

Gleneagles, Scotland



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# Strategic Plan

Xabier Viteri, CEO Gleneagles, July 3<sup>rd</sup> 2008

### Agenda



Sectorial overview

Competitive advantages

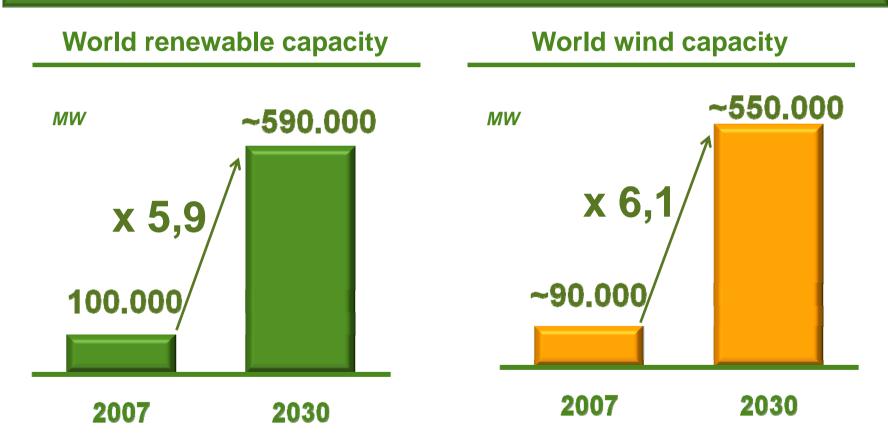
Strategic Plan

Conclusion

# Sectorial overview: Targets 2030



Targets for 2030 provide very long term growth potential for renewable companies...

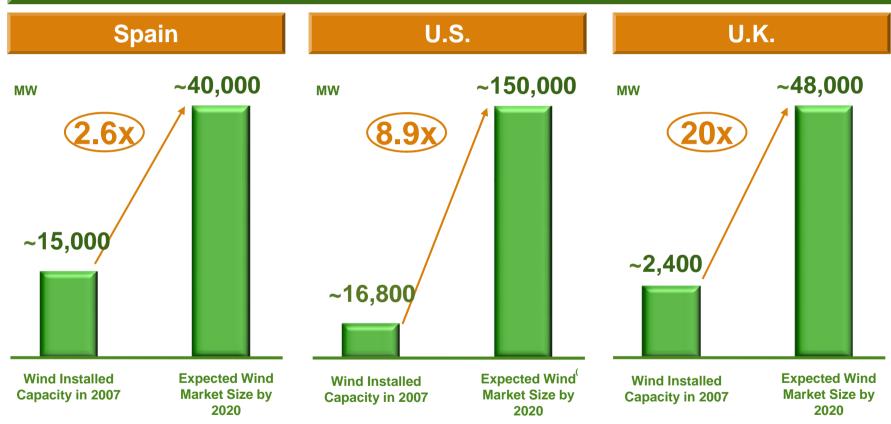


... that become critical to cover future energy needs

# Sectorial overview: Targets 2020







... with 238,000\* MW expected installed capacity in 2020 in Spain, U.S. and U.K

<sup>\*</sup> Sources, Spanish government, UK Goverrment and EER

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#### Competitive advantages



Iberdrola Renovables is the World wide leader due to its compteitive advantages...

...geographical diversification...

... growth visibility due to the pipeline...

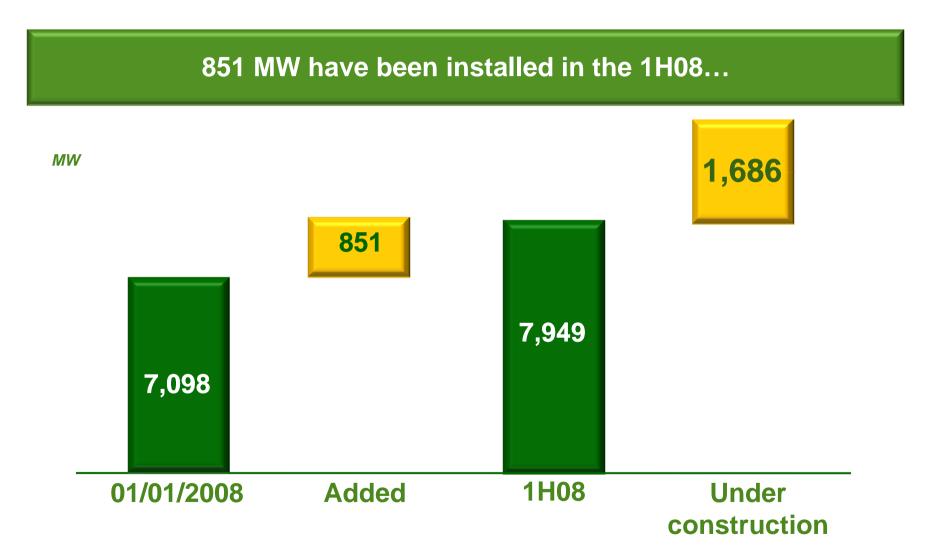
... long term turbine supply agreements...

... human resources with a proven track record

... and strong financial position

## Competitive advantages: Track Record





... and 1,686 MW more are under construction

#### Competitive advantages: Geographical Diversification



IBR is present in countries where today the renewable business is a reality...



...and also in those with a promising future

#### Rokas' minorities' buy-out



Strengthened Iberdrola Renovables' position as leader in the Greek renewables market ...

#### **Full control of Rokas**

Greater flexibility and more efficient decision-taking processes

Greater ability to capture increasing market share in the fast growing Greek market

Full consolidation of profitable Greek operations

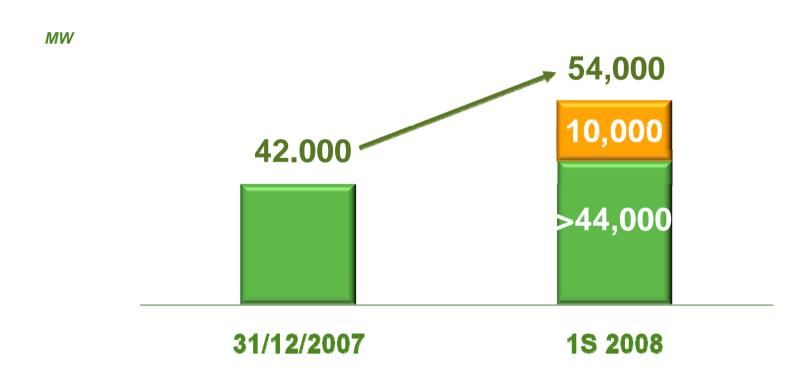
Complies with Iberdrola Renovables strategy and financial targets

... maximizing value creation opportunities

# Competitive advantages: Pipeline



Growing visibility for the development plan for the next years...

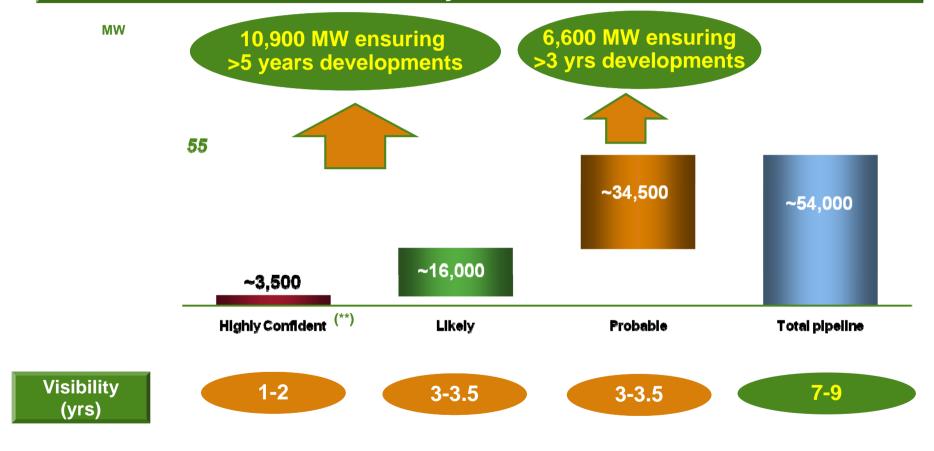


... reinforced due to the recent strategic agreement

# Competitive advantages: Growth Visibility



### The 54 GW (\*) pipeline gives visibility to growth for more than 7 years



...ensuring > 2,000 MW p.a.

# Competitive advantages: Turbine supply



#### Turbine agreements cover needs for 5 years...



... balanced with pipeline gives more visibility to the plan

### Competitive advantages: Human Resources



#### Experienced team, more than 1,700 people...

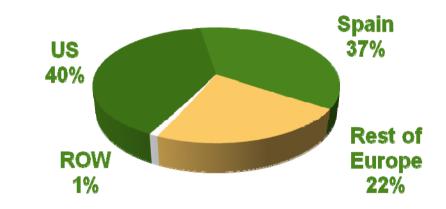
Balanced distribution among countries...

Strong commitment with execution

**Proved competence** 

Young, skilled and experienced team

#### **Geographycal distribution**

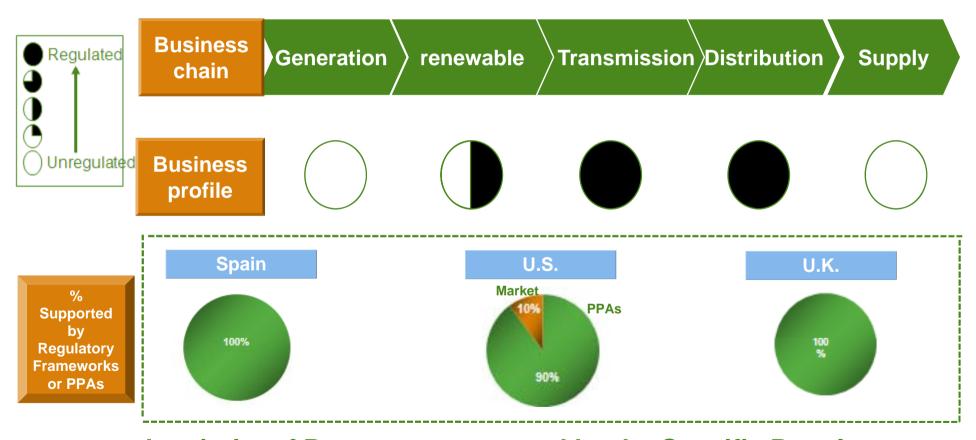


... diversified geographically

#### Competitive advantages: Low Risk Profile



Iberdrola Renovables' risk business profile is more skewed towards that of regulated T&D...



...and majority of Revenues supported by the Specific Regulatory Framework or by Long Term PPAs

#### Competitive advantages



Solid balance structure to finance growth plan...

...keeping leverage < 50% in 2012

... Iberdrola parent company financial support

...financial risk coverage policy

...providing financial strength and flexibility for future growth

#### Competitive advantages





Track record and Worldwide presence

**Operating Assets base** 

**Human resources** 

**Quality Pipeline covered with turbine agreements** 

**Strong financial structure** 

**Strategic Vision** 

**Strategic Plan** 

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#### Strategic Vision



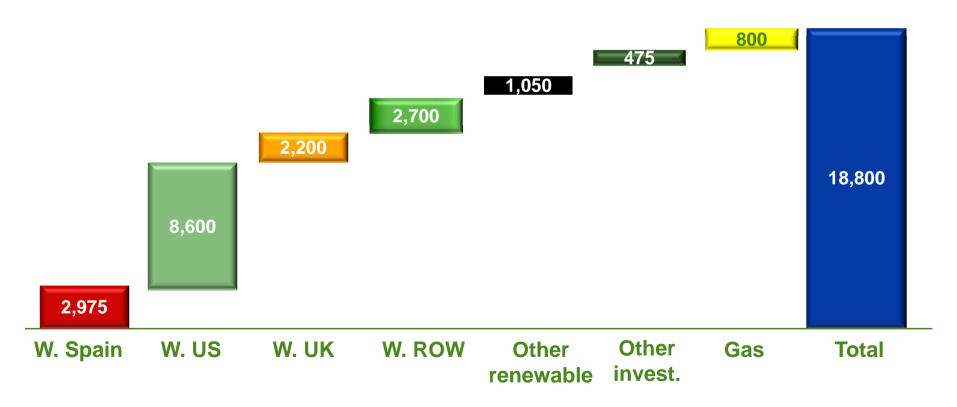
#### 2008-2010 strategic guidelines

Focused in the most strong and profitable **Technology** technology, but also positioned in other technologies In order to maximise the value of each investment **Organic growth** Enabling to have even a lower risk profile than the **Diversificated growth** average of the industry **Efficient and profitable** Maximising value for the company growth A collection of exceptional assets and capabilities **Growth in the gas business** with strong market fundamentals

## Strategic Plan: Investments



The total investment during the period 2008-2012 will be over Eur 18,800 million...



...with more than the 80% of the investment in wind business

### Strategic Plan: Final installed capacity



	2007	0040	
		2010	2012
IW)	7,100	13,600	18,000
Vind	6,760	13,050	17,250
Spain	4,230	5,300	6,200
US	1,550	4,900	6,900
UK	380	1,250	1,800
ROW	600	1,600	2,350
able	340	550	<b>750</b>
ydro solar	340	400 150	450 250 50
	Vind Spain US UK ROW able sydro solar	Vind 6,760 Spain 4,230 US 1,550 UK 380 ROW 600 able 340 solar -	Vind       6,760       13,050         Spain       4,230       5,300         US       1,550       4,900         UK       380       1,250         ROW       600       1,600         able       340       550         sydro       340       400

### Strategic Plan: Final installed capacity

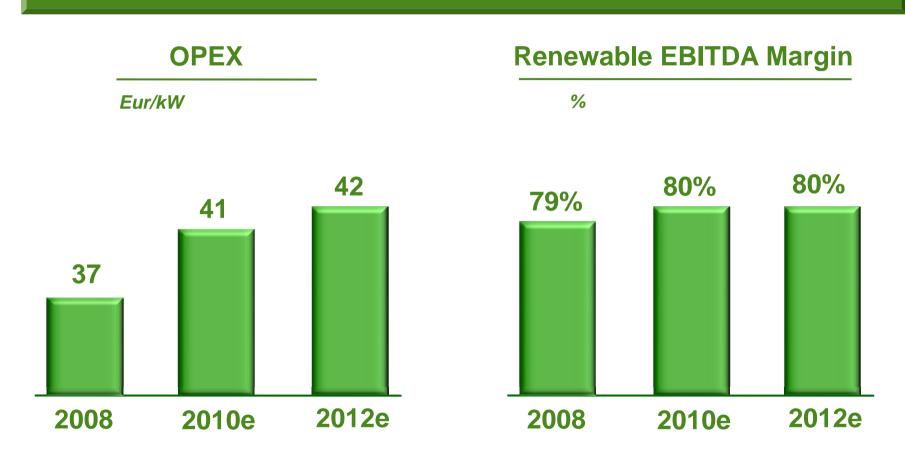


A fourfold increase production to exceed 42,000 GWh				
	2007	2010e	2012e	
Total average capacity (MW)	4.900	11.900	16.300	
2007-2012 Wind	4.600	11.450	15.650	
Other renewable	350	450	650	
Production (GWh)	9,900	30,000	42,300	
Wind	9,400	29,000	40,700	
Other renewable	500	1,000	1,600	

## Strategic Plan: 0&M



#### Slight increase in OPEX costs...

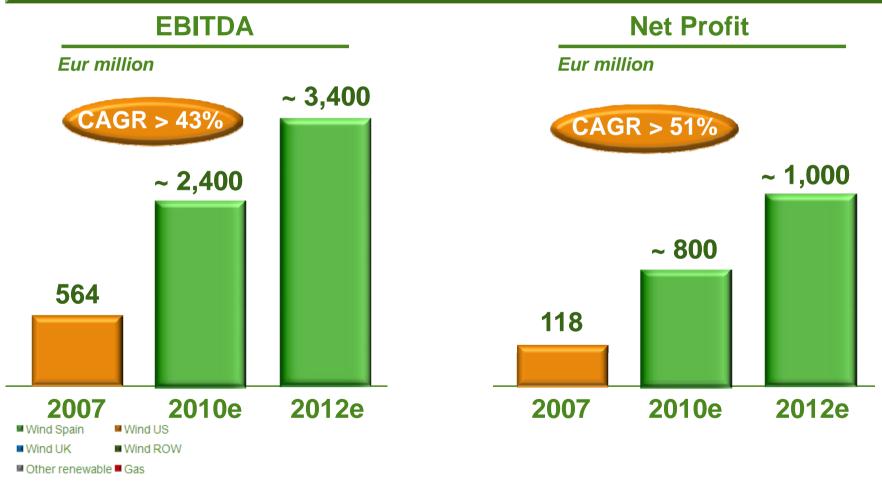


...driving to increasing EBITDA margins up to 79% in 2012

# Strategic Plan: EBITDA and Net profit





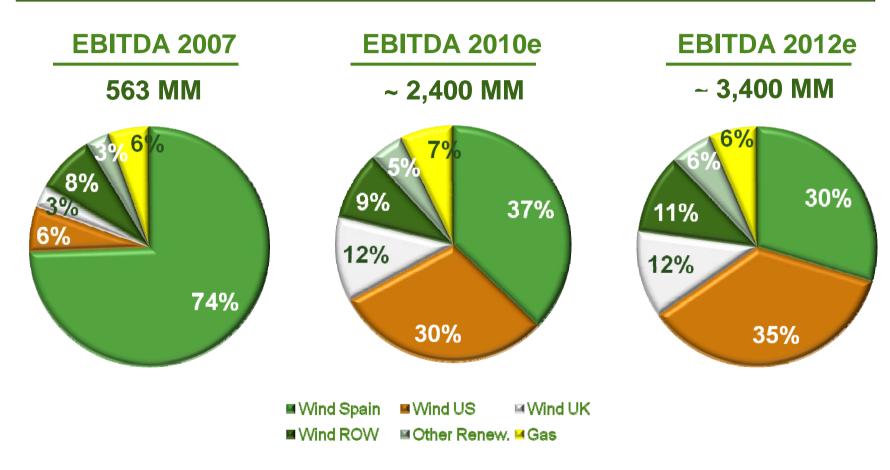


...boosting Net Profit X8 in 5 years

## Strategic Plan: EBITDA



#### **Increasing EBITDA diversification ...**



...reaching a very balanced position already in 2010

#### Strategic Plan: Gas Investments



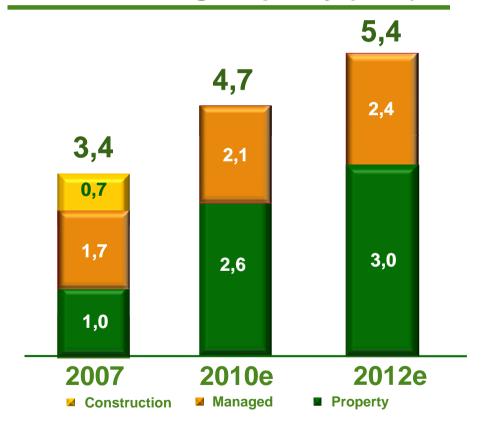
#### Financial synergies with renewable business...

#### Gas storage capacity (bcm)

3.4 bcm managed, more than double of spanish current storage capacity

Freebird and Caledonia: recent acquisitions

2 projects under development: 0,7 bcm



and develops its own growth plan

## Strategic Plan: R+D+i



Aim to future challenges of the renewable energies...

R+D+i Strategic Plan 2008 - 2012

Vehicle for emerging technologies

**Improve efficiency** 

... with a budget of Eur 120 MM for 2008-2012

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#### IBR is a company with strong competitive advantages

**Excelent Track record** 

**Diversified asset base and Pipeline** 

**Turbines Available** 

**Human resources** 

**Strong financial position**