

Letter from the Chairman



Ignacio Galán
Chairman of the Board of Directors & CEO of
Iberdrola, S.A.

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The Sustainability Report I have the pleasure of presenting to you is intended to summarise the most important information on the company's last 12 months. As you will find, over the course of this financial year Iberdrola has achieved major milestones that represent great progress in our plans across all countries and all areas of the group's activity, combining financial results with the sustainable creation of value for the company.

As is customary, this report is structured following the Global Reporting Initiative (GRI) guidelines, providing a detailed and transparent presentation of our performance in the financial, social and environmental spheres.

In 2018, we made significant progress in meeting our investment plan to 2022. Over 5,300 million euros of gross investment represents one of the highest levels of investment by the group in a single financial year, which has enabled us to shorten the term for achieving our goals by almost a year.

Iberdrola's activities in 2018 show that our group has the people, the technology, the resources, the experience and the knowledge required to lead state-of-the-art energy projects worldwide. A clear example of this is the Wiking offshore wind farm, which we have inaugurated in the German Baltic Sea and to which there will soon be added the Baltic Eagle and Wiking Süd offshore wind farms, also in German waters.

In this technological area, we have started construction in the British North Sea of what will be one of the largest wind farms in the world, East Anglia One, capable of supplying entirely emission-free energy to approximately one-and-a-half million people. And we are developing other projects in the United States (Vineyard, Kitty Hawk and Massachusetts Zone III) and in France (Saint Brieuc), which strengthen our strong commitment to offshore wind power.

We also completed other highly significant projects in 2018, such as the Western Link high-voltage direct current cable connecting Scotland and Wales, which transports energy via the longest undersea electric cable in the world, and the Santiago and Hermosillo photovoltaic power stations in Mexico, which will avoid the atmospheric emission of around 550,000 tons of CO₂ per year. In Spain, we have achieved the full digitalization of our distribution network via the STAR project, which also involved the installation of 11 million smart meters allowing for improved service and network efficiency and the integration of more renewable energies and of new electric mobility solutions.

At the same time, we have made headway in the development of major initiatives that we hope to complete in the coming years, such as the NECEC project (the new transmission line between Quebec and Massachusetts, which will supply 100 % renewable energy to 1.2 million homes), the Tâmega hydroelectric pumping complex (one of the most significant energy projects in Portuguese history), and increased commercial activity in countries like France and Italy.

All these advances strengthen the wager that we have been making at Iberdrola for almost two decades, a commitment to make the investment in renewable energies, storage, smart grids and new customer services required to lead the sustainable and efficient energy transition that our sector requires.

Record of results

The information included in this Report also shows that our firm commitment to a cleaner and more sustainable world is fully compatible with growing the company's operating and financial parameters and profitability.

Stimulated by the strong performance of all our businesses across all countries and by the progress of our plans, our revenue rose by 12.2 % to overcome 35,000 million euros, EBITDA increased by 27.7 % to 9,349 million euros and net profit grew by 7.5 % in comparison with the previous year, to 3,014 million euros.

The positive performance turned in by the company during the year allowed for a proposal to the shareholders of an increase in shareholder remuneration of almost 7.7 %, to 0.351 euro per share. If we add to this the performance of the share price on the financial markets, the total return on our shares in

2018 stands at 14 %, compared to -11.5 % for the Ibex-35 index and -11.3 % for the Eurostoxx 50. This placed Iberdrola among the four largest electricity companies worldwide by market capitalisation at year-end.

Strengthening future growth

We will continue to progress in the achievement of our plans over the coming years, with the development of more renewable energies (onshore and offshore wind, photovoltaic and hydroelectric), more smart grids and new products and services for our customers.

Specifically, in Spain and within the framework of the opportunities offered by the energy transition, we are already substantially increasing and will continue to increase our renewable capacity, with the installation of new photovoltaic plants and wind farms: in Brazil, we will continue to extend our transmission and distribution grid infrastructure and to invest in clean energy; in the United Kingdom and the United States, we will move forward with our plans for transmission and distribution grids and the installation of new onshore and offshore wind farms; and in Mexico we are building plants to increase our installed combined cycle and renewables capacity, which will help to provide a more stable and secure system. We will also make a major commitment to the sale of electricity, gas and products and services in these five countries, as well as in other European countries in which we already operate.

The aim is to continue growing and to do so in the most profitable, but at the same time sustainable, manner. If anything distinguishes us at Iberdrola, it is our close link to sustainability in the broadest sense of the word, because we are convinced that it is essential to harmonise our commitment to state-of-the-art technology with improving people's daily lives and protecting the environment.

Increase in social dividend

In 2018, we reformed our corporate governance system in order to formalise and develop Iberdrola's commitment to compliance with the United Nations Sustainable Development Goals (SDGs), which have been fully integrated into the company's sustainability policies and By-Laws as part of our Social Dividend.

Of note in this regard is the fundamental contribution that our work as an electricity company makes to SDGs 7 (affordable and clean energy) and 13 (climate action), among others. In 2018, we continued to increase our emission-free installed capacity up to approximately 33,000 MW, 68 % of our total capacity, and we recorded a CO₂ emission intensity of 82 grams per kilowatt-hour in Spain, well below that of other Spanish companies and approximately 75 % less than the average for European companies.

As a socially responsible company, we also contribute actively to the other SDGs, including those relating to decent work and economic growth (SDG 8), gender equality (SDG 5), industry, innovation and infrastructure (SDG 9), sustainable cities and communities (SDG 11) and partnerships for the goals (SDG 17).

We continued to promote the creation of high-quality employment in 2018, with around 3,500 new hires and more than 1,400 recruitments of young trainees. Our workforce today amounts to 34,000 people, to whom we can add the other 390,000¹ people that Iberdrola provides with employment through its worldwide activities. And we have continued to encourage the professional development and training of our team, with more than one-and-a-half-million hours of training given (47 hours per employee, four times more than the European average) and 2,700 internal promotions.

At the same time, we have kept firm in our commitment to equality between men and women in all areas. For example, there is no gender-based salary gap at the Iberdrola group, and we are also the Ibex-35 company with the largest number of women on its Board of Directors, with 50 % of the external directors being women.

We have also reinforced our commitment to the economic development of all the countries in which we operate, through our purchases from local suppliers (close to 8,000 million euros in 2018) as well as our tax contribution (7,939 million euros). Overall, for every euro of profit that Iberdrola makes, the company has generated more than 10.3 euros in the GDP of these countries¹.

¹ Data from PwC report (January 2019) based on figures from 2017.

Iberdrola has likewise continued to strengthen investment in innovation (with around 270 million euros invested during the financial year) for the development of new energy transition-related technologies. This has cemented our position in the main indices in this area.

2018 has also seen strong development in the work of our Foundations worldwide, which have increased their activities in areas such as social action and solidarity, art and culture, biodiversity and training, research and development of young talent in order to provide help to those who most need it, conserve and value our heritage and respond to the main challenges that society is facing. We are proud that our growth takes place within a framework of solidarity, collaboration and dialogue with disadvantaged groups.

At Iberdrola we aim to be ever closer to people. Contributing to their wellbeing and progress and preserving the planet on which we all live are the main hallmarks of our identity.

It is precisely for this reason that we have defined our purpose –a statement that summarises our main *raison d’être*, the motivation for our activities and the value that Iberdrola contributes to society–, which has been established as follows: “to continue building together each day a healthier, more accessible energy model, based on electricity”.

This purpose is based on three fundamental pillars that constitute the updated values of the Iberdrola group: “Sustainable Energy, Integrating Force and Driving Force”, which are underpinned by essential elements such as ethics, transparency, diversity, dialogue, innovation, diligence and foresight.

Iberdrola is thereby deepening its commitment to achieving the Sustainable Development Goals and to the creation of value for all Stakeholders, the basis of our Social Dividend.

From this corporate perspective and naturally through our daily management, we will continue working together, with conviction and commitment, to contribute to a world that is better, more equitable and with more and better opportunities for all.

Ignacio S. Galán,
Chairman & CEO of Iberdrola