

## Disclaimer

ALL RIGHTS ARE RESERVED

© REPSOL, S.A. 2020

Repsol, S.A. is the exclusive owner of this document. No part of this document may be reproduced (including photocopying), stored, duplicated, copied, distributed or introduced into a retrieval system of any nature or transmitted in any form or by any means without the prior written permission of Repsol, S.A.

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 and circumstances described in the filings made by Repsol and its affiliates with the Comisión Nacional del Mercado de Valores and with any other supervisory authority of those markets where the securities issued by Repsol and/or its affiliates are listed.

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 system "SPE/WPC/AAPG/SPEE Petroleum Resources Management System" (SPE-PRMS) (SPE — Society of Pretroleum Engineers).

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.

This document does not constitute an offer or invitation to purchase or subscribe shares, pursuant to the provisions of the Royal Legislative Decree 4/2015 of the 23rd of October approving the recast text of the Spanish Securities Market Law 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.

In October 2015, the European Securities Markets Authority (ESMA) published the Guidelines on Alternative Performance Measures (APM), of mandatory application for the regulated information to be published from 3 July 2016. The information and breakdowns relative to the APMs used in this presentation are included Annex I "Alternative Performance Measures" of the consolidated Management Report corresponding to the fiscal year 2019 and on the Repsol's website.

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
- 2. Strategic progress
- 3. Upstream update
- 4. Downstream & Low Carbon update
- 5. Digitalization & efficiencies
- 6. Financing
- 7. Guidance 2020
- 8. Conclusions & key targets
- 9. Historic data book



1

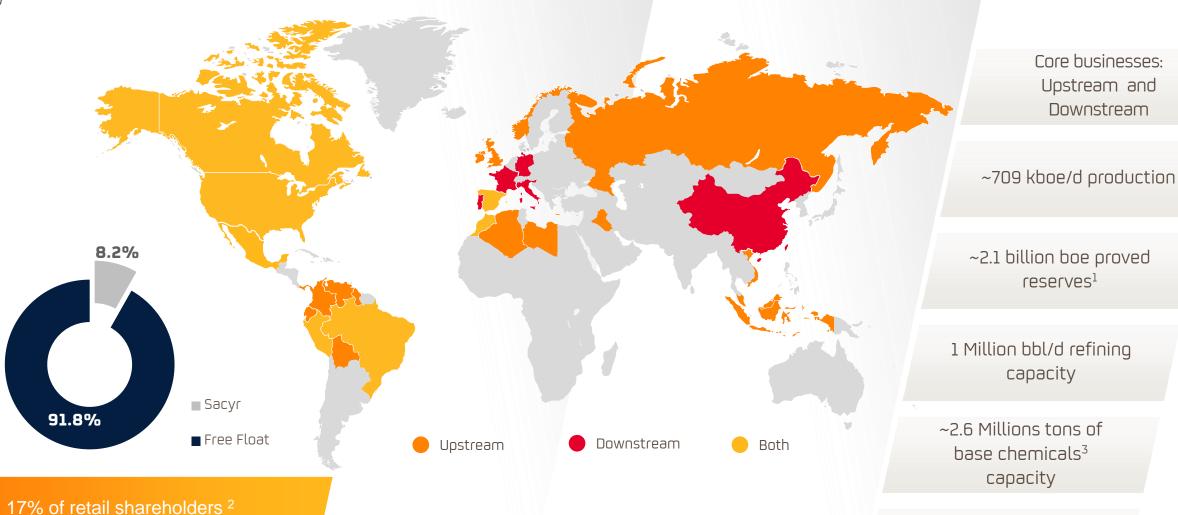
Company overview



## Repsol: A unique, Integrated Global Position

Company overview





>4,900 service stations

32% of institutional shareholder

base managed under ESG criteria

## **Strategy 2018-2020**

### Company overview





#### 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



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



4. Financial flexibility



A unique value proposition

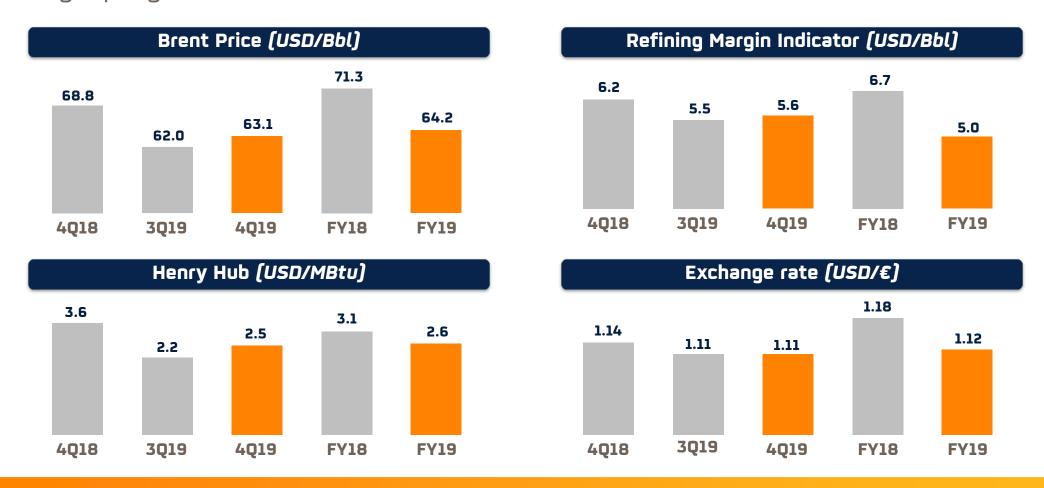
2

Strategic progress



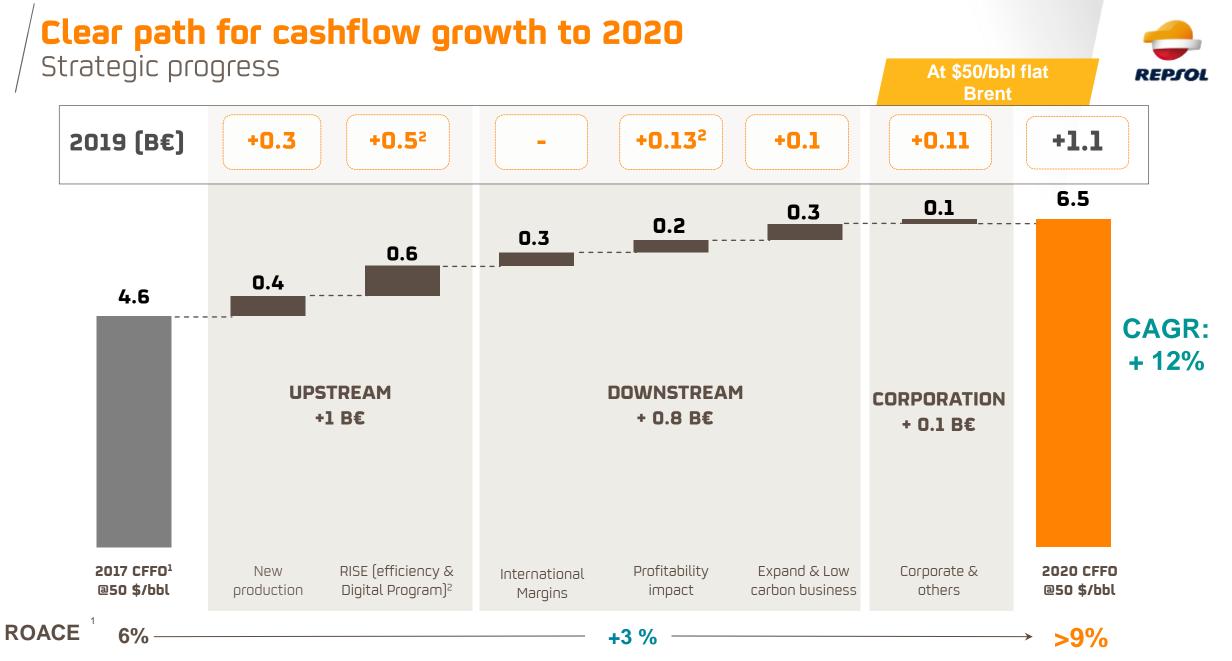
### Strong operating cash flow growth in challenging scenario Strategic progress





Operating Cash Flow growth +8% FYoFY, more than covered capex, interests and shareholder remuneration\*

In this challenging scenario the Upstream business was a solid cash contributor reaching an OCF of € 3.1 Bn in 2019 [54% of total company OCF]. In the last 2 years this business generated a FCF of € 2.2 Bn.



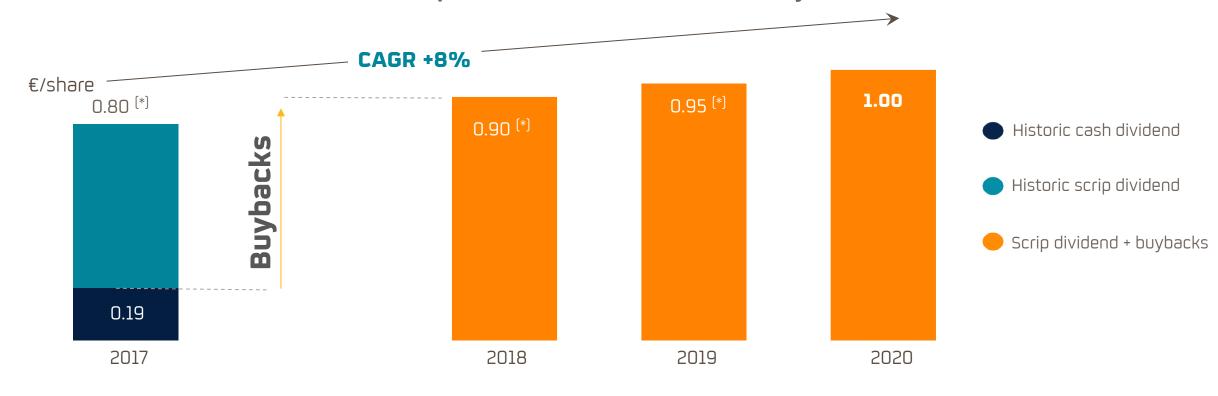
<sup>1.</sup> Adjusting values to \$50/bbl and excluding Spain extraordinary tax refund effect. CFFO in 2017 was €5.5 B.

<sup>2.</sup> Refers to sustainable savings

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



#### Dividend per share based on disbursement year



#### Buyback program in 2019:

71.4 M shares of capital reduction

Share capital of 1.527,4 M shares as of the end of 2019

### Additional 5% share capital reduction Strategic progress





- ✓ Self-funded plan at 50 dollars Brent
- ✓ Increase shareholder remuneration to 1 €/share with scrip option and buyback
- ✓ Increase Total Shareholder Return

#### 5% Share capital reduction to be executed in 2020\*

- Cancelation of treasury shares
- ✓ A share buy-back program, related to the 5% capital reduction is expected to be launched before the AGM
- ✓ Disbursement ~ € 0.9 B (at current prices)
- ✓ In addition to the share buy-back associated to the scrip

Preserving our financial flexibility without jeopardizing neither organic or expand plans nor potential inorganic opportunities

10

## Strategy towards achieving net zero emissions in 2050

Strategic progress



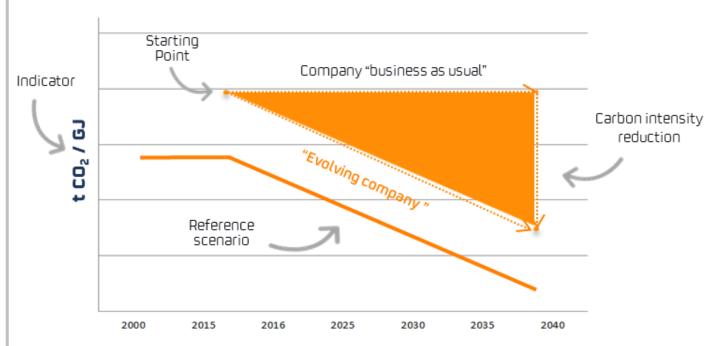
#### 1<sup>st</sup> oil & gas company:

- ✓ to support the Kyoto Protocol
- ✓ to align with the Paris Agreement
- ✓ to assume net zero emissions ambition by 2050

#### Sustainability embedded in decision making

 Management and Employees remuneration linked to delivery of Sustainability targets

### New path to reduce our carbon intensity indicatort CO2/GJ from a 2016 baseline (including scope 3<sup>[1]</sup>):



- ✓ 10% by 2025,
- ✓ 20% by 2030,
- 40% by 2040,
- ✓ and net zero CO, emissions by 2050

#### Main levers to mitigate risks

- Ratio Gas to Oil
- Energy Efficiency
- Methane emissions
- Flaring
- Chemicals
- Renewables

- e-fuels, e-H2
- Natural Sinks
- CCUS
- Biofuels
- Carbon Pricing

(1) Scope 3 related to Repsol's equity oil & gas production

3

Upstream update



## Core regions in the portfolio

Upstream





2018

**69** 

#### North America

Unconventional portfolio, operatorship and valuable midstream positions



182 kboe/d

73%

84%

#### **Latin America**

Regional scale, exploration record and cultural fit



287 kboe/d



81%



19% / 41%



Total production



Gas production



Operatorship (by volume) / Op & Co-Op (by volume)

#### Europe, Africa & Brazil

High margin barrels, key development projects from exploration succes



167 kboe/d



25 %



1% / 51%

#### **South East Asia**

Self-financed growth, relationship with governments/NOCs



73 kboe/d



66%



26% / 46%

RRR [%]<sup>[1]</sup>

Production (kboe/d)

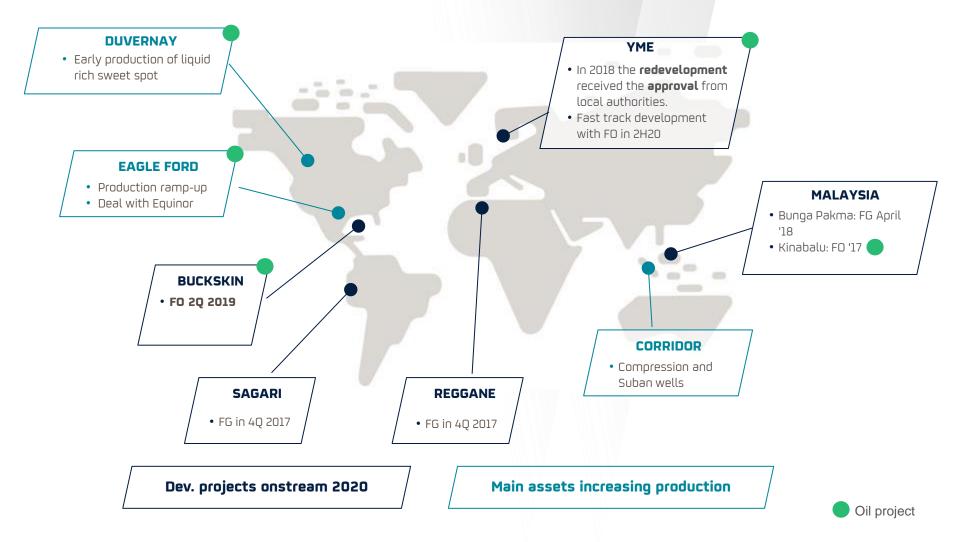
1P Reserves [Mboe]

RRR 3 year aver. [%]

# Progressing on our short-cycle projects Upstream



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

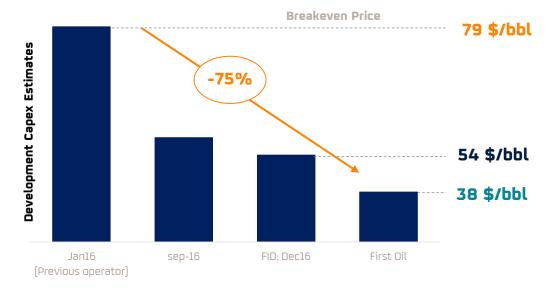


# New opportunities: attractive pipeline in the Gulf of Mexico Upstream



#### Buckskin First Oil (June 14th 2019)

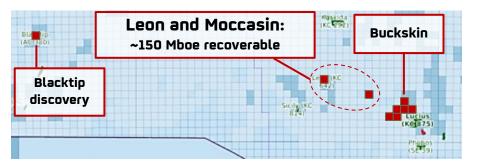
Last example of Repsol development strategy



- Key partner Llog aligned with Repsol lean development:
  - Tie-back to Lucius instead of a greenfield
  - ~40% Under FID (~75% under first estimations)
  - Halving Breakeven since first estimation and -30% since FID
- Profitable short-cycle:
  - ~6 months ahead of Schedule
  - Phased approach
- High-grading portfolio → High margin barrels

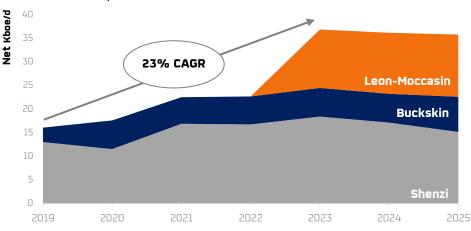
#### Joint development of Leon and Moccasin

Growing the future



Strategic Alliance: Same operator, same approach application of Buckskin's successful model:

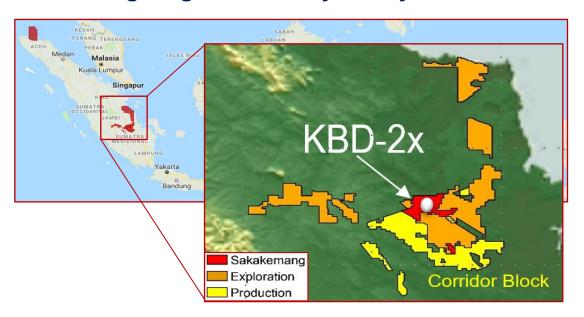
- **Low-cost, Fast-track**
- Standardization & constructability continuing improvement



# New opportunities: Indonesia a value creation history Upstream



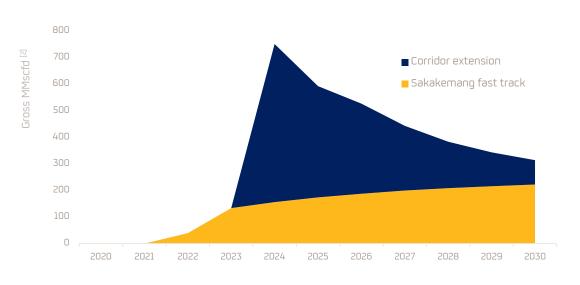
#### Sakakemang: largest discovery in 18 years in Indonesia(1)



#### Repsol is located in the best spot to meet an increasing gas demand

- Top explorers in Indonesia; existing remaining exploration portfolio around our core position in order to continue growing if successful
- Good margins due to high gas realization prices

#### Indonesia new additional production



- Sakakemang KBD-2X's fast track development due to nearby facilities. Anticipated FG in 2022
- Corridor extension; first case for a IOC. Gross split contract until 2043
- Clear **synergies** between positions and exploration

## Working on our 2020+ project pipeline

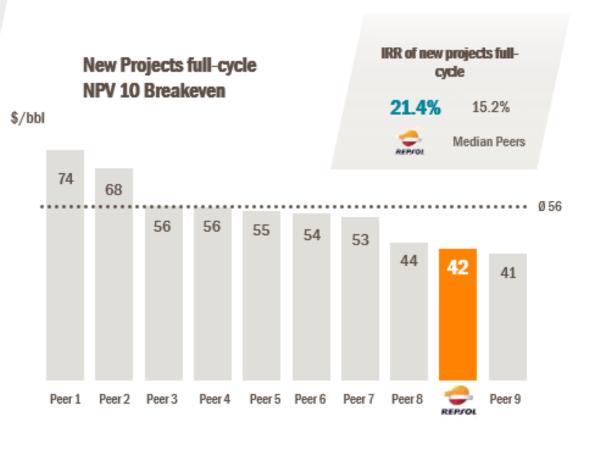
### Upstream



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

#### Duvernay (Canada) Alaska (US) Appraisal campaign ·Current focus on de-risking Ferrier East extended Pikka (liquids rich sweet spot) and expected FID discovery further is anticipated within the next 12 months south • 2 wells currently <\$50/bbl being drilled Phase 1: FO in 2022 Production plateau Campos 33 (Brazil) net ~46 kboe/d Fully appraised <\$45/bbl • First gas/oil 2025-2026, net ~45 kboe/d CPO-9 (Colombia) <\$40/bbl Dev. Phase-1 sanctioned, production: net 7 kboe/d 2019 • FID Dev. Phase-2B expected in 2020 Sagitario (Brazil) • FO in 2021-2022 & · 2º Appraisal well production plateau net 20, completed in January kboe/d and remains under NPV breakeven <\$50/bbl evaluation Current estimate

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



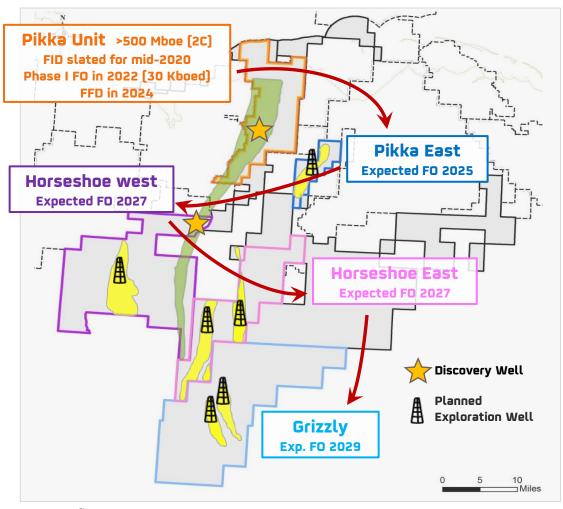
Note1: NPV Breakeven does not include exploration cost.

# Working on our 2020+ project pipeline: Accelerating Alaska Upstream

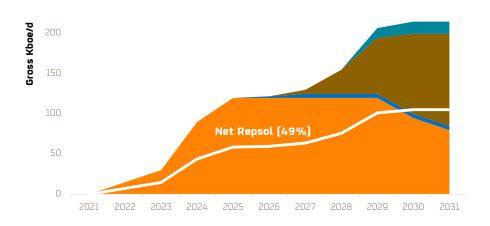


#### Nanushuk path to success

Huge interests in prolific formation



## Leveraging our capabilities to build a new core region



#### • Fast Tracking:

**Anticipated FO for Pikka Unit** in 2022, previously estimated for 2023-24

## Alliance management: Interests aligned with pastages for

**Interests aligned with partners for all blocks** in a new JOA to take affect in August 2019

#### • Exploration-driven growth:

**Likely material resource upgrade** after successful drilling season campaign data conducted by operator Oil Search

## Building strong exploration portfolio in core areas

Upstream



#### Indonesia

- Sakakemang discovery, at least 2 TCF of recoverable resources
- Fast track development due to nearby facilities
- · Appraisal well expected in 2H20

#### **Gulf of Mexico**

- Partnership with LLOG to develop Leon and Mocassin
- A delineation well in Leon was finished in September
- Blacktip discovery in the US GoM

#### Guyana, Brazil

- Exploration well in **Kanuku** block spudded in October. An additional exploration well could be drilled in the next phase
- **Sagitario** appraisal well started in September and is undervaluation
- 4 new offshores exploratory licenses in Brazil

#### Alaska

- Accelerate Pikka Fast and Pikka South exploration activities
- Two wells currently being drilled

#### North America Focus on emerging plays

- Strong technical advantage as **Nanushuk** play openers.
- Expanding our LATAM expertise and footprint into Mexico

#### East hemisphere Potential growth areas

- Legacy expertise in North Africa-Mediterranean.
- Strategic partnership with GPN for **Russian** exploration opportunities
- Near-field Exploration in **Norway**
- Top explorers in Indonesia

#### South America Repsol core basins

- Exploiting our legacy advantages in the Caribbean, Guyana margin and Brazil pre-salt.
- •Thrust belt knowledge & stakeholders management in the Andean Basins.







4

Downstream & Low carbon update



# **World-class position**Downstream & Low Carbon



#### 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 4,900 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: 37%, LPG share: 74%, Peru fuels share: 26%



#### Chemicals

- High performing integrated and regional leader
- Capability for more than 35% 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** 

#### Low carbon

 Strengthening Repsol's position as multi-energy suplier

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

### Strategy summary

#### Downstream & Low Carbon







**EXPAND** 

Chemicals EXPAND



FXPAND

LPG

SUSTAIN





CAPEX<sup>[2-3]</sup> 2018-2020 [€B]



Energy efficiency

- IMO readiness
- Digitalization and optimization
- Upgrade Peru Sulphur fuels

Biofuels

 Maximize value from the system

- Digitalization
- Energy efficiency
- Digitalization and optimization
- Differentiation

 Customercentricity

- Digitalization
- Non-oil business growth
- TwP [1]

Customer-centricity
 Maintain
 and digitalization
 leadersh

- Logistic services & commercial integration
- Maintain leadership in Spain
- Grow exports





**Expand** 

- Develop global crude business
- Incremental growth in key products
- Growth in current high value products [EVA, PO, SBR]
- Expand into new geographies: Mexico, hinterland, others
- >340 SS<sup>4</sup> in **Mexico**
- Consider growth opportunities in hinterland
- Expand international presence (Asia, Latam)
- Partnership with Bardahl and United Oil





Transform

New mobility businesses

- Develop gas wholesale
- Build sizable G&P retail business
- Build competitive low carbon generation business



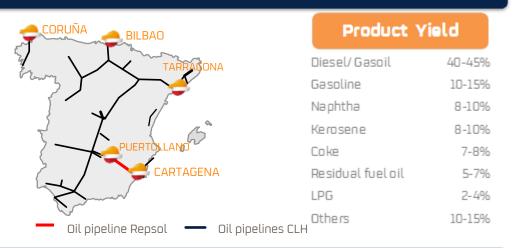
- 1) TwP = Transforming While Performing, a program for operational excellence
- CAPEX refers to Cash Flow from investment activities. "Sustain" are the necessary investments to keep current state of businesses
- (3)  $\in$  2.5 B out of this  $\in$  4 B (Expand + Transform capex) are going to be allocated at the end of 2020. Part of the  $\in$  1.5 B remaining is going to be committed, not allocated.
- Service Stations as of the end of February 2020

## Top quartile position among European peers

Downstream - Refining



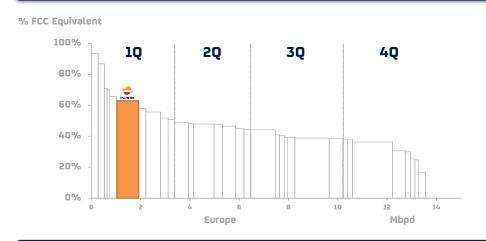
#### 5 refineries optimized as a single system



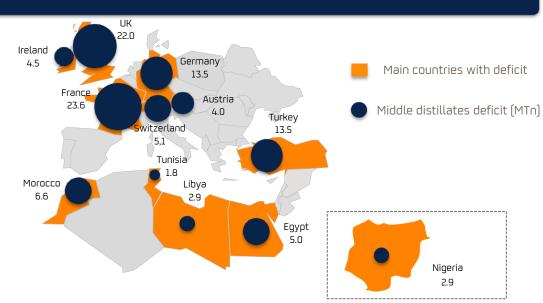
#### Fully invested, well prepared to capture IMO effect

- ✓ 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



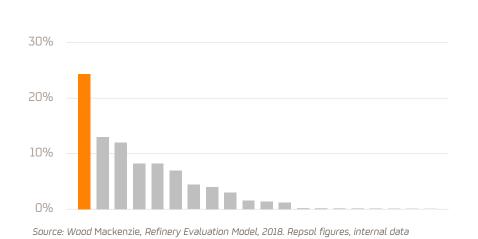
#### Middle distillates deficit [2]



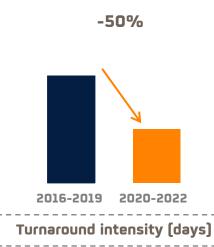
# IMO: Opportunities to maximize our refining premium Downstream - Refining

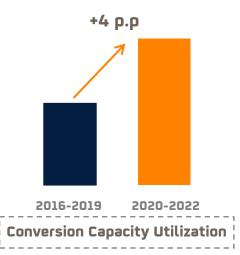


#### Repsol: Top European player in conversion

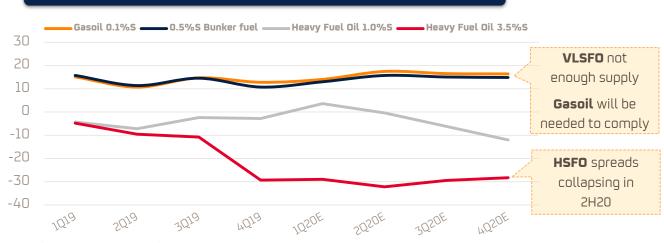


#### 2020-2022: Reduce turnarounds





#### IMO's spreads effect



Source: IHS (NWE product spreads data)

#### Refining in Spain can operate without producing HSFO



## Competitive positioning

Downstream - Chemicals



Dynásol

#### Iberian Peninsula petrochemical sites



- > **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.

#### **Dynasol Joint Venture**



- 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

### More than service stations

Downstream- Commercial businesses



Transforming and expanding our **Mobility business** 

ROACE >20%

>4,900 Service Stations

5 Countries

>1,000

Operated sites

FUEL MARKET SHARE

SPAIN 37% [#1]

PORTUGAL 26% [#2]

PERU 26% [#2]

2.5 M

Clients served daily

6.5 M

Loyalty cards

Differentiation and Competitive strategy in Wholesale & Int. Aviation business ROACE >23%

WHOLESALE

GOs

 $7.4 \text{Mm}^3$ 

COKE

3.5Mt

**AIRLINES** 

80

**AIRPORTS** 

**AVIATION** 

50

SALES

 $4Mm^3$ 

**Expanding our Lubricants business**Bardahl & United Oil J.V.

ROACE 30%

LUBRICANTS SPAIN
MARKET SHARE

28%

SALES IN

>90

LUBRICANTS
SALES IN MEXICO

39Kt

SALES IN 2018

1.9Mt

INTERNATIONAL SALES

+13%

**Leader in LPG** in Iberia

ROACE >35%

**RETAIL SALES** 

1Mt

MARKET SHARE

4%

18%
PORTUGAL

FILLING & BULK PLANTS

13

STORAGE CAPACITY

180Kt



# Strengthening Repsol's position as a multi-energy supplier Low Carbon





Low carbon generation



Retail gas & power



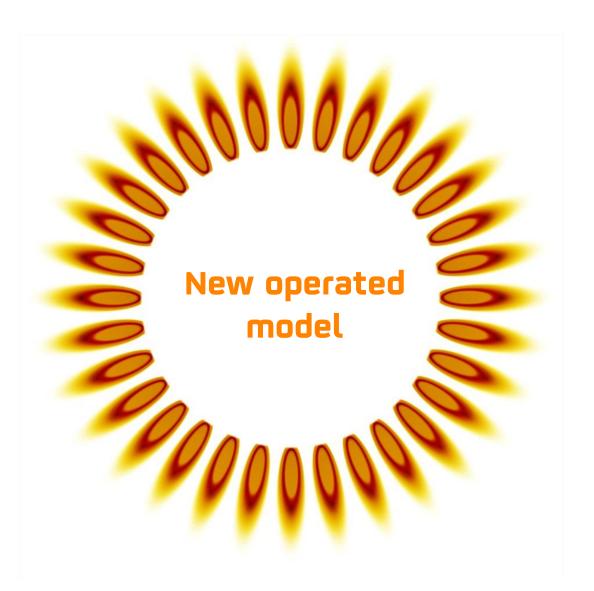
Operated business



Focus on liberalized



Profitable businesses



Integrated business



Customer centric



Multi-energy supplier



Synergistic position



Enhancing capabilities



## 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



Top 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

#### 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

#### Low carbon generation

Technical capabilities and experience in managing large scale projects

- 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

Targets to 2025 In 2019

>15%
Market share<sup>1</sup>

14%

Market share1

2.5 M Clients<sup>2</sup>

I M
Clients<sup>2</sup>

~ 7.5 GW Capacity

~ 3 GW Capacity

Investments in low carbon businesses with IRR above 10%3

## Accelerated delivery of 2025 objectives in Low Carbon

Low Carbon





Installed capacity ~3 GW

Project pipeline ~2 GW

Viesgo: ~2,350 MW installed capacity

~700 MW/

Mydro

**~1.650** MW

**©** CCGT

+ 600 MW

Cogeneration

WindFloat Atlantic: 5 MW

★ Delta: 335 MW

**★ PI: 255 MW** 

∰Sigma: 204 MW

**#\* Valdesolar: 264 MW** 

**≝** Kappa: 127 MW

**★** Delta2: 860 MW

Under development

Repsol brand and channels have proven successful in enhancing the low carbon gas and power retail business:

✓ > 1 million clients (+33% increase in one year)

5

Digitalization & Efficiencies



## Digitalization and efficiency as levers for cash flow growth

Digitalization & efficiencies



0.9

2020

Tarqet



Better maintenance, reduction of logistics and decommissioning costs and initiatives in gas commercialization



Corporate

Lower corporate costs



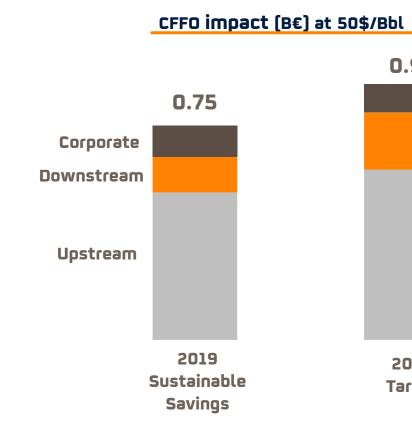
#### Downstream

Improving integrated margin, process digitalization



#### **Digitalization**

**190 initiatives** ongoing, 80 in scale-up: Omnichannel experience, new business models, autonomous plant and zero unexpected failures, E&P digitally-enabled operations excellence, integrated operations centers and Corporate robot process automation (RPAs)



Sustainable savings to date ~€750 million euros with CFFO impact

## Digitalization and efficiency initiatives

Digitalization & efficiencies: Examples





#### 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.

#### Integrated well center

24/7 real-time support center for planning, execution and optimization of global Drilling & completion.



#### 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.

#### Crude oil blending

Optimize the crude scheduling process given complex refinery constraints to provide feasible blending scenarios for the next 30 days.



#### 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.



#### Robot Process Automation (RPA)

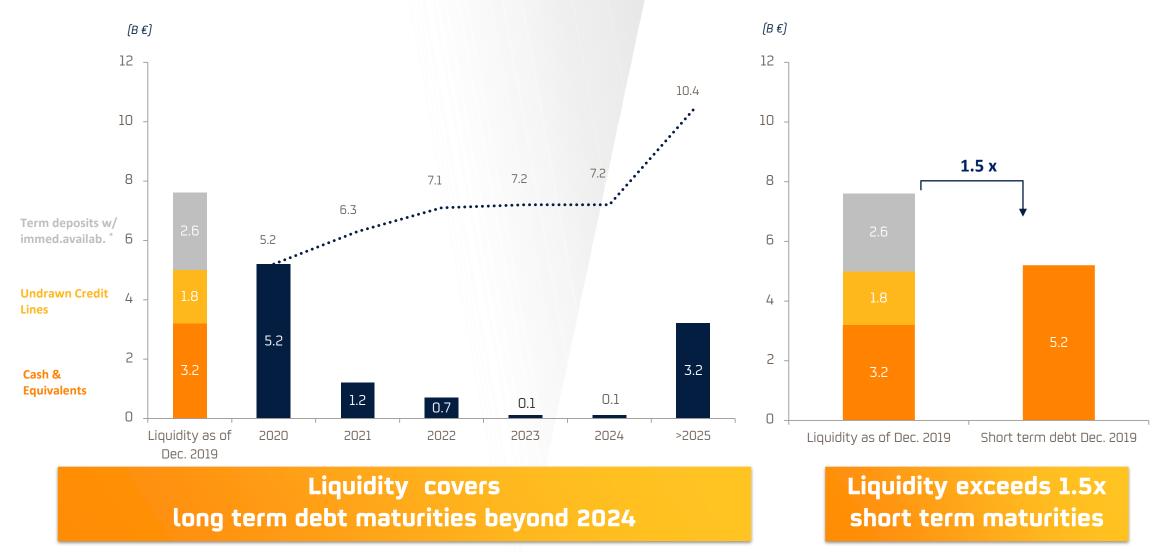
Automatization to reduce the time spent on repetitive administration tasks in the Global Services department. By using robotic process automation, we have been able to automate processes such as the signing of contracts.

Financing



# Strong liquidity position Financing





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

7

Guidance 2020



# Focus on operational performance and shareholder remuneration Guidance 2020



FY2020 GUIDANCE						
Shareholder	Dividend	1 €/share	• 5% dividend increase			
remuneration	Scrip buy-back	100 %	Full scrip buy-back			
	Capital reduction	5%	Subject to the approval of the AGM			
Operating	Production	~ 700 kboed	Value over volume. Subject to Libya.			
metrics	Ref. margin indicator	~ 7.3 \$/bbl	Positive impact of IMO			
Financial	EBITDA CCS	€7.8 Bn	• 8% increase y-o-y			
outlook @ 65 \$/bbl Brent	Net Debt <sup>[1]</sup>	€3.5 Bn	• 16% reduction vs. Dec'2019			
@ 2.8 \$/Mbtu HH	Сарех	€3.8 Bn	• Upstream €1.8 Bn, Downstream €1.9 Bn			

<sup>(1)</sup> Scenario @60\$/bbl Brent @ 2.3 \$/Mbtu HH would imply net debt increase of €400 M

8

Conclusions & Key targets



## On track to deliver 2020 strategic objectives

Conclusions & key targets



#### 1. Increasing shareholders returns



- Removing dilution associated to the scrip dividend and increasing our dividend in 2018 and 2019
- Proposal to 2020 AGM:
  - Shareholder remuneration to reach 1€/share
  - Additional 5% share capital reduction

#### 2. Growing our portfolio profitability



- Strong OCF generation: on track to deliver 2020 objective
- Strength of Repsol's integrated model allows us to navigate in a volatile macro environment

#### 3. Thriving in the energy transition



- Leading into a less carbon intensive world
- Become a global multi-energy customer centric company



4. Financial flexibility



## 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

9

Historic data book



## **Environment and Repsol group**

### Historic data book



MACRO ENVIRONMENT								
International References	Unit	2017	2018	2019	Spreads vs. Brent (\$/bbl)	2017	2018	2019
Brent	(\$/Bbl)	54.2	71.3	64.2	Maya - Brent	[9.7]	[10.6]	[11.1]
WTI	(\$/Bbl)	50.9	64,9	57.0	Ural - Brent	[0.9]	[1.1]	[0.4]
Henry Hub	(\$/MBtu)	3.1	3.1	2.6	Gasoline - Brent	12.0	8.7	8.4
Average exchange rate	[\$/€]	1.13	1.18	1.12	Diesel - Brent	13.1	15.8	16.2
Algonquin	(\$/Mbtu)	3.7	4.8	3.2	Fuel oil - Brent	[7.2]	[9.2]	[13.1]
					Naphtha - Brent	0.4	[3.1]	[7.6]
Refining indicators	Unit	2017	2018	2019				
Refining margin indicator (Spain)	\$/bbl	6.8	6.7	5.0				
Distillation utilization (Spain)	%	93.6	92.9	88				
Conversion utilization (Spain)	%	104.4	106.6	103				

#### **REPSOL GROUP**

Main figures (M€)	2017	2018	2019	Ratios	Unit	2018	2019
Adjusted Net Income	2,131	2,352	2,042	Net debt	M€	[3,439]	[4,220]
Upstream	632	1,325	1,050	Net debt/Capital employed	%	10,0	14,3
Downstream	1,877	1,583	1,456	Net debt/EBITDA CCS	Х	0,45	0,59
Corporate and others	[378]	(556)	[464]				
EBIT	3,214	4,396	3,661	Credit metrics	Rating	Outlook	Last review
EBITDA CCS	6,580	7,619	7,201	Standard & Poor's	BBB	Positive	December 12, 2018
NET CAPEX	2,856	388	3,776	Moody's	Baal	Stable	December 10, 2018
CAPITAL EMPLOYED <sup>1</sup>	36,330	34,353	33,292	Fitch	BBB	Positive	October 29, 2018
Upstream	21,612	21,515	17,205				
Downstream	9,749	11,338	14,078				
Corporate and others <sup>2</sup>	4,969	1,500	2,009				

<sup>&</sup>lt;sup>1</sup> Capital employed below 2.3 Bn€ in each single country. Capital employed without leases 29,556 M€.

<sup>&</sup>lt;sup>2</sup> In 2017, 3,224 M€ Capital employed in discontinued operations.

<sup>&</sup>lt;sup>3</sup> Without leases

# **Upstream** *Historic data book*



	Production			Pro	ven reserv	res
		Kboe/d			Mboe	4
	2017	2018	2019	2017	2018	2019
Europe	51	60	61	59	102	88
Latin America	348	342	333	1,490	1,419	1,196
North America	174	175	182	504	535	619
Africa	38	58	61	128	129	127
Asia	85	79	73	174	154	109
Total	695	715	709	2,355	2,340	2,139

Realized prices		Oil			Gas	
\$/Boe	2017	2018	2019	2017	2018	2019
Europe	55.2	71.2	64.5	34.2	46.8	25.8
Latin America	47,0	59.6	52.4	13.3	15.9	12.9
North America	47.4	58.5	55.0	14.6	14.0	12.5
Africa	52.8	71.1	63.3	27.1	29.5	25.9
Asia	51.2	67.3	61.2	29.6	37.7	36.7

Net Acreage	Development			E	xploration	1
_km²	2017	2018	2019	2017	2018	2019
Europe	1,199	1,122	1,132	15,373	11,922	17,377
Latin America	4,475	4,827	4,822	47,763	90,959	44,602
North America	5,234	4,698	5,064	5,503	9,998	7,278
Africa	2,744	2,605	2,605	22,389	10,590	6,845
Asia	4,105	2,951	2,454	96,598	98,152	94,032
Total	17,757	16,203	16,077	187,625	221,621	170,134

Main figures (M€)	2017	2018	2019
Adjusted Net Income	632	1,325	1,050
EBIT	1,009	2,514	1,969
EBITDA	3,507	4,801	4,255
INVESTMENTS	2,089	1,973	2,429

		2017	2018	2019
Total RRR	%	89	94	23

### **Downstream**

Peru

Marketing Total

Spain

### Historic data book



		Downst	tream Assets
Refining	Refining capacity (kbbl/d)	Converson index (%)	Businesss
Spain	896	63	Refining
Bilbao (Petronor)	220	63	Distillation
Tarragona	186	44	
Coruña	120	66	
Puertollano	150	66	Conversion
Cartagena	220	76	Processed

117

4,944

3,354

Service stations (no.)

Businesss	on index (%)
Refining	63
Distillati	63
	44
	66
Conversi	66
Processe	76
	24

%	93.6	92.9
%	89.8	81.7
%	104.4	106.6
Mtoe	47.4	46.6
Mtoe	41.9	41.6
Mtoe	5.4	5.0
		10
kt	51,836	51,766
kt	45,081	45,316
kt	21,186	21,754
kt	6,755	6,450
kt	2,288	2,681
		AT IN
		都是一
kt	978	808
kt	1,877	1,802
kt	2,855	2,610
kt	2,412	2,137
kt	443	473
	% Mtoe Mtoe Mtoe  kt kt kt kt kt kt kt	% 89.8 % 104.4 Mtoe 47.4 Mtoe 41.9 Mtoe 5.4  kt 51,836 kt 45,081 kt 21,186 kt 6,755 kt 2,288  kt 978 kt 1,877 kt 2,855 kt 2,412

Unit

2017

2018

2019

88

74.8

103 44

39.6

4.4

49,932

44,007

21,368

5,925

3,176

Portugal	486
Peru	572
Italy	298
Mexico	234
	1
Petrochemical	Capacity (Kt/year)
Ethylene	1,214
Propylene	864
Butadiene	185
Benzene	290
ETBE/MTBE	50
Polyethylene	793
Polypropylene	505
Intermediate products	937

Basic	kt	978	808	829
Derivatives	kt	1,877	1,802	1,958
Total Sales	kt	2,855	2,610	2,787
Europe	kt	2,412	2,137	2,289
Rest of the world	kt	443	473	498
LPG •				
LPG sales	kt	1,375	1,330	1,253
Europe	kt	1,356	1,304	1,224
Rest of the world	kt	19	26	29
Gas & Power				
Gas Sales in North America	Tbtu	496	520	608
LNG regasified (100%) in Canaport	Tbtu	15	16	24

