

# Investor Update 1Q 2016

Repsol Investor Relations



**REPSOL**



## 2016-2020 Value & Resilience

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# 2016-2020 Value & Resilience

1. Company Overview
2. Key strategic lines 2016-2020
3. Progress of Strategic Plan
4. Upstream
5. Downstream
6. Gas Natural Fenosa
7. Financial Outlook
8. 2016 Outlook





# Company Overview

1

# Company overview

## 1Q16 key messages

- ✓ **Net Income:** Strong in a volatile market
- ✓ **Net Debt:** Stable post dividends
- ✓ **Strategy:** On target and making progress
- ✓ **Production:** Double compared to Q1 15
- ✓ **Cash Flow:** Downstream as FCF generator
- ✓ **Portfolio:** As of today €2.8 Billion in disposals



# Company overview

Repsol today - An integrated company operating across the entire value chain

~2.4 billion boe  
proved reserves (\*)

Integrated  
business model

Delivery on  
commitments

>700 kboepd  
production

Diversified and global  
portfolio

~1 million bpd  
refining capacity

World-class explorer

Core businesses:  
Upstream and Downstream

Capable and  
talented workforce

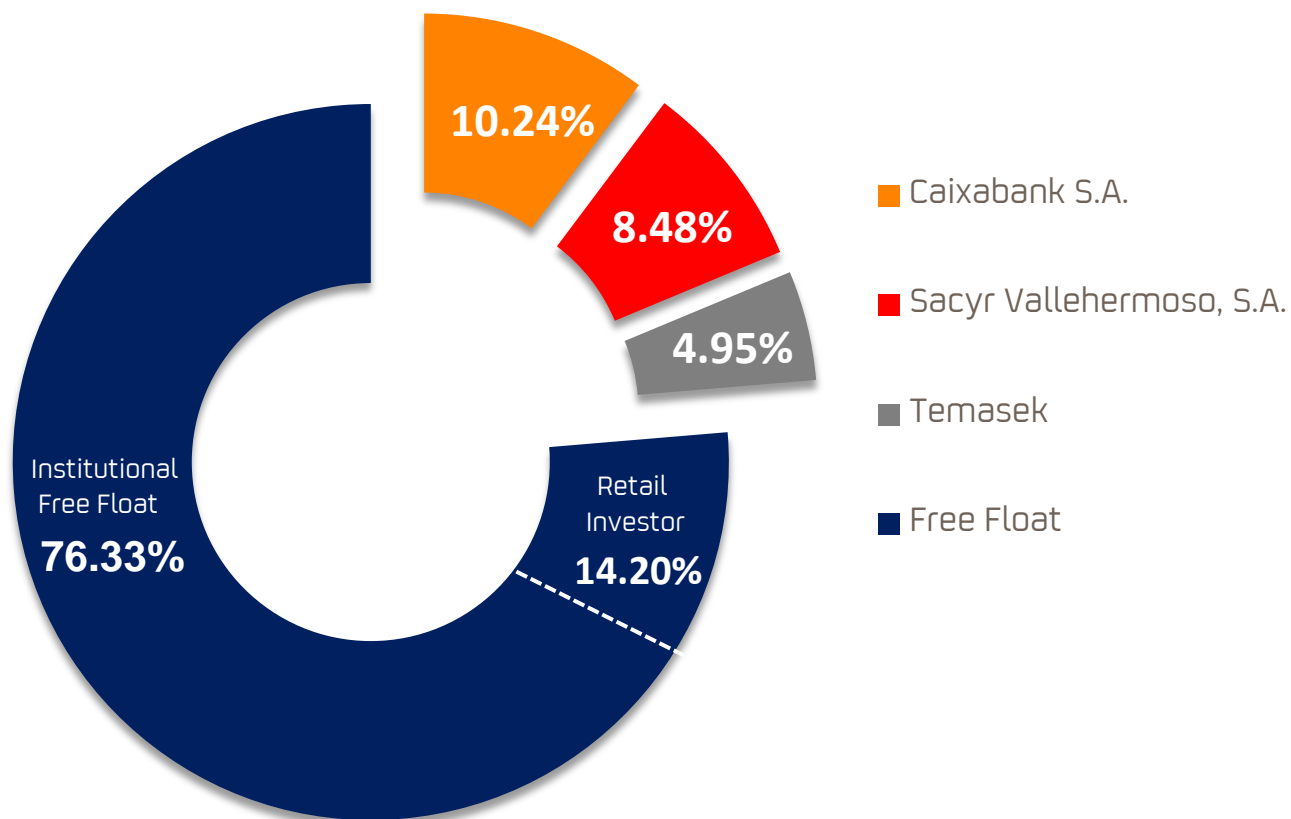
30% stake in Non-operated  
shareholding: GNF

Tier 1 Downstream



# Company overview

## Repsol's shareholders



**Total number of shares as of May 2016: 1,442 million**





# Key strategic lines 2016-2020

2



# Key strategic lines 2016-2020

## Value and resilience

### VALUE

Shift from **growth to value delivery**, prepared for the next growth wave

Commitment to **maintain shareholder compensation** in line with current company level

### RESILIENCE

**Top tier resilience among integrated companies**

**Self-financing strategy** even in a stress scenario

**FCF breakeven after dividends at \$40/bbl Brent<sup>[1]</sup>**

### PORTFOLIO MANAGEMENT

**Capex flexibility**

**[~46% Capex reduction vs. 2014]<sup>[2]</sup>**

**Creating value through portfolio management**

**[€6.2 B divestments: € 3.1 B in 2016-2017 period]**

### EFFICIENCY

**Synergies and company-wide Efficiency Program** with strict accountability<sup>[3]</sup>:

**€2.1 B/y savings target in 2018**  
 [€1.5 B Opex + €0.6 B Capex]  
**> 50% target to be achieved in 2016**

**Creating value even in a stress scenario through efficiency and portfolio management**

[1] Repsol released a FCF Breakeven at \$50/bbl on strategic plan 2016-2020 presentation. FCF breakeven at \$40/bbl with the revised scenario.

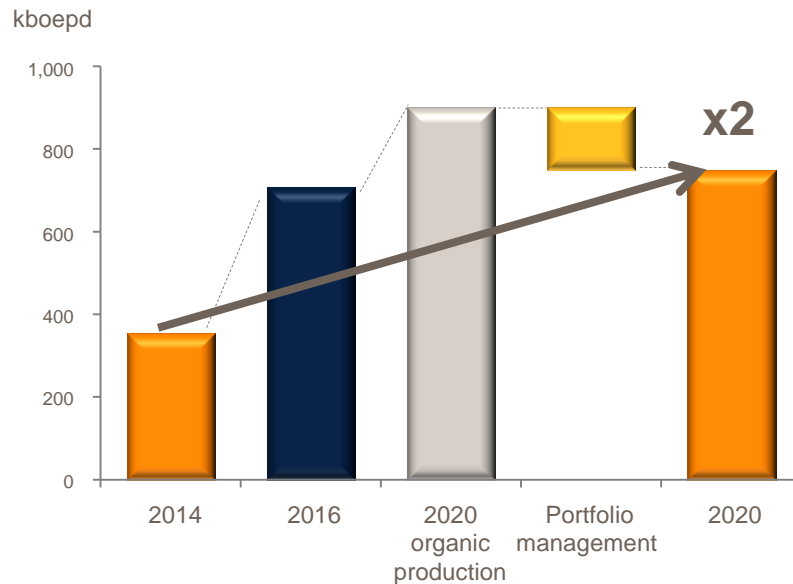
[2] Repsol released in 2015 full year results presentation an additional investment reduction for 2016-2017 period.

[3] In 1Q2016 projects have commenced that will secure 62% of the 2016 annual target and by quarter end 22% of the full year target had already been realized and booked.

# Key strategic lines 2016-2020

Shift from growth to value

## // Upstream production evolution //



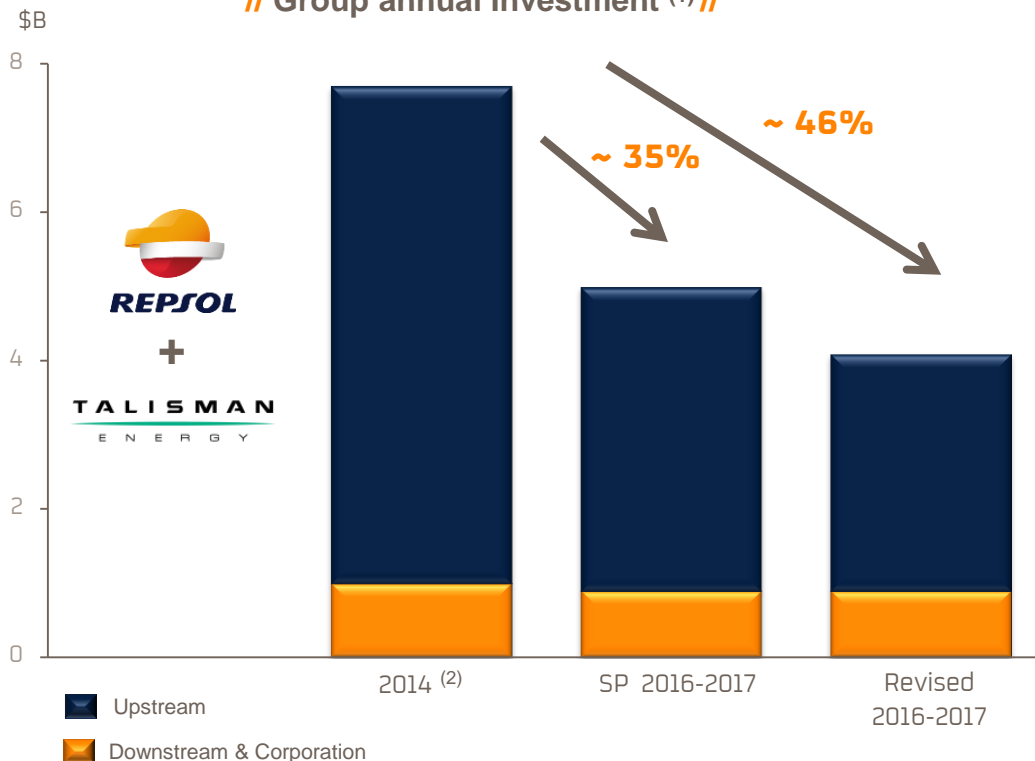
- Achieved critical mass in E&P business
- Extensive portfolio of assets and development projects
- Optionality to improve portfolio value by divestments

**Achieving optimal size and portfolio mix**

# Key strategic lines 2016-2020

Additional Investment reduction for 2016 and 2017 around **€1.8B**

// Group annual Investment <sup>(1)</sup> //



- Capex optimization and implementation of our efficiency measures.
- Low Downstream capital requirements
- Deferring non-critical investment in development and producing assets.
- Keeping 2016 our production level at around 700,000 barrels per day.

**Repsol shows flexibility in this challenging environment**

1. Investment does not include G&G and G&A from exploration.  
 2. 2014 Capex figure includes Repsol and Talisman.



# Key strategic lines 2016-2020

## Strict accountability on Efficiency Program

	<b>Pre-tax cash savings</b>	
	<b>// 2016 //</b>	<b>// 2018 //</b>
<b>Synergies</b>	<b>€0.2 B</b>	<b>€0.3 B</b>
<b>Upstream Opex &amp; Capex efficiency</b>	<b>€0.6 B</b>	<b>€1.1 B</b>
<b>Downstream profit improvement and efficiency</b>	<b>€0.2 B</b>	<b>€0.5 B</b>
<b>Corporation right-sizing</b>	<b>€0.1 B</b>	<b>€0.2 B</b>
	<b>€1.1 B</b>	<b>€2.1 B</b>

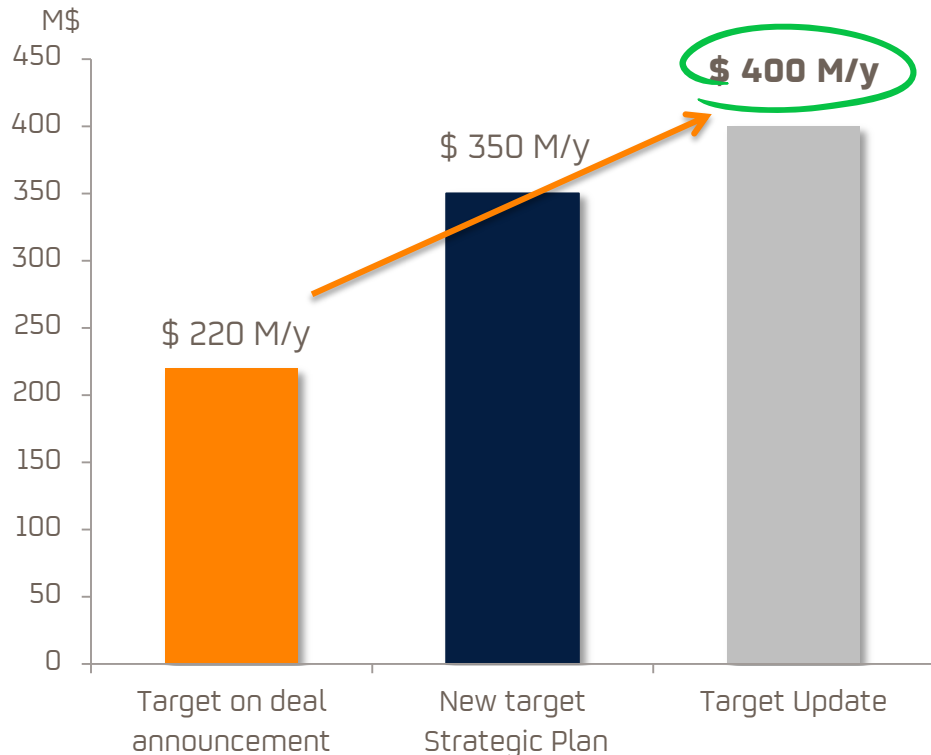
- Recurrent synergies target increased to 400M\$
- 50% of synergies already implemented
- Upstream program ahead of schedule [700 efficiency initiatives identified]
- Downstream and Corporate on track
- Upstream unit Opex reduction of 13% in 2016

**More than 50% of the efficiency plus synergies target in 2018 to be achieved in 2016**

# Key strategic lines 2016-2020

Synergies from Talisman integration are already being delivered

// €250M in 2016 of which ~200M already captured //



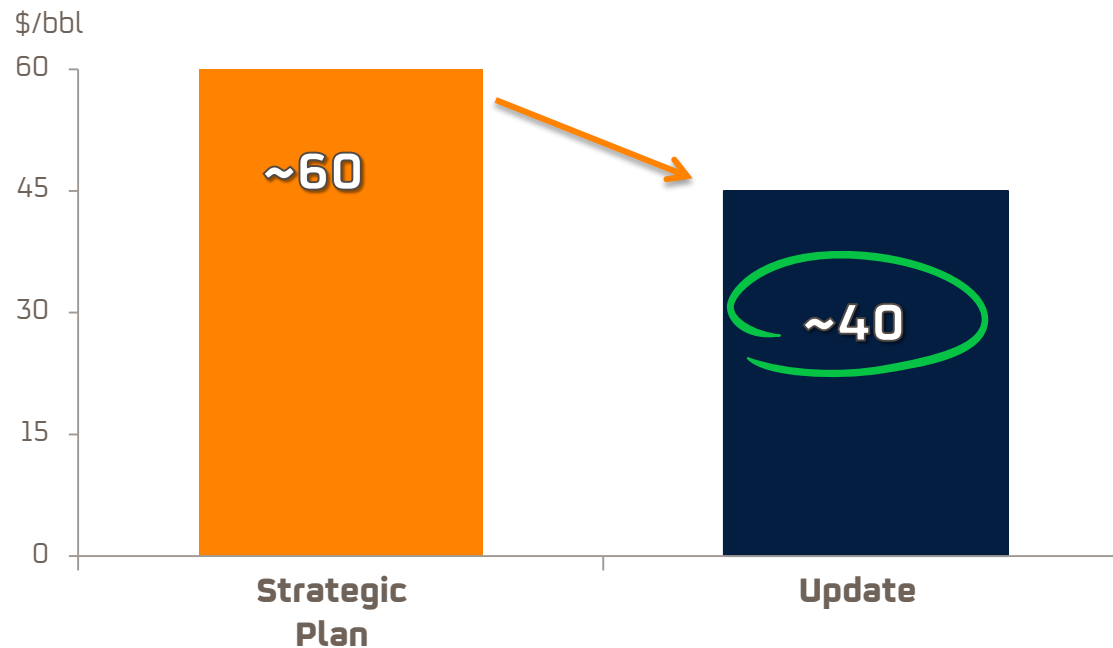
- **Finance:** repurchase of Talisman bonds and joint financial optimization
- **People and Organization:** workforce and contractor reduction from overlaps
- **IT:** application & infrastructure rationalization
- **Exploration:** highgrading of Talisman portfolio
- **General services:** joint insurance program

**Repsol increases recurrent synergy target derived from Talisman Integration up to 400 M\$ pre-tax**

# Key strategic lines 2016-2020

## Breakevens

// Group FCF breakeven after dividends and interests **(2016-2017)** (\*) //



**Resilience: \$40/bbl free cash flow breakeven after dividend and interests**

(\*) Scenario used to estimate breakevens (Stress case): Brent price of 40 \$/bbl for 2016 – 2017, and 50 \$/bbl flat 2018 – 2020; HH price of \$2.6/Mbtu for 2016 – 2017, and 3.5 \$/Mbtu 2018 – 2020; Repsol refining margin indicator of 6.9 \$/bbl for 2016 and 6.4 \$/bbl from 2017 onwards. Breakeven does not include any proceeds from divestments, with the exception of the piped LPG sale already accomplished.

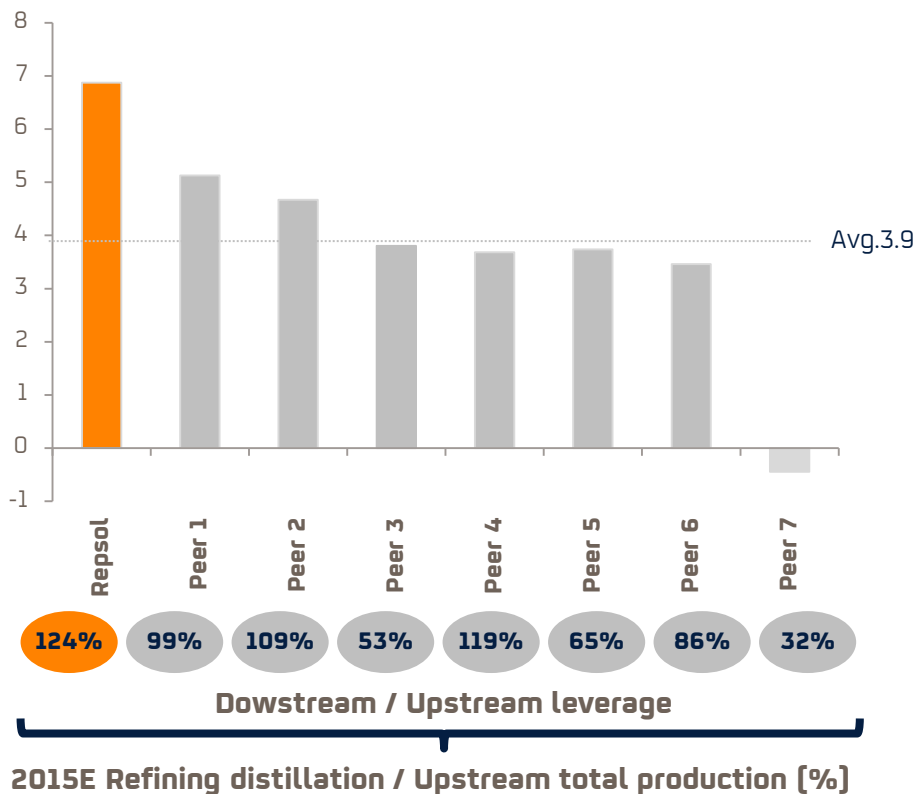
Repsol's Base case is: Brent price of 40, 55, 65, 75 and 85 \$/bbl from 2016 to 2020 respectively, HH price of 2.6, 3.2, 3.7, 4.2, 4.8 \$/Mbtu from 2016 to 2020 respectively and Repsol refining margin indicator of 6.9 \$/bbl for 2016 and 6.4 \$/bbl from 2017 onwards.



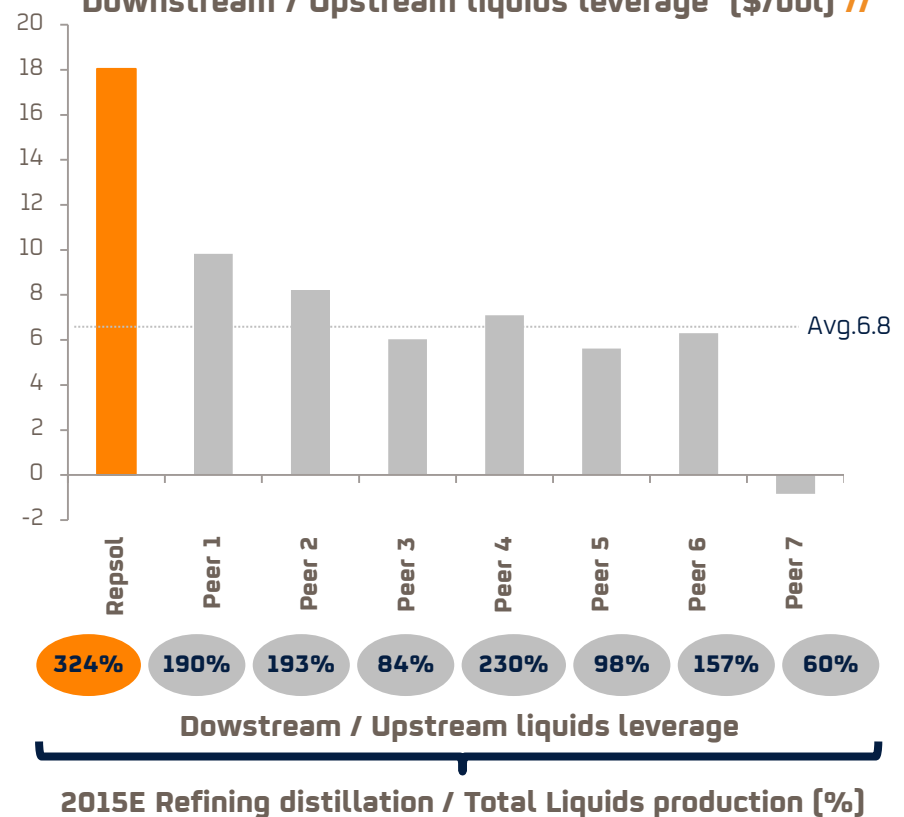
# Key strategic lines 2016-2020

Repsol profits from a high Downstream/Upstream leverage

// Avg 2010-15 R&M integrated margin <sup>[1]</sup> x 2015E  
Downstream / Upstream leverage (\$/bbl) //



// Avg 2010-15 R&M integrated margin <sup>[1]</sup> x 2015E  
Downstream / Upstream liquids leverage (\$/bbl) //



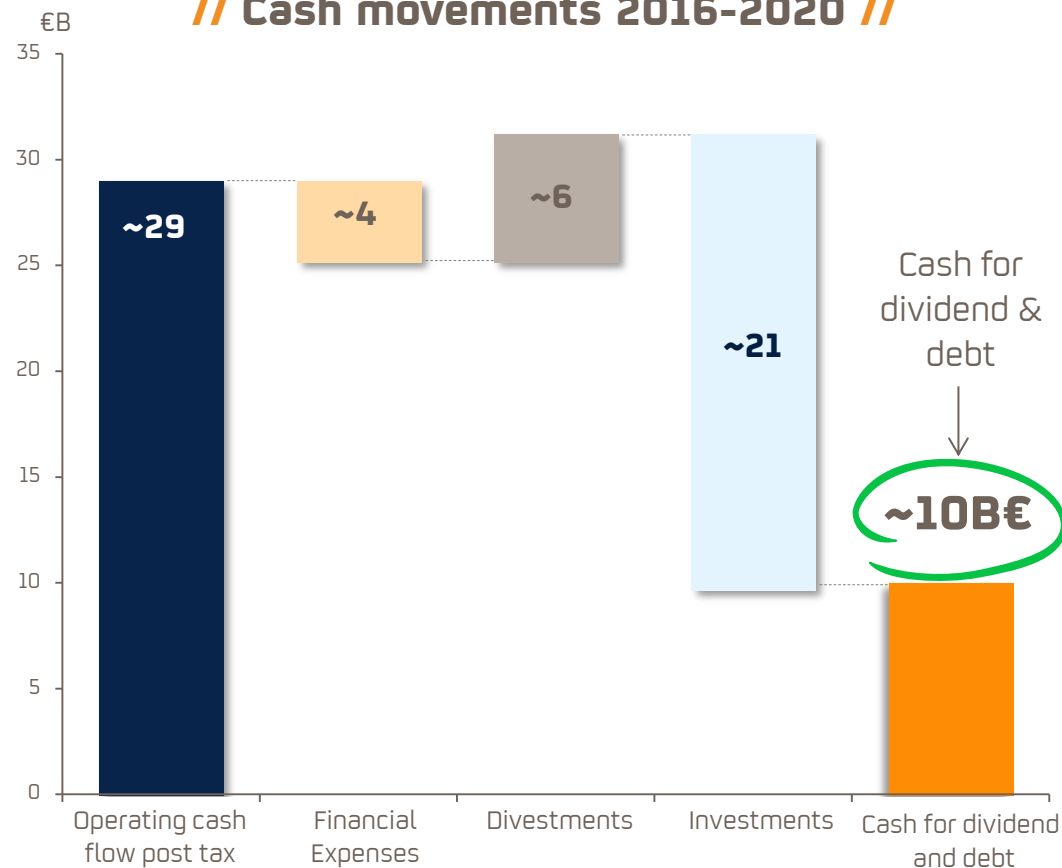
<sup>[1]</sup> Figures based on 3Q15 reported information. R&M operating profit is a proxy of the impact in FCF breakeven under the assumption that Investments=Depreciation. Integrated R&M margin calculated as CCS/LIFO-Adjusted operating profit from the R&M segment divided by the total volume of crude processed (excludes petrochemicals business). Source: company filings

\* Peers companies considered: BP, Shell, Chevron, Total, Exxon, OMV and ENI

# Key strategic lines 2016-2020

Self-financed Strategic Plan even under the stress scenario

## // Cash movements 2016-2020 //



- Reduction of our capex budget in 2016 below €4B
- Investment reduction for 2016 and 2017 around €1.8B
- Acceleration of efficiency and synergy target in 2016 → €1.1B
- Reduction of Group FCF breakeven to 40\$

Sensitivities [5 years accumulated]	FCF	Adj. Net Income
Brent +/- \$5/bbl	€1.5B -€1.5B	€1.3B -€1.3B
Henry Hub +/- \$0.5/Mbtu	€0.8B -€0.8B	€0.6B -€0.6B
Refining Margin +/- \$1/bbl	€0.8B -€0.9B	€1.1B -€1.1B



# Progress of Strategic Plan

3



### Capex in 2016

- ✓ ↓ **Exploration**
- ✓ Deferral of **non-critical investments**
- ✓ Capture of sector wide **deflation**
- ✓ **Re-visit on-going development** projects

€3.9B

### Efficiency & Synergies

- ✓ Target represents more than half of the 2018 objective
- ✓ **Upstream:**
  - ✓ **2016 Opex per barrel: 13%**
- ✓ **Downstream:** in line with our targets
- ✓ **Corporation:** in line with our targets

€1.2B <sup>[\*]</sup>

### Cash Neutrality break-even

- ✓ **Capex reduction**
- ✓ **Opex efficiency targets**
- ✓ **Synergies capture**

~40\$/bbl

# Progress of Strategic Plan

## Strategic Commitments Follow up

### Efficiency & Synergies Program



	Target 2016	2016 Estimate
<b>Synergies</b>	<b>0.2</b>	<b>0.2</b>
<b>Efficiencies</b>	<b>0.9</b>	<b>1.0</b>
<b>Total [B€]</b>	<b>1.1</b>	<b>1.2</b>

### Capex Flexibility<sup>[3]</sup>



	Target 16-17	1Q2016
<b>Repsol Capex [B€]</b>	<b>~3.9</b>	<b>0.8</b>

[3] Target excluding G&G and G&A.

### Divestments & Management Portfolio



	Target 16-17	1Q2016
<b>Divestments [B€]</b>	<b>3.1</b>	<b>2.8<sup>[1]</sup></b>
<b>Production [kboed]</b>	<b>706 <sup>[2]</sup></b>	<b>714</b>

[1] Includes projected proceed on agreed transactions and other operations.  
[2] 2016 Annual Budget.

### Value & Resilience



	Target	Actual
<b>CF Neutrality BE [\$ /boe] <sup>[4]</sup></b>	<b>~40</b>	<b>~40</b>
<b>E&amp;P FCF BE [\$ /boe]</b>	<b>~65</b>	<b>~65</b>

[4] FCF after interests and dividends [0.5 €/share paid in 1Q16 and 0.3 €/share to be paid as complementary dividend in 2016]

### Finance Commitments



	Target	1Q2016
<b>Investment Grade</b>	<b>Maintain</b>	<b>Maintain</b>

## Portfolio management



### Wind Power

#### **Sale of our offshore wind power business in the UK for 238 million euros**

- After tax capital gain of 109M€
- Cash from this sale is expected to be received during 2Q 2016



### CLH

#### **Sale of Repsol's 10% stake in CLH**

- We sold our stake in CLH for 325 million Euros
- Around 300 million Euros of capital gains



### Piped LPG

#### **Sale of the Piped LPG business for 788 M€**

- Generating an estimated pre-tax capital gain of ~470 M€
- Will be cashed-in mostly in 2016. Capital gains also to be booked mainly in 2016



### Peru & Ecuador LPG

#### **Sale LPG businesses in Peru and Ecuador**

- Agreement with Abastible company totalling 335 million dollars transaction
- A multiple of approximately 8 times EBITDA



### Alaska dilution

#### **Agreement with our partner Armstrong to dilute our position in North Slope**

- Positive impact on our cash flow of around 700 million Euros



### E.F. Gudrun

#### **Eagle Ford divestment and acquisition of Norwegian producing assets**

- Significant improvement in the cash flow generation in 2015-2017
- Improvement of operations thorough the nomination of a single operator



### Yme

#### **Transfer of our 60 per cent stake in the Yme field to OKEA**

- Saving 200 million euros of decommissioning costs in the 2016-2020 period



### TLM Bonds

#### **Repsol amortizes part of TLM's debt and reduces its financing costs by >80M\$/year**

- Repsol amortizes TLM bonds in the amount of approximately 2.7 billion dollars
- Total capital gain of approximately 300 M\$ pre tax





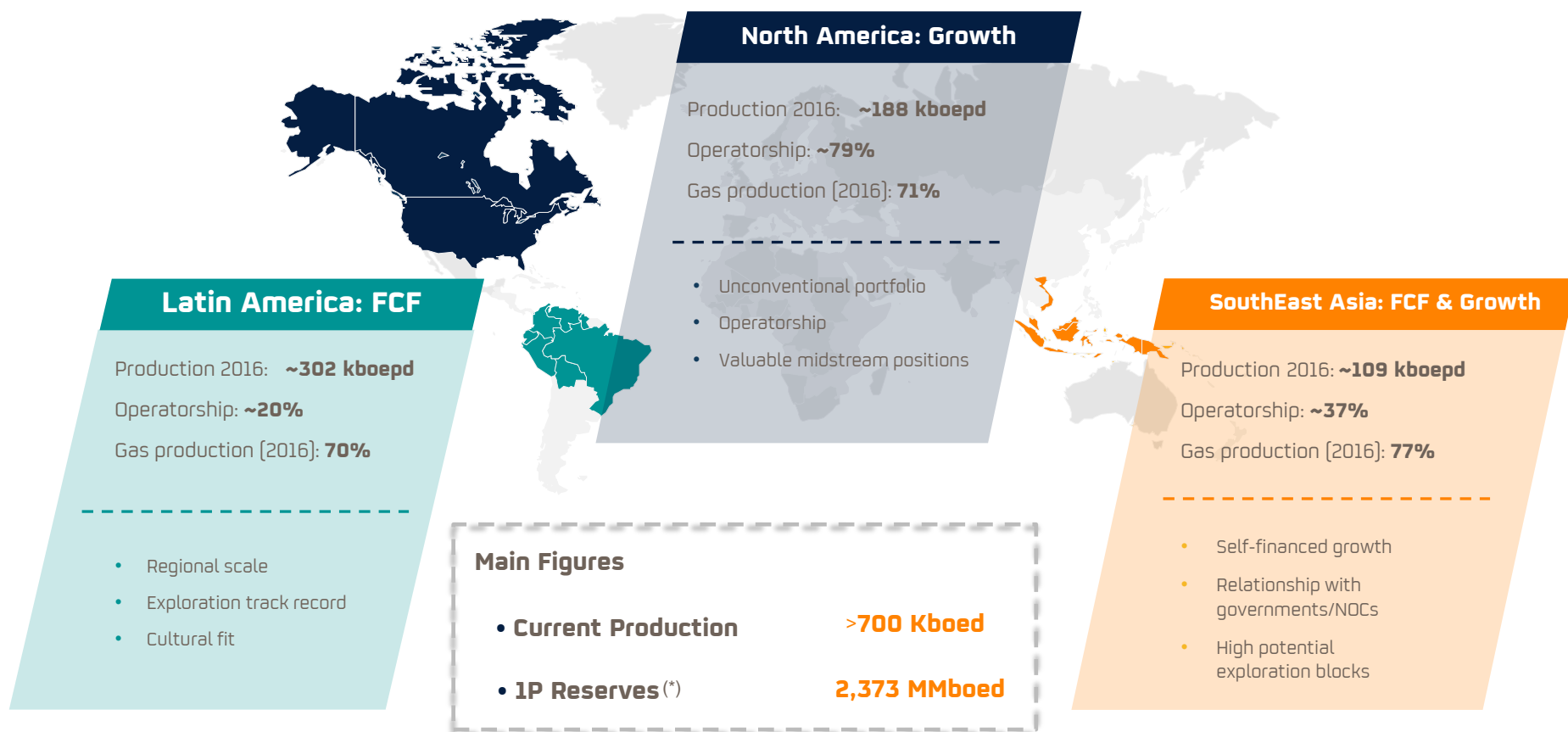
Upstream

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# UPSTREAM

## 3 core regions in the portfolio

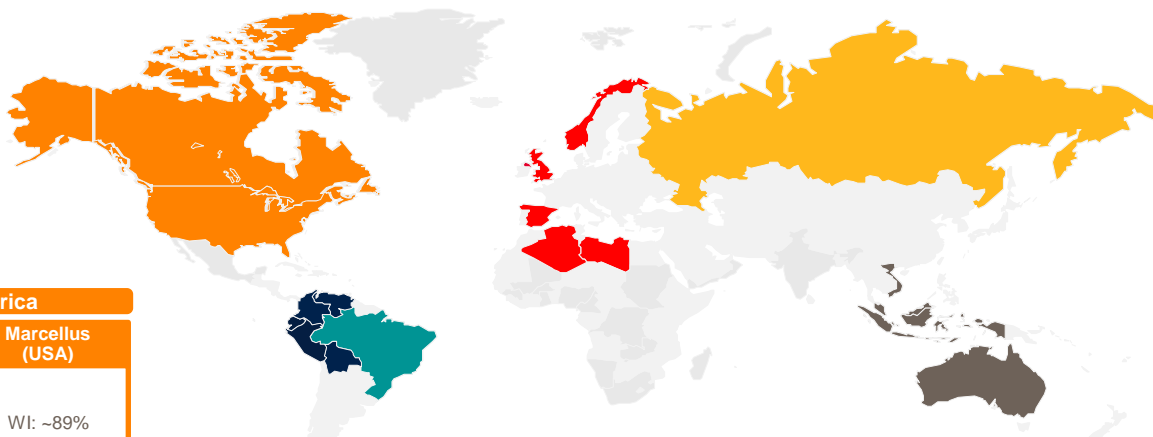


NOTE: Europe, Africa & Brazil ~ 116 kboe/day

[\*] As at 31/12/2015

# UPSTREAM

An extensive pipeline of organic opportunities



## North America

**Eagle Ford (USA)**

WI: ~31% in basin and 37% in JV

**Marcellus (USA)**

WI: ~89%

**Duvernay (Canada)**

WI: 100%

**GoM / Mid-continent (USA)**

WI: 28%/~11%

## Brazil

**Sapinhoa (former Guara)**

WI: 15%

**Lapa (former Carioca)**

WI: 15%

## Latin America

**M. - Huacaya (Bolivia)**

WI: 37.5%

**Carabobo – AEP (Venezuela)**

WI: 11%

**Cardon IV (Venezuela)**

WI: 50%

**Kinteroni + Sagari (Peru)**

WI: 53.8%

**Akacias (Colombia)**

WI: 45%

## Africa & Europe

**Reggane (Algeria)**

WI: 29.25%

**MonArb / Flyndre Cawdor (UK)**

WI: 30% Redevelopment

## SouthEast Asia

**PM3, Kinabalu (Malaysia)**

WI: 41.4% PM3\*  
WI: 60% K

**C. & J. Merang (Indonesia)**

WI: 36% C / 25% JM

**Red Emperor (Vietnam)**

WI: 46.8%

## // Exploration //

### Contingent resources

- Unconventional North America
- Brazil: Campos-33, Sagitario
- Russia: Karabashky
- Colombia: CP09 & Niscota
- Alaska: Colville High
- GOM: Leon
- Indonesia: Sakakemang
- Vietnam: Red Emperor extension
- Kurdistan
- PNG: PDL10

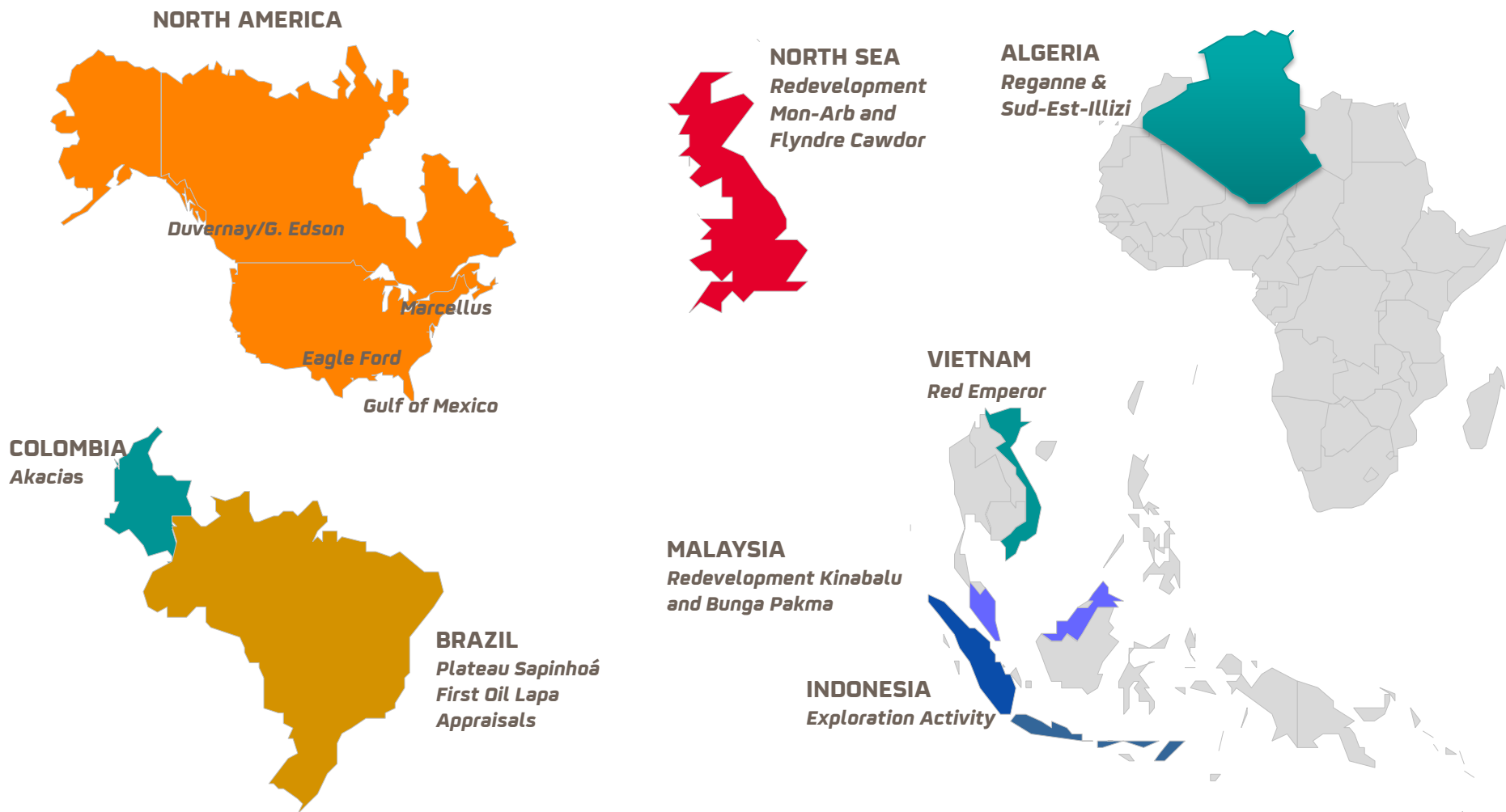
### Prospective resources

- Brazil: Santos Basin & Espirito Santo
- Colombia: RC11, RC12 & Tayrona
- Unconventional North America
- GOM
- Peru
- Guyana
- Angola
- Romania
- Portugal
- Norway
- Indonesia
- Malaysia
- Vietnam
- PNG
- Bulgaria

“As is” organic portfolio potential of more than 900 kboepd

# UPSTREAM

## Projects activity in 2016

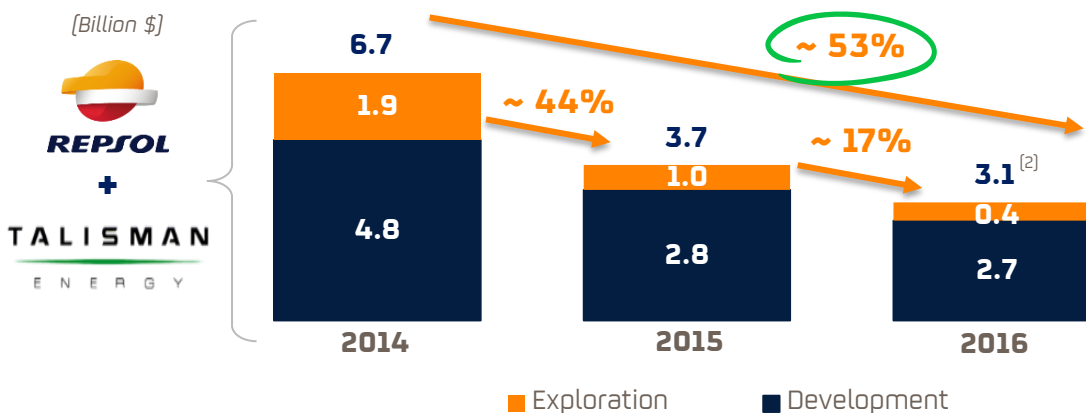


\* Additional exploration activity in Angola, Romania, Bulgaria and PNG.

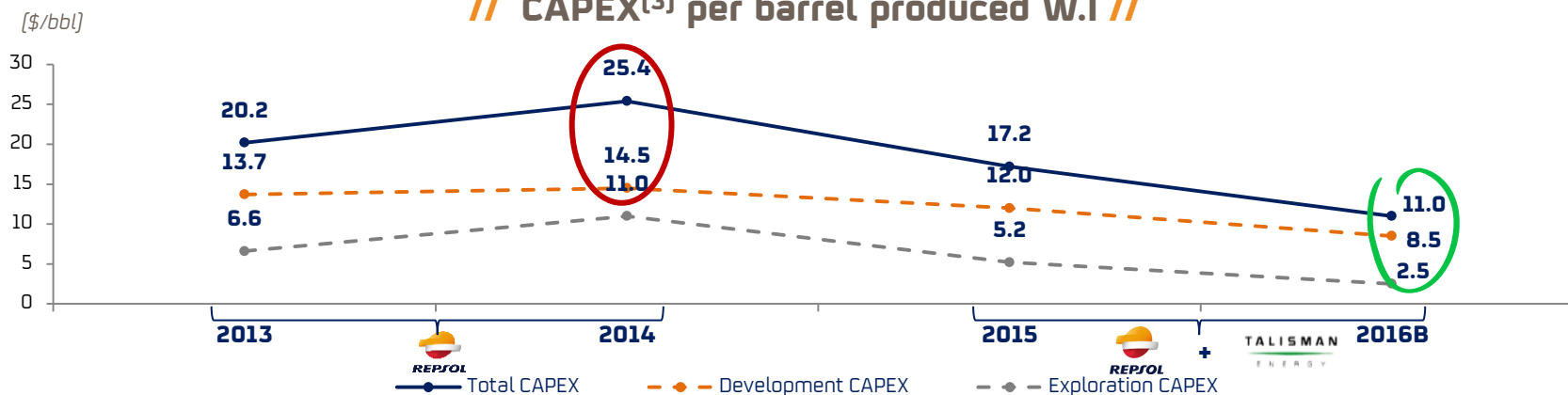


## Portfolio management: Flexibility to optimize capital allocation

### // Upstream Investments<sup>[1]</sup> //



### // CAPEX<sup>[3]</sup> per barrel produced W.I //



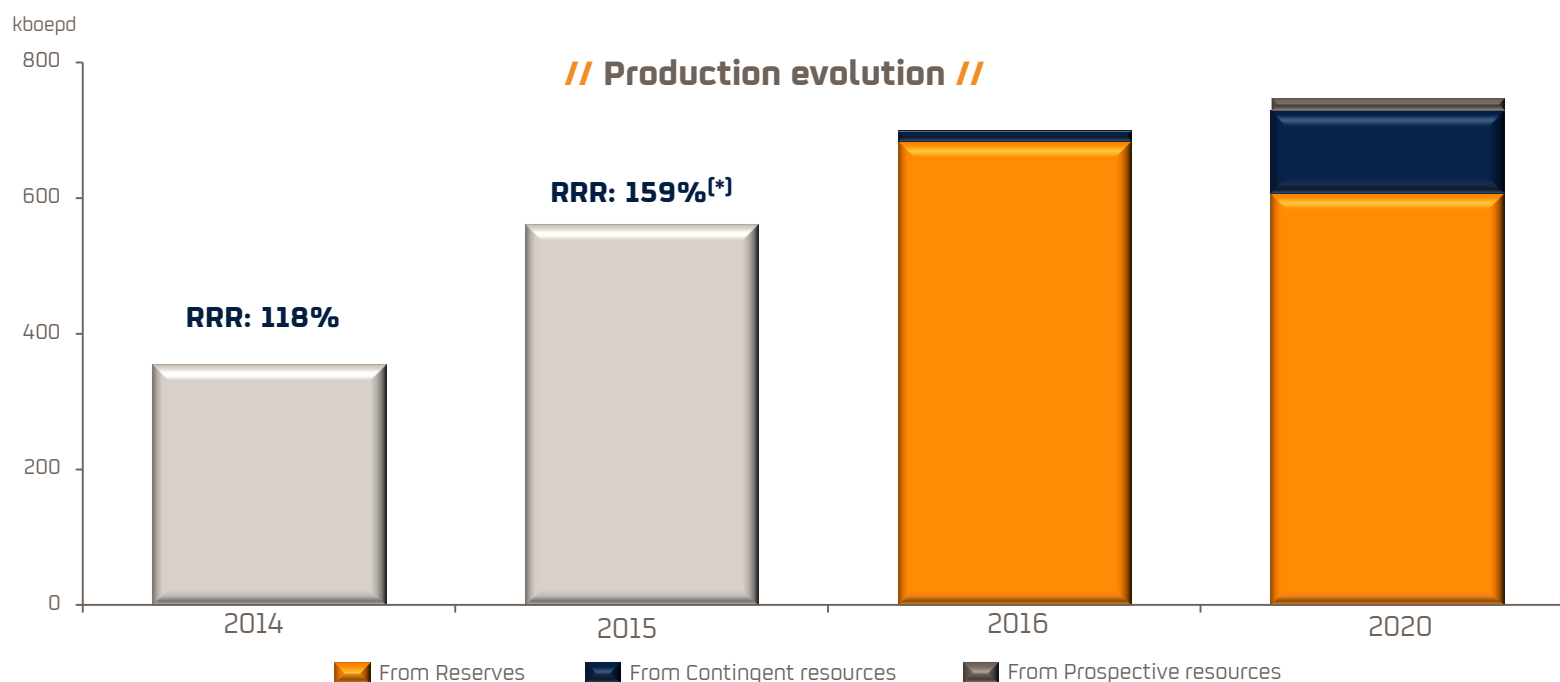
[1] CAPEX excluding G&G and G&A from exploration and including efficiencies

[2] 2016 CAPEX € 2.9 Bn [exchange rate 1.07 \$/€]

[3] CAPEX including G&G and G&A from exploration and including efficiencies

## Portfolio management: Capex

“Capex optimization has no impact on production because we are benefiting from the end of the previous investment cycle from Repsol's legacy assets [Average RRR 2011-2013: 214 %]”



Production delivered from current reserves and resources

# UPSTREAM



## E&P Cost Efficiency Program

### // Levers //

#### Business units [Opex & Operational Capex]

- Technical standardization
- Operational uptime increase
- Procurement & logistics optimization
- Organizational right-sizing

€1.1 B/y  
savings  
by 2018

#### Large capital projects

- Post -FID projects: Efficiency gains, scope challenge
- Pre-FID projects: Lean and cost-efficient engineering and supply chain design, collaborative approach with contractors, integrated project execution, ...

~€0.6 B/y  
Capex

#### Exploration & drilling

- Simplification of geological targets, coring, testing
- Well design standardization
- Planning and execution efficiencies
- Procurement & logistics optimization
- Organizational right-sizing



~€0.5 B/y  
Opex

#### Support functions

- Ongoing analysis of added value for every task
- Organization right-sizing
- Optimize support functions

More than 50% of the efficiency target in 2018 to be achieved in 2016  
~€0.6 B/y savings by 2016.

## Examples of improvements in Talisman legacy assets

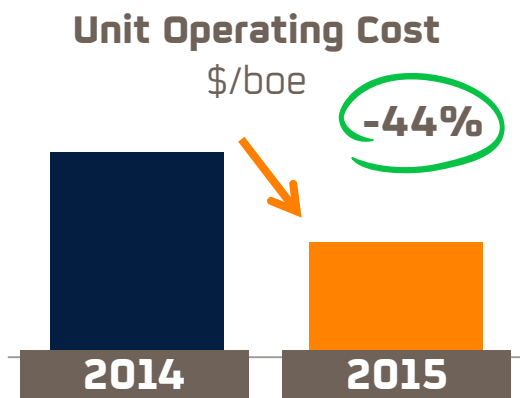
### UK

#### Improved Recovery Factor:

- Develop a prioritized inventory of qualifying capital projects to be used in the asset strategy definition.

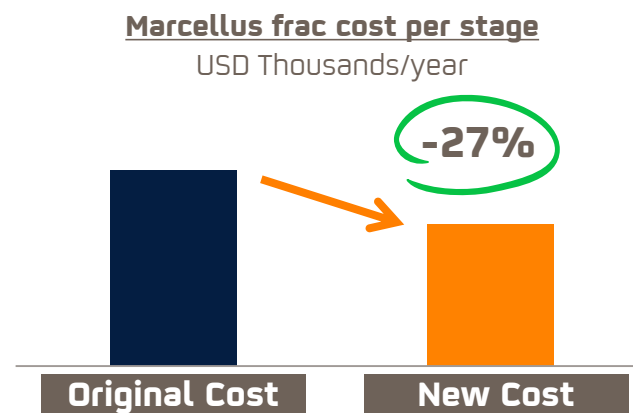
#### Improved Operational Efficiency:

- Contribute to the stretch objective of TSEUK producing >50kboe/d, with significant improvement in the per barrel profitability.
- Optimize Capex and Opex.



### MARCELLUS

#### Marcellus Fracking pricing:



#### Marcellus commercialization:

- Practice of **selling excess capacity** has been **replaced with purchase of gas from 3rd parties**, leveraging Repsol Trading capabilities in North America.
- Lower effective transport cost through positive net revenues from buy/sell margins, underpinning business profitability.





**Downstream**

**5**

# DOWNSTREAM

Downstream to provide sustainable value

Maximize  
performance

- Taking advantage of the integration between refining and marketing businesses with focus on reliability

Capital discipline

- Discipline in capital allocation
- Divestments of non-core assets for value creation

Margin improvement  
&  
Efficiency Program

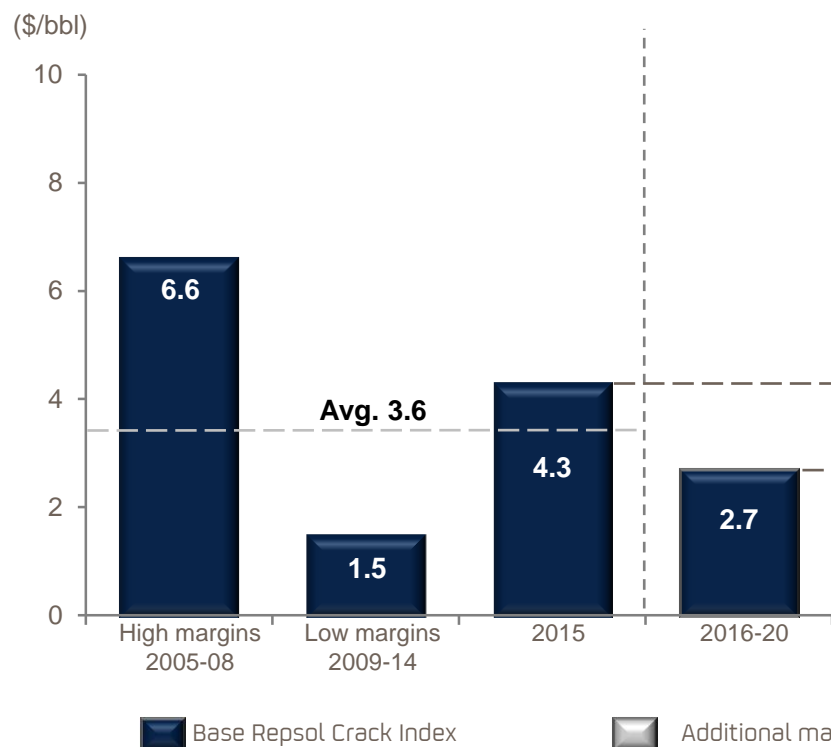
- Optimizing integrated margin across businesses
- Strong focus on reducing energy cost and CO<sub>2</sub> emissions

**Objective to generate FCF ~ €1.7 B/y (average 2016-2020)**

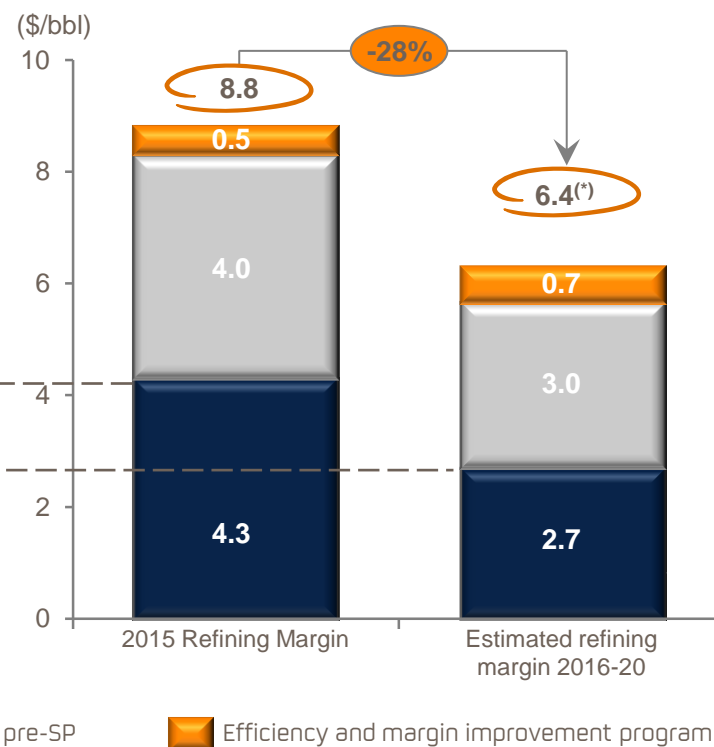
## Repsol's refining margin indicator evolution

Margins back to a mid cycle scenario

Base Repsol Crack Index<sup>1</sup> 2005-2020



Repsol Refining margin index evolution



<sup>1</sup> Without taking into account margin from projects and efficiency improvement program

**Note:** Since the start up of the Bilbao and Cartagena projects, the premium went up from 1.6\$/bbl in 2012 to 2.8\$/bbl in 2014 and 4.3\$/bbl in the first three quarters of 2015

[\*] 2016 Budget assumption : 6.9 \$/bbl

# DOWNSTREAM



## Fundamentals support sustained Repsol refining margins

### Lower Opex

- ✓ Lower oil and gas prices

### Growing refined products demand

- ✓ Average demand growth of 1.2% for 2016-2020 on top of strong 2015 demand
- ✓ Spain fuels demand growth at 4% in 2015

### European refineries at high utilization of effective capacity

- ✓ Lower EU effective capacity due to low maintenance activity in recent years
- ✓ Low Brent-WTI and NBP-HH gaps and low \$/€ exchange rate

### Restarts unlikely in EU

- ✓ Restarts unlikely due to required investment in working capital and fixed costs with long-term uncertainties remaining for less competitive refineries in EU

### Refining project delays and cancellations

- ✓ Capacity-addition delays and cancellations due to stressed cash position of integrated companies and NOCs

### Demand vs. effective capacity tighter than previous years

- ✓ Capacity additions offset by growing demand

### Light-Heavy differentials

- ✓ Marpol <sup>(1)</sup> increases diesel demand, while lowering fuel oil demand and price
- ✓ Large increase in production of heavy crudes

<sup>1</sup> Marpol: International convention for the prevention of pollution from ships.



# DOWNSTREAM

## Downstream efficiency and margin improvement program

~€0.5 B/y from Downstream efficiency improvement in 2018

### // Projects //

### // Levers //

### // EBIT increase by 2018 //

#### Refining

- Energy cost reduction
- Improved planning to increase crude supply flexibility
- Operations optimization including fixed-cost reductions
- Increased asphalt production in Peru

~€250 M/y

#### Integrated margin

- Optimization of integrated margin across the value chain with: optimization of crackers supply, processing challenging crude...

~€100 M/y

#### Commercial businesses

- Network structure optimization
- Logistics and planning improvements

~€100 M/y

#### Chemicals

- Operational improvement focused on raw material flexibility and facilities reliability
- Optimization of pricing strategy

~€50 M/y

**Total target  
of ~€0.5 B/y**

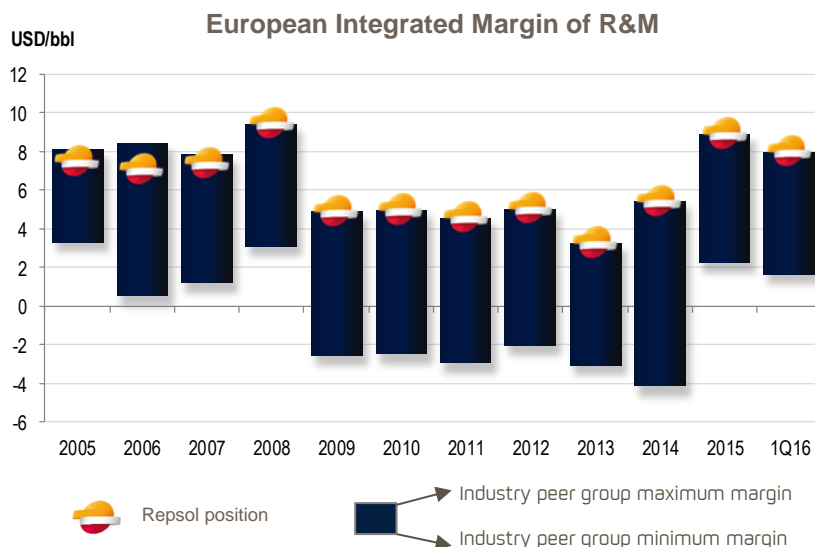
**Downstream efficiency program on track: ~€0.2 B/y savings by 2016**

## 2016-2020 Downstream strategy

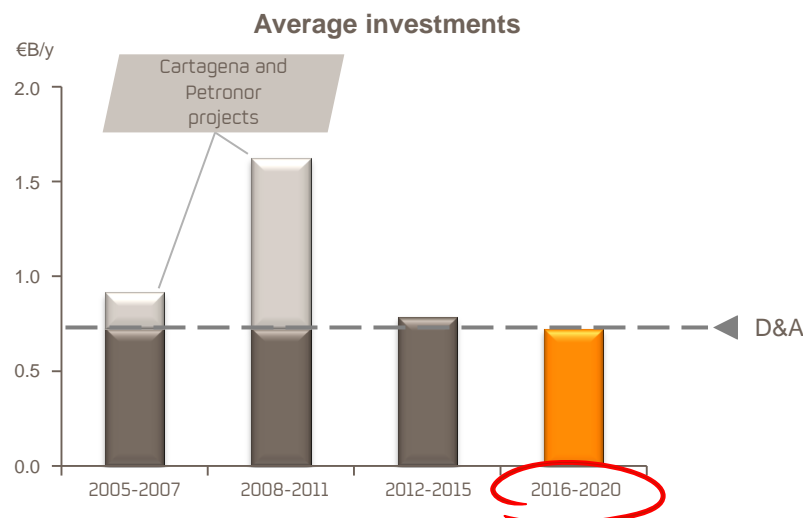
Maximizing value and cash generation leveraged on fully invested assets

### // Sustainable value from quality assets //

Repsol in leading position among european peers



### // Investment discipline //



**Downstream resilience reinforced by commercial business integration with industrial businesses**

Note: Integrated R&M margin calculated as CCS/LIFO-Adjusted operating profit from the R&M segment divided by the total volume of crude processed (excludes petrochemicals business) of a 9-member peer group.

Based on annual reports and Repsol's estimates. Source: Company filings.

Peers: 2015: Eni, Total, Cepsa, Galp, Saras, OMV, MOL, Neste Oil, Hellenic // 2014 and previous: Eni, Total, Cepsa, Galp, Saras, OMV, MOL, PKN Orlen, Hellenic.

**gasNatural  
fenosa**



**Gas Natural Fenosa**

**6**

## Strong profitability with long term strategic vision

**30% of valuable stake in a leading gas & power company**

**Stable dividend with growth potential (\*)**

**Strong profitability performance  
(well above wacc and not linked to oil price)**

**Group's renewables platform**

**Provides strategic optionality for a stronger role of gas  
in energy mix**

**Liquid investment that provides financial optionality**



# Financial outlook

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**Sound track record  
in managing adverse  
conditions**

**Resilient Plan with  
stronger business profile**

**Conservative  
financial policy**

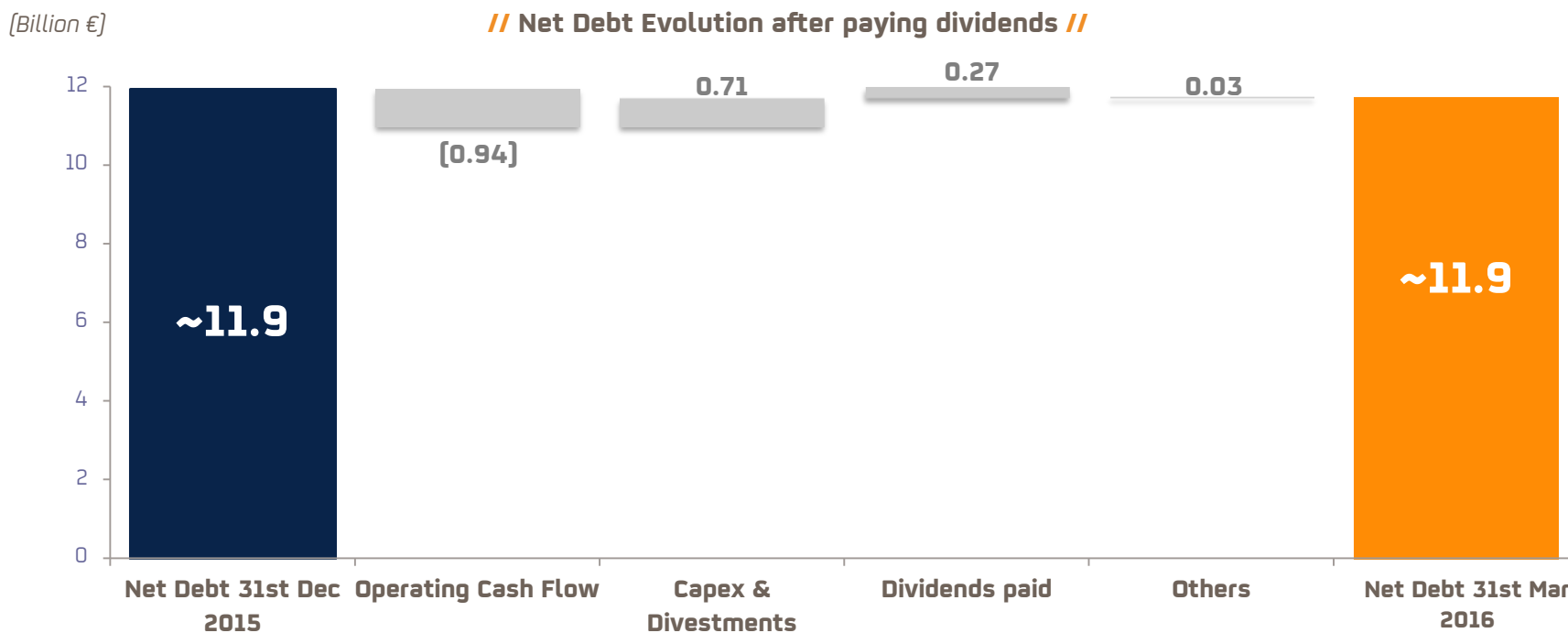


**Commitment to reduce debt**

**The three Rating Agencies, Standard & Poor's, Moody's and Fitch, confirmed and maintained our previous ratings, BBB-, Baa2 and BBB respectively.**

**Commitment to maintain shareholder compensation  
in line with current company level**

## 1Q2016 Net Debt evolution



- Fitch, Standard and Poor's and Moodys confirmed Repsol Investment Grade.
- S&P revised its assessment on Repsol's 2Bn€ hybrids bonds and restored the "intermediate equity" content.



2016 Outlook

8

- ✓ In July Repsol will pay a complementary dividend of **€0.30** gross per share.
- ✓ 2016 **Downstream** business expected free cash flow **~€3 billion**.
- ✓ Keep our production level at around **700,000 barrels per day** in 2016.
- ✓ **Capex and Opex optimization** to protect Free Cash Flow from our businesses.
- ✓ Progress in our **divestment program** always with the principle of **protecting the value** of every asset of the company.
- ✓ **Efficiency targets**. Anticipating delivery of our key strategic targets and materially reducing our breakevens.
  - ✓ Material progress: In the first quarter 2016 projects have commenced that will secure 62% of the 2016 annual target and by quarter end 22% of the full year target had already been realized and booked.
- ✓ Exploration program will focus mainly on **appraisals** and **lower risk** prospects.
- ✓ In our industrial businesses, **enhance and increase the reliability** of our plants.