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# What we are presenting today

OUR VISION AND COMMITMENTS



Miguel Stilwell d'Andrade (CEO)

OUR PLATFORMS

OUR FINANCIALS



Rui Teixeira (CFO)

CLOSING REMARKS

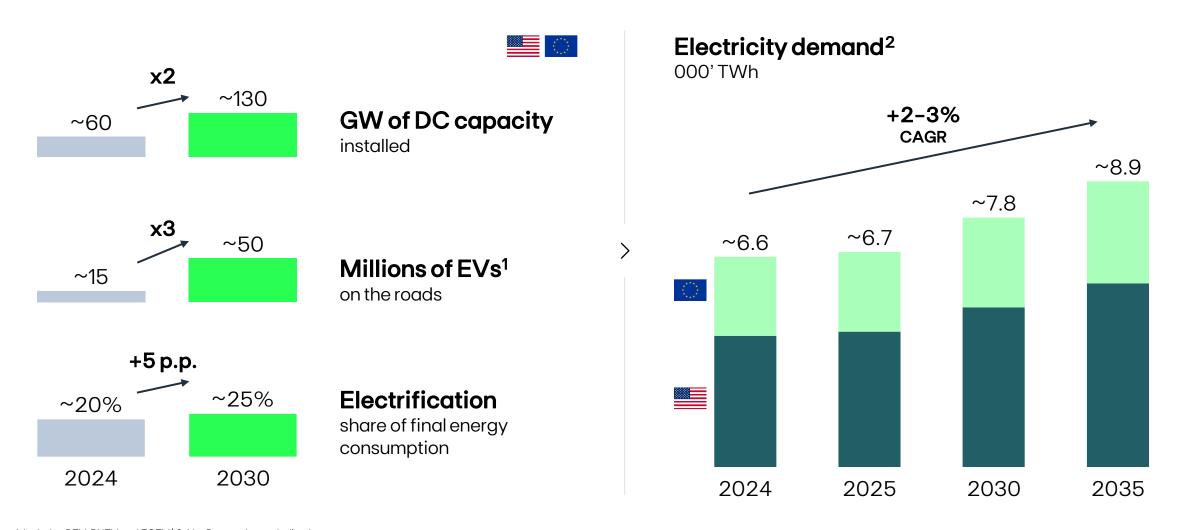


Miguel Stilwell d'Andrade (CEO)



### Power demand at an inflection point — an era of sustained growth driven by tech and electrification





# Wind, Solar and BESS — the fastest, cheapest, and most scalable energy sources





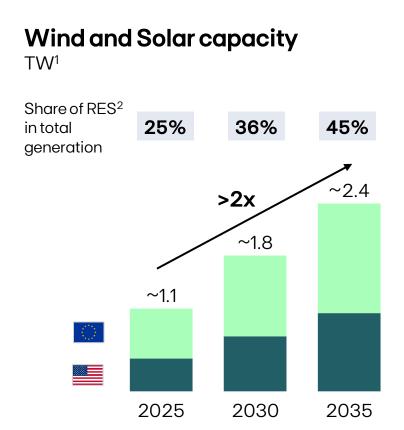
- RES costs are expected to continue downward trend
- Increased gas turbine lead times (increasing from ~1-2 to ~5-7 years)
- Long time to market of nuclear new builds while requiring governmental risk taking/support

<sup>1.</sup> Including tax credits in US  $\mid$  2. Time-to-market estimations for new projects, with FID in 2025 Note: BESS – Battery Energy Storage Systems

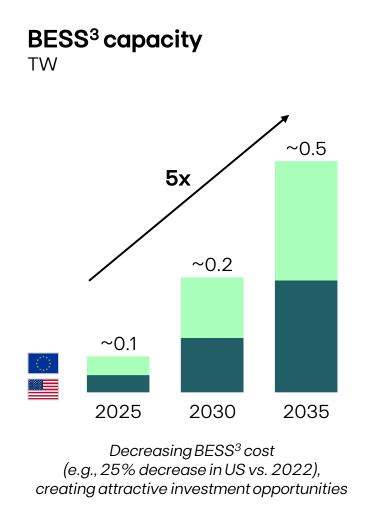
# An evolving energy system – more flexibility needed and new value pools emerging



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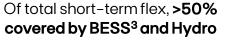


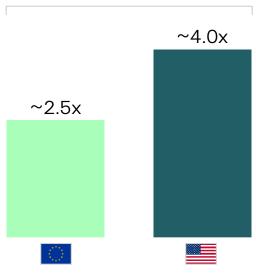
Increasing Wind and Solar capacity leading to more penetration of variable, non-dispatchable generation



### Flexibility needs<sup>4</sup>

2035 vs. 2023 increase





Uplift in value of generation assets with flexibility attributes

Source: Wood Mackenzie, IEA STEPS, Lazard

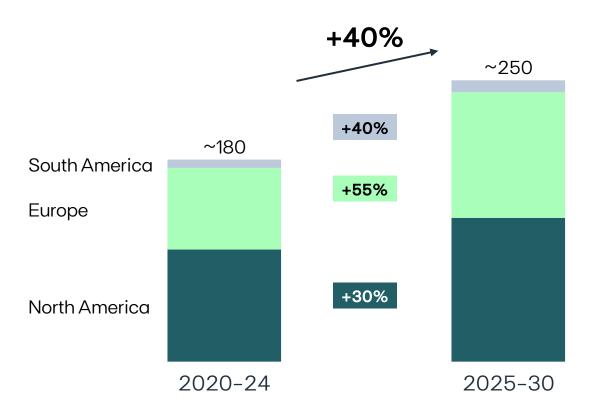
<sup>1.</sup> Considers TWac for Wind onshore and offshore and TWdc for Solar PV (utility + distributed) | 2. Share of RES includes Solar and Wind generation | 3. Battery Energy Storage Systems | 4. Short term flexibility needs (i.e., largest hour-to-hour differences in residual load)

# Step change in Networks investment — modernize aging network, connect demand/supply and reinforce system reliability



#### **Investment in Electricity Networks**

Avg. \$Bn/year





### Modernization – the key driver

~55% of transformers in Portugal with over 40 years asset life by 2030



#### New demand - bottlenecked

~85% of Spain's distribution Networks needs reinforcement to connect new demand



### Capacity – Regional imbalance

between generation and urban areas in Brazil, leading to increased transmission and distribution capacity



#### Reinforced investment committed

+60% of Networks investment planned in Iberia between 2025–30

### Strong regulatory tailwinds – providing increased long-term visibility





### Europe



- Contract for Difference (CfD) auctions of >100 GW in 2026-28, with accelerated deployment through national interest projects and streamlined permitting
- EU Action Plan and upwards revision of **Networks investments** (incl. lberia)
- Capacity markets and other incentives for BESS<sup>1</sup> and FlexGen investments (e.g., exemption of Networks fees in Germany)



#### One Big Beautiful Bill Act providing clear tax credits framework

- PTC/ITC granted for wind and solar with CODs until 2030<sup>2</sup> based on safe harbor updated guidance
- ITCs granted for BESS<sup>1</sup> with CODs until 2039<sup>2</sup>



**Networks investment** framework in place, while bottlenecks in RES still need to be addressed

- **30-year extension** of electricity distribution concessions
- New regulatory periods in **distribution** with improved returns
- Regulation expected to address **curtailment** impact on renewables

### EDP is at the center of this secular investment opportunity



### Electricity at the core of strong investment momentum in the sector...



Entering an era of sustained growth of power demand



Renewables are the cheapest, fastest and most scalable technology



More flexibility needs with increasing value pools



Step change in Networks investment



Market and regulatory tailwinds

### ... and EDP is prepared to capture the opportunity

- Leader in Renewables with strong track record and pipeline, namely in US
- Resilient integrated position in Iberia, with strong FlexGen and Clients portfolio
- Strong Electricity Networks business, with material step up of investments, especially in Portugal

### Our 2026-28 commitments focused on value creation



### Focused growth

Visibility with improved returns and flexibility to accelerate

~€12 Bn

Gross investments

~€7Bn

Net investments

12-14% | ~10.5%

Renewables and Electricity Networks Equity IRR

### Business optimization

Focus on value and cash-flow generation from existing portfolio

~€1Bn

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

~€1Bn

Net Debt reduction

>20%

FFO/ND, committed to BBB rating

### Value creation

Increasing earnings, while lowering debt

~€5.2 Bn
EBITDA by 2028

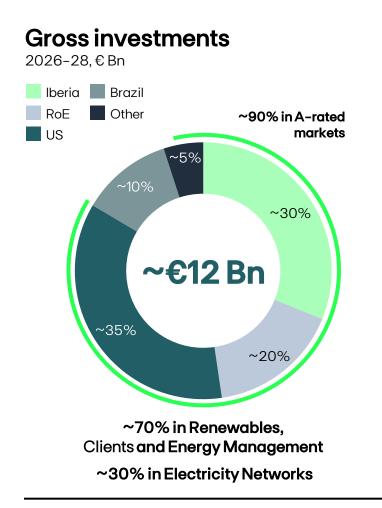
~€1.3 Bn
Net Income by 2028

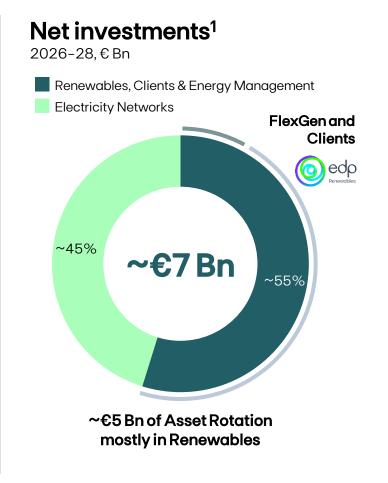
~**€0.21**DPS floor by 2028

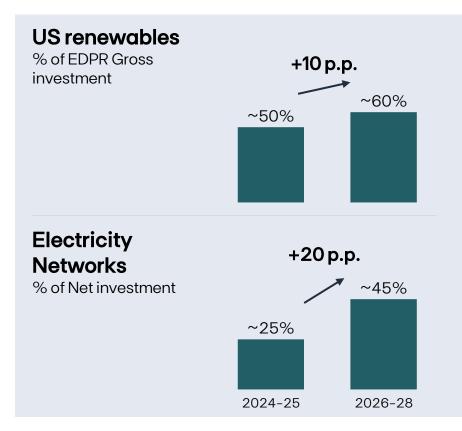
Powered by our talented and experienced organization, leveraging Digital and Al capabilities

# Focused €12 Bn investment plan with US renewables and Iberian Electricity Networks at the core





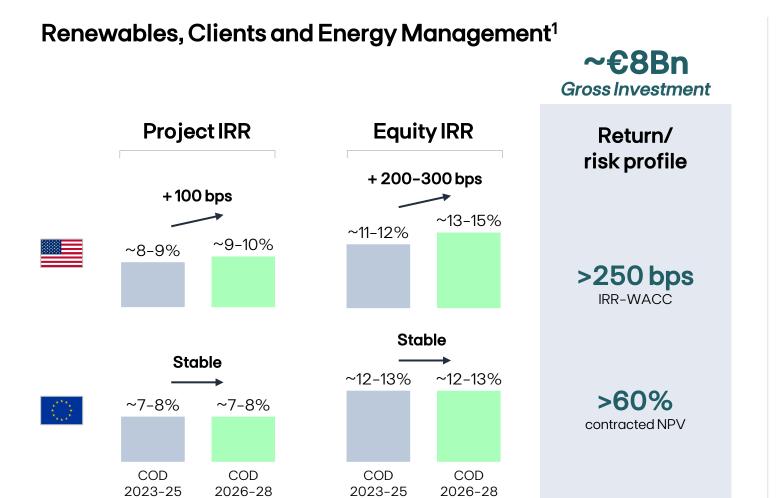


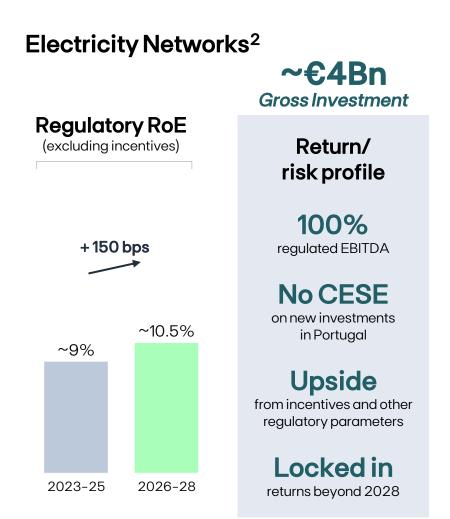


#### Pipeline optionality to accelerate throughout the plan and beyond

### Enhanced returns supported by market and regulatory tailwinds







<sup>1.</sup> Renewables: Considers projects with COD in 2023-25 vs COD in 2026-28. Project IRR and Equity IRR at FID post-tax in nominal terms assuming cost of debt and a 50/50 capital structure |
2. Regulatory RoE is nominal and post-tax and assumes regulator's inputs for cost of debt and capital structure. Electricity Networks PT and SP — considers RoR of 7% (pre-tax and in nominal terms) based on company's expectations for the 2026-28 period. Electricity Networks Brazil — considers the current EDP SP RoR for 2023-25 period and the latest revision of EDP ES RoR for 2026-28

### Value crystallization through Asset Rotation and portfolio focus



### Asset Rotation track record over the last 10 years

~35

transactions

~€13 Bn

cumulative proceeds

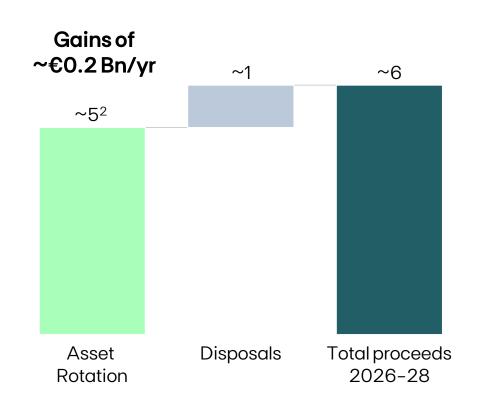
~€3 Bn

cumulative gains1

>8 GW

installed capacity rotated

Asset Rotation and Disposals proceeds 2026–28 € Bn



Strong 2025 Asset Rotation execution of €2.0 Bn with attractive valuations

Diversified portfolio and multiple markets and technologies derisking Asset Rotation execution

# Driving efficiency and agility across the business, improving competitiveness



#### Optimizing for superior value

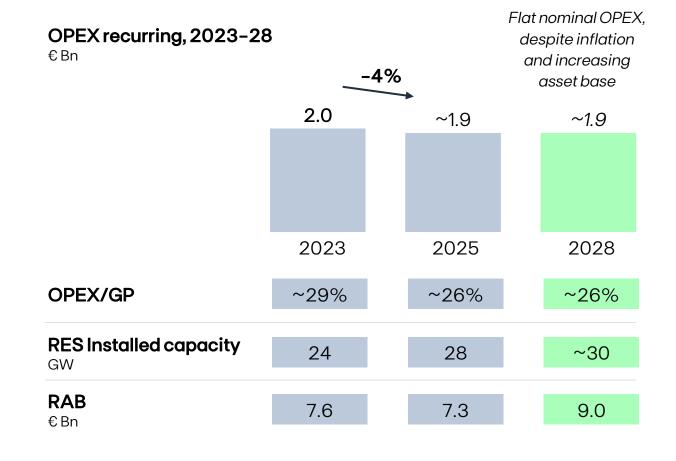
Extract more value from existing assets, improving availability and O&M

(+1 p.p. availability uplift 2025–28; -19% RES OPEX/MW vs. 2022)

**Focus on core geographies** exiting markets / businesses with limited EDP presence and synergies, improving efficiency

Drive organizational agility and scale digital/Al for smarter operations (90% Employees' Digital Upskilling Plan Completion, 2028)

#### Focusing on efficiency

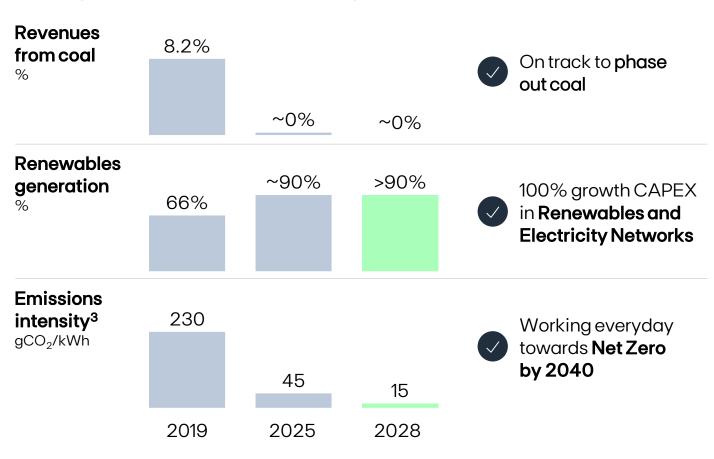


<sup>1.</sup> Wind and Solar technical availability

### ESG leadership anchoring our energy transition



#### Strong track record in the energy transition



#### 2028 key ESG commitments

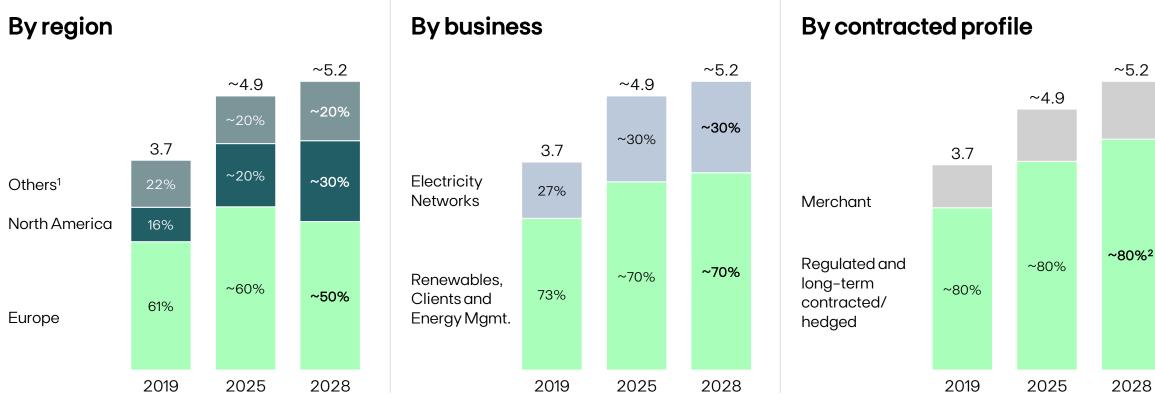
- Climate adaptation plans for infrastructure exposed to material climate risk
- All new projects<sup>1</sup> with material impact on communities include an engagement plan
- All new projects<sup>1</sup> include a **biodiversity risk** analysis and action plan
- 100% **purchases** with ESG risks covered by **ESG Due Diligence**
- Zero serious injuries and fatalities
- ≥40% Leadership Diversity Index²

<sup>1.</sup> Projects subject to the Investment Committee's approval | 2. Index measures diversity in leadership positions, assessing the balance of genders, generations, and nationalities within the organization | 3. Scope 1 and 2 emissions intensity

### A resilient, low-risk portfolio delivering predictable growth







~80%
in A-rated
markets

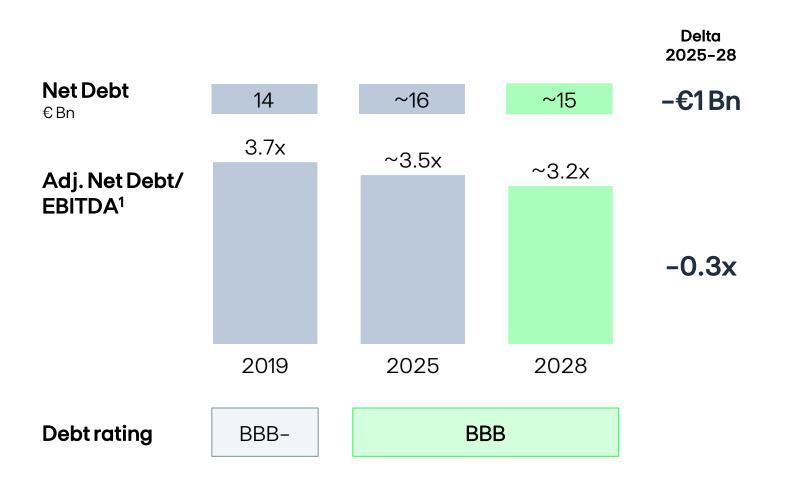
~30% from US by 2028

~30% from Electricity Networks

~80%
regulated + long-term
contracted / hedged

### Stronger BBB balance sheet, providing flexibility for future investment





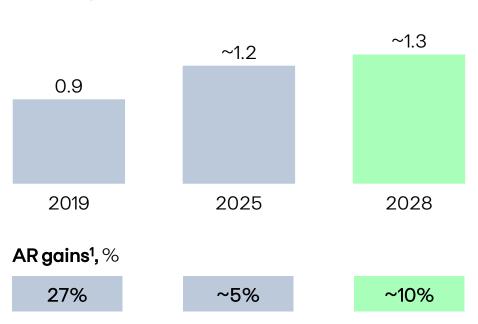
- Organic Cash Flow growth
- Preserving a low-risk business profile ~80% of EBITDA from A-rated markets and ~80% regulated or LT contracted / hedged activities
- Absolute Net Debt reduction supporting improved credit ratios over 2026–28

### Attractive shareholder remuneration — sustained earnings growth supporting visible dividend floor



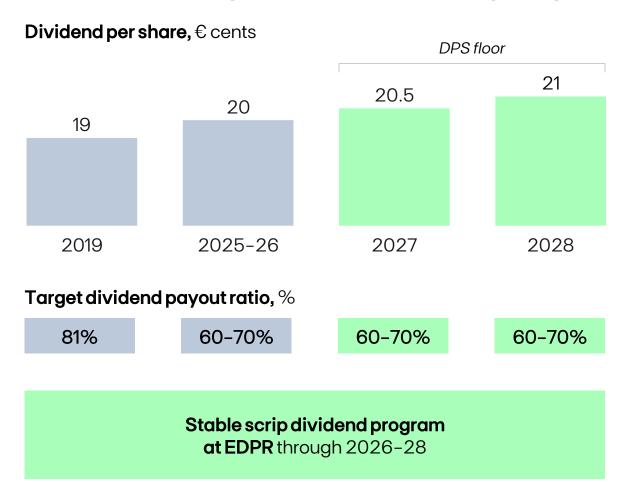
#### Delivering earnings growth

**Recurring Net Profit,** € Bn



Improved earnings quality profile: **lower weight of AR gains** together with **high weight of regulated and A-rated** markets

#### Sustainable and predictable dividend policy



1. Share of AR gains in recurring net profit



### Electricity Networks — Strong presence in Portugal, Spain and Brazil





- Sole operator of High, Medium and Low Voltage<sup>1</sup> Electricity Networks in mainland Portugal
- Largest Electricity Distribution operator in the regions of Asturias and Cantabria



Main Distribution operator in the **State of Espírito Santo and in São Paulo's coastline,**and minority stake in Celesc in Santa Catarina

Portfolio of electricity transmission assets, 4 lines in operation and 3 under construction



### Track record of efficiency, with superior quality of service — enabled by technology, data & Al



#### **Enhanced quality of service**

SAIDI<sup>1</sup>2024 per geography, min





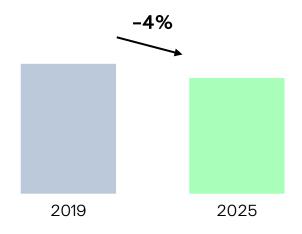


72

21

392

SAIDI<sup>1</sup>2019-25 at Group-level, min



#### Enabled by technology, data & Al

### 15.5

### Networks operations robotization and digitalization

Optimized vegetation management via drones and satellite images

Dynamic line rating for network optimization and resilience



#### Al as a key driver for optimized and smart Network operations

Improving customer experience and reducing call centers load through Al

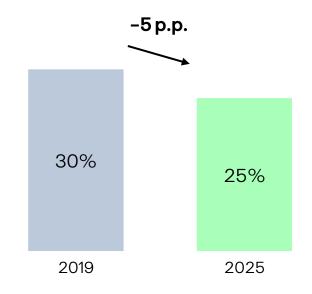


### Integrated and real time management of HV/MV/LV grids in 2026<sup>2</sup>

Driven by new ADMS<sup>3</sup>, advanced metering infrastructure and 100% LV mapping

#### Improved efficiency

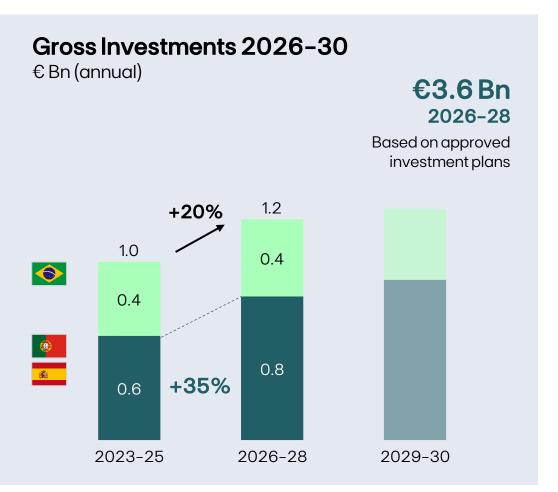
Electricity Networks OPEX/Gross Profit

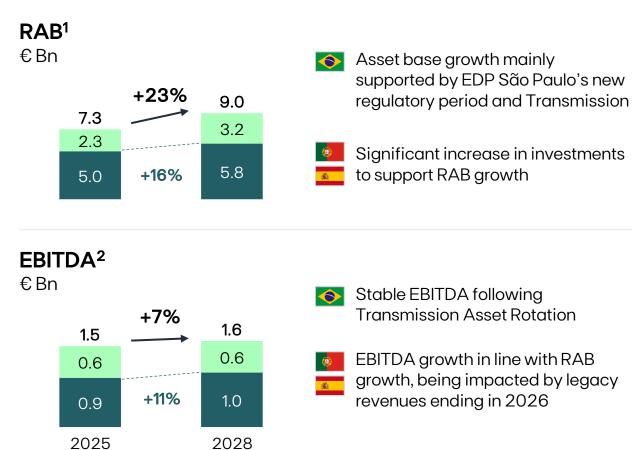


Networks assets modernization resulting in lower maintenance interventions, including extension of outsourced EMC<sup>4</sup> activities

### €3.6 Bn investment plan driving RAB and earnings growth – increasing share of Iberia

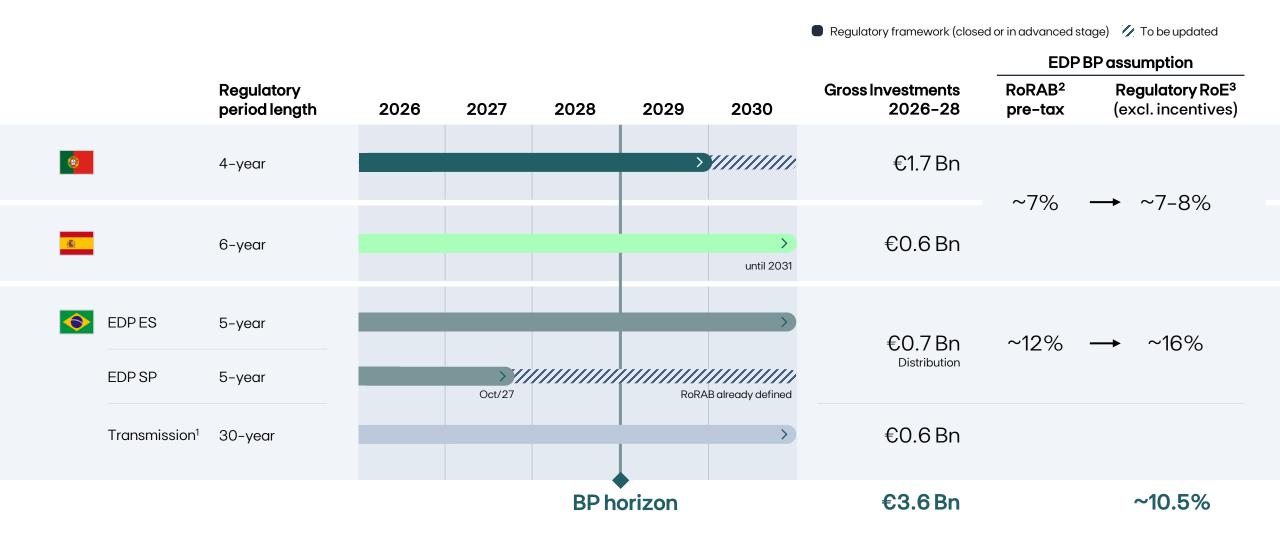






# Increased visibility and returns — >90% of investments with regulatory frameworks closed / advanced and improved returns





<sup>1.</sup> Visibility on Annual Allowed Revenue

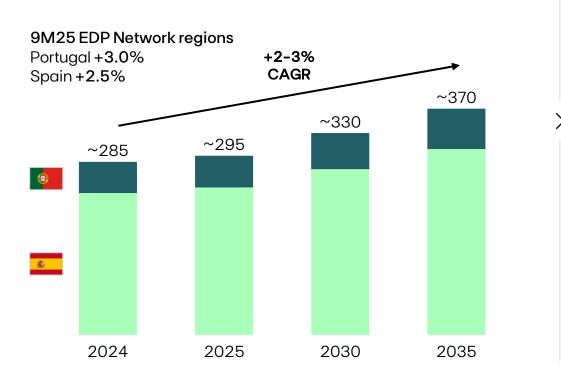
<sup>2.</sup> Electricity Networks PT and SP – RoR pre-tax and in nominal terms based on company's expectations. Electricity Networks Brazil – RoR pre-tax and in real terms based on the latest revision of EDP ES 3. RoE post-tax in nominal terms excluding incentives, assuming regulator's inputs for the cost of debt and capital structure

# New demand and Modernization — drivers of increased investment in lberia for the next 10–15 years





Electricity demand<sup>1</sup> lberia, TWh

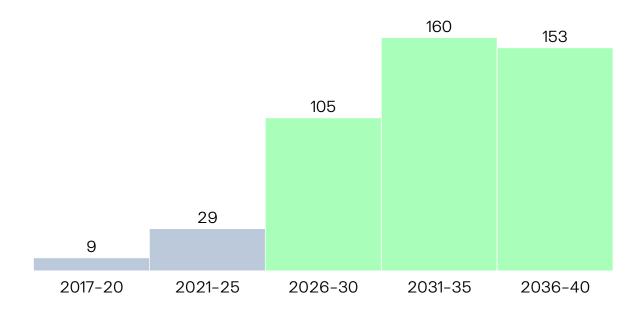


### Equipment aging, resilience improvements, and digitalization support investment needs

•

HV/MV active transformers in distribution Networks in Portugal by year of estimated end of useful life, #

1970–80s strong electrification wave drives a surge in renewal needs between 2025 and 2040



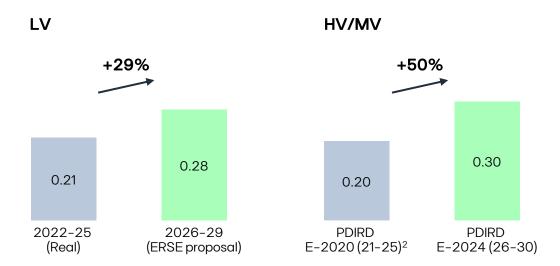
### Adequate regulatory returns required to fully support needed investment







Average annual gross investments<sup>1</sup>, € Bn

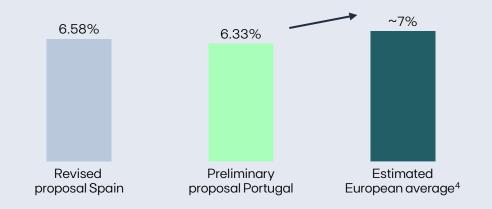


Temporary increase of investment cap by 2030

Up to ~€250 Mn p.a. potential investment under defined add-on<sup>3</sup>

### Potential for returns to converge with those of other EU countries to enable the additional investment needed for the Energy Transition

Regulated Return on RAB, %



Incentives on Quality of Service, losses and efficiency savings **provide add-ons to the headline Regulatory return** and could add up to  $\sim$  +100 bps in Portugal and  $\sim$ +200 bps in Spain pre-tax

In Portugal, **indexation of Regulatory return to Bond yields provides hedge with added visibility on value creation of investments** 

### Brazil's regulation fosters long-term value in both Distribution and Transmission Networks





#### Stable regulatory framework...

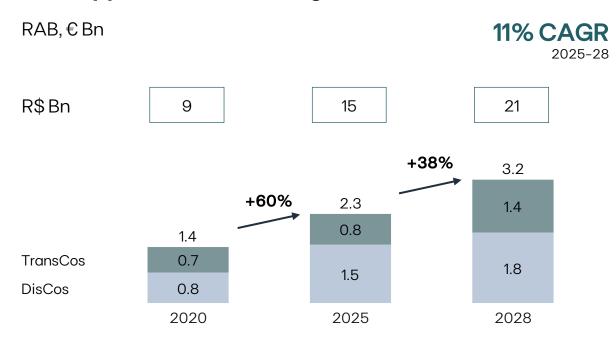
30-yr concession Tariff extension review

No upfront payment in extensions Uplift in Real RoRAB to 8.03%

	EDP Espírito Santo	EDP São Paulo
Next regulatory period	August 2030	October 2027
Current RoRAB, Real (post-tax)	8.03%	7.42%
Concession renewal	July 2055	June 2028

Expected to be extended from 2028 to 2058 under the same terms as EDP ES

#### ...to support a sustainable growth of the asset base



**Distribution** — ~90% of the investment plan focused on modernization and consumption, operational efficiency and risk management investments

**Transmission -** multiple growth avenues going forward, leveraging on a proven track record of on time & on cost execution

# Step change in investment plan and improving returns — visibility through 2028 and beyond



<b>&gt;</b>	<b>Step change in investments</b> to deliver the Energy Transition
	and modernize the Networks

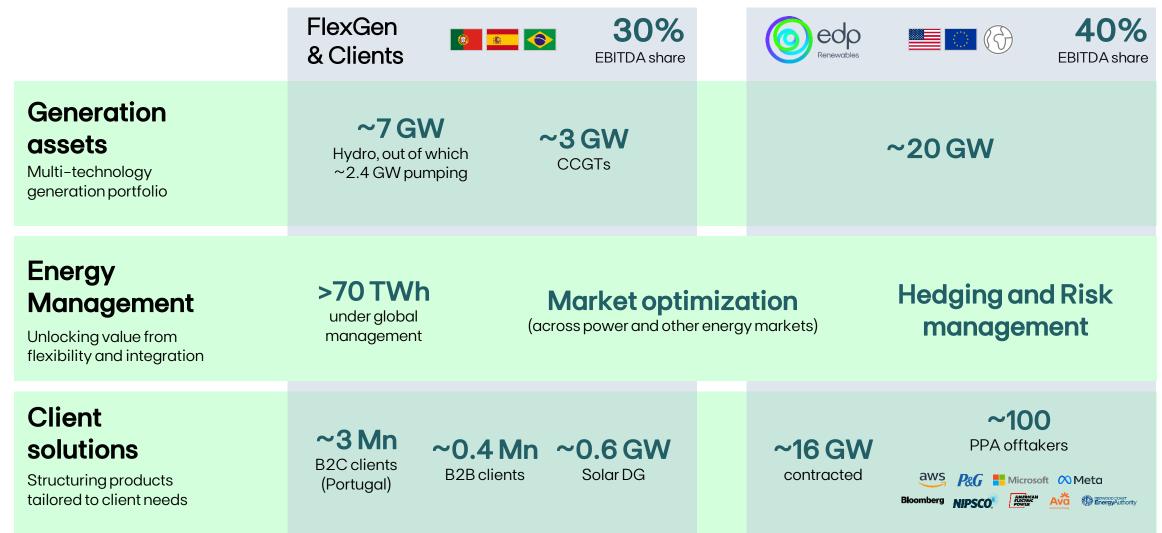
- Increasing investment visibility from upcoming regulatory periods closed or in advanced stage
- Improvement of regulatory returns and incentives both in lberia and Brazil
- Improved Networks efficiency on the back of new digital and automatized operations while reinforcing quality of service
- Growing EBITDA throughout the BP period, on the back of growing investments and RAB

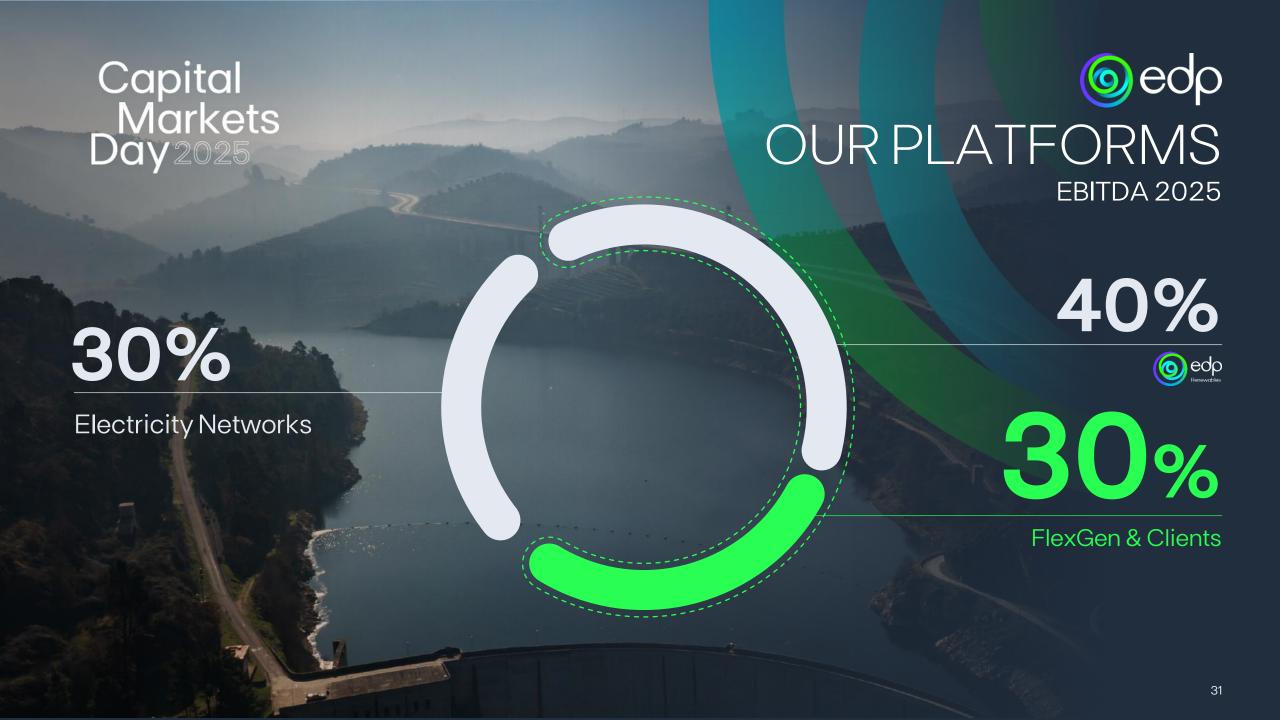
€3.6Bn	Investment plan. +20% annual investment in 2026–28 vs 2023–25
>90%	Investments with regulatory frameworks closed or in advanced stage
+150 bps	Regulatory RoE vs 2023-25
-5 p.p.	In OPEX/Gross Profit (30% in 2019 to <25% in 2028)
€1.5 Bn to €1.6 Bn	EBITDA growth from 2025 to 2028



# Integrated position – Generation, Energy Management and Clients with proven value creation and controlled risk

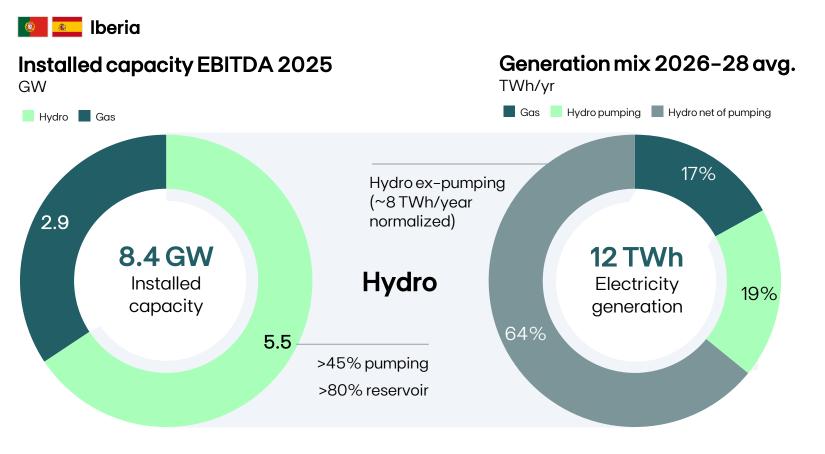






# Flexible Generation portfolio – positioned to capitalize on rising demand for flexibility



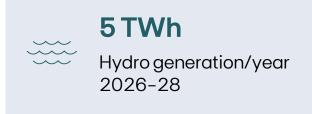


High-quality Hydro portfolio, with long-term concessions (~27 yr remaining life), and CCGT as **backup to the system** and providing ancillary services

Preserving strong position in the Iberian market, with ~3.4 Mn retail clients







Limited price & volume risk due to largely PPA contracted capacity and GSF insurance

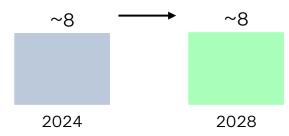
### Optimized efficiency and investment opportunities — additional value unlocked from technology and Al



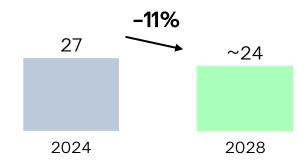
### Efficiency capture in O&M and clients' cost to serve

O&M costs<sup>1</sup>, €/MW

Flat O&M costs, despite inflation



Cost to serve, OPEX/year/residential contract, €



FlexGen optimization opportunities adding value to existing portfolio



Interventions to optimize inflow and increase efficiency

Double digit IRR

Hydro pumping additional targeted opportunities

### Unlocking value from technology and Al



**Inspection Robots** for Hydro and Thermal



**Sensorization and Intelligent Monitoring** of Hydro and Thermal



Technicians Co-Pilot



Potential for added flexibility services (e.g., black start, voltage control, inertia)



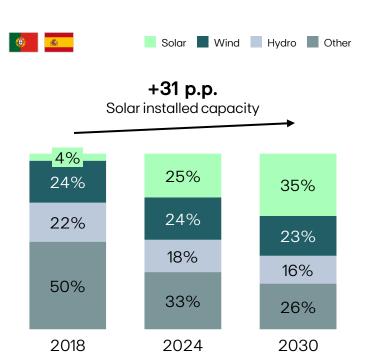
Reduce cost-to-serve and improve customer experience using autonomous Al and increasing hyperpersonalization

# Iberia – increased weight of intermittent technologies in the generation mix fostering the need for FlexGen



#### Increasing solar penetration

% of total installed capacity



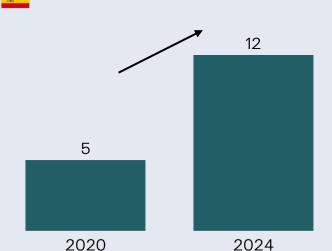
**Higher solar penetration** increases complexity to match electricity demand and supply on an hourly basis...

### Prices dispersion over average daily hour €/MWh



... with higher share of solar generation **expanding intra-day spreads** and improving hydro premiums

# Ancillary services & restrictions component in final electricity price in Spain €/MWh



**2025: significant YoY increase,** namely post blackout (9M25 €17/MWh)

2026-2028: expected to normalize, yet above 2020 values

# Hydro – growing premium over baseload in realized prices and higher volume and spreads in pumping



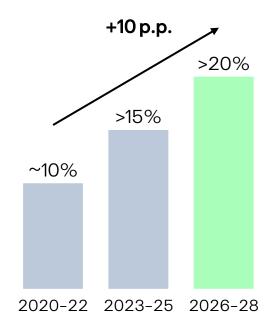


#### ~8 TWh

of flexible hydro generation/year, with growing value materialized on improved premiums over baseload

#### Hydro realized price premium,

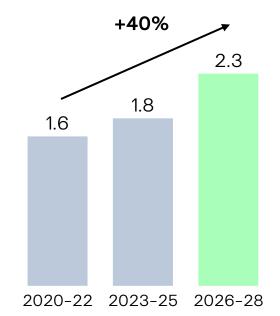
% over baseload



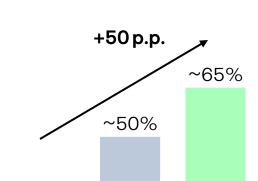
#### 2.4 GW

pumping capacity spread across 8 sites

### **Hydro pumping generation** TWh/year



### Hydro pumping spreads<sup>1</sup> % of baseload price





~15%

<sup>1.</sup> Pumping spreads considering pumping consumption GWh (energy used to transfer water to upper reservoir, which is converted into generation with an efficiency factor of 80-85%)

# FlexGen and Clients Iberia — Structural increase of flexibility revenues mitigating price and volume normalization







Normalized price and volume for 2026-28 levels, € Bn



Normalization of prices and volumes in 2026-28

Increase in margins from flexible services<sup>1</sup> reflecting maintenance of structural improvement in pumping margin and backup services, normalization of ancillary services pricing, and partial offset of lower gas margins

~3.4 Mn retail clients providing natural hedge to the integrated position, and added value services

Capital Markets Day 2025

30%

Electricity Networks



40%



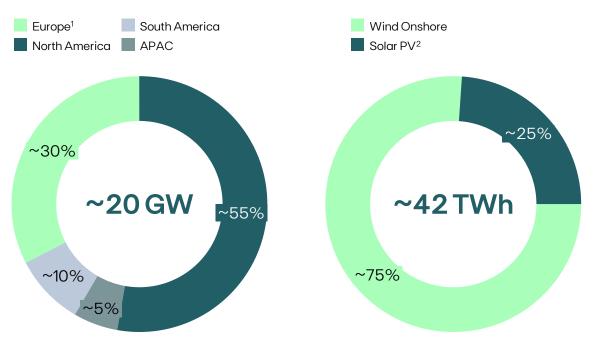
30%

FlexGen & Clients

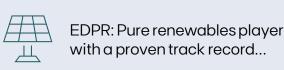
# High-quality portfolio of 20 GW of Wind, Solar and BESS – ~85% in US and Europe, ~70% long-term contracted



### Installed Capacity by Region and Generation by Technology 2025



Portfolio **focused on low-risk markets** with wind onshore as the main asset base technology



>20 years of track record

EU & US
Core Markets



... backed by a uniquely diversified portfolio with strong global PPA capabilities...

### Wind & Solar

Core Technologies

~70% Long Term Contracted



... and a differentiated and strong position in the US market since 2007

### 22 states

with EDPR presence

#### **10 GW**

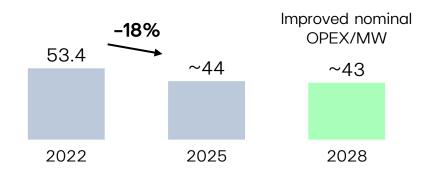
operating capacity

# Focus on enhancing operational performance — driving efficiency and innovation, in a context of growth and inflation



### Streamlined O&M for efficiency

Core OPEX/Avg. MW

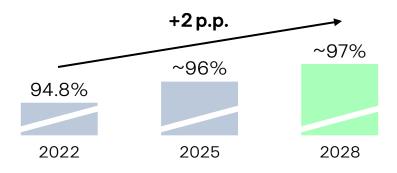


#### 45%1full scope

Offering operational protection, balanced with hybrid and self-perform models for added efficiency and flexibility

### Improved RES availability

Technical availability, %



Focus on availability based on cost-benefit analysis

## Unlocking additional value through innovation



### Automation and robotization for improved O&M efficiency

Autonomous ecosystem of robots and drones for inspection, cleaning and vegetation cutting



### Al-based asset performance management

Predictive maintenance, fault forecasting and (Gen)Al troubleshooting to reduce downtime



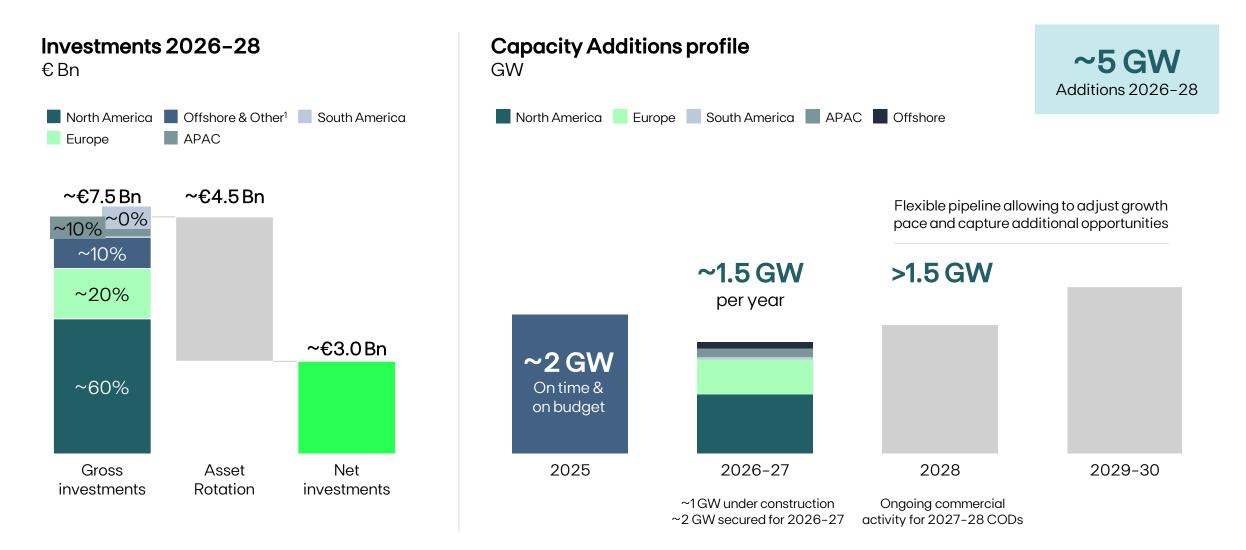
### Potential for added flexibility services

Added flexibility capabilities from RES assets (e.g., grid forming)

1. Reference value for wind assets

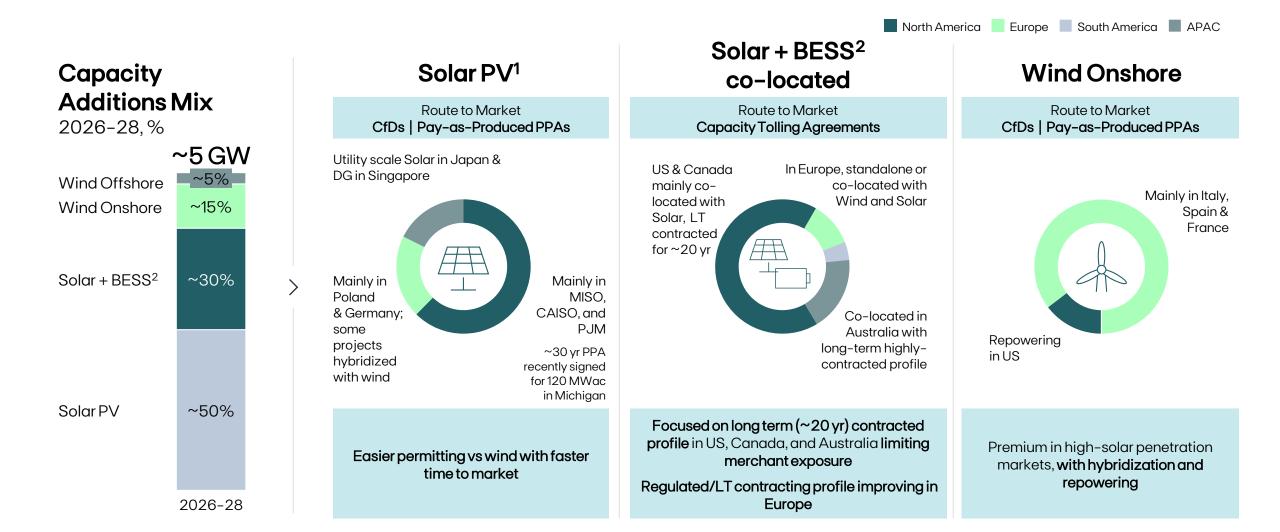
# €7.5 Bn investment plan — ~60% in US and with optionality to capture additional growth from 2028 onwards





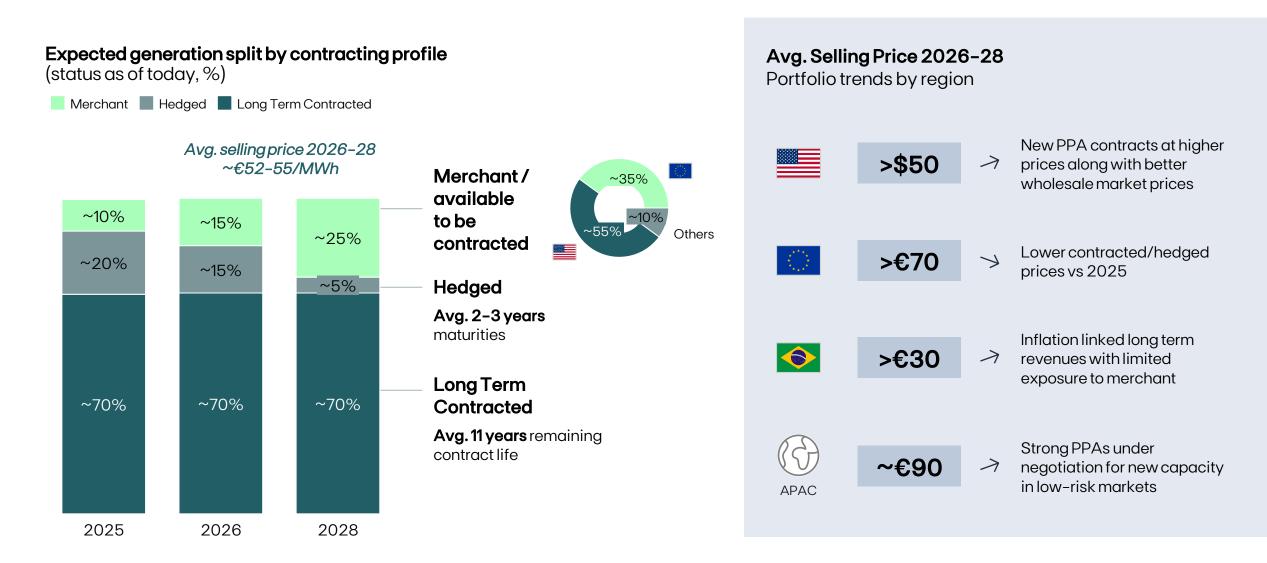
# Balanced technology mix – focused on low-risk and long term contracted, capturing market dynamics





# ~70% long term contracted revenues portfolio — resilient average selling price throughout 2028





## Well placed to address Data Centers demand growth — US market showing stronger dynamics in the short-term



### There is strong Data Center-driven demand and we are well placed to capture it...

2x Data Center capacity by 2030 (EU, US) – driving a surge in electricity demand

Strong relationship and track record with US utilities and Big Techs

~6 GW

PPAs contracted with US power utilities

~3.3 GW

total PPAs with big tech players globally









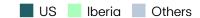
New assets – opportunities to contract PPAs for longer terms or through Build and Transfer agreements

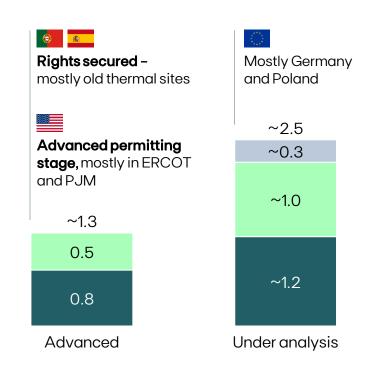


Existing assets - opportunities to re-contract PPAs

## ... and we have optionality value from powered land

Powered land opportunities by region, GW





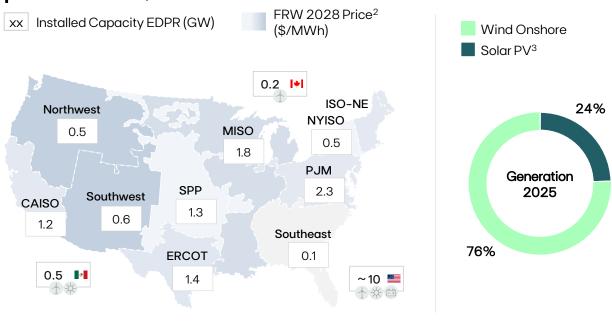
Source: IEA Energy & Al 43

# North America — high-quality portfolio to capture value from surging demand and rising power prices





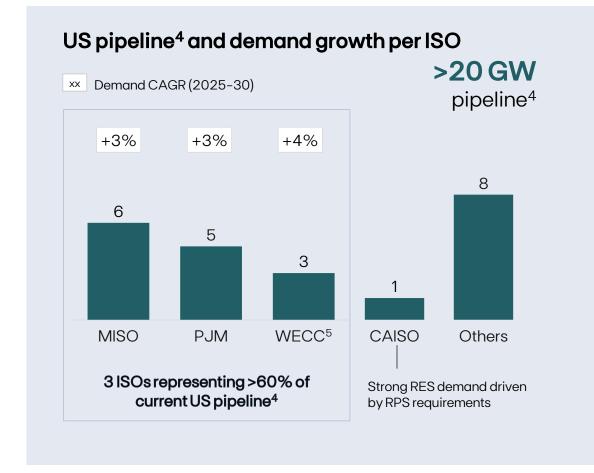




**Diversified portfolio** with attractive exposure to regions with strong demand/pricing dynamics

Note: Installed Capacity considers EBITDA + Net Equity

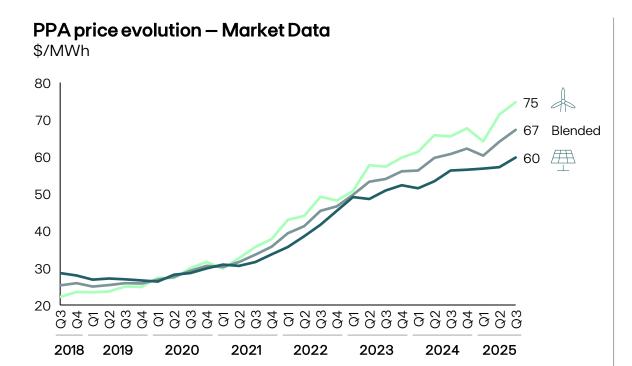




# North America — favorable PPA pricing context supports project economics and provides attractive re-contracting opportunity

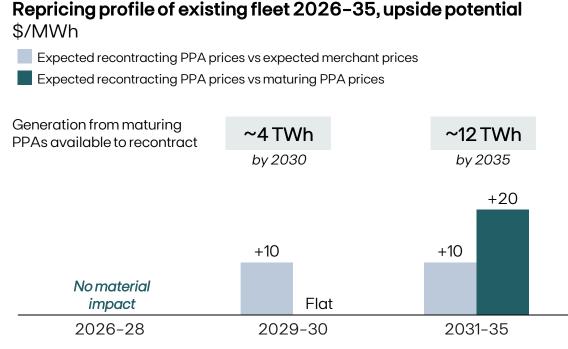








Market environment improves outlook for Wind Repowering for 2029–30 extending asset life with tax credits and lower CAPEX



#### Upside from re-contracting of maturing PPAs mostly coming early 2030s from wind projects with premium repricing

Re-contracting PPAs for ~10 years above merchant prices Project recently recontracted post 2029 for +10 years at +\$11 /MWh (vs. previous PPA)

45

Source: LevelTen

## North America — visibility on growth with flexibility to accelerate from 2028 onwards



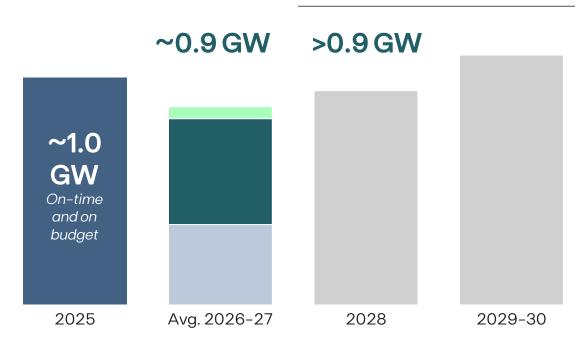




GW

■ Wind ■ Solar + BESS<sup>1</sup> ■ Solar PV<sup>2</sup>

Flexible pipeline allowing to adjust growth pace and capture additional opportunities



**Tax Credits secured** for Wind and Solar with CODs until 2030 and for BESS<sup>1</sup> with CODs until 2039

>5 GW with tax credits safe-harbored for projects with COD until 2030

### US-based supply chain setup since 2022-23

- Mitigated import risks
- FirstSolar contract for 1.8 GWp for 2026-28

#### >20 GW pipeline<sup>3</sup>

in US providing flexibility to accelerate growth from 2028

### Europe – focus on low risk markets underpinned by demand growth potential

Solar

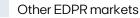
13%







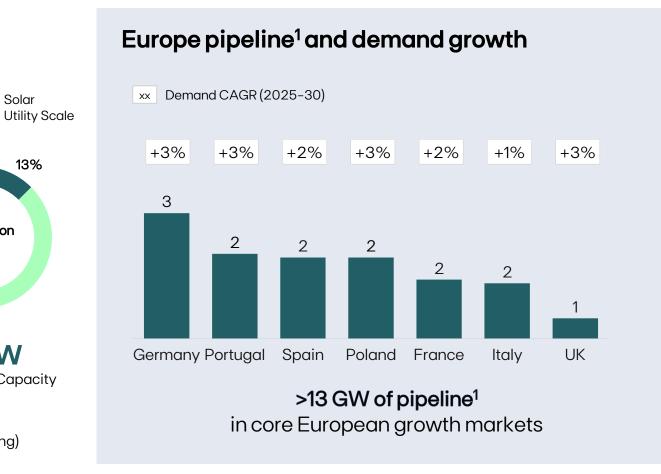








Demand supported by electrification (industry, transport, heating and cooling) and **digitization** 



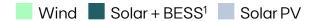
<sup>1.</sup> Mid/Advanced stage pipeline, including visibility on Land, Grid connection, Licensing and Permitting; Does not include Prospects Source: Wood Mackenzie – Net demand (excluding losses) Note: Installed capacity considers EBITDA + Net Equity, excluding Wind Offshore

## Europe – tailored approach to drive value given different dynamics across markets









Flexible pipeline allowing to adjust growth pace and capture additional opportunities



#### Focused growth

with ~100% of investments in core growth markets

**Long term contracted route-to-market** secured via CfDs and Pay-as-Produced PPAs

#### >250 MW

Hybridized & collocated – essential for portfolio optimization, leveraging on existing infrastructure and avoiding queues

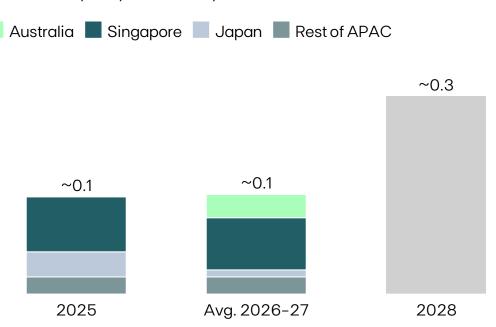
# APAC and Offshore – focused on low-risk markets with long-term growth optionality, with a disciplined risk management





### Focus on low-risk high-growth markets

2026–28 Capacity Additions by market, %

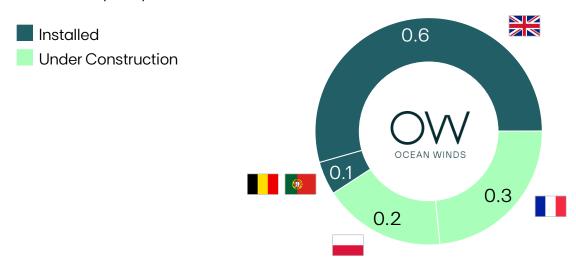


**Strong pipeline** of large Solar & BESS¹co-located projects in **Australia** with CODs post 2027

#### **OCEAN WINDS**

### Focused on execution of its existing European projects

EDPR Net Capacity<sup>2</sup>, GW



Strategic partnership model allows for a disciplined net exposure and funding

~3 GW OW gross capacity in operation by 2026 becoming one of the largest operators in Europe with a strong portfolio

**Long term pipeline optionality** post-2030 — limited additional capital needs in the short term

# EDPR is well positioned to capture rising demand and drive sustainable and profitable growth, coupled with a robust B/S

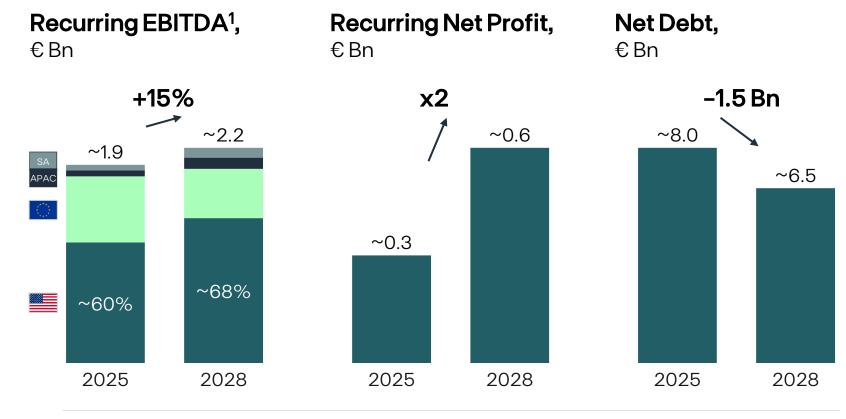


~€7.5 Bn gross investments, of which ~60% in the US

13-15% Equity IRR in US, 12-13% in EU

AR plan of ~€4.5 Bn and ~€1 Bn of Disposals

Focus on efficiency driving ~€43 k
OPEX/MW in 2028



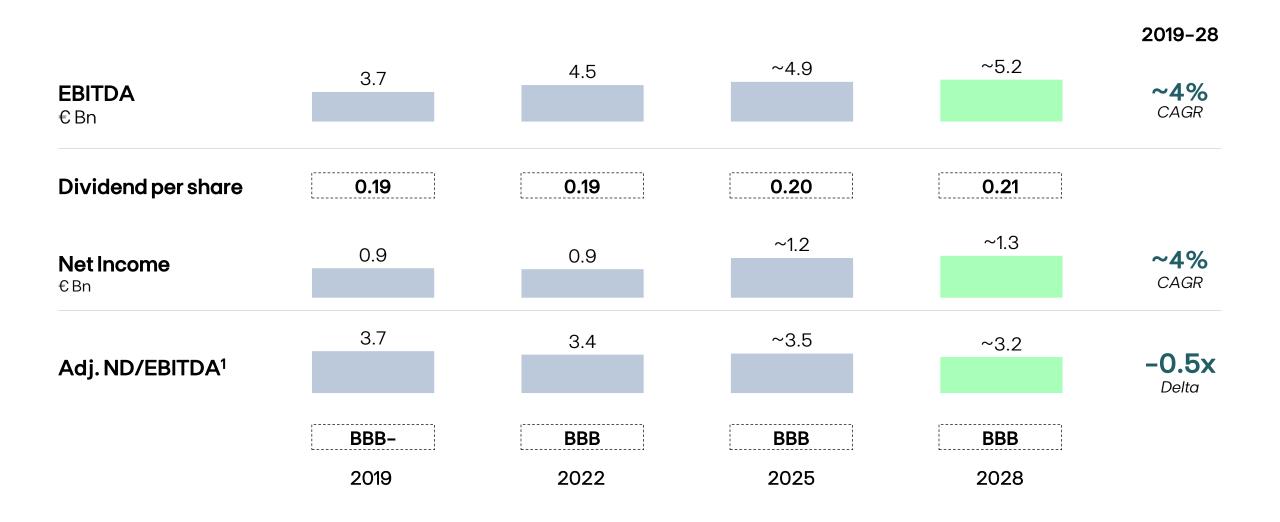
Stable scrip dividend program at EDPR with target payout ~30-50% through 2026-28

1. % of underlying EBITDA ex-AR gains



# EDP: Material step up of earnings and improvement of Balance Sheet and rating





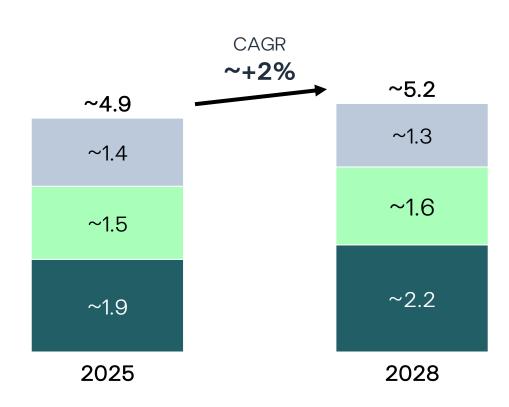
# EBITDA Growth – RES and Networks more than offsetting normalization of volumes and prices in Iberia











Normalization of hydro volumes and wholesale prices in Iberia, with increasing weight of FlexGen revenues

**Higher RoR in Iberia** drive higher allowed revenues in Electricity Networks

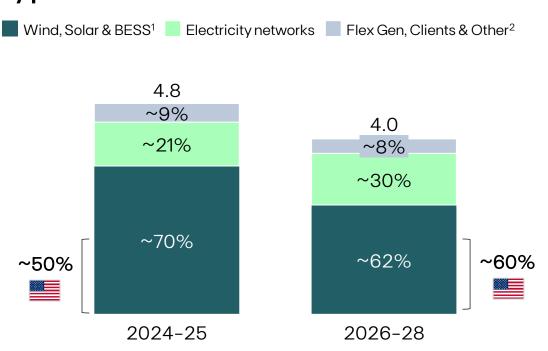
Renewables evolution reflecting the strong US growth

# Investment plan focused on core markets – higher weight of US and Electricity Networks in Iberia



### Yearly average gross investments, € Bn

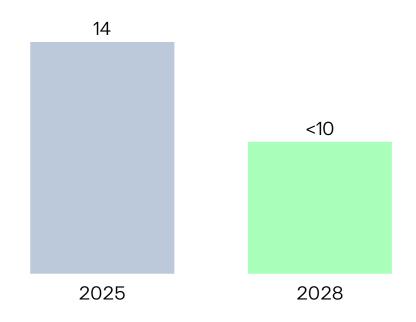
### By platform



Increasing share of Electricity Networks
Increasing share of US in Renewables

### By country<sup>3</sup>

Countries totaling 95% of CAPEX for period

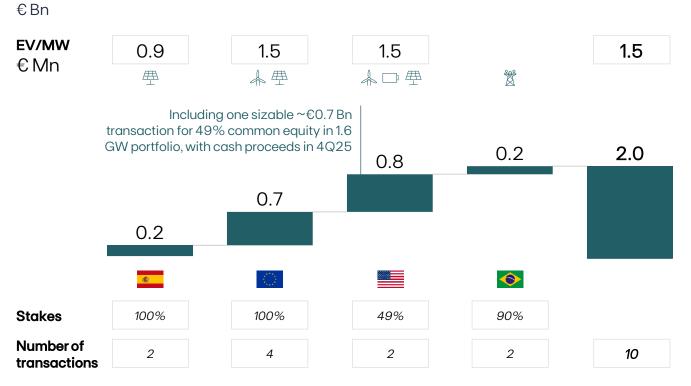


~95% of Group CAPEX directed toward a focused set of countries, of which ~90% are A-rated

# Strong Asset Rotation track record and execution — at the core of our strategy

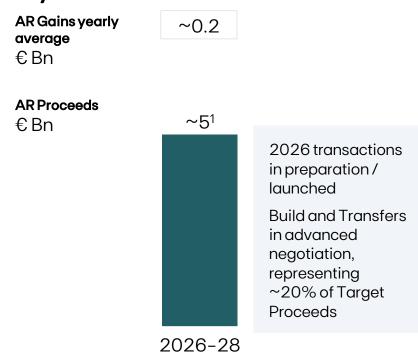


### Strong execution of 2025 Asset Rotation program...



AR gains 2025 ~€0.1Bn reflecting CAPEX inflation in some assets and sale of minority stakes

## ... with ~€5 Bn¹ of value crystallization in 2026–28



**Rotating ~50%** of capacity added in 2026–28, Targeting avg. **AR gains/investment >15%** 

# Disciplined funding plan – Disposals of ~€1Bn to focus the portfolio alongside ~€1.5Bn of Tax Equity proceeds





Disposals ~1 GW of non-core markets/businesses

Mostly **RES markets** with limited EDP presence (≤0.1 GW) and synergies

Focus on core markets and technologies



Gross Tax Equity
Proceeds

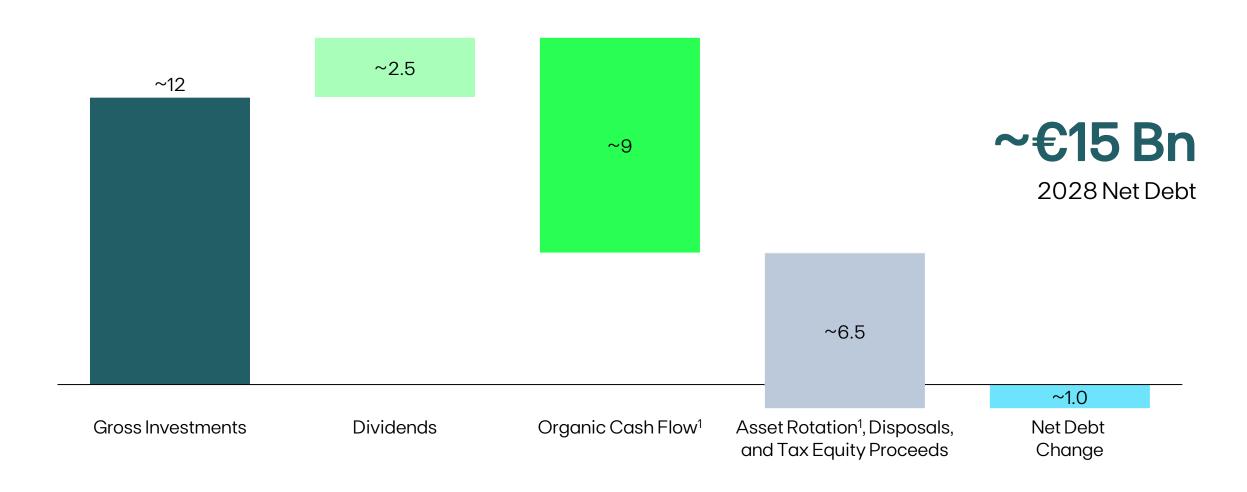
Funding ~40% of gross investments in the US, with good visibility on tax incentives and projects safe-harbored

Growing share of solar and BESS<sup>1</sup>vs. wind driving more ITC-based transactions, impacting the earnings profile<sup>2</sup>

# €1 Bn Net Debt reduction — cash needs more than offset by strong organic cash-flow and disciplined funding plan

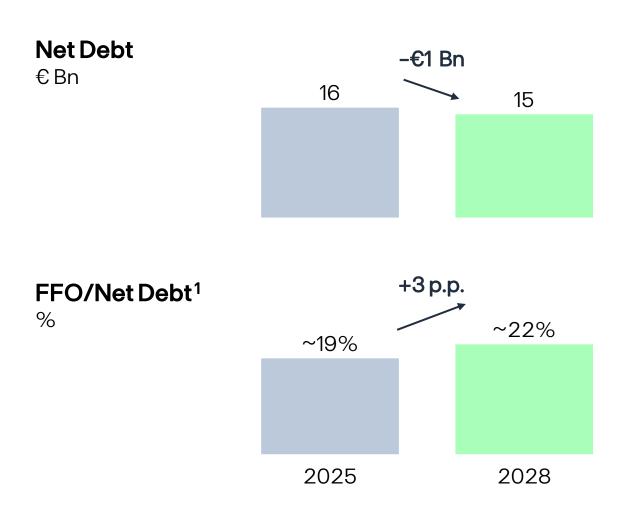


2026-28 Cash Flow (€ Bn)



# Robust Balance Sheet —investment discipline and strong Cash Flow generation reinforcing commitment to a strong BBB rating





Strong cash flow generation enabling Net **Debt reduction** of ~€1 Bn after executing a €12 Bn gross investment plan

Enhanced Balance Sheet headroom enabled by debt reduction – strengthened FFO/ND to 22%

Balance Sheet robustness enables optionality to scale growth

# Improved outlook in Portugal – sovereign credit and financial sustainability of electricity system have been reinforced



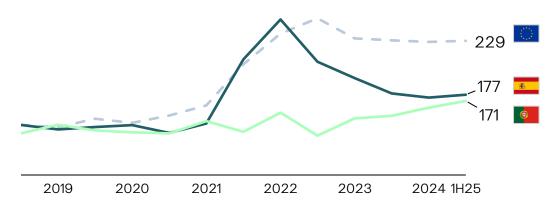


### A-Rated economy, on the back of a favorable macro environment

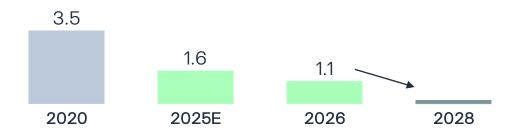
		2022	2025
<u>^</u>	Credit Rating <sup>1</sup>	BBB	A+
	Public debt/GDP <sup>2</sup>	111%	91%
•	10Y Bond Yield <sup>3</sup> Spread vs. Germany	3.6% +100 bps	3.0% +36 bps
	Corporate tax rate <sup>4</sup>	31.5%	<b>27.5%</b> in 2028

No extraordinary tax on new Energy Transition related investments from January 1st, 2026, onwards<sup>5</sup>

### End-user electricity prices<sup>6</sup> among the most affordable in EU (-25% vs. EU avg.)



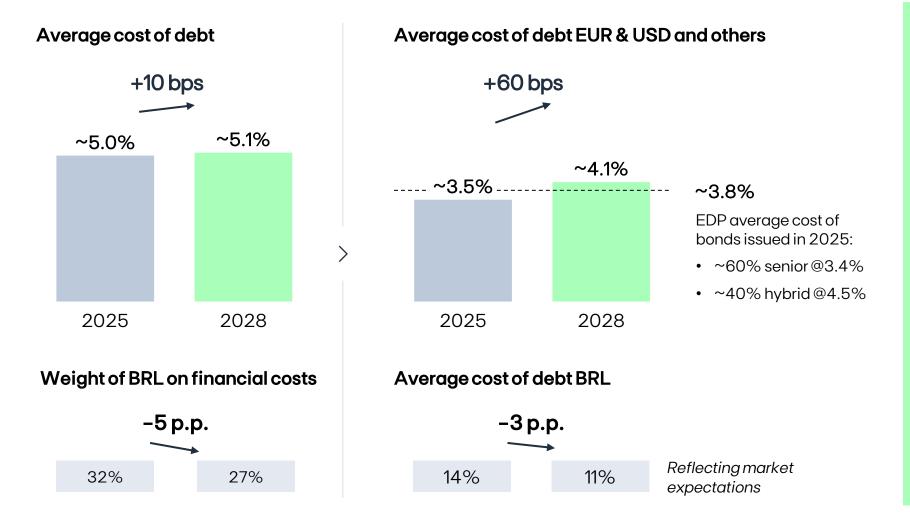
Sustained downward trend for electricity system debt planned to continue  $(\in Bn)^7$ 



<sup>1.</sup> Standard & Poor's long-term debt notation | 2. Portuguese Public Finance Council — Economic and Budgetary outlook 2025–2029 | 3. Source: Bloomberg. As of year—end 2022 and October 29<sup>th</sup>, 2025 | 4. Parliamentary approval in September 2025. Total Statutory Corporate Tax Rate to be applied to EDP | 5. Measure included in the 2026 State Budget Proposal, pending Parliamentary approval. Investments executed in 2024 and 2025 are also exempt from CESE payment, although being subject to the assessment of Agência Portuguesa do Ambiente and alignment with European taxonomy | 6. Source: Eurostat, B2B. €/MWh. As of 1H25 | 7. Includes Tariff deviation

# Cost of debt increasing until 2028 due to 2026–28 maturities at extremely low rates



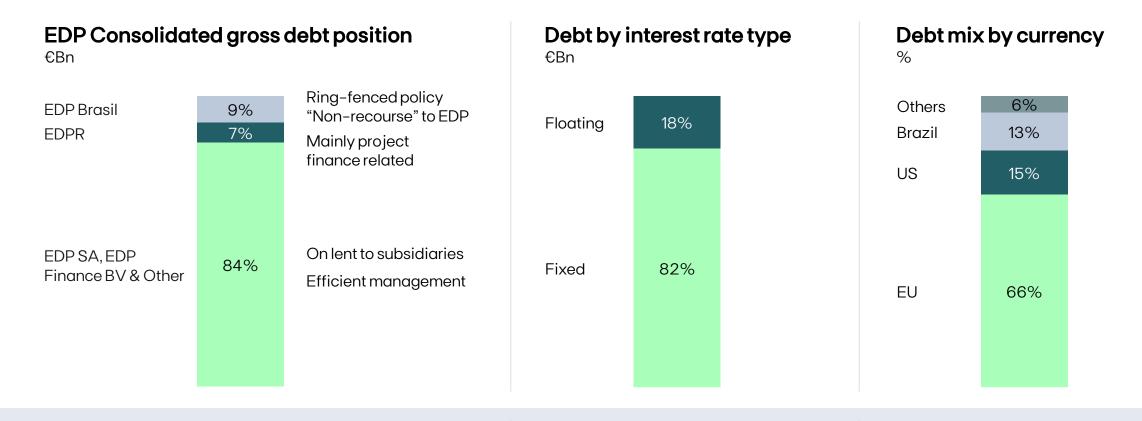


EUR and USD debt maturities <sup>1</sup>								
Year	€Bn	Coupon						
2026	2.7	1.7%						
2027	2.1	1.8%						
2028	2.5	4.1%						

# Prudent funding policy — focus on centralized corporate debt, fixed rate and local currency



9M25



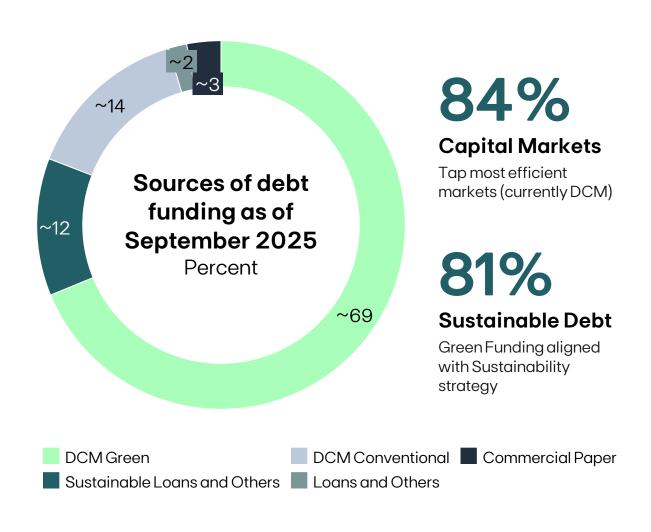
Funding needs primarily raised at Holding level (>80%)

>80% fixed rate with floating mostly related with BRL

Prioritizing funding in local currency

# >90% green financing — maintaining green funding strategy, aligned with the EU Taxonomy





## Strong positioning for green financing as a competitive hedge

	2025	2028
Green Financing weight	81%	>90%
Renewables Generation weight	>90%	>90%
CAPEX aligned EU Taxonomy	>93%	>98%
Climate change disclosure	Net Zero targ	et by 2040

**NCDP** 

SCIENCE BASED

**TARGETS** 

## Active management of liquidity position — a mix of robust credit facilities and cash



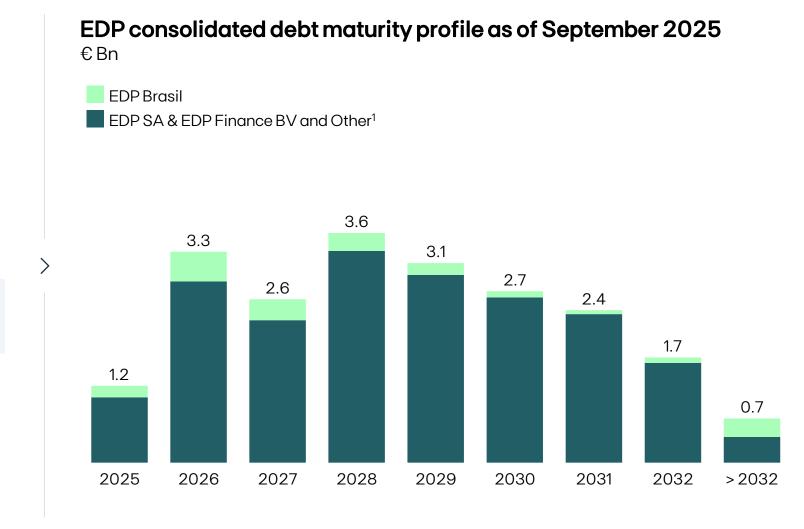


Cash and Equivalents €1.9 Bn

Available Credit Lines €7.5 Bn

Total Liquidity €9.4 Bn

Cash holdings balanced to optimize carry cost





# EDP 2025-28 key figures

	2025	2026	2028	2025-28
<b>EBITDA</b> (€ Bn)	4.9	4.9-5.0	5.2	<b>+6%</b> ↑
<b>Net Income</b> (€ Bn)	1.2	1.2-1.3	1.3	<b>+8%</b> ↑
<b>Net Debt</b> (€ Bn)	~16	~16	~15	-€1Bn ↓
<b>FFO/ND</b> (%)	~19%	~20%	~22%	+3 p.p. ↑
<b>DPS floor</b> (€/share)	0.20	0.20	0.21	<b>+5%</b> ↑





### Our 2026-28 commitments focused on value creation



#### Focused growth

- ~€12 Bn investment plan with enhanced returns focus on US renewables and Iberian Electricity Networks
- ~€5 Bn Asset Rotation delivering value crystallization and recycling capital to fund growth

### Business optimization

- ~€1Bn Disposals to refocus in attractive core markets and businesses
- Improving efficiency metrics through operational excellence (~26% OPEX/Gross Profit)

### Distinctive and resilient portfolio

- ~80% EBITDA in A-rated markets and highly contracted profile (~80% regulated + LT contracted/ hedged)
- Committed to BBB rating with improved ratios (22% FFO/ND), providing increased optionality

#### Value creation

- Increasing EBITDA to ~€5.2 Bn by 2028 (+6% vs 2025) while decreasing Net Debt by €1Bn
- Increasing Net Income to ~€1.3 Bn by 2028 (+8% vs. 2025) supporting new DPS floor of €0.21 in 2028 (+5%)

# Strong visibility on delivery of 2026–28 commitments – Optionality beyond 2028



### Markers of visibility until 2028



**Electricity Networks regulatory framework defined** for the BP period (and beyond)



>5 GW of safe harbored US renewables pipeline



~2 GW secured for 2026-27 and advanced pipeline to deliver targets



Secured supply chain, with long-term visibility

### Optionality and further value creation beyond 2028

#### **Electricity Networks**

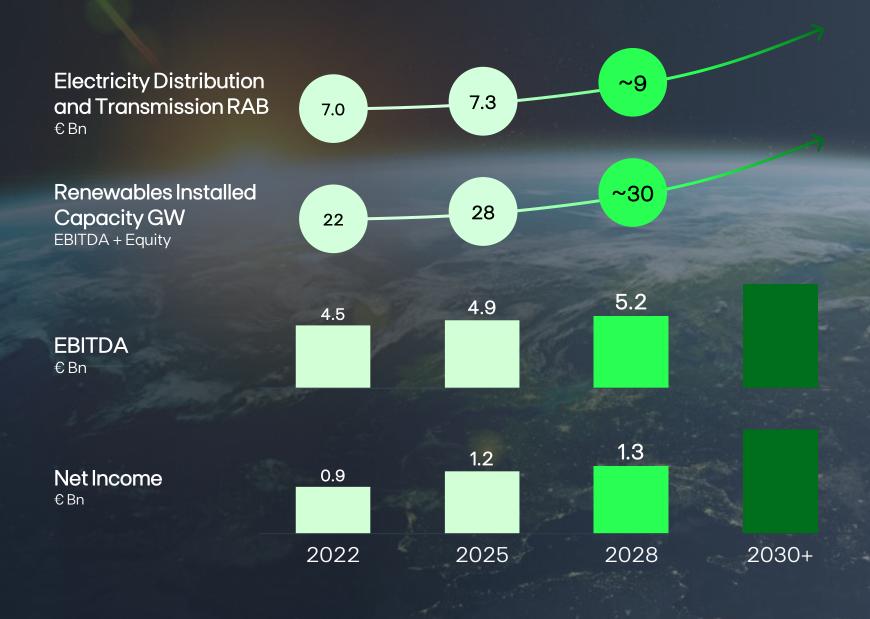
- Investment needed to continue modernizing aging asset base
- Supportive regulatory framework with visibility beyond 2028

#### FlexGen & Clients



#### **EDPR**

- Structural demand growth in US and Europe (2–3% CAGR)
- Repricing in US beyond 2030 (12 TWh)
- Solid pipeline with strong optionality in core markets (>35 GW) including hybridization, repowering and BESS





Well positioned to capture demand growth

Exposed to opportunity rich markets

Strong optionality in the portfolio



## Appendix

### Appendix



### Assumptions & sensitivities

Our Platforms detail

ESG

People

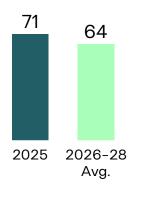
Digital

EDPR CMD

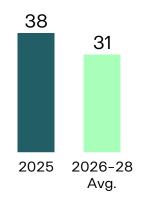
### Main market and macro assumptions



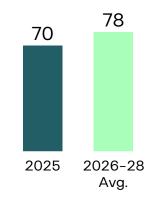
Pool Iberia €/MWh



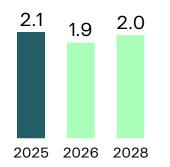
TTF €/MWh



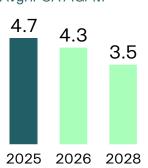
CO<sub>2</sub>€/ton



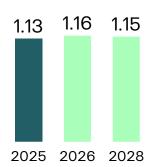
Inflation Europe<sup>1</sup> %



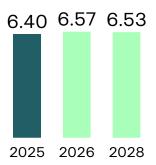
Inflation Brazil % Avg. IPCA / IGPM



**EUR/USD** 



**EUR/BRL** 



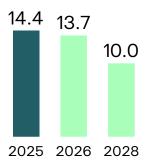
EUR 7Y MidSwap %



USD 7Y MidSwap %



SELIC %



<sup>1.</sup> Euro Area

### EDP: Net income resilient to key market drivers



	Sensitivity vs. base case	2028 Net Income Impact
Avg. Pool Price		<b>~</b> €60 Mn
IB Hydro volume	<b>○</b> • 10%	~€40 Mn
FX EUR/USD	<b>0.10</b>	~€40 Mn
FX EUR/BRL	0.50	<b>~</b> €15 Mn
Interest rate (EUR/USD)		~€40 Mn



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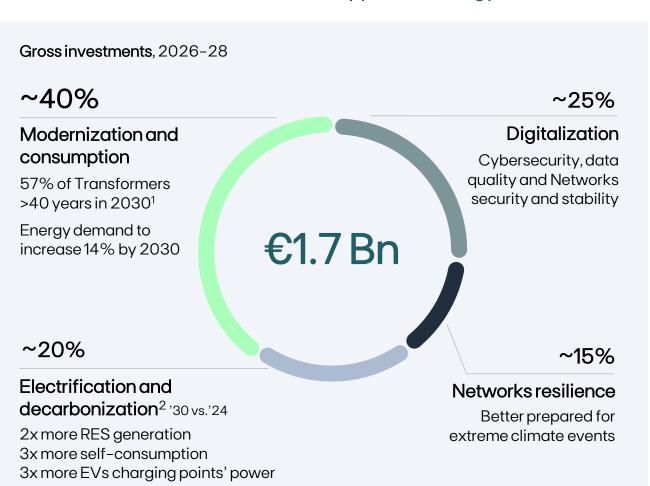
EDPR CMD

## Networks Portugal: Ramp up in investment levels to meet pressing needs of the system

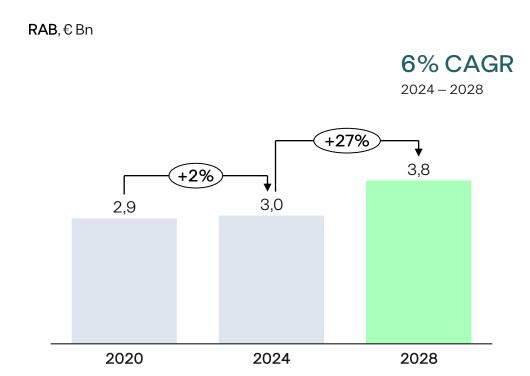


(0)

Need for increased investments to support the energy transition...



#### ...backing a robust growth of the asset base



#### No CESE on new investments in Portugal

The 2026 State Budget proposal clarifies and expedites the conditions under which new investments are exempt from CESE

## Portugal's proposed regulatory framework increases return on RAB by 84 bps for Distribution

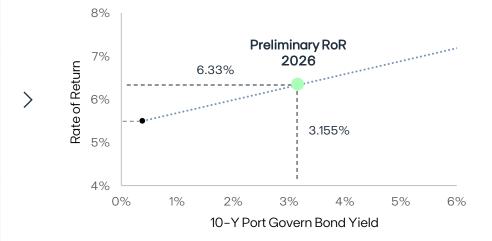


Electricity Distribution regulated revenues ERSE's proposal

(0)

	2025	2026	YoY
Regulated Revenues	<b>€1,134 Mn</b> Final for 2025	€1,224 Mn  Preliminary proposal as of Oct-25	+7.9%
Return on RAB	<b>5.51%</b> Final RoR for 2025	6.33%  Preliminary RoR as of Oct-25	+84 bps
Efficiency factor	0.75%	0.50%  Preliminary proposal as of Oct-25	-25 bps

Inflation update on RAB & TOTEX at GDP Deflator<sup>1</sup> and annual RoRAB indexed to 10Y PT bond yields<sup>2</sup>



Improving the cost pass-through mechanism

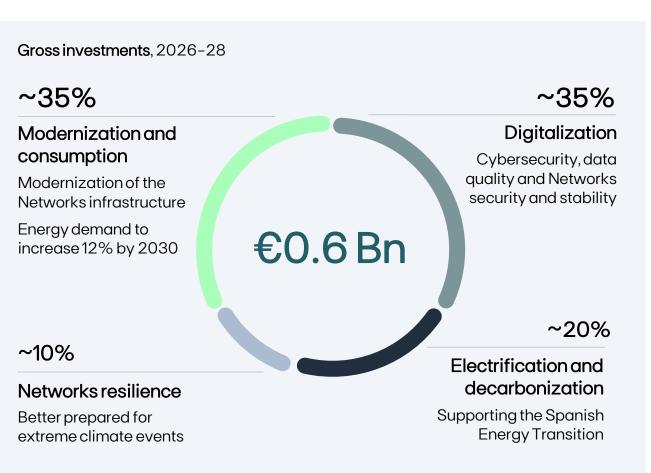
<sup>1.</sup> RAB & TOTEX in year t is updated on the avg. GDP Deflator from June t-2 to June t-1 | 2. Avg. Portuguese 10-year bond yields from October year t-1 to September year t

### Networks Spain: commitment to sustainable growth

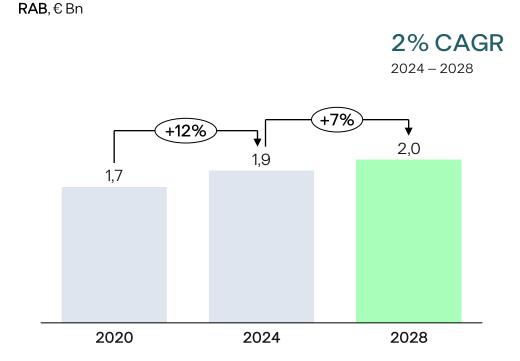




#### Ambitious investment plan...



#### ...to support a sustainable growth of the asset base



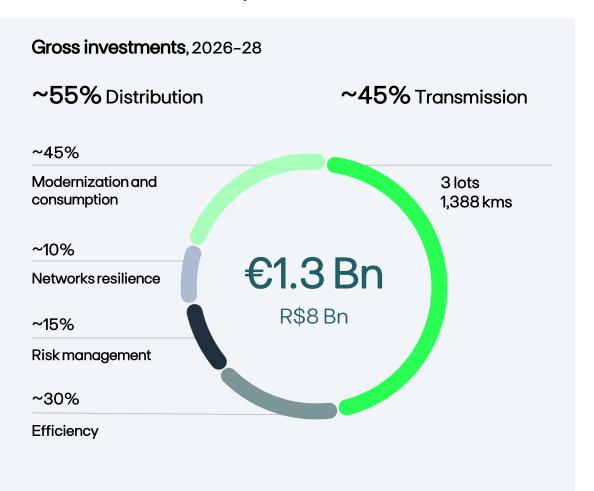
Expected additional investment to be attributed to EDP Possibility of investment over the GDP investment cap during the 2026–30 period

## Networks Brazil: Building long-term value in both Distribution and Transmission



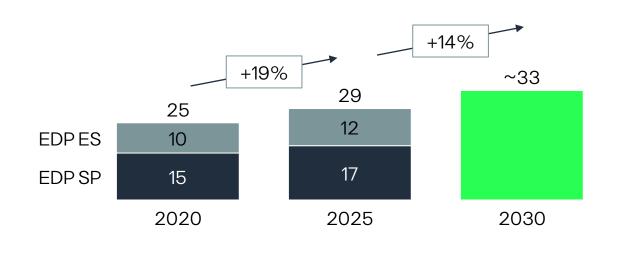


Ambitious investment plan in Brazilian Networks ...



#### ...driven by strong growth in power demand

#### Electricity distributed in EDP's concessions, TWh



#### Inflation-linked

Returns mostly benefit from inflation indexation

#### Supportive regulation

High visibility, providing an attractive and low-risk environment

# Client Solutions: leveraging our customer franchise to accelerate growth and value creation



Client Solutions, 2026-28

## Customer franchise

Address client
energy needs
worldwide through
a tailored
commercial
approach for both
integrated and
non-integrated
profiles

#### Offering

#### Retail



Optimize integrated margin and risk-return, through digital excellence, personalization and cost efficiency

~3.4 Mn in Iberia

#### PPA off-taking



Deliver tailored
long-term energy
solutions to large
clients using
existing or new
assets and optimal
technology

#### Distributed energy



Leverage retail base for client value growth, expanding beyond DG and boosting efficiency, and add value to regional RES presence focusing on high-margin growth markets



Enablers

Integrated management

Accelerated development

Engineering excellence

Right-sized operations

### Improved supply chain visibility, resilience and flexibility

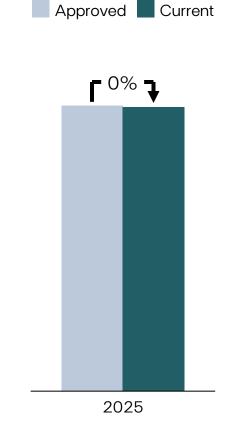


CAPEX deviations of projects U/C, COD 2025, %



~2 GW capacity for delivery in 2025

~0.9 GW approved in 2024-25 with ~0% CAPEX deviations



Reinforced supply chain resilience with tariff protection

**FirstSolar** agreement to power 1.8 GW of projects up to 2028 and secure tax credit benefits

**1.2 GW** of modules secured from US-based assembly plants modules

>5 GW of projects safe-harbored until 2030



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#### ESG

People

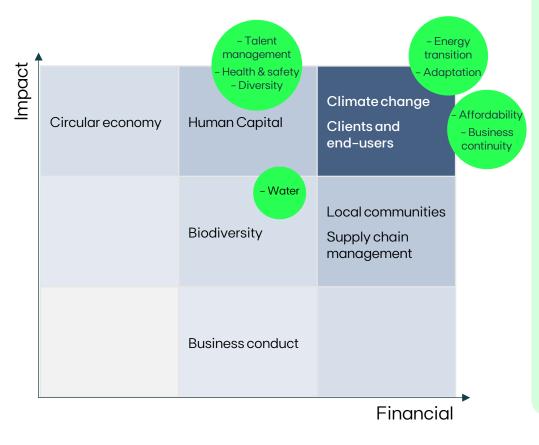
Digital

EDPR CMD

## ESG factors continue incorporated in our strategy, with Energy Transition and energy critical needs as key business drivers



#### Double materiality matrix



#### **Business** enablers

- 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

## Sustainable development & operation of Networks and renewable assets to deliver secure, affordable and clean energy to our clients

100%



2028 commitments

>90%

**Net Zero** 

renewable generation in 2026-2028

Growth CAPEX in Renewables & Networks

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<sup>1</sup> with material impact on communities include an **engagement plan** 

All new projects<sup>1</sup> 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

### **ESG** commitments



Ambition	Commitment	2024	2028 goal
Accelerate the <b>energy transition</b>	SBTi: Scope 1 + Scope 2, gCO <sub>2</sub> e/kWh (% vs. 2020)	29 (-81%)	8 (-95%)1
	<b>SBTi:</b> Scope 3 , MtCO <sub>2</sub> e (% vs. 2020)	10 (-1%)	6 (-45%)1
	Renewable generation, %	95%	>90%
Focus on <b>resilience</b>	Climate adaptation plans for infrastructure exposed to material climate risk	_	<b>√</b>
Strengthen local community	All new projects <sup>2</sup> with material impact on communities include an <b>engagement plan</b>	-	<b>✓</b>
engagement and promote biodiversity	All new projects <sup>2</sup> include a <b>biodiversity risk analysis &amp; action plan</b>	_	<b>✓</b>
Partner with our <b>suppliers</b>	Purchases with ESG risks covered by <b>ESG Due Diligence</b> , %	66%	100%
	Purchase volume of enablement equipment with carbon footprint, %	~50%	>80%
Foster <b>circularity</b>	Total waste recovered along the assets' life cycle, %	72%	>85%
Protect and uplift our <b>people</b>	Serious injuries and fatalities, #	27	0
	Employees' digital upskilling completion, %	_	90%
	Leadership Diversity Index, %	_	>40%
	Favourability on <b>Safety, Wellbeing and Belonging</b> , %	_	+75%
	Employee empowerment & engagement	-	<b>✓</b>
	Highest standards of <b>integrity</b>	✓	<b>√</b>

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



ntity	Rating
S&P Global 6054 Gatal 2005.	
EDP, S.A. Electric Utilities	86/100
<b>Top 5%</b>	Top 5% (Feb-25)
Corporate Sustainability Assessment (CSA) 2024 Score	(Feb-25)



Prime



Other Recognitions







Corporate ESG

Performance

RATED BY

**ISS ESG⊳** 

**Top 2%** within a list of 22,400 on climate change

B+/A+

(Oct-25)

Industry Leader





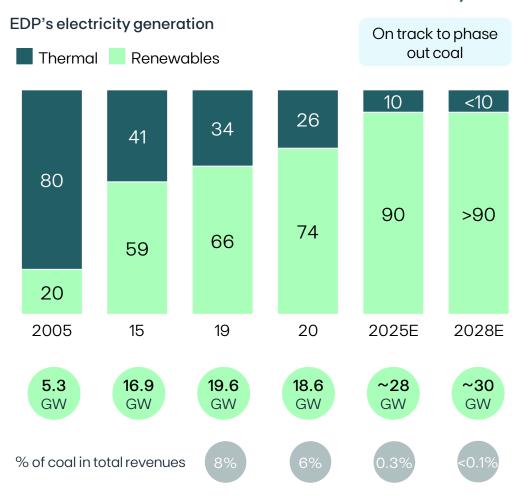
AAA/AAA Top 11% (Sep-25)



# With a 20-year track record in decarb., EDP is phasing out coal — demonstrating firm commitment to accelerate the energy transition



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



#### Coal phase out plan execution





• Sale of the remaining 20% stake closed in July 2025



- 50/50 Partnership with Masaveu in February 2024
- Aboño I: Will cease operations on December 31, 2025
- Aboño II: Converted to gas in July 2025



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



- Authorization for closure requested but the Asturian network may require its operation as back up to the system
- Limited hours of operation per year
- EDP is currently assessing alternatives to the conversion of the plant to eliminate coal as a fuel

## 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







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



		Total 202 MtCO <sub>2</sub> e	0 emissions % of total	Total 202 MtCO <sub>2</sub> e	<b>24 emissions</b> % of total	Main decarbonization levers by 2028
Supply cho	Procurement, including materials, ain assembly, services, etc. (including wind turbines and solar modules)	~3.0	15%	~3.8	33%	Decreasing carbon footprint per MW installed
Thermal generation	Upstream and fuel combustion from power generation (coal & natural gas)	~11.0	57% 84% ⊕16%	~3.1	28% 46%⊕ 54%	Authorization requested to close Los Barrios and Soto 3
Electricity retail	Emissions from the electricity purchased to sell to clients	~2.4	12%	~3.0	26%	Increasing renewable electricity sourcing for clients
Gas retail	Emissions from the combustion of natural gas sold to clients	~2.4	12%	~0.8	7%	Reducing the natural gas sold to clients
••• Others	Fleet, SF <sub>6</sub> , electricity and gas consumption in buildings, business travel, commuting, waste & transport	~0.1	0.6% 47%⊕53%	~0.4	3% 14%⊕86%	Using EACs and travel policy & mobility fostering sustainability
Networks power loss	Emissions from energy losses in Electricity Networks	~0.6	3%	~0.2	2%	Limiting network losses
		~	19.5	•	~11.2	

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



Commitment

Climate adaptation plans

for infrastructure exposed to material climate risk

#### Extreme events that impacted EDP

Examples (non-exhaustive)



2028

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

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

## Strengthening local collaboration for shared progress in the energy transition



Commitment 2028

All new projects<sup>1</sup> with material impact<sup>2</sup> on communities include an **engagement plan** 

## 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	

## 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<sup>1</sup> with carbon footprint

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

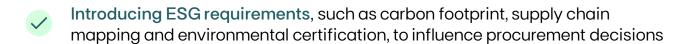
Boosting decarbonization

>30% 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





- 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

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



Commitment 2028

All new projects<sup>1</sup> include a biodiversity risk analysis & action plan

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

TNFD disclosure in 2026

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











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



Commitment

>85%

2028

total waste recovered along the assets' life cycle

### EDP's path in the energy transition drives circularity demands



Construction (~25% weight1)

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



Operation (~25% weight<sup>1</sup>)

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



Dismantling/Repowering (~50% weight1)

- >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

# 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)

### We are committed to achieving zero SIFs by focusing on:

- Shared responsibility
- Leadership and engagement
- · Continuous learning

#### Global safety program



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 will be 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

## 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









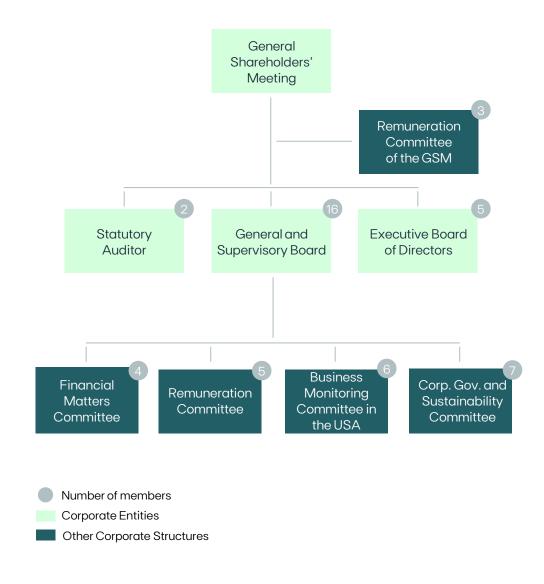
EDP is One of the World's Most Ethical Companies for the **14**<sup>th</sup> **consecutive year** 



Consolidated & autonomous independent reports ICFR's external auditor



# Dual Model of Corporate Governance ensures separation of functions — edpendent 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
  - 5 members elected by shareholders, including CEO
  - √ 40% 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

#### **Executive Board of Directors**



Miguel Stilwell d'Andrade CEO



Rui Teixeira CFO







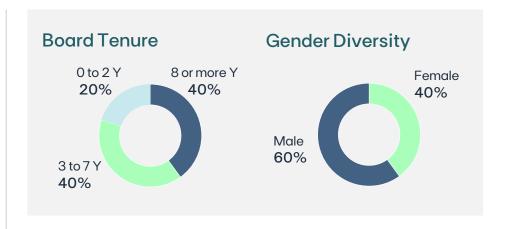
Vera Pinto Pereira



Ana Paula Marques



Pedro Vasconcelos



- > 5 members
- > 3-years mandate (2024-2026)
- > Elected by shareholders, including CEO
- Fixed and Variable Remuneration (including ESG performance), approved by the GSM

### 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



China Three Gorges Brasil







Miguel Pereira Leite

China Three Gorges (Portugal), Sociedade Unipessoal, Lda.



Fernando Masaveu Herrero Member



Victor Roza Fresno

Draursa, S.A.



Energia, S.A.

Sofia Salgado Pinto

Independent Member



Zili Shao

Independent Member

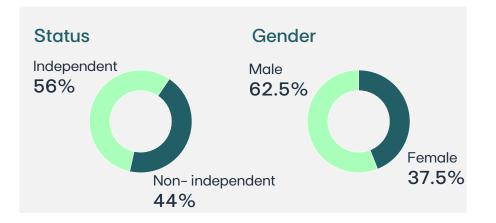


Independent Member



Stephen Vaughan





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



Gonçalo Moura Martins

Independent Member



Maria José García Beato



Independent Member





Independent Member



Independent Member



### Appendix

Assumptions & sensitivities

Our Platforms detail

ESG

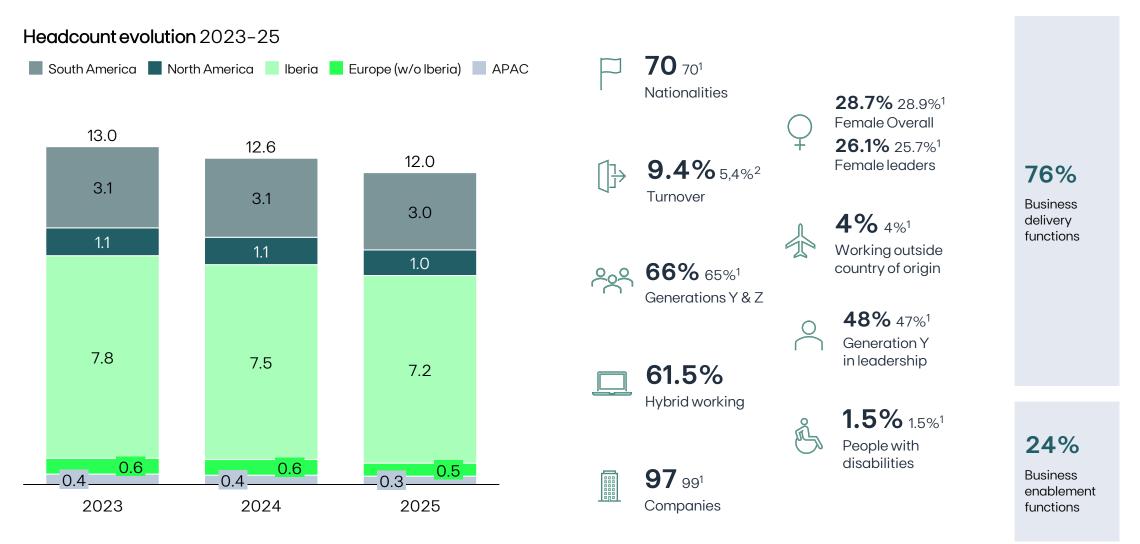
People

Digital

EDPR CMD

## Building a stronger, more adaptable organization with a diverse, optimized, and well-structured workforce, to meet future challenges





Note: Data from 2025 3Q | 1. 2024 end of the year | 2. 2024 1S

### Engaging journey that attracts talent, fosters inclusion, and supports growth and leadership, positioning us as a top employer



#### **ATTRACTION**

- Launch of our new EVP "Earth is calling" you" and EDP Ambassadors (Students & +100 Employees), firming our brand;
- +65 k people impacted and ~36 k applications (vs. ~31k in 2024);
- Top Employer in 13 countries.

#### **ONBOARDING**

- Design and implementation of the global onboarding experience (satisfaction 8/10) and cross-boarding process in North America:
- ~1,000 new joiners participated in the corporate onboarding week over the last 3 years.

#### **RECOGNITION & BENEFITS**

- >€26 Mn investment in salary review (job level alignment and recognition);
- >€100 Mn 2024 STI and 24-26 LTI Rolling Plan ~10€ Mn;
- Advancing pay transparency and benefits initiatives (Benefits & Perks Guidebook, global benefits such as Global Car Policy).

#### **OFFBOARDING**

- Design and implementation of the global offboarding experience:
- Launch of the EDP Alumni Network, with +500 participants to date.















#### **ACQUISITION**

- Implementation of a global recruitment process, reducing time to fill to 84 days (vs. 110 in 2024);
- Deployment of targeted initiatives (e.g., rehire program, interview scheduling improvements);
- · Relaunch of the Internal Mobility Policy, supported by a global roadshow.

#### PERFORMANCE & DEVELOPMENT

- Simplified KPI Model (15 KPIs vs. 60);
- Rolled out My Learning Hub globally:
- Launched the **Leadership Framework** with a more structured offering, achieving 73 NPS in Lead First 1st edition:
- +90% of priority successors in L&D initiatives.

#### RETENTION

- Clear purpose and development of human skills:
- Execution of a global well-being strategy and flexibility measures (e.g., hybrid model, Flex Fridays);
- Focused DEIB strategy supporting talent management (e.g., STEMsuitsyou, WomenUp);
- +80% assertiveness in succession planning.







~36 k **Applications** 

vs. ~31k (2024)1

84 days Time to fill vs. 110 days (2024)<sup>2</sup> 8/10

Onboarding experience

**74** %

**Empowerement** vs. 75 % (2023)<sup>2</sup>

78%

Engagement vs. 80 % (2023) 2

+90 %

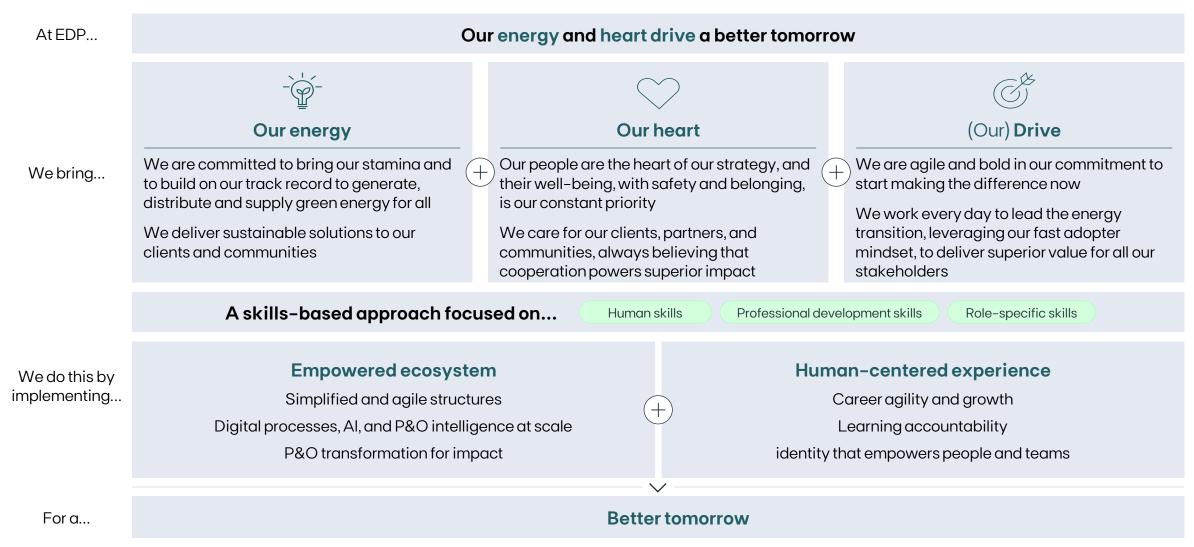
Key people retention

2.5%

Voluntary turnover vs. 2.9 % (2023)1

## Reinforcing our purpose and strengthening a shared identity, supported by a skills-based approach and a clear action plan







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### Digital and technology as a building block for transformation



## Digitalization of EDP continuously progressing across platforms

- Multiple efforts in place to evolve the digital maturity, which has been increasing consistently
- Evolution driven by multiple factors including lean ways of working and digitalization of processes

## Operational foundations are set and continuously upgraded

- A Cloud migration plan is being deployed, allowing for less risk, additional flexibility and simplification
- Multiple efforts to secure EDP and ensure business continuity

## Enablers for Al impact were put in place across the organization

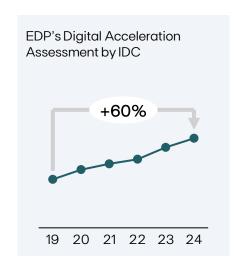
- The data governance journey is delivering a foundation to have data with quality available
- The foundations for Al were deployed, with a push to have datahubs for all businesses

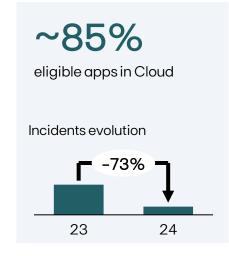
### A focus on transformation, as well as on integration

- An architecture modernization journey is in place, across platforms
- Focus put into standardization and integration, as well as on scaling local wins globally

Controlled spend with endto-end cost optimization

 Tech. spend growth pressure (from digitalization, IT inflation, etc.) being tackled with multiple efficiency efforts across all spend natures and dimensions





~90%
data domains catalogued

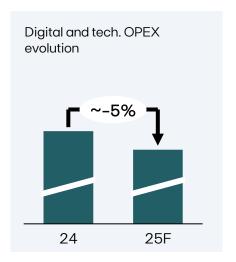
12 datahubs set up across all business areas Examples of recent projects:

**Live reporting tool** of all W&S assets, >2B signals daily

Single field solution in group (from 11 to 1 solution)

**IoT solar platform** with ~18M daily readings

New ERP with 94% standardization



## A path for technology at EDP that is focused on value creation in its multiple layers



A.
Boosting
business
value
creation with
tech.

1

#### Data & Al powered EDP

Focusing on high impact bets, strong data foundations and upskilling

2

#### Tech-enabled business strategy

Delivering tech. projects that best support the business transformation of our platforms

'28 ambition examples:

7 high-impact AI bets scaled across platforms

90% Employees' digital upskilling plan completion

B. Accelerating business delivery

3

#### Hyper-automated core IT

Improving lead times in core IT services that are most critical to the business

4

#### Accelerated global ways of working

Boosting app. delivery productivity and quality, leveraging Al and agile ways of working

>50% lead time improvement

>90% automated change requests

C.
Minimizing
risk to
business
continuity

5

#### Globalized cyber & business continuity

Minimizing business continuity risk through stronger cybersecurity and incident management

6

#### Future-proofed IT-OT architecture

Standardizing, modernizing, converging IT with OT and controlling technical debt

Top 5% utility on Bitsight rating 95% standardization on new solutions deployed

>90% reduction in incidents (vs. '23)

D.
Managing
tech cost
efficiently

7

#### Streamlined spend base

Optimized infrastructure costs, application landscape, contracts and other resources

~20% application landscape simplification



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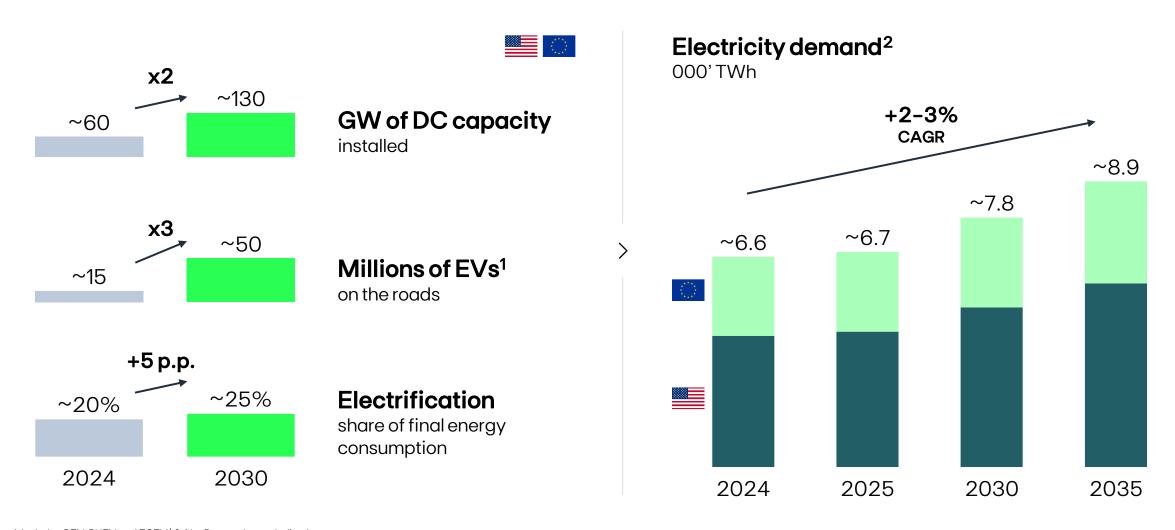
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# Power demand at an inflection point — an era of sustained growth driven by tech and electrification





# Wind, Solar and BESS — the fastest, cheapest, and most scalable energy sources



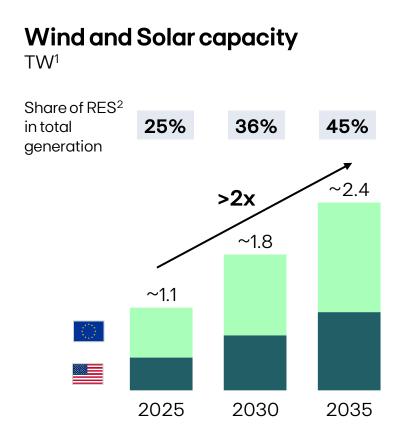


- RES costs are expected to continue downward trend
- Increased gas turbine lead times (increasing from ~1-2 to ~5-7 years)
- Long time to market
  of nuclear new builds
  while requiring
  governmental risk
  taking/support

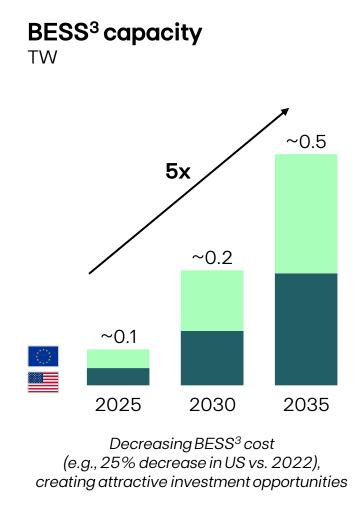
<sup>1.</sup> Including tax credits in US  $\mid$  2. Time-to-market estimations for new projects, with FID in 2025 Note: BESS – Battery Energy Storage Systems

# An evolving energy system – more flexibility needed and new value pools emerging





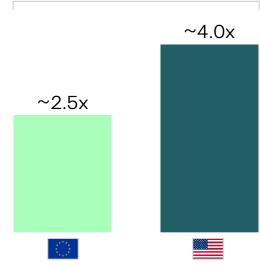
Increasing Wind and Solar capacity leading to more penetration of variable, non-dispatchable generation



### Flexibility needs4

2035 vs. 2023 increase





Uplift in value of generation assets with flexibility attributes

Source: Wood Mackenzie, IEA STEPS, Lazard

<sup>1.</sup> Considers TWac for Wind onshore and offshore and TWdc for Solar PV (utility + distributed) | 2. Share of RES includes Solar and Wind generation | 3. Battery Energy Storage Systems | 4. Short term flexibility needs (i.e., largest hour-to-hour differences in residual load)

## Strong regulatory tailwinds — providing increased long-term visibility





### Europe



- Contract for Difference (CfD) auctions of >100 GW in 2026–28, with accelerated deployment through national interest projects and streamlined permitting
- Capacity markets and other incentives for BESS<sup>1</sup> and FlexGen investments (e.g., exemption of Networks fees in Germany)



One Big Beautiful Bill Act providing **clear** tax credits framework

- PTC/ITC granted for wind and solar with CODs until 2030<sup>2</sup> based on safe harbor updated guidance
- ITCs granted for BESS<sup>1</sup> with CODs until 2039<sup>2</sup>

### EDPR is at the center of this secular investment opportunity



## Electricity at the core of strong investment momentum in the sector...

- -\\_\_\_
- Entering an era of sustained growth of power demand
- Renewables are the cheapest, fastest and most scalable technology
- More flexibility needs with increasing value pools

Market and regulatory tailwinds

## ... and EDPR is prepared to capture the opportunity

- Leader in Renewables with strong track record and pipeline, namely in US
- Strong relationship and origination track record with Big Tech and US utilities
- Strong hedging and risk management, leveraging EDP's Energy Management capabilities

### Our 2026-28 commitments focused on value creation



## Focused growth

Visibility with improved returns and flexibility to accelerate

~€7.5 Bn

Gross investments

~€3 Bn

Net investments

12-14%

Renewables Equity IRR

## Business optimization

Focus on value and cash-flow generation from existing portfolio

~€1Bn

Disposals, focusing on key businesses and markets

~28%

Core OPEX/Gross Profit

~€0.8Bn

Flat Core OPEX across BP horizon

## Distinctive and resilient portfolio

High quality portfolio with sound Balance Sheet

~90%

EBITDA in A-rated markets and contracted generation

~€1.5 Bn

Net Debt reduction

~3.2x

Adj. ND/EBITDA<sup>1</sup> by 2028

## Value creation

Increasing earnings, while lowering debt

~€2.2Bn

EBITDA by 2028

~€0.6Bn

Net Income by 2028

~30-50%

Scrip dividend payout ratio 2026-28

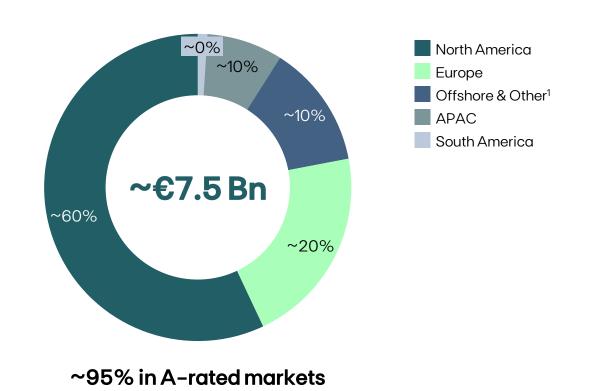
Powered by our talented and experienced organization, leveraging Digital and Al capabilities

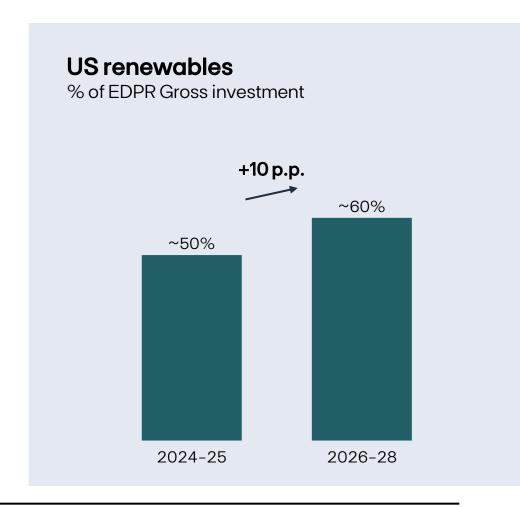
### Focused ~€7.5 Bn investment plan with US renewables at the core





2026-28, € Bn

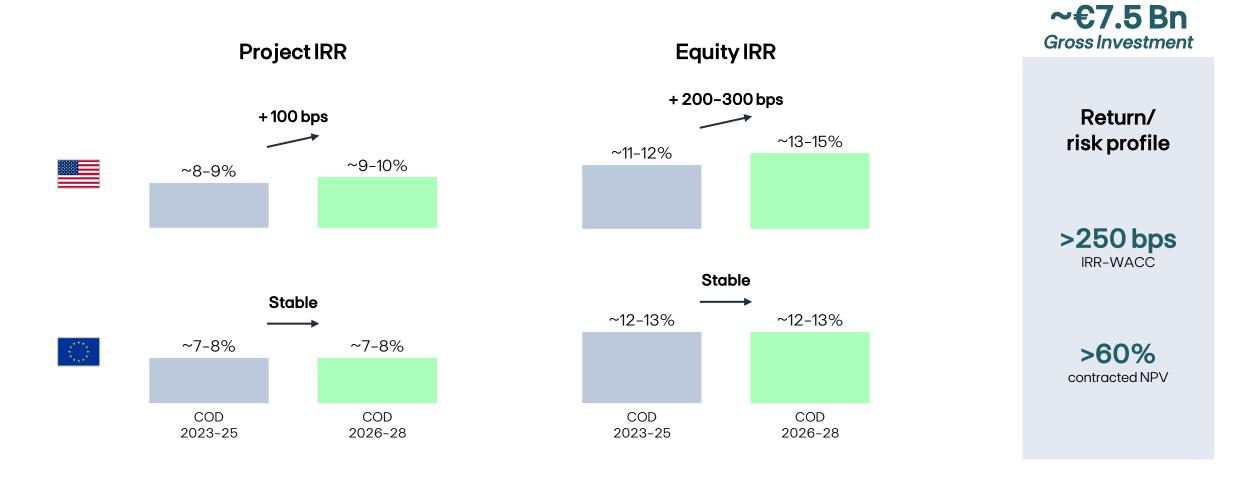




Pipeline optionality to accelerate throughout the plan and beyond

### Enhanced returns supported by market and regulatory tailwinds





### Value crystallization through Asset Rotation and portfolio focus



## Asset Rotation track record over the last 10 years

~30

transactions

~€12 Bn

cumulative proceeds

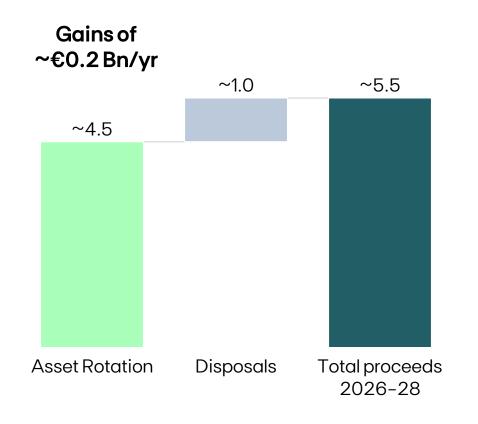
~€2.5 Bn

cumulative gains<sup>1</sup>

~8 GW

installed capacity rotated

## Asset Rotation and Disposals proceeds 2026–28 € Bn



Strong 2025 Asset Rotation execution of ~€1.8 Bn with attractive valuations

Diversified portfolio and multiple markets and technologies derisking Asset Rotation execution

1. Capital gains excluding minority transactions

# Driving efficiency and agility across the business, improving competitiveness



### Optimizing for superior value

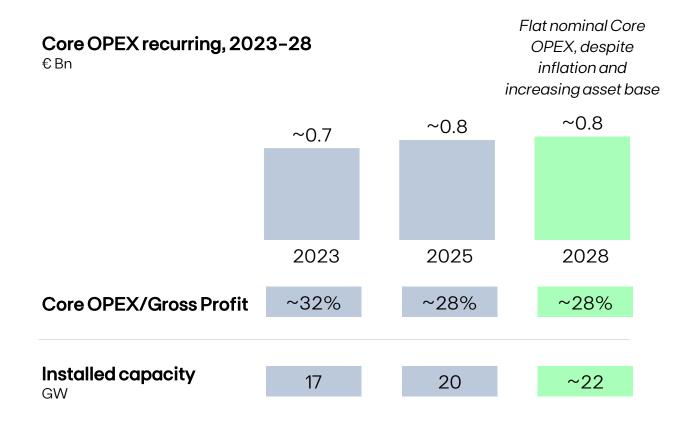
Extract more value from existing assets, improving availability and O&M

(+1p.p. availability<sup>1</sup> uplift 2025–28; -20% Core OPEX/Avg. MW vs. 2022)

**Focus on core geographies** exiting markets / businesses with limited EDPR presence and synergies, improving efficiency

Drive organizational agility and scale digital/Al for smarter operations (90% Employees' Digital Upskilling Plan Completion, 2028)

### Focusing on efficiency



<sup>1.</sup> Wind and Solar technical availability

# Sustainable development and operation of renewable assets to deliver secure, affordable and clean energy



2028 commitments

~5 GW capacity additions 2026-28

Contribution to EDP Group's **Net Zero** target by 2040

Focus on resilience

Climate adaptation plans for assets exposed to material climate risk

Strengthen local community engagement and promote biodiversity

All new projects<sup>1</sup> with material impact on communities include an **engagement plan** 

All new projects<sup>1</sup> 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

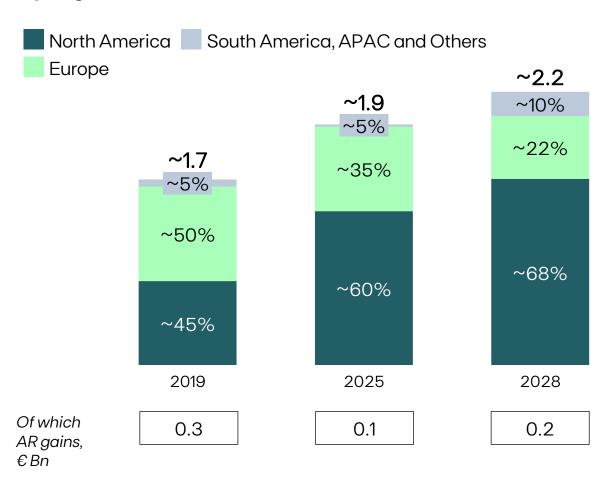
### A resilient, low-risk portfolio delivering predictable growth

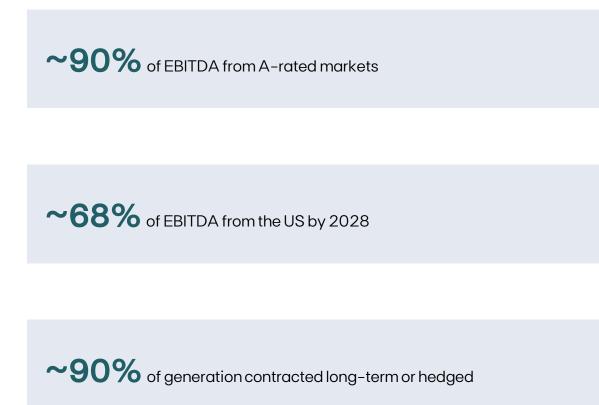


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### **EBITDA**<sup>1</sup>, € Bn

### By region

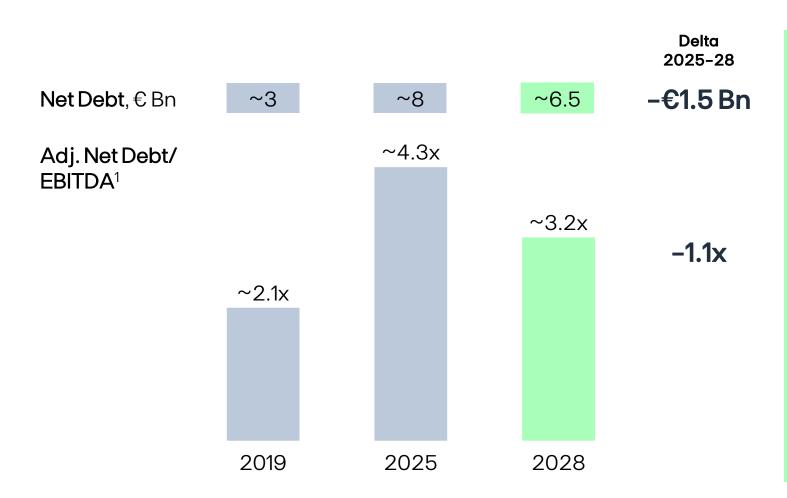




1. Percentages of underlying EBITDA exclude AR gains

### Stronger balance sheet, providing flexibility for future investment





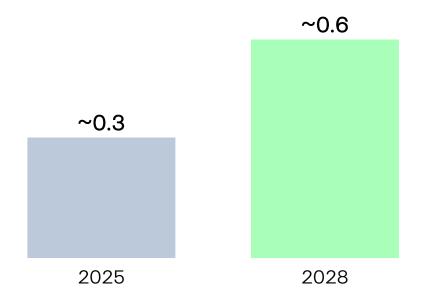
- Organic Cash Flow growth
- Preserving a low-risk business profile ~90% of EBITDA from A-rated markets and ~90% generation LT contracted or hedged
- Absolute Net Debt reduction supporting improved credit ratios over 2026–28

# Attractive shareholder remuneration — sustained earnings growth and stable scrip dividend program



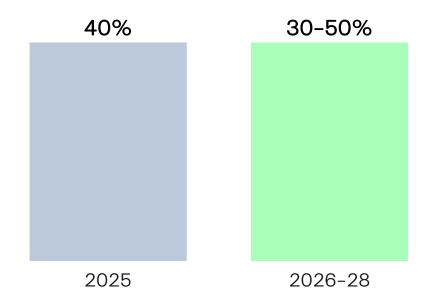
### Delivering earnings growth

**Recurring Net Profit,** € Bn



Sustainable scrip dividend program

Target dividend payout ratio, %



Improved earnings quality profile: with high weight of longterm contracted and A-rated markets Stable scrip dividend program with target payout of ~30-50% through 2026-28

Capital Markets Day 2025

OUR BUSINESS



## High-quality portfolio of 20 GW of Wind, Solar and BESS — ~85% in US and Europe, ~70% long-term contracted



## Installed Capacity by Region and Generation by Technology 2025



Portfolio **focused on low-risk markets** with wind onshore as the main asset base technology



Pure renewables player with a proven track record...

>20 years of track record

EU & US
Core Markets



... backed by a uniquely diversified portfolio with strong global PPA capabilities...

### Wind & Solar

Core Technologies

~70% Long Term Contracted



... and a differentiated and strong position in the US market since 2007

### 22 states

with EDPR presence

#### **10 GW**

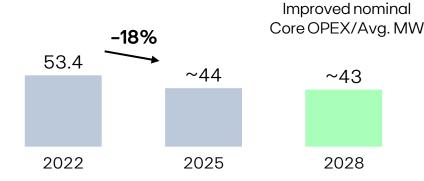
operating capacity

# Focus on enhancing operational performance — driving efficiency and innovation, in a context of growth and inflation



### Streamlined O&M for efficiency

Core OPEX/Avg. MW

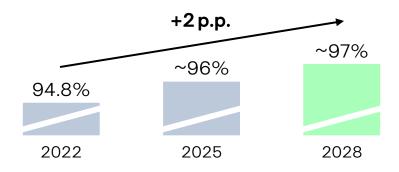


#### 45%1full scope

Offering operational protection, balanced with hybrid and self-perform models for added efficiency and flexibility

### Improved availability

Technical availability, %



Focus on availability based on cost-benefit analysis

## Unlocking additional value through innovation



## Automation and robotization for improved O&M efficiency

Autonomous ecosystem of robots and drones for inspection, cleaning and vegetation cutting



## Al-based asset performance management

Predictive maintenance, fault forecasting and (Gen)Al troubleshooting to reduce downtime



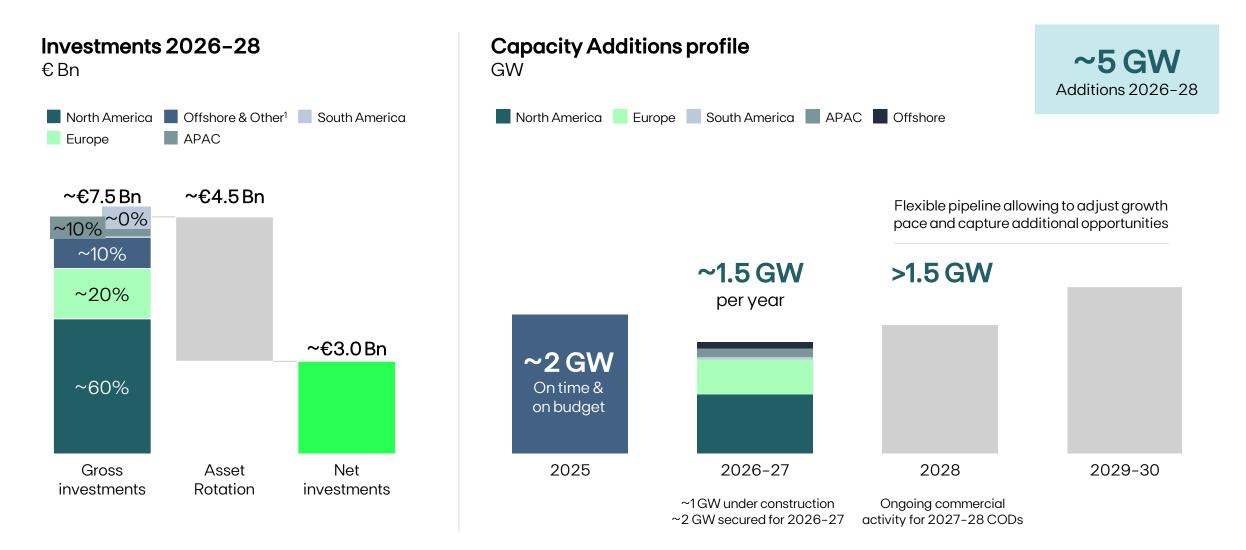
### Potential for added flexibility services

Added flexibility capabilities from RES assets (e.g., grid forming)

1. Reference value for wind assets

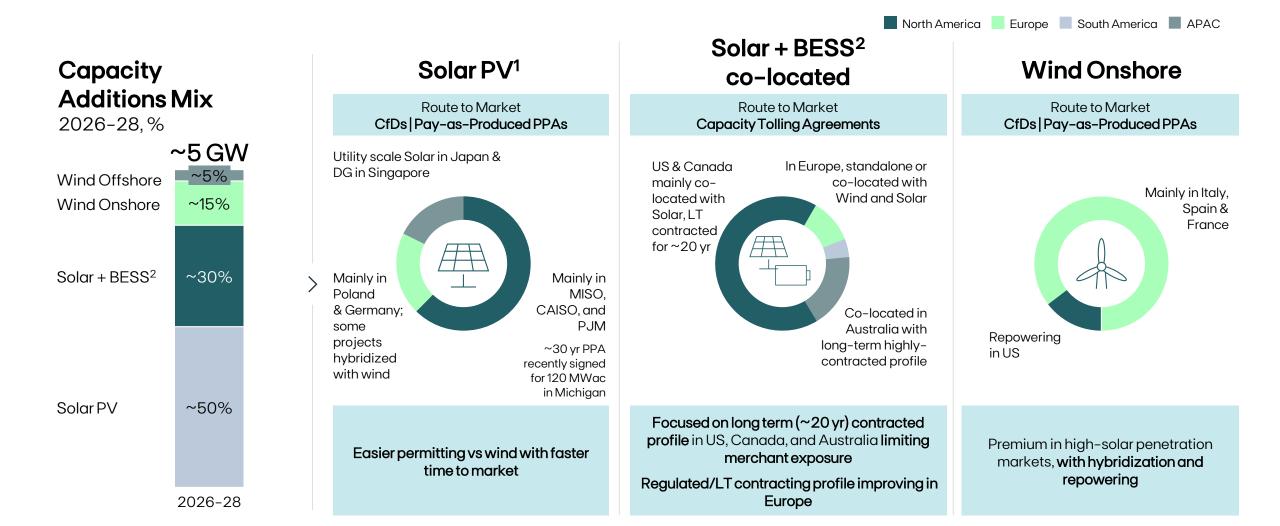
## €7.5 Bn investment plan – ~60% in US and with optionality to capture additional growth from 2028 onwards





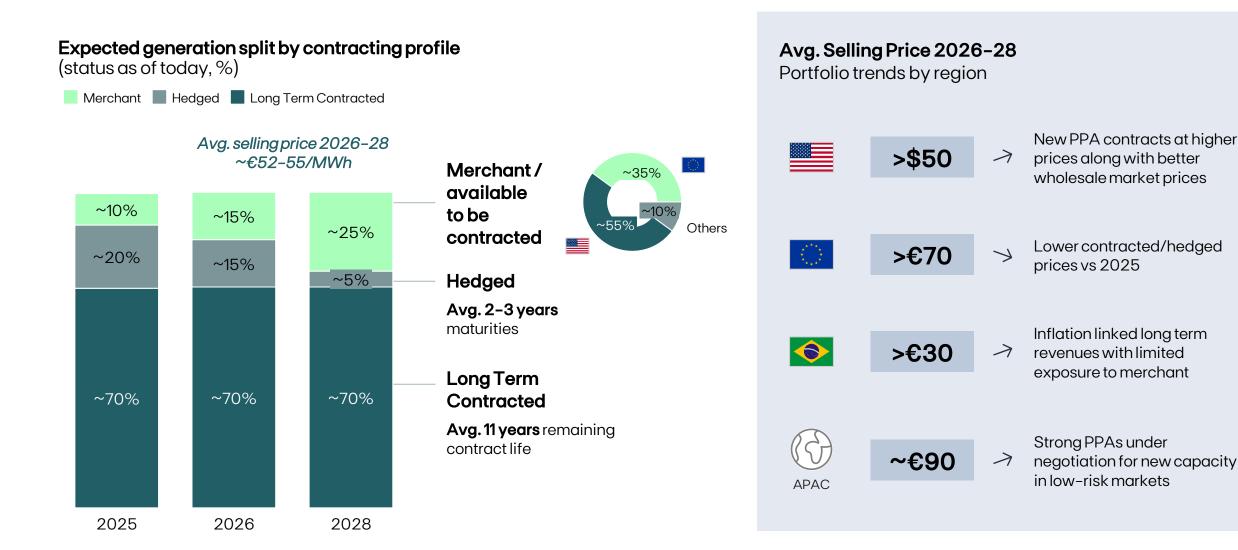
## Balanced technology mix — focused on low-risk and long term contracted, capturing market dynamics





# ~70% long term contracted revenues portfolio — resilient average selling price throughout 2028





### Well placed to address Data Centers demand growth — US market showing stronger dynamics in the short-term



### There is strong Data Center-driven demand and we are well placed to capture it...

2x Data Center capacity by 2030 (EU, US) — driving a surge in electricity demand

Strong relationship and track record with US utilities and Big Techs

~6 GW

PPAs contracted with US power utilities

~3.3 GW

total PPAs with big tech players globally









New assets – opportunities to contract PPAs for longer terms or through Build and Transfer agreements

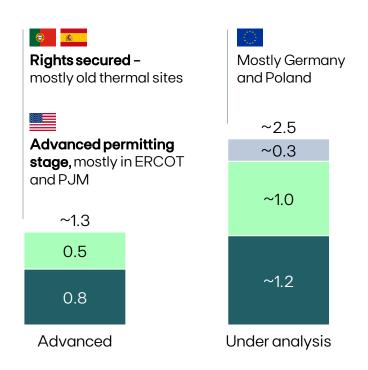


Existing assets – opportunities to re-contract PPAs

### ... and we have optionality value from powered land

Powered land opportunities by region, GW



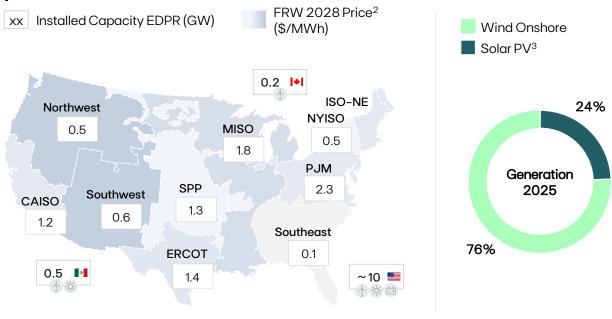


# North America — high-quality portfolio to capture value from surging demand and rising power prices





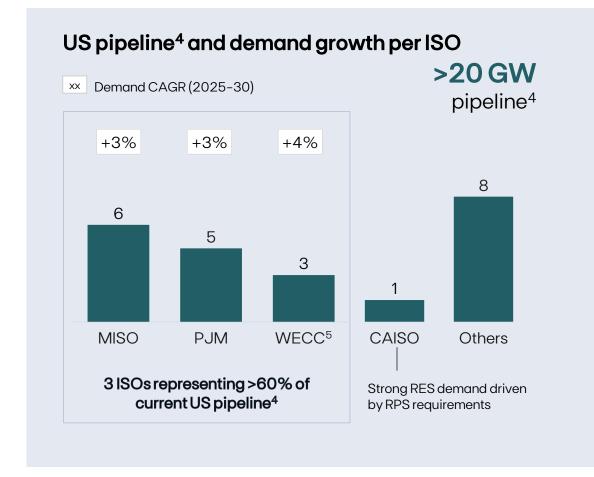




**Diversified portfolio** with attractive exposure to regions with strong demand/pricing dynamics

Note: Installed Capacity considers EBITDA + Net Equity

>9 years average age of fleet

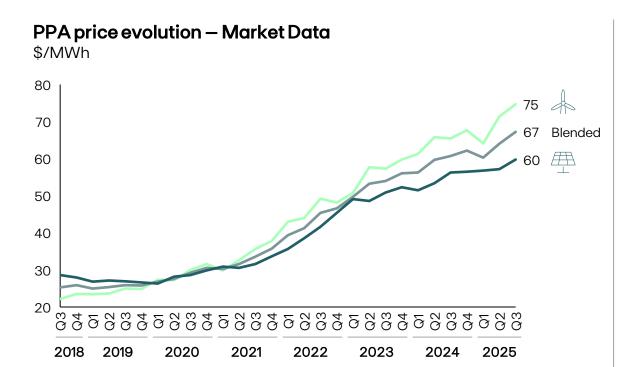


<sup>1.</sup> Map excludes 0.3 GW of solar DG | 2. Varying from low (lighter tone) to high (darker tone); Source: ICE (Intercontinental Exchange) North American & European Power Futures | 3. Includes Solar DG | 4. Mid/Advanced stage pipeline, including visibility on Land, Grid connection, Licensing and Permitting; Does not include Prospects | 5. Includes Northwest and Southwest regions Source: Wood Mackenzie Power & Renewables – Annual Net Sales by Region

# North America — favorable PPA pricing context supports project economics and provides attractive re-contracting opportunity

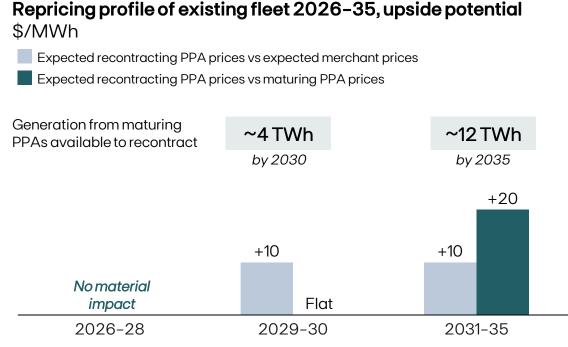








Market environment improves outlook for Wind Repowering for 2029–30 extending asset life with tax credits and lower CAPEX



#### Upside from re-contracting of maturing PPAs mostly coming early 2030s from wind projects with premium repricing

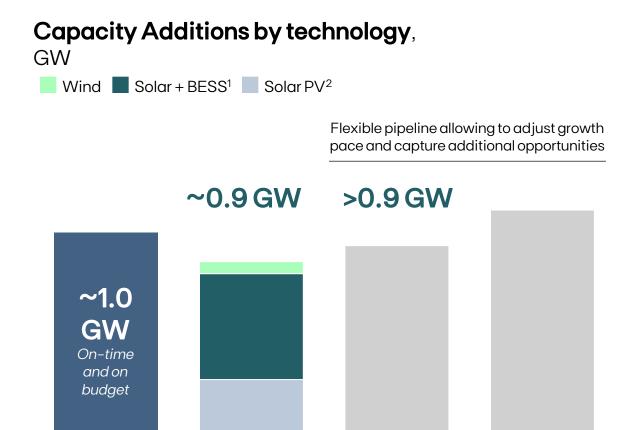
Re-contracting PPAs for ~10 years above merchant prices Project recently recontracted post 2029 for +10 years at +\$11 /MWh (vs. previous PPA)

Source: LevelTen 132

## North America — visibility on growth with flexibility to accelerate from 2028 onwards







Avg. 2026-27

2028

2025

Tax Credits secured for Wind and Solar with CODs until 2030 and for BESS<sup>1</sup> with CODs until 2039

>5 GW with tax credits safe-harbored for projects with COD until 2030

#### US-based supply chain setup since 2022-23

- Mitigated import risks
- FirstSolar contract for 1.8 GWp for 2026–28

#### >20 GW pipeline<sup>3</sup>

in US providing flexibility to accelerate growth from 2028

2029-30

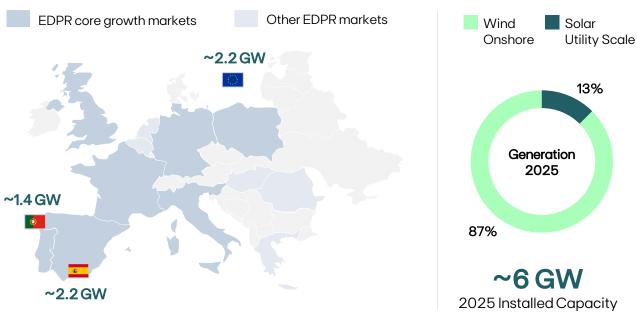
## Europe – focus on A-rated markets underpinned by demand growth potential





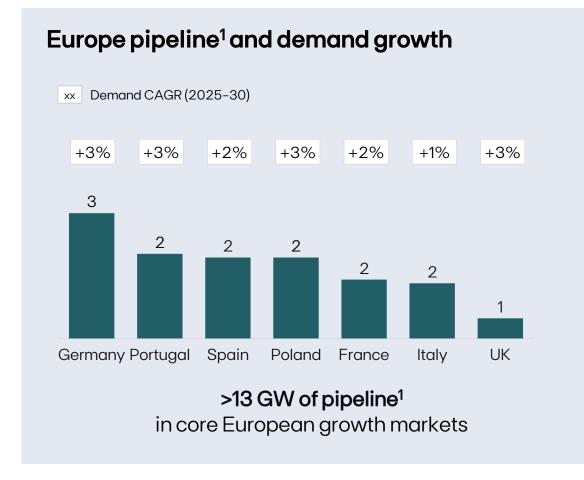


GW



**Focusing on key European markets** with strong fundamentals

**Demand supported by electrification** (industry, transport, heating and cooling) and **digitization** 



<sup>1.</sup> Mid/Advanced stage pipeline, including visibility on Land, Grid connection, Licensing and Permitting; Does not include Prospects Source: Wood Mackenzie — Net demand (excluding losses)

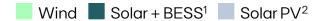
Note: Installed capacity considers EBITDA + Net Equity, excluding Wind Offshore

## Europe – tailored approach to drive value given different dynamics across markets









Flexible pipeline allowing to adjust growth pace and capture additional opportunities



#### Focused growth

with ~100% of investments in core growth markets

**Long term contracted route-to-market** secured via CfDs and Pay-as-Produced PPAs

#### >250 MW

Hybridized & collocated — essential for portfolio optimization, leveraging on existing infrastructure and avoiding queues

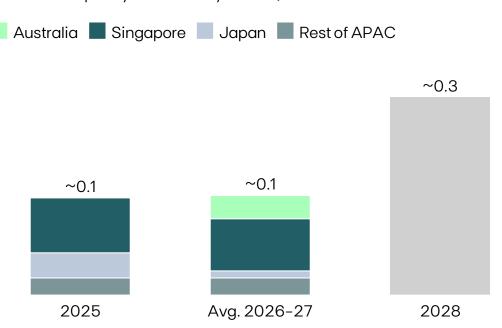
# APAC and Offshore – focused on low-risk markets with long-term growth optionality, with a disciplined risk management





#### Focus on low-risk high-growth markets

2026-28 Capacity Additions by market, %

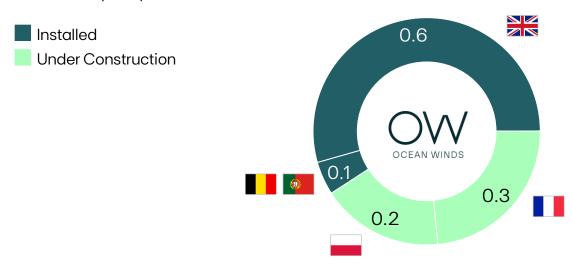


**Strong pipeline** of large Solar & BESS¹co-located projects in **Australia** with CODs post 2027

#### **OCEAN WINDS**

#### Focused on execution of its existing European projects

EDPR Net Capacity<sup>2</sup>, GW



Strategic partnership model allows for a disciplined net exposure and funding

~3 GW OW gross capacity in operation by 2026 becoming one of the largest operators in Europe with a strong portfolio

**Long term pipeline optionality** post-2030 — limited additional capital needs in the short term

## EDPR is well positioned to capture rising demand and drive sustainable and profitable growth, coupled with a robust B/S

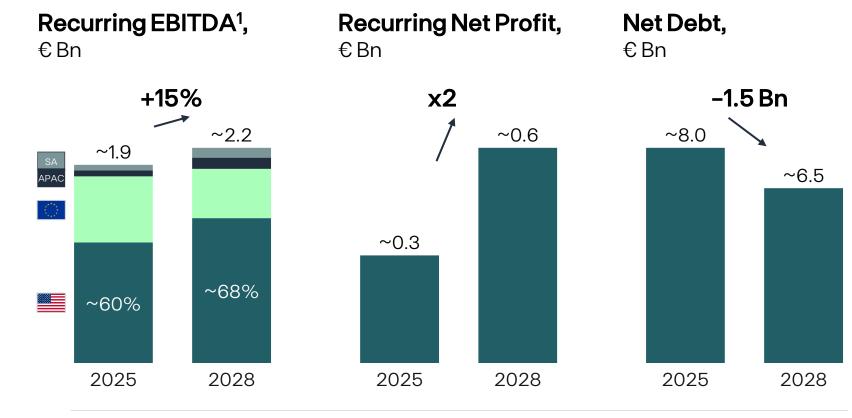


~€7.5 Bn gross investments, of which ~60% in the US

13-15% Equity IRR in US, 12-13% in EU

AR plan of ~€4.5 Bn and ~€1 Bn of Disposals

Focus on efficiency driving ~€43 k Core OPEX/Avg. MW in 2028



Stable scrip dividend program at EDPR with target payout ~30-50% through 2026-28

1. % of underlying EBITDA ex-AR gains

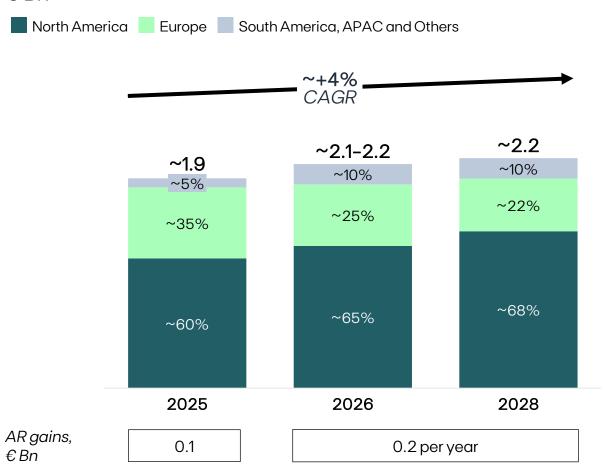


# EBITDA Growth – North America more than offsetting price normalization in Europe



### EBITDA evolution by region





**North America growth** on the back of CAPEX plan and increasing average selling price

**Europe EBITDA driven** by power price normalization

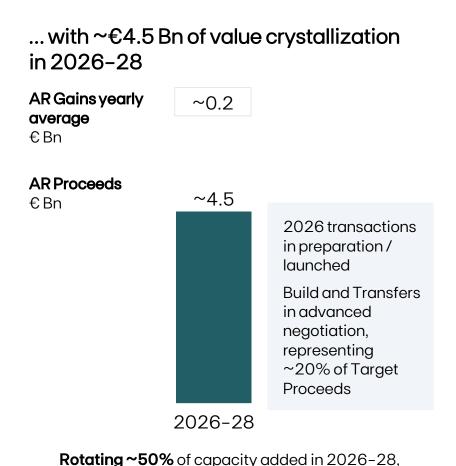
Asset Rotation gains averaging ~€0.2 Bn/year through 2026–28 horizon

# Strong Asset Rotation track record and execution — at the core of our strategy





AR gains 2025 ~€0.1Bn reflecting CAPEX inflation in some assets and sale of minority stakes



# Disciplined funding plan – Disposals of ~€1Bn to focus the portfolio alongside ~€1.5Bn of Tax Equity proceeds





Disposals ~1 GW of non-core markets/businesses

Mostly **markets** with limited EDPR presence (≤0.1GW) and synergies

Focus on core markets and technologies

~€1.5 Bn

Gross Tax Equity
Proceeds

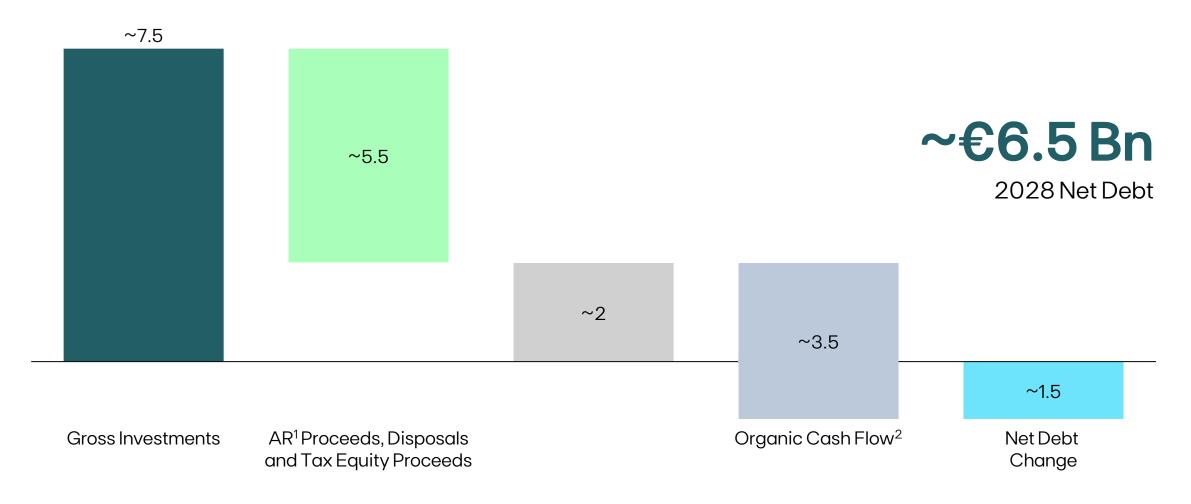
Funding ~40% of gross investments in the US, with good visibility on tax incentives and projects safe-harbored

Growing share of solar and BESS<sup>1</sup>vs. wind driving more ITC-based transactions, impacting the earnings profile<sup>2</sup>

# €1.5 Bn Net Debt reduction — cash needs more than offset by disciplined financing policy

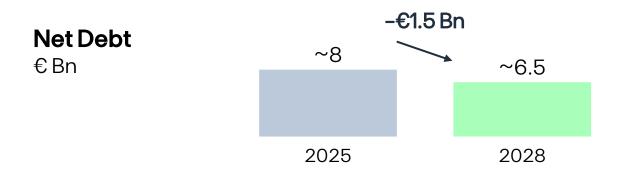


2026-28 Cash Flow (€ Bn)

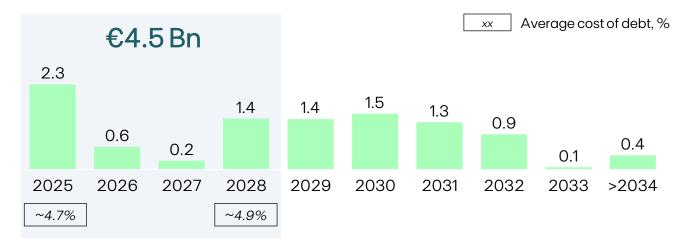


# Robust Balance Sheet — investment discipline and strong Cash Flow generation





## EDPR consolidated debt maturity profile as of September 2025, € Bn



Strong cash flow generation enabling Net Debt reduction of ~€1.5 Bn after executing a ~€7.5 Bn gross investment plan and ~€5.5 Bn AR, Disposals and Tax Equity proceeds

Enhanced Balance Sheet headroom enabled by debt reduction – strengthened Adj. ND/EBITDA<sup>1</sup> to 3.2x

Balance Sheet robustness enables optionality to scale growth

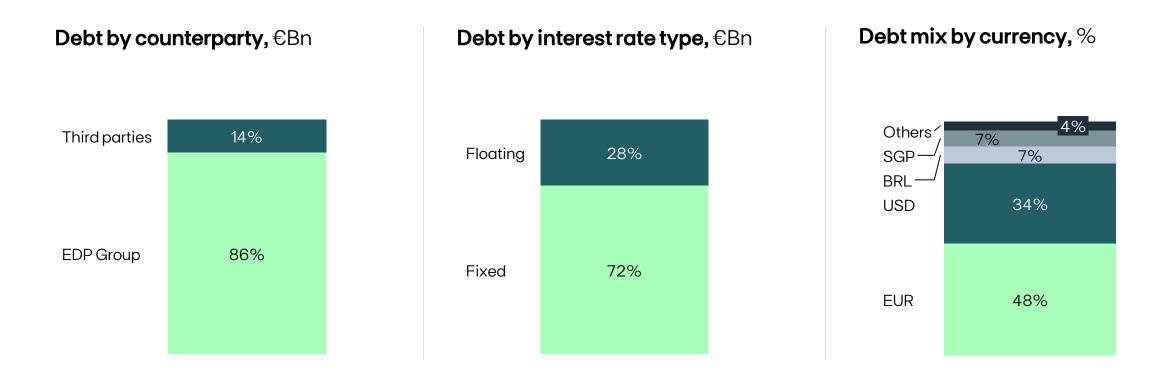
# Prudent funding policy – focus on centralized corporate debt, fixed rate and local currency



9M25

**EDP Group as largest Debt counterparty** 

vs. third parties



>70% fixed rate



Prioritizing funding in

local currency



## EDPR 2025-28 key figures

Payout ratio (%)	30-50%			
Adj. ND/EBITDA <sup>1</sup> (x)	~4.3x	~3.2x	-1.1x	$\downarrow$
<b>Net Debt</b> (€ Bn)	~8	~6.5	-€1.5 Bn	$\downarrow$
<b>Net Income</b> (€ Bn)	~0.3	~0.6	<b>x2</b>	$\uparrow$
<b>EBITDA</b> (€ Bn)	~1.9	~2.2	+15%	$\uparrow$
	2025	2028	2025-28	8





### Our 2026-28 commitments focused on value creation



#### Focused growth

- ~€7.5 Bn investment plan with enhanced returns focus on US renewables
- ~€4.5 Bn Asset Rotation delivering value crystallization and recycling capital to fund growth

## Business optimization

- ~€1Bn Disposals to refocus in attractive core markets and businesses
- Improving efficiency metrics through operational excellence (~28% Core OPEX/Gross Profit)

## Distinctive and resilient portfolio

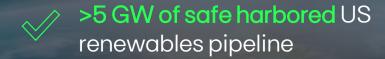
- ~90% EBITDA in A-rated markets and highly contracted profile (~90% LT contracted/hedged)
- Improving credit ratios (-1.1x Adj. ND/EBITDA), providing increased optionality

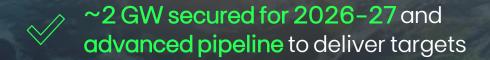
#### Value creation

- Increasing EBITDA to ~€2.2 Bn by 2028 (+15% vs 2025) while decreasing Net Debt by €1.5 Bn
- Increasing **Net Income to** ~**€0.6** Bn by **2028** (*x2 vs. 2025*)

# Strong visibility on delivery of 2026–28 commitments — Optionality beyond 2028

### Markers of visibility until 2028





Secured supply chain, with long-term visibility

### Optionality and value creation beyond 2028

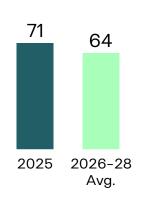
- Structural demand growth in US and Europe (2-3% CAGR)
- Repricing in US beyond 2030 (12 TWh)
- Solid pipeline with strong optionality in core markets (>35 GW) including hybridization, repowering and BESS



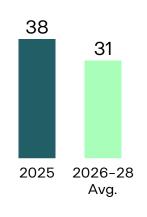
### Main market and macro assumptions



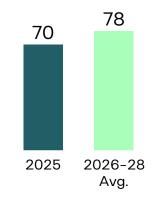
Pool Iberia €/MWh



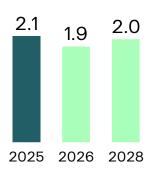
TTF €/MWh



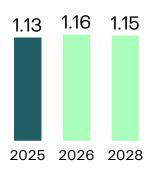
CO₂€/ton



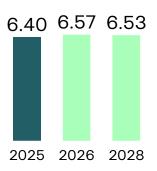
Inflation Europe<sup>1</sup> %



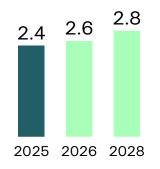
**EUR/USD** 



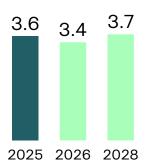
**EUR/BRL** 



EUR 7Y MidSwap %



USD 7Y MidSwap %



1. Euro Area

## EDPR: Net income resilient to key market drivers



	Sensitivity vs. base case	2028 Net Income Impact	
Avg. Pool Price		<b>~</b> €25 Mn	
RES volume	<b>3</b> %	<b>△ ○</b> ~€40 Mn	
FX EUR/USD	<b>0.10</b>	<b>~</b> €40 Mn	
Interest rate (EUR/USD)		<b>⊘</b> ∨€20 Mn	





PTC Production Tax Credits	Annual tax credit based on generation during the first 10 years of commercial operation			
	Standard rate	\$30 per MWh <sup>1</sup>		
	DTO	Bonus adder	+\$3 per MWh (Domestic Content)	
			+\$3 per MWh (Energy Communities)	
		Due ferme of ferrore is a terrible	Lower capital costs	
		Preferred for projects with	Higher production capabilities	
		Revenues recognized	Over 10 years in P&L <sup>2</sup>	
Tax Credits  ITC Investment Tax Credits		One time tax credit based on the investment in the generating property of the project		
		Standard rate	30%	
		Bonus adder	+10% (Domestic Content)	
	ITC		+10% (Energy Communities)	
	Investment	Preferred for projects with	Higher capital costs	
	rax orcans		Lower production capabilities	
			More complex revenue contracts	
		Revenues recognized	Over 5 years in P&L <sup>2</sup>	

MACRS
Modified Accelerated
Cost Recovery System

**Accelerated depreciation over 5 years** (vs 30/35 years straight line) — Fiscal purposes, no impact on accounting depreciation