



# NEW CORPORATE HEADQUARTERS

SYMBOL OF CEPSA'S GROWTH AND INTERNATIONALIZATION

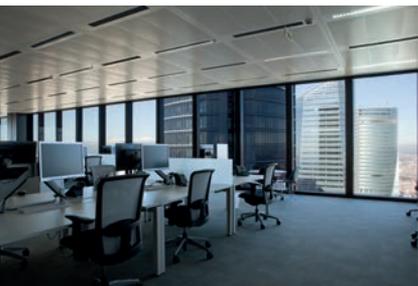
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**CEPSA**

## Project for change

# A new management model in Cepsa



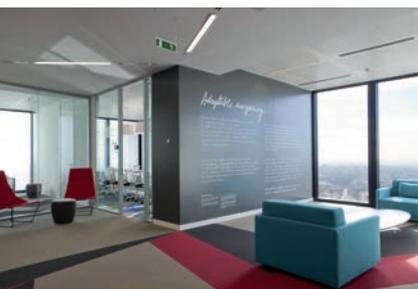
The advent of the sovereign wealth fund International Petroleum Investment Company (IPIC) in 2011 as sole shareholder, along with the demands of a more international environment, has led to the transformation of Cepsa's management model to achieve strong global growth.

In the coming years the goals revolve around intensifying this growth in the exploration and production business areas, further internationalizing the petrochemical area, encouraging efficiency in refining, maximizing the value of the sales area and optimizing gas and power assets.



## A project for global change

As part of the new management model, a global transformation project has been launched to make management swifter and more competitive, and to encourage the culture of change in line with today's Cepsa. The new Cepsa promotes innovation and greater productivity through the encouragement of collaboration between areas, work flexibility, motivation and swiftness in adapting to market and client changes.



Cepsa is approaching the transformation of its processes using three central pillars:

- Providing the technological capability needed to telecommute to work from anywhere, with a collaborative model
- Simplifying management through common processes and a digital office model
- Optimizing spaces through accessibility and the creation of versatile environments

### Main Figures, Cepsa 2014:

Turnover: 23,903 million euros

Adjusted net income: 459 million euros, 24% more than in 2013

3,206 million euros in investments (926 in 2013)



## Project for change

# Main project milestones



- Implementation of the project in record time: 12 months
- Over 1,800 professionals involved in the whole process
- Concentration in a single location: from five work centers to one (Madrid)
- Mobility and non-assignment of work spaces for 90% of professionals
- Flexible work shifts and greater opportunities for work-life balance
- Improved communication: advanced policy of shared workspaces with no private offices
- Cutting edge technology in mobile devices (90% of the workforce), promotion of digital tools and applications for work management (more telecommuting)

## Project for change

# The Cepsa Tower, prime example of the new model



The most visible example of the comprehensive transformation of the Company is its new headquarters, the Cepsa Tower, Spain's second tallest skyscraper, from which all of Madrid can be seen.

- Architect: Norman Foster
- Height: 248 m
- Total area: 56,250 m<sup>2</sup>
- It has 45 floors
- Weight of the structure: 11,000 tons
- Façade: glass paneling and stainless steel
- Number of elevators: 16
- Elevator speed: 7 m/sec
- Exterior logo: the highest in Spain



### Cepsa Tower and the environment:

#### Energy efficiency:

- Gradual lighting in rooms
- Automated dimmers that regulate brightness and power consumption depending on the amount of natural light
- Use of LED lighting
- More computerization and less paper use
  - Optimization of elevator behavior
  - Generalized use of laptops instead of PCs



#### Use of natural resources:

- Elimination of paper use thanks to the implementation of a digital post office that processes all incoming correspondence: reduction of 4.3 tons of CO<sup>2</sup> emissions per year, equivalent to planting 322 trees a year
- Use of communication and collaboration technologies enabling greater flexibility and more telecommuting, which translates to a reduction of 17 tons of CO<sup>2</sup> emissions through non-use of transportation