

MAIN ASPECTS OF CREATING SUSTAINABLE VALUE FOR OUR STAKEHOLDERS ¹

ENVIRONMENT

- **Global leadership in clean energy: 68% of the total installed capacity is emission-free**
- Emissions reductions: Commitment to reduce CO2 emissions by 50% before 2030 (compared to 2007) and to be carbon-neutral by 2050
- Biodiversity: Protection and conservation plans
- Sustainable mobility: Over 20 actions aimed at employees, companies, customers and suppliers
- Responsible waste management and rational use of water

SOCIETY

- **Contribution to Sustainable Development Goals (SDGs) and to the development of the communities in which we operate**
- Employment: 34,000 employees + 390,000² in indirect and induced employment
- Tax contribution €7.94 billion
Innovation: nearly €270 million invested + Perseus start-ups programme endowed with €70 million
- Access to energy: Electricity for all programme with 5.4 million beneficiaries
- Education: Universities Programme (Iberdrola U), covering 200,000 students, 20,000 teachers and 1,500 scholarship holders
- Culture and sport: Programme of lighting, restorations and support for museums. Sponsor of women's sports
- Support for vulnerable groups through the Iberdrola foundations Iberdrola

MEDIA

- **Transparency and factual accuracy**
- Immediacy and ease of access to information
- Innovation in formats and storage media
- Permanent collaboration

WORKFORCE

- **Stable and quality employment**
- Training: 1.5 million hours
- Internal promotions: 2,700
- Work-life balance: 70 pioneering measures
- International Mobility Plan: 425 participants

SHAREHOLDERS AND FINANCIAL COMMUNITY

- **Security and stability of investment**
- Responsible, sustainable and long-term business model
- Corporate governance system based on ethics, good governance and transparency
- Sustainable economic dividend: remuneration of 0.351 euros per share in 2018 (+7.7%)
- Shareholder involvement measures: dialogue and participation
- Leadership in sustainable financing

REGULATORY ENTITIES

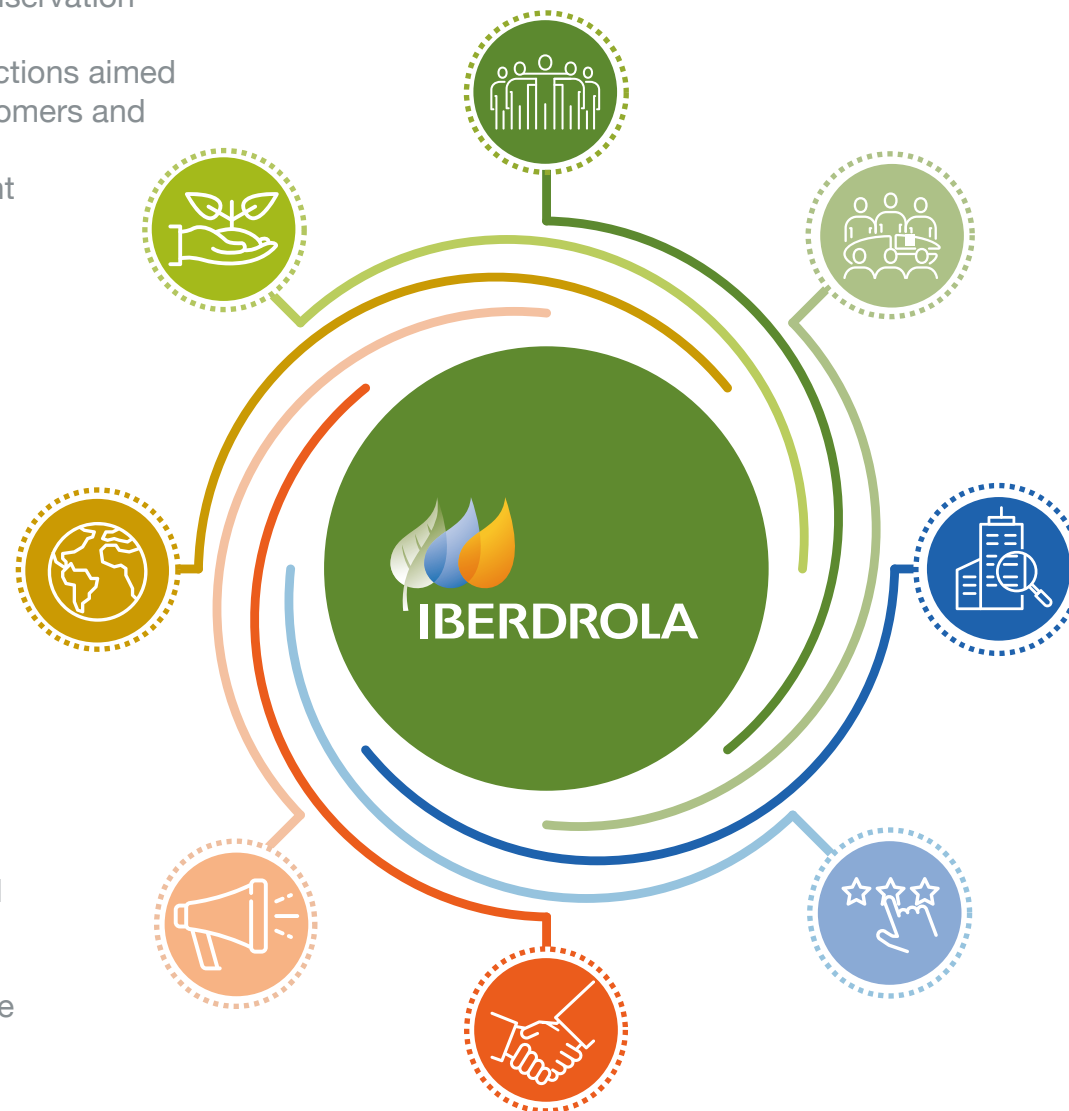
- **Institutional loyalty and collaboration**
- Driving the energy transition: electrification of the sector and the economy as a whole
- €34 billion in investments until 2022
- Focus on clean generation, efficient storage, and smart grids
- Strong commitment to fighting climate change

CUSTOMERS

- **Efficient and high-quality energy**
- More digital, more efficient and more personalised products
- Innovative solutions for greater well-being and safety
- Agile sales and service channels with high quality standards
- Procedures to protect vulnerable clients

SUPPLIERS

- **Collaboration, partnership and opportunities (global reach, innovation, etc.)**
- Transparency in purchasing processes and Supplier Ethical Code
- Purchases worth nearly €8 billion 85% to local suppliers
- CSR scoring to evaluate suppliers in terms of social responsibility
- Best practices programme: CSR, human rights, work-life balance, etc.



¹ Figures at the close of 2018.

² Data PwC Report with 2017 figures.