



POSITIVE MOTION

THE 2030 STRATEGY
FOR A NEW MOEVE

THE WORLD IS CHANGING

World
citizens
engage on
climate
change

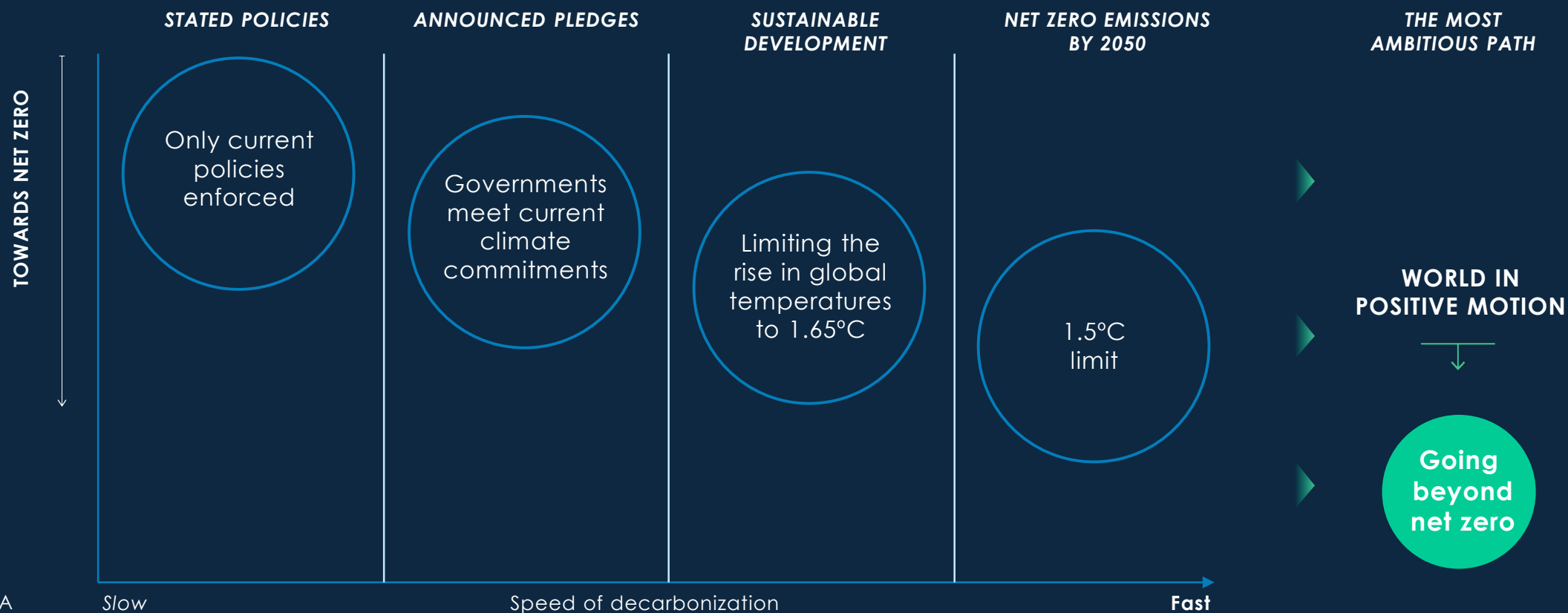
EU fit
for 55

Financial
community
focusing
on ESG

Digital
drives fast
and
efficient
innovation

Energy
Security
concerns
in Europe

Urgent action to go beyond net zero



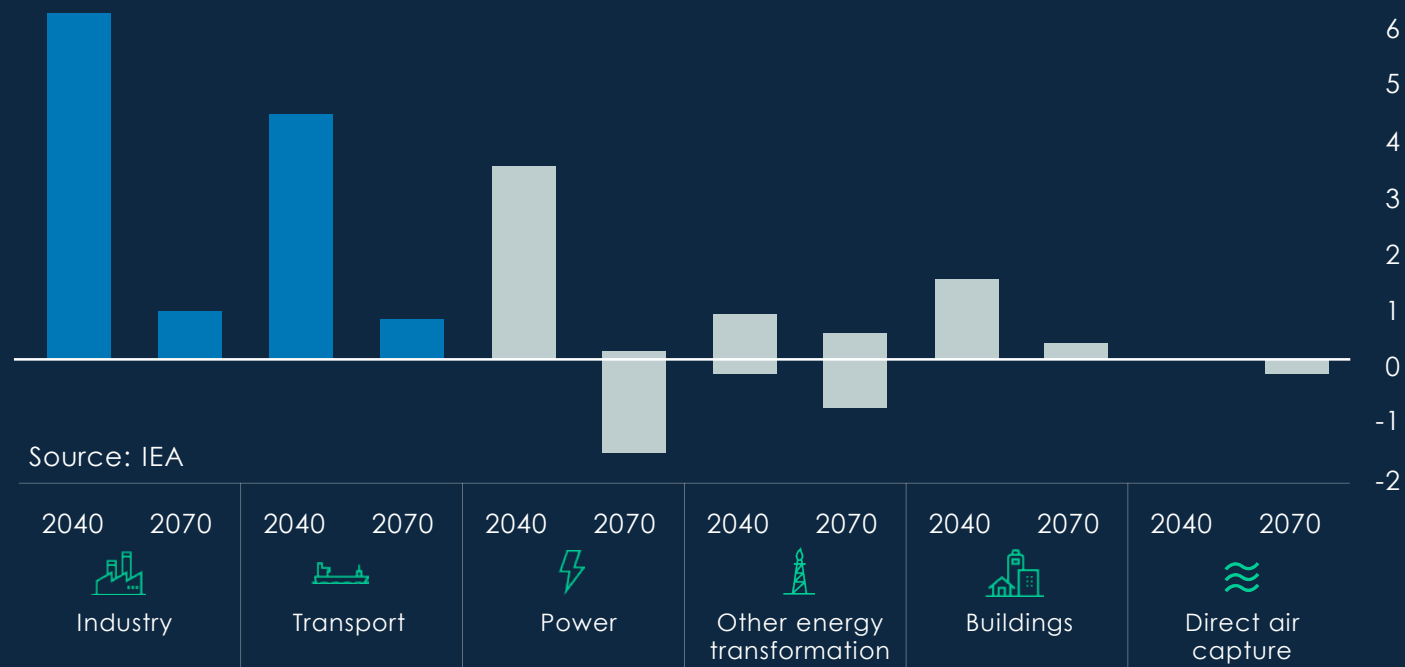
Green molecules are needed for the most difficult to decarbonize sectors

Green molecules are the best solution for:

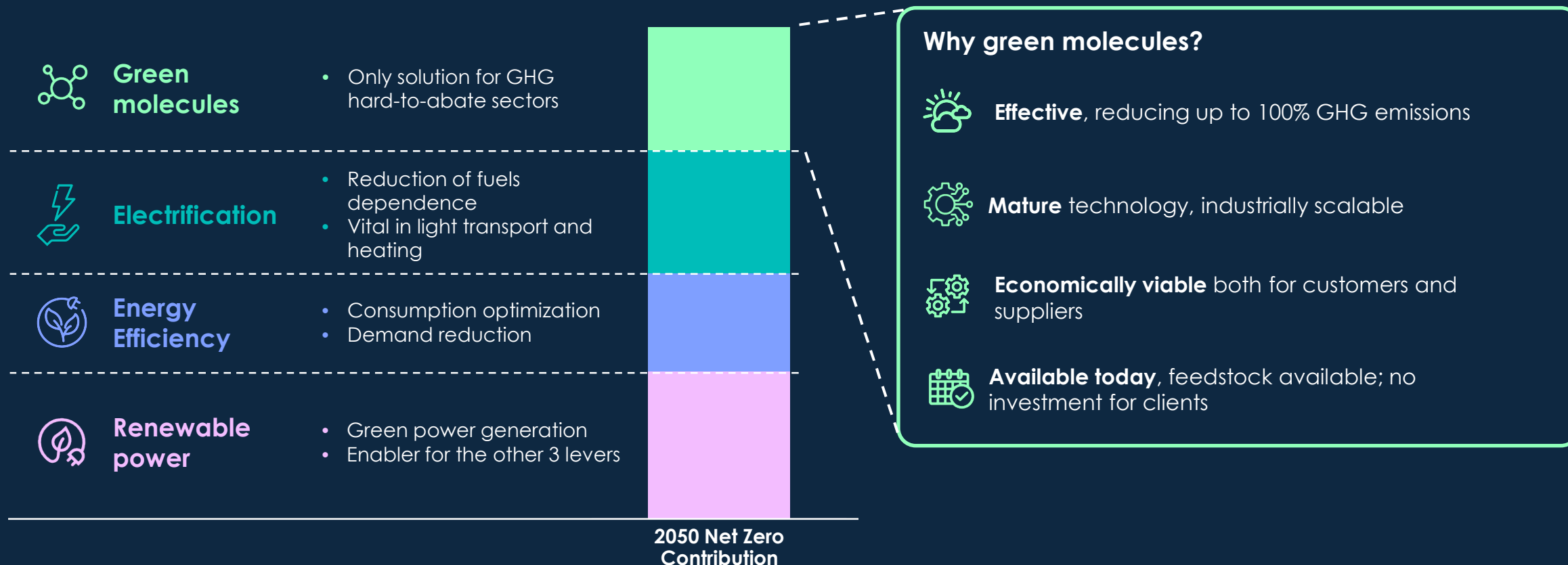
- Heavy industry
- Heavy transport
- Marine transport
- Aviation

MOST DIFFICULT SECTORS TO DECARBONIZE

GtCO₂/yr



Green molecules are essential to achieve EU decarbonization targets



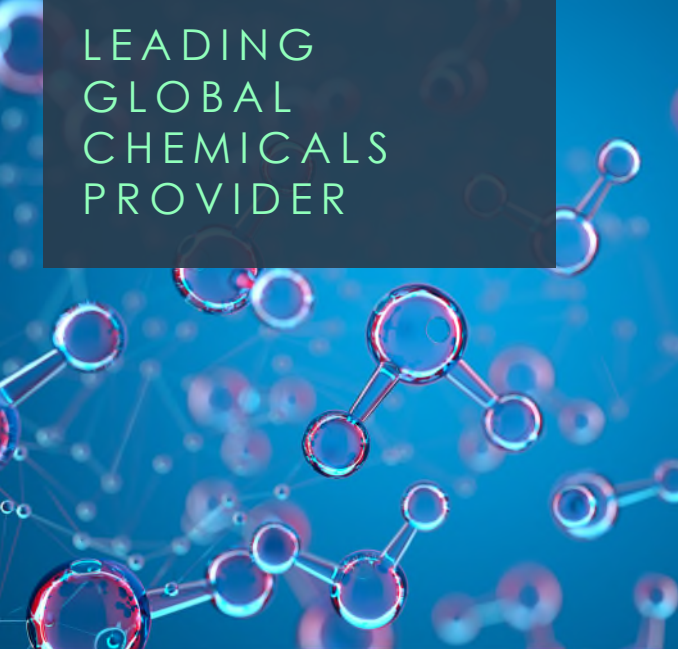
Once in a lifetime transformation opportunity for Moeve

Ideal size: large enough to matter, small enough to change fast

- Strong base in Spain, cheapest clean electrons in EU
- Extensive customer base
- High quality assets with strong integration potential
- Deep technical expertise & talented people
- Gateway to Europe for new energies



Three successful businesses



LEADING
GLOBAL
CHEMICALS
PROVIDER



FIRST CLASS
ENERGY
BUSINESS



E&P ASSETS
IN ALGERIA

Transform energy business to profitable energy transition leader

Maximize value from leading chemicals platform and Algerian E&P assets

Close to 100 years of history, with a global footprint in ~20 countries



Energy

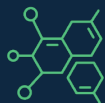
Energy Parks

Gas and Electricity

Renewable Energy Generation

Distribution and Marketing of Energy Products

Trading



Chemicals

Chemicals

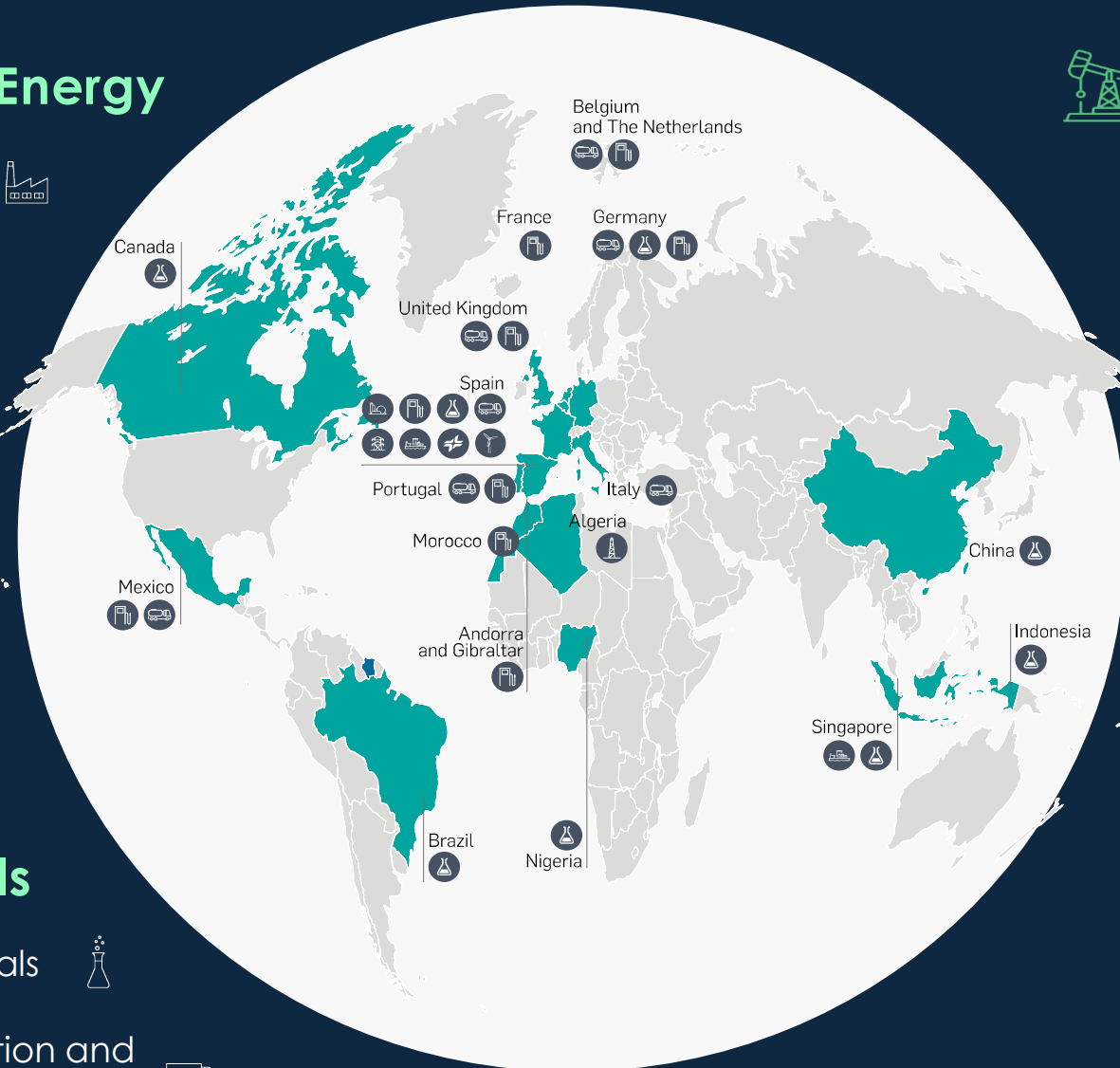
Distribution and Marketing of Chemical Products



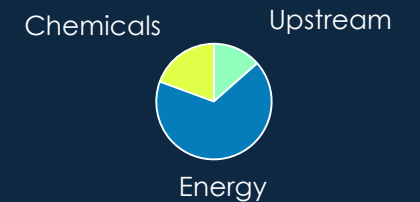
Upstream



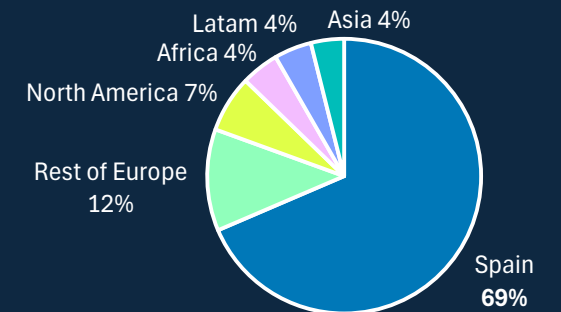
Exploration and Production



Sales by Business



Sales by Geography



Employees¹ **11,090**

OUR VISION

POSITIVE MOTION

*Go beyond net zero to net positive,
enabling customers and society to move in the right direction*

A background image showing two hikers, a man and a woman, walking away from the camera on a grassy mountain trail. The sun is low on the horizon, creating a warm, golden glow and long shadows. The landscape is rugged with mountains in the distance.

LEAD IN SUSTAINABLE MOBILITY AND
ENERGY TO CREATE VALUE
AND A BRIGHTER FUTURE FOR ALL

Strong carbon commitments to address climate change

A background image showing a person wearing a bright yellow raincoat, holding a clear glass jar. Inside the jar, there is a small green plant with roots visible at the bottom. The background is dark and out of focus.

Scope 1 & 2

55%

emissions
reduction by 2030 vs
2019 and becoming
Net Zero before 2050

Scope 3

15-20%

carbon intensity index
reduction by 2030 based on
products sold vs 2019 and
becoming Net Zero before 2050

Integrated ESG approach delivers results

Corporate priority
and strong governance &
policies



Prioritized SDGs

15-25%

ESG-linked remuneration at C-level

Sustainable Transformation

ESG criteria as a fundamental
part of **investment decisions**

Impulse **new energy transition technologies**

New **sustainable products** for our
customers

Top rated in industry



1st

In the O&G sector



1st Q

by S&P Corporate Sustainability Assessment



Climate & Water

A-

Leadership category



Leading

Energy company for diversity in Spain



Top Employer

For 7th year in a row



B+

Among leaders in the energy sector

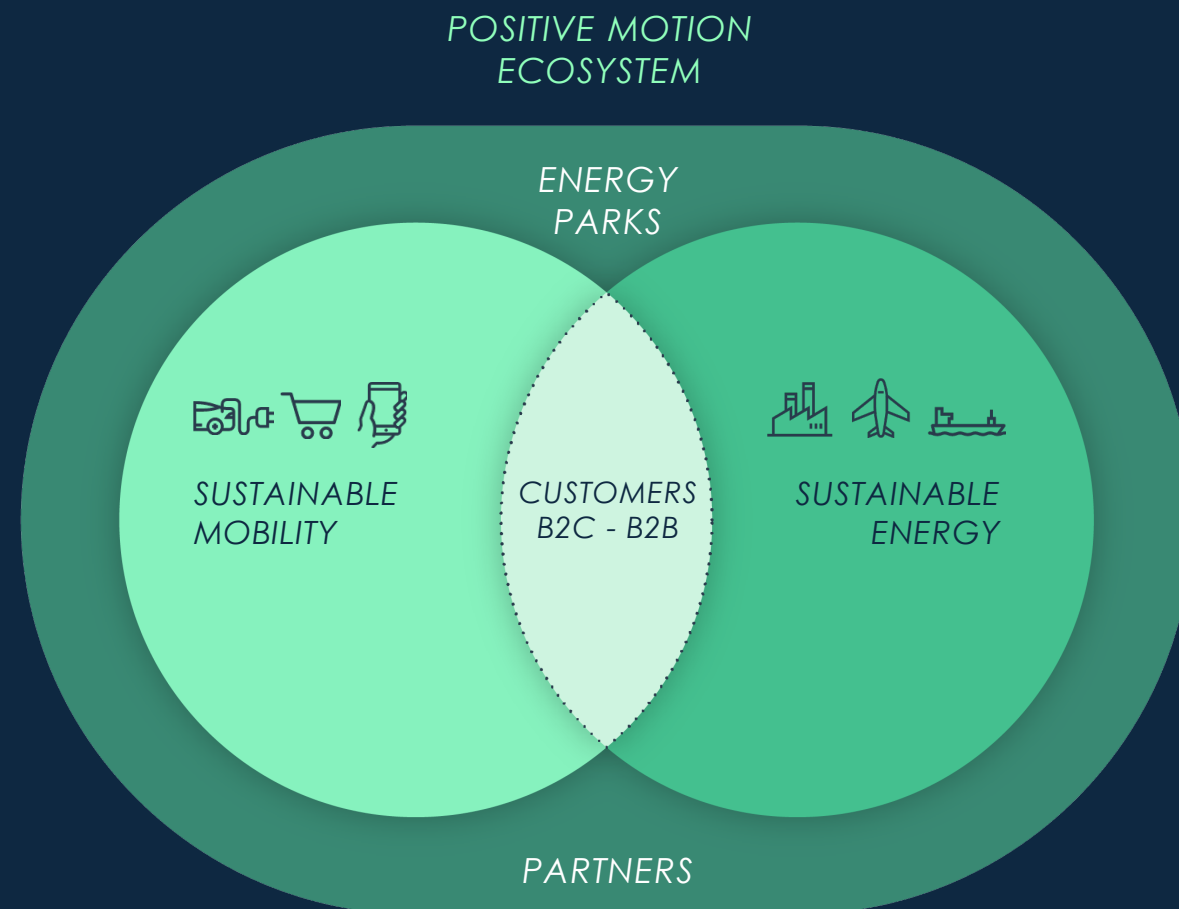
This decade we will transform our energy business

FIRST CLASS
ENERGY
BUSINESS

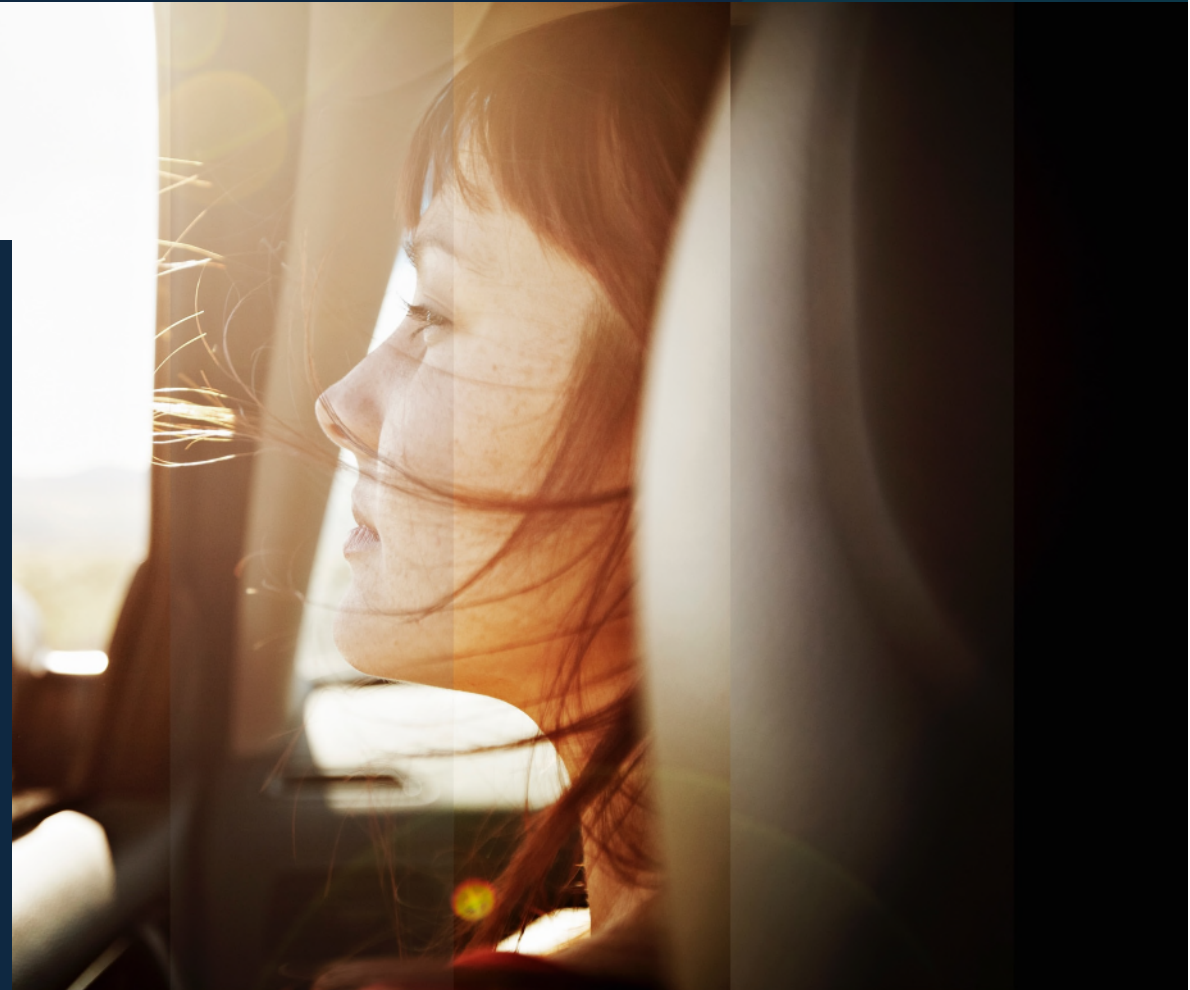


MOEVE POSITIVE MOTION:

A sustainable ecosystem
providing solutions for
our customers



Sustainable Mobility



Drive customer mobility and road transport decarbonization



Build leading, ultra-fast, on-the-go charging network

20 ultra-fast chargers installed / week

Minimum of **1 every 200 km** on key inter-city corridors



Build the largest e-mobility ecosystem in Spain and Portugal

Give Moeve and Endesa customers **360° charging** offer from home to ultra-fast on-the-go



Foster hydrogen commercial road transport demand

Hydrogen stations for all key road transport corridors connecting Spain to Europe **1 hydrogen** refuelling site every **300 km** by 2030



Mobility-as-a-service

Offer customers **end-to-end decarbonization solutions**

Transform our stations into digitally enabled ultra-convenience and food destinations

Offer the **best-in-class customer experience** at our **1800 sites** converted into convenience and food destinations

Partner with **leading quick commerce and fresh food players** to cater for customer needs on and beyond sites

Build a network of **sustainable car wash** stations across Spain and Portugal

Non-fuel EBITDA x5 by 2030



Harvest the full power of digital to offer a seamless customer experience



Harness data with a modern IoT architecture

Digital first loyalty program, x 4 loyal customers by 2030



Data Driven culture supported by Advanced Analytics



x5 data points collected per day at service stations by 2026 up to 500M



50% of mobility growth in EBITDA enabled by Digital and Advanced Analytics

Sustainable energy



Spain is well placed to take a leading role in hydrogen

Our Energy Parks are in Andalusia, a location offering many strategic advantages for green hydrogen production

Highly competitive:
One of the lowest
renewables LCOE
across Europe

Strong network
for potential
hydrogen off-takers

Andalusia represents
40% of Spain's
consumption in
hydrogen

Favourable location
to unlock hydrogen
import and export
to Europe

Spanish government
is accelerating the
implementation of
green hydrogen.
GVT Target: **4GW**
electrolyser
capacity

Leader in green hydrogen



Offering a full range of solutions to our customers in industry, road transport and maritime

Decarbonizing our own hydrogen consumption

We will lead the green hydrogen production in Spain and Portugal with **2GW production equivalent capacity by 2030**

By 2030, **70%** will be dedicated to the decarbonization of our customers

Key player in the import and export of hydrogen from ME, Africa to Europe

Moeve is currently one of the main producers of hydrogen in Spain with a consumption of ca 150 ktpa for our own operations

Leader in 2G biofuels



Leading biofuels producer in Spain and Portugal with *2.5 million tons* by 2030

Serve customers in transportation sector - road, maritime and aviation



Leaders in SAF by 2030 with *0.8 Mt per year*

1/3 of total European regulation quantity required



Nearly a *century's experience* managing liquid molecules

High capacity to adapt to different technological changes

We have a 35% share of the Aviation market in Spain and have long standing strategic partnerships with major airlines like Iberia

Energy Parks



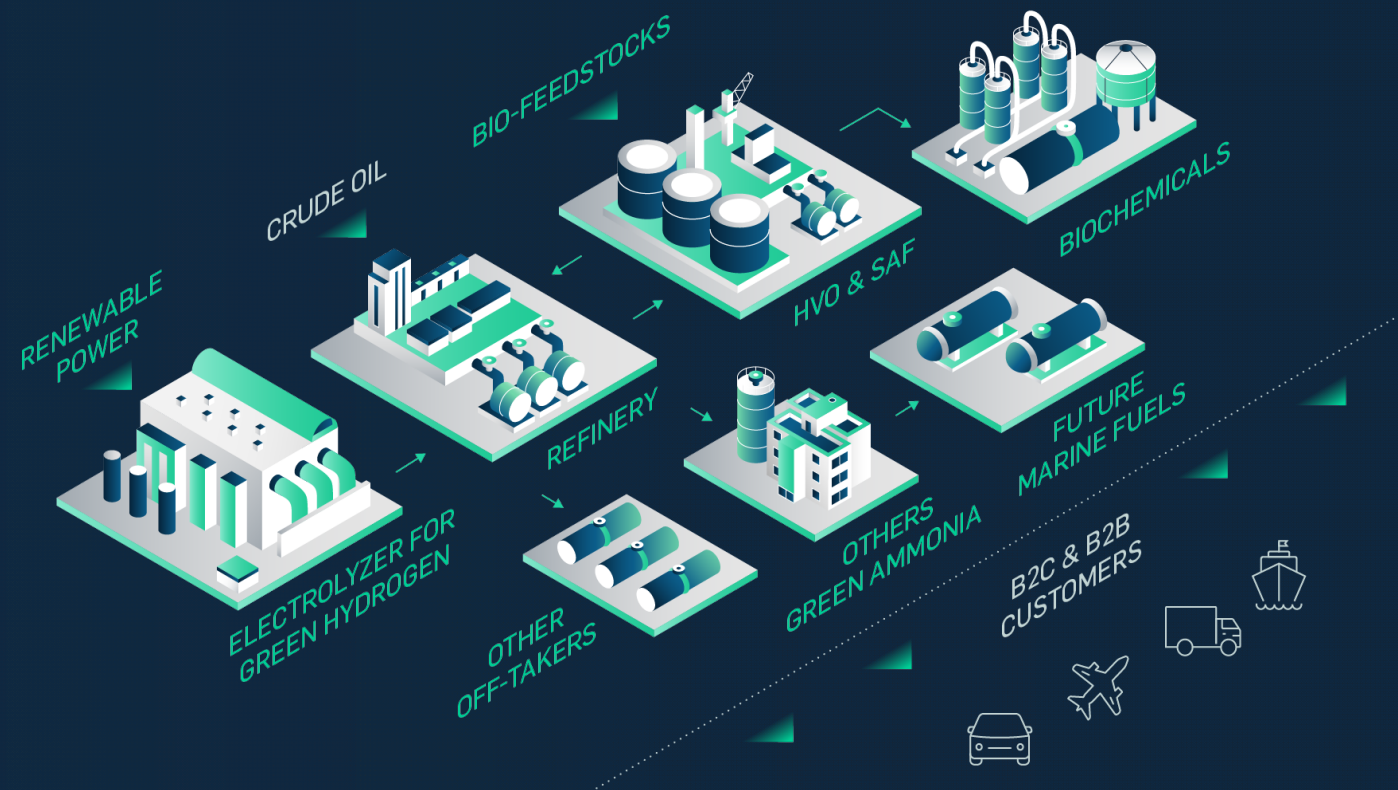
Transforming traditional refineries into diversified Energy Parks

Strategically located in Southern Europe next to key ports. Geographical proximity to key markets and large industrial customers

Delivering cash flows to enable energy transition strategy

Using IoT combined with advanced analytics of industrial sites to optimize production processes

Excellent ecosystem and logistics



Accelerating value creation with our Chemicals and E&P businesses



LEADING GLOBAL
CHEMICALS
PROVIDER



E&P ASSETS IN
ALGERIA

**Greater autonomy allows for focus and fit-for-purpose
processes to unlock value**

Extend our leadership in a transforming chemicals industry

Go green: Shift all our products in 3 innovation stages:

Get fit: By 2026, 3x EBITDA vs 2019 - halfway there already

Grow: Continue capacity expansion and partnerships

1st Use renewable feedstocks

2nd Lower carbon products

3rd Use feedstocks from waste

Target up to 30% volume sales by 2026

GLOBAL LEADERSHIP:

#1 in LAB

Key ingredient in laundry surfactants

#2 in PHENOL

Building block for all key engineering plastics

Creating value for credit & shareholders

Robust cash flow generation

*Self-financed and
growing FCF profile*

Strong balance sheet

*Investment grade
profile*

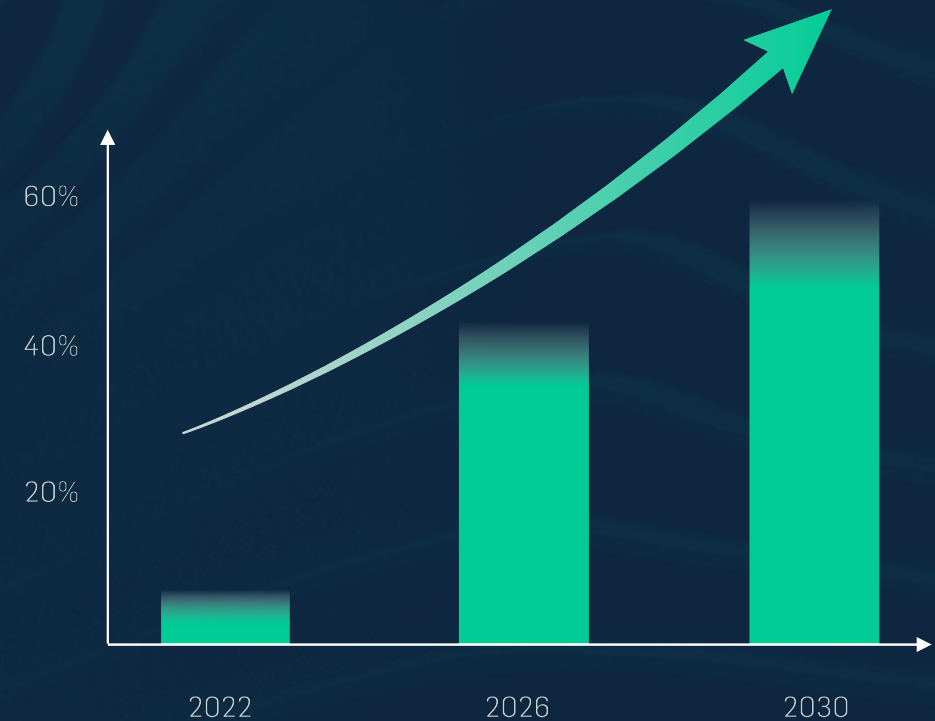
Clear capital allocation strategy

*>15% average new
projects IRR | >60%
sustainable capex*

MOEVE IN POSITIVE MOTION

Majority of
EBITDA sustainable
before 2030

Sustainable EBITDA growth



A young girl with her arms outstretched, smiling, in a field of white flowers under a blue sky with clouds. The image is divided into vertical panels.

WELCOME TO THE NEW MOEVE

Will go beyond net zero

Will enable customers and society to move in the right direction

Will be a leader in sustainable mobility and energy to create a brighter future for all

WELCOME TO

POSITIVE MOTION

