Iberdrola

Capital Markets Day

24 September 2025

Sustainable Event

AENOR
EVENTS SUSTAINABILITY
ISO 20121

LEGAL NOTICE

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FORWARD-LOOKING STATEMENTS

This communication contains forward-looking information and statements about Iberdrola, S.A., including financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations, capital expenditures, synergies, products and services, and statements regarding future performance. Forward-looking statements are statements that are not historical facts and are generally identified by the words “expects,” “anticipates,” “believes,” “intends,” “estimates” and similar expressions.

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Iberdrola, S.A. commits to carrying out its best efforts to achieve its ambition of carbon neutrality for its Scope 1 and 2 in 2030. For these purposes, it will align its strategy, investments, operations and public positioning with this ambition. Additionally, Iberdrola, S.A. is also committed to undertake the energy transition in a way that creates value for its shareholders, employees, clients, suppliers and the communities where it operates. Accordingly, Iberdrola, S.A. reserves the capacity to adapt its planning to successfully face its performance in key material aspects such as the value of Iberdrola, S.A., the quality of supply or the social, labor, and fair transition conditions. The abovementioned commitments are of aspirational nature.

Conclusions

Ignacio S. Galán

Executive Chairman

Conclusion: from 2024 to 2028

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A transformational plan to deliver long-term predictable growth…

GRIDS	*70% of investments directed to Networks*
STABILITY	*75% of EBITDA independent from energy prices*
PREDICTABILITY	*Frameworks secured or advanced to 2031*
GROWTH	*"High-Single Digit" Growth in Net Profit to 2028 (+Eur 2 Bn)*
A-RATED COUNTRIES	*2/3 of 2025-28 investments in UK and US*
ORGANIC	*More than 90% of total investments 2025-28*
PROFITABILITY	*Avg. ROE of 9.5% on new Network investments*
FINANCIAL STRENGTH	*Securing BBB+ rating, no need of additional capital*
SHAREHOLDER RETURN	*Reaffirming dividend policy: 65%-75% pay-out of EPS*

…with conservative assumptions

Conclusion: from 2024 to 2028

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GR**I**DS
STA**B**ILITY
PR**E**DICTABILITY
G**R**OWTH
A-RATE**D** COUNTRIES
O**R**GANIC
PR**O**FITABILITY
FINANCIA**L** STRENGTH
SH**A**REHOLDER RETURN

Investments
Eur 58 Bn
2/3 in UK & US

Net Profit of Eur 7.6 Bn by 2028, up Eur +2 Bn

Growing Dividend Floor: Eur 0.64/Share

Financial Strength
BBB+

Conclusion

GR**I**DS

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