



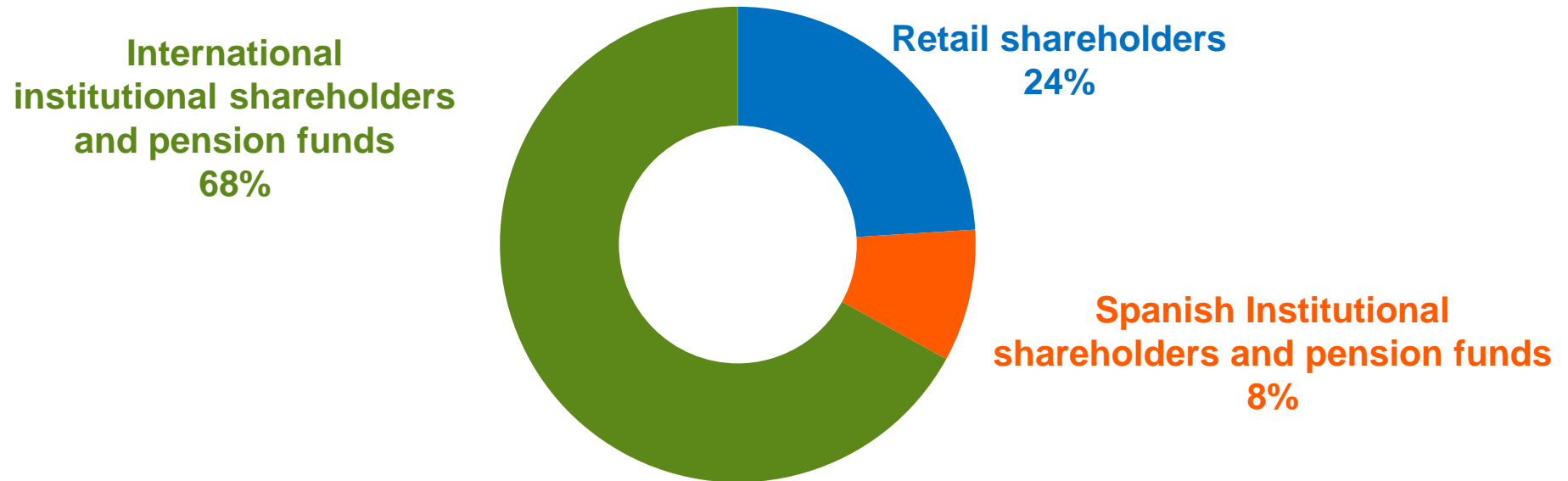
# Iberdrola Today

## Who is Iberdrola?

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More than **600,000 shareholders** and **several million more** through pension funds and investment funds...

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... which today are **mostly international**

### One of the largest utilities in the world...

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#### Financial Data (M EUR)

<b>Total Assets</b>	<b>114,000</b>
<b>Equity</b>	<b>42,600</b>
<b>Revenues</b>	<b>29,000</b>
<b>EBITDA</b>	<b>7,800</b>
<b>Net Profit</b>	<b>2,700</b>
<b>Leverage</b>	<b>44.2%</b>

#### Operating Data

<b>Total Capacity (MW)</b>	<b>48,100</b>
<b>Renewable Capacity (MW)</b>	<b>28,800</b>
<b>Production (GWh)</b>	<b>142,000</b>
<b>Distributed Energy (GWh)</b>	<b>230,000</b>
<b>Served population (M)</b>	<b>~100</b>

... leading to a significant growth in recent years

	<u>2000</u>	<u>Today</u>	
Assets (EUR bn)	19.7	114	x6
Equity (EUR bn)	7.8	42.6	X5.5
Revenues (EUR bn)	7	29	X4
Net Profit (EUR bn)	0.9	2.7	X3
Workforce	9,500	35,000	X4

Committed to  
**sustainable value  
creation**  
for all our stakeholders

Continuous improvement of the  
quality of service provided to a  
population of 100 million people

Employing  
a workforce of 35,000...

...providing close to 46 hours of  
training per employee and year...

...and supporting  
300,000 jobs globally<sup>1</sup>

Supply Chain: around  
EUR 10,000 M awarded in 2016 to  
c.18,000 suppliers

<sup>1</sup>Total job creation according to PwC Report: economic, social and environmental impacts.

## Historical commitment with the environment

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### Iberdrola stands out by its commitment with sustainability

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**Incorporation of the Sustainable Development Goals (SDG), defined by the United Nations for 2015-2030 period, into the company strategy and to the Sustainable Policy**

**Active involvement and presence in Climate Summits, from Copenhagen and Cancun, up to last ones hosted in Paris, Marrakech and Bonn, also on in the technical meetings in order to implement the Paris Agreement**

**Participating in forums and international initiatives:  
United Nations Global Compact, World Business Council of Sustainable Development,  
Prince of Wales' Corporate Leaders Group...**


#### **Benchmark in international indexes, due to the respect for the environment**

- **World Benchmark in the Dow Jones Sustainability index in 2017**, sole European utility included in all editions
- **Sole Spanish utility in 2017** in the *Global 100 Most Sustainable Corporations in the World*
- **World Benchmark in the CDP Climate Change y CDP Supply-Chain in 2017** (*Carbon Disclosure Project*)
- Well placed in **other indexes** such as *FTSE4Good, Euronext Vigeo, Stoxx...*

# Leaders in clean energies

75% CO<sub>2</sub> emission reduction since 2000 in Europe  
67% lower CO<sub>2</sub>/MWh emission than our European continental peers

66% of Iberdrola's installed capacity is emission free

	 IBERDROLA	European Average <sup>1</sup>	U.S. Average
Renewables	59%	38%	21%
Nuclear	7%	9%	9%
Coal	2%	21%	25%
Gas <sup>2</sup>	32%	32%	45%

1. European peer average, including: Enel, Engie, EDF, Gas Natural Fenosa, Innogy, Uniper, Eon, RWE, SSE

2. Includes Cogeneration

Commitment of additional 50% emission reduction by 2030

## Leaders in clean energies

Iberdrola, **leader in renewable energies** with an installed capacity of **28,800 MW<sup>2</sup>** and **1st wind energy producer worldwide...**

**1<sup>st</sup> investor worldwide in renewable energies: 30 bn Eur renewable investment till 2016 and close to additional 9 bn Eur planned to 2020<sup>1</sup>**



1. 2017-2020 investment    2. Includes hydro capacity

### Wind energy Ranking

**... # 1 Worldwide**

**... # 1 Europe**

**... # 1 United Kingdom**

**... # 1 Spain**

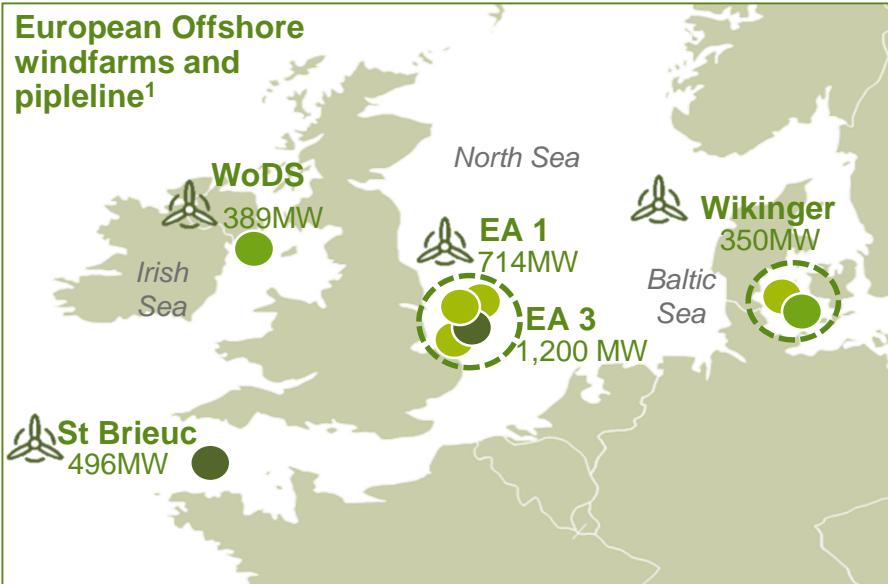
**... # 3 US**

...and leveraging **solar solutions** for our **domestic** and **industrial clients**



# Leader in clean energies: Offshore

## Boosting offshore wind development in Europe...



- In operation (740 MW)
- Future Projects
- Under construction (1.200 MW)

### Europe<sup>1</sup>:

**Installed capacity: ~2,000 MW by 2023**

**Developing a solid offshore pipeline: >3.7 GW**

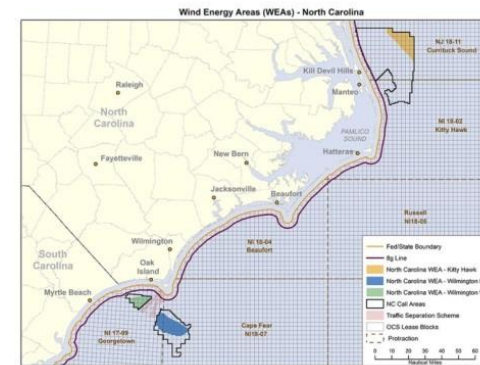


West of Duddon Sands, UK



Wiking, Germany

**New opportunities in US :**  
**Vineyard (Massachusetts): up to 1,600 MW**  
**Kitty Hawk (Carolina del Norte): up to 2,500 MW**



Kitty Hawk, North Carolina (US)

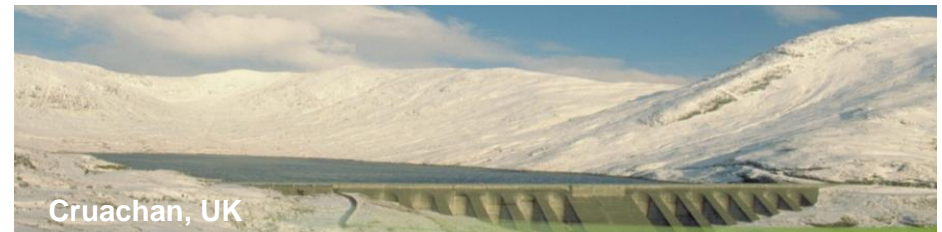
<sup>1</sup>.Includes 100% of the projects

## ...and developing further projects in US

# Leaders in energy storage: Pumped storage

**4.5 GW pumped storage capacity  
in operation and construction**

**Equivalent to ~5 million  
domestic batteries of 13.5kWh**

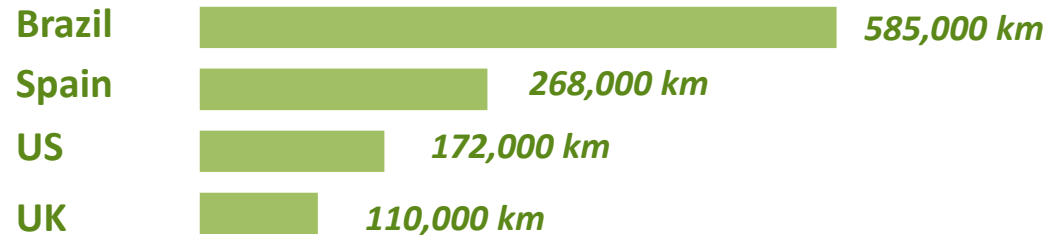


## Tâmega hydro complex project (Portugal)

- Biggest energy project in the history of Portugal, with more than £1.35 billion of investment
- Total installed capacity of 1,154 MW
- Three big Dams: Gouvães (pumping, 880 MW), Alto Tâmega (160 MW) y Daivões (114 MW)
- Commissioning date between December 2021 (Gouvães y Daivões) and June 2023 (Alto Tâmega)
- Creating 14,000 jobs during the construction phase and some hundreds during the operating phase

More than 1,100,000 km  
of transmission and distribution lines

### kms of lines per country



### Leaders in Smart grids

- Spain: 200,000 km of smart grids and >10 M smart meters installed.
- UK: ~ 700,000 smart meters installed, outperforming regulatory targets.
- US: ~1M smart meters installed.
- Brazil: 220,000 smart meters installed.

## Investment of 211 M Eur in innovation in 2016



Smart networks



New business models



Supporting entrepreneurs

Clean generation



Renewable energies



Iberdrola ventures - **PERSEO: 70 M Eur available to invest in start-ups**

**One of the 4 first worldwide utility by investment level in R+D+i<sup>11</sup>**

***The most innovative Spanish Utility and 3<sup>rd</sup> in Europe<sup>2</sup>***

**Among the 4 first spanish companies most supportive for startups in Europe<sup>3</sup>**

<sup>1</sup> According to PwC report: "Economical, social and environmental impact of Iberdrola in the world" (2015 Data) <sup>2</sup> European Commission R&D Scoreboard <sup>3</sup>European Commission "European Startup Alliance"

At the forefront of the best corporate practices,  
following the latest trends in this field

Permanent contact with our shareholders

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**Statutory recognition:** Social Dividend; Mission, Vision and Values

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**Commitment of continuous improvement**

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First listed company that published the **Activities Report of the Board of Directors** and the **committees thereof** with the aim of **providing more information and transparency**

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One of the Ibex companies with **greater presence of women in the Board,**  
**all committees chaired by women**

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According to the **Ethisphere Institute**  
as one of **the most ethical companies of the world**, being the only Spanish one

## Presence focused on the Atlantic Area

### United States

Power and gas distributor in New York, Maine, Connecticut and Massachusetts through 8 regulated utilities  
3<sup>rd</sup> wind producer

### United Kingdom

1<sup>st</sup> wind producer & T&D networks in Scotland, Wales and England

### Mexico

1<sup>st</sup> private producer of electricity

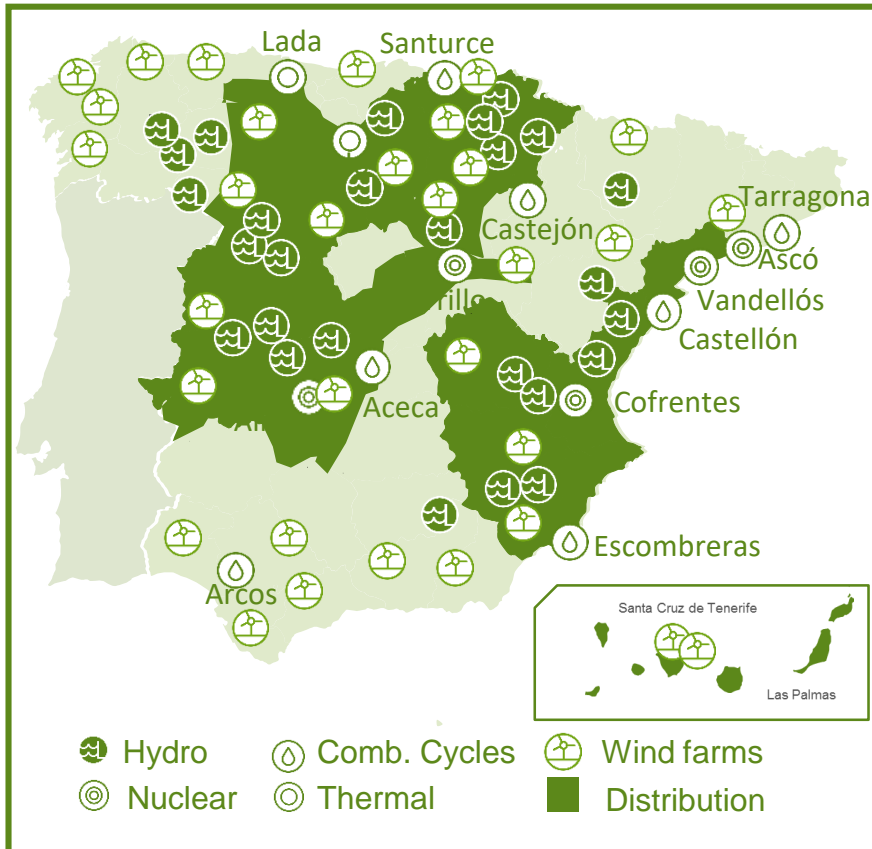
### Brazil

Leading utility in Brazil

### Continental Europe

1<sup>st</sup> wind producer in Europe and Spain  
67% lower emissions than sector average  
Presence in Spain, Portugal, France, Italy, Germany, Greece, Netherlands, Ireland, Belgium, Romania and Hungary.

## 1<sup>st</sup> energy company in Spain...



**Installed Capacity (MW)**

**26,000**

**Renewable Capacity (MW)**

**15,800**

**Population served (M)**

**20**

**Production (GWh)**

**62,800**

**Distributed Energy (GWh)**

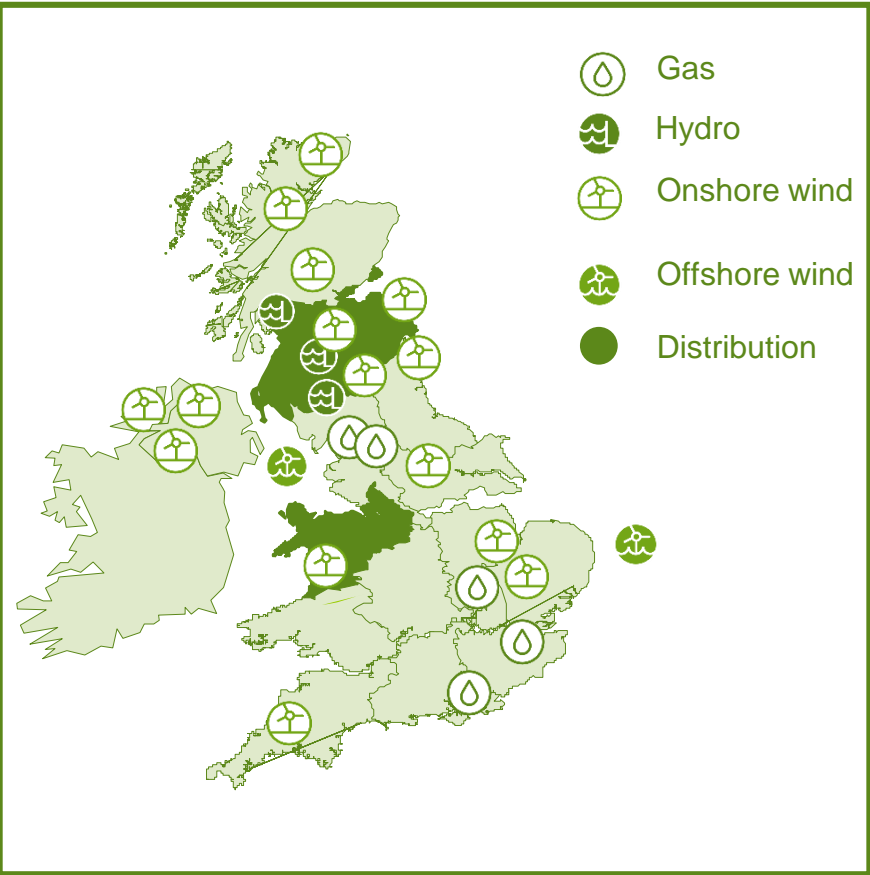
**92,300**

**km of lines**

**268,000**



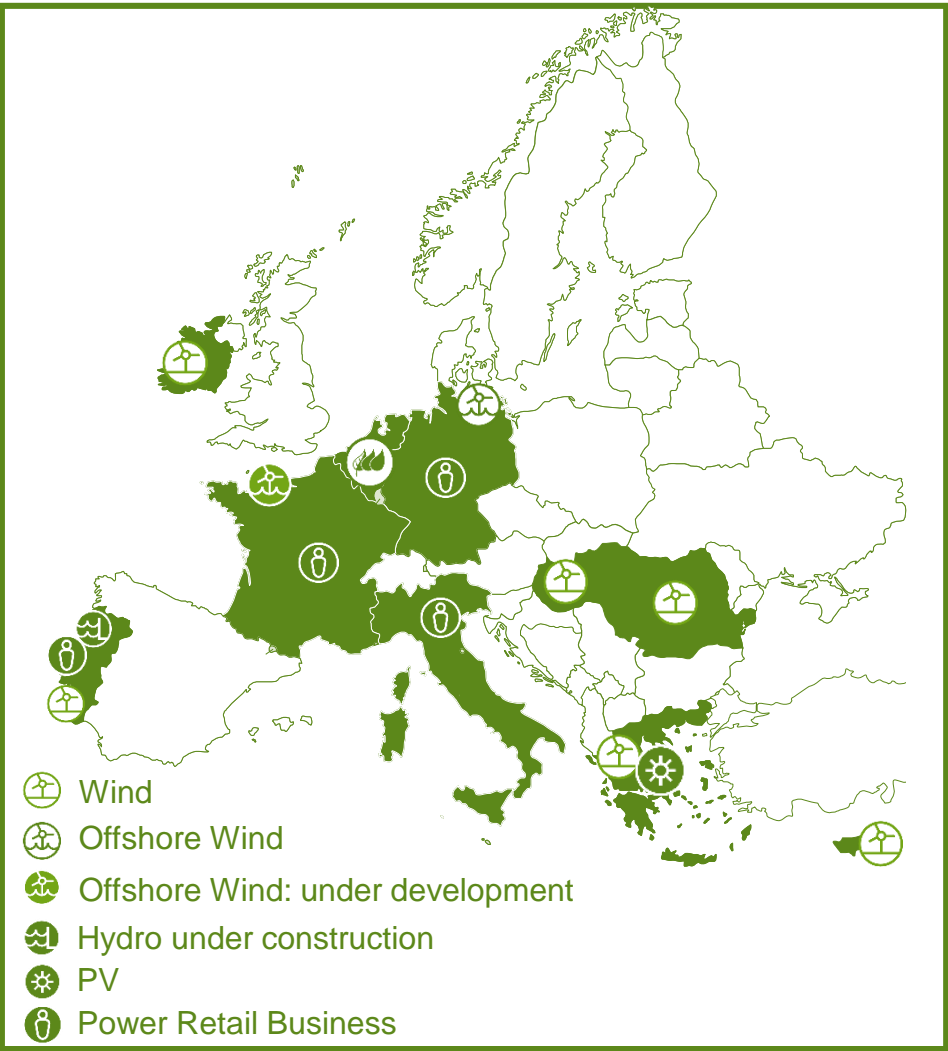
## 1<sup>st</sup> wind producer and 3<sup>rd</sup> networks company



Installed Capacity (MW)	4,700
Renewable Capacity (MW)	2,700
Population served (M)	10
Production (GWh)	13,750
Distributed Energy (GWh)	35,700
km of lines	110,000



# Iberdrola in the rest of Europe

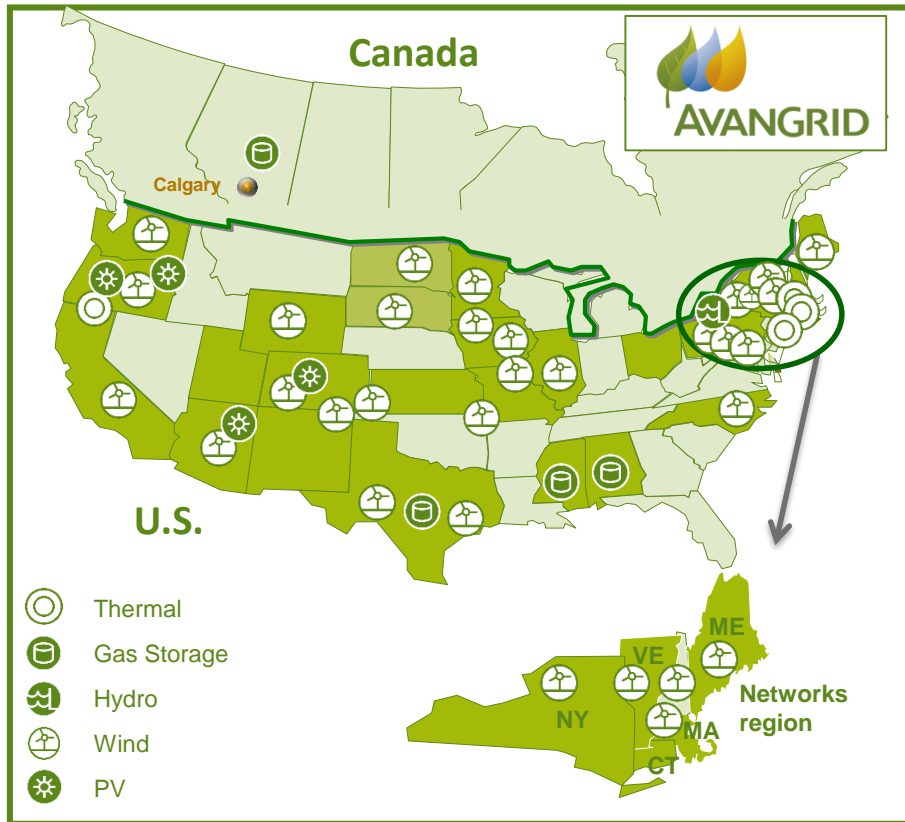


## 100% Renewable Energy:

Capacity In Operation (MW)	1,000
Offshore Wind - Wikinger (Germany)	350
Capacity in construction/development (MW)	1,650
Offshore Wind - St. Brieuc (France)	496
Hydro pumped storage - Tamega (Portugal)	1,154
Offshore Wind pipeline (MW) Baltic Eagle + Windanker (Germany)	830
Retail activity	Italy France Portugal Germany
Presence in +10 European countries	

## Iberdrola in US: Avangrid

**3<sup>rd</sup> wind producer in the US and Power and gas distributor in New York, Maine, Connecticut and Massachusetts**



**Installed Capacity (MW)**

**7,300**

**Renewable Capacity (MW)**

**6,400**

**Population served (M)**

**10**

**Production (GWh)**

**17,900**

**Distributed Electricity (GWh)**

**39,000**

**Distributed Gas (GWh)**

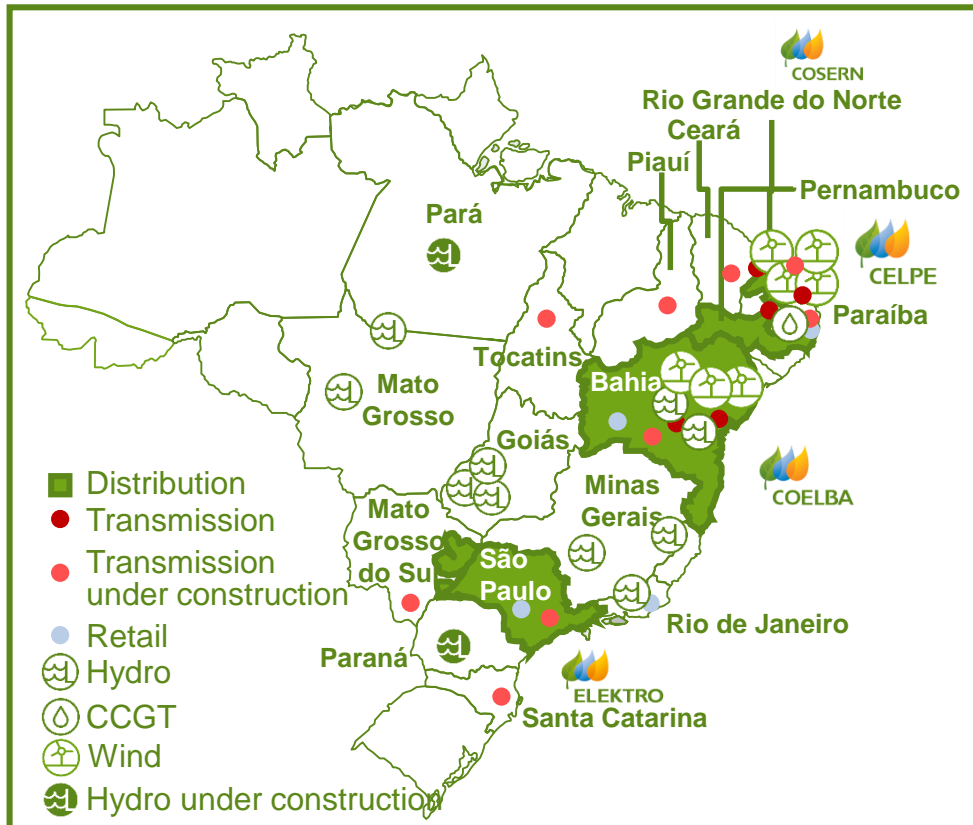
**42,000**

**Km of lines**

**172,000**

**Presence in 27 States and Canada**

The incorporation of Elektro's businesses in Neoenergia creates the biggest electricity utility company in Brazil in terms of customer numbers, with more than 13.4 million users



Population served (M)	34
Total Capacity <sup>1</sup> (MW)	4,400
Renewable Capacity <sup>1</sup> (MW)	3,800
Service area (km <sup>2</sup> )	836,000
km of lines	585,000
Presence in 16 States	

1. Installed capacity or under construction and associated output

**1<sup>st</sup> private producer of electricity in Mexico  
(15% of total country's production)...**



**Installed Capacity<sup>1</sup> (MW)**

**10,200**

**Renewable capacity (MW)**

**1,000**

**Production<sup>1</sup> (GWh)**

**72,000**

**Presence in 13 States**

*1. Installed capacity or under construction and associated output*