



Energy for
generations

Innovation strategy

2026-2028

Forward

Innovation at ESB collaborates to envision, trial, create and deliver our net zero future at pace and scale and enables ESB's 'Net-Zero by 2040' strategy to lead the transition to a low-carbon future.

Innovation at ESB accelerates the pace and scale of delivery of our strategic objectives to decarbonise electricity, develop resilient infrastructure and empower customers whilst supporting the development of our foundational capabilities through developing our people, embracing data and digitalisation, maintaining our financial strength, and delivering on our sustainability and social responsibility ambitions.

Our Innovation strategy enables both incremental innovation to support existing business models and transformational innovation to develop new products and services aligned to our Net-Zero by 2040 Strategy.

Every part of ESB has an innovation mandate and innovation projects are managed and delivered within each Business Unit supporting the continued development of innovation capability. The Central Innovation team has a mandate to explore transformational innovative business models, to support pilot projects and gain additional learning and knowledge in emerging sectors to enable our Net Zero by 2040 strategy. The team also ensure alignment, coordination, and collaboration of innovation activities across ESB.



Marguerite Sayers,
February, 2026



Content and purpose of this document

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Purpose of this document

- To describe why we innovate
- Describe how we manage innovation across our business
- Outline the process we follow to manage innovation projects from idea to completion
- Offer guidance for external collaborators making it easier to participate in our innovation activities

Our innovation focus: Our strategy to become a net zero business

Our Net Zero by 2040 strategy sets out our approach to become a net zero business by 2040 and this also sets the framework for our innovation strategy.

The transformation of the electricity system will require significant change to create a smarter more flexible and resilient system. This transformation will require extensive innovation and collaboration with stakeholders and industry partners.

Innovation is delivered by all parts of our business, our innovation team works closely with colleagues across all of our business units to support the delivery of our strategy by exploring innovative technologies and business models to accelerate and enable change.



Our strategy architecture to become a net zero business

Our Purpose

At ESB, we're driven to make a difference.
Creating and connecting sustainable, reliable, affordable electricity; powering social and economic development and supporting the customers we serve to achieve Net Zero

Our Priorities

Decarbonised Electricity
Develop and connect low carbon technologies for a secure Net Zero electricity system by 2040

Resilient Infrastructure
Provide resilient infrastructure and a reliable electricity system for a growing economy

Empowered Customers
Empower, enable and support customers towards an affordable and clean energy future

Our Enablers

Delivery Focus
Delivering safely and innovatively at scale and pace to support climate, social and economic development

Digital & Data
Harnessing data, technology and responsible AI to enable our people, empower our customers, and accelerate performance

Financial Strength
Growing the financial performance and strength required to deliver our strategy and ensure value for customers

Sustainability & Social Impact
Embedding sustainability and positive social impact where we operate, by how we engage, and as we deliver

Our People

Inspiring our people to grow and deliver in a safe, healthy, inclusive environment

We're
Courageous

We're
Caring

We're
Driven

We're
Trusted

Our innovation focus:

Why we innovate

We innovate to:



Improve performance, reduce costs and accelerate the delivery of ESB's Net Zero 2040 strategy.



Test and deploy new technologies and processes to decarbonise the energy system, develop resilient infrastructure and empower our customers.



Collaborate to envision, trial, create and deliver our net zero future at pace and scale.



Develop and improve our foundational innovation capabilities through developing our people to create an innovative culture.

Our innovation focus:

Key themes

We have aligned our innovation focus to our Net Zero by 2040 strategy.

Decarbonised energy

- Zero carbon dispatchable generation
- Flexibility services
- Long duration storage
- Offshore wind
- Affordable energy
- Data led performance optimisation of existing assets
- Enhance and extend the availability of our thermal assets

Resilient infrastructure

- Accelerating the delivery of network capacity
- Optimising network reliability
- Building a resilient electricity grid
- Ensuring security of supply and sufficiency generation capacity
- Extend & enhance the availability, reliability and flexibility of our thermal assets
- Cyber secure architecture for critical infrastructure

Empowered customers

- Enabling electrification of heating and transportation
- Enabling a just transition and supporting vulnerable customers
- Developing self service solutions
- Energy affordability
- Energy efficiency
- Digital platforms, data insights and AI propositions

New Products and Services

Digital data and AI

Sustainable and socially responsible

Creating an open eco-innovation culture

What do we mean by innovation?

Innovation is essential to the energy transition enabling the development and adoption of new technologies and business models.

We define innovation across three horizons:

1

Incremental innovation:
Focuses on introducing,
optimising and scaling existing
technologies or processes

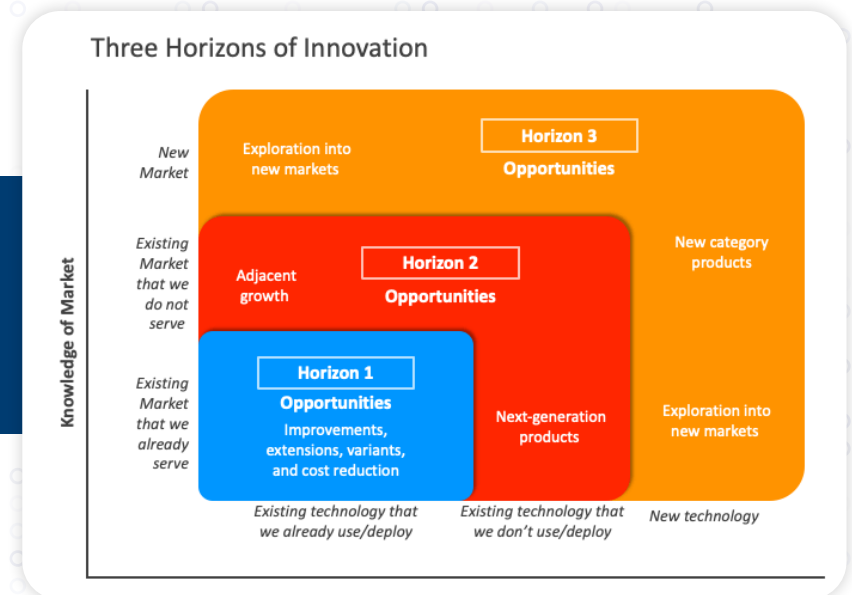
2

Breakthrough innovation
focuses on more developed
proposition or applying existing
capabilities in new ways

3

Transformational innovation
focuses on early technology
and business models or entirely
new ways of working

Our aim is to maintain an innovation portfolio across the three horizons (typically 70% incremental, 25% breakthrough and 5% transformational).



How we manage innovation

We promote a culture of innovation across all of our business. Innovation which aligns closely with existing business activities is delivered within operation business unit with the support of the central team in a 'hub and spoke' model. The SIT Innovation 'hub' team takes a lead in transformational innovation.

How we deliver innovation

We adopt a decentralised approach for most innovation topics promoting a culture of innovation in the business, disruptive innovation topics are driven through a more centralised team.

Decentralised

Local teams lead delivery

Hub and spoke

Central function plays an enabling role

Centralised

Central function provides a leading role

Innovation horizons

General business improvement

Horizon 1

Incremental innovation

Horizon 2

Break through innovation

Horizon 3

Transformational innovation

Our innovation process

Priorities

Prioritising based on benefits and fit with the overall portfolio



Ideas generation and capture

Identifying project ideas

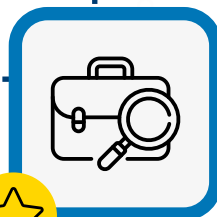
- Publishing our focus areas
- Horizon scanning
- Challenge led
- Internally sourced ideas



Explore

Develop project proposals and plans

- Detail appropriate to project scale
- Secure project partners
- Feasibility assessment
- Implement governance process



Experiments

Trials and pilots

- Review outcomes and decide progression
- Fail fast and remove projects which don't provide strategic fit
- Reporting and dissemination on project



Exploit and Grow

Develop implementation, procurement, commercial and deployment solutions

- Training and knowledge sharing
- Transition solution into steady state
- Protect & monetise IP developed
- 'Spin out' with appropriate investment and support on a case by case basis



Governance

Exploiting AI

Create and open collaborative eco-system

Collaboration

Collaboration is central to the success of our innovation strategy. We collaborate, inform and engage with a wide range of partners.

At present this primarily focuses on entities that are closely linked to the energy or innovation industries such as startups, academic institutions and technology partners.

We need stakeholders and collaborators to engage with to explore new ideas and work together to develop and test new technologies and propositions. This strategy document aims to make our objectives and approach clear and invites stakeholders to engage with us.

Our stakeholders include:

- Communities and representative groups
- DCEE
- Industry
- Residential customers
- Business customers
- Local Government
- Supply chain partners
- Academic research
- Our energy system partners
- Energy sector startups
- Other utilities



Collaboration: How you can engage with us

Collaborators and stakeholders can engage with us through a range of channels and events and we invite them to do so to propose challenges, ideas and opportunities for collaboration

We enable collaborators and stakeholders to engage with us by providing:

- A clear innovation strategy and focus areas
- Engagement and collaboration opportunities
- A transparent and simple innovation process
- Access to insights and learning

Our engagement channels



Accelerator programmes



Partnerships



Webinars



Social media



EcoPartner platform



Industry advisory groups and events



Industry forum and working groups



Bilateral discussions



Industry conferences



Our innovation website

How to contact us

We believe that collaboration and shared expertise is key to accelerating innovation and will contribute to a more sustainable future for all.

For further information on innovation at ESB please visit our website www.esb.ie/innovation and if you would like to speak to us please email innovation@esb.ie