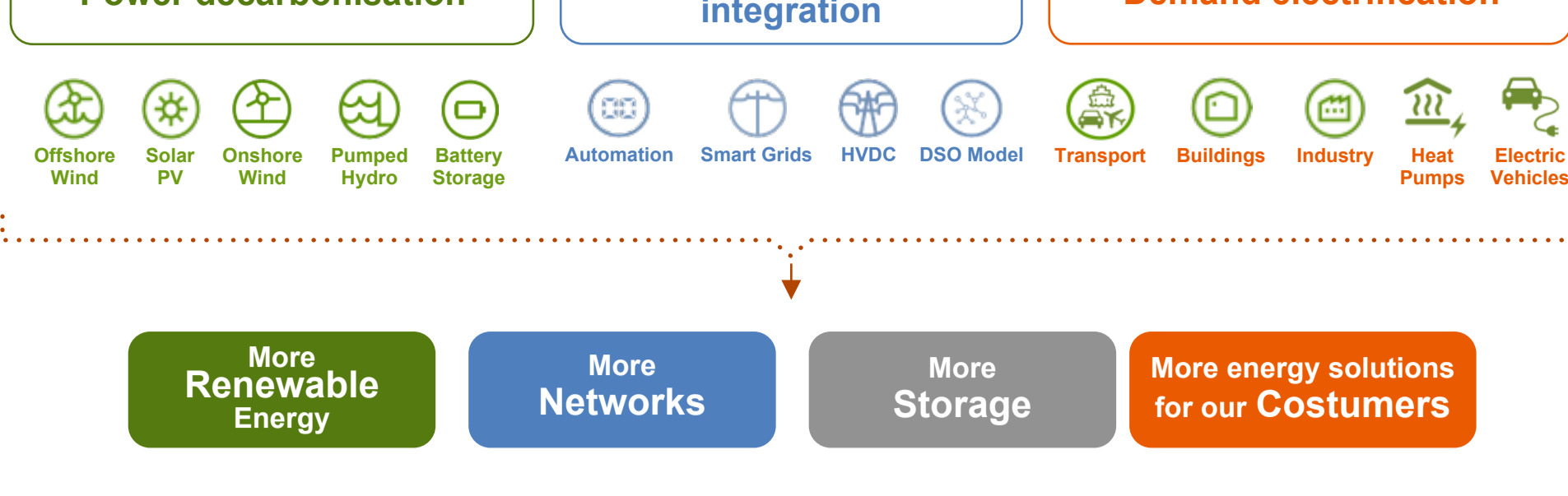
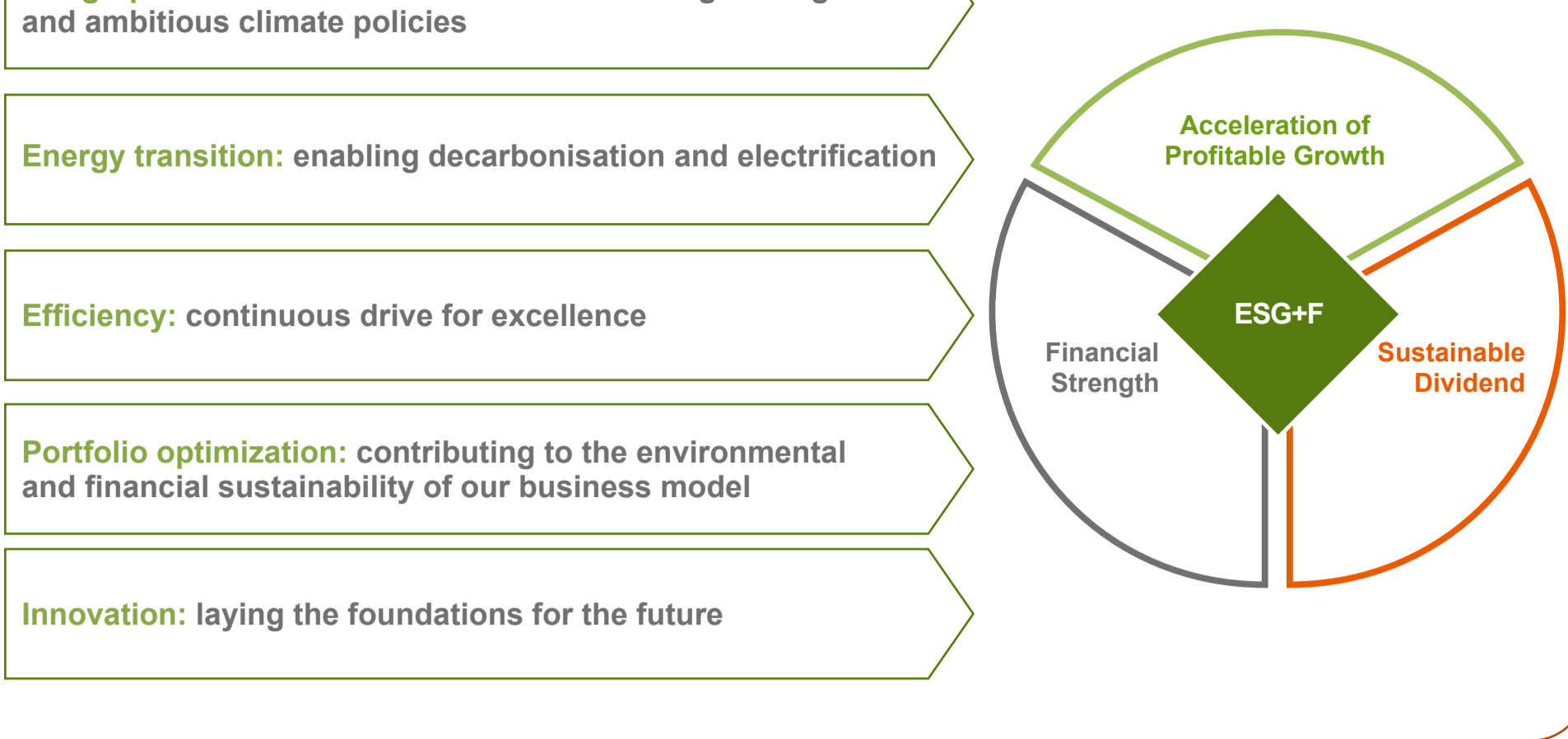


## Business Model and Strategic Pillars

Consolidating our successful **business model**



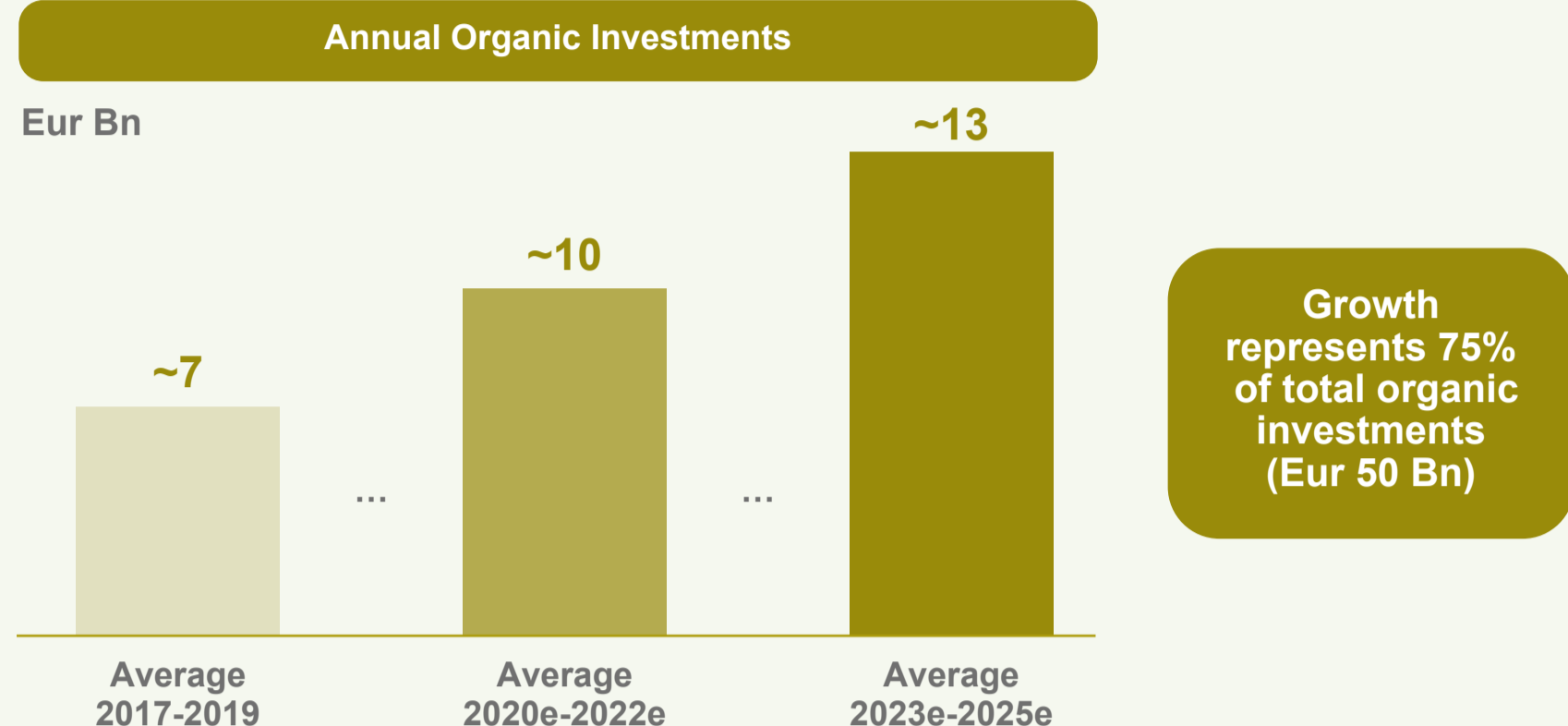
Building on the **strategic pillars** that have triggered 2 decades of sustained growth...



...to accelerate value creation for all stakeholders in the new scenario

## 2020-2025 Gross Investments: Eur 75 Bn

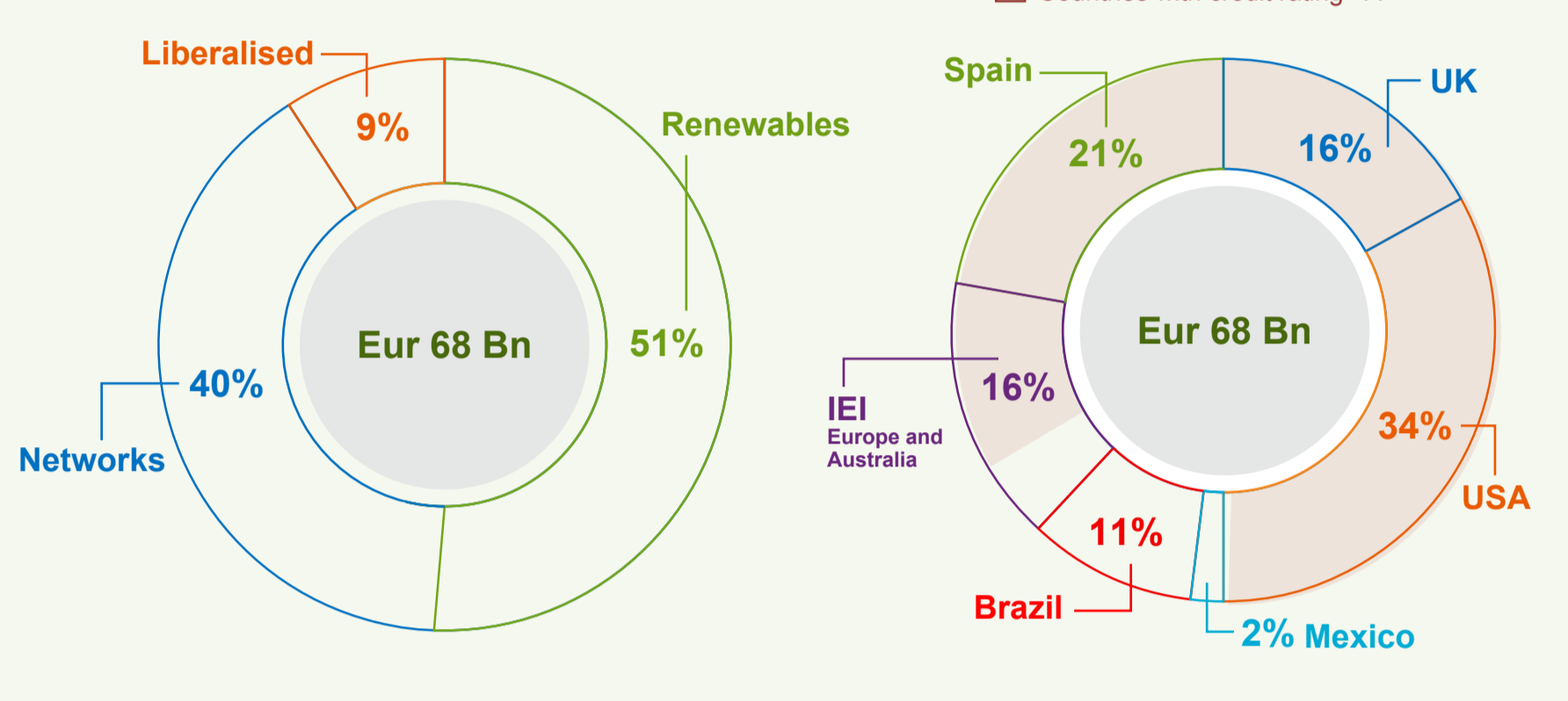
**Eur 68 Bn** of organic investments and **Eur 7 Bn<sup>1</sup>** of PNM Resources transaction



<sup>1</sup> Iberdrola estimates of PNM Resources transaction investment.

**51%** of organic investments in renewables and **~85%** in Europe and the USA...

### Gross Organic Investments by Business and Geography

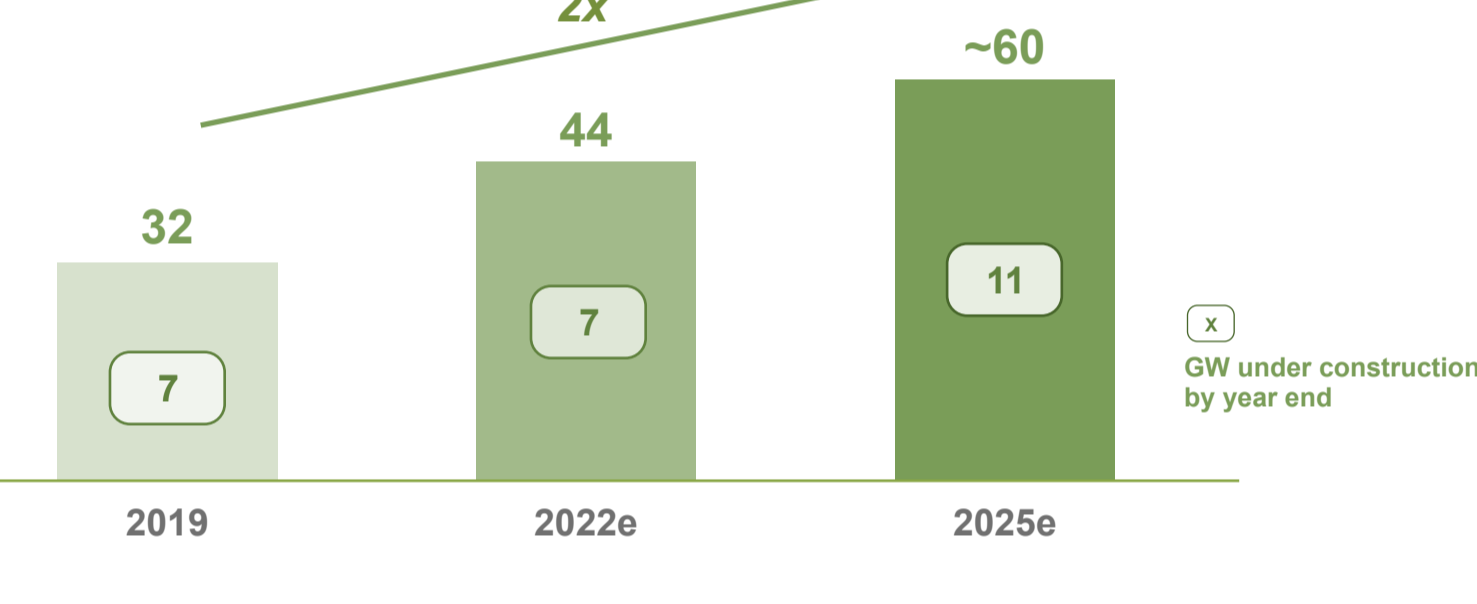


...more than **83%** allocated to **A-rated** countries

<sup>2</sup> Under Standard & Poor's categorization.

## 2020-2025 Operating Figures

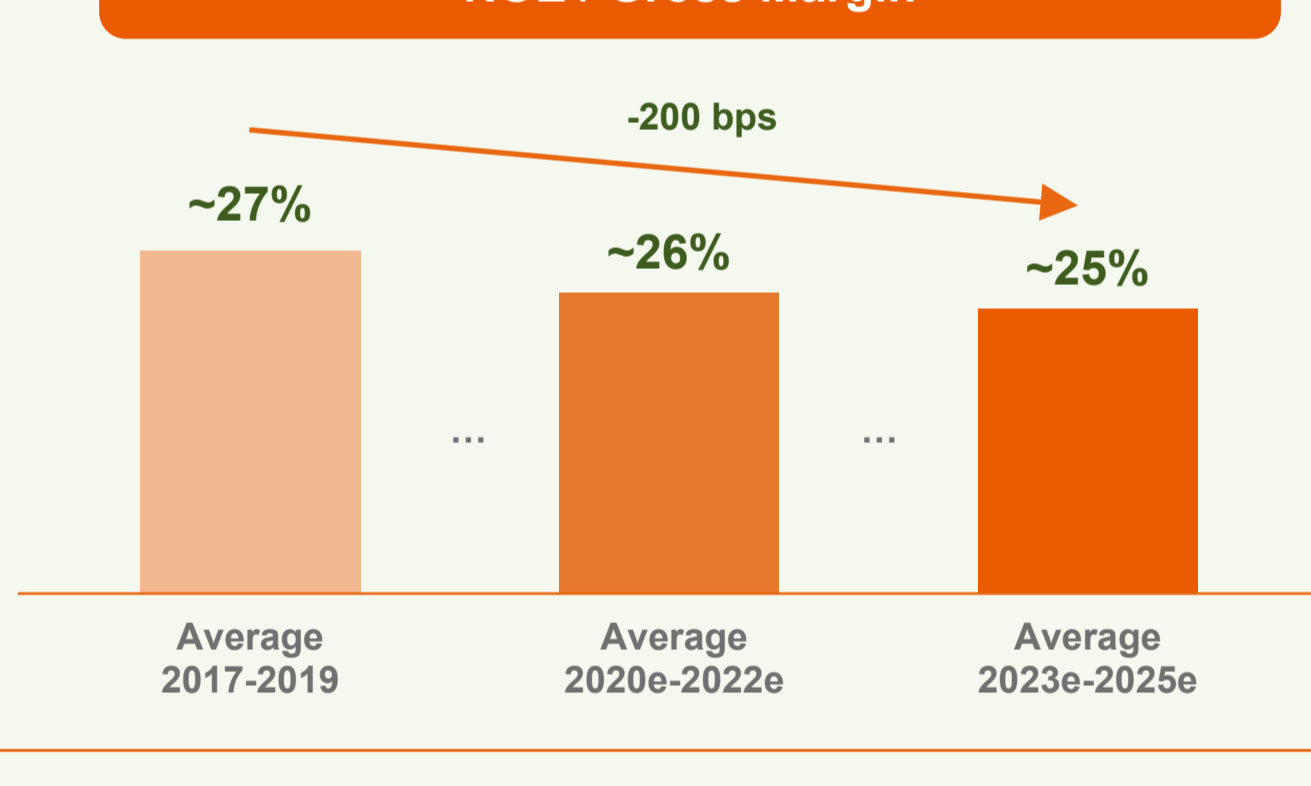
### Renewable Installed Capacity 2x



With more than **20 GW** of capacity in **other generation technologies**

## 2020-2025 Efficiency: ~Eur 1.5 Bn

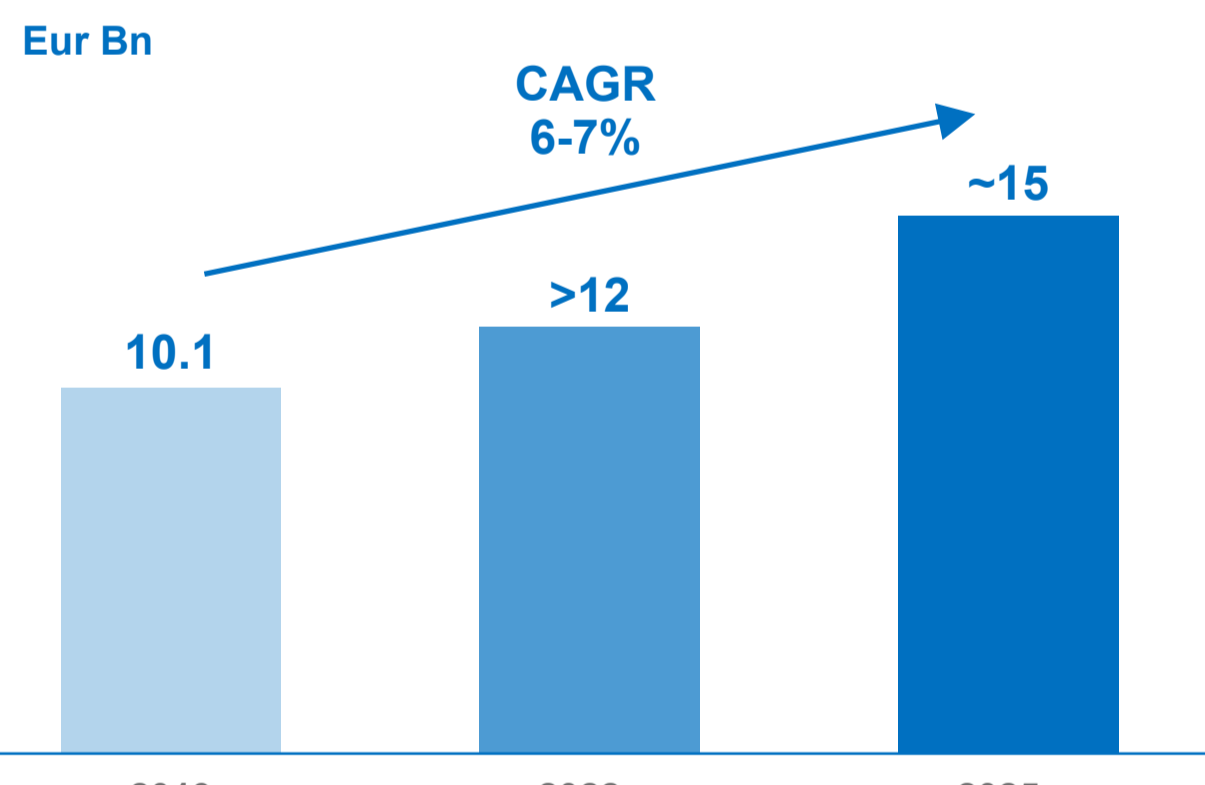
Achieving efficiencies of close to **~Eur 1.5 Bn** in 2020-2025, of which **Eur 1 Bn** in 2023-2025...



...NOE / Gross Margin ratio **constantly improving**, to reach below **25%** by 2025

## 2025e EBITDA: Eur ~15 Bn

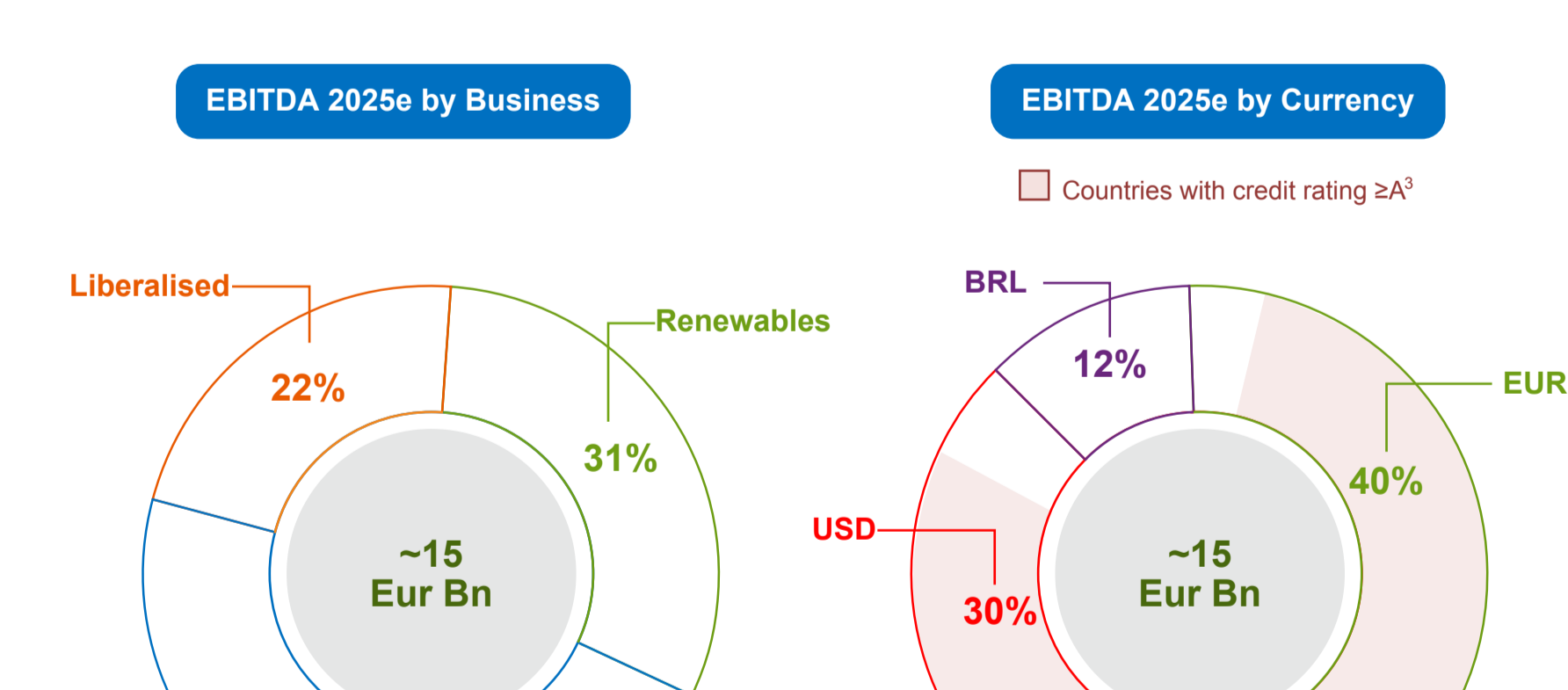
EBITDA grows **~Eur 5 Bn** from 2019 (**CAGR 6-7%**)...



...increasing the share of **renewables** and **geographic diversification**...

### EBITDA 2025e by Business

### EBITDA 2025e by Currency

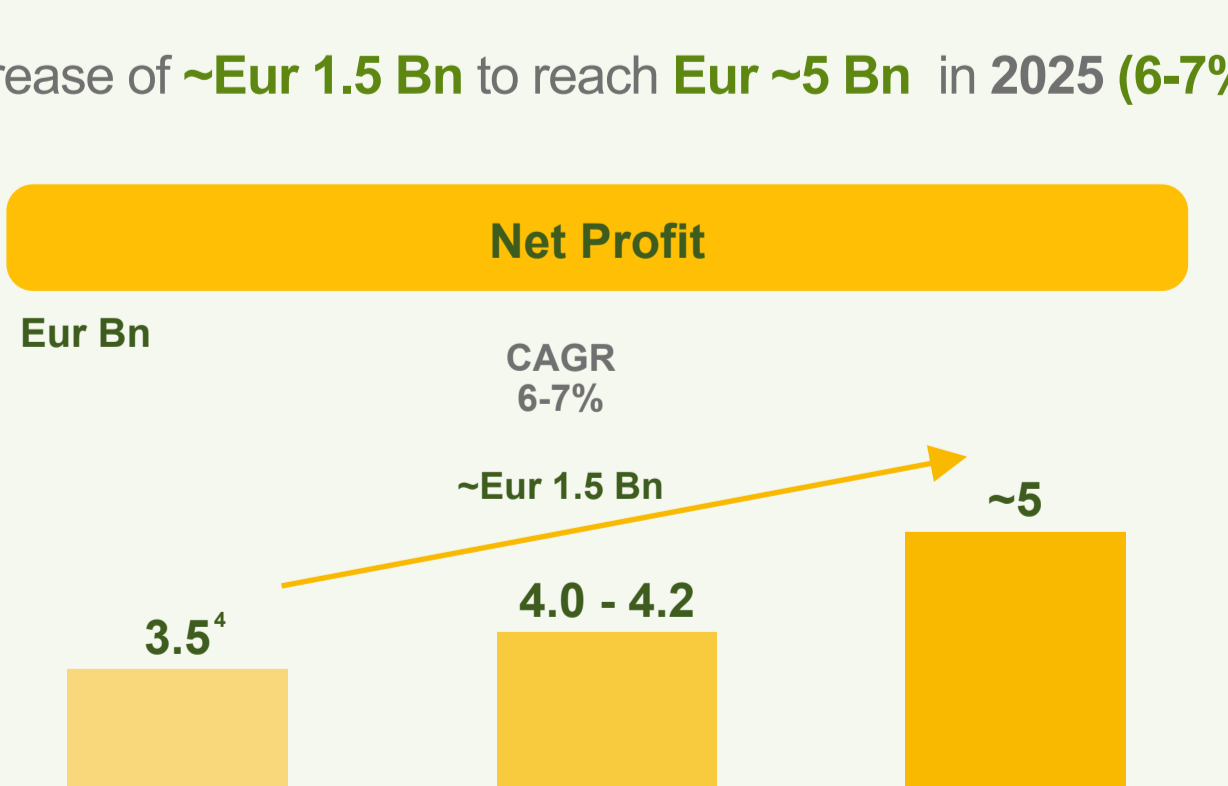


...with more than **80%** of EBITDA in **A-rated** countries

<sup>3</sup> Under Standard & Poor's categorization.

## 2025e Net Profit: Eur ~5 Bn

**Net Profit** increase of **~Eur 1.5 Bn** to reach **Eur ~5 Bn** in 2025 (**6-7% CAGR**)...



...maintaining **financial strength** and **solid rating**

<sup>4</sup> Net Profit 2019 restated for the recognition of the financial cost of the hybrid bond.

## 2020-2025 Shareholder remuneration

In a strong growth scenario, **shareholder remuneration will grow in line with results**

**Pay-out between 65% and 75% of EPS**  
(our earning estimates would lead to a DPS in the range of approx. 0.53-0.56 in 2025)

**Increasing DPS floor:** 2020-2022: 0.40 Eur/share  
2023-2025: 0.44 Eur/share (+10%)

**Maintaining optionality for shareholders with the "Iberdrola Retribución Flexible" program, including share buy-back**