

CREATION OF VALUE FOR EACH GROUP OF STAKEHOLDERS

THE ENVIRONMENT

- Global leadership in clean energy: **67%** of the total installed capacity is emission-free
- Commitment to reduce the intensity of CO₂ emissions to **50%** of 2007 levels by 2030 and become carbon neutral by 2050
- Energy efficiency, responsible waste management, rational use of water, preservation of biodiversity

WORKFORCE

- Stable and quality jobs
- **1 million hours** of training (x4 the European average)
- International mobility
- Work-life balance (**70 pioneering measures**)

SHAREHOLDERS AND THE FINANCIAL COMMUNITY

- Security and stability of the investment
- Sustainable economic dividend. Shareholder remuneration during 2017: **€0.32 per share**
- New measures to encourage the participation of shareholders

SOCIETY AT LARGE

- Employment (direct, indirect and induced): **400,000* people**
- Innovation: **€246 million** committed to R&D&I projects.
- Perseo corporate venture capital programme (**€70 million**)
- Education, culture and sport: International scholarship programme; Museum lighting, restoration and support programme; Sponsorship of women's sport
- Support to vulnerable groups
- Contribution of 7,100 million euros in taxes and fees (annual total)**

THE MEDIA

- Transparent and immediate information
- Innovation in relation to formats and supports
- Permanent collaboration

SUPPLIERS

- Purchases worth **€8,700 million** made to 22,000 suppliers
- **88%** of purchases from local suppliers
- Spillover effect: internationalisation and innovation
- Best sustainability practices

REGULATORY ENTITIES

- Loyalty to and collaboration with institutions
- Security of Supply: **€32,000 million** in net investments until 2020
- Environmental Sustainability: clean energies, energy efficiency and the fight against climate change

CUSTOMERS

- High service quality at a competitive price
- Connectivity, digital solutions and more efficient and personalised products
- Protection procedures for vulnerable customers



*According to PwC report, based on Iberdrola's activity in 2016, jobs include indirect, direct and caused impact.

**Tax contributions exclude own taxes and collected taxes.

Data as of December 2017.