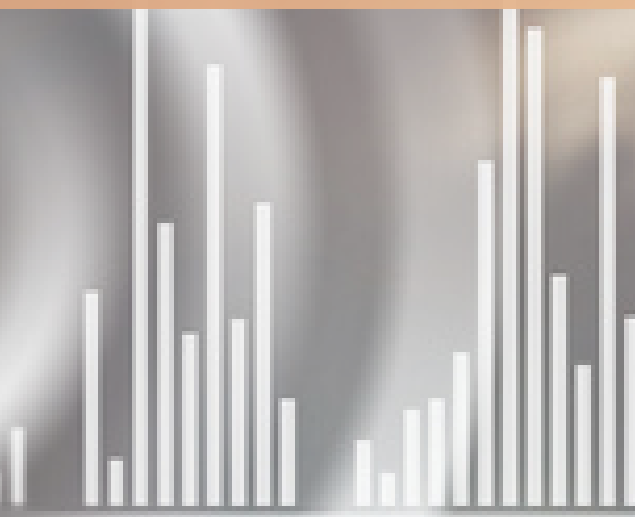
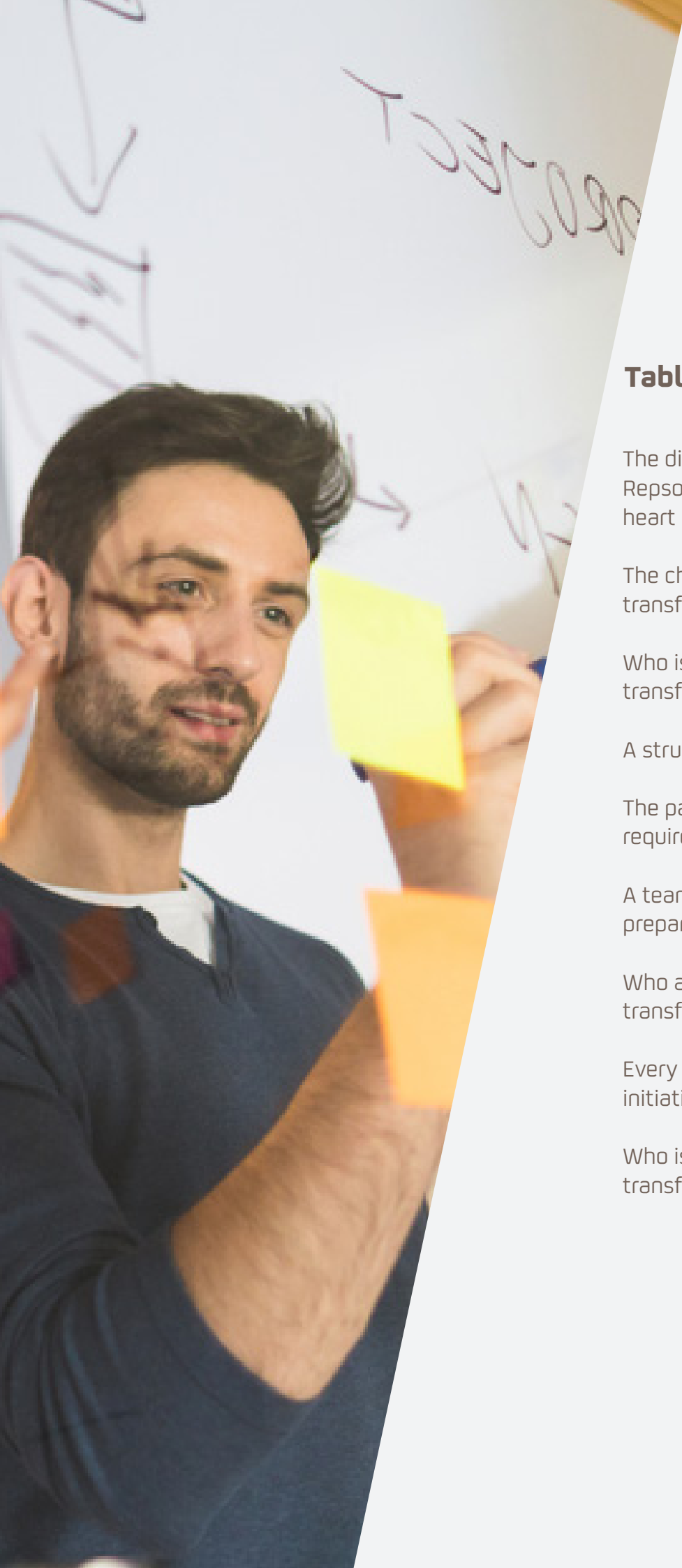




# The digital transformation of Repsol





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# The digital transformation in Repsol, a challenge from the heart of the company

## Commitment to continuous transformation.

For the past **30 years**, Repsol has been a leader in the Oil & Gas sector because of our capacity to stay ahead of change and bring in continuous improvement as part of our DNA.

In this digital age, we have taken on an even more ambitious challenge: **to transform the energy sector and adapt our organization to new scenarios, technologies, and ways of working.**

*How are we doing it?*



## The challenges of our transformation

The digitalization process in Repsol is based on **seven key values:**

- **1 / Greater security and reliability** in operations.
- **2 / E2E (End to End) smart planning and programming.**
- **3 / Excellence in digital operations.**
- **4 / Development of digitally optimized assets.**
- **5 / Omni-channel and data-driven customer experience.**
- **6 / Innovation in new business models.**
- **7 / “Agile” organization.**

## Our way of understanding digitalization

We use **technology** as a tool to improve, not as an end in itself. Levers like **big data, IoT, omni-channeling, automation, and blockchain** help our professionals **design digital products and services**, but always guided by a very clear notion:

*At Repsol, we know that, more than technology, what transforms the world is the people.*

All this bolstered by a corporate culture that supports digitalization, promotes new ways of working within the teams, adopts methodologies to become more agile and designs a new talent and skills map.

**Our driving force is the passion of the professionals who ask challenging questions.**

## Who is leading our digital transformation?

**The transformation would not be possible** if it weren't a part every level in the company, from our Chairman, **Antonio Brufau** and our CEO, **Josu Jon Imaz**, to **each and every one of the professionals** who lead and play a role in the different areas and lines of business of Repsol.



And the best way of meeting **the challenge of digital transformation** is to establish a powerful **team to make it a reality** - a team that already includes **more than 900 dedicated people**.

Because this is a cross-sectional process **that involves us all**, that is transforming our way of working and envisioning the future, and that will be extended to the company's more than 25,000 employees.

## A structuring concept

**Our digitalization is born out of the motivation of those who question things to improve them.**

We want to transform the energy sector and we believe that the best way to express the essence of our transformation program is one simple question: “**what if...**”

### The formula that takes us further.

This formula for change is a declaration of intent, an inspiration for the entire company, and a constant invitation to question everything.

It is an open window so that we may see the world through curious eyes and go even further. A vital question, asked by those who want to innovate and develop better digital products and services for others.

“What if...” is the reason we constantly strive for sustainability and efficiency and our commitment to reduce our carbon footprint, create safer work environments, present new and disruptive digital business models for the society of the future.

What if we had more efficient access to more sustainable energy sources?

What if you could pay without leaving the car when you're at a service station with your kids?

What if you had mobility alternatives to go to work, pick up your grandchildren from school, or go away for the weekend?

What if we had digital solutions to work collaboratively with anyone, anywhere in the world?

What if our employees had tools to reduce workload peaks and develop new skills?

What if artificial intelligence helped people make better decisions?

What if we shared millions of data points through blockchain technology to safeguard the reliability of operations?

What if our industrial facilities were a reference for resource optimization and the reduction of energy consumption?

Behind all these questions is digitalization—which is nothing new to us.

Technology has allowed us to innovate and transform each day. The permanent change that makes today's society tick is part of our DNA and our history, and it helps us to be natural leaders and be a part of this transformation.

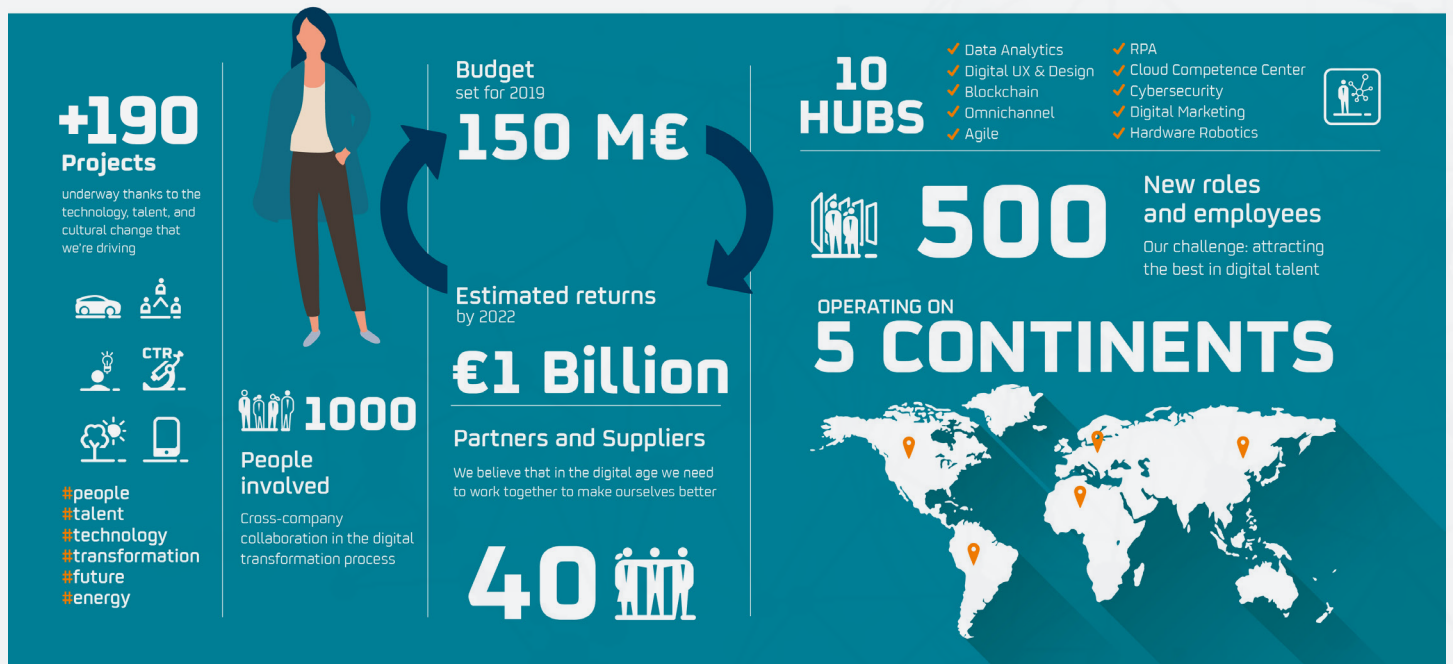
# The path of digital transformation requires putting it into practice

The digitalization process is challenging. We are promoting disruptive projects and business models in the energy sector and Industry 4.0, in a context of maximum competitiveness.

We are pioneers in providing solutions and adding value to all areas of activity of the company, with an integral vision of the energy value chain to reach our customers in their homes, cities, and businesses with offers that make their lives easier.

- **We digitalize businesses.**
- **More than 190 digital projects.**
- **Implementation of agile methodologies and more collaborative work environments.**
- **Innovation and creativity connected to new technological skills.**
- **We promote the management of the cultural change required for transformation.**

What if we told you about our **digital transformation** through data?



## A team that is motivated and prepared for the challenge

- **We give voice to the employees** who lead the transformation of Repsol each day.
- **We work in an integrated way**, with expert hubs at the service of the business and our professionals.
- **Multidisciplinary teams** where diversity generates wealth, which are joined by external partners and contributors.
- **We continuously bring in digital talent** and define new roles within the organization.

We are experiencing exciting changes in society that impact consumers, professionals, and businesses. We are united by the passion to contribute to new ways of relating to technology, placing people at the center.



# DIGITAL HUBS

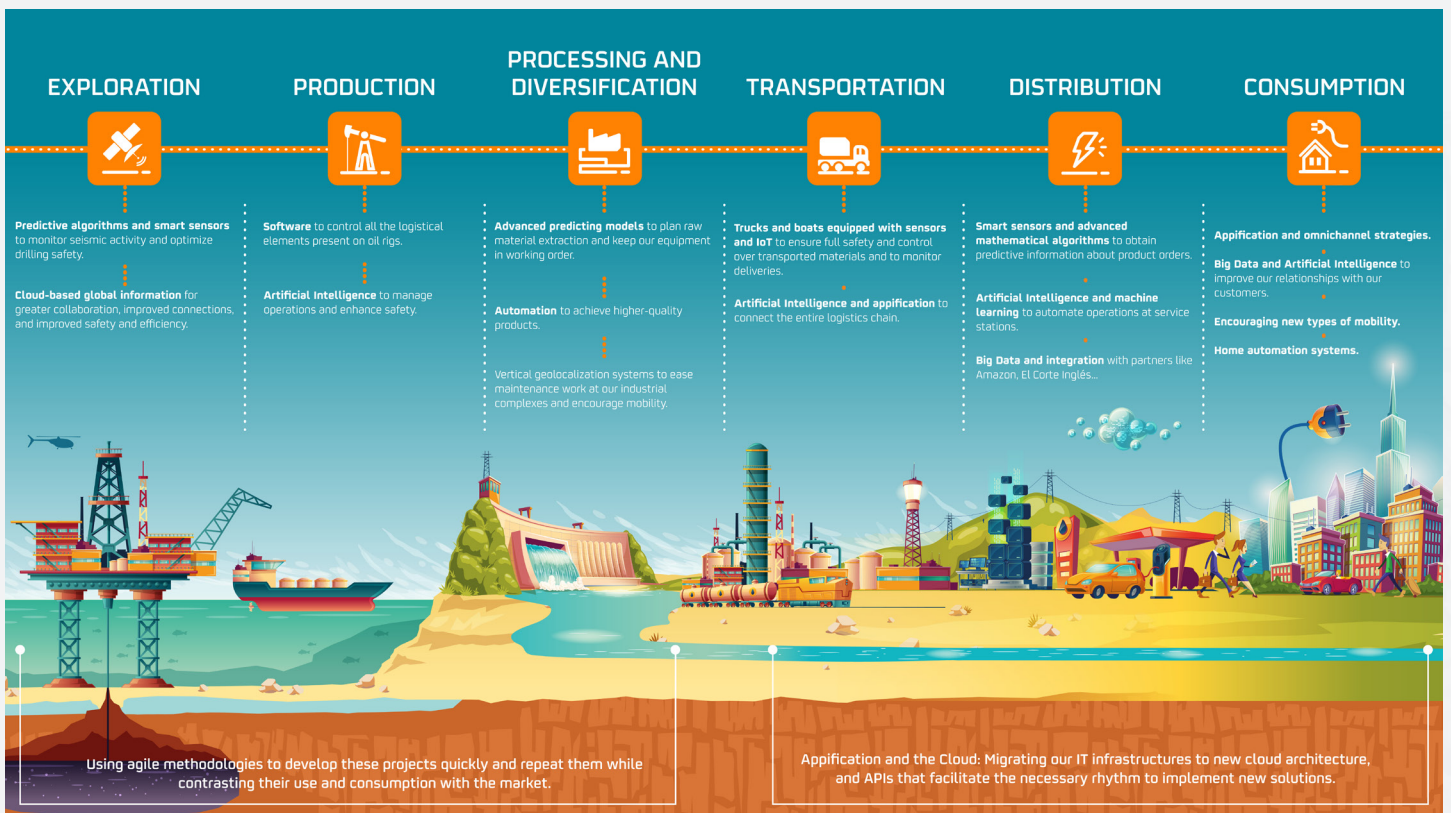


# Who are the beneficiaries of this transformation?

## Digitalization at the service of people

We know that **the best way to guide** this digital transformation is to always **keep its beneficiaries in mind**. Place our customers, employees, contributors, partners, shareholders, and society as a whole at the center of this change.

We are creating **new value proposals** for people along the way, working in very diverse business areas. These proposals go from **providing our teams** with remote control centers **to support and supervise** operations all over the world to ensuring higher levels of **safety and efficiency in production, digitally controlling all aspects** of industrial facilities, designing the service stations of the future, **developing mobile applications** that change the way operators work and interact with one another, and creating new mobility or home energy efficiency management businesses that help shape the cities where we want to live.



# Every day we launch new initiatives from a new “what if...”

We have developed a digital transformation program that is permanently fed with new ideas, proposals, and people. These are some of the results of this driving force for change:

- **1 / Exploration and Production**

Technologies like big data and artificial intelligence help our teams minimize uncertainty and be more efficient, as well as more sustainable, in the detection and production of new oil and gas reserves.

- **2 / Industrial**

We are pursuing new digital mobile products designed from inception based on the experience of the maintenance workers and supervisors, who are involved in defining new forms of collaboration for a group of more than 2,000 people across five different refineries.

We are taking on the challenge of optimizing our industrial facilities, international references of efficiency and productivity. We are bringing our centers to a new era of the Internet of Things (IoT), implementing increasingly sophisticated computation, and monitoring levels that position us as pioneers in terms of digitalization.

- **3 / Customized products and services**

We are a customer-centric company that designs new digital products and services by and for the people. Technology is the path to make your life easier, customize our offer to each experience, provide access through any channel, and build a closer relationship with us. Our challenge is to develop new digital models for a hyperconnected, mobile, and increasingly demanding consumer.

- **4 / Mobility and home energy**

Mobility means having car-sharing options like those offered by WiBLE, but it also means developing services that are more responsive to the needs of the customer: pick-up and drop-off parking downtown and in the suburbs, safer vehicles, and promotion of responsible driving.

At home, digitalization allows us to develop products that promote more efficient consumption, like the solutions offered by Wattio, and which will be complemented with new energy sources whose traceability we will be able to monitor through blockchain.

- **5 / Corporation**

Digitalization is a lever to improve the work environment for our employees, transform decision-making processes based on data, and automate repetitive processes through software robots (RBA).

# Who is joining us in this transformation?

## Developing the digital ecosystem

We know that people are the cornerstone of our digital transformation and technology is the tool to achieve it. And not only the people who make up Repsol, but all those who accompany us—like our partners, who play a central role in the development of the program.

As we follow this path, we are aware of the value of cooperation and open innovation, which is why we build bridges to companies and professionals whose human and technological capabilities help us evolve. We believe that in the digital age, working in collaboration makes us all better.

To address this process, we have surrounded ourselves with more than 32 partners, who will join new national and international leaders, and together we will work to meet the challenge to transform the energy sector.





What if you reinvented  
the future together  
with Repsol?

