



Press Conference to Kick off the New RWE  
Dr. Rolf Martin Schmitz and Dr. Markus Krebber  
Essen, 30 September 2019

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**Rolf Martin Schmitz:**

**Ladies and Gentlemen,**

- a video to kick everything off,
- a new branding,
- a press conference in a construction site,
- and Supervisory Board members as guests.

**So unusual, so new. So this must be an unusual occasion.**

**And indeed it is: today marks the start of a new era, of the new RWE!**

**And we welcome you all to today's event.**

**I am especially pleased that members of the Supervisory Board have joined us on this special day for our company. Welcome, Mr. Brandt, Mr. Bsirske,**



**Ms. Mühlenfeld, Ms. Gerbaulet, Ms. Weckes, Mr. Sierau and Mr. Bröker.**

**Ladies and Gentlemen,**

**A new era for RWE – what does this mean exactly?**

- **It means that we will become a carbon neutral company – by 2040.**
- **We will be one of the world’s largest providers of renewable energy.**
- **We will supply clean, secure electricity.**

**We will generate the electricity digital society needs enabling sustainable life although power consumption is high. This ambition is clearly stated in our new purpose:**

**Our energy for a sustainable life.**

**We will dedicate all our energy to accomplish this mission, which we have deliberately made a very ambitious one. Underpinned by a clearly defined, three-stage timeline:**

- **Stage 1: We reduced our carbon dioxide emissions by 60 million metric tons from 2012 to 2018. This represents a decline of about one-**

third, and corresponds to the annual carbon dioxide emissions of 30 million cars.

- **Stage 2: By 2030, we will have lowered our carbon dioxide emissions by 70 percent compared to 2012. Specifically, we will decommission our last coal power plant in the United Kingdom to accomplish this. In line with the recommendations of the Growth, Structural Change and Employment Commission, further coal power stations will gradually be taken offline in Germany. We will contribute our share to this. The Dutch government wants its country's coal-based electricity generation to end by 2030. We are in the process of converting our plants in Eemshaven and Amer to fire biomass.**
- **In Stage 3 starting in 2030, we will continue to pursue our course with resolve. Coal-based power generation is set to end in Germany by no later than 2038. RWE will be a 100 percent carbon neutral company by 2040. Then, we will place our chips on a big, international portfolio of wind farms and PV units, on storage, on biomass, and on gas power stations predominantly running on 'green' gas. We intend for them to offset fluctuating production from wind turbines and PV units. The company is already driving projects to**



**produce green hydrogen via electrolysis using electricity from renewables.**

**However, who could have predicted today's reality 20 years ago? Likewise, no one knows what 2040 will look like. Digitisation and innovative technologies open the door to wonderful opportunities for development above all in power supply. And the people working at RWE want to draw on their expertise and engineering know-how to seize these very opportunities and spur progress. However, be it with green gas, high-performance batteries or something entirely new, only one thing counts at the end of the day: making RWE a carbon neutral company by 2040.**

**This mission goes far above and beyond what is required by both national and international climate goals. We are also going far above and beyond what other industrial enterprises are shooting for. This puts us at the forefront of the movement.**

**It is a herculean task that demands a great deal of us. But we will succeed, because we have a very clear idea of how to fulfil it:**

- We will phase out fossil energy sources both consistently and responsibly.**



- **We will make huge investments in wind and solar power as well as in high-performance storage technologies.**

**After all, one thing is for certain: the new RWE is and will remain one of the major players in electricity generation.**

**Ladies and Gentlemen,**

**We have been building this new RWE for one-and-a-half years now. We have cast the foundations, erected the pillars and put in place the building blocks for our future. Just like here, on our campus, which is still a construction site. But soon, this will be the workplace and professional home to over 3,000 RWE employees. Right here, where 121 years ago, RWE was established in 1898. Our employees will be essential in building the new RWE. They will fill it with life.**

**So this is the perfect place to start an exciting, thrilling chapter for our company.**

**After we announced the agreement we reached with E.ON in March 2018, a great deal had to be accomplished in order to execute one of the largest transactions in Germany's history. I – and we – would**



**like to express our respect and recognition to everyone who played their part in this. This is an amazing accomplishment – thank you all so much!**

**My personal thanks go out to Uwe Tigges.**

**We have known each other for many years now. I know that Uwe has not had an easy task in the last 18 months. He steered innogy formidably through this difficult period. The new RWE is benefiting from his work – and that of innogy as a whole. Part of the foundation we are building on is the accomplishments of innogy. This deserves my special appreciation!**

**Likewise, I would like to express my gratitude to Johannes Teyssen. Only with mutual trust is it possible to pull off a transaction of such scale. And this is precisely what we have.**

**Thanks to the professional interaction among all those involved at E.ON, innogy and RWE, the process of integrating the staff has been extremely well prepared. This is a basis on which we can hit the ground running. With a new RWE that will be fortified by 4,000 employees from E.ON and innogy.**

**Most of them – 3,500 – will form RWE Renewables. Five hundred will take positions in other RWE companies. More on that later.**



**What is important to us is our common goal: we want to make the new RWE successful. In so doing, it is irrelevant whether the people joining us come from E.ON or innogy. We are one company now. With equal opportunities for everyone. With the same values for everyone. We are one RWE.**

**RWE puts out a heartfelt welcome to all new employees. They will make our company even more international, vibrant and diverse, which is something we all look forward to.**

**Ladies and Gentlemen,**

**What also characterises the new RWE is that we now have a large portfolio of renewable energy. There is a logical reason for this: our company is a one-stop shop for electricity generation that meets all the current and – above all – future requirements of the market and society, namely to produce clean, secure and affordable electricity.**

**Our installed capacity of over nine gigawatts will rank us among the global market leaders in renewable energy right from the start. We will be**

- **the world No. 2 in offshore wind**
- **and No. 3 in renewables overall in Europe.**



**An additional 2.6 gigawatts are under construction. This is an excellent starting point. We will set aside a net 1.5 billion euros every year. For onshore and offshore wind turbines, PV installations and storage.**

**As you can see, the new RWE is growing. Steadily, while adding value.**

**My colleague Markus Krebber will now explain to you in detail about how our company is repositioning itself.**

**Markus Krebber:**

**Thank you Rolf.**

**Ladies and Gentlemen,**

**A warm welcome from me as well. This is a fantastic day for RWE – and for me personally as well.**

**A transaction of this magnitude can only be implemented if everyone involved goes all in for it. And this is precisely what the colleagues have done over the last 18 months. This is worth my utmost respect.**

**My gratitude also goes out to all those who were involved. I would particularly like to thank the staff who played their part in executing the transaction and preparing the integration of our new businesses.**





**Many colleagues from innogy, E.ON and RWE pulled together with a great deal of motivation, achieving a great accomplishment.**

**My personal thanks also go out to Bernhard Günther and Hans Bunting from innogy as well as Leo Birnbaum and Marc Spieker from E.ON for the trusting and constructive working relationship in the last few months. I couldn't have hoped for anything better.**

**Ladies and Gentlemen,**

**The new RWE is fit for the future.**

**For a future**

- in which electricity will be the most important source of energy, innovation and modernisation;**
- in which digitisation and electrification will dominate all realms of society;**
- in which demand for electricity will grow even further – electricity that will be clean, secure and affordable.**
- For a future in which we, RWE, will be a 100 per cent carbon neutral power producer by 2040.**

**We will take on these challenges**

# RWE

- **by focusing on renewable energy and storage growth;**
- **by running a trading company with global operations;**
- **by owning a flexible conventional power plant fleet in our core markets, namely Germany, the Benelux region and the United Kingdom, which offers reliability in the transformation of the energy system;**
- **and by implementing the nuclear and coal phase out responsibly.**

**Ladies and Gentlemen,**

**Our goals are clear. The tasks are distributed equally clearly within our Group.**

**The new RWE will consist of a lean holding company and four operating companies:**

- **RWE Renewables,**
- **RWE Generation,**
- **RWE Power,**
- **and RWE Supply & Trading.**

**How exactly are the tasks distributed?**



**RWE Renewables is in charge of the renewable energy business, in other words onshore wind, offshore wind and photovoltaics.**

**It will focus on the core markets, i.e. Europe and the American continent, as well as on new markets in the Asia-Pacific region.**

**Once the transaction closes, we will already be active in many parts of the world. Three construction projects currently underway demonstrate this impressively:**

- **Triton Knoll, a state-of-the-art wind farm off the English coast, which has an installed capacity of 860 megawatts and will be commissioned in 2021, is being built under innogy's lead.**
- **Construction of E.ON Renewables' largest undertaking to date in the US will soon begin in Texas. It will result in the Big Raymond onshore wind farm with an installed capacity of 440 megawatts. Commissioning is scheduled for next year.**
- **Limondale's 349 megawatts will make it Australia's biggest solar farm. A total of 875,000 modules will be set up on an area as big as 415 football pitches. The plant, which we will take**



**over from innogy, is scheduled to go into full-scale operation by the middle of 2020.**

**Europe, the USA and Australia – the new RWE is active globally.**

**A map included in your handout gives you an overview of the areas where the new RWE operates.**

**We will set aside a net 1.5 billion euros to invest in renewables and storage every year. This figure could rise to between 2 and 3 billion euros by joining forces with partners. This will create 2 to 3 gigawatts of capacity, a large share of which will enlarge our portfolio. This is good for us. And it is good for the energy transition as a whole.**

**It also needs high-capacity storage, in order to offset volatile feed-ins of renewable energy. This is why we will spend capital on this forward-looking technology as well.**

**Moving on to RWE Generation, producing electricity with its highly efficient power stations in Germany, the United Kingdom and the Benelux countries using gas, hydropower, biomass and hard coal. Some 3,100 people work in the company.**



**RWE Generation will also gain traction as a result of the transaction, because it will receive the lion's share of innogy's hydroelectric and biomass business. RWE is No. 4 in the European gas sector. Gas is becoming increasingly important in building a bridge to the renewables era. We therefore intend to continue strengthening our starting point.**

**RWE Power, employing 11,000, is the backbone for a reliable supply of electricity in Germany with its lignite and nuclear power plants. The share of total generation accounted for by these technologies will decline significantly in the years ahead.**

**The nuclear phase in Germany out will be completed by the end of 2022, as well as the country ending coal-fired power production by no later than 2038. We will accomplish both safely and responsibly. We stand by our commitments and will remain a reliable partner in the affected regions.**

**RWE Power will also change as the transaction unfolds. It will receive the non-controlling interests in the Gundremmingen and Lingen nuclear power stations from E.ON. This will not affect on-site operations, as we were already in charge of running these operations before the transaction.**



**RWE Supply & Trading is the hub and link between RWE and the world's energy markets. Some 1,600 employees trade electricity, gas, commodities and CO2 emission certificates around the globe. They offer our industrial customers tailor-made solutions.**

**The gas business is one of the areas on which Supply & Trading is focusing in terms of growth. We are consistently stepping up our gas and LNG trading activities while strengthening our position in infrastructure.**

**In addition, the segment Supply & Trading will receive innogy's gas storage business – a building block of secure energy supply that is becoming increasingly important.**

**Another example is the capacities of a potential LNG terminal in Brunsbüttel that we have secured. Yet another is our co-operation with Duisport. A few weeks ago a mobile LNG filling station in the Port of Duisburg was inaugurated with a view to establishing the use of LNG as an environmentally friendly fuel.**

**As you can see, the new RWE has a broad base, is built for the future, and is reliable. Most of all, it has an international footprint. This is a huge advantage. After all, diversification reduces dependency on individual underlying regulatory and political conditions.**

# RWE

**The transformation of RWE is also reflected in the earnings. Going forward, only 20 percent will come from the conventional sector. Three times as much, i.e. about 60 percent, will be earned from business with renewable energy, with energy trading contributing 10 percent. The remaining 10 percent will stem from our financial investments, including Amprion, Kelag and – the biggest of all – E.ON, a financial investment. Over the medium term, it will provide us with additional financing options for large-scale projects that contribute to our strategy.**

**Ladies and Gentlemen,**

**Today is Day One of the new RWE.**

**An RWE that has the necessary clout to achieve its ambitious goals in terms of strategy, personnel and finances.**

- We have a clear focus on forward-looking technologies and will make purposeful investments in attractive markets.**
- The transaction will double our operating earnings power – our EBITDA.**
- We have the financial headroom necessary to embark on a long-term course for growth**

- and we will offer our shareholders an attractive dividend.

**These are the perfect prerequisites for a successful future – a future I am looking forward to very much!**

**And with that, I will now hand the floor back to Rolf.**

**Rolf Martin Schmitz:**

**Thank you Markus.**

**Ladies and Gentlemen,**

**We are firmly convinced**

- that industry and climate protection can be reconciled with each other
- that new technologies enable growth
- and in a manner that benefits the economy and society alike.

**This is the formula that really helps the climate.**

**It calls for industrial solutions for a clean, secure and affordable supply of electricity. It calls for companies**





**capable of keeping up with global competition. This is precisely why our country needs global players. And the new RWE is such a “global player made in Germany”. Our renewables portfolio ensures for one of the most important requirements for success: scale. Added to this is our know-how in implementing technological progress and reducing electricity generation costs.**

**Ladies and Gentlemen,**

**Tomorrow’s energy world needs driving forces. This is a role we gladly accept. We want to advance the energy transition. And we are not limited by country borders. Germany is and will remain RWE’s homeland. However, given that we are an international company, we act on a global scale and have to face competition.**

**But it is not only companies competing with each other – the same holds true for countries when it comes to making investment decisions. It is good thing that the German government’s Climate Cabinet has shifted into gear. Of course, one can always argue about details, but things are moving in the right direction. It is good news that the government has finally made some decisions.**



**It is reasonable to start pricing carbon dioxide outside of the European Emissions Trading System.**

**Exempting all types of storage from existing levies, e.g. the apportionment under the German Renewable Energy Act, and developing a hydrogen strategy are important steps in the right direction.**

**Another piece of good news is that the ramp-up of renewable energies is to pick up speed again. Here, it comes down to the details. It is important to speed up the planning and approval procedure and remove obstacles to the construction of wind turbines and PV systems as much as possible with a view to achieving the 65 percent expansion goal in 2030.**

**After all, we must not forget that it cannot always be just about shutting off stations. More importantly, we must switch new systems on.**

**Ladies and Gentlemen,**

**Today we set sail for new horizons – in great anticipation of the new. But we will not forget about our roots. Openness, fairness and respect for each other's work have been the basis of co-operation at RWE for 120 years.**



**Lignite and nuclear energy have laid the foundations we are building the new RWE on. Our employees have our utmost respect. Our prosperity is the result of their work, 365 days a year and around the clock. Our country and our company can only be grateful for this.**

**But every form of energy has its time. Now is the beginning of the renewables era. We will implement the phase-out of conventional energy sources responsibly. This also applies to the nuclear phase out, to the exit from lignite and to the recultivation of opencast mines.**

**We stay true to our word. We want to shape change, working hand in hand with the people who live where we do business. The prerequisite for this is that policymakers honour their commitments as well. For instance by rapidly implementing the consensus formed in the Growth, Structural Change and Employment Commission in full. The government clearly stated that it intends to implement the recommendations by virtue of the resolution passed by the Climate Cabinet.**

**Ladies and Gentlemen,**

**Carbon neutral power production as quickly as possible – this is society’s great wish.**



**We at the new RWE are rolling up our sleeves and getting to work to make this happen.**

- **With courage and a passion for new technologies.**
- **With the clear goal of being a carbon neutral company by 2040.**
- **With clean, secure and affordable electricity.**

**This is what drives us:**

**Our energy for a sustainable life.**

**And now we look forward to answering your questions.**

*Forward-looking statements*

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