

# 3 Steps to long-term value

**Bernhard Günther**  
**Chief Financial Officer, RWE AG**

RWE Credit Day  
London, 15 October 2013



# RWE – an attractive value proposition

## Attractive portfolio

- > Leading market position and regionally focused strategy
- > Pure utility play – exit of upstream activities
- > Balanced asset portfolio
- > Highly cost-efficient and modernised power plant portfolio by 2013/14
- > CO<sub>2</sub> neutral position
- > Successful structural changes to all long-term gas supply contracts

## Stable financials

- > Progress in strengthening balance sheet
- > Streamlined and disciplined investment approach
- > Cash flows from operating activities to cover investments and dividends by 2015
- > Further efficiency enhancements and operational excellence



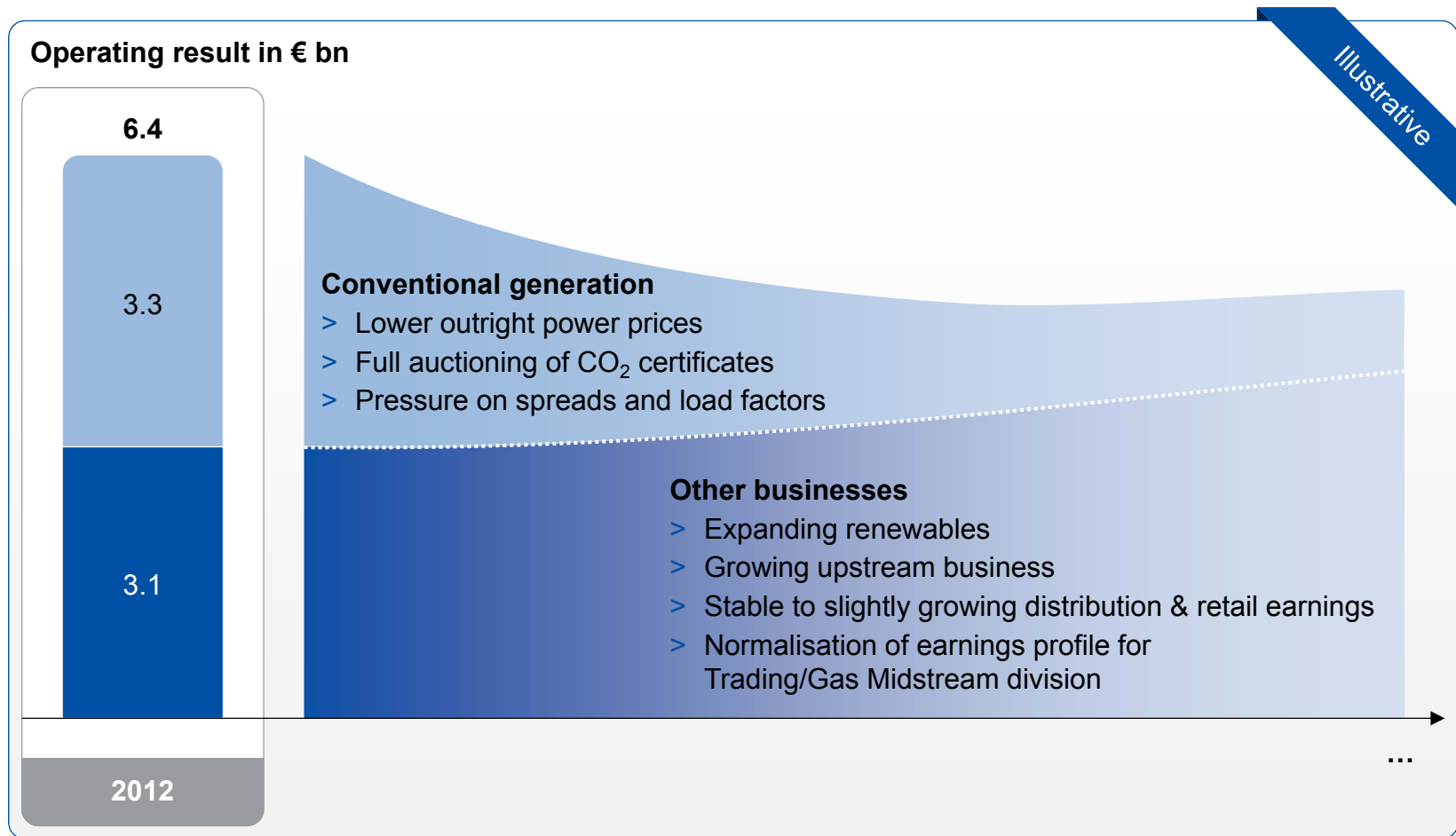
Earnings outlook for 2013 confirmed:  
EBITDA c. €9 bn; operating result c. €5.9 bn; recurrent net income c. €2.4 bn

# Milestones of 2013

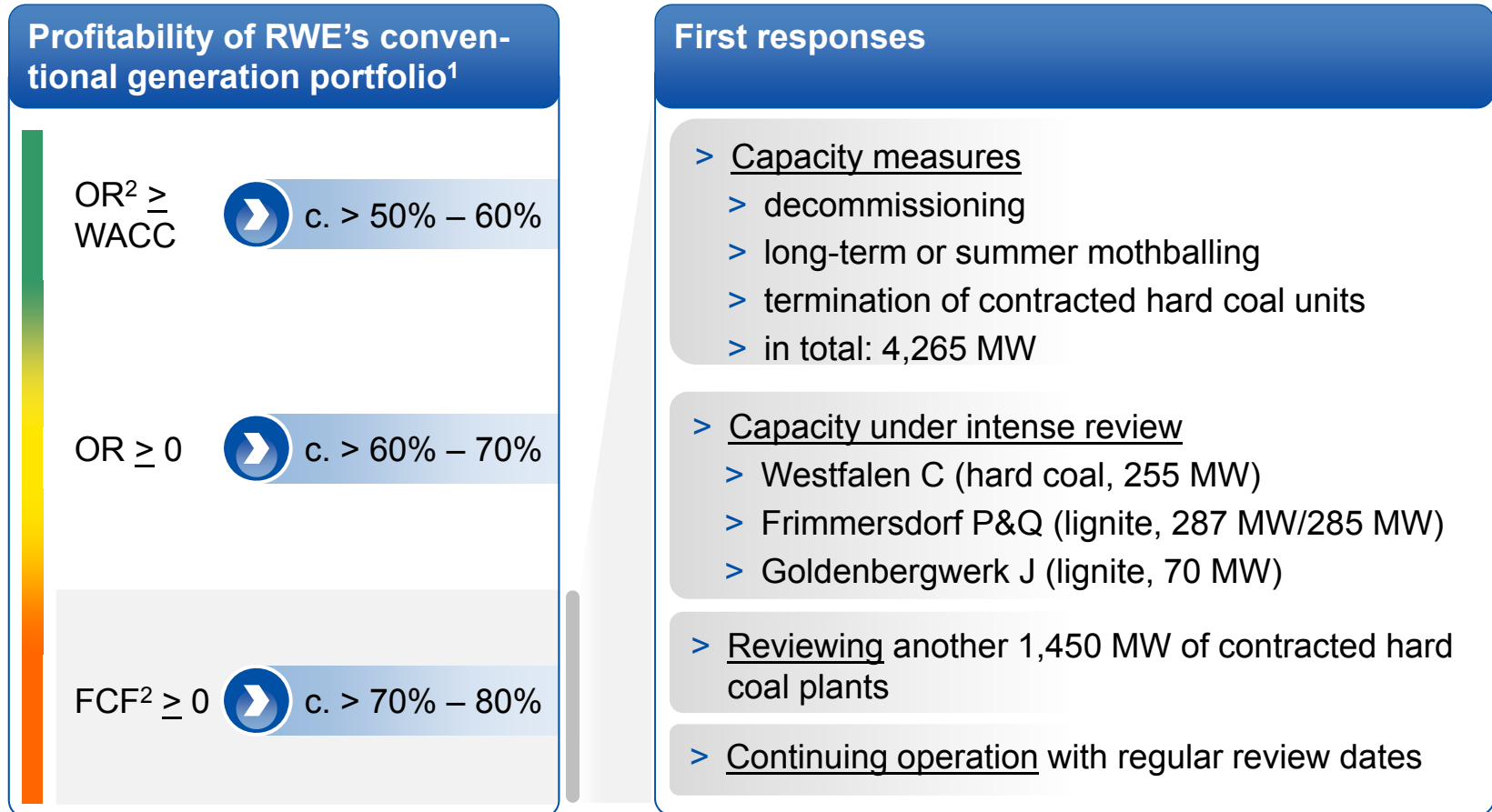
- Financial performance in H1 in line with expectations: EBITDA +9%, operating result +12%, recurrent net income +19%
- Strategic decision to evaluate potential exit options for our Upstream Gas & Oil activities. Sales process initiated
- Disposal of assets with a total value of €0.5 bn and divestment of NET4GAS with a total value of €1.6 bn closed on 2 August
- Successful conclusion of gas price arbitration with Gazprom; award as expected; impact on operating result approx. €1 billion
- Rating downgrade by Moody's from A3/negative outlook to Baa1 with stable outlook; S&P's confirmed BBB+/stable outlook
- Earnings outlook for 2013 confirmed; proposal for 2013 dividend: €1/share<sup>1</sup>

<sup>1</sup> Executive and Supervisory Boards intend to propose to the AGM on 16 April 2014 a dividend of €1 per common and preference share

# Earnings in conventional power generation are coming under severe pressure



# RWE Generation assets under review



<sup>1</sup> Rough profitability analysis for 2013 to 2015 in % of installed capacity of RWE's conventional generation portfolio (economic stake) in Germany, UK and NL (average c. 44 GW) based on market parameters as of January 2013

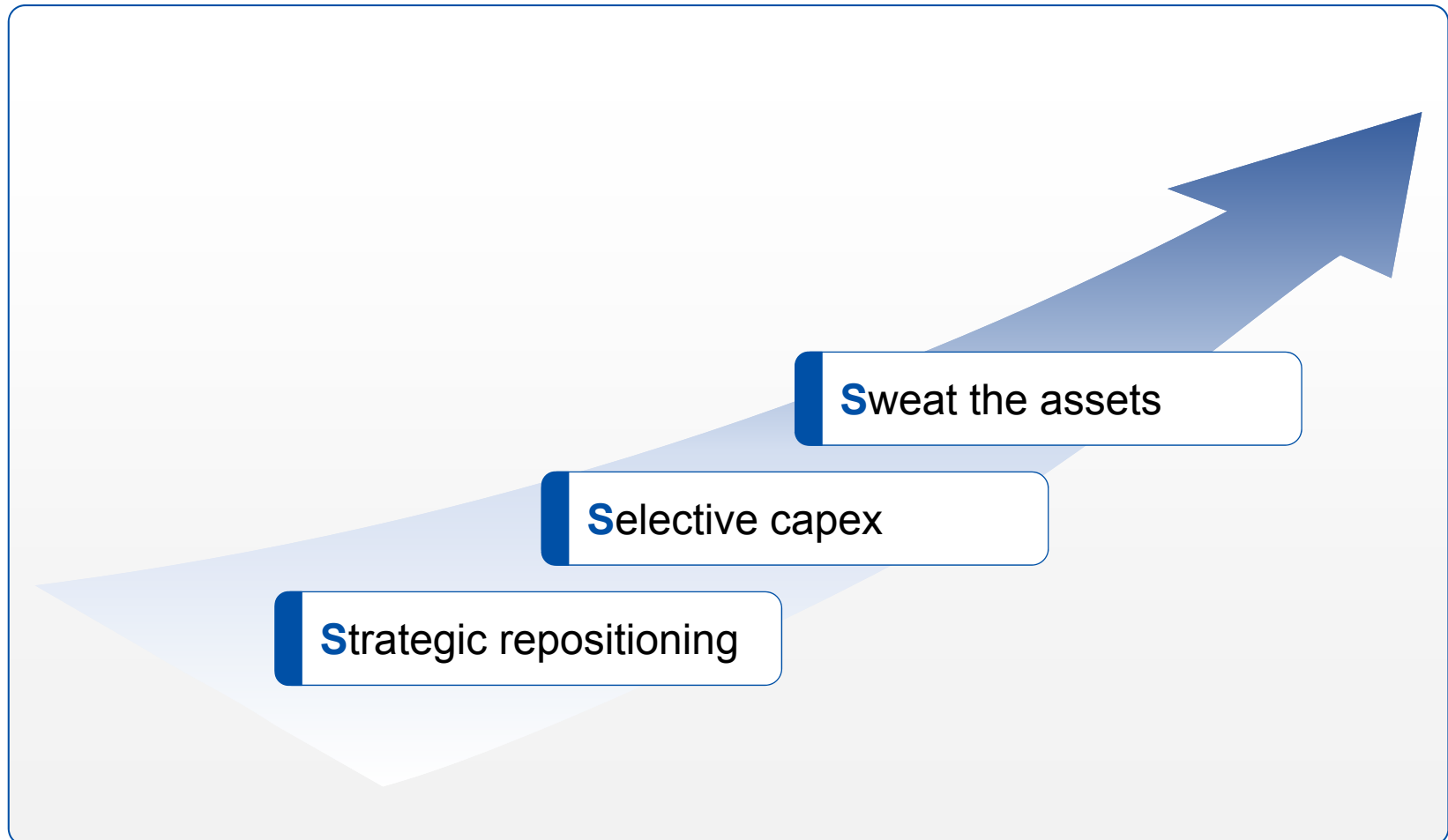
<sup>2</sup> OR = operating result; WACC = weighted average cost of capital pre tax; FCF = free cash flow = revenue – cash costs

# Decision on capacity measures

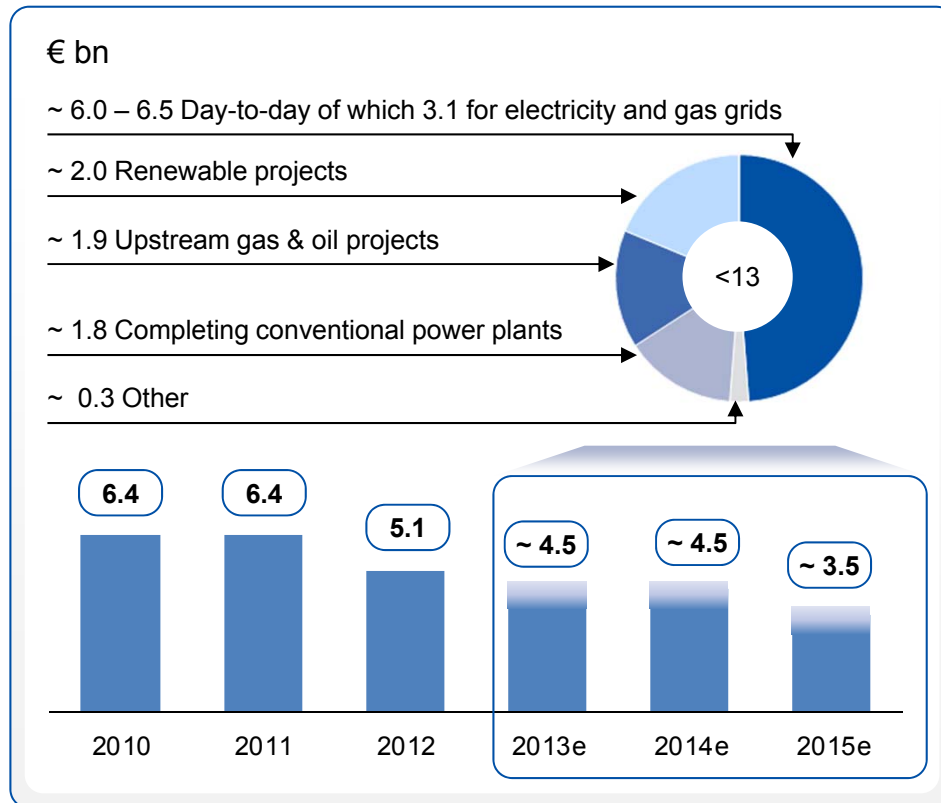
Measure	Plant	MW <sup>1</sup>	Fuel	Location	Date
Decommissioning	Amer 8	610	Hard coal	NL	Q1-2016
Long-term mothballing	Moerdijk 2	430	Gas	NL	Q4-2013
	Gersteinwerk F	355	Gas – steam turbine	DE	Q3-2013
	Gersteinwerk G	355	Gas – steam turbine	DE	Q2-2014
	Weisweiler H	270	Topping gas turbine <sup>2</sup>	DE	Q3-2013
	Weisweiler G	270	Topping gas turbine <sup>2</sup>	DE	Q3-2013
	2 mid-size units	85	Gas	NL	Q1-2013
Summer mothballing	Emsland B	360	Gas – steam turbine	DE	Q2-2014
	Emsland C	360	Gas – steam turbine	DE	Q2-2014
Termination of 3 contracts	Confidential	1,170	Hard coal	DE	Q4-2013 – Q4-2014
<b>Total</b>		<b>4,265 MW</b>			

<sup>1</sup> Net nominal capacity | <sup>2</sup> At a lignite plant

# Implementation of strategy based on 3 steps to create long-term value



# Financial discipline and flexibility at forefront in new investment plan



- Approx. €12-13 bn capex programme for 2013 – 2015
- Completion of conventional power generation programme in 2013/14
- Committed capex (including day-to-day, approx.)
 

2013	2014	2015
>95%	c. 85%	c. 75%
- Sustainable long-term capex level of €3 – €4 bn p.a. of which day-to-day capex c. €2 to €2.5 bn p.a.



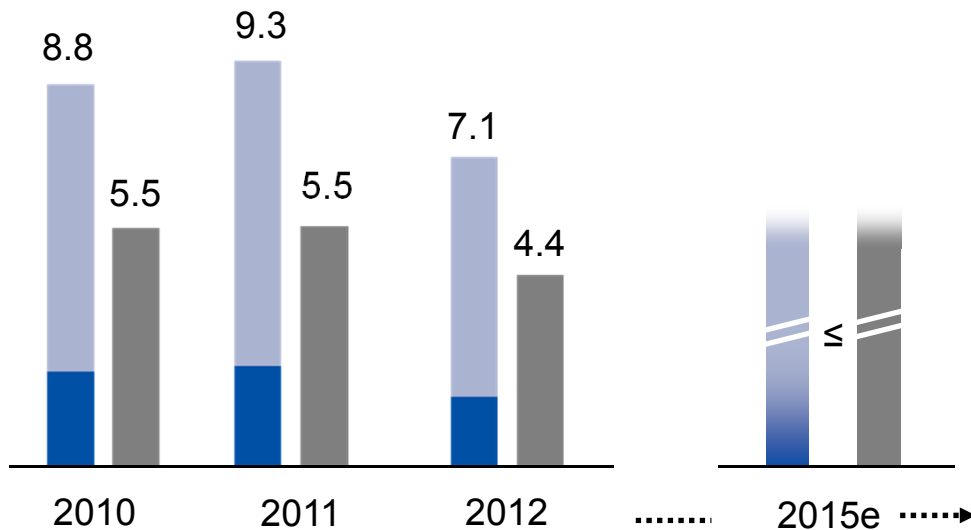
Further growth projects have to be financed debt-neutral, for example by the disposal of other assets or partnering solutions.



# Positive cash balance provides ability to drive down debt

## ➤ Cash flows from operating activities to cover investments and dividends by 2015

€ bn

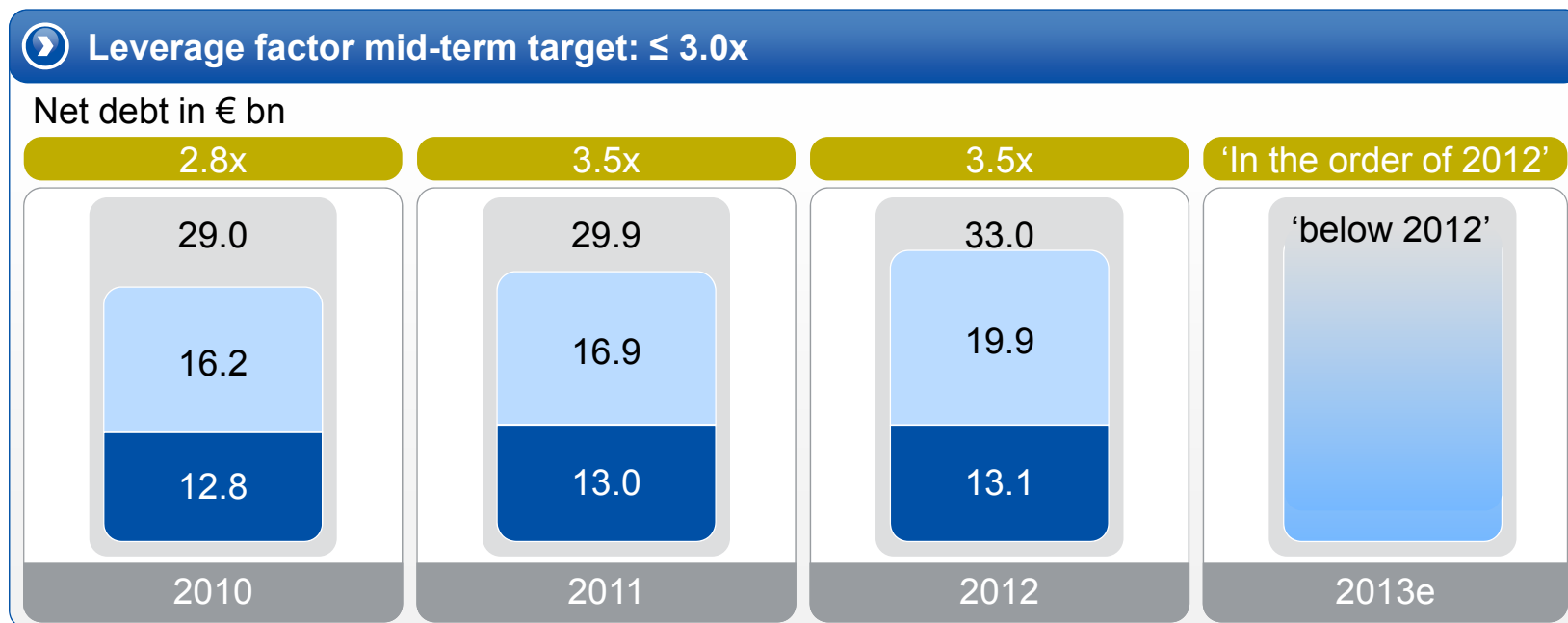


- Capex in property, plant & equipment and financial assets (according to cash flow statement)
- Dividends (incl. minority payments; year of payment)
- Cash flows from operating activities

- Further reductions in capex levels
- Additional efficiency enhancements post 2014 initiated
- Dividend proposal 2013: €1/share;<sup>1</sup>  
Pay-out ratio of 40% – 50% of recurrent net income from 2014 onwards

<sup>1</sup> Executive and Supervisory Boards intend to propose to the AGM on 16 April 2014 a dividend of €1 per common and preference share

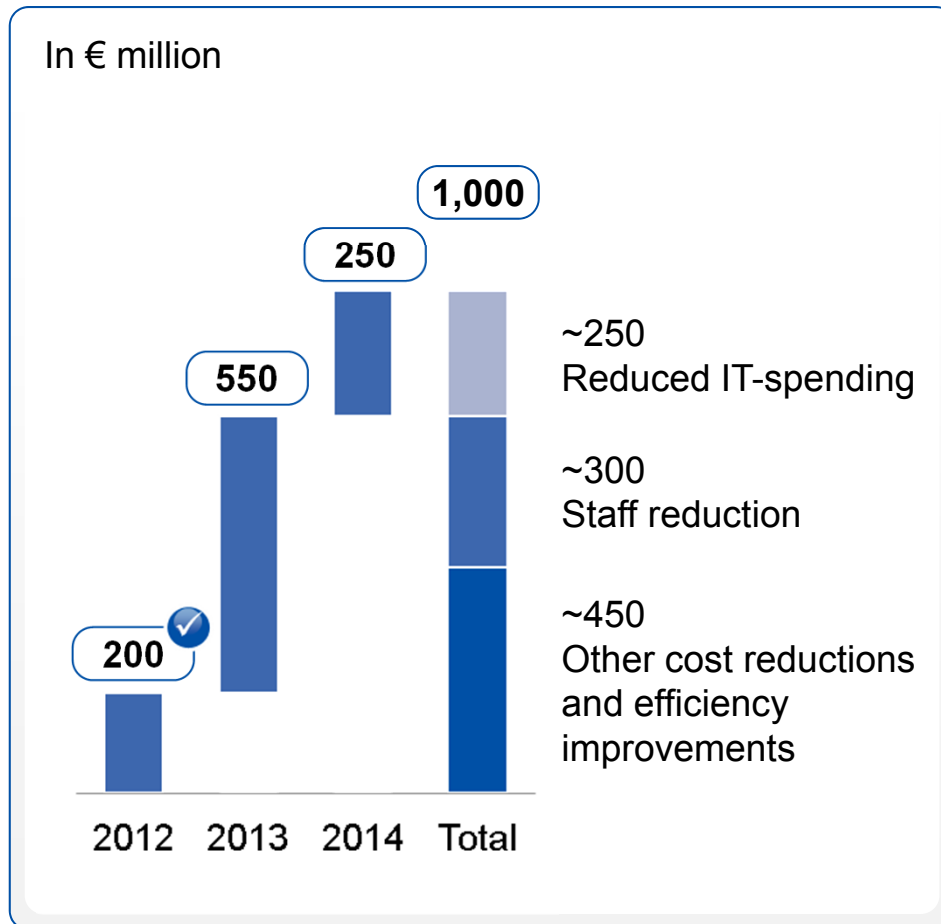
# Excellent access to debt capital market is key



■ Leverage factor (Net debt/EBITDA) 
 ■ Net financial debt incl. 50% of hybrids 
 ■ Pension, mining and nuclear provisions

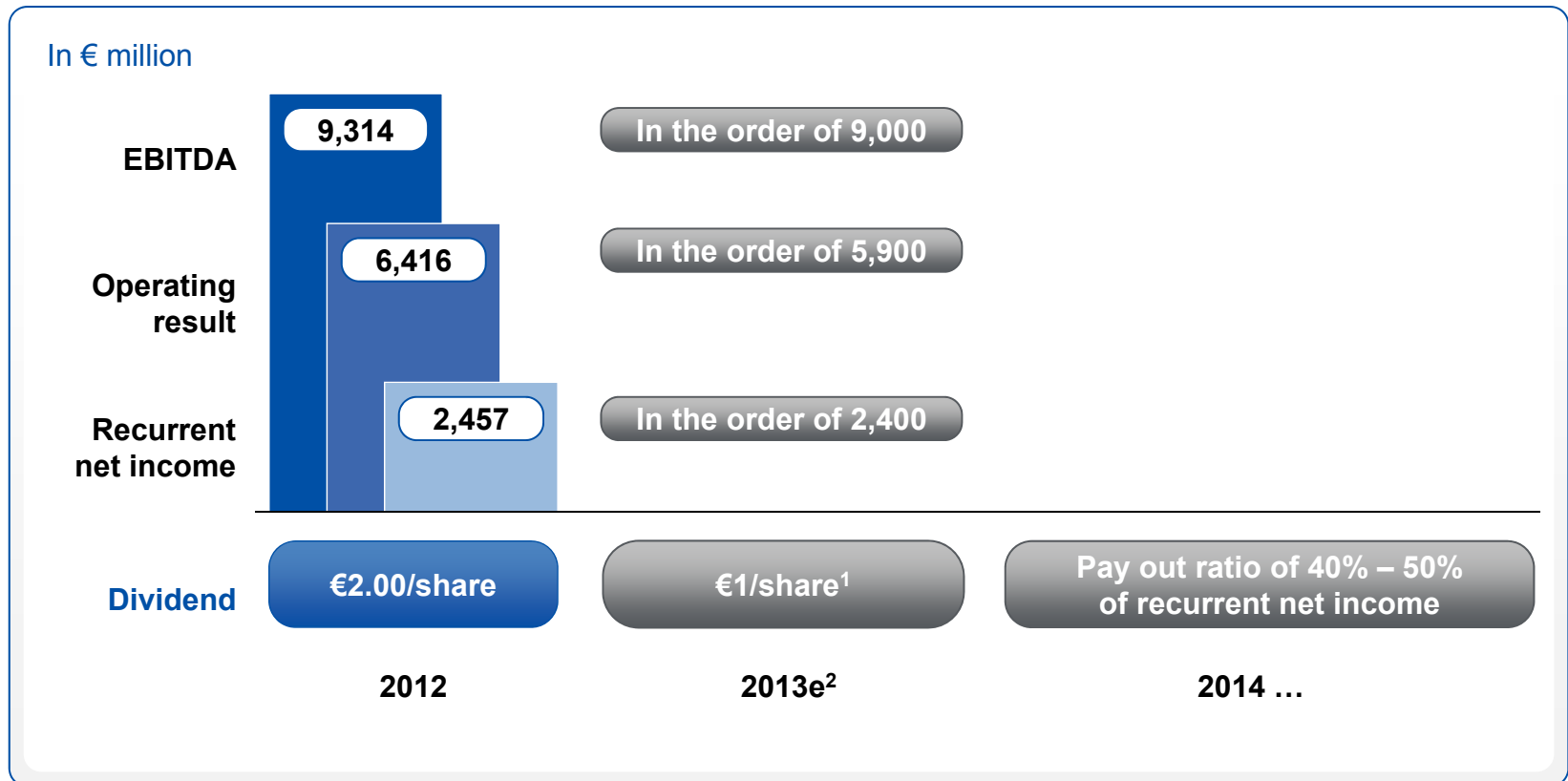
- > Current market environment allows us a higher gearing temporarily
- > Aspiration to bring down leverage factor to 3.0x medium term unchanged
- > Focus on additional efficiency enhancements and lower capex
- > Short-term changes in discount rates for long-term provisions will not drive deleveraging strategy

# €1 bn efficiency enhancement programme: All measures identified and implementation on track



- ▶ €1 bn programme backed bottom-up by operational measures
- ▶ Several hundred individual measures across the whole RWE Group
- ▶ €200 million achieved earlier than planned in 2012
- ▶ Programme includes c. €300 million from workforce reduction by 2014
- ▶ Fully accretive to operating result (i.e. post cost inflation and one-off cost of programme)

# Outlook for 2013



<sup>1</sup> Executive and Supervisory Boards intend to propose to the AGM on 16 April 2014 a dividend of €1 per common and preference share  
<sup>2</sup> The outlook is after assumed disposals. For 2013 we expect this to be mainly the disposal of NET4GAS which was closed on 2 August.