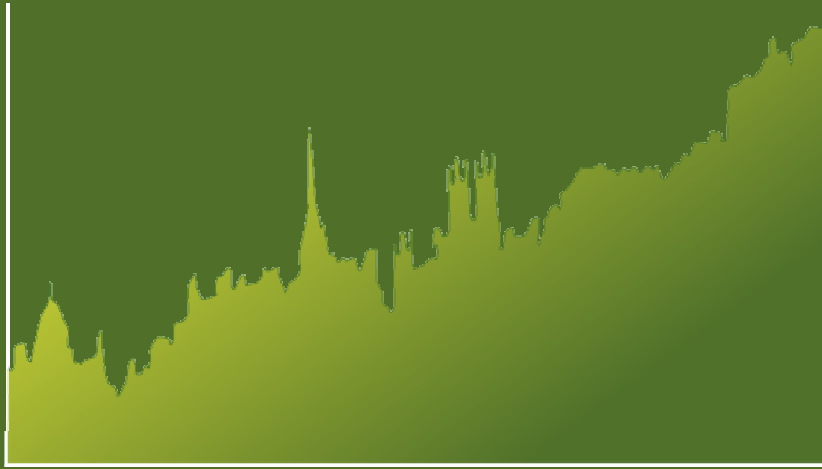




# IBERDROLA Investors' Day 2008

Gleneagles, Scotland



## Closing remarks

2<sup>nd</sup> July 2008

# Legal Notice



## **DISCLAIMER**

*This document has been prepared by Iberdrola, S.A. exclusively for use during the 5<sup>th</sup>. investor day of the year 2008 in presentations about the company to analysts and investors. As a consequence thereof, this document may not be disclosed or published, nor used by any other person or entity, for any other reason without the express and prior written consent of Iberdrola, S.A.*

*Iberdrola, S.A. does not assume liability for this document if it is used with a purpose other than the above.*

*The information and any opinions or statements made in this document have not been verified by independent third parties; therefore, no express or implied warranty is made as to the impartiality, accuracy, completeness or correctness of the information or the opinions or statements expressed herein.*

*Neither Iberdrola, S.A. nor its subsidiaries or other companies of the Iberdrola Group or its affiliates assume liability of any kind, whether for negligence or any other reason, for any damage or loss arising from any use of this document or its contents.*

*Neither this document nor any part of it constitutes a contract, nor may it be used for incorporation into or construction of any contract or any other type of agreement.*

*Information in this document about the price at which securities issued by Iberdrola, S.A. have been bought or sold in the past or about the yield on securities issued by Iberdrola, S.A. cannot be relied upon as a guide to future performance.*

## **IMPORTANT INFORMATION**

*This document does not constitute an offer or invitation to purchase or subscribe shares, in accordance with the provisions of the Spanish Securities Market Law (Law 24/1988, of July 28, as amended and restated from time to time), Royal Decree-Law 5/2005, of March 11, and/or Royal Decree 1310/2005, of November 4, and its implementing regulations.*

*In addition, this document does not constitute an offer of purchase, sale or exchange, nor a request for an offer of purchase, sale or exchange of securities, nor a request for any vote or approval in any other jurisdiction.*

*In particular, this document does not constitute an offer to purchase, sell or exchange or the solicitation of an offer to purchase, sell or exchange any securities. The shares of Iberdrola, S.A. may not be offered or sold in the United States of America except pursuant to an effective registration statement under the Securities Act or pursuant to a valid exemption from registration.*

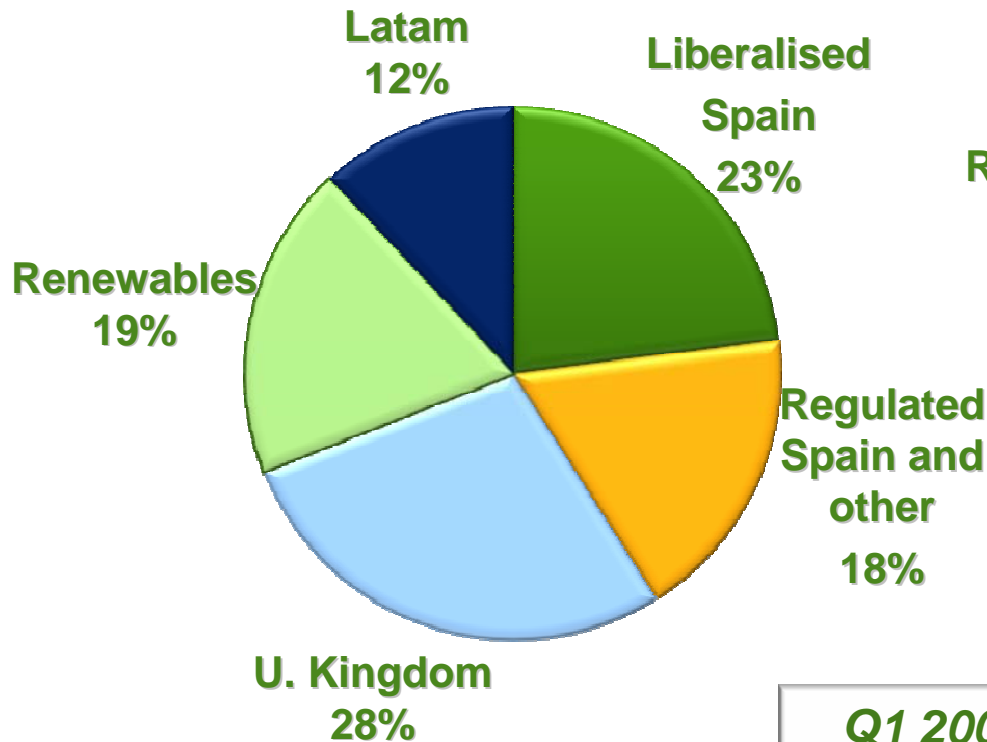
## **FORWARD-LOOKING STATEMENTS**

*This document contains forward-looking information and statements about Iberdrola, S.A., including financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations, capital expenditures, synergies, products and services, and statements regarding future performance. Forward-looking statements are statements that are not historical facts and are generally identified by the words “expects,” “anticipates,” “believes,” “intends,” “estimates” and similar expressions.*

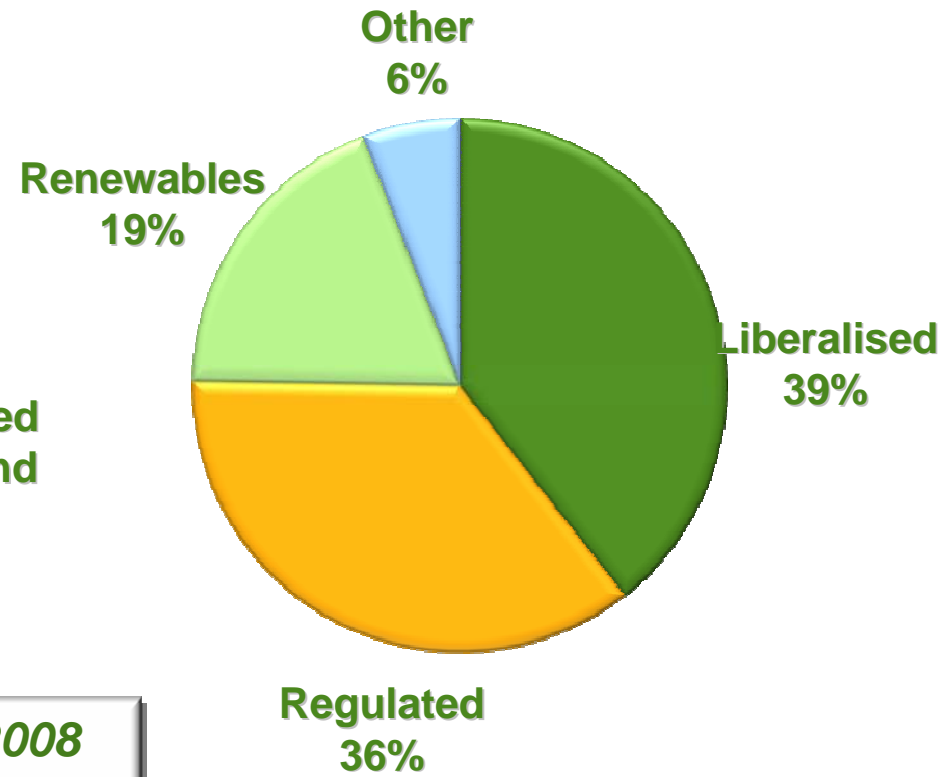
*In this regard, although Iberdrola, S.A. believes that the expectations reflected in such forward-looking statements are reasonable, investors and holders of Iberdrola, S.A. shares are cautioned that forward-looking information and statements are subject to various risks and uncertainties (many of which are difficult to predict and generally beyond the control of Iberdrola, S.A.) that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. These risks and uncertainties include those discussed or identified in the documents sent by Iberdrola, S.A. to the National Securities Market Commission (Comisión Nacional del Mercado de Valores), which are accessible to the public. Forward-looking statements are not guarantees of future performance. They have not been reviewed by the auditors of Iberdrola, S.A. You are cautioned not to place undue reliance on the forward-looking statements, which speak only as of the date they were made. All subsequent oral or written forward-looking statements attributable to Iberdrola, S.A. or any of its members, directors, officers, employees or any persons acting on its behalf are expressly qualified in their entirety by the cautionary statement above. All forward-looking statements included herein are based on information available to Iberdrola, S.A. on the date hereof. Except as required by applicable law, Iberdrola, S.A. does not undertake any obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.*

Iberdrola, a growth company with a diversified asset base...

*EBITDA by country*



*EBITDA by business*



Q1 2008

... maximising returns and minimising risks

**Strong growth in the short and medium term  
Strategic Plan 2008-2010**

**Solid positioning for 2010-2020**

**Ready to capture value in the long term**

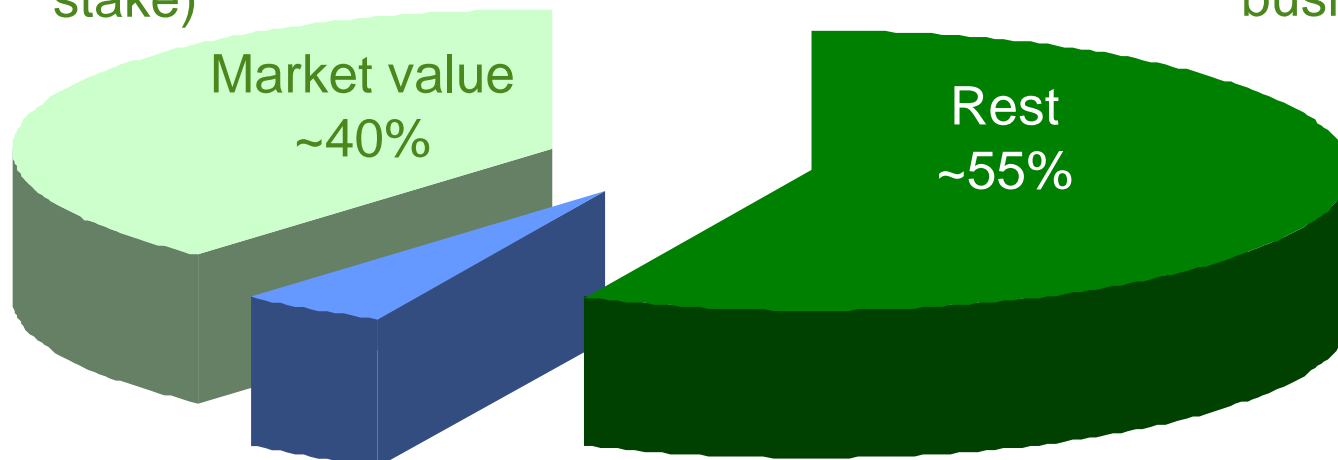
# Closing remarks

The presence of Iberdrola in Iberdrola Renovables and Gamesa is a unique situation among the largest European utilities

**Total market cap :  
Eur 42.5 Bn**

Iberdrola  
Renovables (80%  
stake)

Other Iberdrola  
businesses



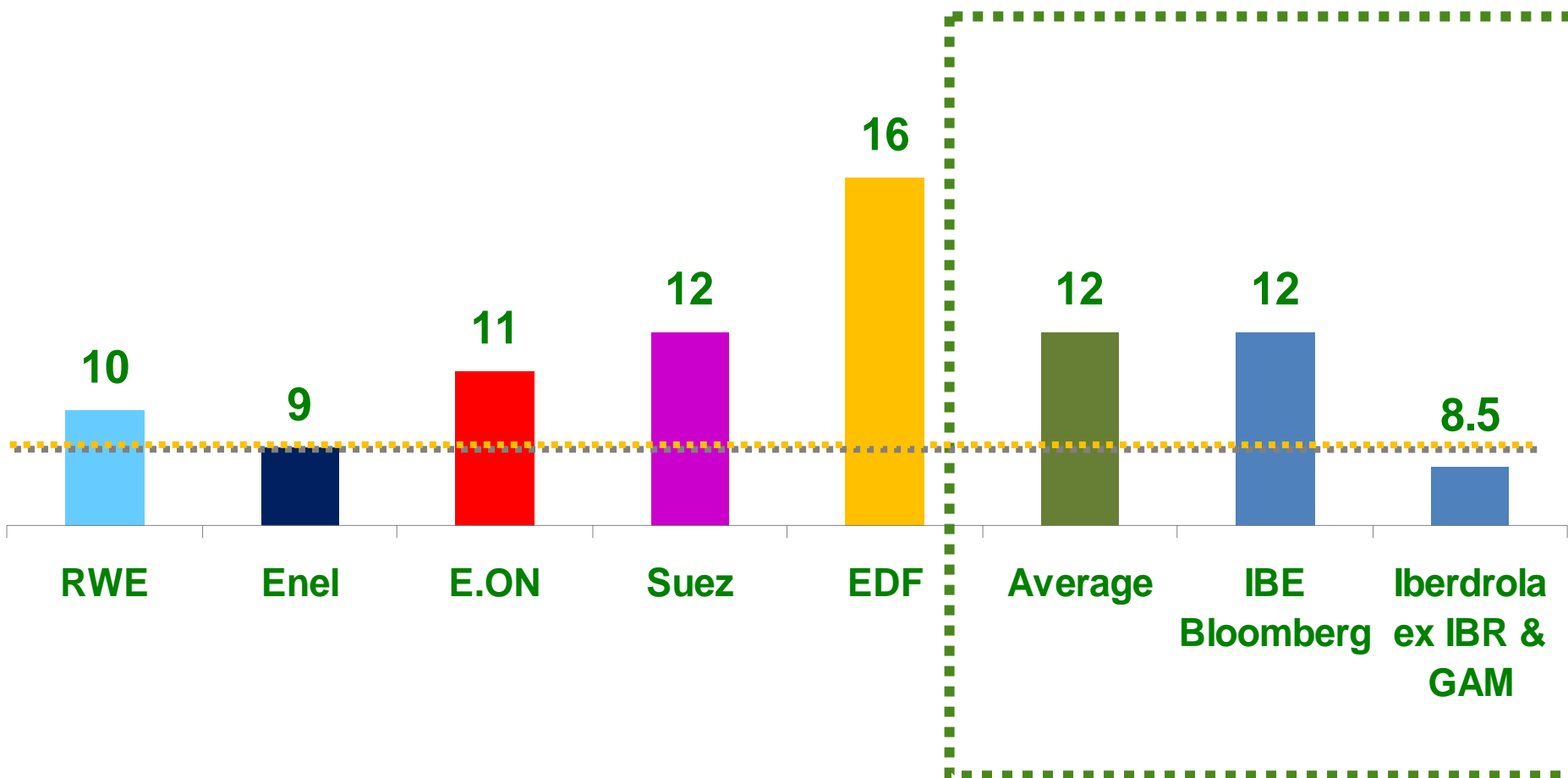
Gamesa (24% stake)

Market value  
~5%

# Closing remarks

In a like for like basis, Iberdrola is the large European utility trading at most attractive multiples

P/E 2010\*



\*Source: Bloomberg

**Iberdrola: The right company...**

**...in the right sector...**

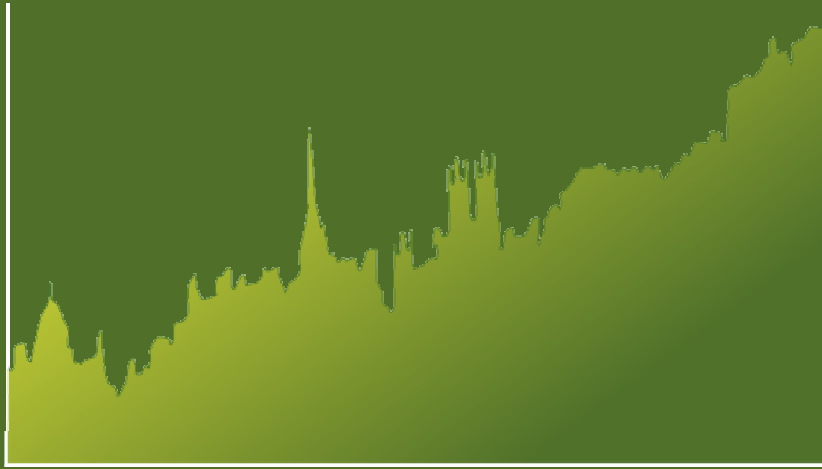
**...at the appropriate time**





# IBERDROLA Investors' Day 2008

Gleneagles, Scotland



2nd July 2008