Low Carbon Day

Customer Centric

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#RepsolLowCarbonDay
Building on a leadership position with a successful transformation track-record

01. Customer-centric: Introduction and Business overview

- >24 M customers
- ~10 M registered customers

- >4,000 Service Stations
- >1,000 Operated sites

Large energy supply

- Fuels: 27 Mm³
- LPG: 1,200 kton
- Lubes: 200 kton
- P&G: 6 TWh

Leading market shares

- Fuels: #1
- LPG: #1
- Lubes: #1
- P&G: #5

Note: Market shares in volume except for P&G Spain, in customers. Values provided correspond to 2019 (Italy excluded). Operating and financial leases are included as expenses within Financials. (Graph) Growth presented as net growth from 2015 to 2019. Overhead costs not included.

CCB EBITDA evolution (M€)
Energy commercial business environment rapidly evolving underpinned by secular trends

Global Trends
- Regulatory changes
- Decarbonization
- Increasing renewables sources & electrification
- Fast technology evolution
- Alternative (non-exclusive) mobility technologies

Consumption Trends
- More environmental & safety concern
- Digitalization
- Demanding more personalized treatment
- Requiring a global vision of their needs
- New services and business models
- Changes in consumer patterns post COVID

The future is multi-energy, low carbon and customer oriented
# Customer-Centric Business Strategy 2021-25

## Key foundations

Transversal strategic pillars to deliver ambitioned growth

<table>
<thead>
<tr>
<th>Longstanding Iberian Energy Leader</th>
<th>Mobility leader in continuous transformation</th>
<th>High-growth power customer business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multienergy</td>
<td></td>
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<tr>
<td>World-class digital</td>
<td></td>
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<tr>
<td>Customer centricity</td>
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</tr>
</tbody>
</table>
02. Customer-centric: Strategy and pillars

Digital solutions to orchestrate customer-centric multi-energy approach across customer base

Engage customers

- >35 M Energy customers
- >24 M Repsol customers
- >10 M Repsol registered customers
- 2 M Repsol digital customers

Cross-sell multi-energy

- >8 M digital customers by 2025
Repsol is prepared to deliver differentiation and a more holistic offering
e-Mobility

Repsol e-Mobility holistic offering as a key competitive advantage vs competitors

Keeping our current status as the mobility service provider of choice
e-Mobility

Repsol is committed to develop a widespread, smart, conveniently-located charging network in Iberia focused in fast and ultrafast chargers in main transport corridors.
e-Mobility

A very synergistic business with attractive economics for Repsol

The economics of E-Mobility & home power consumption are even more attractive for Repsol than those of traditional mobility

More than double growth in enhancing contribution margin per customer

Contribution margin per customer (€/customer) – Traditional mobility customers vs. E-mobility customers
e-Mobility

Integral service at home and on the go with a single digital tool
e-Mobility

Integral service at home and on the go with a single digital tool

<table>
<thead>
<tr>
<th>Connector Type</th>
<th>Price per kWh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mennekes 55kW</td>
<td>0.35 €</td>
</tr>
<tr>
<td>CHAdeMO 67kW</td>
<td>0.29 €</td>
</tr>
<tr>
<td>Tipo F 5kW</td>
<td>0.24 €</td>
</tr>
</tbody>
</table>

Cargar ahora
Integral service at home and on the go with a single digital tool
e-Mobility

Integral service at home and on the go with a single digital tool
Integral service at home and on the go with a single digital tool

e-Mobility
Distributed Energy

Developing New Energy Services that allow to deliver customer's changing needs regarding distributed energy and energy management.
Distributed Energy

Solar self-consumption solution

Solar communities product

Citizens’ solar cooperatives
Bringing local and renewable energy producers and consumers together

+2,100 CO2 tons/year avoided by Solmatch’s 2021 solar communities

RECENT AWARDS:
- Green Generation category
- Innovation & Customer Experience category
- Renewable Energy Category
Distributed Energy

4Q21

+300 Solar installations in Repsol Service Stations

+180 Solmatch active solar communities

50 Solar cooperatives under negotiation
Unique and integrated digital experience to facilitate the customer's relationship with energy
Mobility Services
Biofuels & synthetic fuels
Traditional fuels
Autogas & NGV
Convenience stores
E-mobility
Power & Gas
P&G value-added services
New Energy Services – Distributed generation
LPG services
CO₂ offset
Waylet

Payment and loyalty app for mobility management

#1
Leading market share transport service Apps

3 M
Users in December 2021

+1.6 M
Transactions per month

+7 p.p.
Additional sales uplift in campaigns

2.1x
Volume sales per customer

HIT RATE

CHURN

2.1x
Volume sales per customer
Pay at the pump

CO₂ Offset

Pre-order Convenience stores
Pick up - Delivery

Way&Go
buy in-store without cash

E-Mobility charging management

Parkings

Loyalty program

Payment and discounts in strategic partners
Waylet

CO₂ Offset

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Vivit

Home energy transition management

Customized functions to improve household consumption efficiency

Disaggregated information on appliance expenditure

Consumption comparisons of households with similar characteristics
Vivit

NEW FEATURE

Decide the source of the energy you consume from renewable plants of your choice

Real-time information to adjust consumption habits accordingly
New Repsol.es
Ecommerce

Repsol successfully leveraging digital to build customer-centric approach and create value
La luz que cuida de los tuyos.

Tu electricidad, el mismo precio durante todo el día. Siempre pagarás el mismo precio, suba o no suba la luz, de día y de noche.

Saber más sobre Tarifa Online >
Customized solutions with a customer-centric approach
Customized multi-energy solutions for our clients

- MOBILITY
  - E-mobility
  - Biofuels & synthetic fuels
  - Traditional fuels
  - Mobility Services
  - Autogas & NGV
  - Convenience stores
  - CO₂ offset

- HOME
  - Power & Gas
  - P&G value-added services
  - New Energy Services – Distributed generation
  - LPG services

waylet

REPSOL | ES

vivit
Customized multi-energy solutions for our clients
Customized multi-energy solutions for our clients
Customized multi-energy solutions for our clients: Food Service Solution
Repsol +

Spain’s first energy community

Launch date: 4Q21
Repsol +

Global loyalty program for Repsol clients

- Transversal vision of your energy
- Value-added services
- Customized offers according to customer needs
“Satisfy any energy need in people's daily lives in the easiest and most agile way possible and in any area of their lives.”
Unique opportunity to create value in the energy transition...

- Leading energy customer business with sustainable competitive position
- Advantaged and committed play on energy transition
- Multi-energy & customer centricity approach
- Strong track-record of customer management and digital capabilities
... while increasing customer-centric businesses' EBITDA through energy transition

EBITDA

2019

2025E

x1.4

Including Traditional Mobility (Mobility Spain, Mobility Portugal, Mobility Italy, Mobility Mexico and Central Mobility); E-Mobility; LPG; Lubricants, Asphalts, International Aviation and Specialties; Power & Gas Retail. Energy Services businesses and P&G Central Costs and Customer-centric Business Overheads
Low Carbon Day
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