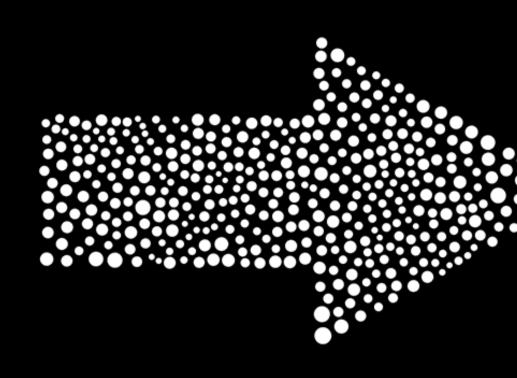


115 SECONDS **9** GOLD MEDALS **\$100** MILLION DOLLARS

THAT'S Investment!

PRIMARY OBJECTIVE

We know Super Oil wants to be the industry's superior digital leader, but not only do they want to be a leader, they also want to bring on diverse talent to help them achieve that goal.



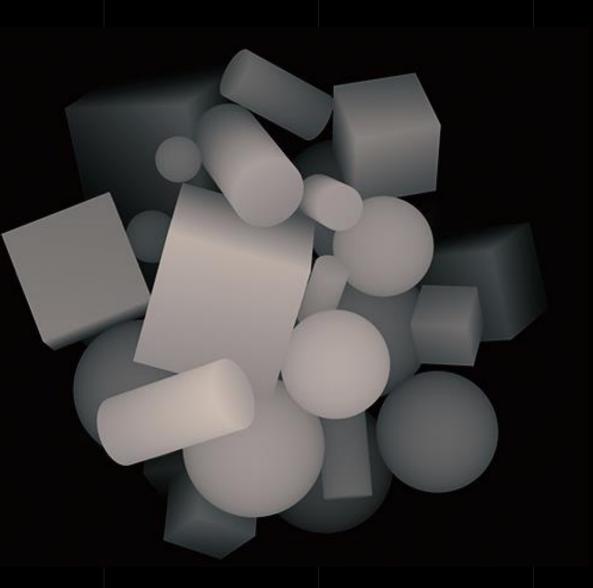
SUPER OIL & GAS Corporation

INVESTMENT

DIGITAL TRANSFORMATION DIGITAL SHIFTS DIGITAL WORKFORCE

> SUPERIOR DIGITAL Leadership

ABUU PBA We design client focused solutions and strategies for businesses to compete in the digital world.



W W W . P B A G R O U P . C O M



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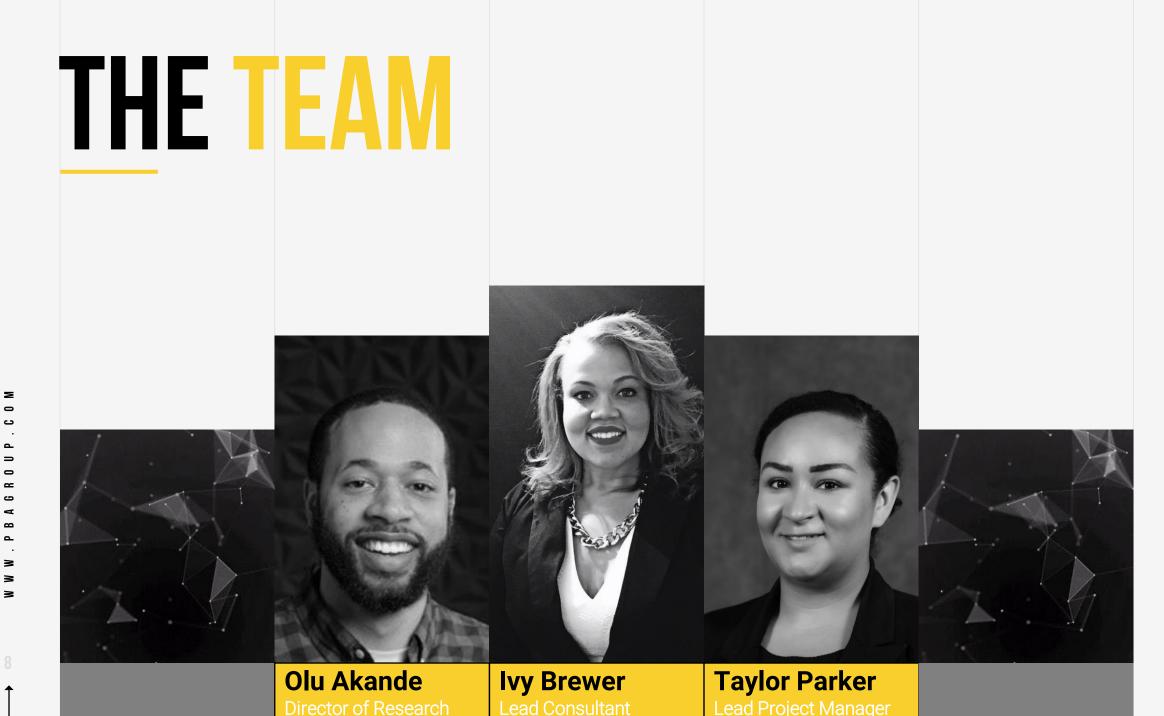
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LEADERSHIP NTHE SUPER OIL AND GAS CORPORATION (SOGC)

PRESENTED BY THE PBA GROUP

14 APRIL 2020



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AGENDA

Problem, Key Issues, Solutions

Identify the problem, key issues, solutions and analysis of industry trends in the oil and gas industry

Background

Definition of digitalization, global industry competition analysis, benefits and risks

Digital Leadership

Business Strategy

Steps on how SOGC will become a superior digital leader Key areas of focus to shift within SOGC

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Recruitment & Retention

Approaches for

incorporating and developing diverse talent over the next 5 years

Financials

The Wrap-Up

Analysis of cost savings and potential revenue gains in the future after adopting a robust digitalization strategy Implementation and summary of PBA's plan to work with SOGC to achieve digitalization and recruitment goals



PBA's customized plan to bring SOGC into the digital world



THE PROBLEM

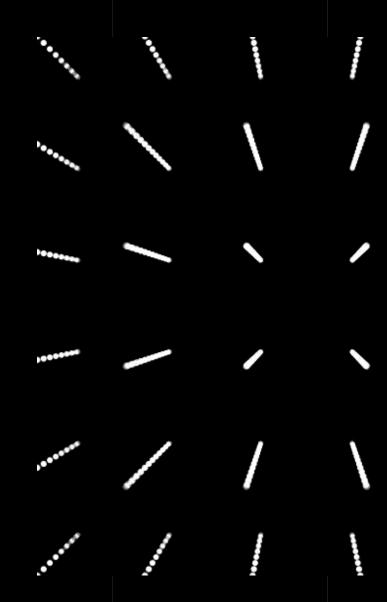
Today, for oil and gas firms, digital is the key to reduce costs, make faster and better decisions, and to increase workforce productivity.

However, it remains difficult for firms to translate digital efficiency into better financial performance and increased competitive advantage.



KEY ISSUE

How can Super Oil and Gas become a superior digital leader with a diverse and talented workforce?



NRKEA IZZAFZ

ISSUE ONE

- 0 പ How can SOGC ₽. achieve digital -0 leadership while œ
- remaining ◄
 - competitive in the
- domestic and ≥
 - global markets?

ISSUE TWO

Where must SOGC shift its business strategies to achieve success in a digitalized world?

ISSUE THREE

How can SOGC embrace digitalization across business functions and continue to effectively recruit and retain a diverse workforce?

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SOLUTIONS

01 DIGITAL TRANSFORMATION

02

DIGITAL SHIFTS

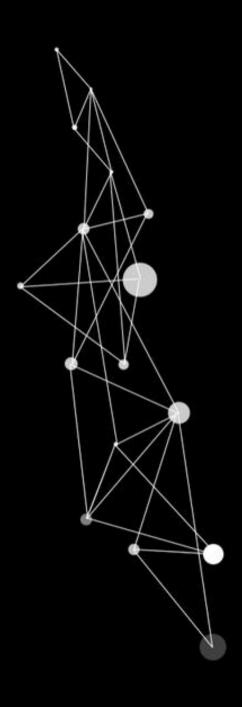
Digital Strategy

Digital Culture

- 1. Physical to Digital
- 2. Digital
- 3. Digital to Physical
- 4. Expansion

03 DIGITAL WORKFORCE

- 1. People Analytics
- 2. Channel Recruitment
- 3. Rethink Retention



Industry Trends

Financial Benefits

Defining Digitalization

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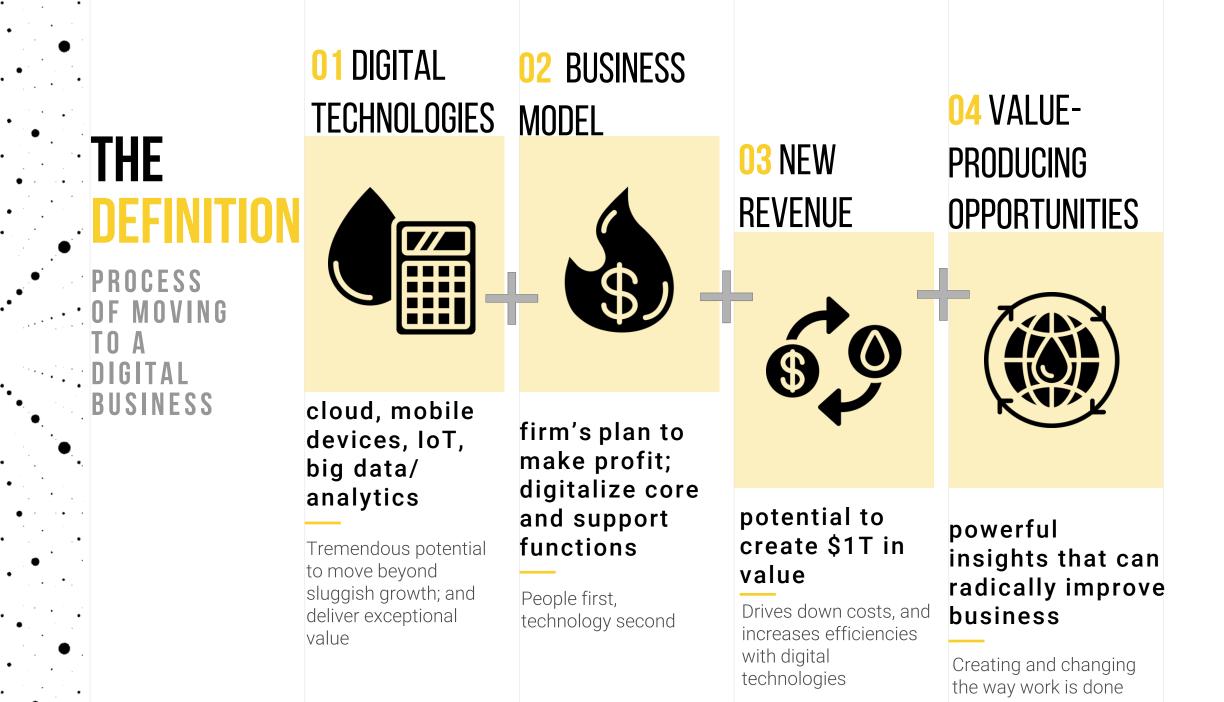


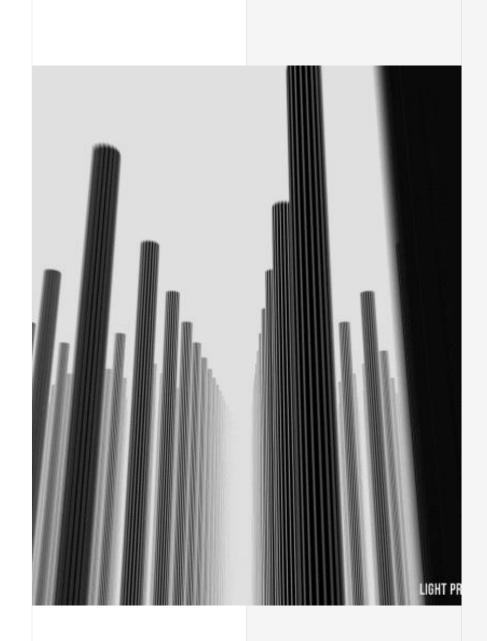


U4 Four key parts

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RISKS & BENEFITS

Lack of strategy

- Over focus on technology
- Insecure data storage

- Decreases expenses
- Increases profits
- Improves safety

21

HOW CAN SOGC ACHIEVE D G TAL

DELIVERABLE ONE



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88% UNDERGOING DT

75% DON'T UNDERSTAND DT

DEFINITION	
GOALS	
COMPETITIVE AN	ALYSIS
ACHIEVING DIGIT	AL LEADERSHIP
	D OPPORTUNITIES

FORMATION DIGITAI ANS S

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DEFINITION

the process of adapting and evolving business processes and customer experiences by using digital technologies



www.pbagroup.col

GOALS



INCREASED EFFICIENCY

Data visualization reveals redundancies and areas for improvement

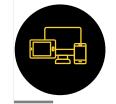


IMPROVED Collaboration

Digital workspaces remove limitations of physical world and creates new workflows Access to customer data and use of AI can dramatically improve customer experience

ENHANCED

SERVICES



OPTIMIZED Processes

Unified data sources of truth decrease time needed to make and implement decisions

COMPETITIVE Analysis

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TOP OIL AND GAS COMPANIES

ANALYSIS	FEATURE	SHELL	BP	EXXON MOBIL	CHEVRON
DATA is not a	FOCUS ON BIG DATA	Y	Y	Y	Υ
resource for us	TECH PARTNERSHIPS	Υ	Υ	Υ	Υ
unless we know how	INDUSTRY PARTNERSHIPS	Y	Y	Y	Y
to extract and give	DEDICATED TRANSFORMATION DEPT./LEADERSHIP	Y	Y	Y	Y
business meaning in solving problems	DIGITAL DEPARTMENTS	Y	Y	Y	Y
that is where the	DIVERSE ORG. GOALS	Y	Υ	Υ	Y
transformation of	OBJECTIVE FOR DIGITAL TRANSFORMATION	•Cost savings •Improved customer experience	 Improved efficiency Safer operations 	 Safer operations Increased profitability 	 Cost savings Safer operations
our journey is		experience		promability	

SOLUTIONS

DIGITAL TRANSFORMATION

Physical to Digital

DIGITAL SHIFTS

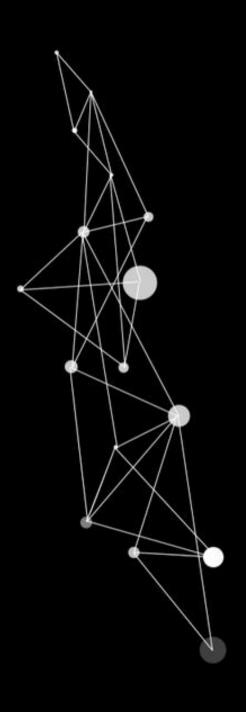
Digital Strategy

Digital Culture

- 2. Digital
- 3. Digital to Physical
- 4. Expansion

DIGITAL WORKFORCE

- People Analytics
- 2. Channel Recruitment
- 3. Rethink Retention





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DIGITAL TRANSFORMATION 4 STEP PLAN

DIGITAL

DNA



PHYSICAL TO DIGITAL

Capture information from the physical world and create digital records for physical data



DIGITAL

Share information and uncover meaningful insights using advanced analytics, scenario analysis, and A.I. **EXPANSION** Expand transformation to other business units across enterprise

Π4

03

DIGITAL TO PHYSICAL

Apply algorithms to translate digital world decisions to effective data, spurring action and change in the physical world

To become a digital leader Super Oil must complete the loop.





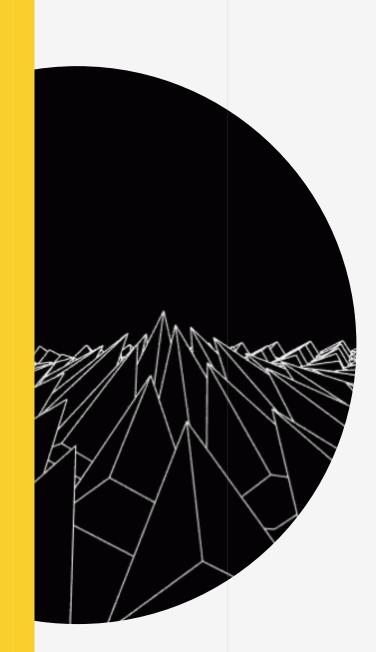
70%

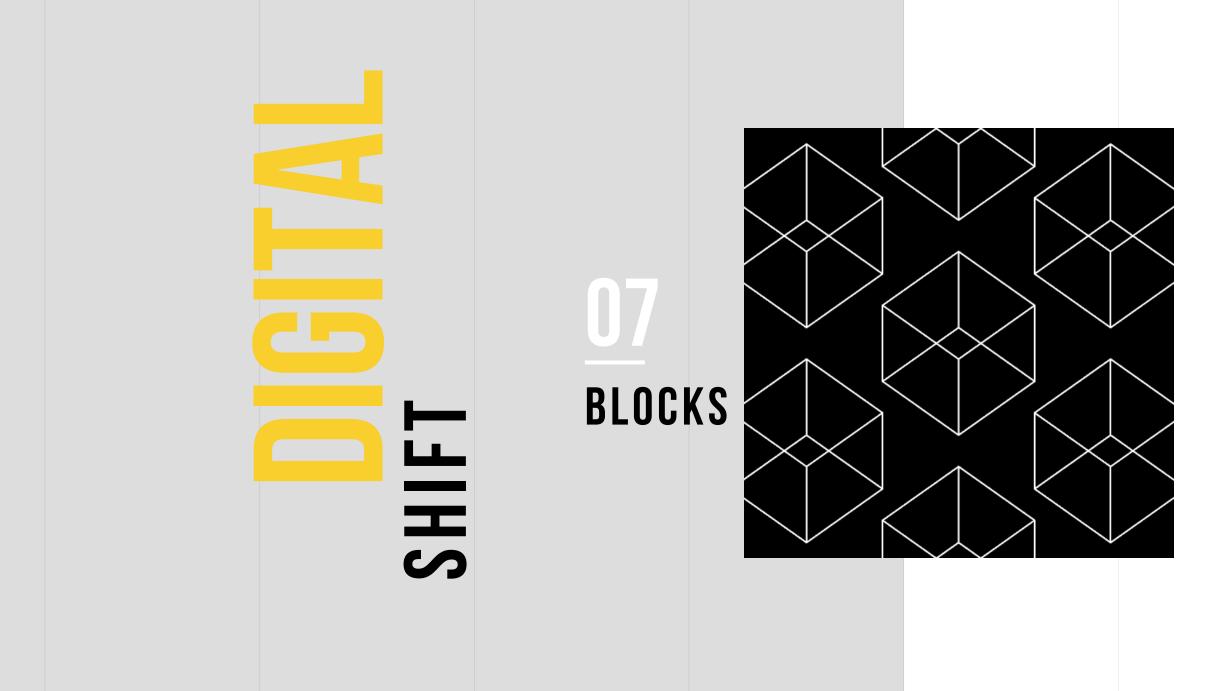
WHY DO SOME FFORTS SUCCEED, AND OTHERS FAIL?

STRUCTURE DRIVES STRATEGY

WHERE MUST BUSINESS STRATEGY SHIFT?

DELIVERABLE TWO





SOLUTIONS

DIGITAL TRANSFORMATION

DIGITAL SHIFTS

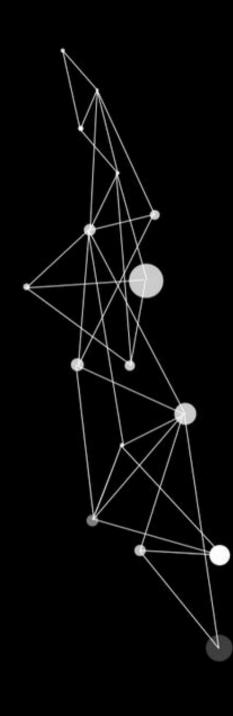
Digital Strategy

Digital Culture

- 1. Physical to Digital
- 2. Digital
- **3. Digital to Physical**
- 4. Expansion

DIGITAL WORKFORCE

- . People Analytics
- 2. Channel Recruitment
- 3. Rethink Retention



O 1 ALIGN ON THE WHY Shifting to digital strategy



FLUENCY

- Digital IQ's
- Training

DEFINE

- Scope and
- objectives
- Collaborative, and cross functional team

START

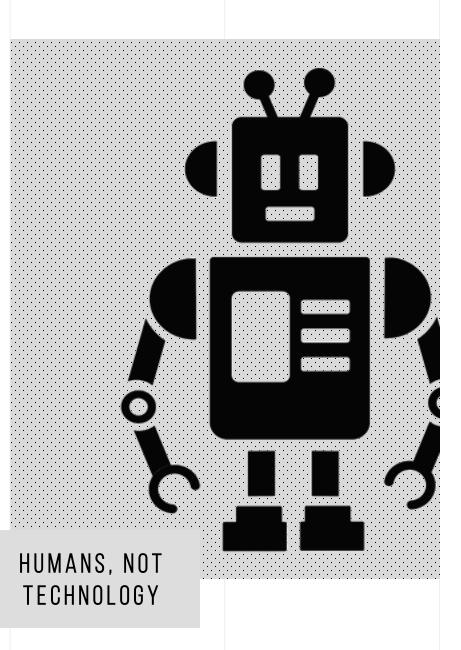
- Think big
- Choose a pilot, learn from mistakes for future attempts

ASSESS

- Actively assess, manage, and re
 - evaluate
- Agile and iterative basis

O2 PREPARE FOR CULTURE CHANGE CREATE A DIGITAL

CULTURE



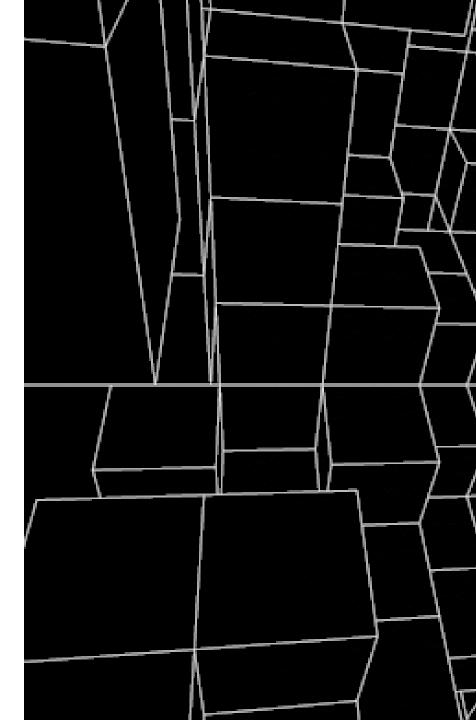
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THE BARRIERS TO DIGITAL TRANSFORMATION ARE PRIMARILY CULTURAL . .

CULTURE CANNOT BE IGNORED...

NEW TALENT IS REQUIRED



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HOW DOES SOGC **ADIVERSE WORKFORCE?**

DELIVERABLE THREE



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ACKGROUND

90%

Job seekers

opportunities

to search

for new

use smartphones



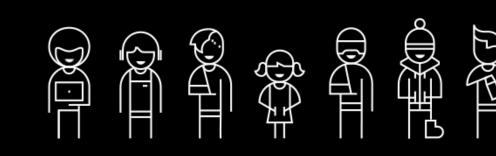
Job seekers say mobile devices are critical to find a job



Employers do not believe they recruit top talent Of the employers who believe they recruit top talent, only 7% retain

7%

top talent



SOLUTIONS

DIGITAL TRANSFORMATION

. Physical to Digital

DIGITAL SHIFTS

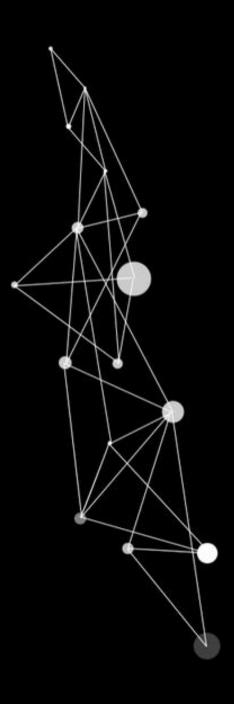
Digital Strategy

Digital Culture

- 2. Digital
- **3. Digital to Physical**
- 4. Expansion

DIGITAL WORKFORCE

- . People Analytics
- Channel Recruitment
- 3. Rethink Retention



O1 USE PEOPLE Analytics

5% for the 95%

data-driven approach to understanding the functions,

processes and characteristics of people in order improve efficiency, increase productivity and **invest** in current and future employees

O2 CHANNEL RECRUITMENT

Modernizing recruitment is essential--we suggest the use of digital channels.

- People Analytics
- Hackathons/Codathons
- Github/Stack Overflow
- Artificial Intelligence
- and other social channels

-- O3 RETHINK RETENTION



E-MENTORSHIPS

APPRENTICESHIPS

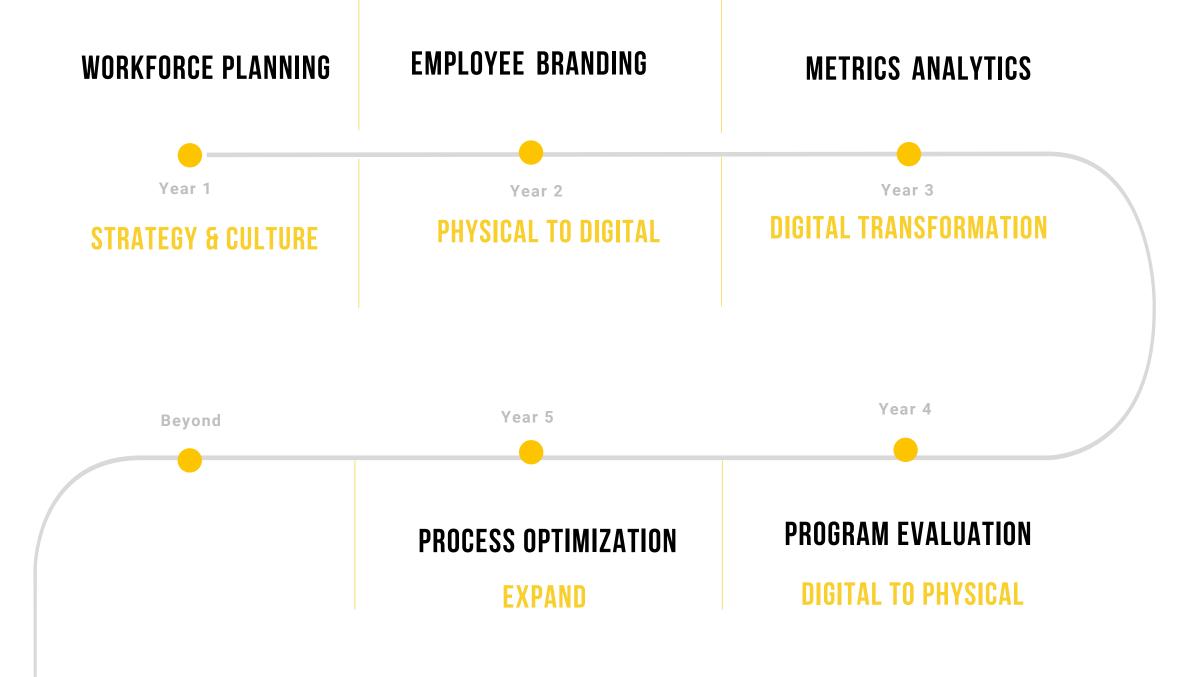
- Value-based
- Visualize career paths and future advancement

CAREER PATHS

- Bridges gaps
- Connects seasoned leaders and
 - underrepresented
 - groups

- Develop and prepare future workforce
- Practical application

Credentials



THE WRAP UP

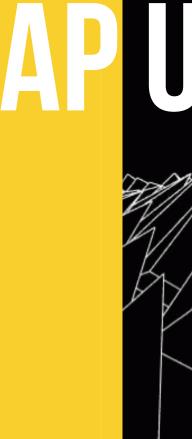
Financials

Implementation

Challenges &

Opportunities

Executive Summary



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PROJECTED FINANCIALS

1.2%

increase in annual revenue

2%

annual decrease in production costs

revenue

\$11.7 BILLION

15%

dividend payout to shareholders

72%

increase in Net Profit Margin over 5 years

cash flows

\$4.1 BILLION

68%

increase in Return on Equity over 5 years

67% increase in Return on Assets over 5 years

\$12.7 BILLION

investment over 5 years

For comparison, Exxon Mobil invested \$7 billion in long-term debt in 2019

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Please reference financial spreadsheets in Appendix of proposal for additional information and figures.

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PROJ	ECT	MPLE	MENT	ATION
	MONTHS 1-2	MONTHS 3-4	MONTHS 5-6	
Discovery				
Design				
Development				
Pilot				
PBA group				

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CHALLENGES & OPPORTUNITIES

Organizational bureaucracy Budget constraints Employee resistance Legacy IT infrastructure Data governance

- Improved operational efficiency
- Better customer experience
- Robust decision making
- Reduced costs and profitability
- Attracting diverse talent

EXECUTIVE SUMMARY

PRIMARY OBJECTIVE

Become a superior digital leader and bring on diverse talent

GAPS & OPPORTUNITIES

- Low prices of oil call for increased efficiencies... digital first is the only option
- 70% of firms fail at DT, must have digital strategy and culture

PROPOSED SOLUTIONS

- Digital transformation
- Digital first strategy and culture
- Recruiting digital talent that is diverse

THE DRILL IS WORTH THE OIL!



IS SUPER OIL READY TO MAKE AN **BY WORKING** WITH PBA TO **BECOME A** SUPERIOR DIGITAL **LEADER?**



APPENDIX

- FINANCIAL STATEMENT
- DETAILED 5-YEAR PLAN

Consolidated Statement of Income (millions of dollars)								
	2019	2020	2021	2022	2023	2024		
evenues and other income								
ales and other operating revenue		2,160 184,346			188,797	191,062		
ncome from equity affiliates	3,832	3,878	3,925	3,972	4,019	4,068		
ther income	2,756	2,789	2,823	2,856	2,891	2,925		
otal revenues and other income	186,588 188	8,827 191,093	3 193,386		195,707	198,055		
osts and other deductions								
	101 092 107	002 102 11/	104 145		105 196	106 339	1% Increase in all pacts evaluating production sects	
rude oil and product purchases	25,886	2,093 103,114 25,368	24,861	24,364	105,186	106,238	1% Increase in all costs excluding production costs	
roduction and manufacturing expenses					23,876	23,399	2% reduction in production costs	
elling, general and administrative expenses	8,012	8,092	8,173	8,255	8,337	8,421		
epreciation and depletion	13,354	13,488	13,622	13,759	13,896	14,035		
xploration expenses, including dry holes	892 868	901 877	910 885	919 894	928 903	938 912		
Ion-service pension and postretirement benefit exp	583	589	595	601	903 607	613		
nterest expense Ither taxes and duties	21,457	21,672	21,888	22,107	22,328	22,552		
otal costs and other deductions		21,672 3,079 174,048		22,107	176,063	177,107		
	1/2,134 1/3	3,073 174,040	113,043		170,005	1/7,107		
ncome before income taxes	14,454	15,748	17,044	18,343	19.644	20,948		
ncome taxes	3,713	4,095	4,432	4,769	5,107	5,447		
let income including noncontrolling interests	3,713	4,095	4,432	4,769	14,537	5,447		
let income attributable to noncontrolling interests	661	668	674	681	688	695		
let income attributable to Super Gas and Oil Corp 10,080	661	10,986	11,939	12,893	13,849	14,807		
et meanie attributable to super das and on corp 10,080		10,500	11,555	12,055	13,045	14,007		
consolidated Statement of Comprehensive Income								
	1							
	2019							
	2019							
Assets	_							
urrent assets								
Cash and cash equivalents	2,174							
Notes and accounts receivable, less estimated dou 18,978	2,174							
nventories								
rude oil, products and merchandise	9,860							
Aterials and supplies	3,180							
Other current assets	1,034							
otal current assets	35,226							
ivestments, advances and long-term receivables	30,378							
roperty, plant and equipment, at cost, less accumulated depr								
nd depletion	178,070							
Other assets, including intangibles, net	11,516							
otal assets	255,190							
	233,150							
abilities								
current liabilities								
lotes and loans payable	14,483							
ccounts payable and accrued liabilities	29,440							
come taxes payable	1,112							
otal current liabilities	45,035							
ong-term debt ostretirement benefits reserves	18,539							
eferred income tax liabilities	15,697							
	18,031							
ong-term obligations to equity companies	2,807							
ther long-term obligations	15,072							
otal liabilities	115,181							
quity								
ommon stock [®] without [®] par value								

Earnings reinvested	232,994																
Accumulated other comprehensive income	-10,779																
Common stock held in treasury																	
(3,7852 million shares in 2019 and 3,7822 million shares -124,8																	
Super Oil and Gas Corporation share of equity	105,979																
Noncontrolling interests	4,030																
Total equity	110,009																
Total liabilities and equity	225,190																
Consolidated Statement of Cash Flows																	
	2019	2020	2021	2022	2023	2024											
Cash flows from operating activities																	
Net income including noncontrolling interests	10,741	11,654	12,613	13,574	14,537	15,502											
Adjustments for noncash transactions																	
Depreciation and depletion	13,354	13,488	13,622	13,759	13,896	14,035											
Deferred income tax charges/(credits)	-664	-671	-677	-684	-691	-698											
Postretirement benefits expense																	
in excess of/(less than) net payments	78	79	80	80	81	82											
Other long-term obligation provisions																	
in excess of/(less than) payments	-2,135	-2,1	56 -2,17	78 -2,200	0 -2,222	-2,244											
Dividends received greater than/(less than) equity in current				1													
earnings of equity companies -658		-665	-671	-678	-685	-692											
Changes in operational working capital, excluding cash and debt																	
Reduction/(increase)																	
Notes and accounts receivable	-1,85	6 -1,8	75 -1,89	93 -1,912	2 -1,931	-1,951											
Inventories	51	52	5 1,05	5 1,511	53	54											
Other current assets	-164	-166	-167	-169	-171	-172											
Increase/(reduction)	-104	-100	-107	-109	-1/1	-172											
Accounts and other payables	2,618	2,644	2,671	2,697	2,724	2,752											
		-1,214	-1,226	-1,238	-1,251	-1,263											
Net (gain) on asset sales	-1,202																
All other items - net	1,081	1,092	1,103 23,327	1,114	1,125 25,466	1,136 26,540							_				
Net cash provided by operating activities	21,244	22,262	23,327	24,395	25,466	26,540											
Cash flows from investing activities																	
	-10,124	-10,225	-10,327	-10,431	-10,535	-10,640											
Additions to property, plant and equipment Proceeds associated with sales of subsidiaries, property, plant	-10,124	-10,225	-10,527	-10,451	-10,555	-10,040											
and equipment, and sales and returns of investmen	4,103	4,144	4,185	4,227	4,270	4,312											
			-2,800	-2,828	-2,856	-2,885											
Additional investments and advances	-2,745	-2,772															
Other investing activities including collection of ad	1,048	1,058	1,069	1,080	1,091	1,101											
Net cash used in investing activities	-7,718	-7,795	-7,873	-7,952	-8,031	-8,112											
Cash flows from financing activities																	
	46	5,000	0	0	0	0	*C	+			+ :- 2010 T	hin a dalation	reflects a sin	alless also had been		020	
Additions to long-term debt	40	5,000	0	0	0	U	*Exxon inves	sted \$7,052	million in io	ng term dei	ot in 2019. I	his addition	reflects a sin	nilar debt in	crease for 2	020	
Reductions in long-term debt		4 5 9 9		4 530													
Additions to short-term debt	4.750	1,500	1,515	1,530	1,545	1,561							_				
Reductions in short-term debt	-4,752	-4,800	-4,848	-4,896	-4,945	-4,994											
Additions/(reductions) in commercial paper, and debt with	1 212	4.335	1 220	1 252	1.205	1 370											
three months or less maturity	1,312	1,325	1,338	1,352	1,365	1,379	450/ 10 11 11	anda mateta	at a slide of t								
Cash dividends to Super Oil and Gas Corporation s	-7,798	-8,968	-9,864	-10,851	-11,936	-12,055	15% in divide	ends paid to	stocknolde	rs							
Cash dividends to noncontrolling interests	-243	-267	-270	-273	-275	-303											
Changes in noncontrolling interests	146	147	149	150	152	153											
Common Stock Acquired	-626	-689	-695	-702	-709	-717											
Net cash used in financing activities	-11,915		-15,705		-17,894	-18,098											
Effects of exchange rate changes on cash	-257	-270	-273	-275	-278	-281											
Increase/(decrease) in cash and cash equivalents	-135	-149	-150	-151	-153	-155											
Cash and cash equivalents at beginning of year	2,177	3,788	8,504	8,253	7,946	7,487											
Cash and cash equivalents at end of year	3,788	8,504	8,253	7,946	7,487	7,818											
Financials (Based on 2019 balance sheet figures)																	
in the second of the second se																	
Gross margin	7.746	8.340	8.919	9.485	10.037	10.577											

Return on Assets	0.039	0.043	0.047	0.051	0.054	0.058						
Return on Equity	0.092	0.100	0.109	0.117	0.126	0.135						
Quick Ratio	1.244	1.285	1.282	1.280	1.276	1.279						
Current Ratio	2.216											

Workforce Planning

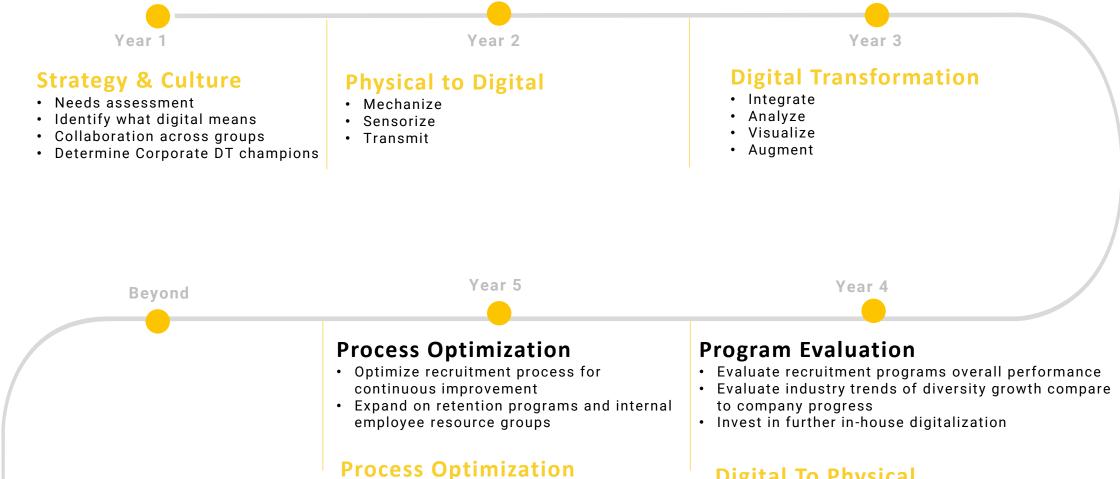
- · Identify hiring needs within the organization
- · Set budgets for recruitment
- Create metrics for success
- Develop retention program: apprenticeships

Employee Branding

- Create hiring plan and calendar for whole vear
- Utilize digital channels for sourcing talent
- Create partnerships with local high schools and national universities
- Create targeted marketing campaigns for diverse talent

Metrics Analytics

- Analyze previous year performance, evaluate performance compared to goals
- Tweak strategy
- Launch Apprenticeship program



- Reassess processes
- Broaden transformations
- Complete DT Loop

Digital To Physical

- Robotize
- Craft
- Virtualize