

Drilling Horizontal Well 12-14 at Leduc-Woodbend, Canada



NGT Treatment Plant at Uithuizen, Netherlands



Platform K12-B Dutch North Sea, Netherlands



**TENAZ ENERGY**

Proven principles, new opportunities.

# Advisory on Forward-Looking Statements



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## Currency Disclaimer

All dollar figures contained in this presentation are in Canadian dollars "CAD" unless otherwise stated.



Producing Rotliegend at L10 Platform, North Sea, Netherlands

# CORPORATE OVERVIEW



- Public E&P targeting acquisition of international producing assets (symbol “TNZ” on TSX)
  - Lower asset price multiples in overseas markets
  - Management record of value creation through post-acquisition operational improvement
- Objective is to build an asset portfolio capable of supporting a growth-and-income capital markets model
- Current asset base: Canadian oil growth project paired with European natural gas asset
- Debt-free with demonstrated access to capital markets
- Tenaz insiders hold 9.2% and 19.4% of basic and fully diluted shares respectively



## Executive Team



**Anthony Marino**  
*Chief Executive Officer*

- Former President and CEO of Vermilion Energy, Baytex Energy and Dominion Exploration Canada
- Earlier management and technical experience with AEC, Santa Fe Snyder, Plains and Atlantic Richfield
- BS Petroleum Engineering (U. of Kansas), MBA (California State U.), Chartered Financial Analyst (CFA)



**Michael Kaluza**  
*Chief Operating Officer*

- Former COO of Vermilion Energy, VP of Corporate Development for Baytex Energy and COO of Delphi Energy
- Earlier technical experience with Dominion Energy and Phillips Petroleum
- BS Petroleum Engineering (Montana Tech U.)



**Bradley Bennett**  
*Chief Financial Officer*

- Former Treasurer and Manager, Financial Reporting of Vermilion Energy
- Earlier experience with Enbridge and Deloitte
- Chartered Accountant (Alberta) & BComm. Accounting & Finance (U. of Northern BC)

## Technical and Commercial Officers

**Jennifer Russel-Houston**  
*VP, Geoscience*

**Jonathan Balkwill**  
*VP, Business Development*

**David Burghardt**  
*SVP, Engineering*



**Board of Directors drives a culture of ESG leadership and brings technical, transactional and capital markets experience in global energy**

**Marty Proctor**  
*Chair*

- Former President and CEO of Seven Generations Energy and COO of Baytex Energy
- Director of ARC Resources, GreenFirst Forest Products, Athabasca Oil Corp. and Kathairos Solutions
- BS and MS Petroleum Engineering (U. of Alberta), Director's Education Program (U. of Calgary Haskayne School of Business) and Advanced Management Program (U. of Chicago Booth School of Business)

**Anna Alderson**  
*Independent Director*

- Former Audit Partner at KPMG specializing in energy and financial services
- Director of PrairieSky Royalty and YMCA Calgary
- CPA, CA (Alberta) & BComm. Accounting (U. of Saskatchewan)

**John Chambers**  
*Independent Director*

- Former Vice Chairman and President of GMP FirstEnergy and a member of GMP FirstEnergy's Executive Committee
- Continuing Altura Board Member following the change of management in 2021
- MBA International Finance (McGill U.), B.Sc. Geophysics (U. of British Columbia), ICD.D Designation

**Varinia Radu**  
*Independent Director*  
*(Appointed Nov 2023)*

- Partner and Deputy Head for Energy and Climate Change in Central and Eastern Europe for the international law firm CMS
- Founder and proprietor of Energynomics a leading publication for the energy sector in Central and Eastern Europe
- BA in Law (Babes-Bolyai U.), MA in International Relations (National School of Political and Administrative Studies), MA in Petroleum Management (U. of Oil and Gas Ploesti in Romania), MBA (U. of Chicago Booth School of Business) and Postgraduate Diploma in Board Practice and Directorship (Henly Business School in Reading, UK)

**Mark Rollins**  
*Independent Director*

- Former CEO and Chairman of Ukranafta, SVP of BG Group, CEO and Director of Avante Petroleum and MD of NUON
- Non-executive Chairman and Director of Beacon Energy PLC
- DPhil Engineering Science (U. of Oxford) and MA Mathematics (U. of Cambridge)

**Anthony Marino**  
*Non-Independent Director*

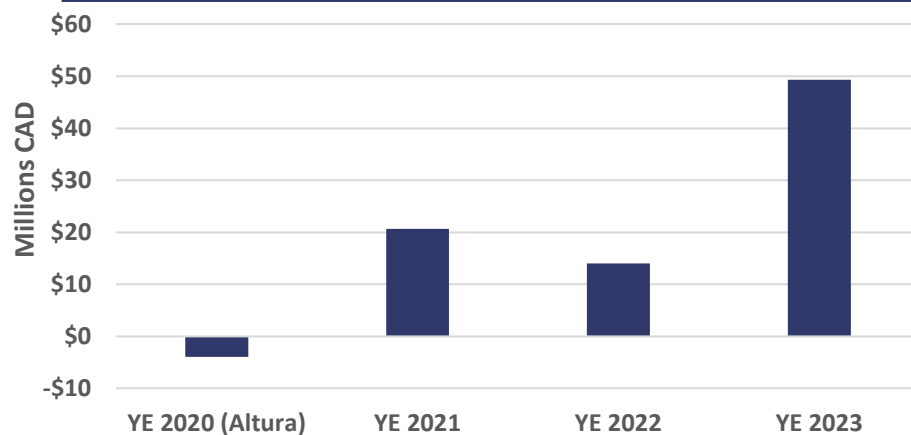
- Former President and CEO of Vermilion Energy, Baytex Energy and Dominion Exploration Canada
- Chair of Supervisory Board of Naftogaz of Ukraine
- BS Petroleum Engineering (U. of Kansas), MBA (California State U.), Chartered Financial Analyst (CFA)

# Record Since Recapitalization

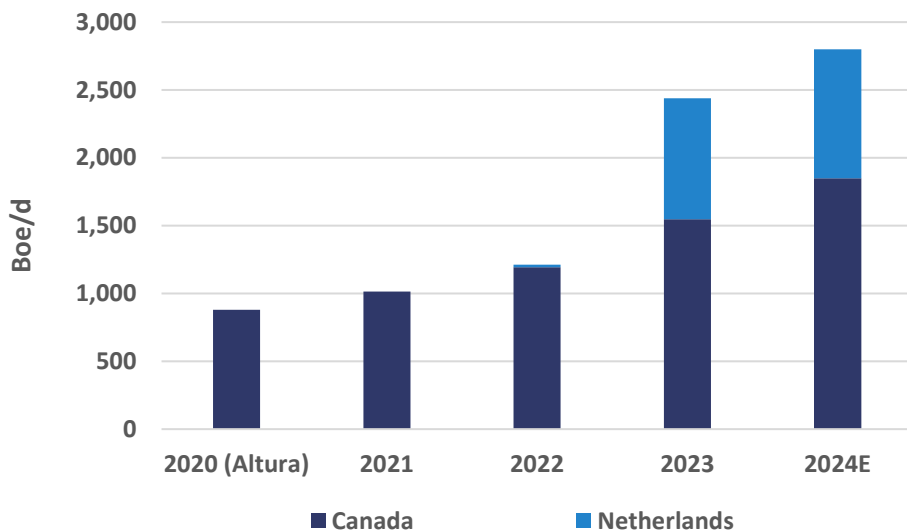


- Production up 3x
- FFO up 8x
- Positive adjusted working capital up substantially (negative net debt of \$49.3 million<sup>1</sup>)
- Share count down by 6%

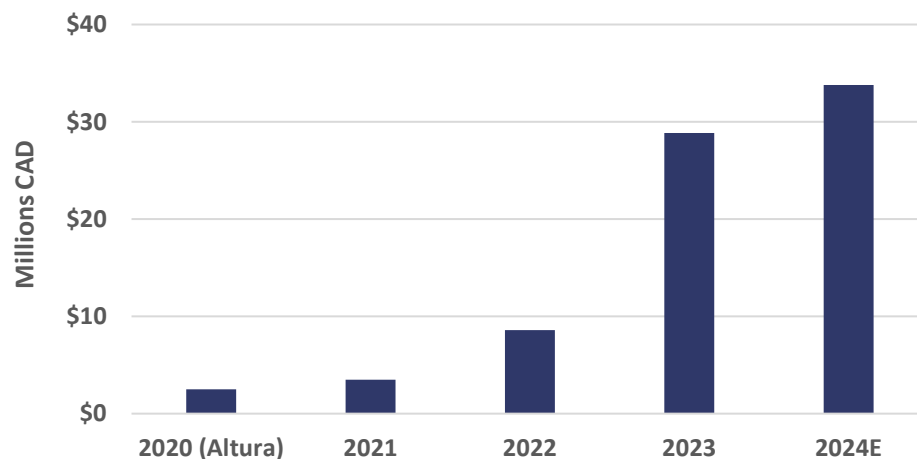
## Adjusted Working Capital (Net Debt) <sup>1</sup>



## Production <sup>2</sup>



## Funds Flow from Operations <sup>1 2</sup>



1. Funds flow from operations, adjusted working capital (net debt), and operating netback are non-GAAP measures that do not have any standardized meaning under IFRS. Refer to "Non-GAAP Measures" section of Tenaz's Q4 2023 MD&A.

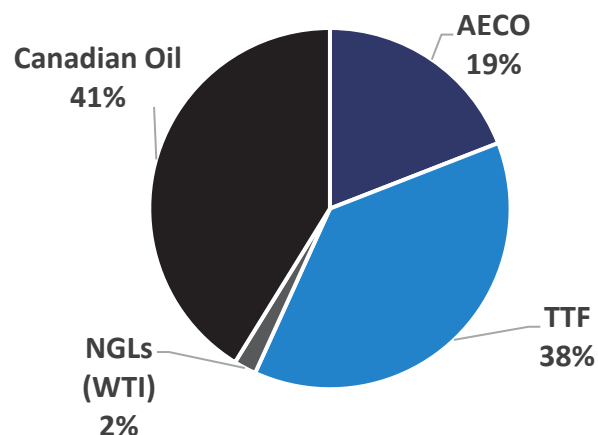
2. 2024E production is illustrated based on the midpoint of 2024 guidance. FFO for 2024E is an indicative forecast prepared by Tenaz using strip pricing as of March 20, 2024.



## Activities for 2024

- Continued development at Leduc-Woodbend oil field, targeting 4 (3.5 net) wells in the Rex formation
- Budget designed to maintain investment flexibility and deliver growth paired with free cash flow
- Continued evaluation of Netherlands CCS with \$3 million of FEED capital
- Active hedging program, with TTF price fixed for 40% of Q1 at \$24.12/Mcf<sup>1</sup> and 20% of Q2/Q3 at \$14.71/Mcf<sup>1</sup>. Additionally, fixed AECO price for 25% of winter '24/'25 production at \$3.28/Mcf.
- Disciplined M&A efforts targeting opportunities in identified regions of focus

## Production Mix (2024E)



## 2024 Guidance

<b>2024 Average Production</b>	<b>2,700 to 2,900 boe/d</b>
<b>2024 D&amp;D CAPEX</b>	<b>\$23 to \$25 million</b>
<b>Wells Planned (Canada)</b>	<b>4 (3.50 net)</b>

1. Underlying fixed price contract priced in euro per MWh converted to Canadian per Mcf using market standard conversion ratio and Euro to Cad exchange ratio of 1.4760.





Producing Rex Wells at Pad 10-11, Leduc-Woodbend, Alberta, Canada

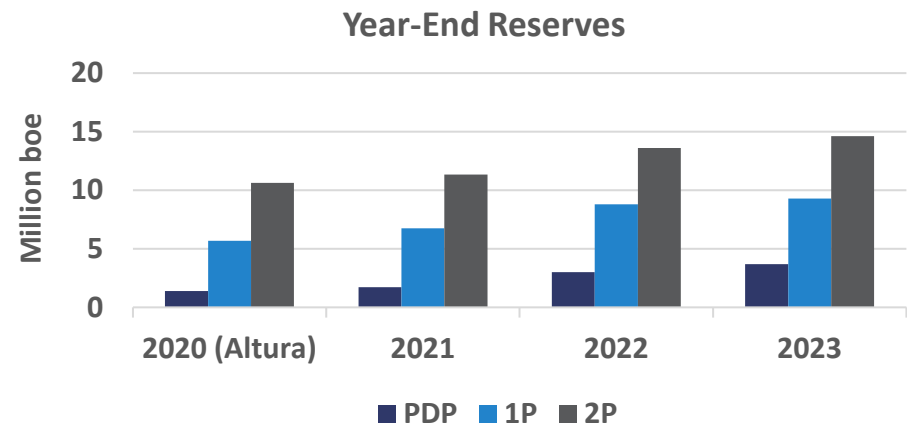
# YEAR-END 2023 RESERVES

# Year-End 2023 Reserves



- PDP reserves up 22% year-over-year, replacing 161% of production at an organic recycle ratio of 2.2x
- 1P and 2P reserves up 6% and 7% respectively
- Replaced 195% of production at a 2P FD&A recycle ratio of 2.5x, after accounting for XTO purchase at nil purchase price <sup>8</sup>
- 2P ATAX NPV10<sup>3</sup> of \$142 million, up slightly from year-end 2022 despite lower pricing for both TTF and AECO gas
- 2P Reserve Life Index (RLI) of 12.8 years, based on Q4 production rate

Reserve Category <sup>1 2</sup>	F&D Cost (\$/boe) <sup>4 5 7</sup>	Recycle Ratio <sup>6 7</sup>	FD&A Cost (\$/boe) <sup>4 5 7</sup>	Recycle Ratio <sup>6 7</sup>
PDP	\$19.53	2.2	\$17.23	2.5
1P	\$23.44	1.8	\$19.69	2.2
2P	\$22.10	2	\$17.15	2.5



1. Reserves are gross Tenaz working interest reserves before royalty deductions.  
 2. Based on average of the price decks of three independent engineering firms, GLJ Ltd., Sproule Associates Limited and McDaniel & Associates Consultants Ltd. (the "Consultant Average Price Forecast") at January 1, 2024.  
 3. Net present values at 10% discount rate ("NPV10").  
 4. The aggregate of the exploration and development costs incurred in the most recent financial year and the change during that year in estimated future development capital generally will not reflect total finding and development costs related to reserve additions for that year.  
 5. The calculation of finding and development ("F&D") costs includes the change in future development costs ("FDC") required to bring proved undeveloped and developed reserves into production. The F&D number is calculated by dividing the identified capital expenditures by applicable reserve additions including extensions, infills, revisions, acquisitions and disposals, and economic factors, after changes in FDC.  
 6. Recycle Ratio is a Non-IFRS ratio that is calculated by dividing operating netback (Non-IFRS measure) by the cost of adding reserves ("F&D Cost").  
 7. "F&D Cost" and "Recycle Ratio" do not have standardized meanings and therefore may not be comparable with the calculation of similar measures for other entities.  
 8. Tenaz received \$46.5 million of positive adjusted working capital on closing of the XTO Netherlands acquisition. This is being treated as nil for the FD&A cost and recycle ratio calculations.



Noordgastransport (NGT), Treatment Plant at Uithuizen, Netherlands

# NETHERLANDS RESOURCE REPORT

# Contingent and Prospective Resources



## Contingent Resources <sup>1 2 3 4</sup>

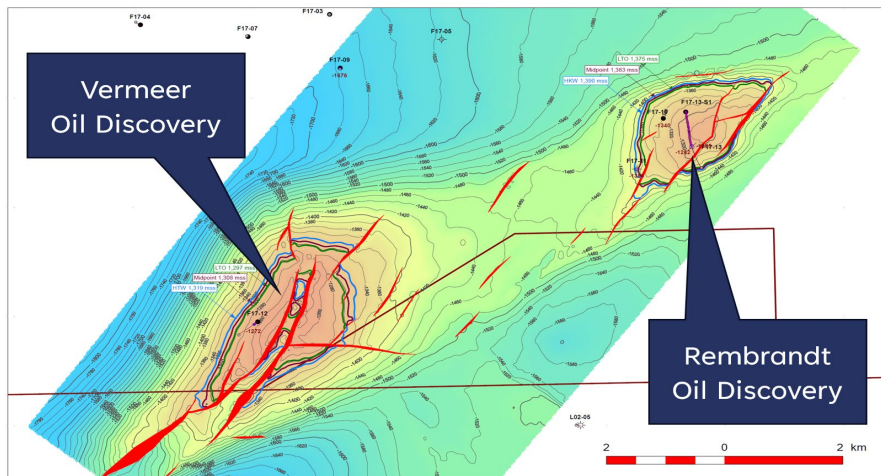
- 2 oil and 2 natural gas discoveries <sup>5</sup>
- Low estimate: 2.4 million boe <sup>6</sup>
- Best estimate: 4.3 million boe <sup>6</sup>
- High estimate: 6.9 million boe <sup>6</sup>
- **Risked mean estimate: 4.5 million boe <sup>6</sup>**
- **Atax NPV<sub>10</sub>: \$62 million**

## Prospective Resources <sup>7 8 9 10</sup>

- 1 oil and 14 gas exploration prospects <sup>11</sup>
- Low estimate: 6.3 million boe <sup>12</sup>
- Best estimate: 11.8 million boe <sup>12</sup>
- High estimate: 21.7 million boe <sup>12</sup>
- **Risked mean estimate: 7.8 million boe <sup>12</sup>**



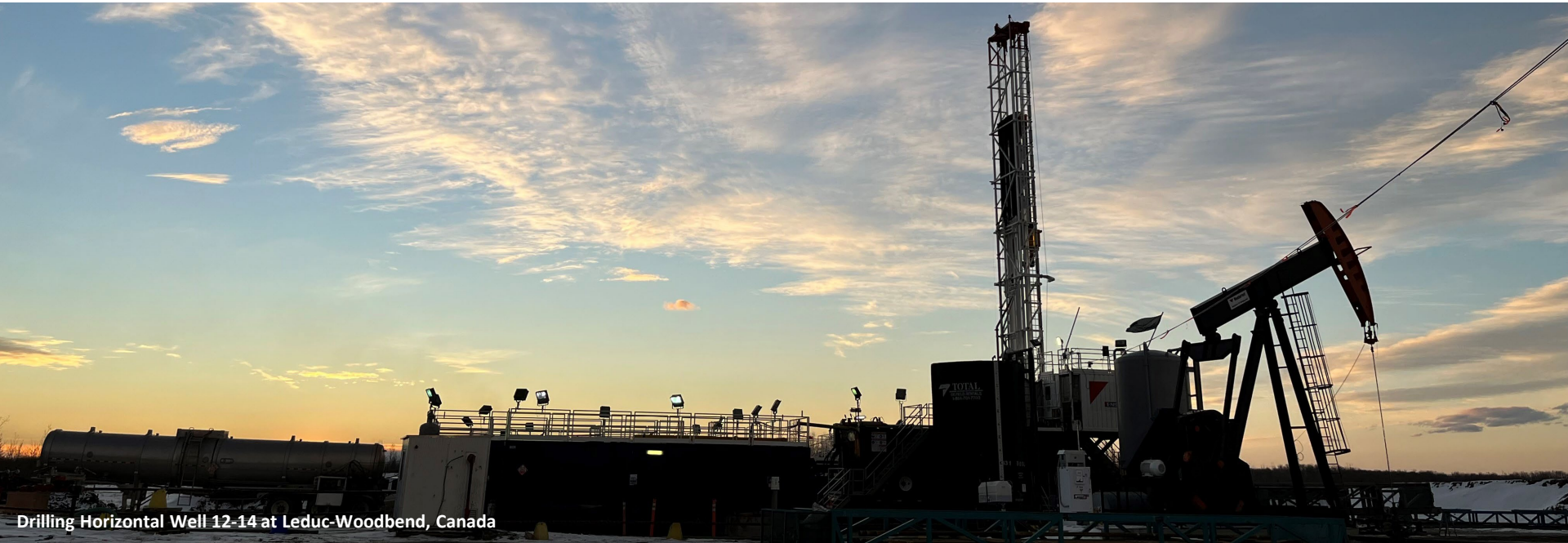
Rembrandt and Vermeer Oil Discoveries  
Operated by Wintershall



L10-19 and L11-7 Gas Discoveries  
Operated by Neptune



Refer to slide "Notes Regarding Resource Disclosure" for footnotes referenced above.



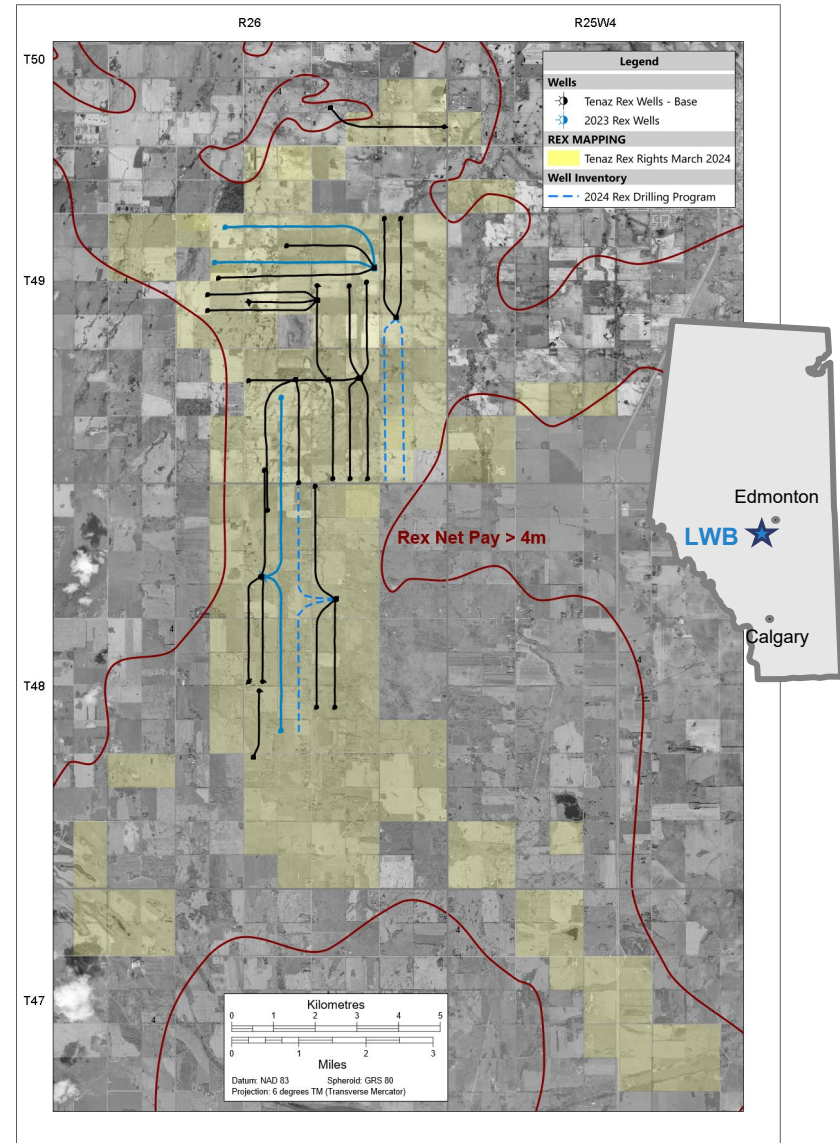
Drilling Horizontal Well 12-14 at Leduc-Woodbend, Canada

# CANADIAN ASSETS



## Leduc-Woodbend Overview

- Semi-conventional oil project in Rex formation of Mannville group
- Multiple additional horizons exploitable within Mannville
- 87.5% working interest with operational control
- Net production rate of 2,028 boe/d (Q4 '23)
- YE2023 2P Reserves <sup>1</sup>: 13.0 million boe
- Reserve report contains 40 (32.7 net) booked locations
- Existing infrastructure capable of accommodating growth
- 2024 budget includes 4 gross (3.5 net) well drilling program
- AECO price for 25% of winter 2024/2025 production fixed at \$3.28 / Mcf

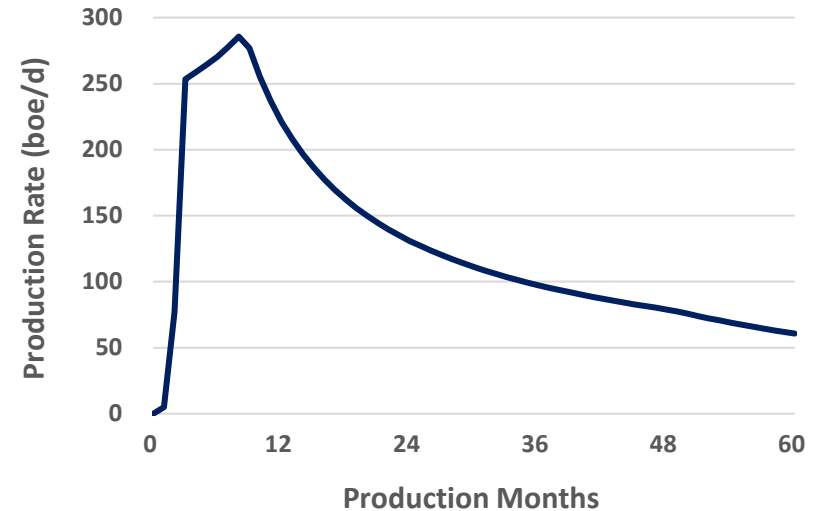




## Technical Progression

- Improved geologic description and drilling allow longer wells
  - 2016–2021 average Hz well length – 1.33 miles
  - 2022 average Hz well length – 1.67 miles
  - 2023 average Hz well length – 2.33 miles
- Design changes driving improved performance
  - Higher percentage of in-zone lateral and frac stage placement
  - Tighter frac stage spacing
  - Scour spearhead to reduce treating pressures
  - Increased proppant concentration and pack conductivity

## Expected 2.25-Mile Type Curve



## Well Characteristics

True vertical depth	1,300 meters
Producing horizontal length	3,600 meters
Number frac stages	130
Proppant per stage	12 tonnes
IP365	220 boe/d
Estimated Ultimate Recovery	390 Mboe

## Single Well Economics <sup>1</sup>

DCET CAPEX	\$4.35 million
Capital Efficiency (IP365)	\$19,500/boe/d
Finding & Development Cost	\$11.09/boe
After-tax NPV <sub>10</sub>	\$4.0 million
After-tax IRR	68%
Payout	1.3 years

1. Year 1 pricing (escalating at 2% per year): WTI - US\$80, WTI-WCS Differential - US\$15, AECO - CAD \$3/MMBTU, WCS- WTI, FX \$0.75 USD/CAD.



Platform K12-B Dutch North Sea, Netherlands

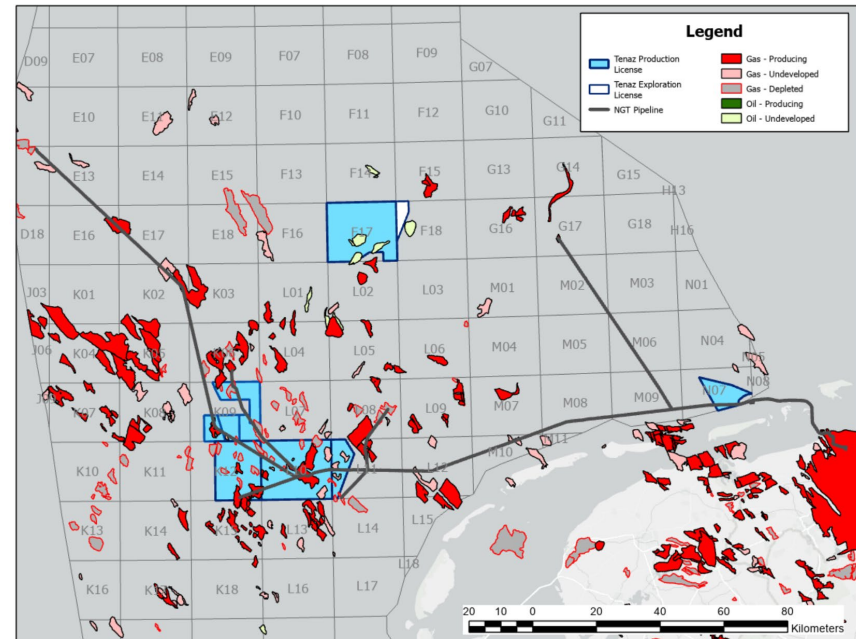
# EUROPEAN ASSETS





## Offshore NL Overview

- Non-operated gas fields in Dutch North Sea
- Net production rate of 1,107 boe/d (Q4 '23)
- 2P Reserves: 1.6 million boe at YE2023 <sup>1</sup>
- 99% TTF natural gas <sup>2</sup>
  - Calendar '24 strip = \$12.60 /Mcf
  - Calendar '25 strip = \$13.70 /Mcf
- 21.43% equity interest in NGT mid-stream system serving northern Dutch North Sea
- CCS project under evaluation with 5 Mt / year CO<sub>2</sub> target

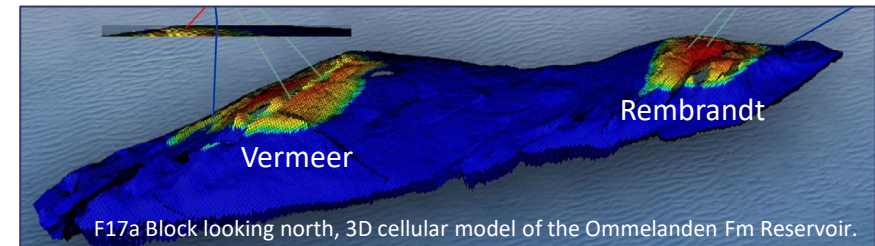
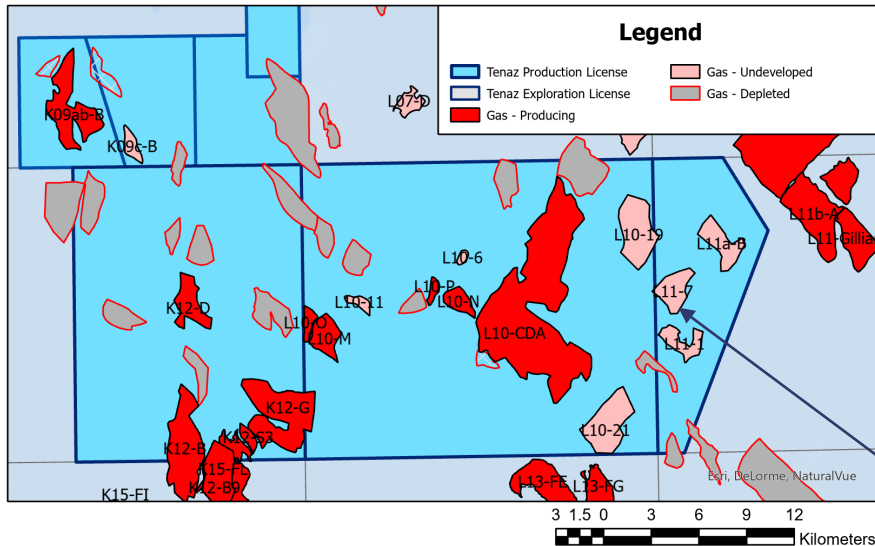
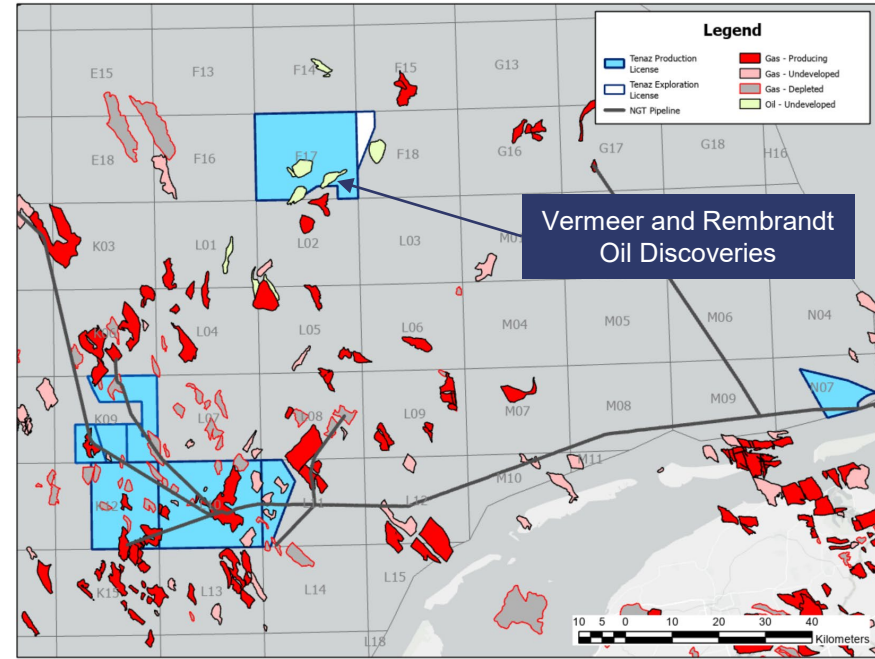


1. Reserves as evaluated by McDaniel's & Associates with a December 31, 2023 effective date.  
 2. ICE Endex Dutch TTF natural gas futures as at March 27, 2024.

# Netherlands Undeveloped Licenses



- Two non-producing licenses
  - Tenaz holds 17.86% of N7b operated by Neptune; and
  - 5% of F17a Deep <sup>1</sup> operated by Wintershall
- Wintershall-operated F17a Deep license has Rembrandt and Vermeer oil discoveries - if developed, anticipated to produce 20,000 boe/d gross (1,000 boe/d net to Tenaz)
- Neptune-operated L10/L11a production license has undeveloped gas discoveries
- Tenaz has not attributed any reserves to the undeveloped fields



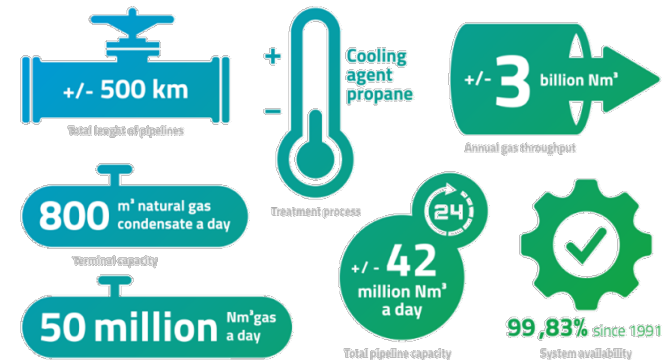
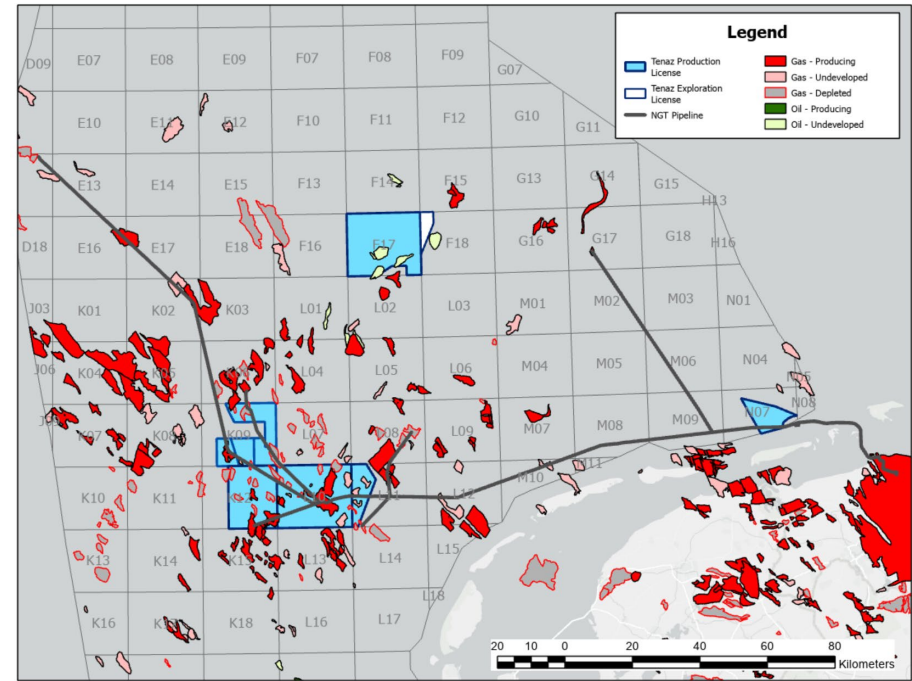
L10/L11a Undeveloped Gas Fields

1. Shallow rights are Early Cretaceous and Jurassic strata, "Deep" is the rest of the stratigraphy.

# Midstream Infrastructure



- 21.43% equity interest in Noordgastransport BV (“NGT”)
- NGT owns nearly 500km of pipeline with capacity of ~1.4 bcf/d
- For last 50 years, NGT has transported ~30% of the natural gas produced in the Dutch North Sea
- Strong operational uptime of 99.83% since 1991
- NGT has Certificate of Fitness <sup>2</sup> for transport of green hydrogen
- Consistent business returning annual distributions to owners
  - Most recent dividend declared to the NGT shareholder group was \$27.0 million (€18.4 million)
  - More than 20 years of consecutive dividends
  - Significantly offsets field operating costs



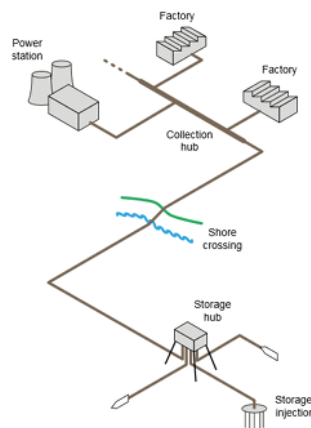
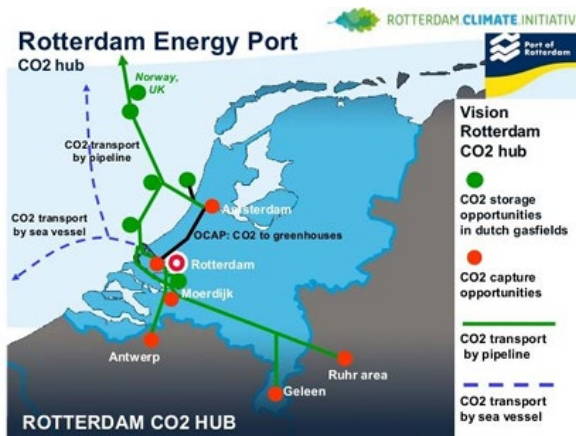
1. Certificate was issued by Bureau Veritas Inspection & Certification (the survey was conducted in accordance with NEN3656).

# Potential for Direct Participation in Carbon Reduction



- Large-scale offshore CCS project with potential storage of 120 - 150 Mt of CO<sub>2</sub> for third party industrial customers
- Tenaz interest 11.35%
- Potential annual injections of 5-8 Mt/year
- Current carbon price for Europe of ~€63 per tonne<sup>1</sup>
- At 5 Mt/year (0.55 Mt/year net to TNZ), Tenaz would have the potential to offset Scope 1 emissions in excess of 50,000 boe/d<sup>2</sup>
- Situated near major ports and emitters, with access to EU and national subsidies for CO<sub>2</sub> emission reduction

## Potential Carbon Hub at L10



1. Based on EUA ICE Futures for calendar year 2025 as of Feb 8, 2024.  
 2. Based on average Global Energy Sector Scope 1 emissions as published by the Canadian Energy Center using Rystad Energy data.



Producing Glauconitic Well at 3-26 Leduc-Woodbend, Canada

# VISION & STRATEGY



## **1 Apply technical and commercial capabilities in M&A to build a leading intermediate-size E&P**

- Combine technically-focused evaluation and operating capabilities with international sourcing and negotiation experience
- Full range of technical, commercial and leadership competencies to execute strategy
- Record of accretive acquisitions, new country entries and successful optimization of upstream assets

## **2 Acquire-and-exploit using conventional and semi-conventional assets in overseas markets**

- “Wide funnel” geographic approach to asset screening, followed by selection of highest-return opportunities
- Acquisitions will be anchored by conventional projects, with the additional capability to recognize semi-conventional potential in overseas regions

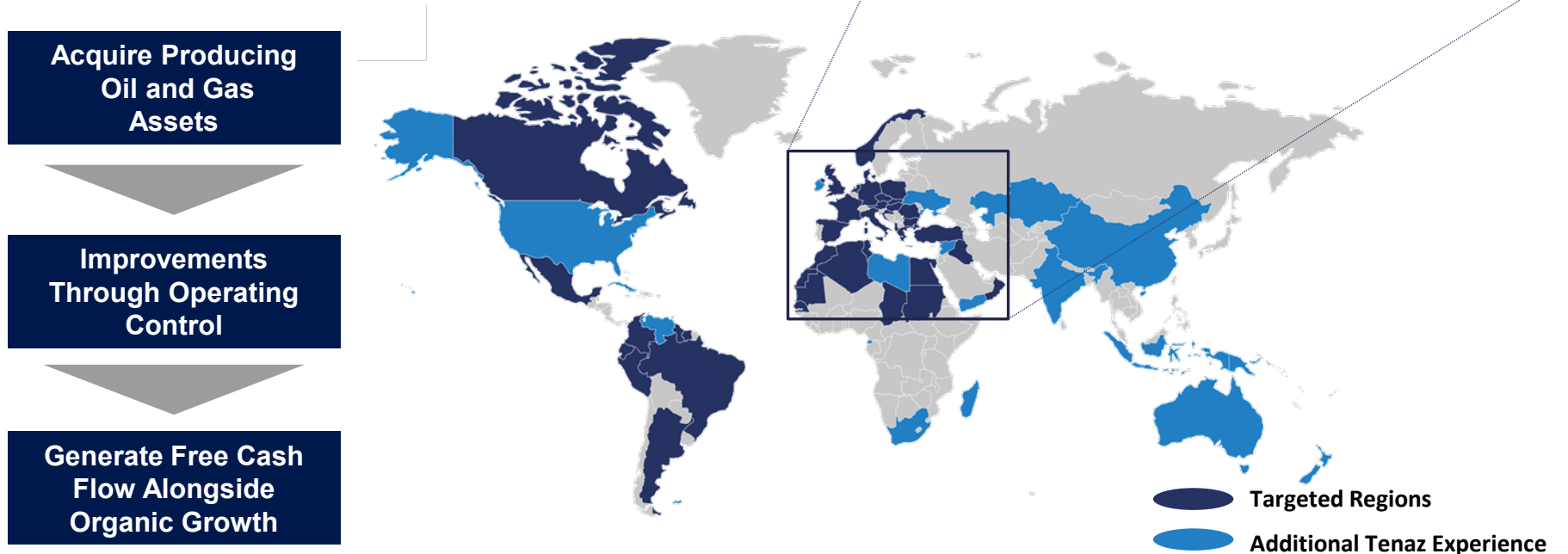
## **3 Prioritize free cash flow generation to support a balanced growth-and-income model**

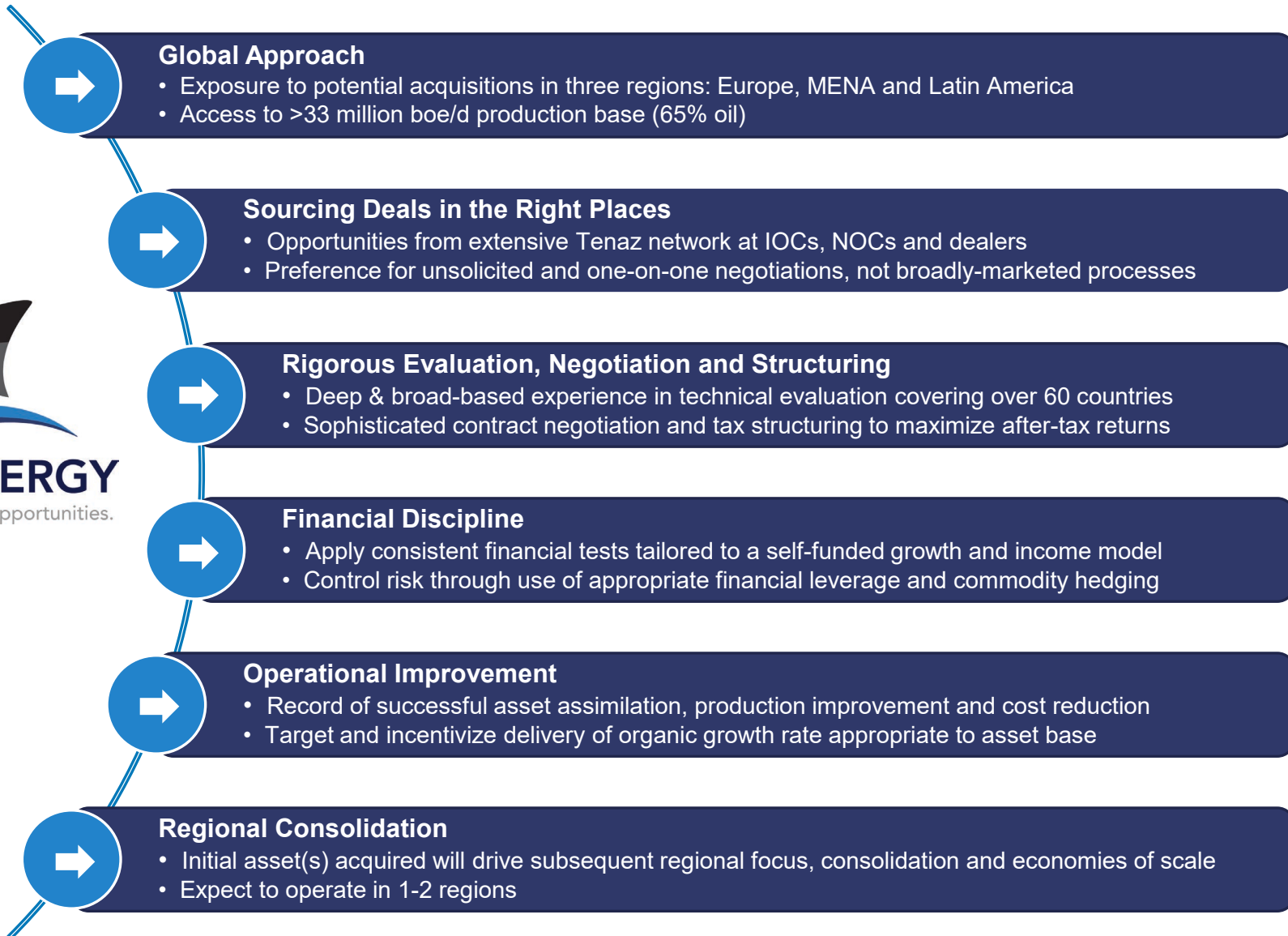
- Targeting unoptimized and underfunded assets that can generate free cash flow at an early stage
- Cornerstone acquisition(s) will drive regional focus, followed by consolidation to build economies of scale

# International Strategy



- Targeting acquisition of conventional and semi-conventional producing assets in international markets
- International jurisdictions offer potential for:
  - Less competition
  - Greater opportunity for operational improvements
  - Higher returns on capital
- Emphasize leadership in ESG practices







A diagram consisting of three large, overlapping circular arrows. The top arrow is blue and labeled 'Cultural Approach'. The middle arrow is dark blue and labeled 'Operating Approach'. The bottom arrow is orange and labeled 'Capital Markets Approach'. The arrows are arranged in a clockwise cycle, with the top arrow pointing to the middle, the middle to the bottom, and the bottom back to the top.

## Cultural Approach

- Flat organizational structure
- Management with “skin-in-the-game”, incentivized to deliver for equity owners
- Technical focus and practical mindset in all areas, driving outperformance
- Proactive government relations and ESG/sustainability leadership

## Operating Approach

- Regional business unit operating structure
- Integrate North American technical and management expertise with local staff
- Emphasize generation of project inventory while continually reducing unit costs
- Target and incentivize organic growth appropriate to asset base

## Capital Markets Approach

- Acquire assets which will fund organic growth and/or capital return to shareholders
- Use financial leverage conservatively
- Manage commodity exposure via hedging
- Growth-and-income model to maximize public market value



Noordgastransport (NGT), Treatment Plant at Uithuizen, Netherlands

# SUMMARY



1

**Deep Value in International Market**

**Sizable market opportunity with international acquire-and-exploit strategy**

- ✓ Attractive value at entry plus greater opportunity for operating improvement
- ✓ Targeted approach: focus on Europe-MENA, with competence to assess other regions if high-return opportunities arise

2

**Experienced Management with Clear Strategy**

**Technically-focused, hands-on management with record of value-adding M&A and follow-on operations**

- ✓ Over US\$6 billion of experience in closed transactions
- ✓ Team has history of successfully executing each element of our strategy

3

**Highly Aligned Team Focused on Shareholder Returns**

**Tenaz team knows alignment is vital**

- ✓ Management investment in recapitalization transaction alongside foundation investors
- ✓ Demonstrated capability to execute growth-and-income model using international assets



## READER ADVISORIES

### Non-GAAP Measures

Management uses the term “capital expenditures” as a measure of capital investment in exploration and production activity, as well as property acquisitions and dispositions, and such spending is compared to the Company’s annual budgeted capital expenditures. The most directly comparable GAAP measure for capital expenditures is cash flow used in investing activities. A reconciliation of cash flow used in investing activities to capital expenditures can be found in the Company’s most recent MD&A available on SEDAR at [www.sedar.com](http://www.sedar.com) under the Tenaz Energy Corp. (“Tenaz”, “Company”) profile. The reported non-GAAP measures and their underlying calculations are not necessarily comparable or calculated in an identical manner to a similarly titled measure of other companies where similar terminology is used. Where these measures are used, they should be given careful consideration by the reader.

### Information Regarding Disclosure on Oil and Gas Reserves

All reserves information publicly reported by Tenaz were prepared by McDaniel and Associates Consultants Ltd., for Tenaz, in accordance with NI 51-101 and the COGE Handbook. The estimates of reserves for an acquisition may not reflect the same confidence level as estimates of reserves for all of Tenaz’s properties, due to the effects of aggregation and timing of the effective date. All reserve references are “gross reserves” whereby gross reserves are a company’s total working interest reserves before the deduction of any royalties payable by such company and before the consideration of such company’s royalty interests.

### Barrels of Oil Equivalent

The term barrels of oil equivalent (“boe”) may be misleading, particularly if used in isolation. Per boe amounts have been calculated by using the conversion ratio of six thousand cubic feet (6 Mcf) of natural gas to one barrel (1 bbl) of crude oil. The boe conversion ratio of 6 Mcf to 1 bbl is based on an energy equivalency conversion method primarily applicable at the burner tip and does not represent a value equivalency at the wellhead. Given that the value ratio based on the current price of crude oil as compared to natural gas is significantly different from the energy equivalent of 6:1, utilizing a conversion on a 6:1 basis may be misleading as an indication of value.

### Forward-looking Information and Statements

This press release contains certain forward-looking information and statements within the meaning of applicable securities laws. The use of any of the words “expect”, “anticipate”, “budget”, “forecast”, “continue”, “estimate”, “objective”, “ongoing”, “may”, “will”, “project”, “should”, “believe”, “plans”, “intends”, “strategy” and similar expressions are intended to identify forward-looking information or statements. In particular, but without limiting the foregoing, In addition, statements related to “reserves” are deemed to be forward-looking information as they involve the implied assessment, based on certain estimates and assumptions, that the resources can be discovered and profitably produced in the future.

The forward-looking information and statements contained in this press release reflect several material factors and expectations and assumptions of the Company including, without limitation: the continued performance of the Company’s oil and gas properties in a manner consistent with its past experiences; that the Company will continue to conduct its operations in a manner consistent with past operations; the general continuance of current industry conditions; the continuance of existing (and in certain circumstances, the implementation of proposed) tax, royalty and regulatory regimes; the accuracy of the estimates of the Company’s reserves and resource volumes; certain commodity price and other cost assumptions; the continued availability of oilfield services; and the continued availability of adequate debt and equity financing and cash flow from operations to fund its planned expenditures. The Company believes the material factors, expectations and assumptions reflected in the forward-looking information and statements are reasonable, but no assurance can be given that these factors, expectations, and assumptions will prove to be correct.

The forward-looking information and statements included in this press release are not guarantees of future performance and should not be unduly relied upon. Such information and statements involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking information or statements including, without limitation: the ability of management to execute its business plan; changes in commodity prices; changes in the demand for or supply of the Company’s products; unanticipated operating results or production declines; changes in tax or environmental laws, royalty rates or other regulatory matters; changes in development plans of the Company or by third party operators of the Company’s properties, increased debt levels or debt service requirements; inaccurate estimation of the Company’s oil and gas reserve volumes; limited, unfavorable or a lack of access to capital markets; increased costs; a lack of adequate insurance coverage; the impact of competitors; and certain other risks detailed from time to time in the Company’s public documents.

The forward-looking information and statements contained in this press release speak only as of the date of this press release, and the Company does not assume any obligation to publicly update or revise them to reflect new events or circumstances, except as may be required pursuant to applicable laws.

# Notes Regarding Resources & Reserves Disclosure



## Contingent Resources

1. There is no certainty that it will be commercially viable to produce any portion of the resources
2. Company gross contingent resources are based on the working interest share of the property gross resources.
3. These are unrisks contingent resources that do not take into account the chance of development, which is defined as the probability of a project being commercially viable. Quantifying the chance of development requires consideration of both economic contingencies and other contingencies such as legal, regulatory, market access, political, social license, internal and external approvals and commitment to project finance and development timing. As many of these factors are extremely difficult to quantify, the chance of development is uncertain and must be used with caution. The chance of development was estimated to be 60 percent for the crude oil and 75 percent for the natural gas
4. These are economic contingent resources and are sub-classified in terms of maturity as development on hold.
5. Vermeer crude oil at 30° API and Rembrandt crude oil at 23° API.
6. Based on a Mcf to boe conversion of 6 to 1. A boe conversion of 6 to 1 is based on an energy equivalency conversion method primarily applicable at the burner tip and does not represent a value equivalency at the wellhead.

## Prospective Resources

7. There is no certainty that any portion of the prospective resources will be discovered. If discovered, there is no certainty that it will be economically viable or technically feasible to produce any portion of the resources.
8. Company gross contingent resources are based on the working interest share of the property gross resources.
9. These are unrisks prospective resources that take into account the chance of discovery but not the chance of development, which is defined as the probability of a project being commercially viable. Quantifying the chance of development requires consideration of both economic contingencies and other contingencies such as legal, regulatory, market access, political, social license, internal and external approvals and commitment to project finance and development timing. As many of these factors are extremely difficult to quantify, the chance of development is uncertain and must be used with caution. The chance of development was estimated to be 60 percent for the crude oil and 75 percent for the natural gas
10. Volumes listed are full life volumes, prior to any cutoffs due to economics.
11. Crude oil prospects with expected quality consistent with prior discoveries.
12. Based on a Mcf to boe conversion of 6 to 1. A boe conversion of 6 to 1 is based on an energy equivalency conversion method primarily applicable at the burner tip and does not represent a value equivalency at the wellhead.



**TENAZ ENERGY**

Proven principles, new opportunities.