



PROFESSIONAL PROFILE AND BIOGRAPHICAL DATA

Type: independent director.

Committees: member of the Appointments Committee.

Dates of appointment and re-election as director of Iberdrola, S.A.: 13 April 2018.

Holdings in share capital of Iberdrola, S.A.: 0 shares (0.0%).

Other current professional activities and positions

He is a member of the board of directors of Brookfield Business Partners LP, senior adviser at the consulting firm Brunswick Group, LLP and senior counsel in the law firm Sidley Austin LLP, where he works in the International Trade and Privacy and Cybersecurity areas. He is also an adviser to the Bill and Melinda Gates Foundation and a member of the advisory boards of the Centre for European Reform, the German Marshall Fund and the European Policy Centre.

Academic training

He studied Government at Harvard University and International Relations at the University of Oxford. He holds a Juris Doctor degree from Columbia Law School and a Masters in Finance from London Business School.

Noteworthy experience in the energy and industrial engineering sector

He has been a member of the Sustainable Development Committee of Iberdrola, S.A. He has also been a non-executive director of Scottish Power, Ltd and a member of that company's Audit and Compliance Committee.

Noteworthy experience in other industries

He was the US ambassador to the European Union from 2014 to 2017. Prior to that appointment, for six years he was the managing director at Palamon Capital Partners, a private equity firm based in London. He was also the director of one of the finance departments of Bank of America and of GE Capital, as well as director in the international acquisitions group of GE International. He has also worked as an attorney at international law firms in London, Paris, New York and Brussels.

He has dedicated more than twenty years of his career to US-European affairs, as a government official, lawyer and investor. As Director for European Affairs on the National Security Council (1994-1995), He worked closely with the US Mission to the European Union to launch the New Transatlantic Agenda.

He had previously worked with the Treuhandanstalt (German Privatization Ministry) in Berlin, with the Stock Exchange Operations Committee in Paris and as secondee for the European Commission in Brussels. He is the author of *A New Era in US-EU Relations?: The Clinton Administration and the New Transatlantic Agenda* and numerous articles on EU affairs.

