



# CEZ GROUP: THE LEADER IN POWER MARKETS OF CENTRAL AND SOUTHEASTERN EUROPE

**Investment story, May 2017**

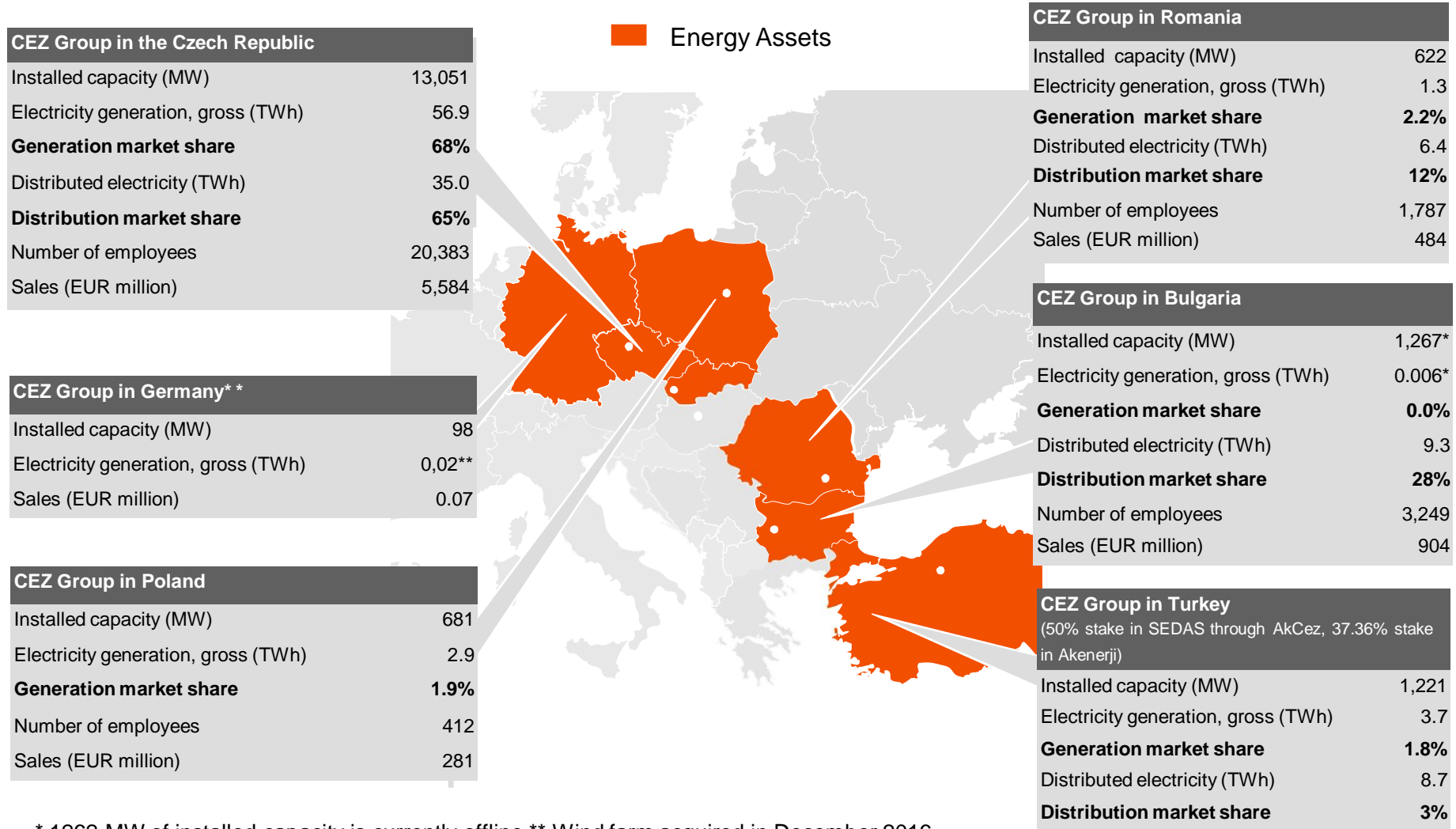
# AGENDA



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# CEZ GROUP IS AN INTERNATIONAL UTILITY WITH A STRONG POSITION IN CEE



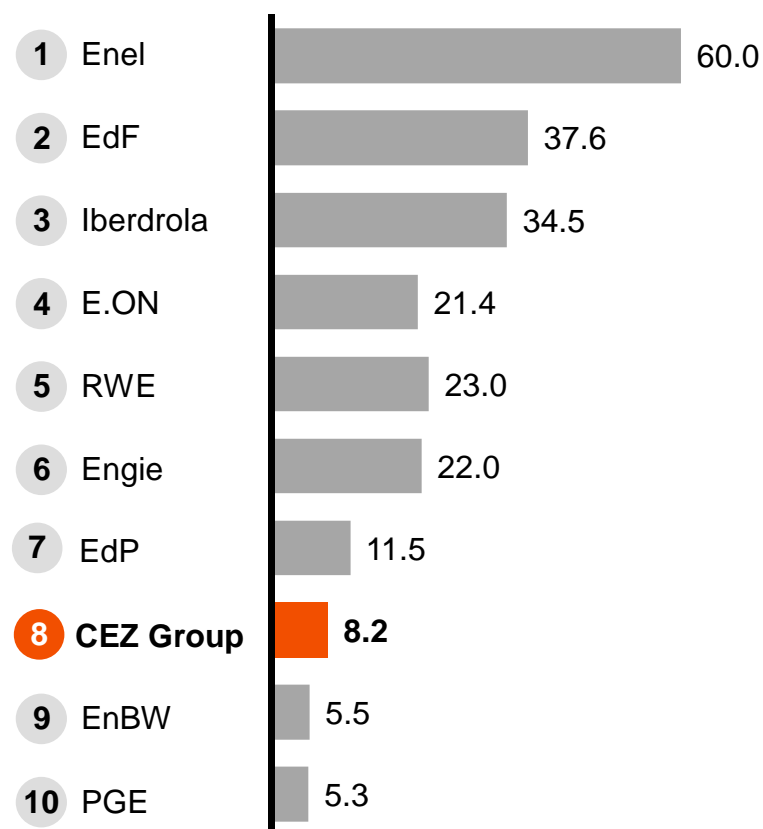
\* 1262 MW of installed capacity is currently offline \*\* Wind farm acquired in December 2016

# CEZ GROUP RANKS AMONG THE TOP 10 LARGEST UTILITY COMPANIES IN EUROPE



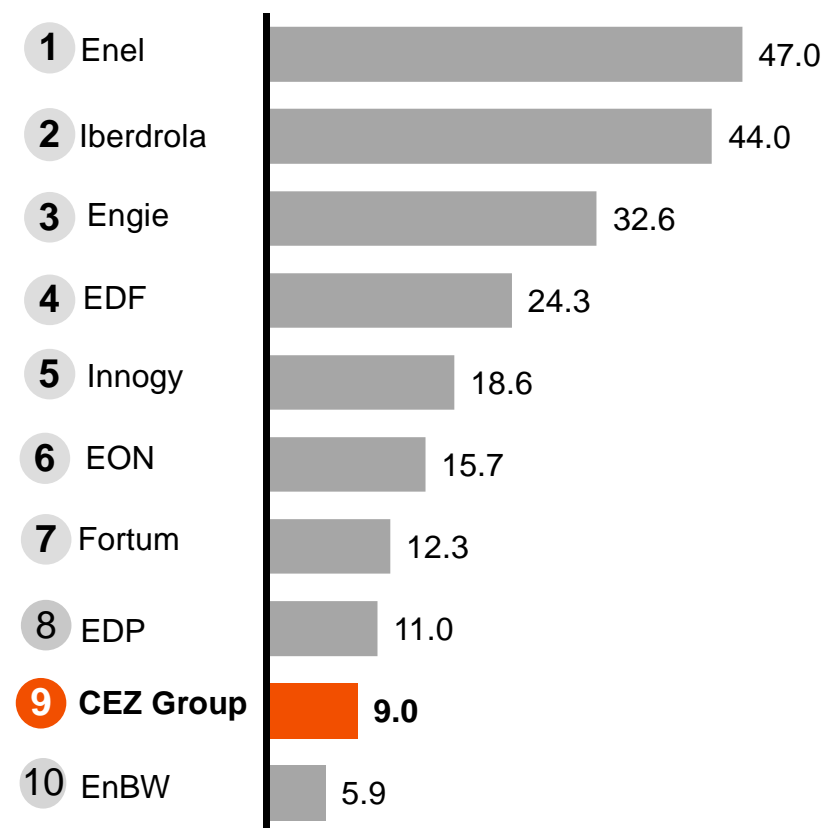
## Top 10 European power utilities

Number of customers in 2016, in millions



## Top 10 European power utilities

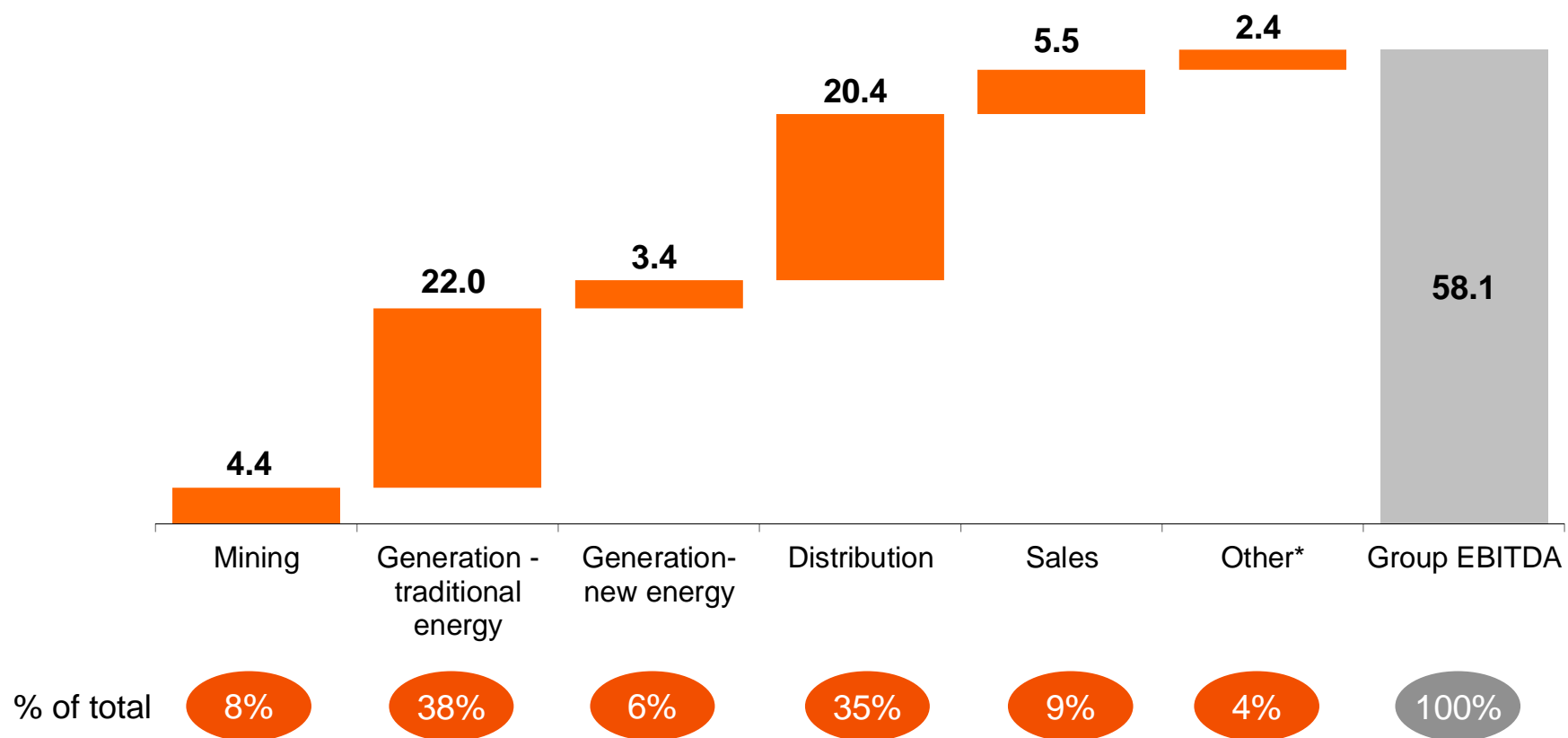
Market capitalization in EUR bn, as of May 17, 2017



# SEGMENTAL CONTRIBUTIONS TO EBITDA IN 2016

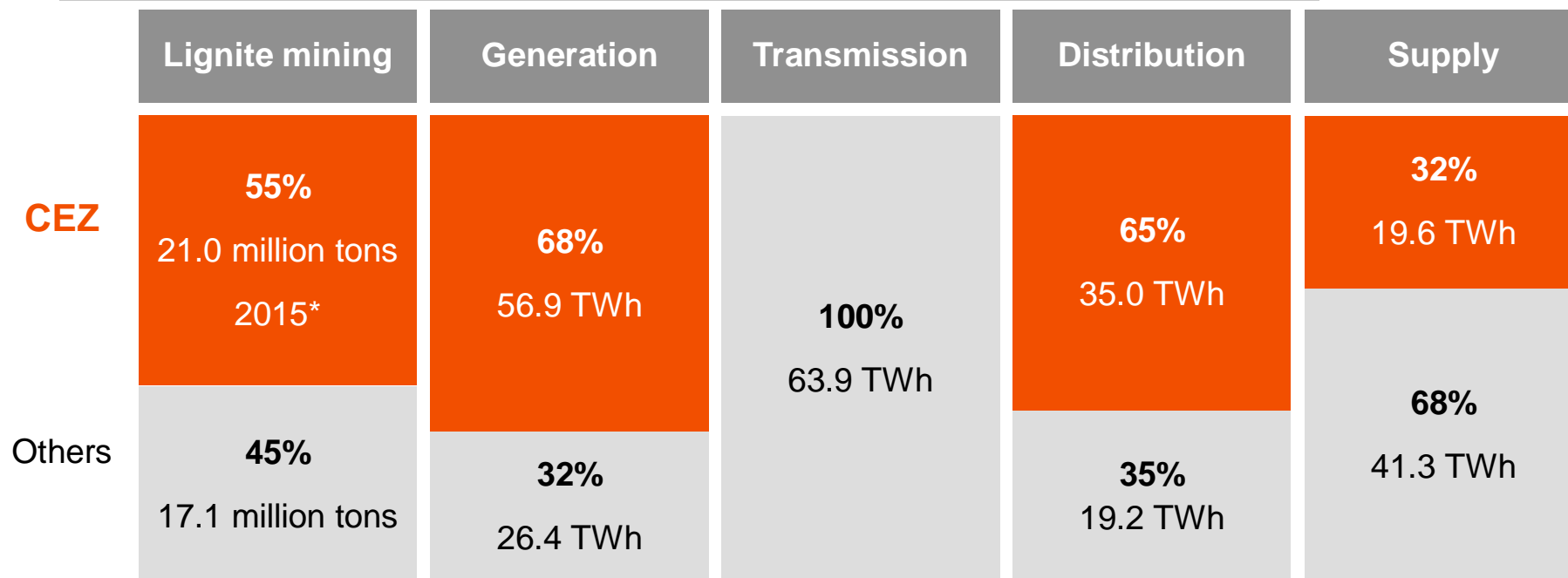


In CZK bn



\*including eliminations

# CZECH REPUBLIC IS THE MOST IMPORTANT MARKET FOR CEZ GROUP, IT IS VERTICALLY INTEGRATED THERE



- CEZ fully owns the largest Czech mining company (SD) covering 68% of CEZ's lignite needs
- Remaining 3 coal mining companies are privately owned

- Other competitors – individual IPPs

- The Czech transmission grid is owned and operated by CEPS, 100% owned by the Czech state

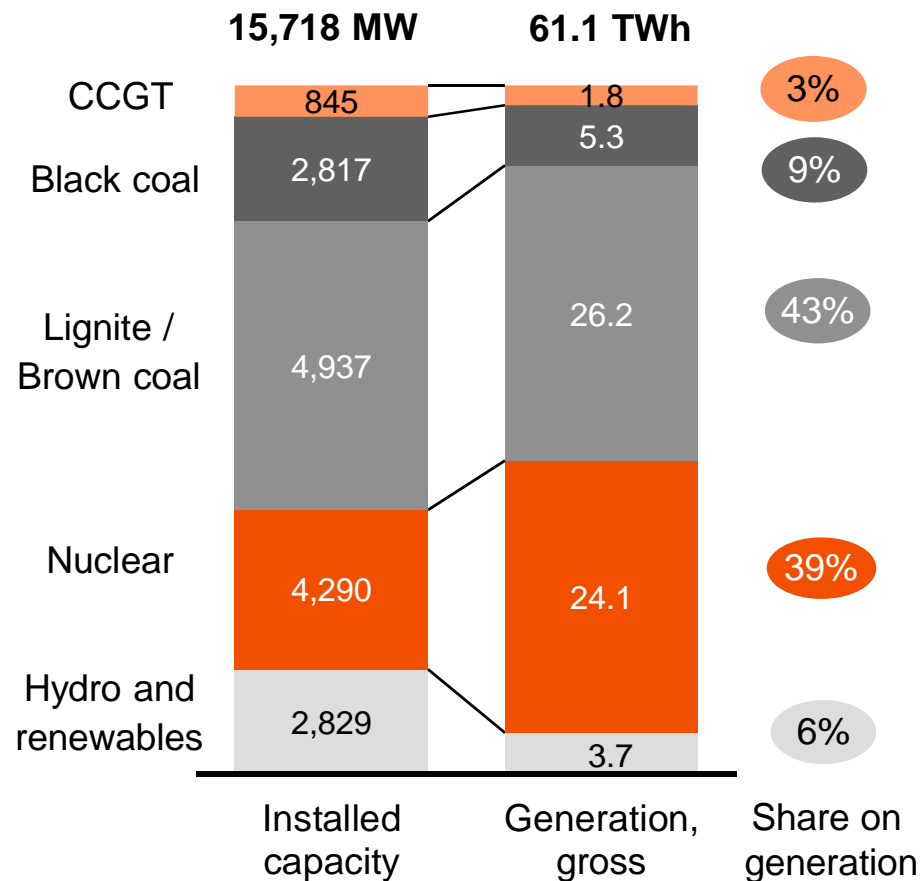


- Other competitors – E.ON, PRE (58% held by EnBW), Bohemia Energy, Innogy, Centropol Energy

# CEZ GROUP OPERATES LOW COST GENERATION FLEET, ...



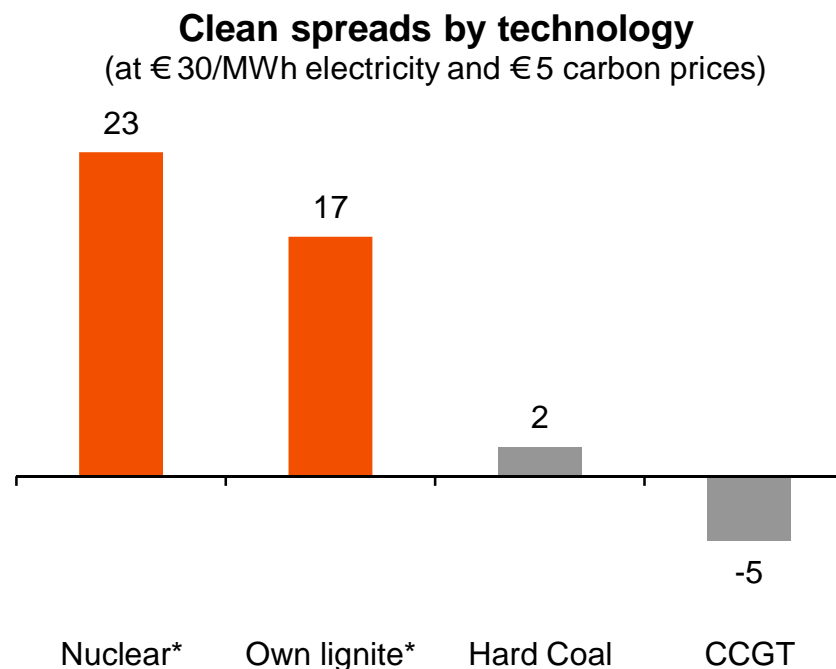
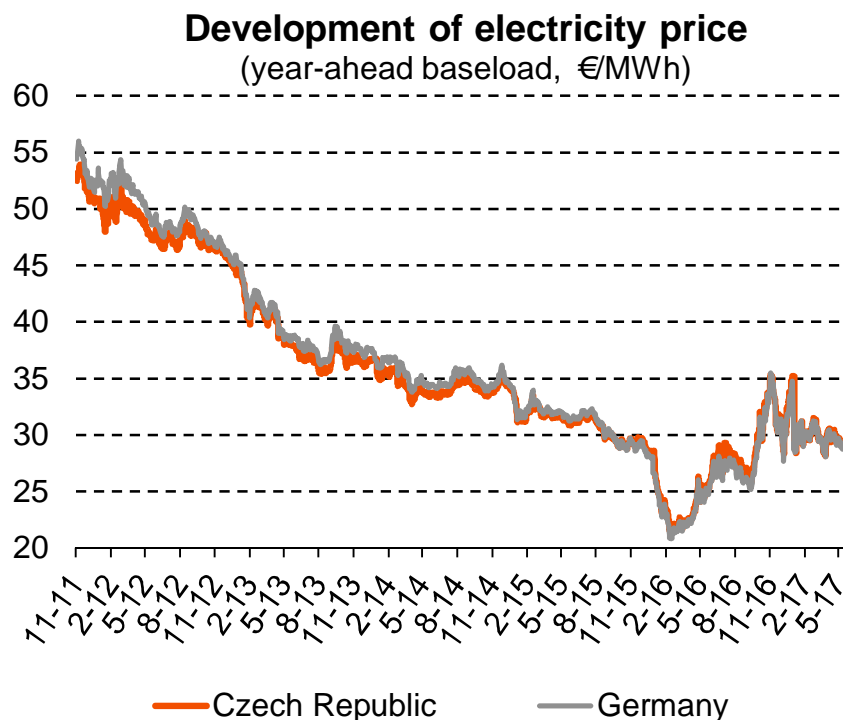
## Installed capacity and generation (2016)



- **Coal power plants are using mostly lignite from CEZ's own mine** (68% of lignite needs sourced internally, remaining volume through long-term supply contracts)
- **Nuclear plants have very low operational costs**

**CEZ has a long-term competitive advantage of low and relatively stable generation costs**

# ,... WHICH IS A GREAT ADVANTAGE IN THE CURRENT LOW PRICE ENVIRONMENT



## Drivers of electricity price

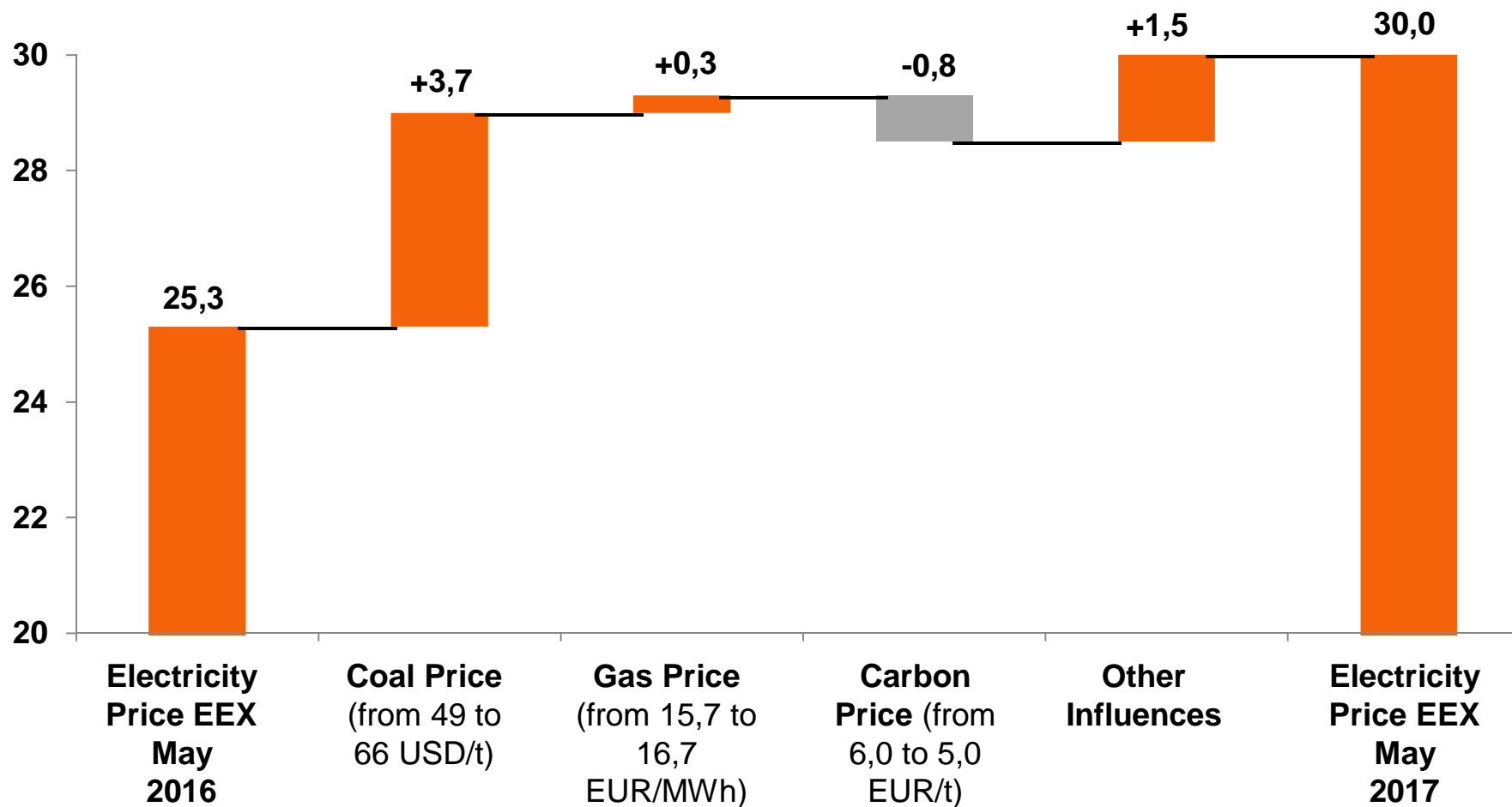
- **hard coal prices** being mainly driven by levels of Chinese coal imports and shale gas discoveries in the US
- **low carbon prices** due to oversupply as a result of economic slowdown. EU ETS reform might support CO2 price.
- **growing capacity of subsidized renewables**
- **stagnating electricity demand**



# OVER THE LAST YEAR THE ELECTRICITY PRICES HAVE RISEN MAINLY DUE TO HIGHER COAL PRICES



**Breakdown of factors influencing change in price of electricity since 05/2016**  
EUR/MWh (EEX, baseload Cal 2018)

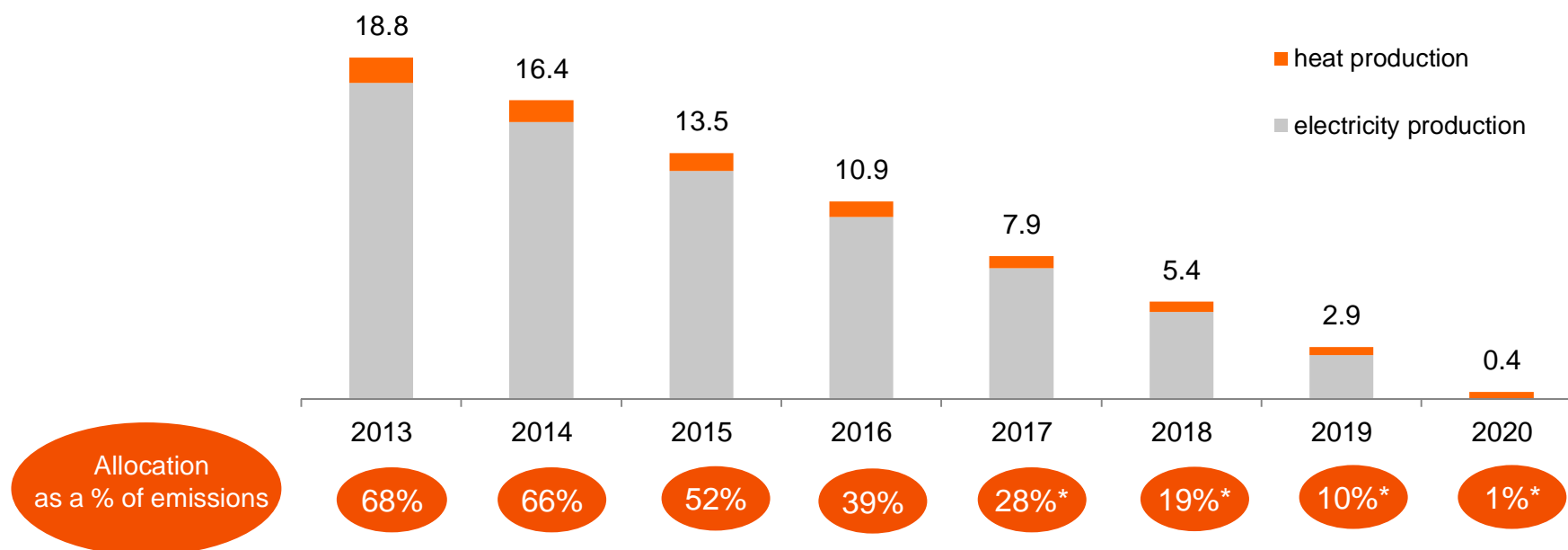


# CEZ GROUP CONTINUES TO RECEIVE PART OF EMISSION ALLOWANCES FOR FREE



- CEZ Group can get up to **69.6 million** emission allowances for electricity production in the Czech Republic in 2013–2019 in exchange for investments reducing greenhouse gas emissions.
- EC Commission has proposed that free allocation of up to 40% of emission allowances will continue post 2020.

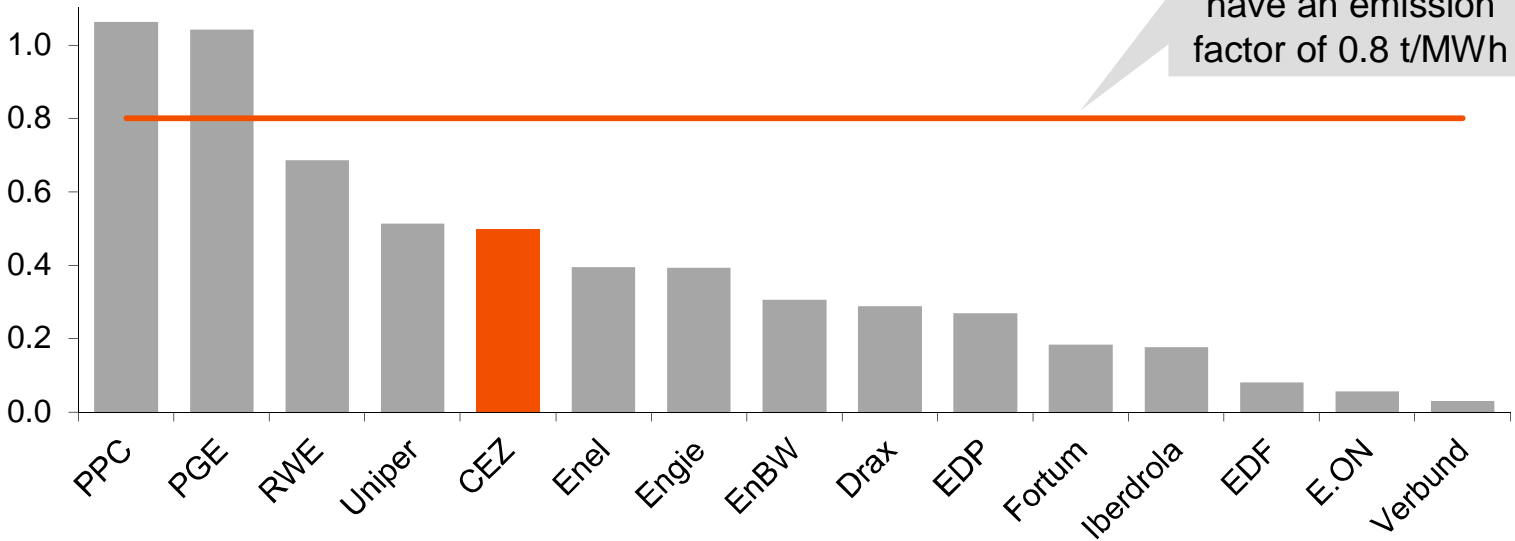
Expected allocation of allowances for CEZ Group in the Czech Republic (millions)



# CEZ GROUP'S CO<sub>2</sub> INTENSITY IS BELOW INTENSITY OF A EUROPEAN PRICE SETTING PLANT



**Carbon intensity of selected European utilities**  
(2016, t/MWh)



Marginal European price setting plants have an emission factor of 0.8 t/MWh



**Increase in CO<sub>2</sub> price has a positive impact on CEZ profitability**

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# LARGE PART OF PRODUCTION FOR THE NEXT 3 YEARS IS ALREADY HEDGED



**Share of hedged production of ČEZ\* power plants**  
 as of May 1, 2017  
 (100% of electricity supplied corresponds to 53–54 TWh in 2018-2020)

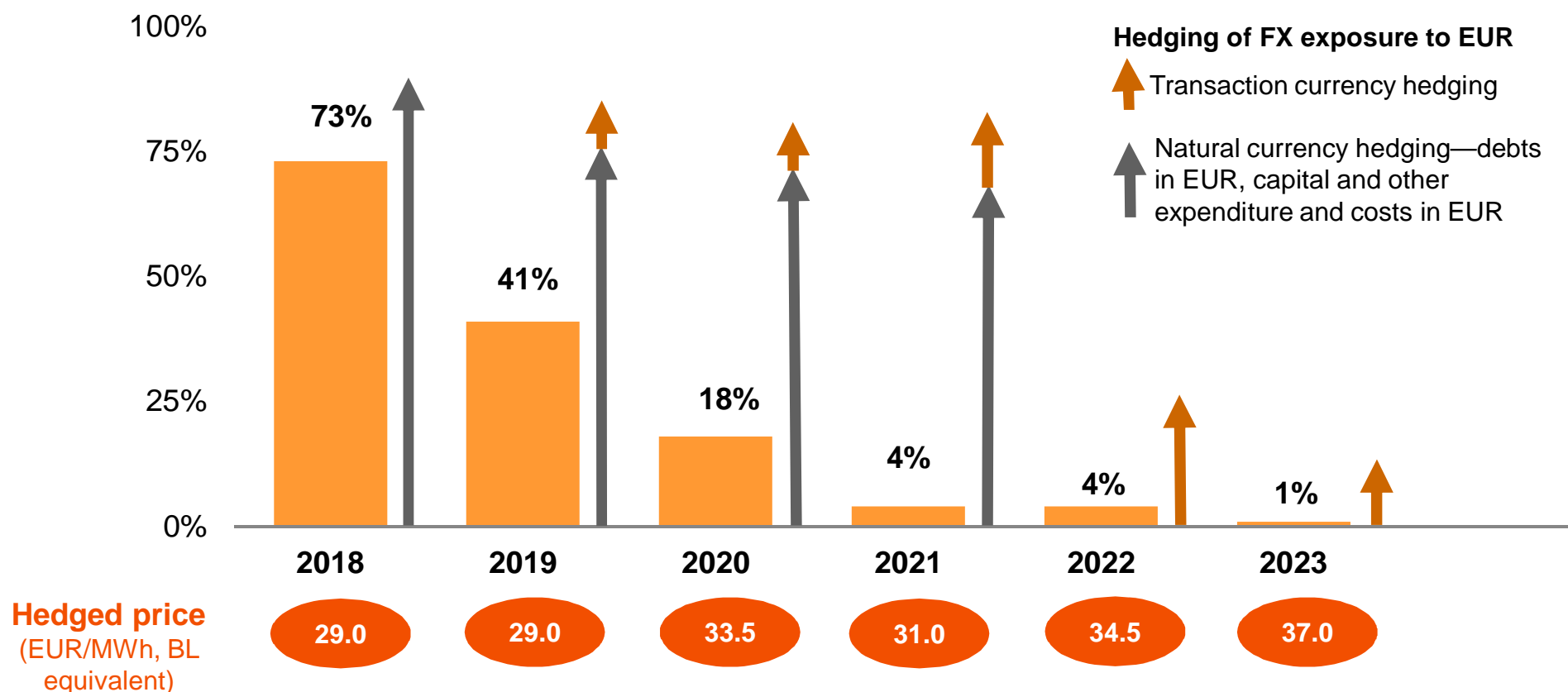
**Hedging of electricity price exposure**

■ Hedged volume as of May 1, 2017

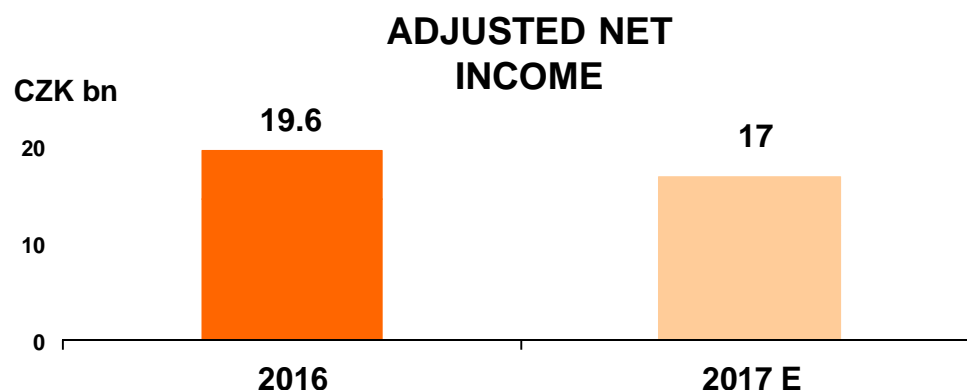
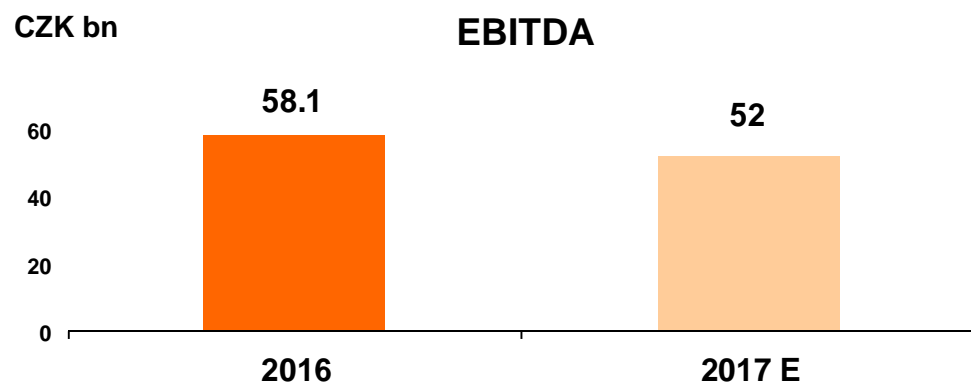
**Hedging of FX exposure to EUR**

↑ Transaction currency hedging

↑ Natural currency hedging—debts in EUR, capital and other expenditure and costs in EUR



# WE EXPECT 2017 EBITDA OF CZK 52BN, ADJUSTED NET INCOME OF CZK 17BN



## Selected year-on-year negative effects:

- Trend of declining electricity prices
- Positive effect of unbilled electricity settlement in 2016

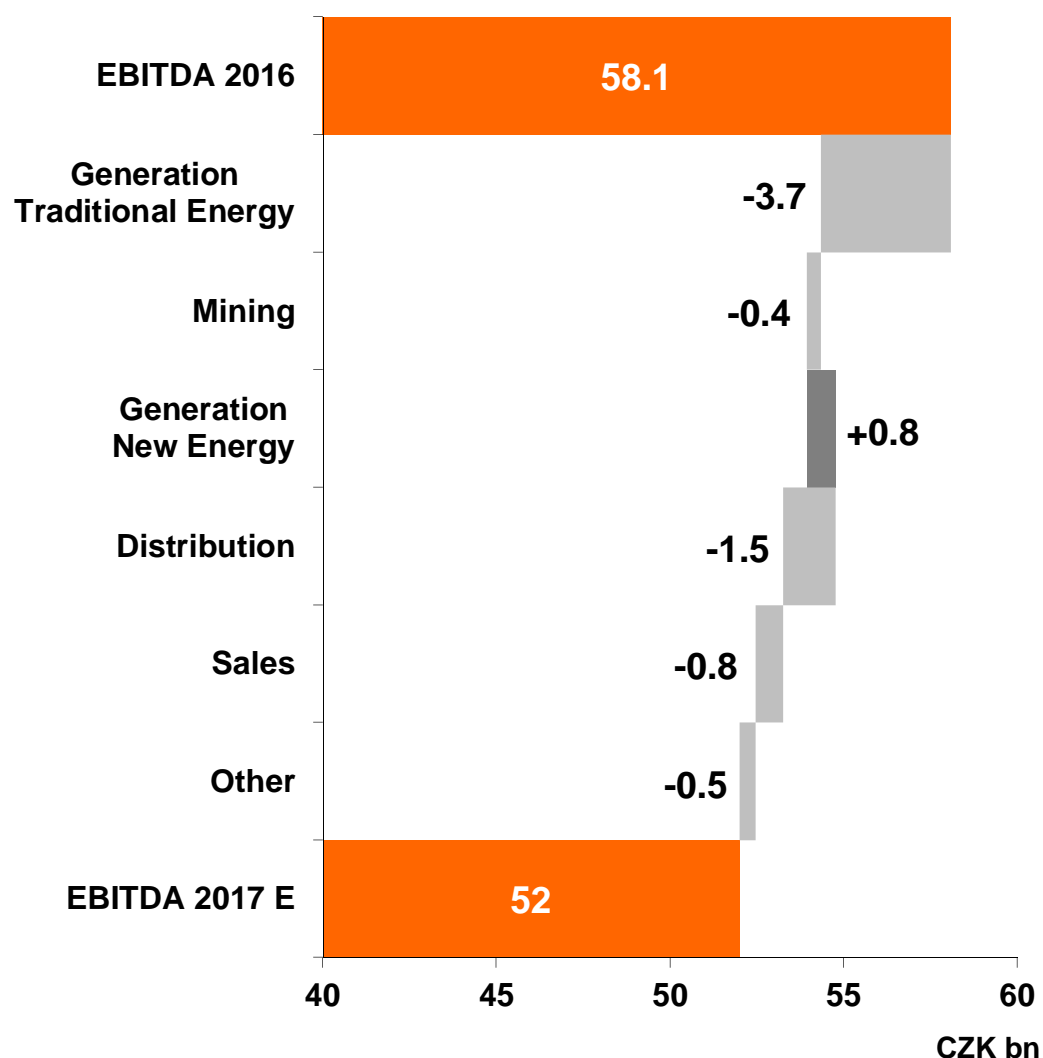
## Selected year-on-year positive effects:

- Higher electricity production
- Successful sale of MOL shares
- Payment of SŽDC debts from 2011

## Selected prediction risks:

- Availability of generating facilities in the Czech Republic
- Changes in regulatory and legislative conditions for the energy sector in Europe

# EXPECTED YEAR-ON-YEAR CHANGE IN EBITDA (2017 VS. 2016) – MAIN CAUSES BY SEGMENT



## Generation—Traditional Energy

- Lower profit on commodity trading, active dispatching and balancing, and ancillary services
- Higher expenses on emission allowances
- Decrease in electricity realization prices incl. hedging offset by increased production at nuclear power plants
- Higher fixed expenses on safety and long-term operation at nuclear facilities

## Mining

- Primarily, increased fee for mined minerals and decreased revenues from coal sales

## Generation—New Energy

- Allocation of 2013–2015 certificates for wind farms in Romania in 2016
- Addition to impairments for EWC 2016 projects
- RES acquisitions in 2016 and development goals

## Distribution

- Positive effect of unbilled electricity settlement in the Czech Republic in 2016
- Effect of correction factors and higher permitted revenues

## Sales

- Positive effect of unbilled electricity settlement in the Czech Republic in 2016
- Taking up specific market opportunities in electricity and gas sales in 2016 (especially a significant drop in electricity prices)
- Expected payment of SŽDC debts from 2011

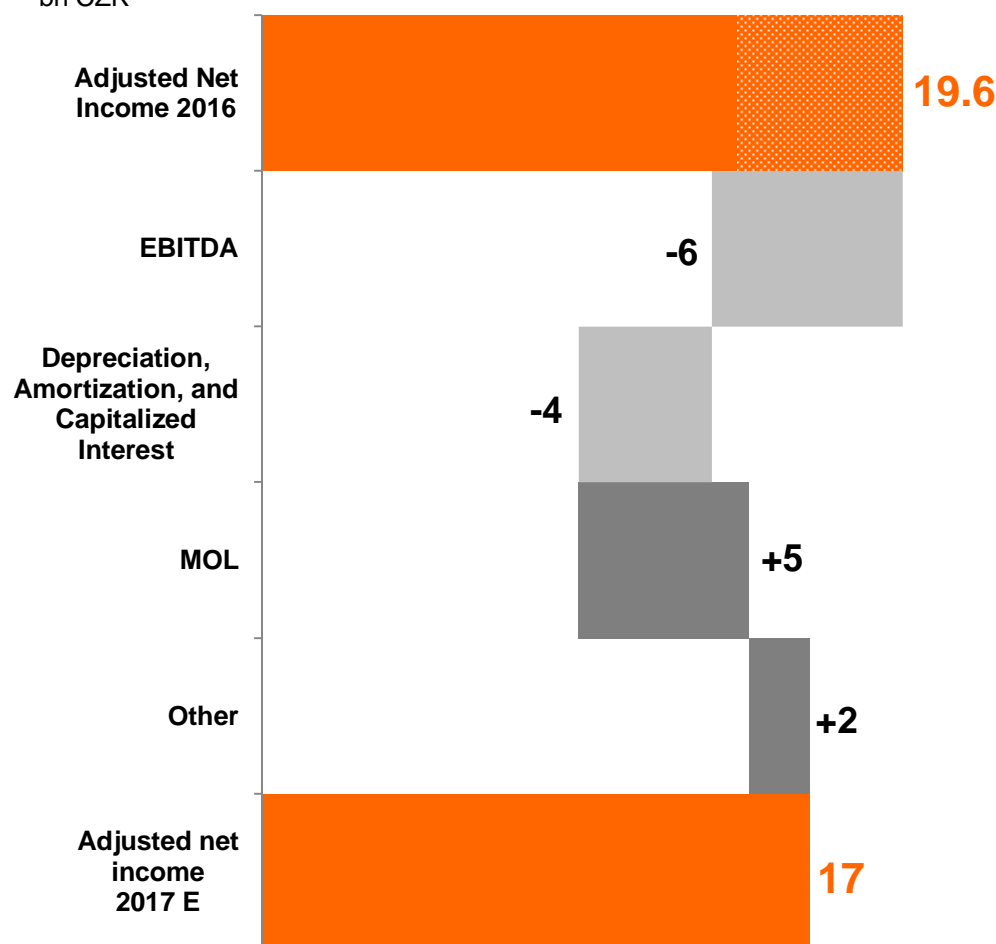
## Other

- Primarily, expenses relating to Škoda Praha Invest's projects

# EXPECTED YEAR-ON-YEAR CHANGE IN NET INCOME MAIN CAUSES



bn CZK



## Main causes of year-on-year change:

### EBITDA

- Lower profit on business activities and ancillary services
- Higher expenses on emission allowances
- Higher fixed expenses on safety at NPPs
- Decrease in electricity realization prices including hedging offset by increased production at NPPs
- Effect of unbilled electricity settlement in Czechia in 2016 and effect of correction factors (CZK -2.7 bn)
- Expected payment of SŽDC debt from 2011
- Positive effect of new RES acquisitions from late 2016 (CZK +0.4 bn)

### Depreciation, Amortization, and Capitalized Interest

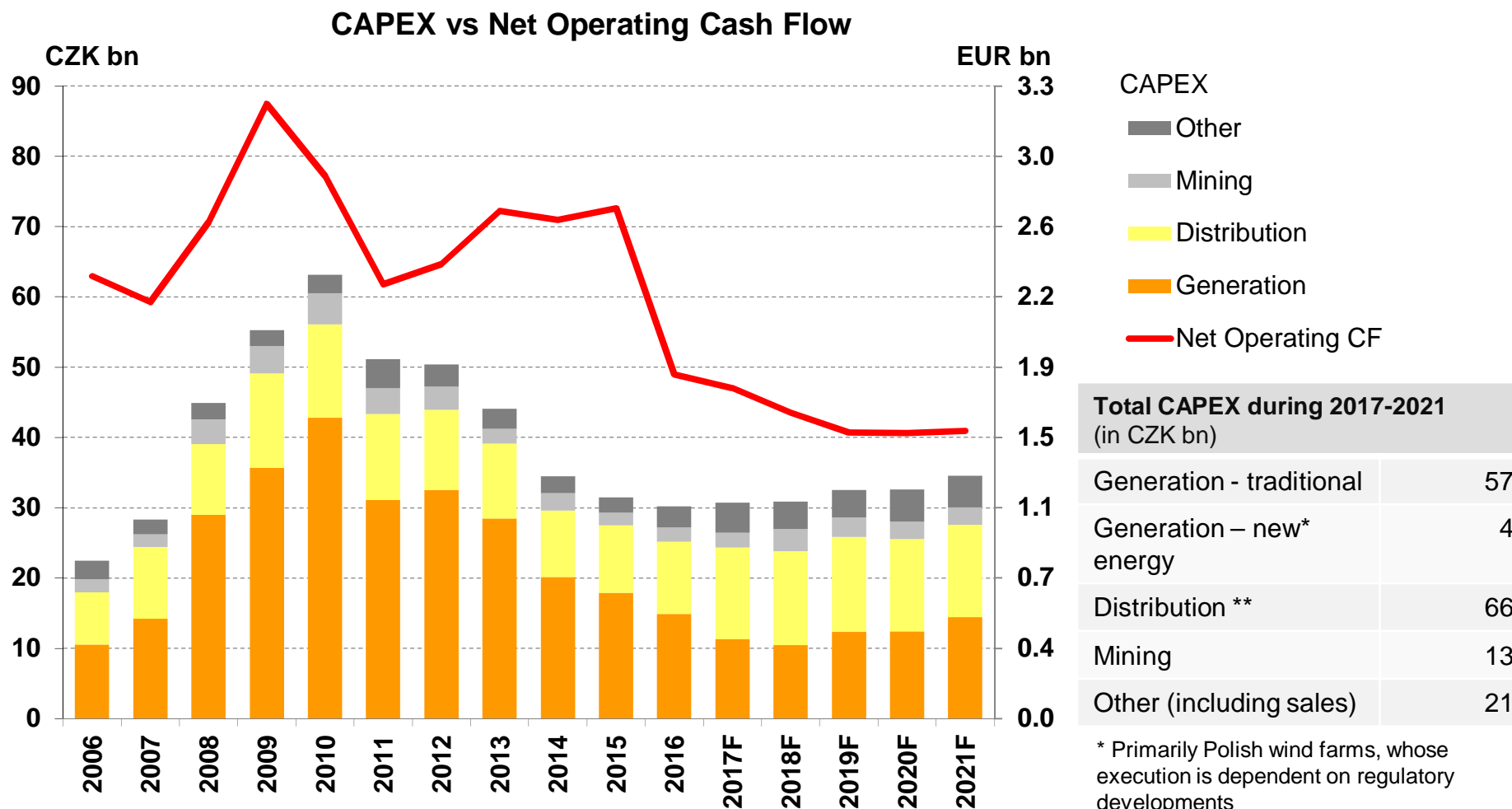
- Increase in depreciation and amortization and lower interest capitalization, primarily due to expected completion of new coal-fired unit in Ledvice and due to completion of comprehensive renovation of Prunéřov Power Plant in 2016

### MOL (CZK +5.2 bn in Total)

- Sale of MOL shares and early redemption of exchangeable bonds (CZK +3.3 bn)
- MOL option revaluation in 2016 (CZK +1.0 bn)
- MOL option recognition in 2017 (CZK +1.2 bn)
- Dividends received in 2016 (CZK -0.4 bn)



# CEZ GROUP WILL BE ABLE TO FINANCE CAPEX FROM ITS OPERATING CASH FLOWS

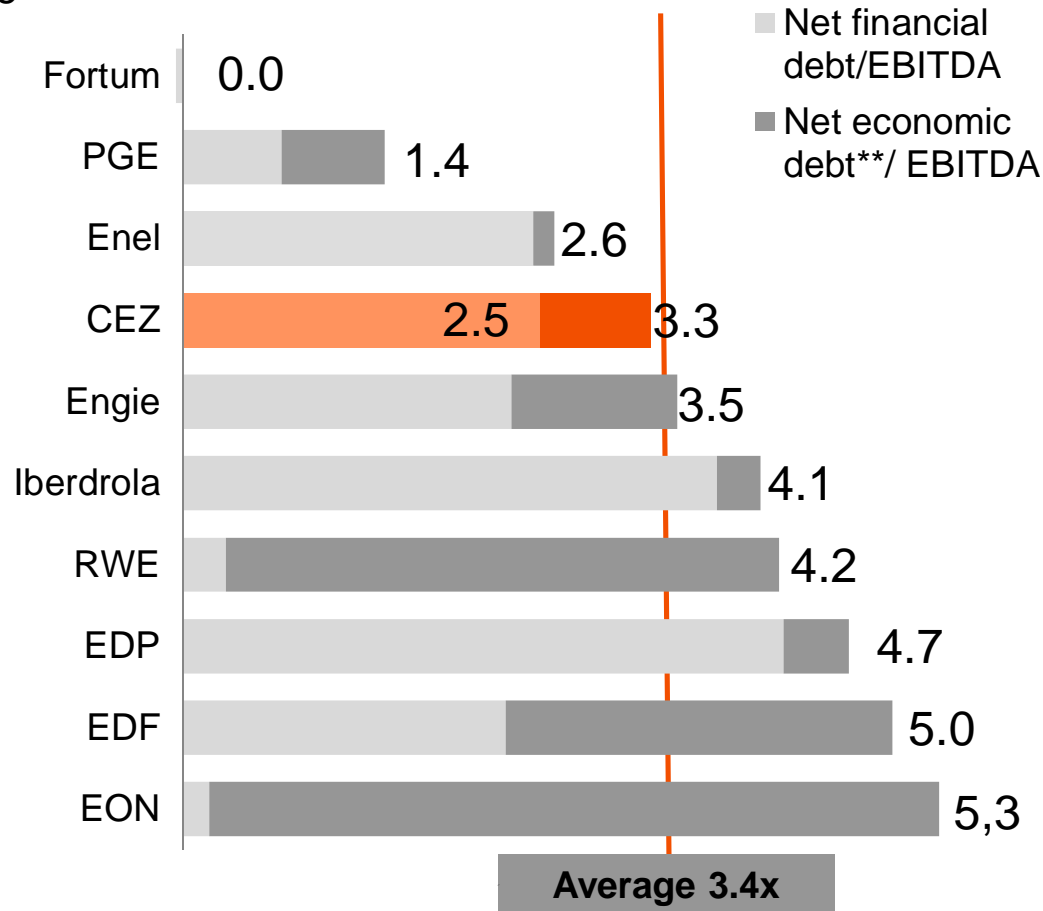


\* Primarily Polish wind farms, whose execution is dependent on regulatory developments  
 \*\* of which CZK 13 bn outside Czech Rep.

# OUR CURRENT LEVERAGE IS BELOW INDUSTRY AVERAGE



## Net economic debt/ EBITDA\* 2016



### Current credit rating

- A-, stable outlook from S&P
- Baa1, stable outlook from Moody's

### Tolerated leverage

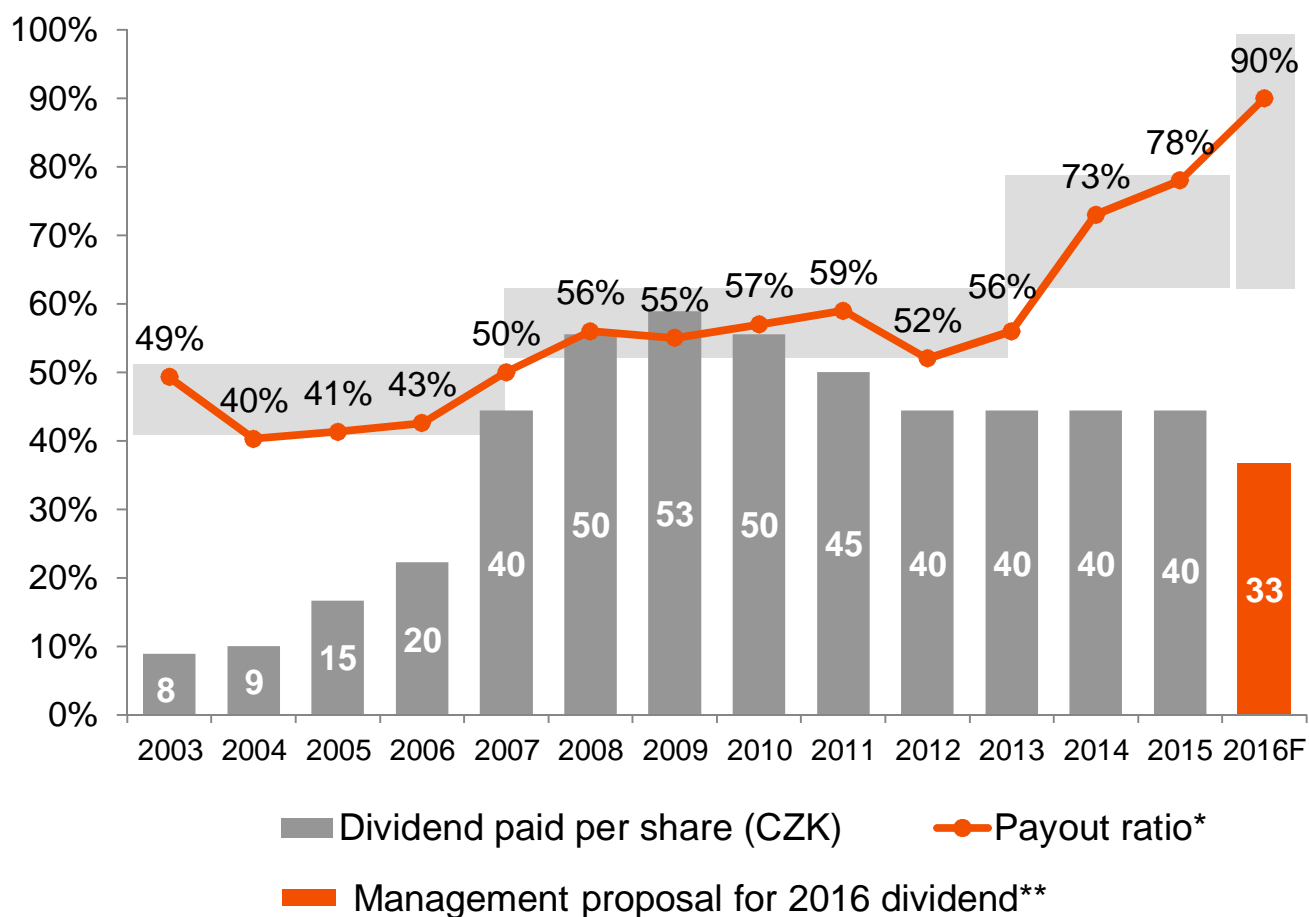
- net financial debt/EBITDA ratio at 2.5-3.0x
- Assumes funding of new development activities (primarily acquisition of renewable projects, distribution, sales and heat assets)

\*EBITDA as reported by companies, \*\* Net economic debt= net financial debt + nuclear provisions + provisions for employee pensions + reclamation provision

# DIVIDEND POLICY IS TO DISTRIBUTE 60 – 100 % OF ADJUSTED NET INCOME OF 2016 AND 2017 PROFITS



**Payout ratio\* (%)**



- Board of Directors proposes CZK 33 per share dividend from 2016 earnings
- General meeting will vote on the dividend proposal on 21st June 2017

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# CEZ GROUP'S STRATEGY IS BUILT ON THREE PILLARS



**Vision: deliver innovative solutions to energy needs and contribute to a better quality of life.**

**Mission: guarantee safe, reliable and positive energy to our clients and the society as a whole.**

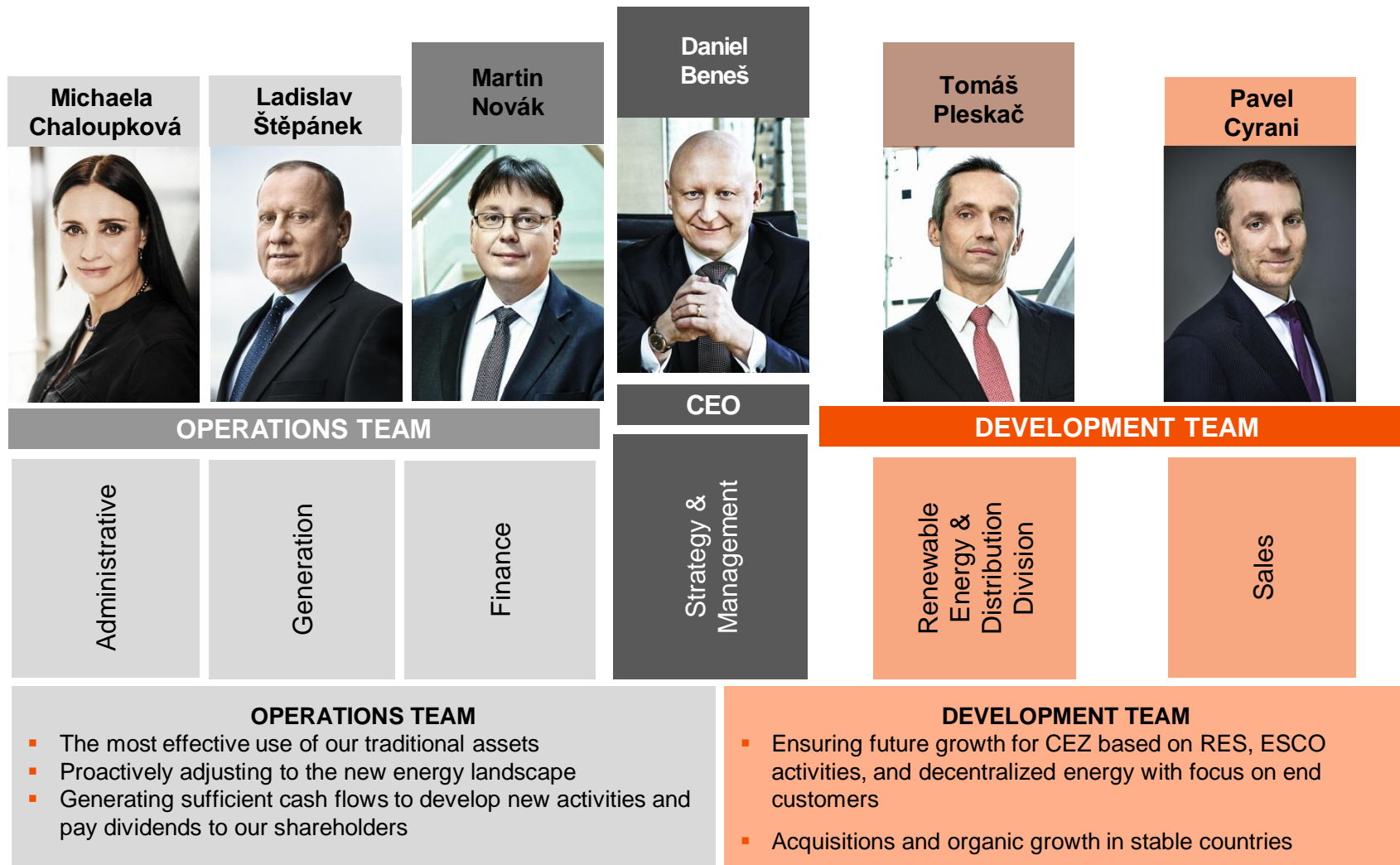
<p><b>I</b> <b>Be among the best in the operation of conventional electricity generation</b> and proactively respond to the challenges of the 21st century</p>	<p><b>II</b> <b>Offer a wide range of products and services to customers,</b> which address their energy needs</p>	<p><b>III</b> <b>Strengthen and consolidate our position in the region of Central Europe</b></p>
<ul style="list-style-type: none"> <li>▪ Focus on operational efficiency as a prerequisite for further existence in both conventional and new energy</li> <li>▪ Ensure long-term operation of the Dukovany Nuclear Power Plant</li> <li>▪ Gradually phase out older condensing units</li> <li>▪ Develop projects of new nuclear units at Temelín and Dukovany</li> <li>▪ Continually improve distribution grid efficiency to allow a real decrease in distribution tariffs and simultaneously ensure stable cash flow</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve the top level in electricity and gas sales and in customer care</li> <li>▪ Develop additional products and make use of synergies with energy commodities</li> <li>▪ Launch new business models—from equipment deliveries to electricity generation and to supply at the customer's point of consumption</li> <li>▪ Invest in opportunities and technologies at an early stage in order to establish promising positions of CEZ in future energy market</li> <li>▪ Prepare distribution grids for operation under the conditions of growing decentralized generation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strive to acquire assets/companies in the Czech Rep and in countries with stable national regulatory environments:             <ul style="list-style-type: none"> <li>- RES</li> <li>- Distribution companies</li> <li>- Sales companies supplying energy and related products to end customers</li> <li>- Developing new products and services that are auspicious from the point of view of future energy market</li> <li>- Conventional energy</li> </ul> </li> <li>▪ Reduce risk profile—optimize capital and ownership structure, including divestment of selected assets</li> </ul>

# WE ARE GRADUALLY IMPLEMENTING ČEZ STRATEGY



<p><b>I</b> Be among the best in the operation of conventional power facilities and proactively respond to the challenges of the 21st century</p>	<ul style="list-style-type: none"><li>▪ We received an operating license for Unit 1 of the Dukovany Nuclear Power Plant for an indefinite period of time</li><li>▪ We stabilized the situation caused by the need to inspect welds at nuclear facilities</li><li>▪ We completed the renovation of the Pruněřov Power Plant and environmental upgrade to the Počerady Power Plant</li><li>▪ We introduced a more flexible, more profitable process of hydropower dispatch</li><li>▪ We upgraded high-capacity disposal sites at the Nástup Tušimice Mines</li><li>▪ We spun off the projects for new nuclear power plants at Dukovany and Temelín into new companies</li><li>▪ We started the EIA process for a new nuclear unit at Dukovany</li></ul>
<p><b>II</b> Offer customers a wide range of products and services addressing their energy needs</p>	<ul style="list-style-type: none"><li>▪ We are stabilizing our sales portfolio and market position in the Czech Rep. (we are No. 2 in the gas market)</li><li>▪ We are developing sales of non-commodity products and services for retail customers</li><li>▪ We are growing successfully also through acquisitions (ENESA, juwi—now ČEZ Solární, AZ Klima)</li><li>▪ We are completing Czech distribution redesign and preparing for decentralized and digitized energy future</li><li>▪ We purchased the first alternative electricity and gas seller, Energie2 Prodej.</li></ul>
<p><b>III</b> Strengthen and consolidate our position in Europe</p>	<ul style="list-style-type: none"><li>▪ We are expanding our trading activities to additional European countries, including the Nordic countries</li><li>▪ We entered the German RES market; CEZ Group acquired 39 operated onshore wind turbines with a total installed capacity of 98 MW</li><li>▪ We are expanding the INVEN CAPITAL portfolio with attractive new energy companies (sonnen—formerly Sonnenbatterie, SunFire, tado GmbH, fund ETF, Cloud &amp; Heat )</li><li>▪ We continue to reduce our financial exposure abroad (an agreement made with EBRD allows CEZ Razpredelenie Bulgaria AD to take out a loan of up to EUR 116m without any guarantee by ČEZ, a. s.)</li></ul>

# SINCE 2015 STRATEGIC ACTIVITIES ARE ORGANIZED UNDER THE OPERATIONS AND DEVELOPMENT TEAMS



# OPERATIONS TEAM STRATEGIC AMBITIONS FOR 2020

Additional \*  
EBITDA 2020:  
+ CZK 3bn



## Mining

- Ensure reliability and flexibility of supplies to all customers
- Make the interface between mining and power plants more efficient
- Achieve maximum cost effectiveness in operations
- Optimize investments through “Design-to-Cost”
- Use economically exploitable coal reserves as efficiently as possible



## Generation—Traditional

### Nuclear Facilities

- Continually improve nuclear safety and the level of maintenance of nuclear facilities
- Maintain high facility availability and maximum utilization of our nuclear assets’ potential
- Obtain a renewed operating license for Dukovany units and ensure long-term operation for the Dukovany NPP

### Other Generating Facilities

- Continually improve the operational efficiency and flexibility of new and refurbished facilities
- Optimize the operations of all coal-fired facilities

### Heat Sector

- Strengthen our position in the heat market in the Czech Rep. and maximize the operational efficiency and utilization of existing assets to achieve growth and new revenue
- Optimize investments through “Design-to-Cost”



## Finance and Administrative

### Finance

- Ensure proactive funding of development activities and maintain the Group’s financial stability (Net Debt/EBITDA ratio at 2.5–3.0)
- Optimize the capital and ownership structure of existing foreign assets

### Support and Centralized Activities

- Continually improve efficiency and outperform the market in all services provided
- Continually and systematically promote segment initiative and motivation in order to increase the entire Company’s value
- Continually improve the efficiency of purchasing processes and optimize other centralized and support processes to promote growth and increased cost effectiveness



# DEVELOPMENT TEAM STRATEGIC AMBITIONS FOR 2020

**Additional \***  
**EBITDA 2020:**  
**+ CZK 6bn**



## Sales & Trading



### Sales—Retail

- Expand the portfolio of innovative products and services according to customers' needs (in the generation, use, and savings of electricity and other kinds of energy) in all markets that we operate in

### Sales—ESCO

- Become #1 and a natural choice for businesses, municipalities and the public sector in comprehensive energy services in the Czech Rep. and **new markets in Poland and Germany**

### Trading

- Develop trading, active dispatching, and wholesale of commodities



## New Energy



- Become a major European player in renewables in terms of installed capacity and profitability
- Invest in wind and solar capacities in the development stage as well as in existing capacities while maintaining the required rate of return
- Efficiently use an optimum mix of internal and external funding for acquisitions

**Ambition to grow through acquisitions, primarily in Germany and in countries with a stable regulatory environment**



## Distribution

### Czech Republic

- Build a leading position in Smart technologies
- Integrate decentralized energy in a cost-effective manner
- Optimize grid renovation and development investments and costs in order to improve the quality of our distribution service without any impact on end-use tariffs
- Increase customer satisfaction

### Abroad

- Maximize CF and optimize capital and ownership structure, including divestment of selected assets

**Ambition to acquire distribution/transmission assets in countries with a stable regulatory environment**

**Additional investments  
of CZK 50–60bn assumed  
in 2016–2020:**

# EXTENDED OUTAGES IN NUCLEAR PLANTS RELATE TO WELD CHECKS AND LICENCE RENEWAL

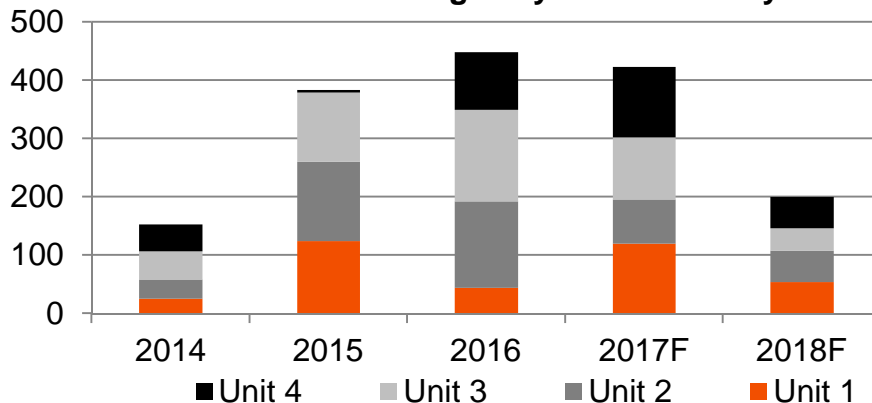


- Regular non-destructive testing of welds carried out in nuclear power plants.
- In 2015 irregularities found in testing documentation provided by outsourced supplier in the past.
- All welds are being re-tested to restore order in testing documentation and correct deficiencies.
- Most of re-testing, mainly in Dukovany, cannot be done during operation – > increased outages
- CEZ internalized significant part of services related to selected tests to minimize risk of problems repetition.
- Testing is pre-emptive. Negative testing result indicates „only“ increased probability of future leakage. Nevertheless any deficiencies result in re-welding as a pre-caution.

## Dukovany

- Licences of Dukovany’s 4 units coming to expiry and need to be renewed – > higher than regular outages.
- Unit 1 – all deficiencies remedied, new license received in 2016
- Re-testing in Units 2,3 and 4 in progress till 2017 - increased outages as per the charts below.
- Unit 2 received extension of its license till July 2017.

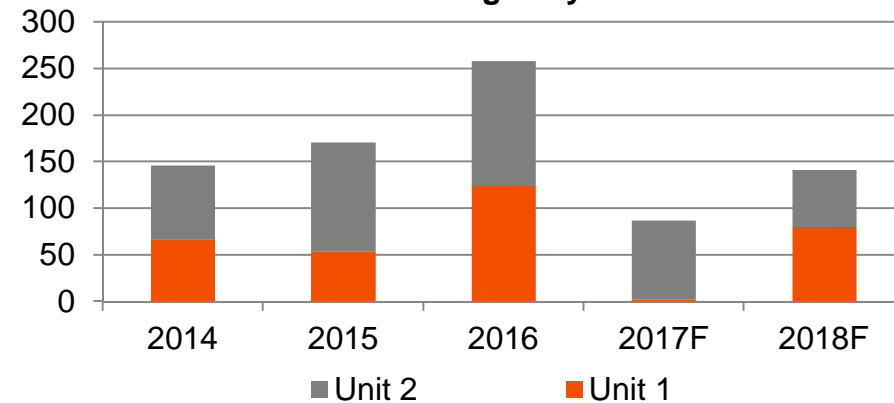
**Total number of outage days for Dukovany**



## Temelín

- Re-testing is scheduled into 2017. Unlike in Dukovany, some re-testing can be done during unit’s operation.
- Unit 1 2016’s unplanned outages - mainly re-testing related.
- Unit 2 2016’s unplanned outages - mainly turbine oil glands fault and replacement, i.e. most of the re-testing to be done in 2017.

**Total number of outage days for Temelín**



# REFURBISHMENT OF LIGNITE PLANT PRUNEROV HAS BEEN COMPLETED



## Comprehensive refurbishment of Prunéřov

- Three generating units were accepted for service on June 10, June 30, and July 15, 2016
- Capacity **3x250 MWe** (previously 5x210 MW)
- **Over 40 %** efficiency in combination with heat generation
- Fuel consumption reduced by **18 %** compared to existing units
- Improving all emission parameters by average of 60%
- Expected operating life 25 years



## New supercritical unit Ledvice

- Unit commissioning and adjustment continues
- Completion and commencement of commercial operation expected in 2017
- Capacity **660 MWe**
- **42.5 %** efficiency
- Fuel consumption reduced by **27 %** compared to existing Ledvice units
- Expected operating life 40 years



# CEZ SIGNED A COMPREHENSIVE AGREEMENT WITH SOKOLOVSKÁ UHELNÁ



## The agreement with Sokolovská uhelná, a.s. concerns:

- New contract for supplies of Sokolov brown coal until the year 2025
- Selling the Tisová Power Plant to Sokolovská uhelná, a.s.
- Both parties' pledge to take steps to end all pending lawsuits and proceedings before regulatory and other authorities

The agreement allows CEZ Group to focus on the operation of the upgraded Tušimice, Prunéřov, and Ledvice facilities and mitigate long-term risks posed by changes in coal balance and market prices in the Czech Republic.



### Tisová Power Plant

Commissioned	1959–1961
Total installed capacity	288.8 MW
Efficiency	32%
Electricity generated in 2016	1.2 TWh
Share of ČEZ electricity production in Czech Rep.	2%

# CEZ OFFERS ENERGY SOLUTIONS AND .....



## CEZ ESCO - ENERGY SOLUTIONS FOR LARGE AND MEDIUM-SIZED CUSTOMERS



- all activities relating to tailored customer solutions for **heating, air-conditioning, small cogeneration, energy and heat management, energy savings, rooftop photovoltaics installation, energy audits, lighting, e-mobility**
- supply company of CEZ Group for large and medium sized customers (from July 2017)
- competencies gained via acquisition and joint –ventures – eg. **CEZ Energo, CEZ Energeticke sluzby, EVC, ENESA, Juwi/CEZ Solární, AZ-Klima**
- leader in small cogeneration – current total capacity of 87 MWe and 186 MWt
- 150 installations rooftop photovoltaic installations at YE2016, thousands contracts being negotiated.
- looking to expand into Local Distribution Networks
- CEZ ESCO Polska set up in order to provide customer solutions services in Poland
- further countries analyzed to provide such services also on these markets

# ..... CEZ INVESTS IN INNOVATIVE ENERGY COMPANIES



**INVEIN CAPITAL**  
CEZ GROUP

**Committed capital (by CEZ Group) – CZK 5 bn**  
**Investment Period – 5-7 year**

 **sonnen**



- **Sonnen** - smart battery systems for storing energy from solar panels and other renewable energy sources. CEZ ESCO already installed first Sonnen battery in the CR. More than 12 000 installations globally (mainly Germany, Austria, Switzerland, expanding in US, Australia, Italy)

 **sunfire**



- **Sunfire** - unique reversible fuel cell technology, which is able to convert a fuel (such as natural gas) into electricity and heat as well as electricity back into hydrogen and other gases (Power-to-Gas) or synthetic fuels (Power-to-Liquids).

**tado°**



- **Tado** – the European leader in smart thermostats, integrates heat and AC management, integration with more than 5 000 heating and AC systems, ability to provide diagnostics of connected equipment

**CLOUD&HEAT**



- **Cloud & Heat** – designs, builds, and operates environmentally friendly, water-cooled, public and private data centers for cloud computing. The solution makes use of heat from servers to heat offices and water in office buildings, up to 50 reduction in operating costs in comparison with conventional solutions.

## SELECTED EVENTS OUTSIDE CZECH REPUBLIC



### Bulgaria

- On Nov 2, a **loan facility agreement was signed between EBRD and CEZ Razpredelenie Bulgaria AD**, allowing the company to take out a loan of up to EUR 116m (approx. CZK 3.1bn) from EBRD and commercial banks without any guarantee by ČEZ, a. s., further reducing financial exposure abroad
- At the end of July, ČEZ's **Request for Arbitration against the Republic of Bulgaria** was duly registered with the International Centre for Settlement of Investment Disputes (ICSID) and delivered to Bulgaria. The Request for Arbitration was filed by ČEZ, a. s. on July 12, 2016, officially commencing international investment arbitration for the non-protection of its investment under the Energy Charter Treaty. ČEZ, a. s. has already appointed its arbitrator and the appointment of Bulgaria's arbitrator is now awaited.

### Poland

- July 16, 2016 was the date of **effect of a renewable energy investment act**, which specifies additional requirements for the construction of wind parks, including a greater distance from inhabited areas, and generally indicates the Polish government's intention to restrict or change support for wind turbines and renewable energy sources. This **effectively postponed the first expected auctions; the law also poses a threat to the implementation of wind park projects** throughout Poland, incl. CEZ Group's projects developed by Eco-Wind.

### Romania

- The formal notification process for the Fântânele Vest and Cogeaalac wind farms was completed in June 2016. The European Commission (DG Competition Council) **approved the individual notifications for the wind parks** in its decision. ČEZ wind parks continue to be entitled to participate in the RES support system in Romania.
- **Allocation of certificates that our wind farms were supposed to receive during the period when their temporary accreditation expired** (November 2013 to September 2015 for Fântânele Vest and October 2014 to September 2015 for Cogeaalac) **was resolved**. These certificates may be sold after the end of the support scheme (in case of Cogeaalac, after 2027, and in case of Fântânele Vest, after 2025).

# AGENDA

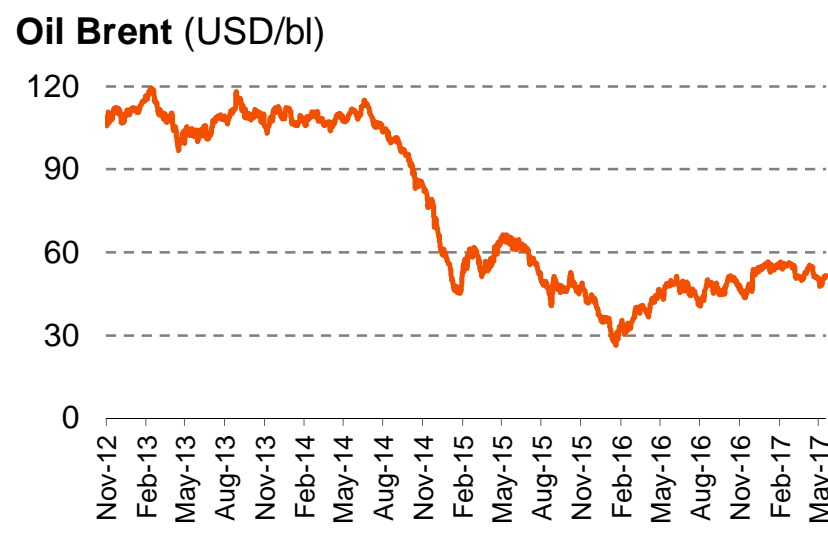
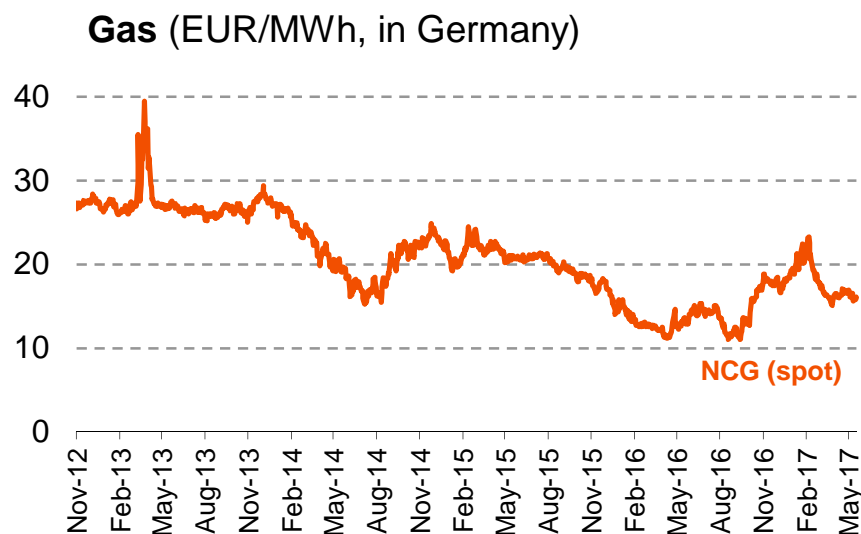
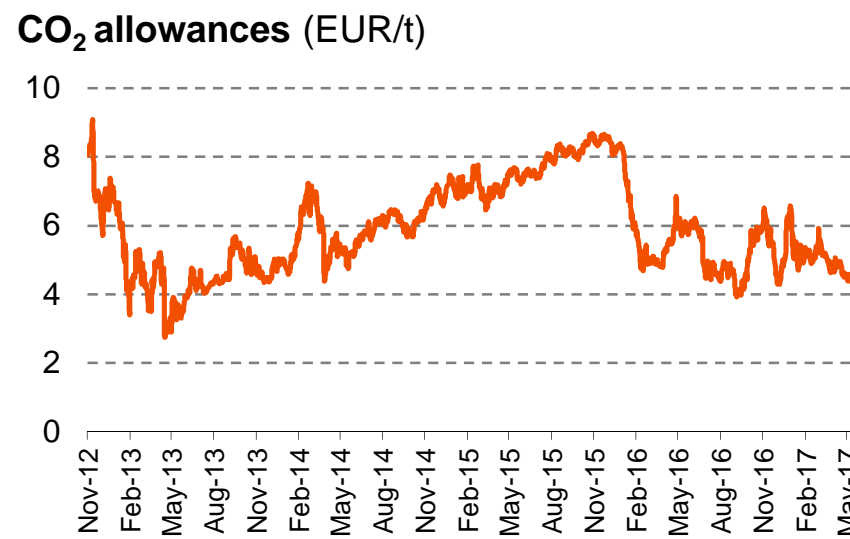
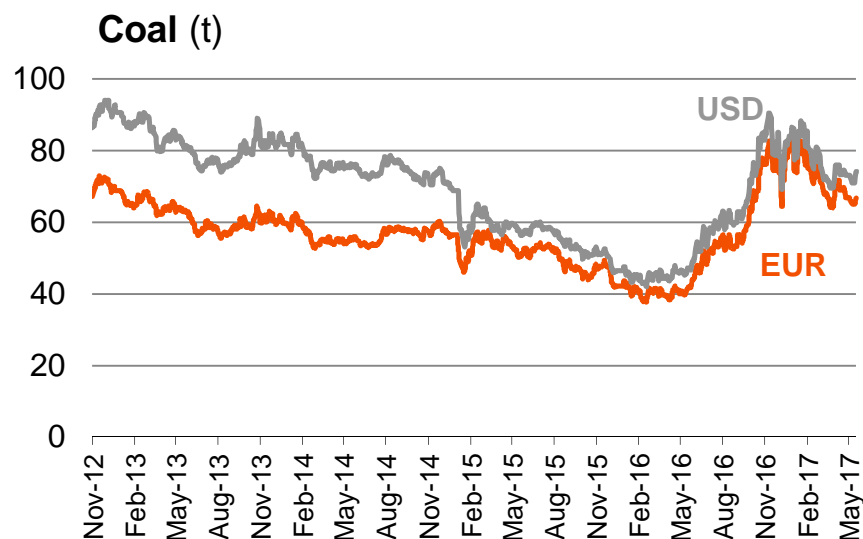
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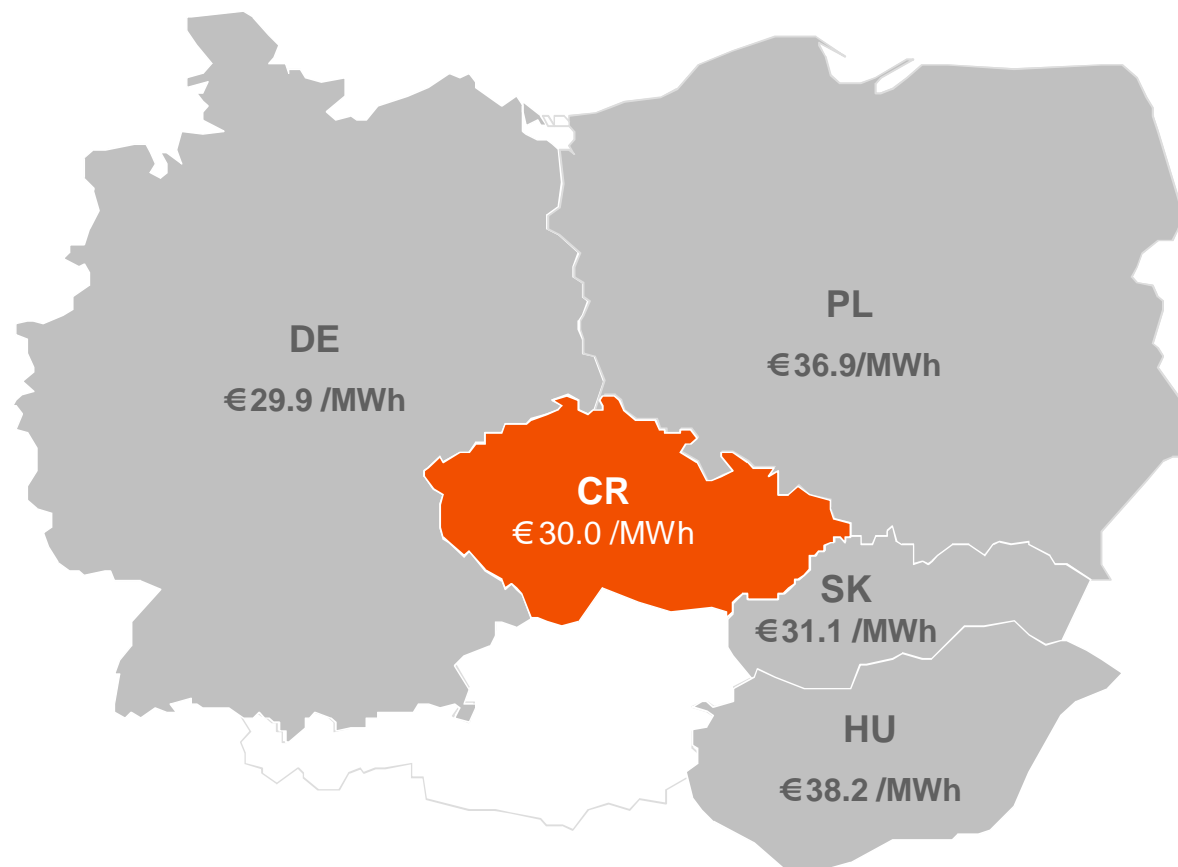
▪ Introduction	1
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# HISTORICAL DEVELOPMENT OF PRICES OF INPUT COMMODITIES



# ELECTRICITY MARKETS IN THE REGION ARE INTEGRATED, CEZ CAN SELL ITS POWER ABROAD



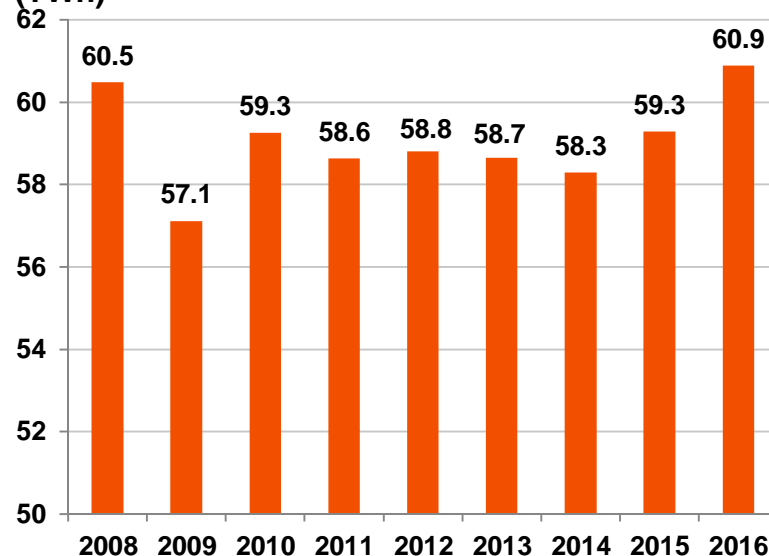
Note: Prices for 2018 baseload – average price in January 2017

Source: EEX, PXE, TGE

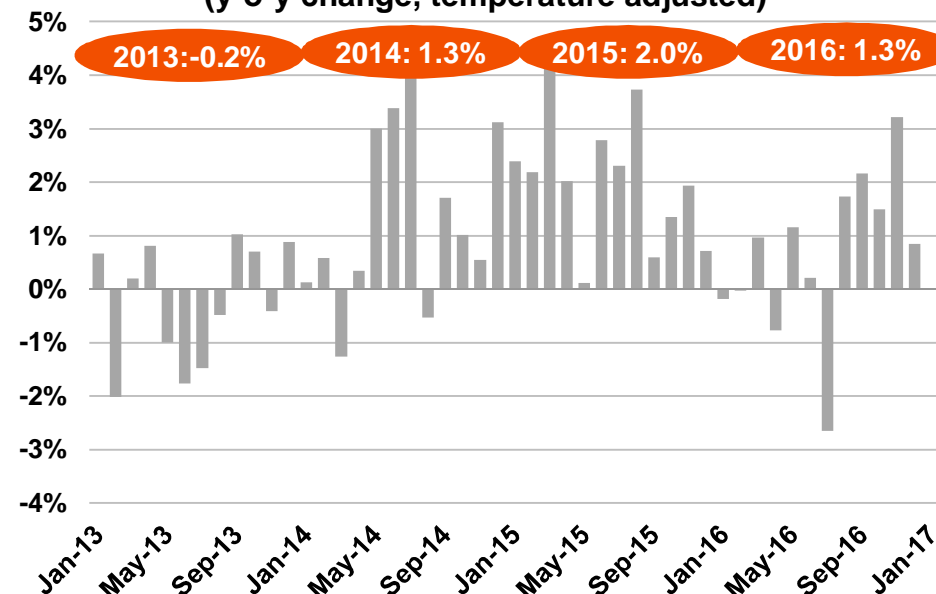
# TEMPERATURE AND CALENDAR ADJUSTED ELECTRICITY DEMAND GREW BY 1.3% IN 2016



Net electricity consumption in the Czech Republic (TWh)



Monthly development in Czech electricity consumption (y-o-y change, temperature adjusted)\*



- **Temperature adjusted electricity consumption** in the Czech republic **grew by 1.3% in 2016**
- **Unadjusted consumption** in the Czech Republic grew **by 2.7% in 2016**, of which:
  - + 2.9 % large industrial companies
  - + 3% households
  - + 2.4 % small businesses

# CZECH GOVERNMENT APPROVED ENERGY POLICY AND NUCLEAR ACTION PLAN



## Goals of State Energy Policy

- **Preservation of the existing full independence** in heat and electricity supply but without any major exports of generated energy
- Achieving **diversification through the development of nuclear energy**, need for new nuclear units now anticipated only in 2035 (2025 previously)
- **In October 2015 MIT cancelled a territorial mining limits for Severočeské Doly**: lifetime of Bilina mine therefore extended from 2035 to 2050-55, reserves beyond the limits are estimated at 100 – 150 m tons of coal

## The National Action Plan for Nuclear Energy

- **Creation of a special company (SPV)** that will acquire all relevant assets for the construction of nuclear units at both existing sites
- **Initiation of preparations for EPC contractor selection** in accordance with the selected business model
- **Negotiations with the European Commission** on the contractor selection method, method of financing and ensuring economic return
- **Continued preparation of the 2-unit project variants at both Temelín and Dukovany sites** with anticipated construction of 1 unit and possible expansion to 2 units at either location. The number of units and the order of the sites is to be decided on later.
- Re-evaluating, at the latest before the building permit is issued, whether there is still a need for the construction of a new nuclear facility and whether or not the market situation has stabilized to allow commercial construction, i.e. with no need for government guarantees.
- In June 2016 the Government appointed Nuclear Energy Coordinator whose main task in the next four years will be to oversee and coordinate moves aimed at constructing new nuclear in the Czech Republic.

# EUROPEAN UNION IS PROGRESSING WITH REFORM OF ITS EMISSION TRADING SCHEME



## **Market Stability Reserve (MSR) approved in 2015**

- MSR will be launched on January 1, 2019
- If number of surplus allowances in the system is above 833 Mt 12% of this surplus will be withdrawn from the market, if the surplus of allowances falls below 400 Mt, 100 Mt will be added to the market
- 900 million backloaded emission allowances will be transferred directly to the reserve
- Unutilized emission allowances from Phase 3 (approx. 500–700 million EUA\*) will be transferred directly to the reserve

## **In February 2017 both European Parliament and Council of Environment Ministers adopted their respective position vis-a-vis the EU ETS reform which can now enter into Triologue negotiations (EP, EC, Council)**

- Annual reduction factor for the amount of emission allowances issued will increase from 1.74% to 2.2% (with a potential review to 2.4% from 2024 according to the position of European Parliament)
- Pace of the surplus withdrawal to the MSR can double from 12% to 24% in the first 4-5 years
- Both EP and the Council would introduce some EUA cancellation from the MSR (either one-off cancellation of 800 Mt or cancellation of all allowances above the auction volumes in 2024)
- EP urges the Commission to monitor the problem of overlapping policies and enables it to neutralize these negative effects
- Broader range of tools for power sector and industry modernization in less developed countries (derogations, modernization fund, innovation fund)
- Czech Republic is eligible for derogation, it can give up to 40% of its EUA auction volume to electricity producers for investments into modernization of the energy sector

# OVERVIEW OF REGULATION OF DISTRIBUTION NETWORKS



	<b>Czech Republic 2017</b>	<b>Bulgaria 2017</b>	<b>Romania 2017</b>
RAB (local currency m)	92,750	544	2,384
RAB (€ m)	3,280	278	525.1
WACC pre-tax	7.951% (nominal)	7.04% (nominal)	7.7% (real)
Regulatory period	2016 - 2018	2015 - 2018	2014 - 2018

CZK/EUR = 27.02    BGN/EUR = 1.96,    RON/EUR = 4.54

# CZECH REPUBLIC: ELECTRICITY DISTRIBUTION - OVERVIEW OF REGULATORY FRAMEWORK



## Regulatory Framework

- Regulated by ERU (Energy Regulatory Office, [www.eru.cz](http://www.eru.cz))
- The main components of regulatory formula for distribution
  - Revenue cap = Operating expenses + Depreciation + Regulatory return on RAB - Other revenues corrections +/- Quality factor + Market factor
  - RAB adjusted annually to reflect net investments
  - Regulatory rate of return (WACC nominal, pre-tax) – 7.951% for 2016-2018
  - Operating costs are indexed to CPI + 1% (30% weight) and market services price index (70% weight). They are also adjusted by efficiency factor of 1.01%/year starting in 2016

## Regulatory period

- 4<sup>th</sup> regulatory period started as of January 1, 2016, 3 years period (2016 – 2018)  
The main principles are very similar to the rules of the third regulatory period with the exception of WACC. Main impacts: - lowering allowed costs;
  - pressure on quality and security of electricity distribution;
  - increased motivation to renew and develop the networks.

## Unbundling & Liberalization

- Since January 1, 2006 all customers can choose their electricity supplier, market is 100% liberalized
- There is no regulation of end-user prices of electricity

**The 4<sup>th</sup> regulatory period is transitional period because ERU intends to process revaluation of assets and use the new values for 5<sup>th</sup> regulatory period.**

# BULGARIA: REGULATORY FRAMEWORK OF ELECTRICITY DISTRIBUTION



## Regulatory Framework

- Regulated by EWRC (Energy and Water Regulatory Commission)
- The regulatory formula for distribution
  - Revenue cap = Costs + Regulatory return on RAB + Depreciation
  - Regulatory rate of return (WACC nominal, pre-tax) at 7.04 % for 4th regulatory period
  - Average values set for the NBV, depreciation and investments for the whole period
  - RAB set at EUR 277.4m for the 4th regulatory period
  - Technological losses in 4th regulatory period set by regulator at 8%
  - Efficiency factor introduced in the 2<sup>nd</sup> regulatory period, not applied in the 4th regulatory period, yet. EWRC may apply it later.

## Regulatory periods

- 3<sup>rd</sup> regulatory period August 1, 2013 – July 31, 2015
- 4<sup>th</sup> regulatory period August 1, 2015 – June 30, 2018

## Unbundling & Liberalization

- Unbundling successfully completed by December 31, 2006
- Since July 2007, all consumers have the right to become eligible but the effective market degree of liberalized market was approximately 45% at the end of 2014.
- Currently the last phase of liberalization focused on the low voltage customers is in process.



# ROMANIA: REGULATORY FRAMEWORK OF ELECTRICITY DISTRIBUTION



## Regulatory Framework

- Regulated by ANRE (Autoritatea Nationala de Reglementare in domeniul Energiei)
- Price cap (tariff basket) methodology
- Revenue = Controllable OPEX + non-controllable OPEX + Depreciation + Purchase of losses + Regulatory return on RAB + Working capital - Revenues from reactive energy - 50% gross profit from other activities
- Efficiency factor of 1.5% applied only to controllable OPEX
- Losses ( technical + commercial ) reduction program agreed with ANRE on voltage levels
- S (minimum quality) from 2014 in formula, but not yet applied
- Possibility for annual corrections
- Investment plan – approved by ANRE before regulatory period starts
- Regulatory return (WACC pre-tax real terms) equals to 7.7% starting 2015, it can be revised by ANRE during regulatory period
- Working capital is equal to regulated remuneration of 1/12 from total OPEX
- Distribution tariff growth capped in real terms at 10% yearly on voltage levels and at 7% yearly for average weighted distribution tariff in the third regulatory period

## Regulatory periods

- 3rd regulatory period Jan 1, 2014 – Dec 31, 2018

## Liberalization

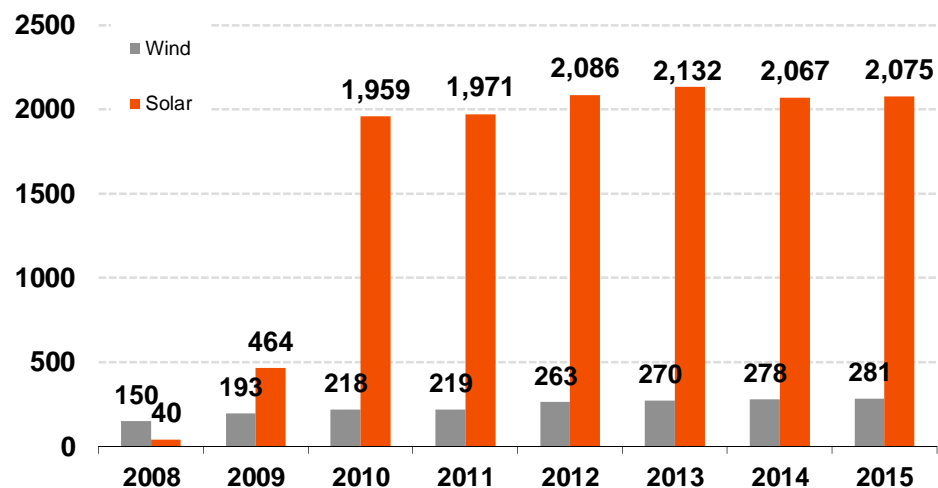
- Complete removal of regulated prices for industrial consumers by end 2013, for residential consumers by end 2017
- Starting January 2014, non-residential customers that benefit of Universal Service (US) are priced with 100% CPC tariff (free market component, endorsed by ANRE). The non-residential customers supplied on LRS regime are priced with CPC tariff +x%, depending on voltage level.
- Starting July 2013, the final price for the captive householders is formed of regulated tariff and a competitive market component (CPC). The percentage of regulated tariff decreases , and the CPC tariff percentage increases according to the Market Opening Calendar

# CZECH REPUBLIC: RENEWABLES SUPPORT



2016 feed-in – tariffs (€per MWh)	Plants commissioned in 2010	Plants commissioned in 2015
Solar <5 kW	482	0
5 kW < Solar <30 kW	482	0
Solar >30 kW	478	0
Wind	92.5	74.0

Installed capacity of wind and solar power plants in the Czech Republic (MWe)



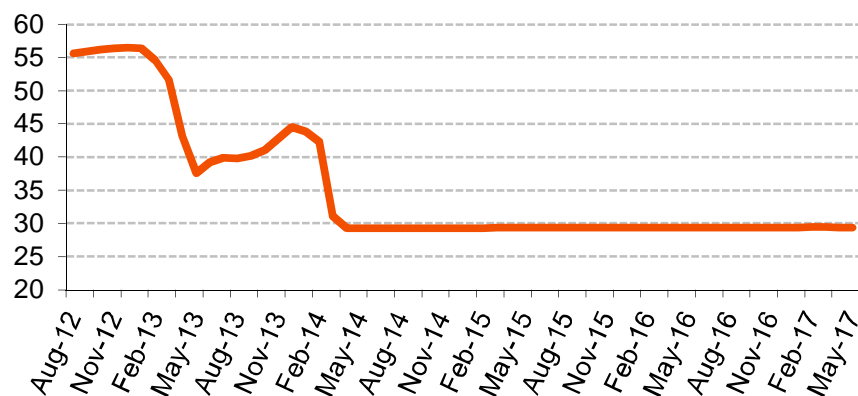
- Operators of renewable energy sources can choose from 2 options of support:
  - Feed-in tariffs (electricity purchased by distributor)
  - Green bonuses (electricity sold on the market, bonuses paid by distributor, level of green bonuses is derived from feed-in tariffs)
- Feed-in tariffs are set by a regulator to ensure 15-year payback period. During operation of a power plant they are increased each year by PPI index or by 2% at minimum and 4% at maximum.
- Support is provided for 20 years to solar, wind, pure biomass and biogas plants and for 30 years to hydro.
- Solar plants commissioned in 2014 or later do not receive support
- Solar plants put into operations in 2010 with capacity over 30kWp are obliged to pay 10% tax of revenues.

# ROMANIA: RENEWABLES SUPPORT



- Two green certificates (GC) obtained by the producer for each MWh supplied from wind to the network until 2017, one GC from 2018 onwards, duration of support – 15 years.
- Legally set price for green certificate is EUR 29.4 – EUR 35 (adjusted in March 2017 from previous EUR 27 to EUR 55)
- In March 2017 the tradability of green certificates was extended – all certificates issued after 1st April 2017 are tradable until 31st March 2032 (originally the lifespan was limited to 12 months).
- The updated regulatory scheme assumes an obligation to buy a constant annual amount of green certificates for 15 years, starting Apr 1, 2017, so that all green certificates are absorbed at the end of the 15-year period.

**Green certificates market clearing price (EUR/certificate)**



# CEZ GROUP FINANCIAL RESULTS



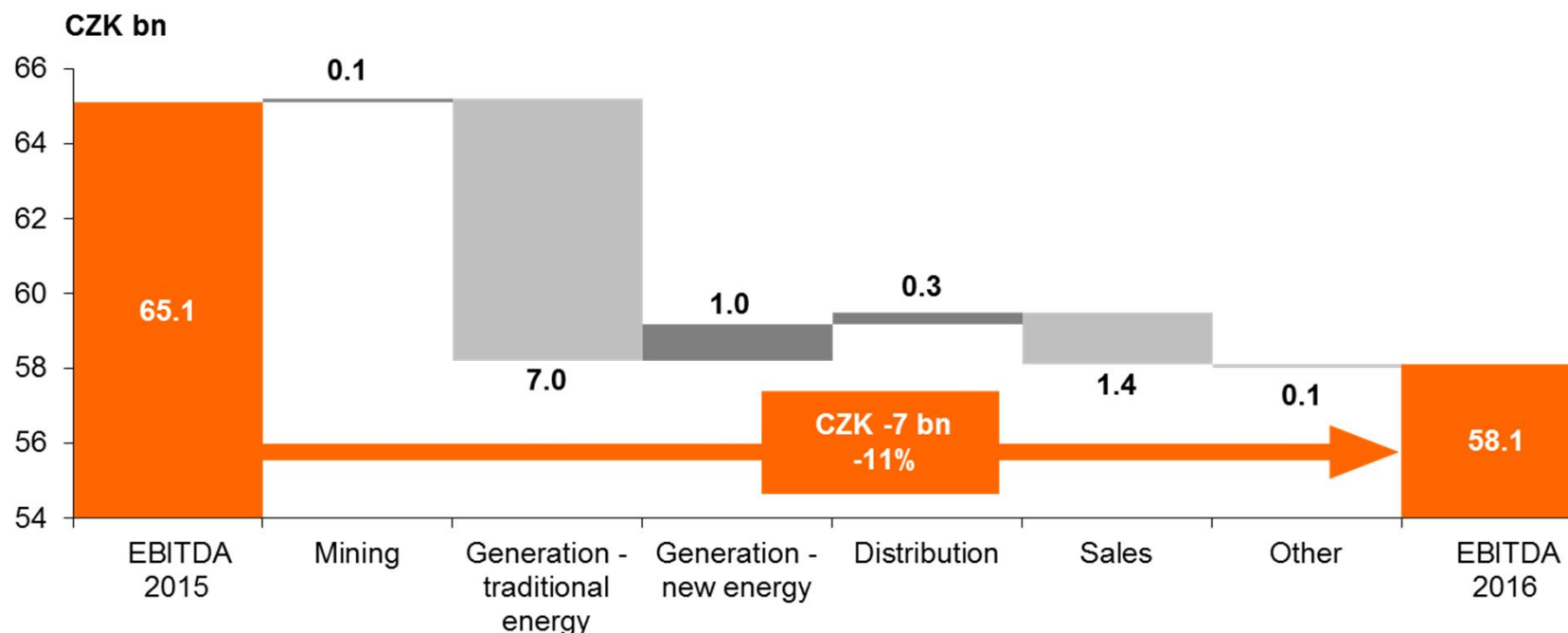
<b>(CZK bn)</b>		<b>2015</b>	<b>2016</b>	<b>Change</b>	<b>%</b>
Revenues		210.2	203.7	-6.4	-3%
EBITDA		65.1	58.1	-7.0	-11%
EBIT		29.0	26.1	-2.8	-10%
Net income		20.5	14.6	-6.0	-29%
Net income - adjusted *		27.7	19.6	-8.0	-29%
Operating CF		72.6	49.0	-23.6	-33%
CAPEX		31.5	30.2	-1.3	-4%
Net debt **		131.2	146.5	+15.2	+12%
		<b>2015</b>	<b>2016</b>	<b>Change</b>	<b>%</b>
Installed capacity **	GW	15.9	15.6	-0.3	-2%
Generation of electricity	TWh	60.9	61.1	+0.2	+0%
Electricity distribution to end customers	TWh	49.8	50.6	+0.8	+2%
Electricity sales to end customers	TWh	37.9	37.5	-0.5	-1%
Sales of natural gas to end customers	TWh	6.8	8.2	+1.3	+20%
Sales of heat	000 TJ	22.3	24.0	+1.8	+8%
Number of employees **	000's	25.9	26.9	+1.0	+4%

\* Adjusted Net Income = Net Income adjusted for extraordinary effects that are generally unrelated to ordinary financial performance in a given year (such as fixed asset impairments and goodwill amortization). The definition of Adjusted Net Income was refined in Q4 2016 (see Annex).

\*\* At the last day of period

Note: y-o-y change in Operating cash flow (CF) was significantly influenced by changes in assets and liabilities. Operating CF adjusted for these changes amounted to CZK 61.9bn in 2015 and CZK 50.4bn in 2016, i.e. CZK 11.5bn y-o-y decrease or 19% y-o-y decrease.

# YEAR-ON-YEAR CHANGE IN EBITDA BY SEGMENTS



## Main drivers of year-on-year change in EBITDA:

- Lower realization prices of generated electricity in the Czech Republic, including the positive effect of hedges (CZK -6.1bn)
- Payment of Railway Infrastructure Administration debts (from 2010) to ČEZ Prodej in 2015 based on a court decision (CZK -1.1bn)
- Positive effect of certificate allocation to Fântânele Vest and Cogevalac wind farms in Romania (CZK +1.7bn)



## OTHER INCOME (EXPENSES)

(CZK bn)	2015	2016	Change	%
EBITDA	65.1	58.1	-7.0	-11%
<b>Depreciation, amortization and impairments*</b>	<b>-36.1</b>	<b>-32.0</b>	<b>+4.2</b>	<b>+12%</b>
<b>Other income (expenses)</b>	<b>-2.1</b>	<b>-6.8</b>	<b>-4.7</b>	<b>&gt;200%</b>
Interest income (expenses)	-2.5	-2.5	+0.0	+0%
Interest on nuclear and other provisions	-1.7	-1.5	+0.2	+11%
Income (expenses) from investments and securities	-0.3	-1.8	-1.5	>200%
Other	2.4	-1.1	-3.5	-
<b>Income taxes</b>	<b>-6.3</b>	<b>-4.8</b>	<b>+1.6</b>	<b>+25%</b>
Net income	20.5	14.6	-6.0	-29%
<b>Net income - adjusted</b>	<b>27.7</b>	<b>19.6</b>	<b>-8.0</b>	<b>-29%</b>

### Depreciation, Amortization, and Impairments\* (CZK +4.2bn)

- Lower additions to fixed asset impairments (CZK +4.6bn)
- Higher depreciation and amortization (CZK -0.4bn) primarily due to started depreciation of comprehensively renovated Pruněřov Power Plant

### Other Income (Expenses) (CZK -4.7bn)

- Refund of a portion of gift tax on emission allowances for 2011 and 2012 in 2015 (CZK -3.8bn)
- Amortization of a portion of goodwill and additions to impairments at joint ventures in Turkey (CZK -1.3bn)\*\*
- Revaluation of MOL share option (CZK -0.9bn) due to rising share price
- Bond buyback in 2015 (CZK +0.8bn)
- Other (CZK +0.5bn) primarily FX gains

### Net income adjustment \*\*\*

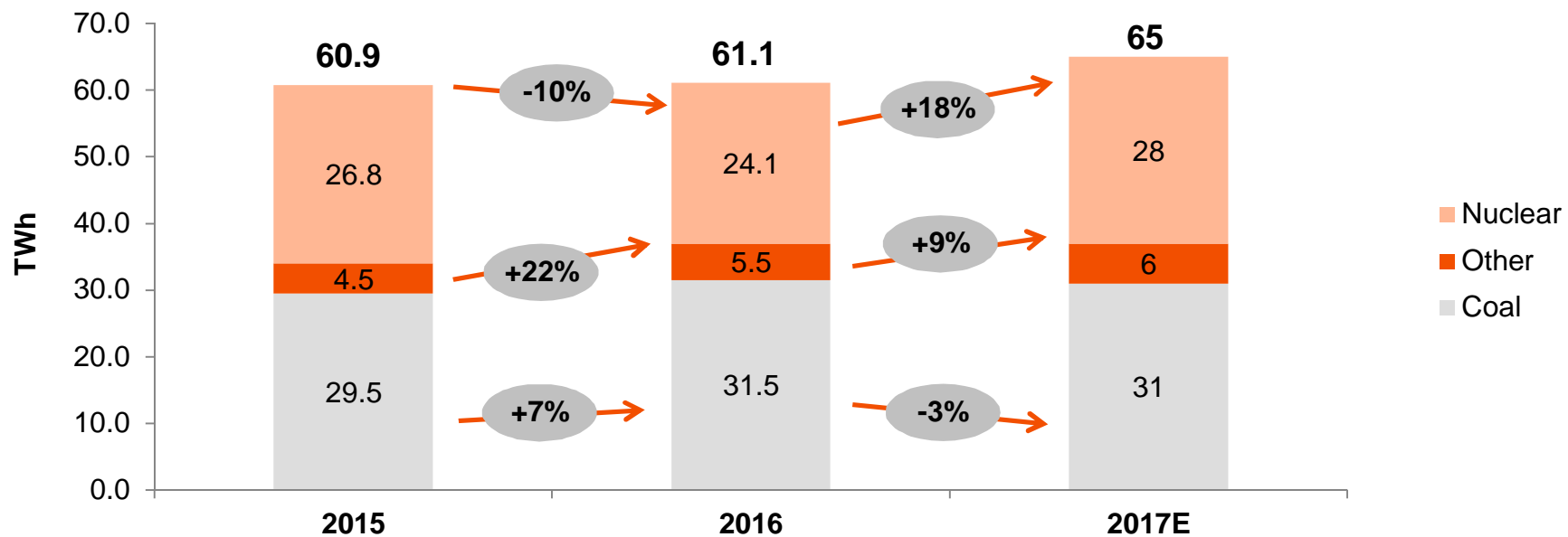
- 2015 net income adjusted for the negative effect of fixed asset impairments, goodwill amortization, and write-off of abandoned investments (CZK +7.1bn)
- 2016 net income adjusted for the negative effect of fixed asset impairments, goodwill amortization, and write-off of abandoned investments (CZK +4.4bn)\*\* and for the negative effect of developed project impairments (CZK +0.7bn)

\* Including profit/loss from sales of tangible and intangible fixed assets

\*\* Reported under Income (Expenses) from investments and securities

\*\*\* The definition of Adjusted Net Income was refined in Q4 2016 (see Annex)

# 2016 GENERATION VOLUMES AFFECTED BY SHUTDOWNS IN NUCLEAR PLANTS, IN 2017 IMPROVEMENT IN NUCLEAR GENERATION EXPECTED



## 2016 volume trends

- Extended outages of Dukovany NPP and Temelín NPP primarily due to weld inspections
- + Operation of comprehensively renovated Prunéřov 2 Coal Power Plant
- + Operation of new Ledvice 4 Coal Power Plant (during construction)
- + Increased production at Počerady CCGT plant

## 2017 volume trends

- + Shorter outages, especially at Temelín NPP
- + Operation of renewed Prunéřov 2 Power Plant
- + Operation of new Ledvice 4 Coal Power Plant
- Lower production from Coal Power Plants in Poland
- + higher production at Počerady CCGT plant
- + higher production from wind power plants in Romania and Germany

# CEZ GROUP 1Q 2017 FINANCIAL RESULTS



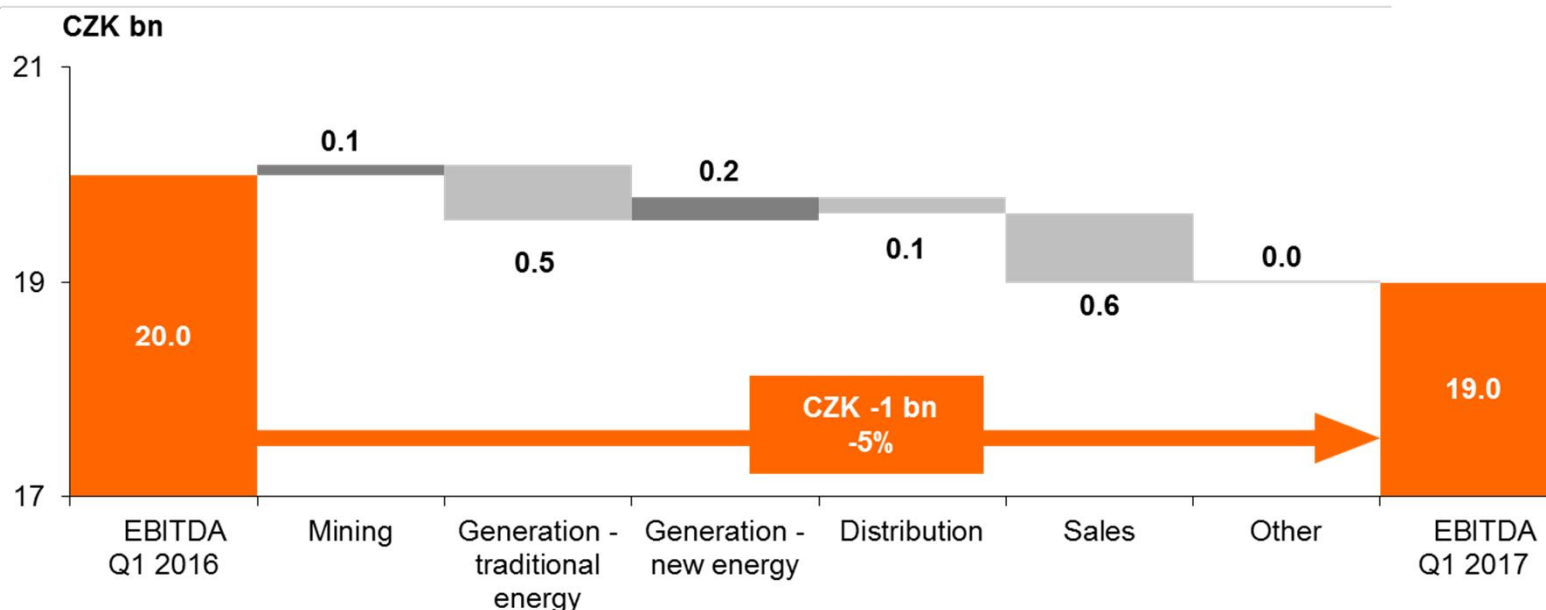
<b>(CZK bn)</b>		<b>Q1 2016</b>	<b>Q1 2017</b>	<b>Change</b>	<b>%</b>
Revenues		51.9	52.8	+0.9	+2%
EBITDA		20.0	19.0	-1.0	-5%
EBIT		13.0	11.7	-1.3	-10%
Net income		10.0	8.7	-1.3	-13%
Net income - adjusted *		10.0	8.8	-1.2	-12%
Operating CF		15.2	12.7	-2.5	-16%
CAPEX		4.4	4.3	-0.1	-3%
Net debt **		123.3	139.2	+15.8	+13%
		<b>Q1 2016</b>	<b>Q1 2017</b>	<b>Change</b>	<b>%</b>
Installed capacity **	GW	15.9	15.3	-0.6	-4%
Generation of electricity	TWh	17.0	17.4	+0.4	+2%
Electricity distribution to end customers	TWh	13.8	14.6	+0.8	+6%
Electricity sales to end customers	TWh	10.1	10.4	+0.3	+3%
Sales of natural gas to end customers	TWh	3.0	3.7	+0.8	+26%
Sales of heat	000 TJ	9.8	10.0	+0.2	+2%
Number of employees **	000's	25.9	26.7	+0.8	+3%

\* Adjusted Net Income = Net Income adjusted for extraordinary effects that are generally unrelated to ordinary financial performance in a given year (such as fixed asset impairments and goodwill write-offs).

\*\* As at the last date of the period



# Y-O-Y CHANGE IN EBITDA BY SEGMENT IN 1Q 2017



**Mining (CZK +0.1bn)**- Higher coal sales, primarily in connection with external customers' higher demand for sized coal

**Generation – traditional energy (CZK -0.5bn)**

- Lower realization prices of generated electricity, including the effect of hedges (CZK -0.7bn)
- Lower profit from proprietary trading (CZK -0.5bn)
- Lower revenue from ancillary services (CZK -0.1bn)
- Effect of settlement agreement with Sokolovská uhelná (CZK +0.7bn), Other effects (CZK +0.1bn)

**Generation – new energy (CZK +0.2bn)** – Higher generation from wind farms in Romania (CZK +0.1bn), new wind farms in Germany (acquired at the end of 2016) (CZK +0.1bn)

**Distribution – (CZK -0.1bn)**

- Higher personnel costs (CZK -0.1bn)
- In Bulgaria higher margin on distributed electricity (CZK +0.1bn), Romania lower margin, lower operating expenses (CZK -0.1bn)

**Sales (CZK -0.6bn)**

- Lower gross margin: Czech Republic (CZK -0.1bn), Romania (CZK -0.2bn), Slovakia (CZK -0.1bn) and Hungary (CZK -0.1bn)

## OTHER INCOME (EXPENSES) 1Q 2017



(CZK bn)	Q1 2016	Q1 2017	Change	%
EBITDA	20.0	19.0	-1.0	-5%
<b>Depreciation, amortization and impairments*</b>	<b>-7.0</b>	<b>-7.4</b>	<b>-0.3</b>	<b>-5%</b>
<b>Other income (expenses)</b>	<b>-0.8</b>	<b>-1.0</b>	<b>-0.2</b>	<b>-28%</b>
Interest income (expenses)	-0.5	-0.9	-0.4	-80%
Interest on nuclear and other provisions	-0.4	-0.4	0.0	-9%
Income (expenses) from investments and securities	0.4	-0.3	-0.7	-
Other	-0.3	0.6	+0.9	-
<b>Income taxes</b>	<b>-2.2</b>	<b>-2.0</b>	<b>+0.2</b>	<b>+11%</b>
Net income	10.0	8.7	-1.3	-13%
<b>Net income - adjusted</b>	<b>10.0</b>	<b>8.8</b>	<b>-1.2</b>	<b>-12%</b>

### Depreciation, Amortization, and Impairments\* (CZK -0.3bn)

- Higher depreciation and amortization (CZK -0.4bn), primarily due to started depreciation of comprehensively renovated Prunéřov Power Plant

### Other Income (Expenses) (CZK -0.2 bn)

- Effect of USD/TRY exchange rate (CZK -0.5bn) on financial results of companies in Turkey\*\*
- Higher interest expenses in relation to lower interest capitalization after completion of comprehensive renovation of Prunéřov Power Plant in 2016 (CZK -0.5bn)
- Revaluation of MOL stock option (CZK +0.8bn) due to changes in market price of the share

### Net Income Adjustment

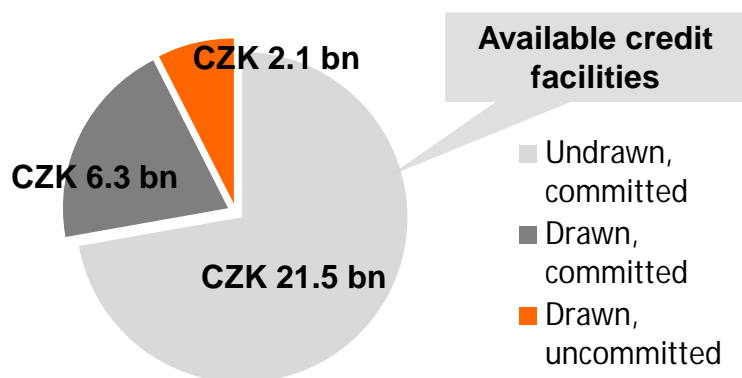
- Q1 2017 net income adjusted for the negative effect of partial goodwill write-off in Turkey (CZK +0.1bn)\*\*

Note: The sale of MOL shares and the early redemption of convertible bonds were settled in April, so they will be recognized in Q2 2017.

# CEZ GROUP MAINTAINS A STRONG LIQUIDITY POSITION

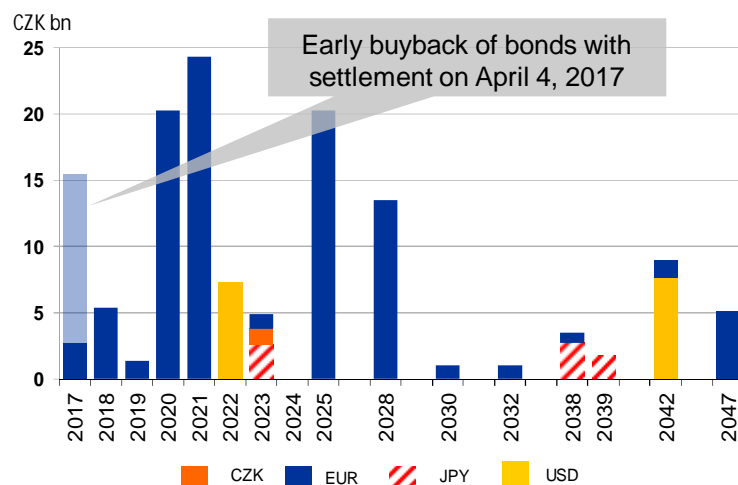


## Utilization of Short-Term Lines (as at Mar 31, 2017)



- CEZ Group has access to CZK 27.8 bn in committed credit facilities, using just CZK 6.3 bn as at Mar 31, 2017.
- Committed facilities are kept as a reserve for covering unexpected needs.

## Bond Maturity Profile (as at Mar 31, 2017)



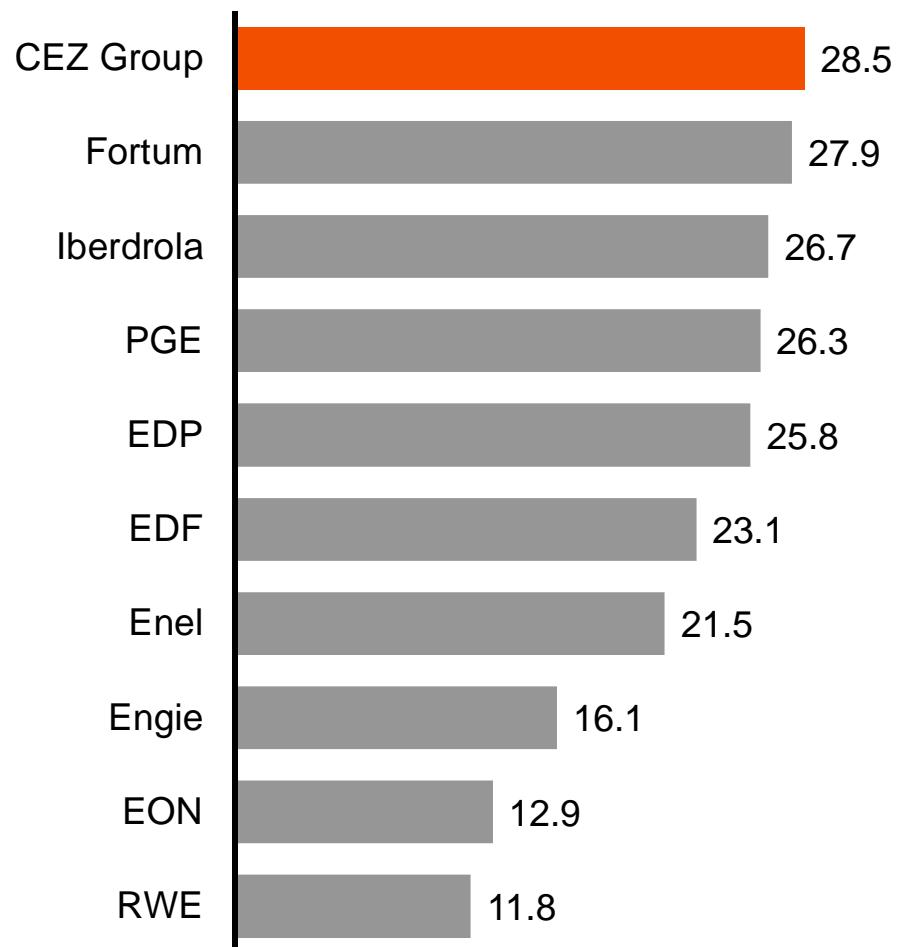
- We managed to buy back approx. 99% of the exchangeable bonds and sell a corresponding number of MOL shares, decreasing CEZ Group's net debt by EUR 418 million (income from the shares sold minus bond buyback costs). The transaction was settled on April 4, 2017.

# CEZ GROUP IS ONE OF THE MOST PROFITABLE EUROPEAN UTILITIES



## EBITDA\* margin, 2016

Percent



Source: company data, \* EBITDA as reported by companies

# SELECTED HISTORICAL FINANCIALS OF CEZ GROUP

## CZK



### Profit and loss

	<i>CZK bn</i>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Revenues</b>		<b>198.8</b>	<b>209.8</b>	<b>221.9</b>	<b>216.7</b>	<b>201.8</b>	<b>210.2</b>	<b>203.7</b>
Sales of electricity		175.3	181.8	186.8	189.4	173.8	182.1	174.9
Heat sales and other revenues		23.6	28.0	35.1	27.4	27.9	28.1	28.8
<b>Operating Expenses</b>		<b>110.0</b>	<b>122.4</b>	<b>136.1</b>	<b>134.7</b>	<b>129.3</b>	<b>145.1</b>	<b>145.7</b>
Purchased power and related services		54.4	65.9	71.7	79.0	75.8	90.9	88.3
Fuel		16.9	17.1	15.8	13.8	12.7	13.1	13.2
Salaries and wages		18.7	18.1	18.7	18.7	18.9	17.8	19.2
Other		20.0	21.3	29.9	23.2	21.9	23.4	25.1
<b>EBITDA</b>		<b>88.8</b>	<b>87.4</b>	<b>85.8</b>	<b>82.0</b>	<b>72.5</b>	<b>65.1</b>	<b>58.1</b>
<i>EBITDA margin</i>		<i>45%</i>	<i>42%</i>	<i>39%</i>	<i>38%</i>	<i>36%</i>	<i>31%</i>	<i>29%</i>
Depreciation, amortization, impairments		26.9	26.2	28.9	36.4	35.7	36.3	32.1
<b>EBIT</b>		<b>62.0</b>	<b>61.3</b>	<b>57.0</b>	<b>45.7</b>	<b>36.9</b>	<b>29.0</b>	<b>26.1</b>
<i>EBIT margin</i>		<i>31%</i>	<i>29%</i>	<i>26%</i>	<i>21%</i>	<i>18%</i>	<i>14%</i>	<i>13%</i>
<b>Net Income</b>		<b>46.9</b>	<b>40.8</b>	<b>40.1</b>	<b>35.2</b>	<b>22.4</b>	<b>20.5</b>	<b>14.6</b>
<i>Net income margin</i>		<i>24%</i>	<i>19%</i>	<i>18%</i>	<i>16%</i>	<i>11%</i>	<i>10%</i>	<i>7%</i>
<b>Adjusted net income</b>		<b>49.8</b>	<b>41.2</b>	<b>41.3</b>	<b>43.0</b>	<b>29.5</b>	<b>27.7</b>	<b>19.6</b>
<i>Adjusted net income margin</i>		<i>25%</i>	<i>20%</i>	<i>19%</i>	<i>20%</i>	<i>15%</i>	<i>13%</i>	<i>10%</i>

### Balance sheet

	<i>CZK bn</i>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Non current assets		448.3	467.3	494.7	485.9	497.5	493.1	489.3
Current assets		96.1	131.0	141.1	154.5	130.4	109.6	141.6
- out of that cash and cash equivalents		22.2	22.1	18.0	25.0	20.1	13.5	11.2
<b>Total Assets</b>		<b>544.4</b>	<b>598.3</b>	<b>635.8</b>	<b>640.4</b>	<b>627.9</b>	<b>602.7</b>	<b>630.8</b>
Shareholders equity (excl. minority. int.)		221.4	226.8	250.2	258.1	261.3	267.9	256.8
<i>Return on equity</i>		<i>22%</i>	<i>18%</i>	<i>17%</i>	<i>14%</i>	<i>9%</i>	<i>8%</i>	<i>6%</i>
Interest bearing debt		158.5	182.0	192.9	199.0	184.1	157.5	167.8
Other liabilities		164.4	189.4	192.6	183.3	182.4	177.3	206.2
<b>Total liabilities</b>		<b>544.4</b>	<b>598.3</b>	<b>635.8</b>	<b>640.4</b>	<b>627.9</b>	<b>602.7</b>	<b>630.8</b>

# SELECTED HISTORICAL FINANCIALS OF CEZ GROUP

EUR



<b>Profit and loss</b>	<i>EUR m</i>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Revenues		<u>7,359</u>	<u>7,763</u>	<u>8,211</u>	<u>8,021</u>	<u>7,467</u>	<u>7,778</u>	<u>7,540</u>
Sales of electricity		6,487	6,728	6,913	7,008	6,433	6,739	6,475
Heat sales and other revenues		872	1,035	1,298	1,013	1,034	1,039	1,066
<b>Operating Expenses</b>		<u>4,073</u>	<u>4,530</u>	<u>5,035</u>	<u>4,987</u>	<u>4,784</u>	<u>5,370</u>	<u>5,391</u>
Purchased power and related services		2,012	2,438	2,652	2,925	2,804	3,364	3,268
Fuel		627	635	586	511	470	483	487
Salaries and wages		693	670	692	692	698	657	709
Other		741	788	1,105	859	812	866	927
<b>EBITDA</b>		<u>3,286</u>	<u>3,233</u>	<u>3,176</u>	<u>3,035</u>	<u>2,683</u>	<u>2,408</u>	<u>2,150</u>
<i>EBITDA margin</i>		45%	42%	39%	38%	36%	31%	29%
Depreciation		996	971	1,069	1,346	1,322	1,344	1,188
<b>EBIT</b>		<u>2,293</u>	<u>2,267</u>	<u>2,111</u>	<u>1,691</u>	<u>1,367</u>	<u>1,072</u>	<u>966</u>
<i>EBIT margin</i>		31%	29%	26%	21%	18%	14%	13%
<b>Net Income</b>		<u>1,737</u>	<u>1,508</u>	<u>1,485</u>	<u>1,303</u>	<u>830</u>	<u>760</u>	<u>539</u>
<i>Net income margin</i>		24%	19%	18%	16%	11%	10%	7%
<b>Adjusted net income</b>		<u>1,844</u>	<u>1,525</u>	<u>1,528</u>	<u>1,591</u>	<u>1,090</u>	<u>1,024</u>	<u>727</u>
<i>Adjusted net income margin</i>		25%	20%	19%	20%	15%	13%	10%
<b>Balance sheet</b>								
	<i>EUR m</i>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Non current assets		16,590	17,295	18,310	17,984	18,413	18,248	18,107
Current assets		3,557	4,848	5,222	5,717	4,824	4,057	5,240
- out of that cash and cash equivalents		820	817	665	925	744	499	415
<b>Total Assets</b>		<u>20,147</u>	<u>22,143</u>	<u>23,532</u>	<u>23,701</u>	<u>23,237</u>	<u>22,305</u>	<u>23,347</u>
Shareholders equity (excl. minority. int.)		8,195	8,395	9,261	9,551	9,671	9,915	9,505
<i>Return on equity</i>		22%	18%	17%	14%	9%	8%	6%
Interest bearing debt		5,866	6,737	7,141	7,366	6,815	5,829	6,211
Other liabilities		6,086	7,011	7,130	6,784	6,752	6,562	7,632
<b>Total liabilities</b>		<u>20,147</u>	<u>22,143</u>	<u>23,532</u>	<u>23,701</u>	<u>23,237</u>	<u>22,305</u>	<u>23,347</u>

Exchange rate used:  
27.02 CZK/EUR

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