

Executive
 Independent
 Proprietary

## Diversity and Competence Matrix

	Mr. Ramón Adell	Mrs. Isabel Estapé	Mr. Enrique Alcántara-García	Mr. Jaime Siles Fernández-Palacios	Mrs. Helena Herrero	Mr. Javier de Jaime	Mr. Rajaram Rao	Mr. Francisco Reynes	Mr. Pedro Sainz Baranda	Mr. Claudio Santiago	Mrs. Lucy Chadwick	Mr. José A. Torre de Silva
Nationality	ES	ES	ES	ES	ES	ES	EN	ES	ES	ES	EN	ES

Energy global trends / strategy / technology	●		●	●			●	●		●	●	
Infrastructure (investments in regulated environments)	●	●	●	●		●	●	●		●	●	●
B2C (customer experience and new services)	●				●	●			●			●
Operational excellence and processes optimization	●				●			●	●	●		
Regulators / other public stakeholders relations	●	●	●	●			●	●			●	
International Experience	●	●		●	●	●	●	●	●	●	●	●

Top Management experience					●			●	●	●	●	
Accounting / Audit / Risk Management	●	●	●	●	●	●	●	●	●	●	●	●
Corporate finance	●	●		●	●	●	●	●	●	●		●
Industrial & Energy Technologies (Industrial Tech)								●	●	●	●	
Industrial & Energy Technologies (Information Tech)					●			●	●	●	●	
Talent Management and Remuneration	●	●			●	●	●	●	●	●	●	●
Corporate Governance and Sustainability (ESG)	●	●	●	●	●	●	●	●	●	●	●	●
Climate Change		●		●	●		●			●	●	●

● Professional executive experience
 ● Experience as Director or indirect executive experience