## **Investor Update**

## REPJOL

## March 2019

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The information contained in the document has not been verified or revised by the Auditors of Repsol.

## 2018-2020

Delivering value growth through the cycle

- 1. Company overview
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# Company overview



## **Repsol: A unique, Integrated Global Position**

Company overview





1. As of 31/12/2018. 2. May 2018. 3.Includes 1.2 Million tons of Ethylene and 1.4 Million tons of other base Chemicals

## Strategy 2018-2020



Company overview

#### 1. Increasing shareholder returns



- **Dividend** per share **8% p.a. growth** with full buyback of shares
- Dividend target fully covered at \$50/bbl
- CFFO **dividend coverage** to grow from 3.9x in 2017 to 4.3x in 2020
- Sustainable long term pay-out

#### 2. Growing our portfolio profitably

- Growth across all value-creation metrics, at any oil price
- Downstream activated as asset-light growth engine
- Upstream delivering **performance improvement** and portfolio upgrade
- Strong pipeline of **attractive growth** projects in both divisions

#### 3. Thriving in the energy transition

4. Financial flexibility

A unique value proposition

- Develop long term options
- Leverage our competitive advantages
- Reduce carbon footprint
- Build new capabilities



Note: CFFO (Cash Flow from Operation) = EBITDA +/-Working Capital variation + Dividends from affiliates -taxes paid -abandonment cost and others In this document, economics shown under \$50/bbl Brent and \$3/MBtu HH flat in the period 2018-20, although it is not Repsol's price deck 2

# Strategic progress



## **Strong delivery on 2018 commitments** Strategic progress





## CFFO in 2018 more than covered organic capex, dividend payments, share buybacks and financing costs

(\*) Payments for investment activities excluding financial assets

### All 2018 targets were achieved Strategic progress



COMMITMENT DELIVERY €7.5 B∩ €7.6 Bn **EBITDA at CCS** €3.8-4 B∩ €3.9 Bn CAPEX €3.5 B∩ €3.4 Bn **NET DEBT IMPLEMENTATION** 50 \$/bbl (avg. 2018-2020) 54 \$ /Bbl <sup>[1]</sup> Organic FCF Breakeven ~ € 0.9 [2] Dividend per share ~€0.9 100% 100% Share Buyback 715 Kboe/d 715 Kboe/d Net production < 50 \$/bbl (long-term) < 50 \$/bbl Upstream FCF Breakeven

1. Excluding inorganic capex and divestments and including fiscal adjustments. 2. Dividend fixed prices guaranteed by Repsol in 2017 were 0.761 €/s and 0.873 €/s in 2018

## **Increasing shareholder remuneration and full buyback of scrip** Strategic progress





#### Buyback program in 2018:

68.8 M shares of capital reduction

#### Share capital of 1.527.4 M shares as of the end of 2018

(\*) The fixed price guaranteed by Repsol for the bonus share rights awarded under the "Repsol Flexible Dividend" program was 0.761 €/s in 2017 and 0.873 €/s in 2018

## Clear path for cashflow growth to 2020 Strategic progress



REPJOL

## **Strategic Plan fully funded at \$50/bbl** Strategic progress





#### Fully funded at \$50/bbl keeping a strong financial position





## **Capex in core and expand portfolios** Strategic progress



#### 2018 ACTUAL CAPEX IN LINE WITH 18-20 GUIDANCE. FLEXIBILITY TO FULFILL THE PERIOD COMMITMENT



## 2018-20 CAPEX GUIDANCE: €15Bn (€11Bn ORGANIC AND €4Bn EXPANSION<sup>1</sup>)



### **Leaner and more efficient operator through lower breakevens** Strategic progress



#### CAPEX & Shareholders' retribution financed by organic CFFO excluding inorganic capex and divestments



## Total Group's Free Cash Flow breakeven, excluding inorganic capex and divestments, was 54 \$/bbl in 2018, in line with our strategic objective



Ongoing efficiencies and digitalization initiatives will contribute with further savings towards 50\$/bbl target on average 2018-2020

## Additional funds from higher oil and gas prices will fund the acceleration of organic projects

1. Financing costs include leases, financial charges, dividends to minority, hybrid interests and other movements



# Upstream update



### Core regions in the portfolio Upstream





#### Europe, Africa & Brazil

High margin barrels, key development projects from exploration succes

> 165 kboe/d 19 %

6% / 47%

#### South East Asia



# Improving Upstream returns with profitable growth Upstream



#### AROUND 3 % PRODUCTION GROWTH IN 2018 WITH IMPORTANT CONTRIBUTION FROM PROFITABLE SHORT-CYCLE PROJECTS



~3% production growth in 2018 in line with

commitment (2.6% CAGR by 2020)

Around 28 kboe/d of new production from short-cycle projects in 2018



- **Oil-biased new production** in Libya, Eagle Ford and Kinabalu
- Incremental low cost production in gassy scale projects as Sagari, Marcellus and Reggane

### **Progressing on our short-cycle projects** Upstream



#### Pipeline of Repsol's short-cycle projects...



### **Working on our 2020+ project pipeline** Upstream



## Mid and long-term projects with attractive returns and phased developments



#### Repsol's new projects have competitive full-cycle IRR and NPV breakeven



Notel: NPV Breakeven does not include exploration cost.

Note2: New projects breakeven average not including Repsol. Peers included: Anadarko, BP, Chevron, Eni, ExxonMobil, OMV, Shell, Equinor and Total. Note3: IRR = Internal Rate of Return, an investment profitability metric calculated as the discount rate at which the net present value of an investment is equal to zero. Source: Peer analysis with internal calculations based on GEM 4.19 and 4.20 Wood MacKenzie tool under WMK's base price scenario.

# **Building strong exploration portfolio in core areas**







# Downstream update



## World-class position

Downstream



#### Refining

- 1 million bbl/d of refining capacity
- Highly competitive EU 1Q in Solomon NCM<sup>1</sup> benchmark and fully invested for IMO<sup>2</sup>
- **Peru refining leader**, updated with new desulfurization units

#### Commercial

- More than 4,800 service stations
- LPG leader in Spain
- Customer-centric with 10 million customers and strong energy brand
- Leadership in **convenience retail** with enhanced **digital** capabilities
- Spain fuels share: >36%, LPG share: 74%, Peru fuels share: >20%



#### Chemicals

- High performing integrated and regional leader
- Capability for more than 30% light feedstock (LPGs)
- **Key positions in high value products** (PO/Polyols, Rubber, EVA)

#### Trading

Strong position in Europe and growing asset footprint globally

#### Lubricants

• Increasing **global footprint** 

European leading integrated margin with proven ability to deliver ongoing profit improvement across the portfolio

**Strategy summary** Downstream





# **Refining : top quartile position among European peers** *Downstream*



#### 5 refineries optimized as a single system



#### Fully invested, well prepared to capture IMO effect

- ✓ Repsol has the largest coking capacity in Europe (25% coking share while 6% of total distillation capacity) with coking process becoming highly profitable during IMO
- ✓ Strong Product Slate: Repsol larger middle distillates production with very low Fuel Oil yield (5-7%)

#### Top quartile position among European peers <sup>(1)</sup>







# **Repsol perfectly positioned to benefit from IMO 2020**Downstream



#### TOP EUROPEAN PLAYER<sup>1</sup> IN CONVERSION, STRONGEST COKING CAPACITY AND ONE OF THE LOWEST HSFO YIELD





### Fully invested for IMO

Source: Wood MacKenzie Refinery Benchmarking tool

1. Considering peers with refining capactity over 350 kboe/d Europe: BP, Eni, ExxonMobil, Hellenic, OMV, PKN Orlen, Total, Tupras, Shell. Hydrockracking capacity excludes Mild Hydrocracking.

# **Chemicals: competitive positioning** *Downstream*





- 3 Naphtha Crackers strategically located to supply Southern Europe and Mediterranean markets, managed as a single hub.
- Feedstock flexibility and high integration with refining activities in the Spanish sites.
- > Products sold in **over 90 countries**; leading position in Iberian Peninsula.
- > Differentiated products such as **EVA and metalocene** polyethylene.

- Chemical specialties and synthetic rubber are produced through **Dynasol** a 50% partnership with Grupo KUO (Mexico).
- Dynasol is a **leader in the world synthetic rubber** market and a global producer with plants in Europe, America, and Asia.

#### Competitive positioning, differentiated products and a customer-oriented organization

## Petrochemical growth in value niches

Downstream



Ambition to reach Tier 1 positions (Top 5)



## **Downstream activated as growth engine**



#### New international growth opportunities leveraging our competitive advantages



**New growth levers** Enhancing strengths through digitalization and new businesses

#### **Advanced Movility**



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# Low Carbon update



### **Ambition to develop a new operated business** Low Carbon



Repsol is swapping a €5-6B exposure to a medium carbon businesses through GNF...

Gas

Natural

Fenosa

- Non-operated
- No synergies exploited
- 85% regulated business in 2017 EBITDA with a mix of high/low carbon generation

## ... To an operated and synergistic position in low carbon businesses



- Operated business with full synergies
- Leveraging previous experience in low carbon businesses, markets and know-how
- Focused business mix: wholesale gas, retail G&P and low carbon generation

#### Ambition

Be players in the future energy transition, fostering sustainability and energy efficiency

Creating profitable low carbon businesses

Enhancing capabilities to thrive in energy transition

Reducing emissions in our operations and products

## Roadmap to 2025 Low Carbon



#### Τορ capability

#### Roadmap

#### Wholesale Gas

Leverage our industrial self consumption as the largest gas consumer in Spain

- Create a successful wholesale gas **business**, ensuring a competitive gas supply
- Developing **new business** through gas flexibility
- Deliver a **competitive gas offer** for our future retail clients

>15%

#### Targets to 2025

#### In 2018

### Market share<sup>1</sup>

14% Market share<sup>1</sup>

#### **Retail G&P**

- Strong brand and ~10M clients base with direct contact
- To become a relevant Spanish low carbon multi-energy retailer
- Progressively sophisticate our offer including advanced energy services and solutions

2.5 M

Clients<sup>2</sup>

0.8 M

Clients<sup>2</sup>

	LOV	VC	:art	I

Technical capabilities and experience in managing large scale projects

on generation

- Develop a strong position in **Spain** achieving a low carbon integrated business
- Technological vocation oriented to solar, wind, CCGT and other low carbon technologies
- Diversify in emerging countries that yield higher returns

~ 4.5 GW Capacity

~ 2.9 GW Capacity

#### Investments in low carbon businesses with IRR above 10%<sup>3</sup>

# Accelerated delivery of 2025 objectives in Low Carbon



**Developing a strong position in Spain** with 2.9 GW of installed capacity **Viesgo acquisition led the way to develop our key capabilities** to become the 5th G&P player in Spain



share

6

# Digitalization & Efficiencies



## Digitalization and efficiency as levers for cash flow growth

Digitalization & efficiencies





#### Upstream

(€0.25 Bn sustainable CFFO): better maintenance, reduction of logistics and decomissioning costs and initiatives in gas comercialization



**Corporate** Lower corporate costs (-6%)



#### **Downstream**

(€0.1 Bn sustainable CFFO): improving integrated margin, process digitalization



#### Digitalization

€0.3 Bn FCF pre-tax in 2020

130 initiatives ongoing

Omnichannel experience, new business models, autonomous plant and zero unexpected failures, E&P digitally-enabled operations excellence and robot process automation (RPAs)



Actual sustainable savings in 2018 of ~€350 million euros with CFFO impact. Additional ~€200 million Upstream capex savings compared to budget

### **Digitalization and efficiency initiatives** Examples





Upstream

#### Integrated Operations Center (IOC)

Integrated real-time control room identifying trends and anomalies over the medium term, improving safety, production and efficiency in its operations. Successfully tested in United Kingdom and Canada assets.



#### SICLOS

Reach an operative excellence supported by the development of a new operational model based on economic criteria over the main operational parameters, allowing a continuous optimization, taking safety as main priority in order to achieve a sustainable margin improvement in the short-term.



#### **Offer Personalization in Service Stations**

Personalize pricing and promotions in Retail Stations to each client's preferences, profile and price sensitivity to maximize consumption and optimize net margin, maximizing client's engagement and loyalty. Omnichannel solution: points of sales, **Waylet** and mail.



Corporate

#### **Robot Process Automation (RPA)**

Automatization to reduce the time spent on repetitive administration tasks in the Global Services department. By using robotic process automation, we have been able to automate processes such as the signing of contracts.

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# Financing

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#### Liquidity covers long term debt maturities beyond 2025

(\*) Short term debt excludes interest and derivatives € 0.11 billion.

[\*\*] Deposits classified as financial investment in the accounting although they have an immediate availability.

## **Strong liquidity position** *Financing*







(Billion €)

## Liquidity exceeds 2.4x short term maturities

# Conclusions & Key targets



## On track to deliver 2020 strategic objectives

Financing



#### Increasing shareholder returns

- Dividend increase to 0.95 €/share in 2019
- 100% scrip dividend buyback

#### 2 | Profitable portfolio growth

- Operational performance improvement managing our portfolio to achieve the 750 kboe/d target in 2020
- Acceleration of planned maintenance of our refineries to maximize the value capture from IMO in 2020
- Downstream expansion in Marketing and Advanced Mobility

#### 7 | Developing an operated 0 | profitable low carbon business

• Continue transforming our company and preparing for the energy transition towards a less carbon intensive world

## Maintaining a strong financial position

- Progressing with our digital and efficiency ambitions
- Commitment to deliver on our path for cash flow growth to 2020

### Key metrics to 2020 @ \$50/Bbl Brent flat Conclusions & key targets





While focusing on financial discipline with ROACE > WACC, maintaining investment grade and keeping our zero accidents ambition based on operational excellence

Note: EPS considering Adjusted Net Income.

1. 2017 values adjusted to \$50/bbl Brent scenario and to exclude Spain extraordinary tax refund effect. EPS in 2017 €1.6/share without adjustment

### **2019 Guidance** *Conclusions & key targets*



	2018	2019 Budget*	
Production (kboe/d)	715	~720	<ul> <li>Increase of development activity in Marcellus and projects comming on stream during the year (T&amp;T, Buckskin and Akacias)</li> </ul>
Refining Margin Indicator (\$/bbl)	6.7	7.6	<ul> <li>Acceleration of maintenance in our refineries will not impact refinery utilization **</li> </ul>
EBITDA CCS (€Bn)	7.6	~8.0	<ul> <li>Upstream Division: ~ €4.7Bn</li> <li>Downstream Division: ~ €3.4Bn</li> </ul>
Net Debt (€Bn)	3.4	2.8	• Net debt reduction due to expected solid cash flow generation
ORGANIC CAPEX (€Bn)	3	~3.8	<ul> <li>Upstream Division: ~ €2.4Bn</li> <li>Downstream Division: ~ €1.3Bn</li> </ul>

\* Assumptions: Brent 65 \$/bbl, HH 3.3 \$/Mbtu

\*\* Bilbao: January to March and mid-June; La Coruña: April; Cartagena: September; Puertollano: November; In Chemicals planned maintenance in Tarragona 4Q19

## Historic data book



### **Environment and Repsol group** Historic data book

Distillation utilization (Spain)

Conversion utilization (Spain)

%

%

88.0

102.9

93.6

104.4



International References	Unit	2016	2017	2018	Spreads vs. Brent (\$/bbl)	2016	2017	2018
Brent	(\$/B bl)	43.7	54.2	71.3	Maya - Brent	[11.6]	[9.7]	[10.6]
WTI	(\$/B bl)	43.5	50.9	64,9	Ural - Brent	[1.2]	[0.9]	[1.1]
Henry Hub	(\$/MBtu)	2.5	3.1	3.1	Gasoline - Brent	11.6	12.0	8.7
Average exchange rate	[\$/€]	1.11	1.13	1.18	Diesel - Brent	10.7	13.1	15.8
Algonquin	(\$/M btu)	3.1	3.7	4.8	Fuel oil - Brent	[11.3]	[7.2]	[9.2]
					Naphtha - Brent	[0.5]	0.4	[3.1]
Refining indicators	Unit	2016	2017	2018				
R efining margin indicator (Spain)	\$/bbl	6.3	6.8	6.7				

MACRO ENVIRONMENT

	REPSOL GROUP									
Main fioures (M€)	2016	2017	2018	Ratios	Unit	2016	2017	2018		
Adjusted Net Income	1,922	2,131	2,352	Netdebt	M€	[8,144]	[6,267]	[3,439]		
Upstream	52	632	1,325	Net debt/C apital employe	%	20,7	17,3	10,0		
Downstream	1,883	1,877	1,583	Net debt/E BITDA C C S	x	1,62	0,95	0,45		
C orporate and others <sup>1</sup>	[13]	[378]	(556)							
EBIT	2,067	3,214	4,396	C redit metrics	R ating	0 utlook	Lastre	view		
EBITDACCS	5,032	6,580	7,619	Standard & Poor's	BBB	Positive	December	12,2018		
NETCAPEX	(500)	2,856	388	Moody's	Baal	Stable	December	10,2018		
CAPITAL EMPLOYED <sup>2</sup>	39,255	36,330	34,353	Fitch	BBB	Positive	O ctober 2	9, 2018		
Upstream	23,853	21,612	21,515							
Downstream	9,469	9,749	11,338							
C orporate and others <sup>3</sup>	5,933	4,969	1,500							

92.9

106.6

.<sup>1</sup> Includes net income contribution form GNF of 361 M€ 2016

<sup>2</sup> Capital employed below 2.3 Bn€ in each single country.

<sup>3</sup> In 2017, 3,224 M€ Capital employed in discontinued operations.

## **Upstream** Historic data book



	Production Proven reserves			es		
		Kboe/d			Mboe	
	2016	2017	2018	2016	2017	2018
Europe	52	51	60	62	59	102
Latin America	342	348	342	1,525	1,490	1,419
North America	182	174	175	496	504	535
Africa	17	- 38	58	125	128	129
Asia	98	85	79	174	174	154
Total	690	695	715	2,382	2,355	2,340

Realized prices		Oil			Gas	
\$/Boe	2016	2017	2018	2016	2017	2018
Europe	44.9	55.2	71.2	27.2	34.2	46.8
Latin America	37.1	47,0	59.6	11.0	13.3	15.9
North America	36.5	47.4	58.5	11.4	14.6	14.0
Africa	41.8	52.8	71.1	-	27.1	29.5
Asia	39.4	51.2	67.3	25.1	29.6	37.7

Net Acreage	De	evelopment		E	xploration	
4 km²	2016	2017	2018	2016	2017	2018
Europe	1,230	1,199	1,122	28,344	15,373	11,922
Latin America	4,736	4,475	4,827	53,186	47,763	90,959
North America	5,316	5,234	4,698	17,342	5,503	9,998
Africa	2,744	2,744	2,605	54,794	22,389	10,590
Asia	4,638	4,105	2,951	109,560	96,598	98,152
Total	18,664	17,757	16,203	263,226	187,625	221,621

Main fioures (M€)	2016	2017	2018
Adjusted Net Income	52	632	1,325
EBIT	[87]	1,009	2,514
EBITDA	2,072	3,507	4.801
NET CAPEX	1,889	2,072	1,895

		2016	2017	2018
Organic RRR	%	124	93	87

### Downstream Historic data book



16

15

16

Refining	Refining capacity (kbbl/d)	Converson index (%)	Businesss	Unit	2016	2017	2018
Spain	896	63	Refining				
Bilbao (Petronor)	220	63	Distillation utilization				
Tarragona	186	44	Spai	n %	88.0	93.6	92
Coruña	120	66	Per	'U %	68.9	89.8	81
Puertollano	150	66	Conversion utilization Spain	%	102.9	104.4	106
Cartagena	220	76	Processed crude oil	Mtoe	43,2	47,4	46,
Peru	117	24	Spai	n <i>Mtoe</i>	39,4	41,9	41,6
			Per	u Mtoe	3,8	5,4	5,1
Marketing	Service stations (no.)		Marketing				
Total	4,849		Sales of oil products	kt	48,048	51,836	51,768
Spain	3,350		Europe Sales	kt	42,787	45,081	45,31
Portugal	465			'k <i>k</i> t	20,468	21,186	21,75
Peru	560		Rest	kt	5,261	6,755	6,451
Italy	306		Own networ	'k <i>k</i> t	2,238	2,288	2,68
Mexico	168					AT IN	
A A			Petrochemicals			1 K -	
Petrochemical	Capacity (Kt/year)		Basic	kt	994	978	80
			Derivatives	kt	1,898	1,877	1,802
Ethylene	1,214		Total Sales	kt	2,892	2,855	2,610
Propylene	864		Europe	kt	2,428	2,412	2,13
Butadiene	185		Rest of the world	kt	464	443	- 47
Benzene	290		LPG				
ETBE/MTBE	50		LPG sales	kt	1,747	1,375	1,330
Polyethylene	793		Europe	kt	1,261	1,356	1,30
Polypropylene	505		Rest of the world	kt	487	19	2
Intermediate products	937		Gas & Power				
			Gas Sales in North America	Tbtu	414	496	520

LNG regasified (100%) in Canaport

Tbtu

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## **Investor Update**

March 2019

## REPJOL

## **Repsol Investor Relations**

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