

# **RWE AG CAPITAL MARKET DAY**

## **Introducing innogy**

Glaziers Hall, London, UK  
30 June 2016

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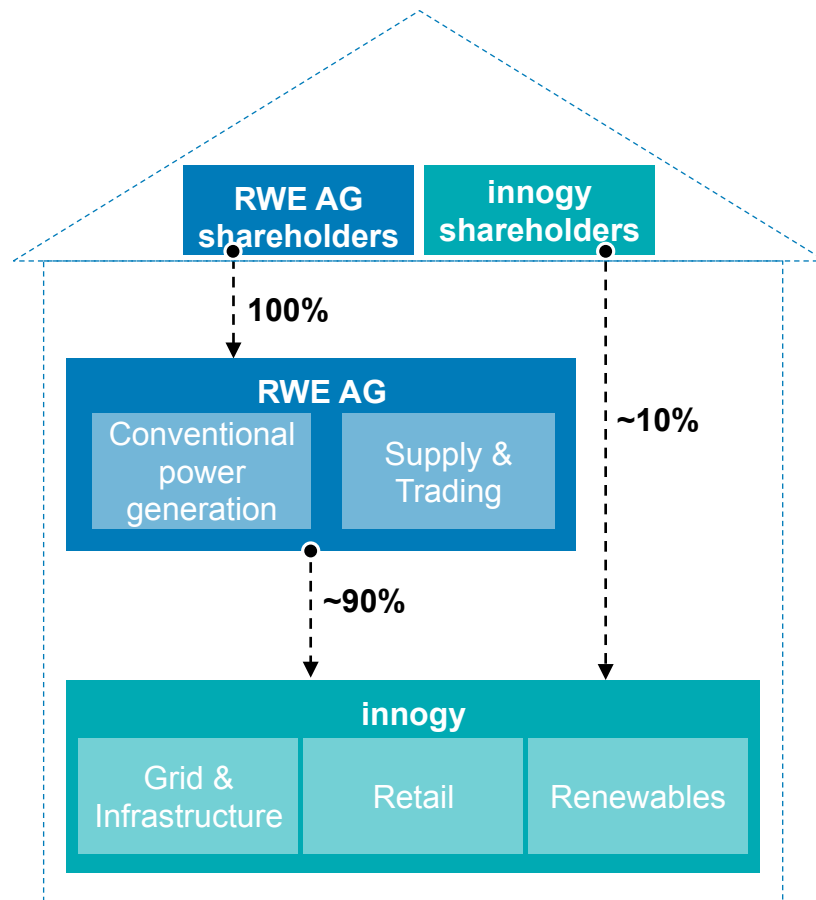
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# Status of the envisaged innogy IPO

## Target structure



## Key milestones

### Achieved

- ✓ December 2015: Supervisory Board approval
- ✓ March 2016: Nomination of management team
- ✓ 1 April 2016: Operational start

### Today

- ✓ 30 June 2016: Capital Market Day

### Late 2016

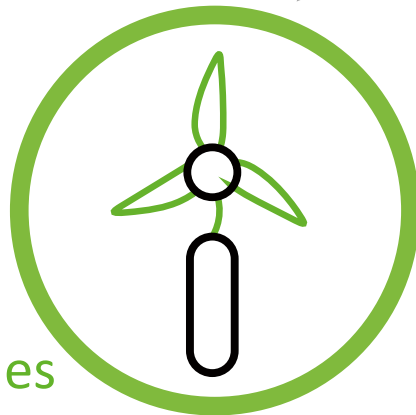
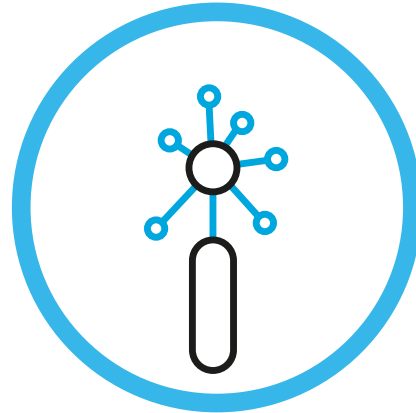
- Listing of ~10% of innogy via primary offering envisaged for late 2016, subject to market conditions
- While considering all options, placing of further stakes of innogy by RWE AG via secondary offer possible at the same or later point in time



# Introducing innogy – blueprint for the utility of the future



Grid & Infrastructure



Renewables



Retail



# Today's presenters



**Peter Terium**

Chief Executive Officer



**Bernhard Günther**

Chief Financial Officer



**Hildegard Müller**

COO Grid & Infrastructure



**Martin Herrmann**

COO Retail



**Hans Bünting**

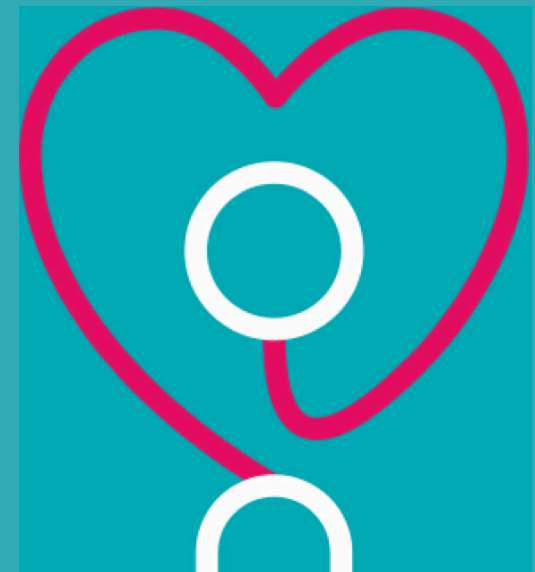
COO Renewables

# Agenda



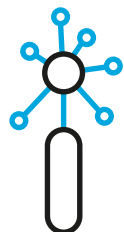
Introducing innogy  
Markets & Strategy  
Financial Highlights  
Grid & Infrastructure  
Retail  
Renewables  
Wrap-up

Introducing innogy





# innogy comprises three strong segments...



## Grid & Infrastructure

Germany  
East

**#1**  
largest electricity  
DSO in  
Germany<sup>1</sup>

**€13.3bn**  
total RAB<sup>2</sup>  
**+9% increase**  
expected for  
German RAB<sup>2</sup>

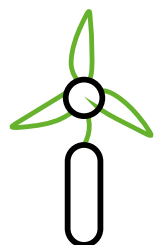


## Retail

Germany  
United Kingdom  
Netherlands/Belgium  
East

**#1**  
largest electricity  
retailer in  
Germany<sup>3</sup>

**23m**  
customers<sup>4</sup>



## Renewables

**#3**  
in offshore wind  
by installed  
capacity<sup>5</sup>

**3.1GW**  
installed  
capacity<sup>6</sup>

<sup>1</sup> Based on distributed volume; as of 2015.

<sup>2</sup> Regulated asset base. Numbers based on latest notification by regulator or based on calculations in latest filings with regulators. Expected increase in German regulated asset base calculated as RAB 2010/2011 plus net investments (post concession gains/losses) in regulated assets in the years 2010/2011 to 2015/2016E, assuming full recognition by the regulator. Generally, RABs from different regulatory regimes are not directly comparable due to significant methodological differences (e.g. regulatory periods, regulatory depreciation periods). Also, throughout this presentation, RABs are always stated excluding pro-rata share of RAB from participations that are not fully consolidated.

<sup>3</sup> Based on volume sold; as of 2014.

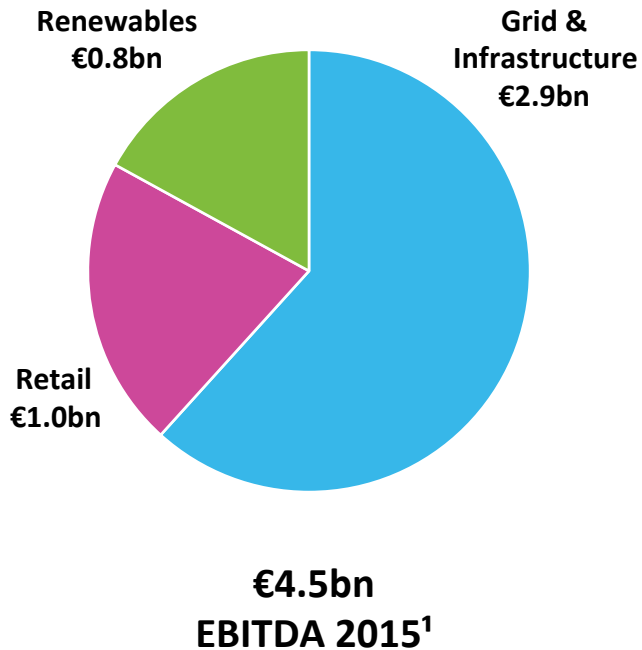
<sup>4</sup> With respect to the Retail segment, the term customers refers to customer contracts (electricity and gas contracts counted separately) throughout the presentation.

<sup>5</sup> Source: Bloomberg New Energy Finance; asset owner database; as of March 2016.

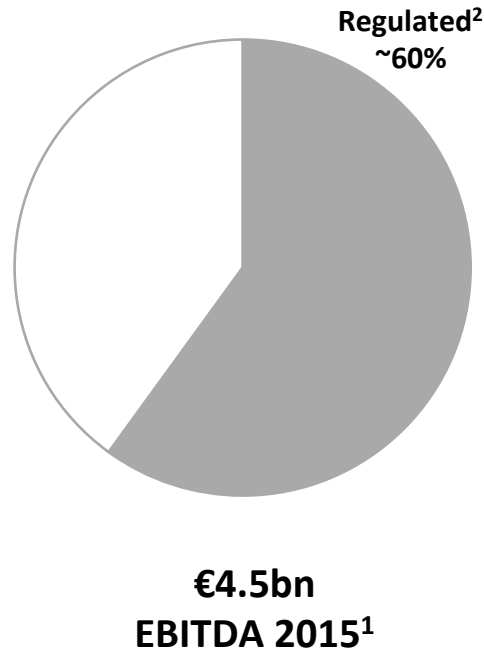
<sup>6</sup> As of 31 December 2015; pro-rata view, excluding Zephyr portfolio. Excluding 0.3GW renewables capacity from fully consolidated participations related to the Grid & Infrastructure segment.

# ...combining a strong regulated profile with a solid platform for growth

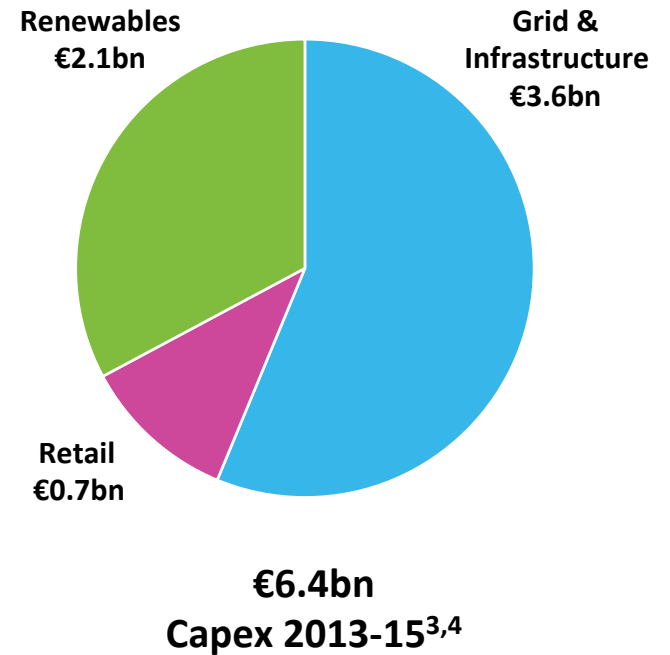
**EBITDA breakdown**



**Share of regulated business**



**Capex breakdown**



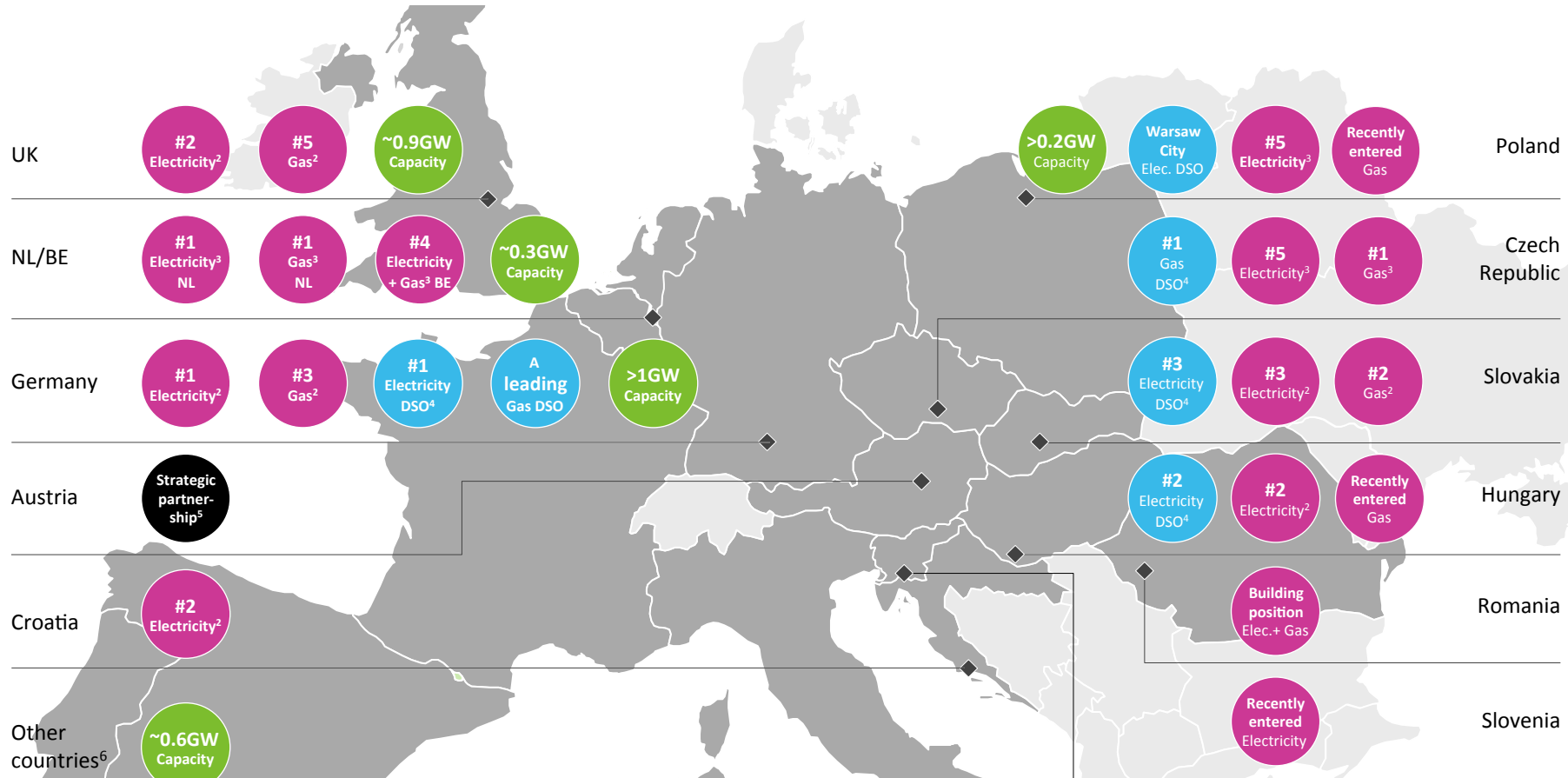
1 Total includes €(0.2)bn presented as 'Other, consolidation' in the combined financial statements.

2 Includes regulated and quasi-regulated share of EBITDA.

3 The term 'Capex' throughout the presentation refers to capital expenditures on intangible assets, property, plant and equipment.

4 Includes Capex from 'Other, consolidation'.

# Diversified European footprint with leading market positions across countries<sup>1</sup>



<sup>1</sup> Market positions based on volumes sold or number of customers as per latest available data, electricity and gas markets counted separately. Source: Company estimate based on competitors' disclosure, regulatory reports and research reports.

<sup>2</sup> Based on volumes sold (UK, DE, HR, SK, HU).

<sup>3</sup> Based on number of customers (NL, BE, PL, CZ).

<sup>4</sup> Based on distributed volume; as of 2015.

<sup>5</sup> Via Kelag participation.

<sup>6</sup> Spain, Portugal, France, Italy.

<sup>7</sup> Capacities as of 31 December 2015; pro-rata view, excluding Zephyr portfolio.

Grid & Infrastructure



Retail



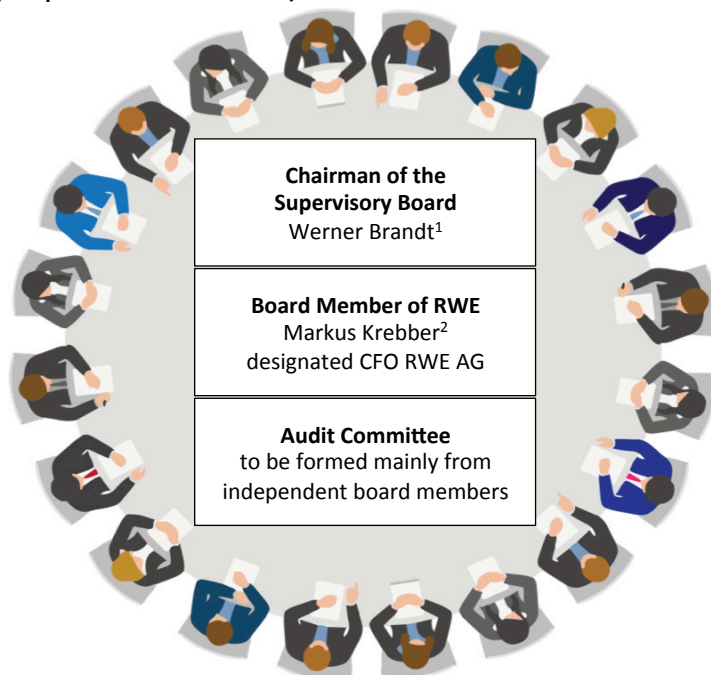
Renewables<sup>7</sup>



# Corporate Governance – innogy has a high degree of independence

## Envisaged Supervisory Board composition

- innogy with **high degree of independence** reflected in its supervisory board structure
- **Two-tier board structure – 20 members**, thereof **10 shareholder and 10 employee representatives** (as per German law)



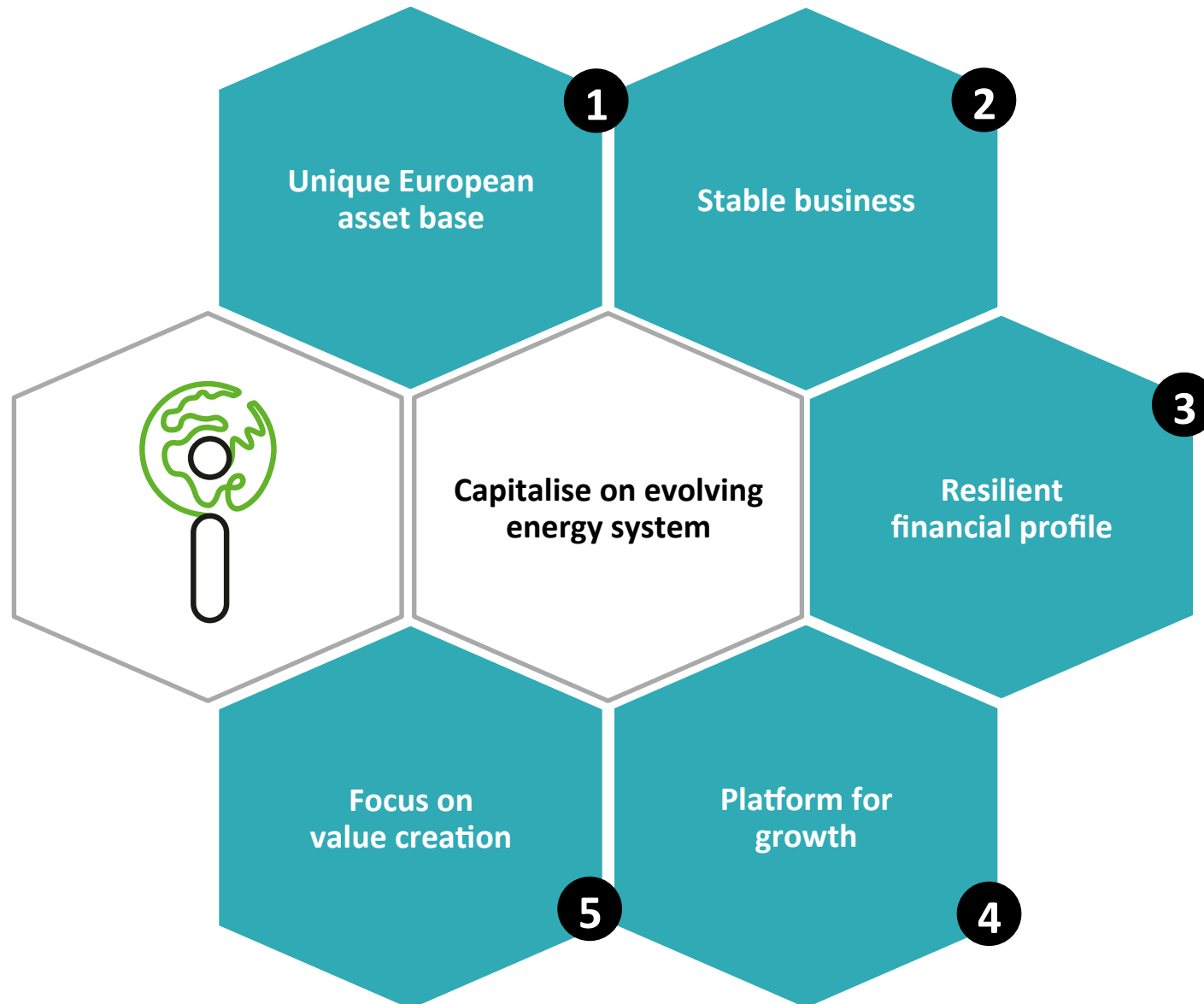
## Key principles governing innogy/RWE relationship

- At IPO the **domination agreement** between innogy and RWE will be terminated
- As per the **Master Agreement** between innogy and RWE:
  - RWE will manage innogy as a **financial investment**
  - **Operational and strategic independence** of both companies acknowledged
  - **General principle of cooperation** and mutual support
  - **Non-compete clause** states that RWE is largely restrained from competing in innogy's core businesses until 31 December 2019
- All **intercompany relations and agreements** to be carried out **at arm's length**

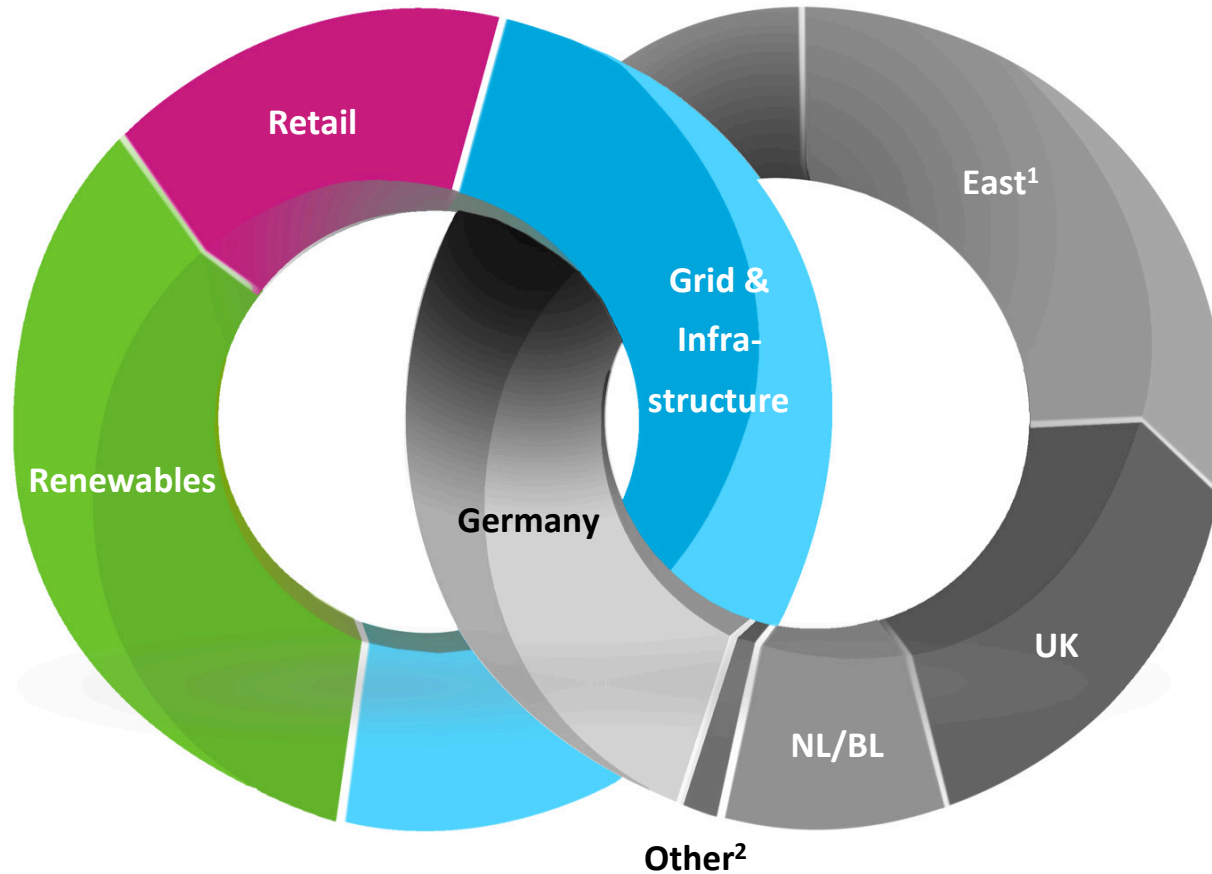
1 It is planned that Werner Brandt will become a Supervisory Board member of innogy.

2 It is planned that Markus Krebber will become a Supervisory Board member of innogy.

# innogy offers a compelling value proposition



# 1 Unique asset mix in European utilities landscape



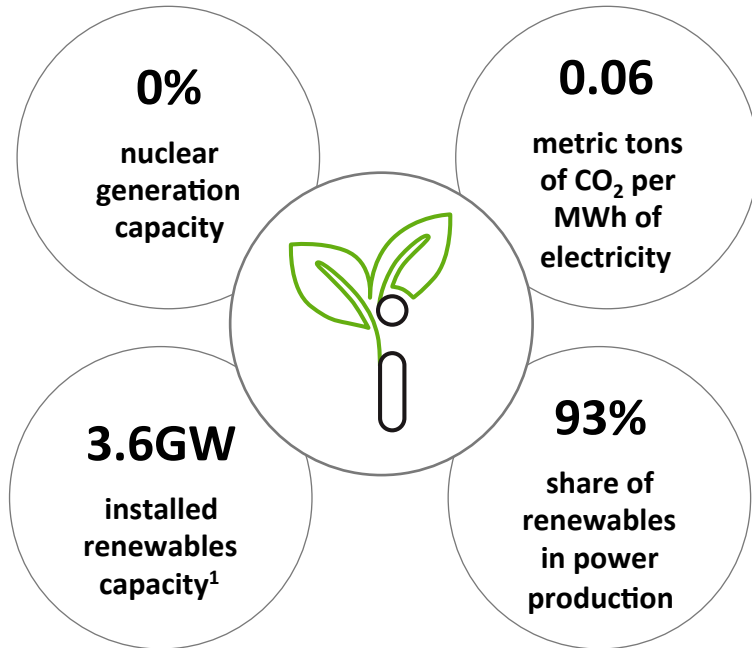
- ✓ Focus on Europe – anchored in Germany
- ✓ Largely CO<sub>2</sub> free
- ✓ Limited exposure to commodity prices
- ✓ No nuclear liabilities
- ✓ Enabler of energy transition

<sup>1</sup> East comprises Poland, Czech Republic, Slovakia, Hungary, Slovenia, Croatia, Romania.

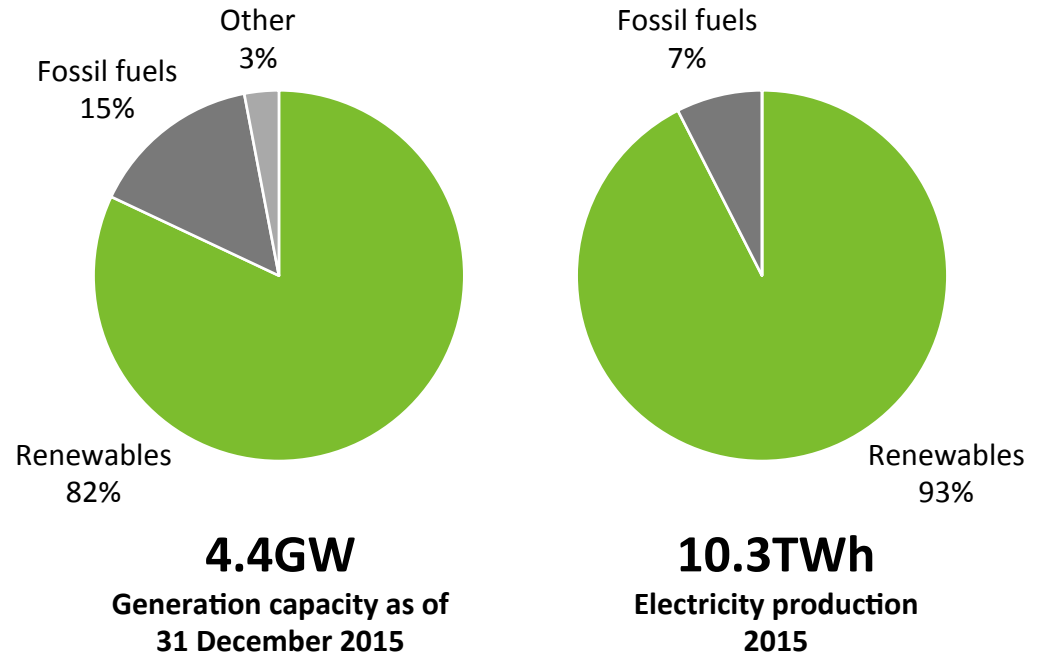
<sup>2</sup> Other countries comprise mostly Western European countries, such as France, Italy, Portugal and Spain, where innogy also has renewables portfolios.

# 1 Nuclear free with an excellent carbon footprint

## Sustainability indicators



## Generation capacity and electricity production



	Capacity (MW)	Production (TWh)
Renewables	3,614 <sup>1</sup>	9.50
Fossil fuels	663 <sup>2</sup>	0.83
Other	147 <sup>3</sup>	<0.01 <sup>4</sup>
<b>Total</b>	<b>4,424</b>	<b>10.33</b>

<sup>1</sup> As of 31 December 2015; accounting view; includes 3.3GW from Renewables segment (excluding Zephyr portfolio) and 0.3GW of renewables capacity from consolidated participations related to the Grid & Infrastructure segment.

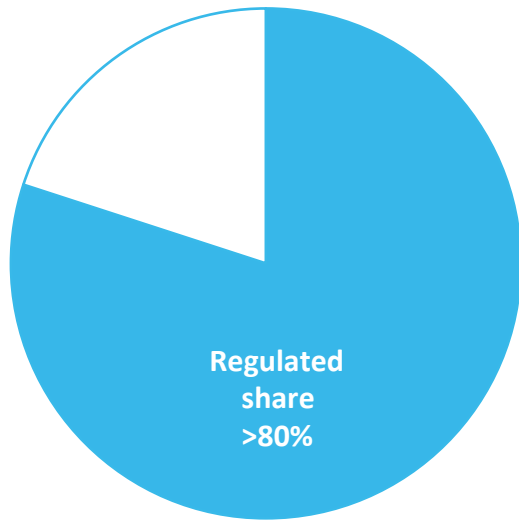
<sup>2</sup> Thereof 247MW gas, 17MW lignite and 399MW hard coal.

<sup>3</sup> Including pumped storage and oil.

<sup>4</sup> Including pumped storage and waste.

## 2 Stable business profile across segments reflected in ~60% of group EBITDA from regulated activities<sup>1</sup>

### Grid & Infrastructure

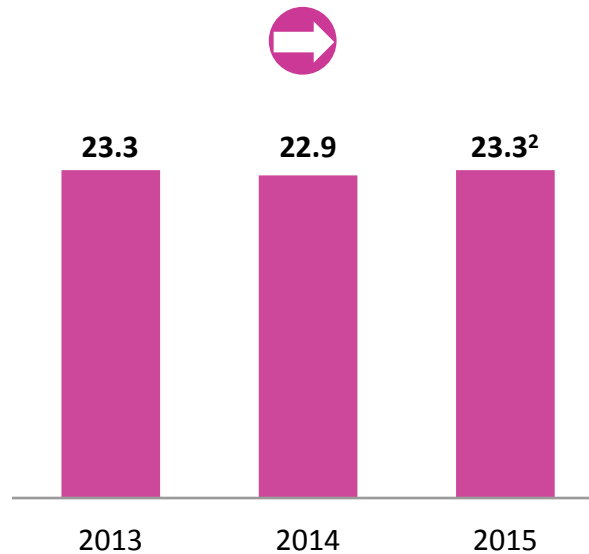


2015 EBITDA  
€2.9bn

Largely regulated and predictable earnings

### Retail

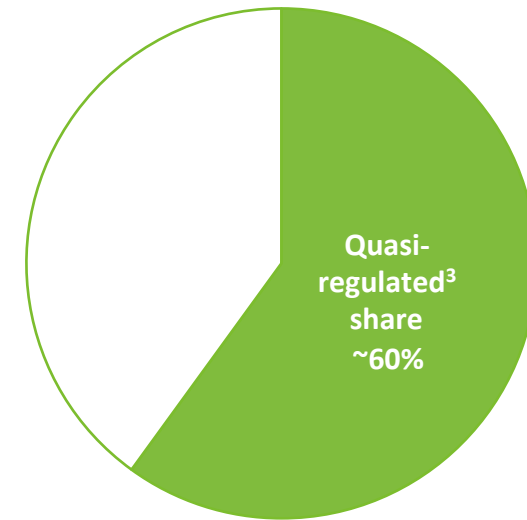
Customer base development (m)



2015 EBITDA  
€1.0bn

Stable and diversified business in Continental Europe

### Renewables



2015 EBITDA  
€0.8bn

Quasi-regulated<sup>3</sup> earnings – platform for further growth

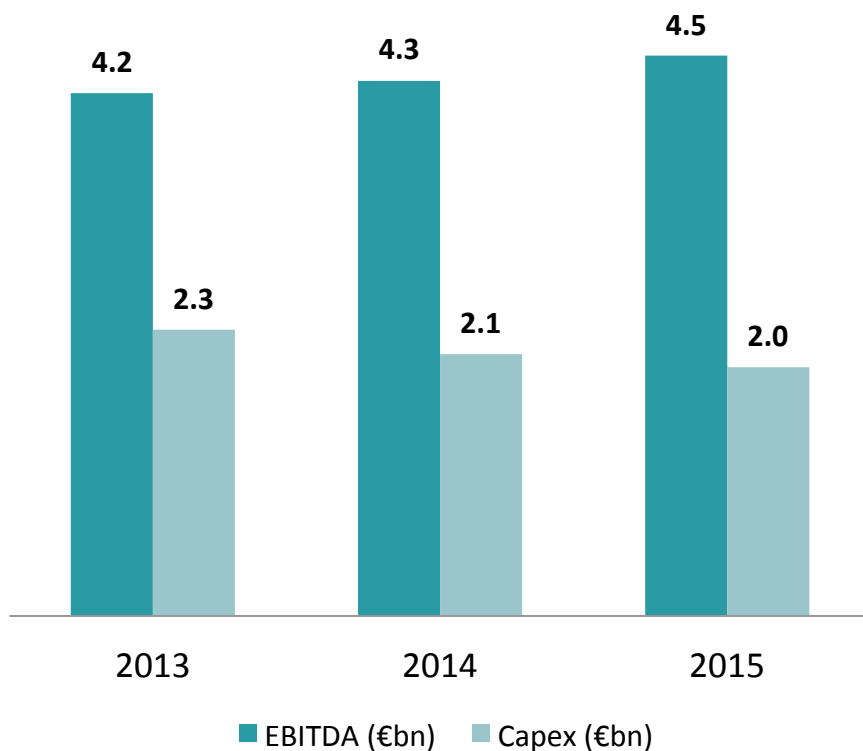
<sup>1</sup> Includes regulated and quasi-regulated business activities.  
<sup>2</sup> Increase predominantly due to first-time consolidation of VSE.  
<sup>3</sup> Includes long-term contracts.



### 3 Solid capital structure as foundation for stringent business development

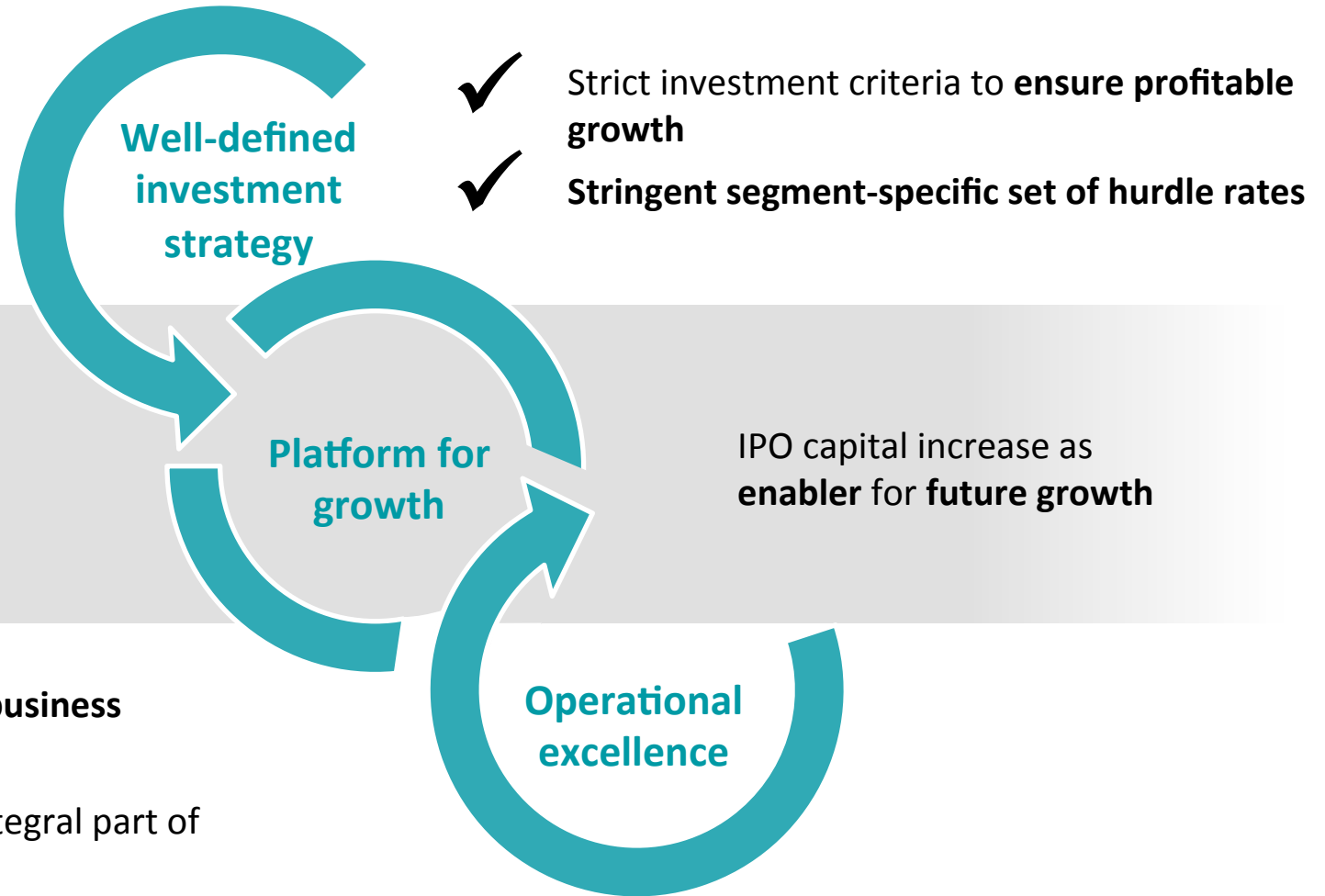
Resilient EBITDA supporting strong Capex spend ...

... additionally backed by solid capital structure



- ✓ **Attractive mix of cash generative and growth assets**
- ✓ **~4.0x target leverage (Net Debt/EBITDA)**
- ✓ **Credit ratios commensurate with strong rating profile**
- ✓ **Balance sheet strength to enable growth investments**

## 4 Solid platform for future growth



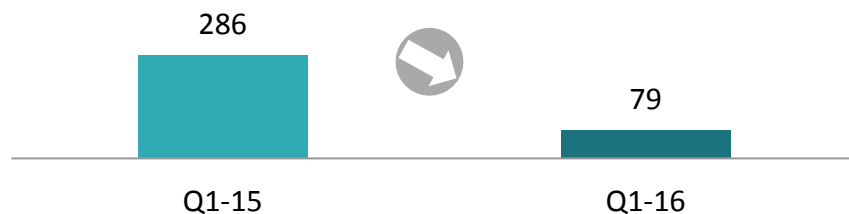
€6-7bn of Capex<sup>1</sup>  
2016-18E

- ✓ **Turnaround of UK retail business** well on track
- ✓ **Efficiency programme:** integral part of management agenda

# 4 Return to profitability – Retail UK recovery is well on track

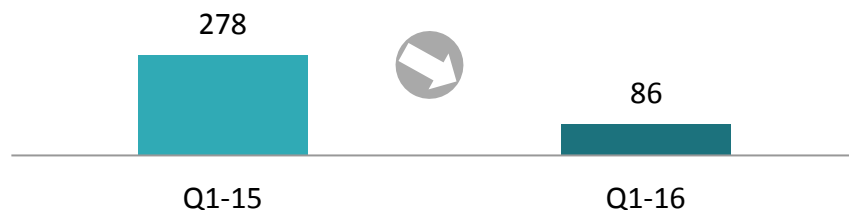
## Operational improvement

Incoming complaints ('000s)



## Late bills significantly down

Late bills ('000s)



## Net customer losses almost halted

Net customer losses ('000s)



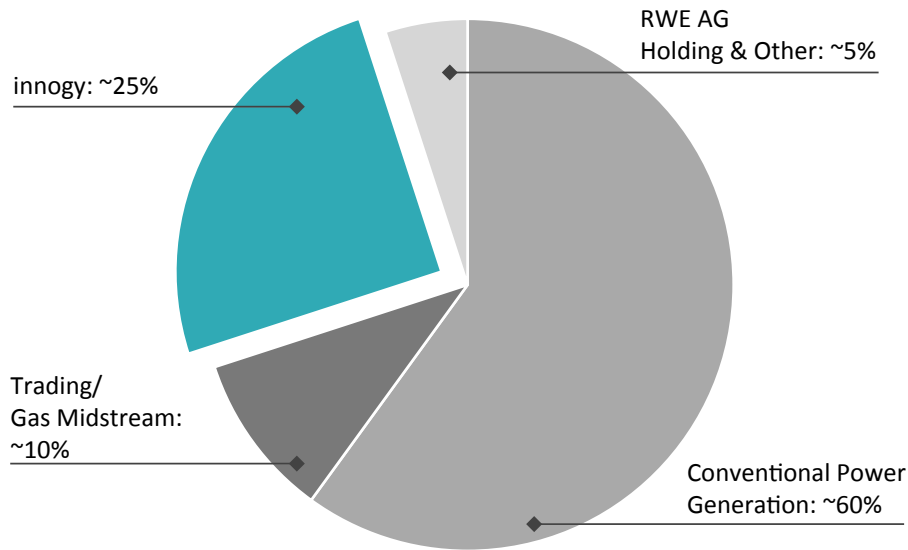
## Selected highlights

- ✓ **New management team in place**
- ✓ **Significantly enhanced operational controls**
- ✓ **New IT operating model**
- ✓ **Total gross cost savings target of £200m by 2018 identified and backed up with individual measures**

# 4 Management is committed to realise further cost and cash efficiencies

## Strong track record in efficiency programmes ...

RWE AG efficiency programmes announced since 2012:  
net benefit by division

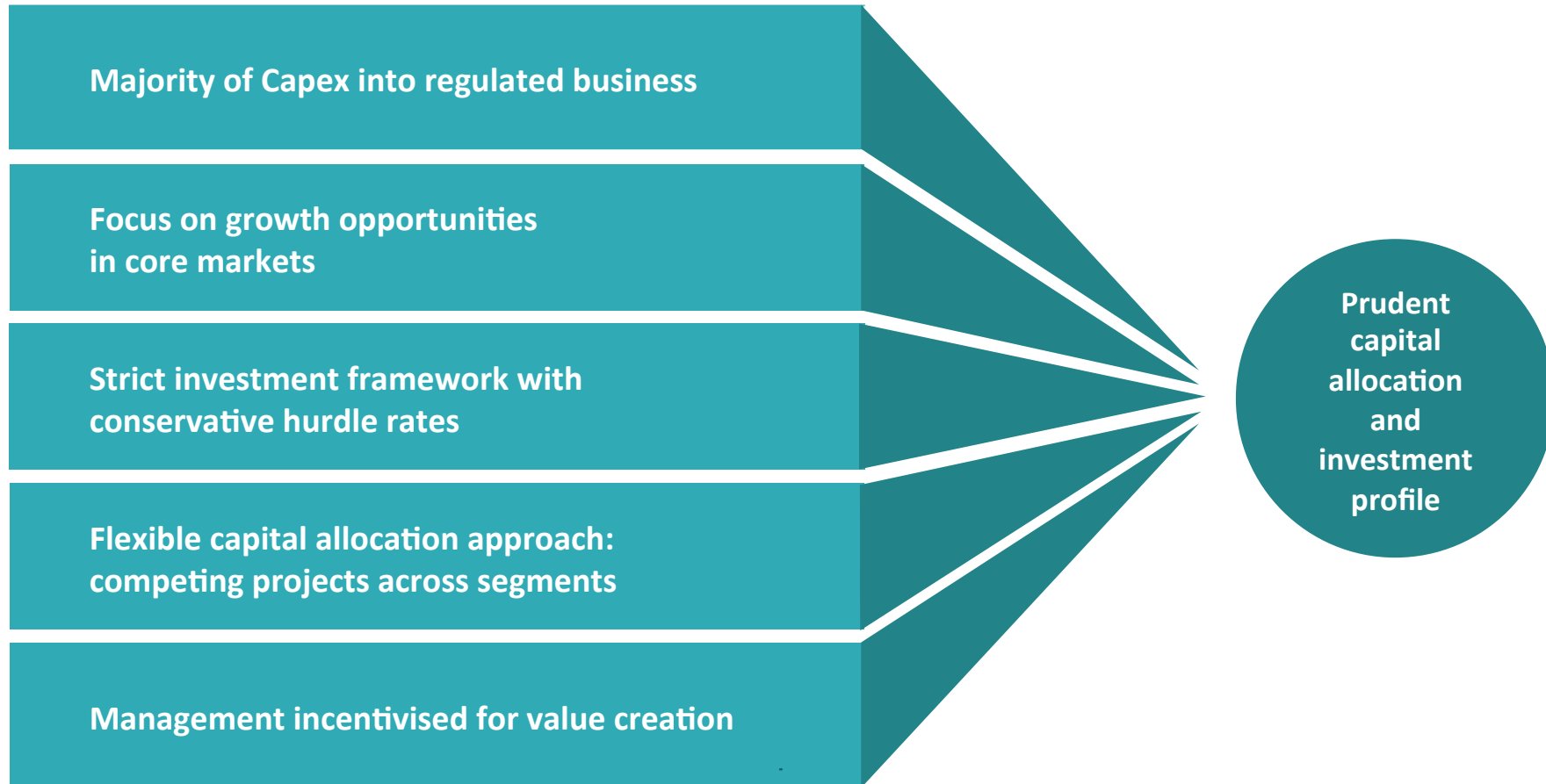


**€1.6bn**  
net benefit to RWE AG's  
Operating Result 2012-15

## ... to be continued at innogy


- ✓ Strong track record in implementing efficiency enhancement programmes
- ✓ New programme a **key priority** for innogy management; **full commitment to successful execution**

## 5 Our key investment principles to safeguard shareholder value



## 5 Focus on attractive shareholder returns

- ✓ Attractive dividend policy based on **payout ratio of 70-80%** of Adjusted Net Income<sup>1</sup>
- ✓ Payout ratio **supported by strong operating cash flows** and backed by solid financial structure
- ✓ Dividend policy **compatible with** innogy's target of an **Investment Grade Rating**
- ✓ Anticipated payment of **full dividend** for fiscal year **2016**

A large teal circle containing the text "70-80% dividend payout ratio²".

70-80%  
dividend  
payout  
ratio<sup>2</sup>

<sup>1</sup> Adjusted Net Income generally excludes one-off effects, including the entire Non-Operating Result, as well as associated tax effects.

<sup>2</sup> Based on Adjusted Net Income.

# innogy's key characteristics – large and stable business with attractive growth prospects

<b>1</b>	<b>Unique European asset base</b> – anchored in Germany, leading positions across many countries	<p><b>€13.3bn</b> total RAB<sup>1</sup></p> <p><b>+9% increase</b> expected for German RAB<sup>1</sup></p> <p><b>23m</b> customers</p> <p><b>3.6GW</b> renewables capacity<sup>2</sup></p>
<b>2</b>	<b>Stable business</b> – well invested to yield largely regulated and predictable returns	<p><b>~60%</b> share of regulated<sup>3</sup> EBITDA</p>
<b>3</b>	<b>Resilient financial profile</b> – backed by strong cash generation and solid capital structure	<p><b>~70%</b> CFOA<sup>4</sup>/EBITDA (average 2013-15)</p> <p><b>~4.0x</b> target leverage Net Debt/EBITDA</p>
<b>4</b>	<b>Solid platform for growth</b> – driven by operational excellence supported by IPO proceeds	<p><b>€6-7bn Capex<sup>5</sup></b> (2016-18E)</p> <p>Focus on further <b>efficiencies</b></p>
<b>5</b>	<b>Focus on value creation</b>	<p><b>70-80%</b> dividend payout ratio based on Adj. Net Income</p> <p><b>Strict capital discipline</b></p>

1 Numbers based on latest notification by regulator or based on calculations in latest filings with regulators. Expected increase in German regulated asset base calculated as RAB 2010/2011 plus net investments (post concession gains/losses) in regulated assets in the years 2010/2011 to 2015/2016E, assuming full recognition by the regulator. Generally, RABs from different regulatory regimes are not directly comparable due to significant methodological differences (e.g. regulatory periods, regulatory depreciation periods). Also, throughout this presentation, RABs are always stated excluding pro-rata share of RAB from participations that are not fully consolidated.

2 As of 31 December 2015; accounting view; includes 3.3GW from Renewables segment (excluding Zephyr portfolio) and 0.3GW renewables capacity from participations related to the Grid & Infrastructure segment.

3 Includes regulated and quasi-regulated business activities.

4 Cash Flow from operating activities after interest and tax.

5 Including financial investments.

Markets & Strategy





# Megatrends – driving the transformation of the utility sector



**Climate change**



**Demographic changes**



**Accelerating urbanisation**



**Technological breakthroughs**



## 1 Decarbonisation

- Significant global efforts to reduce carbon dioxide emissions
- Propelling significant growth in renewables underpinned by LCOE<sup>1</sup> reductions
- Focus to date on electricity generation, but will increasingly also impact other sectors (transport, heating)

## 2 Decentralisation

- Increasing decentralised renewable feed-in is making grid balancing more challenging
- Increasing role and importance of distribution system operators
- Requiring significant investments and smarter grid infrastructure

## 3 Digitalisation

- Facilitating the decentralised energy world by increasing connectivity and automation
- Empowering retail customers
- Leading to new non-commodity energy service offerings (Energy+)

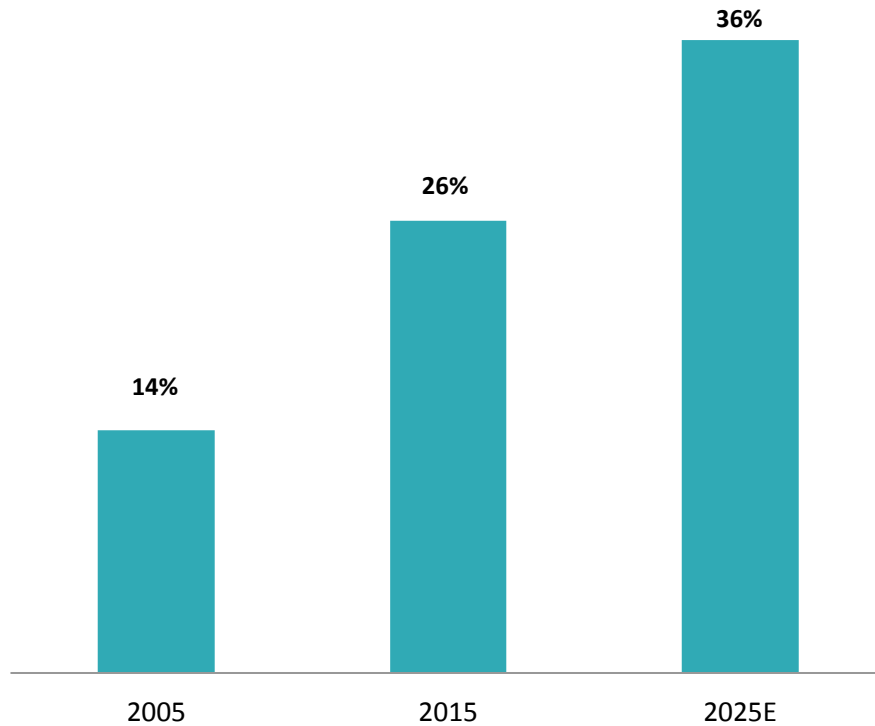
<sup>1</sup> Levelised cost of electricity is a measure of the overall competitiveness of different technologies. It represents the per-kilowatt-hour cost of building and operating a generating plant over an assumed financial life and duty cycle.



# 1 Decarbonisation – underpinned by broad policy commitment translating into strong renewables growth

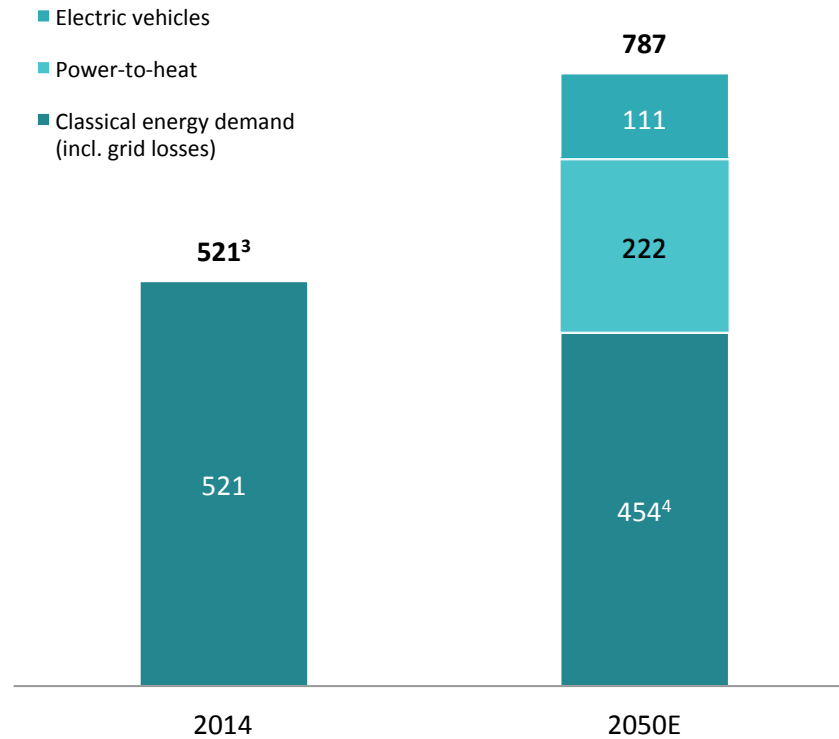
## Ambitious growth outlook for renewables<sup>1</sup> ...

Share of renewables in European energy production (EU28)



## ... and rising total electricity demand<sup>2</sup>

Final electricity demand 2015 vs. 2050 (TWh)  
Germany as an example



1 Source: European Commission – ‘Trends to 2050’ (December 2013).

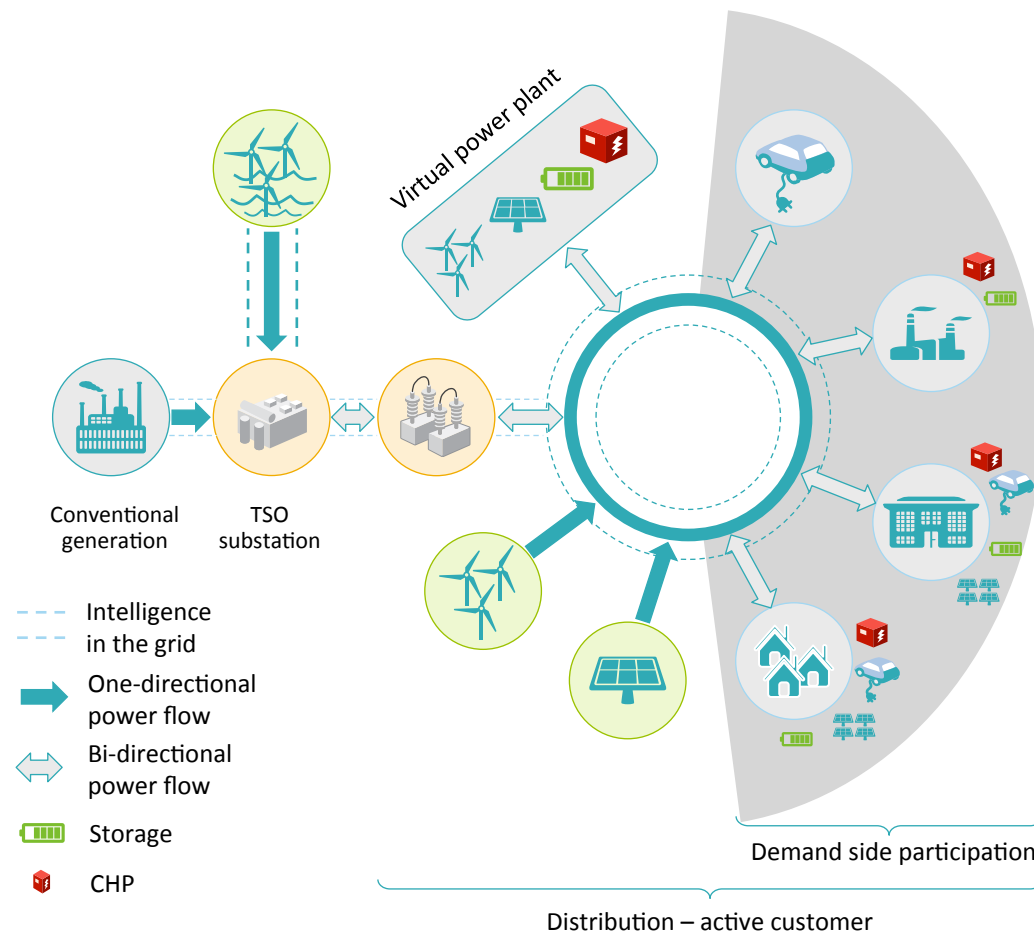
2 Source: ENTSO-E (2015 data), Fraunhofer Institut – ‘Interaktion EE-Strom, Wärme und Verkehr’, September 2015 (2050E data).

3 Including heat and electric vehicles.

4 Including efficiency gains compared to 2014.

## 2 Decentralisation – networks need to integrate increasing amounts of scattered renewable feed-in

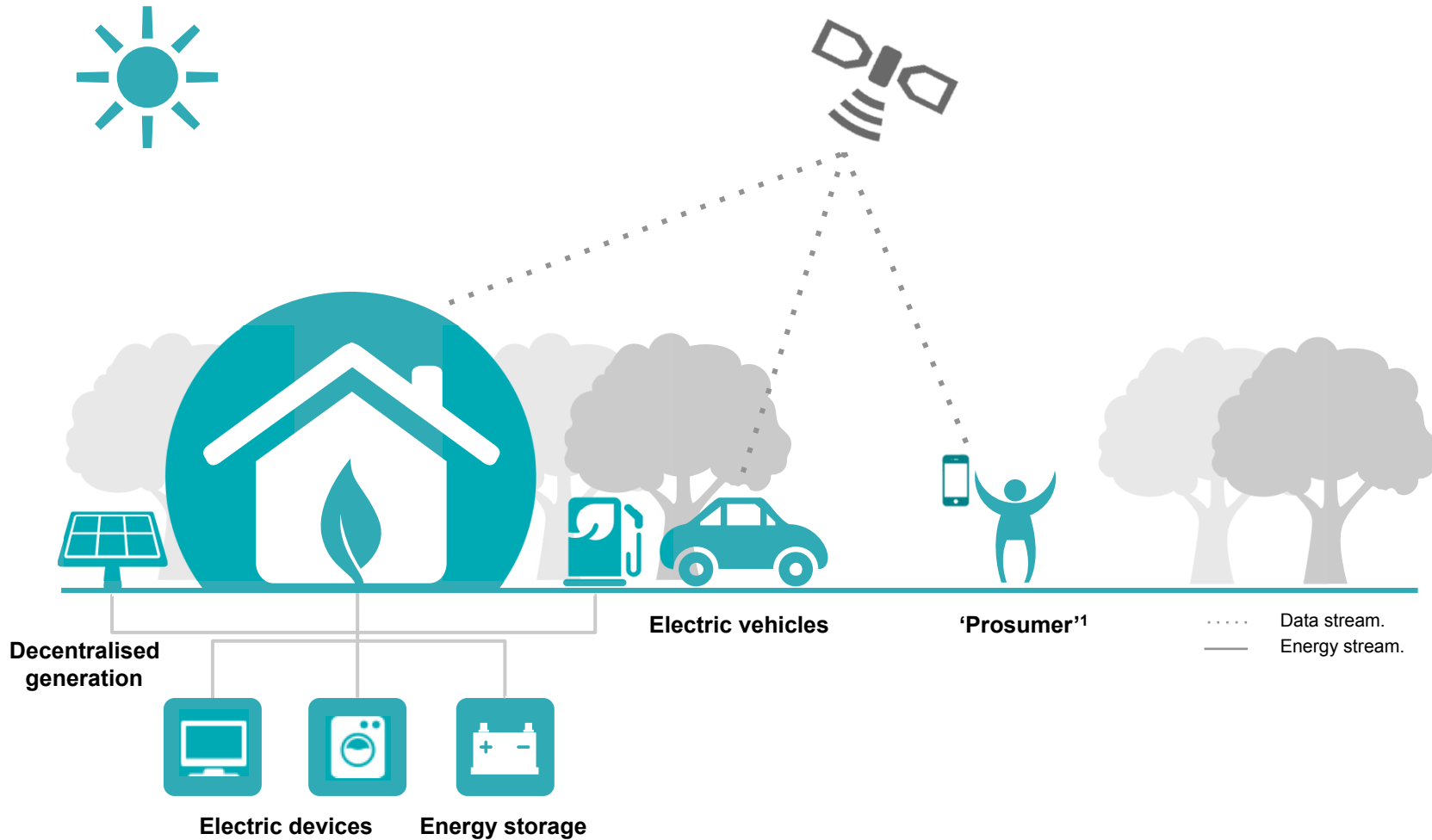
Dynamic system with decentralised generation ...



... poses challenges to existing unidirectional system

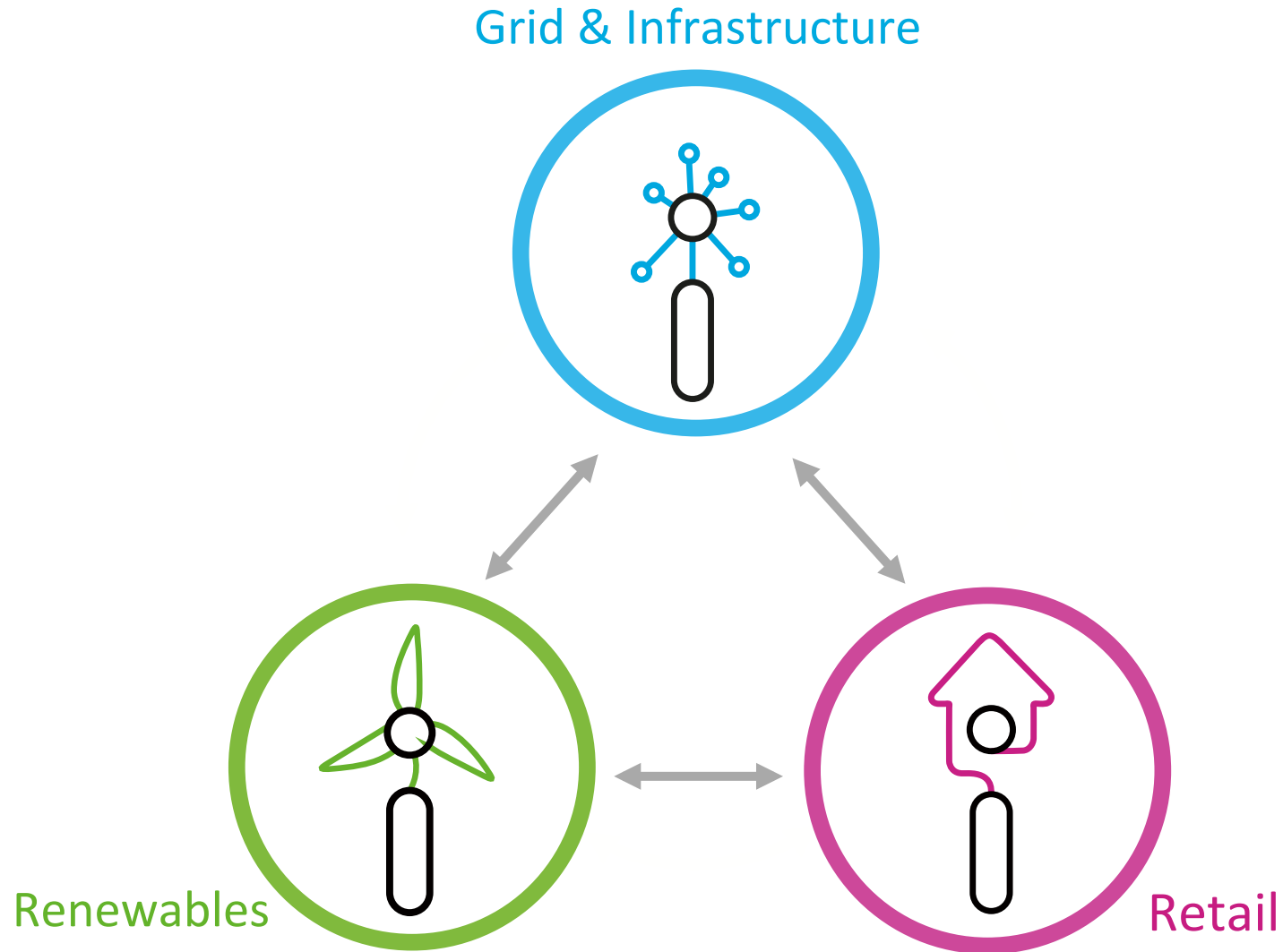
- Decentralised electricity generation requires high degree of flexibility and state-of-the-art assets
- Automated interaction between individual participants of the distribution grid becomes essential
- New storage capacity required for high shares of renewables in energy generation

### 3 Digitalisation – enables new energy world, empowers customers and leads to new products

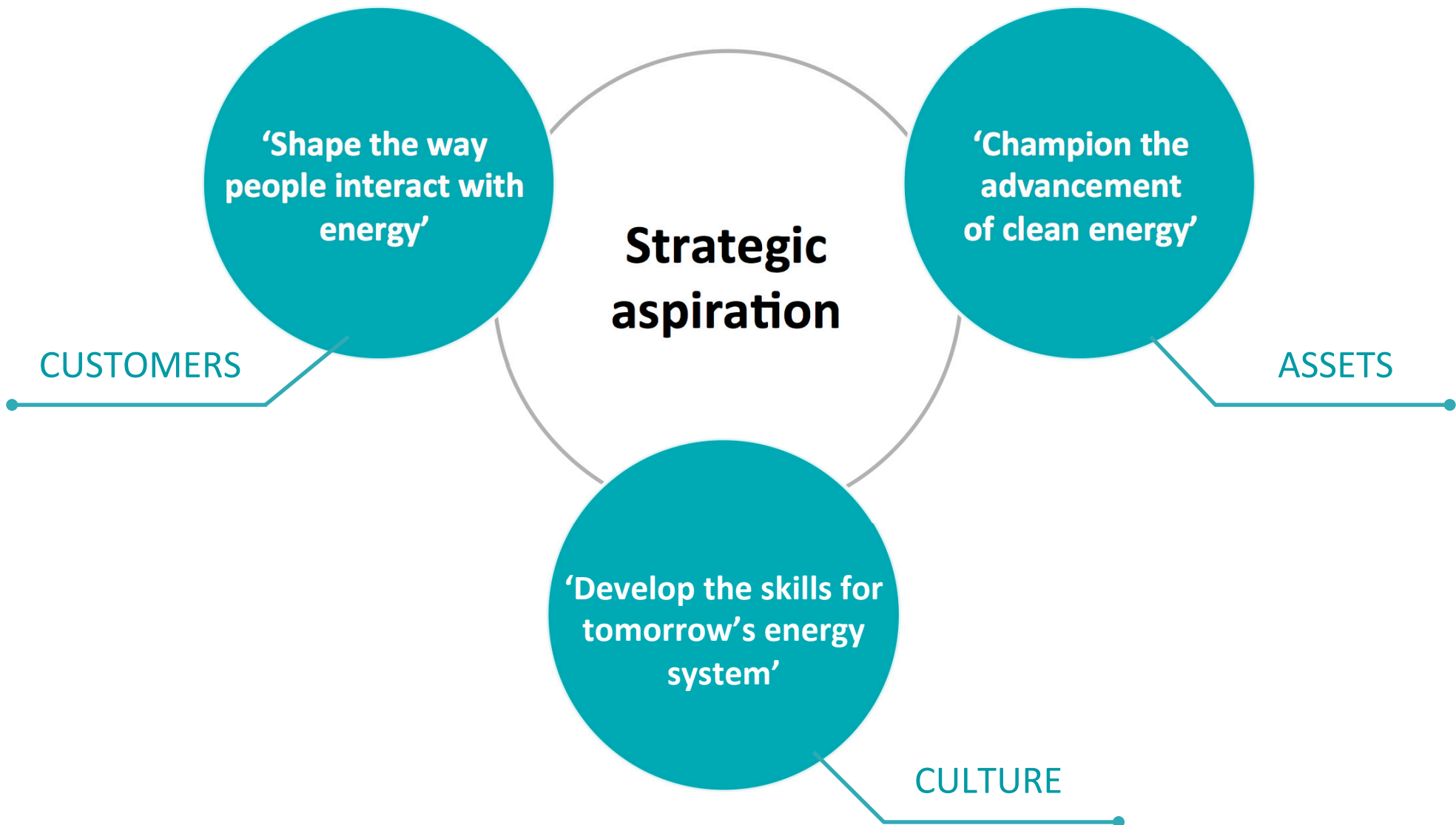


<sup>1</sup> Prosumer = producer + consumer.  
Capital Market Day · 30 June 2016

# innogy has the ingredients to be the utility of the future



# We aspire to actively drive the transformation of our sector



# We are taking measured steps to capture the opportunities of the future



## Create options for the future

- Develop new business models
- Enable innovation



## Capture new business opportunities

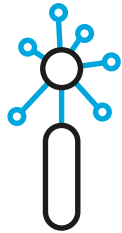
- Enter new markets and new technologies
- Grow in adjacent business areas



## Lever core competencies

- Expand and upgrade existing asset base
- Focus on efficiencies and operational improvements

# We are continuing to build on our core competencies



## Grid & Infrastructure

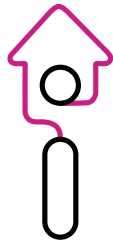
Germany  
East

### Green investments

- Support the integration of renewable energy sources

### Smart investments

- Manage the costs of the energy transition
- 



## Retail

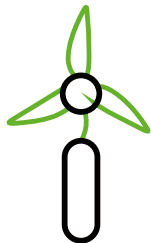
Germany  
United Kingdom  
Netherlands/Belgium  
East

### Customer focus

- Capture the increased strategic value of customers

### Energy+

- Proactively manage emerging customer needs
- 



## Renewables

### Market opportunities

- Benefit from continued support for renewable energy sources

### Expansion opportunities

- Growth in new markets and new technologies
-

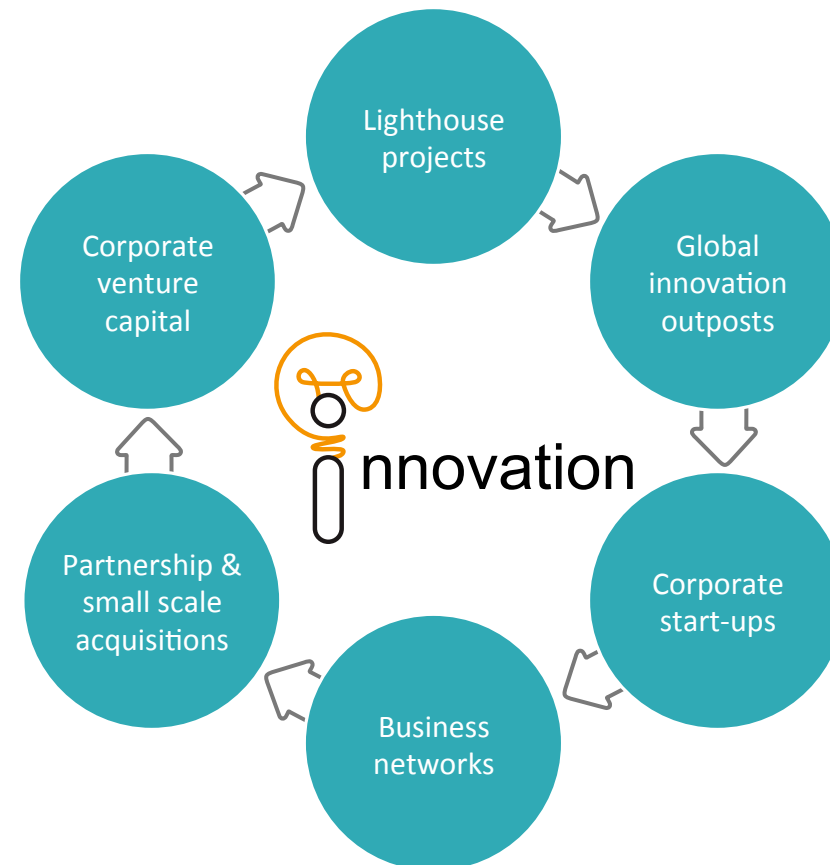


# Creating options through our multifaceted approach to business model innovation

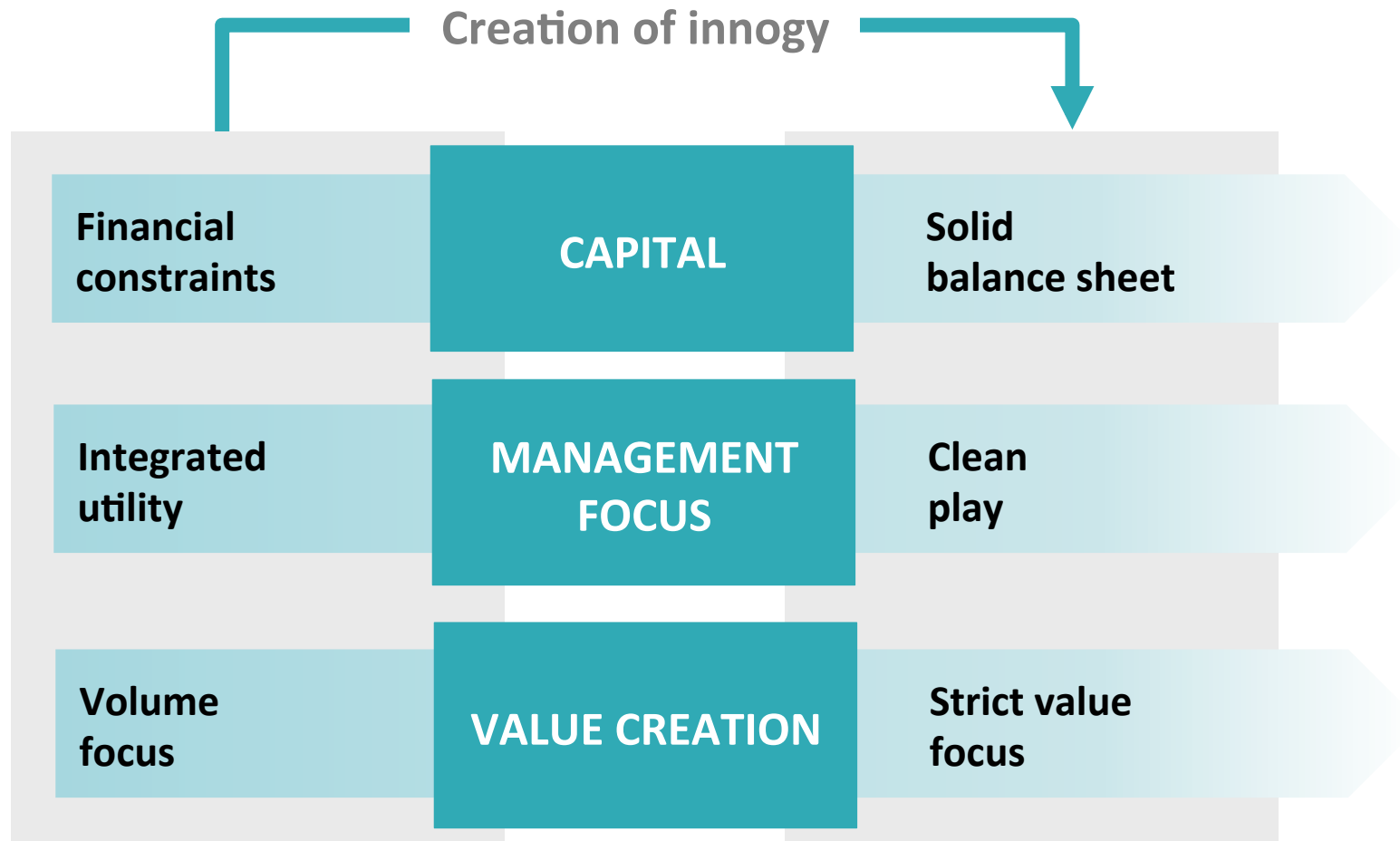
**Our innovation activities are designed to accomplish five key tasks ...**

- 1** Build innovative business models
- 2** Define and explore our focus topics
- 3** Facilitate rapid implementation
- 4** Forge valuable partnerships
- 5** Build a culture of innovation

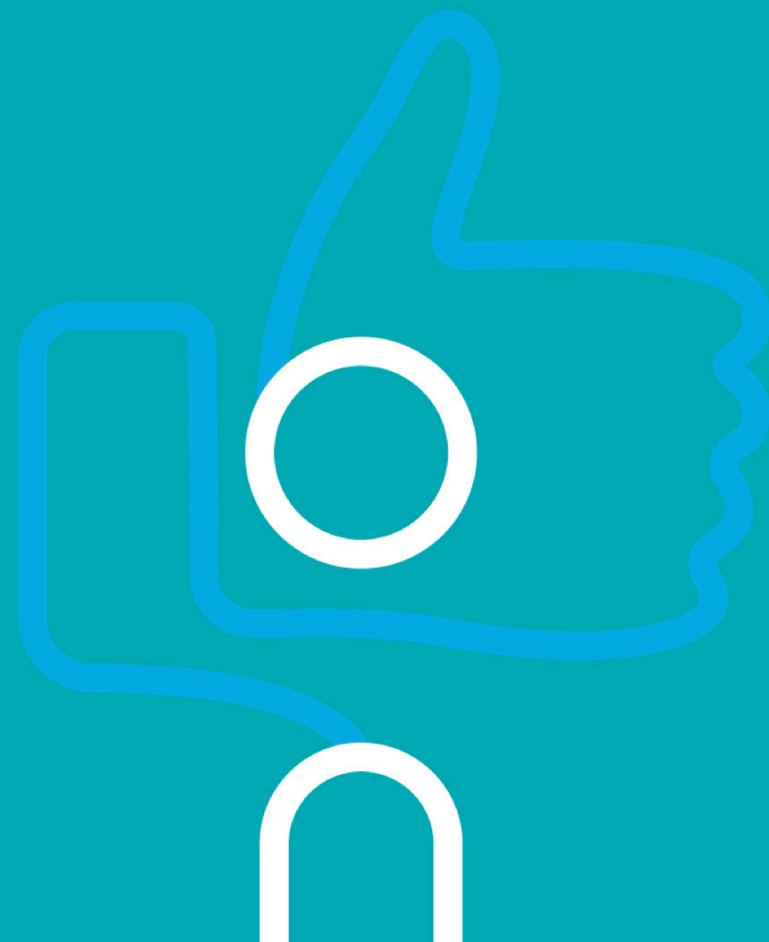
**... using a set of complementary approaches**



# IPO of innogy as catalyst for corporate development



## Financial Highlights

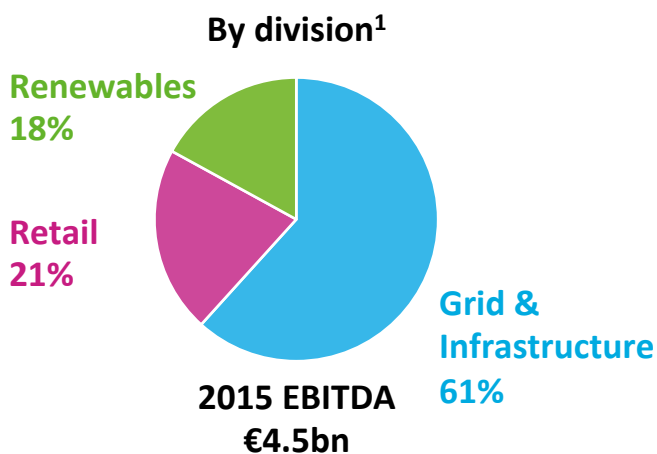


# Creating value for innogy shareholders – based on stable earnings and a strong financial profile

A stable and attractive earnings profile ...

... translates into strong cash generation and a solid capital structure ...

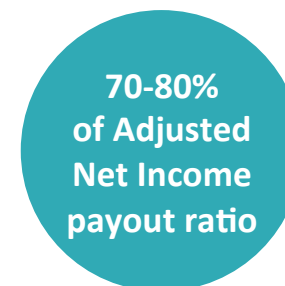
... creating shareholder value



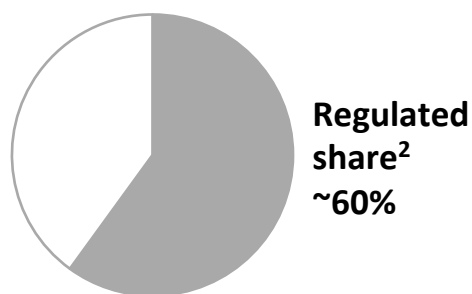
**CFOA/EBITDA**



**Attractive dividend policy**



**By regulated share**



**Target leverage**



**Prudent growth**



<sup>1</sup> Segment breakdown based on sum of operating segment results (€4.7bn). Total includes €(0.2)bn presented as 'Other, consolidation' in the combined financial statements.

<sup>2</sup> Includes regulated and quasi-regulated business activities.

# Historical financials are reflective of the current scope of innogy – capital structure not yet finalised

<b>General structure</b>	<ul style="list-style-type: none"><li>• Combined Financial Statements for the years 2013, 2014 and 2015:<ul style="list-style-type: none"><li>– IFRS financials, audit opinion expected for 1 July 2016</li></ul></li><li>• Consolidated Financials for innogy Group will be prepared as of 1H 2016</li></ul>
<b>Scope of companies</b>	<ul style="list-style-type: none"><li>• Based on today's scope of innogy – excluding businesses sold during 2013-15 (e.g. NET4GAS)<sup>1</sup></li><li>• innogy Group is composed of RWE's three segments GPO, Retail and Renewables, with only a few carve-out transactions where assets remained with RWE (e.g. Mátra and Markinch)</li></ul>
<b>Capital structure</b>	<ul style="list-style-type: none"><li>• 2015 balance sheet not representative of innogy's capitalisation going forward</li><li>• Final stand-alone capital structure will be established prior to IPO</li></ul>
<b>Other</b>	<ul style="list-style-type: none"><li>• One-offs and non-recurring effects in innogy financials affecting comparability of historic performance</li></ul>

<sup>1</sup> An exception applies to companies that are part of the business of innogy, e.g. to shares in windfarms that were sold by RWE Innogy, or the sale of certain entities with the simultaneous signing of a long-term supply contract that just resulted in a change of the sales channel during the reporting periods of the combined financial statements. These entities are included in the combined financial statements until their respective sales.

# innogy is a big player with strong and stable EBITDA and Operating Result

## Reconciliation from EBITDA to Net Income

€m	2013	2014	2015
<b>EBITDA</b>	<b>4,194</b>	<b>4,297</b>	<b>4,521</b>
Operating D&A <sup>1</sup>	(1,350)	(1,438)	(1,471)
<b>Operating Result</b>	<b>2,844</b>	<b>2,859</b>	<b>3,050</b>
Non-Operating Result	(832)	(83)	50
Financial Result	(567)	(555)	(302)
<b>Income before tax</b>	<b>1,445</b>	<b>2,221</b>	<b>2,798</b>
Taxes on Income	(551)	(523)	(860)
<i>Effective Tax Rate</i>	<i>38.1%</i>	<i>23.5%</i>	<i>30.7%</i>
<b>Income</b>	<b>894</b>	<b>1,698</b>	<b>1,938</b>
<i>t/o Non-Controlling Interests</i>	<i>230</i>	<i>231</i>	<i>325</i>
<b>Net Income</b>	<b>664</b>	<b>1,467</b>	<b>1,613</b>

Not representative yet

## Highlights

- 2013-15 EBITDA growth driven by **strong increase in Renewables and Retail Germany**, partly offset by **adverse development in Retail UK**
- **Non-operating result** in 2013 includes impairments for German Wind Offshore and Spanish Wind Onshore
- **Financial result not representative** of target capital structure post-IPO
- **Effective tax rate adversely impacted by special effects** incl. non-usability of tax assets and not taking account of potential from tax groups in Germany

<sup>1</sup> Depreciation & Amortisation.

# innogy is infrastructure-like with roughly 60% regulated<sup>1</sup> earnings driven by stable grid business

EBITDA development

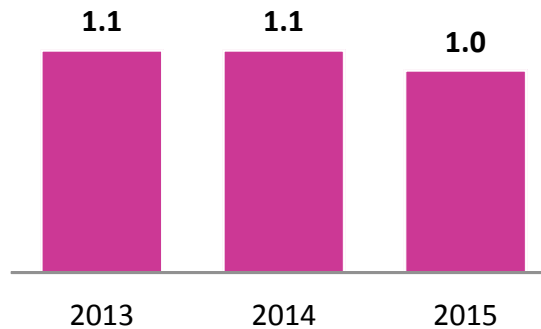
## Grid & Infrastructure



Share of regulated EBITDA 2015

>80%

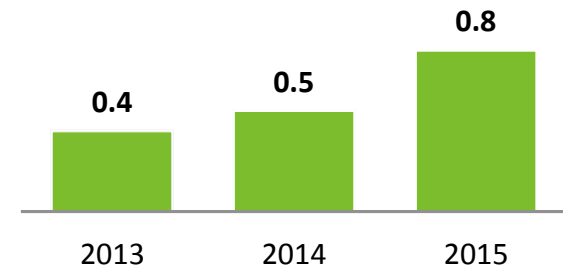
## Retail



Capex intensity<sup>2</sup> 2015

29%

## Renewables



Share of quasi-regulated<sup>3</sup> EBITDA 2015

~60%

<sup>1</sup> Includes regulated and quasi-regulated business activities.

<sup>2</sup> Capex intensity = Capex/EBITDA.

<sup>3</sup> Includes long-term contracts.

# Grid & Infrastructure – stable regulatory returns with focus on operational excellence

€m	2013	2014	2015	Comments
<b>EBITDA</b>	<b>2,790</b>	<b>2,861</b>	<b>2,878</b>	<ul style="list-style-type: none"> <li>• Regulatory asset base of €13.3bn<sup>2</sup></li> <li>• Underlying G&amp;I earnings reflective of stable nature of business and reliable regulatory frameworks in Germany and Eastern European countries</li> <li>• Ongoing focus on efficiency improvements</li> <li>• Capex increase in 2015 driven by intensified measures to improve electricity and gas networks</li> <li>• Capex constantly exceeding operating D&amp;A</li> </ul>
<i>t/o operating income from investments<sup>1</sup></i>	299	301	294	
Operating D&A	(852)	(957)	(948)	
<b>Operating Result</b>	<b>1,938</b>	<b>1,904</b>	<b>1,930</b>	
Capex	(1,117)	(1,131)	(1,305)	

<sup>1</sup> Income from not fully consolidated participations.

<sup>2</sup> Generally, RABs from different regulatory regimes are not directly comparable due to significant methodological differences (e.g. regulatory periods, regulatory depreciation periods). Also, throughout this presentation, RABs are always stated excluding pro-rata share of RAB from participations that are not fully consolidated. Numbers based on latest notification by regulator or based on calculations in latest filings with regulators.



# Retail – reliable earnings contribution from Germany, Netherlands/Belgium and East; focus on UK turnaround

€m	2013	2014	2015	Comments
<b>EBITDA</b>	<b>1,113</b>	<b>1,069</b>	<b>988</b>	<ul style="list-style-type: none"> <li>• A leading market position in Germany – largest and growing earnings contributor</li> <li>• Strong market position in stable Dutch and Belgian markets</li> </ul>
Operating D&A	(182)	(162)	(158)	<ul style="list-style-type: none"> <li>• Growing Eastern markets show strong profit contribution and provide optionality for cross-selling</li> </ul>
<b>Operating Result</b>	<b>931</b>	<b>907</b>	<b>830</b>	<ul style="list-style-type: none"> <li>• Adverse EBITDA development 2013-15 driven by UK, mainly from billing issues and customer losses</li> </ul>
Capex	(158)	(212)	(287)	<ul style="list-style-type: none"> <li>• Focus remains on UK: recovery well on track with operational KPIs showing significant improvements already</li> <li>• Retail business generally highly cash generative and capital light; majority of funds invested in IT and Energy+</li> </ul>

# Renewables – strong track record of growth supported by successful partnering approach

€m	2013	2014	2015	Comments
<b>EBITDA</b>	<b>448</b>	<b>524</b>	<b>818</b>	<ul style="list-style-type: none"> <li>• Increase in EBITDA particularly driven by commissioning of offshore wind farms Nordsee Ost and Gwynt y Môr in 2015</li> </ul>
Operating D&A	(248)	(271)	(330)	<ul style="list-style-type: none"> <li>• 2015 EBITDA included ~€120m gain from disposal of Galloper stake and Gwynt y Môr OFTO<sup>1</sup> assets</li> </ul>
<b>Operating Result</b>	<b>200</b>	<b>253</b>	<b>488</b>	<ul style="list-style-type: none"> <li>• Capex spending significantly reduced between 2013-15, mainly as a result of RWE's overall Capex discipline</li> </ul>
Capex	(975)	(677)	(404)	<ul style="list-style-type: none"> <li>• Recent focus on partnering approach, in particular in Wind Offshore, to reduce Capex and optimise risk-return profile</li> </ul>

# Strong cash generation with a CFOA/EBITDA of around 70% post tax on average

€bn	2013	2014	2015
EBITDA	4.2	4.3	4.5
<b>Funds from Operations (FFO)</b>	<b>3.3</b>	<b>2.9</b>	<b>2.5</b>
Changes in working capital	0.3	0.1	0.2
<b>Cash flows from operating activities (CFOA)</b>	<b>3.7</b>	<b>3.0</b>	<b>2.8</b>
Capex <sup>1</sup>	(2.3)	(2.1)	(2.0)
<b>Free Cash Flow</b>	<b>1.4</b>	<b>0.9</b>	<b>0.7</b>

## Comments

### Operating Cash Flow

- Funds from operations (FFO) declines among others due to
  - higher use of provisions
  - deterioration in the UK retail business
  - higher tax in 2014 and 2015 compared to 2013, partly driven by one-offs
- Working capital with low volatility in absolute terms

### Capex

- Mainly lower Capex in Renewables after finalisation of major investment projects (Nordsee Ost and Gwynt y Môr)

Note: Rounding differences may occur.

<sup>1</sup> Capex on intangible assets, property, plant and equipment

# Robust stand-alone capital structure for innogy to be created prior to the IPO – target leverage of around 4.0x

## Expected changes prior to IPO

## Target leverage

		Expected changes prior to IPO
Selected Net Debt items	Equity	<ul style="list-style-type: none"> <li>• <b>Equity to decrease significantly</b> as a result of intercompany transactions</li> </ul>
	Cash	<ul style="list-style-type: none"> <li>• <b>Cash &amp; cash equivalents:</b> Changes – in addition to normal cash flow movements – due to                             <ul style="list-style-type: none"> <li>– intercompany transactions</li> <li>– capital contribution prior to set-up of target capital structure</li> </ul> </li> </ul>
	Financial assets	<ul style="list-style-type: none"> <li>• <b>Other financial assets:</b> significant changes – settlement of majority of intercompany receivables</li> </ul>
	Financial debt	<ul style="list-style-type: none"> <li>• <b>External debt to decrease by ~€800m</b> due to bond repayment<sup>1</sup> (along with reduction in other financial assets)</li> <li>• <b>Intercompany debt</b> to change as a result of transactions</li> </ul>
	Pension provisions	<ul style="list-style-type: none"> <li>• Potential effects from <b>change in discount rates</b> as well as additional transfers of employees</li> </ul>

- Capital structure calibrated to achieve:



# innogy to achieve independent access to funding



**Overarching goal: standalone access to debt capital markets**

**All senior financial debt to be moved to innogy**

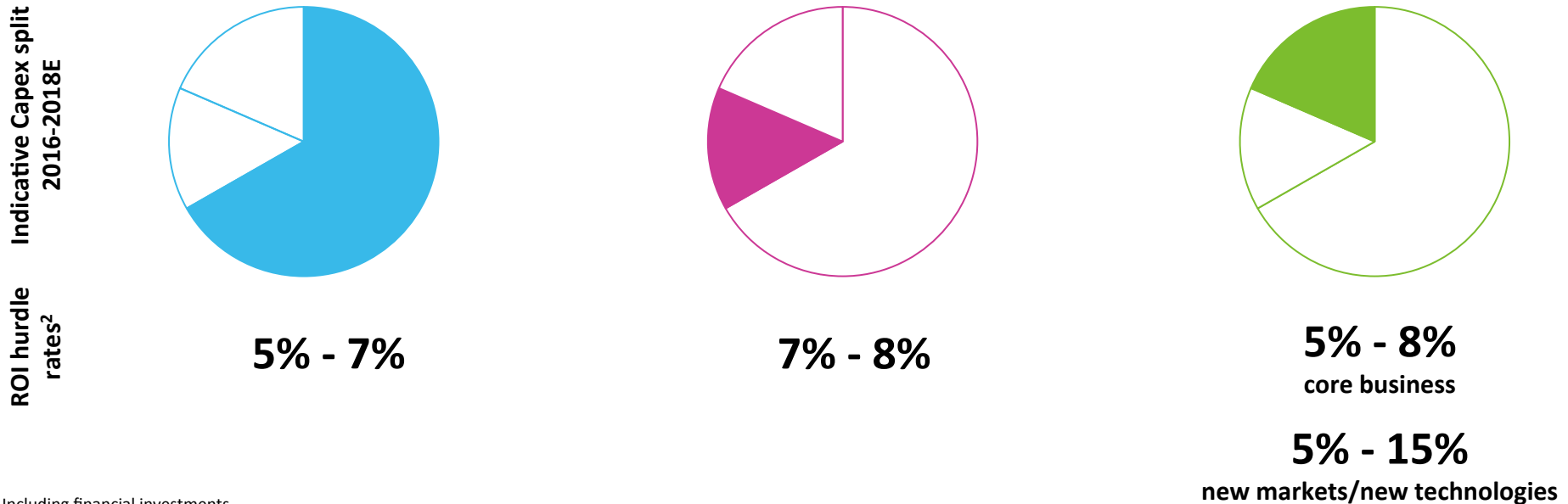
**Hybrids will stay with RWE AG**

**Ambition for an independent rating for innogy as soon as possible**

# Financial discipline and strict investment criteria: foundation for growing shareholder value

	Grid & Infrastructure	Retail	Renewables
Investment focus	<ul style="list-style-type: none"> <li>• ‘Green’ investments in grid infrastructure driven by energy transition in Germany</li> <li>• ‘Smart’ maintenance driven by digitalisation</li> <li>• Growth in selected markets</li> </ul>	<ul style="list-style-type: none"> <li>• Market entry in adjacent markets</li> <li>• ‘Smart’ investments in technologies partly backed by public grants</li> <li>• ‘New Products’ driven by changing role of consumers</li> </ul>	<ul style="list-style-type: none"> <li>• Execute current pipeline mainly in wind</li> <li>• Existing technologies in new markets</li> <li>• New technology: utility scale solar</li> </ul>

## €6-7bn planned Capex<sup>1</sup> 2016-2018E



<sup>1</sup> Including financial investments.

<sup>2</sup> Hurdle rates = after-tax WACC + project risk adjustment + country risk adjustment; ranges illustrative for investments based on current business scope.

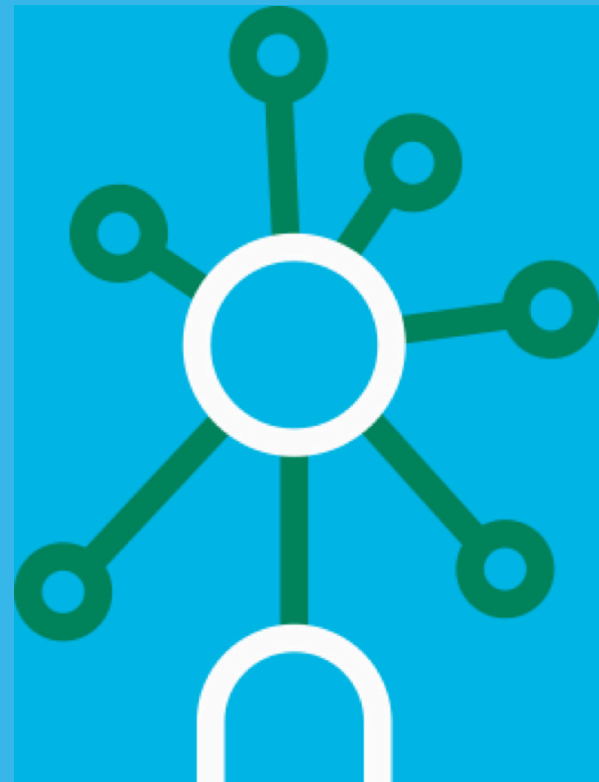
# innogy's financial profile – three takeaways



<b>1</b>	<b>Stable and highly regulated earnings</b>	<b>~60%</b> share of regulated <sup>1</sup> EBITDA	
<b>2</b>	<b>Strong cash generation and solid capital structure</b>	<b>~70%</b> CFOA/EBITDA (average 2013-15)	<b>~4.0x</b> target leverage Net Debt/EBITDA
<b>3</b>	<b>Shareholder value creation</b>	<b>70-80%</b> dividend payout ratio based on Adj. Net Income	<b>Strict capital discipline</b>

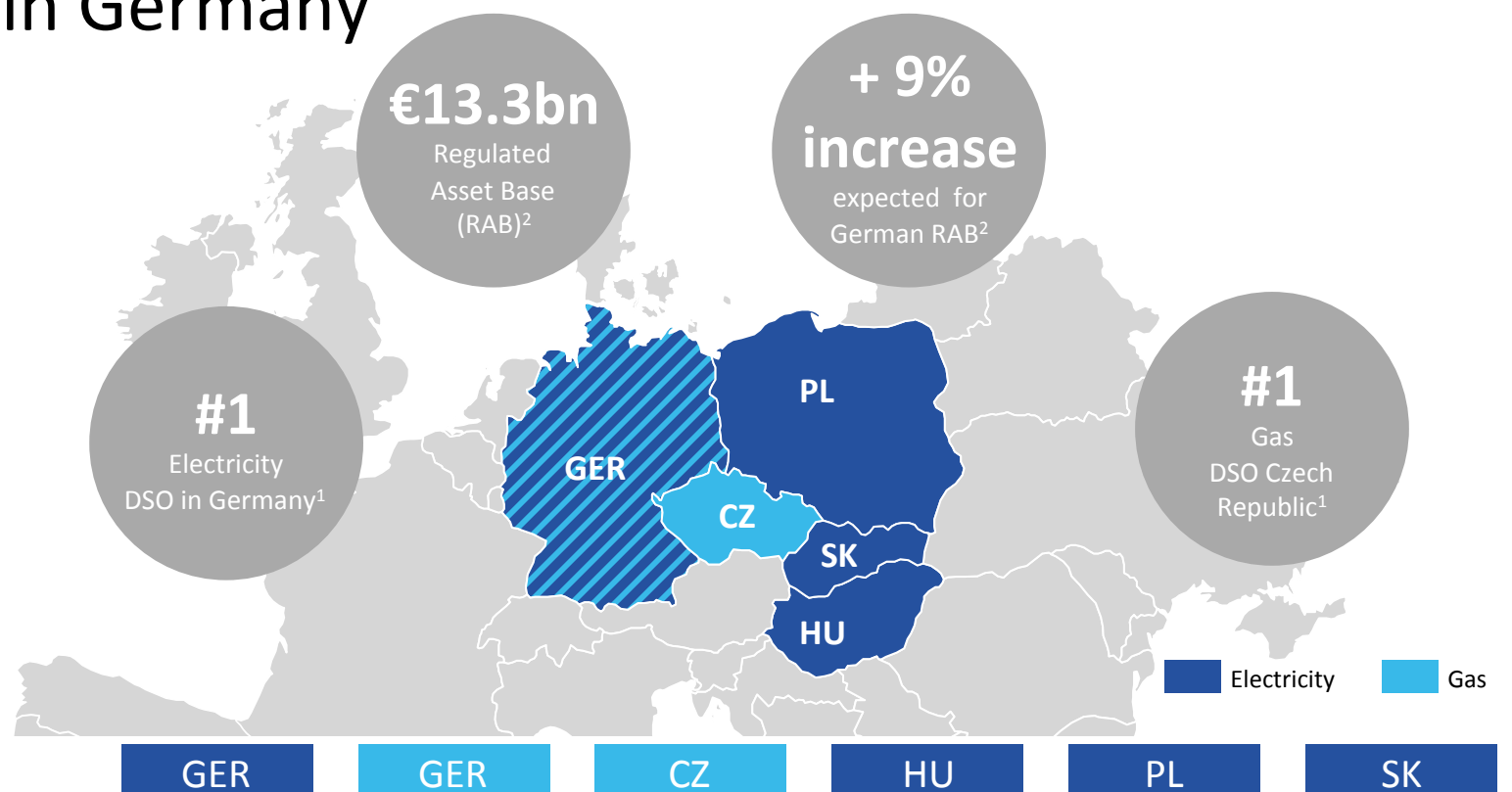
<sup>1</sup> Includes regulated and quasi-regulated business activities.

## Grid & Infrastructure





# A leading European distribution grid operator anchored in Germany



	GER	GER	CZ	HU	PL	SK
<b>Distributed volume (GWh)</b>	<b>142,000</b>	<b>73,000</b>	<b>66,500</b>	<b>16,800</b>	<b>7,200</b>	<b>3,700</b>
Grid customers (m) <sup>3</sup>	9.3	1.0	2.3	2.3	1.0	0.6
Grid area ('000 km <sup>2</sup> )	92	35	46	20	0.5	16
Grid length ('000 km) <sup>4</sup>	356	47	65	67	17	22
<b>RAB (local GAAP)<sup>2</sup></b>	<b>€9.7bn</b>		<b>€1.6bn</b>	<b>€0.9bn</b>	<b>€0.7bn</b>	<b>€0.5bn</b>

Note: All figures (except for RAB) as per 2015. Rounding differences may occur.

1 Based on distributed volume.

2 Numbers based on latest notification by regulator or based on calculations in latest filings with regulators. Expected increase in German regulated asset base calculated as RAB 2010/2011 plus net investments (post concession gains/losses) in regulated assets in the years 2010/2011 to 2015/2016E, assuming full recognition by the regulator. Generally, RABs from different regulatory regimes are not directly comparable due to significant methodological differences (e.g. regulatory periods, regulatory depreciation periods). Also, throughout this presentation, RABs are always stated excluding pro-rata share of RAB from participations that are not fully consolidated.

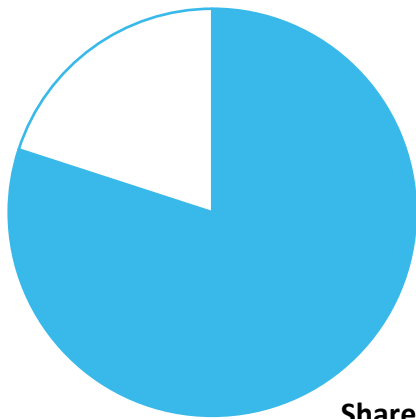
3 Grid customers are defined as supplied delivery points.

4 Based on operated grid.

# G&I with largely regulated and predictable earnings accounting for over 60% of innogy Group EBITDA

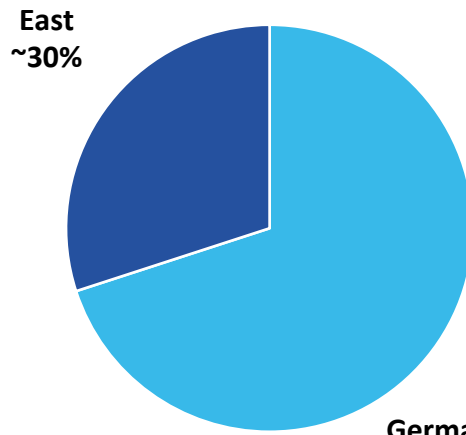
Breakdown of FY2015 EBITDA

By regulated business



Share of regulated business >80%

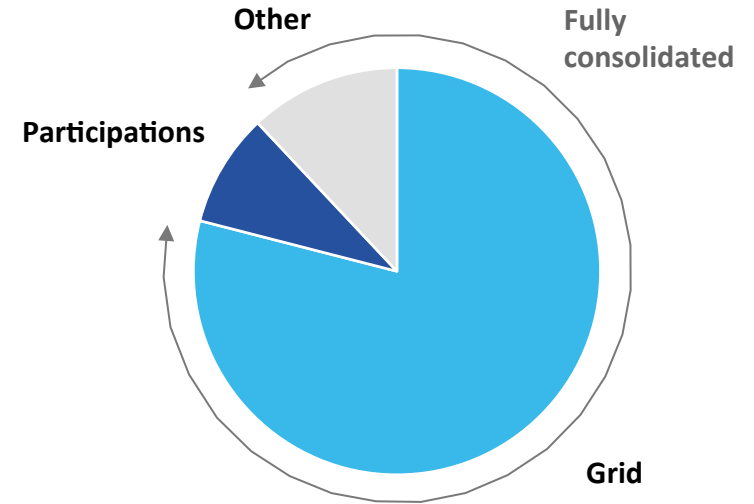
By geography



East ~30%

Germany ~70%

By area



Other

Fully consolidated

Participations

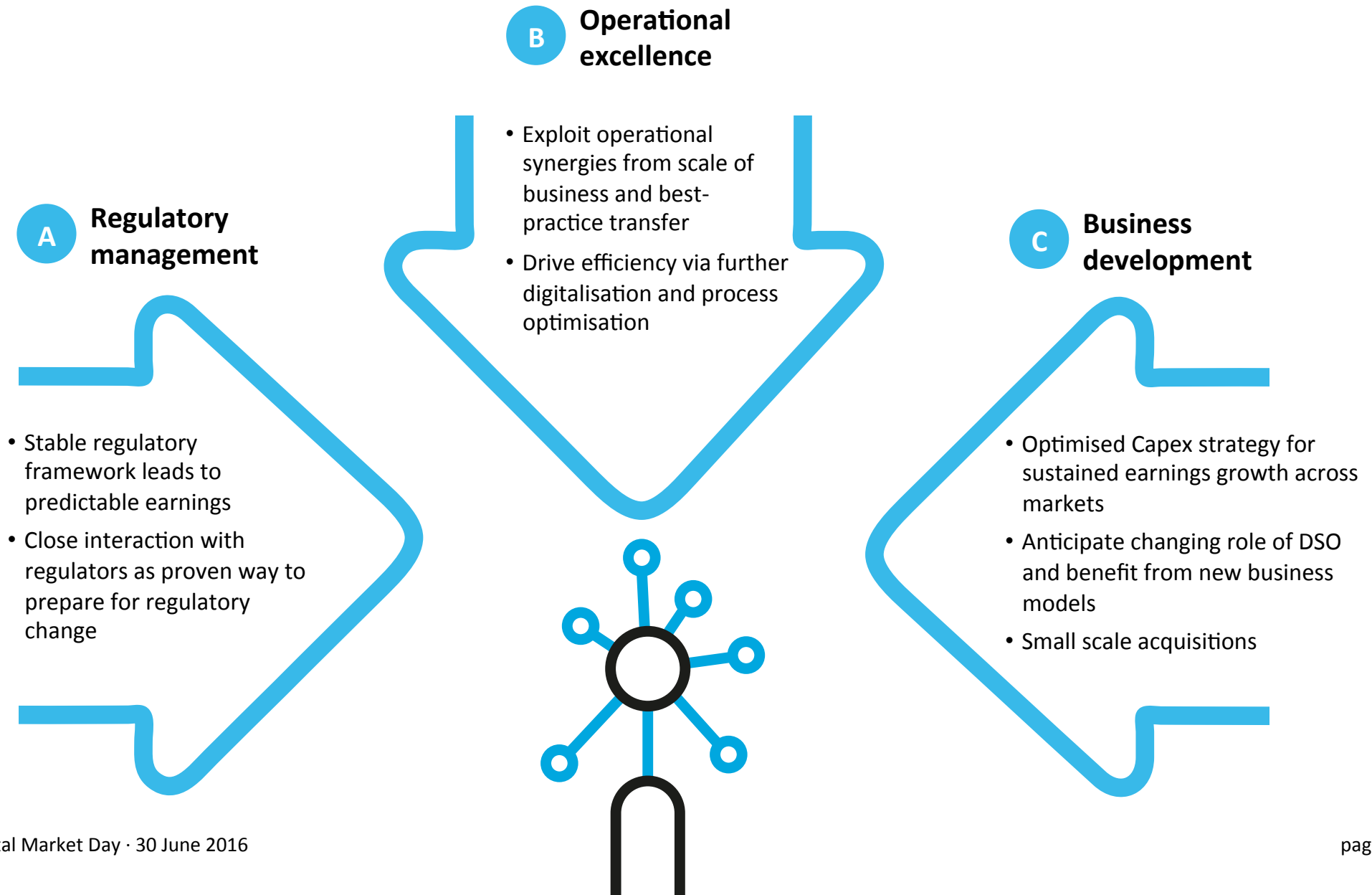
Grid

2015 EBITDA: €2.9bn

- ✓ No. 1 electricity DSO in Germany<sup>1</sup>
- ✓ Strong track record of profitable growth in Eastern Europe
- ✓ High share of regulated business

<sup>1</sup> In terms of distributed volume. As of 2015.  
Capital Market Day · 30 June 2016

# Clear strategic imperatives – efficiency and capitalising on regulatory expertise to drive earnings growth



# A German incentive regulation provides for a predictable and stable remuneration framework

## Cornerstones of German network regulation

Ex-ante revenue cap regulation

Cost recognition based on actual DSO's cost base

RAB remuneration determined for entire regulatory period

Remuneration mechanisms for green investments

## Current discussion on regulatory review for 3rd regulatory period

Elimination of time-lag for investments

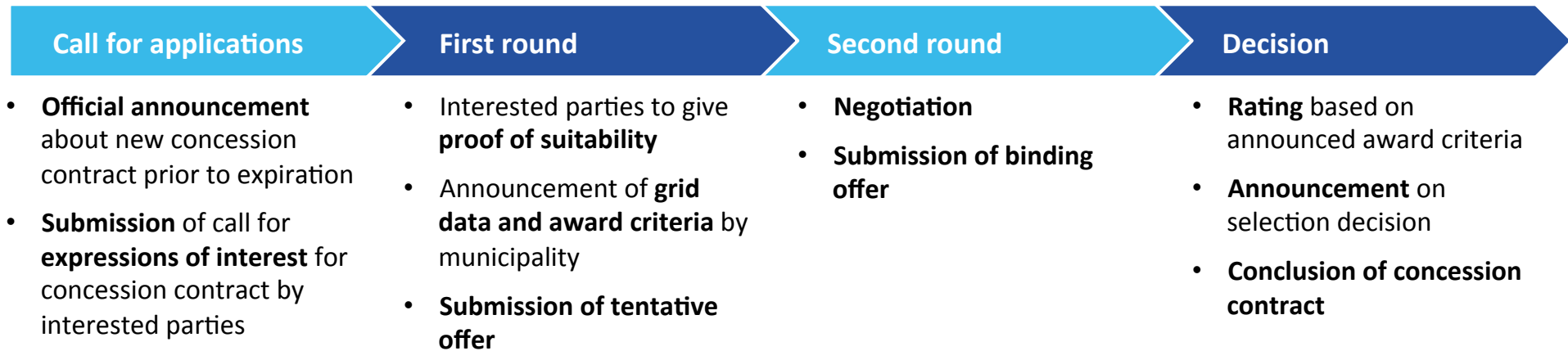
Shortening adoption time for eliminating inefficiency

Setting of new imputed return on equity

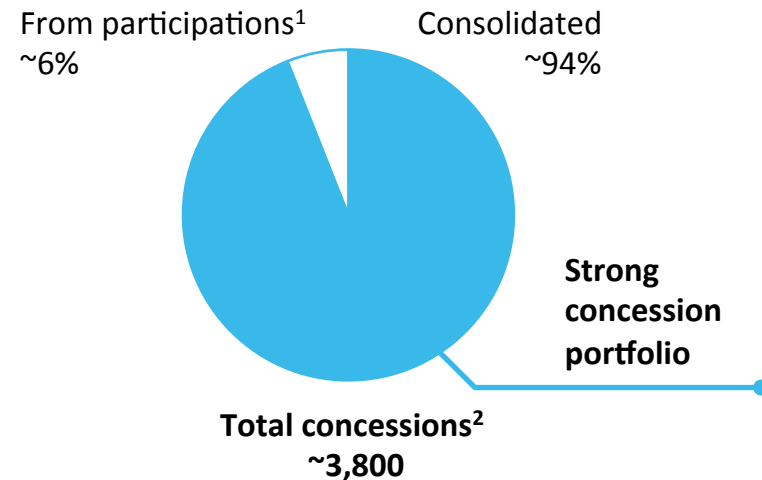
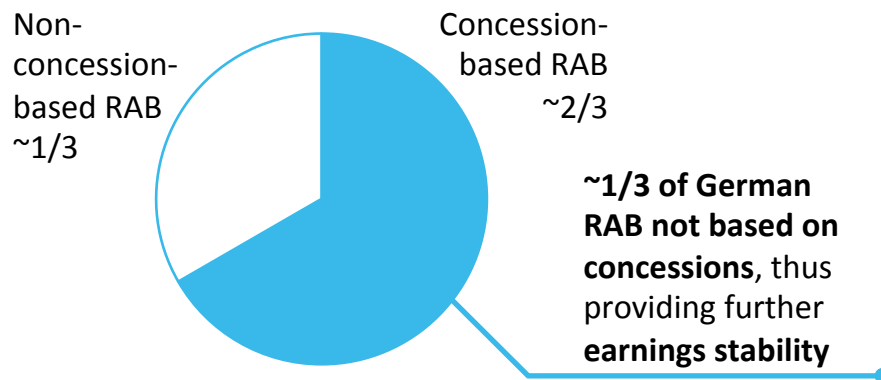
Adjustment of productivity development

# A Concession renewals – a process well managed by innogy

## Concession awarding process overview



## Overview of innogy's existing concessions



<sup>1</sup> Refers to grid participations for which an innogy entity is the grid operator.

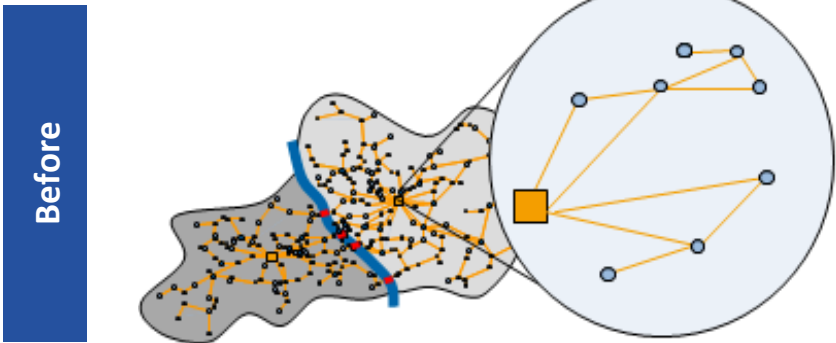
<sup>2</sup> Based on 2015A. Includes electricity, gas and water concessions.

# B Smart replacement investments – further enhancing operational performance and RAB development

Optimisation of distribution grids<sup>1</sup> ...

... leading to increased operational efficiency and reduced O&M costs

Improvement of operating metrics



Grid length (km)

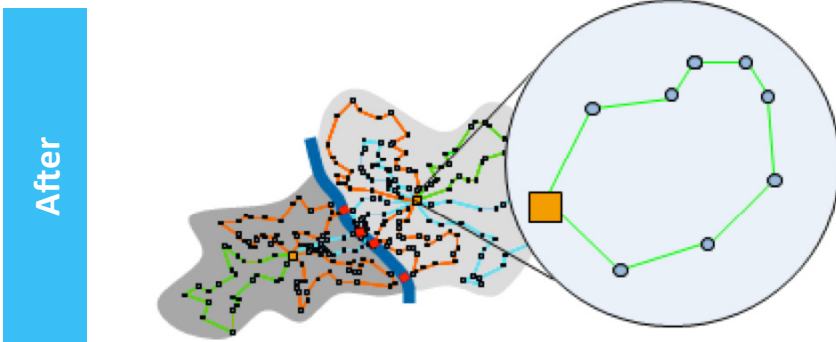


Optimisation of

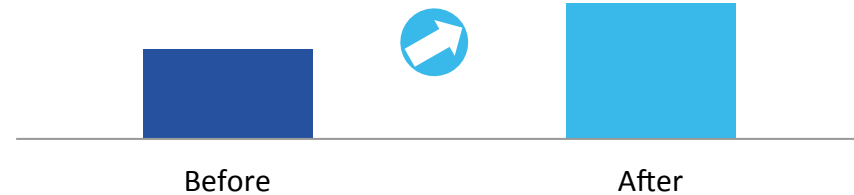
✓ Investments

✓ O&M costs

Switchgears (#)



Degree of cabling<sup>2</sup> (%)



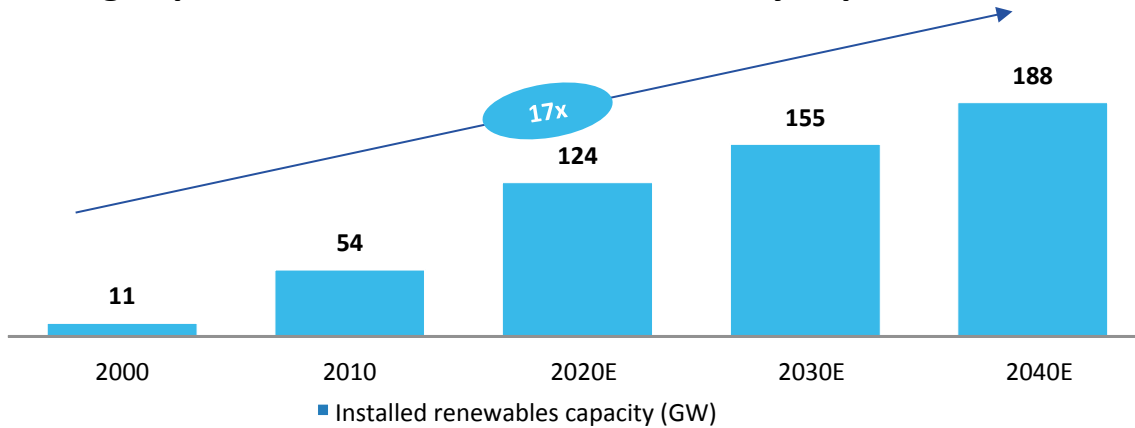
✓ Constantly improving operational performance through smart replacement Capex

<sup>1</sup> Optimisation example of a medium voltage distribution grid.

<sup>2</sup> Degree of cabling = underground cables/total grid length.

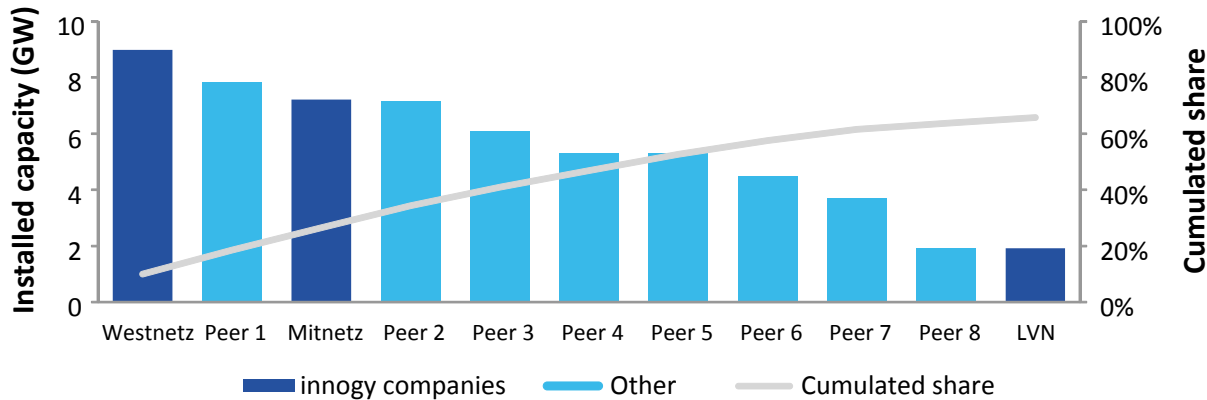
# c German 'Energiewende' opens up growth opportunities for distribution grids

## Strong expansion of renewables in Germany expected<sup>1</sup>



**€23 - 49bn**  
investment needs in distribution grids until 2032 as opportunity for RAB growth<sup>3</sup>

## Largest network operators – integrated decentral renewables capacity<sup>2</sup>



- **DSOs will play a central role in** integrating and coordinating **the transition towards renewables**
- **innogy at the forefront** of this development
- **Among the leading RES-integrators** in Germany
- **Smart technology** expected to enable **affordable expansion** of grid infrastructure

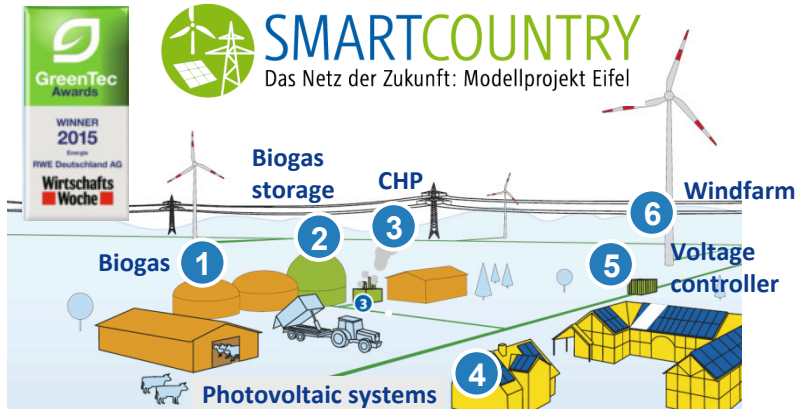
<sup>1</sup> Source: CERA. Excludes conventional hydro (pumped storage).

<sup>2</sup> Source: EnergyMap.info; largest German network operators in terms of integrated decentral RES capacity as of August 2015.

<sup>3</sup> Source: 'Moderne Verteilernetze für Deutschland' (Verteilernetzstudie) – study for the German Ministry of Economics and Energy (BMWi).

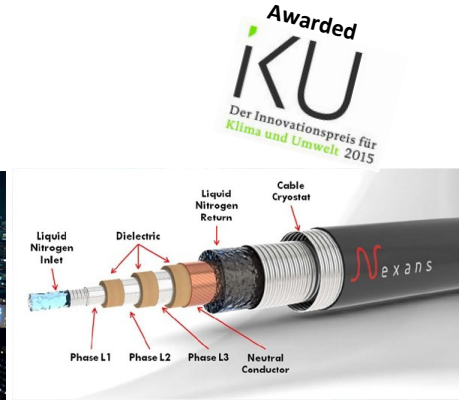
# innogy has multiple innovative tools in place to enable the 'Energiewende'

Smart Country



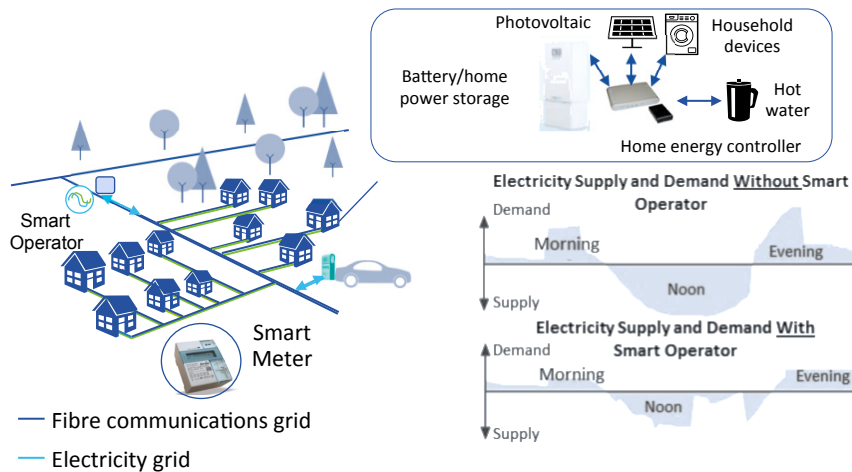
✓ Successful smart grid solution for rural areas

AMPACITY



✓ High-end technology using superconductivity

Smart Operator



✓ More 'intelligent' solutions in the low voltage grid

Storage solutions

## Example storage projects

### ElChe Wetringen

- Lithium-Ion-storage battery (250 kW/1 MWh)

### Smart Power Flow

- Vanadium-Redox-Flow-battery (200 kW, 400 kWh)

### Power2Gas Ibbenbüren

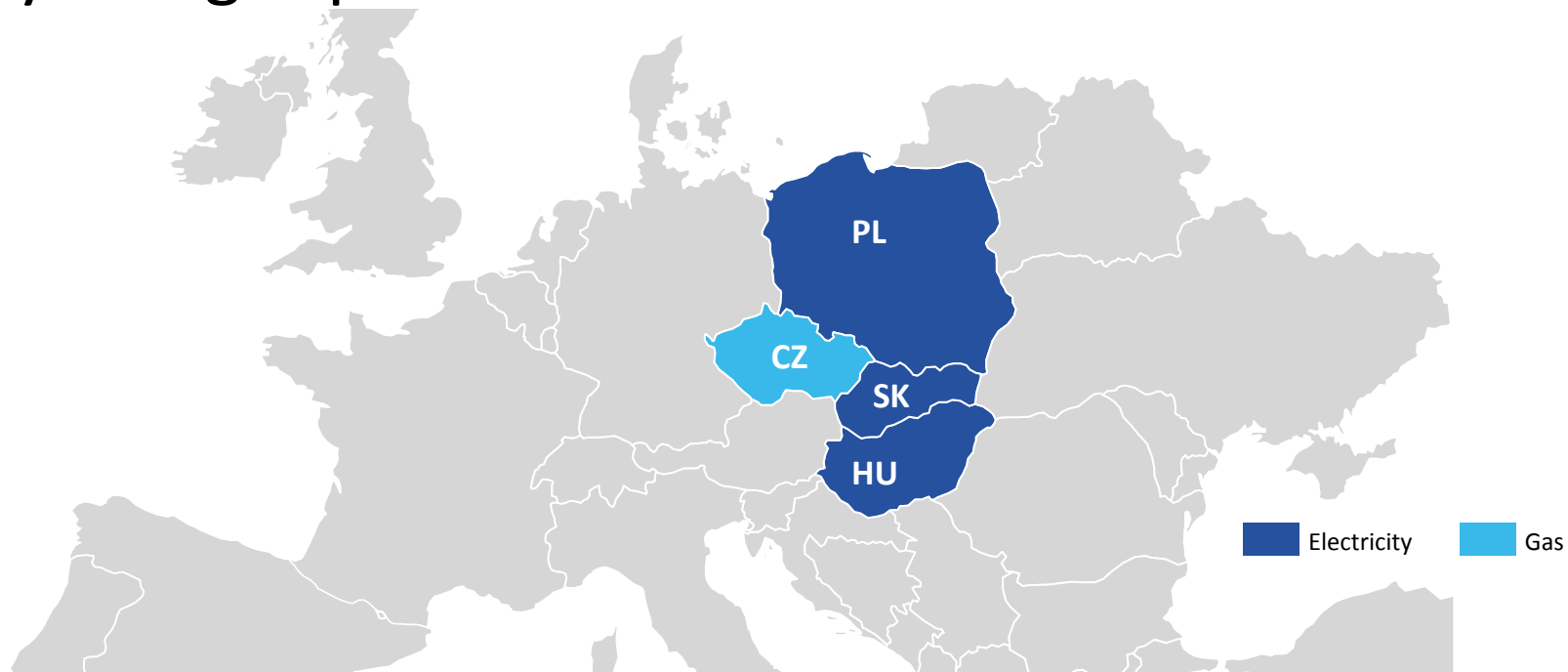
- 150 kW<sub>el</sub>, hydrogen production of 30 m<sup>3</sup>/h



✓ Cost-efficient and flexible energy storage solutions



# Leading positions in Eastern markets based on diverse electricity and gas portfolio in four different countries



	CZ	HU	PL	SK
<b>Distributed volume (GWh)</b>	<b>66,500</b>	<b>16,800</b>	<b>7,200</b>	<b>3,700</b>
Grid customers (m)	2.3	2.3	1.0	0.6
Grid area ('000 km <sup>2</sup> )	46	20	0.5	16
Grid length ('000 km)	65	67	17	22
<b>RAB (local GAAP)<sup>1</sup></b>	<b>€1.6bn</b>	<b>€0.9bn</b>	<b>€0.7bn</b>	<b>€0.5bn</b>

Note: All figures as per 2015.

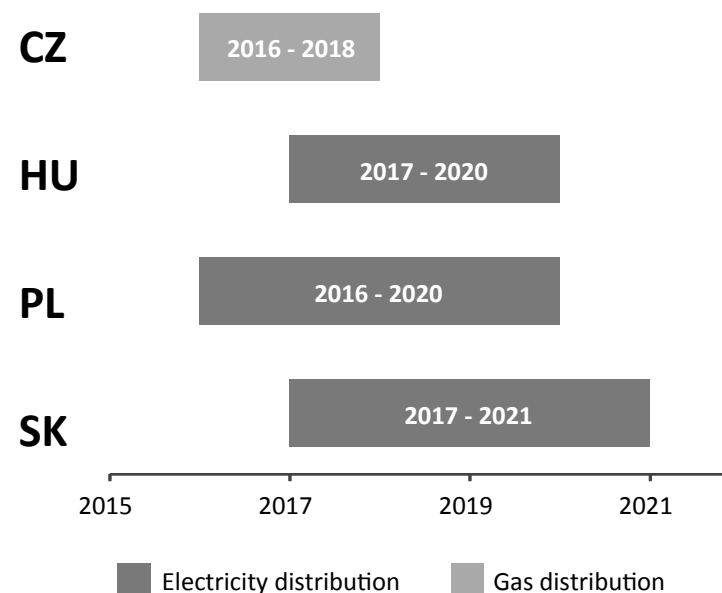
<sup>1</sup> Generally, RABs from different regulatory regimes are not directly comparable due to significant methodological differences (e.g. regulatory periods, regulatory depreciation periods). Also, throughout this presentation, RABs are always stated excluding pro-rata share of RAB from participations that are not fully consolidated. Numbers based on latest notification by regulator or based on calculations in latest filings with regulators.

# A Regulation diversified across countries with near-term stability of regulatory parameters

## Regulatory model overview

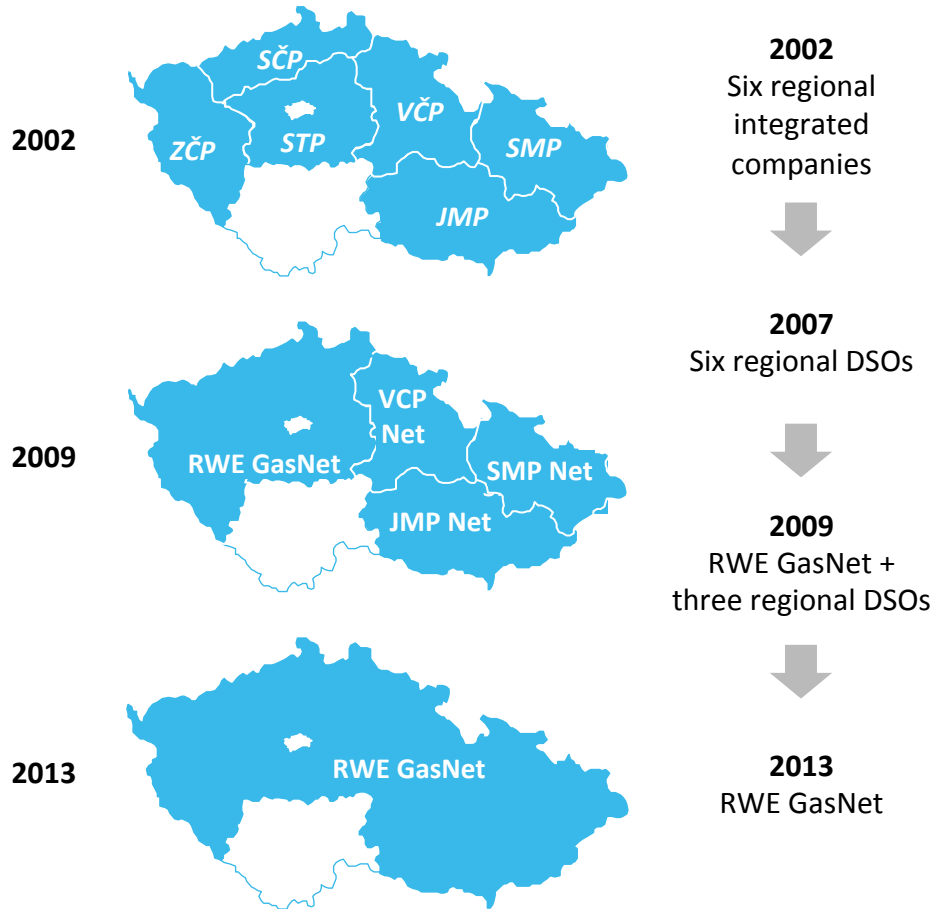
- **Transparent** regulatory framework
- **Close interaction** with regulators based on years of trust and reliability
- Similar formulae for regulated revenues/prices in all four countries
- **Stable returns from RAB**
  - For 2/3 of East RAB (CZ/PL) confirmed until 2018/2020 due to regulatory periods starting in 2016
  - For 1/3 of East RAB (SK/HU) constructive discussions ongoing on new regulatory period starting 2017

## Regulatory period overview



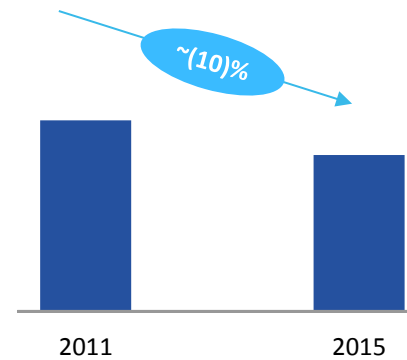
# B Proven track record of successful business integration and cost efficiencies

## The way to one entity in Czech Republic



## Success story Czech Republic

### Employee development (avg. # of FTEs, indexed vs. 2011)



- ✓ Significant simplification of legal and governance structures
- ✓ Strong improvement of operational efficiency, also manifested in reduced headcount

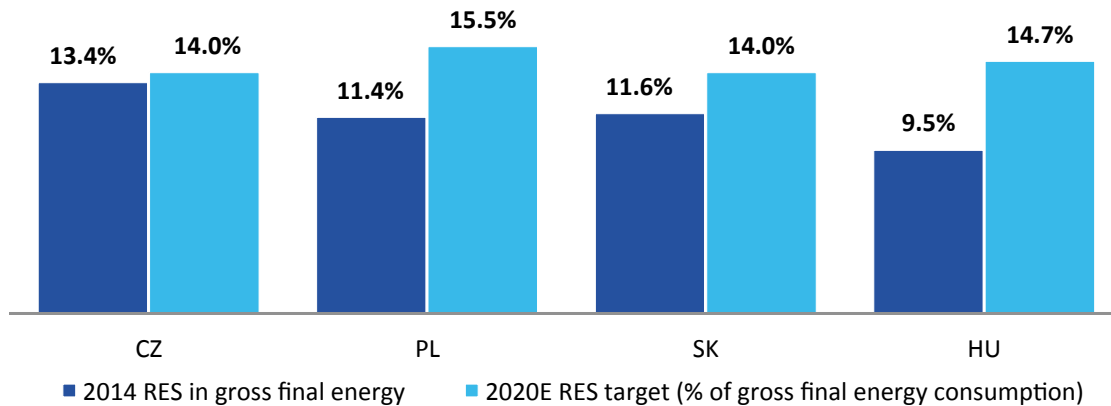
### Partnership

- **2013:** Macquarie becomes co-shareholder (34.96%) in RWE Grid Holding
- **2015:** Macquarie increases its co-shareholding to 49.96%

- ✓ Establishment of a successful partnership with Macquarie
- ✓ Continuous focus on operational cost efficiency

# C Economic and policy developments provide distinct growth opportunities in Eastern Europe

## National renewables targets<sup>1</sup>

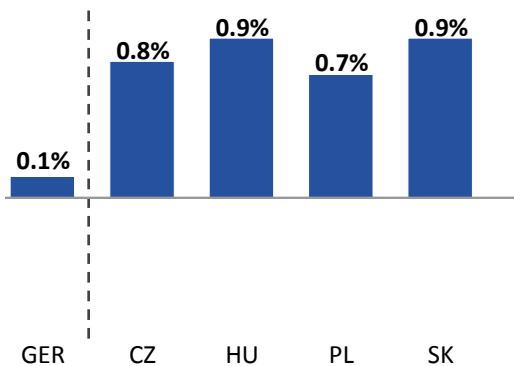


- **Significantly stronger** electricity and gas **demand growth** in Eastern European countries vs. Germany

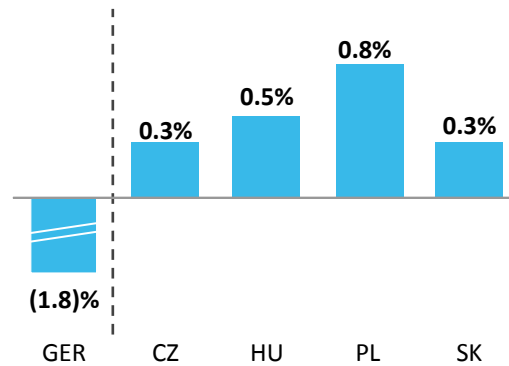
- **Renewables targets** will require increasing **integration into distribution networks**

## Electricity and gas demand development: 2015-2030<sup>2</sup>

### Electricity demand development



### Gas demand development



- **First policy implications** can be seen in CEE legislation requiring national **smart meter rollout**

- **Ability to leverage know-how** acquired through the management of the German 'Energiewende'

<sup>1</sup> Source: Eurostat (actuals), National Renewables Action Plans (targets). Figures stated represent the national target set out in the respective document ('overall RES share').

<sup>2</sup> Electricity – predicted consumption ENTSO-E TYNDP 2016, average of extreme scenarios, CAGR 2015-2030 (own calculation). Gas – predicted consumption ENTSO-G TYNDP 2015, average of consumption without electricity generation scenarios, CAGR 2015-2030 (own calculation).

# Grid & Infrastructure – key takeaways



Stability	1	<b>A leading European distribution grid operator</b>	<b>€13.3bn</b> RAB <sup>1</sup>	<b>9% RAB increase</b> expected for German RAB <sup>1</sup>
	2	<b>Predictable, regulated earnings contribution</b> – secured by stable regulatory frameworks	<b>9.05%<sup>2</sup> until 2017/18</b> return on equity for current regulatory period in Germany	
Performance	3	<b>Highly efficient operations</b> with excellent network reliability	<b>~97%</b> efficiency factor in Germany	
Growth	4	<b>Investment opportunities</b> from renewables expansion	<b>Among the leading RES-integrators in Germany</b>	
	5	Further <b>growth</b> through <b>dedicated investments</b> as key driver for <b>regulated profit growth</b>	<b>€3.6bn</b> 2013-15 G&I Capex	

1 Numbers based on latest notification by regulator based on calculations in latest filings with regulators. Expected increase in German regulated asset base calculated as RAB 2010/2011 plus net investments (post concession gains/losses) in regulated assets in the years 2010/2011 to 2015/2016E, assuming full recognition by the regulator. Generally, RABs from different regulatory regimes are not directly comparable due to significant methodological differences (e.g. regulatory periods, regulatory depreciation periods). Also, throughout this presentation, RABs are always stated excluding pro-rata share of RAB from participations that are not fully consolidated.

2 Return on equity on existing RAB until 2017/18 according to German ARegV for new assets (post 2006); 7.14% for old assets (pre 2006); stated returns pre corporate tax.

Retail



# European leader serving 23m customers<sup>1</sup> with energy and Energy+ products

## Diversified electricity and gas customer base

# contracts 2015

Netherlands/Belgium

4.7m  
20%

UK  
5.0m  
22%

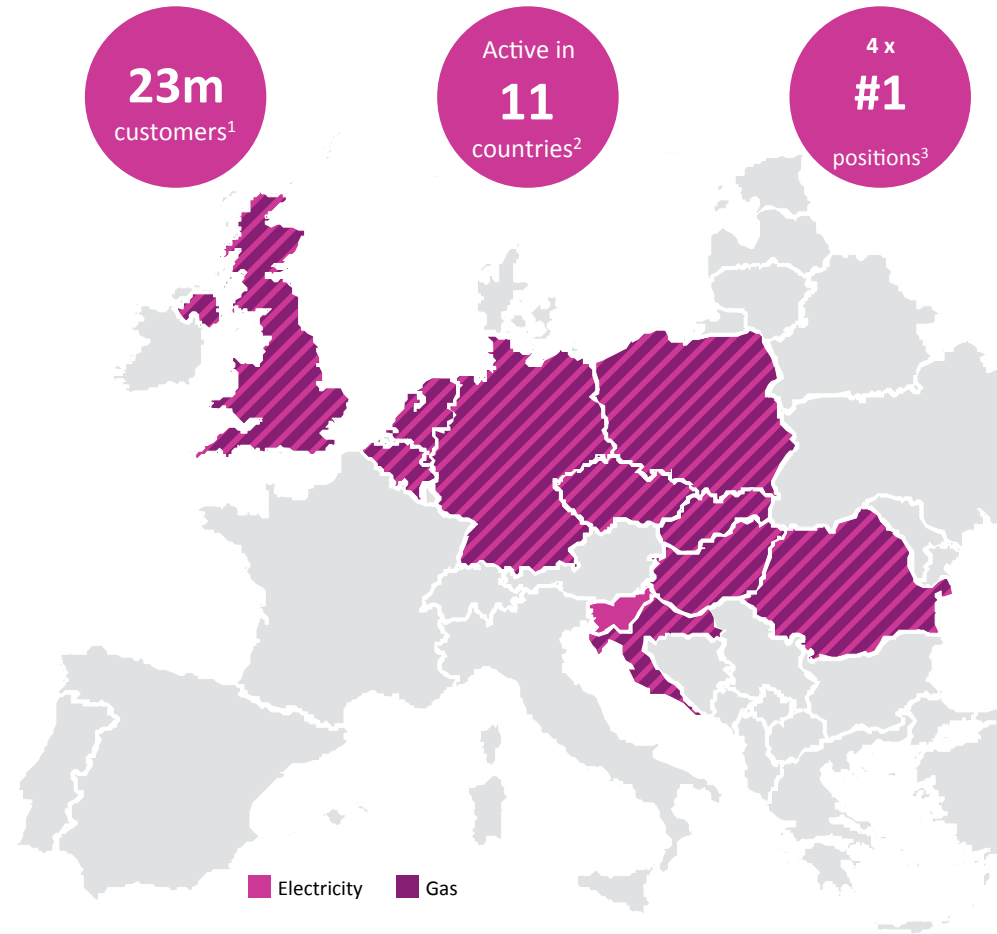
Germany  
8.1m  
35%

East  
5.4m  
23%

Gas  
7.0m  
30%

Electricity  
16.2m  
70%

**Total  
23m customers**



<sup>1</sup> With respect to the Retail segment, the term customers refers to customer contracts (electricity and gas counted separately) throughout the presentation.

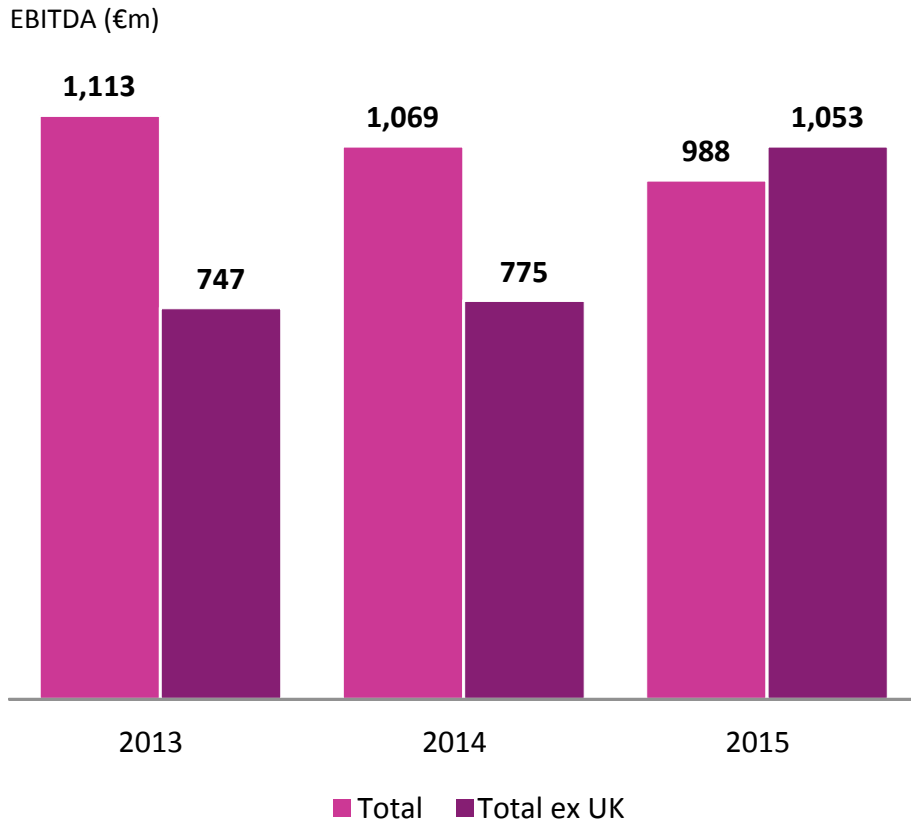
<sup>2</sup> In terms of electricity and gas supply. Active in more than 20 countries with Energy+ and electric vehicle infrastructure.

<sup>3</sup> Market positions based on volumes, or, in the case of Czech Republic, Poland, Netherlands and Belgium, based on customer numbers, as per latest available data, electricity and gas markets counted separately.

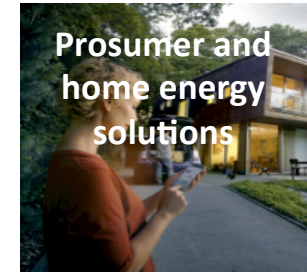
Source: Company estimate based on competitors' disclosure, regulatory reports and research reports.

# Stable earnings contributor and growing share of non-commodity business

Stable earnings contributor ...



... with significant increase in Energy+ profits expected in the upcoming years



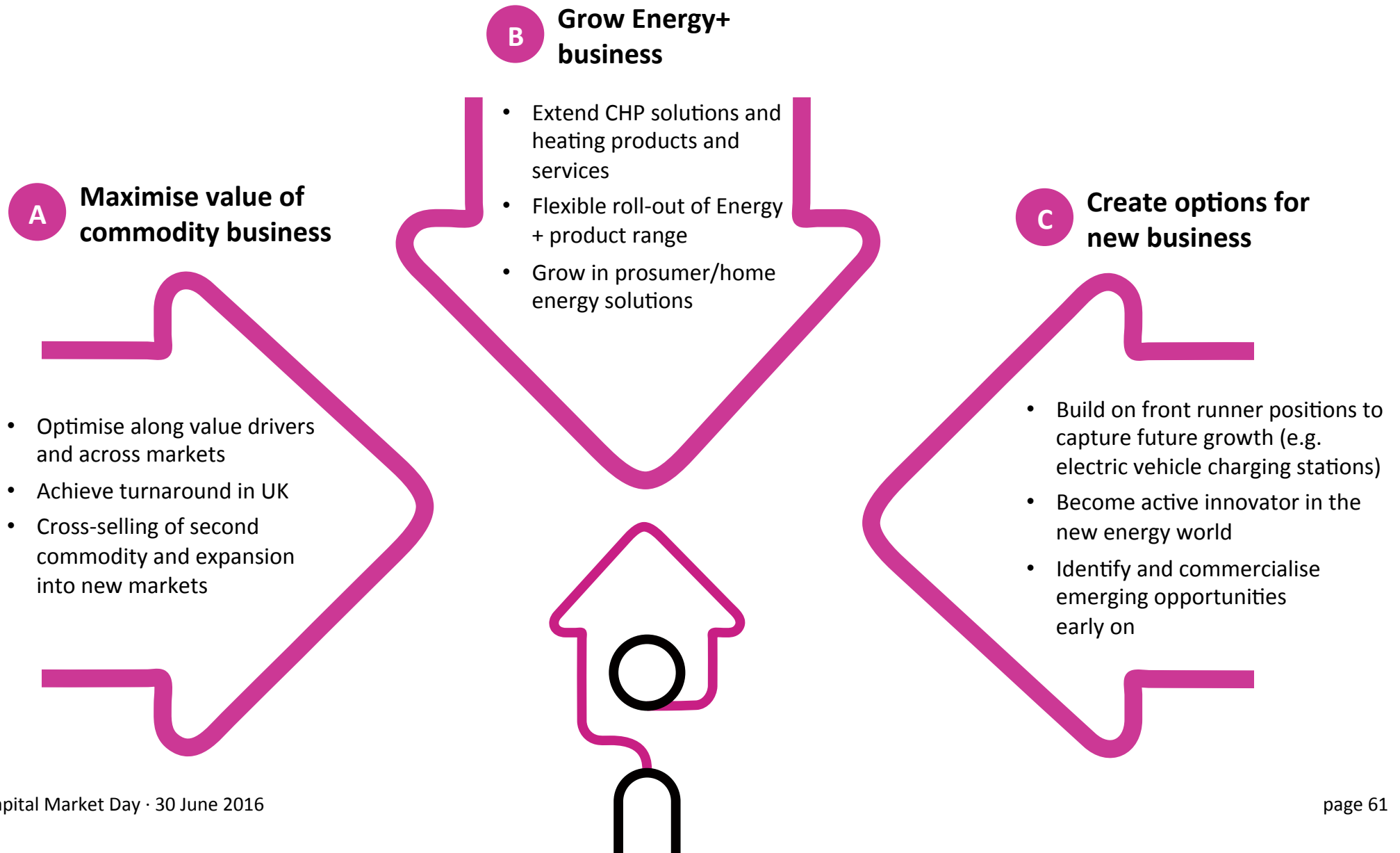
Energy+ EBIT

Strong momentum and growth potential





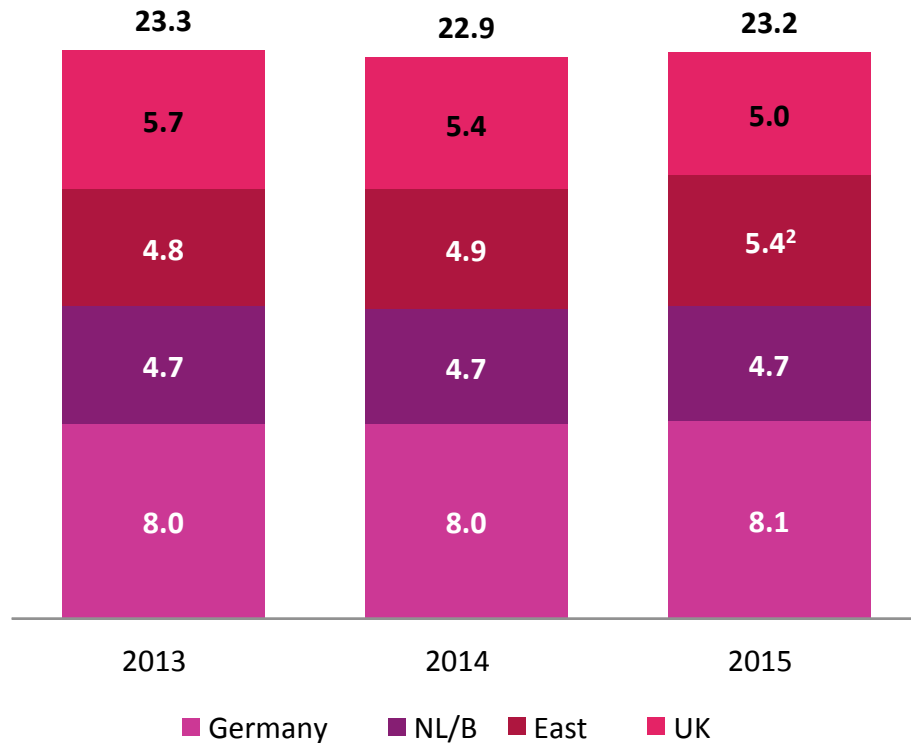
# Focus on sustainable increase of customer value in existing business by growing Energy+ and by creating optionality



# A Actively managed stable and loyal customer portfolio

Largely stable customer base<sup>1</sup>...

# contracts in m



... with high customer satisfaction

	CSAT <sup>3</sup>	2015A	Change <sup>4</sup>
GER	78%		+1pp
NL	78%		+4pp
UK	69%		+4pp
East <sup>5</sup>	83%		+6pp

Awards achieved



1 Rounding differences may occur.

2 Increase predominantly due to first-time consolidation of VSE.

3 Customer satisfaction index, measuring % of customers being 'very satisfied' or 'satisfied' with the service provided; data collected by multiple external service providers. Underlying methodologies may differ by country and results are mapped into percentage scale to facilitate comparability. Exception: Germany where the score is defined as index value where 0 is the lowest and 100 is the highest score.

4 Change 2014A to 2015A (B2B, B2C equally weighted) in percentage points.

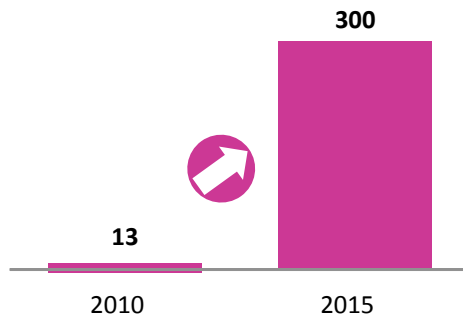
5 CSAT score East only including Poland, Czech Republic, Slovakia and Hungary.

# A Winning new customers supported by cross-selling, multi-brand strategy and in new or adjacent markets

## Significant track record in second commodity cross-selling

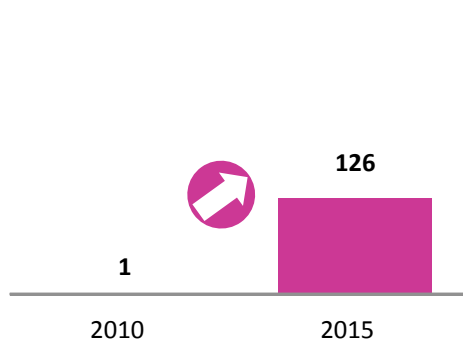
### Czech Republic

# electricity contracts ('000s)



### Slovakia

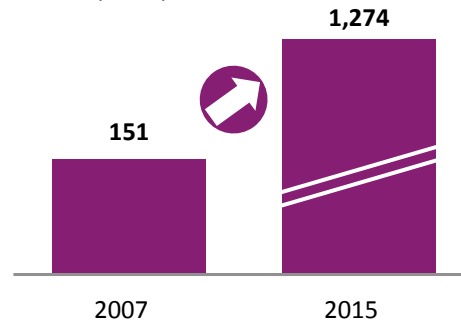
# gas contracts ('000s)



## Second brands to cement market positions

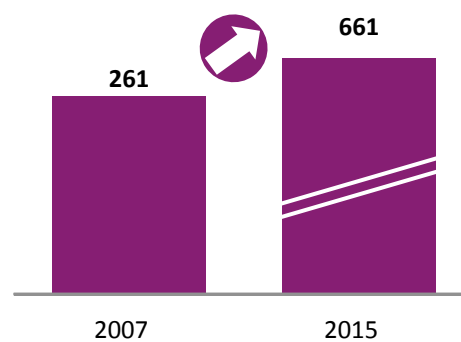
**eprimo**  
der energiediscounter  
MEHR KUNDE. WENIGER KOSTEN.

# contracts ('000s)



**energiedirect.nl**

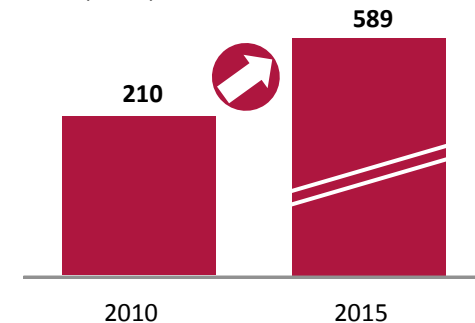
# contracts ('000s)



## Success in entering new markets

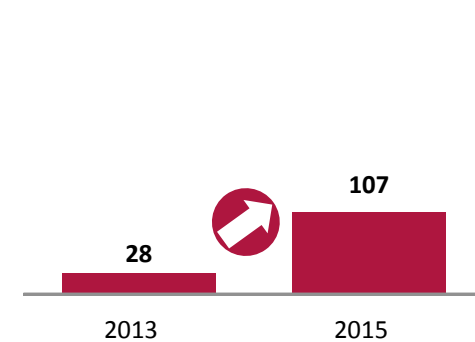
### Belgium

# contracts ('000s)



### Croatia

# contracts ('000s)



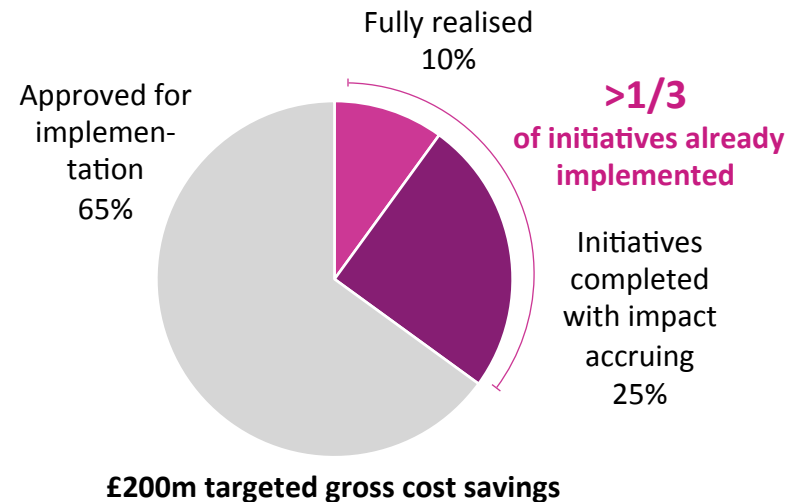
# A UK: restructuring programme targeting operational and financial improvements well on track

## Recovery programme established to remedy root causes of underperformance

Area	Key measures
Management and operational oversight	<ul style="list-style-type: none"> <li>New management team and strengthened key departments</li> <li>Enhanced operational and financial controls</li> <li>Sharpened commercial focus</li> </ul>
IT	<ul style="list-style-type: none"> <li>Resolution of defects in SAP platform</li> <li>Reduction in platform customisations</li> <li>Enhanced IT capability and model</li> </ul>
OPEX	<ul style="list-style-type: none"> <li>Operational and overhead cost improvement, bad debt reduction</li> <li>Reduction of 2,400 direct and indirect employees</li> <li>Consolidation of premises within UK property portfolio</li> </ul>
Customer relationships	<ul style="list-style-type: none"> <li>Customer service process deficiencies addressed</li> <li>Agile and competitive pricing strategy introduced</li> <li>Complaints handling enhanced</li> </ul>
Management of outsourcing partners and suppliers	<ul style="list-style-type: none"> <li>Review of outsourcing partner management and model</li> <li>Optimisation of relationships with supply chain partners</li> </ul>

## Key targets for 2018







Implementation status of targeted gross cost savings<sup>1</sup>



- Consistently high customer satisfaction
- New commercial offerings and routes to market
- Cost base in-line with competitors
- Return to profitability consistent with market potential
- Positioned for growth: sustainably improved competitiveness

<sup>1</sup> As of May 2016.

# B innogy adapts to customer needs shifting to more automation and decentralised electricity production

	Customer type	Product needs	Targeted innogy product offering
	Classic consumer 	<ul style="list-style-type: none"> <li>• Commodities</li> <li>• Fix, flexible</li> </ul>	<ul style="list-style-type: none"> <li>• Electricity</li> <li>• Gas</li> </ul>
More customers to produce self-generated power and enabled to manage their consumption, generation and electricity feed-in	Advanced consumer 	<ul style="list-style-type: none"> <li>• Targeted tariffs</li> <li>• Energy related tools and services (smart, energy efficient)</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance/assistance services</li> <li>• Energy audits and savings solutions</li> <li>• Security solutions</li> <li>• Home automation</li> </ul>
	Prosumer 	<ul style="list-style-type: none"> <li>• Own, decentral production (CHPs, solar, wind) and storage</li> <li>• Customised offers</li> </ul>	<ul style="list-style-type: none"> <li>• PV</li> <li>• CHP/Micro CHP</li> <li>• Batteries</li> <li>• O&amp;M services</li> </ul>
	Energy manager 	<ul style="list-style-type: none"> <li>• 'Trading' energy</li> <li>• Optimising energy usage (demand-response)</li> </ul>	 

# B Broad range of products and sales initiatives

e.g. PV, heating solutions, home automation, energy consulting, LED bulbs

## Heating businesses and services

Stable and profitable business based on long-term customer relationships



## Basic Energy+

Flexible and opportunistic addressing of changing customer needs



## Prosumer and home energy solutions

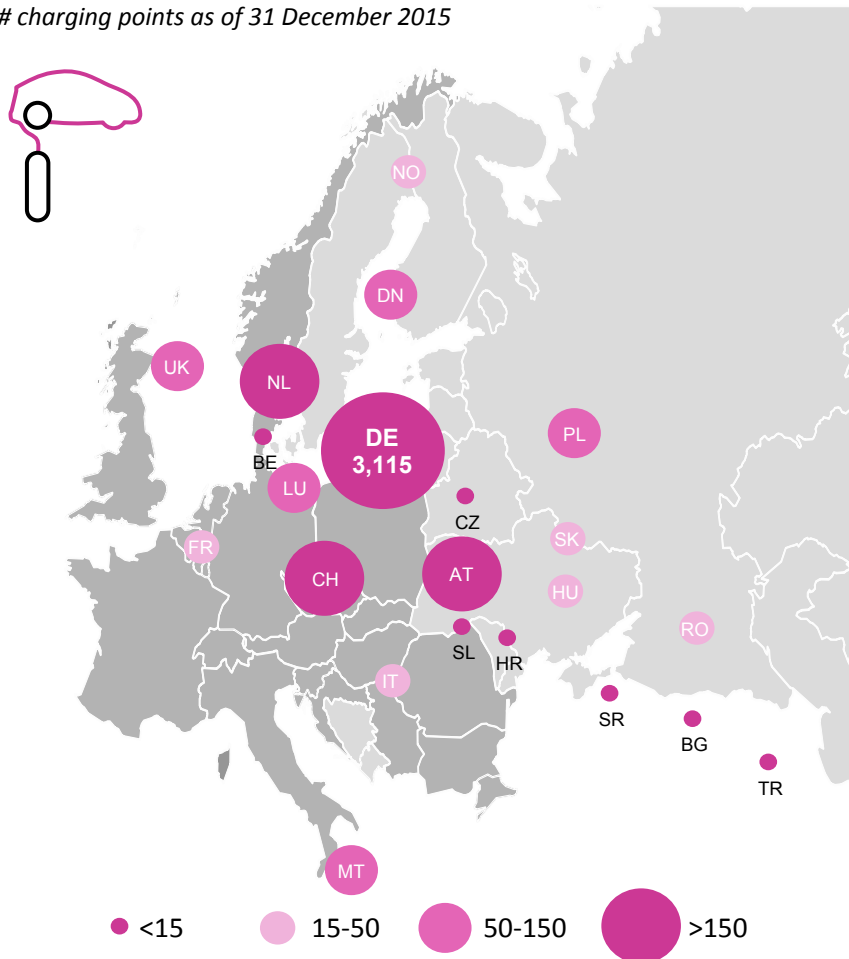
Addressing upcoming energy-related needs of our customers



# c Well positioned for future potential: head start for electric vehicles in Europe

## Broad coverage of charging points throughout Europe with a focus on Germany

# charging points as of 31 December 2015



- 1,760 charging systems sold in 2015
- Services comprise maintenance, access and billing solutions, utilisation monitoring
- Over 4,900 overall charging points
- 430,000 charging processes in 2015
- 4.1GWh electricity charged in 2015
- More than 100 (municipal) utility partners

## Trusted solution provider for growing network of large corporates



# c State-of-the-art electric charging solutions



**eLine: easy and secure**



**eLine smart: everything is possible**



**eOperate: customised services**





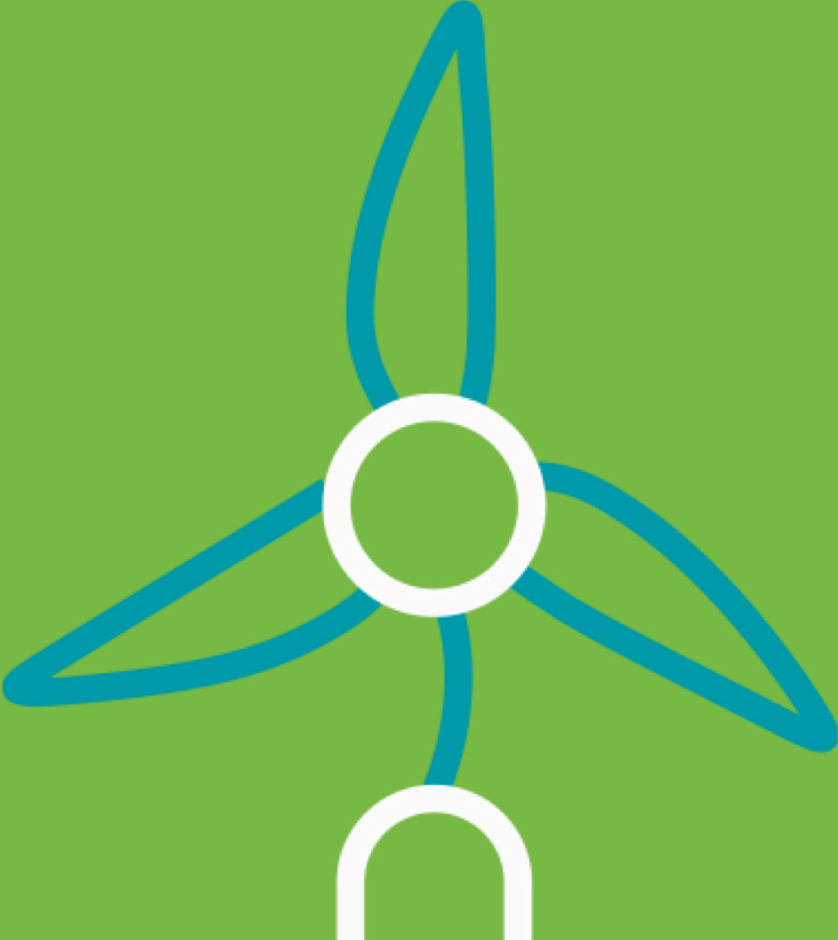
# Retail – key takeaways

Maximise value of commodity business	1	Well established European player	23m customers in 11 countries <sup>1</sup>	4x #1 positions	Stable customer base
	2	Resilient financials with UK rebound potential	€1bn EBITDA 2015		
Grow Energy+ business	3	Capitalise on development in Energy+	~€70m Energy+ EBIT 2015		
	4	Grow in heat, prosumer and home energy solutions	~2,800MW <sub>th</sub> installed heat capacity <sup>2</sup>	~800k SmartHome devices sold	
Future options	5	Build front runner positions to capture future growth	A leading position in offering charging solutions for electric mobility		

<sup>1</sup> In terms of electricity and gas retail (electricity and gas contracts counted separately).

<sup>2</sup> In Germany; assets of Energiedienstleistungen GmbH.

Renewables



# Well diversified 3.1GW renewables portfolio across Europe

**3.1GW**  
portfolio<sup>1</sup>

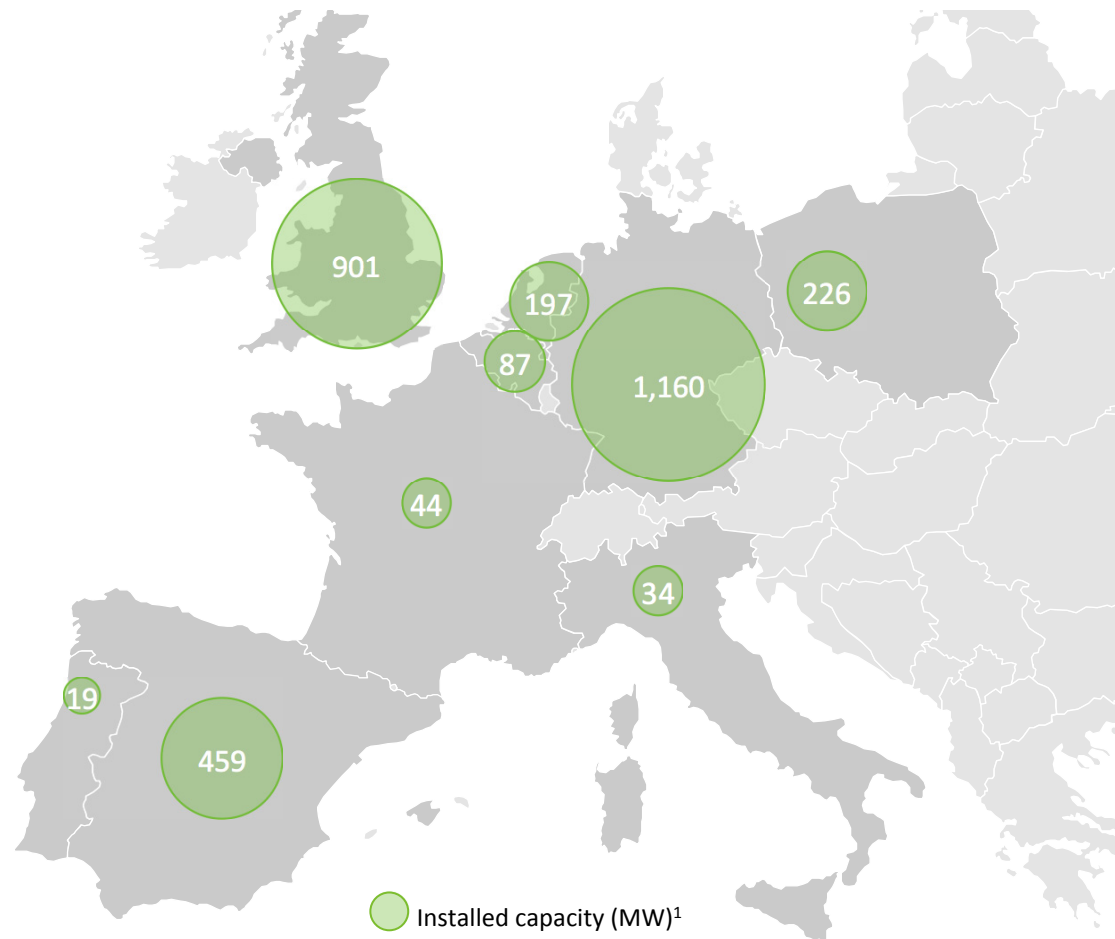
**0.3GW**  
under  
construction<sup>2</sup>

**#3**  
offshore  
wind player<sup>3</sup>

**4.4GW**  
development  
pipeline<sup>2</sup>

**~12 years**  
avg. wind  
support  
tenor<sup>4</sup>

Successful  
**partnership**  
management



<sup>1</sup> As of 31 December 2015; pro rata view, excluding Zephyr portfolio. innogy has further renewable capacity of 0.3GW in consolidated participations related to the Grid & Infrastructure segment.

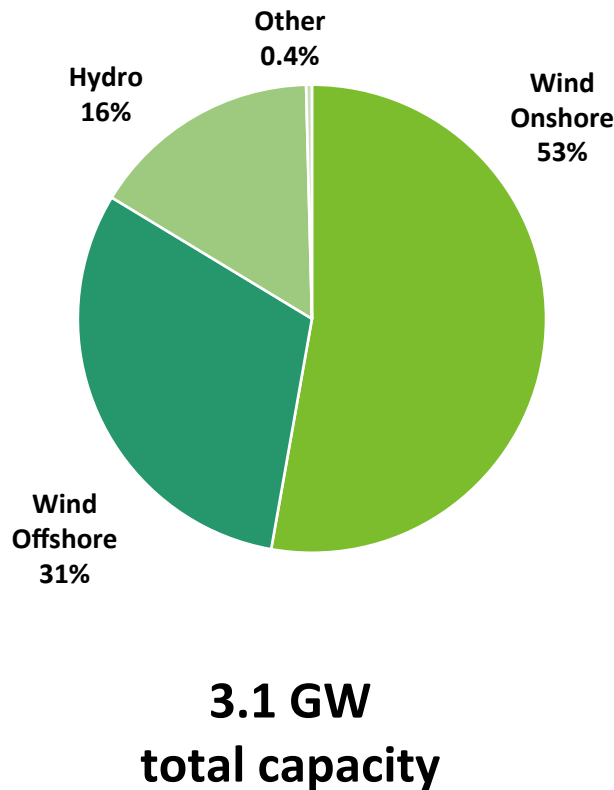
<sup>2</sup> Pro rata view.

<sup>3</sup> By capacity; source: Bloomberg New Energy Finance; asset owner database, as of March 2016.

<sup>4</sup> Capacity-weighted company estimate for offshore and onshore wind farms subject to an unexpired support tariff for ~ 2.5GW; pro-rata view as of 2015.

# Focus on competitive technologies and core competencies of wind and hydro

## Technology split by capacity<sup>1</sup>



## Wind Onshore



- Mature technology with grid parity reached
- Focus on organic growth
- Current focus markets include UK, Germany, Spain, Netherlands, Italy and Poland

## Wind Offshore



- Substantial industry progress to reduce LCOE
- Organic growth strategy within partnerships
- Focus markets include UK and Germany

## Hydro

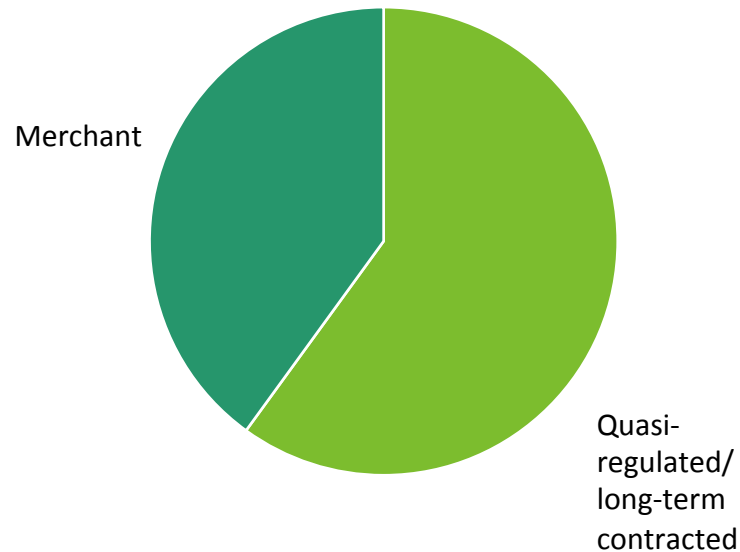


- Very mature technology
- Operational excellence in hydro run-of-river
- Selective development options

<sup>1</sup> As of 31 December 2015; pro rata view, excluding Zephyr. innogy has further renewable capacity of 0.3GW in participations related to the Grid & Infrastructure segment.  
Capital Market Day · 30 June 2016

# Strong and resilient financial profile through support schemes

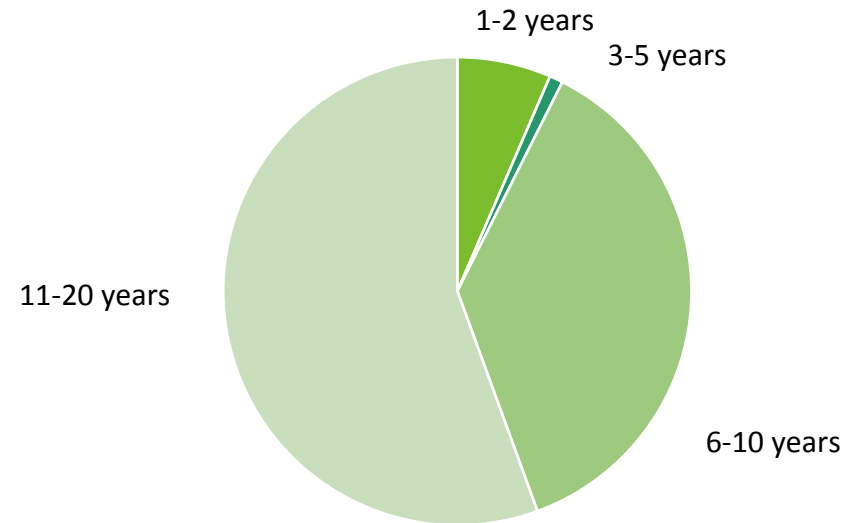
Quasi-regulated/long-term contracted EBITDA share (2015)



**~60%**

EBITDA from quasi-regulated earnings

Remaining wind regulatory support tenor (2015)



**~12 years**

average remaining wind regulatory support tenor<sup>3</sup>

✓ Trend towards FiTs<sup>1</sup> and CfDs<sup>2</sup> will further increase stability

✓ Young asset fleet, limited capacity with expiring support by 2020<sup>3</sup>

<sup>1</sup> Feed-in tariffs.

<sup>2</sup> Contracts for difference.

<sup>3</sup> Capacity-weighted company estimate for offshore and onshore wind farms subject to an unexpired support tariff for ~2.5GW; pro-rata view as of 2015.

# Clear strategic priorities – operational excellence, growth in existing markets and broader focus

## A Optimisation of existing business

- Maximise energy yield and availability
- Continue to reduce O&M costs
- Execute existing construction projects on time and on budget

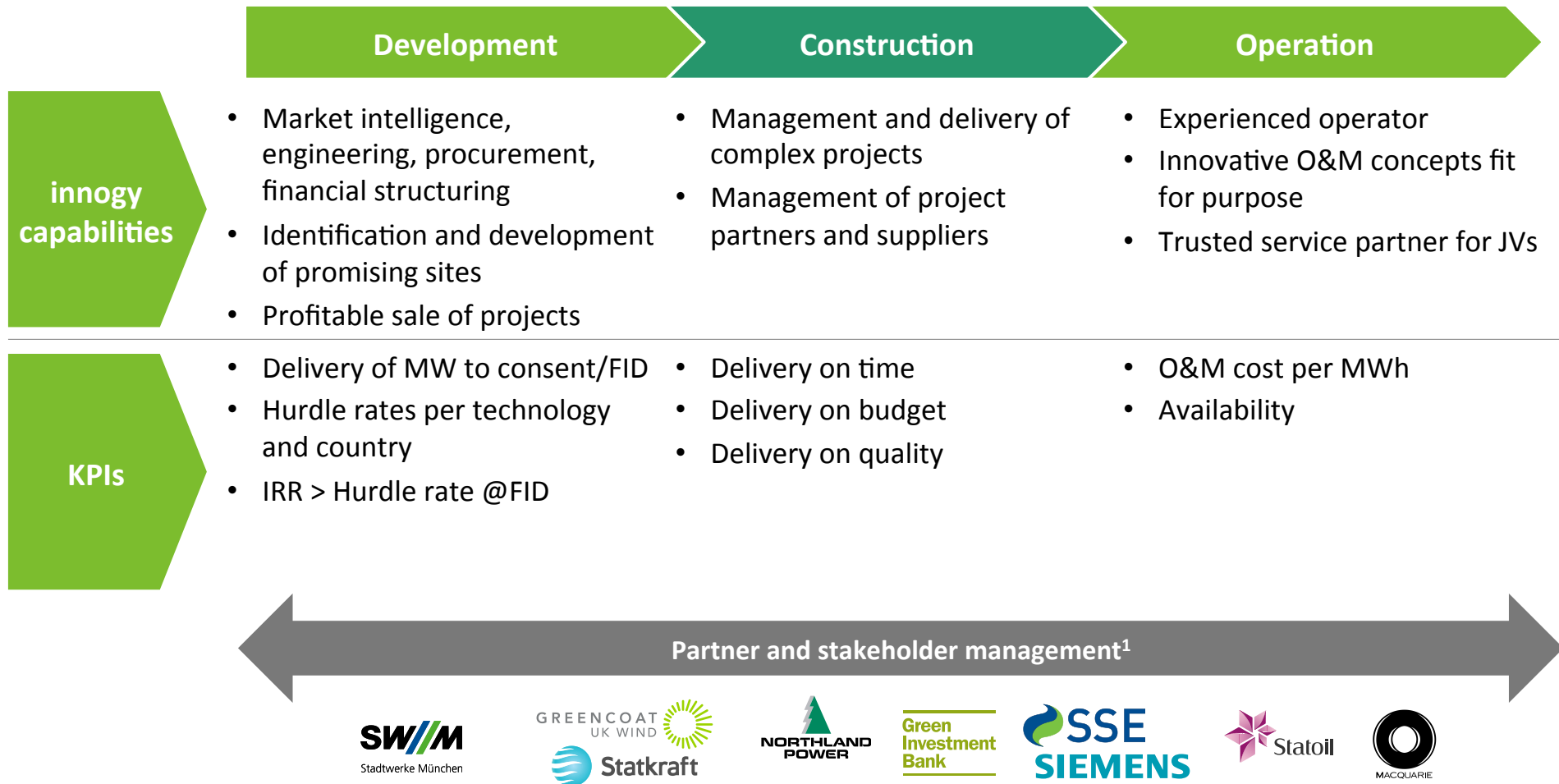
## B Leverage growth opportunities in existing markets

- Attractive project pipeline and significant development expertise
- innogy with flexible capital approach
- Partnership strategy to optimise risk-return allocation

## C Enter new regions and technologies

- Selective growth by leveraging core competencies and using partnership models
- Increase scope for new investment opportunities
- Develop skills for solar as competitiveness increases

# A Business model leverages core competencies at all stages of the value chain

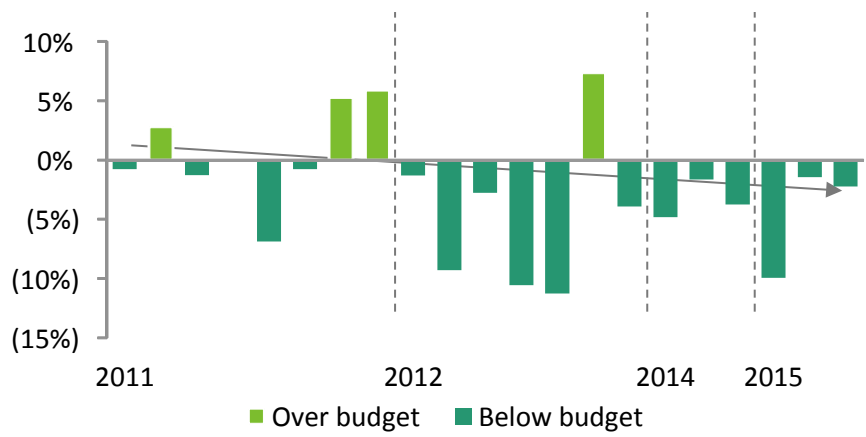


# A Delivering onshore wind projects on time and on budget and achieving cost savings

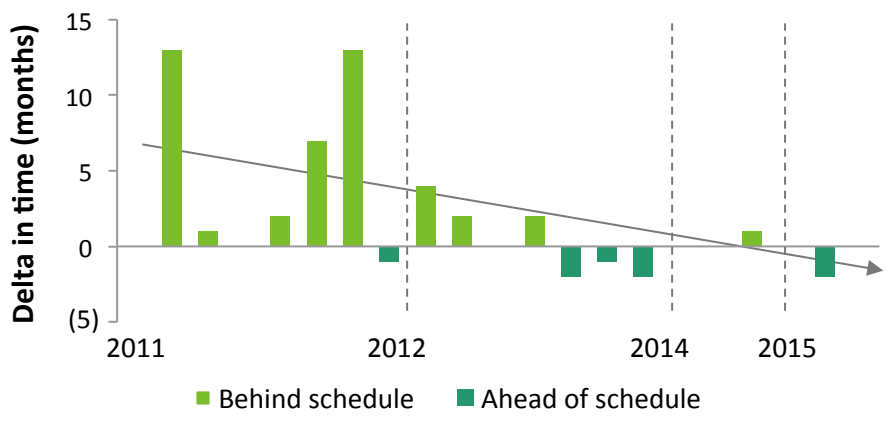
Track record of delivering construction projects ...

... and significant reduction in O&M costs while increasing availability

Delivering projects on/below budget ...

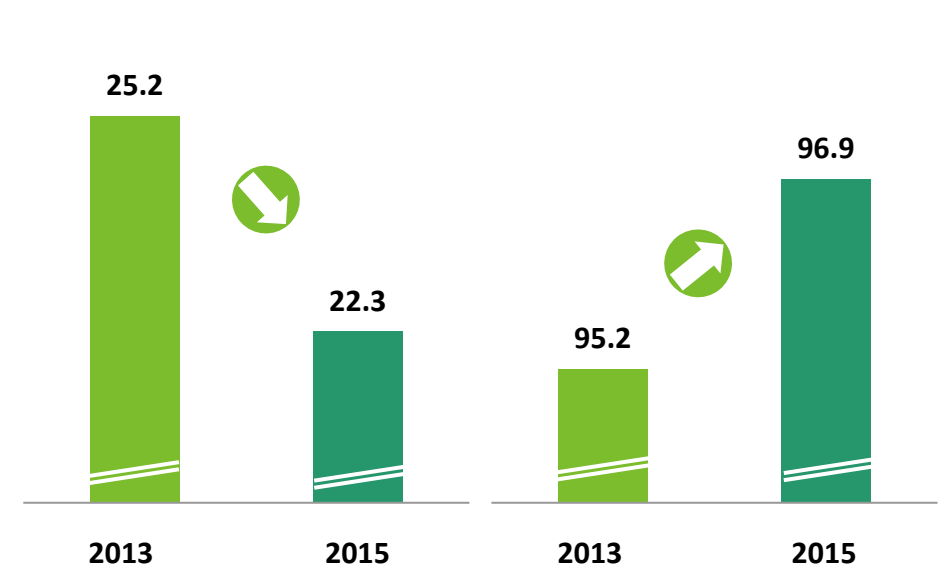


... and on/ahead of schedule



O&M costs (€/MWh)

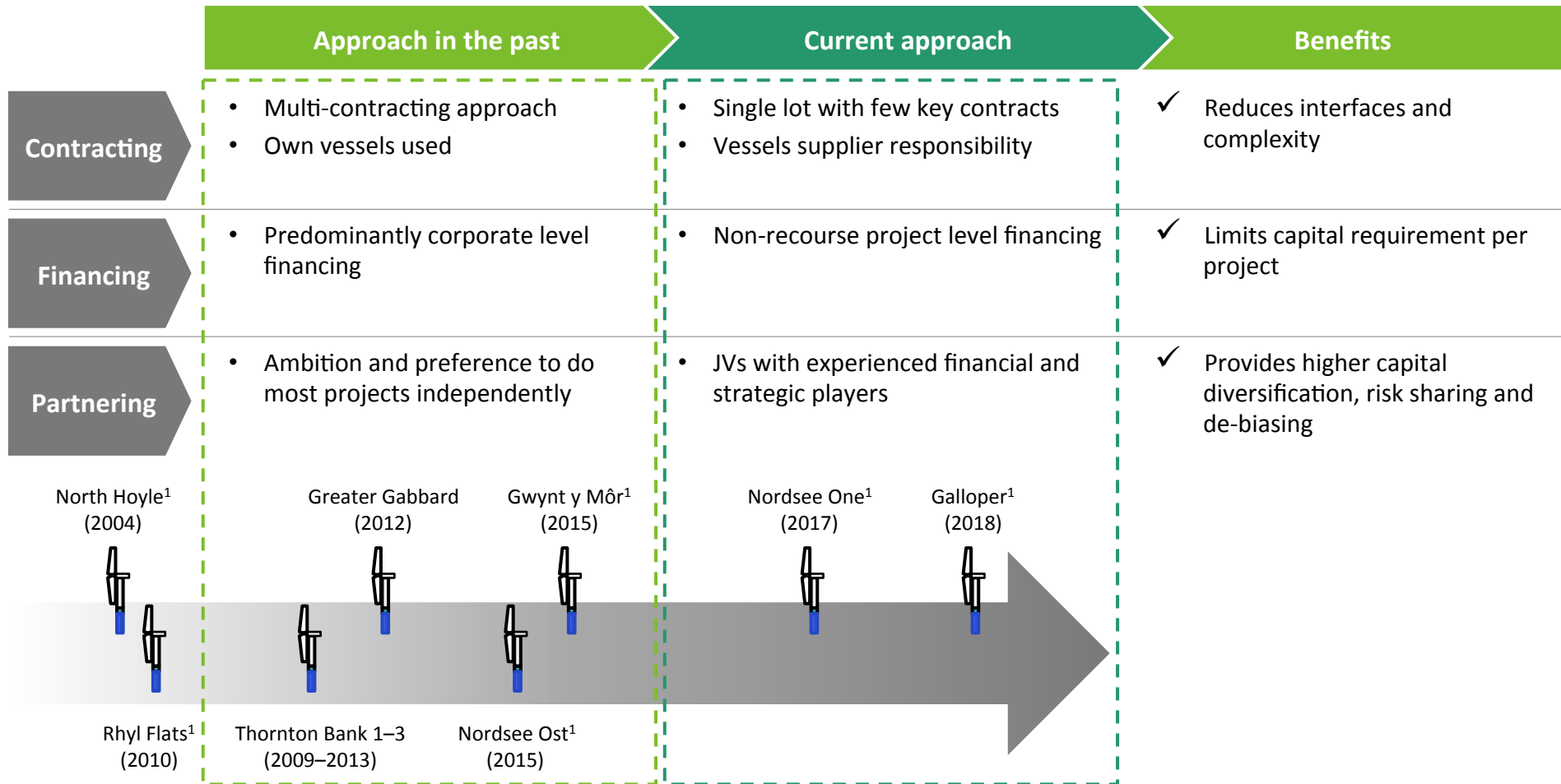
Time-based availability (%)



- Maintenance optimisation; e.g. maintenance timing based on weather prediction maximises energy yield
- Centralisation of engineering team making expertise accessible for complete fleet
- Active ownership; in-sourcing of expensive O&M service contracts



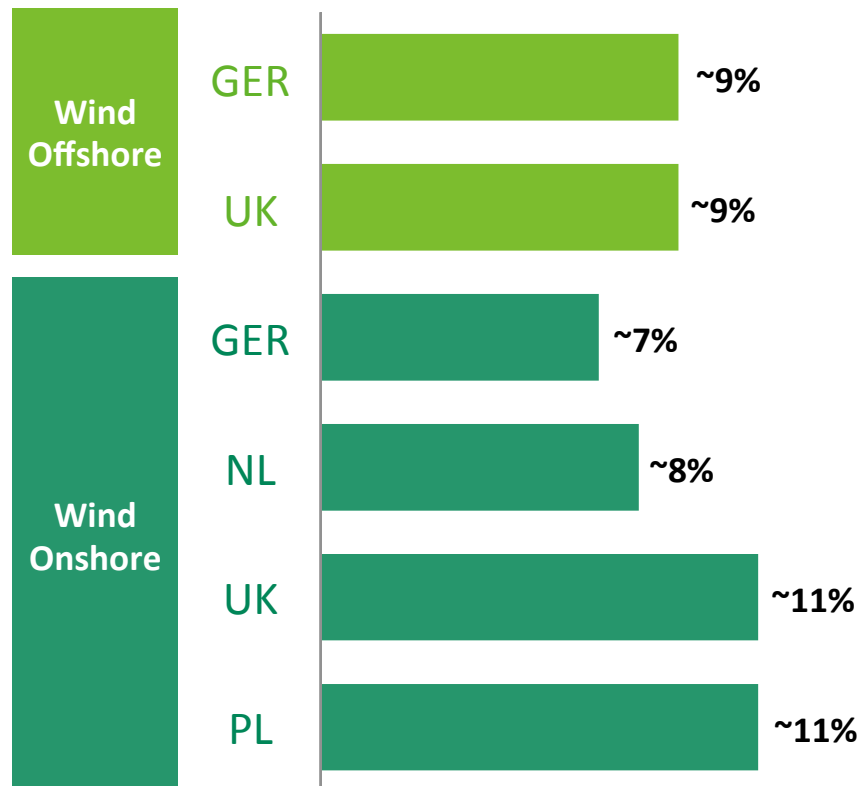
# A Steep learning curve in offshore wind projects with significantly improved risk-reward proposition



Note: Years refer to commissioning date.  
 1 innogy operatorship or main service provider to JV.  
 Capital Market Day · 30 June 2016

# B Strict investment criteria to focus on value creation

## Attractive returns from recent projects (average project IRRs<sup>1</sup>)



## Investment criteria

- ✓ Strict investment framework with conservative hurdle rates
- ✓ Project specific IRRs at FID generally well above prevailing hurdle rates
- ✓ Project specific hurdle rates determined by adjusting renewables base WACC for risk premia and minimum value contribution
- ✓ Separate risk premia for technology, construction, regulatory and country risks

<sup>1</sup> Post-tax project IRRs at FID.

Note: Projects since 2011. Wind Offshore UK including Greater Gabbard and Gwynt y Môr; Galloper not included as only equity IRR available; Wind Offshore Germany including Nordsee Ost. Wind Onshore including four projects in UK, eight projects in Germany, four projects in NL and five projects in Poland.

Source: Company estimates.

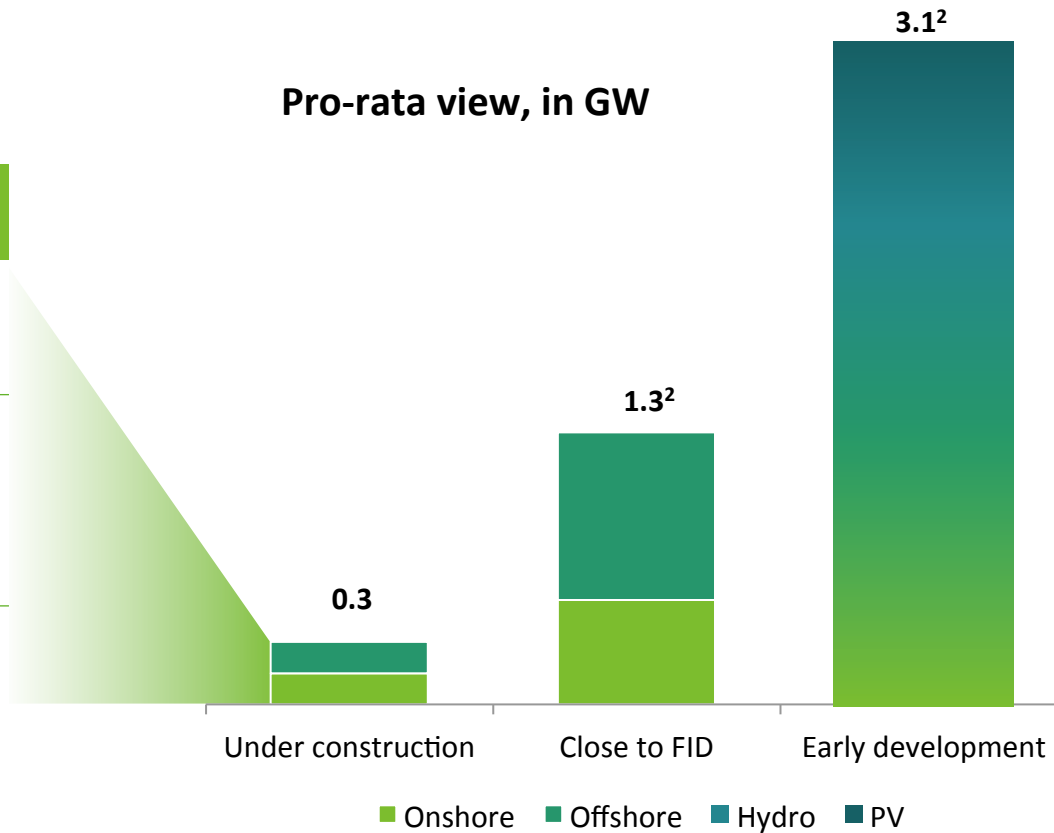
# B Growing asset base through near-term project pipeline



## Construction and development pipeline

CoD	Pro-rata view MW	Full view (100%) MW	Projects
2016E	31	31	Batsworthy <sup>1</sup> , Cia Aig, Kattenberg
2017E	183	465	Goole 2, Grudie, Nordsee One, Sommerland, Zuidwester
2018E	84	336	Galloper

## Pro-rata view, in GW



Source: Company estimates.

1 Build to sell project.

2 Not probability weighted.

# c Development of growth optionality through selective and prudent new market entry

innogy priorities for new market entry	Wind Onshore in new markets	Solar
Rationale		
Approach	<p>US Very large market with strong growth potential, resource availability and government support</p> <hr/> <p>TR Growth potential, excellent meteorological conditions and demand for capacity</p> <hr/> <p>IE Natural expansion of existing UK market</p>	<ul style="list-style-type: none"> <li>• Technology expected to become highly cost competitive</li> <li>• Business model comparable to Wind Onshore with similar required skill set</li> <li>• Short construction period and limited risks</li> <li>• Low technological complexity</li> </ul>

# Renewables – key takeaways



Operational excellence	1	Well diversified European Renewables portfolio	3.1GW <sup>1</sup>	#3 in offshore wind
	2	Resilient quasi-regulated earnings set to grow further	~60% quasi-regulated <sup>2</sup> EBITDA share in 2015A	
Expansion in core markets	3	Business model generating value throughout the value chain	83% of Wind Onshore projects on time and on budget <sup>3</sup>	Strong track record in offshore wind
	4	High quality assets under construction and significant development pipeline	0.3GW <sup>4</sup> under construction	4.4GW <sup>4</sup> total development pipeline <sup>5</sup>
Broader focus	5	New growth optionality through selective and prudent new market entry	Leverage existing capabilities	High growth potential

1 As of 31 December 2015; pro-rata view, excluding Zephyr portfolio. innogy has further renewable capacity of 0.3GW in consolidated participations related to the Grid & Infrastructure segment.

2 Includes long-term contracts.

3 Onshore wind 2013A – 2015A.

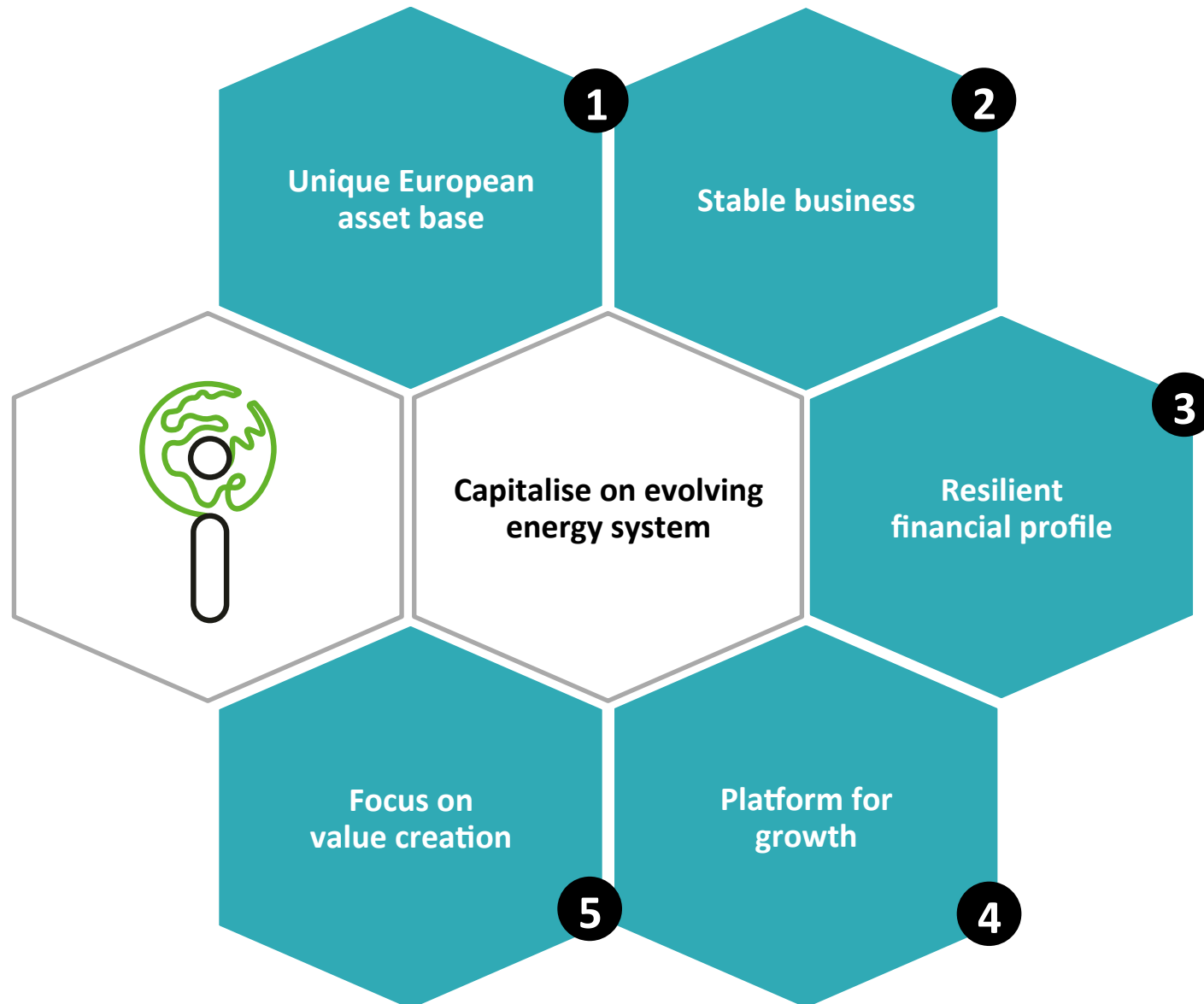
4 Pro rata view.

5 Includes projects close to FID.

# Wrap-up



# innogy offers a compelling value proposition







# innogy to achieve independent access to funding

## Key principles and policies of debt financing at innogy

<b>General principle</b>		<ul style="list-style-type: none"> <li>• RWE and innogy acting as separately funded companies with independent capital markets access</li> <li>• Funding from RWE to innogy envisaged for intermediary period. No funding/guarantees from innogy to RWE</li> <li>• innogy to assume all capital market debt (excl. hybrids) and establish as issuer going forward</li> </ul>
<b>Rating</b>		<ul style="list-style-type: none"> <li>• Group rating for combined RWE/innogy for the time being – separation of ratings intended</li> </ul>
<b>Capital market debt</b>	<b>Senior bonds, Private Placements and EIB loans</b>	<ul style="list-style-type: none"> <li>• First wave transferred with Finance B.V. to innogy (exchange of guarantor to follow)</li> <li>• Second wave transferred via Intercompany ('IC') loans to innogy with mirroring terms and conditions</li> <li>• Migration of legal title to follow (subject to bondholder consent)</li> </ul>
	<b>Hybrid bonds</b>	<ul style="list-style-type: none"> <li>• Hybrids will stay with RWE AG</li> <li>• RWE remains committed to the hybrid capital; no change in policy vis-à-vis deferral and call/replacement envisaged</li> </ul>
<b>Funding</b>		<ul style="list-style-type: none"> <li>• innogy receives access to RWE's existing syndicated loan facility as additional borrower – plus new revolving loan facility from RWE</li> <li>• innogy to set-up own bank facilities post IPO; timing to be specified</li> <li>• Intercompany credit relations between RWE as lender and innogy as borrower stemming from carve-out process; currently ~€6bn ICs from RWE to innogy in place</li> <li>• Mid-term separation envisaged; innogy envisages to refinance the ICs</li> </ul>

# Cash flow statement (extract)

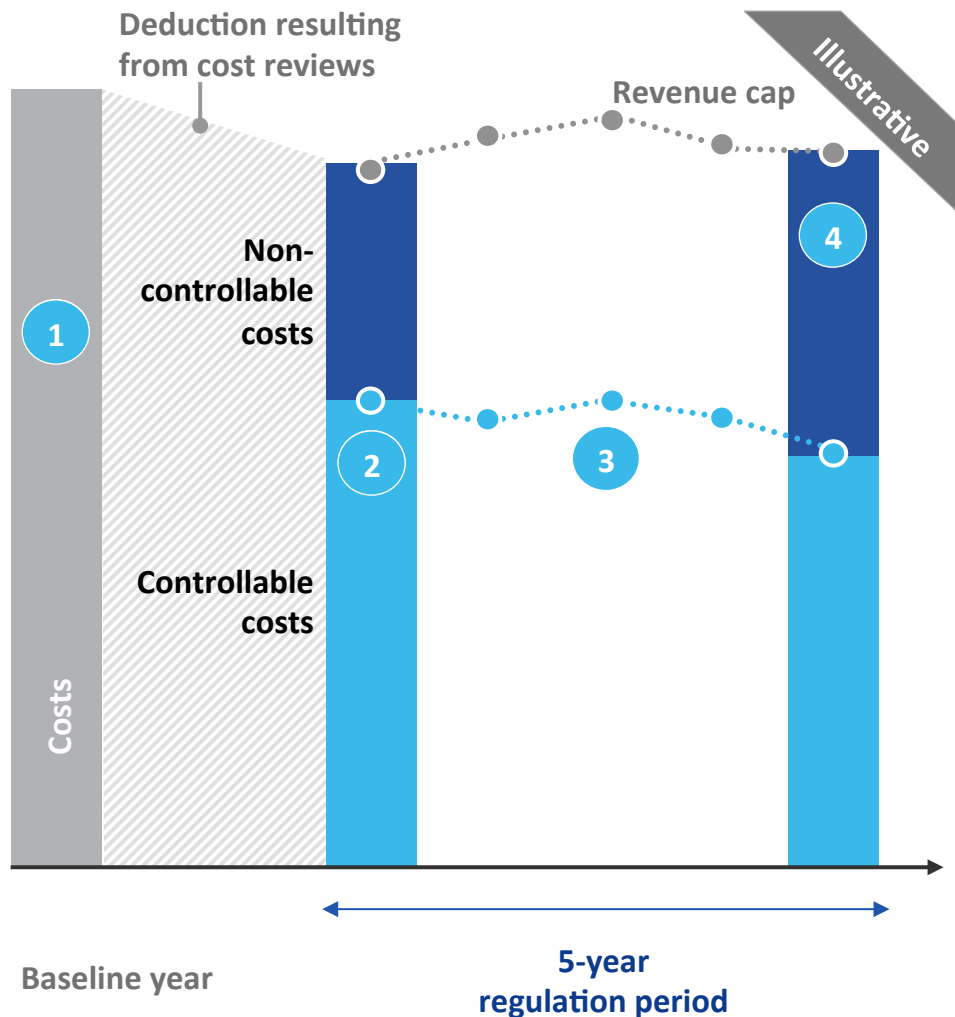
€bn	2013	2014	2015
Net Income	0.9	1.7	1.9
Depreciation, amortisation, impairment losses/reversals	2.2	1.5	1.6
Changes in provisions	0.4	(0.1)	(0.2)
Other non-cash items	(0.1)	(0.1)	(0.8)
<b>Funds from Operations</b>	<b>3.3</b>	<b>2.9</b>	<b>2.5</b>
Changes in working capital	0.3	0.1	0.2
<b>Cash flows from operating activities</b>	<b>3.7</b>	<b>3.0</b>	<b>2.8</b>
<b>Capital Expenditure</b>			
Intangible Assets, PP&E, Equipment/Investment Property	(2.3)	(2.1)	(2.0)
Acquisitions, investments	(0.2)	(0.1)	(0.1)
<b>Proceeds from Disposal of Assets/Divestitures</b>			
Intangible Assets, PP&E, Equipment/Investment Property	0.3	0.2	0.7
Acquisitions, investments	0.3	0.3	0.3
Changes in marketable securities and cash investments	(0.6)	(1.5)	0.7
Initial/subsequent transfer to pension plans	(0.1)	(0.5)	(0.6)
<b>Cash flows from investing activities<sup>1</sup></b>	<b>(2.6)</b>	<b>(3.7)</b>	<b>(1.1)</b>
Cash flows from operating activities	3.7	3.0	2.8
Capital Expenditure <sup>2</sup>	(2.3)	(2.1)	(2.0)
<b>Free Cash Flow</b>	<b>1.4</b>	<b>0.9</b>	<b>0.7</b>

Note: Rounding differences may occur.

<sup>1</sup> After initial/subsequent transfer to pension plans.

<sup>2</sup> Capex for intangible assets/property, plant and equipment/investment property.

# G&I Germany – regulatory management: How does it work?

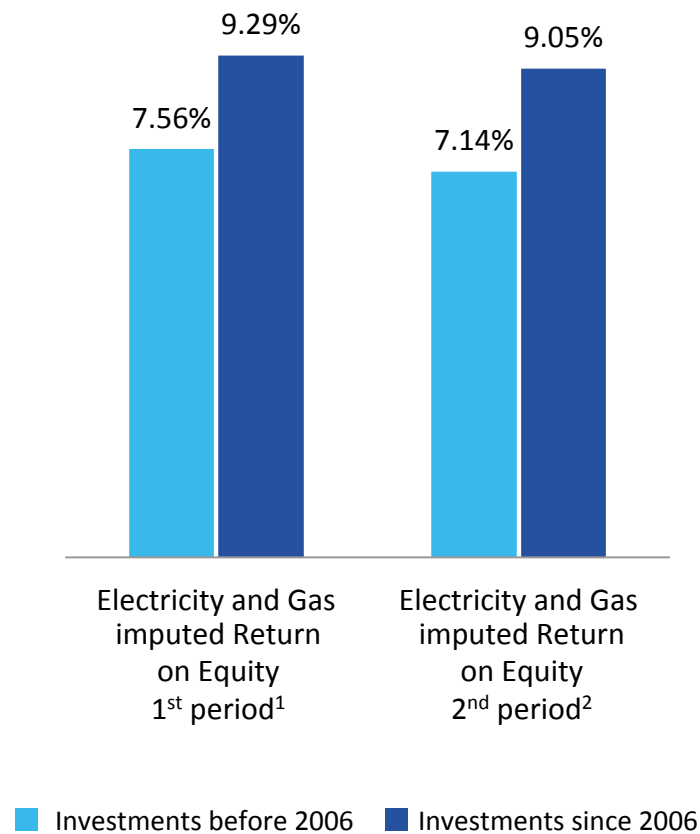


## Key revenue drivers

- 1** **Cost assessment:** recognised sustainable cost base
- 2** **Determination of the efficiency figure:** based on total cost benchmarking against other grid operators
- 3** **Annual adjustment of controllable costs:** Consumer Price Index minus x factor (CPI-X) and the expansion factor for the integration of renewables, among other things
- 4** **Annual adjustment of non-controllable costs:** e.g. TSO grid fees/avoided grid fees, investment measures, incidental staff costs

# G&I Germany: grid fee calculation (I)

## Investments before/since 2006



<sup>1</sup> Electricity 2009 – 2013, Gas 2009 – 2012.

<sup>2</sup> Electricity 2014 – 2018, Gas 2013 – 2017.

Framework conditions	<ul style="list-style-type: none"> <li>There is an <b>ex ante approval of the revenue caps</b>, but no ex ante approval of the <b>grid fees</b></li> </ul>
Imputed Return on Equity (RoE)	<ul style="list-style-type: none"> <li>The permitted <b>proportion of equity-financed assets is restricted to 40%</b></li> <li>Current cost accounting for rate of return and imputed depreciation will continue to apply for all investments before 31 December 2005</li> <li>All investments as <b>from 1 January 2006</b>, will yield interest based on the method of <b>inflation-adjusted historic cost accounting</b> and be <b>subjected to imputed depreciation</b></li> <li>We <b>expect a lower imputed Return on Equity in the next regulatory period</b>, as the base rate is derived from a ten-year average on interest rates. However, the <b>exact rate cannot be calculated today and will be determined by the Bundesnetzagentur in 2016</b></li> </ul>
Tax treatment	<ul style="list-style-type: none"> <li><b>Recognition of corporation taxes</b> since incentive regulation has become effective (2009)</li> <li>Reflected in higher RoE</li> <li><b>Full recognition of trade tax (pass-through)</b></li> </ul>

# G&I Germany: grid fee calculation (II)

## Conditions for incentive-based regulation

### Returns on Equity

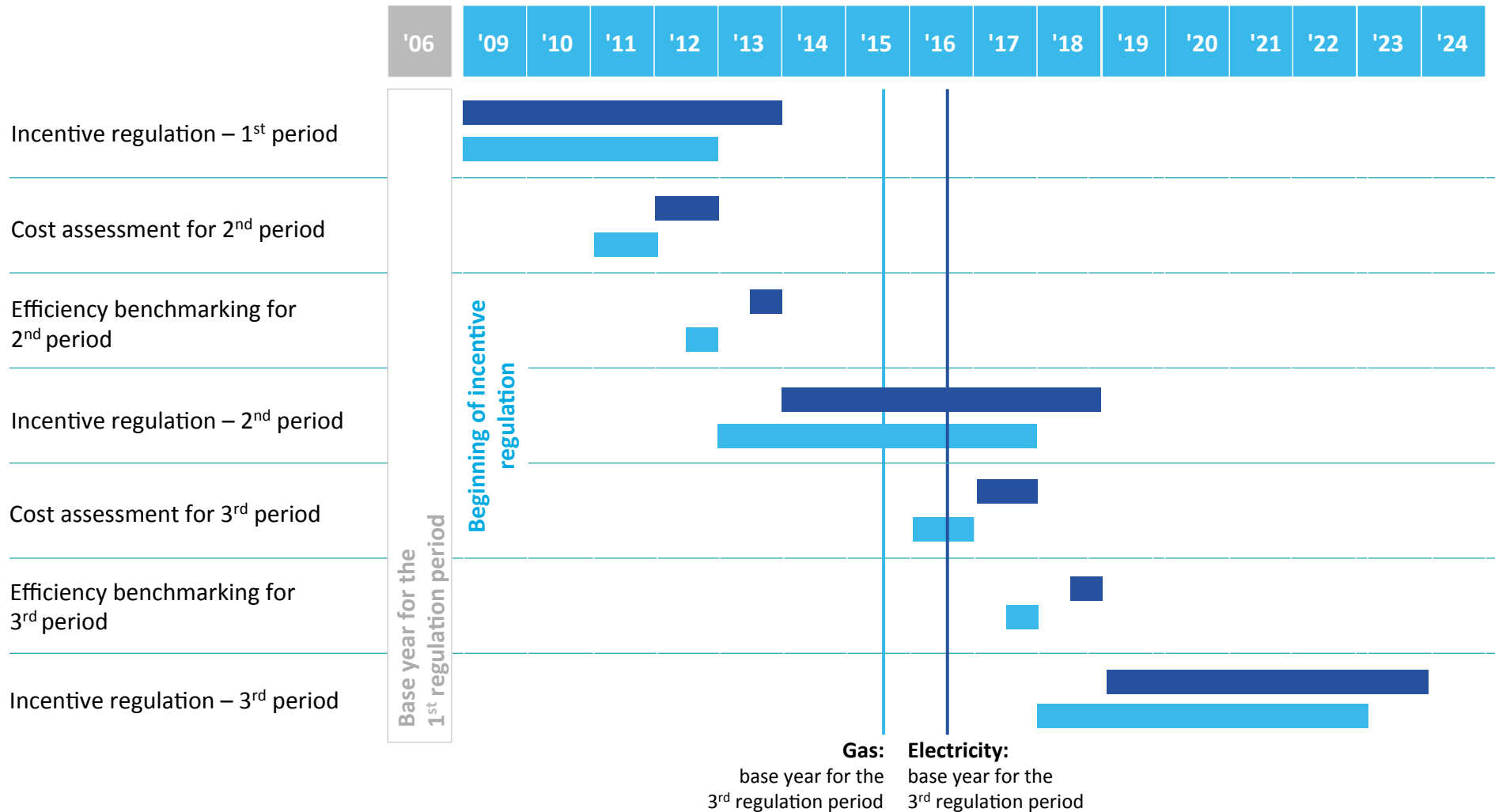
- **7.14%** for **existing** electricity and gas **assets** and **9.05%** for **new investments** in the second regulatory period

### Special treatment of investment in growth and restructuring







- **Fast-track treatment of large budgeted growth investment** projects by the regulator to ensure adequate and timely remuneration for grid operators. But mostly applicable for transmission system operators and high voltage distribution system operators. Distribution system operators can **adjust the revenue cap** for mid voltage/low voltage **by an expansion factor**, which **covers the sustainable expansion of the networks** within the regulatory period.
- Average efficiency of small German electricity distribution companies underlying the so called simplified procedure at 96% indicating **average company-specific efficiency targets** of 0.8% p.a. ('individual x factor') in the second regulatory period. The **individual inefficiency has to be eliminated by the end of the period**.
- **Quality component** has been **established**: electricity distribution companies with a high quality level in relation to others get a bonus, companies with a low quality get a penalty. Opportunities and risks are limited by a cap.







# G&I Germany: incentive regulation timeline

- Timeline for electricity to be read as follows: In 2017, assessment of costs of year 2016 (base year) for benchmarking in 2018, beginning of 3rd regulatory period in 2019
- Gas and electricity with different timelines to relieve the process of cost assessment



Operational capacity overview Renewables segment<sup>1</sup>

Pro-rata view, MW							Total
Germany	506	295	353	5	1	1	1,160
United Kingdom	239	585	77	-	-	-	901
Spain	443	-	10	-	-	7	459
Netherlands	197	-	-	-	-	-	197
Poland	226	-	-	-	-	-	226
Italy	34	-	-	-	-	-	34
France	-	-	44	-	-	-	44
Portugal	3	-	16	-	-	-	19
Belgium	-	87	-	-	-	-	87
<b>Total</b>	<b>1,648</b>	<b>967</b>	<b>500</b>	<b>5</b>	<b>1</b>	<b>8</b>	<b>3,129</b>

Accounting view, MW							Total
Germany	567	295	375	5	1	1	1,244
United Kingdom	304	630	77	-	-	-	1,011
Spain	447	-	12	-	-	-	459
Netherlands	197	-	-	-	-	-	197
Poland	242	-	-	-	-	-	242
Italy	67	-	-	-	-	-	67
France	-	-	44	-	-	-	44
Portugal	-	-	16	-	-	-	16
Belgium	-	-	-	-	-	-	0
<b>Total</b>	<b>1,823</b>	<b>925</b>	<b>525</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>3,280</b>

Note: figures may not add up due to rounding differences.  
 1 As of 31 December 2015; excluding Zephyr portfolio.

Capital Market Day · 30 June 2016



Onshore



Offshore



Hydro



Biomass



Biogas



Solar PV

