

OUTLOOK 2018 / 2022

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IBERDROLA

Iberdrola, “utility of the future”:

Building the foundations for growth in the next decade

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Resources management

HHRR

IT

Purchases

HHRR: Headcount and personnel costs

Maintaining global headcount stable during the Plan: ~ 35,000 employees

Managing 20% more assets with the similar headcount

10% staff rotation: natural retirements support refreshing the organization, talent and re-profiling staff to deal with new environment and digitalization

Human Resources management guidelines

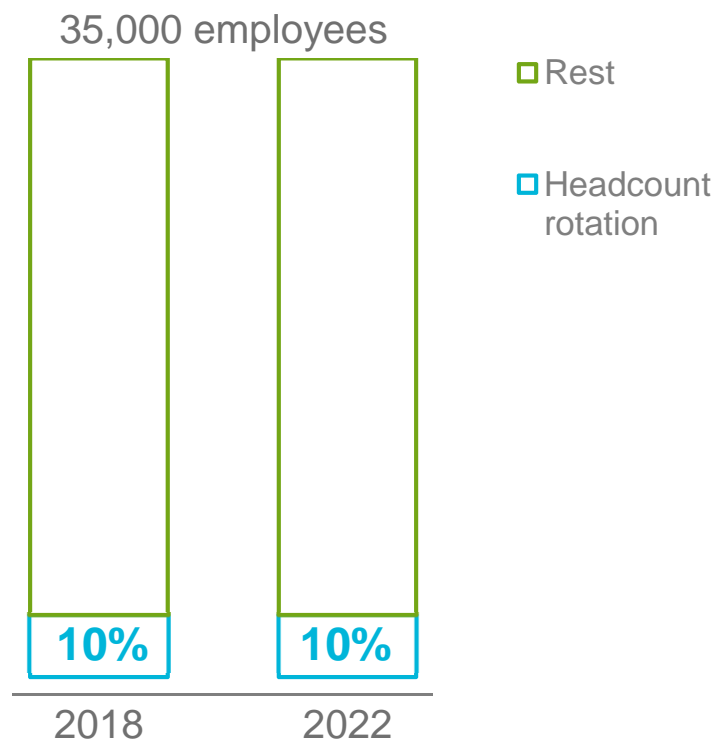
HHRR & Talent management

- **10% Headcount rotation**, opportunities to high potential people without increasing the cost base
- **Training**. 1 million hours in 2017
- **In house/outsourcing** balance optimizing costs and efficiencies

Remuneration & pension policies

- **Linking remuneration to business performance**
- **Long term collective bargaining agreements**
- **Pensions efficient management**

Group headcount (18-22)



Contributing to EBITDA growth by maintaining Personnel Expenses aligned throughout the Plan

Purchases

Continuing to add cost efficiency both in CAPEX and OPEX

Best in class purchase system allowing the Company to improve purchases price in the Countries we are present

Average 10% reduction in purchases price the first year of entrance in a new country

Through

Supply chain Smart desegregation & Competitive tender processes

For strategic equipment, technologist partnership

Logistics optimization to minimize working capital