



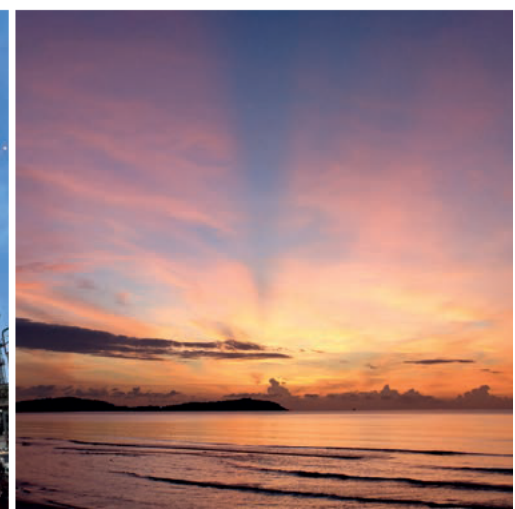
R-033-ENG



TENEMOS LA ENERGÍA

Business Plan

2017-2021



PLAN OF ADJUSTMENT

PEMEX WILL COMPLY WITH THE PLAN OF ADJUSTMENT OF 100 BILLION PESOS AND WITH ITS FINANCIAL GOAL

ADJUST PORTFOLIO TO PROFITABLE INVESTMENTS:
6 BILLION PESOS.

The production of wells whose extraction cost was above \$25 per barrel.

RETHINK INVESTMENTS WITHOUT COMMITTING FUTURE PRODUCTION THROUGH THE ENERGY REFORM TOOLS:
65 BILLION PESOS.

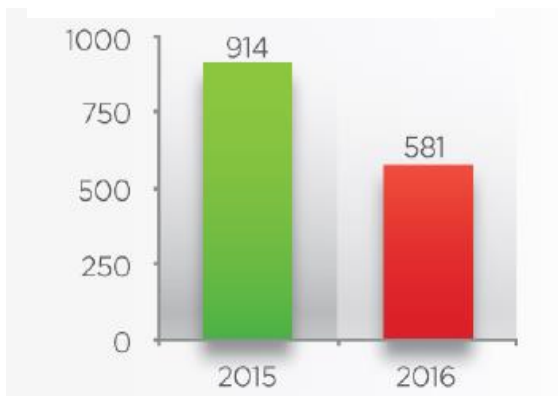
- Investment in deep waters was cut by 13 thousand million pesos for 2016, today that project is the Trion farmout to be tendered on December 5th.
- There are in process the farmouts of: Ayin-Batsil in shallow waters, Cárdenas-Mora and Ogarrio in fields land that will be tendered in Round 2.1 and 2.2 in April.
- In Industrial Transformation, investments were reconsidered in refinery reconfigurations to carry out through associations. Example: the coking machine of Tula is rethinking itself through a contract for purchase of services (tolling) in 2017.

PLAN OF ADJUSTMENT

GENERATE EFFICIENCIES AND COSTS REDUCTION: 29 BILLION PESOS

- The goal of 28.9 billion is exceeded of pesos that was contemplated.
- To date, it is projected that by the end of the year savings of 35 billion are achieved of pesos.

Corporate Austerity
High command positions
(Number of employees)



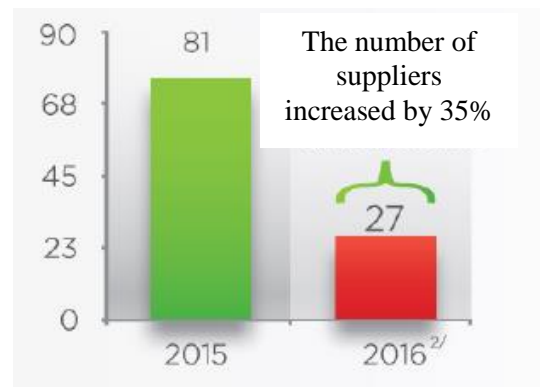
*From assistant manager level

Administrative Austerity
Savings from efficiencies and
cost reduction

(billions of pesos)

Concept	Amount
Renegotiations of contracts	20.3
Hand optimization working	12.0
Administrative expenses	3.0
Efficiency and reduction of costs	35.3

Transparency in Procura
Direct Adjudication Process
(% of the total amount contracted)



*Includes only the period of april to september