

Good morning, everyone. We have just presented the new Plan in London to transform our profile into a more regulated Group, with Networks as a growth driver. We will invest €58 billion: €37 billion in transmission and distribution networks – reaching two-thirds of the total – mainly in the UK and the US, and €21 billion in Renewables, mostly in projects under construction, to reach a Net Profit of €7.6 billion in 2028, €2 billion more than in 2024, paying €20 billion in dividends along the period, maintaining our financial strength, and reinforcing our social commitment.

In the next four years, we will make 15,000 new hires and our purchases will reach €65 billion to thousands of suppliers that sustain half-a-million jobs, with a total tax contribution of more than €40 billion and over €1.6 billion of investments in Research and Development.

And, of course, we will continue increasing our clean generation to become carbon neutral already in 2030.

A plan that will provide growth, predictability, profitability and security to continue making Iberdrola a greater Group in size and social contribution.