

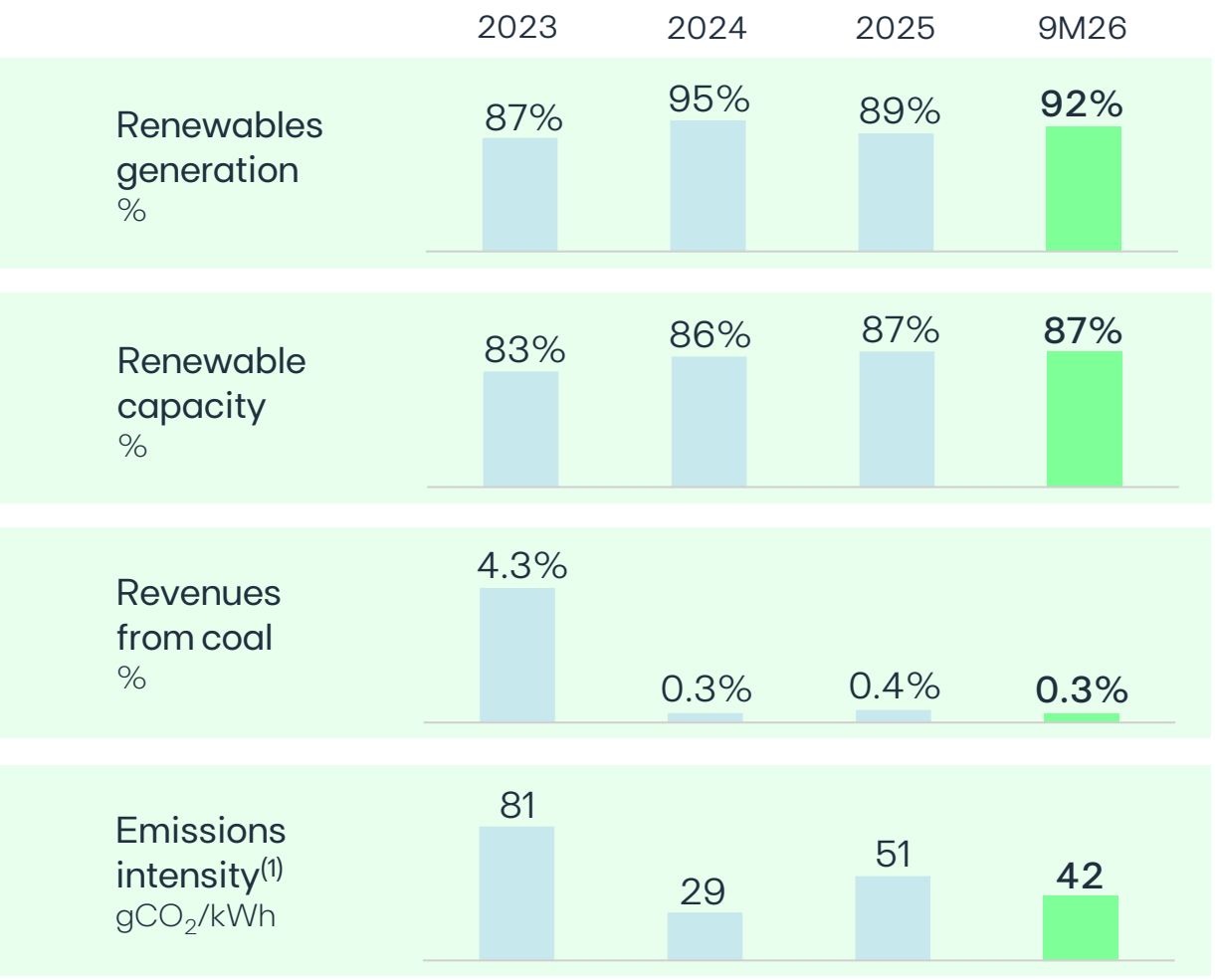
ESG Presentation

November 2026

Recent highlights

EDP is delivering measurable ESG progress through lower emissions and continued focus on people, safety and suppliers

ESG 9M26 key metrics



5

Serious injuries & fatalities
of which 2 fatalities

–38% vs 9M25

100%

Employees with training

+1 p.p. vs 9M25

77%

Purchases with ESG Due Diligence

N/A in 9M25

95%

Total recovered waste

+8 p.p. vs 9M25

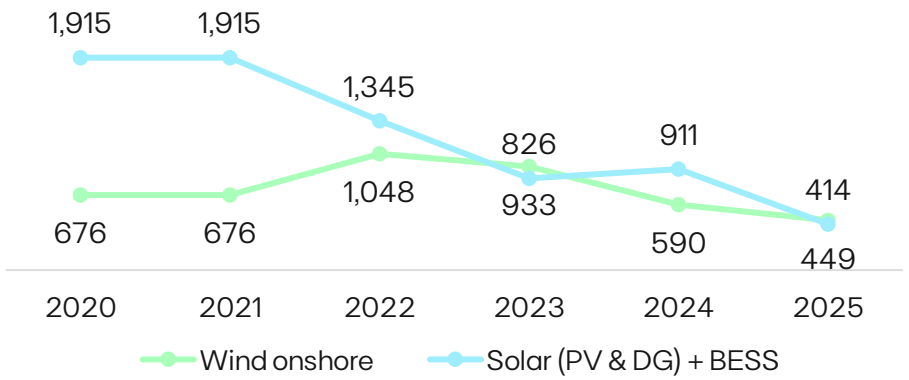
1) Scope 1 and 2 emissions intensity.

EDPR is continuously working to decrease its GHG emissions...

EDPR presented its Climate Transition Plan for the first time...

- In 2025, **EDPR defined quantified decarbonisation targets**, contributing to EDP Group's SBTi-approved targets
- **EDPR is decreasing emissions intensity per MW built** through data quality and progressive selection of less emitting equipment

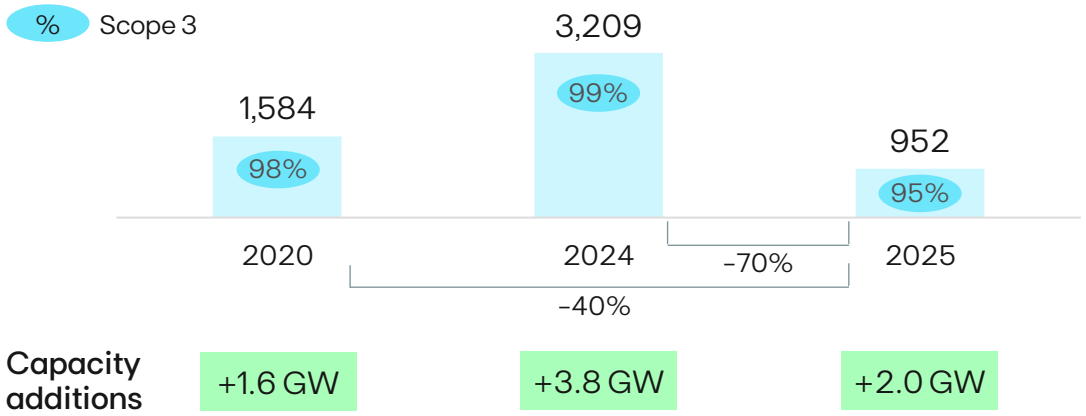
Emissions intensity per MW built [tCO_2e/MW]



... focusing on reducing emissions from Scope 3

- **Over 90% of EDPR's emissions originate from the supply chain** in Scope 3, mostly linked to project gross additions
- EDPR had **-70% GHG emissions in 2025 vs 2024**, led by a 72% reduction in Scope 3 *(less additions & less emissions per MW)*

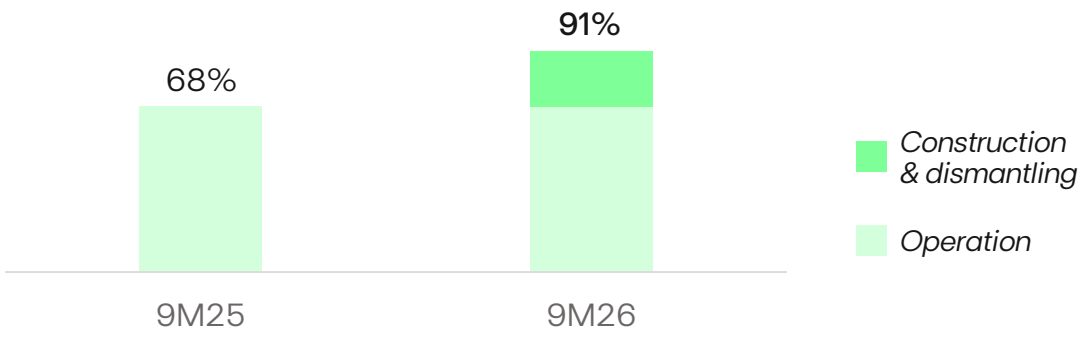
GHG emissions [$ktCO_2e$]



... while addressing other environmental and social challenges

Expanded waste reporting scope to include construction & dismantling phases, improving waste recovery rate

Total waste recovered (%)



- EDPR now reports waste generated from **the full asset life cycle**, resulting in a +23pp YoY increase in total waste recovered

Continued improvement in safety performance supported by the ongoing PlayItSafe program

- **No fatal accidents** in 2024, 2025 and 9M26
- **No Serious Injuries and Fatalities (SIF) accidents** recorded in 9M26 (~400 days elapsed since the last SIF accident)
- **Number of accidents** decreased **-44% YoY**, and **Frequency Rate**[1] stood at **1.3** in 9M26 (-21% YoY)
- **Second wave of global safety program is ongoing**, focusing on contractor supervision and the application of Life Saving Rules

1. Frequency rate calculated as [# of Work-related injuries with lost workdays/Hours worked*1,000,000].

Strategy

Our 2026-28 commitments focused on value creation

Focused growth

Visibility with improved returns and flexibility to accelerate

~€12 Bn
Gross investments

~€7 Bn
Net investments

12-14% | ~10.5%
Renewables and Electricity Networks Equity IRR

Business optimization

Focus on value and cash-flow generation from existing portfolio

~€1 Bn
Disposals, focusing on key businesses and markets

~26%
OPEX/Gross Profit

~€1.9 Bn
Flat OPEX across BP horizon

Distinctive and resilient portfolio

High quality portfolio with sound Balance Sheet

~80%
EBITDA in A-rated markets and regulated + long term contracted/hedged

~€1 Bn
Net Debt reduction

>20%
FFO/ND, committed to BBB rating

Value creation

Increasing earnings, while lowering debt

~€5.2 Bn
EBITDA by 2028

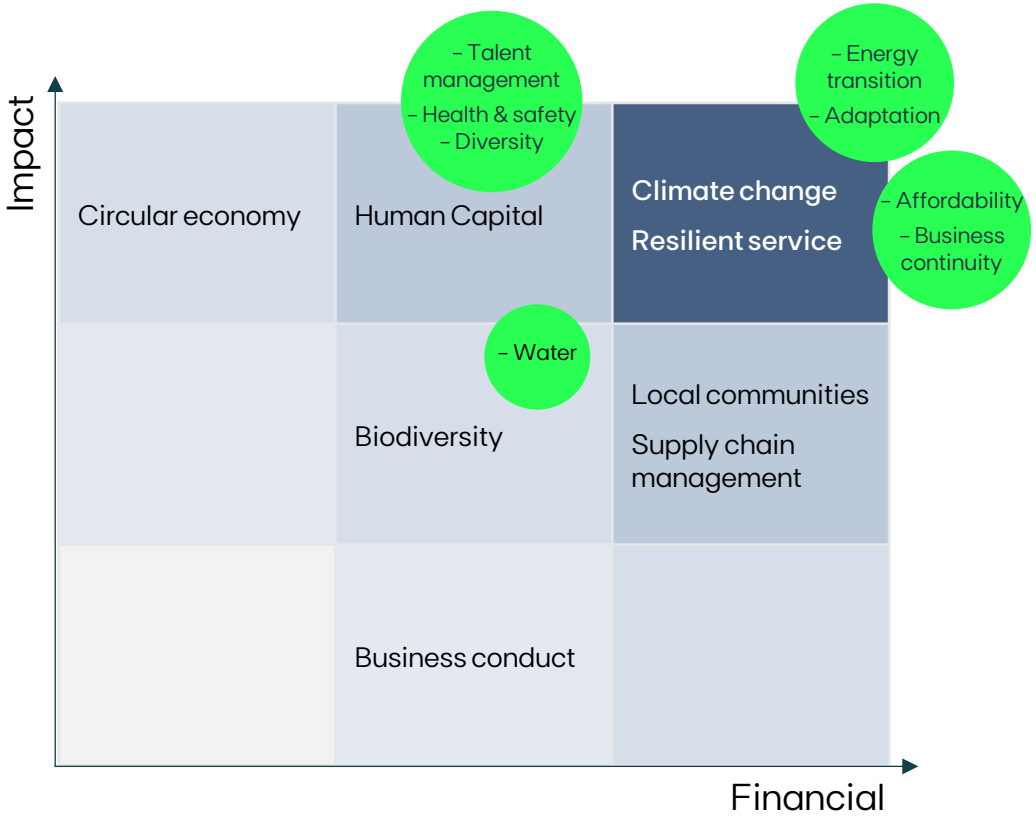
~€1.3 Bn
Net Income by 2028

~€0.21
DPS floor by 2028

Powered by our talented and experienced organization, leveraging Digital and AI capabilities

EDP's sustainability commitments reflect the material topics identified through the Double Materiality Assessment

Double materiality matrix



Business enablers

- **Energy transition:** Deliver clean energy through investments in renewables, electricity networks and flexible electricity generation
- **Affordability:** deliver competitive energy to our clients and offtakers
- **Resilience:** deliver more endogenous energies within reasonable timeframes, keeping high availability standards of our generation assets and networks

Key success factors

- **Adress the electrification and energy transition mega-trend opportunity**
- **Adapt to climate risks** protecting critical infrastructure aiming electricity supply continuity
- **Engage with communities & protect biodiversity** integrating win-win solutions with excel management of permitting processes
- **Strengthen supply chain** keeping high quality, traceability and circularity standards, contributing to on-time and on-cost projects' delivery
- **Develop and retain talent** Boosting engagement, health & safety and performance

EDP's ESG Strategy supports our Business Plan, with our priorities addressing the critical factors to deliver the energy transition successfully

2028 commitments

>90%
renewable generation in 2026-2028

100%
Growth CAPEX in Renewables & Electricity Networks

Net Zero
by 2040

Focus on resilience

Climate adaptation plans for infrastructure exposed to material climate risk

Strengthen local community engagement and promote biodiversity

All new projects[1] with material impact on communities include an **engagement plan**

All new projects[1] include a **biodiversity risk analysis & action plan**

Partner with our suppliers

100% purchases with ESG risks covered by **ESG Due Diligence**

Foster circularity

>85% total **waste recovered** along the assets' life cycle

Protect and uplift our people

Zero serious injuries and fatalities

Empowered ecosystem

Human-centered experience

Highest standards of integrity

1. Projects subject to the Investment Committee's approval

ESG commitments

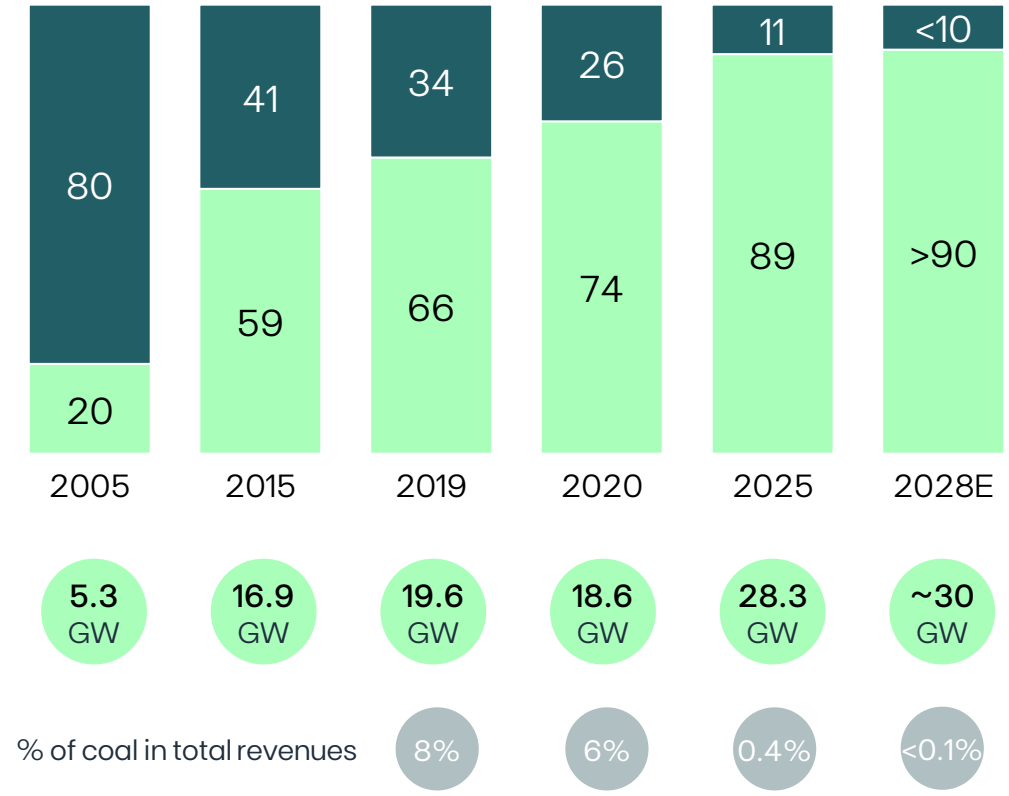
Ambition	Commitment	2025	2028 goal
Accelerate the **energy transition**	**SBTi:** Scope 1 + Scope 2, gCO_2e/kWh (% vs. 2020)	51 (-67%)	8 (-95%)[1]
	SBTi: Scope 3, $MtCO_2e$ (% vs. 2020)	6.8 (-29%)	6 (-45%)[1]
	Renewable generation, %	~90%	>90%
Focus on **resilience**	**Climate adaptation plans** for infrastructure exposed to material climate risk	↻	✓
Strengthen **local community** engagement and promote **biodiversity**	All new projects[2] with material impact on communities include an **engagement plan**	↻	✓
	All new projects[2] include a **biodiversity risk analysis & action plan**	↻	✓
Partner with our **suppliers**	Purchases with ESG risks covered by **ESG Due Diligence**, %	70%	100%
	Purchase volume of enablement equipment with **carbon footprint**, %	↻	>80%
Foster **circularity**	Total **waste recovered** along the assets' life cycle, %	86%[3]	>85%
Protect and uplift our **people**	**Serious injuries** and **fatalities**, #	12	0
	Employees' **digital upskilling** completion, %	↻	90%
	Leadership Diversity Index, %	73%	>75%
	Favourability on **Safety, Wellbeing and Belonging,** %	↻	+75%
	Employee **engagement**[4]	↻	✓
	Highest standards of **integrity**	✓	✓

1. 2030 goal | 2. Projects subject to the Investment Committee's approval | 3. In the operational phase | 4. Climate Survey; ↑ than high-performing companies.

20-year track record in decarbonization, demonstrating firm commitment to accelerate the energy transition

From 80% thermal to >90% renewables in 20 years

EDP's electricity generation, %



Significant recent progress

Pecém
0.7 GW

- **Sale of 80% stake** closed in December 2023
- **Sale of the remaining 20% stake** closed in July 2025

Aboño
0.9 GW

- **50/50 Partnership with Masaveu** in February 2024
- **Aboño I:** has ceased operations and is pending the authorization for the plant's dismantlement
- **Aboño II:** Converted to gas in July 2025

Los Barrios
0.6 GW

- Plant **authorization for closure was requested** by EDP, with positive feedback expected but pending response from Spanish Government

Soto III
0.4 GW

- Authorization for closure requested but the **Asturian network required its operation as back up to the system**, with limited hours of operation per year
- EDP is **currently assessing alternatives** to the conversion of the plant

Decarbonization path towards Net Zero by 2040, building on past progress and driving further change

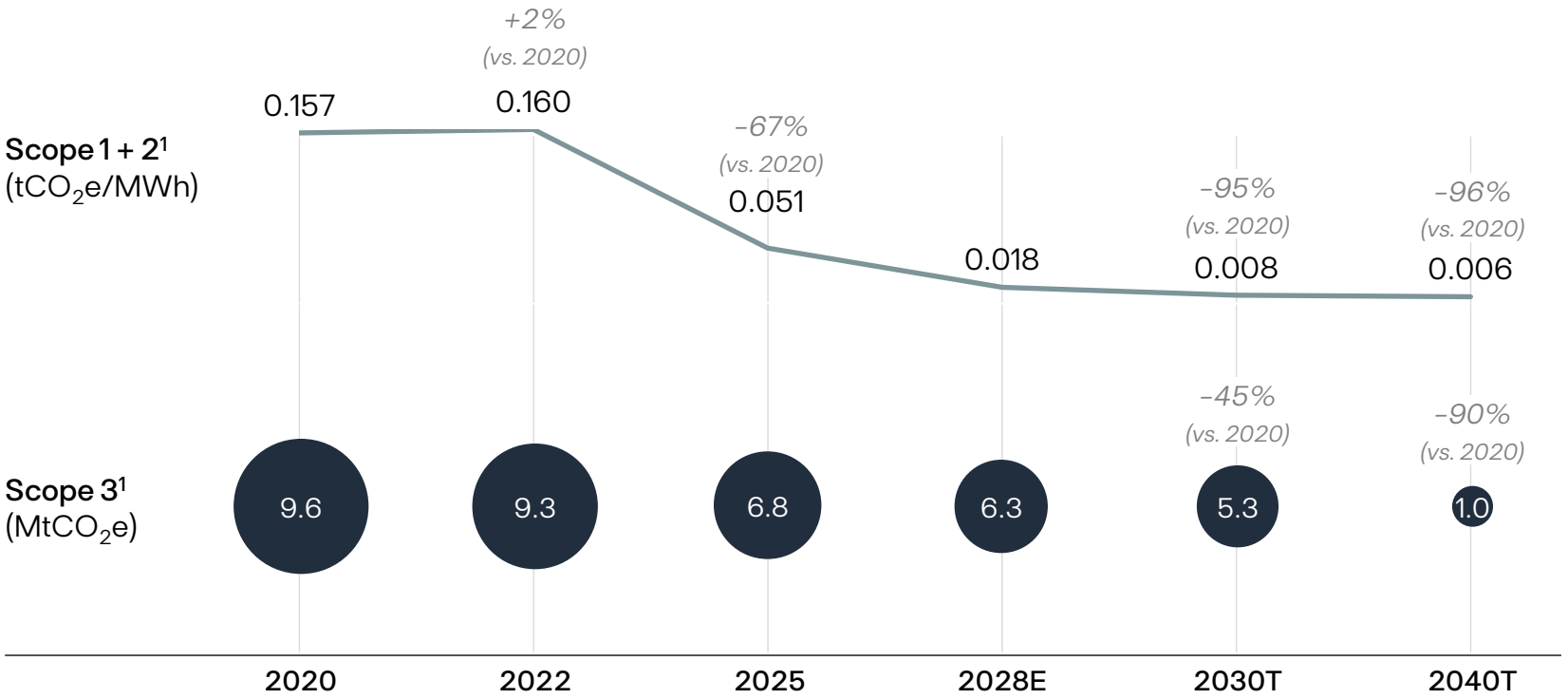
Net Zero by 2040

Reinforce EDP's path for a more decarbonized portfolio towards Net Zero, by investing in renewables & Networks and aligning objectives with suppliers, while processing the learning curve on offsetting for mitigation beyond the value chain

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

THE NET ZERO STANDARD
APPROVED NET-ZERO TARGETS

EDPR published its Climate Transition Plan for the first time



1. 2020 as base year. 2020 and 2022 values as originally published, without rebaselining after sale of Aboño and Pecém.

Commitment to decarbonization resulted in major emission reductions, mainly achieved by targeting key emission sources

		Total 2020 emissions		Total 2025 emissions		Main decarbonization levers by 2028
		$MtCO_2e$	% of total	$MtCO_2e$	% of total	
Thermal generation	Upstream and fuel combustion from power generation (coal & natural gas)	11.1	57% 84% ⊕ 16%	4.0	39% 74% ⊕ 26%	Authorisation requested to close Los Barrios and Soto 3
Electricity retail	Emissions from the electricity purchased to sell to clients	2.4	12%	3.6	35%	Increasing renewable electricity sourcing for clients
Supply chain	Procurement, including materials, assembly, services, etc. (including wind turbines and solar modules)	3.0	15%	1.5	15%	Decreasing carbon footprint per MW installed
Gas retail	Emissions from the combustion of natural gas sold to clients	2.4	12%	0.6	6%	Reducing the natural gas sold to clients
Networks power losses	Emissions from power losses in distribution networks	0.6	3%	0.3	3%	Limiting network losses
Others	Fleet, SF_6, electricity and gas consumption in buildings, business travel, commuting, waste & transport	0.1	1% 47% ⊕ 53%	0.1	1% 63% ⊕ 37%	Using EACs and travel policy & mobility fostering sustainability
		19.5		**10.1**		

Scopes 1+2 Scope 3

Embedding climate adaptation measures into business model to manage climate risks and ensure a safe, resilient and reliable service

Commitment
2028

Climate adaptation plans
for infrastructure exposed to material climate risk[1]

Extreme events that impacted EDP
Examples (non-exhaustive)

- **Wildfires in Portugal**
  2017
- **Winter Storm Uri in Texas, US**
  2021
- **Extreme drought in Iberia**
  2022
- **Floods in Brazil & DANA in Spain**
  2024
- **Martinho Storm in Portugal & Spain**
  2025
- **Severe Storms in Portugal**
  2026

EDP's diversified portfolio helps mitigate the exposure to climate risks, but climate adaptation plans are increasingly relevant to minimise impacts

- Solid **portfolio management** with technological & geographical diversification
- Robust **energy management** strategy, aiming for pay-as-produce contracts
- **Assets resilience** through broad insurance plans & climate adaptation plans

Examples of adaptation measures implemented by EDP:

- Used low-flammability vegetation near Electricity Networks to reduce fire risk
- Installed thermal insulation & heater blankets in wind turbines to prevent freezing
- Planted native trees on degraded land to stabilize soil, reduce erosion & avoid landslides

1. Assets with risk of >€2.5m expected loss over the project's lifecycle.

Severe storms in Portugal (Jan–Feb 2026): Rapid response and community support

Immediate operational response supported by preventive measures and real-time monitoring...

- Electricity Networks' teams fully mobilized to reestablish power supply

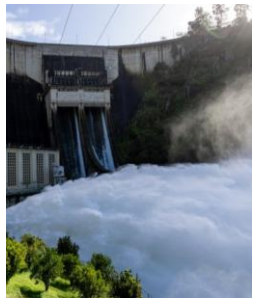
6,000km Grid affected and 5,800 damaged towers (HV, MV, LV)

+2,400 On-site workers

96.5% of affected customers reconnected in one week



- Exceptional rainfall continuously monitored with advanced hydrological models
- Coordinated Dam management with environmental authorities to mitigate flood impact



...together with an impactful support to the communities and our clients

Client support

Payments & invoicing

Support to solar DG reinstallations



Emergency support delivered to affected communities

>90 tones of materials (sand, roofing tiles, tarpaulins) to protect homes and support recovery

Starlink devices, power banks and electricity generators distributed to restore communication and ensure power access in isolated areas

Ongoing coordination with municipal and regional partners for volunteer action

~€80m expected investment to rebuild damaged infrastructure, partially supported by insurance, implying higher replacement CAPEX and 2026 OPEX costs

Strengthening local collaboration for shared progress in the energy transition

Commitment
2028

All new projects[1] with material impact[2] on communities **include an engagement plan**

Key data
9M26

€17m total social investment
~12k volunteering hours

Creating partnerships with communities is essential for the energy business

- Builds trust and long-term relationships, strengthening project acceptance
- Anticipates and addresses local concerns, reducing risks and promoting community benefits
- Co-creates solutions with communities, leveraging local insight and shared ownership

EDP's local engagement plans include both business-related community engagement actions and social investment programs

Examples of social investment programs (non-exhaustive)

Skills – Energy Professionals	Professional training within the energy sector to meet future labour demands & foster employment	
Green Home	Improve homes of families in need and community spaces through renewable energy & efficiency	
Solidarity Solar	Develop Solar Energy Projects providing the benefits of self-consumption or solar communities	
Future Farmers	Support local farming through agricultural education and renewables awareness	

1. Projects subject to the Investment Committee's approval | 2. Material impact – Defined by a risk analysis carried out in the Investment Committee's scope to determine the project's risk level for affected communities: a) Direct local opposition, or b) Nearby or in indigenous areas, or c) Involves the displacement of people or goods.

Integrating biodiversity commitments across our operations enables successful permitting and project delivery

Commitment
2028

All new projects[1] include a biodiversity **risk analysis & action plan**

Pilot projects to test and align with **Biodiversity No Net Loss & Net Gain**

Reported in alignment with TNFD for the first time

Applying the Mitigation Hierarchy is crucial to manage biodiversity risks aiming for a net positive impact

- **Integrate biodiversity aspects early in project development**, selecting locations considering ecological sensitivity
- Implement measures throughout the project lifecycle to **effectively address the effects on ecosystems and species**
- Embed a **No Net Loss and Net Gain mindset** across our activities, using pilot initiatives to define standardized methodologies

Integrating biodiversity conservation measures into operations

- **Mitigate impacts on fauna & flora** by adopting the best available technologies and through specific projects in collaboration with recognized institutions
- Maintain key ecosystem services by promoting biodiversity protection, through **restoration actions** once construction and dismantling is completed
- **Develop transformative solutions** that promote renewable energy, enhance ecosystem services, and ensure land-use compatibility

First solar plant integrating livestock farming in Europe:

- Panels provide shade that **reduces water needs** for animals and improves grass resilience
- Integrates **250 sheep grazing** under panels, reducing mowing needs & improving soil health

Joining efforts to support a nature positive impact

act4nature international · cebds · Fundación Biodiversidad · REWI · wbcsd

1. Projects subject to the Investment Committee's approval.

Proactively engaging with suppliers to ensure business continuity, traceability, and sustainable supply chain practices

Commitment
2028

100%
ESG risk purchases with ESG Due Diligence

>80%
purchase volume of enablement equipment[1] with carbon footprint

Key Data
9M26

77%
ESG risk purchases with ESG Due Diligence

A sustainable and resilient supply chain is key for EDP's decarbonization path, risk management and business continuity

Boosting decarbonization

15% of EDP's emissions come from the supply chain, making supplier engagement critical to reduce our carbon footprint

Ensuring traceability

Customs controls, supply disruptions and human right concerns in the solar sector led EDP to adapt its solar procurement strategy

Strong engagement process in place to assess and mitigate ESG risks

- EDP **evaluates ESG risks** and **performs ESG due diligence** to suppliers
- **Introducing ESG requirements**, such as carbon footprint, supply chain mapping and environmental certification, to influence procurement decisions
- **Active monitoring mechanisms** such as factory audits and site inspections

EDP's agreement with First Solar helps foster sustainable procurement:

- 1.8 GW of modules secured for solar projects in the US for 2026-28
- Thin film PV technology with minimal carbon and water footprint
- US-based manufacturing with no polysilicon needed

1. Enablement equipment: modules, turbines, inverters, batteries, racking, transformers, cables, poles, electric mobility

Life-cycle approach based on reduction, optimization and recovery to promote and increase the circularity in the business

Commitment
2028

>85%
total waste recovered along the assets' life cycle[1]

Key data
9M26

95%
total waste recovered along the assets' life cycle

EDP's path in the energy transition drives circularity demands

Construction (~25% weight[2])

- **~1.5 GW / year** of renewable capacity additions in 2026-28

Operation (~25% weight[2])

- **>34 GW** installed capacity by 2028
- **>400,000 km** of Networks by 2028

Dismantling/Repowering (~50% weight[2])

- **>2 GW** dismantled in 2026-28
- **~0.2 GW** repowered in 2026-28

EDP ensures that circular economy principles are embedded in the sourcing, production, and end-of-life management of materials

- Strengthening internal & external guidelines to enhance circularity practices
- Working with partners to increase circularity in enablement equipment & service providers
- Exploring circularity innovative solutions for enablement equipment

EDP's Close the Loop program promotes waste recovery in dismantling & repowering

>20 partners specialised in **recycling and reusing** products, with initiatives mainly focused on **wind turbines and solar panels**, such as:

- Working with multiple blade recycling partners such as Vestas and Wind Power Solution
- SOLARCYCLE partnership in the US, recovering >23k solar panels & >700 tons of waste in 3 years

1. 2026-2028E average. | 2. Weight of each phase in the estimated waste generation in 2026-28.

Safety is a core pillar to our operations and therefore we embed prevention, responsibility, and care into every aspect of our work

Ambition 2028 — **Zero** serious injuries and fatalities (SIF)[1]

Key Data 9M26 — **5** (-38% YoY) SIF[1] | **2** (Stable YoY) fatal accidents | **1.3** (-17% YoY) frequency rate

We are committed to achieving zero SIFs by focusing on:

- Shared responsibility
- Leadership and engagement
- Continuous learning

Global safety program

PlayItSafe

Drives consistent behaviours, leadership involvement, and practical actions **to eliminate serious incidents and fatalities**

PlayitSafe, launched in 2021 to improve safety culture, is now complete

Key focus wave 1:

- **Eliminating** fatal accidents
- Driving **consistency in field** safety performance
- Strengthening the **operational excellence** of EDP's activities

Overall, the **SIF rate has reduced by 77%** since the launch of PlayItSafe in 2021

Wave 2 of the program was launched with a focus on driving SIFs to zero

Key focus wave 2:

- **Contractors' safety management**
- **Leadership engagement** in field operations
- **Site works planning and preparation** leveraging digital tools

Reduction in SIFs and risks through stronger contractor control, improved leadership engagement and proactive preventions

1. Employees and contractors.

Shaping our identity through organizational excellence, human experience, and accountable leadership to deliver sustainable results

Our strategic pillars

Empowered ecosystem

Drive **simplification and agility** with **empowered structures**, and **scale digital/AI** for smarter decisions

Human-centred experience

Empower people to grow with agility, moving from process to talent management, guided by **future-ready leadership** & an **identity of belonging** and performance

Main 2028 commitments

90% **Employees' Digital Upskill Plan Completion**, building a future-ready workforce through continuous learning and capability growth

≥75% **Leadership Diversity Index**[1], building balanced leadership as a key driver of competitiveness and innovation

Employee empowerment & engagement[2], fostering a culture of trust and accountability that drives strong results

2025 highlights

EDP launched the **"Think With AI" Program,** with >7,800 employees using GenAI tools regularly and >6,400 employees upskilled across the Group, embedding AI as a default way of working

73% **Leadership Diversity Index**[1]

Empowerment increased to 76%, supported by greater decision-making autonomy, while **Engagement** remains high at 78%, alongside a strong performance in **Collaboration** – a category where we exceed high-performing benchmarks

Market recognition

top EMPLOYER 2026 FOR A BETTER WORLD OF WORK

efr global

1. Composite indicator combining gender, nationality, and age diversity within leadership positions. Business Plan target updated following a revision to the calculation methodology.
2. Climate Survey I ↑ in high-performing companies.

Business conduct upholds the highest standards of integrity, ensuring responsible conduct and trust across all operations

Commitment
2028

Highest
standards of integrity



Prevention

- Specific risk assessments
- Policies/ procedures and control mechanisms
- Training and awareness

Detection

- Ethics & Compliance monitoring
- Internal and external audits
- Whistleblowing channels & incident management
- Communication channels

Response

- Implementation of improvement opportunities
- Continuous risk reassessment

Recognitions and Certifications

Certifications of our Compliance Management System: ISO 37301, ISO 37001 and UNE 19601

EDP is One of the World's Most Ethical Companies for the **15th consecutive year**

Consolidated & autonomous independent reports ICFR's external auditor

ESG achievements recognised by top-tier institutions, aiming to maintain a strong position in ESG ratings performance

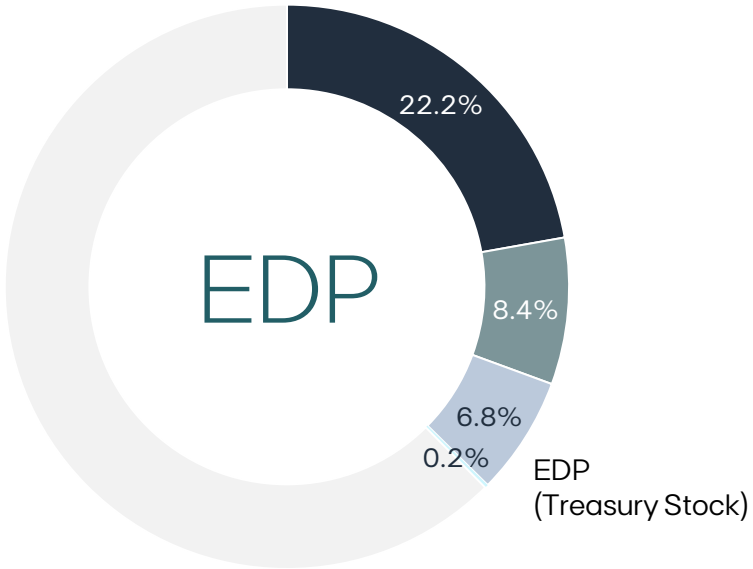
Entity	Rating	Entity	Rating	Other recognitions	
S&P Global EDP, S.A. Electric Utilities Top 5% Corporate Sustainability Assessment (CSA) 2025 Score 87/100	87/100 Top 5% (Feb-26)	SUSTAINALYTICS	19.6/100 Low risk (Sep-26)	Climate CDP A List 2025	A list on climate change (Jan-26)
Corporate ESG Performance Prime RATED BY ISS STOXX	B Industry Leader (Jun-26)	MSCI ESG RATINGS AAA CCC B BB BBB A AA AAA	AAA Industry Leader (Mar-26)	2026 WORLD'S MOST ETHICAL COMPANIES® ETHISPHERE	One of the most ethical companies in the world (Mar-26)
COMMITTED ecovadis Sustainability Rating NOV 2025	79/100 (Nov-25)	BITSIGHT	810/900 Top 1% (Sep-26)	top EMPLOYER 2026 FOR A BETTER WORLD OF WORK	Top Employer (Jan-26)
				TIME WORLD'S MOST SUSTAINABLE COMPANIES statista 2026	#10 World's Most Sustainable Companies (Jun-26)

Note: All ratings are performance based, except for Sustainalytics which is risk based.

Corporate Governance

Diversified shareholder base with reference investors representing >35% of the company's share capital

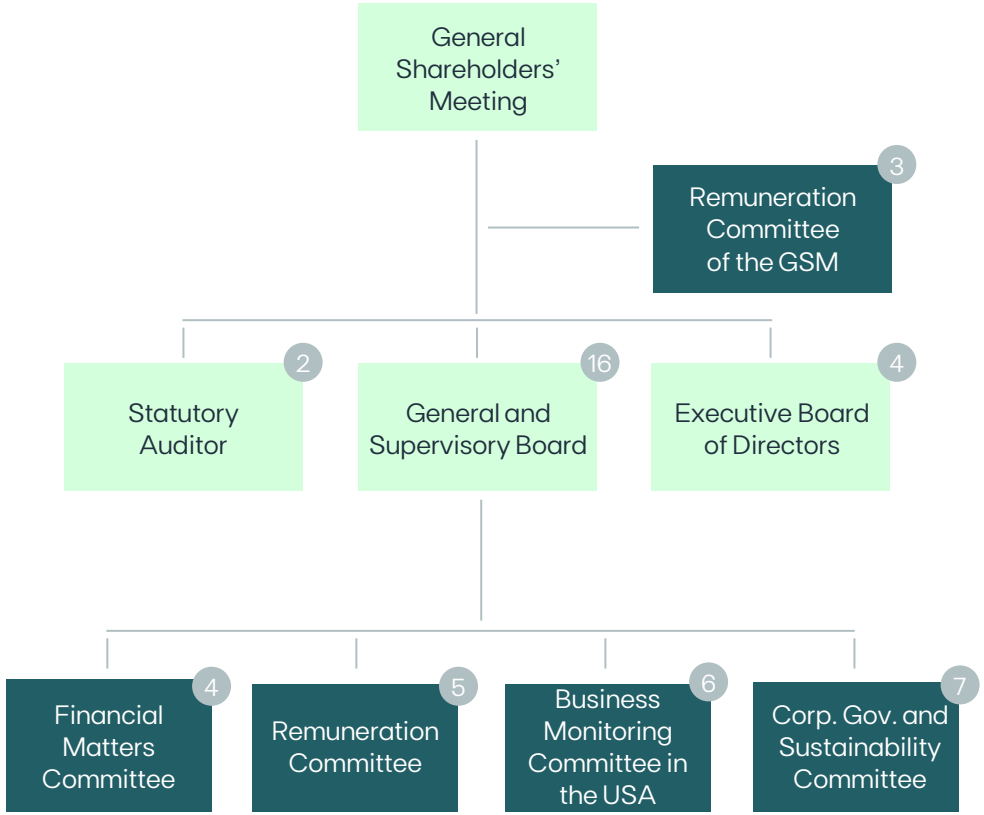
Shareholder Structure



Reference Investor	Capital (%)	Last update
1 CTG	22.2%	31/12/2025
2 BlackRock.	8.4%	31/12/2025
3 Oppidum Capital	6.8%	30/06/2026

Within EDP's share capital, 83% are institutional investors, 9% are private investors and 8% are trading or other

Dual Model of Corporate Governance ensures separation of functions, achieving trust and transparency for proper functioning



Key highlights

General and Supervisory Board monitors and evaluates the management of the company and the subsidiaries

- ✓ 16 members, all non-executive
- ✓ 56% independent and 38% women

Executive Board of Directors manages the Company's business affairs, setting objectives and policies

- ✓ 4 members elected by shareholders, including CEO
- ✓ 50% women

Remuneration Policy designed to promote merit and high performance, fostering long-term value creation

- ✓ Approved by the General Shareholders' Meeting
- ✓ KPIs, including ESG, aligned with shareholder interests

General and Supervisory Board



António Lobo Xavier
Chair
Independent

Key role linking GSB and EBD



Shengliang Wu
China Three Gorges Corporation



Guobin Qin
China Three Gorges International Corp



Zhang Hui
China Three Gorges Brasil Energia, S.A.



Ignacio Herrero Ruiz
China Three Gorges (Europe), S.A.



Miguel Pereira Leite
China Three Gorges (Portugal), Sociedade Unipessoal, Lda.



Fernando Masaveu Herrero
Member



Victor Roza Fresno
Draursa, S.A.



Sofia Salgado Pinto
Independent Member



Zili Shao
Independent Member



Alicia Reyes Revuelta
Independent Member



Gonçalo Moura Martins
Independent Member



Maria José García Beato
Independent Member



Sandra Maria Santos
Independent Member

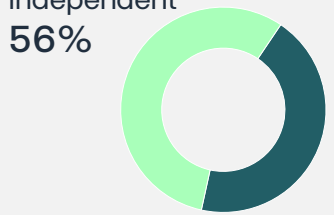


Stephen Vaughan
Independent Member

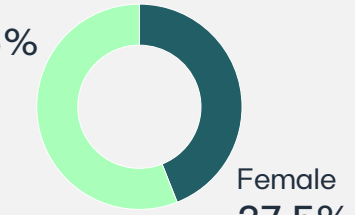


Lisa Frantzis
Independent Member

Status



Gender



- **16 members** all non-executive
- **3-years mandate** (2024-2026)
- **Average 5-years tenure** at GSB
- **The remuneration is fixed** and takes into account the tasks performed

Executive Board of Directors

Miguel Stilwell d'Andrade
Chair of the EBD (CEO)



Rui Teixeira
Member of the EBD (CFO)

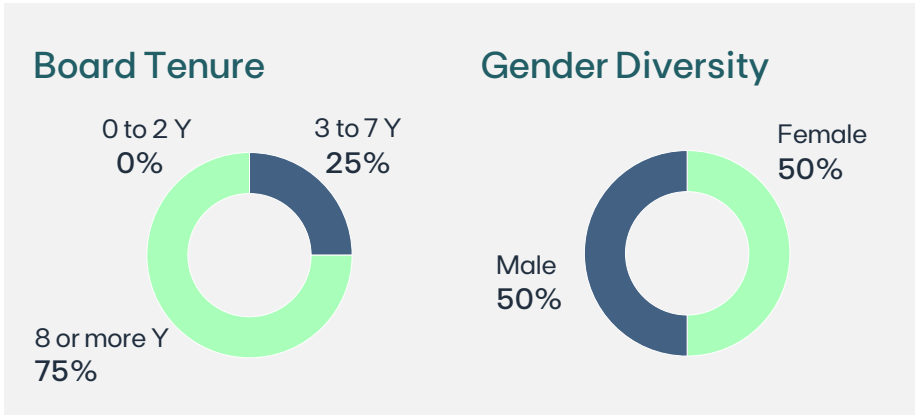


Vera Pinto Pereira
Member of the EBD



Ana Paula Marques
Member of the EBD





- 4 members[1]
- 3-years mandate (2024-2026)
- Elected by shareholders, including CEO
- Fixed and Variable Remuneration (including ESG performance), approved by the GSM

1) Five Executive Board members were elected in 2024. Following Pedro Vasconcelos' resignation, effective 30 April 2026 (announced on 9 March 2026), the position has not been filled.

Management targets are fully aligned with shareholder interests and ESG performance

EBD Remuneration Policy (2024-2026)

General characteristics

Disclosure of quantifiable targets: Yes (in annual remuneration report)

Disclosure of achievement: Yes (in annual remuneration report)

Disclosure of results: Yes (in annual remuneration report)

Malus / Clawback: Yes / Yes

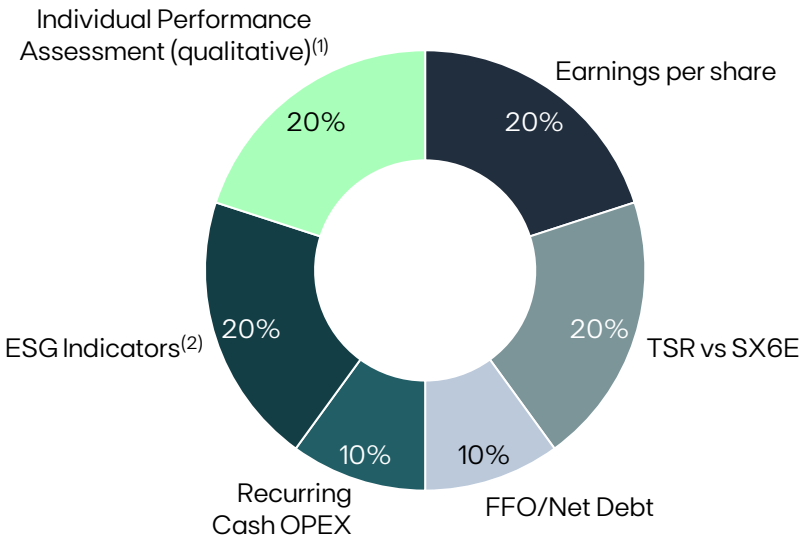
Share-Based remuneration: Yes (multiannual component)

STI: potential conversion of a portion of the multiannual variable remuneration into cash

Variable remuneration KPIs

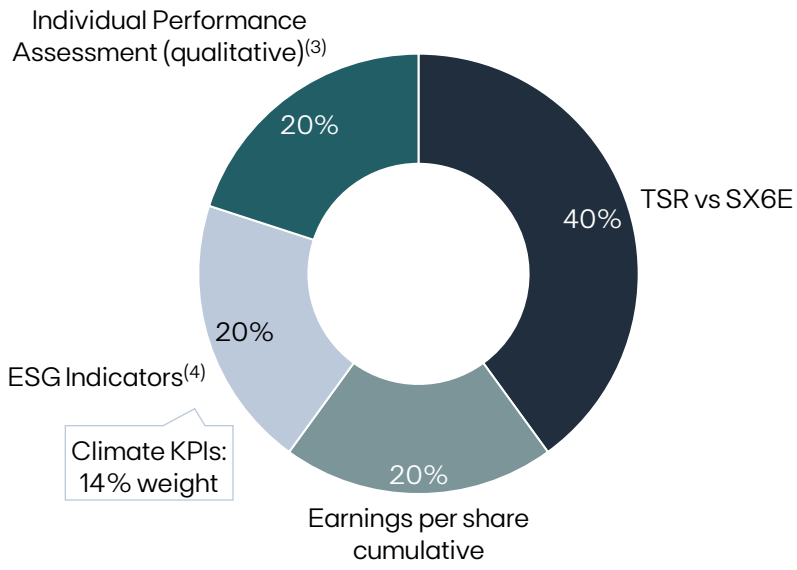
Short-term KPIs:

- Comparison with **Business Plan & Budget**
- Max. limit of fixed remuneration: CEO: 110%; other members: 80%
- >85% of the targets and each one individually need to be accomplished



Long-term KPIs:

- Comparison with **Business Plan**
- Max. limit of fixed remuneration: CEO: 185%; other members: 145%
- >85% of the targets need to be accomplished



1) Implementation of the BP in the year (5%); Team management (5%); Teamwork (5%); Stakeholder management (5%). 2) DJSI Results; Performance in the employees' yearly climate study; Performance in the customer satisfaction index. 3) Strategy & execution (5%); Employee development (5%); Teamwork & new forms of working (5%); Stakeholder management (5%). 4) Increase of share of renewable energy production; Emissions reduction; Bloomberg GEI performance.

Leadership Team supports alignment & decision-making process on global company strategy, backed by a top talent team of 12k employees

Leadership Team

CEO

Miguel Stilwell d'Andrade

CFO

Rui Teixeira

Renewable Generation Assets

Ana Paula Marques

Client Solutions

Vera Pinto Pereira

Energy Management

Pedro Neves Ferreira

Networks

Ferrari Careto

Iberia

Duarte Bello

North America

Sandhya Ganapathy

South America

João Brito Martins

Asia Pacific

André Fernandes

Europe w/out Iberia

Pedro Vinagre

Strategy & M&A

Miguel Fonseca

People & Organization

Paula Carneiro

Digital

João Nascimento

Appendix

Integrated Electric Utility in Iberia & Brazil, renewables developer & operator with strong presence in US and EU



Europe

12,613 MW | 4,798
290,675 Kms

South America

3,681 MW | 4,028
100,686Kms

North America

10,809 MW

APAC

1.152MW

Solar Capacity (MW)
Wind Capacity(MW)
Hydro Capacity (MW)
BESS Capacity(MW)
Clients B2C ('000 #)
Networks ('Kms)
EDP main hubs

Note: Data as of December 2025

2025

33 GW
Installed Capacity

~90%
Renewables generation

64 TWh
Electricity Generation

391,360
Electricity Networks (KM)

9 million
Clients

11,865
Employees

Overview of EDP's Integrated Electricity Value Chain from Renewable Generation to End-User Supply and Energy Solutions

1 Electricity generation

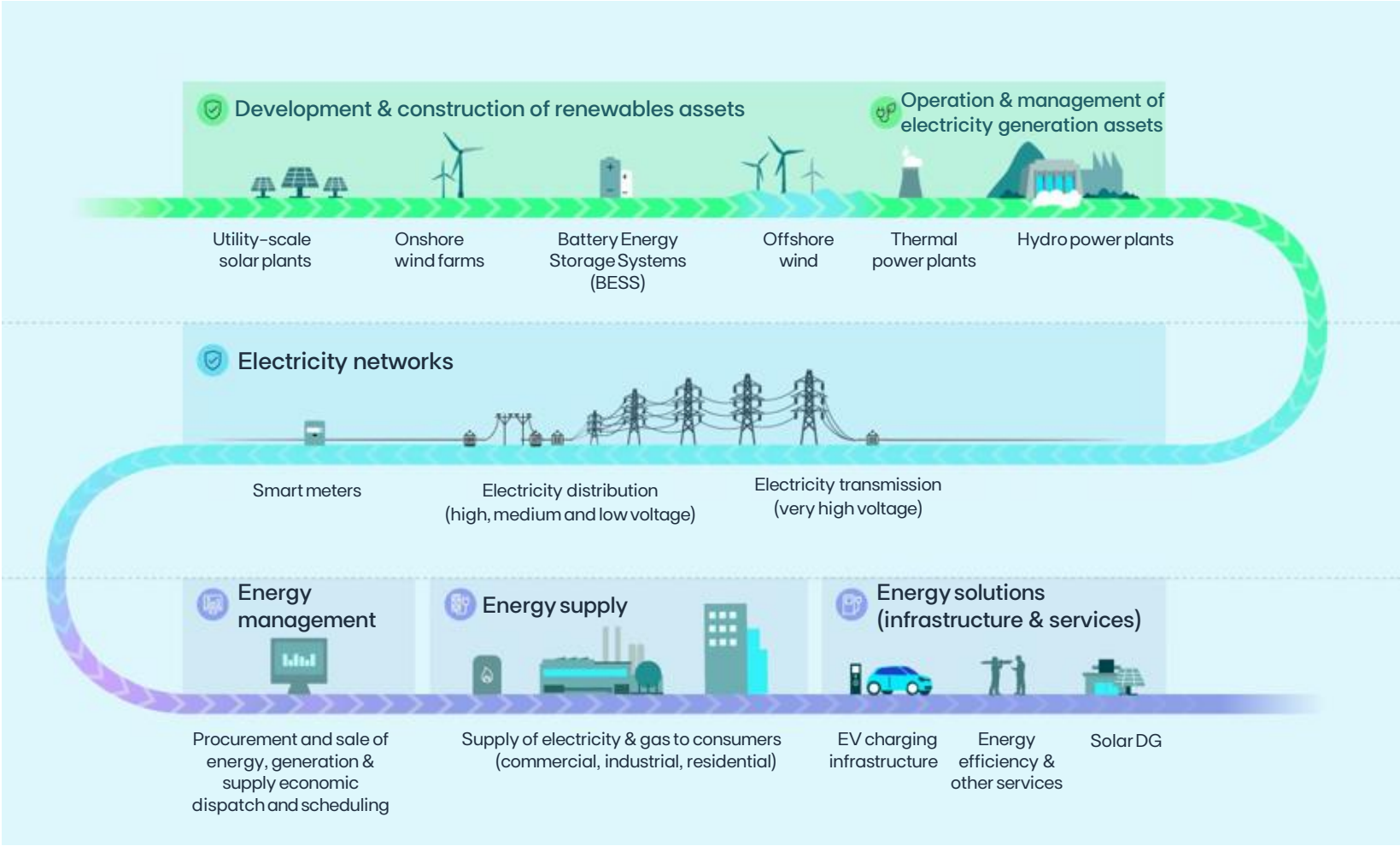
Generation is the first activity in the value chain of the electricity sector. Power plants transform the various energy sources into electricity.

2 Electricity networks

Transmission carries the generated energy through very high-voltage lines, while distribution channels that energy to the distribution grid. The distribution network allows the flow of energy to the supply points, supported by smart meters for accurate monitoring.

3 Energy management & supply

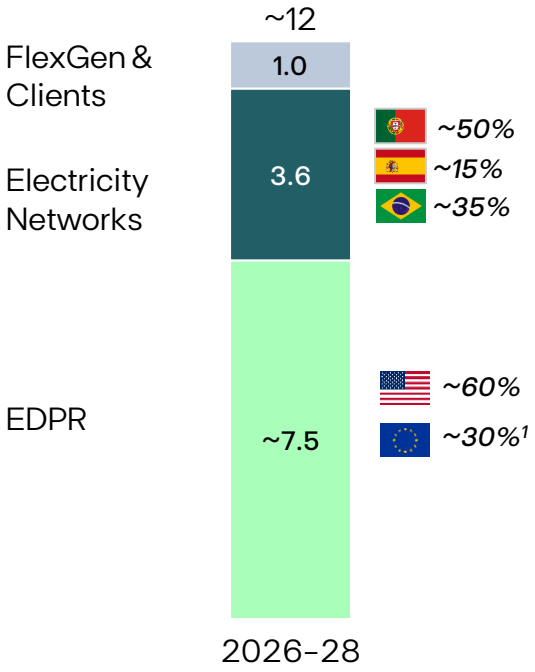
Energy supply contracts with end users, managing clients' energy needs and optimizing the dispatch of generation assets and energy procurement contracts. Includes other related services (Solar DG, EV charging, energy efficiency, etc.).



A resilient, low-risk portfolio delivering predictable growth

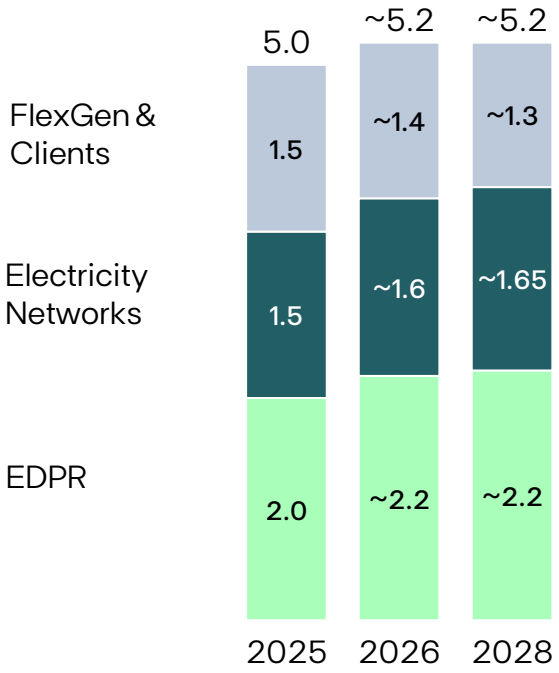
Gross Investment, € Bn

By business

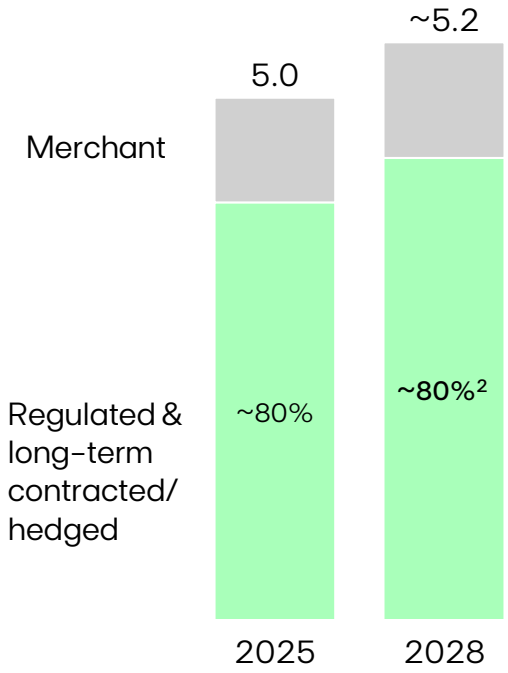


EBITDA, € Bn

By business



By contracted profile



~90%
in A-rated markets

~30%
from Electricity Networks

~80%
regulated + long-term contracted / hedged

1. Includes investment OW and others.


edp