

CASE STUDIES

ENERGISING COMMUNITIES IN ACTION

In this section of the report we highlight a few key stories of how, in different ways around the world, we have been living up to our purpose of *energising communities*.

From delivering for our customers without fail to building customer loyalty by listening closely, from providing essentials for communities throughout the pandemic to playing our part in the future of energy - we're proud of the positive impact we make.





DELIVERING FOR OUR CUSTOMERS WITHOUT FAIL

We take pride in delivering time and time again with a super-reliable high-quality service for our customers around the world.

Over the years we have built up a strong track record on this front and despite the extreme challenges of COVID-19 in 2020, we were determined not to let any of our customers down.

Take for example, the complex operations of the various Puma Energy customers around the Panama Canal. If you picture the Canal, the chances are you see great big cargo ships moving slowly and steadily along this vital artery connecting the Pacific and Atlantic oceans.

Indeed, every year thousands of ships carry billions of dollars' worth of cargo along the Canal.

But look a little more closely and you will see tugboats, large cranes, dredgers and other small boats carrying out critical tasks that keep international trade flowing.

These craft and the people who operate them are the unsung heroes of the story. Over the years, we have been proud to provide the fuel so they can continue carrying out their vital role – and with our help, this exceptionally challenging year was no exception. As a safety measure during the pandemic for example, we were happy to deliver fuel from our storage terminal to our various customers' facilities using our trucks. This meant customers no longer had to have their own trucks and drivers coming to our terminal to pick up fuel.

We were also able to keep physical contact to the minimum and customer service to the maximum with the help of our ePuma tool. Launched in Panama in 2018, ePuma means we can work closely with our customers electronically, for example to manage upcoming orders. It's quicker, more efficient, and in these days of COVID-19, safer too.



This is one of those situations where the focus is on ensuring we provide essential service and support day after day, so that our customers can concentrate on their core operations.

Enrico Ferrari,
Commercial



BUILDING CUSTOMER LOYALTY BY LISTENING CLOSELY

We are doing everything we can to put our customers at the heart of our business.

It starts with listening more intensely to what they really want and need, so we can come up with products and services that truly make them smile. Call it data-driven delight.

The launch of PRIS – our brand new customer loyalty programme – is a good case in point. We took a truly customer-centric, genuinely insights-led approach, creating a best-in-class programme rooted in deep customer insights gathered through extensive qualitative and quantitative research. We listened closely to what people really want and like when it comes to loyalty and built our unique programme around this.



So for example, we've made it super easy to sign up and use. And we also enable customers to get more for their money, as they can earn points for fuel discounts, for offers at Super 7 convenience stores and other participating leading merchants from the communities where we operate.

Launched in Angola and Panama this year and set to be rolled out to a further eight countries in 2021 – PRIS is proving very popular. It's a great example of excelling through engagement.



PRIS is testament to our determination to become a leading customer-driven retailer in our key markets. We appreciate our customer loyalty and the launch of PRIS is an excellent opportunity to reward them in ways that are meaningful to them.

Deborah Binks-Moore,
Chief Customer Experience and
Communications Officer





WINNING BUSINESS WITH OUTSTANDING END-TO-END SOLUTIONS

Rather than simply sell products, we look to build strong long-term partnerships with our commercial customers. We focus on really understanding their needs and delivering outstanding end-to-end solutions.

Ok Tedi Mining Ltd (OTML) were looking for a partner they could trust to provide fuel they needed for their mining operations in Papua New Guinea. The fuel is used to generate power for its processing mills, keeping its mining fleet operating, and providing electricity to its Tabubil township, and the local neighbouring communities. But getting the fuel there is not easy, starting with an 11-12 day round trip in



a complex river system to multiple intermediate storage and then more than 140km of road freight to supply the mine. The region receives 10-12m of rainfall a year which both complicates and facilitates the supply chain through adequate river levels for the safe passage of fuel vessels.

Our in-country refining capability of PNG made fuel, superior storage infrastructure and flexible customer-focused approach helped us retain this key strategic partner. Our solution combines managing the highly complex supply chain with technical advice beyond the supply of the product, including helping with product stewardship, which is particularly important in a remote and challenging location like Ok Tedi. Once delivered, it is essential to Ok Tedi that this critical material is stored and managed, so it is available at the right quality, every time. So we not only promise to deliver the fuel without fail but also advise on how best to store it and get the best use out of it.

The Manager of OTML's Supply Department, Cameron McGregor, understands the value of effective partnerships. "The relationship between Ok Tedi and Puma Energy is a really valuable one. Knowing that we have a supplier we can rely on to deliver consistently to meet a highly complex supply chain and help us manage our fuel after it has been delivered, gives me the confidence I need to support operations. Puma Energy has a really flexible team and they understand us and the constraints within which we work."

It is a great example of bringing together security of supply, flexibility and excellent service for our customers.



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Cameron McGregor,
Supply Manager, Ok Tedi Mining Ltd



PLAYING OUR PART IN THE FUTURE OF ENERGY

Decarbonised, decentralised and digitised – the future of energy is full of change and opportunity. At Puma Energy, we are determined to play a leading part in this across our high-potential markets.

With the creation of our Future Energies business unit, we are playing a key role in the energy transition across Africa, Asia and the Americas. The opportunities for Future Energies to increase energy access, responsibly, are immense. We will help customers and communities enjoy affordable, reliable and sustainable energy.

We are investing in solar projects within our own assets, focusing on reducing the carbon footprint of our operations, reducing energy costs and most importantly, showcasing our capabilities to external customers, learning and improving as we go. In 2020, we began



building out the first phase of this pipeline of projects in Puerto Rico, Ghana, Papua New Guinea, Nicaragua and Honduras.

We have set ourselves the target of deploying solar and/or battery storage at 75% or more of our company owned and operated retail sites, depots and terminals by 2023, saving up to 12,000MT CO₂ per annum. One of these sites is El Carrizal, Honduras where Future Energies installed a 35kW rooftop solar solution.

Together with solar installations in our own assets, we have engaged with our commercial customers to offer solutions that will help with their energy transition. We are working alongside governments to support them as they prepare their energy transitions with emerging policies and regulatory frameworks. By removing barriers, we aim to promote investment in clean, distributed energy solutions that will increase electrification rates sustainably.

This is just the beginning – for our customers, our communities and our company, the future of energy is bright.

ADOPTING NEW WAYS OF WORKING

The pandemic has accelerated many changes, not least in the ways many of us work – how we work, where we work, our work culture. At Puma Energy, we are embracing this change by focusing on new ways of working and adopting a future of work framework centred around Platform, Productivity and People – the 3Ps.

Platform focuses us on providing the tools for flexible work, for example interactive workspaces. Productivity is about ensuring resilience in the new normal, for example by strengthening people’s remote learning skills. People puts the emphasis on transforming wellbeing, for example through various education, awareness and support initiatives.

Together, the 3Ps are the basis for a key change in focus from activity to productivity – from time spent in a fixed place to value created from wherever works best. The aim is to give us a

competitive advantage by enabling us to motivate and retain our colleagues and attract talent from a very diverse range of industries. It is also to equip our colleagues, and help us remain on track to execute our strategy and five-year business plan.

We have set out the future of in our New Ways of Working White Paper, and are beginning to invest across our Platform, Productivity and People framework. And we are looking forward to accelerating these changes for the better, so that together we can create more value, more flexibly and enjoyably, across Puma Energy.

The 3Ps



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EXCELLING IN HEALTH AND SAFETY

Our Corinto Maritime Terminal in Nicaragua has achieved an incredible 58 years without a Lost Time injury (LTI).

Throughout Puma Energy, we're dedicated to setting and achieving the highest health and safety standards, and Corinto is a standout example of living up to this commitment, not just here or there or now and then – but constantly, without fail, for close to six decades.

This outstanding performance is the result of the team's consistent hard work and diligent commitment to applying systems, application and products guidelines, and safety policies (SAPS). It takes every member of the team committing to uphold the highest standards in safety, every single day, and support from our Managua Refinery and Sandino Terminal operations staff to achieve such a safety record.

All three locations work as a team in order to achieve Puma Energy's goals and to pursue new challenges every day – they are always committed to maintaining a safe environment for our team, contractors and customers.

Our Sandino Marine Terminal is located around 60 km from the Refinery. It receives and stores crude transported to the Refinery by pipeline, to then be transformed into finished products.

Our Corinto Marine Terminal is located 150 km from Managua, Nicaragua's capital city. It serves as an important logistical site where clean products and fuel oil vessels are received, stored and dispatched to complement refinery production and meet Nicaragua's growing demand.

As our CEO Emma FitzGerald says: "I am so proud of all my colleagues working at the Corinto Maritime Terminal. This is a remarkable achievement from a team who have demanded the highest safety standards from themselves and each other. There is no secret to best-in-class health and safety – it is about rigorous process, well-communicated protocols and colleagues feeling empowered to take responsibility for applying them to keep everyone safe."



TAILORING OUR SOLUTIONS TO DELIVER REAL BUSINESS BENEFITS

From saving money to increasing efficiency – we focus on helping our commercial customers achieve real business benefits.

To this end, we organise ourselves around serving the needs of key customer segments – from mining to agriculture, transportation to power generation and marine. Across these segments, we work closely with each customer, especially with end-users of our products to build our understanding of their particular needs and objectives, so we can tailor our solution and help their business as much as possible.

In Zambia for example, we created a combined fuels and lubricants solution for a copper mine, which is delivering significant

operational improvements and cost savings. A key part of the process was to work closely with the mine's engineers to identify where we could really add value to the business. By moving to our synthetic, high-performance lubricant for vehicle transmissions for example, our customer is improving machinery up-time and performance.

By focusing in this way on adding value to businesses we are going further in creating greater value for our own business – so everybody wins.

