



**Repsol International  
Finance, B.V.**

**Koninginnegracht 19  
The Hague  
NL-2514-AB  
The Netherlands**

Tel. 31 703141611  
[www.repsolinternationalfinancebv.com](http://www.repsolinternationalfinancebv.com)

The Hague, October 15, 2015

In accordance with Article 14 of Law of 9 May 2006, on market abuse, Repsol International Finance, B.V. (the "Company") is filing the official notice and presentation published by Repsol, S.A., Guarantor of the Euro 10,000,000,000 Guaranteed Euro Medium Term Note Programme of the Company, related to its 2016-2020 Strategic Plan.

The official notice and presentation had been filed today by Repsol, S.A. with the Spanish Securities Market Commission (*Comisión Nacional del Mercado de Valores*).

\* \* \*

Following the successful completion of the previous Strategic Plan

## **REPSOL UNVEILS ITS 2016-2020 STRATEGIC PLAN: VALUE AND RESILIENCE**

- **The 2016-2020 Strategic Plan guarantees Repsol's strength and ability to create value even with low oil prices.**
- **The company's increased size and improved makeup, following the achievement of the 2012-2016 strategic plan's goals and the transformative integration of Talisman, allow Repsol to extract value from that growth to increase efficiency and resilience and take advantage of the opportunities that arise from the energy environment.**
- **To meet its value-creation objective under any price scenario, the company will focus on efficiency and asset portfolio management.**
- **Repsol's demonstrated ability to create value will allow the company to finance its own development, reduce debt, and maintain a competitive shareholder compensation. The dividend yield is among the highest on Spain's Ibex-35 stock market index.**
- **After a period of growth culminating in the purchase of Talisman, the 2016-2020 Strategic Plan will implement a series of initiatives which aim to double EBITDA (at CCS) to 11.5 billion euros.**
- **The plan includes an ambitious efficiency program with specific actions and commitments (some of which are already implemented) with which it will obtain 2.1 billion euros a year of savings and synergies.**

- **With the integration of Talisman, Repsol has incorporated high quality assets that require less investments, maintaining a stable production and a reserve replacement ratio of about 100%.**
- **The flexibility, strength, and adaptability of its asset portfolio will allow Repsol to undertake divestments of 6.2 billion in non-strategic assets and cut spending by 38% without altering its company profile.**
- **The efficiency in the Downstream unit (Refining, LPG, Marketing, Chemicals, and Gas & Power), improved with investments in refineries in Cartagena and Bilbao, places Repsol at the head of European integrated companies in efficiency, value creation, and resilience.**
- **The plan includes a broader integration of refining and marketing activity, with divestments in non-strategic assets and a clear goal of reducing energy costs and CO<sub>2</sub> emissions.**
- **“We are presenting a Plan with a clear vision, and measurable commitments. This plan not only shows our solidity and resilience, but also how far we can go in terms of creating value and strength for our company,” said Repsol CEO Josu Jon Imaz.**

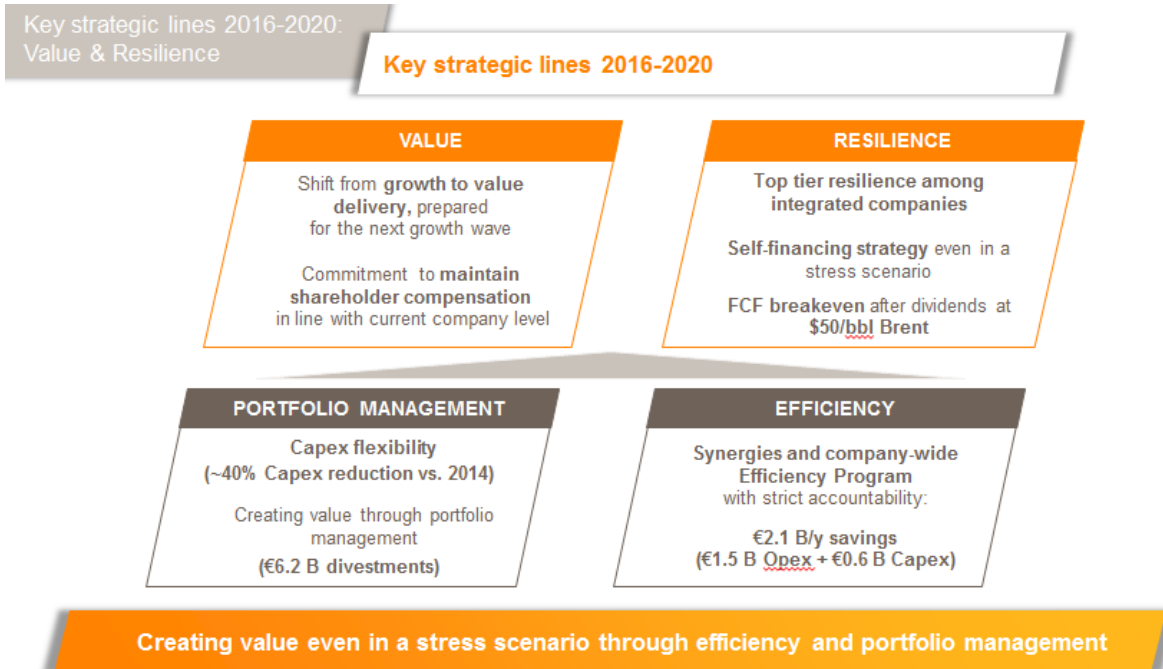
Repsol today presented its 2016-2020 Strategic Plan, with which the company enters a new phase in which it will extract value from the growth achieved after achieving the targets set in its previous Strategic Plan.

The company has achieved a new scale and makeup after the transformative growth resulting from acquisition of Talisman that has greatly increased the flexibility to take decisions, with a high-quality asset portfolio focused on more stable OECD countries.

To meet the value-creation objectives from the 2016-2020 Strategic Plan under any circumstances and to increase its resilience, the company will focus on efficiency and asset portfolio management.

The Plan is based on Repsol's demonstrated ability to create value from management efficiency, even with low oil prices. This will allow the company to be self-financed, maintain its competitive shareholder compensation, and reduce its debt.

The Talisman acquisition, which was completed in May, concluded the execution of the previous Strategic Plan and afforded Repsol a scale that is ideal to take on this new chapter.



Value and Resilience, the basic lines that define the Strategic Plan, are supported by asset portfolio management and the maximization of efficiency.

This will allow Repsol to double its EBITDA at CCS to 11.5 billion euros in 2020.

The flexibility, strength, and adaptability of its asset portfolio will allow Repsol to undertake divestments of 6.2 billion in non-strategic assets and cut spending by 38% without altering its company profile.

Along with lower investment, asset portfolio management will allow for divestments of 6.2 billion euros between 2016 and 2020, half of which will be executed in the next two years.

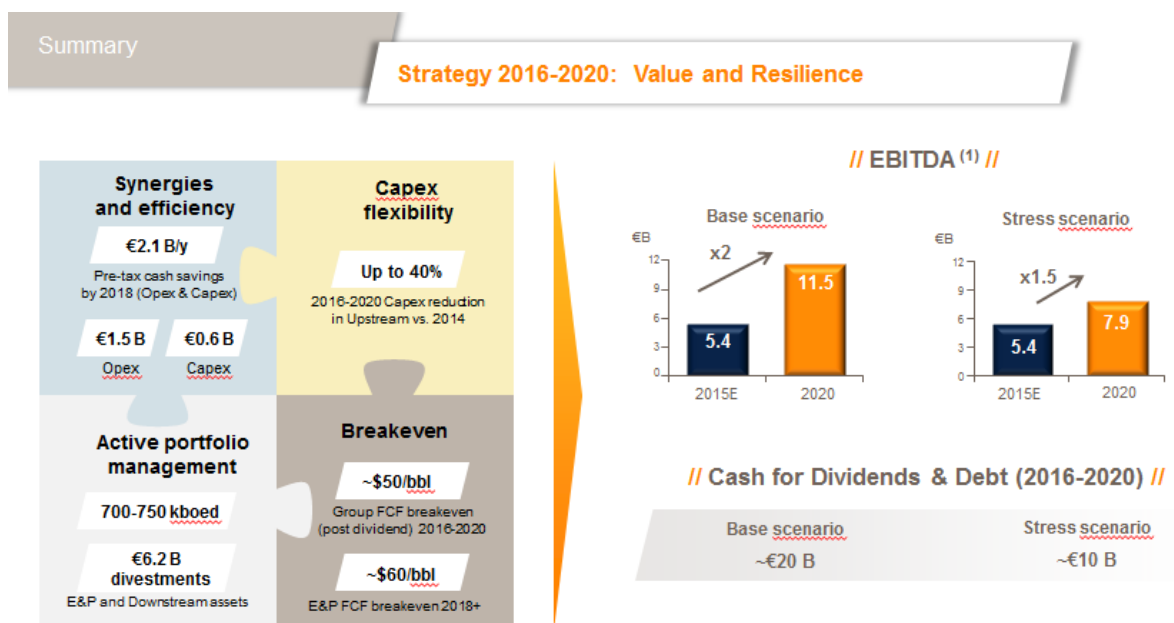
Furthermore, five months after the Talisman integration, new synergies have been identified that allow Repsol to raise its savings target resulting from the integration to 350 million dollars from the 220 million dollars initially expected.

These synergies supplement the efficiency program included in the Strategic Plan. This program will be applied to the entire company and will lead to cost savings, including synergies, of 2.1 billion euros per year from 2018.

## Commitment to dividends and rating

One of the core aspects of the 2016-2020 Strategic Plan is a commitment to the shareholder compensation policy, one of the best dividend yields on Spain's Ibex-35 index. Repsol allocates one euro per share and distributes this as scrip dividends.

Dividend payment will be possible throughout the entire period contemplated in the strategic plan, even with crude prices remaining at 50 dollars per barrel for the duration. At that Brent price, Repsol will be able to generate cash flow to finance its investment needs, maintain dividends, and pay off debt. Furthermore, it will be able to maintain its investment grade rating.



1. EBITDA at CCS (Current Cost of Supplies)

## Optimal Upstream size

Following the Talisman acquisition, Repsol's Exploration and Production unit will focus on three strategic regions: North America, Latin America, and South-East Asia, with high potential for organic development.

From this starting point, the Strategic Plan sets out a process of optimization and asset portfolio management that will reflect lower exploration expenses, a reduction of 40% in investment levels, and production of between 700,000 and 750,000 barrels of oil equivalent per day, guaranteed by current reserves.

All of this will allow this business area to reduce the free cashflow breakeven price. This will generate positive cash flow along with an increase in ROACE.

## Downstream strength

Greater efficiency in the Upstream area will be complemented by the demonstrated strengths of the Downstream area which have reaffirmed Repsol's advantages as an integrated company.

The investments made in the Cartagena and Bilbao refineries and the corresponding improvement in integrated refining margins have placed Repsol at the head of European integrated companies in efficiency, guaranteed value creation, and resilience in the face of depressed oil prices.

The Strategic Plan includes a broader integration of refining and marketing activities, with divestments in non-strategic assets for the Downstream unit and a clear goal of reducing energy costs and CO<sub>2</sub> emissions. This allows the company to set the Downstream unit's target for free cash flow generation for the next five years at an average of 1.7 billion euros per year.

### Summary

#### Repsol 2020

- Fully-integrated business model
- World-class explorer
- Optimized Upstream portfolio focused on core areas and play types
- Technical capabilities (unconventionals, operatorship...)
- Tier 1 Downstream
- Technology and know-how
- Safety & sustainability
- Highly-committed and talented workforce
- Track record of dealing with complex environments
- Highly efficient and resilient company
- Increasing earnings
- Sound financial position

...and as always...delivering on our commitments

**Repsol 2020: Leaner and more competitive**

*This document does not constitute an offer or invitation to purchase or subscribe shares, pursuant to the provisions of the Spanish Securities market Law (Law 24/1988 of the 28th of July, as amended and restated) and its implementing regulations. In addition, this document does not constitute an offer to purchase, sell, or exchange, neither a request for an offer of purchase, sale or exchange of securities in any other jurisdiction.*

*This document mentions resources which do not constitute proved reserves and will be recognized as such when they comply with the formal conditions required by the U.S. Securities and Exchange Commission (SEC).*

*This document contains statements that Repsol believes constitute forward-looking statements which may include statements regarding the intent, belief, or current expectations of Repsol and its management, including statements with respect to trends affecting Repsol's financial condition, financial ratios, results of operations, business, strategy, geographic concentration, production volume and reserves, capital expenditures, costs savings, investments and dividend payout policies. These forward-looking statements may also include assumptions regarding future economic and other conditions, such as future crude oil and other prices, refining and marketing margins and exchange rates and are generally identified by the words "expects", "anticipates", "forecasts", "believes", "estimates", "notices" and similar expressions. These statements are not guarantees of future performance, prices, margins, exchange rates or other events and are subject to material risks, uncertainties, changes and other factors which may be beyond Repsol's control or may be difficult to predict. Within those risks are those factors described in the filings made by Repsol and its affiliates with the Comisión Nacional del Mercado de Valores in Spain and with any other supervisory authority of those markets where the securities issued by Repsol and/or its affiliates are listed.*

*Repsol does not undertake to publicly update or revise these forward-looking statements even if experience or future changes make it clear that the projected performance, conditions or events expressed or implied therein will not be realized.*

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**2016-2020**

**VALUE & RESILIENCE**

**REPSOL**

**October 15th, 2015**



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# Strategic Plan 2016-2020: Agenda

2012-2016 Strategic Plan delivery

Key strategic lines 2016-2020: Value & Resilience

Financial outlook

Summary

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REPSOL

## 2012-2016 Strategic Plan: Growth and Delivery

2012

YPF expropriation

Cartagena & Petronor  
refineries upgrade

Discoveries: Pão de  
Açucar and Sagari

Start-ups: Margarita &  
Mid Continent

2013

LNG business  
divestment

Start-ups: Carabobo and  
Sapinhoa

Discoveries: Brazil,  
Alaska and Russia

2014

YPF settlement  
and full monetization

New CEO appointment

Discoveries: T&T and  
Gulf of Mexico

Start-up: Kinteroni

Extraordinary dividend

2015

Talisman  
Acquisition

Hybrid bonds  
issuance

Start-up: Perla

## 2012-2016 Strategic Plan targets achieved

		<b>// Targets //</b>	<b>// Delivery //</b>	
<b>High growth in Upstream</b>	• Upstream as growth engine	CAGR>7% Prod 2016 ~500 kboepd	>25%/y <sup>(1)</sup> ~650 kboepd	✓
	• Reserves Replacement	RRR > 120%	190% (2011-2014)	✓
<b>Maximize Downstream profitability</b>	• Maximize profitability and cash	€1.2 B/y	€1.3 B/y <sup>(2)</sup>	✓
	• Fully-invested assets	€0.7 B/y	€0.7 B/y <sup>(2)</sup>	✓
<b>Competitive shareholder compensation</b>	• Competitive pay-out ratio	Stable dividend of €1/share	~€1/share per year <sup>(3)</sup>	✓
	• Dividend ~ €1/share		Extraordinary dividend in 2014	✓
<b>Financial strength</b>	• Self-financed plan	Self-financed	Leverage increase (Talisman acquisition)	✓
	• Commitment to maintain investment grade	Maintain investment grade	Achieved	✓

1. 25% CAGR estimated with 2015 production of 650 kboed (average daily production with Talisman integrated all year). Organic growth with a CAGR of ~7% excluding Lybia's impact (3% with it).

2. Downstream figures do not include any LNG business figures.

3. Dividend paid of €1/share every year with scrip dividend option. Extraordinary dividend of €1/share paid in 2014 after YPF agreement compensation.

## Repsol today

An integrated company operating across the entire value chain

~2.2 billion boe  
proved reserves

Integrated  
business model

Delivery on  
commitments

~650 kboepd  
production

### // Talisman acquisition //

May 2015: closing

Diversified and global  
portfolio

~1 million bpd  
refining capacity

- Transformative deal with a long-term view
- Competitive multiples: EV/2P reserves ~\$10/bbl
- E&P portfolio and competitiveness upgrade
- Global scale and diversification
- Generates new opportunities
- Enhanced value-creation capabilities

World-class explorer

Core businesses:  
Upstream and Downstream

Capable and  
talented workforce

Non-operated  
shareholding: GNF

Tier 1 Downstream

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Key strategic lines 2016-2020: Value & Resilience

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REPSOL

## Key strategic lines 2016-2020

### 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 **\$50/bbl Brent**

### PORTFOLIO MANAGEMENT

**Capex flexibility**  
(~40% Capex reduction vs. 2014)

Creating value through portfolio management  
(€6.2 B divestments)

### EFFICIENCY

**Synergies and company-wide Efficiency Program** with strict accountability:

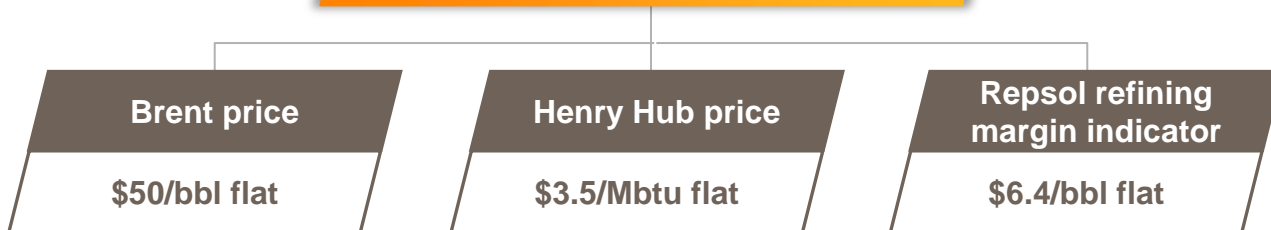
**€2.1 B/y savings**  
(€1.5 B Opex + €0.6 B Capex)

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



## Scenario assumptions

### Stress scenario 2016-2020

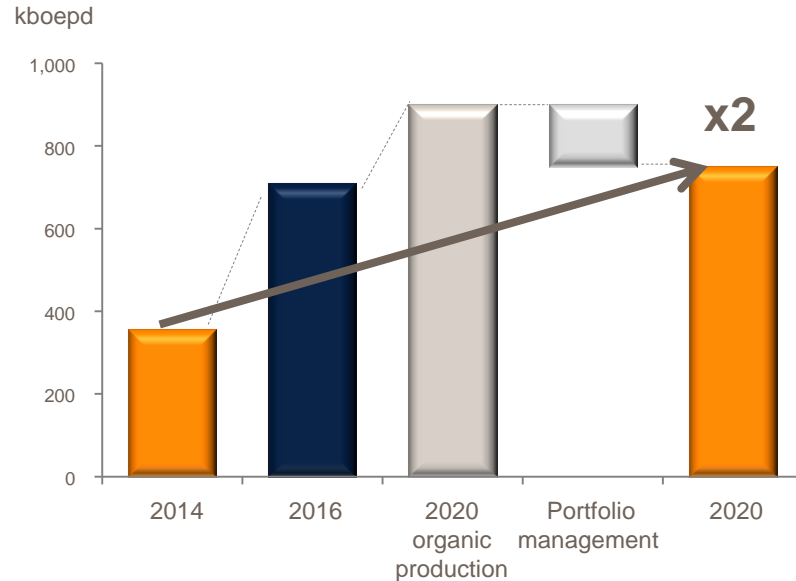


### Base scenario 2016-2020

	2016	2017	2018	2019	2020
Brent price (\$/bbl)	65.0	75.0	85.0	90.0	91.8
Henry Hub price (\$/Mbtu)	3.5	4.0	4.6	4.7	4.8
Repsol refining margin indicator (\$/bbl)	←—————		6.4	—————→	

## Shift from growth to value

### // Upstream production evolution //

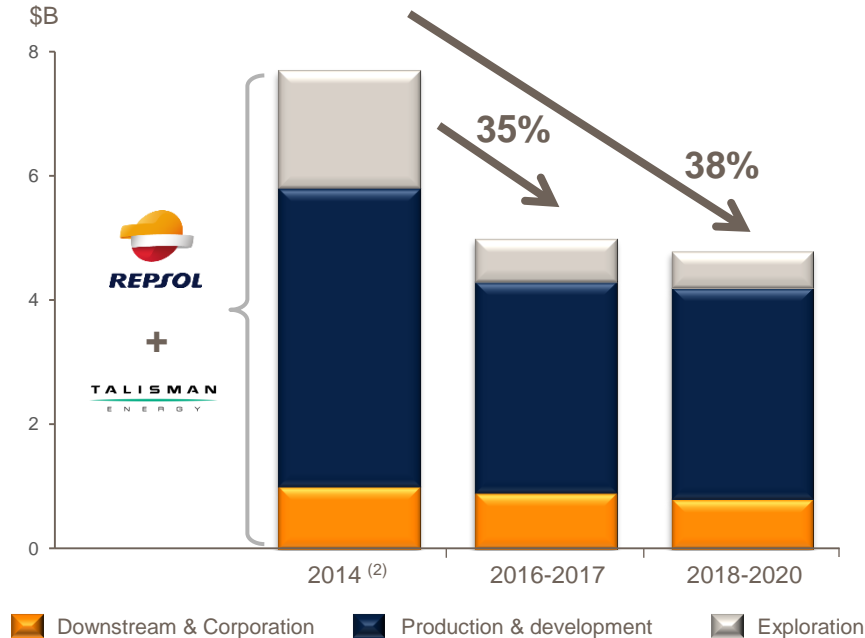


- Achieved critical mass in E&P business
- Extensive portfolio of assets and development projects
- Optionality to improve portfolio value by divestments

Achieving optimal size and portfolio mix

## Capex reduction as a key lever

### // Group annual Capex <sup>(1)</sup> //



- Upstream assets in an advanced stage of investment
- Limited presence in capital-intensive new developments
- High share of unconventional (price responsive Capex)
- Investment portfolio prioritization after Talisman integration
- Exploration with limited commitments
  - Expense <sup>(3)</sup> reduced from ~\$2.1 B/y (2011-2014) to ~\$0.9 B/y (2016-2020)
- Low Downstream capital requirements

## High flexibility to manage investments

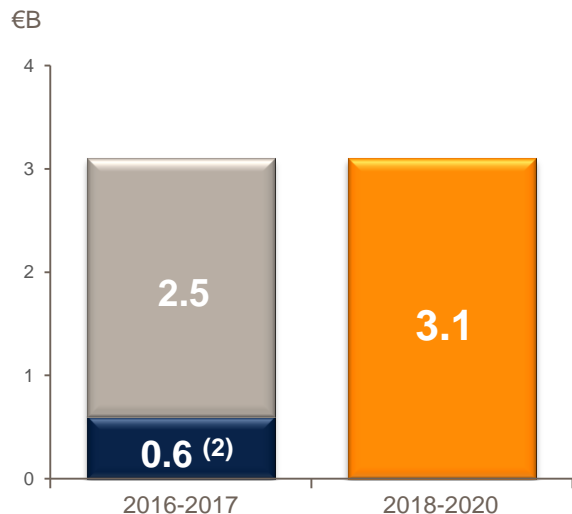
1. All figures in dollars using an exchange rate of \$/€ 1.1 for the whole period. Capex does not include G&G and G&A from exploration, includes efficiency program.

2. Repsol and Talisman were two separate companies in 2014. In 2015 there are effects of the combined company. Figures include proportional share of JVs.

3. Exploration expense includes G&G and G&A.

## Enlarged portfolio allows divestments

// Asset divestment plan of €3.1 B in 2016-2017  
and €3.1 B in 2018-2020 //



- ✓ €1 B in divestments commitment, after Talisman acquisition, fully achieved<sup>(1)</sup>
- ✓ Finding natural owners of assets willing to pay full value
  - 2015 CLH and piped LPG divestments
- ✓ Sales focus on assets not linked to oil prices, subscale and high-cost/ high-breakeven positions to improve portfolio value
  - With time flexibility to sell at right price

Creating value and strengthening balance sheet

1. Sale of CLH and piped LPG in 2015.

2. Sale of piped LPG to generate €0.7 B (€0.1 B in 2015 and €0.6 B to be accounted for 2016.)

**Synergies and Efficiency Program to reach €2.1 B/y in 2018**  
Strict accountability on Efficiency Program delivery for the management team



// 2018 Opex impact //

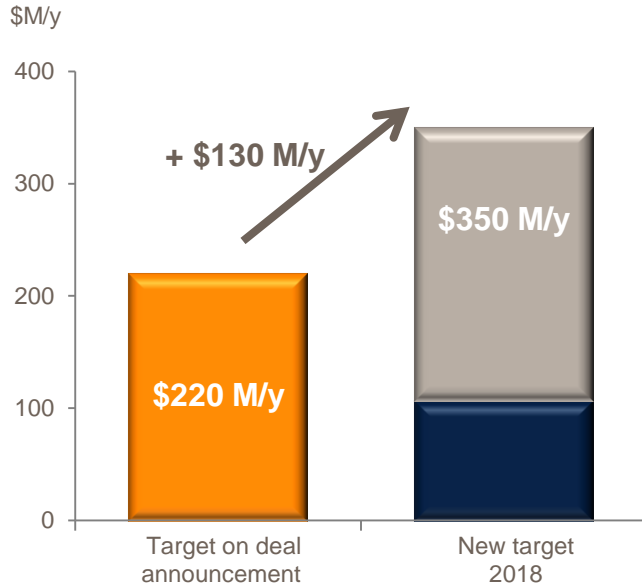
// 2018 Capex impact //

		// 2018 Opex impact //	// 2018 Capex impact //
<b>Synergies</b>	<ul style="list-style-type: none"> <li>Savings from combining the organizations</li> <li>Benefits from enhanced portfolio</li> <li>Other savings</li> </ul>	€0.3 B	
<b>Upstream Opex &amp; Capex efficiency</b>	<ul style="list-style-type: none"> <li>Capture of cost deflation</li> <li>Efficiency improvement</li> <li>Cultural change</li> </ul>	€0.5 B	€0.6 B
<b>Downstream profit improvement and efficiency</b>	<ul style="list-style-type: none"> <li>Integration value maximization</li> <li>Operational optimization</li> <li>Reliability of industrial facilities</li> </ul>	€0.5 B	
<b>Corporation right-sizing</b>	<ul style="list-style-type: none"> <li>Optimization of key support functions</li> <li>Simplification: focus on value creation</li> </ul>	€0.2 B	
<b>New Efficiency Program</b>		<b>€1.5 B</b>	<b>€0.6 B</b>

**50% of Opex savings already under implementation**  
**Reduction of 1,500 Group employees already announced**

**Synergies from Talisman integration are  
already being delivered**

**// Integration synergies //**



■ Already implemented   ■ Identified and launched to reach new 2018 target

**// Selected examples //**

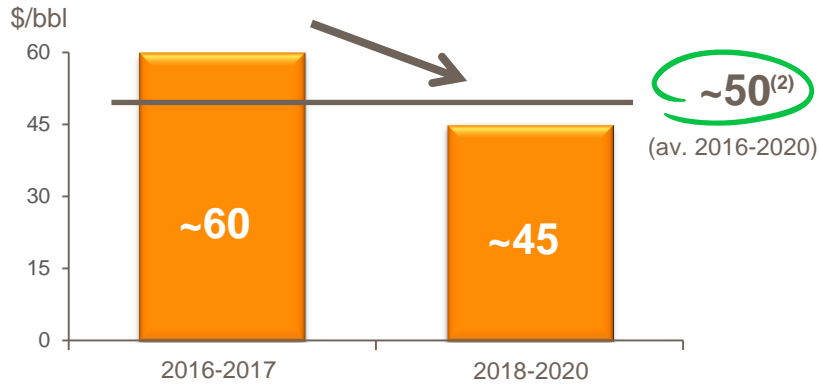
- Workforce and contractors reduction from overlaps
- Removal of duplications in general services, helpdesk support, communications, office events, etc.
- Removal of duplicate boards/committees and external services
- Cost of debt savings from joint financial optimization
- Improved liquids commercialization from Talisman production using Repsol trading capabilities

**>30% of synergies already implemented**

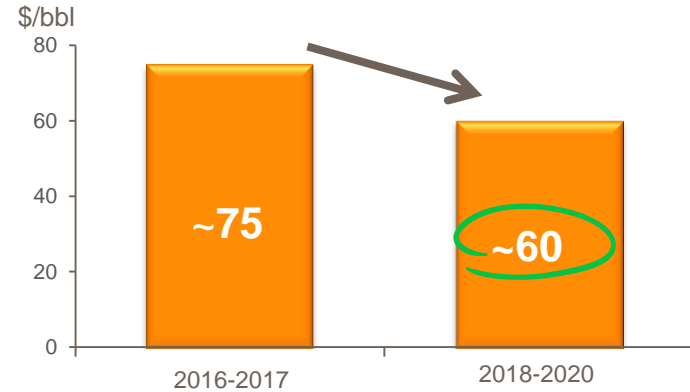
**New synergies target of \$350 M/y by 2018  
(Raised from \$220 M/y at the time of the acquisition announcement)**

## Breakevens

### // Group FCF breakeven <sup>(1)</sup> after dividends //



### // Upstream FCF breakeven <sup>(1)</sup> //



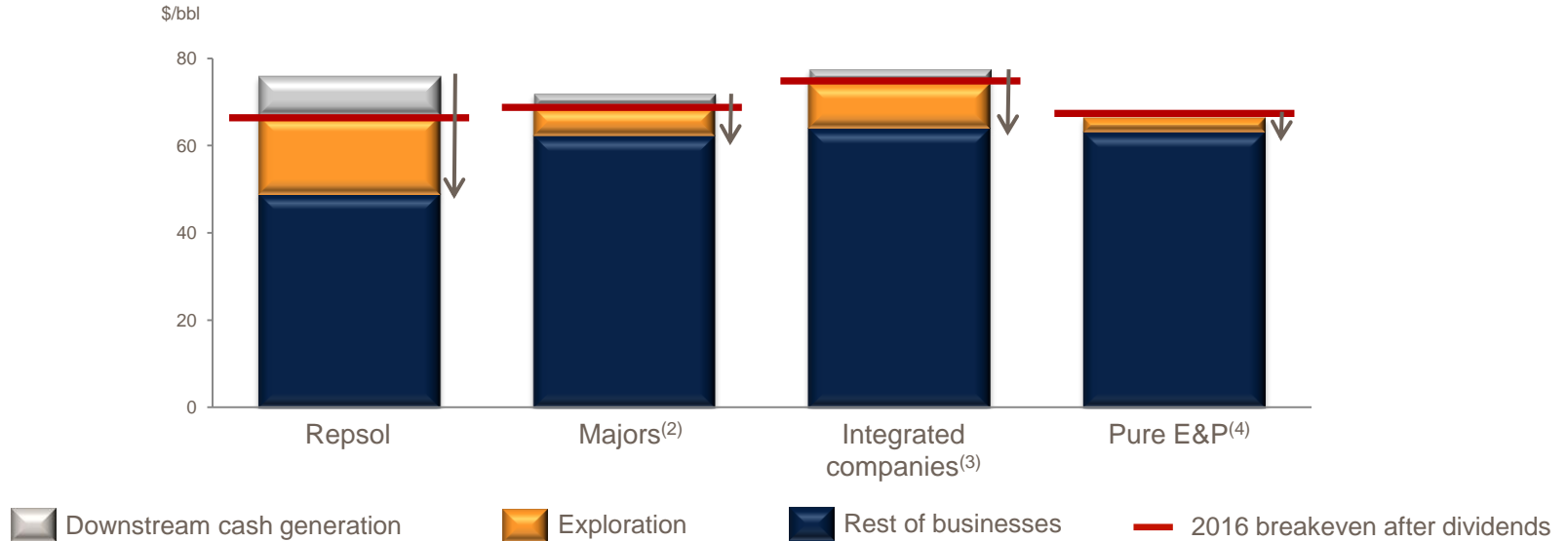
**Resilience: \$50/bbl free cash flow breakeven after dividend**

1. Scenario used to estimate breakevens of HH \$3.5/Mbtu and Repsol refining margin indicator of \$6.4/bbl, both flat from 2016 to 2020. Breakeven does not include any proceeds from divestments, with the exception of the piped LPG sale already accomplished (piped LPG sale of €0.7 B in September 2015, with €0.6 B to be accounted for in 2016).

2. Sensitivities: With HH at \$3/Mbtu (instead of \$3.5/Mbtu) breakeven increases an average of \$2/bbl. With refining margin indicator at \$5/bbl (instead of \$6.4/bbl) breakeven increases an average of \$5/bbl.

## Repsol's FCF breakeven reduction capacity well positioned within industry

// Company FCF breakeven in 2016 (after dividends)<sup>(1)</sup> //



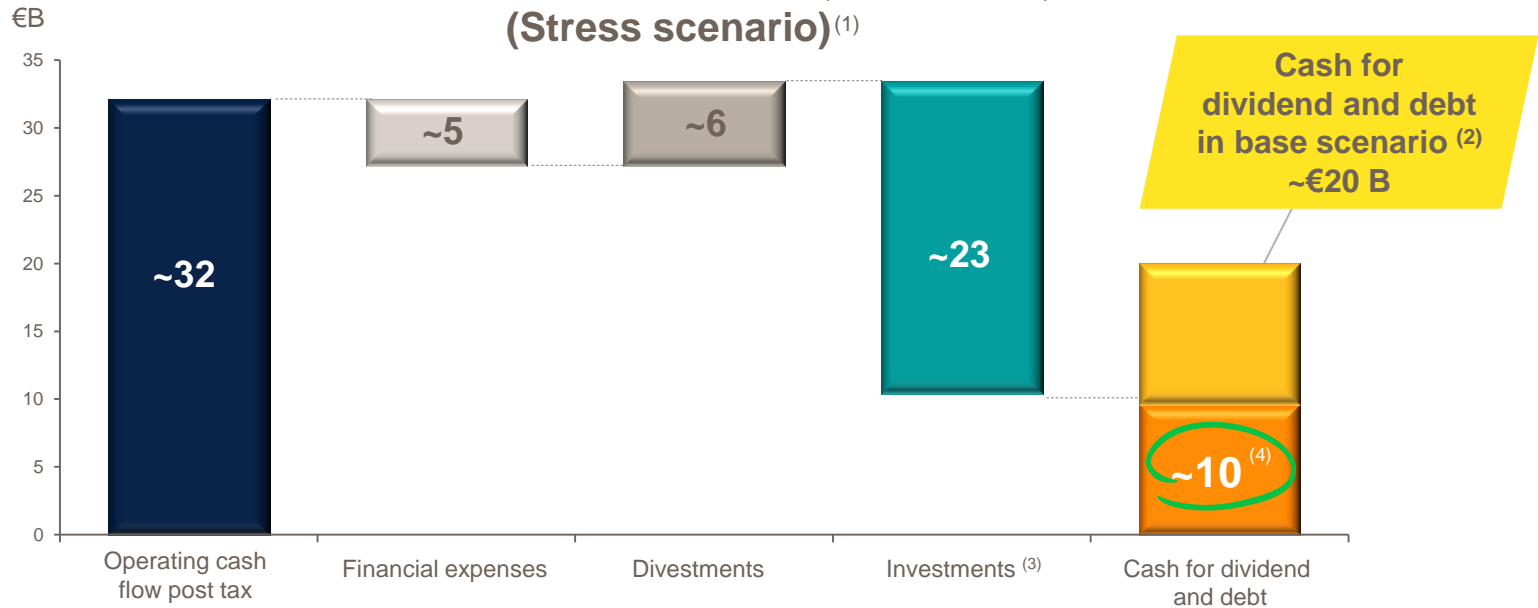
**Repsol's strong Downstream significantly contributes to lowering breakeven**  
**Exploration provides high flexibility to reduce breakeven**

1. Wood Mackenzie data except for Downstream business.  
2. Majors: Exxon, Statoil, Shell, Chevron, BP and Total.  
3. Integrated companies: OMV, ENI.  
4. Pure E&P: Chesapeake, Anadarko, Apache, Devon, Oxy, EOG and CNRL.



## Self-financed Strategic Plan

### // Cash movements 2016-2020 (accumulated) // (Stress scenario)<sup>(1)</sup>



### Self-financed Strategic Plan even under the stress scenario (\$50/bbl flat)

1. Scenario used (stress): Brent \$50/bbl, HH \$3.5/Mbtu and Repsol refining margin indicator of \$6.4/bbl, from 2016 to 2020.

2. Base case scenario starting at Brent = \$65/bbl and HH = \$3.5/Mbtu in 2016, increasing to \$75/bbl and \$4.0/Mbtu in 2017, \$85/bbl and \$4.6/Mbtu in 2018, \$90/bbl and \$4.7/Mbtu in 2019 and \$91.8/bbl and \$4.8/Mbtu in 2020, with a constant refining margin of \$6.4/bbl.

3. From the ~€23 B investments, ~€19 B are from Upstream and ~€4 B from Downstream.

4. FCF sensitivities (5 years accumulated): Brent +\$5/bbl = €1.5 B; HH +\$0.5/Mbtu = €0.7 B; Repsol refining margin indicator +\$1/bbl = €1.1 B.

An offshore oil rig with several tall, lattice-structured towers, one of which is red and white, set against a clear blue sky. The rig is supported by a steel structure over the dark blue ocean.

**Upstream**

A large industrial refinery with numerous tall distillation columns and a complex network of pipes and structures, set against a hazy, overcast sky.

**Downstream**

A modern, multi-story office building with a glass facade, partially obscured by green trees in the foreground.

**Corporation**

## Upstream strategy 2016-2020

### // Starting point // (Repsol + Talisman)

- **Broad geographic footprint** with some subscale positions
- Long pipeline of **organic growth** opportunities
- **Unconventionals** portfolio

### Efficiency Program

- Opex
- Capex

### Portfolio management

- Exploration optimization
- Investment rationalization
- Divestments

### // Strategic positioning //

- Lower Capex intensity and improved value
- More resilient with FCF Upstream breakeven down to ~\$75/bbl in 2016-2017 and ~\$60/bbl in 2018-2020
- Geographically and play-type focused (3 regions, 3 play types)
- Production scaled at 700-750 kboepd sustained by the right reserve base

## 3 core regions in the portfolio

### Latin America: FCF

Production 2016: **~360 kboepd**  
Operatorship: **~20%**  
Gas production (2016): **70%**

- Regional scale
- Exploration track record
- Cultural fit

### North America: Growth

Production 2016: **~180 kboepd**  
Operatorship: **~79%**  
Gas production (2016): **71%**

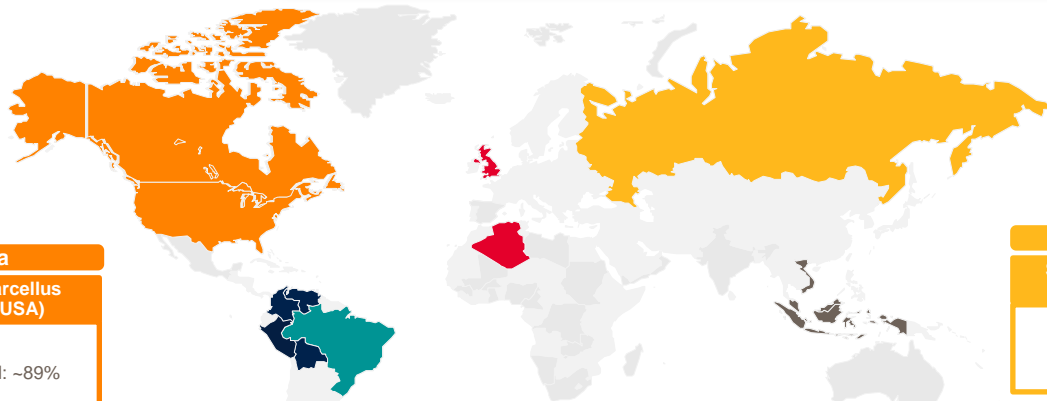
- Unconventional portfolio
- Operatorship
- Valuable midstream positions

### SouthEast Asia: FCF & Growth

Production 2016: **~85 kboepd**  
Operatorship: **~37%**  
Gas production (2016): **77%**

- Self-financed growth
- Relationship with governments/NOCs
- High potential exploration blocks

## An extensive pipeline of organic opportunities



### North America

<b>Eagle Ford (USA)</b>	<b>Marcellus (USA)</b>
WI: ~31% in basin and 50% in JV	WI: ~89%

<b>Duvernay (Canada)</b>	<b>Mid-continent (USA)</b>
WI: 100%	WI: ~11%

### Brazil

<b>Sapinhoa (former Guara)</b>	<b>Lapa (former Carioca)</b>
WI: 15%	WI: 15% FO NE end 2016 FO SW 2019

### Latin America

<b>M. - Huacaya (Bolivia)</b>	<b>Carabobo – AEP (Venezuela)</b>	<b>Cardon IV (Venezuela)</b>	<b>Kinteroni + Sagari (Peru)</b>	<b>Akacias (Colombia)</b>
WI: 37.5%	WI: 11%	WI: 50%	WI: 53.8%	WI: 45%

### Russia

<b>SANECO / TNO / SK</b>
WI: 49%

### Africa & Europe

<b>Reggane (Algeria)</b>	<b>MonArb (UK)</b>
WI: 29.25% First gas 2017	WI: 30% Redevelopment

### SouthEast Asia

<b>PM3, Kinabalu (Malaysia)</b>	<b>C. &amp; J. Merang (Indonesia)</b>	<b>Red Emperor (Vietnam)</b>
WI: 41.4-35 PM3 WI: 60% K	WI: 36% C / 25% JM	WI: 46.8% FO: 2018

## // Exploration //

### Contingent resources

- Brazil: Campos-33, Albacora Leste, Sagitario
- Russia: Karabashky
- Colombia: CPO9 & Niscota
- Alaska: Colville High
- GOM: Buckskin & Leon
- Indonesia: Sakakemang
- Vietnam: Red Emperor extension
- Kurdistan
- Unconventional North America
- PNG: PDL10

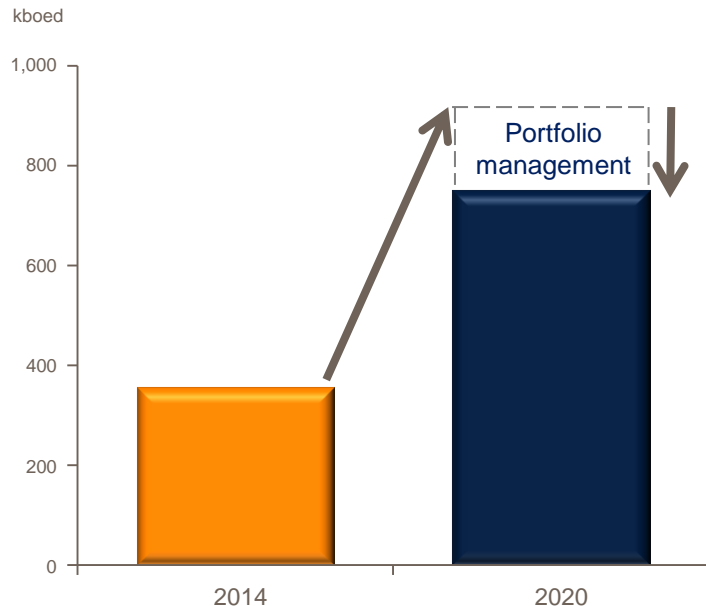
### Prospective resources

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

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

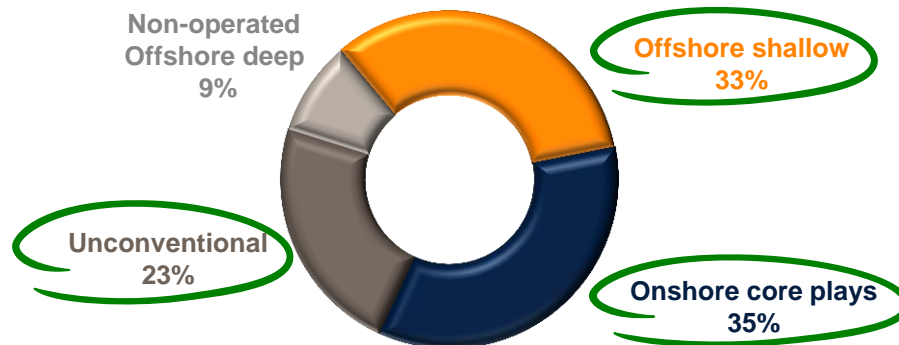
## Portfolio management: Production

// 2020 Production ~700-750 kboepd //



// Focus: 3 regions, 3 play types //

Production 2016-2020



~90% of production from core areas (2016-2020)

North America

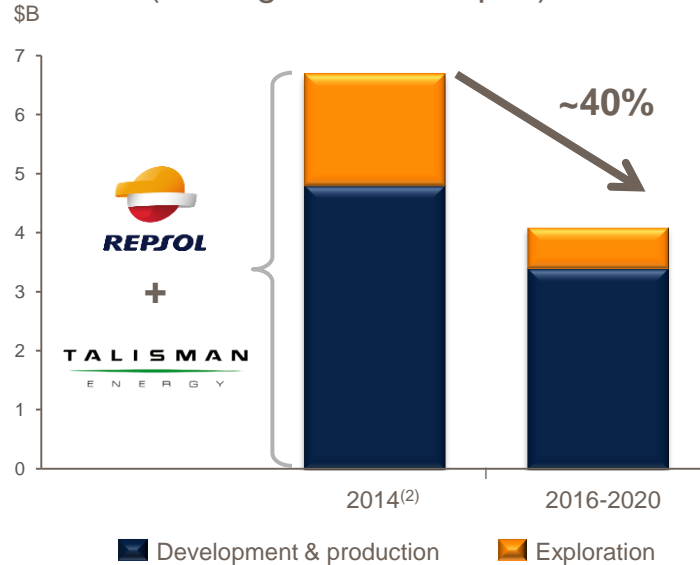
Latin America

SouthEast Asia

A larger and more focused E&P portfolio

## Portfolio management: Capex

### // Capex reduction 2016-2020 // (Average annual Capex) <sup>(1)</sup>



### // Capex prioritization driven by value and strategic fit //

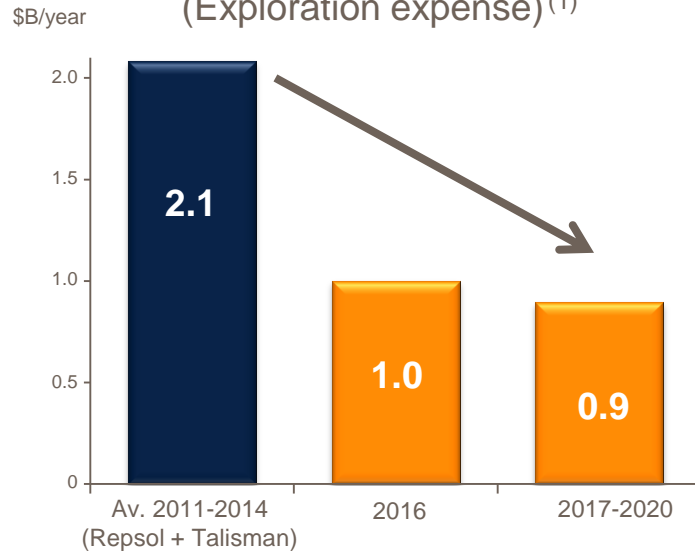
- Development Capex reduction based on value optimization:
  - Fulfill contractual minimum commitments
  - Slowdown of projects with lower value
  - Modulate unconventional Capex to oil price
- Exploration Capex reduction while ensuring sustained resource additions
  - Focus on core regions/plays
  - Reduce highest-cost development exposure
- Divestment of non-core assets

**Reduction in Capex while preserving value**

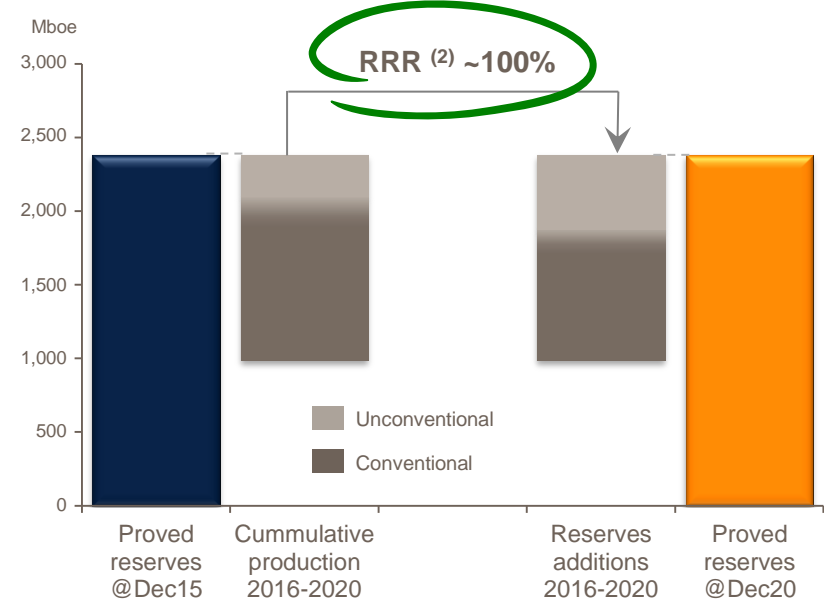
1. Not including G&G and G&A from exploration and including efficiencies.  
2. Figures include proportional share of JVs.

**Portfolio management: Exploration**

// Lower exploration intensity,  
more focused, lower risk //  
(Exploration expense)<sup>(1)</sup>



// Unconventionals will complement  
exploration for reserve replacement //



Exploration intensity (\$/boe)	8.8	3.9	3.2
--------------------------------	-----	-----	-----

**Lower exploration intensity needed for reserve replacement**

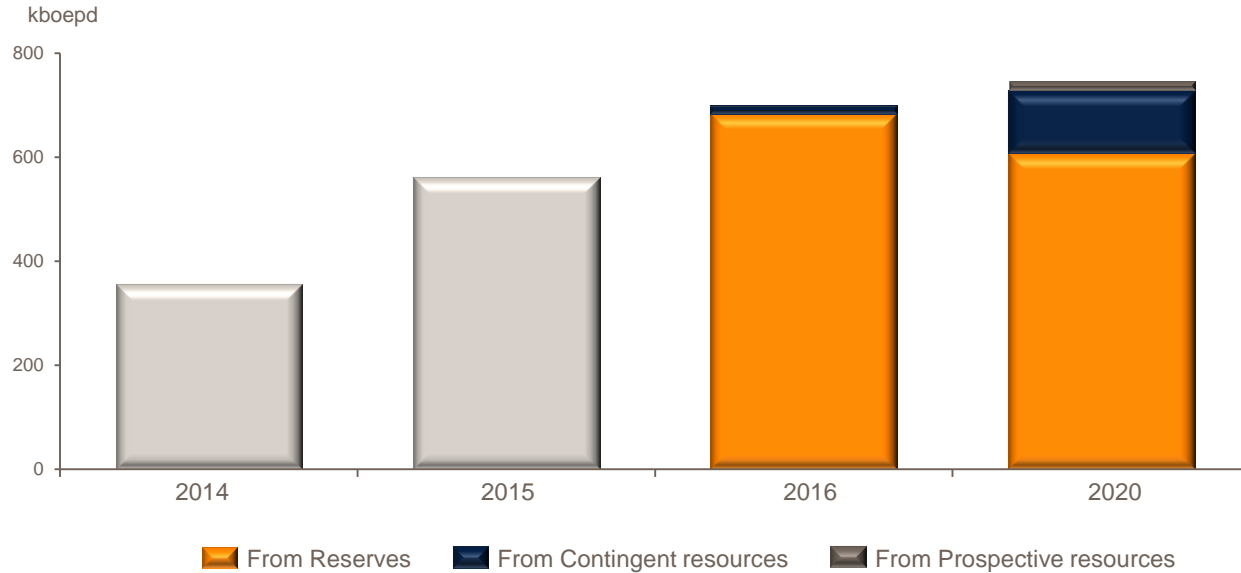
1. Exploration expense include G&G/G&A. 2. Reserves replacement ratio.



More than 80% of 2020 production coming from today's reserves



// Production evolution //



Production guaranteed with current reserves and resources

## E&P Cost Efficiency Program

Focused on structural efficiency gains and industry deflation capture




### // Levers //



## E&P Cost Efficiency Program

### Selected examples of Upstream saving initiatives

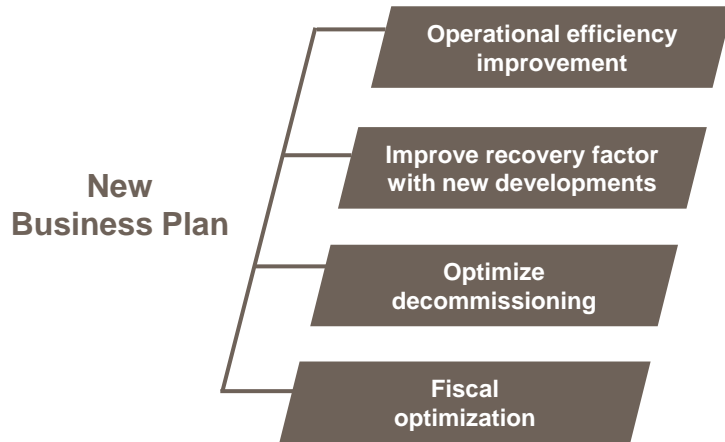
// Initiative //	// Description //	// Status //	// Yearly impact //
Marcellus (US) well cost optimization	Cost reduction program in well drilling and completion by contract renegotiations	✓ Under implementation	~\$66 M Opex
Brazil efficiency program	Program to reduce lifting and structural costs	✓ Under implementation	~\$49 M Capex
Staff right-sizing	First wave of global headcount and cost reduction	✓ Under implementation	~\$44 M Opex
UK helicopters optimization	Optimization of helicopter use and contracts renegotiation	✓ Under implementation	~\$22 M Opex
UK maintenance contract	Optimizing offshore maintenance contracts and renegotiation with suppliers	✓ Under implementation	~\$7 M Opex
Transport optimization in Trinidad & Tobago	Transfer of logistics base closer to offshore platforms	✓ Under implementation	~\$3 M Opex
Akacias (Colombia) well cost optimization	Cost reduction program in development wells drilling in Akacias, Colombia	 To be launched	~\$33 M Capex

**E&P Cost Efficiency Program**  
UK transformation plan already delivering results

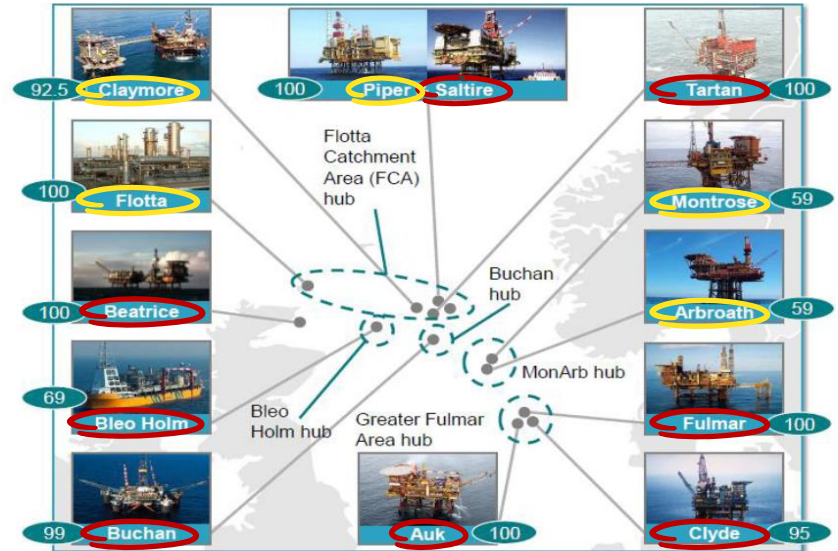
**Program implemented from 2014 delivering in 2015:**

- After more than 10 years of decline, production to increase 15% in 2015
- Reduction of 25% Capex & Opex vs. 2014
- 35% year-on-year reduction in unitary lifting costs
- Key MonArb development project realigned to deliver additional production by mid-2017

**Repsol drives a step-change involvement in the JV and a new business plan:**



**// Complex network of operated production facilities //**



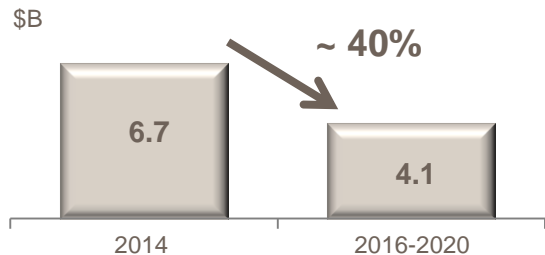
Operation assets     Late life assets (LLA)  
 TSEUK approximate ownership (%)

## Upstream metrics improvement in 2016-2020 Commitments



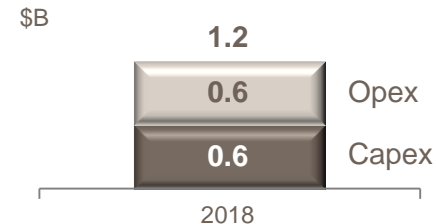
### // Capex (1) //

Capex



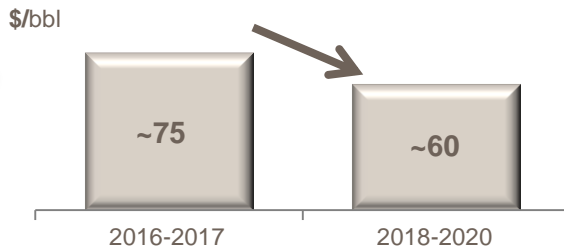
### // Opex & Capex savings //

Efficiency



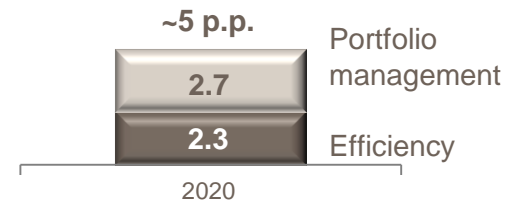
### // Upstream FCF breakeven //

Resilience

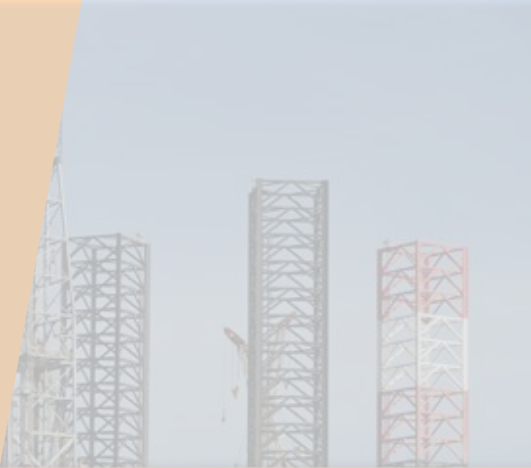


### // ROACE (2) increase //

Value



1. Capex not including G&G and G&A cost from exploration.  
2. ROACE increase figures estimated with the stress scenario.



**Upstream**



**Downstream**



**Corporation**



## 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

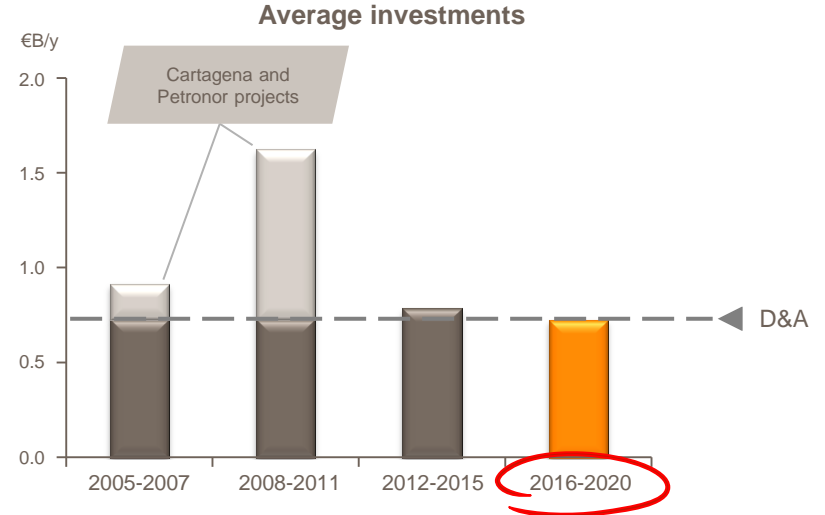
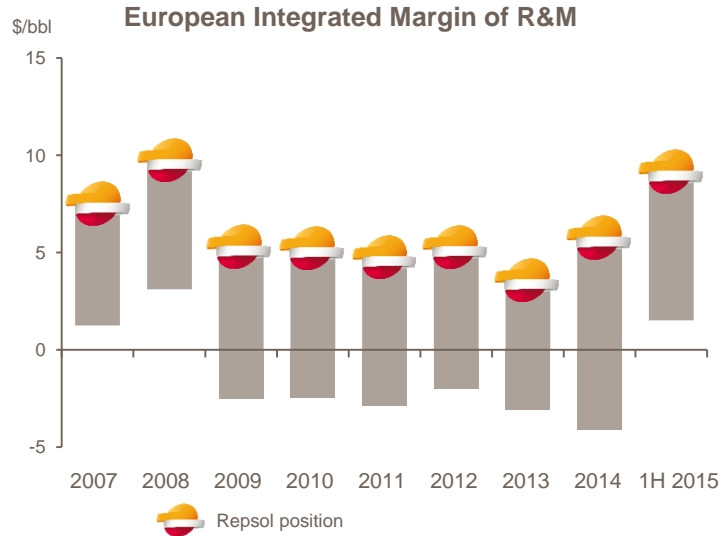
- Optimizing integrated margin across businesses
- Strong focus on reducing energy cost and CO<sub>2</sub> emissions

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

**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 //**



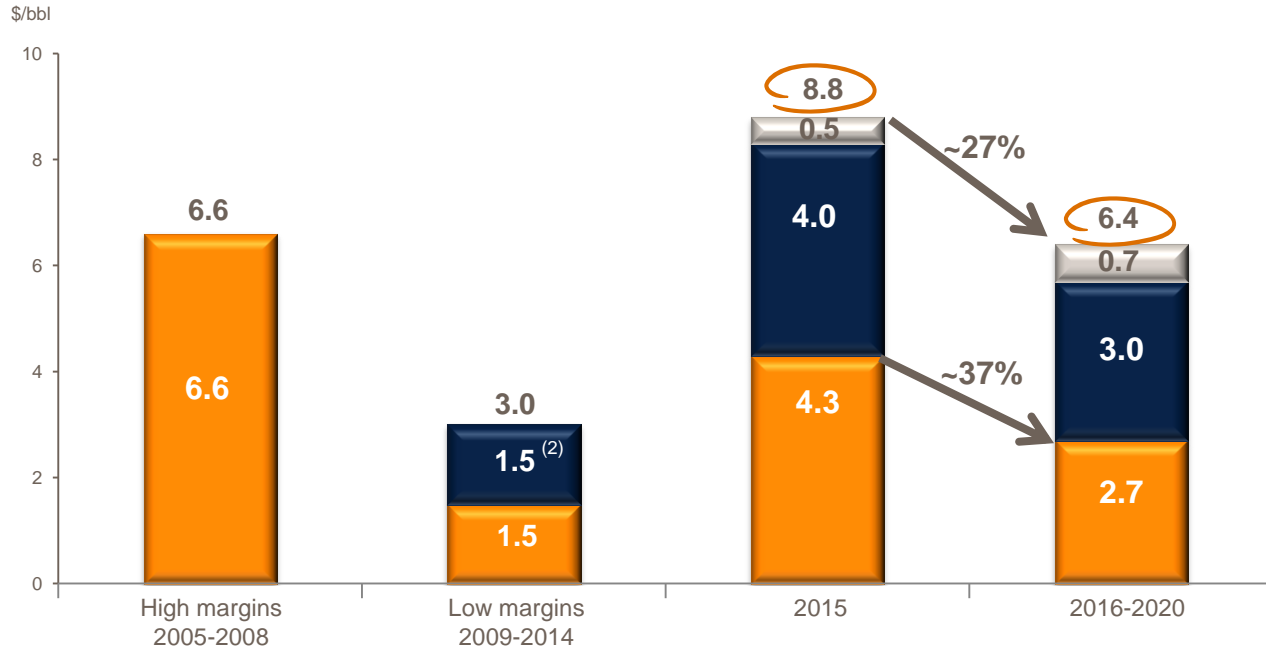
**Downstream resilience reinforced by commercial business integration with industrial businesses**

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.



**Repsol's refining margin indicator evolution**  
Margins back to a mid cycle scenario

**// Repsol's refining margin indicator 2005-2020 //**



■ Base Repsol refining margin indicator <sup>(1)</sup>
■ Additional margin from Cartagena and Petronor projects
 ■ Efficiency initiatives pre-SP 2016-2020

1. Excluding margin from Cartagena and Petronor projects and efficiency improvement programs.  
 2. Start-up of Cartagena and Petronor projects in late 2011.

## 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 efficiency and margin improvement program

### // 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

~€500 M/y from Downstream efficiency improvement

## Selected examples: Downstream

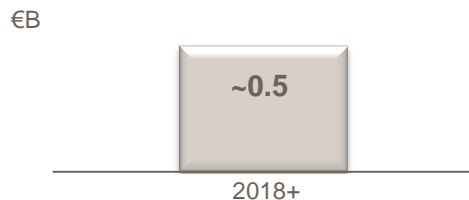
// Initiative //	// Description //	// Status //	// Impact on EBIT //
<i>Petronor steam reduction</i>	Minimize use of turbines, repair leaks, maximize condensate return, optimize steam ratios and pressures	✓ Under implementation	€41 M/y
<i>Cartagena hot standby boilers</i>	Technical upgrades allowing reduced consumption and improved safety of supply	✓ Under implementation	€9 M/y
<i>Processing more challenging crudes</i>	Margin integration along the supply chain to maximize CPC blend crude oil processing (CPC contaminates LPG to be cracked by chemicals) <sup>(1)</sup>	✓ Under implementation	€8 M/y
<i>Commercial plan for coke</i>	Optimize coke trading and commercialization	✓ Under implementation	€4 M/y
<i>Logistics optimization</i>	Optimization of the benzene logistics, from road to railway, with further reduction of emissions of CO <sub>2</sub> by more than 800 t/y	✓ Under implementation	€2 M/y
<i>Crackers: Flexibility of raw material</i>	Introduce flexibility of raw material fed to crackers, swapping Naphtha for LPG	 To be launched	€25 M/y

1. Negative impact for Chemicals and LPG BUs but positive for Refining and Trading, with overall positive impact.

**Downstream metrics improvement in 2016-2020**  
Commitments



**// Improvement in EBIT //**



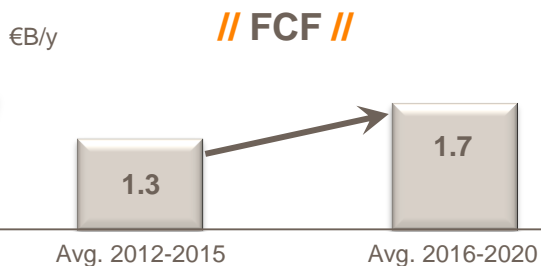
Efficiency Program

**// D&A //**



Run-rate Capex

**// Capex //**



Performance improvement

Value

**// ROACE //**





Upstream

The image shows three tall, lattice-structured towers of varying heights and colors (white, grey, and red) against a clear blue sky. These are likely part of an offshore oil or gas platform.



Downstream

The image shows a complex industrial facility with numerous tall distillation columns, pipes, and structural steel, typical of a refinery or petrochemical plant. The sky is hazy.

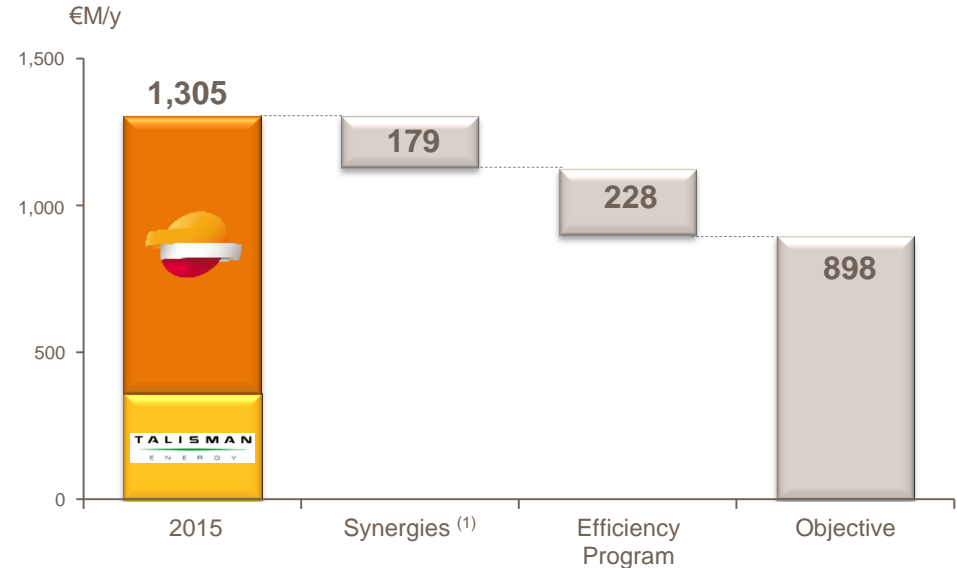


Corporation

The image shows a modern, multi-story office building with a glass facade and white structural elements. There are trees in the foreground, partially obscuring the lower part of the building.

**Talisman adding ~ €0.4 B/year corporate cost that will be offset by synergies and efficiency programs**

**// Corporate costs //**



**Reduction of corporate cost in 3 years equivalent to entire Talisman corporation**

1. Included in the \$350 M/y synergies total target.

**// Carbon strategy – Facing the issues //**

**Carbon pricing**

- Cost of CO<sub>2</sub> applied to all investment decisions

**Energy efficiency**

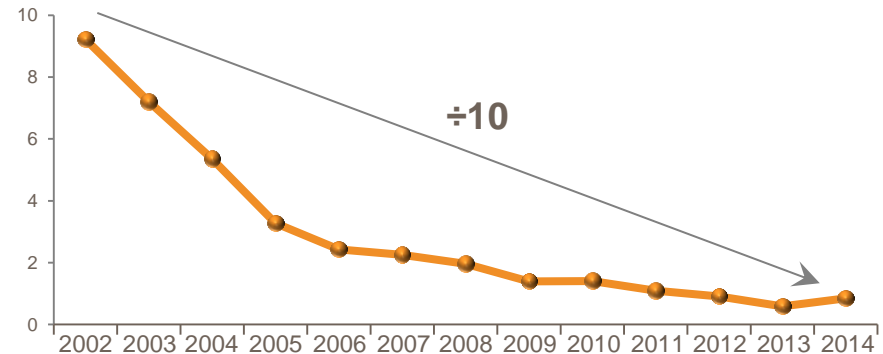
- Efficiency programs ongoing to reduce energy consumption by 12% <sup>(1)</sup>

**CO<sub>2</sub> reduction**

- Objective: 35% <sup>(2)</sup> reduction in 2020
- 22% achieved by the end of 2014

**// Safety, a non-negotiable value in Repsol //**

Lost Time Injuries Frequency



- ✓ **Goal to achieve zero accidents by 2020**
- ✓ **Strong commitment to total safety embedded in the cost efficiency program**

1. Energy reduction for the 2014-2020 period.  
2. 2020 objective referenced to 2010 CO<sub>2</sub> levels.



**Gas Natural Fenosa strategic stake**  
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**

# Strategic Plan 2016-2020: Agenda

2012-2016 Strategic Plan delivery

Key strategic lines 2016-2020: Value & Resilience

## Financial outlook

Summary

**Financial Strategic Plan 2016-2020**



**Sound track record  
in managing adverse  
conditions**

**Resilient Plan with  
stronger business profile**

**Conservative  
financial policy**



**Commitment to reduce debt**

**Commitment to maintain investment grade rating**

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

**Capital structure actions driven by conservative financial policy and investment-grade rating commitment**

		<b>// 2016-2017 //</b> (2 years accumulated)	<b>// 2018-2020 //</b> (3 years accumulated)
<b>Hybrid issuance <sup>(1)</sup></b>		€3.0 B	
<b>Scrip dividend <sup>(2)</sup></b>		€1.4 B	€2.2 B
<b>Synergies</b>		€0.3 B	€1.0 B
<b>Divestments</b>		€3.1 B	€3.1 B
<b>Efficiency plans</b>	<b>Opex</b>	€1.2 B	€4.0 B
	<b>Capex</b>	€0.9 B	€1.4 B

**Focus on early delivery in first two years (2016-2017)**

1. Hybrid non-dilutive to shareholders. (50% equity content as considered by the rating agencies.)  
 2. Assumption for the Strategic Plan of 50% acceptance (historic level of acceptance >60%.)

# Strategic Plan 2016-2020: Agenda

2012-2016 Strategic Plan delivery

Key strategic lines 2016-2020: Value & Resilience

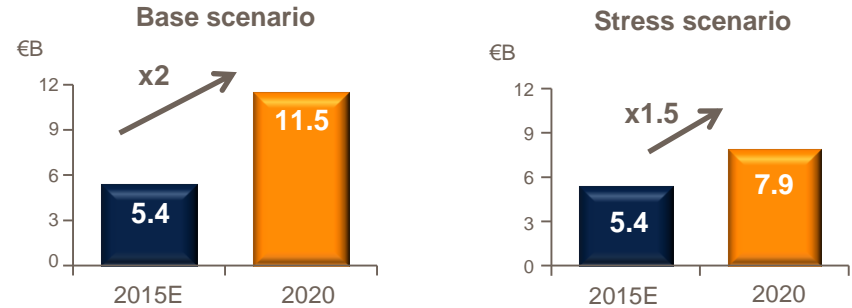
Financial outlook

Summary

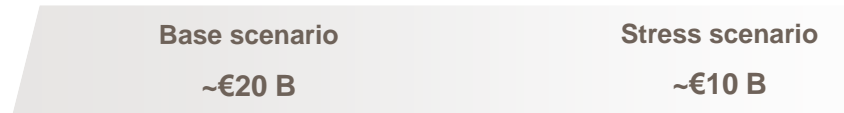
# Strategy 2016-2020: Value and Resilience

<p><b>Synergies and efficiency</b></p> <p><b>€2.1 B/y</b></p> <p>Pre-tax cash savings by 2018 (Opex &amp; Capex)</p> <p><b>€1.5 B</b> Opex    <b>€0.6 B</b> Capex</p>	<p><b>Capex flexibility</b></p> <p><b>Up to 40%</b></p> <p>2016-2020 Capex reduction in Upstream vs. 2014</p>
<p><b>Active portfolio management</b></p> <p><b>700-750 kboed</b></p> <p><b>€6.2 B divestments</b></p> <p>E&amp;P and Downstream assets</p>	<p><b>Breakeven</b></p> <p><b>~\$50/bbl</b></p> <p>Group FCF breakeven (post dividend) 2016-2020</p> <p><b>~\$60/bbl</b></p> <p>E&amp;P FCF breakeven 2018+</p>

## // EBITDA<sup>(1)</sup> //



## // Cash for Dividends & Debt (2016-2020) //



1. EBITDA at CCS (Current Cost of Supplies.)

- Fully-integrated business model
- World-class explorer
- Optimized Upstream portfolio focused on core areas and play types
- Technical capabilities (unconventionals, operatorship...)
- Tier 1 Downstream
- Technology and know-how
- Safety & sustainability
- Highly-committed and talented workforce
- Track record of dealing with complex environments
- Highly efficient and resilient company
- Increasing earnings
- Sound financial position

...and as always...delivering on our commitments

**Repsol 2020: Leaner and more competitive**

**2016-2020**

**VALUE & RESILIENCE**

**REPSOL**

**October 15th, 2015**