### MAJOR ASPECTS OF CREATING SUSTAINABLE VALUE FOR OUR STAKEHOLDERS

#### ENVIRONMENT
- Firm commitment to the fight against climate change
- World leader in renewables with over 32,000 MW installed
- 77% of installed capacity free from CO₂ emissions
- Ongoing reduction of own emissions: below 110 g/kWh (three times less than our competitors)
- Target: Reduce absolute Greenhouse Gases emissions by 2030 from a 2017 base-year and to be carbon neutral by 2050 at a global level
- Efficient water consumption management: One of the best utilities for water productivity (sales/water used)
- Biodiversity: Protection and conservation plans
- Ongoing improvements to waste reuse and recycling
- Active awareness-raising regarding the circular economy

#### HUMAN RESOURCES
- Stable, quality employment
- 99% open-ended contracts
- New hires: 3,481
- Training: 55 hours/year per employee
- Health and safety: Priority - “Zero accidents” programme
- Integrated talent management
- Gender equality: recruitment and selection; salary conditions; training and career development; communication
- Work/Life balance: 70 pioneering measures
- International mobility programmes: 386 participants

#### SHAREHOLDERS AND FINANCIAL COMMUNITY
- Sustainable results and dividends
- Responsible, sustainable, long-term business model. EBITDA: €10,104 million (+8.1%). Net profit: €3,406 million (+13%).
- Corporate governance system based on ethics, good governance and transparency
- Total profitability per share: 36.7% (above Ibex-35 and Eurostoxx Utilities)
- Shareholder remuneration: €0.40/share (+14%)²
- Shareholder engagement measures: dialogue and participation
- International benchmark in green financing with 11.4 billion € in green bonds by 2020

#### SOCIETY
- Commitment and contribution to the Sustainable Development Goals (SDG) and to the development of communities in which we operate
- Employment: Around 400,000 direct, indirect and associated jobs³
- Contribution to countries’ GDP: Over €31.1 bn³
- Direct tax contribution: €8,156 million
- Investment in R&D+i: €280 million. 2nd most innovative electricity utility in Europe and 3rd in the world
- International start-ups programme: €65 million invested
- Investment in community projects: €52.3 million⁴
- Access to energy: “Electricity for all” programme: 7 million beneficiaries. Target: 16 million by 2030
- Education: Expansion of the Universities Programme (Iberdrola U) with over 290,000 members - students, teachers and scholarship holders
- Culture and sport: Lighting, restoration and museum support programme. Promotion of women’s sport
- Support for vulnerable groups through Iberdrola foundations
- Corporate Volunteering Programme: 7,500 participants

#### REGULATORY AUTHORITIES
- Institutional loyalty and cooperation
- Drive for energy transition: electrification of the sector and the entire economy
- Gross investments: €8,158 million (+32.2%). Mainly in Networks and Renewables
- Supply of competitive energy in a secure and reliable environment
- World leaders in smart grids

#### CUSTOMERS
- Efficient and quality energy
- New digital and innovative products, and smart solutions adapted to today’s customer needs
- Sustainable mobility plan. Target: 25,000 electric vehicle charge points by 2021
- Efficient, high quality customer service and sales channels
- Safety and energy-saving campaigns
- Procedures to protect vulnerable customers

#### SUPPLIERS
- Collaboration, inclusion and opportunities
- €8,716 million in purchases from over 22,000 suppliers
- 89% of purchasing volume from local suppliers
- Transparency and computerisation of purchasing procedures
- New supplier sustainability assessment model
- Extension of best practices: CSR, Human Rights, work/life balance, etc.

#### MEDIA
- Transparent and accurate information
- Immediacy and ease of access to information
- Innovative formats and media types
- Ongoing collaboration

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¹ 2019 Data.
² Subject to approval by the GSM.
³ Data from the Iberdrola Impact Study, conducted by PwC, for financial year 2018.
⁴ According to the LBG (London Benchmarking Group) measuring standard.