



**IBERDROLA**




**OUTLOOK**  
**2012/14**  
24<sup>th</sup> OCTOBER  
LONDON

**General Framework of the Businesses**  
José Luis San Pedro



**General Framework**  
**Agenda**



**General Framework**

**Networks**

**Generation and Supply**

**Renewables**

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**OUTLOOK 2012/14** **General Framework Targets** **IBERDROLA**

**Group general targets**

- Lowering leverage
- Strengthening the Balance Sheet
- Risk minimisation

**Targets by businesses**

Investment prioritisation, based on:

- Shorter construction periods
- Security and transparency of future revenues
- Profitability
- Investments limited by cash flow generation

Efficiency improvement

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**OUTLOOK 2012/14** **General Framework Investment by Business** **IBERDROLA**

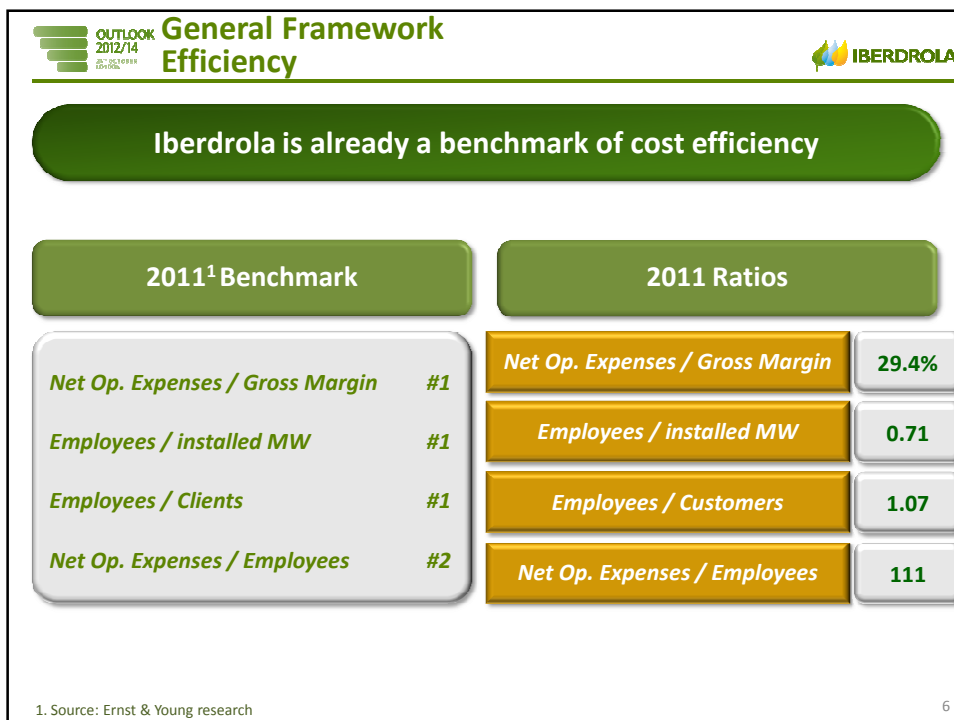
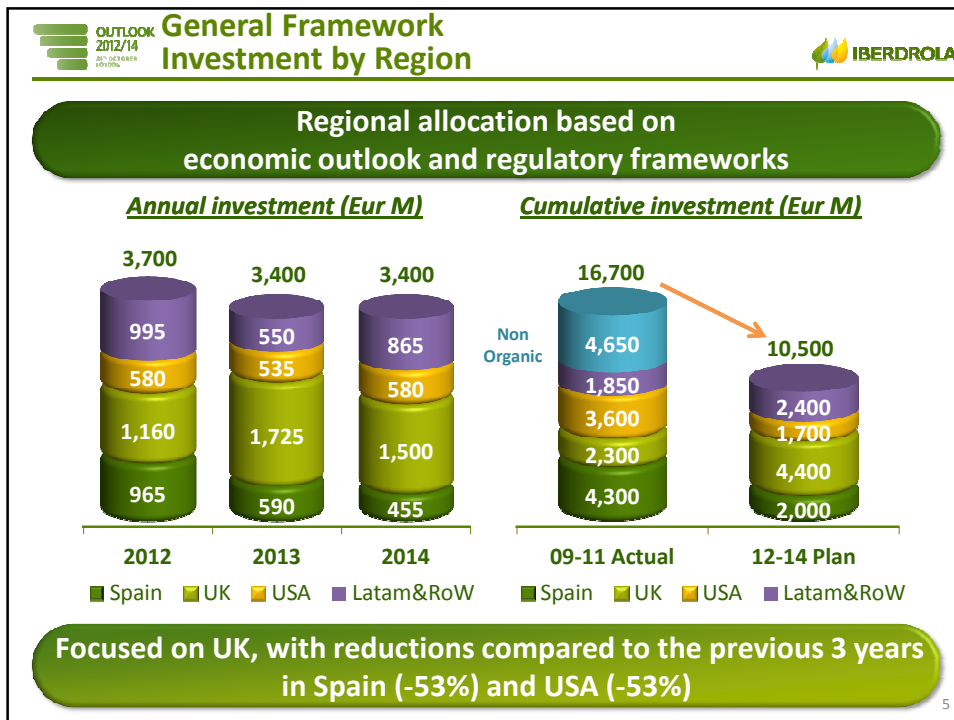
**2012-2014 investments of Eur 10.5 bn, 37% lower than the Eur 16.7 bn invested in the previous 2009-2011 period**

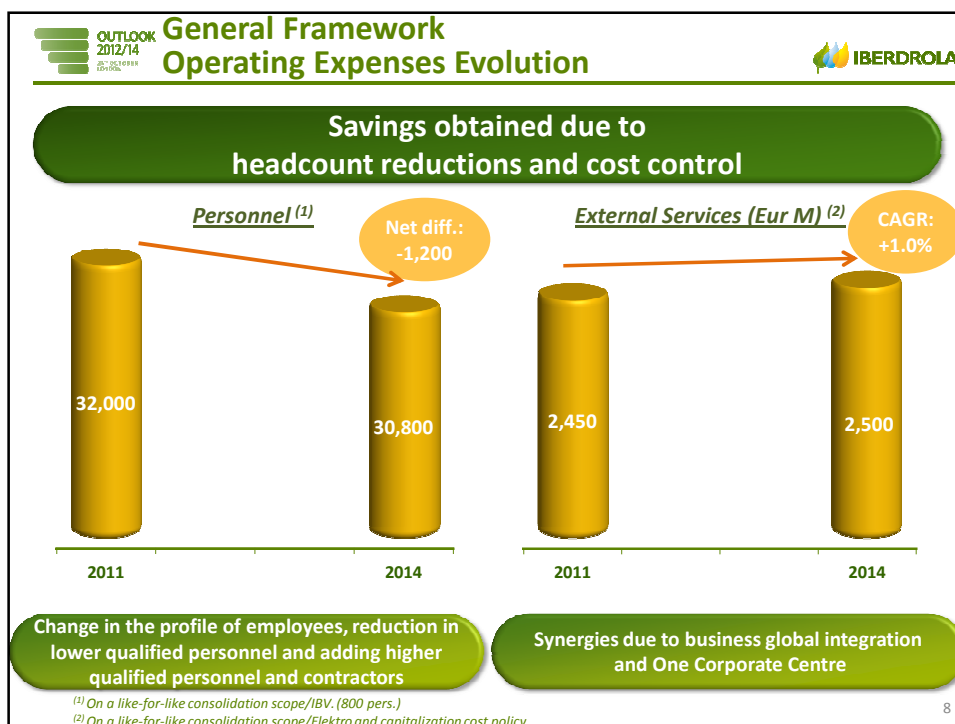
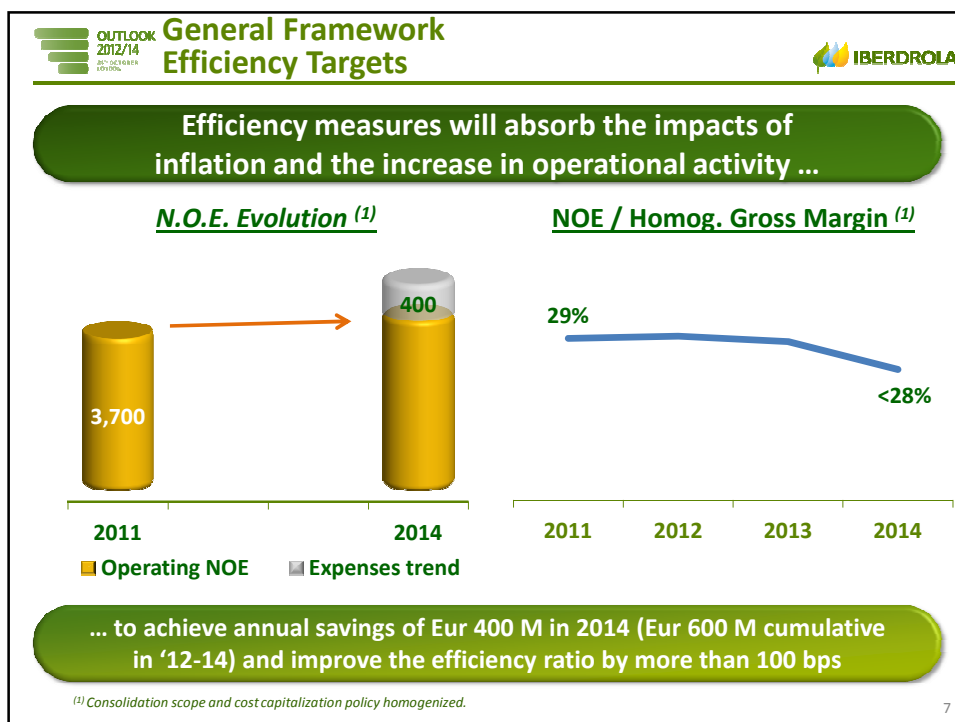
**Annual investment (Eur M)**      **Cumulative investment (Eur M)**

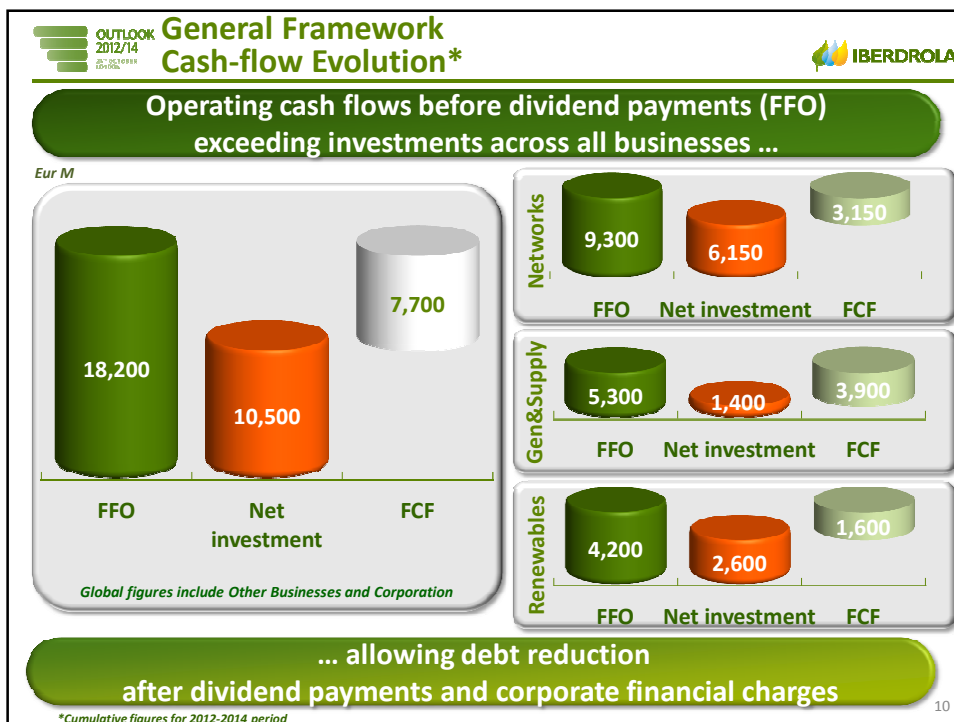
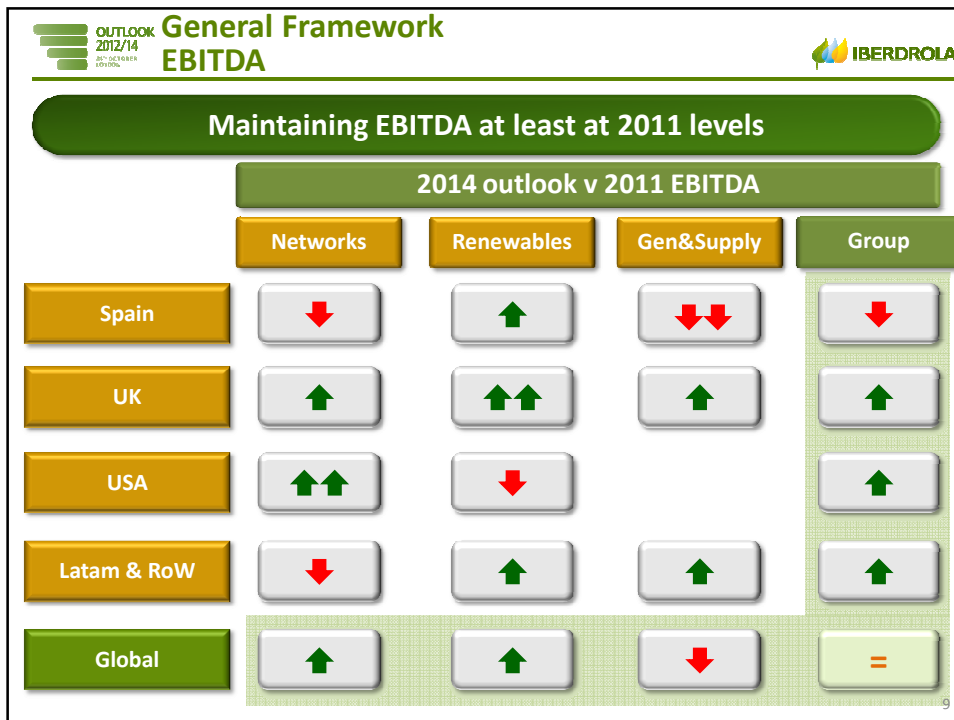
| Year         | Networks | Renewables | Gen&Supply | Others | Non organic | Total  |
|--------------|----------|------------|------------|--------|-------------|--------|
| 2012         | 2,050    | 1,000      | 550        | 100    | 0           | 3,700  |
| 2013         | 2,000    | 800        | 450        | 150    | 0           | 3,400  |
| 2014         | 2,100    | 800        | 400        | 100    | 0           | 3,400  |
| 09-11 Actual | 4,000    | 5,700      | 1,750      | 600    | 4,650       | 16,700 |
| 12-14 Plan   | 6,150    | 2,600      | 1,400      | 350    | 0           | 10,500 |


**Focused on Networks, with reductions compared to the previous 3 years in Renewables (-54%) and Generation & Supply (-20%)**

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