IBERDROLA GREEN TRANSFORMATION

Beatriz Crisóstomo Merino
International energy **leader.** 1\(^{st}\) wind energy producer. Committed to energy transition

**USA**  
3rd wind power producer  
Electricity and gas distribution in NY, Maine, Massachusetts through eight regulated companies

**MEXICO**  
1\(^{st}\) Private electricity producer

**BRAZIL**  
One of the energy leaders in Brazil

**SPAIN**  
1\(^{st}\) Electric Company  
1\(^{st}\) Wind energy producer

**UK**  
100% renewable production  
Transport and distribution networks in Wales, Scotland and England

**International**  
Presence in Portugal, France, Italy, Germany, Greece, Hungary, Romania, Cyprus, **Australia**, Japan etc.
Clean and Sustainable Energy - A new energy context

The **driving forces** transforming the energy sector are strengthening...

...while **climate action momentum** is growing all around the world
20 years **anticipating** the **energy transition**

**Track record and positioning**

- **Investing in cleaner and more reliable power systems...**
  - Renewable energy
  - Smart grids
  - Efficient storage

- ...**optimising our portfolio...**
  - Closure of coal and oil plants
  - Divestment of non-core assets

- ...**maximising efficiency...**
  - Best-in-class operations
  - Supply chain management

- ...**and pushing innovation**
  - Technology pioneer
  - Customer orientation
  - Energy and climate policy
One **sustainable business model** with **innovative, flexible and efficiency-driven** execution
A new energy context

Customers, at the core of the transition: electrification of energy demand and new services…

Residential Customers

- Placing customers at the heart of the transition

- Smart Solar & others
- Electric Vehicles
- Heating & Cooling
- Battery Storage

Industrial & Commercial Customers

- Increasing use of electricity in industrial processes

- Energy efficiency
- Electrification of processes
- Smart Solutions
- Green Hydrogen

Access to customers as an opportunity to offer additional services

…accelerated by technology, digitalisation and efficiency
Digitalization and the energy transition

The digital strategy must support the overall corporate strategy to ensure that digital is fully integrated into core business.

Our strategic pillars

Together with digitisation and innovation, we continue delivering sustained value creation for all our Stakeholders.

Digitalisation is going to play a fundamental role in the energy transformation through the electrification of the economy.
Cost-competitive renewable generation technologies ➔ decarbonized electricity sector

Towards a decarbonized demand: Technologies for the electrification of economy
Wind energy - Improvements drivers

- Larger turbine and rotor sizes
- Weight reduction - new materials
- Standardization, modularity and innovation in O&M
- Floating offshore wind
Photovoltaic Improvements drivers

- Efficiency increase in modules
- Reduction of materials needs
- Performance increase in production lines
- Floating PV
Storage- Improvements drivers

- Batteries
- Pumped Hydro
- Power to Hydrogen to Power
- More storage capacity
A new energy context

Green Hydrogen, key to decarbonize industrial uses and hard-to-abate sectors

Current EU final energy demand

- Electrifiable with available clean technologies
  - 84%
  - 16%

Need for Green Hydrogen: the remaining 16% will be crucial for the decarbonisation

Current Opportunities
- From grey to Green Hydrogen in current uses
  - Industrial feedstock
  - Chemicals

Future Opportunities
- Hard-to-abate sectors
  - Maritime transport
  - Air transport
  - Long-haul heavy transport
Networks - Improvements drivers

- Role DSO
- Smart Grids
- Demand side response/Flexibility
- Customer Experience
The Sustainable Mobility Plan contemplates the installation of more than 150,000 recharging points, which means leading the deployment of electric recharging infrastructure, having already installed more than 20,000 electric chargers.