

One name moves more Australians than any other



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2016 Full Year Results Announcement

Caltex Australia Limited

ACN 004 201 307



AGENDA

Operational Excellence Moment

Full Year 2016: Key Highlights

Strategy Update

Financial Highlights

Supply & Marketing Highlights

Lytton Refinery Highlights

Financial Discipline

Result Summary & Outlook

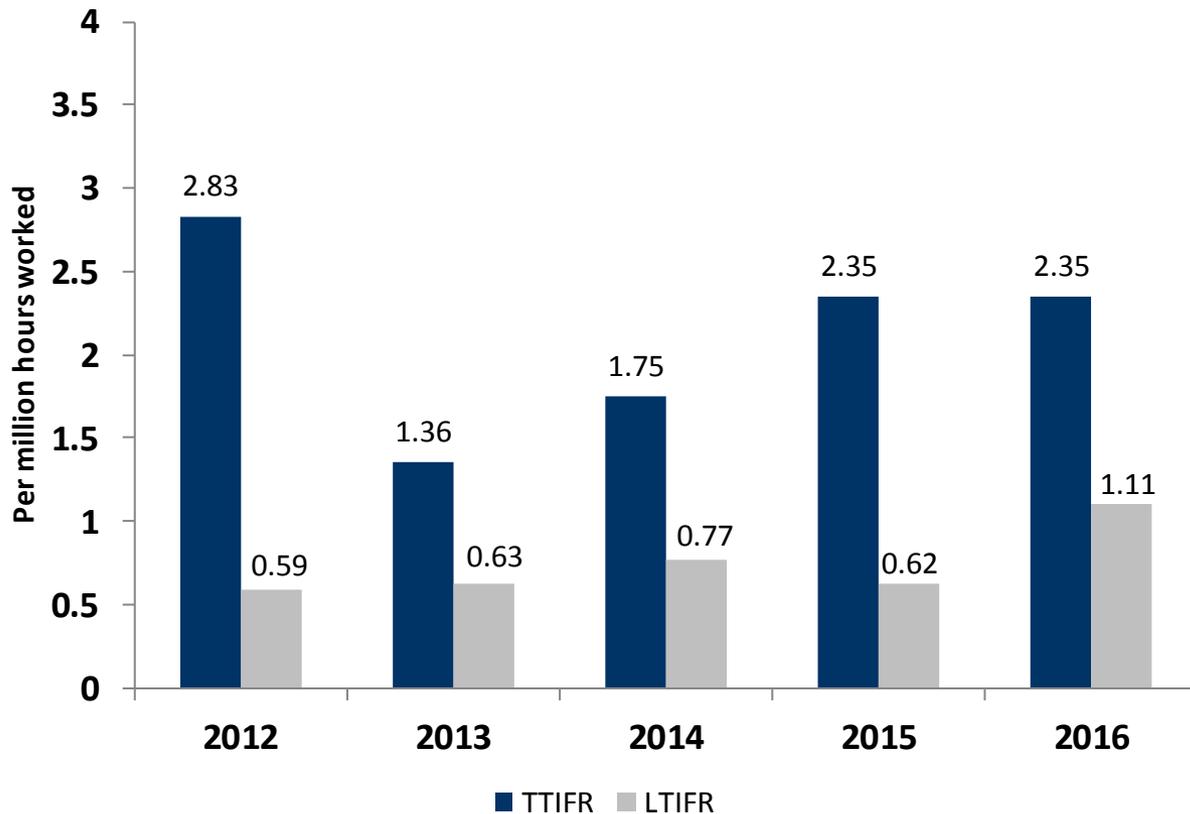
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Operational Excellence (OE) Moment

Safety Performance



- In addition to personal safety, Caltex also has a strong focus on process safety with 2016 in line with our record 2015 performance
 - Hydrocarbon spills are an example of a potential process safety risk
- Caltex continues to deliver leading Australian personal safety performance
 - 1) Lytton improved personal safety performance completing a turnaround and inspection on one of our process units injury free; and
 - 2) Best safety performance achieved by our contractor workforce in recent history.

• That said, we are disappointed with our personal safety performance and the level of personal injuries (~80% of the injuries relate to manual handling or low level slips, trips and falls) and we will continue our relentless focus on injury prevention into 2017

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THE FOODARY

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Key Highlights

Full Year 2016 Results Summary

Consolidated Group Result RCOP NPAT \$524 million

Profit guidance \$500 million - \$520 million

- x RCOP NPAT \$524 million, down 17% due to lower refiner margins. Supply & Marketing growth continues, Lytton delivers record operating performance
- ✓ Final dividend 52.0 cps declared (FY 2015: 70.0 cps) fully franked (50.5% payout; guidance 40% - 60%)
- ✓ \$270 million off-market buy-back successfully completed (April 2016)
- ✓ Balance sheet remains strong. Net debt \$454 million (14% gearing; lease adjusted 28%). Excludes impact of announced acquisitions (pro forma net debt post acquisitions ~\$870m, lease adjusted gearing ~38%)

Supply & Marketing RCOP EBIT \$709 million

Includes net unfavourable externalities of \$29 million

Strong underlying EBIT growth of 9%

- ✓ Transformation of business model to an integrated transport fuel supply chain successfully continues, despite competitive market
- ✓ Continued growth in Vortex premium fuels - retail premium petrol +2%, total premium diesel +17%
- x Overall sales volumes maintained in a challenging market, retaining all commercial contracts. Base unleaded petrols (including E10) continue to decline (-4.1%)
- ✓ Sales volume growth continues for premium Vortex 98 petrol (+7%) and Vortex retail diesel (+12%). Jet volumes up 5%
- ✓ Non-Fuel income growth (+\$6m) reflects same store sales growth and improved card income, whilst enabling transport fuel sales

Lytton refinery RCOP EBIT \$205 million

Strong operational performance with record production volumes, refiner margins down on 2015, but in line with long term average

- x Lytton refinery EBIT of \$205 million, down \$201 million
- ✓ Strong operational performance, production volumes up 15%, sales from production up 14% to 6.2 billion litres (prior year impacted by major T&I maintenance). Record 2H production performance
- ✓ New process unit production records set, good cost control
- x Refiner margin down US\$6.17/bbl to US\$10.29/bbl (est. EBIT impact \$280m)



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Strategy Update

The "Freedom of Convenience" - Aspiring for top quartile (total) shareholder returns

Freedom of Convenience

To be the market leader in complex supply chains and the evolving convenience marketplace, by delivering the fuel and other everyday needs of our diverse customers through our networks.



Strategy

Protect and Grow

Optimise, enhance and expand core integrated fuel value chains and fuel retail offer

Extend

Invest in capabilities and businesses that leverage our existing consumer and mobility assets



Optimise infrastructure position



Build trading & shipping capability



Work with customers to protect and grow the supply base



Enhance the fuel retail customer offering



Create new customer solutions in the convenience marketplace

Top quartile shareholder returns for investors

Enhance Capabilities and Competitiveness

Safety

Efficiency

People

One Caltex



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Strategy Update

Protect and Grow



Optimise
infrastructure
position

- Newport terminal upgrade approved with work starting 2H 2016. Activities are well advanced - on schedule and on budget. Forecast completion end 2017 (approx. \$70m). FY2016 capex spend \$31m.
- Stage 2 Kurnell Engineering Conversion works are all complete. Other product storage capacity commissioning progressing to plan
- Kurnell decommissioning & demolition progressing - on time, on budget. Total Kurnell transformation project remains on plan
- Brisbane jet pipeline commissioned. On time, under budget. Feasibility study around Melbourne jet fuel position being undertaken
- Acquisition of largest NZ import terminal (Mount Maunganui, 90ML), part of Gull NZ



Build trading
& shipping
capability

- Ampol Singapore continues to further optimise and broaden our value creation:
 - Successful transition to standalone shipping capability (~20 monthly shipments)
 - Leveraging Caltex infrastructure positions (e.g. Kurnell terminal) and optimisation around our Lytton refinery (e.g. make/buy decisions around premium gasolines)
 - Strengthening our Australian operational performance, driving down supply chain costs (e.g. demurrage, port costs, etc.) through more efficient ship scheduling
 - Expand regional trading & shipping opportunities following Gull NZ acquisition
 - Improved commodity risk management activities to improve earnings and reduce cash flow volatility (leverage capability build across Trading & Treasury teams)



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Strategy Update

Protect and Grow



Work with customers to protect and grow the supply base

- Network development continues, though growth rate temporarily slowed to reflect the findings from our convenience retail strategy review
 - New to Industry (21) / New to Caltex (9) retail outlets (30 completed) (Target 25+); and Retail site Knock Down Rebuilds (KDR) (11, target around 10). The KDR program has been pared back to accommodate learnings from new retail convenience pilot projects
- Acquisition of current reseller Milemaker (\$95m) improving previous under-represented Victorian position (anticipate deal close 1Q 2017)
- Acquisition of Gull NZ (~A\$320m), represents first regional expansion (anticipate deal close 2Q 2017 following OIO regulatory approval)
- Rationalising distributor network to secure key regional markets



Enhance the fuel retail customer offering

- Continue to grow Vortex premium fuels
- Build data capabilities including pricing optimisation program, loyalty partnerships (e.g. recent refresh of StarCard with Qantas loyalty offer for SME customers) and new Fuel Pay app
- Refresh retail convenience offer, including new brand (The Foodary), development of new fresh food, barista coffee offering.
 - First pilot store (Concord, NSW) launched has a new look & feel, new offers (e.g. Grab & Go, Made Today Gone Today, Barista coffee, services – parcel pick-up, laundry, home meals), chilled logistics and digital upgrades (pre-order app., pre-order pump screen, Pandora Radio)



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Strategy Update

EXTEND: Invest in businesses and capabilities that leverage our existing consumer and mobility assets

Create new customer solutions in the convenience market place - now moving to “test & learn” pilot phase

The Opportunity

- Advantaged physical network (up to 800 sites owned / leased), large retail customer base (~3m weekly customer transactions) and scalable (non-fuel) retail sales (~\$1.1bn. p.a.)
- Long-term, low-risk scalable growth opportunity, leveraging Caltex’s asset and capabilities with modest capex commitment during “test & learn” phase (<\$30m), including standalone sites
- Diversify and strengthens non-fuel earnings stream

Progress to Date

- Detailed internal review completed to validate opportunity, identifying a large addressable market (consumers shopping more frequently, “time save” focus)
 - Australian convenience market under developed versus international markets (e.g. UK, Japan)
 - Only \$1 in \$5 of today’s convenience spend is in Petrol & Convenience (P&C) segment
- Model developed for pilot testing for roll out in phase one
 - Barista coffee, fresh “grab ‘n’ go” food, quick service restaurant (QSR)
 - Potentially supported with convenient non-food services (e.g. parcel pick-up)
 - Standalone project team established
- Launch of new brand, “The Foodary”; Acquisition of Nashi sandwich & coffee bar (Melbourne-based high street retailer)
- QSR pilot partnerships with Boost Juices, Sumo Salad and Guzman Y Gomez
- Service pilot partnerships with Washem (same day laundry service), Parcel Point, HelloFresh

Next steps

- Sensible, measured approach to implementation and capital commitment
- Roll out pilot sites over next 12 months within a “Test and learn” environment, to prove up concept before wider roll-out. First store (Concord, NSW) opened February 2017
- Build supply chain and product range, including supply relationships with leading retail brands



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Strategy Update

Creating new customer solutions in the retail convenience market place



Caltex Quick Service Restaurant Pilot Partners



Caltex Service Pilot Partners



ParcelPoint
Making online shopping easy



Key Highlights

Proposed sale of Woolworths fuel business to BP

- Woolworths has announced the sale of its fuel business to BP, subject to regulatory approval
 - Caltex made a conditional and confidential proposal to continue the successful 13 year alliance.
 - The proposal took into account the declining trend in supermarket fuel redemption volumes, the restrictive commercial terms required to enable the ongoing provision of a fuel discount offer by Woolworths, limited convenience opportunities and recognising Woolworths' network is leased rather than owned
 - Caltex has maintained financial discipline
- Caltex's 3.5 billion litre fuel supply arrangement with Woolworths is linked to Woolworths' continued ownership of the business. The sale to BP is subject to regulatory approval and Caltex will continue to supply Woolworths and its customers until the transaction is complete
- The potential impact of the Woolworths sale to BP relates to:
 - I. Loss of wholesale marketing margins on the net volume loss;
 - II. Any impact on Ampol sourcing benefits; and
 - III. Fixed cost recovery

These factors were taken into account in Caltex's evaluation of its proposal to Woolworths

- Caltex will continue to pursue profitable growth by securing new wholesale and retail volumes, such as the recent Milemaker and Gull NZ acquisitions, and adjacent business opportunities, including our unique convenience retail offering, supply chain management, infrastructure services and product sourcing
- Caltex remains focused on delivering top quartile total shareholder returns by executing its well proven strategy in a capital efficient manner

Key Highlights

Mergers & Acquisition (M&A)

Announced 4Q 2016 acquisitions (Milemaker, Gull NZ) should complete 1H 2017 (pending regulatory approval)

- Milemaker (\$95 million)
 - 46 Retail sites (majority located in and around Melbourne), leveraging 32 year relationship
 - Secures retail position in under-represented key regional (Victoria) market, retail segments (increasing opportunity to roll-out new and improved customer offerings in the convenience marketplace)
 - EPS accretive in first full year of ownership; completion anticipated 1Q 2017
- Gull New Zealand (approx. A\$325 million)
 - First retail fuels expansion outside of Australia
 - Adds transport fuel sales of approx. 300 ML
 - Acquired assets include:
 - Mount Maunganui terminal (New Zealand's largest terminal, 90ML capacity)
 - 77 retail sites, including 55 controlled sites (~1/3 of sites unmanned) and 22 supply sites
 - Operationally positioned as a (price) challenger brand
 - Growth targeted via executing business integration plan (including synergies), North Island new to industry (NTI) rollout, and broader trading & shipping optimisation opportunities to supply Gull and broader NZ market
 - EPS accretive in first full year of ownership; completion anticipated 2Q 2017

Key Highlights

Priorities

Short Term (Next 12 months)

- Continue to defend and grow core transport fuels business including growth in premium fuels
- Prioritise the optimisation of the entire value chain from product sourcing to customer via:
 - Optimising our leading infrastructure position, including retail and terminal network
 - Continue to build Ampol's product sourcing, trading & shipping capabilities
 - Working with and investing alongside our customers, to protect and grow our supply base, whilst enhancing our fuel retail customer offering
 - On-going focus on capturing further Lytton operational and margin improvements
- Pursue growth within core Transport Fuels business (e.g. Milemaker, Gull NZ), whilst refreshing the full retail customer offering
- Implement pilot project sites around new customer solutions in the retail convenience space
- Review of company operating model under way to reflect strategic direction (further efficiencies targeted)

Medium to Longer Term (Beyond 12 months)

- Maintain a leading position within transport fuels industry regionally
- On-going optimisation of the entire value chain
- Continue to emphasise growth and innovation, with focus on core capabilities of retail convenience (leveraging our existing consumer and mobility assets), infrastructure and the processing, storage and distribution of hydrocarbons
- Maintain cost and capital discipline, with a focus on Total Shareholder Returns (TSR) and appropriate risk management

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Full Year Ending 31 December

	FY2016	FY2015	% Change
HISTORIC COST			
EBIT (\$m)	936	815	15
NPAT (\$m)	610	522	17
EPS (cps)	232	193	20
REPLACEMENT COST			
EBIT (\$m)	813	977	(17)
NPAT (\$m)	524	628	(17)
EPS (cps)	199	233	(14)
Dividend (cps)	102	117	(13)
Other Financial Metrics			
Net Debt (\$m)	454	432	5
Gearing (%)	14	13	4
Gearing (Lease adjusted %)	28	28	2
Working Capital (\$M)	387	524	(26)
Capital Expenditure (\$M)	353	454	(22)
Depreciation & Amortisation (\$M)	209	193	9

Financial Highlights

Reconciliation to underlying (RCOP) profit metric

	FY 2016 \$m (After Tax)	FY 2015 \$m (After Tax)
HCOP NPAT	610	522
Add: Inventory loss/(gain)	(86)	135
Add: Significant items (gain)	0	(29)
RCOP NPAT	524	628

Financial Highlights

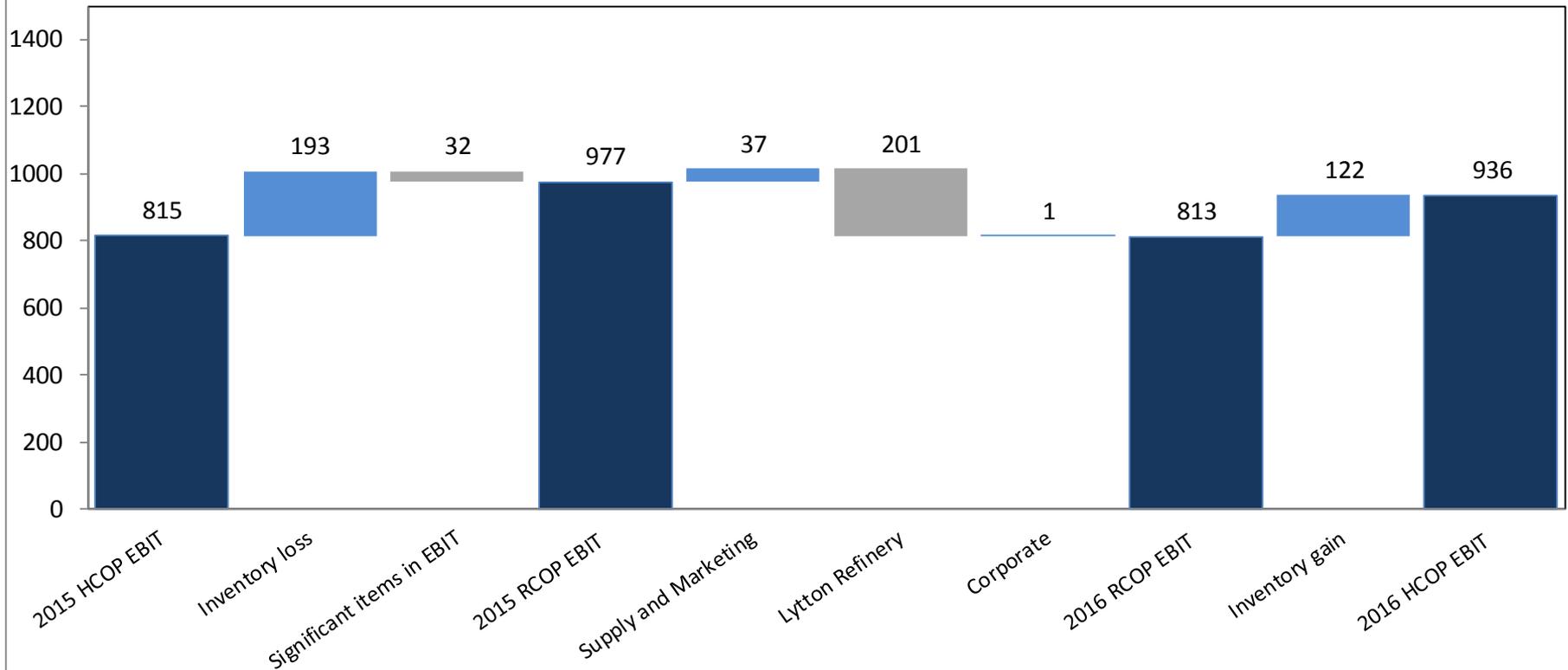
Significant Items

Year Ending December	FY 2016 \$ M	FY 2015 \$ M
Sale of surplus land	0	32
Total Significant Items (Before Tax)	0	32
Tax	0	(3)
Total Significant Items (After Tax)	0	29

Financial Highlights

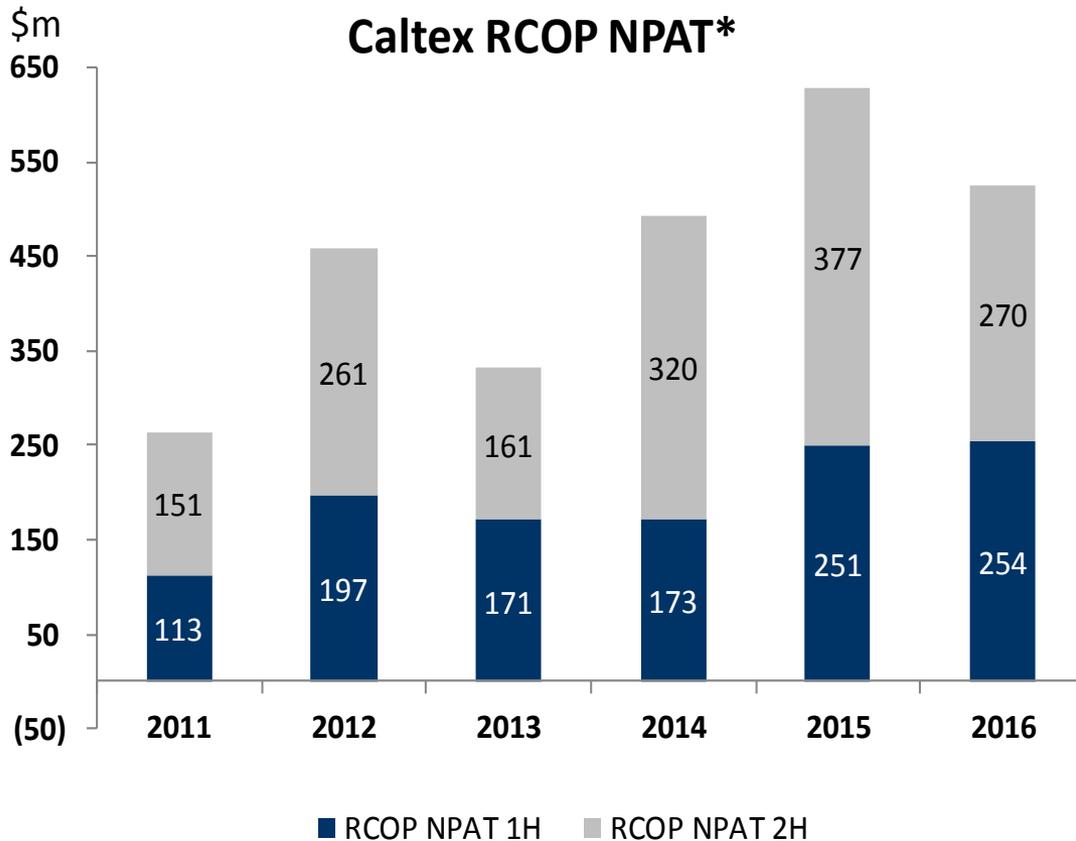
Rising crude and product prices during the period gives rise to inventory gains

2015 v 2016 HCOP EBIT



Financial Highlights

Strong Supply & Marketing growth, record Lytton production, refiner margins down on 2015
(but in line with long term average)

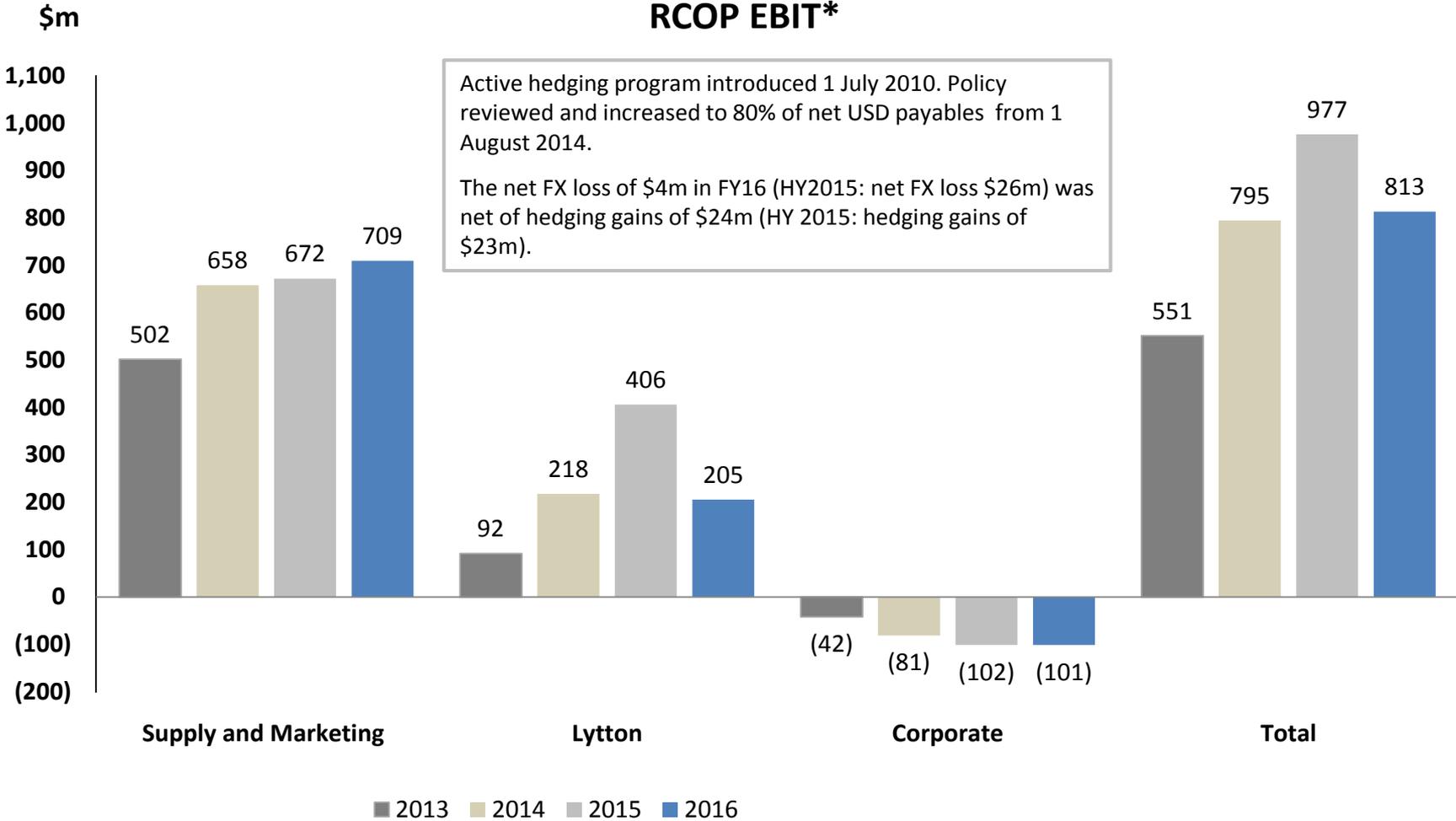


*RCOP Net profit after tax, excluding significant items

- Integrated Supply & Marketing EBIT up \$37 million to \$709 million (after \$29 million unfavourable externalities) or \$66m in underlying EBIT improvements
 - Underlying 9% EBIT growth driven by favourable product mix, supply chain optimisation benefits (incl. Ampol Singapore) and improved non-fuel income, despite flat volumes
- Lytton profitability down \$201 million to \$205 million. A strong operational performance (production volumes up 15%, sales from production up 14%), lower refiner margins (down US\$6.17/bbl to US\$10.29/bbl, but in line with long term average)
- Corporate costs (\$101m) comparable to prior year, given continued investment in technology, major projects (incl. M&A) and capability build
- Net finance costs (-\$4m to \$73m) reflect lower average borrowings and rates
- Effective tax rate (ETR) unchanged (~29.5%)

Financial Highlights

RCOP EBIT by Segment

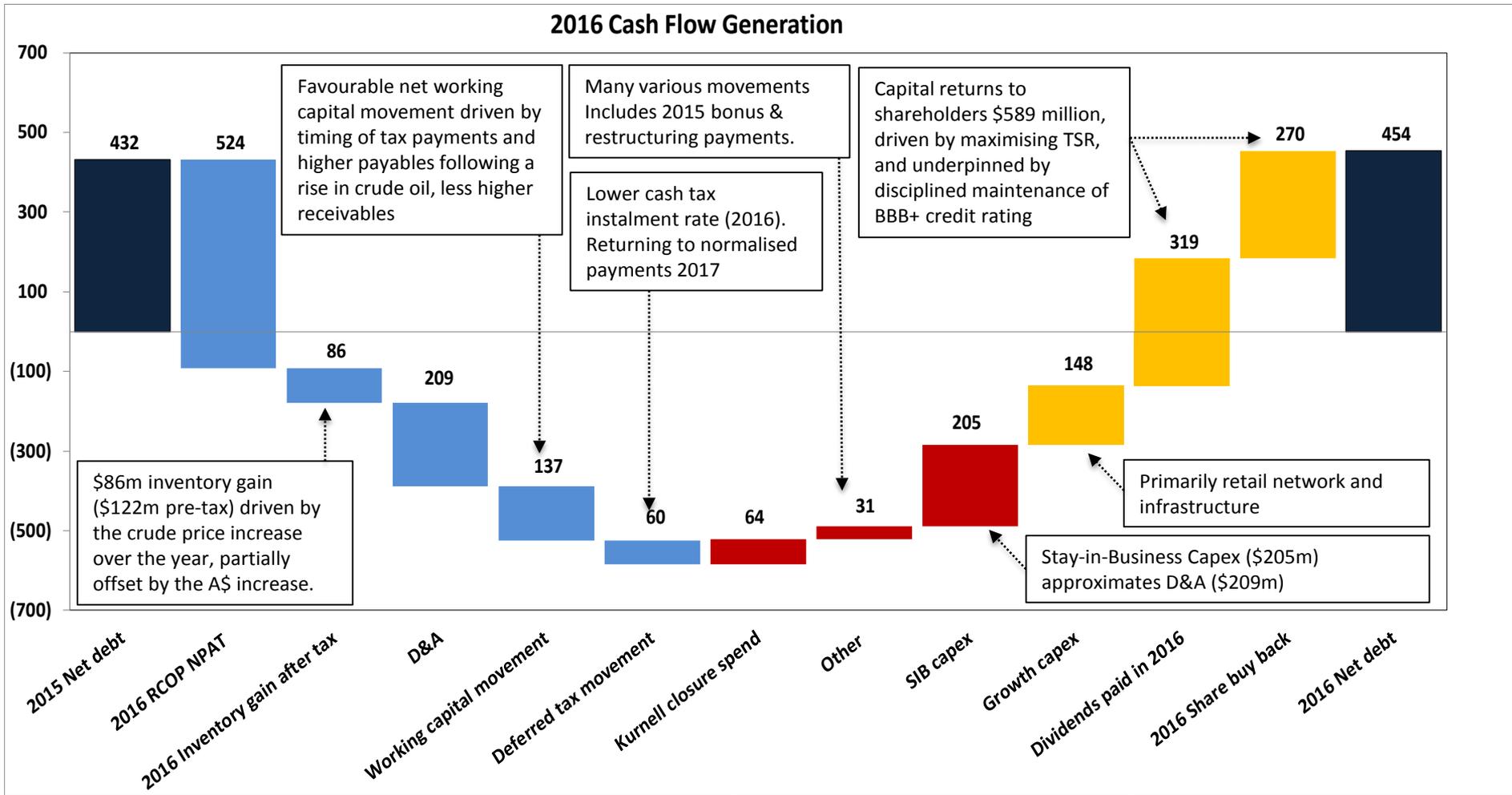


* RCOP EBIT excluding significant items



Financial Highlights

Cash Flow Generation performance



■ Summary sources of cash
■ Summary of operating cash requirements
■ Capital allocations (discretionary)

An aerial photograph of a large oil tanker ship sailing on the open ocean. The ship is viewed from a high angle, showing its deck with various structures, pipes, and equipment. The water is dark blue with some whitecaps. The sky is clear and light blue. The ship is moving towards the right side of the frame.

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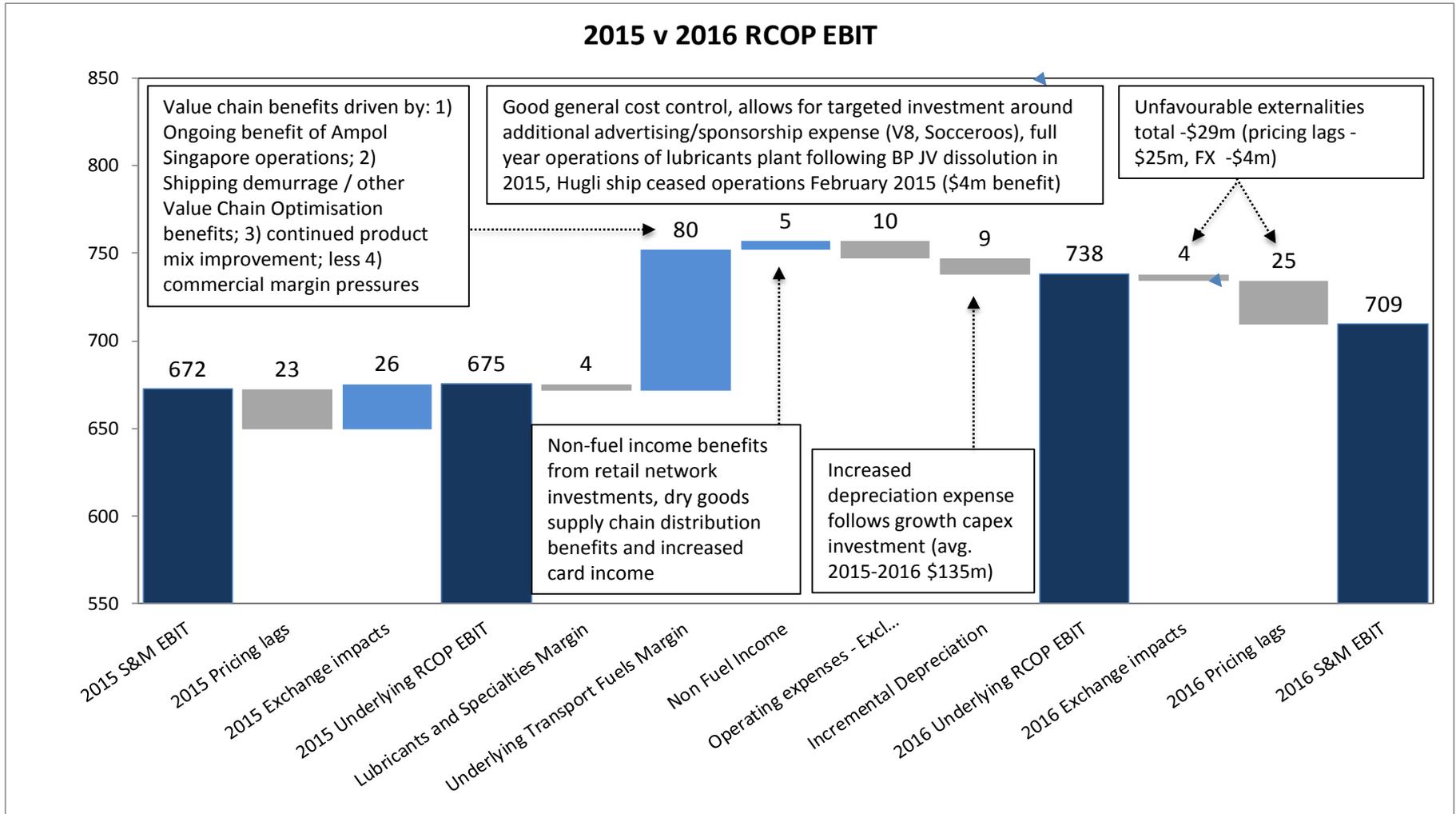
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Supply & Marketing Highlights - Key Drivers

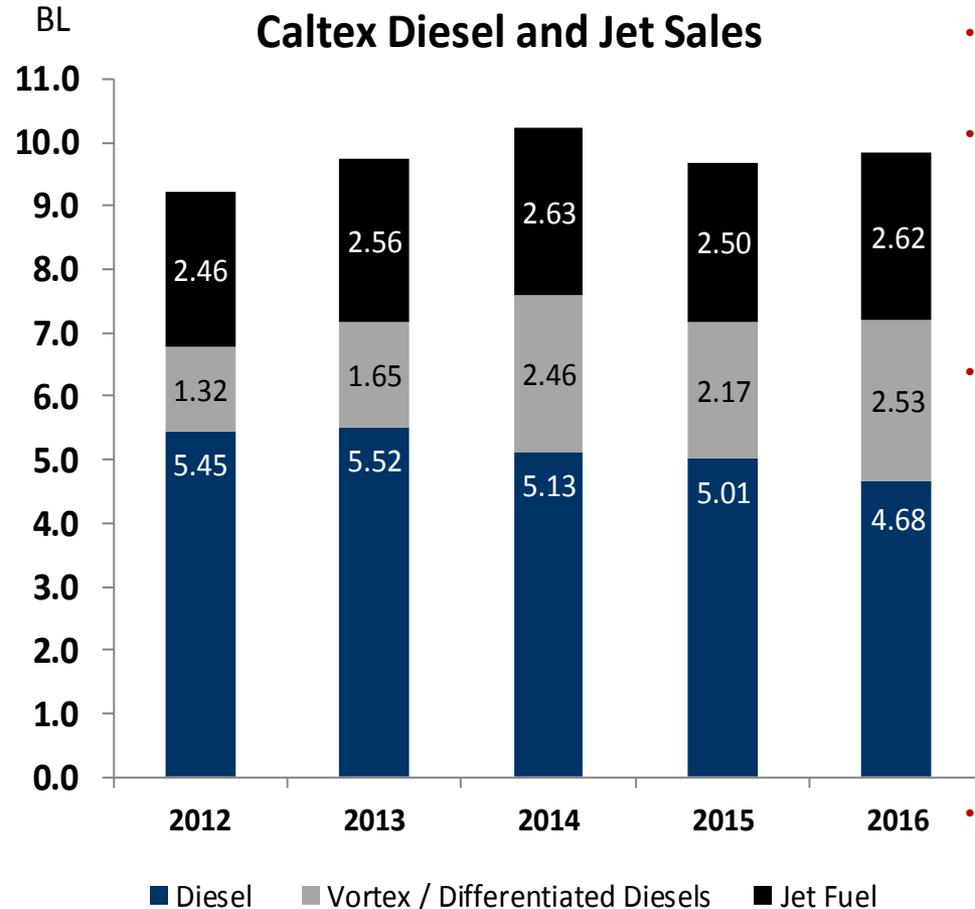
Earnings growth driven by premium product focus, supply chain benefits and non-fuel income growth



Supply & Marketing Highlights

Total Diesel volumes maintained with improved product mix, Jet volumes up 5%

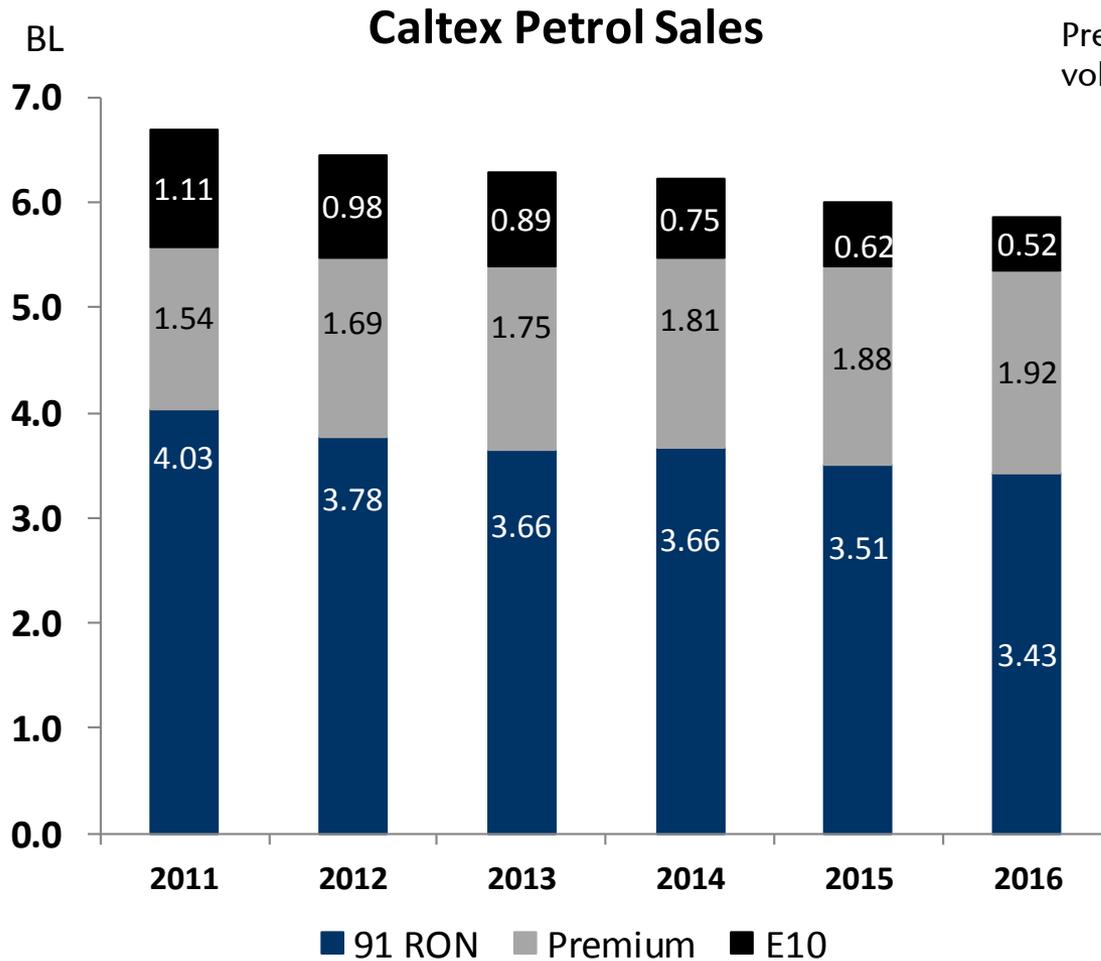
Caltex Diesel and Jet Sales



- Total diesel volumes maintained at 7.2BL (1H: 3.5 BL)
- Strong retail diesel volume growth continues, Vortex (retail) diesel up 12% (226 ML) to 2.2 BL
- Total Vortex and differentiated diesel increased 17% (358 ML) to 2.53 BL
 - Premium / differentiated diesel represents 35% of total diesel sales (31% pcp). Continue to target premium substitution across both commercial and retail segments
- Successfully defended contracted supply with no lost contracts in 2016. Commercial (B2B) diesel sales volumes lower (down 6%) due to:
 - Like for like contracts delivering lower volume due to reduced activity and slower ramp up of operations (more positive commodity price outlook)
 - Diesel demand in rural Australia depressed, with supply highly competitive
 - Completion of commodity sector infrastructure projects
- Jet volumes increased 124 ML (+5%) following strong 1H improvement (+7%, 85 ML). Growth driven by new contract volumes won, retention of existing customers & industry growth

Supply & Marketing Highlights

Petrol Sales - Premium petrols volumes up 2%; Base petrols down 4%; total volumes down 2%

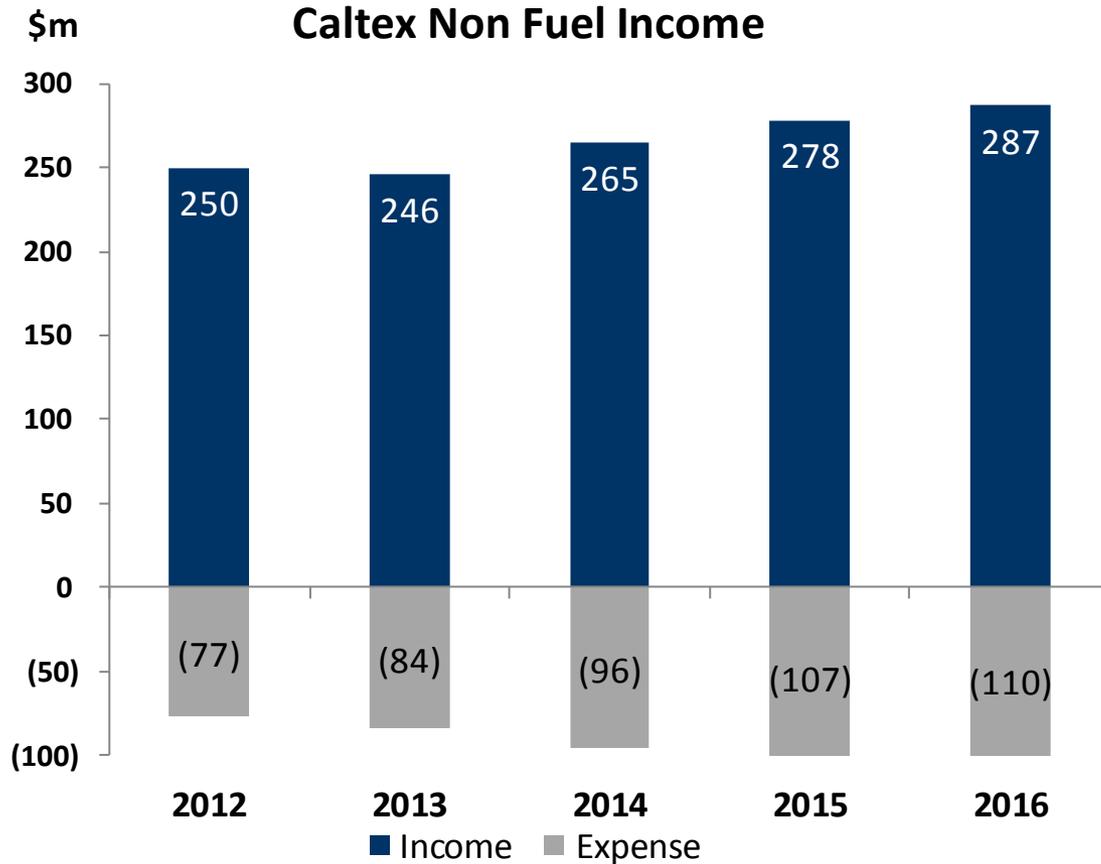


Premium petrol sales up 2.1%, including Vortex 98 volumes up 7.6%

- Premium now represents 33% of total Consumer petrol sales (32.5% pcp)
- Higher sales of premium grades partially offset the long term decline in demand for base grades
- Total petrol volumes fell 2.2% to 5.87 billion litres, driven by continuing trend of falling ULP / E10 base grade volumes, down 4.2% (including E10 sales down 16.1%) reflecting:
 - Diesel and premium petrol substitution
 - General long term industry-wide decline; and
 - On-going aggressive price competition

Supply & Marketing Highlights

Non Fuel Income (NFI) - Network development enables transport fuels & convenience growth, costs well controlled



- Non fuel income contribution (net) up 3% (\$5m) to \$177 million
- Non fuel income remains an enabler for Transport Fuels volume growth, improved product mix and therefore margin
- Gross income up 3% to \$287 million driven by increased rentals, card merchant fees and retail program
- Convenience store shop sales year on year +2.2% (NSW/ACT +4.2%, SA +4.7%, Vic. +3.8% more than offset significant decline across WA -7.3%)
- Non-Fuel expense increase (+2.8% to \$110m) reflects higher average rent and lease expenses (3% - 4%), less good cost control

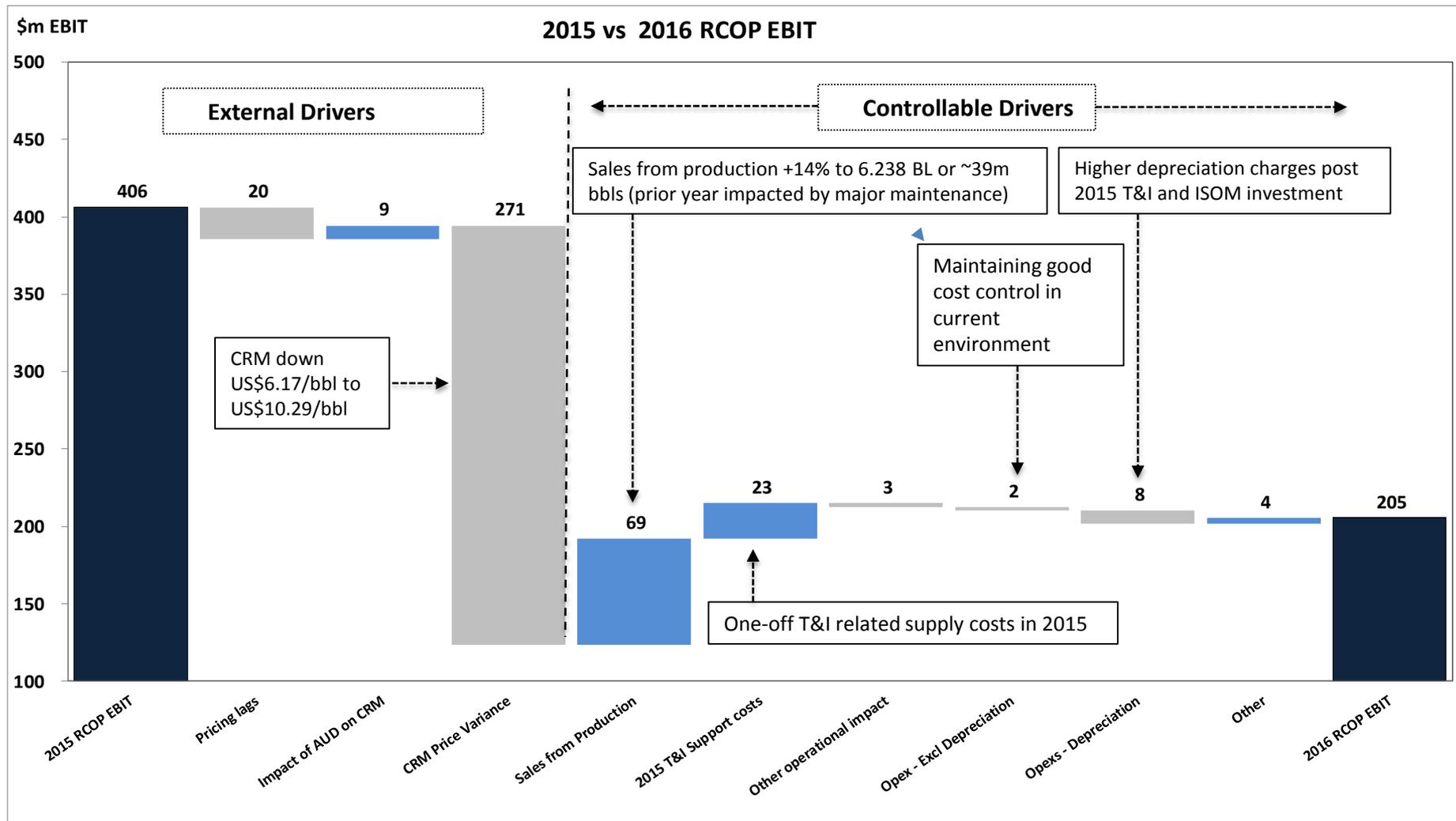


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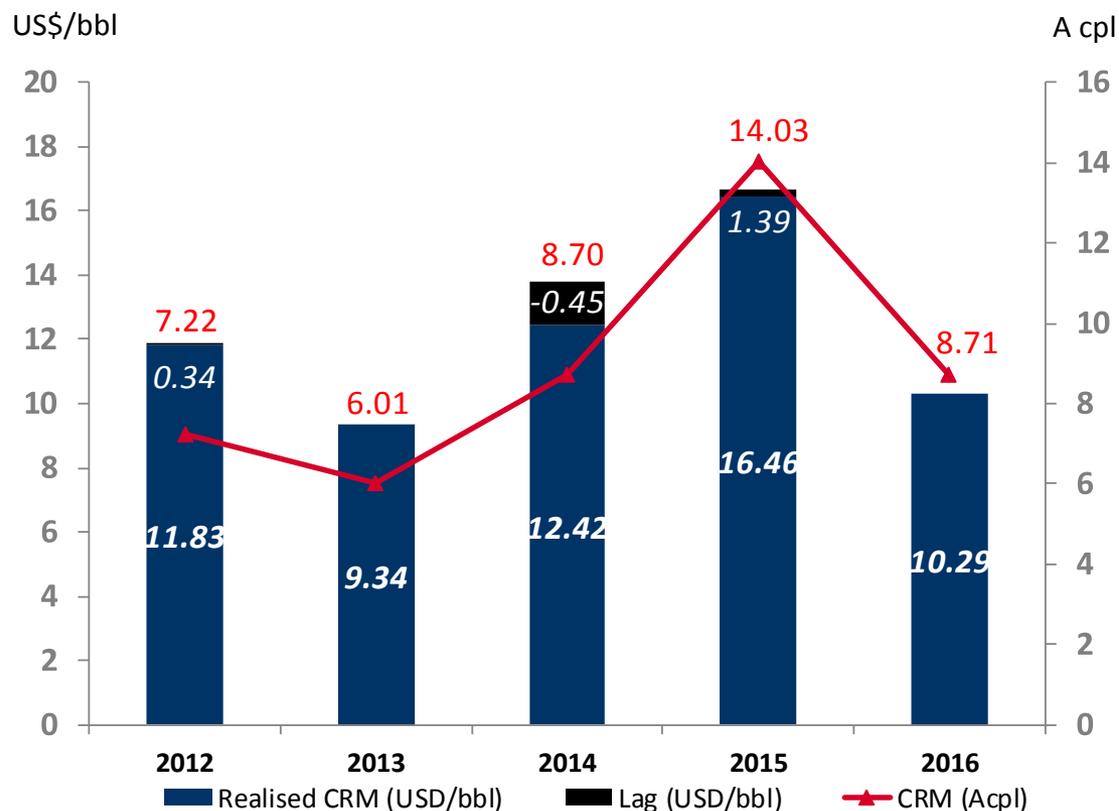
Lytton Refinery Highlights

Record Lytton production, refiner margins down on 2015 (but in line with long term average)



Lytton Refinery Highlights

Regional supply and net freight markets drive Caltex Refiner Margin (CRM) lower. Higher crude premium reflects geographic source (more overseas crude in 2016). Low yield loss highlights Lytton reliability



Caltex Refiner Margin Build-up (US\$/bbl)		
	FY16	FY15
Singapore WAM*	10.94	14.95
Product freight	3.32	4.51
Quality premium	1.32	1.12
Crude freight	(2.15)	(2.41)
Crude premium	(2.52)	(1.02)
Yield loss*	(0.41)	(0.89)
Lag	(0.21)	0.20
Realised CRM	10.29	16.46

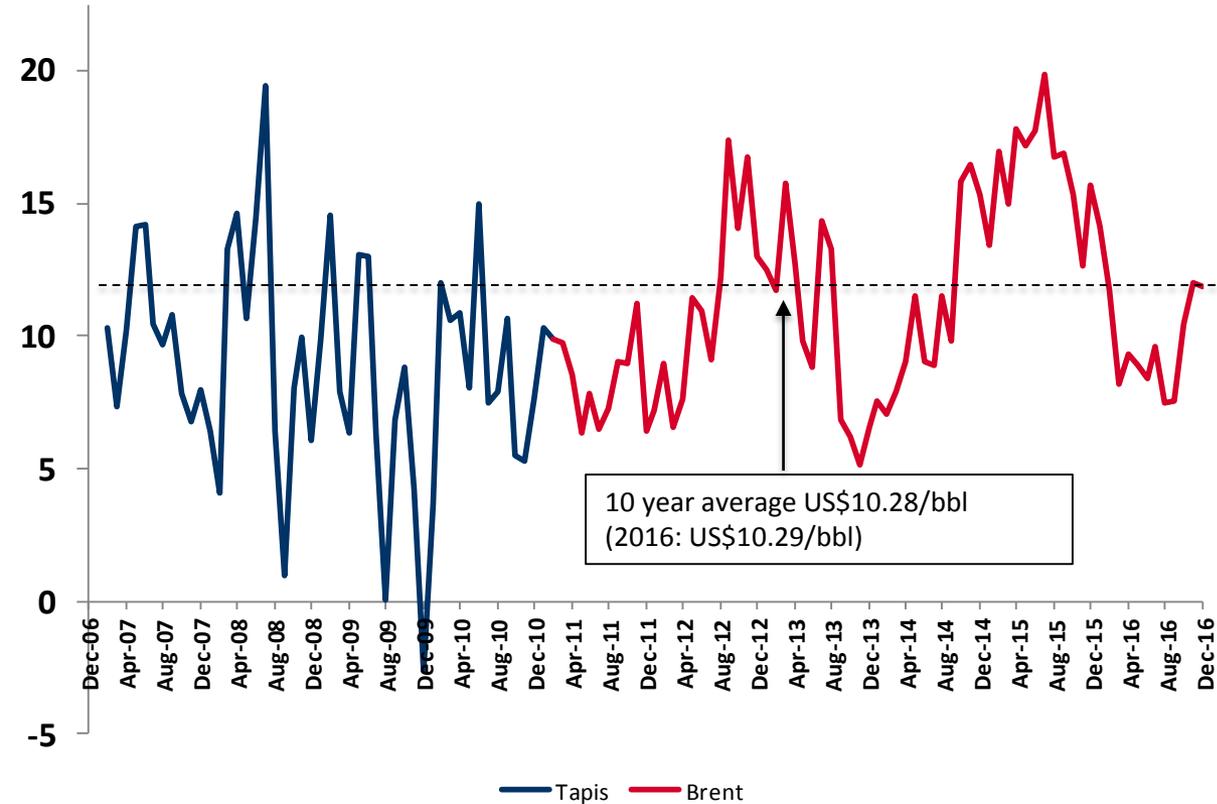
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*The Caltex Refiner Margin (CRM) represents the difference between the cost of importing a standard Caltex basket of products to Eastern Australia and the cost of importing the crude oil required to make that product basket. The CRM calculation represents: average Singapore refiner margin + product quality premium + crude discount/(premium) + product freight - crude freight - yield loss. Numbers used are volume weighted.

Lytton Refinery Highlights

Caltex Refiner Margin (CRM) lower than 2015, but in line with long term average

2007-2016 Caltex Refiner Margin*1 (US\$/bbl)



- Lower CRM than 2015 (return to long term historic levels)
- Singapore Weighted Average Margin (SWAM) (US\$10.94/bbl versus US\$14.95/bbl) year on year
- Higher crude premiums due to increased competition and necessity to source regionally and out of region

Average realised CRM	2016	2015
1H	US\$10.10	US\$16.00
2H	US\$10.46	US\$16.85

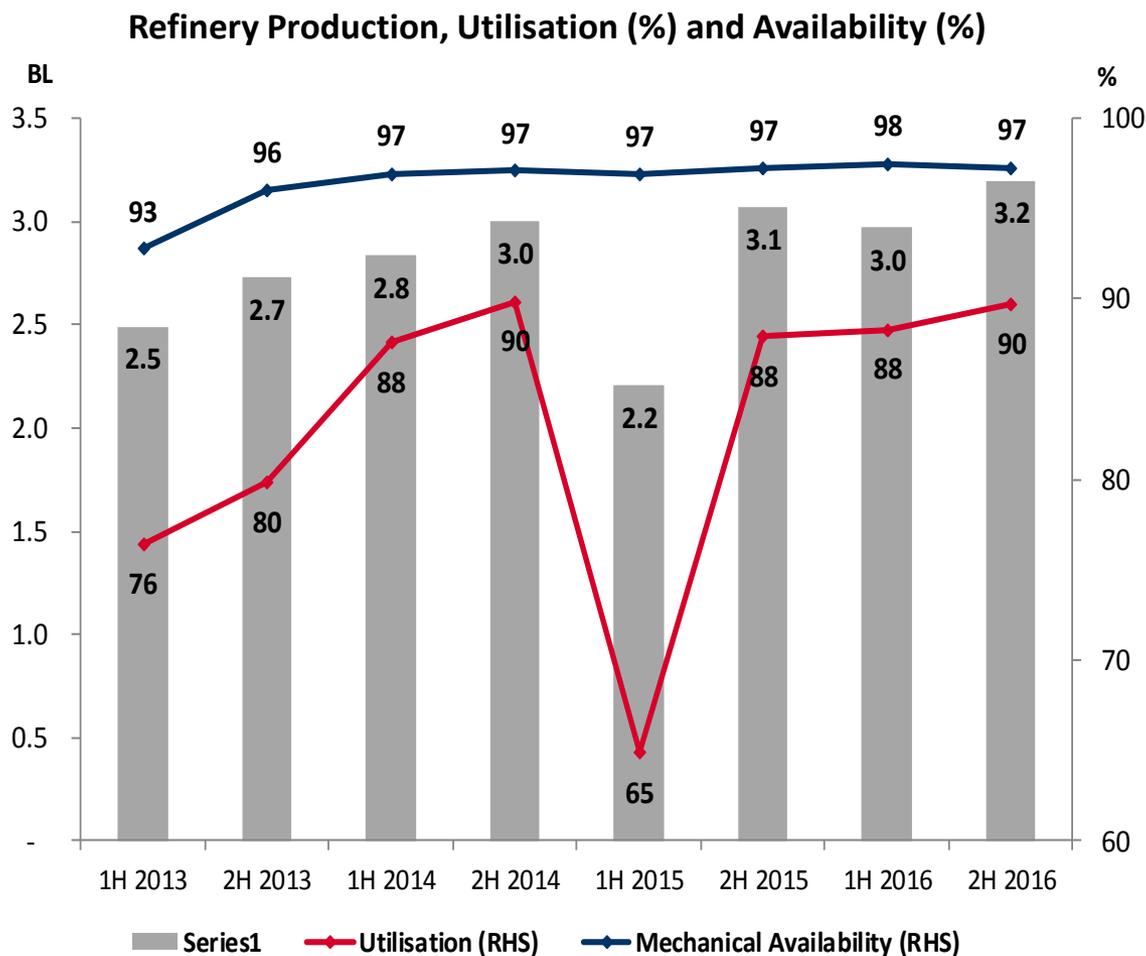
CRM unlagged	High	Low	Average
1 year	US\$12.02	US\$7.44	US\$9.70
2 year	US\$19.85	US\$7.44	US\$13.01

*Lagged Caltex Refiner Margin.

1. Price basis shifted from (APPI) Tapis to Platts Dated Brent in January 2011 (consistent with Caltex references)

Lytton Refinery Highlights

Record production. Strong controllable operational performance metrics continue post 2015 T&I



- Strong controllable operating performance including increased reliability, underpinned by:
 - Mechanical Availability (97.4%);
 - Operational Availability (94.9%);
 - Yield +80bp to 99.2%; and
 - Utilisation (89.7%) - record performance
- Record High Value Production (HPV) levels, exceeding 6.2 BL.
 - Transport fuels production up 16.5% to 6.384BL
 - Sales from production +14% to 6.238 BL
- Individual process unit monthly production records continue (CDU, FCC, DHTU)
- Similar profit to 2014 on US\$2/bbl lower refiner margins (Tabula Rasa focus)

Lytton Refinery Highlights

Balanced product slate petrols (47%) and middle distillates (diesel, jet 50%) provides flexibility.
 Premium petrols production increasingly skewed towards 98 octane

	LYTTON				
	2012	2013	2014	2015	2016
Diesel	40%	39%	38%	39%	39%
Premium Petrols	13%	12%	13%	12%	14%
Jet	10%	10%	12%	12%	11%
	63%	61%	63%	63%	64%
Unleaded Petrol	34%	35%	33%	32%	33%
Other	4%	4%	4%	5%	3%
Total	100%	100%	100%	100%	100%

*Concerted effort to increase Vortex 98 production (SPULP) within premium petrols refining %
 "Other" product slate represents mainly high value product (nonene)*



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Financial Discipline - Capital Management

Returns Focused Capital Management

Capital management objective

- Given the company's improved cash flows and strong balance sheet, Caltex has reviewed the options for capital management based on established priorities to ensure capital is deployed as efficiently as possible.
- Caltex's overarching objective is to deliver top quartile Total Shareholder Returns (TSR) over time.

Committed to maintaining prudent debt levels

- Maintain a capital structure consistent with a stable investment grade credit rating.
- Headroom remains to invest in growth and respond to changes in the operating environment.

Disciplined use of free cash flow to generate sustainable long term earnings growth

- Caltex's priority is to invest in the business and in growth initiatives to generate sustainable, long term earnings growth.
- Deliver an attractive ordinary dividend stream to shareholders (40-60% dividend payout ratio of RCOP NPAT).
- Capital management opportunities in the absence of sustainable growth investments may be considered. The preferred form of any additional capital return is an off-market buy-back.

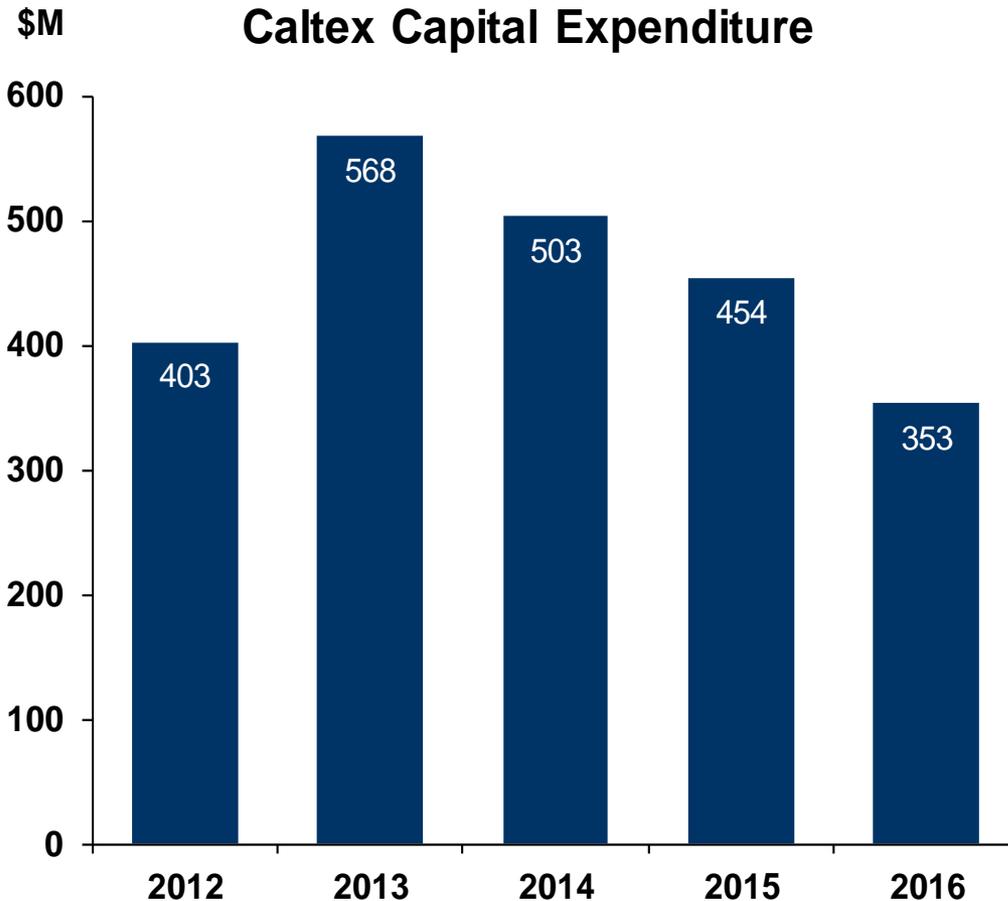
Financial Discipline

Capital Management - Initiatives to Date

- **Early repayment of final US Private Placement** (FY 2015)
 - \$15m in interest savings (16mth period: Jan. 2015 to original maturity date on April 2016)
- **Available debt facilities reduced** (FY 2015)
 - \$1.55 billion from \$2.1 billion
 - Reduced facility fees (est. \$5 million p.a.); greater flexibility; increased tenor
- **Sustainable dividend pay-out ratio reinstated following completion of Kurnell terminal** (FY 2015)
 - 40% - 60% of RCOP NPAT
- **\$270 million off-market share buy-back completed** (FY 2016)
 - 3.4% share capital reduction; buy-back price \$29.39/share
- **Renegotiation of bilateral facilities (including price, terms & conditions)** (FY 2016)
 - Extended maturity; increased flexibility; better pricing
- **FX risk management enhanced** (FY 2016)
 - Hedging 100% of net USD exposure relating to timing mismatches for oil commodity FX pricing, effective Dec 2016 (previously 80%)

Financial Discipline - Capital Expenditure

Capital directed to reinvest and grow, whilst ensuring a safe, efficient business



2016 total capex of \$353m (1H \$125m; 2H \$228m)

Towards low end of guidance (\$350m - \$400m, excluding M&A)

- Stay-in-business of \$205 million; and
- Growth (excl. M&A) of \$148 million, primarily retail network and infrastructure investment
- Network investment slowed during retail convenience refresh, pilot site roll-out

By Investment category

1) Supply Chain \$110m (\$120m - \$140m);

- Newport terminal upgrade (2016 spend \$31m), and
- Terminal tank T&I, fire system upgrades

2) Technology \$37m;

- New Pricing system; and
- Trading & supply platform upgrade

3) Lytton maintenance / minor T&I \$43m (guidance \$35m - \$50m)

Financial Discipline - Capital Expenditure

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

\$ millions	2014	2015	2016	2017 Forecast*
Lytton				
- Stay in business (includes T&I)**	58	94	35	30-45
- Growth	56	39	8	10-20
	114	133	43	40-65
Marketing and Supply				
- Stay in business	104	143	156	105-120
- Growth	186	129	141	250-270
	289	271	297	355-390
Kurnell Refinery	29	0	0	0
Kurnell Terminal Transition	67	46	3	0
Corporate – Other	4	4	11	0-10
Sub-Total	503	454	353	395-465
Announced M&A (Milemaker, Gull NZ pending approval, financial close)				430
Total	503	454	353	825-895

• Indicative ranges only. Subject to change pending market conditions, opportunities, etc. Excludes M&A.

** Turnaround & Inspection (T&I) – major program typically undertaken every five years, completed 1H 2015



With you all the way



Newport Terminal Upgrade

Financial Discipline

Depreciation & Amortisation

\$ millions	2013	2014**	2015	2016	2017 Forecast*
Lytton	24	34	48	52	50-60
Supply and Marketing	91	99	139	152	175-185
Corporate	8	33	6	6	5-10
	123	166	193	209	230-255
Kurnell Refinery	42	37	0	0	0
Total	166	203	193	209	230-255

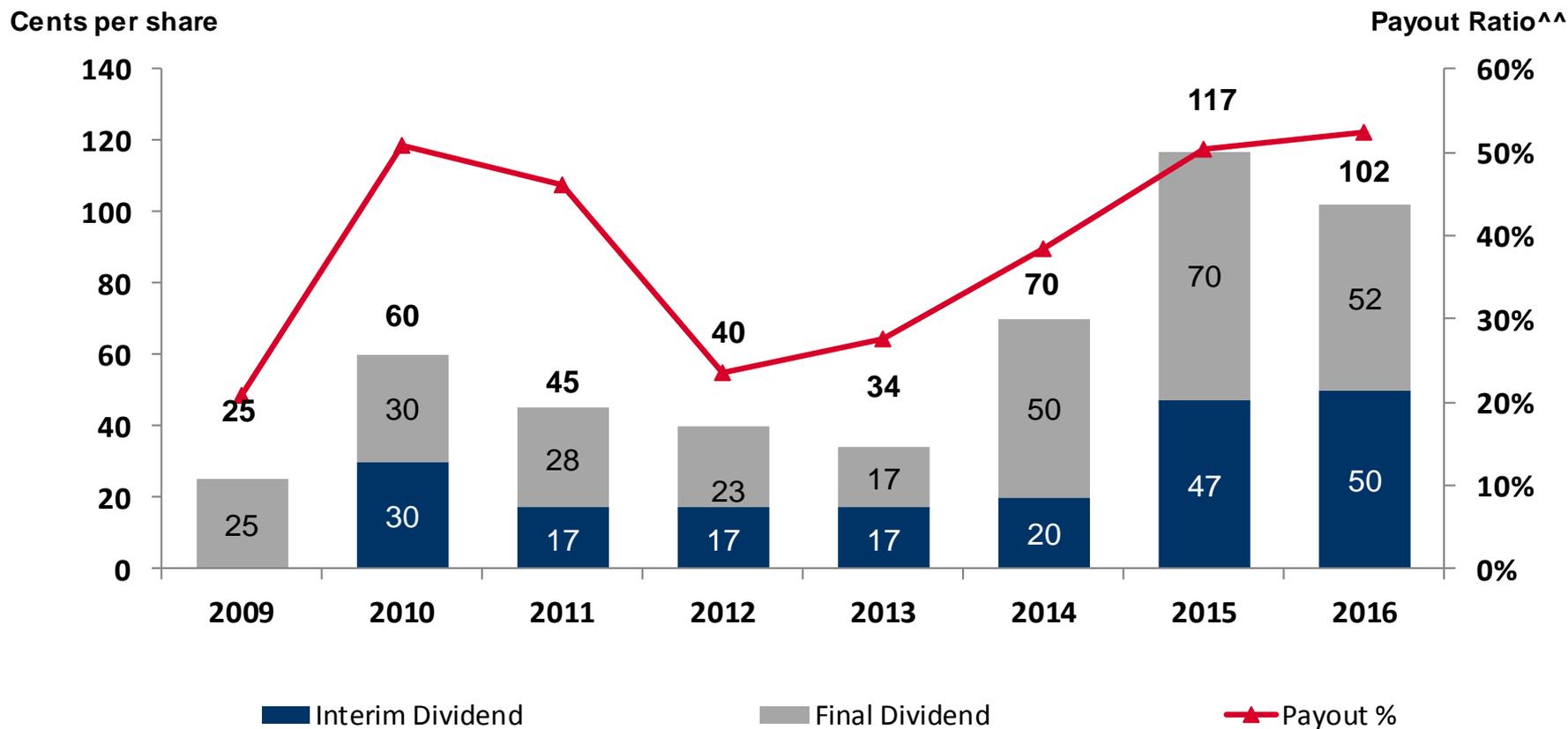
* Indicative forecasts only, subject to any major capex / M&A changes

** 2014 Corporate D&A included \$23m in significant items. Underlying 2014 corporate D&A approximates \$10m

Financial Discipline - Dividend

Final dividend of 52 cents per share (2016: 70cps); pay-out ratio 50.5%

Caltex dividend history^



^ Dividends declared relating to the operating financial year period; all dividends fully franked

^^ Dividend pay-out ratio is 40% to 60% of RCOP NPAT

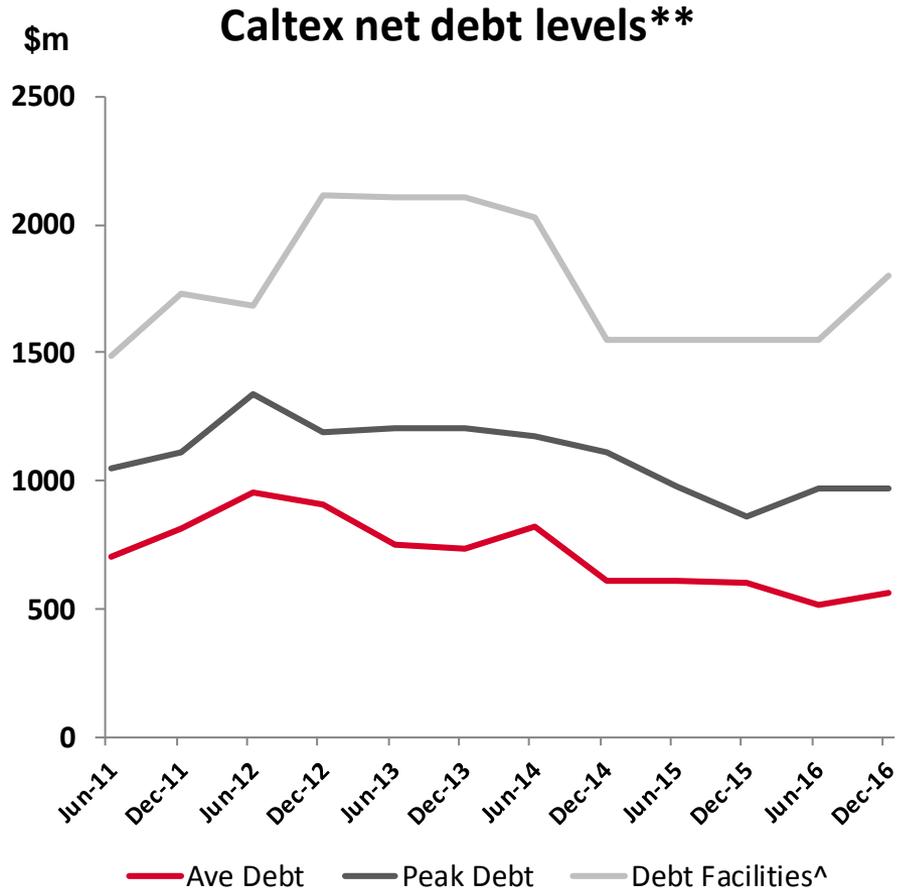
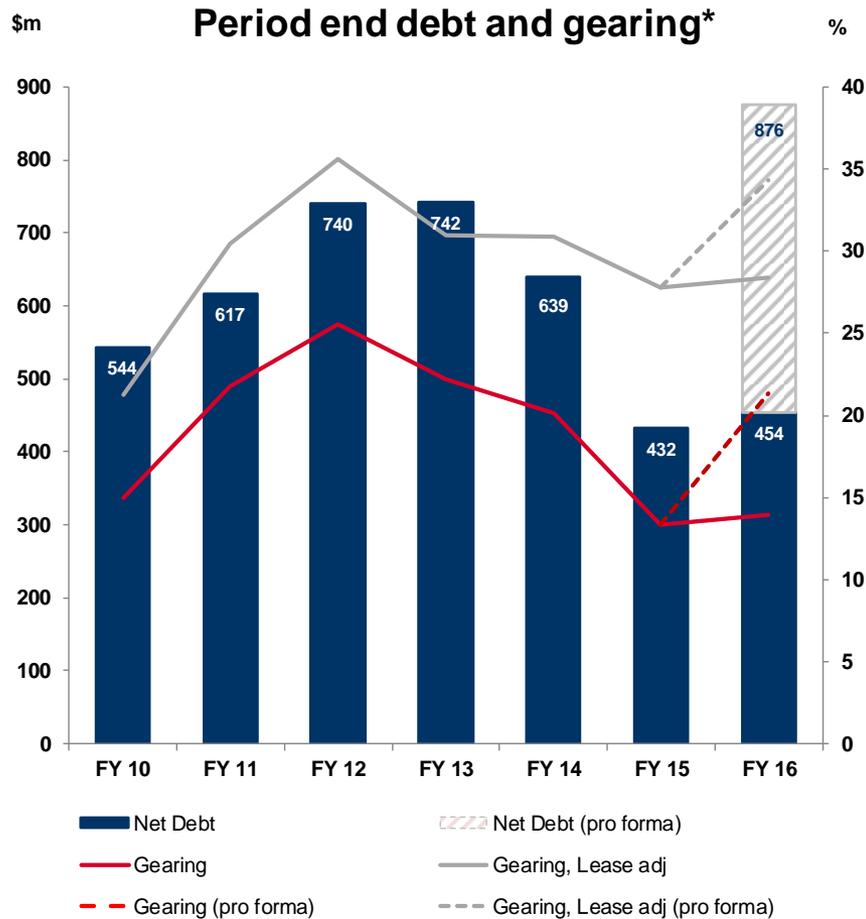
Financial Discipline - Additional Capital Returns

\$270 million Off-Market Buy-Back successfully completed (April 2016)

- \$270 million buy-back completed April 2016
- Price paid \$29.39/share (incl. capital component \$2.01/share, Fully franked dividend \$27.38/share)
- Shares repurchased: 9.2 million (3.4% of issued capital)
- Scale-Back: 86.08%
- EPS and ROE accretive (benefiting all shareholders)
- Balance sheet flexibility, BBB+ credit rating and capability to fund growth maintained
- Subject to identification and execution of profitable growth opportunities (Caltex's priority), additional capital returns may be considered
- Gearing levels (immediately post buy-back): 21% net debt to capital; 34% net debt to capital (lease adjusted)

Financial Discipline - Balance Sheet

Average daily borrowings well managed (higher debt position post buy-back) - financial flexibility maintained



* Gearing = net debt / (net debt + equity); Gearing - Lease adjusted, adjusts net debt to include lease liabilities

** Average debt is the avg. level of debt through the period; Peak debt is the max. daily debt through the period

^ Debt facilities includes committed facilities as at 31 December 2016



AGENDA

Operational Excellence Moment
Full Year 2016: Key Highlights
Strategy Update
Financial Highlights
Supply & Marketing Highlights
Lytton Refinery Highlights
Financial Discipline
Result Summary & Outlook
Q&A
Appendices

RESULT SUMMARY & OUTLOOK

RESULT TAKE-AWAYS

- RCOP NPAT \$524 million, 16.5% below prior year
- Final dividend 52.0 cps declared (FY 2016: 70.0 cps) fully franked (50.5% payout; guidance 40% - 60%)
- Supply & Marketing underlying EBIT up 9.5% (excl. \$29m unfavourable externalities)
- Strong Lytton operating performance with record production volumes, refiner margins down on 2015, but in line with long term average
- Corporate costs comparable to prior year (\$101 million) reflecting continued investment in technology, major project costs (including M&A) and further capability build to support Caltex's strategic direction
- Balance sheet remains strong. Net debt at \$454 million (gearing 14%; lease adjusted 24%), excluding announced acquisitions (~\$430 million); BBB+ Credit rating maintained

SHORT-TERM OUTLOOK

- Continue to defend and grow core transport fuels business including growth in premium fuels
- Prioritise the optimisation of the entire value chain from product sourcing to customer via:
 - Optimising our leading infrastructure position, including retail and terminal network
 - Continue to build Ampol's product sourcing, trading & shipping capabilities
 - Working with and investing alongside our customers, to protect and grow our supply base, whilst enhancing our fuel retail customer offering
 - On-going focus on capturing further Lytton operational and margin improvements
- Pursue growth within core Transport Fuels business (e.g. Milemaker, Gull NZ), whilst refreshing the full retail customer offering
- Implement pilot project sites around new customer solutions in the retail convenience space
- Review of company operating model underway to reflect strategic direction (further efficiencies targeted)

SUMMARY

- Caltex is an integrated Australian transport fuels company that is underpinned by comprehensive infrastructure with a diverse set of customers spanning consumer, commercial and wholesale
- We have a clear strategy to grow earnings, reduce volatility of earnings and cash flow and increase balance sheet flexibility to maximise longer term shareholder returns based around our core capabilities of retail convenience (leveraging our existing consumer , mobility assets), infrastructure and the processing, storage and distribution of hydrocarbons



With you all the way

Q&A



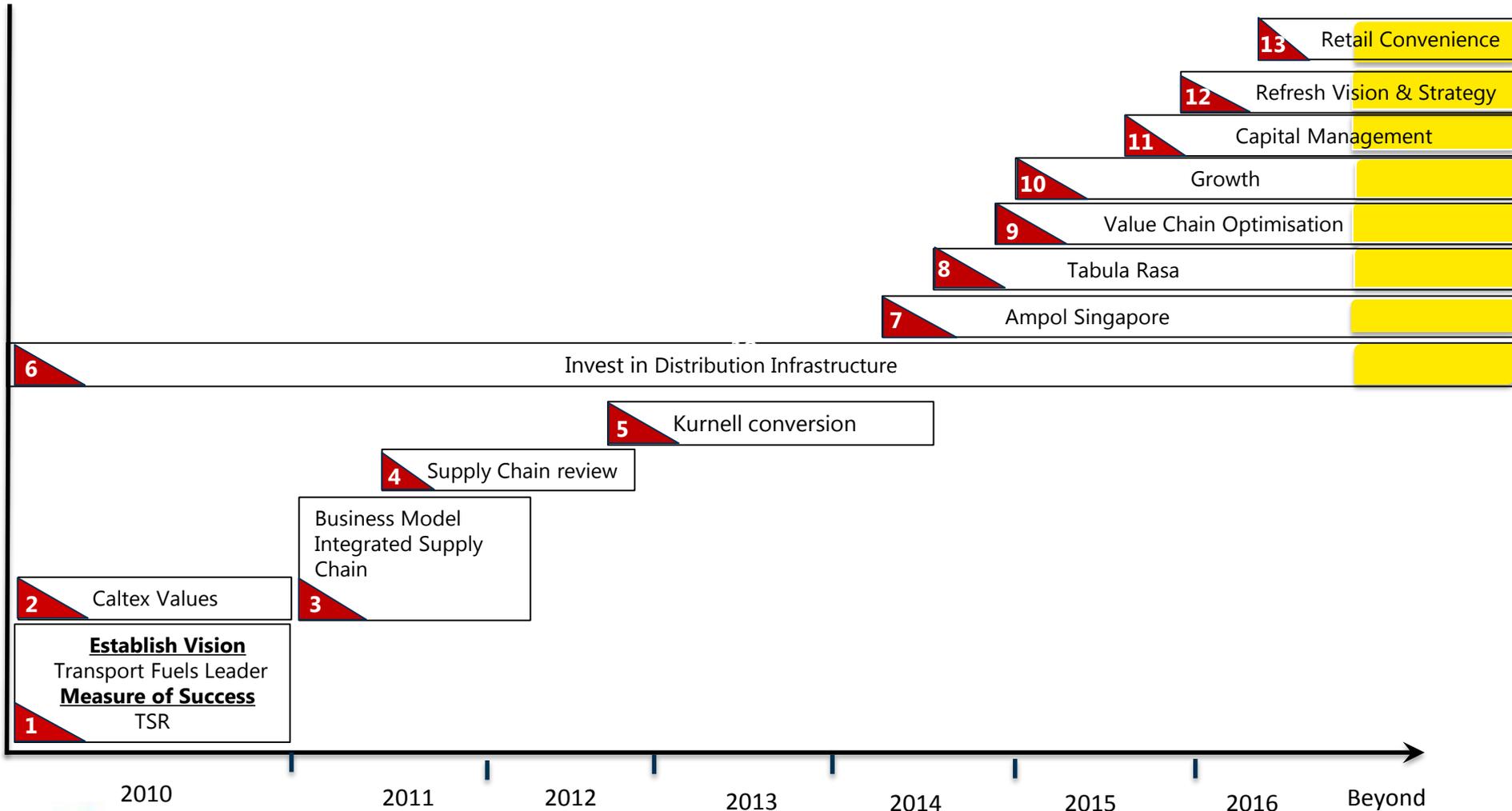
AGENDA



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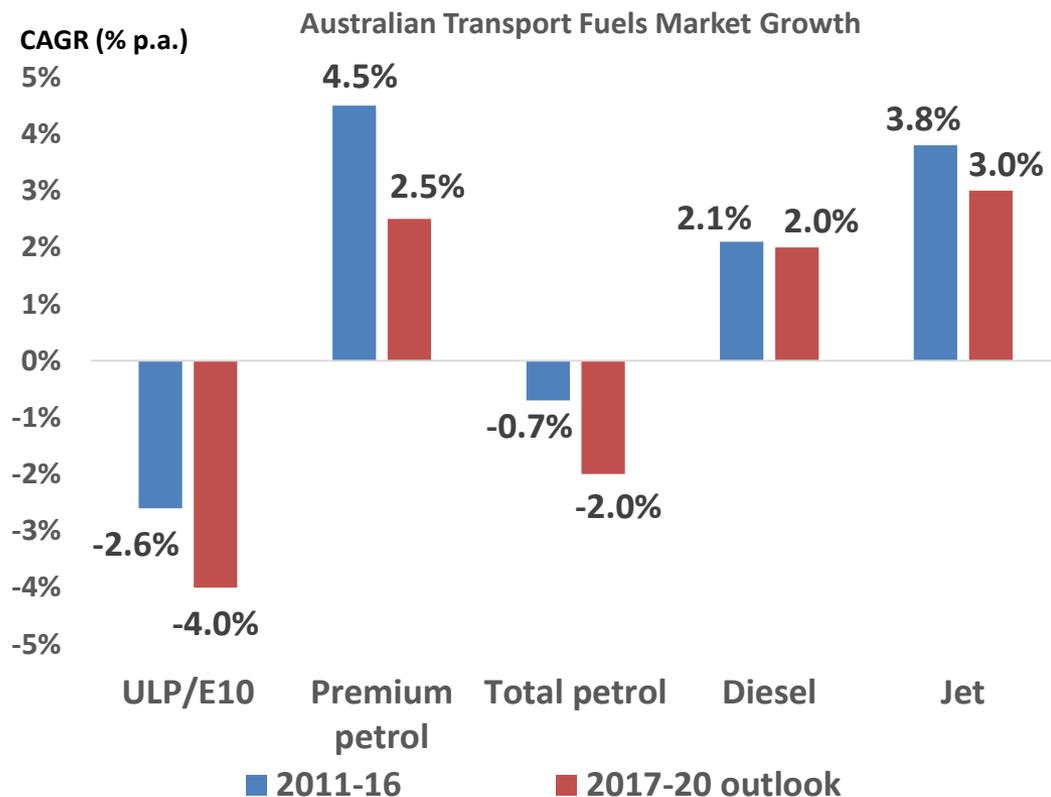
Appendix: Caltex's Strategic Journey continues

A focused multi-year transformation strategy, to deliver top quartile total shareholder returns



Appendix: Australian Fuels Demand Growth

Continued demand growth forecast for diesel and jet fuel

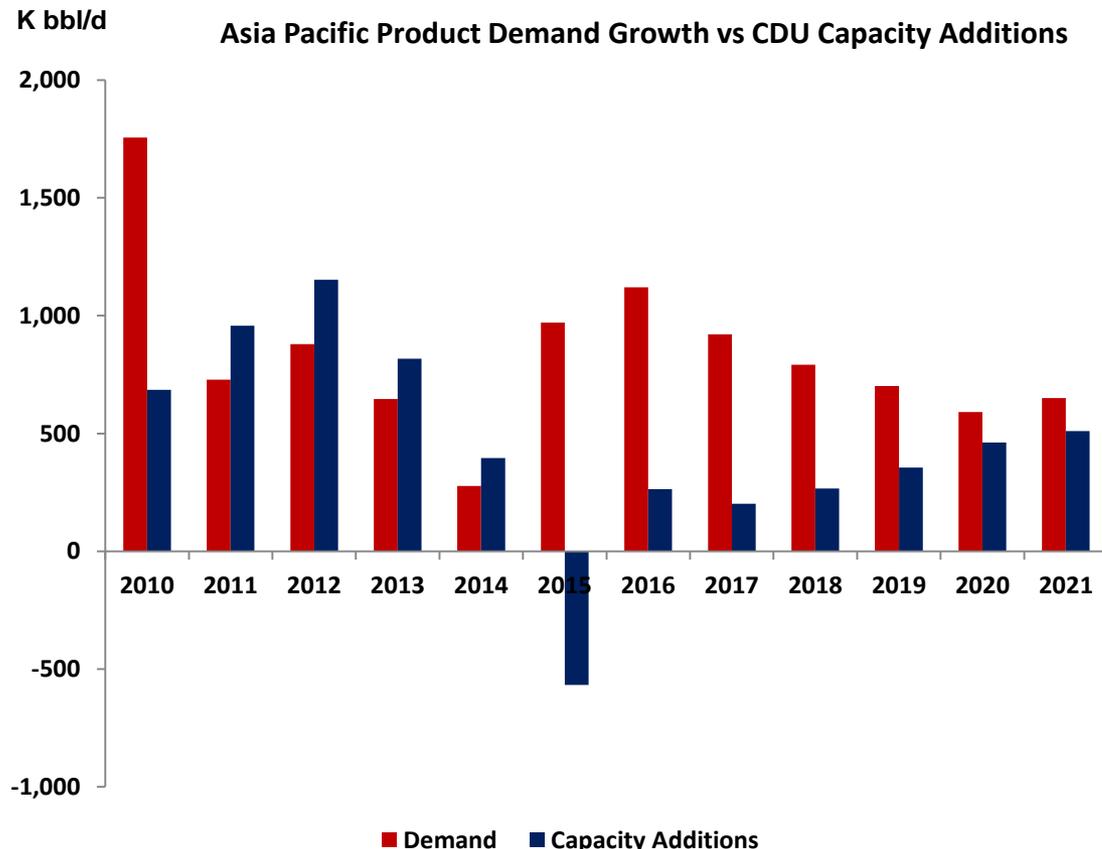


- Total petrol volumes are projected to continue to decline, due to ongoing improvements in vehicle fuel efficiency and continued substitution to diesel vehicles.
 - Substitution away from regular ULP to premium grades (particularly 98 octane product) will continue in line with new vehicle requirements
 - Total petrol volumes forecast decline - 2.0%
- Diesel market growth is forecast to remain similar to the recent trend as continued uptake of diesel vehicles offsets weaker growth in the resources sector (+2.0%)
- Strong growth in passenger numbers at most capital city and regional airports (e.g. Cairns, Gold Coast) continues to support solid growth in jet fuel volumes (+3.0%)

Source: Department of Industry, Innovation and Science - Australian Petroleum Statistics, Caltex estimates

Appendix: Regional Supply and Demand

Regional product demand growth projected to exceed refining capacity additions over next 5 years

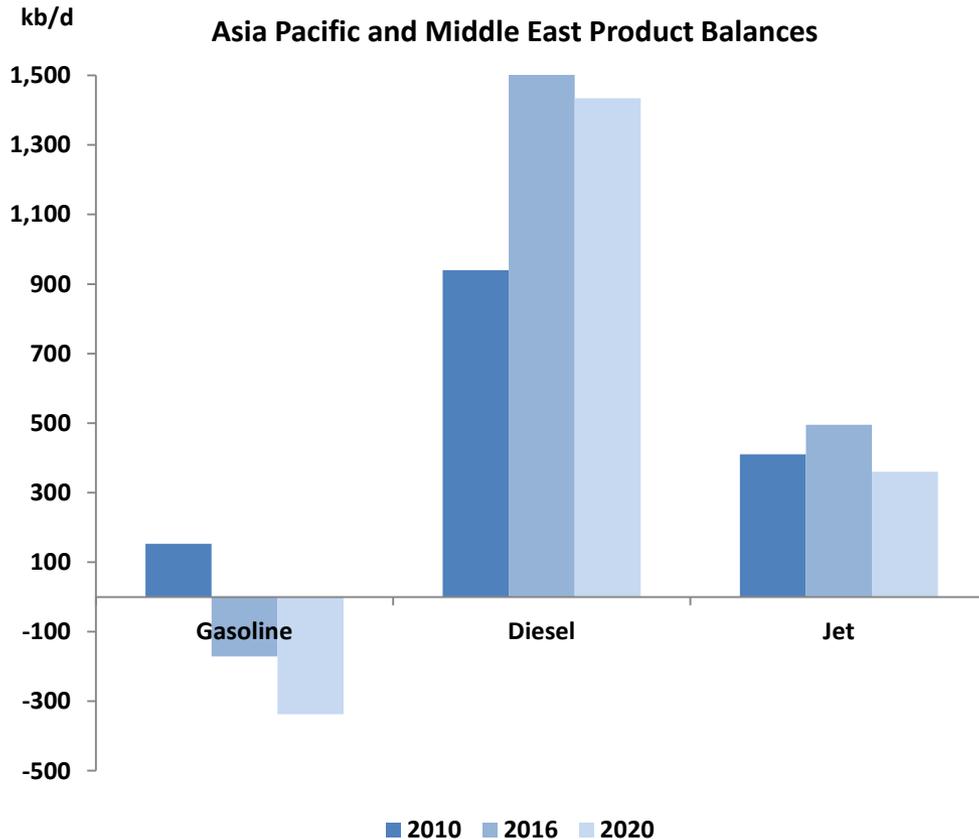


- The outlook for the next 5 years is for a continuation of the trend observed in 2015/16, which saw regional product demand growth exceed net refining capacity additions.
- Demand: Product demand growth in the Asian region is forecast to continue to grow at 2-3% p.a. over 2017-21, supported by relatively low oil prices and emerging markets growth.
- Supply: Net capacity additions are expected to remain low over the next 5 years due to further refinery closures (China, Japan) and a relatively small number of scheduled greenfield refinery projects.

Source: FACTS Global Energy October 2016 Forecast, Caltex estimates. Capacity additions are net of forecast closures

Appendix: Middle East Product Balances

Middle East region forecast to have growing surpluses of middle distillates (diesel, jet), but moves further into a gasoline deficit by 2020



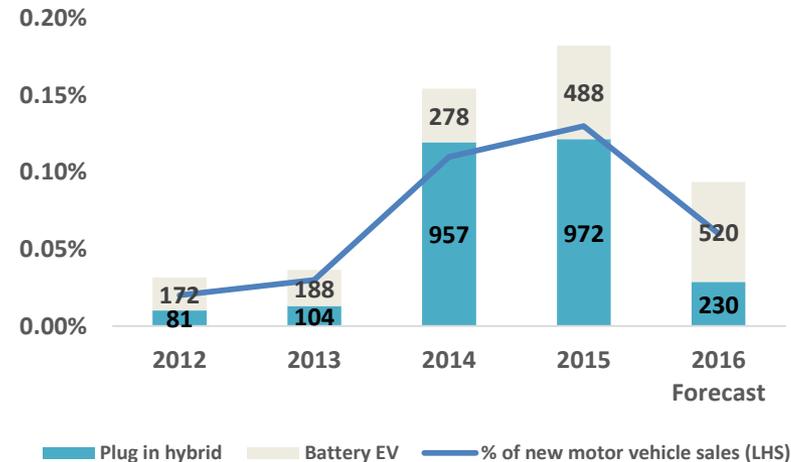
- Growth in Middle East refinery output is expected to impact the supply-demand balance in Asia Pacific.
 - By product, middle distillates (diesel and jet) are projected to remain in surplus across the combined Asia Pacific and Middle East regions out to 2020
 - The growth in the diesel surplus also reflects weaker consumption in China, due to slower industrial and economic growth.
- The region is forecast to move into a gasoline deficit by 2020. This reflects strong projected demand growth (3% - 4% p.a.), due to increasing car ownership and infrastructure improvements, and refinery configurations.
- These trends suggest gasoline refining margins should be relatively stronger than diesel and jet margins over the next four years.

Source: FACTS Global Energy October 2016 Forecast. Note: A positive balance indicates net exports

Appendix: Australian and global electric vehicle sales

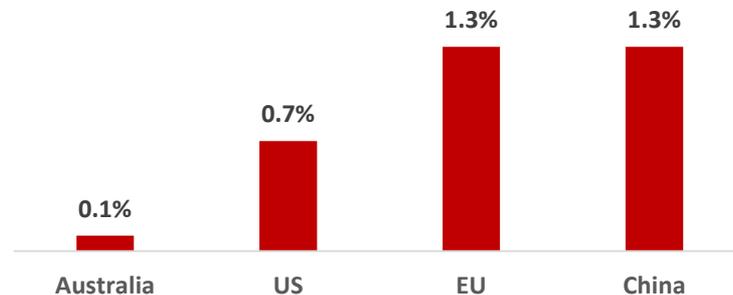
Electric vehicle sales currently represent only 0.1% of total Australian new vehicle sales

Australian plug-in vehicle sales volumes and market share



- There are ~17m light vehicles in the Australian fleet, of which ~4,000 are plug-in electric vehicles (EVs).
 - Over half of these vehicles are plug-in hybrid vehicles, which have a petrol or diesel combustion engine as well as a rechargeable battery.
- Despite new EV model releases and the accompanying news flow, EVs comprised only 0.1% of the total Australian new vehicle market in 2015 (forecast to be less in 2016).
- Average age of the Australian vehicle fleet is 10 years. Therefore, an increase in EV sales is likely to take many years before it has a material impact on the overall composition of the vehicle fleet.
- Uptake of EVs in Australia lags other major markets, arguably due to deliberate EV regulatory frameworks, consumer incentives and subsidies in those markets to support EV sales.
- Caltex sees such technical disruption as both a long term threat (to underlying industry volumes) and opportunity

Global comparison: 2015 EV share of new motor vehicle sales



Sources: VFACTS data; ABS motor vehicle census; US, EU and China vehicle sales reports; Caltex estimates

Notes:

- Battery EV = full plug-in electric vehicle (no internal combustion engine)
- Australian EV sales include estimates for Tesla sales, which are not reported through industry sales data
- 2016 forecast is based on H1 actuals annualised

Appendix: Retail Infrastructure

Caltex Retail Service Station Network (incl. diesel stops)

- Caltex supplies 1,967** card accepting sites, including:
 - Caltex owned (476) or leased (332) 805
 - Dealer owned 637*
 - Total Caltex (Caltex and dealer owned) 1,442

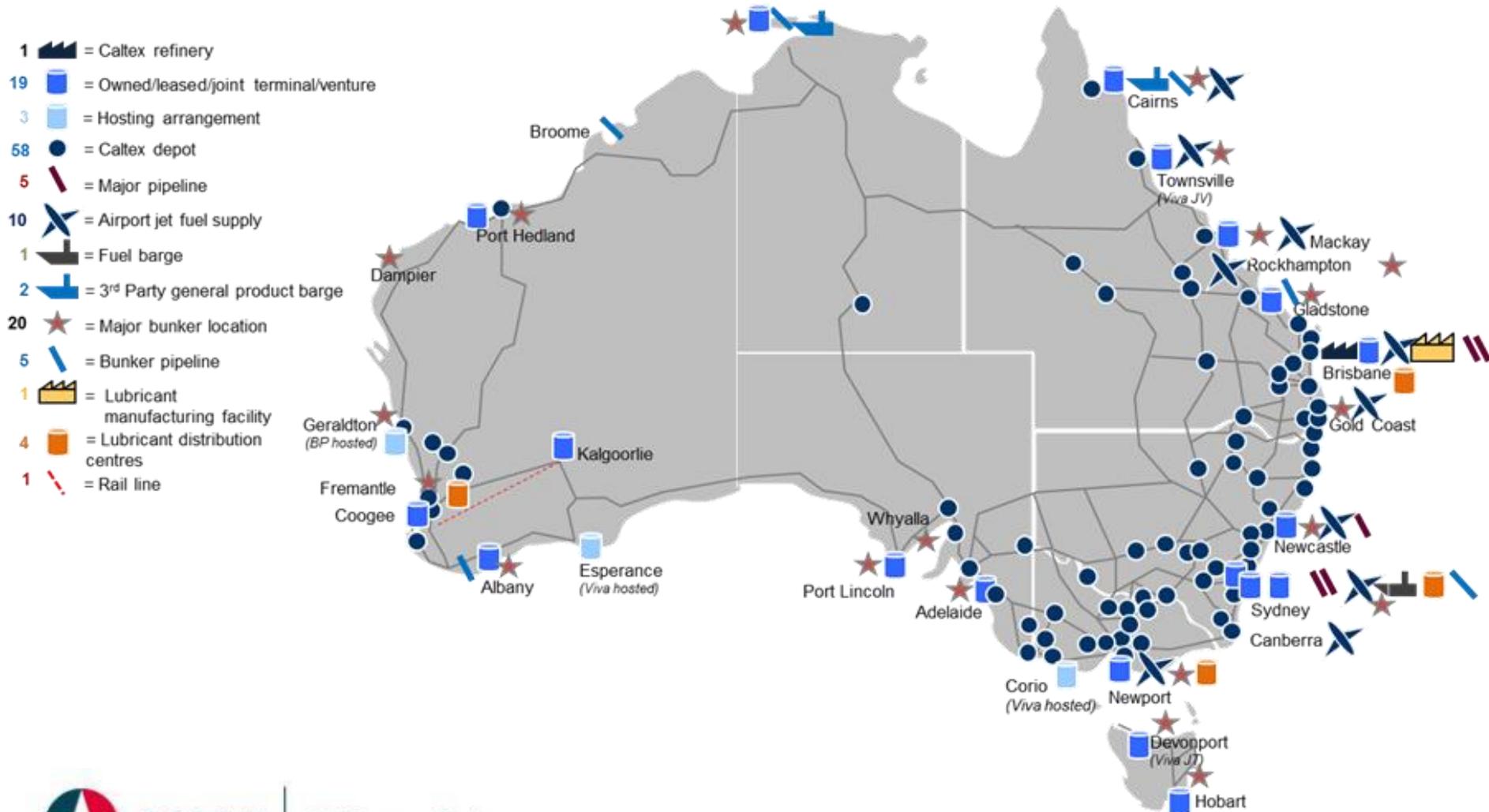
 - Woolworths supplied 525
- Caltex's controlled 805 sites are either company operated by Caltex (104 retail, 48 diesel stop - 152 total sites), franchisee (641 sites) or by Starcard Agency (12 sites)
- Caltex is one of Australia's largest franchisors
- Written down book value of Caltex retail network approximates \$1.21 billion, comprising:
 - Land (Historic book value)
 - Properties and Equipment
 - Capitalised leasehold improvements

** Includes 46 Milemaker sites that will be re-classified to "Caltex owned or leased" post financial close)*

*** Does not include Gull NZ sites. To be included following receipt of regulatory approval & financial close (est. 2Q 2017)*

Appendix: Infrastructure (excluding Retail)

Caltex (Non-Retail) Infrastructure Network



Appendix: Terminal Infrastructure

Caltex Terminal Network*

Terminal	Nominal Capacity ML	State Capacity ML	National Capacity %
New South Wales			
Kurnell	515		
Banksmeadow	36		
Newcastle	30	581	45%
Queensland			
Lytton	280		
Mackay	62		
Gladstone	60		
Cairns	34	436	34%
Victoria			
Newport	64	64	5%
Total Capacity			

Terminal	Nominal Capacity ML	State Capacity ML	National Capacity %
South Australia			
Pelican Point, Adelaide	97		
Port Lincoln	7	104	8%
Western Australia			
Port Hedland	40		
Kalgoorlie	3		
Albany	20	63	5%
Tasmania			
Hobart	30	30	2%
Total Capacity		1,278	100%

Newport Capacity to increase +40ML following current construction (to ~100-105ML)

Appendix: Balance Sheet

Diverse funding sources in excess of funding requirements; Tenor extended

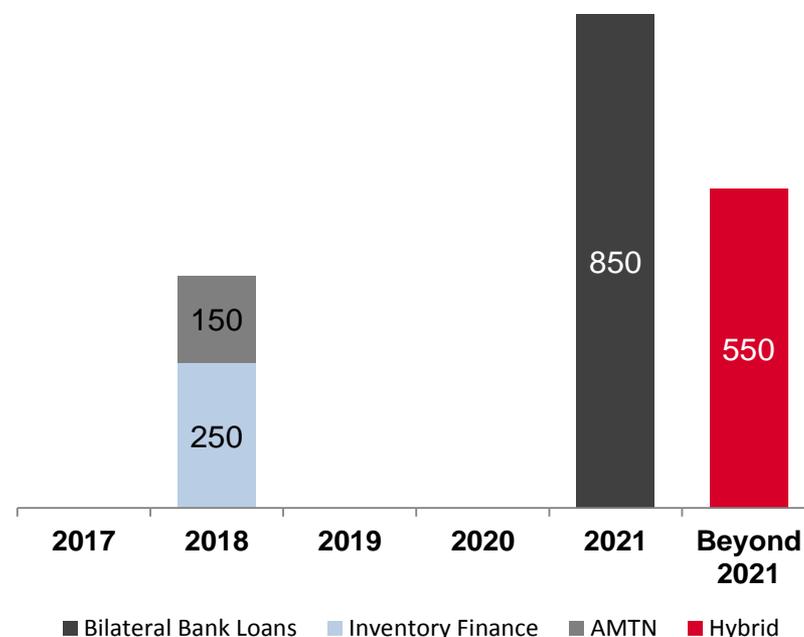
Current sources of funding

	A\$m	Source
A\$ notes*	150	Australian and Asian institutional
Bank facilities	850	Australian and global banks
Inventory finance facility	250	Australian bank
Hybrid*	550	Australian and Asian retail and institutional investors
	\$1,800m	

* Denotes fully drawn facilities

Note: Caltex's debt maturity profile and amount of facilities increased +\$250m to \$1.8bn, during 2H 2016, increasing flexibility whilst reducing refinancing risks. Bank facilities included within the "Beyond 2021" debt maturity profile have a rolling five (5) year term

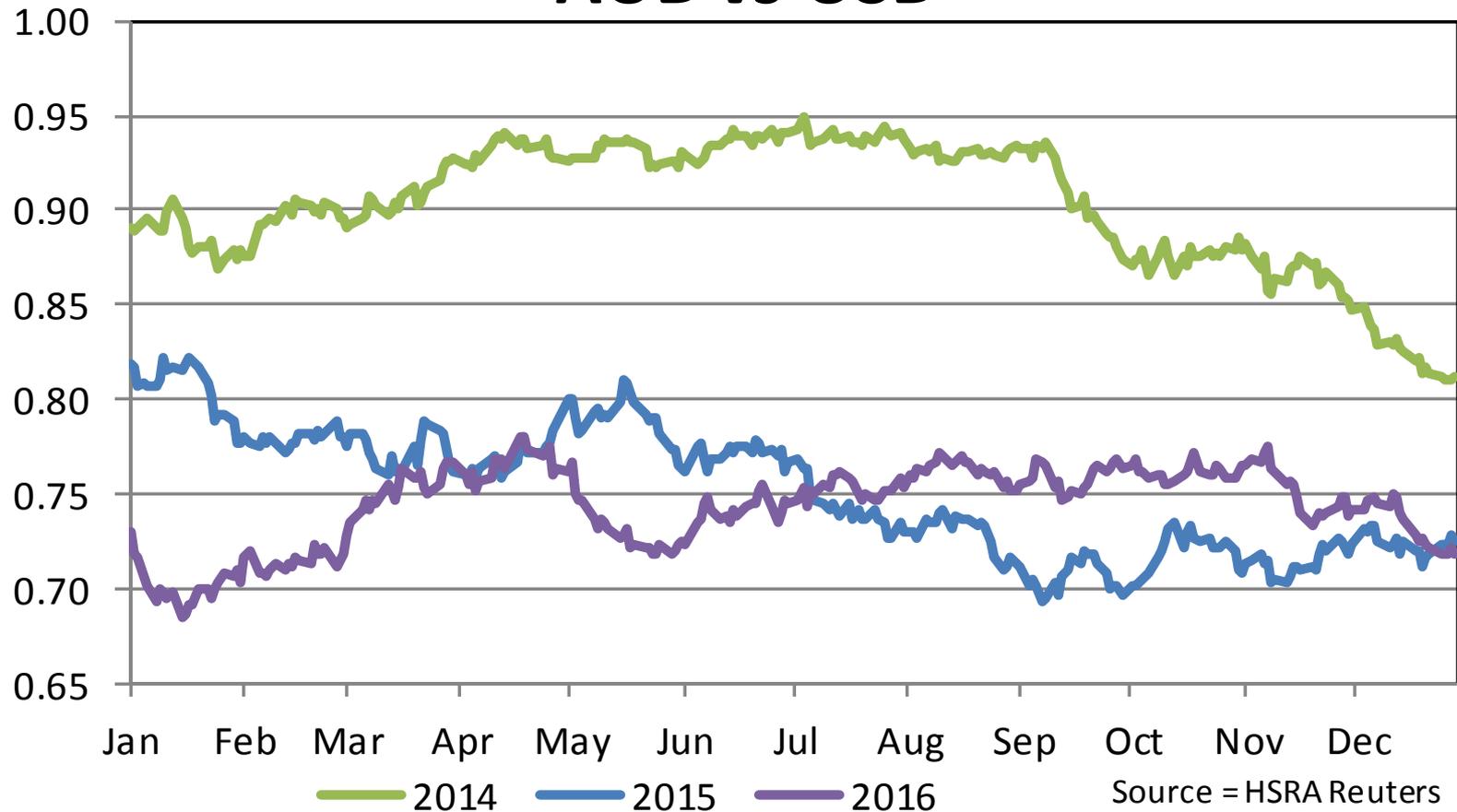
Debt maturity profile



Appendix

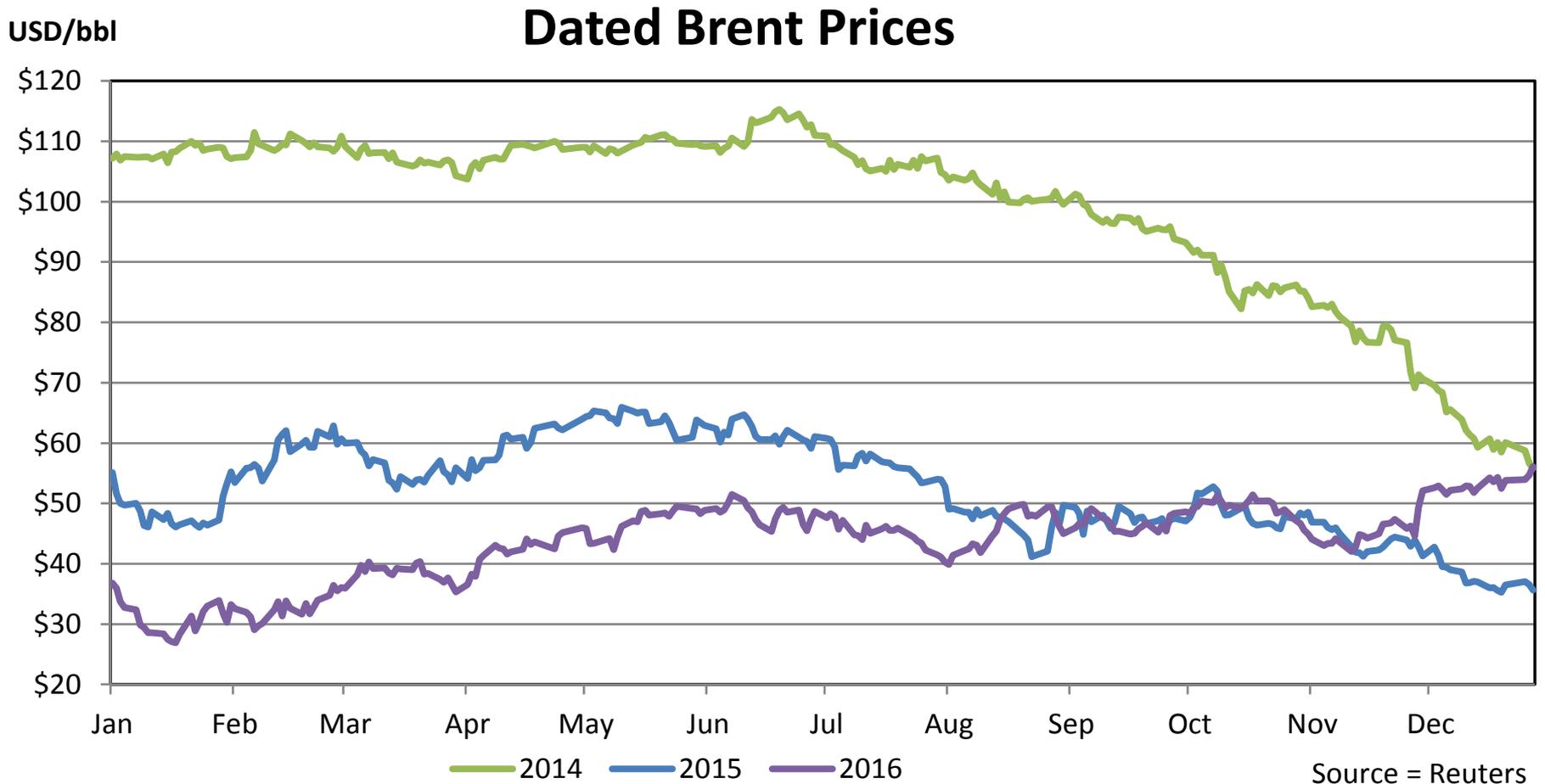
AUD-USD Exchange Rate

AUD vs USD



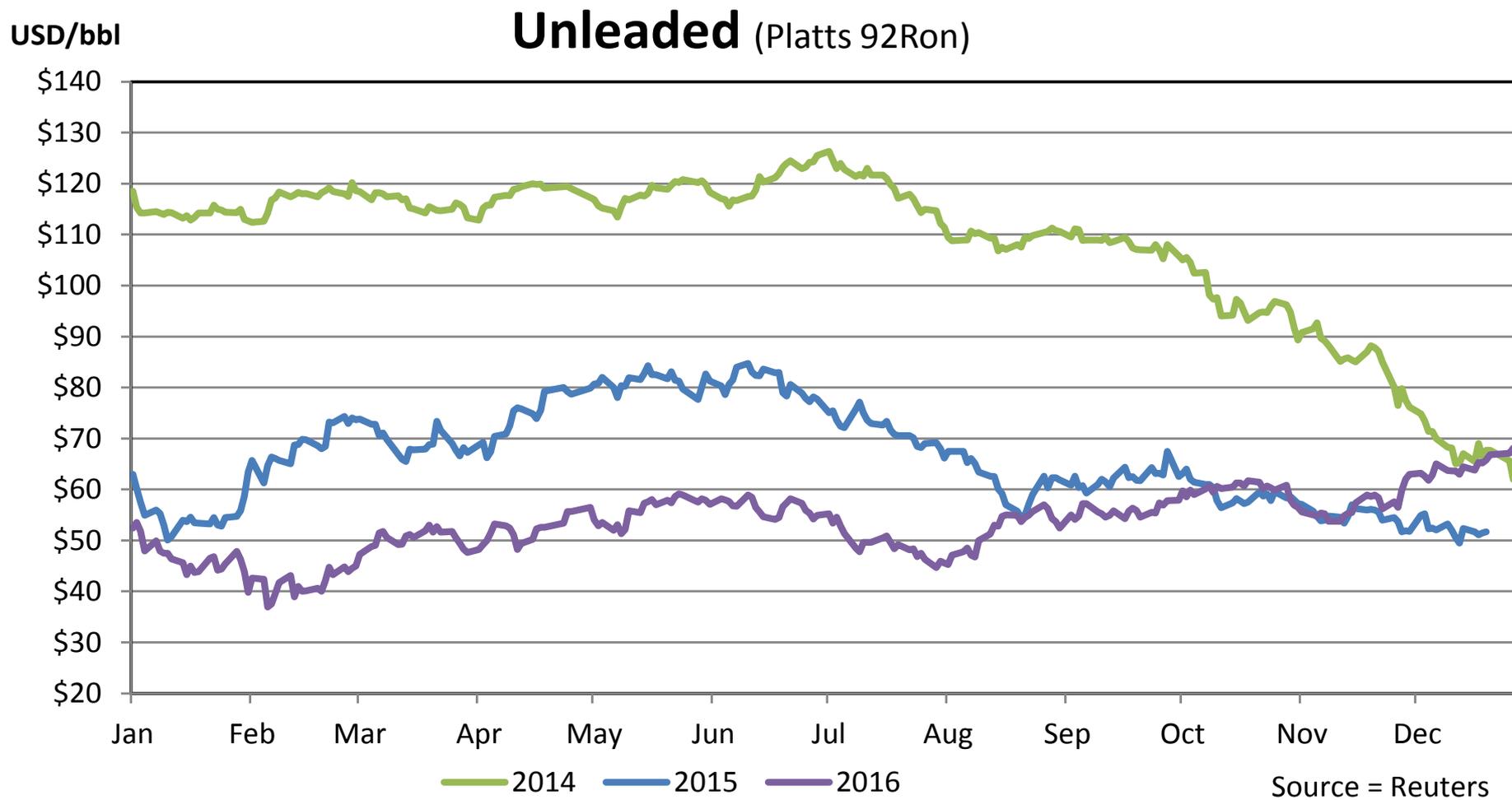
Appendix

Commodity Exposure - Oil Prices



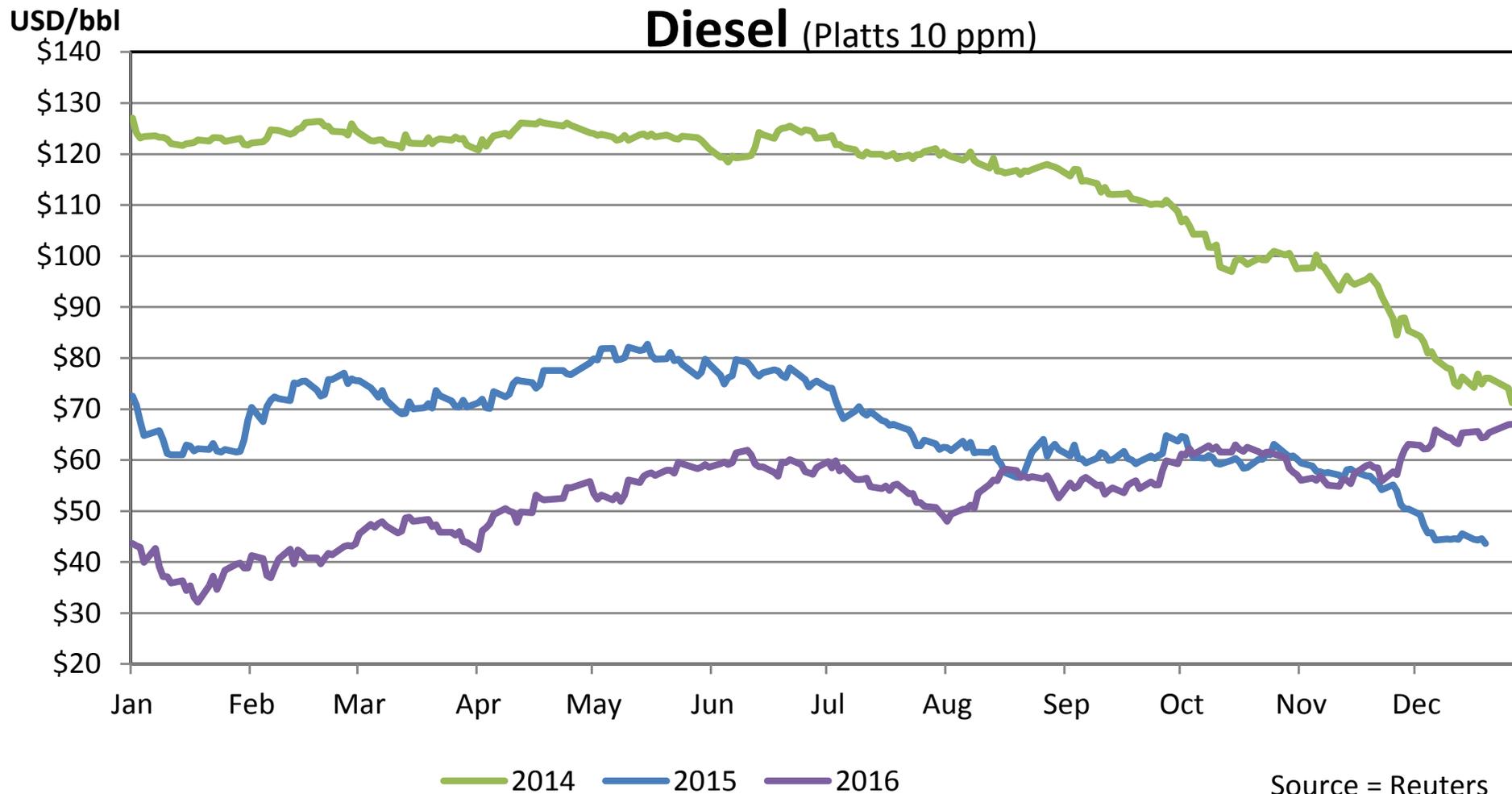
Appendix

Product Prices - Regional Traded Petrol



Appendix

Product Prices - Regional Diesel



Appendix

Summary Financial Information

	2016	2015	2014	2013	2012
Dividends					
Dividends (\$/share)	1.02	1.17	0.20	0.34	0.40
Dividend payout ratio - RCOP basis (excl. significant items)	51%	50%	38%	28%	24%
Dividend franking percentage	100%	100%	100%	100%	100%
Other data					
Total revenue (\$m)	17,933	19,927	24,231	24,676	23,542
Earnings per share - HCOP basis (cents per share)	232	193	7	196	21
Earnings per share - RCOP basis (cents per share) (excl. significant items)	199	233	183	123	170
Earnings before interest and tax - RCOP basis (\$m) (excl. significant items)	813	977	794	551	756
Operating cash flow per share (\$/share)	3.56	3.28	2.45	2.25	1.48
Interest cover - RCOP basis (excl. significant items)	11.2	12.7	7.1	6.2	7.8
Return on capital employed - RCOP basis (excl. significant items)	16.1%	19.5%	15.5%	9.9%	15.8%
Total equity (\$m)	2,810	2,788	2,533	2,597	2,160
Return on equity (members of the parent entity) after tax - (HCOP basis)	18.7%	16.2%	0.6%	15.9%	2.0%
Total assets (\$m)	5,303	5,105	5,129	6,021	5,386
Net tangible asset backing (\$/share)	9.88	9.60	8.64	9.05	7.55
Net debt (\$m)	454	432	639	742	740
Net debt to net debt plus equity	14%	13%	20%	22%	26%

* Based on weighted average number of shares

IMPORTANT NOTICE

This presentation for Caltex Australia Limited is designed to provide:

- an overview of the financial and operational highlights for the Caltex Australia Group for the 12 months period ended 31 December; and
- a high level overview of aspects of the operations of the Caltex Australia Group, including comments about Caltex's expectations of the outlook for 2017 and future years, as at 21 February 2017.

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

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

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Freedom OF Convenience

To be the market leader in complex supply chains and the evolving convenience marketplace, by delivering the fuel and other everyday needs of our diverse customers through our networks.



CALTEX