










2024

2025







2026

2030

## Electricity as a clean, autonomous, stable, safe and competitive energy source

Green electrification	 <b>Carbon Neutral in electricity generation in 2030</b> Specific emissions (global mix) (gCO <sub>2</sub> /kWh)	65	60	55	Carbon Neutral <sup>(1)</sup>
	 <b>Net Zero</b> in scopes 1, 2 and 3 before 2040	In progress		Comply with SBTi milestone <sup>(2)</sup>	
	 <b>NOx emissions</b> kg/MWh	0.157	0.17	0.15	< 0.10
	 <b>Storage capacity</b> Cumulative installed storage capacity (GWh)	108.2	108	118	136
Innovation and digitalisation	 <b>Smart grids</b> % automation of high and medium voltage assets	81.4%	83%	85%	90%
	 <b>Investment in R&amp;D</b> Million euros (annual)	402.5	420	443	550
	 <b>Cybersecurity assessments</b> Number of annual assessments or external verifications	3,224	2,000	2,000	2,000
Sustainable finance	 <b>CAPEX Aligned</b> % of Taxonomy aligned CapEX <sup>(3)</sup>	89%	~90%	~90%	~90%
	 <b>Sustainable Financing</b> % of total financing	94%	Min. 80% <sup>(4)</sup>	Min. 80% <sup>(5)</sup>	-

## Ensuring a sustainable value chain

Sustainable supply chain	 <b>Purchases from sustainable suppliers</b> % of total purchases	93%	>= 85%	>= 85%	>= 85%
	 <b>Percentage of sustainable suppliers</b> % of main suppliers subject to sustainable development policies and standards	88%	>85%	>85%	>85%
Customers	 <b>Quality of supply</b> Reduce the Global SAIDI <sup>(6)</sup>	-12.3%	-10%	-11%	-16%
	 <b>Smart solutions portfolio</b> Millions solutions	16	18	19	21
	 <b>Customer Accessibility Solutions<sup>(7)</sup></b> Number of solutions	50	62	63	63
	 <b>Digital customers</b> % of total commercial customers	72%	75%	76%	80%

(1) <10 gCO<sub>2</sub>/kWh

(2) Interim target certified by SBTi (Science-based targets initiative).

(3) Organic CapEx; according to European Taxonomy Regulation.

(4) Average sustainable financing for 2023-25 period.

(5) Average sustainable financing for 2024-26 period.

(6) Calculated against the 2019-21 period average

(7) Including Neoenergia solutions from 2023 onwards.

### What steps are we are we taking?

### Period-end Group performance

#### Electricity as a clean, autonomous, stable, safe and competitive energy source

**84% own production** associated with emission free technologies.

**38** (gCO<sub>2</sub>/kWh) in Europe  
5 times lower than the industry average

Green  
electrification

Green light for **Iberdrola's new reversible hydroelectric pumping station** in Alcántara (Spain)

**108.2 GWh** of cumulative installed storage capacity

Iberdrola Innovation Middle East has developed a battery assessment tool to help improve the management and optimisation of energy storage systems.

**EUR 402.5 million** (per year) in R&D investment.

Innovation and  
digitalisation

**EUR 6,281 million** gross investment in networks.

**~80%** Smart grids

Iberdrola closes the largest issue of **green bonds** in its history, for **EUR 2,150 million**, to continue its growth in the United Kingdom.

**94%** sustainable financing relative to the total.

Sustainable finance

#### Ensuring a sustainable value chain

**Supplier of the Year Awards in Spain, with a special Sustainability category**

Iberdrola recognised at the Alcance 3.0 Awards as the best in the sector for promoting sustainability in its value chain.

**87.9%** of key suppliers are sustainable

Sustainable supply  
chain



















Iberdrola has been awarded **four Excellence Awards in Customer Relations** by the **Spanish Association of Customer Relations Experts (AEERC)**.

**50** accessible solutions

Customers

Iberdrola will invest more than **EUR 290 million** to improve the customer experience through **digitalisation**, among other measures.

Overall SAIDI improvement

		2024	2025	2026	2030	
Nature and efficient use of resources						
Efficient use of resources		<b>Specific water consumption reduction</b> % Reduction of water consumption intensity <sup>(1)</sup>	-12.5%	-32%	-36%	-63%
		<b>Blade and Solar Panel Recycling</b> % of blades and panels recycled of total blades and panels dismantled <sup>(2)</sup>	98.4%	50%	50%	100%
Biodiversity preservation		<b>Conservation, restoration and plantation of trees</b> Number of trees (million) and No Net Deforestation in 2025	5	8	10	20
		<b>Net positive impact in 2030</b> % assets with biodiversity assessment and neutrality plan	11%	20%	25%	100% (Net positive)
Strengthening human and social capital						
Equal opportunities		<b>External EDGE plus certification</b> <sup>(3)</sup> Attainment	In progress	In progress	√	-
Safety and health		<b>Wellness Plan</b> Global deployment	Implemented	In progress	Certification	-
		<b>Occupational safety</b> TRIR (reduction) <sup>(4)</sup>	-19%	-10%	-13%	-21%
Employee skills improvement		<b>Green skilling</b> Program deployment	√	√	√	-
		<b>Training in cybersecurity and protection of information</b> Annual hours of training completed	96,417	63,000	64,480	68,000
Community development		<b>Beneficiaries of the “Electricity for all” program</b> Millions of beneficiaries (cumulative)	13.8	14	15	16
		<b>Beneficiaries of the Foundations programs</b> Millions of annual beneficiaries	6.1	8	8	10
		<b>Corporate volunteering</b> No. of annual volunteers (thousands of employees and companions)	22.8	19	19.5	23
Maintaining our culture of ethics, transparency and good governance						
Corporate governance		<b>Corporate Governance</b> Maintain best practices	√	√	√	√
Composition of the Board of Directors		<b>Percentage of independent directors</b> Over 50%	√	√	√	√
		<b>Varied composition of the Board of Directors</b> Promote	√	√	√	√
Compliance		<b>Compliance System</b> Obtain/maintain (yearly)	√	√	√	√
Human rights		<b>Human Rights Due Diligence</b> Continuous revision of the DD System	√	√	√	√
Stakeholder engagement		<b>Stakeholder Engagement Model</b> % of facilities with the model implemented	80.1%	70%	75%	90%

(1) Calculated against the base year 2021

(2) Includes blades and panels out of operation with a destination decision different from disposal.



(3) EDGE Plus equal opportunities certification by 2026

(4) Calculated against the base year 2021





### What steps are we are we taking?

### Period-end Group performance

#### Nature and efficient use of resources

	<p>Iberdrola selects EnergyLoop to <b>recycle blades</b> for its first repowering project in Spain.</p>	<p><b>98.4%</b> of recycled blades and panels</p>	<p>Efficient use of resources</p>
	<p>ScottishPower Renewables restores <b>more than 1,000 hectares</b> of wetlands at Whitelee wind farm.</p> <p><b>Carbon2Nature</b> continues to make progress in its mission to capture more than 60 million tCO<sub>2</sub> in natural sequestration sinks.</p>	<p><b>11%</b> of assets with a biodiversity assessment and neutrality plan</p> <p><b>5</b> million trees</p>	<p>Biodiversity preservation</p>

#### Strengthening human and social capital

	<p>Iberdrola receives <b>EDGE</b> (Economic Dividends for Gender Equality) <b>certification</b>.</p>		<p>Equal opportunities</p>
	<p>AENOR awards the ISO 45001:2018 Occupational Health and Safety Management System certificate to Iberdrola España.</p>	<p>TRIR reduced by <b>19%</b> compared to 2021.</p>	<p>Safety and health</p>
	<p>We launched the <b>Smart Grids Academy</b>, an international training platform for smart grids.</p> <p>Iberdrola earns the <b>Top Employers 2024 certification</b> in eight countries for excellence in its people management practices</p>	<p>More than <b>95,000 hours</b> of cybersecurity training</p>	<p>Employee skills improvement</p>
	<p>Iberdrola is working alongside <b>Fundación Adecco and Fundación Prodis</b> to reduce <b>barriers</b> to the job market for <b>people with intellectual disabilities</b> through pro bono activities.</p>	<p>More than <b>6 million</b> beneficiaries in the last year, <b>21 million</b> in the last 4 years</p>	<p>Community development</p>

#### Maintaining our culture of ethics, transparency and good governance

	<p>Newsweek ranks Iberdrola as <b>one of the most trustworthy companies in the world</b></p>	<p>Corporate governance</p>
	<p><b>86% of external directors and, in particular, independent directors</b>, who have been selected based on their diverse skills, expertise and professional backgrounds.</p>	<p>Composition of the Board of Directors</p>
	<p><b>Top score for the second consecutive year</b> in the Ibex 35 ranking for transparency and good governance in compliance</p>	<p>Compliance</p>
	<p><b>80.1%</b> of facilities with the Stakeholder Engagement Model.</p>	<p>Human rights</p> <p>Stakeholder engagement</p>