singapore)

Fuel Security Services Payment (FSSP)

Protects earnings during periods of low refining margins providing for more certain and reliable cashflow



High Refining Margin

- No FSSP received when regional refining margins are above Geelong's all-in cash breakeven margin (Margin Marker)
- Opportunity to outperform through lower crude acquisition costs, lower energy costs, higher specialties production, operating cost reduction, and improved productivity
- Every A\$1/BBL above Geelong's breakeven margin delivers over A\$40M per annum cash earnings¹

Low Refining Margin

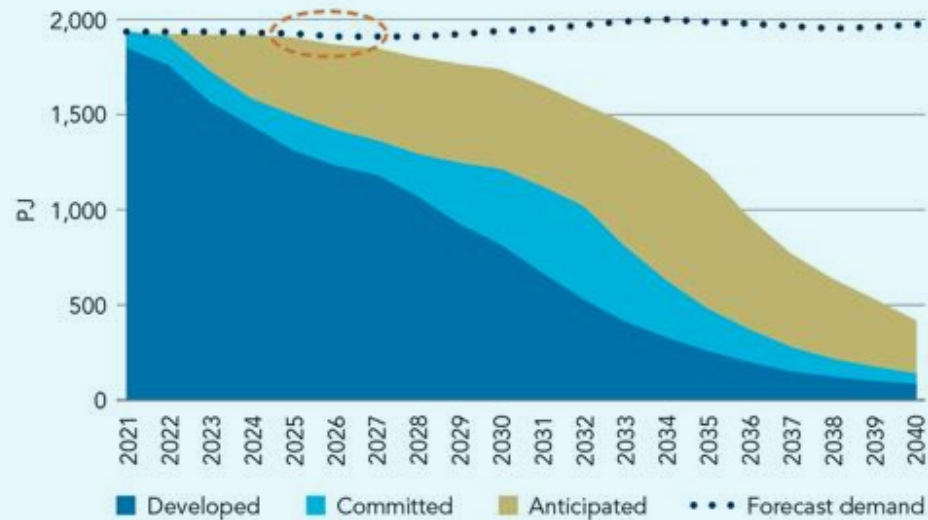
- FSSP is payable when the Margin Marker falls below A\$10.20/bbl (proxy for Geelong all-in cash breakeven level)
- The support escalates in a linear fashion from 0 cents per litre (cpl) to 1.8 cpl (or A\$0.0/bbl to A\$2.90/bbl) until the support caps at the Margin Marker level of A\$7.30/bbl
- Geelong breakeven margin is effectively reduced by A1.8cpl or A\$2.90/BBL

1. Assumes crude intake of more than 40MBBL's per annum

Gas Terminal Project: East Coast gas demand

A growing shortfall for Natural Gas on the East Coast of Australia

Projected eastern and south-eastern Australian gas production highlighting growing shortfalls from the mid 2020s



Existing, committed and anticipated developments 2021–2040 (PJ), including export LNG. Based on AEMO Gas Statement of Opportunity 2021 (central scenario).

Project opportunity

- Federal government has identified security of gas supply as a critical issue for the economy
- Forecast gas market supply deficit driven largely by Victorian demand against significant forecast decreases in production from Gippsland Basin Joint Venture
- Liquefied Natural Gas (LNG) Import Terminal(s) identified as a key strategy to meet gas supply shortfall from the mid 2020s¹
- Viva Energy's Gas Terminal project positioned to be the largest and most flexible source of additional gas for Victoria

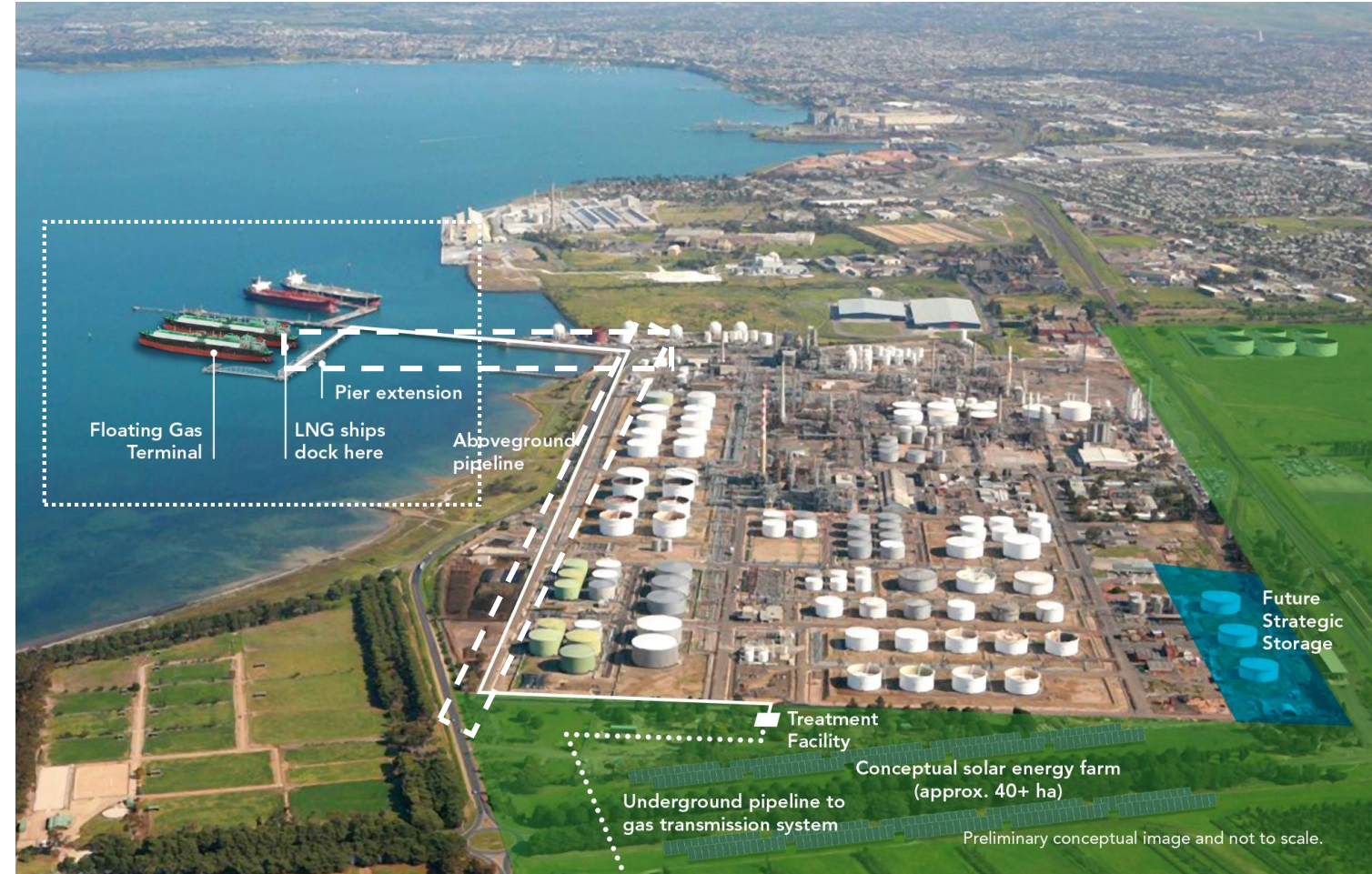
1: Source: Australian Energy Market Operator Gas Statement of Opportunity 2021

Gas Terminal Project: project highlights

Viva Energy's Gas Terminal Project is best placed and leading project in Victoria

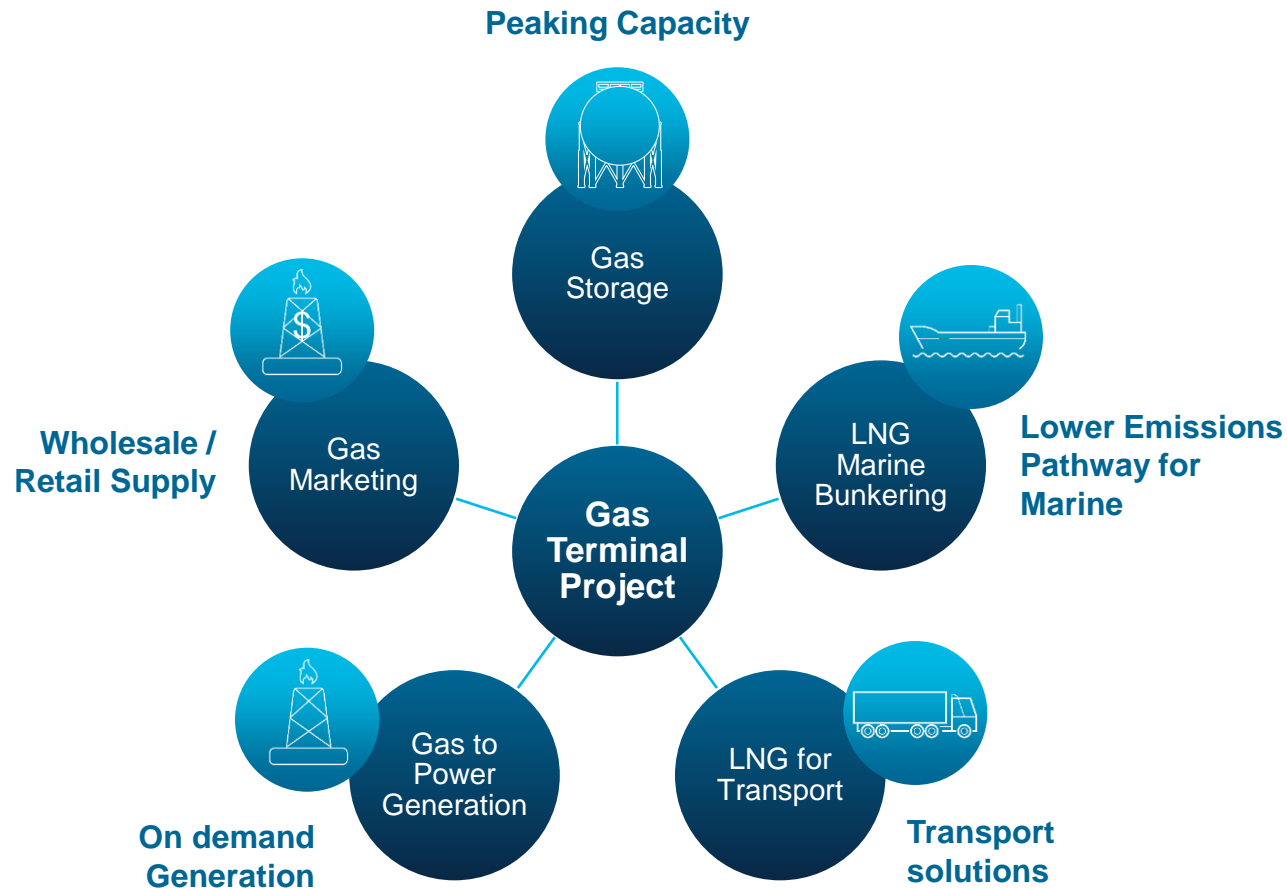
Project highlights

- Geelong provides the most efficient gateway for gas into the Victorian Transmission System
- Proximity to demand provides advantaged cost of gas, avoiding pipeline costs associated with competing projects
- Project partners with substantial international experience in LNG regasification terminals
- Integration with the refinery provides for low environmental impact
- Most advanced Victorian project, targeting Final Investment Decision (FID) in 3Q 2022 and construction and installation for gas supply from mid 2020's



Gas Terminal Project: commercial model

Viva Energy aims to primarily be an infrastructure owner and operator, but a range of additional energy projects and business extensions have been identified



Commercial model

- Combination of typical mid-stream infrastructure style returns and significant upside optionality via direct participation in the gas market
- Project returns expected to be largely underwritten via long term take-or-pay capacity rights model with existing and/or prospective market participants
- Potential for Viva Energy to take capacity in the terminal to service own gas demand and to participate in downstream markets
- Further value optimisation potential from ancillary projects

Strategic priorities

Refining business is well positioned for recovery in refining margins and additional income streams from new Energy Hub projects

Recovery



- Improvement in Geelong Refining Margins as regional and global fuel demand recovers, with support from FSSP when margins are weak
- Maximise production following completion of major maintenance and recovery of Victorian fuel demand
- Continue development of strategic storage ahead of Minimum Stockholding Obligations to optimise supply chain

Growth



- Productivity and site efficiency improvements through the use of technology and improved reliability
- Increased production of specialty products to capture latent value of underutilised units
- Improvements in crude and energy costs
- Gas Terminal project expected to commence with earnings contribution from mid 2020's

Sustainability



- Geelong Refinery compliant with Ultra Low Sulphur Gasoline requirements by end 2024
- Further expansion of the Geelong Energy Hub, exploring emerging energy opportunities
- Longer term refining viability to be re-assessed in conjunction with the conclusion of the Fuel Security Package in 2028-2030



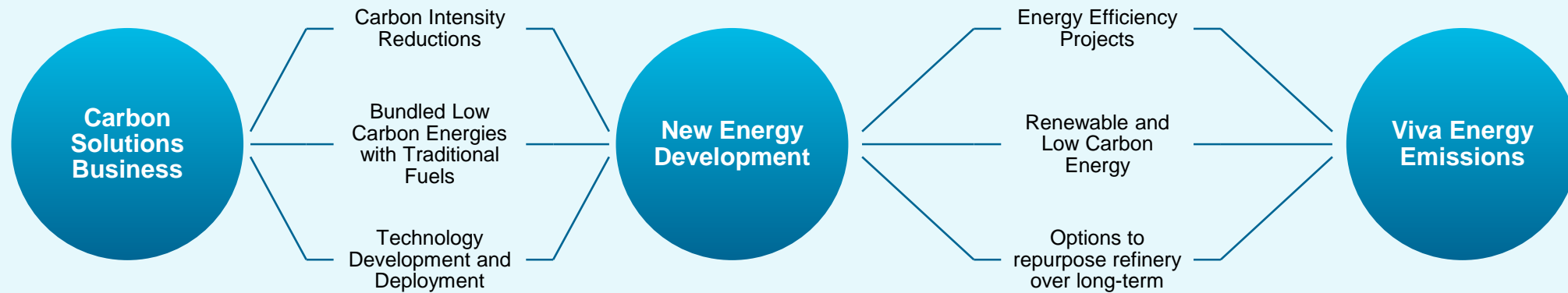
New Energies and Sustainability

Lachlan Pfeiffer



Sustainability Approach

We aim to support our customers to reduce their emissions, pursue opportunities in emerging and transition energies, and reduce our own emissions to net zero



Partner

- As trusted supplier, assist our customers to reduce their carbon intensity
- Carbon neutral fuels, bio fuels, bio-methane and LNG, hydrogen for transport, EVs
- Reduced carbon intensity of energy use

Develop

- Commercialise and bring offers to market
- Grow hydrogen and EVs
- Carbon offset management and generation

Deploy

- Achieve net-zero by 2030 in our non-refining businesses
- 10% reduced energy emissions at Refinery
- Net Zero Gas Terminal Project from construction and through operating life
- Achieve group-wide net zero by 2050

Energy transition

We have identified a range of emerging opportunities in line with our core strategic capabilities



Strategic Capability	Battery Electric Vehicle (BEV)	Hydrogen Fuel Cell Electric Vehicle (HFCEV)	LNG	Bio	Waste Recycling	Carbon Offsets
Retail (On-Road)	<ul style="list-style-type: none"> Fast charging Superior customer experience Convenience offer 	<ul style="list-style-type: none"> Truckstop network On-Site H₂ production Satellite H₂ distribution Light commercial 		<ul style="list-style-type: none"> E10 		<ul style="list-style-type: none"> Carbon offset fuels
Commercial (Fleet and Equipment)	<ul style="list-style-type: none"> Charging-as-a-Service People and goods – mover segments 	<ul style="list-style-type: none"> Home base production Home base refuelling Fleet leasing 	<ul style="list-style-type: none"> Home base refuelling Marine refuelling 	<ul style="list-style-type: none"> Bio-Diesel Sustainable Jet Fuel 	<ul style="list-style-type: none"> Bio-methane 	<ul style="list-style-type: none"> Carbon offset fuels Carbon Solutions
Energy (Production and Supply)	<ul style="list-style-type: none"> Energy systems model for least-cost electricity input 	<ul style="list-style-type: none"> H₂ production 	<ul style="list-style-type: none"> Natural gas storage Natural gas supply Gas power generation 	<ul style="list-style-type: none"> Refining feedstock 	<ul style="list-style-type: none"> Refining feedstock Recycled plastics 	
Early progress	5-6 trial sites	H ₂ refueling & HYZON alliance	Geelong LNG import project	Bio blending in VIC, NSW, South East QLD	WAGA green gas Recycled plastics feedstocks	Carbon Neutral Jet A-1

Battery electric vehicles

Electric mobility is an evolving market which will mature through 2030's and take off thereafter



Drivers

- Lower operating cost favours high mileage applications
- Cheaper and more convenient to charge while parked at home or work
- Battery cost reduction, more and better vehicles will drive growth



Constraints

- Total cost of ownership parity anticipated around 2025
- Battery energy density favours smaller vehicles or more regular charging
- Infrastructure supply and roll-out
- Inconsistent policy environment



Market characteristics

- Nascent fragmented EV charging market, largely supported by Government programs
- Competition for real estate and customer ownership ahead of mainstream market adoption from 2025
- As charging is commoditised, customer experience and relationship will dictate market share



Our approach

- **Superior network:** enhance our retail network with reliable, user-friendly charging solutions at the best locations, supported by convenience offer
- **Value:** target most valuable segments with tailored solutions, service bundling and effective channels
- **Deployment:** optimised for efficient network expansion
- **Loyalty and fuel card:** protect and enhance our offer across retail and commercial segments
- **Commercial:** commercial fleet and corporate opportunities, providing infrastructure and operations
- **Capital discipline:** opportunity requiring capital discipline with long term view
- **Partnership ecosystem:** channel agreements, technology providers and for energy supply

Hydrogen fuel cell electric vehicles

HFCEV is a nascent yet emerging market with strong long-term growth potential



Drivers

- High energy density supports long distance and heavy freight
- Refuelling supports high availability and utilisation applications
- Replicates current driving behaviours and refuelling experience



Constraints

- TCO¹ equivalence anticipated 2030+
- Dispensed cost of hydrogen remains above existing fuels
- Limited selection or models of vehicles in Australia
- Reaching technology readiness, further development to commercial readiness



Market characteristics

- Nascent market, but with high growth potential in long term given size of commercial road transport marketplace
- Strong Government support at Federal and State levels
- Substantial and complex distribution and logistics exercise in refuelling, complimenting existing capabilities
- Higher capital investment



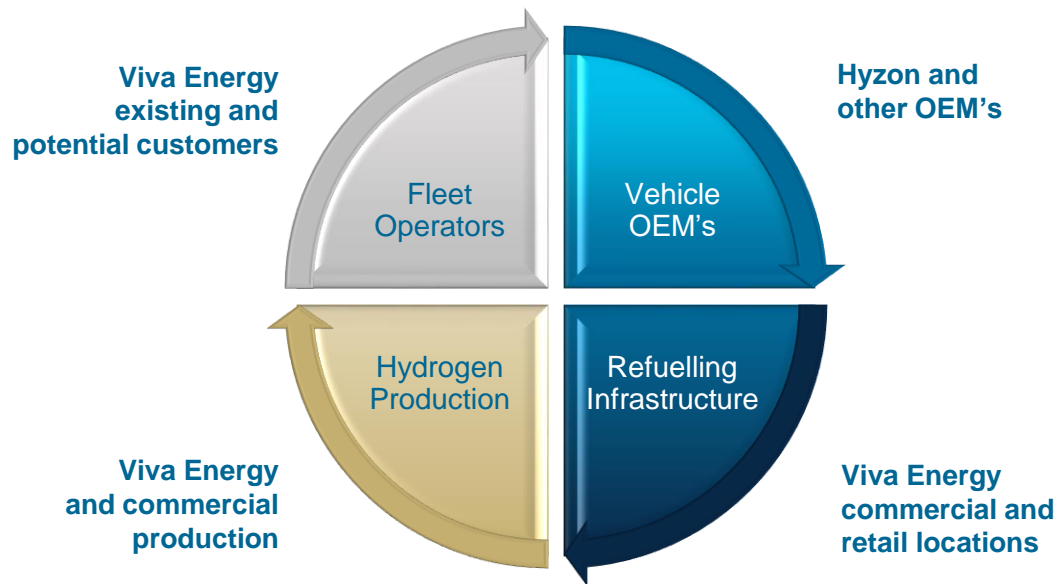
Our approach

- **Customers:** bring existing customers on the hydrogen mobility journey with initial hydrogen deployment opportunities, and a pathway to grow through a fleet expansion – integrated to an existing traditional fuels offer
- **Early mover advantage:** focusing on early-stage opportunity to position as leading distribution and refuelling offer and credible partner of choice
- **Supply:** agnostic to hydrogen generation and delivery method, the goal is to build demand through market growth, bring TCO close to ICE² and over time this should reduce hydrogen supply costs
- **Distribution and logistics:** leverage capability and supply chain expertise to delivery network refuelling offer
- **Network:** leveraging existing national footprint and large terminal footprints near HV infrastructure

1. Total Cost of Ownership
2. Internal combustion engine

Hydrogen refuelling

Working in partnership with OEM's, customers, and planning to build hydrogen supply chain capability, Viva Energy is well placed to commercialise hydrogen in heavy transport applications



Market opportunity

- Back-to-base commercial refueling case-study assessment
- Focus on delivery of vehicles into Australian market, supported by commercial-scale refueling infrastructure
- Working with OEMs and commercial partners to understand and remove barriers for vehicle operators to deploy, test and gain understanding
- Exploring options for hydrogen procurement or production at our facilities using green energy



1. Australian Market Hydrogen Study – 24 May 2021 – CEFC, Australian government and Advisian

Bio-Fuels and Waste recycling

Opportunities will evolve to leverage our refining and supply chain capability to partner with others to participate in the circular economy

Opportunity

- By 2030, waste-to-energy could be ~2-5% of Australian diesel demand
- Offers near to mid-term growth potential, and product suite for customers seeking lower-carbon intensity
- Refining capability to process new bio and synthetic feedstocks provides advantaged position
- Blending capability and retail network provide offtake outlets
- Advanced plastics recycling contributes to circular economy and is a potentially large-scale opportunity
- Biomethane alliance with WAGA Energy

				
Bio-Methane	Bio-Crudes	Plastics Recycling	Renewable Diesel	Novel Biofuels
Cost competitive low carbon	Recovering energy from waste	Capturing value-add from the circular economy	Developing co-processing capability at Geelong	Investing to bring lower cost low carbon fuels to market

Source: Company estimates, CSIRO 'Advanced recycling technologies to address Australia's plastic waste' – August 2021

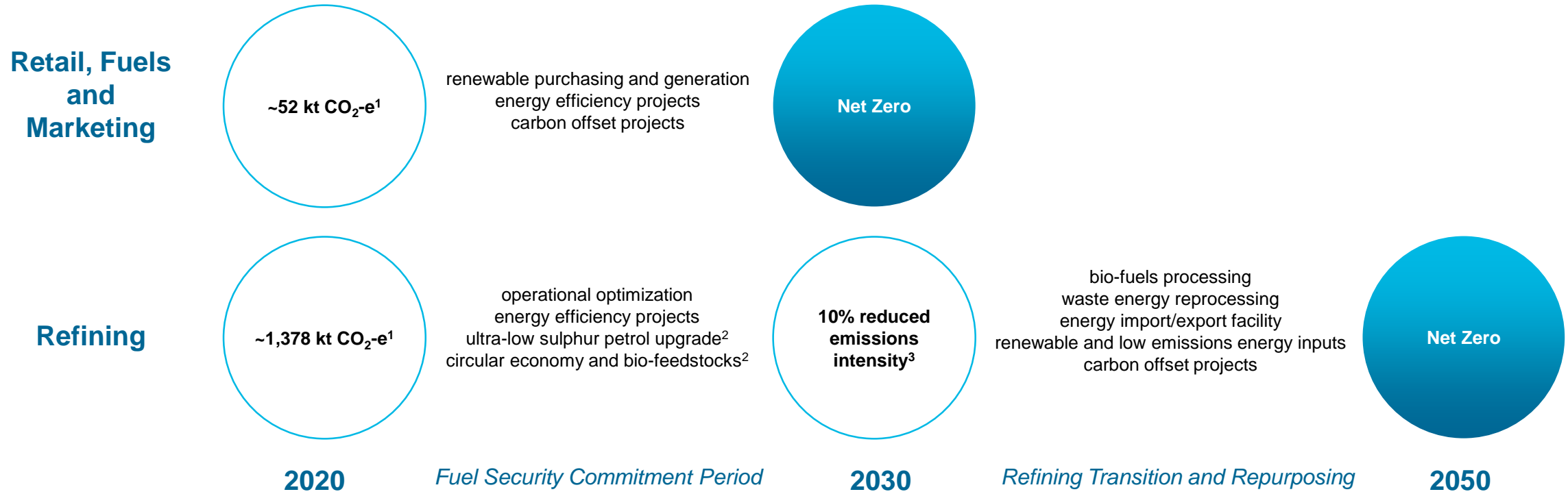
Strategic Priorities

Our plan to support the energy transition journey

					
Electric Vehicle Charging	Hydrogen Refuelling	Emissions Reduction	Low Sulphur Petrol	Transition Energies	Energy Security
Optimising our retail convenience network	Heavy vehicle transport (Buses and Trucks)	Support our business customers	Lower sulphur Euro6 vehicles	Bio-fuels, green gas and waste recycling	Leverage infrastructure to support energy security and transition

Emissions Targets

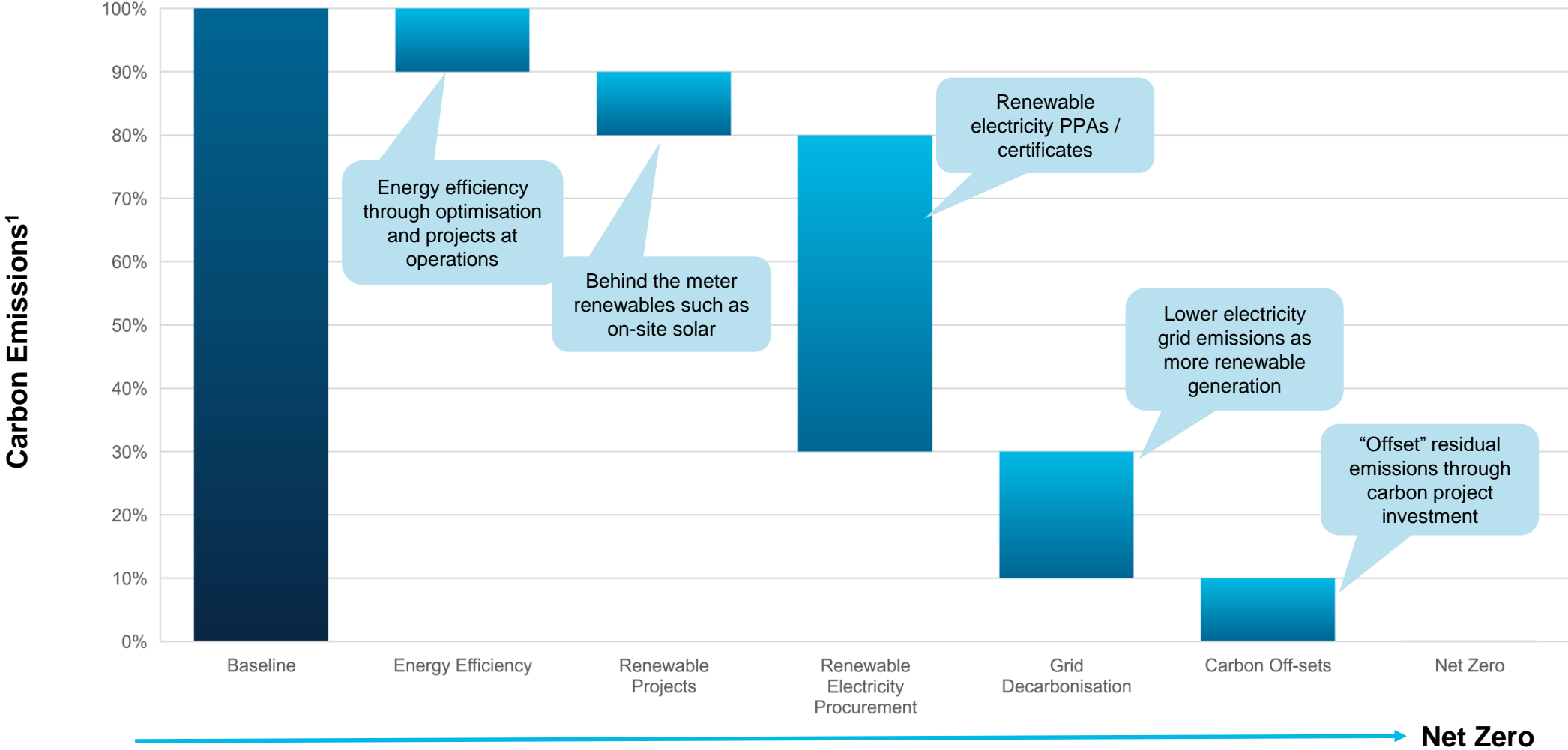
Targeting Net Zero in our non-refining operations and 10% reduction in refining emissions intensity by 2030, with an ambition for Net Zero by 2050 for all operations



1. Scope 1 & 2 “operational” emissions in FY19 base year. “KT” is thousand tonnes
 2. These projects may increase aggregate refinery emissions intensity, but have broader emissions and environmental net benefits
 3. Scope 1 & 2 emissions per Energy Content of Products (t CO₂-e / TJ)

Emissions reduction measures

There is a clear pathway to achieving Net Zero in our non-refining operations



1. Note: contribution levels shown are estimates for each enabler, and are illustrative. Viva’s actual Net Zero pathway may vary

Refining emissions

Refining operations will remain energy and emission intensive over our commitment period, with transition requiring re-purposing and re-use of site over the period out to 2050



Geelong Refinery

- Geelong Refinery is committed to the Government's Fuel Security Package for the next 7 years (to mid 2028), and is recognized as an energy intensive and trade exposed (EITE) facility
- The most impactful contribution to emissions reduction the Refinery can make over time will be producing lower carbon intensive products for the market and allowing our customers to reduce their overall emissions
- Gas Terminal Project Scope 1 and 2 emissions will be net zero from construction, and for its operational lifetime – it will be offset with credible carbon units

2030:
10% decrease
in emissions
intensity

- Our first of many meaningful steps to improve Geelong's emission intensity out to current horizon of 2030
- A combination of energy efficiency projects, grid decarbonization, and improved efficiencies
- Compliance with ultra-low sulphur petrol specifications adds processing units, and increases energy use and emissions at the refinery, but provides wider air quality and vehicle emissions benefits

2050:
Net zero

- Refining's role in energy market will adapt over time and we expect this will mean repurposing of Geelong and its processing capability by 2050
- Opportunities exist in additional bio and waste processing but these technologies remain difficult to scale and commercialise
- Our aim is to maintain energy security, and progress the facility to net zero over time as the energy market evolves



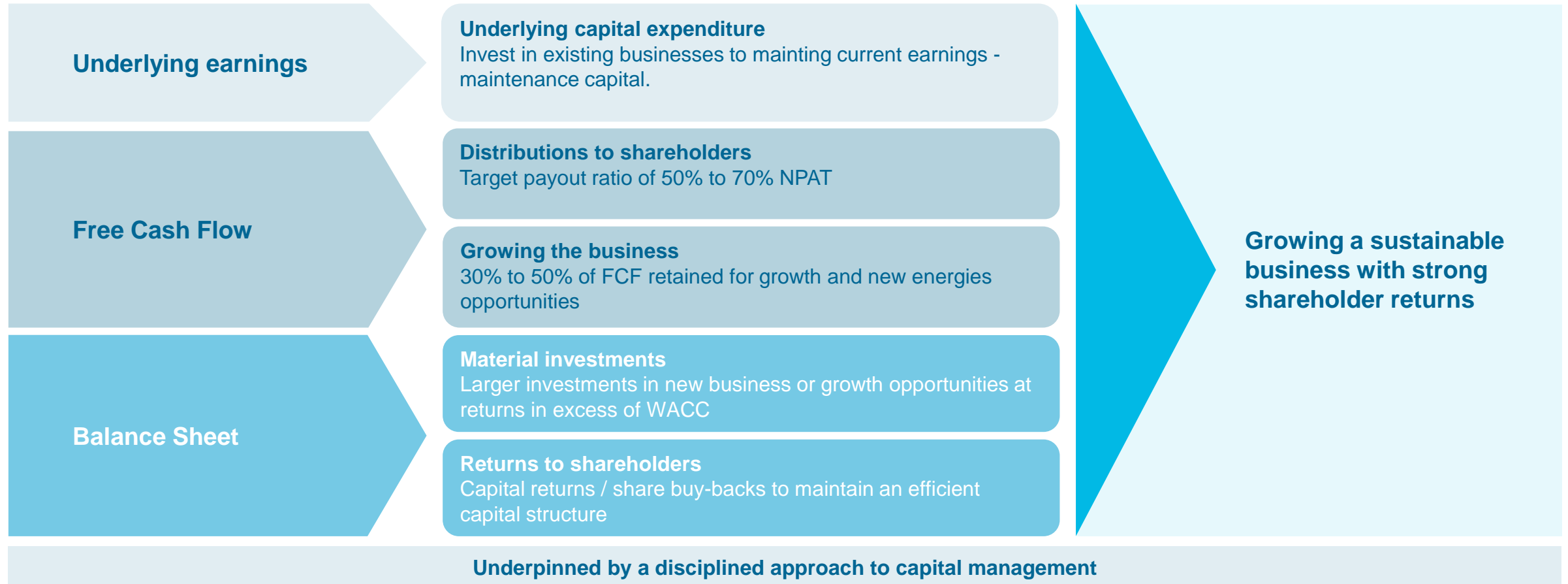
Capital Management

Jevan Bouzo



Capital management framework

Viva Energy will maintain a disciplined approach to capital management

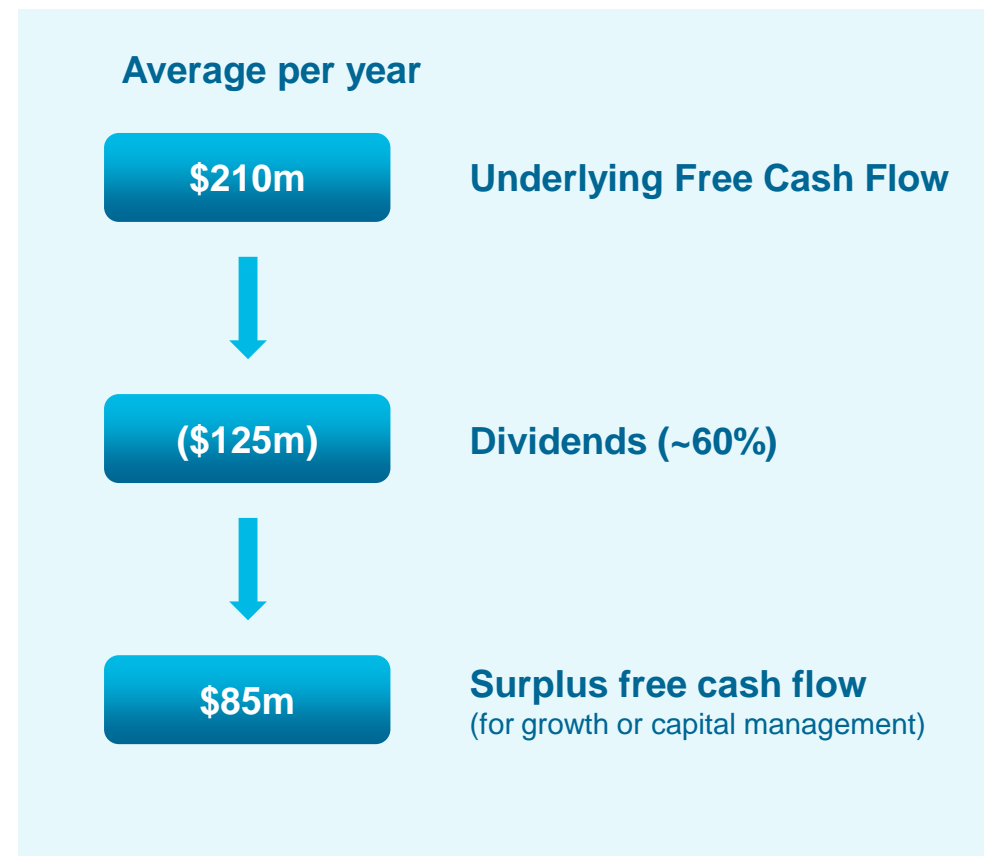


Retail, Fuels and Marketing

Underlying earnings and maintenance capital

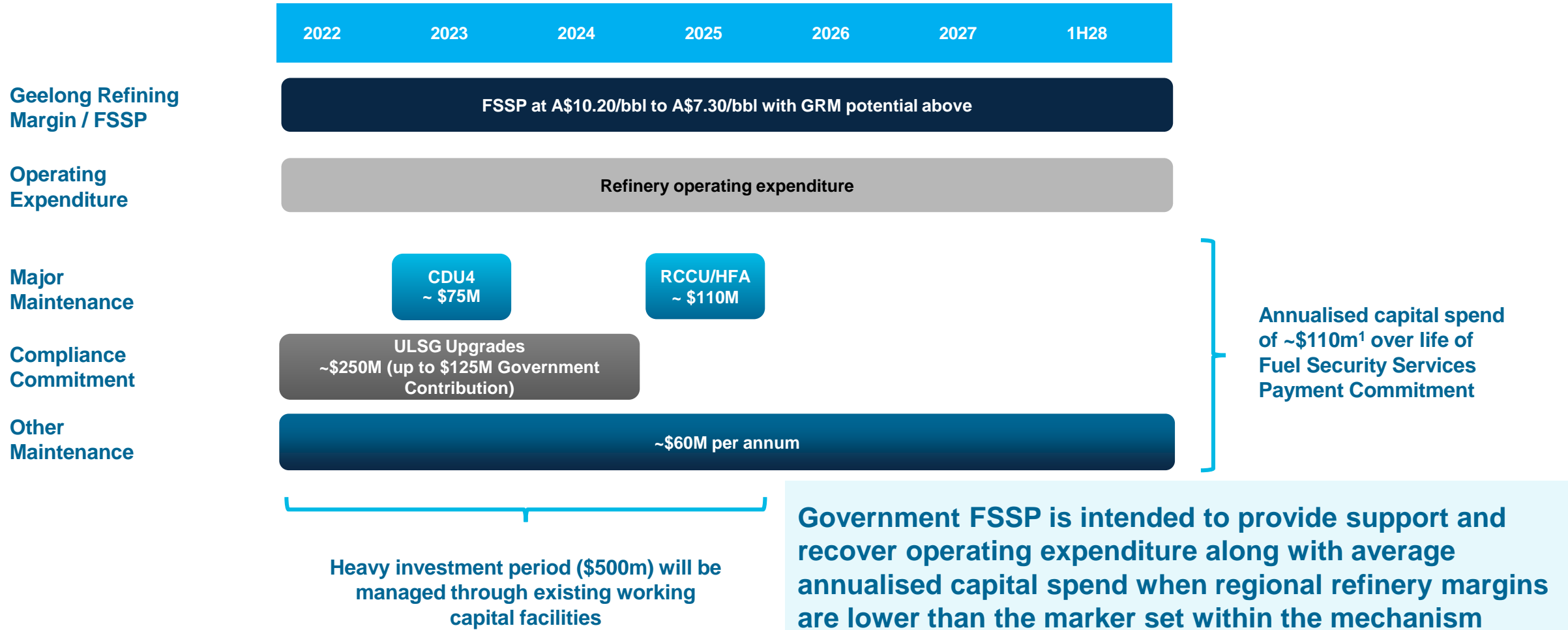
Retail, Fuels and Marketing	2018	2019	2020	1H21
Underlying EBITDA (RC) ¹	437	324	382	218
Depreciation and Amortisation	(67)	(88)	(96)	(54)
Finance Costs	(33)	(29)	(19)	(5)
Underlying Profit before tax (RC) ²	337	207	267	159
Tax	(101)	(62)	(80)	(48)
Underlying NPAT (RC) ²	236	145	187	111
Add back depreciation	67	88	96	54
Underlying Capex	(125)	(72)	(36)	(21)
Underlying Free Cash Flow ²	178	161	247	144
Pro-forma Dividend ³	142	87	112	67
FCF retained	36	74	135	78

1. EBITDA as per new segmentation reporting adopted at 1H2021.
2. Underlying results adjusted to exclude asset sales and profits from associates no longer held
3. Represents the dividends that would have been historically declared had the Group's revised policy applied, assuming a 60% payout ratio in line with midpoint of target range



Refining

FSSP underpins expenditure profile for commitment period to end 1H28 with upside from stronger margins



1. After applying recovery of 50% Government grant towards Ultra Low Sulphur Gasoline upgrade. Forecast capital expenditure for all major maintenance and compliance costs may differ from actual costs when incurred. The Company will provide an updated estimated range closer to the date of planned incurred spend.

Balance sheet and target gearing

A disciplined approach to deploying our excess cash and balance sheet capacity

Post Dividend Free Cash Flow

Growth

- Existing business opportunities with short paybacks and returns well above WACC
- Growth in non-fuel (convenience retail, commercial solutions and some new energies) with returns at or above WACC
- Long term innovation and energy transition with minimal short-term return (below WACC) but large long term upside potential

Balance Sheet

Acquisitions

- Strong focus on free cash flow per share and return on capital employed as well as strategic fit and our ability to leverage the Company's existing expertise

Balance Sheet

Capital Management

- Excess funds may be returned to shareholders from time to time to ensure the Company maintains an efficient capital structure

Target Gearing

- Target long term gearing based on Net Debt / Underlying EBITDA (RC) of 1.0x – 1.5x, approximately \$500M to \$750M of capacity¹
- Working capital facility not included in target gearing and will be reported as part of net working capital
- Target gearing range relates to term debt which can better align with duration of new growth opportunities
- Strong focus on free cash flow per share and return on capital employed when considering new opportunities

1. Based on average Underlying EBITDA (RC) for the period 2018 to 1H21, excluding refining EBITDA in 2020

Why invest in us



- ✓ Retail Fuels and Marketing is a **strong cash generating business** with leading positions in the Australian transport energy market and supported by advantaged infrastructure positions
- ✓ Strong ability to **grow earnings** in the core business with exposure to diverse range of energy and non-energy segments
- ✓ Meaningfully participate in **energy transition** to deliver new earnings opportunities
- ✓ Key role in **supporting energy security** under contract with the Federal Government and **lower levels of volatility** in Refining
- ✓ **Strong balance sheet capacity** to support meaningful earnings growth, targeting **>\$50M EBITDA p.a. from new earnings streams** over next 3 to 5 years
- ✓ Track record of **disciplined capital management** and investment to drive commercial returns
- ✓ Attractive shareholder returns and **cash flow generation** supports attractive dividend profile and cash retained for growth opportunities





Conclusion / Q&A

Scott Wyatt



