### Bank of America 2020 Global Energy Conference November 11-12, 2020

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#### **Forward-Looking Statements**



Statements contained in this presentation other than statements of historical fact are forward-looking statements. While these forward-looking statements, and any assumptions upon which they are based, are made in good faith and reflect our current judgment regarding the direction of our business, actual results will likely vary, sometimes materially, from any estimates, predictions, projections, assumptions or other future performance presented or suggested in this presentation. These forward-looking statements can generally be identified by the words "anticipates," "believes," "expects," "plans," "intends," "estimates," "forecasts," "budgets," "projects," "could," "should," "may" and similar expressions. These statements reflect our current views with regard to future events and are subject to various risks, uncertainties and assumptions.

We undertake no duty to update any forward-looking statement to conform the statement to actual results or changes in the company's expectations. For more information concerning factors that could cause actual results to differ from those expressed or forecasted, see NuStar Energy L.P.'s annual report on Form 10-K and quarterly reports on Form 10-Q, filed with the SEC and available on NuStar's website at www.nustarenergy.com. We use financial measures in this presentation that are not calculated in accordance with generally accepted accounting principles ("non-GAAP") and our reconciliations of non-GAAP financial measures to GAAP financial measures are located in the appendix to this presentation. These non-GAAP financial measures should not be considered an alternative to GAAP financial measures.

## Introduction

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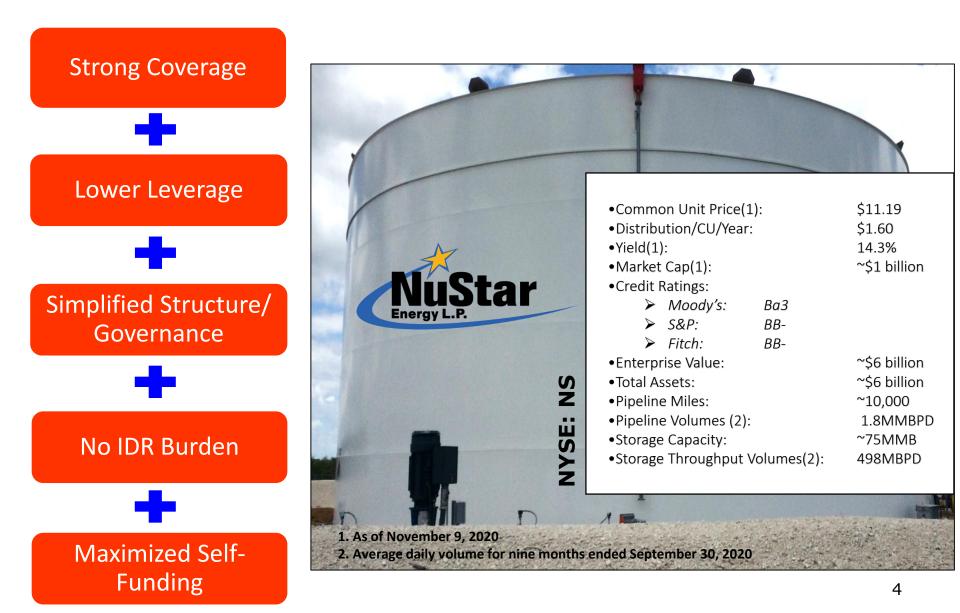




NuStar

After a Strong 2019, at the Start of This Year, We Were Positioned for an Even Stronger 2020





In 2020, Faced With Historically Difficult Times, We Have Taken Decisive Action While Staying Focused on Our Priorities





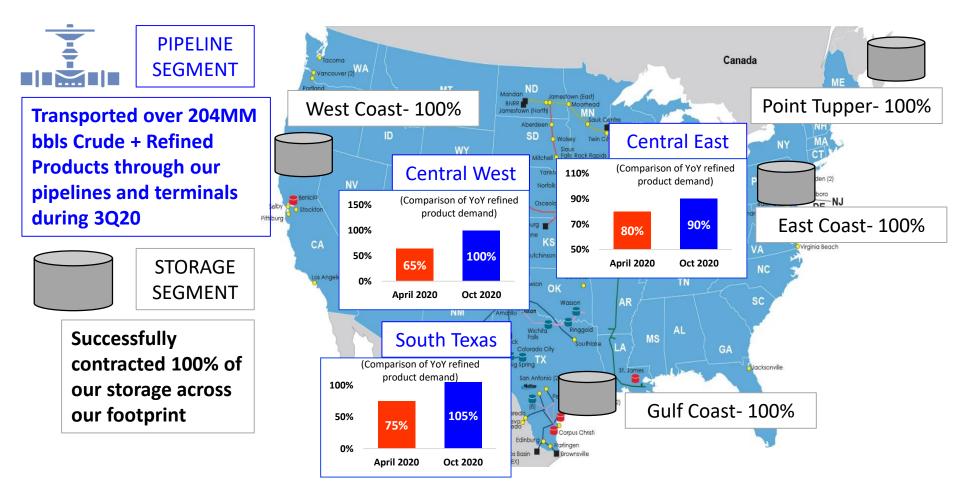
Even Through Unprecedented Challenges, We Delivered Solid and Stable Financial Results Again This Past Quarter...





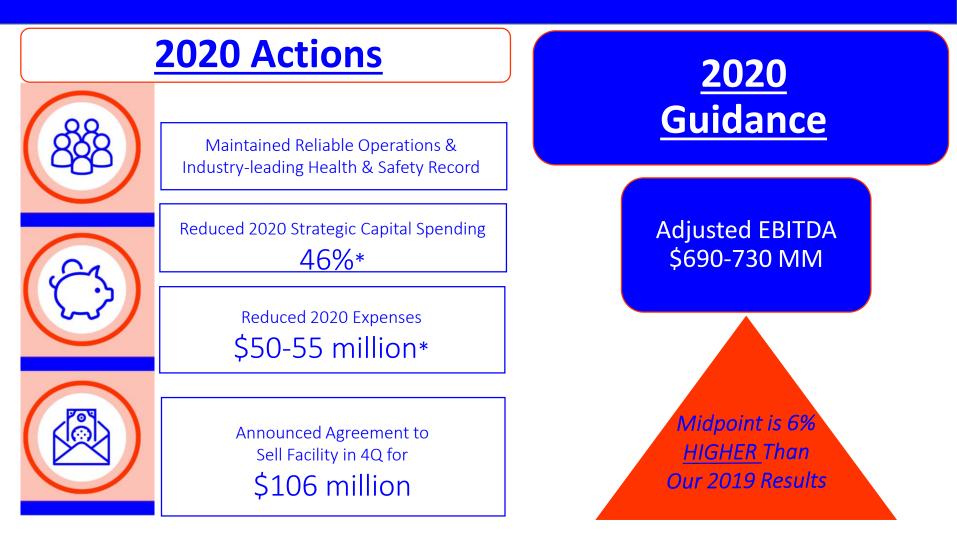


★ Our pipeline systems have rebounded strongly, and several of our terminals will continue to benefit from spring contango in 2021



Thanks to Hard Work and Solid Performance in 2020, We Expect Solid Full-Year Results...





\*- Compared to pre-COVID guidance for spending/expenses

1 - Please see Appendix for reconciliations of non-GAAP financial measures to their most directly comparable GAAP measures

... And We Expect to Continue to Demonstrate Financial Strength and Stability in 2021



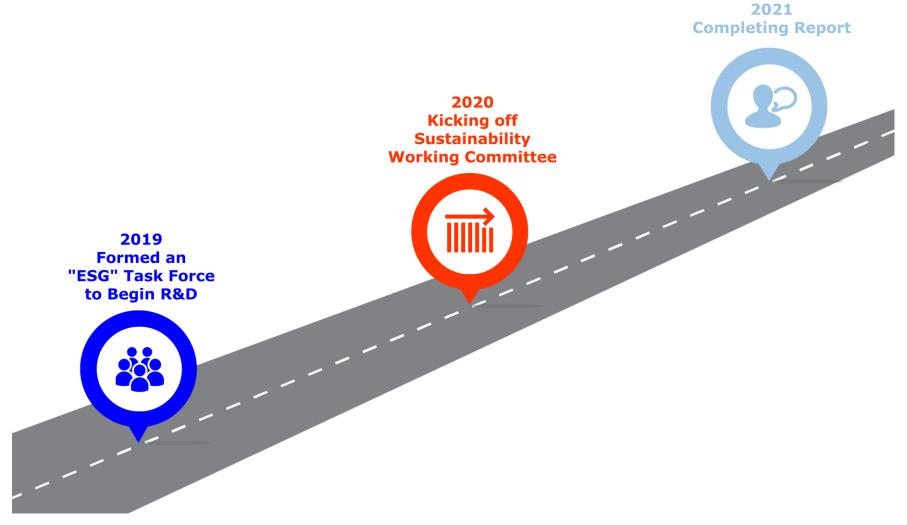
Expect to Generate 2021 EBITDA Comparable to 2020 Adjusted EBITDA

### 2021 Expectations

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Expect to Fund All NuStar's 2021 Spending From Our Internally Generated Cash Flows In 2021, We Also Intend to Produce NuStar's First Sustainability Report to Tout NuStar's Proud Tradition of "ESG" Excellence





1 – Industry averages derived from 2011-2018 Bureau of Labor Statistics (BLS) Data. 2018 averages carried forward to 2019 for illustration purposes.

For 20 Years, NuStar has Been Protecting Our Employees, the Environment and Our Communities Because We Truly Believe That's the Right Thing to Do

- Our safety statistics reflect our commitment to safe, responsible operations
  - □ In 2019, as in years past, we performed substantially better than our peers
    - ✓ <u>21.5 times better</u> than the Bureau of Labor Statistics (BLS) comparison data for the Bulk <u>Terminals</u> Industry
    - ✓ <u>4.6 times better</u> than the BLS data for the <u>Pipeline</u> Transportation Industry
- ★ NuStar has received the International Liquids Terminals Association's (ILTA) Safety Excellence Award 10 times
  - ILTA reviews its members' safety reports filed with OSHA, and recognizes member companies that achieve exemplary safety statistics with an award
- We participate in the OSHA Voluntary Protection Program (VPP), which promotes effective worksite safety and health
  - Achieving VPP Star Status requires rigorous OSHA review and audit, and Star Status requires renewal every three years
  - □ 85% of our U.S. terminals are VPP-certified







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In Our Report, We Plan to Share More About the Statistics, Record and Rankings That Reflect How Much NuStar Cares, Contributes and Shares













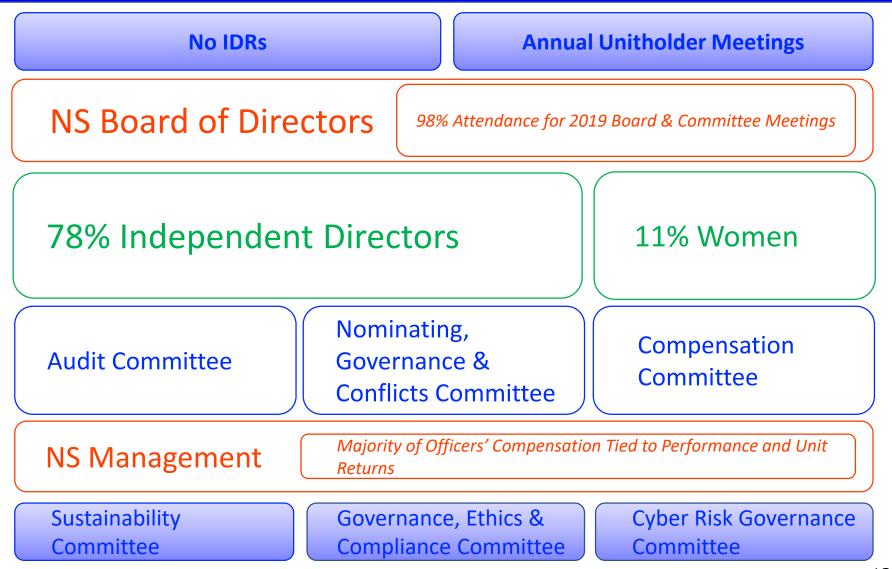




- NuStar has been recognized for its strong corporate culture with numerous awards
  - NuStar has been recognized 11 times in Fortune's Annual "100 Best Companies to Work For" list
- NuStar employees contributed 83,000 volunteer hours in 2019 alone
  - NuStar maintains local volunteer councils in each community in which we operate to contribute to the charitable and civic causes unique to that local community
- ★ 100% of our U.S. employees contribute to our United Way campaign, and our average per capita contribution is the highest in the nation for a company our size
  - NuStar's total 2020 contribution was \$3.2 million
- Each year since 2007, NuStar's employees have hosted a golf tournament to support Haven for Hope, a transformational campus in San Antonio that addresses homelessness
  - The tournament has generated an aggregate of over \$42 million for Haven for Hope

... And Demonstrate Further That NuStar's Governance is Aligned With Our Unitholders' Interests

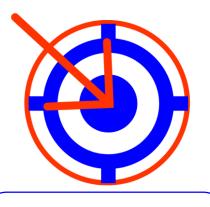




We Will Stay Focused on Our Priorities, for the Rest of 2020 and Throughout 2021





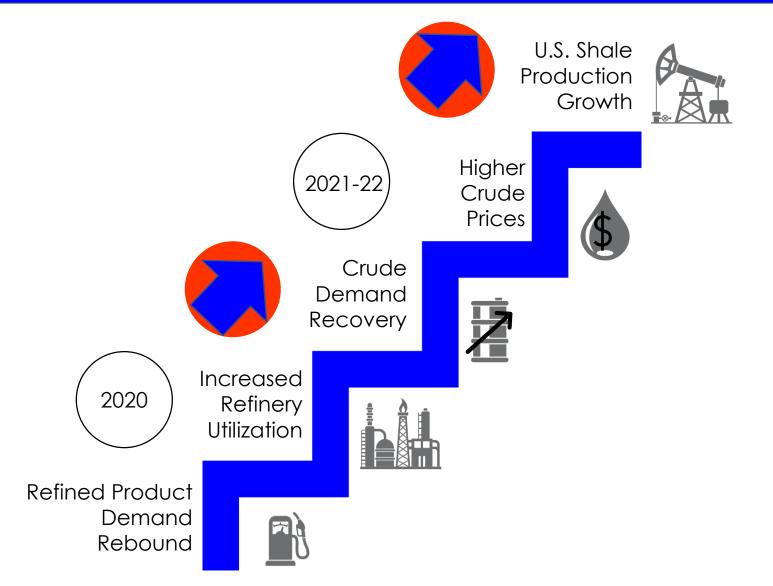




Working to Fund Spending From Internally Generated Cash Flows

Continuing to Take Steps to Improve Our Debt Metrics

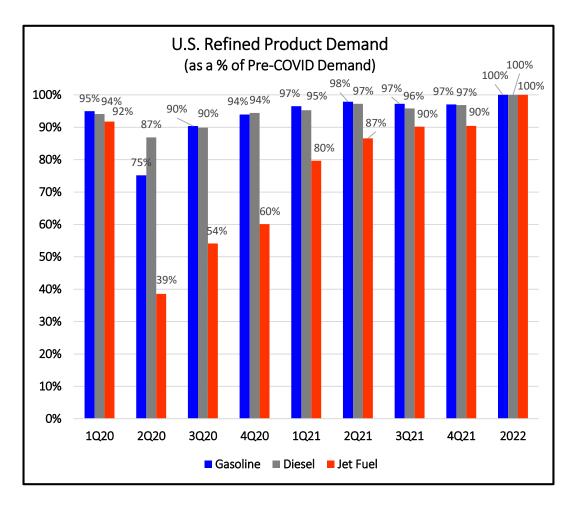
Promoting NuStar's ESG Excellence We are Confident That the Product Demand Recovery We Have Seen is the First Step on the Road Back to Shale Production Growth in 2021-2022



## Overall U.S. Gasoline and Diesel Demand is Expected to Recover to 94% of Pre-COVID Levels by Year-end...

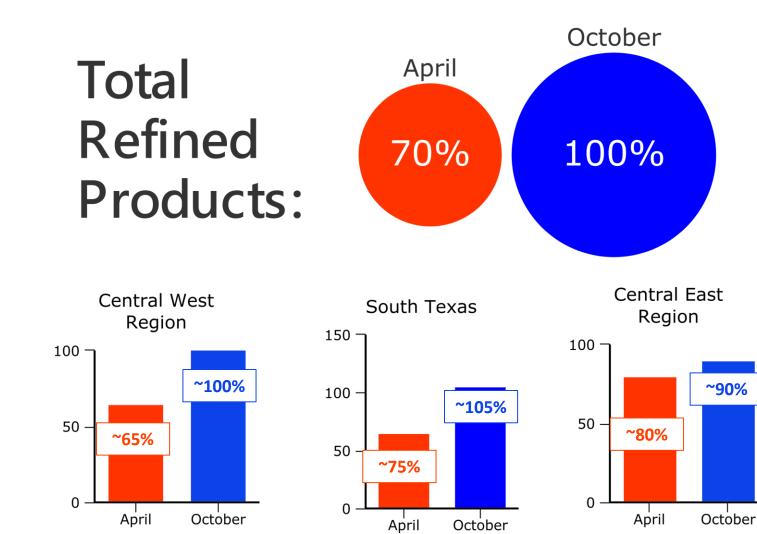


- ★ In the second quarter, U.S. refined products demand dropped by 21% compared to January 2020, but by year-end 2020, gasoline and diesel demand are expected to recover to pre-COVID demand levels of 94%
  - The recovery of jet fuel demand is expected to lag behind gasoline and diesel demand, as the airline industry continues to experience low flight demand due to COVID concerns



... And We Have Definitely Seen Resilience and Rebound in Refined Products Demand in the Markets NuStar Serves



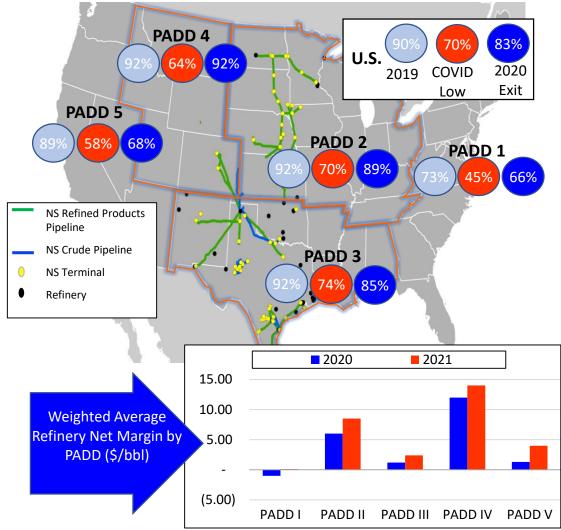


1 - Comparison of year-over-year demand

U.S. Refinery Utilization has Continued to Recover, Led by Refiners in PADD 2 and PADD 3, Which NuStar's Pipelines Primarily Serve



#### **U.S. Refinery Utilization by PADD**



NuStar's pipeline assets are primarily located in in PADD 2, or the Midcontinent, and PADD 3, or the Gulf Coast, where refinery utilization did not dip to the COVID lows suffered by the East and West Coasts and is forecasted to recover ahead of the rest of the U.S.

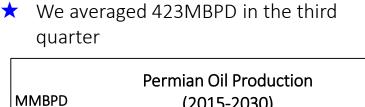
- Midcontinent refiners also benefit from lower supply costs with access to nearby Canadian crude and an abundance of U.S. shale production
- Complex Gulf Coast refineries process lower-cost heavy crudes and maximize production of high-margin products

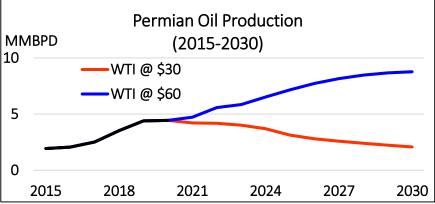
Source: ESAI, Wood Mackenzie

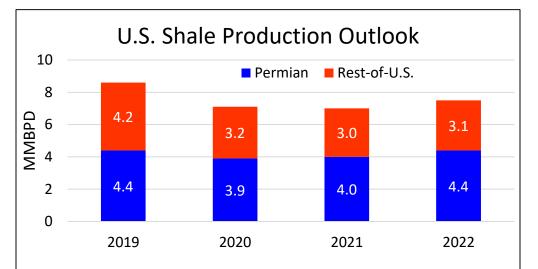
The Permian- the World's Largest, Most Resilient Shale Play- is Expected to Resume Growth in 2022, and Our System has Already Rebounded Ahead Than the Rest of the Permian Basin

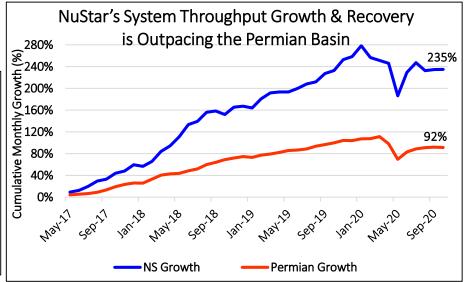


- Because of its superior geology and breakeven costs, the Permian Basin's production is expected:
  - To exit 2020 at 3.9 MMBPD, approximately 53% of the nation's total shale output
  - Return to growth in 2022
- Our system's throughput volumes are now up 17% above May lows, while the rest of the Permian has yet to register recovery in production



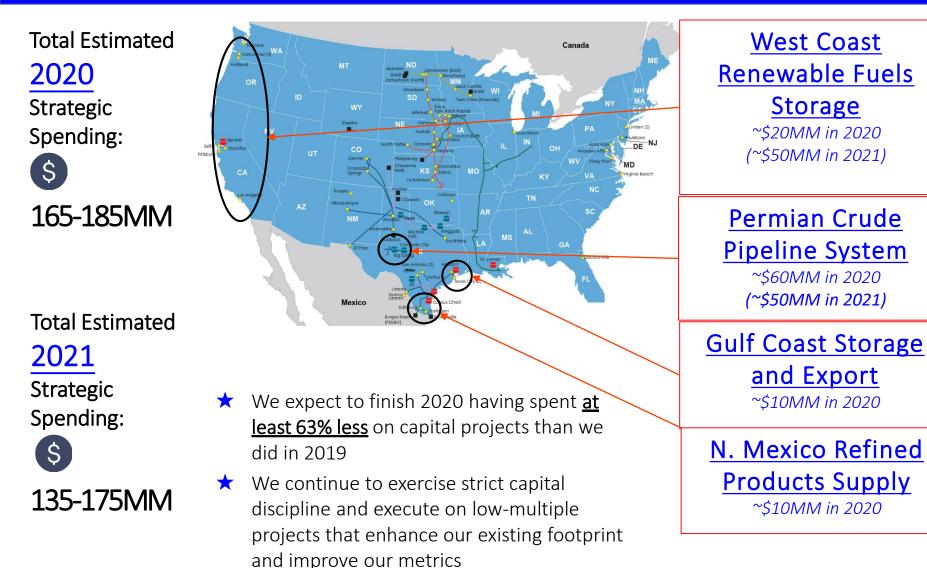






Our 2020 and 2021 Trimmed-Down Strategic Spending Program Focuses on Low-multiple Projects to Enhance Our Existing Footprint

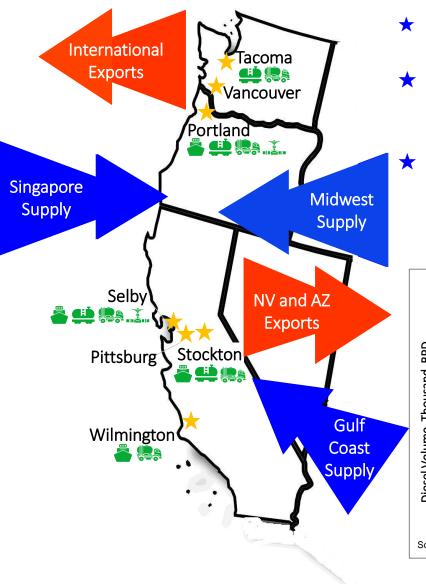




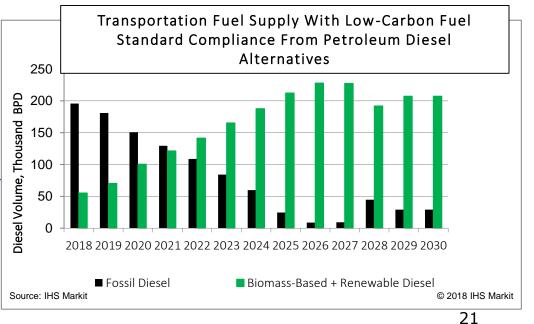
#### WEST COAST RENEWABLE FUEL STORAGE



Aggressive West Coast Carbon Emissions Reduction Goals Continue to Generate Growing Demand and Dislocations That Require Midstream Solutions



- Regulatory priorities on the West Coast are dramatically increasing demand for renewable fuels in the region
- At the same time, obtaining permits for greenfield projects in the region is difficult, which increases the value of existing assets
- Our terminals have the access to facilities necessary to receive bio-fuels from outside the region and to provide a base for distribution of renewable fuels across the West Coast



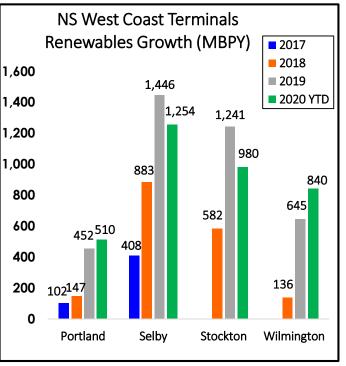
#### WEST COAST RENEWABLE FUELS STORAGE



#### NuStar has Partnered With Key Customers to Develop Necessary Renewable Fuels Storage Projects at Several of Our West Coast Facilities

- ★ We have established ourselves as an early mover and leader in the renewable fuels transportation market by developing and completing a number of renewable fuels projects
- ★ These projects coupled with our customers on the West Coast have allowed NuStar to capture market share and build important customer relationships with key global producers
  - Our facilities are positioned to benefit as the renewable fuels market continues to grow and third parties announce new production and conversion supply projects for renewable diesel, renewable jet, ethanol and other renewable fuels

		Complete
Portland	Convert 36,000 bbls to <b>biodiesel</b>	$\checkmark$
Portianu	Convert 57,000 bbls to renewable diesel	$\checkmark$
Colley	Construct truck-loading for renewable diesel	$\checkmark$
Selby	Convert 208,000 bbls to renewable jet fuel	$\checkmark$
	Convert 30,000 bbls to <b>biodiesel</b>	$\checkmark$
Stockton	Convert 73,000 bbls to <b>renewable diesel</b> and expand <b>renewable diesel</b> handling to all 15 rail spots	
	Convert 151,000 bbls to renewable diesel	
	Connect to railcar <b>ethanol</b> offload facility	
	Convert 160,000 bbls to renewable diesel	$\checkmark$
Wilmington	Reconfigure dock for enhanced marine capability	

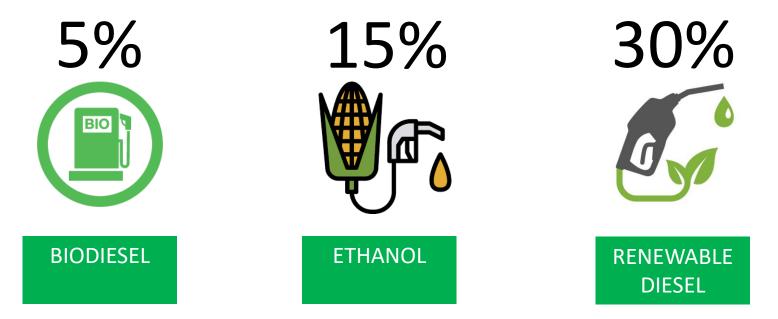


#### WEST COAST RENEWABLE FUELS STORAGE

We Handle and Store a Significant Proportion of the Total Low-Carbon Fuels Volumes Utilized in California, the Largest Driving State in the Nation



NuStar's Proportionate Share of California's Renewable Fuels Market (By Volume in 1Q 2020<sup>1</sup>)



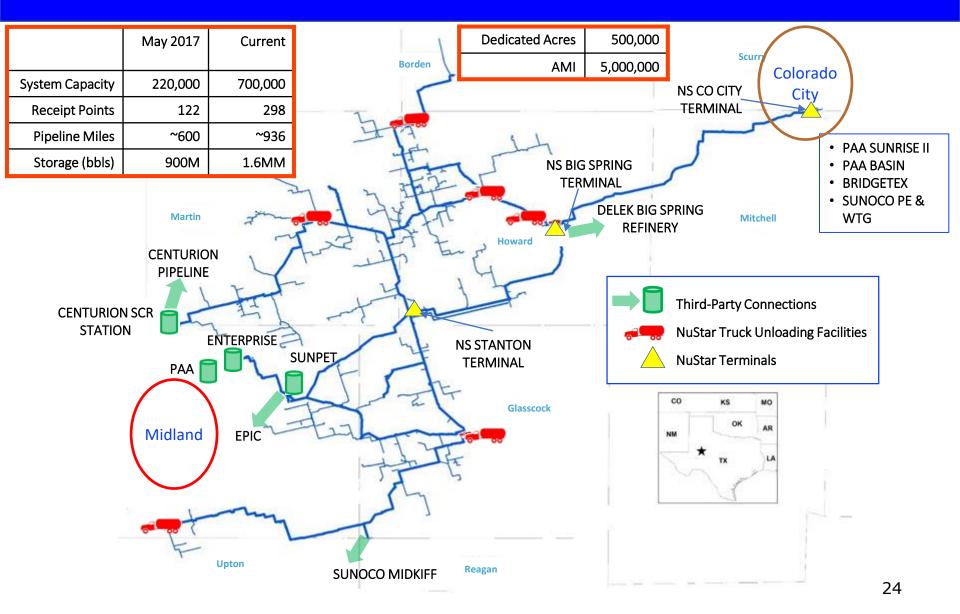
★ We expect these percentages to increase through 2023, along with associated EBITDA, as we complete additional projects presently in planning or under construction

1 - Most recent available quarterly data

#### PERMIAN CRUDE PIPELINE SYSTEM

With the "Backbone" of Our Now-700K-BPD System Complete, Our Permian Spending Will Scale With Our Producers' Gathering Needs

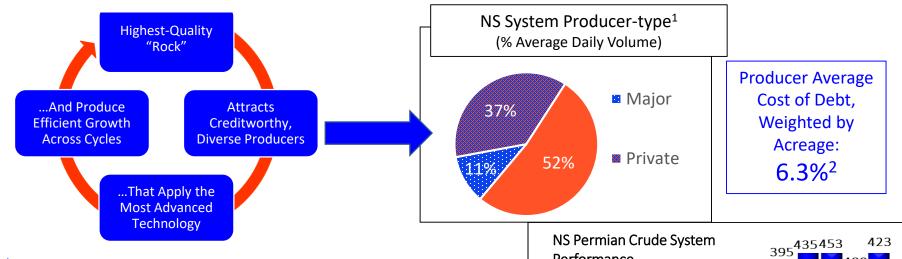




#### The quality of geological formations underlying our system attracts the strongest customers Our creditworthy customers include majors and the most prolific E&Ps, both private and public, in the basin, as

well as large independent refiners and marketers

~75% of our system's revenue is generated from investment-grade (IG) rated and Non-IG BB rated entities<sup>1</sup>



Performance

(by Quarter)

- We received nominations for November of 428MBPD, so far this  $\star$ month, volumes are trending toward this level, and we now expect to exit year end between 410 to 420 MBPD, up from previous guidance
- Our producers still have over 430 drilled-uncompleted (DUCs)  $\star$ wells on the system which they plan to bring online over 12-18 months, which provide an important platform for growth until rig counts start to recover
- 1 September 30, 2020 MTD
- 2 As of November 10, 2020

3 – Please see Appendix for reconciliations of non-GAAP financial measures to their most directly comparable GAAP measures





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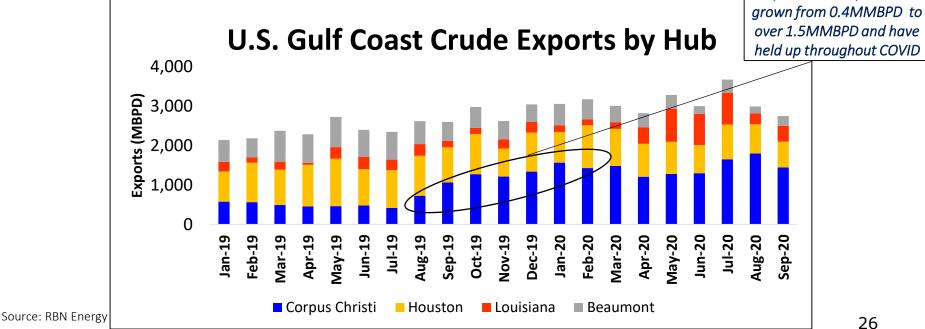
#### PERMIAN CRUDE PIPELINE SYSTEM

Our "Core of the Core" Location has Attracted Top-Tier Customers, Whose Large DUC Inventories Should Support Continued Recovery in 2021

#### **GULF COAST STORAGE & EXPORT**

Gulf Coast Exports Held Up Well Through 3Q, and the Port of Corpus Christi Remains the Leading U.S. Crude Export Hub

- A significant proportion of the volumes transported on the additional 2.1MMBPD of new long-haul pipeline capacity from the Permian to the Corpus area is moving out over Corpus dock facilities
- Corpus Christi, historically a regional refinery and domestic marine delivery hub, has evolved into a major crude oil export hub
  - Currently, Corpus Christi comprises half of the 3.0 MMBPD of Gulf Coast crude exports
  - In July, Corpus Christi exports recovered to pre-COVID levels of 1.5MMBPD
  - Analysts expect Corpus Christi exports to remain steady during the near-term with upside potential as global crude demand recovers in late 2021 Corpus Christi exports have

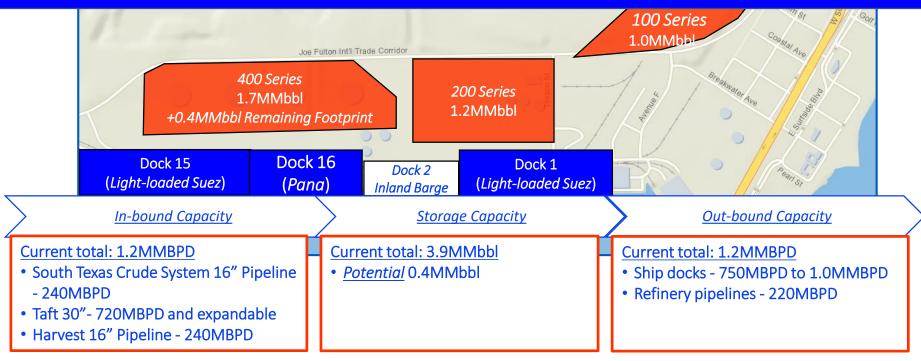




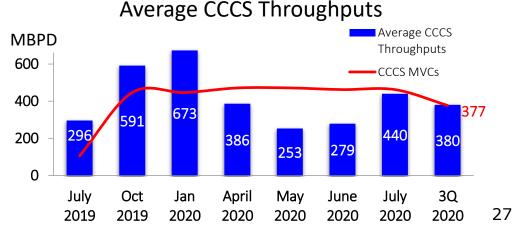
#### **GULF COAST STORAGE & EXPORT**

#### We are Exporting Permian Long-haul and Eagle Ford Barrels From Our Corpus Christi North Beach Terminal





- Our Corpus Christi North Beach Terminal is now receiving barrels from our South Texas Crude Oil Pipeline System, our 12" Three Rivers Supply Pipeline and our 30" pipeline from Taft, as well as from third-party pipeline connections
  - Average throughputs have rebounded from our low in May to back to slightly above MVC levels in 3Q

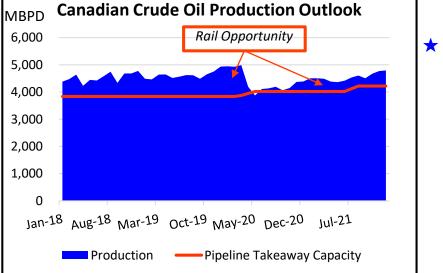


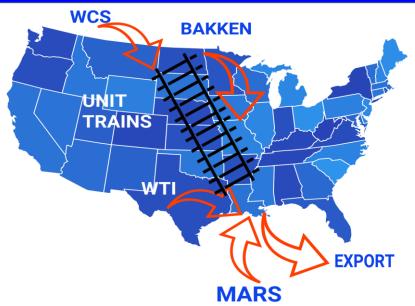
#### Source: ESAI

#### **GULF COAST STORAGE & EXPORT**

Our Unit Train Facility Benefits From WCS/Bakken Price Dislocations From Pipeline Constraints and We Will Benefit From Export Growth as Those Constraints are Resolved

- ★ Prior to March, the lack of long-haul pipeline capacity to transport WCS supply to Gulf Coast demand generated price differentials that supported unit train economics
  - We have contract commitments for 30MBPD through April 2022
  - As Canadian production ramps back up, this price dislocation is expected to re-emerge and continue until Enbridge Line 3 is in service, now estimated to occur in 2021-22
- ★ We can also handle light Bakken barrels with our rail facility, which may be an attractive alternative to DAPL





- We continue to work to assure our facility is connected to the pipeline projects in progress to debottleneck shale plays, the region, as well as the Midwest and beyond
  - In March 2019, Bayou Bridge began bringing WTI light, Bakken and Canadian barrels either for export or local use
  - As soon as late-2021, Capline owners plan to reverse its service to bring WTI, heavy Canadian and Bakken crude for use in regional refineries and export to other locations

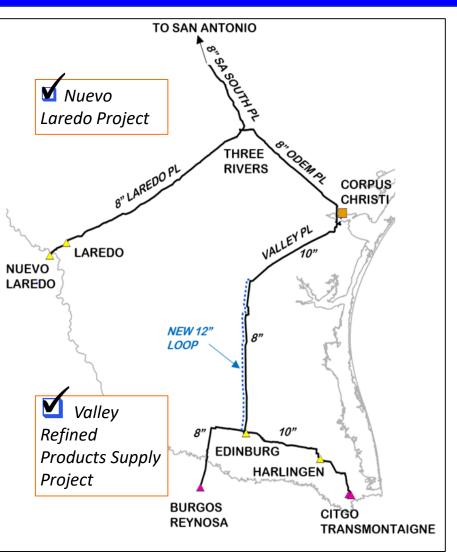


#### N. MEXICO REFINED PRODUCTS SUPPLY

## We Have Completed Two Projects to Help Remedy Mexico's Supply Shortfall

- ★ We recently completed service on two projects that address the supply imbalance in Northern Mexico:
  - □ Nuevo Laredo project for Valero
    - Odem pipeline, Dos Laredos pipeline and Nuevo Laredo terminal expansion
    - ~28MBPD new capacity with take-or-pay volumes on seven-year contract term
  - Valley Pipeline expansion for major customers completed in September 2019
    - 45MBPD new capacity with seven-year contract term
    - Open season was fully subscribed







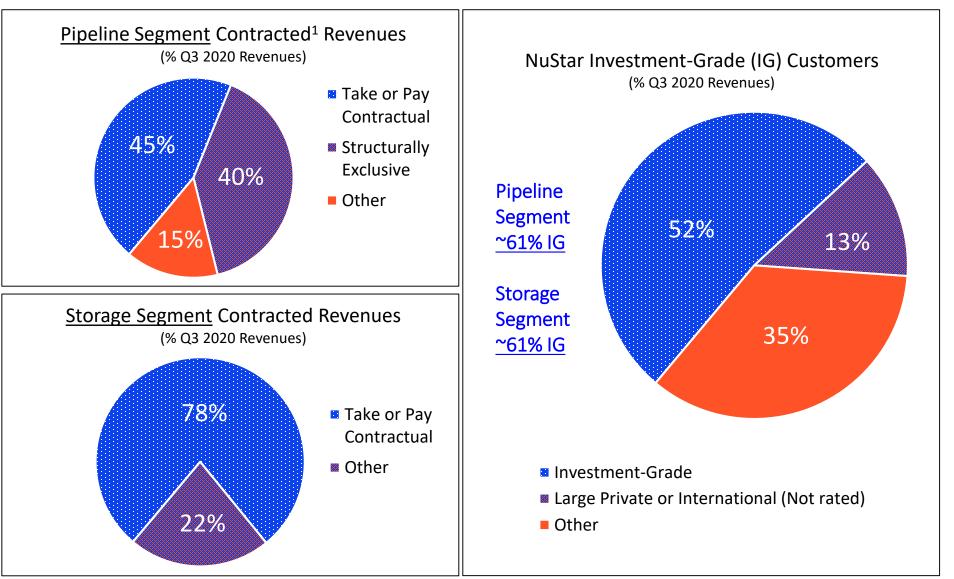
### APPENDIX





#### Long-term Commitments From Creditworthy Customers

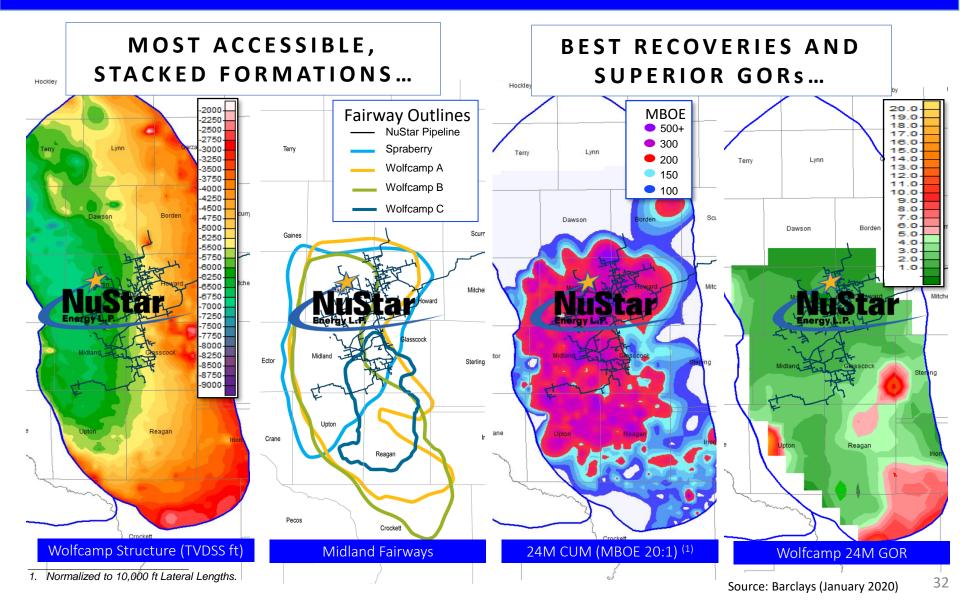




1 - committed through take or pay contracts or through structural exclusivity (uncommitted lines serving refinery customers with no competition)

#### PERMIAN CRUDE PIPELINE SYSTEM

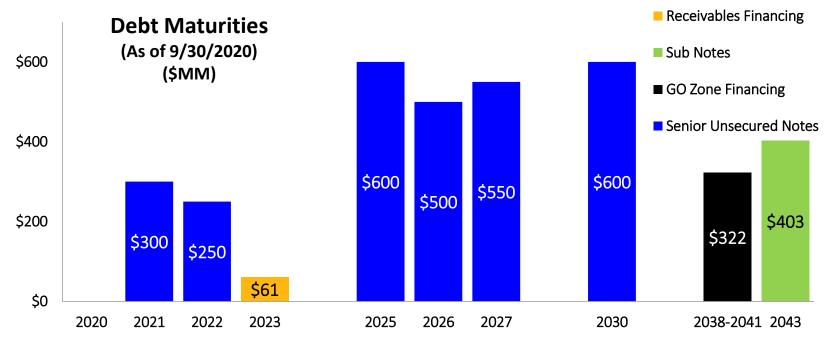
We Acquired Our Permian Crude System Because It Sits Squarely Over the Midland Basin's Most Geologically Advantaged Acreage...



#### Debt Maturity Schedule



- ★ In March 2020, we renewed our revolver through October of 2023
- In April 2020, we entered into a three-year, \$750 million unsecured term loan agreement with Oaktree Capital Management, L.P. to increase our liquidity and to address near-term debt maturities
- In September 2020, we issued two \$600 million tranches of 5-year and 10-year senior unsecured notes maturing in 2025 and 2030.
  - The proceeds were used to repay the \$500 million balance outstanding under our term loan, as well as all the borrowings outstanding under our revolving credit agreement<sup>1</sup>
  - U We plan to utilize of our Revolver availability to pay-off our February 2021 and February 2022 bond maturities.



1 – As of September 30, 2020, approximately \$5 million of Letters of Credit were outstanding under our revolving credit agreement

## Capital Structure as of September 30, 2020 (\$ in Millions)



\$1.0B Credit Facility	\$	0
NuStar Logistics Notes (4.75%)		250
NuStar Logistics Notes (5.625%)		550
NuStar Logistics Notes (5.75%)		600
NuStar Logistics Notes (6.00%)		500
NuStar Logistics Notes (6.375%)		600
NuStar Logistics Notes (6.75%)		300
NuStar Logistics Sub Notes		403
GO Zone Bonds		322
Receivables Financing		61
Finance Lease Liability		59
Other		<u>(43</u> )
Total Debt	\$3,	602

Series D Preferred Units	\$596
Series A, B and C Preferred Units	\$756
Common Equity and AOCI	\$ <u>536</u>
Total Equity <sup>1</sup>	1,888
Total Capitalization	<u>\$5,490</u>

#### **★** As of September 30, 2020:

- Credit facility availability ~\$995MM
- Debt-to-EBITDA ratio<sup>2</sup> 4.13x

1 - Total Equity includes Partners' Equity and Mezzanine Equity (Series D Preferred Units)

2 - Please see Appendix for reconciliations of non-GAAP financial measures to their most directly comparable GAAP measures

#### Reconciliation of Non-GAAP Financial Information



NuStar Energy L.P. utilizes financial measures, such as earnings before interest, taxes, depreciation and amortization (EBITDA), distributable cash flow (DCF) and distribution coverage ratio, which are not defined in U.S. generally accepted accounting principles (GAAP). Management believes these financial measures provide useful information to investors and other external users of our financial information because (i) they provide additional information about the operating performance of the partnership's assets and the cash the business is generating, (ii) investors and other external users of our financial, operational, compensation and planning decisions and (iii) they highlight the impact of significant transactions. We may also adjust these measures and/or calculate them based on continuing operations, to enhance the comparability of our performance across periods.

Our board of directors and management use EBITDA and/or DCF when assessing the following: (i) the performance of our assets, (ii) the viability of potential projects, (iii) our ability to fund distributions, (iv) our ability to fund capital expenditures and (v) our ability to service debt. In addition, our board of directors uses EBITDA, DCF and a distribution coverage ratio, which is calculated based on DCF, as some of the factors in its compensation determinations. DCF is used by the master limited partnership (MLP) investment community to compare partnership performance. DCF is used by the MLP investment community, in part, because the value of a partnership unit is partially based on its yield, and its yield is based on the cash distributions a partnership can pay its unitholders.

None of these financial measures are presented as an alternative to net income, or for any periods presented reflecting discontinued operations, income from continuing operations. They should not be considered in isolation or as substitutes for a measure of performance prepared in accordance with GAAP. For purposes of segment or asset system reporting, we do not allocate general and administrative expenses because those expenses relate primarily to the overall management at the entity level. Therefore, EBITDA reflected in the segment or asset system reconciliations exclude any allocation of general and administrative expenses consistent with our policy for determining segmental operating income, the most directly comparable GAAP measure.

	Three Months Ended													
	June 30, 2017	Sept. 30, 2017	Dec. 31, 2017	Mar. 31, 2018	June 30, 2018	Sept. 30, 2018	Dec. 31, 2018	Mar. 31, 2019	June 30, 2019	Sept. 30, 2019	Dec. 31, 2019	Mar. 31, 2020	June 30, 2020	Sept. 30, 2020
Operating (loss) income	\$ (3,424)	\$ 1,050	\$ 650	\$ (1,847)	\$ 3,605	\$ 11,546	\$ 10,878	\$ 5,358	\$ 13,543	\$ 17,280	\$ 21,132	\$ (106,476)	\$ 14,481	\$ 17,627
Depreciation and amortization expense	10,227	11,005	13,165	13,477	15,059	15,235	16,589	17,647	17,182	18,114	18,154	18,606	18,928	20,115
EBITDA	\$ 6,803	\$ 12,055	\$ 13,815	\$ 11,630	\$ 18,664	\$ 26,781	\$ 27,467	\$ 23,005	\$ 30,725	\$ 35,394	\$ 39,286	\$ (87,870)	\$ 33,409	\$ 37,742
Goodwill impairment loss (a)	_						_		_	_		126,000		_
Adjusted EBITDA	\$ 6,803	\$ 12,055	\$ 13,815	\$ 11,630	\$ 18,664	\$ 26,781	\$ 27,467	\$23,005	\$ 30,725	\$ 35,394	\$ 39,286	\$ 38,130	\$ 33,409	\$ 37,742

The following is a reconciliation of operating (loss) income to EBITDA to adjusted EBITDA for the Permian Crude System (in thousands of dollars):

(a) Represents a non-cash goodwill impairment charge.

# Reconciliation of Non-GAAP Financial Information (continued)



The following is a reconciliation of net loss to EBITDA to adjusted EBITDA (in thousands of dollars):

	Projected for the Year Ended December 31, 2020
Net loss	\$ (179,000 - 162,000)
Interest expense, net	220,000 - 230,000
Income tax expense	2,000 - 5,000
Depreciation and amortization expense	280,000 - 290,000
EBITDA	323,000 - 363,000
Goodwill impairment loss (a)	225,000
Loss on extinguishmen of debt (b)	142,000
Adjusted EBITDA	\$ 690,000 - 730,000

The following is a reconciliation of (loss) income from continuing operations to EBITDA from continuing operations to adjusted EBITDA from continuing operations (in thousands of dollars):

	 Three Months End	For the Year Ended		
	2020	2019	December 31, 2019	
(Loss) income from continuing operations	\$ (96,640)	\$ 52,588	\$ 206,834	
Interest expense, net	64,165	46,902	183,070	
Income tax (benefit) expense	(1,783)	1,090	4,754	
Depreciation and amortization expense	 72,585	68,548	272,924	
EBITDA from continuing operations	 38,327	169,128	667,582	
Loss on extinguishment of debt (b)	137,904	_	_	
Other	 3,963			
Adjusted EBITDA from continuing operations	\$ 180,194	\$ 169,128	\$ 667,582	

(a) Represents a non-cash goodwill impairment charge related to our crude oil pipelines reporting unit.

(b) This adjustment mainly represents a loss associated with the repayment of \$500.0 million outstanding on our unsecured term loan credit agreement in the third quarter of 2020.

# Reconciliation of Non-GAAP Financial Information (continued)



The following is the reconciliation for the calculation of our Consolidated Debt Coverage Ratio, as defined in our revolving credit agreement (the Revolving Credit Agreement). The reconciliation of net loss to EBITDA includes reconciling items from continuing and discontinued operations on a combined basis (in thousands of dollars, except ratio data):

	For the Four Quarters En September 30, 2020	
Net loss	\$ (136	6,107)
Interest expense, net	217	7,342
Income tax expense	1	1,812
Depreciation and amortization expense	284	4,846
EBITDA	367	7,893
Impairment losses (a)	225	5,000
Loss on extinguishmen of debt (b)	141	1,746
Other expense (c)	3	3,949
Equity awards (d)	12	2,424
Material project adjustments and other items (e)	12	2,727
Consolidated EBITDA, as defined in the Revolving Credit Agreement	\$ 763	3,739
Total consolidated debt	\$ 3,585	5,140
NuStar Logistics' floating rate subordinated notes	(402	2,500)
Available Cash Netting Amount, as defined in the Revolving Credit Agreement	(30	0,494)
Consolidated Debt, as defined in the Revolving Credit Agreement	\$ 3,152	2,146
Consolidated Debt Coverage Ratio (Consolidated Debt to Consolidated EBITDA)		4.13x

(a) This adjustment represents a non-cash goodwill impairment charge related to our crude oil pipelines reporting unit.

- (b) This adjustment mainly represents a loss associated with the repayment of \$500.0 million outstanding on our unsecured term loan credit agreement in the third quarter of 2020.
- (c) Other expense is excluded for purposes of calculating Consolidated EBITDA, as defined in the Revolving Credit Agreement.
- (d) This adjustment represents the non-cash expense related to the vestings of equity-based awards with the issuance of our common units.
- (e) This adjustment represents a percentage of the projected Consolidated EBITDA attributable to any Material Project and other noncash items, as defined in the Revolving Credit Agreement.