

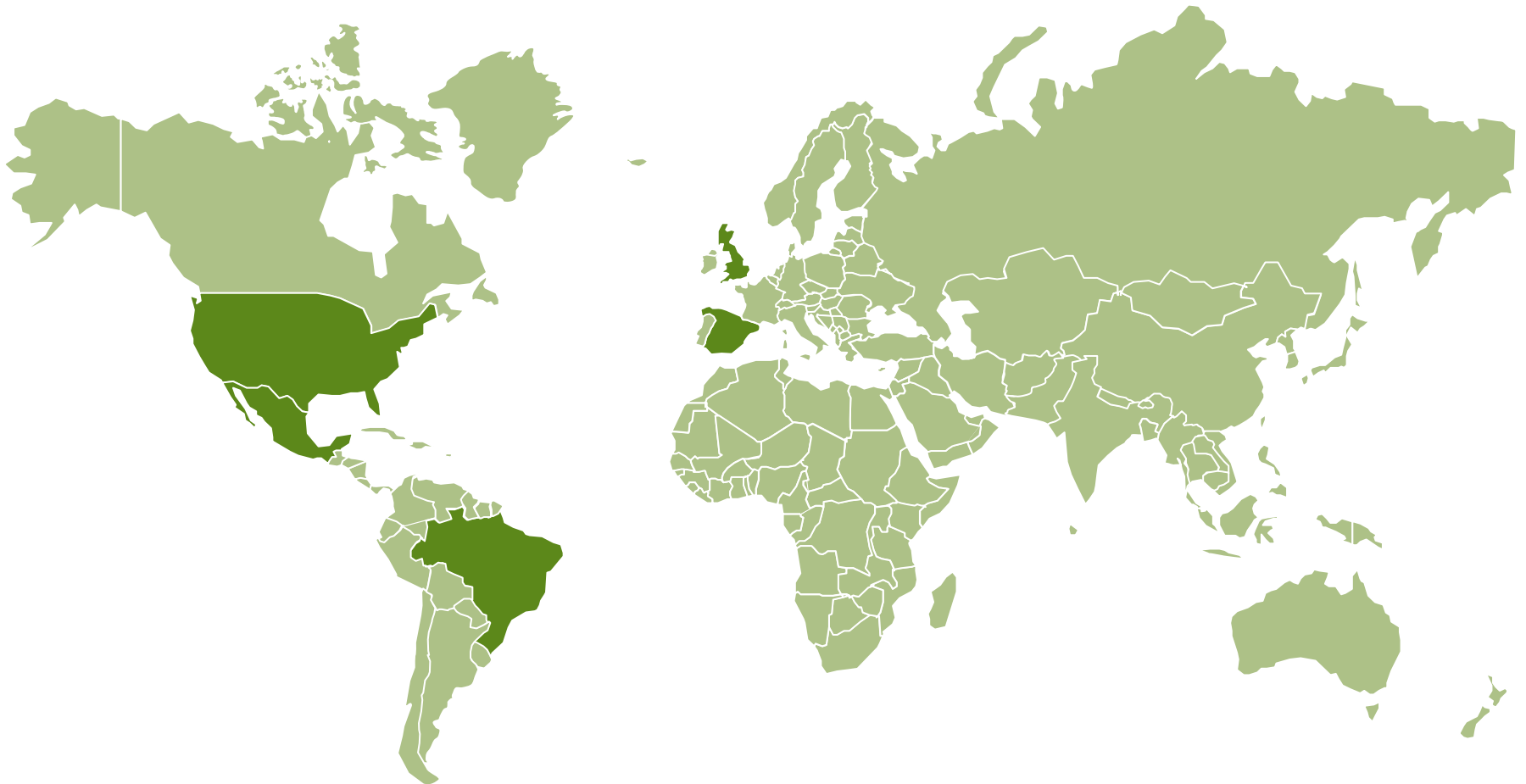
Cost Reduction Through Innovation

September 2015



**SCOTTISHPOWER
RENEWABLES**

One of the largest global utilities – networks, generation and customer interests focussed in Spain, UK, US, Brazil and Mexico



World's No.1 renewable generation developer/operator of wind generation, over 14GW installed

Offshore: A growing global portfolio

West of Duddon Sands
389 MW
Operational October 2014
50% JV with DONG

Wikingen
350 MW
Construction begins 2015
100% SPR

Saint Brieuç
496 MW
Planning application 2015
70% JV with Eole RES/ Caisse De
Depot

East Anglia ONE
714 MW
Consented June 2014
CfD awarded February 2015

Four projects in three key markets

Cost Reduction Through Innovation

Why innovation is important to Iberdrola / ScottishPower and in particular East Anglia ONE?



- Reduction in CO2 emission targets



- Energy Price



- Regulatory Support



- Cost Reduction

Cost Reduction Through Innovation

What are we doing to promote innovation?



- Building projects



- Design



- Open competitive tendering

Cost Reduction Through Innovation

Conclusions