



# CAPITAL MARKETS DAY 2017

London, February 21



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# STRATEGY OVERVIEW



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# Key takeaways



Competitive  
world-class  
assets

Unique growth  
profile within  
the industry

Strong financial  
position entering  
a new cash cycle

Building  
optionality and  
flexibility in an  
uncertain world

Commitment  
to shareholder  
value creation

- I Growth momentum building up
- I Execute and extract focus
- I Explore and build optionality
- I Concluding remarks



# 2016: A year of strong execution

## Operational Performance

Solid upstream delivery

High availability of refining system

NG/LNG sales of 7.1 bcm

## Financial Performance

Benefiting from integrated profile

Resilient cash flow from operations

Strong capital structure

## Portfolio Management

Sale of stake in gas infrastructure

São Tomé and Príncipe three blocks farm-in

Two operatorship positions in Namibia

## Partnership Development

Petrobras strategic alliance reinforced

MoU with Statoil



# Delivering on our commitments

► WI production (kboepd)

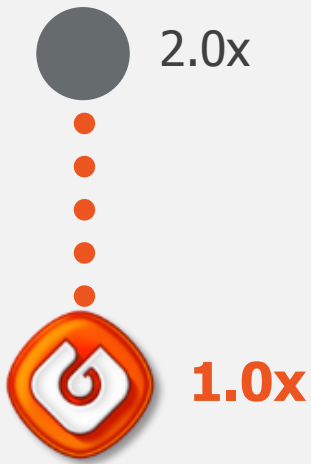
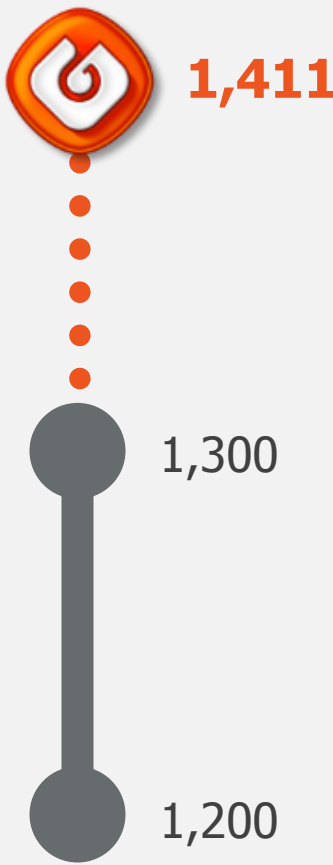
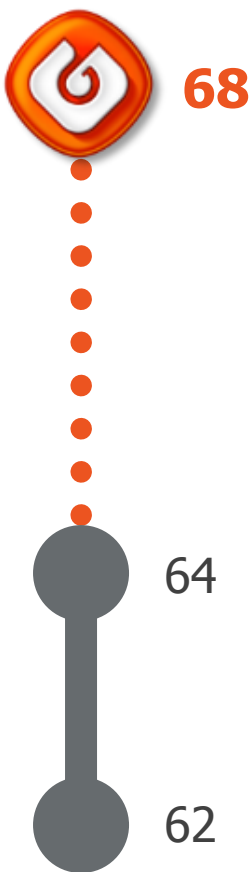
► Ebitda RCA (€m)

► Capex (€m)

► Net debt to Ebitda

●—● CMD 2016 guidance

🔥 2016 actual



# Galp's 3E's approach



Focus  
on delivery  
and returns



Unlock more  
value from  
current portfolio



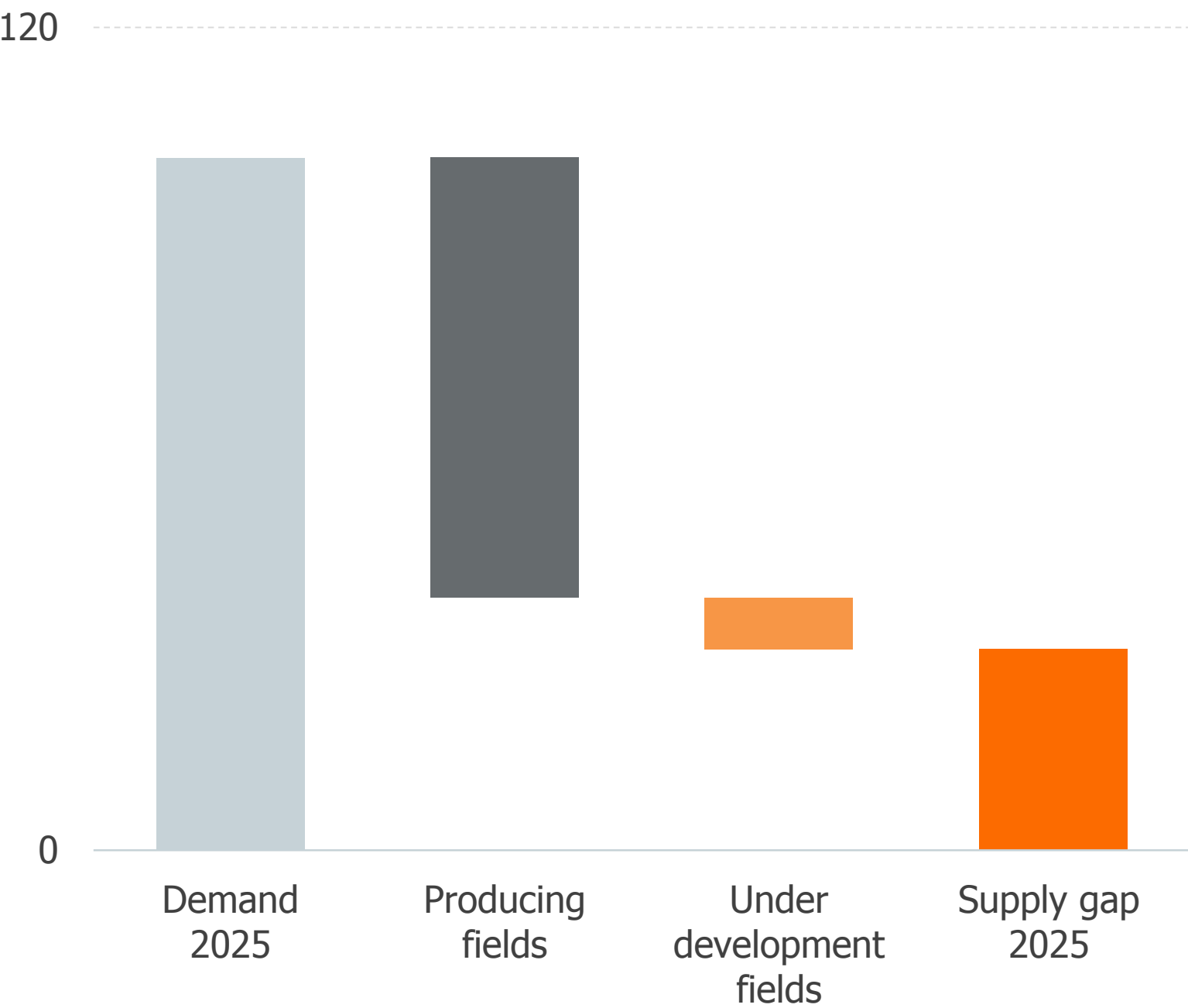
Screen new  
opportunities and  
portfolio management



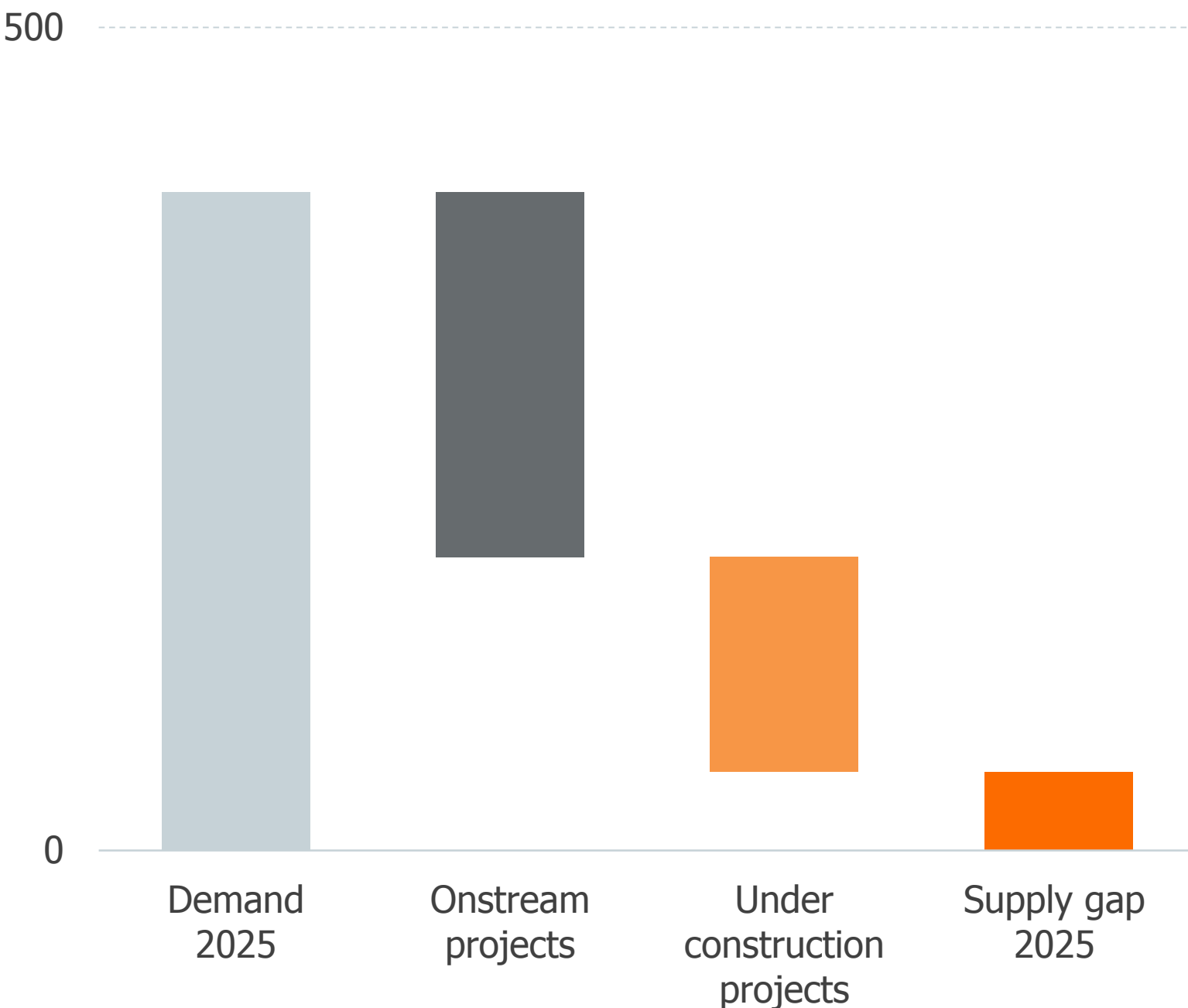
- I Growth momentum building up
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# Supportive outlook for oil and LNG

► Liquids supply gap (mmbpd)



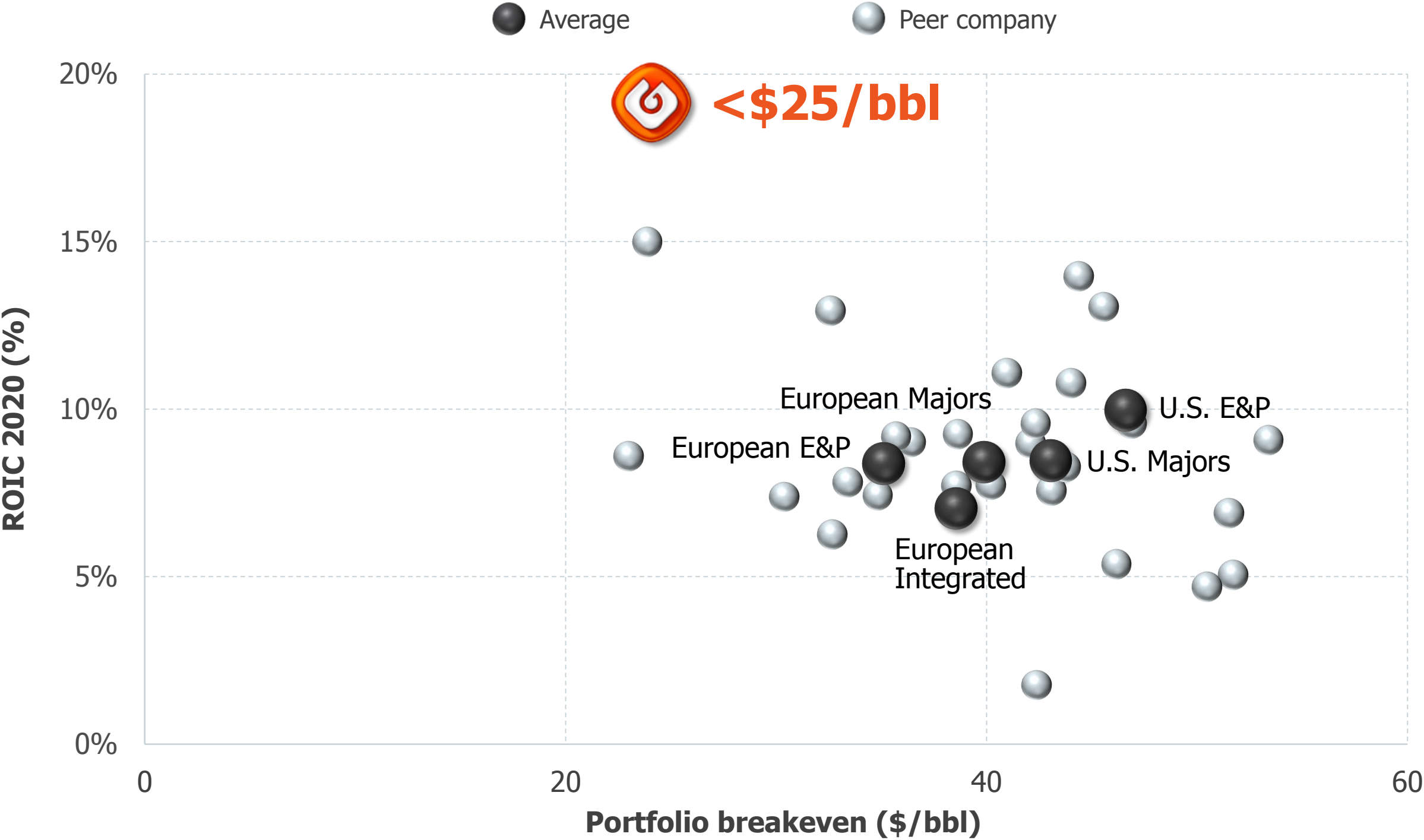
► LNG supply gap (mtpa)





# World-class upstream portfolio

► Upstream ROIC vs. portfolio breakeven (% , \$/bbl)












Competitive portfolio within the industry

Resilient to low oil price scenarios

Source: Rystad, January 2017.  
Note: Breakeven NPV 10, 2017 real terms. Breakeven calculated with 2020 weighted average production.

# Focus on current portfolio execution

	6	Lula/Iracema		3	Lula/Iracema		Coral / Mamba
	2	Block 14/14k		2	Block 32		Lula West
				2	Berbigão, Atapu 1		Atapu 2
				1	Sépia		Carcará
							Júpiter

## In Production

Ensure safe operations and high availability

Increase operational and cost efficiency

## 2017-21 Deployment

Deliver projects on time and on budget

Risk management through mitigation measures

## 2021+ Deployment

Ensure the best development solution

Accelerate time to market of resources



# Delivering and improving Lula/Iracema project

## Solid execution

Seven installed FPSOs, five in plateau

Overall project capex c.70% realised

2016 exit production of c.80 kboepd

## Economics improvement

Significant reduction in D&C time

Capture opportunities from market deflation

## Recovery factor improvement

Focus on value maximisation

Improvements already considered in plan

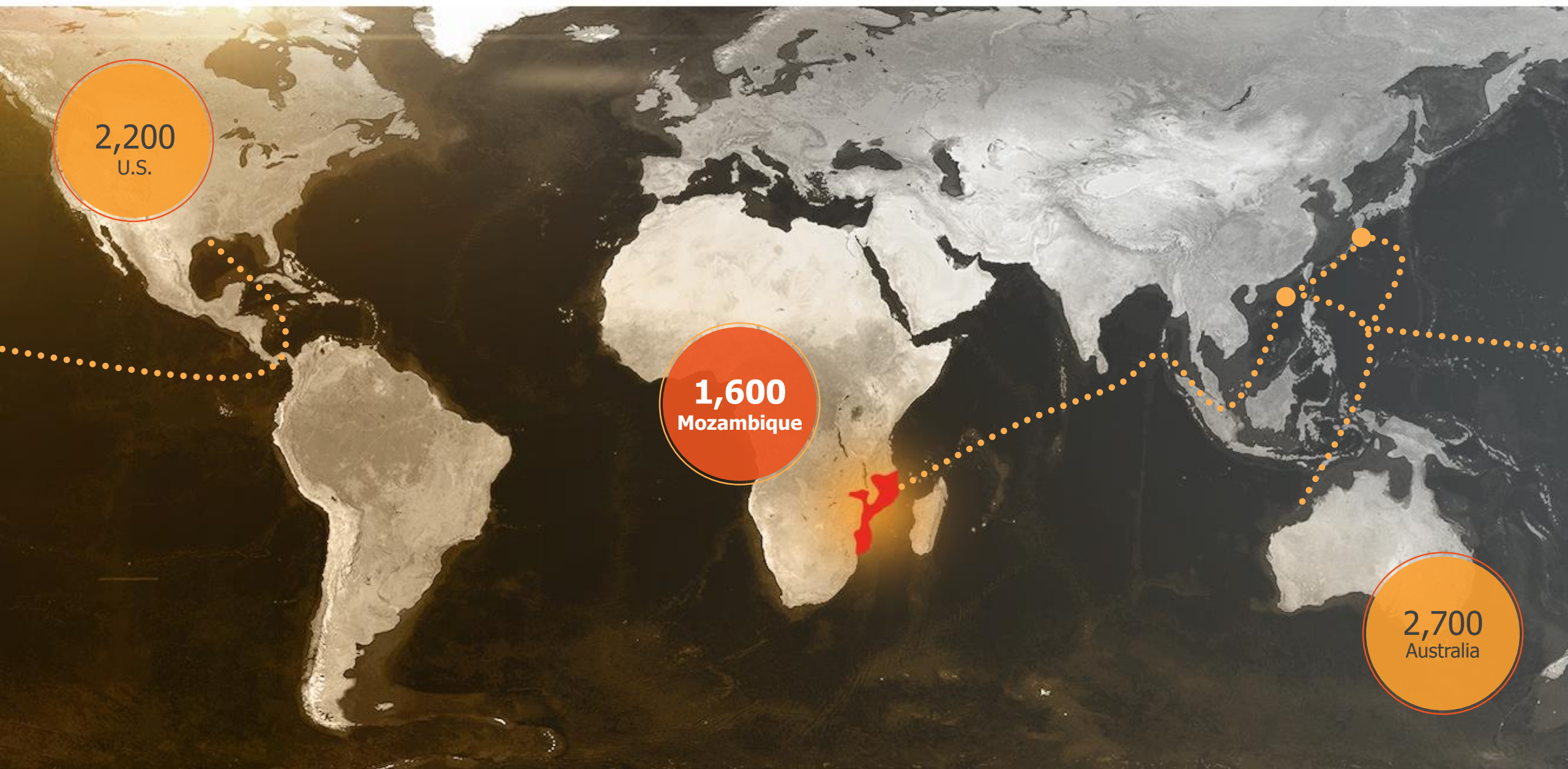
Long-term goal of around 40%





# Mozambique: One of the most competitive LNG regions

► LNG net present landed cost to Asia (\$/ton)<sup>1</sup>



Quality and scalability of resource base

Favourable time to market to meet LNG demand

Increase gas share in production and reserves

Stable long-term cash flow generator

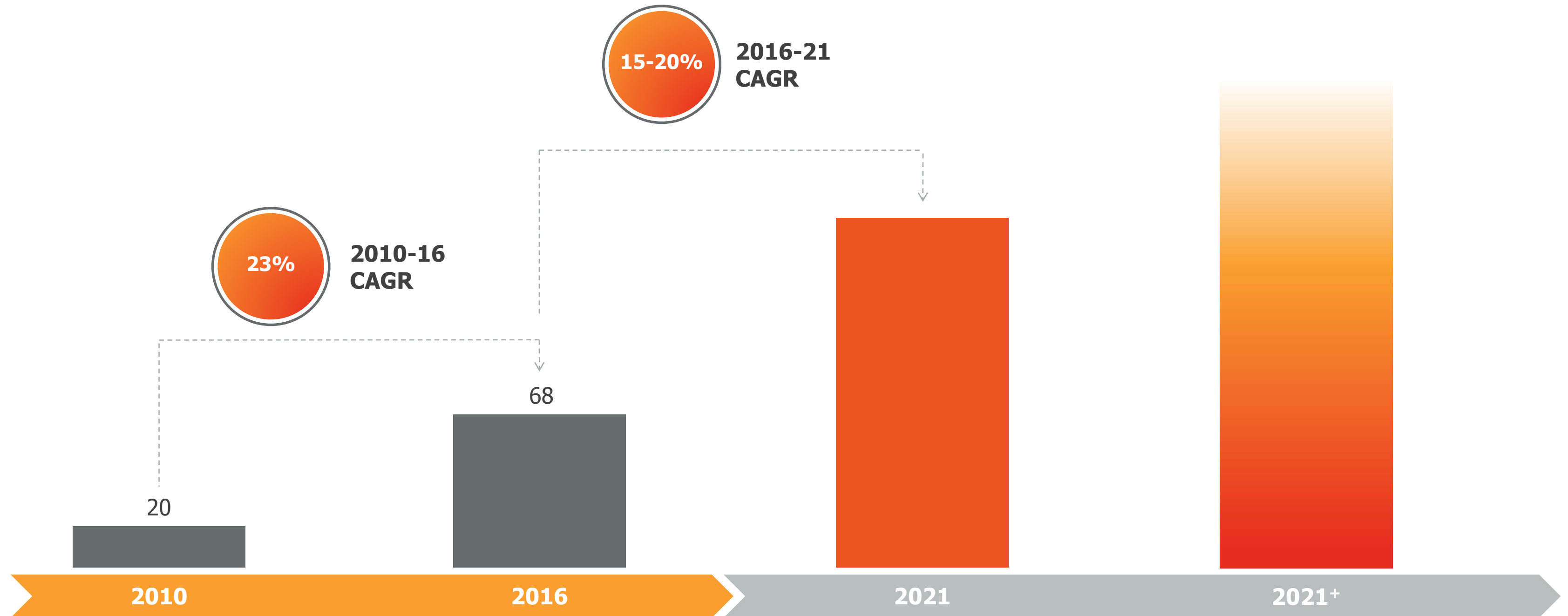
Source: Company reports and press releases.

<sup>1</sup>Assumes present value of capex, gas cost in U.S. (Henry Hub at \$3/mmbtu) and transport cost. Considers inflation rate of 2% and discount rate @10%.



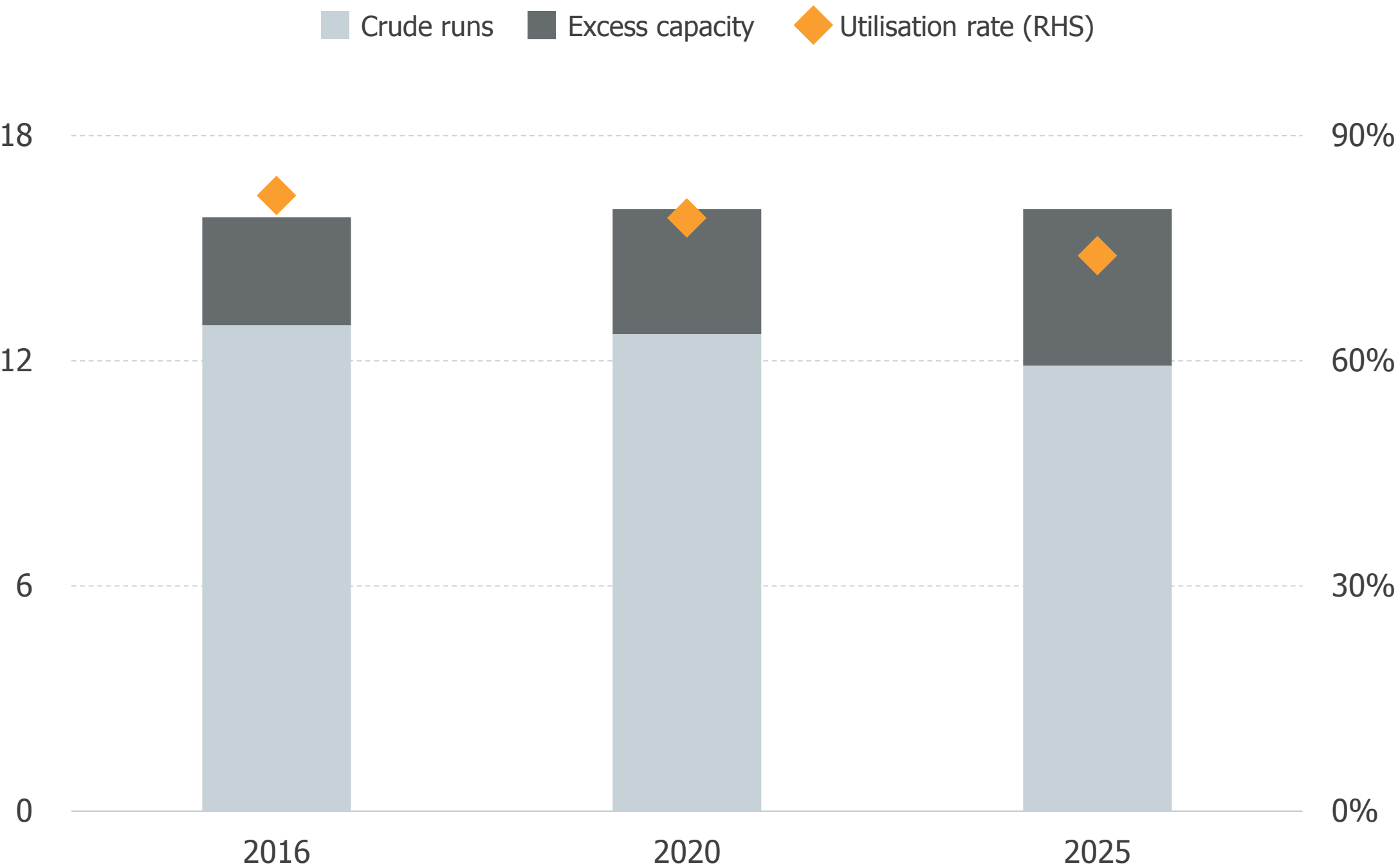
# Delivering growth from execution and extraction

► Working interest production from current portfolio (kboepd)



# Challenging times for the European refining industry

## ▶ European refining capacity (mmbpd, %)



- Global demand growth shift to Asia/LatAm/Africa
- Lighter crude and feedstock supply
- Excess refining capacity
- New sulphur specifications



# Solid contribution expected from downstream businesses



## Refining & Marketing

Ensure high reliability  
of refining system

Focus on higher efficiency  
and conversion

Establish differentiated offers

## Gas & Power

Build up NG & LNG supply portfolio

Increase customer base

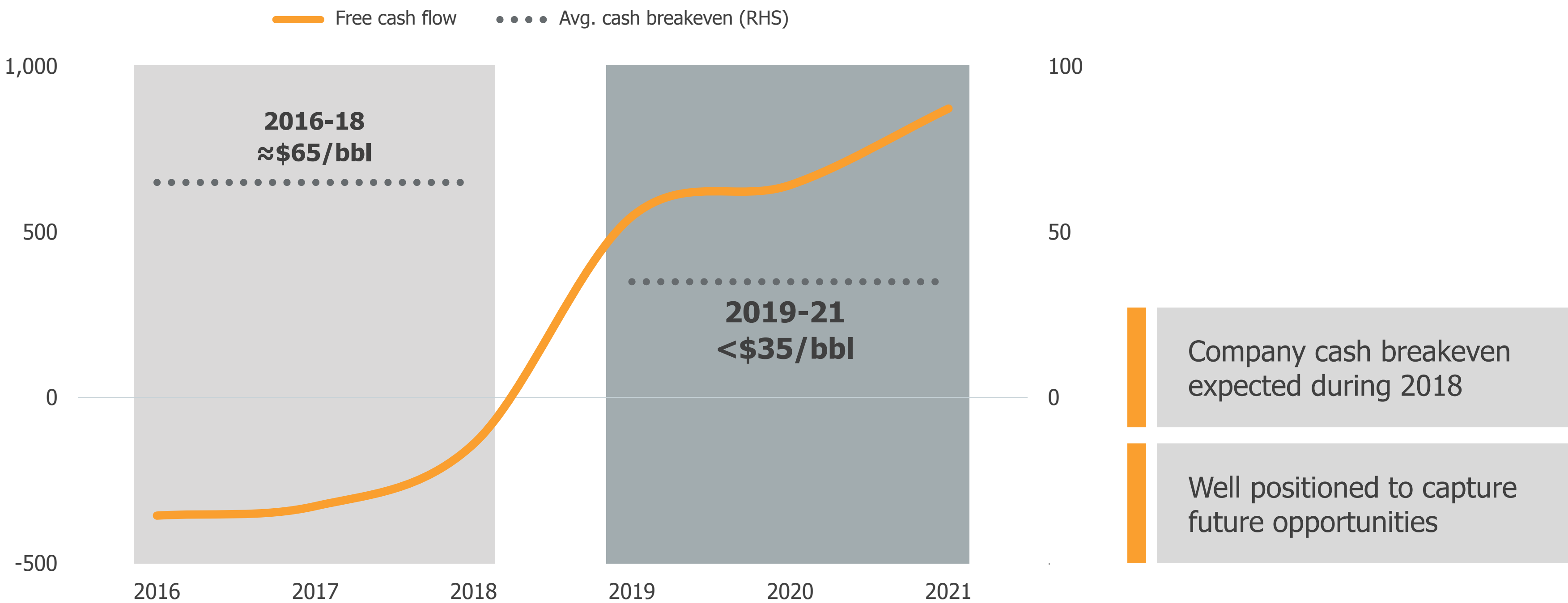
Offer smart solutions

Downstream  
Ebitda target

**≈€1 bn**

# New cash cycle provides future optionality

► Free cash flow and cash breakeven (€m, \$/bbl)





- I Growth momentum building up
- I Execute and extract focus
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- I Concluding remarks

# Key takeaways from scenario planning



Oil & Gas  
maintaining  
important role,  
renewables  
growing

Transition to a  
low carbon  
economy

Energy demand  
growth in Africa,  
LatAm and Asia

Smart and  
connected  
customer  
solutions

Technology  
innovation and  
digitalisation

Increasing  
electrification  
and  
decentralisation



# Resilience in a complex and uncertain world

Maintaining  
a competitive  
upstream portfolio

Feed upstream funnel

Exposed to gas

Resilient

Adapt and integrate  
downstream  
businesses

New consumer behaviour  
and specs

Develop international  
business

Innovative  
and differentiated  
business

Low carbon business

From product to solutions

New culture:  
Adapt to a  
new normal

Agile and innovative

Digital

Partnerships and client  
centred

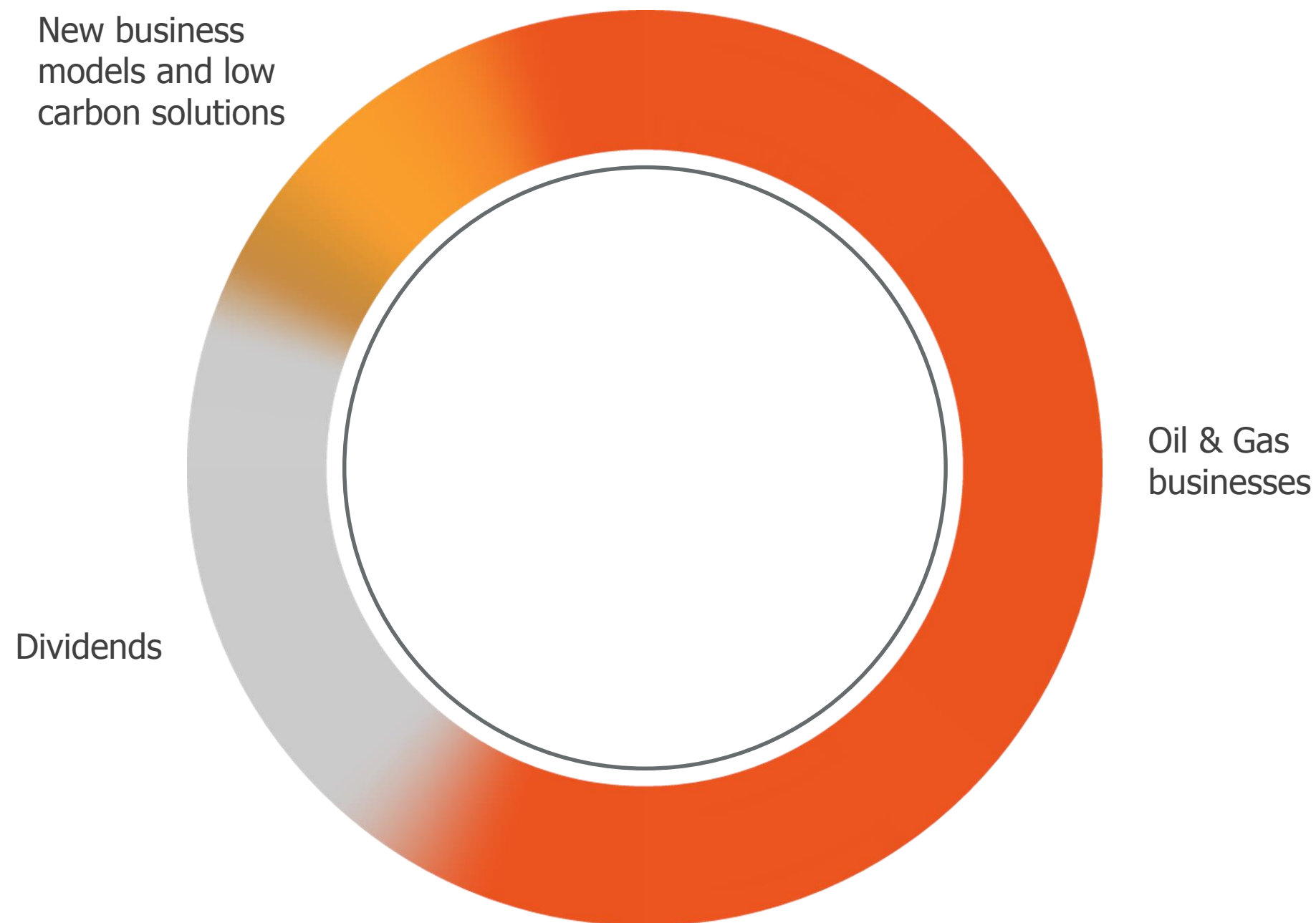


- I Growth momentum building up
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# Focus on capital allocation diversification and competitive TSR

## ► Long-term capital allocation



Oil & Gas businesses to remain core activities

Start diversifying into lower carbon solutions

Committed to shareholder remuneration

# Positioned to capture future growth opportunities



## Growth & value story

<b>15-20%</b>	Production CAGR 2016-21
<b>≈20%</b>	Ebitda CAGR 2016-21
<b>≈15%</b>	ROACE @2020+

## Optionality & flexibility

<b>FCF&gt;0</b>	During 2018 @\$55/bbl
<b>Start to</b>	Diversify capital allocation
<b>Create</b>	Future optionality

## Financial priorities

<b>Disciplined</b>	Capex allocation
<b>&lt;2.0x</b>	Net debt / Ebitda
<b>Commitment</b>	To shareholder remuneration



# | FINANCIAL OUTLOOK





I 2016 in review

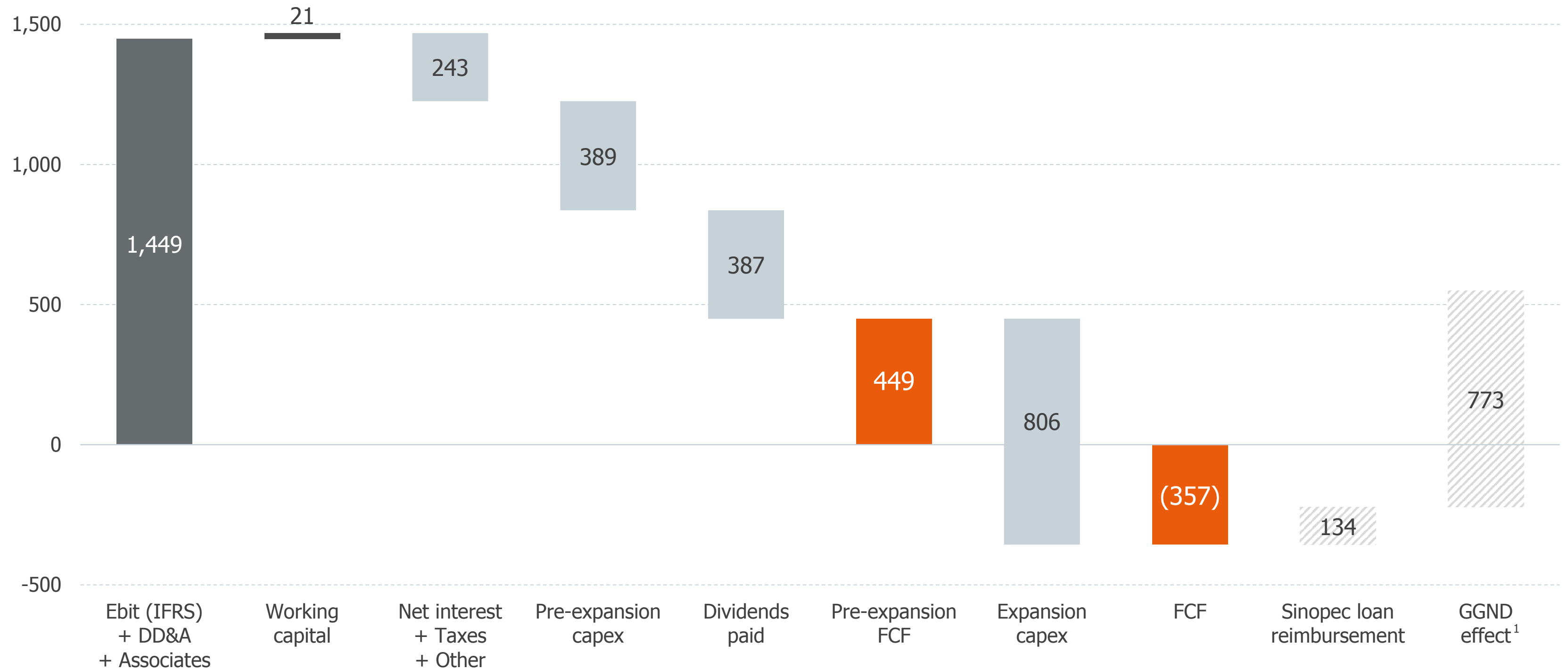
I Executing a disciplined growth plan

I Concluding remarks



# Strengthening financial position

## ► 2016 Change in net debt (€m)



# 2016 results supported by strong upstream performance

## ► Profit & Loss RCA (€m)

	2016	YoY
Turnover	13,119	(15%)
<b>Ebitda</b>	<b>1,411</b>	<b>(8%)</b>
E&P	494	40%
R&M	576	(26%)
G&P	313	(18%)
<b>Ebit</b>	<b>772</b>	<b>(20%)</b>
Associates	85	2%
Financial results	(25)	65%
Taxes	(289)	(1%)
Non-controlling interests	(61)	14%
<b>Net Income</b>	<b>483</b>	<b>(24%)</b>
<b>Net Income (IFRS)</b>	<b>179</b>	<b>46%</b>

## ► Balance Sheet (€m)

	2016	YoY
Net fixed assets	7,721	(171)
<i>Work in progress</i>	<i>2,650</i>	<i>573</i>
Working capital	492	(18)
Loan to Sinopec	610	(113)
Other assets (liabilities)	(410)	106
<b>Capital Employed</b>	<b>8,414</b>	<b>(196)</b>
Net debt	1,870	(552)
Equity	6,543	355
<b>Net debt + Equity</b>	<b>8,414</b>	<b>(196)</b>

**Implicit net debt to Ebitda of 1.0x<sup>1</sup>**





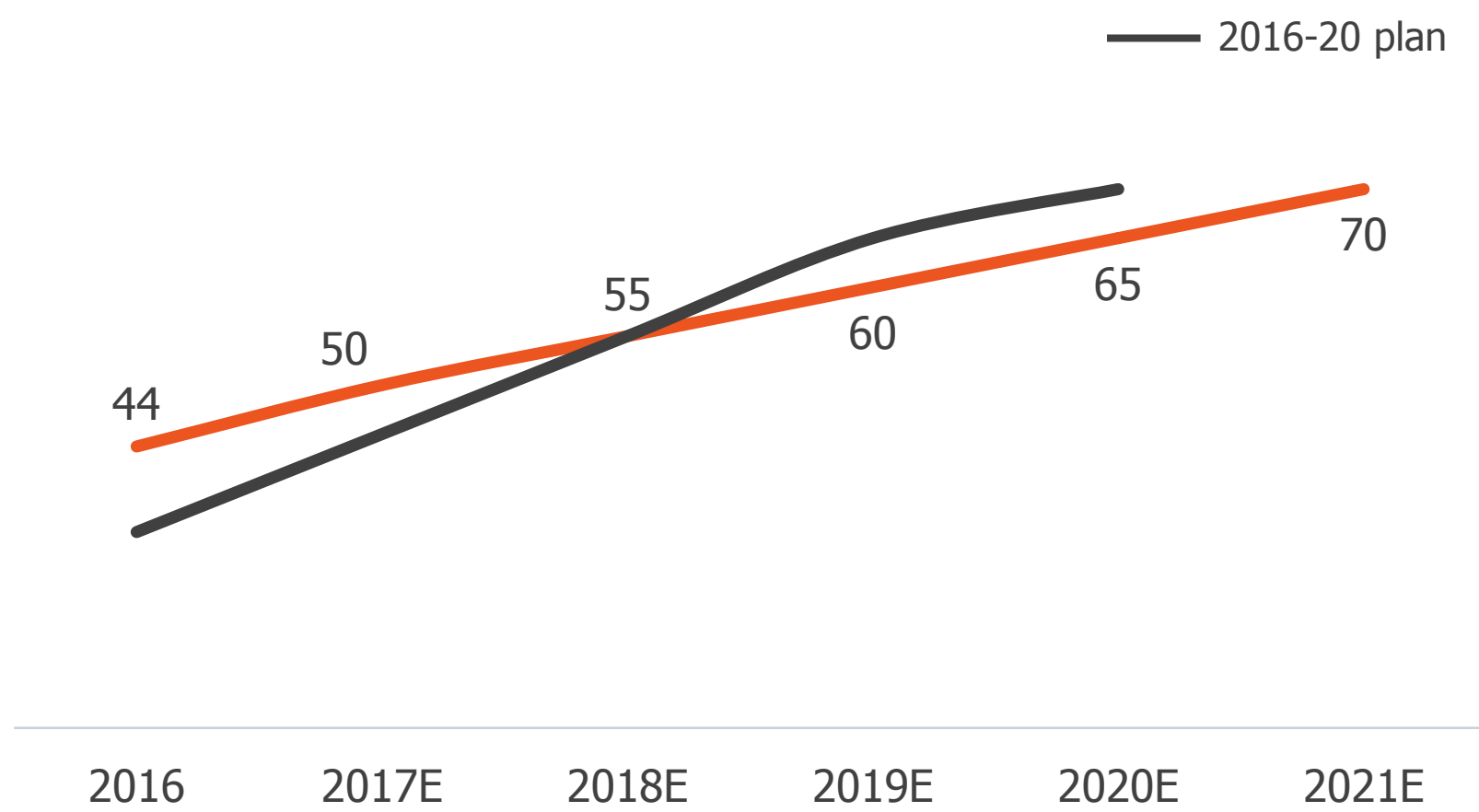
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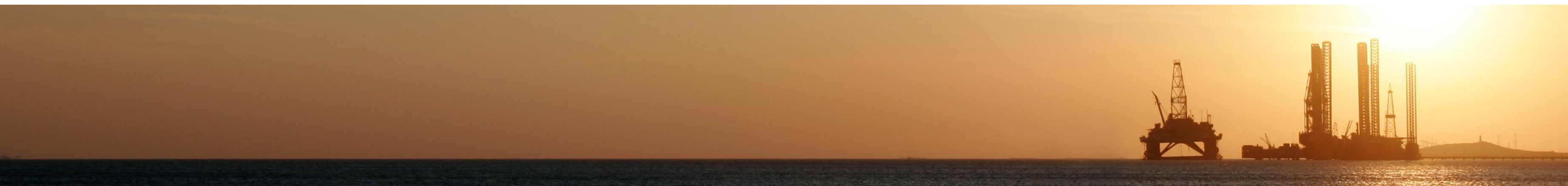
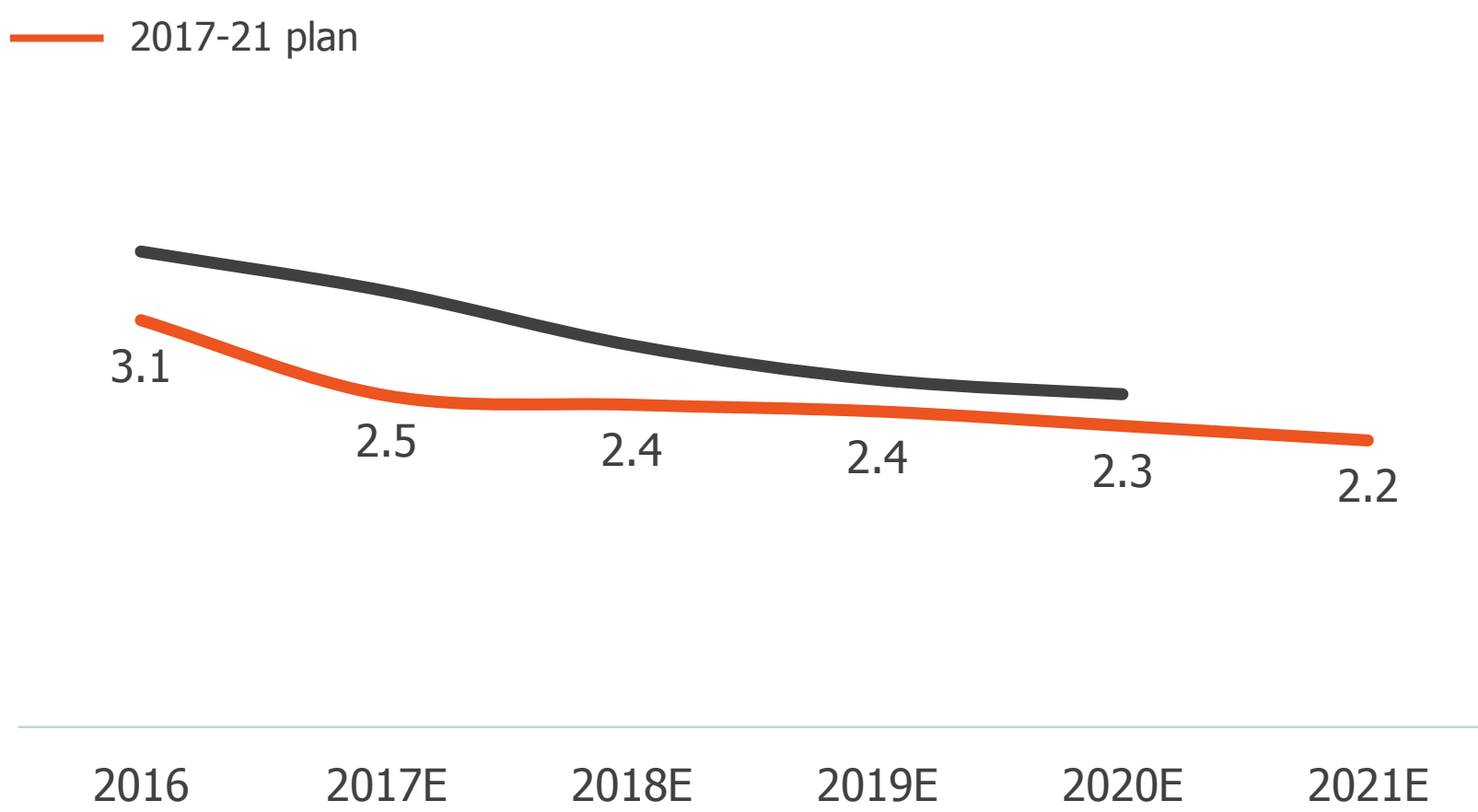
I Concluding remarks

# Macro assumptions

► Brent price (\$/bbl)



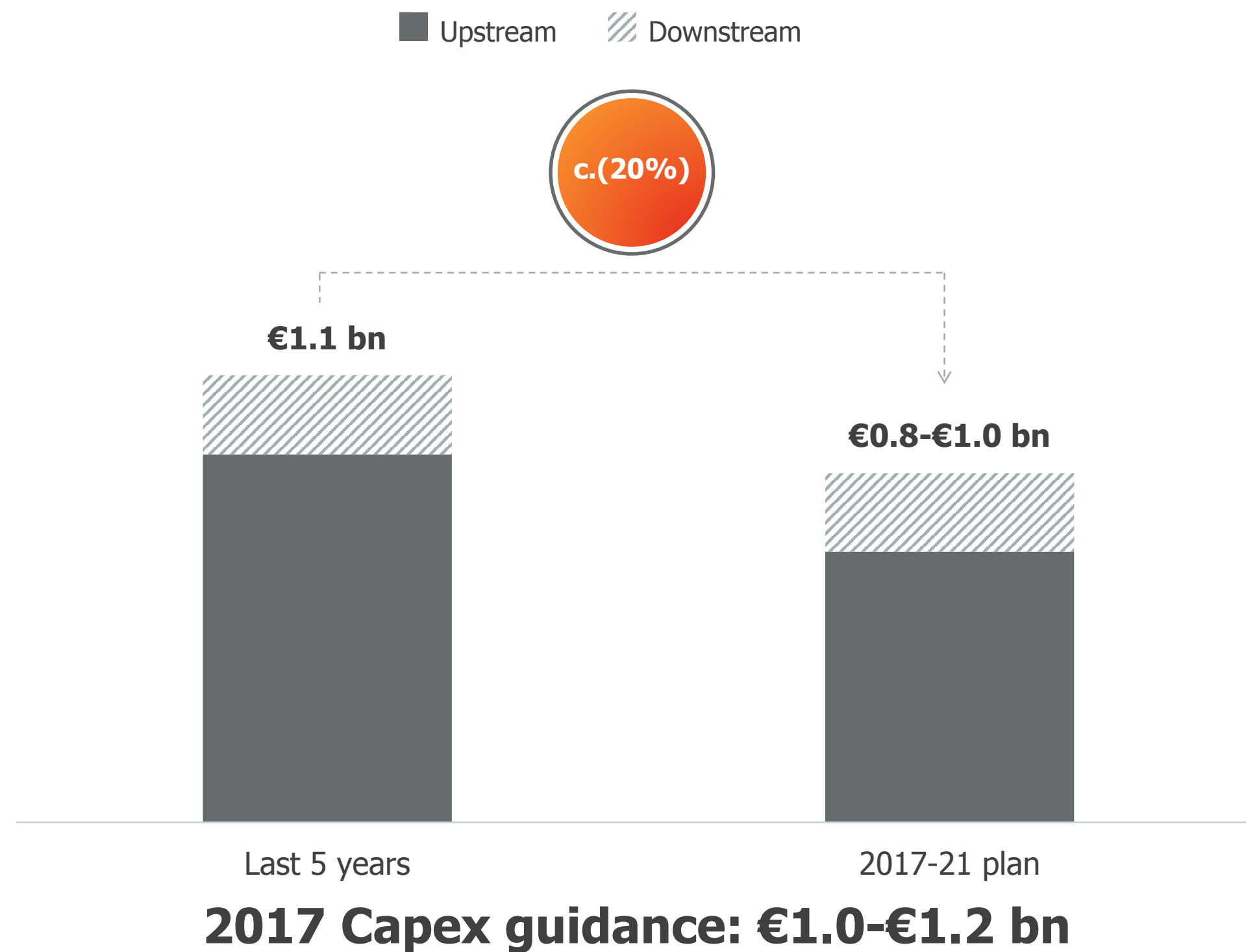
► Benchmark refining margin (\$/bbl)





# Disciplined capital allocation

## ▶ Annual average capex (€bn)



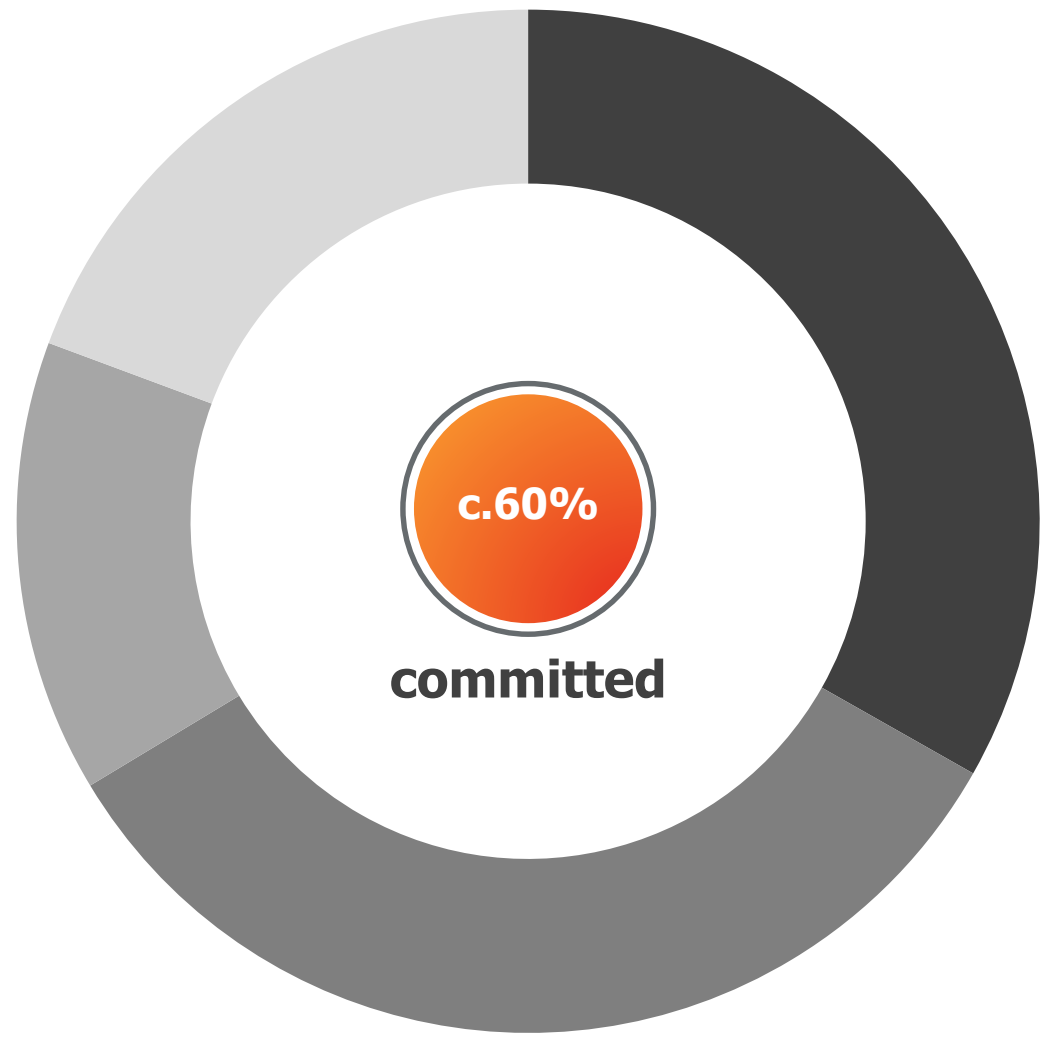
# Project roll-over and efficiencies to reduce upstream capex

► Change in upstream capex (€bn)

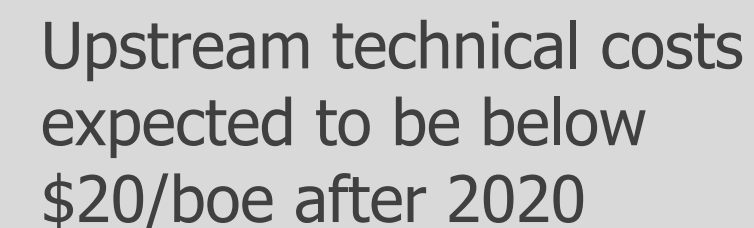


► Upstream 2017-21 capex breakdown

■ Brazil ■ Mozambique ■ Angola ■ E&A



► Contribution per business RCA (€m)



Spread over benchmark  
refining margin expected  
to improve by up to  
\$1/boe after 2018

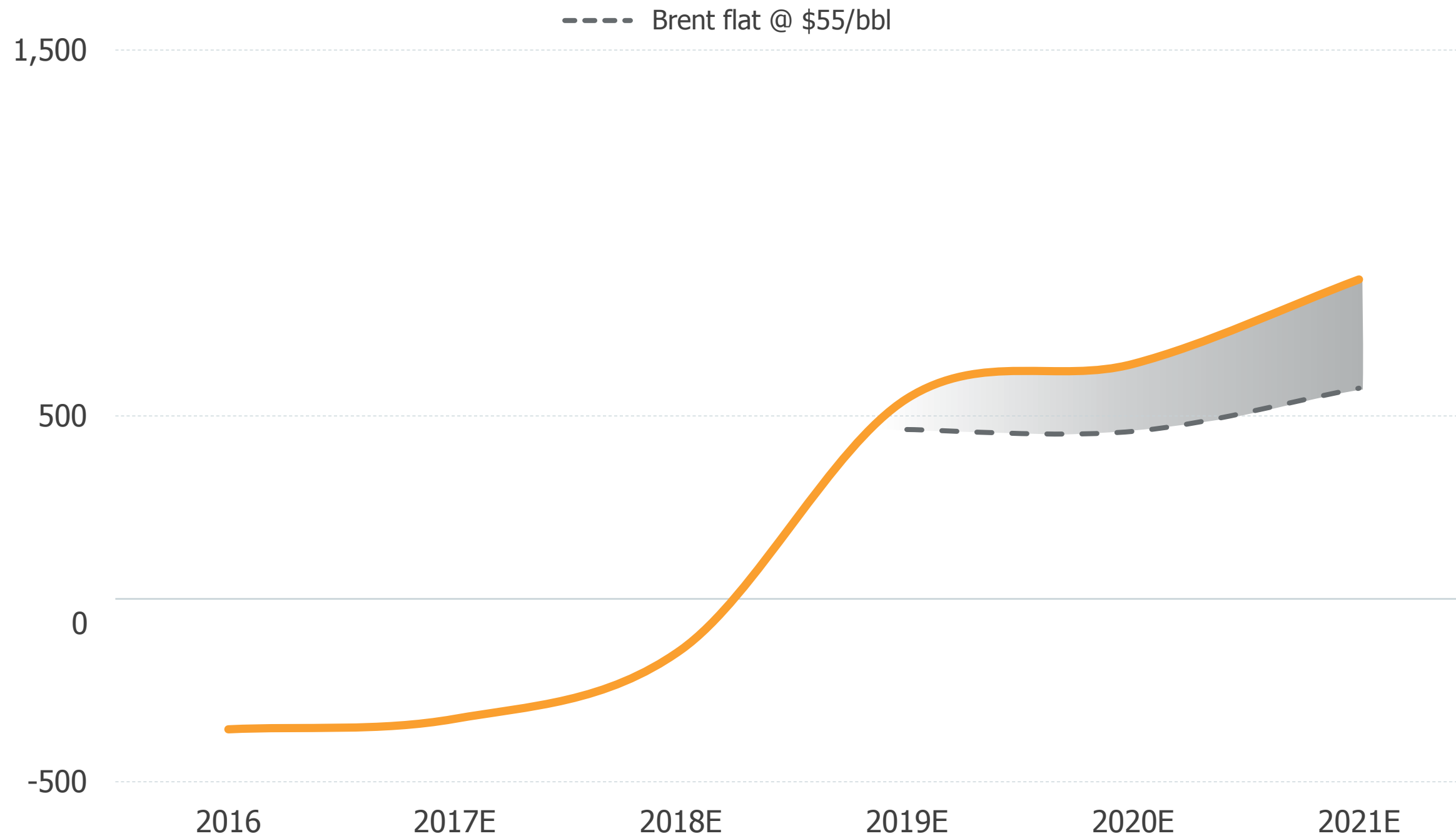
Downstream contribution  
of c.€1 bn p.a. during  
the period

galp 



# 2018<sup>+</sup>: Entering a new cash cycle

## ► Post dividend free cash flow<sup>1</sup> (€m)



Assumes a €0.50/sh flat dividend during the period

FCF positive during 2018 at \$55/bbl, with Brazil turning positive during 2017

Further upside expected from upstream efficiency gains



I 2016 in review

I Executing a disciplined growth plan

I Concluding remarks

# Ensuring growth while maintaining a strong balance sheet



Solid financial position supported by competitive portfolio

Optimising cost structure and improving efficiency

Significant growth from profitable projects, with 2016-21 Ebitda CAGR at c.20%

Continue disciplined capital allocation

Cash flow inflection during 2018 will allow optionality





UPSTREAM GROWTH |

# A clear upstream strategy

Upstream strategy



Build operating capabilities

R&D to promote upstream growth

People

Stakeholder management

## I 2016 key achievements

- I Focus on execution and value extraction
- I Selective exploration strategy
- I Sustaining profitable growth



# Key 2016 milestones achieved

## Production growth

Production 48% higher YoY

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Two new FPSOs deployed in Brazil

## Cost reduction

26 wells drilled

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23% decrease YoY in D&C average time

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Normalised unit opex at \$6.3/boe, lower 14% YoY

## HSE

LTIFR of 0.98 with operated assets LTIFR of 0.00

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Low carbon operations with zero routine flaring as a commitment

## Strategic actions

Reinforcing strategic alliance with Petrobras

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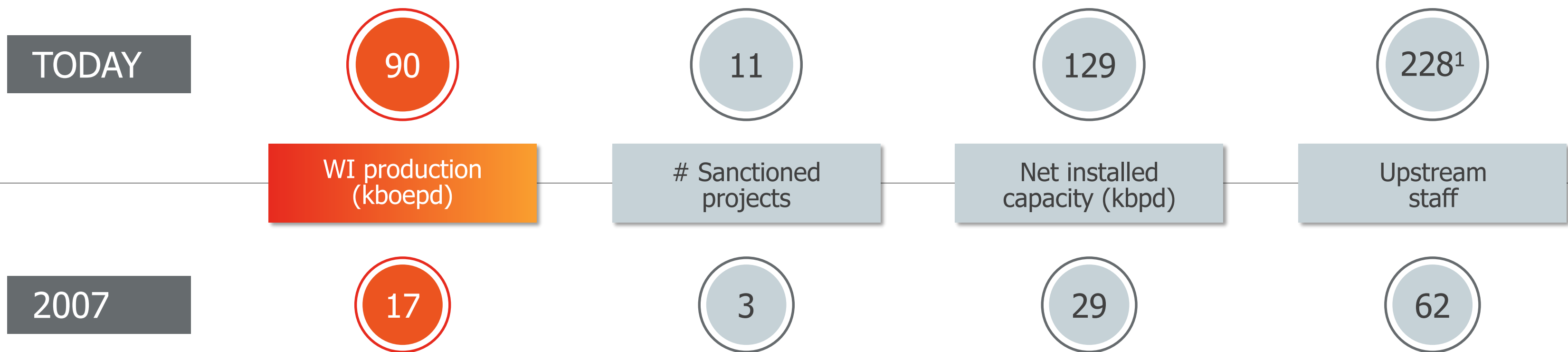
MoU signed with Statoil

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Internal approval of Coral South project



# Delivering transformational growth



<sup>1</sup>Plus c.150 corporate staff dedicated to the upstream activity.



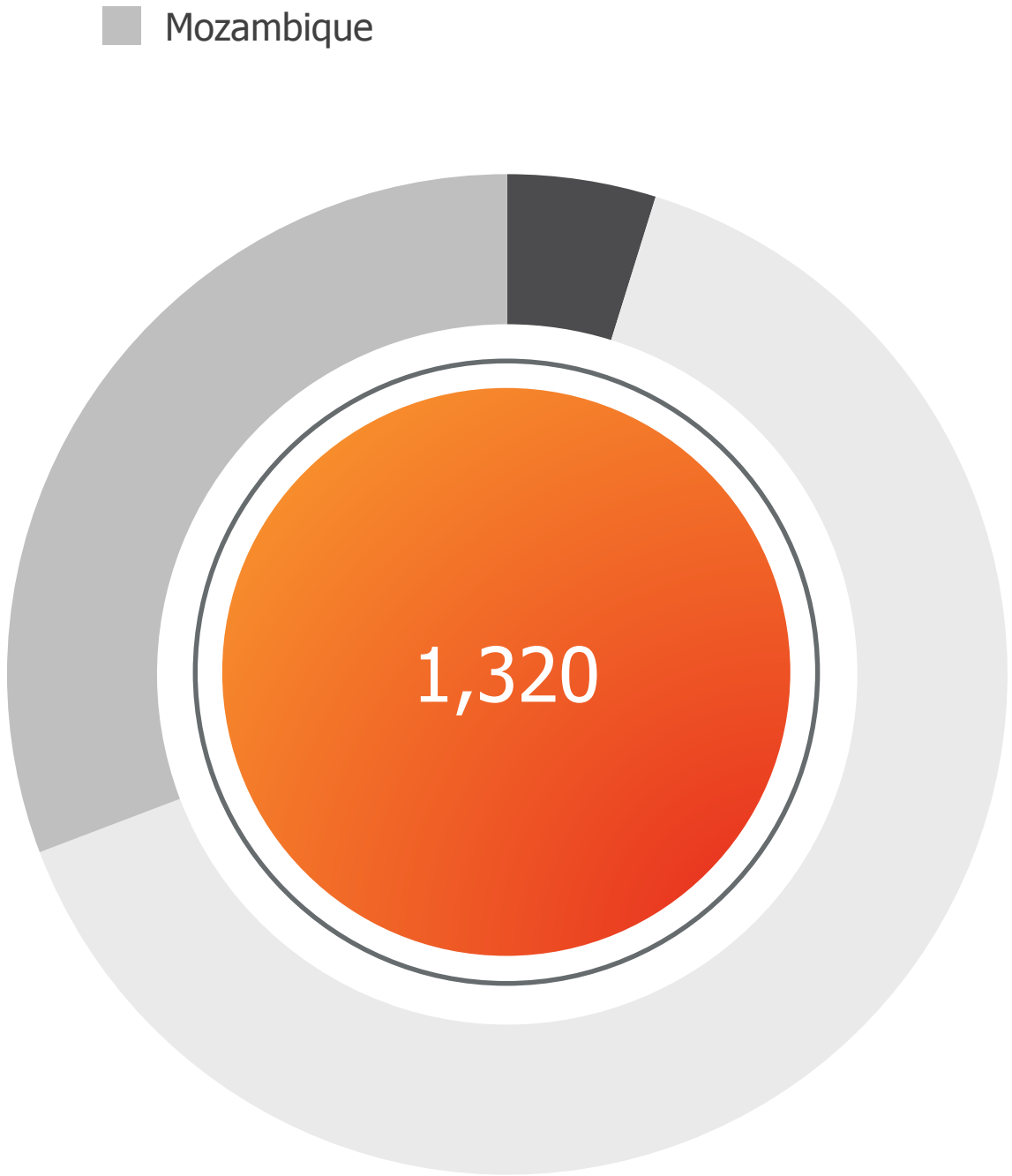
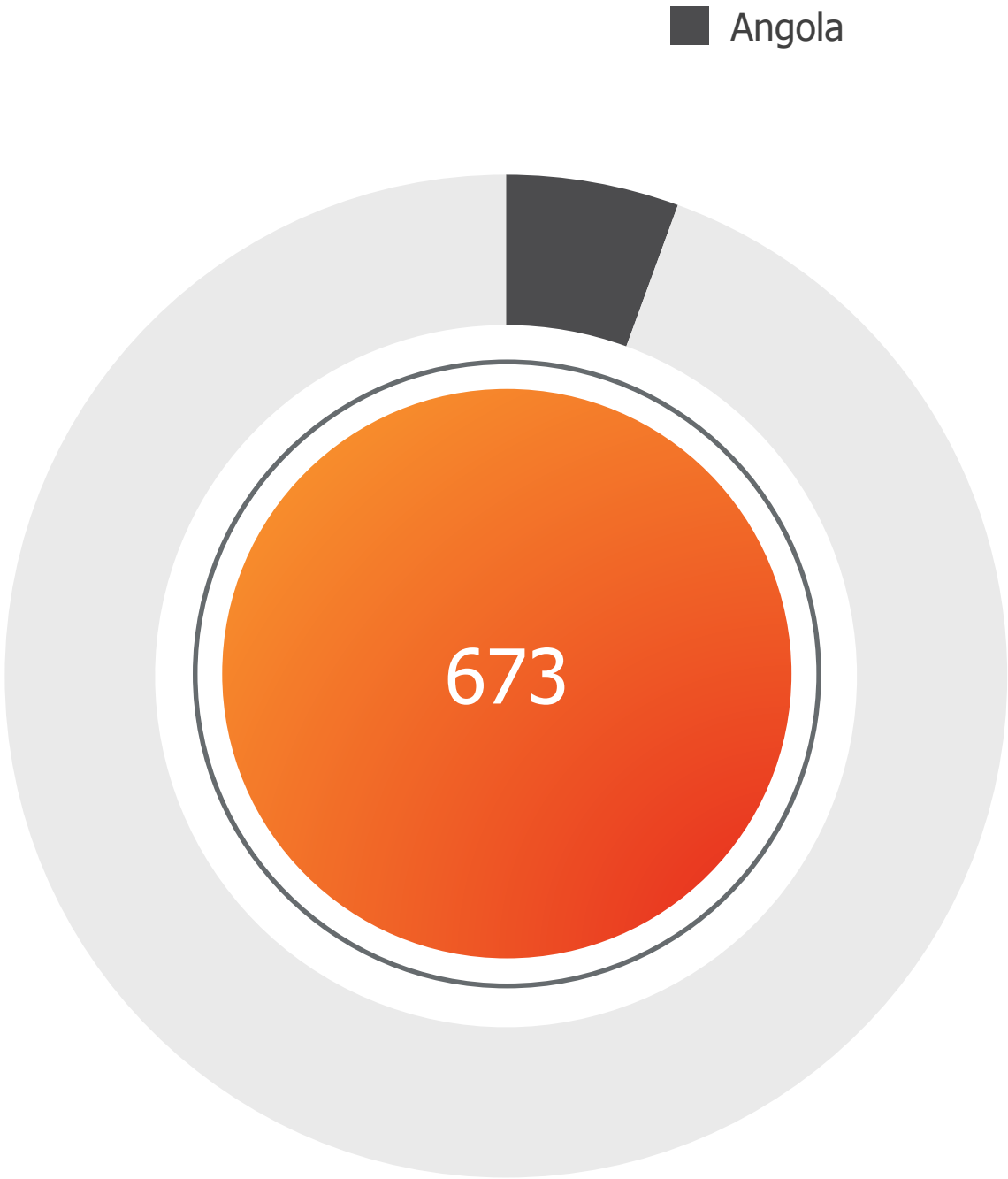
- I 2016 key achievements
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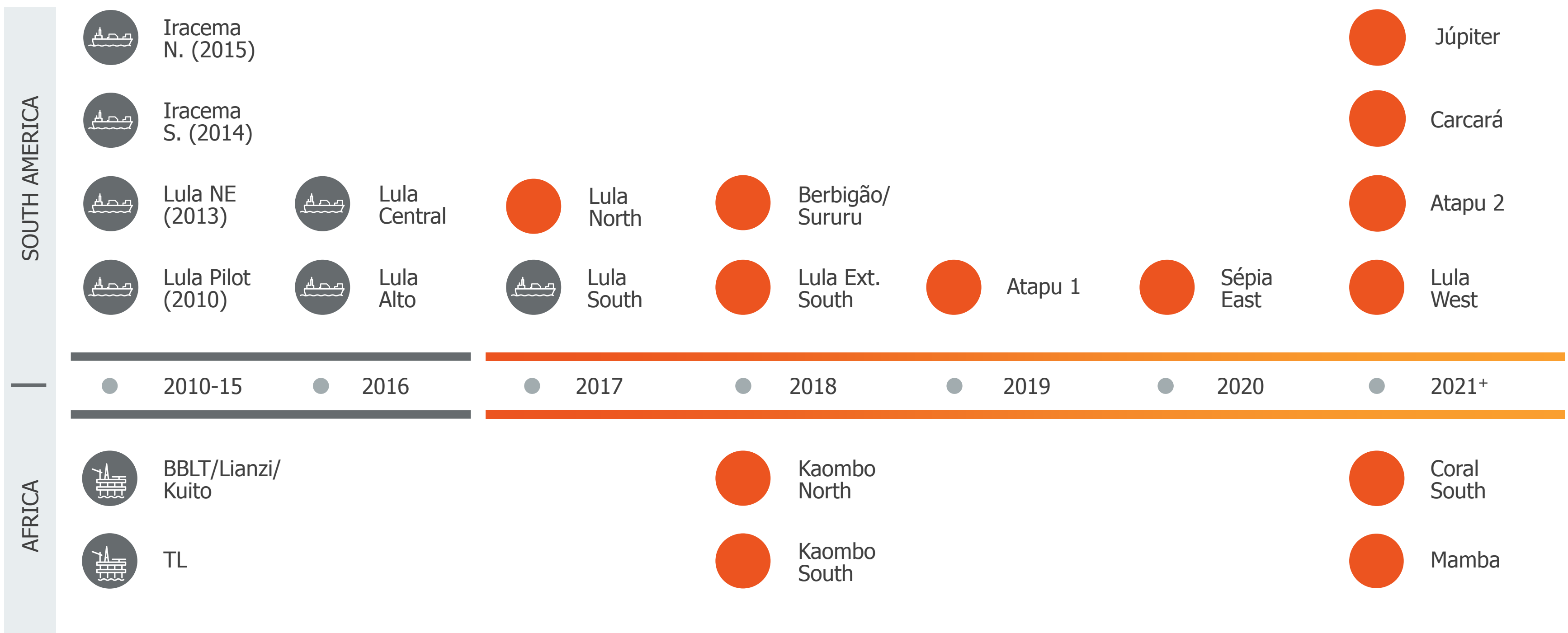
# Expected production growth based on robust resource base

▶ 2016 2P reserves (mmboe)

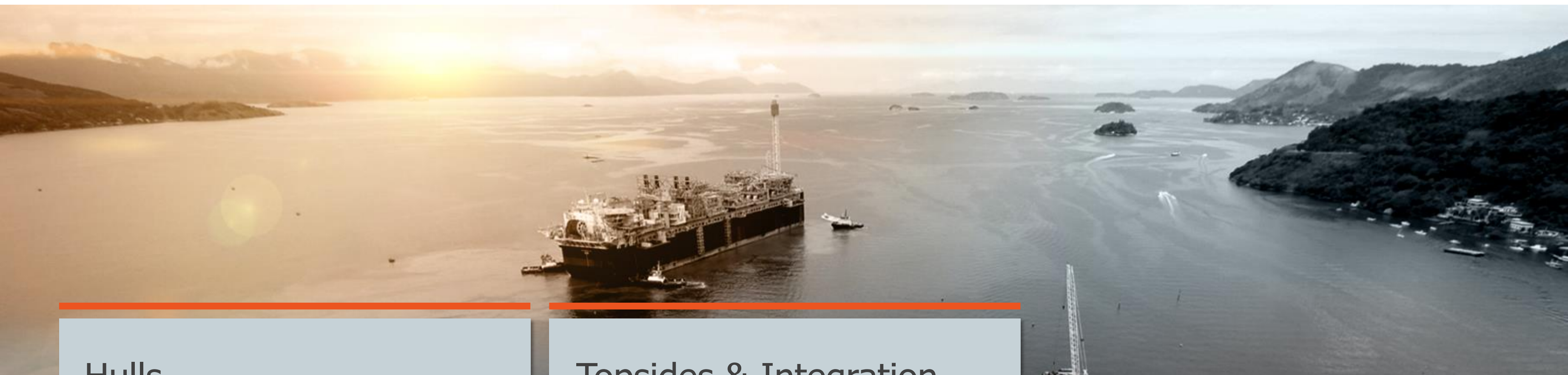
▶ 2016 2C resources (mmboe)



# Projects execution on track



# De-risking replicant FPSO execution



## Hulls

Construction works partially transferred to Asia

Consortium assuming direct management of key ongoing works

## Topsides & Integration

Leveraging best performing shipyards in Brazil

Partial scope of works transferred to Asian shipyards

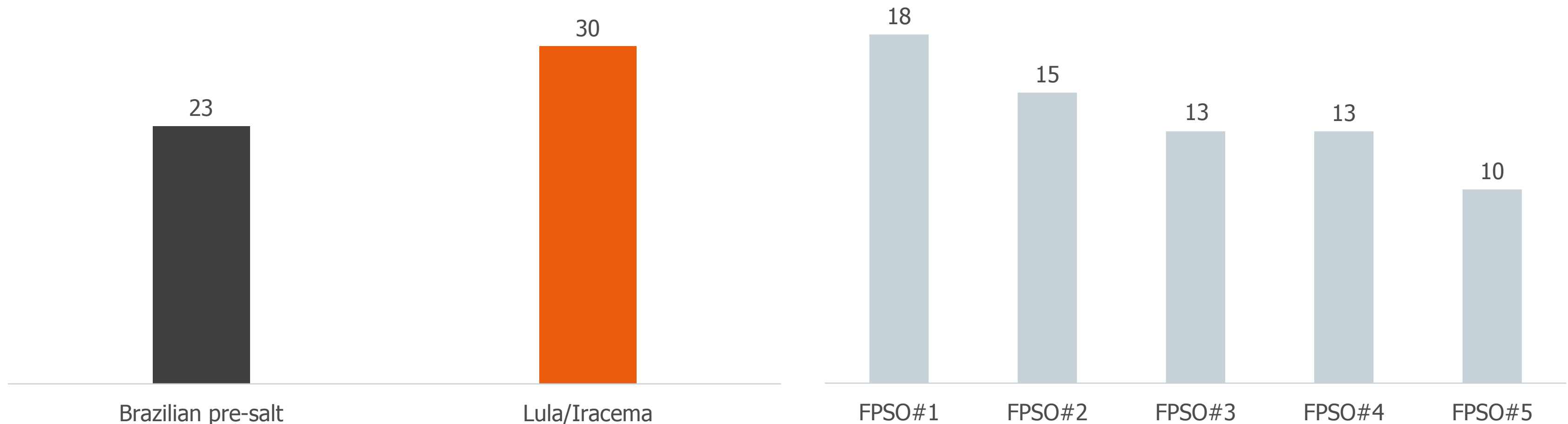
**Maintaining  
estimated  
cost**



# Lula/Iracema: Strong productivity supporting project ramp-up

▶ Average production per well (kboepd)<sup>1</sup>

▶ FPSO ramp-up period (# months)

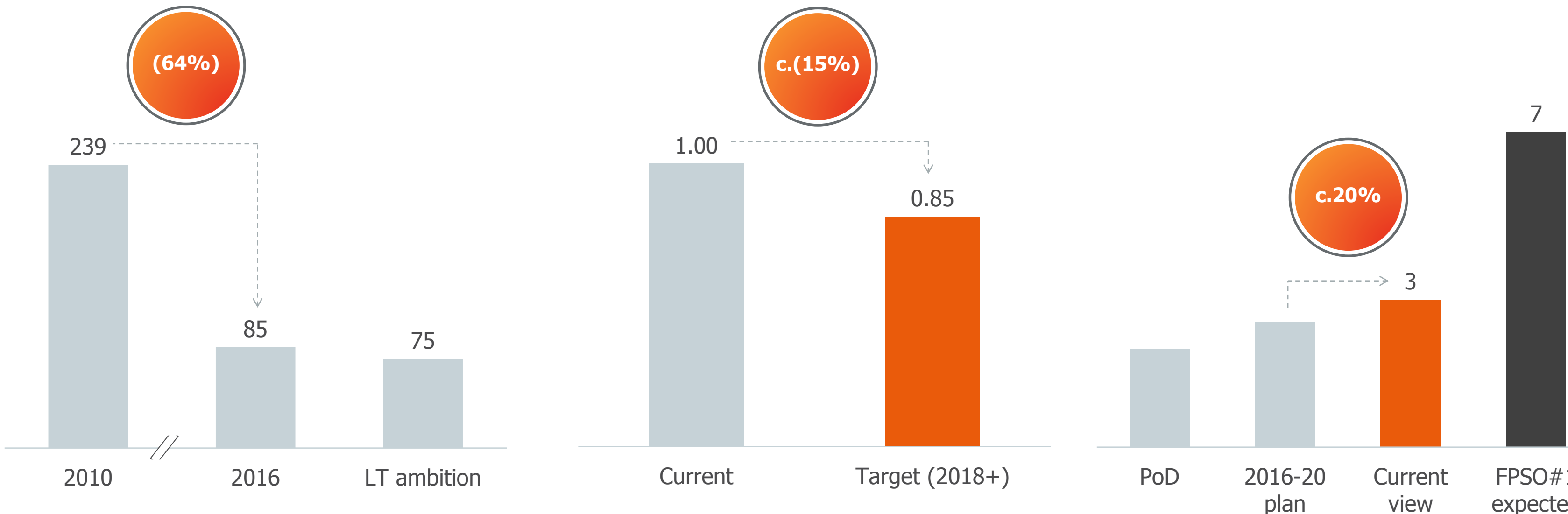


Outstanding productivity within the industry

Shorter ramp-up periods supported by higher productivity and faster well connection

# Lula/Iracema: Increasing operational efficiency to maximise returns

► D&C average time (# days)      ► D&C spread rate (\$m/day)      ► Plateau period (# years)

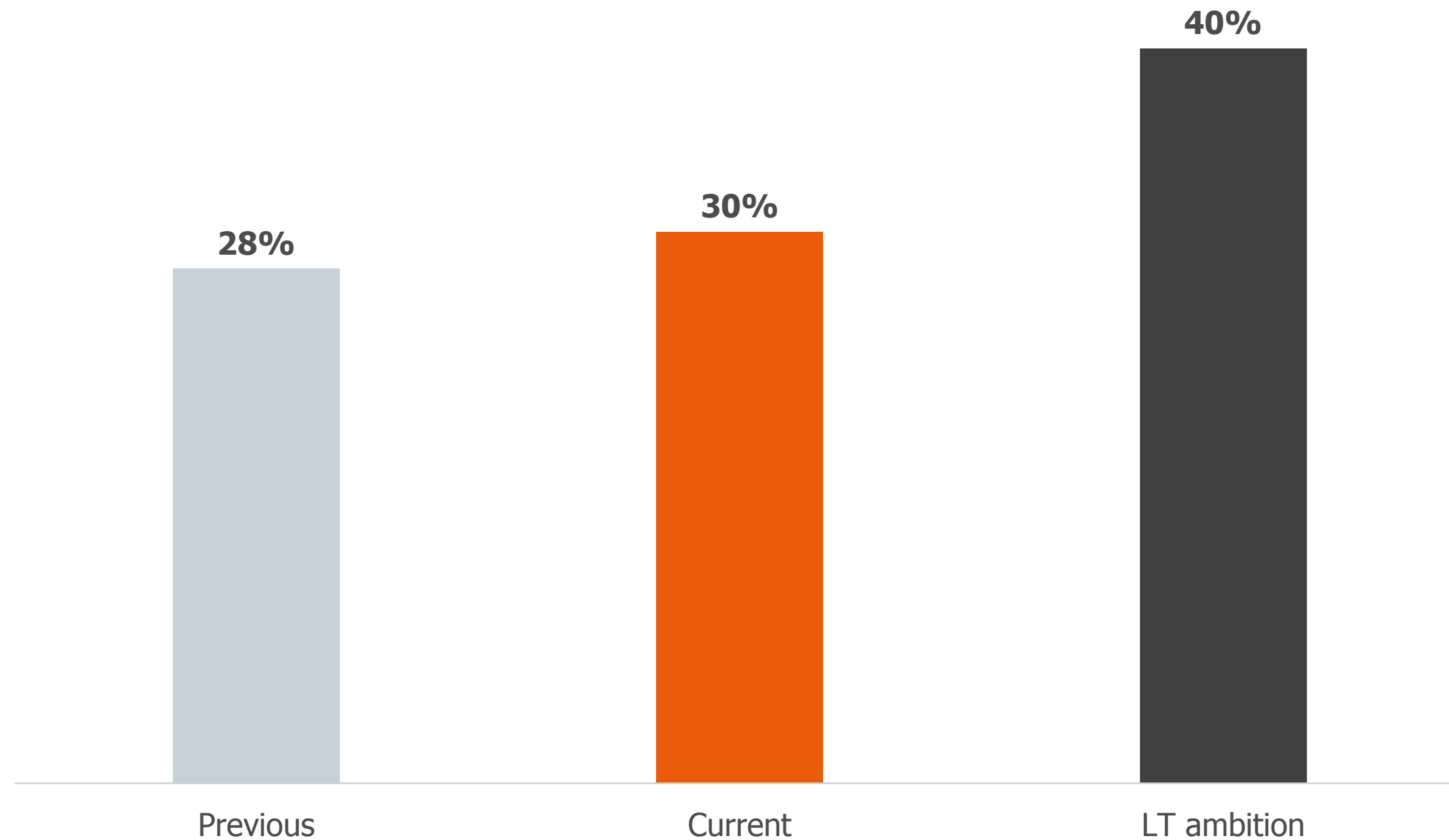


Logistics and well design optimisation      Benefiting from market deflation      Leveraging geology and reservoir management



# Lula/Iracema: Working towards 40% recovery factor

► Expected oil recovery factor (%)



## Reservoir

Infill drilling  
Seismic 4D  
WAG CO<sub>2</sub>

## Subsea

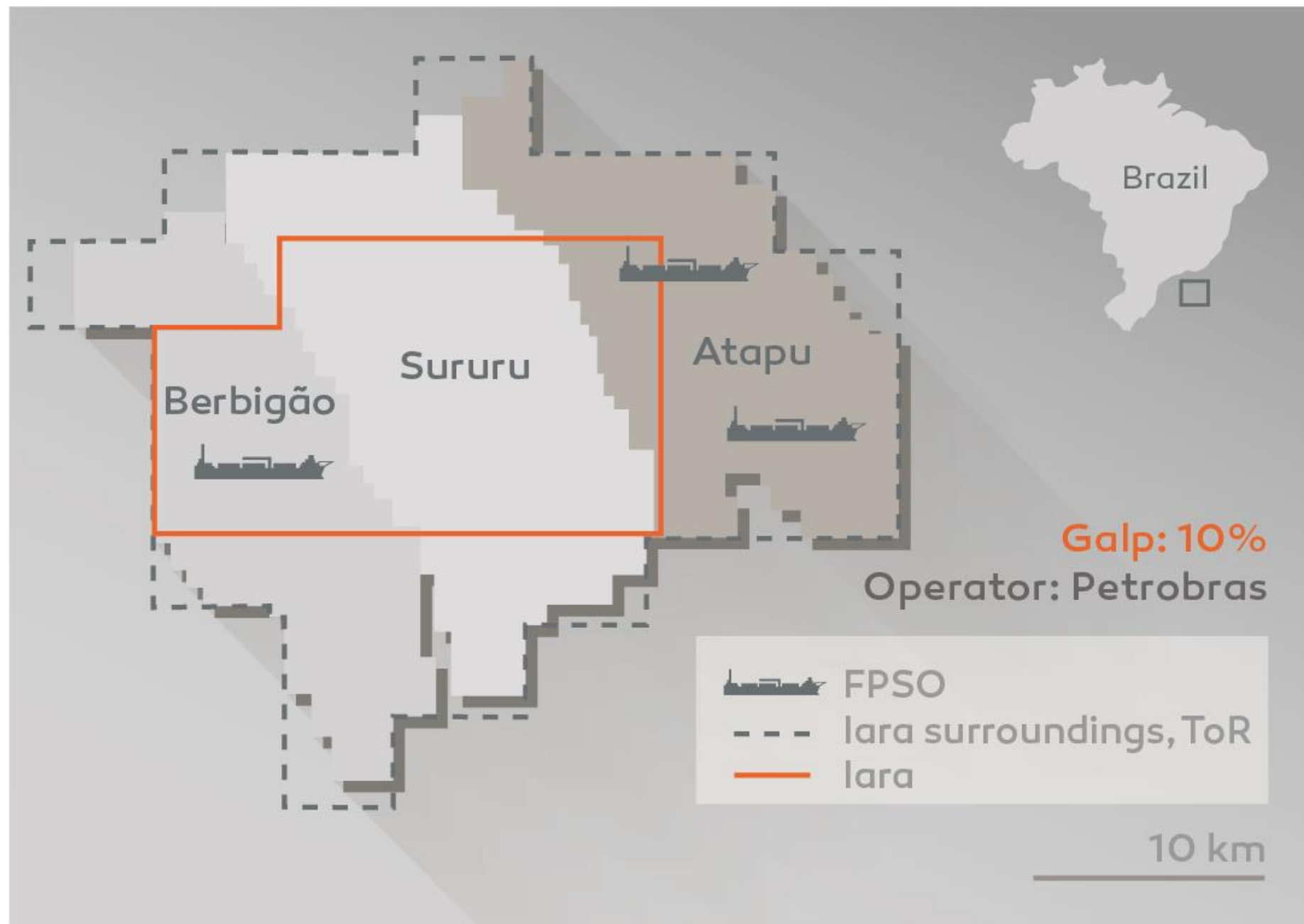
Separation  
Boosting  
Seawater treatment

## Topsides

CO<sub>2</sub> handling  
Processing specifications



# Greater Iara: Enhancing development of key pre-salt project



## BM-S-11 | Berbigão/Sururu/Atapu

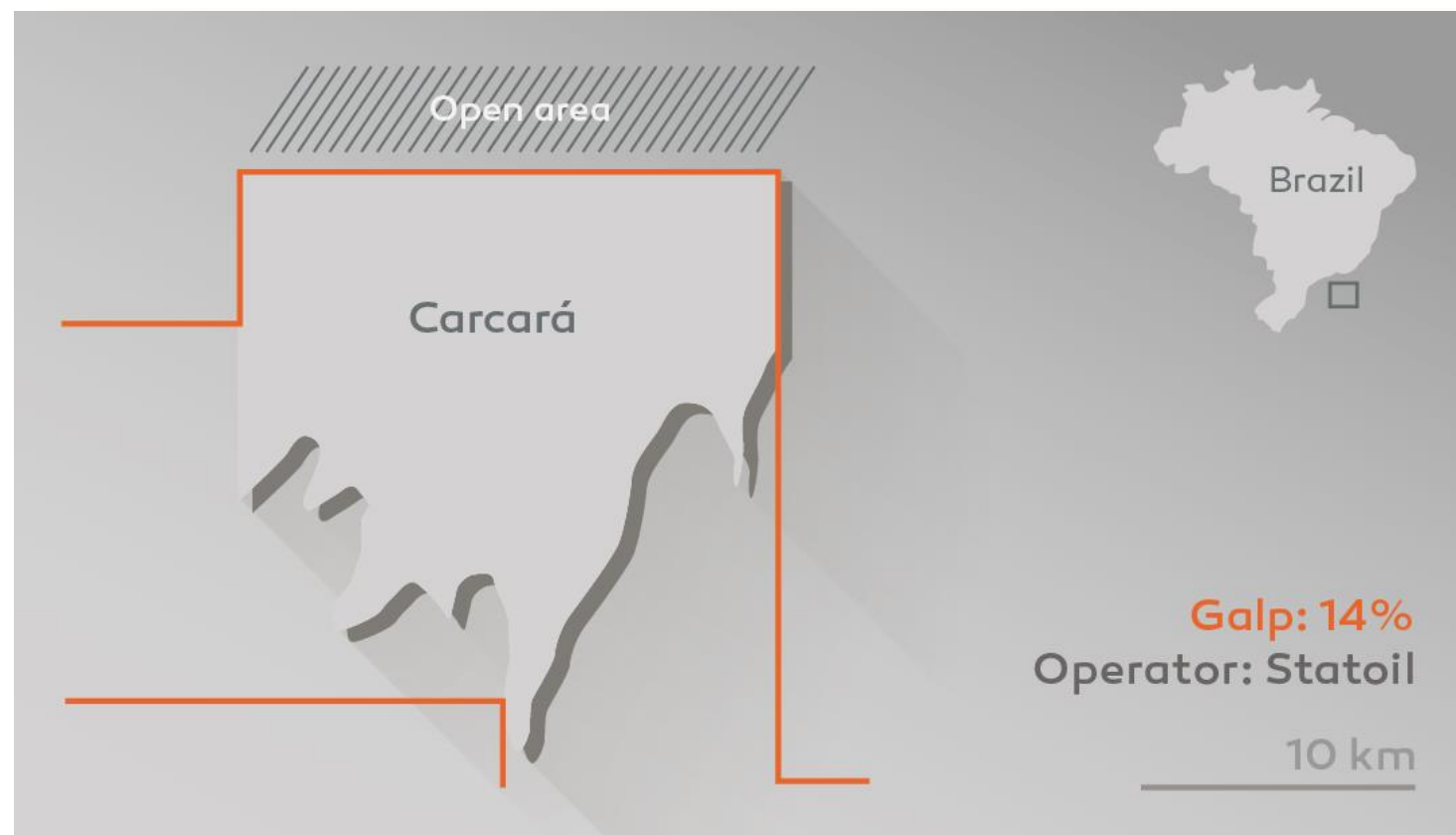
Optimising PoD for three different accumulations

Unitisation negotiations ongoing

Production to start in 2018

Further appraisal in Sururu to support future development activities

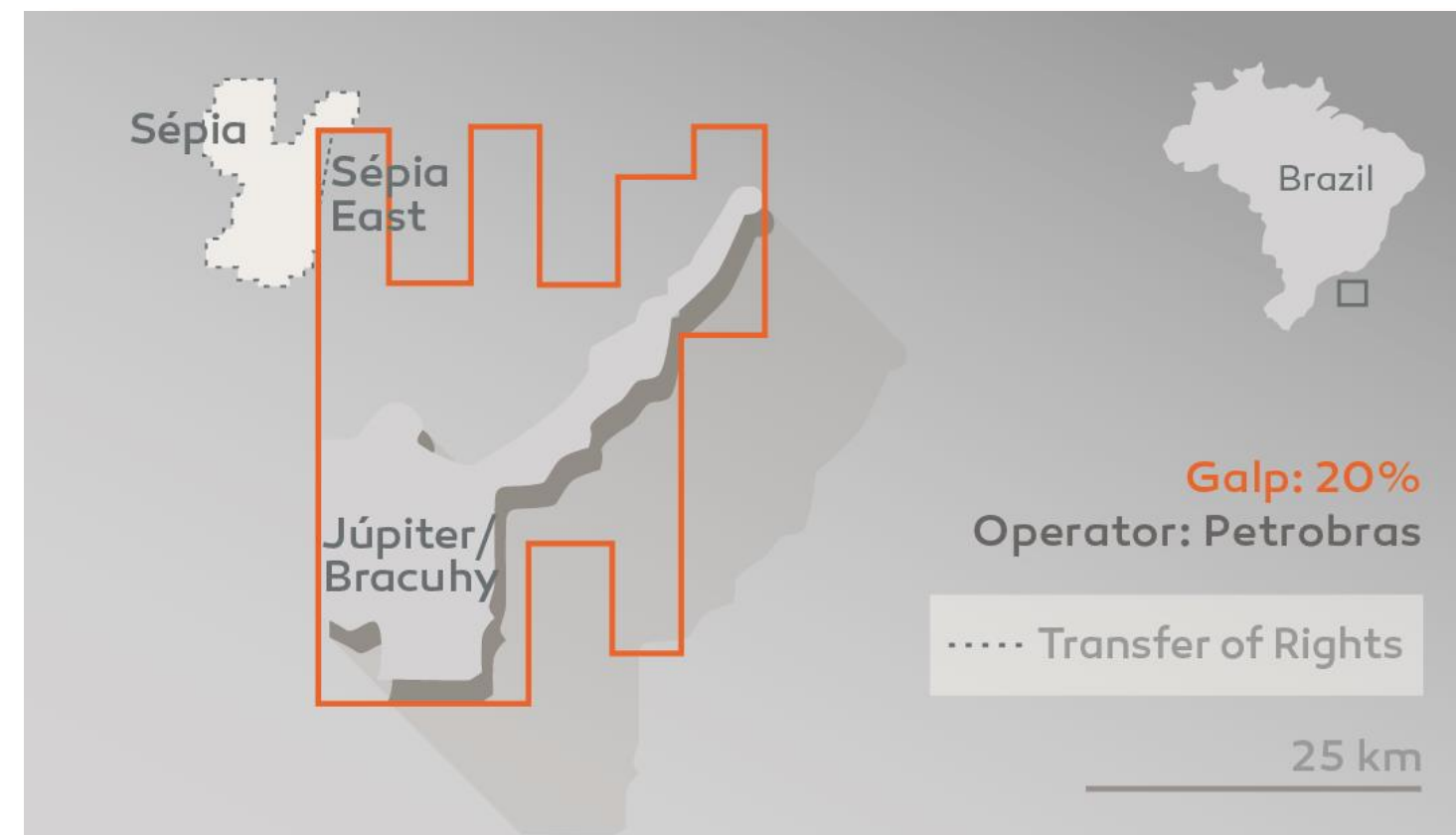
# Preparing next wave of pre-salt developments



## BM-S-8 | Carcará

Statoil as new operator of the block

Bid round for open area expected during 2017

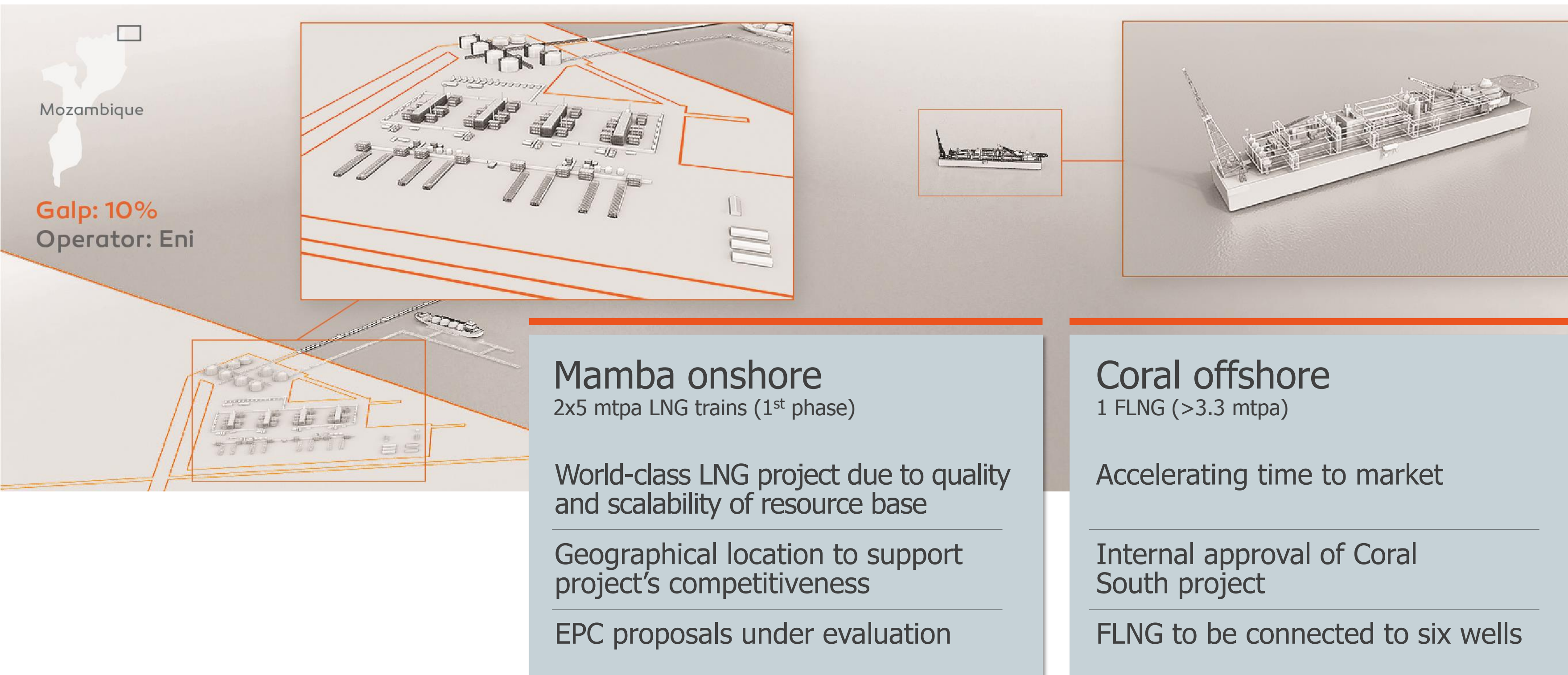


## BM-S-24 | Sépia East/Júpiter

Sépia unitisation agreement expected to be submitted in 2017

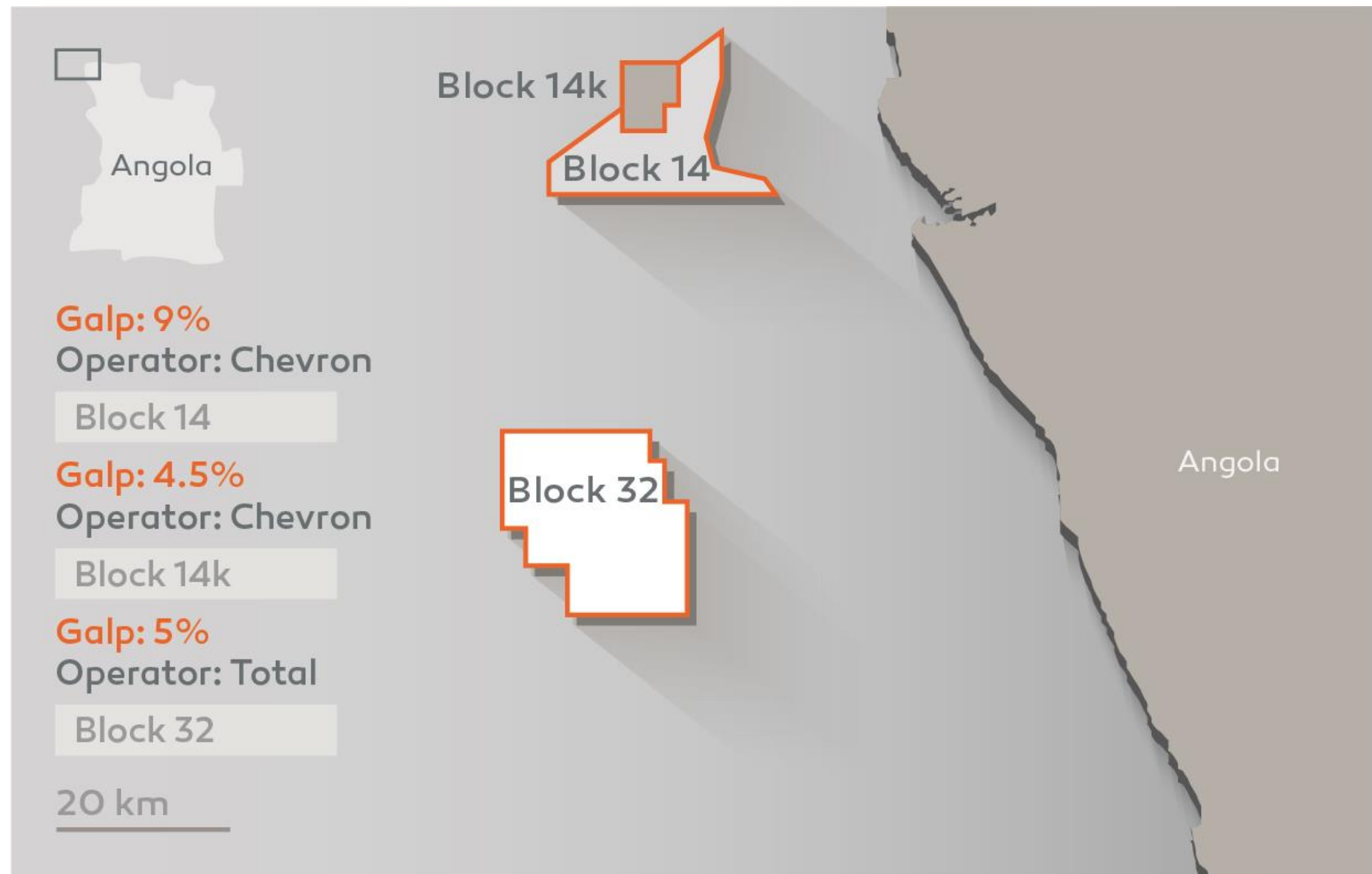
Ongoing studies to improve technical feasibility of Júpiter

# Mozambique: A large scale integrated project





# Angola: Production increase with Kaombo start-up



## Block 32 and Block 14/14k

Two FPSOs expected to start production in 2018

Drilling campaign proceeding in Kaombo, Block 32, with 14 out of 59 wells drilled

Kaombo start-up more than offsets mature projects in Block 14

Block 14 cost reduction achieved through process optimisation

- I 2016 key achievements
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# Regional focused exploration strategy

## ► Galp current exploration projects



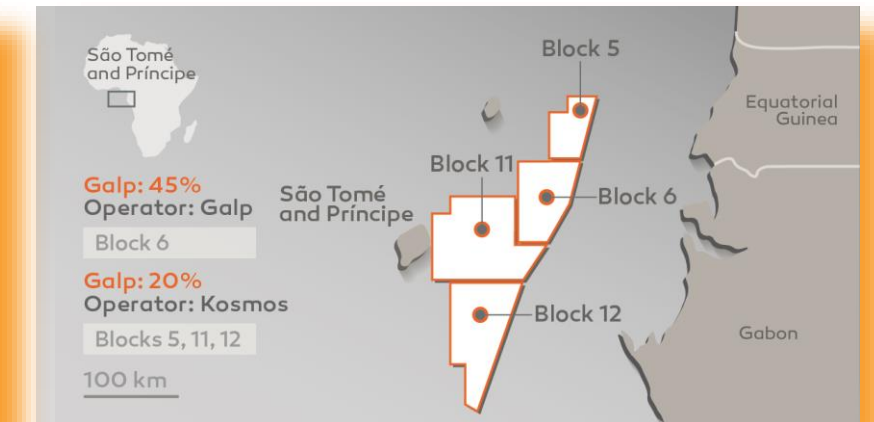
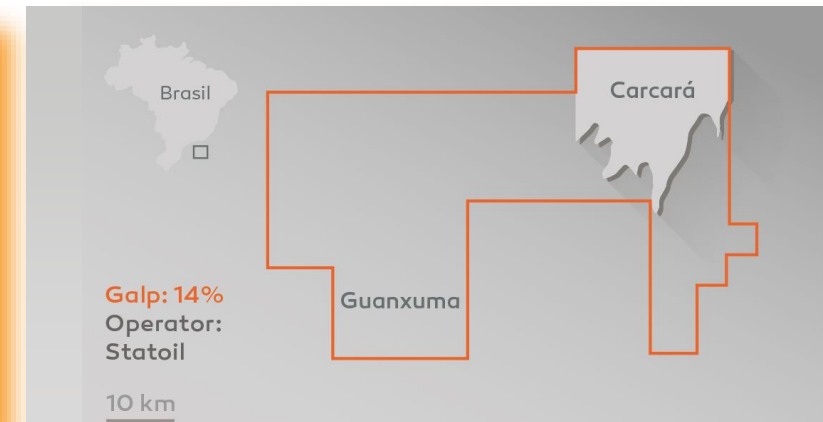
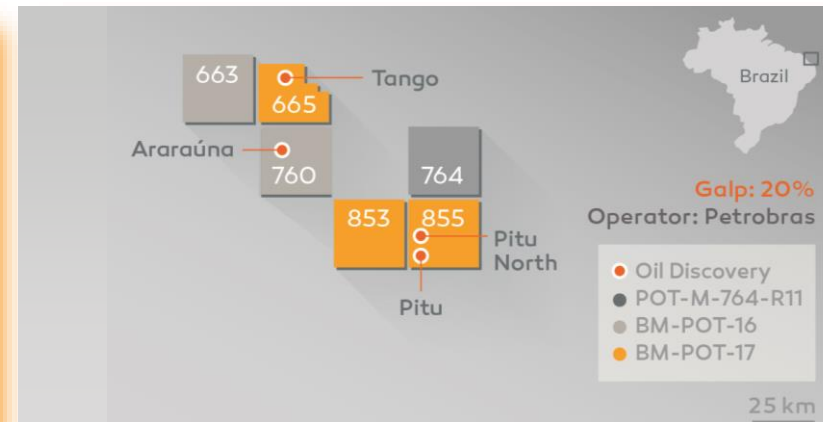
Atlantic margin focus

Leverage competitive advantages and synergies with current portfolio

Screening opportunities with focus on DROs



# Planned exploration activities



## Alentejo basin (Portugal)

First ever deepwater well  
to be drilled in Portugal

## Potiguar basin (Brazil)

Broadband 3D seismic  
across all blocks expected  
in 2017

## BM-S-8 (Brazil)

Guanxuma to  
be drilled in 2017

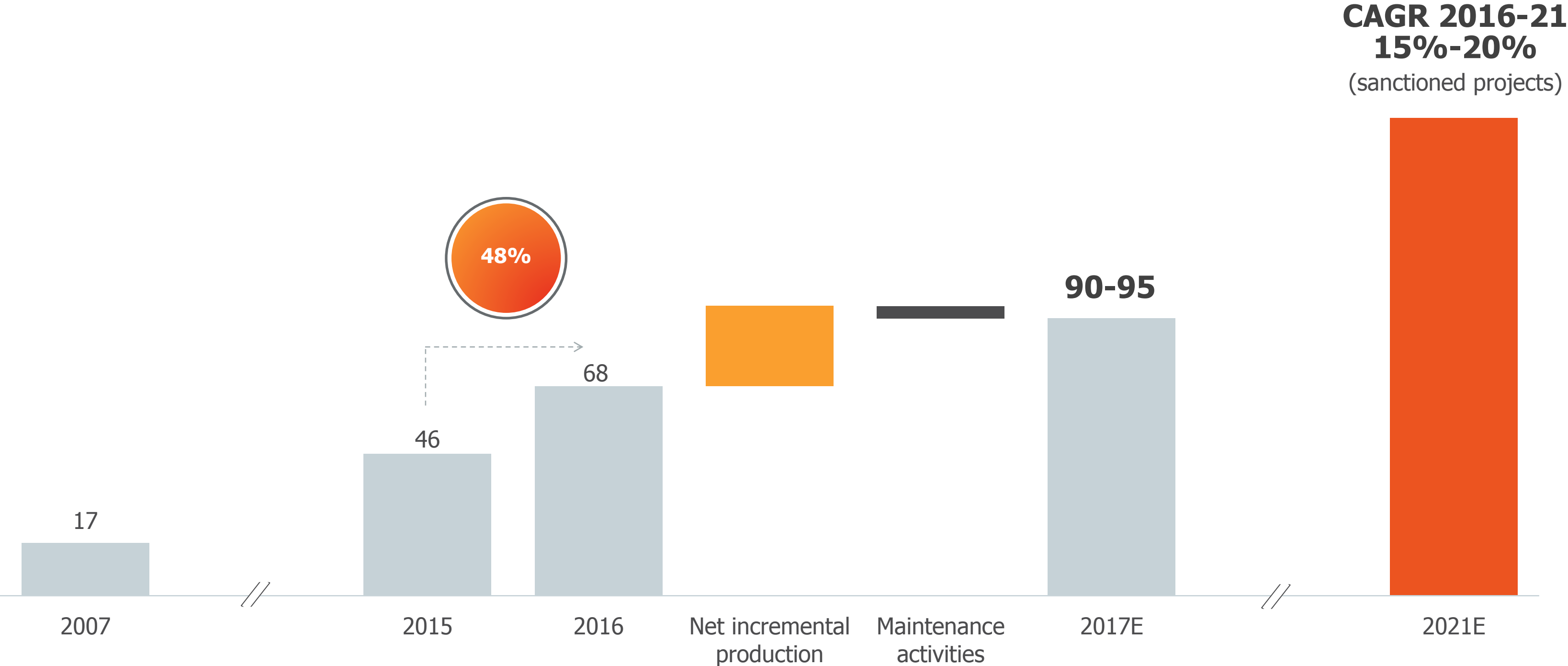
## Blocks 5, 6, 11, 12 (São Tomé and Príncipe)

Expanded presence  
through farm-in  
during 2016

- I 2016 key achievements
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- I Sustaining profitable growth

# 3E's strategy paying off

▶ Working interest production (kboepd)



Note: Sanctioned projects include Lula/Iracema and Iara in Brazil, and Block 32 and 14/14k in Angola. Remaining projects in Brazil and Mozambique not included.





# Key levers for profitability

## Execute

Delivering production CAGR 2016-21 of 15%-20% from BM-S-11 and Block 32

Developing Coral and maturing Mamba and Carcará for FID

## Extract

Enhance project development through operational and cost optimisation

Improve Lula/Iracema recovery factor

## Explore

Leveraging on strategic partnerships within core areas

Pursuing selective and disciplined exploration activities

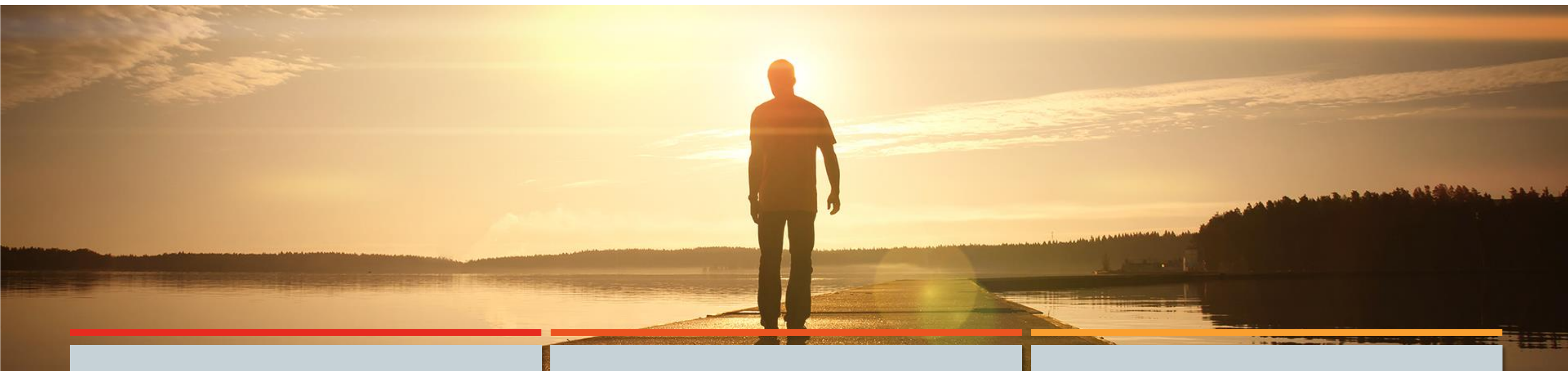




# | CLOSING REMARKS



# Positioned to capture future growth opportunities



## Growth & value story

<b>15-20%</b>	Production CAGR 2016-21
<b>≈20%</b>	Ebitda CAGR 2016-21
<b>≈15%</b>	ROACE @2020+

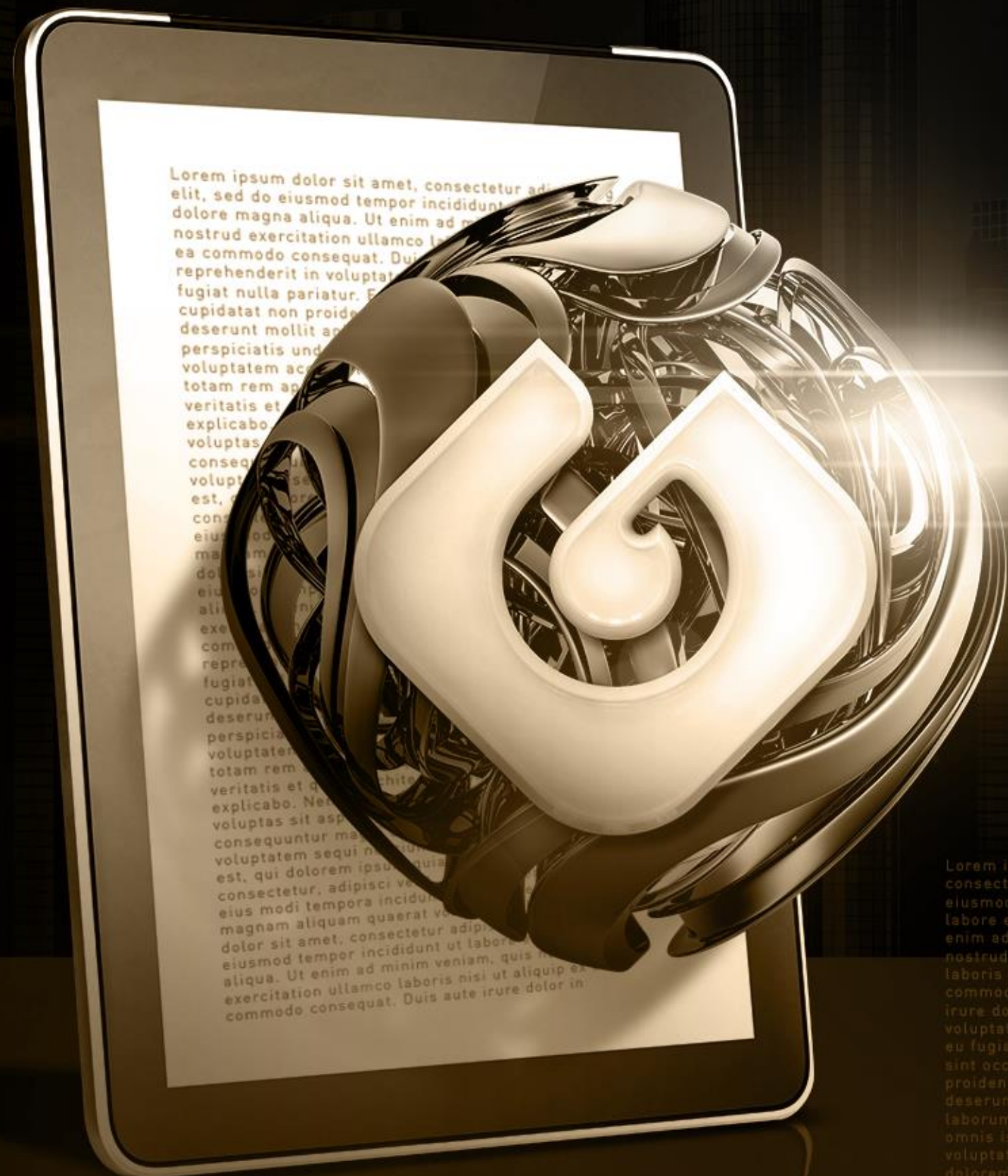
## Optionality & flexibility

<b>FCF&gt;0</b>	During 2018 @\$55/bbl
<b>Start to</b>	Diversify capital allocation
<b>Create</b>	Future optionality

## Financial priorities

<b>Disciplined</b>	Capex allocation
<b>&lt;2.0x</b>	Net debt / Ebitda
<b>Commitment</b>	To shareholder remuneration





# APPENDIX |

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# Ebitda sensitivity to macro variables

Galp assumptions	2017E	2018E	2019E	2020E	2021E
Brent price (\$/bbl)	50	55	60	65	70
Benchmark refining margin (\$/bbl) <sup>1</sup>	2.5	2.4	2.4	2.3	2.2
EUR:USD	1.10	1.10	1.10	1.10	1.10

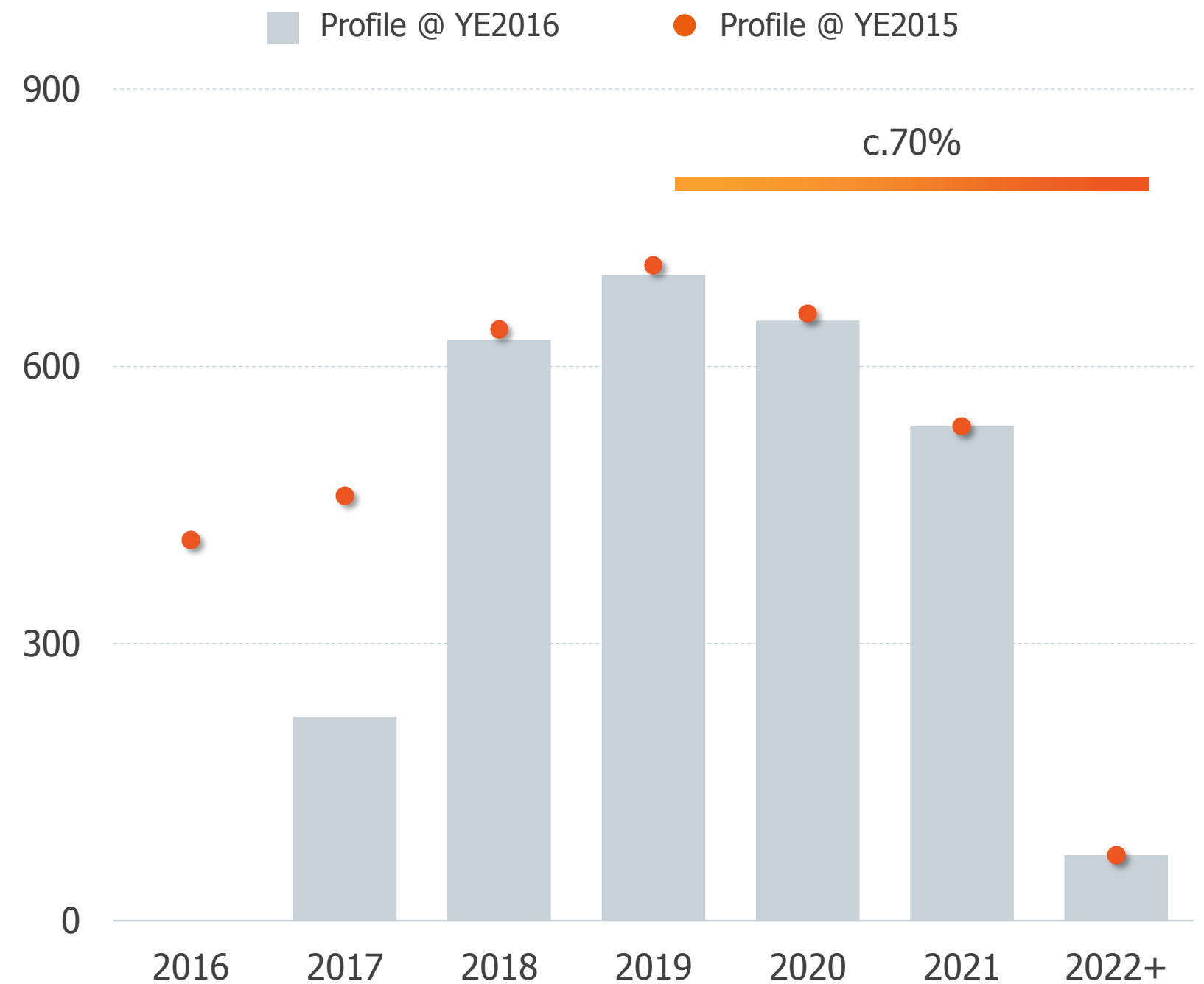
Ebitda sensitivities	Change	2017E	2021E
Brent price	\$5.0/bbl	€125 m	€220 m
Benchmark refining margin <sup>1</sup>	\$1.0/bbl	€100 m	€100 m
EUR:USD	(0.05)	€50 m	€120 m

# Key indicators on Galp's debt

## ▶ Debt indicators

	2015	2016
Gross debt	€3.6 bn	€2.9 bn
Cash and equivalents	€1.1 bn	€1.0 bn
Net debt	€2.4 bn	€1.9 bn
Net debt considering loan to Sinopec as cash	€1.7 bn	€1.3 bn
Net debt to Ebitda ratio <sup>1</sup>	1.2x	1.0x
Available credit lines	€1.1 bn	€1.2 bn
Average life of debt	3.1y	2.6y
Average interest rate	3.8%	3.5%
% Debt @ floating rate	58%	50%

## ▶ Debt reimbursement (€m)





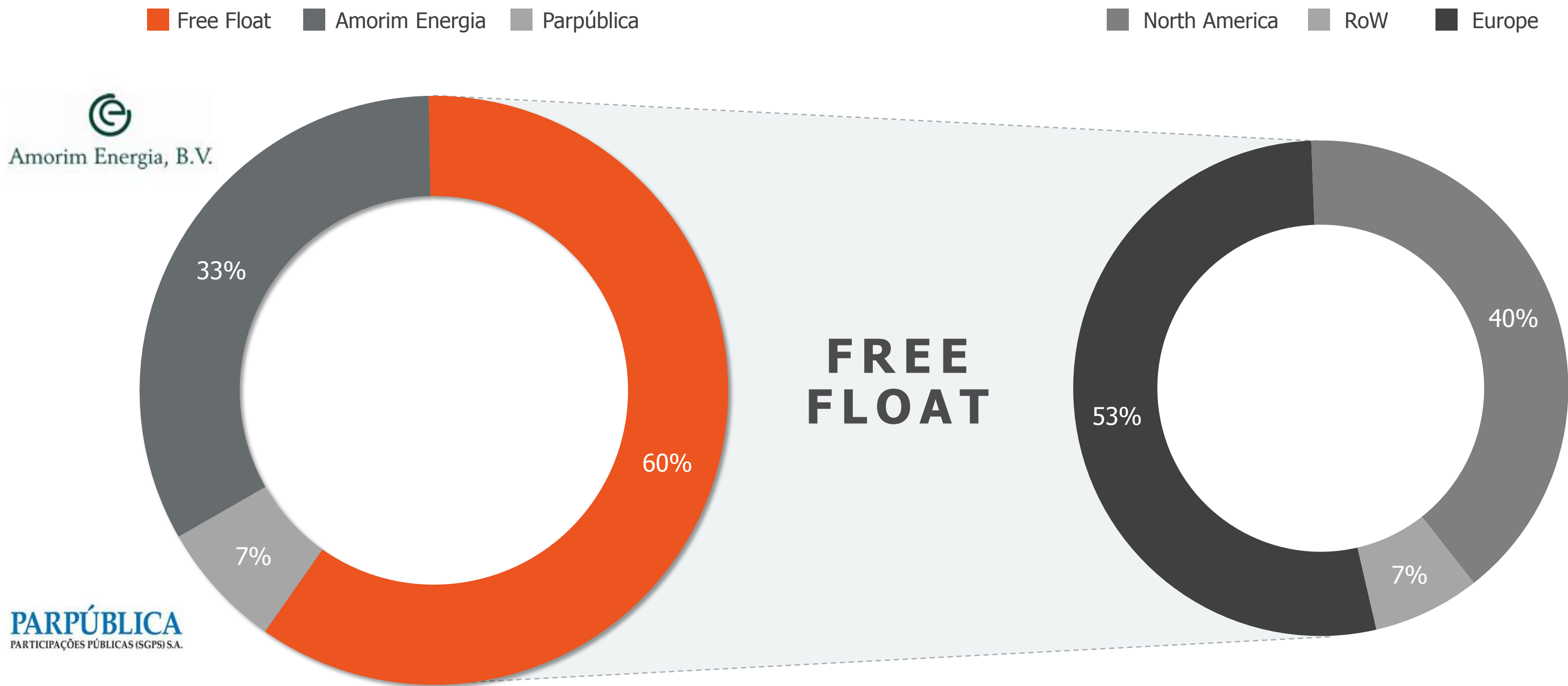
# Galp's reserves and resources

## ► Reserves and resources (mmboe)<sup>1</sup>

Reserves	2015	2016	% Chg.
1P	276	274	(1%)
2P	701	673	(4%)
3P	960	927	(3%)
Contingent resources	2015	2016	% Chg.
1C	307	300	(2%)
2C	1,342	1,320	(2%)
3C	3,025	2,993	(1%)
Prospective resources	2015	2016	% Chg.
Unrisked	1,493	2,658	78%
Risked	226	383	69%

<sup>1</sup>Prospective resources and contingent resources on a working interest basis. Reserves figures on a net entitlement basis.  
All figures are based on DeGolyer and MacNaughton report as of 31.12.2016.

# Galp's shareholding structure



# A committed and experienced team



**Chief Executive Officer**

**Carlos Gomes da Silva**

Over 21 years of experience in Oil & Gas. Board executive for more than 12 years in the beverage and energy industries. Galp Board member since 2007.



**Chief Financial Officer**

**Filipe Silva**

Over 25 years of experience in the banking sector. Former Deutsche Bank CEO in Portugal. Galp Board member since 2012.



**COO Exploration & Production**

**Thore E. Kristiansen**

Over 25 years of experience in Oil & Gas. Held senior executive roles in Statoil for South America. Galp Board member since 2014.



**COO Supply, Refining & Planning**

**Carlos Silva**

Over 20 years of experience in procurement and supply chain in the automobile, hospitality and Oil & Gas industries. Galp Board member since 2012.



**COO Iberian Oil Marketing & International Oil**

**Tiago Câmara Pestana**

Over 25 years of experience in the retail industry. Former CEO of retail chain in Portugal (640 stores) for 15 years. Galp Board member since 2015.



**COO Gas & Power**

**Pedro Ricardo**

Over 20 years of experience in the gas sector. Held senior executive roles in supply and trading of natural gas. Galp Board member since 2015.



**Chief Corporate Officer / New Energies**

**Carlos Costa Pina**

Over 17 years of experience in public senior level functions in capital markets, finance and insurance. Galp Board member since 2012.





# Galp's corporate sustainability internationally recognised



# Acronyms

<b>#</b>	Number
<b>\$ (or USD)</b>	Dollar
<b>%</b>	Percentage
<b>&amp;</b>	And
<b>@</b>	At
<b>€ (or EUR)</b>	Euro
<b>≈</b>	Approximately
<b>x</b>	Times
<b>&lt;</b>	Below
<b>&gt;</b>	Above
<b>+</b>	Plus
<b>1C; 2C; 3C</b>	Contingent resources
<b>1P</b>	Proved reserves
<b>2P</b>	Proved and probable reserves
<b>3P</b>	Proved, probable and possible reserves
<b>3D</b>	Three dimensional
<b>4D</b>	Four dimensional
<b>ANP</b>	Agency of Petroleum, Natural Gas and Biofuels
<b>Avg.</b>	Average
<b>bbl</b>	Barrel
<b>BBLT</b>	Benguela, Belize, Lobito and Tomboco
<b>bcm</b>	Billion cubic metres
<b>bn</b>	Billion
<b>BoD</b>	Board of Directors
<b>boe</b>	Barrel of oil equivalent
<b>c.</b>	Circa
<b>CAGR</b>	Compound Annual Growth Rate
<b>Capex</b>	Capital expenditure
<b>CDP</b>	Carbon Disclosure Project
<b>CEO</b>	Chief Executive Officer

<b>Chg.</b>	Change
<b>CMD</b>	Capital Markets Day
<b>CO<sub>2</sub></b>	Carbon dioxide
<b>COO</b>	Chief Operating Officer
<b>D&amp;C</b>	Drilling and Completion
<b>DD&amp;A</b>	Depreciation, Depletion and Amortisation
<b>DRO</b>	Discovered Resources Opportunities
<b>E</b>	Expected
<b>E&amp;A</b>	Exploration and Appraisal
<b>E&amp;P</b>	Exploration and Production
<b>Ebitda</b>	Earnings before interest and taxes, depreciation and amortisation
<b>EPC</b>	Engineering, Procurement and Construction
<b>FCF</b>	Free Cash Flow
<b>FID</b>	Final Investment Decision
<b>FLNG</b>	Floating Liquefied Natural Gas
<b>FPSO</b>	Floating Production Storage Offloading
<b>G&amp;P</b>	Gas and Power
<b>GGND</b>	Galp Gás Natural Distribuição, S.A.
<b>HSE</b>	Health, Safety and Environment
<b>IEA</b>	International Energy Agency
<b>IFRS</b>	International Financial Reporting Standards
<b>kboepd</b>	Thousand barrels of oil equivalent per day
<b>kbpd</b>	Thousand barrels of oil per day
<b>LatAm</b>	Latin America
<b>LNG</b>	Liquefied Natural Gas
<b>LT</b>	Long-term
<b>LTIFR</b>	Lost Time Injury Frequency Rate
<b>m</b>	Million
<b>MLT</b>	Medium long-term
<b>mmbpoe</b>	Million barrels of oil equivalent

<b>mmbpd</b>	Million barrels of oil per day
<b>MoU</b>	Memorandum of Understanding
<b>mtpa</b>	Million tonnes per annum
<b>N</b>	North
<b>NE</b>	Northeast
<b>NG</b>	Natural Gas
<b>NPS</b>	New Policies Scenario
<b>NPV</b>	Net Present Value
<b>Opex</b>	Operational expenditure
<b>p.a.</b>	Per annum
<b>PoD</b>	Plan of Development
<b>R&amp;D</b>	Research and Development
<b>R&amp;M</b>	Refining and Marketing
<b>RCA</b>	Replacement Cost Adjusted
<b>RHS</b>	Right Hand Side
<b>ROACE</b>	Return on Average Capital Employed
<b>ROIC</b>	Return on Invested Capital
<b>RoW</b>	Rest of the World
<b>S</b>	South
<b>sh</b>	Share
<b>TL</b>	Tômbua-Lândana
<b>TSR</b>	Total Shareholder Return
<b>U.S.</b>	United States of America
<b>vs.</b>	Versus
<b>WAG</b>	Water Alternating Gas
<b>WI</b>	Working interest
<b>y</b>	Years
<b>YE</b>	Year end
<b>YoY</b>	Year on Year







[www.galp.com](http://www.galp.com)



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