

# Managing a Lower Oil Price Environment

August 2020



### **Advisories**

This presentation contains forward-looking statements or "forward-looking information (collectively, "forward-looking statements") within the meaning of applicable securities legislation, which involve known and unknown risks, uncertainties, and other factors that may because the actual results, performance or achievements of Frontera Energy Corporation (the "Company" or "Frontera") or industry results to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. All statements, other than statements of historical fact that address activities, events or developments that (the Company believes, expects or anticipates will or may occur in the future (including, without limitation, statements with respect to estimates and/or assumptions in respect of statements regarding the impact of the reduce price of oil and natural gas, the impact of the COVID-19 pandemic on the Company's operations, the effectiveness or adequacy of the Company's program to manage the COVID-19 pandemic and current oil price environment, estimates and/or assumptions in respect of the Company's capital expenditure program (including the Company's guidance), production, costs, future income generation capacity, cash levels, the impact of shut-ins and other work in the field on future field performance, ability to reduce production, transportation and G&A costs and defer certain payments and the impact thereof, and the Company's hedging program and its ability to mitigate the impact of lower oil prices, the payment and amount of future dividends, expectations regarding the NCIB and future usage, reserve estimates, potential reserves and the Company's exploration and development plans and objectives, including its drilling plans and the timing thereof and regulatory approvals) are forward-looking statements. In particular, statements relating to "reserves" are deemed to be forwardlooking statements since they involve the implied assessment, based on certain estimates and assumptions, that the reserves described exist in the quantities predicted or estimated and that the reserves can be profitably produced in the future. These Forward-looking statements are subject to a number of risks and uncertainties that may cause the actual results of the Company to differ materially from those discussed in the forwardlooking statements, and even if such actual results are realized or substantially realized, there can be no assurance that they will have the expected consequences to, or effects on, the Company. Factors that could cause actual results or events to differ materially from current expectations include, among other things: volatility in market prices for oil and natural gas (including as a result of demand and supply shifts caused by the COVID-19 pandemic and the actions of the Organization of Petroleum Exporting Countries ("OPEC") and non-OPEC countries and the procedures imposed by governments in response thereto); the duration and spread of the COVID-19 pandemic and its severity, the success of the Company's program to manage COVID-19; uncertainties associated with estimating and establishing oil and natural gas reserves; liabilities inherent with the exploration, development, exploitation and reclamation of oil and natural gas; uncertainty of estimates of capital and operating costs, production estimated economic return; increases or changes to transportation costs; expectations regarding the Company's ability to raise capital and to continually add reserves through acquisition and development; the Company's ability to access additional financing; the ability of the Company to maintain its credit ratings; the ability of the Company to: meet its financial obligations and minimum commitments, fund capital expenditures and comply with covenants contained in the agreements that govern indebtedness; political developments in the countries where the Company operates; the uncertainties involved in interpreting drilling results and other geological data; geological, technical, drilling and processing problems; timing on receipt of government approvals; fluctuations in foreign exchange or interest rates and stock market volatility; and the other risks disclosed under the heading "Risk Factors" and elsewhere in the Company's Annual Information Form dated March 5, 2020 and under the heading "Risks and Uncertainties" in the Company's management Discussion and Analysis dated August 5, 2020 for the three and six months ended June 30, 2020, available filed on SEDAR at www.sedar.com. Any forward-looking statement speaks only as of the date on which it is made and, except as may be required by applicable laws, the Company disclaims any intent or obligation to update any forward-looking statement, whether as a result of new information, future events or results or otherwise. Although the Company currently believes that the assumptions inherent in the forwardlooking statements are reasonable, forward-looking statements are not guarantees of future performance and accordingly undue reliance should not be put on such statements due to the inherent uncertainty therein. Although the Company has attempted to take into account important factors that could cause actual costs or operating results to differ materially, there may be other unforeseen factors and therefore results may not be as anticipated, estimated or intended

This presentation contains future oriented financial information and financial outlook information (collectively, "FOFI") within the meaning of applicable securities laws, (including, without limitation, statements regarding expected average production, production costs, transportation costs, capital expenditures, total cash and cash equivalents), and are subject to the same assumptions, risk factors, limitations and qualifications as set forth in the above paragraph. The FOFI has been prepared by management to provide an outlook of the Company's activities and results, and such information may not be appropriate for other purposes. The Company and management believe that the FOFI has been prepared on a reasonable basis, reflecting management's best estimates and judgments, however, actual results of operations of the Company and the resulting financial results may vary from the amounts set forth herein. Any FOFI speaks only as of the date on which it is made and, except as may be required by applicable laws, the Company disclaims any intent or obligation to update any FOFI, whether as a result of new information, future events or results or otherwise.

The Company discloses several financial measures in this presentation that do not have any standardized meaning prescribed under International Financial Reporting Standards ("IFRS") (including Operating EBITDA). These measures should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS. For more information, please see the Company's management's discussion and analysis dated March 4, 2020 for the year ended December 31, 2019 filed on SEDAR at www.sedar.com.

All reserves estimates contained in this presentation were prepared in accordance with the definitions, standards and procedures contained in the Canadian Oil and Gas Evaluation Handbook and National Instrument 51-101 – Standards of Disclosure for Oil and Gas Activities ("NI 51-101") and are based on the Company's 2019 year-end estimated reserves as evaluated by the Company's independent reserves evaluator, DeGolyer and MacNaughton ("D&M") in their reserves report dated February 12, 2020 with an effective date of December 31, 2019 (the "Reserves Report"). Additional reserves information required by NI-51-101 is included in (i) 51-1010F1 – Statement of Reserves Data and Other Oil and Gas Information; (ii) Forms 51-101F2 – Report on Reserves Data by Independent Qualified Reserves Evaluator completed by D&M; and (ii) Form 51-101F3 – Report of Management and Directors on Oil and Gas Disclosure filed on SEDAR on March 5, 2020. All reserves presented are based on forecast pricing and estimated costs effective December 31, 2019 as determined by the Company's independent reserves evaluators. Actual oil and natural gas reserves and future production may be greater than or less than the estimates provided in this presentation. There is no assurance that forecast prices and costs assumed in the Reserves Report, and presented in this presentation, will be attained and variances from such forecast prices and costs could be material. The estimated future net revenue from the production of the disclosed oil and natural gas reserves in this presentation does not represent the fair market value of these reserves.

The estimates of reserves for individual properties may not reflect the same confidence level as estimates of reserves for all properties, due to the effects of aggregation. In addition, possible reserves are those additional reserves that are less certain to be recovered than probable reserves. There is a 10% probable that the quantities actually recovered will equal or exceed the sum of proved plus probable plus possible reserves.

Reported production levels may not be reflective of sustainable production rates and future production rates may differ materially from the production rates reflected in this presentation due to, among other factors, difficulties or interruptions encountered during the production of hydrocarbons.

The term "boe" is used in this presentation. Boe may be misleading, particularly if used in isolation. A boe conversion ratio of cubic feet to barrels is based on an energy equivalency conversion method primarily applicable at the burner tip and does not represent a value equivalency at the wellhead. In this presentation, boe has been expressed using the Colombian conversion standard of 5.7 Mcf: 1 bbl required by the Colombian Ministry of Mines and Energy.

The values in this presentation are expressed in United States dollars and all production volumes are expressed before royalties, unless otherwise stated. Some figures presented are rounded and data in tables may not add due to rounding.



## Frontera Energy

### North Andean Focus



## Frontera Energy

### Company Snapshot

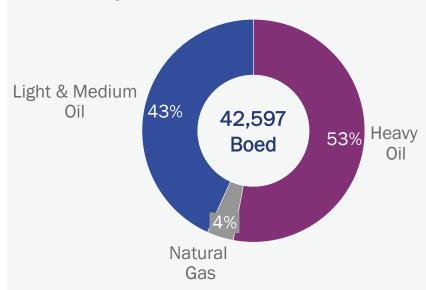
Capital Structure (\$U.S.) (1)	
Shares Outstanding (TSX: FEC; MM)	98.0
Market Cap (\$MM) <sup>(2)</sup>	\$221
Total Cash, Including Restricted Cash <sup>(3)</sup> (\$MM)	\$395
Long-Term Debt Due in 2023 (\$MM Face Value)	\$350
Enterprise Value (\$MM) <sup>(4)</sup>	\$163

Reserves (Dec. 31, 2019) <sup>(5)</sup>	
Gross Proved (1P; MMBoe)	115
Gross Probable (MMBoe)	56
Gross Proved + Probable (2P; MMBoe)	171
PDP NPV10 After Tax	\$758
1P NPV10 After Tax	\$1,548
2P NPV10 After Tax	\$2,119

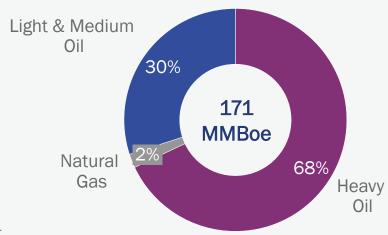
Strong Cash Position and No Near-Term Debt Disciplined
Hedging Program
to Mitigate Impact
of Low Oil Prices

Significant Reduction in 2020 Capital Budget and Cost Structure

#### **Q2 2020 Production Mix**



### 2019 Gross 2P Reserves (6)



<sup>(1)</sup> Cash and cash equivalents and non-controlling interests as at June 30, 2020. Shares outstanding as June 30, 2020.

<sup>(4)</sup> Enterprise value is calculated as the market capitalization plus market value of long-term debt, minority interest (\$51 MM), minus total unrestricted cash and cash equivalents.



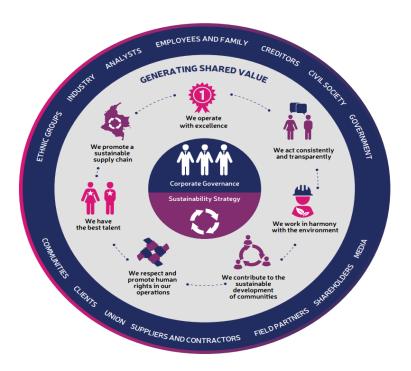


<sup>(2)</sup> Assumes Frontera share price of CAD\$3.03 and USD/CAD exchange rate of 1.34.

<sup>(3)</sup> Includes \$256 million of cash and cash equivalents and \$139 million of restricted cash.

### Corporate Responsibility and Partner of Choice

Supporting our Communities During the COVID-19 Pandemic



Prioritizing the Health and Safety of the Company's People and supporting the Communities in which we Operate

Field Teams Reduced to a Minimum with an Extension of Work Shifts to Reduce Personnel Rotation

Staff Working from Home and Complying with All COVID- 19
National Health Guidelines

Frontera donated more than 6,000 COVID-19 prevention kits to rural and indigenous families in Colombia and 1,500 in Peru.







### 2020 Revised Guidance

### Assumes a \$45/bbl Brent

		Jan 1, 2020 – Jun 30, 2020 (Actuals)	Jul 1, 2020 – Dec 31, 2020	Jan 1, 2020 - Dec 31, 2020
Average Daily Production <sup>(1)</sup>	(mboe/d)	53,086	40,000 - 43,000	46,000 - 48,000
Production Costs (2)(3)	(\$/boe)	\$11.09	\$8.0 - \$9.0	\$9.5 - \$10.5
Transportation Costs (2)(4)	(\$/boe)	\$13.24	\$13.5 - \$14.5	\$13.0 - \$14.0
Capital Expenditures <sup>(2)(5)</sup>	(MM)	\$80.3	\$20 - \$40	\$100 - \$120
Total cash Minimum target – Dec 31, 2020	(MM)		\$360	\$360
Cash & cash equivalents Minimum target – Dec 31, 2020	(MM)		\$225	\$225

<sup>(5)</sup> Includes Frontera's estimate of its share of costs of the 2020 Guyana exploration program, as joint venture partner, but does not include the consolidation impact of CGX Energy Inc.'s share of those exploration costs.



<sup>(1)</sup> Does not include production from Peru for July 1, 2020 through December 31, 2020

<sup>(2)</sup> Does not include the contribution from Infrastructure Ventures Inc.

<sup>(3)</sup> Calculated using production before royalties in the denominator as this most accurately reflects per unit production cost and is consistent with our peers.

<sup>(4)</sup> Calculated using production after royalties in the denominator as this most accurately reflects per unit transportation costs. Includes non-cash charges that are under dispute related to unused ancillary facilities.

## Program to Manage COVID-19 and Lower Price Environment

Total Planned Capital Expenditures between \$100 - \$120MM

Reduced field level operating break-evens from \$33/bbl in 2019 to an estimated \$27-\$28<sup>(1)</sup>/bbl in the second half of the year

Implemented several Initiatives to Reduce Transportation
Cost Including Renegotiation of Pipeline and Service
Tariffs, Freezing all Truck Tariffs, and Increasing
Subleasing of Spare Storage Capacity

28% reduction in Q2-2020 versus Q1-2020 unit production costs

Reduction of General and Administrative Overhead Resulting in G&A Savings of \$30 - \$35 MM. Director, Executive and Management Salary Reductions of Between 25% - 10%

Suspension of Quarterly Dividend Consistent with Dividend Policy Tied to Brent Oil Price (2)

Suspension of Share Buy Back Program under Current NCIB until Market Conditions Improve (3)



<sup>(1)</sup> Field break-even estimated with assumed pricing differential of \$4/boe, cash royalties of \$1/boe, production costs of \$8.5/boe, transportation costs of \$14/boe less non-cash ancillary charges of (\$2)/boe, and blending costs of \$2/boe

<sup>(3)</sup> The Company's renewed Normal Course Issuer Bid ("NCIB") was initiated on October 18, 2019 and runs to October 17, 2020. Under the renewed NCIB the Company is authorized to purchase up to 10% of the Company's public float.

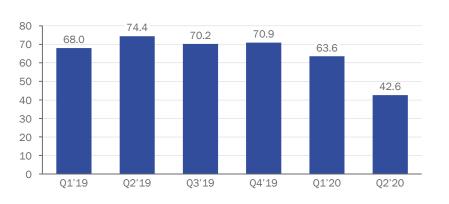


<sup>(2)</sup> Dividend Policy is to pay \$15MM per quarter when Brent averages above \$60/bbl. The declaration of any specific dividend, the actual amount, declaration date and the payment of each quarterly dividend will be subject to the discretion of the Company's Board of Directors.

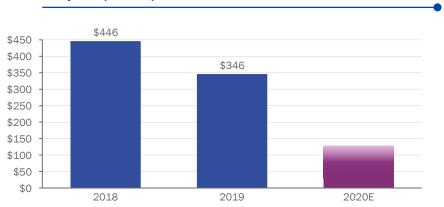
## **Quarterly Results**

### Capital Expenditures, Production and Transportation Cost

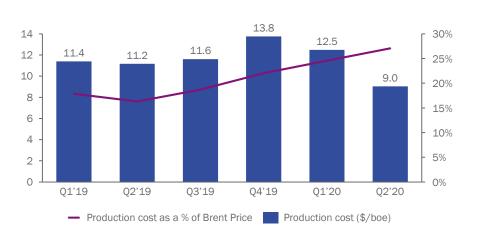
#### Production, before royalties (Mboe/d)



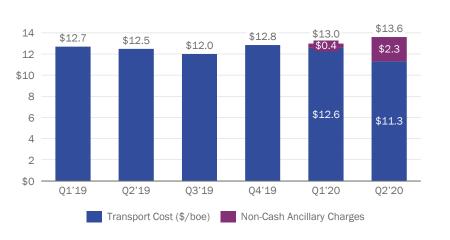
#### Capex (\$MM)



#### **Production Cost (\$/boe)**

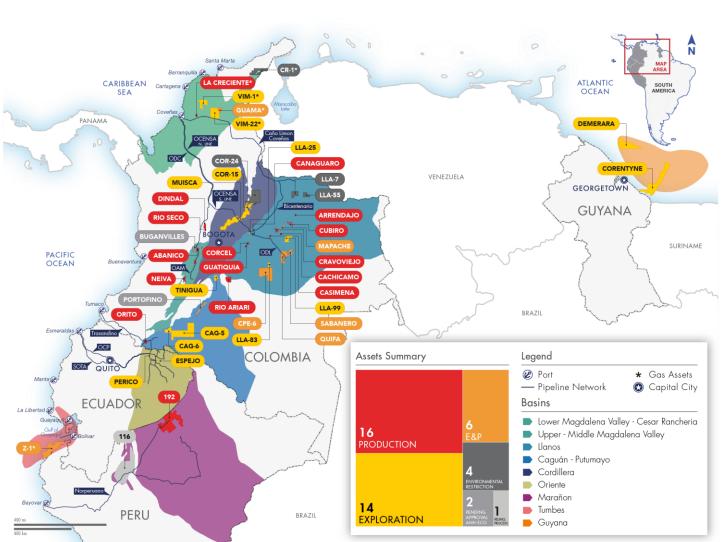


#### **Transportation Cost (\$/boe)**



### **Our Portfolio**

Large Diversified Asset Base with Significant Acreage and Infrastructure



#### CORE

- Quifa
- Guatiquia
- Cubiro
- CPE-6

#### **SUSTAINING**

 Near field exploration on existing producing blocks

#### **GROWTH**

- Colombia exploration in oil and natural gas
- Offshore Guyana
- Ecuador
- Farm-in opportunities



## **Hedging Program**

## Hedging Portfolio for Remainder of 2020

Term	Type of Instrument 2020	Open Positions (bbl)	Strike Prices Put/ Call
luk	Put Spread	1,124,500	25/35
July	ZCC	281,000	35/49.4
	Total July	1,405,500	
August	Put Spread	1,085,500	25/35
August	ZCC	271,000	35/49.4
	Total August	1,356,500	
Contombor	Put Spread	1,013,500	25/35
September	ZCC	254,000	35/49.4
	Total September	1,267,500	
Q3-2020	Total	4,029,500	
October	Put Spread	1,012,500	25/35
October	3-way	269,000	27/37/49
	Total October	1,281,500	
November	Put Spread	850,000	25/35
November	3-way	273,000	27/37/49
	Total November	1,123,000	
Doggrahar	Put Spread	852,000	25/35
December	3-way	251,000	27/37/49
	Total December	1,103,000	
Q4-2020	Total	3,507,500	
TOTAL 2020		7,537,000	

## **Hedging Program**

## Hedging Portfolio for 2021

Term	Type of Instrument 2021	Open Positions (bbl)	Strike Prices Put/ Call
January	3-way	461,000	25.5/35.5/50.3
	Put Spread	100,000	25/35
	Total January	561,000	
February	3-way	409,000	25.5/35.5/50.3
	Put Spread	100,000	25/35
	Total February	509,000	
March	3-way	465,000	25.5/35.5/50.3
	Put Spread	100,000	25/35
	Total March	565,000	
Q1-2021	Total	1,635,000	Total
April	3-way	457,000	25.5/35.5/51.8
April	Put Spread	110,000	25/35
	Total April	567,000	
May	3-way	481,000	25.6/35.6/51.7
Iviay	Put Spread	110,000	25/35
	Total May	591,000	
June	3-way	452,000	25.6/35.6/51.7
	Put Spread	110,000	25/35
	Total June	562,000	
Q2-2021	Total	1,720,000	Total
TOTAL 2021		3,355,000	TOTAL

## **Balance Sheet Strength**

## Strong Cash Position, Low Leverage Ratios

Balance Sheet Metrics – June, 2020	
Total Cash <sup>(1)</sup> /Cash and Cash Equivalents (\$MM)	\$395 / \$256
Net Debt/EBITDA <sup>(2)</sup>	0.2x
Debt to Book Capitalization <sup>(3)</sup>	30%
Interest Coverage <sup>(4)</sup>	9.9x

### **No Debt Maturities Until 2023**

Credit Rat	tings		
	Outlook:	Negative	S&P downgraded to a
S&P	Issuer Rating:	B+	rating of "B+" on Frontera's senior
	Senior Notes:	B+	unsecured notes on March 27, 2020.
	Outlook:	Stable	Fitch upgraded to a
Fitch	Issuer Rating:	В	rating of "B" on Frontera's senior
	Senior Notes:	В	unsecured notes on August 19, 2020.





<sup>(1)</sup> Total cash balance includes current restricted cash \$29 MM and non-current restricted cash \$139 MM

<sup>(2)</sup> Net debt/EBITDA is net debt divided by trailing 12 month Operating EBITDA of \$335 MM. Net debt is defined as long-term debt minus cash and cash equivalents. Net debt and Operating EBITDA are Non-IFRS measures

<sup>3)</sup> Debt to book capitalization is long term debt divided by long term debt plus shareholders equity

<sup>(4)</sup> Interest coverage uses trailing 12 month Operating EBITDA of \$335 MM divided by the expected annual cash interest of \$33.95 MM

## **Environmental Footprint Strategy**

We Work in Harmony with the Environment



Conscious Employees and Contractors

**Green offices** 

Efficient and innovative operations

Positive impact in the regions where we operate

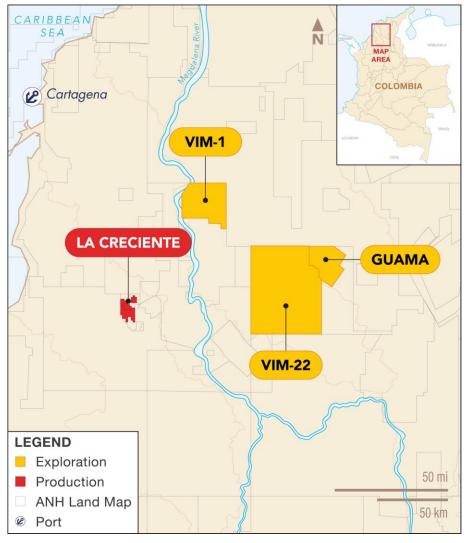
**GOALS** 

- Excellent environmental performance
- Climate change leaders



## Lower Magdalena Valley

### Oil, Natural Gas and Liquids Opportunities

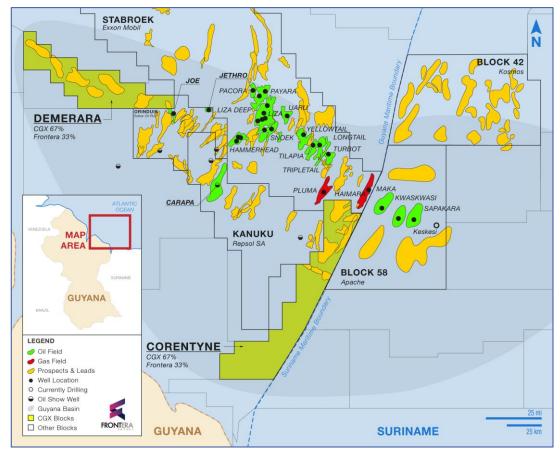


- Successful La Belleza-1 exploration well tested over 4,600 boe/d with limited drawdown. Further testing expected in 2020
- Asai-1 exploration well, on the Guama block, targeting liquids rich natural gas potential from multiple productive horizons currently drilling
- La Creciente gas plant has capacity for 100 mmcf/d of gas treatment currently processing 14 mmcf/d with 50 mmcf/d of spare capacity skid mounted and able to be relocated quickly upon new discoveries
- Fields all near major gas pipeline network

Contract Types	Exploration and Production
2019 Production (before/after royalties)	~2,300 boe/d
2019 2P Reserves (before/after royalties)	2.4 MMboe
Net Acreage	591,037
Working Interest	50%-100%
Base Royalty Rate	Gas 6.4%, Oil 8%

## Guyana

### **Exciting Exploration Opportunities**

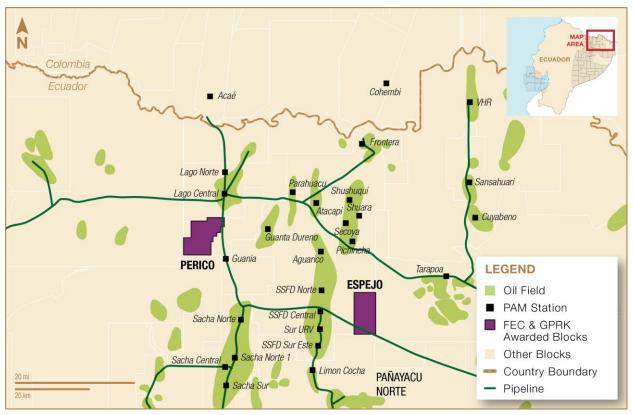


- Over 1.8 million gross acres in the hottest offshore exploration basin in the world
- Two well commitment plus a two well option
- Jethro exploration well discovered in excess of 200mm bbls of resources in a lower tertiary target, Joe prospect currently drilling, targeting upper tertiary target. Both prospect types exist on our two blocks
- Newly acquired 3D seismic data over the northern portion of the Corentyne block is completed and the partners are in receipt of the depth migrated data set. Interpretation of the data set in continuing to analyze and further mature leads and prospects for future drilling. Initial interpretation has identified two large potential channel complexes interpreted to contain numerous highly prospective leads.
- Constructive collaborative discussions with the regulatory authorities in Guyana regarding work commitments in that country, in light of these restrictions, have been ongoing.

Contract Name	Petroleum Prospecting License (PPL)
Contract Type	Petroleum Prospecting License (PPL)
Gross Acreage (1)	1,905,232
Working Interest in the Blocks	33.333%
Economic Interest	81.3% in the two blocks (2)
Equity Ownership in CGX Energy (TSXV:OYL)	72.41%

### **Ecuador**

### Perico and Espejo Blocks (Frontera 50% / Geopark 50%)



- Proven hydrocarbon basin near existing production and infrastructure
- Prospective, low-risk exploration blocks located in Sucumbíos Province in the north-eastern part of Ecuador, in the Oriente basin, and have a total area of approximately 13,504 ha (33,396 acres), of which Frontera holds 6,752 ha net (16,698 acres)
- Both blocks are covered with 3D seismic
- The Oriente basin currently produces more than 500,000 bbl/d
- Frontera continues working to obtain environmental permits to start exploration activities in the Perico block.
   The permit is expected to be received in late 2020 and the first well is expected to be drilled in late 2021.

#### Perico Block

- 7,170 ha (17,744 acres)
- The exploration work commitments include:
  - the drilling of four wells
  - 72 km<sup>2</sup> of 3D seismic reprocessing
  - 72 km<sup>2</sup> of magnetometry and gravimetry

#### Espejo Block

- 6,334 ha (15,652 acres)
- The exploration work commitments include:
  - · the drilling of four wells
  - 3D seismic acquisition program of 55 km<sup>2</sup>
  - 74 km<sup>2</sup> of 3D seismic reprocessing
  - 63 km<sup>2</sup> of magnetometry





## Second Quarter 2020 Operational & Financial Results

### Protecting the Company's Cash Position

	Q2 2020	Q1 2020	% Chg.
Production Before Royalties (Boe/d)	42,597	63,572	(33%)
Net (Loss) Income (\$MM)	(\$68)	(\$388)	(82%)
Net Sales (\$MM) <sup>(1)</sup>	\$113	\$244	(54%)
Cash Flow from Ops (\$MM)	\$102	\$47	120%
Operating EBITDA (\$MM) <sup>(2)</sup>	\$29	\$44	(34%)
Net Sales Realized Price(\$/Boe)(2)	\$34.62	\$41.67	(17%)
Production Costs (\$/Boe)	\$9.03	\$12.48	(28%)
Transportation Costs (\$/Boe)	\$13.61	\$12.98	(5%)
Operating Netback (\$/Boe)(1)	\$11.98	\$16.21	(26%)
Capital Expenditures (\$MM)	\$16	\$65	(76%)
G&A Expenses (\$MM)	\$10	\$15	(35%)



#### Cash / Price / Production

Cash equivalents (including restricted cash) of \$395 million and no debt maturities until 2023.

Brent oil price averaged \$33.39/bb in Q2 2020, a decrease of 34% compared to Q1 2020.

Production in Q2 2020 averaged 42,597 boe/d, compared to 63,572 boe/d in Q1 2020.

#### **Operating EBITDA**

Operating EBITDA was \$29 million in Q2 2020 compared to \$44 million in Q1 2020. The Company's risk management program resulted in realized gains of \$40 million on settled positions during the quarter which partially offset the impact of lower Brent oil prices.

#### Net (Loss) Income

Net loss of \$68 million in Q2 2020 compared to a net income of \$388 million Q1 2020  $\,$ 

#### **Capital Expenditures**

Capital expenditures were \$16 million in Q2 2020 compared to \$65 million in Q1 2020 as the Company reduced its planned drilling and exploration activities due to the current oil price environment.

#### **G&A Expenses**

G&A was \$10 million in Q2 2020, a decrease of 35% compared to \$15 million in Q1 2020, as a result of restructuring efforts leading to a more efficient and leaner structure.

<sup>(3)</sup> Block 192 production was suspended in early March 2020 due to community blockade resulting in Force Majeure. Once Force Majeure is lifted, Frontera has asix-month extension remaining on its service contract in the block

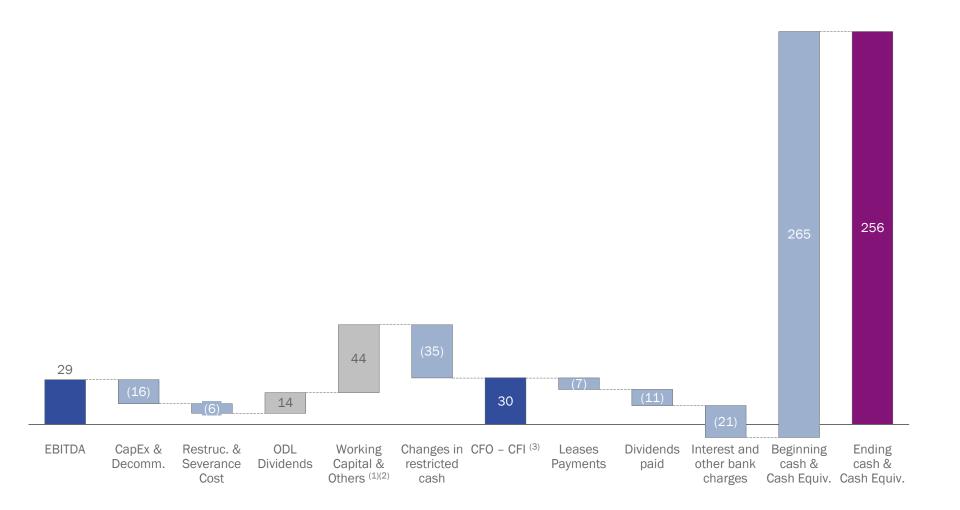


Non-IFRS Measures. See advisories.

<sup>(2)</sup> Includes other revenue and realized losses on risk management contracts.

## Second Quarter 2020 Financial Results

## Q/Q Change in Cash Bridge



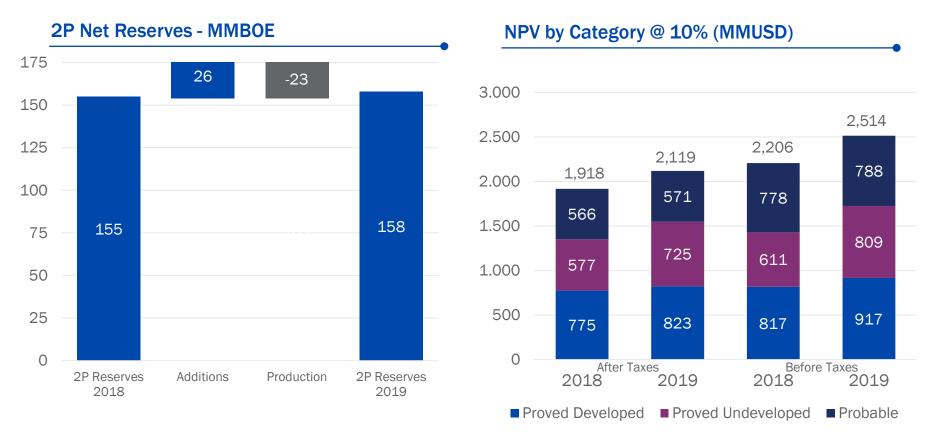
<sup>(1)</sup> Sum of: Changes in Non-cash Working Capital + Others

<sup>(2)</sup> Includes acceleration of tax refunds and deferral of payments into the second quarter

<sup>(3)</sup> Cash flow from Operations - Cash flow from Investing

### **Reserves Evaluation Results**

Replaced 112% of Net 2019 Production and Strong 2P NVP10 Value



- Replaced 112% of 2019 Net 2P reserves
- Heavy oil represents 68% of proved plus probable reserves, light oil 30% and natural gas 2%
- 67% of 2019 total company 2P reserves are proved
- Reserves additions driven by positive technical revisions and extension activities from better production results mainly in Quifa SW, Guatiquia and Hamaca; as well as exploration results at CPE-6

### **Proven Management Team**

### Proven Leadership with Global Experience

## Richard Herbert CEO

- Over 39 years of experience with major international oil & gas companies, including BP, Talisman Energy, and Phillips Petroleum
- · Responsible for major exploration and development initiatives in 26 years at BP, including Colombia

#### Alejandro Piñeros CFO

- Over 20 years of experience in Finance as CFO and VP of Planning of leading companies in Colombia and Management Consulting with McKinsey & Company and Booz Allen & Hamilton
- Formerly Corporate Finance Director and Interim CFO at Frontera Energy

#### Andrew Kent General Counsel

- · Senior Partner of McMillan LLP with over 35 years of experience
- Rated as AV® Preeminent<sup>™</sup> by Martindale-Hubbell and has been repeatedly listed in Lexpert's Leading 500 lawyers in Canada

## Ivan Arevalo VP, Operations

- With Company since 2006; over 27 years in the oil and gas industry
- · Managing Operations in Peru and Ecuador during the last 4years

#### Renata Campagnaro

VP, Marketing, Logistics and Business Sustainability

- With Company since 2010; over 39 years in industry in supply operation, trading, and business development
- Former Managing Director of Petróleos de Venezuela Do Brasil

#### **Duncan Nightingale**

VP, Field Development, Reservoir Management, Exploration and Business Development

- Over 30 years experience in the global oil & gas industry
- Formerly Chief Operating Officer at Gran Tierra Energy



### **Independent Board of Directors**

### Engaged and Active in Unlocking Shareholder Value

#### · Managing Director and Partner of The Catalyst Capital Group Inc. Gabriel de Alba Chairman · International experience restructuring public and private companies, unlocking value for investors • Over 35 years of international experience in the oil & gas industry with BP where he held roles in Argentina, Colombia, Venezuela, Trinidad, Alaska, and the North Sea **Ellis Armstrong** Former CFO of BP's global exploration and production business Director Currently serves as independent director of Lamprell PLC Former President of the Colombian Association of Pension Funds Luis F. Alarcón Former CEO of Interconexión Electrica S.A. and Flota Mercante GranColombiana Director · Currently serves as Chairman of the Board of Directors of Grupo Sura and Almacenes Éxito Former Vice Minister of Energy of the Ministry of Mines and Energy in Colombia between 2013 and 2014 **Orlando Cabrales Segovia** Former President of the Agencia Nacional de Hidrocarburos ("ANH") from 2011 to 2013 Director Over 30 years of experience in the Colombian oil and gas industry holding senior roles at BP in Latin America and at Ecopetrol Former Partner of PwC where he served for almost 40 years Led the PwC Professional, Technical, Risk and Quality Group **Raymond Bromark** · Currently serves as Director and Chair of the Audit and Ethics Committee for YRC Worldwide Inc., Director and Chair of the Director Audit Committee and member of the Conflicts Committee for Tesoro Logistics GP LLC prior to its October 2018 merger with Marathon Petroleum Corporation, and Director and Chair of CA, Inc. prior to its acquisition by Broadcom in November 2018. Financial markets executive with approximately 20 years of investment management, leveraged finance, restructuring and René Burgos Díaz financial advisory expertise across multiple industries and geographies, specifically in Latin America Director · Former Director of the Emerging Markets investment team at CarVal Investors in New York, a leading global alternative investment management firm. Mr. Burgos Díaz also held roles with Deutsche Bank and Bank of America • Over 35 years of experience in the oil & gas industry primarily with Shell Russell Ford · Former EVP, Contracting & Procurement, EVP, Onshore, and Head of EP Strategy and Portfolio at Shell Director Former VP at Western Hemisphere

#### Veronique Giry Director

- Currently serves as Director, Vice President and Chief Operating Officer of ISH Energy Limited in Calgary, Alberta, Canada
- Over 25 years experience including senior management roles at the Alberta Energy Regulator and Total E&P in Canada, Asia, Europe and Latin America
- Masters in Engineering degree from Ecole Centrale de Paris, France, with a major in Mechanics

