

Annual Report

2023

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Company Profile

Basic information

ŠKO-ENERGO, s.r.o. is an operating company whose main task is to provide complex energy supplies, operation and maintenance of energy facilities for Škoda Auto a.s. and heat supplies for the town of Mladá Boleslav.

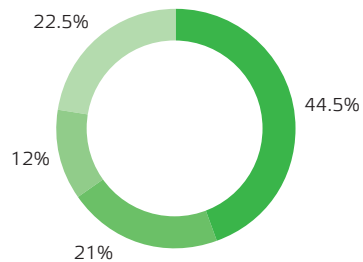
ŠKO-ENERGO, s.r.o. (hereinafter referred to as ŠKO-ENERGO or the Company), was registered in the Commercial Register on 30 June 1995 section C, insert 38550, and its registered office is in Mladá Boleslav II, třída Václava Klementa 869, postal code 293 01

According to the Memorandum of Association, the main business activities are production and distribution of thermal energy, production and trade

in electricity, trade in gas, installation, revision and testing of electrical, pressure and gas equipment, etc. The identification number is 616 75 938.

The Company does not conduct research and development, has no foreign operations, has not acquired any equity interests and is not subject to any other required disclosures in its annual report.

Shareholders' shares as at 31 December 2023



- ŠKODA AUTO a.s., Mladá Boleslav
- E.ON Beteiligungen GmbH, Düsseldorf (Germany)
- ČEZ ESCO, a.s., Praha
- VW Kraftwerk GmbH, Wolfsburg (Germany)

Companions

Škoda Auto a.s.

Škoda Auto a.s. (hereinafter referred to as Škoda Auto) is a company with more than 125 years of history and a tradition of car manufacturing. The Škoda brand is one of the oldest still active car companies in the world. It is a part of the Volkswagen Group, one of the world's most successful car manufacturers. The company's business activities include the development, production and sale of Škoda cars, components, original parts and accessories and the provision of maintenance services.

E.ON Beteiligungen GmbH

E.ON Group companies supply electricity and gas to tens of millions of customers. The E.ON Group operates in many European countries and can thus benefit from a wealth of experience in different markets and their specific characteristics. In addition to traditional electricity and gas supply, the energy sector provides comprehensive tailored solutions that meet energy efficiency requirements and have minimal environmental impact.

Volkswagen Kraftwerk GmbH

VW Kraftwerk GmbH is a wholly owned subsidiary of VOLKSWAGEN AG. It provides services not only to the VW Group, but also to cities, industry and entrepreneurs in the areas of energy supply and trade, power plant planning and facility management. The main task is to supply the internationally operating Volkswagen Group with electricity, heat, cold, natural gas, compressed air and water.

ČEZ ESCO, a.s.

ČEZ ESCO (Energy Service Company), a member of the ČEZ Group, is the only company on the market providing a comprehensive range of energy products and services for companies, municipalities and institutions of all sizes. It provides electricity, gas and heat supply, electricity purchase, emissions trading, energy audits and energy consultancy, and construction of power plants, cogeneration units and rooftop photovoltaic power plants. It is also a supplier of services related to public and corporate electromobility. It also operates their energy equipment and provides maintenance and servicing services for a number of customers. ČEZ ESCO operates through its subsidiaries on the Czech and Slovak markets.

Information on supervisory and statutory bodies

Supervisory Board

Supervisory Board members as at 31 December 2023

NAME	LENGTH OF SERVICE
Andreas Dick	From 2 December 2023 – present Chairman of the Supervisory Board Škoda Auto a.s.
Claudia Viohl	From 25 June 2021 – present Vice-Chairwoman of the Supervisory Board E.ON Beteiligungen GmbH
Karsten Schnake	From 1 August 2020 – present Member of the Supervisory Board Škoda Auto a.s.
Matthias Barkowski	From 1 August 2020 – present Member of the Supervisory Board Volkswagen Kraftwerk GmbH
Kamil Čermák	From 2 May 2019 – present Member of the Supervisory Board ČEZ ESCO, a.s.

Managing Directors of the Company

Managing Directors of the Company as at 31 December 2023

Ing. Jaromír Vorel

Managing Director of the Company, appointed on 1 January 2014.

Jaromír Vorel's entire professional career has been connected with the energy industry both in the Czech Republic and abroad. Prior to joining the Company, he served as Director of Energy Services for Unipetrol and managed major investments in Central and Eastern Europe for Air Product.

He graduated from the Faculty of Mechanical Engineering of the Czech Technical University in Prague.

Ing. Tomáš Kubín

Managing Director of the Company, appointed on 1 July 2014.

Tomáš Kubín has worked in Škoda Auto in senior controlling positions since 1992. In 2019, he retired from his position as Head of Production Controlling and Logistics and is now fully dedicated to his role as Managing Director of ŠKO-ENERGO.

He is a graduate of the Faculty of Mechanisation at the University of Agriculture in Prague.

Corporate Governance & Compliance

ŠKO-ENERGO considers it very important to achieve a balance of interests among all the company's shareholders. Honesty, openness and transparency in management as well as proper supervision of management – these are the foundations of the governance of the ŠKO-ENERGO. The company adheres to the principles of Compliance towards its business partners and within its internal processes.

Accordingly, the Company applies, to the extent appropriate to its legal form and structure, a Corporate Governance Code based on the OECD Principles on Best Practice and Procedures in Governance.

Respect for shareholders' rights, equal treatment of shareholders

ŠKO-ENERGO complies with all the provisions of the Companies Act, the Memorandum of Association and the Rules of Procedure of the Company regarding the protection of the rights of the shareholders; in particular, it provides all relevant information about the Company without delay, convenes and conducts its general meetings and ensures equal treatment of all shareholders.

Disclosure and transparency of essential information

The Managing Directors regularly inform the Supervisory Board orally and in writing about the business situation and the position of the Company. Important business matters are communicated immediately. The Managing Directors inform the Supervisory Board in particular in the following respects:

- They submit a draft annual budget for the following business year and a draft medium-term plan including investments.
- Quarterly, they provide basic information on the Company's assets and financial position.
- Managing directors shall prepare proper financial statements prepared in accordance with Czech law for the statutory accounting period, no later than by the end of April of the following accounting period.

Liability of the Managing Directors and the Supervisory Board

The Managing Directors shall conduct the business affairs of the Company in accordance with the statutory regulations, the Memorandum of Association, the decisions of the General Meeting and the Supervisory Board and the Rules of Procedure. The Rules of Procedure issued by the General Meeting determine which actions of the Managing Directors are subject to the prior approval of the General Meeting or the Supervisory Board.

Role of stakeholders in the management and governance of the Company

Stakeholders include mainly employees, members of the local community, local businesses, schools, suppliers and creditors.

The Company's management considers the impact of its decisions on various stakeholders as part of the decision-making process. The management respects and observes the rights given by law to the persons concerned.

Relations with employees

The company considers its employees to be a key part of its business. The Company's success depends, among other things, on continuous in-house development and the creation of positive working conditions for employees. The Company encourages employees to be involved in management and to raise any concerns they may have about any potentially erroneous practice that could lead to a breach of the law and other standards.

Relationships with business partners

In relation to its customers, the Company is committed to ensuring reliable, safe and cost-effective energy supplies to its main customers – Škoda Auto and the residents of Mladá Boleslav. It treats all of its suppliers fairly – quality of supply and price are the principles of supplier selection. It informs its creditors regularly and truthfully about its financial situation.

Relationship to the environment

As an energy company, the company is aware of its responsibility for a clean environment. It therefore monitors and complies with environmental legislation and limits its emissions below the required limits. In 2020, the Company was certified according to the international standard ISO 50 001 (EnMS). Reducing energy consumption is another step towards mitigating the environmental impact of human activity.

Relationship with members of the local community

The company wants to be a good citizen within the community and is aware of its social responsibility.

Compliance

The Company pays special attention to its obligation to follow and observe the rule of law and internal regulations, and ethical and other voluntarily adopted rules in its actions. These rules are presented in a comprehensive form in the Code of Ethics of ŠKO-ENERGO, which is regularly updated and is available to all employees of the Company and business partners. Compliance is not limited to business relationships, but it applies to all activities within the Company. The Company communicates externally and internally that its conduct in business and other relationships follows all ethical and legal rules of competition, financial

and fiscal integrity, environmental protection and employment relationships, including securing equal opportunities and protecting and respecting human rights. ŠKO-ENERGO's Code of Ethics summarises the basic principles of conduct of the Company's employees and serves as an aid in the handling of legal and ethical challenges.

The company has set up a comprehensive and structured Compliance Management System, which is a summary of all relevant measures, processes and systems. This includes processes such as business partner integrity checks, anti-money laundering, internal reporting systems. The measures include regularly updated training, e.g. Code of Ethics, anti-corruption training, competition protection.

Rebranding of ŠKO-ENERGO logo

The ŠKO-ENERGO logo has changed from a 3D version of the logo designed in 2013 to a simple 2D version. The new logo design was developed with regard to the current graphic trends, which are straightforward and easy to remember. The simple 2D version of the logo thus communicates with the viewer through the simplified symbol of the sinusoid in its abbreviation and at the same time evokes symbols of ecology (leaves or drops of water), all in combination with the optimistic green colour. A one-line version of the logo is also allowed and is unified in green. The new visual remains easy to remember and ensures a wide range of applicability.

Business environment

The Czech economy was on the verge of recession in 2023. The economic development was affected by adverse effects from previous years.

Russia's aggression against Ukraine and persistently high prices have had a negative impact on the global economy. Even though national governments have contributed to households and businesses during the energy crisis, they have not been able to completely prevent the economic slowdown, even at the cost of higher debt.

The downturn was due to high inflation, which worsened the financial situation of businesses and households and curtailed their investment and consumption. The average inflation rate in the Czech Republic for 2023 was 10.7%. Compared to 2022, there was a decrease of 4.4 percentage points. The annual headline inflation rate was thus the third highest since the establishment of the independent Czech Republic, having peaked at 20.8% in 1993. On the other hand, government spending had grown and foreign trade had also made a positive contribution, with exports of goods in particular doing well. Gross value added also rose year on year, mainly due to growth in manufacturing industry. Gross domestic product is estimated to have fallen by 0.4% in 2023. In Q4, GDP fell by 0.2% year on year and rose by 0.2% quarter on quarter. Consumer price inflation was most affected by increases in the prices of housing, alcoholic beverages and tobacco, and food and accommodation services. On the other hand, prices of food, soft drinks and fuels fell.

The Czech labour market continues to face a shortage of workers. In January, however, for the first time since April 2018 there were more applicants than vacancies on the market, but in the following months there were again more vacancies than applicants. Although the unemployment rate rose slightly in Q1 2023, it remained the lowest in the EU. The lack of workers is another factor holding back the growth of the domestic economy and putting upward pressure on wages. Wages thus rose by 8.6% year on year in nominal terms, but fell by 6.7% in real terms after accounting

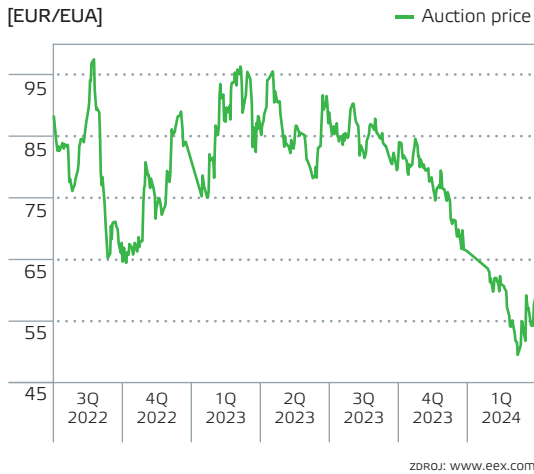
for the effect of inflation. The average number of registered employees in the industry declined by 2.2% year on year in December 2023, and their average gross monthly nominal wages increased by 7.7% year on year.

Industrial production was 0.4% lower year on year in 2023. The sectors contributing most to the slight decline were the production and distribution of electricity, gas, heat and air conditioning (where longer planned shutdowns at power plants were particularly marked), repair and installation of machinery and equipment (where the exceptionally high comparison base of the previous year had a significant impact) and the production of other non-metallic mineral products (where the decline in the output of glass and building materials continued). As in the other months of the second half of 2023, output increased mainly in the manufacture of motor vehicles by 11.8% or other transport equipment and machinery by 34%. Manufacturers of computers, electronic and optical instruments and equipment also did well in December.

Legislation

The European Union is continuously pursuing and deepening its policy of climate protection, environmental improvement, sustainability and security of energy supply, as evidenced by its adopted legislation. It focuses on reducing CO₂ emissions, operational support for renewable energy generation and increasing energy efficiency.

European Union Allowances (EUA)



Power BL Year Futures



After overcoming the unprecedented energy crisis, the European Union’s main task now is to manage its immediate impact. The risk of energy commodity shortages was minimised by significant savings on the consumption side, albeit with the help of favourable weather. At the same time, the European Union has set itself a clear objective for the coming period, which is to eliminate energy dependence on energy supplies from the Russian Federation. In the coming years, the European Union will therefore primarily focus on completing the infrastructure and terminals for LNG (a replacement for natural gas) and will intensify its efforts to complete the renewable energy sector (intensified decarbonisation of the energy sector).

Regional development

Regional development continues to be very significantly influenced by the development of Škoda Auto itself, which is one of the most important industrial companies in the Czech Republic.

The economic results of Škoda Auto, to which the residents of the region contribute, most of whom are employed by the Company, are then reflected in the relatively high purchasing power of such residents and thus in the economy of the entire region, which belongs among the strongest economies in the Czech Republic.

Development of commodity prices

The situation in commodities was much calmer than last year, when the main aspect of uncertainty was the war conflict. The price stability even before the approaching heating season was mainly due to the stable flow of liquefied natural gas and the high filling of LNG storage facilities in the EU. Since the breaking of the historical peaks of electricity and gas prices in 2022, there has been a gradual decline in prices approaching the level at the turn of 2020/2021.

Economic results

The Company's economic results have been stable for a long time. The production and sales are ensured by long-term contracts for the purchase of raw materials and energy consumption. The Company efficiently invests in and maintains its facilities.

Energy production and sale

The supply of all energy types was continuous in 2023, per the contracts and requirements of Škoda Auto, CENTROTHERM Mladá Boleslav and other customers.

The main heat source is operated with their emission limits according to the currently valid legislation. During 2023, there were no major outages of generation and energy supply facilities that significantly impacted customers. During the plant-wide holiday, both steam fluidised bed boilers were simultaneously shut down, and with no electric power production, heat could only have been supplied from spare hot water boilers.

Since 2014, cogenerated electric power and heat production has been taking place as a priority at all of the three main Škoda Auto plants. These plants are in Mladá Boleslav, Kvasiny and Vrchlabí.

The electricity supply is mainly dependent on Škoda Auto's needs. In 2023, all purchased electric power, amounting to 293 GWh, was again an environmentally friendly purchase.

Raw materials and energy purchase

The main electric power and heat production raw materials are coal and biomass. Brown coal from Severočeské doly Bílina is ensured via a long-term contract. In 2015, 2016 and 2018, the Company completed its tenders and concluded long-term contracts for the supply of biomass with a group of Czech producers. Electric power, gas, and CO₂ allowances are purchased on commodity markets per the Volkswagen Group's procedures. To mitigate the negative effects of potential unexpected price fluctuations, the Company primarily uses gradual fixations combined with spot products.

General purchasing

The Company has aligned its purchasing processes with Škoda Auto and thus uses the option of joint purchasing within the Group.

Delivery volumes

	UNIT	2023	2022	2023/2022 [%]
Electricity	GWh	650	620	4.8%
– of which Škoda Auto	GWh	602	562	7.1%
– of which deliveries to the grid	GWh	48	58	(17.5)%
Heat	GWh	416	424	(1.7)%
– of which Škoda Auto	GWh	259	257	0.6%
– of which CENTROTHERM	GWh	143	151	(5.0)%
– of which others	GWh	15	16	(7.8)%
Compressed air	thousand m³	260468	235850	10.4%
Natural gas	GWh	304	306	(0.7)%
DEMI water	thousand m³	214	183	16.4%
Drinking and surface water	thousand m³	771	714	8.0%
Industrial water	thousand m³	252	212	19.2%
Wastewater	thousand m³	1283	1240	3.5%

Profit

The company achieved a net profit of CZK 46.3 million. There were year-on-year proportional changes in costs and revenues.

The main cost group includes operating costs. The year-on-year increase was 36%, mostly driven by the cost of fuels and commodities. For fuels, there has been a significant increase in the share of biomass. For commodities, the increases are largely due to the market price surge, which came about one-third of the way into the year due to long-term

sequential purchases (most of the electricity and natural gas purchased was bought in the period of lower stock market prices, which dampened the price jump significantly).

In terms of the fuel mix, the transition from brown coal to biomass becomes increasingly apparent. This transition is not only ecological, but also economic upon considering all the co-firing biomass benefits. In 2023, the biomass share in the fuel mix was 32%.

Investments, technological innovations and equipment care

In 2023, the Company realised a total investment of CZK 36.5 million.

In the heating plant area it commissioned assets with a total value of CZK 18.9 million. The largest investments were made in the 6kV Irodel substation worth CZK 14.4 million. During 2023, the operations associated with the biomass combustion system worth CZK 0.9 million were implemented; minor investment projects with a total value of CZK 1.2 million were additionally carried out. The Company further invested CZK 1.2 million into its control systems. The facility's technical appreciation was valued at CZK 1.2 million.

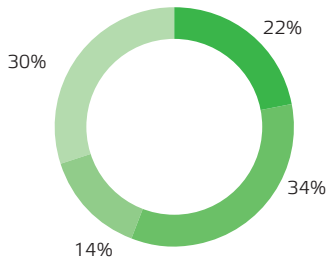
In the area of services and other energies it commissioned assets with a total value of CZK 6.5 million. Investments were mainly directed

to EPS equipment in individual buildings in the amount of CZK 3.5 million, a forklift and a work platform worth CZK 1.6 million, and to anti-noise measures in the amount of CZK 0.6 million. Minor investment projects amounted to CZK 0.8 million.

In the area of planning and project management, it commissioned assets with a total value of CZK 9.4 million. The full investment amount went into the battery energy storage system project.

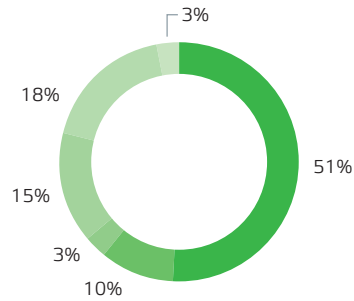
In the software area, realised investments amounted to CZK 1.7 million. Its software expansion and continuous modernisation let the Company constantly improve the quality of its care for entrusted equipment.

Structure of operating costs



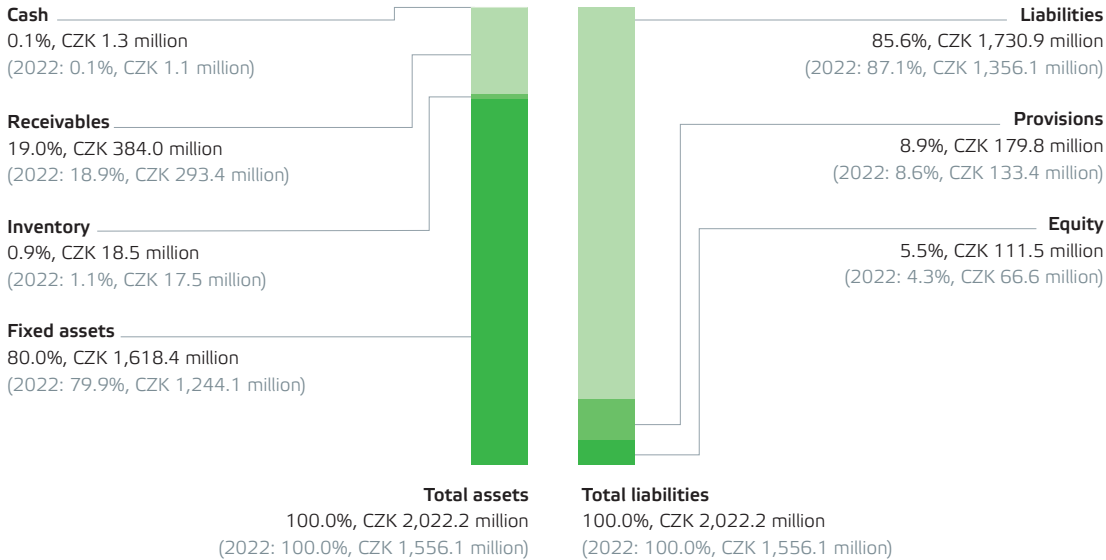
- Raw materials and energy
- Purchased energy
- Services
- Other operating expenses

Structure of operating income



- Electricity
- Gas
- Water
- Services
- Heat
- Compressed air

Balance sheet structure as at 31 December 2023



Development of capital structure and financing

As at 31 December 2023, the Company’s total assets were CZK 2,022.2 million.

Its fixed assets had a total value of CZK 1,618.4 million. The development of investments is commented on in detail in the Investments, technological innovations and equipment care section. The total value of the stocks did not show a significant difference compared to 2022. The Company creates an allowance for retail inventory and specific spare parts.

As at 31 December 2023, its equity amounted to CZK 111.5 million. This amount comprises the 2023 financial results, the Company’s basic capital

and its statutory reserve fund. The Company also creates a social fund, a fund to finance future investments, and a fund to cover price risks from its profits.

As part of the optimisation of its financial flows, the Company is integrated into the “cash-pooling” system.

The Company’s financing needs were covered by a short-term loan from Volkswagen International Finance NV during 2023 and a short-term loan from Volkswagen International Luxembourg S.A. from September 2023. As at 31 December 2023, the Company had not drawn any bank loans.

Employees

Development of the structure and number of employees

In 2023, the Company employed an average of 330 employees, of whom 198 were manual workers, 128 were administrative employees, and 4 were management members. The share of women in the total employee number was 10.8%. The average age of all the employees is 47.2 years.

Functional job analysis and strategic personnel planning

In 2023, the Company's 2020-2023 functional job analysis was completed. Its main goal was to analyse the current and future situation of personnel with respect to ŠKO-ENERGO's strategic goals and power supply trends. The assumption was to reduce the number of planned positions by 10%. Simultaneously, future personnel needs were defined, taking into account ŠKO-ENERGO's future projects. The Company's management proposed a reduction in the number of the planned job positions by 11.3%, which was implemented. Simultaneously, it suggested the use of optimised jobs for positions with higher qualification requirements and for ŠKO-ENERGO's new projects. When optimising its jobs, the Company always proceeds in a social manner with regard to every employee.

Qualifications and continuous education of employees

The education system pays great attention to the increase of professional qualifications, personal growth and development of managerial competence. Due to the high qualification requirements, every employee is involved in the education process. The continuous development of administrative employees derives from regular employee interviews. A mandatory area of education includes legal training, especially for operational employees who, within the scope

of their job classification complete activities that legally require periodic examinations. The comprehensive development of employees is supported through a wide offer of internal and external courses and conferences.

Wages and social policy

In the last year, employee wage development and remuneration followed the principles and agreements specified in their collective agreement, effective from 1 April 2022 to 31 March 2026. As part of its social policy, the Company provides its employees with numerous employee benefits and working conditions beyond the law.

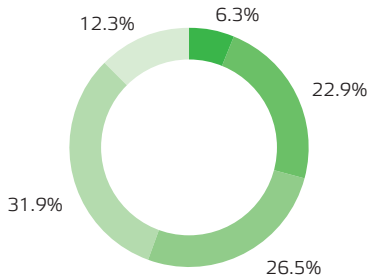
Cafeteria – drawing benefits

The Cafeteria benefit system has expanded the range of benefit options for the Company's employees. Not only could they use points in a wide network of contractual partners, but they could also take advantage of the benefits offered by Kovo Unions. Points can be earned under collective bargaining agreements, for active health care such as documented preventive check-ups, or volunteer activities, blood donations, and more. Points can be used for activities in the areas of health, sports, culture, books, education, travel, experiences and relaxation, or transferred to a supplementary pension savings plan.

Internal communications

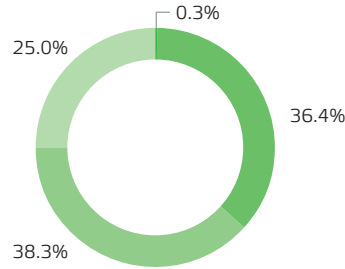
All the employee groups in the Company are engaged in communication. The employees are not only regularly informed about the Company's objectives, tasks and activities via their supervisors, but also via internal media such as the Company Intranet, magazine and newsletters. The intranet is a key source of information. In connection with the new projects and the Company's strategic goal of achieving CO₂ neutral energy production in the coming years,

Employee age structure



- Aged 18 to 29
- Aged 30 to 39
- Aged 40 to 49
- Aged 50 to 59
- Aged 60 years plus

Achieved employee education



- Elementary/vocational school
- Skilled worker
- Complete secondary vocational education/higher vocational education/skilled worker with GCSE
- College education

a series of inspirational and educational meetings with experts on the topic of carbon neutrality is underway. Employees across the Company have the opportunity to learn more about the carbon footprint of companies or, for example, the opportunities of the circular economy. Sustainability and our environmental direction has become one of the key themes of internal communication.

Corporate culture

For the proper functioning of any interpersonal and work relationships, it is important to have a well-established corporate culture. The priority of the ŠKO-ENERGO management is to involve all employees in building and improving the Company's corporate culture, for example, through workshops, support for teamwork, informal meetings, joint activities, etc. The common goal is to foster mutual behaviour and respect, improve team atmosphere, openness and a culture of feedback.

Occupational safety and health

The Company is implementing a programme to change its occupational safety culture. The objective is to increase the number of reported risk situations and near misses, i.e., work-related events which could cause injury or damage to health, regardless of their severity, thus minimising the actual number of accidents. The Company regularly evaluates risks during its work activities, including any positive change in its employees' behaviour. In 2023, the Company also promoted occupational safety by organising an OSH Day for employees.

System for submitting improvement proposals

The process of submitting improvement proposals has been innovated and a unified improvement system has been introduced, which is very important in terms of developing the company culture and atmosphere, increasing employee motivation and commitment, and at the same time contributing to improving the working and living environment, improving processes and increasing the safety of employees and the environment. Innovation can bring new approaches, processes and savings to the Company.

Relationship to the environment

The Company's environmental policy includes the use of the best available technology to improve production processes beyond legislative requirements for environmental protection.

Air and climate protection

The main objectives in the field of air protection are to maintain a high standard while minimising emissions of gaseous and particulate pollutants released into the air from heat and power generation. The Company achieves long-term low values of produced emissions by consistent care of equipment, whose parameters belong to BAT technologies.

ŠKO-ENERGO reduces greenhouse gas emissions by burning biomass. Due to the fuel base of the boilers, space requirements and requirements for availability and performance of the boilers, the dosing of pellets is realised by separate lines directly into the combustion chamber. In line with the Company's strategy, a project is currently being prepared to end burning lignite. From 2022, the fuel base has been expanded to include co-firing of wood chips on existing boilers, with the aim of burning 15,000 tonnes of wood chips per year. In 2023, this target was exceeded, with almost 17,000 tonnes burned.

Waste management

Within the framework of waste management, the Company strives to maximise the use of energy by-products, which are ashes from coal-fired boilers. The ash from the ŠKO-ENERGO heating plant has been certified as a building material thanks to cooperation with expert companies, which has significantly reduced the Company's waste production. This product is subject to European Community chemicals legislation under EC Regulation 1907/2006, abbreviated as REACH. In accordance with this legislation, the Company registered with the ASVEP consortium in 2010. Changes to the harmonised standards for the use of fly ash in construction materials are currently

being implemented, and ways of using the material to minimise ineffective disposal into the environment are thereby being actively sought.

In 2007, the Company started sorting generated mixed waste, which accounts for 23% of all waste in the "Other" category generated by the Company. Since 2008, we have been participating in the e-waste recycling programme (in particular computer technology and related equipment) under the "Zelená firma" ("Green Company") project implemented by REMA. Thanks to this project, Company employees can also return electrical equipment for recycling. When treating oily wastewater and emulsions from Škoda Auto plants, the Company separates the oils, which are further processed into process fuel for use in one of the fluidised bed boilers. In this case, around 2,500 tonnes of "ŠKO-ENERGO oil emulsion" fuel are used annually.

Another synergy between the automotive and energy industries is the use of limestone from the air cleaning of paint booths for desulphurisation on fluidised bed boilers. The mechanical properties of limestone are used in air cleaning and its chemical properties are also used in flue gas desulphurisation instead of subsequent removal.

This solution represents a very environmentally friendly approach for the following reasons:

- Maximum use of limestone properties
- Reduction of emissions from limestone transport
- Conservation of natural resources

Water management

In the area of water management, the Company's main objective is to provide services for Škoda Auto in accordance with the strict limits of environmental legislation.

In 2021, the Z17 treatment plant was intensified in order to increase hydraulic capacity, achieve better treatment efficiency, improve the outflow parameters of treated wastewater and the possibility of using controlled wastewater mixing. In 2022, a test run was conducted to verify compliance with the concentration limits set in the integrated permit, especially for the pollutants nickel, zinc and fluoride. In January 2023, after verifying compliance with the conditions, planning consent was issued.

After 25 years of wastewater treatment plant operation, preventive maintenance is important. For example, at the storm water and wastewater treatment plant, maintenance of the aeration system and replacement of the end gravel filters are regularly carried out.

The systems of cooling circuits operated by the Company are gradually being equipped with a TRASAR 3D automated chemical dosing system, which takes care of optimal control of their chemical regimes. This ensures maximum cost-effectiveness both by saving on the purchase of chemical products and by extending the life of the equipment and minimising the formation of deposits. These units are equipped with remote transmission for instant control of set parameters. At the same time, this minimises the load on wastewater.

ŠKO-ENERGO principles of ecological behaviour

ŠKO-ENERGO sees environmental protection as a common task in which every employee must participate according to their responsibility, knowledge and skills. As part of its environmental policy, ŠKO-ENERGO is committed to the following tasks:

1. Protect the environment based on your own sense of responsibility and initiative.
2. Reduce the environmental burden caused by the Company's activities through the use of new practices and environmentally-friendly actions.
3. Use modern techniques and standards in the construction and operation of all facilities where technically feasible and economically acceptable.
4. Reduce air emissions and make economic use of natural resources.
5. Carry out all normal planned activities in accordance with environmental regulations and other environmental requirements.
6. Ensure the safety of work and the safety of ŠKO-ENERGO equipment at the attained high level and continuously improve it.
7. Before introducing new procedures and before installing new equipment, assess their environmental impact to avoid environmental risks and safety hazards.
8. Promote the environmental responsibility of employees through training and information.
9. Regularly review compliance with the Company's environmental policy and objectives as well as the functionality of the Company's environmental management.
10. Conduct an open dialogue with interest groups and provide them with information to understand the adopted objectives and results of environmental programmes.

Risk management system

The Company considers risk management to be necessary given the economic developments, changes and uncertainties in the energy sector. The standard risk hedging tools at ŠKO-ENERGO are insurance, long-term customer-supplier contracts with pricing formulas, risk spreading by gradual purchase and a maintenance system. Data and information system security is implemented in the risk management system.

Risk management organisation

The risk management concept is conceived comprehensively so that the interests of both ŠKO-ENERGO and Škoda Auto, one of the co-owners and the main customer, are sufficiently protected.

The risk management process includes identification, cause, effect and evaluation of risk, risk management in the form of countermeasures and management control. Two types of risks are recorded – systematic and operational.

Compliance is a separate area of systematic risk. The GDPR area is consulted with an expert consulting firm and appropriate measures are taken in all areas related to the GDPR if necessary.

Description of risks and their management

The most significant current risks that the Company can partially manage are market and legislative risks. These include the volatility of the commodity, gas and electricity prices, and the unclear development of CO₂ emission allowance prices and

legislation affecting the level of renewable energy charges. Operational and process risks are also significant due to the failure of the production or distribution networks. Operational and process risks are reduced by continuous care of production equipment, continuous training of personnel and their professional development.

Insurance is an important means of hedging the Company's risks. The company has, among other things, contracts for property insurance, insurance against business interruption, natural disasters and damage caused to third parties by its operations. In the event of an interruption in service due to damage to the equipment, the insurance companies cover the additional costs incurred for the purchase of energy.

Risk reduction is also ensured by the Company's management in accordance with ISO 9001 (QMS), ISO 14001 (EMS), ISO 45001 (OHS) and ISO 50001 (EnMS).

Operational risks

Operational risks are updated on an ongoing basis. The most significant operational risks include litigation.

Sufficient provisions are made in the costs to avoid litigation risks, including possible penalties.

Information technology (IT) risks

In the area of information technology, the Company has focused on measures against risks related to data availability, confidentiality and integrity. It uses information systems and technologies, not only for administrative activities, but also for the management of production facilities, where maximum safety is ensured in their operation. The security of the systems is improved and regularly checked as technology evolves. The company uses central user management and antivirus protection.

The technical measures to secure the data network are shared with Škoda Auto, which uses the best available technology. Despite the great attention paid by the Company to IT security, not all risks can be completely eliminated due to the rapid development of information technology and the growing global trend of cybercrime. The Company's goal is to minimise the impact of these activities by actively using available technologies and improving company processes, which is why the Company has appointed a CISO (Chief Information Security Officer) to coordinate the implementation of security standards at Škoda Auto and the VW Group.

Outlook and Objectives for the Coming Period

ŠKO-ENERGO's strategy has long been primarily based on safe and competitive deliveries for Škoda Auto. ŠKO-ENERGO fulfils a new vision and strategy in the current business environment and in accordance with the requirements arising from the Škoda Auto strategy.

The Company development and innovation strategy until 2035 is founded on financial stability, digital transformation, comprehensive professional services, building infrastructure and providing services in the field of electromobility for Škoda Auto and the public – all that with regard to sustainability. Together with the VW Group and Škoda Auto, it reports on the results of the COP 21 conference in Paris and strives to switch to carbon-free technologies and achieve so-called "CO₂ neutrality" in the field of energy supply.

Company strategy until 2035

The Company's strategy by 2035 is divided into four areas that correspond to the Company's vision: Smart Factory, Green Energy for Everyone, Infrastructure for e-Mobility and A Great City to Live in.

Smart Factory

This pillar has long been important to the main customer, Škoda Auto. We operate our facilities to be as environmentally friendly as possible in the production of electricity, heat, compressed air and chilled water supplies. The use of modern technologies, continuous evaluation and long-term optimisation of energy consumption allow us to effectively plan and reduce consumption in domestic and foreign plants.

Green Energy for Everyone

Producing green energy is a commitment we hold ourselves to and our vision for the future. We see environmental protection as a shared task in which every single employee participates. We still have enough motivation and energy to behave environmentally in all circumstances and in all ways. We are increasingly using renewable energy

sources such as biomass, solar and wind power. We feel a responsibility to protect the environment and will continue to do so.

Infrastructure for e-Mobility

We help with the construction of networks and installation of charging stations not only for Škoda Auto, but also for users in Mladá Boleslav. We determine the technical parameters of charging stations, develop optimal solutions for charging electric vehicles and propose changes related to the development of new technologies. The benefits of electro-mobility will not only be enjoyed by the car company and dealers, but also by every owner of an electric car, for example thanks to the supply of green electricity or our smart app. We currently operate and manage over 1670 charging points.

A Great City to Live in

We have combined sponsorship and a grant programme with support for our own initiatives. This helps the region in the fields of sport, ecology, culture and education. Our funding helps to improve the conditions for youth sports and cultural activities. We try to make sure that young people use their free time in a meaningful way. We support top sports in Mladá Boleslav – hockey, football and floorball. We supply the town of Mladá Boleslav with cost-effective heat, while ensuring a clean environment. Customer satisfaction is our top priority. In cooperation with the city of Mladá Boleslav, we are involved in building Smart City. Under the auspices of the management of ŠKO-ENERGO, employees regularly engage in voluntary and community service projects with the aim of contributing to the creation of a pleasant social and natural environment. It is important to us that the people of the city in which we operate have a good life.

Main goals for the coming period

Financial goals

The Company aims to supply its customers with energy at competitive prices. The basis of economical production will be permanent and consistent control, cost management and optimal utilisation of the capacity of all of the Company's equipment.

Customer satisfaction

The Company will respond to current developments and will supply Škoda Auto with energy under optimal conditions. Providing a continuous and uninterrupted supply of energy remains one of the crucial goals. The aim in supplying heat to the city of Mladá Boleslav is its reliability and price stability.

Strategic purchase of raw materials and energy

The Company will use the competitive environment to ensure cost-effective purchases of raw materials and energy both for its own production and for the purchase of commodities for Škoda Auto. This particularly applies to electricity, natural gas, biofuels and CO₂ allowances.

Energy production and supply

The main goal is to ensure a secure and uninterrupted supply of energy, while realising optimal utilisation of the facility capacity and reducing the number of unscheduled energy supply interruptions. At the same time, the aim is to ensure ecological operation and use renewable resources to produce electricity and heat.

Staff development and employee health protection

The basis for achieving the Company's objectives in all areas is employee performance management – staff development and education in the areas of training, language training, soft skills and the use of digital tools. The goal is to achieve a creative and motivated approach to one's own work. The Company will therefore continue to place great emphasis on developing a system of education and efficient use of financial resources. The goal for occupational health protection is to reduce the number of accidents and keep them to a minimum by changing the culture.

Development of information systems

In all its activities, the Company will increasingly use the possibilities of modern information technology as a means of improving processes in all management, production and support processes.

ŠkoEnerGO GREEN GENERATION

The most important part of the process of decarbonisation of energy production at the Mladá Boleslav plant is the modernisation project of the heating plant – ŠkoEnerGO GREEN GENERATION (ŠEGGG). In 2023, after the basic conditions were met, the Supervisory Board of ŠKO-ENERGO approved the project and released it for the implementation phase, after which all fluidised bed boilers will use biomass as the sole fuel (30% phyto pellets and 70% wood chips). The biomass used will be certified according to the requirements of the European and Czech legislation with an emphasis on the sustainability process of the entire supply chain. The estimated cost of implementation is CZK 3.6 billion. A significant part of this sum will be covered by a subsidy from the Modernisation Fund of the State Environmental Fund of the Czech Republic.

Financial Statements



English translation

Independent Auditor's Report

To the shareholders of ŠKO-ENERGO, s.r.o.

Our opinion

In our opinion, the financial statements give a true and fair view of the financial position of ŠKO-ENERGO, s.r.o., with its registered office at tř. Václava Klementa 869, Mladá Boleslav (the "Company") as at 31 December 2023, and of the Company's financial performance and cash flows for the year ended 31 December 2023 in accordance with Czech accounting legislation.

What we have audited

The Company's financial statements comprise:

- the balance sheet as at 31 December 2023,
- the income statement for the year ended 31 December 2023,
- the statement of changes in equity for the year ended 31 December 2023,
- the statement of cash flows for the year ended 31 December 2023, and
- the notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

We conducted our audit in accordance with the Act on Auditors and Standards on Auditing of the Chamber of Auditors of the Czech Republic (together the "Audit regulations"). These standards consist of International Standards on Auditing as supplemented and modified by related application guidance. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) as adopted by the Chamber of Auditors of the Czech Republic and with the Act on Auditors. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and the Act on Auditors.

Other information

The statutory body is responsible for the other information. As defined in Section 2(b) of the Act on Auditors, the other information comprises the annual report but does not include the financial statements and our auditor's report thereon.

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Our opinion on the financial statements does not cover the other information. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge about the Company obtained in the audit or otherwise appears to be materially misstated. In addition, we assessed whether the other information has been prepared, in all material respects, in accordance with applicable legal requirements, i.e. whether the other information complies with the legal requirements both in terms of formal requisites and the procedure for preparing the other information in the context of materiality.

Based on the procedures performed in the course of our audit, to the extent we are able to assess it, in our opinion:

- the other information describing the facts that are also presented in the financial statements is, in all material respects, consistent with the financial statements; and
- the other information has been prepared in accordance with the applicable legal requirements.

In addition, in the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we are required to report if we have identified material misstatements in the other information. We have nothing to report in this regard.

Responsibilities of the statutory body and supervisory board of the Company for the financial statements

The statutory body is responsible for the preparation of the financial statements that give a true and fair view in accordance with Czech accounting legislation and for such internal control as the statutory body determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the statutory body is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the statutory body either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The supervisory board of the Company is responsible for overseeing the financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Audit regulations will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the Audit regulations, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the statutory body.
- Conclude on the appropriateness of the statutory body's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the statutory body and supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

28 March 2024

PricewaterhouseCoopers Audit, s.r.o.
represented by

Václav Prýmek

Soňa Hoblová
Statutory Auditor, Licence No. 2470

Translation note

This version of our report is a translation from the original, which was prepared in the Czech language. All possible care has been taken to ensure that the translation is an accurate representation of the original. However, in all matters of interpretation of information, views or opinions, the Czech version of our report takes precedence over this translation.

Balance Sheet

31 December 2023

(IN THOUSAND CZECH CROWNS)

REF.	ASSETS	ROW	31.12.2023			31.12.2022
			GROSS	PROVISION	NET	NET
A	B	C	1	2	3	4
	TOTAL ASSETS	001	2,966,060	(943,894)	2,022,166	1,556,085
B.	Fixed assets	003	2,380,631	(762,208)	1,618,423	1,244,151
B. I.	Intangible fixed assets	004	976,467	(35,906)	940,561	573,479
B. I. 2.	Royalties	006	33,368	(30,233)	3,135	4,558
B. I. 2. 1.	Software	007	33,368	(30,233)	3,135	4,558
B. I. 4.	Other intangible fixed assets	010	939,451	(5,673)	933,778	564,670
B. I. 5.	Advances paid and intangible fixed assets in the course of construction	011	3,648	–	3,648	4,251
B. I. 5. 2.	Intangible fixed assets in the course of construction	013	3,648	–	3,648	4,251
B. II.	Tangible fixed assets	014	1,404,164	(726,302)	677,862	670,672
B. II. 1.	Land and constructions	015	501,078	(155,011)	346,067	363,023
B. II. 1. 2.	Constructions	017	501,078	(155,011)	346,067	363,023
B. II. 2.	Equipment	018	823,965	(571,291)	252,674	267,783
B. II. 5.	Advances paid and tangible fixed assets in the course of construction	024	79,121	–	79,121	39,866
B. II. 5. 2.	Tangible fixed assets in the course of construction	026	79,121	–	79,121	39,866
C.	Current assets	037	585,429	(181,686)	403,743	311,934
C. I.	Inventories	038	197,833	(179,371)	18,462	17,484
C. I. 1.	Raw materials	039	197,833	(179,371)	18,462	17,484
C. II.	Receivables	046	386,264	(2,315)	383,949	293,392
C. II. 1.	Long-term receivables	047	42,940	–	42,940	40,078
C. II. 1. 4.	Deferred tax asset	051	39,160	–	39,160	35,591
C. II. 1. 5.	Receivables – other	052	3,780	–	3,780	4,487
C. II. 1. 5. 4.	Other receivables	056	3,780	–	3,780	4,487
C. II. 2.	Short-term receivables	057	333,097	(2,315)	330,782	239,898
C. II. 2. 1.	Trade receivables	058	121,182	(2,315)	118,867	98,962
C. II. 2. 2.	Receivables – subsidiaries and controlling party	059	94,205	–	94,205	60,782
C. II. 2. 4.	Receivables – other	061	117,710	–	117,710	80,154
C. II. 2. 4. 3.	Taxes – receivables from the state	064	3,609	–	3,609	12,072
C. II. 2. 4. 4.	Short-term advances paid	065	105,839	–	105,839	60,813
C. II. 2. 4. 5.	Estimated receivables	066	3,900	–	3,900	3,292
C. II. 2. 4. 6.	Other receivables	067	4,362	–	4,362	3,977
C. II. 3.	Prepayments and accrued income	068	10,227	–	10,227	13,416
C. II. 3. 1.	Prepaid expenses	069	9,346	–	9,346	6,011
C. II. 3. 3.	Accrued income	071	881	–	881	7,405
C. IV.	Cash	075	1,332	–	1,332	1,058
C. IV. 1.	Cash in hand	076	9	–	9	32
C. IV. 2.	Cash at bank	077	1,323	–	1,323	1,026

REF.	LIABILITIES AND EQUITY	ROW	31.12.2023	31.12.2022
A	B	C	5	6
	TOTAL LIABILITIES AND EQUITY	082	2,022,166	1,556,085
A.	Equity	083	111,490	66,641
A. I.	Share capital	084	10,000	10,000
A. I. 1.	Share capital	085	10,000	10,000
A. III.	Reserves from profit	096	55,188	54,471
A. III. 1.	Other reserve funds	097	1,094	1,094
A. III. 2.	Statutory and other reserves	098	54,094	53,377
A. V.	Profit / (loss) for the current period	102	46,302	2,170
B. + C.	Liabilities	104	1,910,676	1,489,444
B.	Provisions	105	179,808	133,364
B. 2.	Income tax provision	107	17,690	–
B. 4.	Other provisions	109	162,118	133,364
C.	Payables	110	1,730,868	1,356,080
C. I.	Long-term payables	111	–	4,039
C. I. 4.	Trade payables	117	–	4,039
C. II.	Short-term payables	126	1,518,997	1,221,529
C. II. 3.	Short-term advances received	131	13,000	16,500
C. II. 4.	Trade payables	132	343,406	242,903
C. II. 8.	Liabilities – other	136	1,162,591	962,126
C. II. 8. 1.	Liabilities to shareholders	137	1,070,000	850,000
C. II. 8. 3.	Liabilities to employees	139	21,654	19,663
C. II. 8. 4.	Liabilities for social security and health insurance	140	12,072	10,735
C. II. 8. 5.	Taxes and state subsidies payable	141	6,023	17,445
C. II. 8. 6.	Estimated payables	142	52,264	63,725
C. II. 8. 7.	Other liabilities	143	578	558
C. III.	Accruals and deferred income	144	211,871	130,512
C. III. 1.	Accrued expenses	145	211,871	130,512

Income Statement

31 December 2023

(IN THOUSAND CZECH CROWNS)

REF.	TEXT	ROW	ACCOUNTING PERIOD	
			2023	2022
A	B	C	1	2
I.	Sales of products and services	01	2,870,689	2,449,297
II.	Sales of goods	02	1,432,136	975,396
A.	Cost of sales	03	2,980,714	2,229,084
A. 1.	Cost of goods sold	04	1,431,680	973,530
A. 2.	Raw materials and consumables used	05	943,788	637,475
A. 3.	Services	06	605,246	618,079
D.	Staff costs	09	477,040	448,009
D. 1.	Wages and salaries	10	339,503	323,525
D. 2.	Social security, health insurance and other costs	11	137,537	124,484
D. 2. 1.	Social security and health insurance costs	12	121,565	115,255
D. 2. 2.	Other costs	13	15,972	9,229
E.	Value adjustments in operating activities	14	71,612	87,900
E. 1.	Value adjustments of fixed assets	15	70,335	73,199
E. 1. 1.	Depreciation, amortisation and write off of fixed assets	16	70,335	73,199
E. 2.	Provision for impairment of inventories	18	1,277	12,386
E. 3.	Provision for impairment of receivables	19	-	2,315
III.	Operating income – other	20	49,826	48,837
III. 1.	Sales of fixed assets	21	27	178
III. 2.	Sales of raw materials	22	32	35
III. 3.	Other operating income	23	49,767	48,624
F.	Operating expenses – other	24	713,823	670,851
F. 3.	Taxes and charges	27	5,007	5,202
F. 4.	Operating provisions and complex prepaid expenses	28	28,754	(71,948)
F. 5.	Other operating expenses	29	680,062	737,597
*	Operating result	30	109,462	37,686
VI.	Interest and similar income	39	32,333	5,324
VI. 1.	Interest and similar income – subsidiaries or controlling party	40	32,333	5,324
J.	Interest and similar expenses	43	59,440	28,860
J. 1.	Interest and similar expenses – subsidiaries or controlling party	44	59,440	28,859
J. 2.	Other interest and similar expenses	45	-	1
VII.	Other financial income	46	1,832	2,667
K.	Other financial expenses	47	4,691	5,627
*	Financial result	48	(29,966)	(26,496)
**	Net profit / (loss) before tax	49	79,496	11,190
L.	Tax on profit or loss	50	33,194	9,020
L. 1.	Tax on profit or loss – current	51	36,763	96
L. 2.	Tax on profit or loss – deferred	52	(3,569)	8,924
**	Net profit / (loss) after tax	53	46,302	2,170
***	Net profit / (loss) for the financial period	55	46,302	2,170
*	Net turnover for the financial period	56	4,386,816	3,481,521

Statement of changes in shareholders' equity

for the year ended 31 December 2023
(IN THOUSAND CZECH CROWNS)

	SHARE CAPITAL	OTHER RESERVE FUNDS	STATUTORY AND OTHER RESERVES	RETAINED EARNINGS OR (ACCUMULATED LOSSES)	TOTAL
As at 1 January 2022	10,000	1,094	52,660	2,170	65,924
Allocation to funds	-	-	717	(717)	-
Dividends paid	-	-	-	(1,453)	(1,453)
Net profit/(loss) for the current period	-	-	-	2,170	2,170
As at 31 December 2022	10,000	1,094	53,377	2,170	66,641
Allocation to funds	-	-	717	(717)	-
Dividends paid	-	-	-	(1,453)	(1,453)
Net profit/(loss) for the current period	-	-	-	46,302	46,302
As at 31 December 2023	10,000	1,094	54,094	46,302	111,490

Cash Flow Statement

for the year ended 31 December 2023
(IN THOUSAND CZECH CROWNS)

REF.	TEXT	ACCOUNTING PERIOD	
		2023	2022
A	B	1	2
Cash flows from operating activities			
	Net profit /(loss) before tax	79,496	11,190
A. 1.	Adjustments for non-cash movements:	127,446	39,310
A. 1. 1.	Depreciation and amortisation of fixed assets	70,335	73,199
A. 1. 2.	Change in provisions and provisions for impairment	30,031	(57,247)
A. 1. 3.	(Profit)/loss from sales of fixed assets	(27)	(178)
A. 1. 5.	Net interest expense/(income)	27,107	23,536
A *	Net cash flow from operating activities before tax and changes in working capital	206,942	50,500
A. 2.	Non-cash working capital changes:	93,271	(79,835)
A. 2. 1.	Change in receivables and prepayments	(63,301)	61,950
A. 2. 2.	Change in payables and accruals	158,827	(134,593)
A. 2. 3.	Change in inventories	(2,255)	(7,192)
A **	Net cash flow from operating activities before tax	300,213	(29,335)
A. 3.	Interest paid	(59,440)	(28,860)
A. 4.	Interest received	32,333	5,324
A. 5.	Income tax paid	(9,337)	(10,731)
A ***	Net cash flow from operating activities	263,769	(63,602)
Cash flows from investing activities			
B. 1.	Acquisition of fixed assets	(444,607)	(299,884)
B. 2.	Proceeds from sale of fixed assets	27	178
B ***	Net cash flow from investing activities	(444,580)	(299,706)
Cash flows from financing activities			
C. 1.	Change in long- and short-term liabilities from financing activities	215,961	356,312
C. 2.	Changes in equity:	(1,453)	(1,453)
C. 2. 6.	Dividends paid	(1,453)	(1,453)
C ***	Net cash flow from financing activities	214,508	354,859
	Net increase/(decrease) in cash and cash equivalents	33,697	(8,449)
	Cash and cash equivalents at the beginning of the year	61,840	70,289
	Cash and cash equivalents at the end of the year	95,537	61,840

Notes to the Financial Statements

Year ended 31 December 2023

1. General information

1.1 Introductory information about the Company

ŠKO-ENERGO, s.r.o. ("the Company") was incorporated by the Municipal Court in Prague, C 38550 on 30 June 1995 and has its registered office at tř. Václava Klementa 869, Mladá Boleslav 293 01, Czech Republic. The Company's primary business activities are production and distribution of heat; electricity production and trading; gas trading; construction, assembling, inspection and testing of electrical, pressure, gas devices etc. The Company's identification number is 616 75 938.

The Company is not a shareholder with unlimited liability in any undertaking.

1.2 Current economic situation

The current economic situation remains sensitive to geopolitical developments around the world. The impact on financial and commodity markets, supply chains and key macroeconomic indicators impacting business, such as inflation rates, interest rate levels, currency rates volatility and others, is still significant.

The Company's management responded in a timely manner to the risks that arose and took the necessary measures to eliminate them. Due to the long-term strategy of gradual purchases (see point 9), the Company managed to significantly limit the impact of energy price volatility. As part of the supply of energy and services, the Company responded flexibly to the needs of Škoda Auto. Supply chains in the area of supplies of raw materials and other commodities were not disrupted.

2. Accounting policies

2.1 Basis of preparation

The financial statements have been prepared in accordance with Generally Accepted Accounting Principles in the Czech Republic relevant for large companies and have been prepared under the historical cost convention.

2.2 Intangible and tangible fixed assets

Intangible (and tangible) fixed assets with a useful life longer than one year and a unit cost of more than CZK 80 thousand (80 thousand) are treated as intangible (and tangible) fixed assets.

Purchased intangible (and tangible) fixed assets are initially recorded at cost, which includes all costs related with its acquisition.

Intangible (and tangible) fixed assets are depreciated applying the straight-line method over their estimated useful lives.

The amortisation / depreciation plan is updated during the useful life of the intangible (and tangible) fixed assets based on the expected useful life.

A provision for impairment is created when the carrying value of an asset is greater than its estimated recoverable amount. The estimated recoverable amount is determined based on expected future cash flows generated by this asset.

Repairs and maintenance expenditures for tangible fixed assets are expensed as incurred.

Technical improvements of intangible (and tangible) fixed assets are capitalised.

Emission allowances are presented by the Company as other intangible fixed assets.

Emission allowances allocated to the Company by the National Allocation Plan are recorded to the account of other intangible fixed assets and to the account taxes and state subsidies payable upon being credited to the Company in the Register of Emission Allowances in the Czech Republic.

Emission allowances allocated to the Company free of charge are recorded at replacement cost. Emission allowances purchased by the Company are recorded at cost. The consumption of emission allowances is recorded to other operating expenses on the basis of an estimate of actual CO₂ emissions produced in the period. At the same time the emission allowances liability is released in other operating income, if it is consumption of the allocated emission allowances.

Since 2015 the Company has been using hedging method of purchases for future periods. Emission allowances purchased are sorted according to a given key (on percentage basis) to following three periods. This key is applied for all disposals of emission allowances.

Sales of emission allowances are recorded as other operating revenue and are stated at the selling price. At the same time, their book value is disposed from assets.

A provision is created for the deficit in emission allowances to cover their consumption in the disclosed period. A provision for diminution in value is created when the carrying value of emission allowances is greater than its estimated recoverable amount.

If the number of emission allowances at the balance sheet date is lower than the number of allowances to be disposed as, verified by an independent expert, the shortage is going to be covered by one-off purchase. However, if the required number of allowances is lower than the minimum trading quantity (10,000 emission allowances), emission allowances internally allocated to the next accounting period would be used.

If the number of purchased emission allowances at the balance sheet date is higher than the number of allowances to be disposed as, verified by an independent expert, the surplus will be allocated between the future accounting periods as the same allocation key as applied for standard hedging purchases.

In case the allocated emission allowances recognised are formally credited to the account in the Register of Emission Allowances in Czech Republic after the balance sheet date, the consumption of these emission allowances would be recognised in other operating expenses with a corresponding entry to account of estimated payables. Estimated receivables are recognised against other operating revenues. These emission allowances are recorded at replacement cost as at the balance sheet date.

2.3 Inventories

Purchased inventories are stated at the lower of cost and net realisable amount. Cost includes all costs related with its acquisition (mainly transport costs, customs duty, etc.). The weighted average cost method is applied for all disposals.

For the purposes of calculation of provision to inventory, inventories of raw material have been divided between the emergency inventory of spare parts held to secure uninterrupted operation of the fixed assets and other inventories.

The Company creates the provision so that the carrying amount of the emergency inventory of spare parts is decreased on a straight-line basis during the average expected useful life of the main parts of fixed assets to which the emergency spare parts relate to.

2.4 Receivables

Receivables are stated at nominal value less a provision for doubtful amounts. A provision for doubtful amounts is created on the basis of an ageing analysis and an individual evaluation of the credit worthiness of the customers.

2.5 Foreign currency translation

Transactions denominated in a foreign currency are translated and recorded at the foreign exchange rate. This Exchange Rate is determined as the exchange rate on the day following the day of its announcement by the Czech National Bank.

Cash, receivables and liabilities balances denominated in foreign currencies have been translated at the exchange rate published by the Czech National Bank as at the balance sheet date. All exchange gains and losses on cash, receivables and liabilities balances are recorded in the income statement.

2.6 Provisions

The Company recognises provisions to cover its obligations or expenses, when the nature of the obligations or expenses is clearly defined and it is probable or certain as at the balance sheet date that they will be incurred, however their precise amount or timing is not known. The provision recognised as at the balance sheet date represent the best estimate of expenses that will be probably incurred, or the amount of liability that is required for their settlement.

The Company recognises a provision for its future income tax payable which is presented net of advances paid for the income tax. If advances paid are higher than the estimated income tax payable, the difference is recognised as a short-term receivable.

2.7 Employment benefits

The Company recognises a provision for untaken holiday and for employee rewards and bonuses.

Regular contributions are made to the state to fund the national pension plan. The Company also provides contributions to defined contribution plans operated by independent pension funds.

The Company further recognizes a provision related to employee jubilees. The Company takes into account an expected annual average ratio of payments for social and health insurance and payroll expenses when creating the provision.

2.8 Revenue recognition

Revenue is recognised at the date of supply of services and at the date of removal of goods and transfer of title to the customer and is stated net of discounts and value added tax.

2.9 Related parties

The Company's related parties are considered to be the following:

- parties, which directly or indirectly control the Company, their subsidiaries and associates;
- parties, which have directly or indirectly significant influence on the Company,
- members of the Company's or parent company's statutory and supervisory boards and management and parties close to such members, including entities in which they have a controlling or significant influence; and/or
- subsidiaries and associates and joint-venture companies.

Material transactions and outstanding balances with related parties are disclosed in Notes 11 Related parties transactions and 13 Employees.

2.10 Leases

The costs of assets held under both finance and operating leases are not capitalised as fixed assets. Lease payments are expensed evenly over the life of the lease. Future lease payments not yet due are disclosed in the notes but not recognised in the balance sheet.

On the basis of the operating lease contracts concluded by the Company, the Company was provided with cars, equipment and premises by Škoda Auto a.s..

2.11 Deferred tax

Deferred tax is recognised on all temporary differences between the carrying amount of an asset or liability in the balance sheet and its tax base.

Deferred tax asset is recognised if it is probable that sufficient future taxable profit will be available against which the asset can be utilised.

2.12 Cash-flow statement, cash and cash equivalents

The Company has prepared the Cash-flow statement using the indirect method. Cash equivalents represent short-term liquid investments, which are readily convertible for a known amount of cash.

The Company uses so-called group cash pooling within the group.

The Company assessed the nature of cash-pooling in view of the contractual arrangements with the counterparty and in view of the method managing of cash pooling balances by the group.

Based on this assessment, the Company concluded that cash-pooling meets the criteria for classification as Cash and cash equivalents and receivables/liabilities arising from cash-pooling are classified in the cash flow statement as part of the Cash and cash equivalents.

2.13 Subsequent events

The effects of events, which occurred between the balance sheet date and the date of preparation of the financial statements, are recognised in the financial statements in the case that these events provide further evidence of conditions that existed as at the balance sheet date.

Where significant events occur subsequent to the balance sheet date but prior to the preparation of the financial statements, which are indicative of conditions that arose subsequent to the balance sheet date, the effects of these events are quantified and disclosed, but are not themselves recognised in the financial statements.

3. Intangible fixed assets

(CZK'000)	1 JANUARY 2023	ADDITIONS / TRANSFERS	DISPOSALS	31 DECEMBER 2023
Cost				
Software	35,652	1,696	(3,980)	33,368
Other intangible fixed assets	569,953	1,023,536	(654,038)	939,451
Intangible fixed assets in the course of construction	4,251	(603)	–	3,648
Total	609,856	1,024,629	(658,018)	976,467
Accumulated amortisation				
Software	(31,094)	(3,119)	3,980	(30,233)
Other intangible fixed assets	(5,283)	(390)	–	(5,673)
Total	(36,377)	(3,509)	3,980	(35,906)
Net book value	573,479			940,561

(CZK'000)	1 JANUARY 2022	ADDITIONS / TRANSFERS	DISPOSALS	31 DECEMBER 2022
Cost				
Software	35,652	–	–	35,652
Other intangible fixed assets	335,803	861,229	(627,079)	569,953
Intangible fixed assets in the course of construction	2,658	3,003	(1,410)	4,251
Total	374,113	864,232	(628,489)	609,856
Accumulated amortisation				
Software	(26,940)	(4,154)	–	(31,094)
Other intangible fixed assets	(5,092)	(191)	–	(5,283)
Total	(32,032)	(4,345)	–	(36,377)
Net book value	342,081			573,479

As at 31 December 2023, other intangible fixed assets include CZK 933,221 thousand relating to emission allowances (as at 31 December 2022: CZK 563,723 thousand).

4. Tangible fixed assets

(CZK'000)	1 JANUARY 2023	ADDITIONS / TRANSFERS	DISPOSALS	31 DECEMBER 2023
Cost				
Constructions	498,939	2,139	-	501,078
Equipment	791,694	32,622	(351)	823,965
Tangible fixed assets in the course of construction	39,866	39,255	-	79,121
Total	1,330,499	74,016	(351)	1,404,164
Accumulated depreciation				
Constructions	(135,916)	(19,095)	-	(155,011)
Equipment	(523,911)	(47,731)	351	(571,291)
Total	(659,827)	(66,826)	351	(726,302)
Net book value	670,672			677,862

(CZK'000)	1 JANUARY 2022	ADDITIONS / TRANSFERS	DISPOSALS	31 DECEMBER 2022
Cost				
Constructions	472,606	26,333	-	498,939
Equipment	755,234	37,529	(1,069)	791,694
Tangible fixed assets in the course of construction	39,587	279	-	39,866
Total	1,267,427	64,141	(1,069)	1,330,499
Accumulated depreciation				
Constructions	(117,660)	(18,256)	-	(135,916)
Equipment	(474,382)	(50,598)	1,069	(523,911)
Total	(592,042)	(68,854)	1,069	(659,827)
Net book value	675,385			670,672

In 2023 or 2022 no interest charge was capitalized in the costs of assets.

The information on operating lease commitments is disclosed in Note 9 Payables, commitments and contingent liabilities.

5. Inventories

The Company created a provision for inventories as at 31 December 2023 in amount of CZK 179,371 thousand (as at 31 December 2022: CZK 178,094 thousand).

6. Receivables

Overdue receivables as at 31 December 2023 amounted to CZK 164 thousand (as at 31 December 2022: CZK 178 thousand).

The provision for receivables as at 31 December 2023 amounted to CZK 2,315 thousand (as at 31 December 2022: CZK 2,315 thousand).

Unsettled receivables have not been covered by guarantees and none of them are due after more than 5 years.

The Company has no receivables nor provided any guarantees which are not included in the balance sheet.

Advances for income tax of CZK 9,042 thousand paid by the Company by 31 December 2023 (as at 31 December 2022: CZK 9,736 thousand) are netted off with the income tax provision in amount of CZK 26,732 thousand as at 31 December 2023 (as at 31 December 2022: CZK 0 thousand).

Receivables from related parties are disclosed in the note 11 Transactions with related parties.

7. Equity

(IN %)	31 DECEMBER 2023	31 DECEMBER 2022
ŠKODA AUTO a.s., Mladá Boleslav	44.5	44.5
E.ON Beteiligungen GmbH (Germany)	21	21
Volkswagen Kraftwerk GmbH (Germany)	22.5	22.5
ČEZ ESCO, a.s., Praha	12	12
Total	100	100

The Company does not form a part of any upper consolidation group.

On 22 May 2023 The shareholders approved the financial statements for 2022 and decided about the allocation of profit earned in 2022 in amount of CZK 2,170 thousand.

Until the date of preparation of these financial statements, the Company has not propose the distribution of the profit earned in 2023.

8. Provisions

(CZK'000)	31 DECEMBER 2023	31 DECEMBER 2022
Provisions		
Litigation provision	50,921	45,781
Contract liabilities provision	100	100
Liabilities towards employees	87,630	65,149
Income tax provision	17,690	-
Other provisions	23,467	22,334
Total	179,808	133,364

The provision for the liabilities towards employees consists mostly provisions for financial compensation, bonuses, jubilee payments and outstanding components of wages and salaries relating to 2023 in line with the valid collective agreement.

As at 31 December 2023 litigation provisions include provisions for potential penalties arising from outstanding liabilities in the amount of CZK 50,820 thousand (31 December 2022: CZK 45,680 thousand). Following decisions in pending litigation, the provision for the relevant penalties was drawn down and part of the liabilities paid.

9. Payables, commitments and contingent liabilities

Trade and other payables have not been secured against any assets of the Company and are not due after more than 5 years.

The Company provided bank supply guarantees in the amount of CZK 4,806 thousand for the purchase of a control system replacement due on 30 September 2024 and a guarantee in the amount of CZK 8,094 thousand for the purchase of new compressors due on 28 February 2025 (as at 31 December 2022: CZK 0 thousand).

Capital commitments contracted by the Company as at 31 December 2023 were CZK 88,378 thousand (as at 31 December 2022: CZK 53,109 thousand).

The management of the Company is not aware of any contingent liabilities as at 31 December 2023.

In the area of energy purchases, the Company makes gradual hedging purchases for the next 3-year period. As at 31 December 2023, the Company had the purchase of 542 GWh of electricity and 538 GWh of natural gas for this period.

The Company has no other liabilities not recorded in the balance sheet.

The Company did not provide any guarantees which were not recorded in the balance sheet.

Payables to related parties are disclosed in Note 11 Related party transactions.

10. Revenue analysis

Revenue analysis.

(CZK'000)	2023	2022
Electricity	1,299,996	1,045,093
Heat	759,122	523,222
Compressed air	112,965	113,602
Technical gases and services related to energy supplies	662,381	648,420
Water	34,303	32,536
Other	1,922	86,424
Total sales of own products and services	2,870,689	2,449,297
Electricity	902,582	604,716
Heat	23,829	17,665
Water	95,761	82,643
Gas	409,964	270,372
Total sales of goods	1,432,136	975,396

All Company's revenues come from sales in domestic market.

11. Related party transactions

All material transactions with related parties are presented in this note.

The Company had the following related party transactions:

(CZK'000)	2023	2022
Revenues		
Sale of own products, services and goods		
Škoda Auto a.s.	3,560,431	2,951,726
Other related parties	349,384	148,633
Interest income	32,333	5,324
Total	3,942,148	3,105,683
Purchases		
Interest expense	59,440	28,859
Other costs		
Škoda Auto a.s.	61,360	55,684
ČEZ ESCO, a.s.	628,342	424,069
Other related parties	253,001	220,450
Purchases of tangible and intangible assets	982,214	827,790
Total	1,984,357	1,556,852

Revenues include sales of goods, own products and services.

Purchases from related parties only include purchases relating to the business activities which is mainly expenses for the purchase of material, fixed assets, goods and services. The most significant part of these purchases are the purchases of electricity from ČEZ ESCO, a.s. and ČEZ Distribuce, a.s. Purchase of tangible and intangible assets mainly include purchases of emission allowances.

The following related party balances were outstanding as at:

(CZK'000)	31 DECEMBER 2023	31 DECEMBER 2022
Receivables		
Trade receivables	67,953	43,020
Cash pooling	94,205	60,782
Advances paid	52,548	37,719
Prepayments and accrued income	–	1,684
Total	214,706	143,205
Liabilities		
Liabilities to shareholders	145,181	93,349
Out of which:		
– Trade payables	68,364	3,736
– Short term advances received	13,000	13,000
– Accruals and deferred income	63,817	76,613
Liabilities to associates	1,166,890	952,916
Out of which:		
– Trade payables	76,525	80,643
– Loans payable	1,070,000	850,000
– Accruals and deferred income	20,365	22,273
Total	1,312,071	1,046,265

The Company uses a credit line of CZK 1,400,000 thousand provided by the company Volkswagen International Luxemburg S.A. Based on the conditions stated in the contract dated 29 September 2023, the Company can choose between fixed or variable interest rate. As at 31 December 2023 the Company has drawn the revolving loan amounting to CZK 1,070,000 thousand with an interest rate of 7,245% p.a. (as at 31 December 2022 the revolving loan amounting to CZK 850,000 thousand with an interest rate of 7,3227% p.a.) with a due date of 5 January 2024. As a part of the optimization of financial flows within the Volkswagen Group, the Company is included in the cash pooling process. As at 31 December 2023 the Company recorded a receivable from cash-pooling amounting to CZK 94,205 thousand which had an interest rate of 6,38% (31 December 2022 a receivable from cash-pooling amounting to CZK 60,782 thousand which had an interest rate of 6,45%).

In 2023 and 2022 the Company paid dividends to the shareholders in the following amount: Škoda Auto a.s. – CZK 647 thousand (31 December 2022: CZK 647 thousand), Volkswagen Kraftwerk GmbH (CZK 327 thousand (31 December 2022: CZK 327 thousand), E.ON Beteiligungen GmbH (CZK 305 thousand (31 December 2022: CZK 305 thousand) a ČEZ ESCO, a.s. CZK 174 thousand (31 December 2022: CZK 174 thousand).

The Company provides the members of management with the possibility to conclude a life insurance, a supplementary pension insurance and to use a company car.

Members of the Supervisory Board did not receive any remuneration neither in 2023 nor in 2022.

Statutory Representatives of the Company as at 31 December 2023 and 31 December 2022 have not been provided with any loans or guarantees and did not receive any preferential treatment.

12. Fees paid and payable to the audit company

The total fees paid and payable for a statutory audit of the financial statements performed by the audit company PricewaterhouseCoopers Audit, s.r.o. in 2023 amounted to CZK 695 thousand.

13. Employees

	2023		2022	
	NUMBER	(CZK'000)	NUMBER	(CZK'000)
Emoluments to the Board of Directors	6	23,969	6	22,448
Wages and salaries to other employees	327	315,534	329	301,077
Social security costs		121,565		115,255
Other social costs		15,972		9,229
Wages and salaries total	333	477,040	335	448,009

Other transactions with the Company's management are described in Note 11 Related party transactions.

14. Income tax

The income tax expense analysis:

(CZK'000)	2023	2022
Current tax expense (19%)	26,732	0
Deferred tax expense	(3,569)	8,924
Adjustment of prior year tax expense based on final CIT return	10,031	96
Total income tax expense	33,194	9,020

The deferred tax was calculated at 21% (the rate enacted for the accounting period beginning on or after 1 January 2024) (as at 31 December 2022: 19%).

Deferred tax asset analysis:

(CZK'000)	31 DECEMBER 2023	31 DECEMBER 2022
Deferred tax asset arising from:		
Difference between accounting and tax net book value of fixed assets	(33,039)	(26,959)
reserves and provisions	72,199	55,373
Tax loss	-	7,177
Total deferred tax asset	39,160	35,591

15. Cash-flow statement, cash and cash equivalents

Cash and cash equivalents disclosed in the Cash-flow statement can be analysed as follows:

(CZK'000)	31 DECEMBER 2023	31 DECEMBER 2022
Cash in hand	9	32
Cash in banks	1,323	1,026
Receivable arising from cash-pooling	94,205	60,782
Total cash and cash equivalents	95,537	61,840

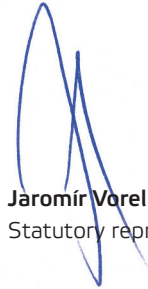
16. Subsequent events

No events have occurred subsequent to year-end that would have a material impact on the financial statements as at 31 December 2023.

28 March 2024



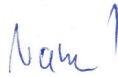
Tomáš Kubín
Statutory representative



Jaromír Vorel
Statutory representative



Pavla Kaplanová
Head of Finance and energy management



Milena Vávrová
Chief Accountant

Report on Relations of ŠKOENERGO, s.r.o.

Pursuant to Section 82 of the Corporations Act for the financial period of calendar year 2023

The Statutory Representatives of ŠKOENERGO, s.r.o., with its registered office in Mladá Boleslav II, tř. Václava Klementa 869, Postal Code 293 01, identification no.: 616 75 938, entered in the Commercial Register administered by the Municipal Court in Prague, Section C, File 38550 (hereinafter referred to in this report as the "Company"), have prepared the following report on relationships in the meaning of Section 82 of Act No. 90/2012 Coll., on Corporations Act (hereinafter referred to as the "Corporations Act"), for the financial period of the calendar year 2023 (hereinafter referred to as the "Decisive Period").

1. Structure of relationships, the role of the Company and the method and means of control

1.1 According to information available to the Statutory Representatives of the Company:

1.1.1 Throughout the entire Decisive Period, the Company's shareholders were consistently:

SHAREHOLDER	SHARE IN %	CONTRIBUTION IN CZK'000
Škoda Auto a.s., Mladá Boleslav	44.5	4,450
E.ON Beteiligungen GmbH, Germany	21	2,100
ČEZ ESCO, a.s., Prague	12	1,200
Volkswagen Kraftwerk GmbH, Germany	22.5	2,250

1.1.2 VOLKSWAGEN AG, with its registered office in Wolfsburg, Germany, can exercise indirect influence on the Company via the shareholders Škoda Auto a.s., with its registered office in Mladá Boleslav, and Volkswagen Kraftwerk GmbH, with its register office in Wolfsburg, Germany. In case of control via the shareholder Škoda Auto a.s., VOLKSWAGEN FINANCE LUXEMBURG S.A. with its registered office in Luxembourg in Grand Duchy of Luxembourg is the only shareholder of Škoda Auto a.s. Company VOLKSWAGEN FINANCE LUXEMBURG S.A. is a subsidiary of VOLKSWAGEN AG. E.ON SE, with its registered office in Essen, Germany, can exercise indirect influence on the Company via the shareholder E.ON Beteiligungen GmbH. ČEZ, a. s. with its registered office in Prague, can exercise indirect influence on the Company via the shareholder ČEZ ESCO, a.s. Concerning the structure of the groups of which individual shareholders form a part of, the Company's Statutory Representatives used the data supplied by shareholders or published by the shareholders, as well as the data in the Commercial Register.

1.2 According to information available to the Statutory Representatives, the Company does not have any participation in other commercial companies either in the Czech Republic or abroad.

1.3 Control can be exerted via a decision of the general meeting or, as the case may be, a decision of the shareholders outside of the general meeting. One vote is allotted for each CZK 1,000 contribution of a shareholder. A fundamentally limiting factor in exercising the influence by an individual entity or by a group of entities is the requirement of unanimity for adoption of a decision. Important legal actions can be subject to the prior consent of the Company's Supervisory Board.

According to the provisions of Section 78(2)(d) of the Corporations Act, shareholders in a limited liability company act in unison. If a decision of the general meeting or a decision of the shareholders is adopted, then all the shareholders are controlling entities in the view of the requirement of unanimity. The ultimate parent companies ČEZ, a. s., via ČEZ ESCO, a.s., VOLKSWAGEN AG via Škoda Auto a.s. and via Volkswagen Kraftwerk GmbH and E.ON SE via E.ON Beteiligungen GmbH are the controlling parties.

The main role of the Company is to ensure comprehensive energy supplies, operation and maintenance of energy equipment for Škoda Auto a.s.

2. Overview of actions carried out at the behest of or in the interest of the controlling entities or entities controlled thereby if such actions pertain to the Company's assets

During the Decisive Period, the Company carried out, at the behalf of or in the interest of the controlling entities or an entity controlled by these controlling entities, any other actions that would pertain to the assets exceeding 10% of the equity determined according to the latest financial statements as at 31 December 2022 (i.e. CZK 6,664 thousand).

PURCHASE OF GOODS AND SERVICES	FINANCIAL SERVICES
Škoda Auto a.s.	Volkswagen International Finance NV
E.ON Energie, a.s.	Volkswagen International Belgium SA
ČEZ ESCO, a.s.	Volkswagen International Luxembourg SA
ČEZ Distribuce, a. s.	
Volkswagen Kraftwerk GmbH	

3. Overview of mutual contracts

3.1 Contracts concluded between the Company and the controlling entities during the Decisive Period:

PURCHASE OF GOODS AND SERVICES	FINANCIAL SERVICES
Škoda Auto a.s.	VOLKSWAGEN AG
ČEZ ESCO, a.s.	Volkswagen International Luxembourg SA

3.2 Contracts concluded between the Company and other entities controlled by the controlling entities during the Decisive Period:

PURCHASE OF GOODS AND SERVICES	FINANCIAL SERVICES
ČEZ Distribuce, a. s.	Volkswagen International Belgium SA
Telco Pro Services, a. s.	
E.ON Energie, a.s.	
Volkswagen Software Asset Management GmbH	
Local Energies, a.s.	

3.3 In the Decisive Period, the Company carried out transactions on the basis of contracts concluded among the Company and controlling entities and the Company and entities controlled by the controlling entities in the Decisive period or in past periods in the following areas:

PURCHASE OF GOODS AND SERVICES	SALE OF GOODS AND SERVICES	FINANCIAL SERVICES
Škoda Auto a.s.	Škoda Auto a.s.	Volkswagen International Belgium SA
Škoda Auto Vysoká Škola o.p.s	E.ON Energie, a.s.	Volkswagen International Finance NV
ČEZ ESCO, a.s.	Local Energies, a.s.	Volkswagen International
ČEZ Energetické služby, s.r.o.	CERBEROS s.r.o.	Luxembourg SA
ČEZ, Distribuce a. s.		
Telco Pro Services, a. s.		
Local Energies, a.s.		
Volkswagen Kraftwerk GmbH		
Volkswagen AG		
Volkswagen Software Asset Management GmbH		
E.ON Energie, a.s.		

4. Assessment of damage and compensation for such damage

With respect to the facts set forth in Articles 2 and 3 above, the Company did not incur any damage.

5. Assessment of relationships and risks

In the Company's mutual relationships with the controlling entities and entities controlled by the controlling entities, the advantages resulting from the long-term nature of the contracts set forth in Article 3 above and from the solvency of the contractual partners, which renders these relationships stable, are prevalent. No apparent disadvantages or apparent risks ensue from the mutual relationships for the Company.

Mladá Boleslav, 28 March 2024

Statutory Representatives:



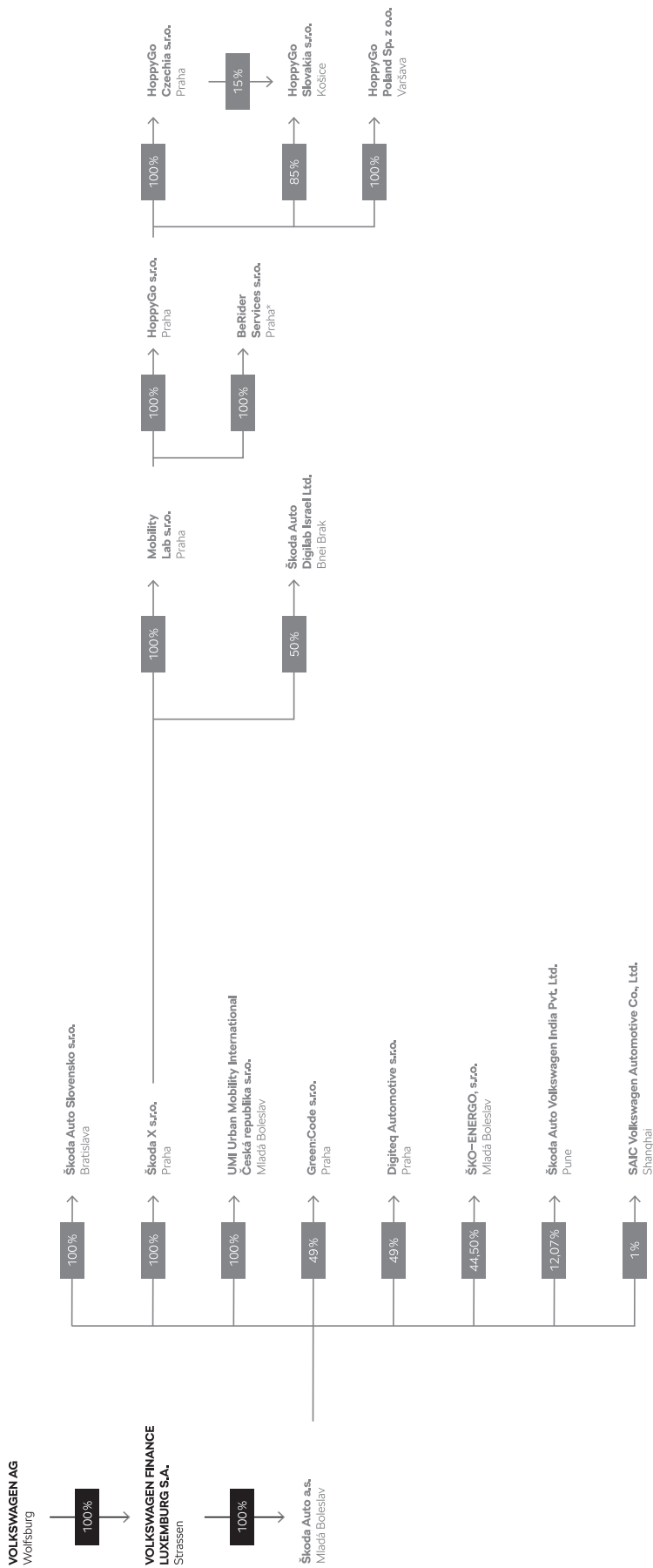
Tomáš Kubín



Jaromír Vorel

ŠKODA AUTO a.s. ownership structure

Ownership structure as at 31 December 2023

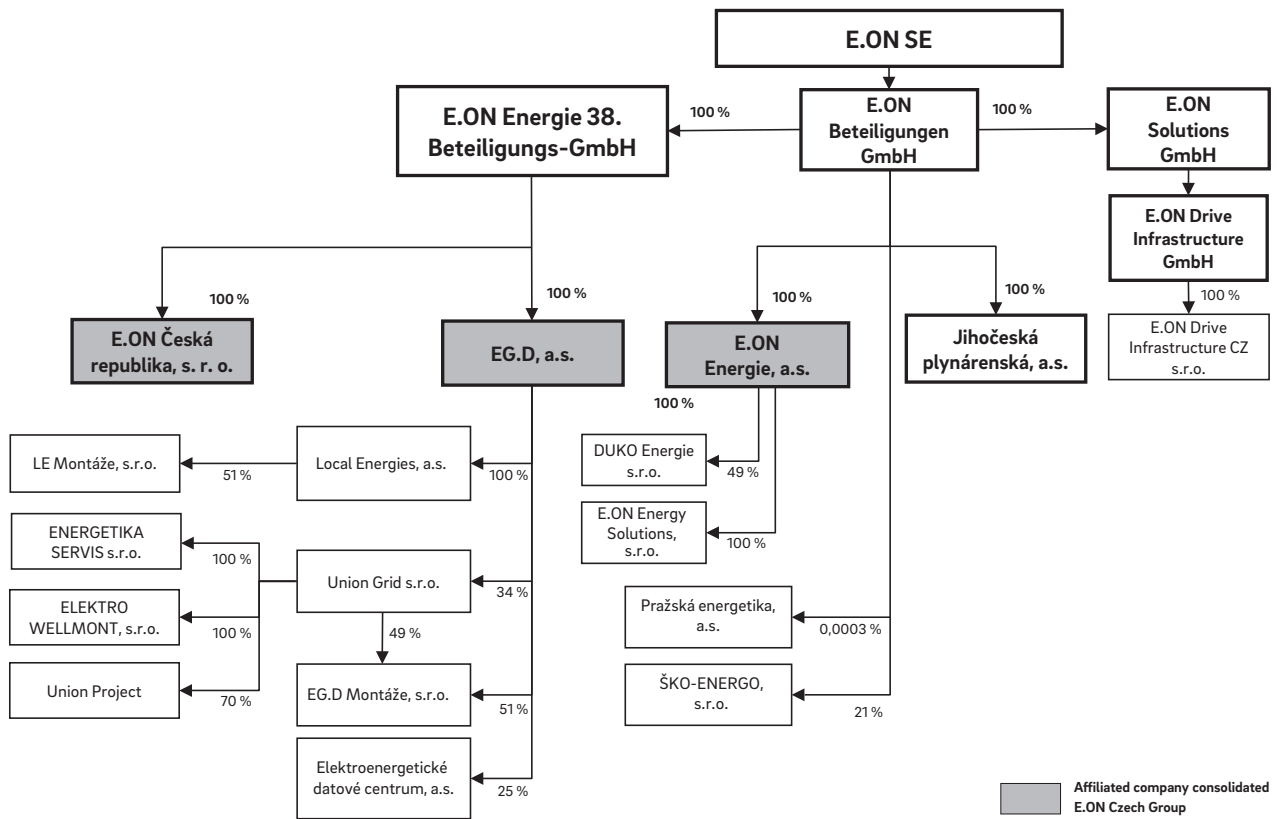


Škoda Auto a.s. je dále zakladatelem neziskových organizací 42 Prague z. ú.,
Nadační fond Škoda Auto a Škoda Auto Vysoká škola o.p.s.

* S účinností ke dni 1. 1. 2024 došlo k vnitrostátní fúzi sloučením, v důsledku níž
BeRider Services s.r.o. zanikla sloučením se společností HoppyGo s.r.o.

E.ON ownership structure

Ownership structure as at 31 December 2023



ČEZ, a.s. ownership structure

Ownership structure as at 31 December 2023

Název/výše podílu	iČO	Stát	Adresa sídla
Česká republika – Ministerstvo financí	00006947	Česká republika	Praha 1, Letenská 525/15, Malá Strana, PSC 118 10
89,73 % ČEZ, a.s.	45274649	Česká republika	Praha 4, Duhová 2/1444/2, Michle, PSC 140 00
100 % ČEZ Distribuce, a.s.	24729035	Česká republika	Děčín, Teplická 874/8, Děčín IV-Podmokly, PSC 405 02
51 % Grid Design, s.r.o.	19333650	Česká republika	Praha 4, Vysokčlova 1461/2a, Michle, PSC 140 00
znik společnosti 11. 5. 2023			
100 % ČEZ Energetické produkty, s.r.o.	28259933	Česká republika	Hostivice, Komenského 534, PSC 253 01
100 % In-PROJECT LOWV ENGINEERING s.r.o.	4769268	Česká republika	Louny, Na Velích 999, PSC 440 01
100 % Oprávněná společnost, s.r.o.	47306891	Česká republika	Kačab, Tuřimice 13, PSC 432 01
100 % ČEZ ENERGOSEVIS spol. s r.o.	60698101	Česká republika	Třebíč, Brátova tr. 1371/16, Horka-Domyň, PSC 674 01
100 % SALLEKO spol. s r.o.	46990020	Česká republika	Třebíč, Cyriometodějská 32/15, Nová Dráry, PSC 674 01
služice společnosti 28. 2. 2023			
100 % MD projekt s.r.o.	2810706	Česká republika	Česká Budějovice 3, Srušenského 1361/45, PSC 370 01
služice společnosti 31. 3. 2023			
100 % ČEZ ESCO, a.s.	03592880	Česká republika	Praha 4, Duhová 1444/2, Michle, PSC 140 00
100 % ČEZ Energetické služby, s.r.o.	27804721	Česká republika	Ostrava, Vystavní 1144/103, Vítkovice, PSC 703 00
100 % HAEM OSTRAVA, s.r.o.	47920333	Česká republika	Ostrava, Na Jizdámě 2767/21a, Moravská Ostrava, PSC 702 00
100 % IVITAS, a.s.	25357255	Česká republika	Ostrava, Ruská 83/24, Vítkovice, PSC 70300
služice společnosti 1. 6. 2023			
100 % ČEZ Ergo, s.r.o.	29060109	Česká republika	Praha 4, Duhová 1531/3, Michle, PSC 140 00
100 % ČEZ LDS s.r.o.	01873237	Česká republika	Praha 4, Duhová 1444/2, Michle, PSC 140 00
znik společnosti fúzí s ČEZ Energetické služby, s.r.o., 1. 1. 2023			
100 % Solární servis, s.r.o.	27282074	Česká republika	Praha 4, U pípmýri 1388/18, Michle, PSC 140 00
100 % ENESA, a.s.	27328052	Česká republika	Praha 9, Cejkovská 2532/19b, Libeň, PSC 190 00
změna sídla 22. 12. 2023 (původně Praha 9, U Voborníků 852/10, Vysočany, PSC 190 00)			
100 % AZ KLIMA, a.s.	24772631	Česká republika	Brno, Tuřanská 1519/115a, Slatina, PSC 627 00
12 % SKO-ENERGO, s.r.o.	61675938	Česká republika	Mladá Boleslav, tr. Václava Klementa 869, Mladá Boleslav II, PSC 293 01
změna sídla 13. 7. 2023 (původně Mladá Boleslav 1, Tr. Václava Klementa 869, PSC 293 60)			
100 % ARPA spol. s r.o.	25449331	Česká republika	Modlany, čev. 22, PSC 417 13
100 % HORMEN CE s. s. r. o.	27154742	Česká republika	Praha 5, Moulkova 3286/1b, Smíchov, PSC 150 00
100 % HORMEN SK s. r. o.	44021470	Slovensko	Bratislava, Hattalova 12, PSC 831 03
100 % Domat Control System s.r.o.	27189465	Česká republika	Pardubice, U Panasonicu 376, Staré Cívce, PSC 530 06
100 % Domat Control System s. r. o.	44570473	Slovensko	Bratislava, Prí Smatovni 4, Petržalka, PSC 851 01
100 % KATY s.r.o.	4579023	Česká republika	Praha 4, Duhová 1444/2, Michle, PSC 140 00
50 % ESCO Slovensko, a. s.	52933659	Slovensko	Bratislava, Tomášikova 28C, Ružinov, PSC 821 01
100 % e-Dome a. s.	47256265	Slovensko	Bratislava, Plynárská 7/C, PSC 821 09
zvýšení podílu o 49 % 19. 6. 2023 (původně 51 %)			
100 % ESCO Distribuční systémy a.s.	47474238	Slovensko	Trnava, Františkánska 4, PSC 917 01
100 % AZ KLIMA SK, s.r.o.	35799944	Slovensko	Bratislava, Tomášikova 28C, Ružinov, PSC 821 01
55 % SPRAYBYTKOMFORT, a.s. Prešov	3178523	Slovensko	Prešov, Volgogradská 88, PSC 080 01
100 % ESCO Servis, s. r. o.	31706053	Slovensko	Prešov, Volgogradská 88, PSC 080 01
100 % CAPEXUS SK s. r. o.	35937190	Slovensko	Bratislava, Karadžiova 14, Ružinov, PSC 821 08
100 % ELIMER, a.s.	36306941	Slovensko	Nové Mesto nad Váhom, Smianska 10, PSC 015 01
85,43 % BLOPEL, a.s.	46823492	Slovensko	Kysucký Lieskovec, Kysucký Lieskovec 847, PSC 023 34
zvýšení podílu o 5,2 % 14. 9. 2023 (původně 80,23 %)			
51 % ENVEZ, a. s.	07334214	Česká republika	Havířov, Svornosti 86/2, Město, PSC 736 01
100 % EP Rožnov, a.s.	45193631	Česká republika	Rožnov pod Radhoštěm, Boženy Němcové 1720, PSC 756 61
100 % EPIGON spol. s r.o.	18051081	Česká republika	Rožnov pod Radhoštěm, Tvaržůvka 2740, PSC 756 61
100 % PIPE SYSTEMS s.r.o.	25887815	Česká republika	Rožnov pod Radhoštěm, Tvaržůvka 2740, PSC 756 61
zvýšení podílu o 10,3 % 30. 6. 2023 (původně 90 %)			
100 % ELEKTROPROJEKT SLOVAKIA, s.r.o.	36230804	Slovensko	Piestany, Vajanského 68, PSC 921 01
100 % Green energy kapital, a.s.	14043505	Česká republika	Praha 4, Duhová 1531/3, Michle, PSC 140 00
100 % CAPEXUS s.r.o.	24131326	Česká republika	Praha 5, Moulkova 3286/1b, Smíchov, PSC 150 00
100 % CAPEXUS s.r.o.	46356088	Česká republika	Husinec, Havrův Řez, PSC 250 68
89,85 % UV Rez, a. s.			
převod 17,23 % podílu na společnost UUV Rez, a. s., ze společnosti SKODA JS a.s. na společnost ČEZ, a.s., 8. 2. 2023			
100 % SKODA PRAHA a.s.	00128201	Česká republika	Praha 4, Duhová 1444/2, Michle, PSC 140 00
100 % Výzkumný a zkušební ústav Pízeň s.r.o.	4778684	Česká republika	Pízeň, Tylova 1581/46, Jižní Předměstí, PSC 301 00
100 % Centrum výzkumu Řez s.r.o.	26724445	Česká republika	Husinec, Havrův Řez, PSC 250 68
100 % RadioMedic s.r.o.	28398638	Česká republika	Řez, Husinec-Řez 289, PSC 250 68
služice společnosti 15. 5. 2023			
100 % Ústav aplikované mechaniky Brno, s.r.o.	60715871	Česká republika	Brno, Resalova 972/3, Veveří, PSC 602 00
100 % ČEZ Invest Slovensko, a.s.	28861736	Česká republika	Praha 4, Duhová 2/1444, PSC 140 53
změna názvu společnosti 1. 1. 2023 (původně ČEZ Bohunice a.s.)			
49 % Jadrová energetická společnost Slovenska, a. s.	45337241	Slovensko	Bratislava, Tomášikova 22, PSC 821 02
100 % JESS OZE s.r.o.	5501136	Slovensko	Bratislava, Tomášikova 28C, Ružinov, PSC 821 01
znik společnosti 12. 11. 2022			
100 % JESS Projects s.r.o.	55012950	Slovensko	Bratislava, Tomášikova 28C, Ružinov, PSC 821 01
znik společnosti 29. 12. 2022			
100 % ČEZ ICT Services, a. s.	26470411	Česká republika	Praha 4, Duhová 1531/3, PSC 140 53
100 % Telco Pro Services, a.s.	29149278	Česká republika	Praha 4, Duhová 1531/3, Michle, PSC 140 00
100 % Telco Infrastructure, s.r.o.	08425817	Česká republika	Praha 4, Duhová 1531/3, Michle, PSC 140 00
100 % ČEZNET s.r.o.	26378191	Česká republika	Tachov, Václavská 1602, PSC 347 01
100 % FDLnet.CZ, s.r.o.	27310531	Česká republika	Frydlant, Březová 1306, PSC 464 01
znik společnosti rozdělením rozdělením slučením do společnosti ČEZNET s.r.o. a Telco Infrastructure, s.r.o., 1. 7. 2023			
100 % CERBEROS s.r.o.	24237144	Česká republika	Praha 4, Duhová 1531/3, Michle, PSC 140 00
85 % Magpiál, a.s.	27547469	Česká republika	Hradec Králové, Pražská třída 485/3, Kuklíany, PSC 500 04
100 % ADAPTIVITY s.r.o.	24156027	Česká republika	Zlín, Tyršovo náměstí 5183, PSC 760 01
znik společnosti fúzí s INTERNEXT 2000, s.r.o., 1. 7. 2023			
100 % INTERNEXT 2000, s.r.o.	2532298	Česká republika	Vsetín, Palackého 166, PSC 765 01
v důsledku fúze zanikající společnosti ADAPTIVITY s.r.o. jako původního vlastníka 31% podílu na společnosti INTERNEXT 2000, s.r.o., a nástupnicí společnosti INTERNEXT 2000, s.r.o., k 1. 7. 2023, je společností Telco Pro Services, a.s., od téhož data 100% společníkem společnosti INTERNEXT 2000, s.r.o.			
100 % Optické síť s.r.o.	29460212	Česká republika	Valašské Meziříčí, Zašovská 778, Krásko nad Bečvou, PSC 757 01
100 % KABELOVÁ TELEVIZE CZ s.r.o.	48150029	Česká republika	Praha 10, Ruská 8, PSC 101 00
100 % Web4Soft Internet s.r.o.	28959734	Česká republika	Jeseník, Masarykovo nám. 60/5, PSC 790 01
služice společnosti 31. 1. 2023			
100 % ČEZ Obnovitelné zdroje, s.r.o.	25938924	Česká republika	Hradec Králové, Krázkova 789/2, PSC 500 03
100 % PV Design and Build s.r.o.	13955454	Česká republika	Praha 9, Ocelářská 1354/35, Libeň, PSC 190 00
99,57 % ČEZ OZ uzavřený investiční fond s.a.	24135780	Česká republika	Praha 4, Duhová 1444/2, PSC 140 53
100 % ČEZ Prodej, a.s.	27232433	Česká republika	Praha 4, Duhová 1425, PSC 140 53
100 % TENAUR, s.r.o.	26349451	Česká republika	Praha 4, Duhová 1531/3, Michle, PSC 140 00
100 % ČEZ Klášterec, a.s.	27359941	Česká republika	Praha 4, Duhová 1444/2, Michle, PSC 140 00
změna sídla 1. 10. 2023 (původně Říčany, Bezručova 2212/30, PSC 251 01)			
100 % Teplo Klášterec s.r.o.	22801600	Česká republika	Kláštelec nad Ohří, Jana Amose Komenského 450, Mifetice u Klášterce nad Ohří, PSC 431 51
100 % Energetické centrum s.r.o.	26051818	Česká republika	Jindřichův Hradec, Otn 3, PSC 377 01
55,83 % Tepelné hospodářství města Ústí nad Labem s.r.o.	49109184	Česká republika	Ústí nad Labem, Malátova 2437/11, Ústí nad Labem-centrum, PSC 400 11
společnost se stala osobou ovládanou v návaznosti na změnu její společenské smlouvy k 1. 7. 2023			
100 % MARTIA a.s.	25006754	Česká republika	Ústí nad Labem, Mezří 2854/4, Severní Terasa, PSC 400 11
100 % Elektrárna Dětmarovice, a.s.	29452279	Česká republika	Dětmarovice, čp. 1022, PSC 735 71
znik společnosti fúzí s ČEZ, a. s., 1. 1. 2023			
100 % Elektrárna Dukovany II, a. s.	04869207	Česká republika	Praha 4, Duhová 1444/2, Michle, PSC 140 00
100 % Elektrárna Temelín II, a. s.	04869134	Česká republika	Praha 4, Duhová 1444/2, Michle, PSC 140 00
100 % Energetas, a.s.	47115726	Česká republika	Praha 4, Duhová 1444/2, Michle, PSC 140 00
100 % Areal Trebořadice, a.s.	29132282	Česká republika	Praha 4, Duhová 1444/2, Michle, PSC 140 00
100 % Inven Capital, SICAV, a.s.	02059533	Česká republika	Praha 4, Pod Krázkem 1773/2, Braník, PSC 147 00
jedná se o zakladatelské akcie ve smyslu § 158 a násl. zákona č. 240/2013 Sb., o investičních společnostech a investičních fondech, ve znění pozdějších předpisů			
51,05 % LOMY MORINA spol. s r.o.	61465569	Česká republika	Mořina, čp. 73, PSC 267 17
100 % OCO, a.s.	60747954	Česká republika	Brno, Štefánikova 557/18a, Ponava, PSC 602 00
člen Koncernu ČEZ od 1. 2. 2023			
100 % Severočeské doly a.s.	49901882	Česká republika	Chomutov, Boženy Němcové 5359, PSC 430 01
100 % PRODECO, a.s.	25020790	Česká republika	Blina, Důlní čp. 429, Městecké Předměstí, PSC 418 01
100 % Revitrans, a.s.	25028197	Česká republika	Blina, Důlní čp. 429, PSC 418 01
100 % SD – Kolejová doprava, a.s.	25138107	Česká republika	Kačab, Tuřimice 2, PSC 432 01
40 % South Bohemian Nuclear Park, s.r.o.	17641349	Česká republika	Česká Budějovice, Lipová 1789/9, Česká Budějovice 2, PSC 370 05
100 % SKODA JS a.s.	25235753	Česká republika	Pízeň, Orlik 266/15, Bolevec, PSC 316 00
100 % Nuclear Property Services, s.r.o.	27135471	Česká republika	Praha 4, Duhová 1531/3, Michle, PSC 140 00
změna názvu společnosti (původně Middle Estates, s.r.o.) a změna sídla (původně Praha 6, Pod Beránkou 2469/1, Dejvice, PSC 160 00) 8. 3. 2023			

- Česká republika – Ministerstvo financí ČR
- dceřiné společnosti Ministerstva financí ČR (ČEZ, a.s.)
- dceřiné společnosti ČEZ, a.s.
- vnučky ČEZ, a.s.
- pravnučky ČEZ, a.s.
- prapravnučky ČEZ, a.s.
- člen Koncernu ČEZ
- zaniklá společnost – člen Koncernu ČEZ
- zaniklá společnost

0,39 %

20 %

Název/výše podílu	IČO	Stát	Adresa sídla
Česká republika – Ministerstvo financí			
100 % CEPHO a.s.	00006947	Česká republika	Praha 1, Letenská 625/15, Malá Strana, PSC 118 10
100 % B.R.G. spol. s r.o., v likvidaci	60193531	Česká republika	Praha 7, Dělnická 213/12, Holešovice, PSC 170 00
akvizice společnosti 6. 3. 2023, vstup do likvidace 1. 4. 2023, zánik společnosti likvidací 11. 12. 2023	60108972	Česká republika	Praha 7, Dělnická 213/12, Holešovice, PSC 170 00
100 % RABSTEIN, spol. s r.o., v likvidaci	60933810	Česká republika	Praha 7, Dělnická 213/12, Holešovice, PSC 170 00
akvizice společnosti 6. 3. 2023, vstup do likvidace 1. 4. 2023, zánik společnosti likvidací 8. 12. 2023			
84 % Česká exportní banka, a.s.	63078338	Česká republika	Praha 1, Vodňáckova 34 č.p. 701, PSC 111 21
100 % Letišti Praha, a.s.	28244832	Česká republika	Praha 6, K letišti 1019/6, Ruzyně, PSC 161 00
100 % B. aircraft, a.s.	24253006	Česká republika	Praha 6, Jana Kalpára 1069/1, Ruzyně, PSC 161 00
100 % Czech Airlines Handling, a.s.	25674285	Česká republika	Praha 6, K letišti 1040/10, Ruzyně, PSC 161 00
změna sídla 1. 10. 2023 (původně Praha 6, Aviatická 1017/2, PSC 160 08)			
100 % Czech Airlines Technica, a.s.	27145573	Česká republika	Praha 6, Jana Kalpára 1069/1, Ruzyně, PSC 160 08
100 % Pražský Airport Real Estate, s.r.o.	09745599	Česká republika	Praha 6, K letišti 1019/6, Ruzyně, PSC 161 00
akvizice společnosti 28. 8. 2023			
100 % Exportní garancí a pojišťovací společnost, a.s.	45279314	Česká republika	Praha 1, Vodňáckova 34/701, PSC 111 21
100 % GALILEO REAL, k.s. v likvidaci	26175291	Česká republika	Praha 8, Thámova 181/20, PSC 186 00
komplementář je IMOB a.s. v likvidaci			
96,85 % HOLDING KLADNO a.s. v likvidaci	45144419	Česká republika	Kladno, Cyrila Boudy 1444, Křečohány, PSC 272 01
100 % IMOB a.s. v likvidaci	60197001	Česká republika	Praha 8, Thámova 181/20, Karlín, PSC 186 00
100 % SLOVIM s.r.o. v likvidaci	08207763	Česká republika	Praha 8, Thámova 181/20, Karlín, PSC 186 00
54,35 % Kongresové centrum Praha, a.s.	63080249	Česká republika	Praha 4, 5. května 1640/65, Nusle, PSC 140 00
100 % MERO ČR, a.s.	60193468	Česká republika	Kralupy nad Vltavou, Veltruská 748, PSC 278 01
100 % MERO Germany GmbH	15212268	Německo	Volksburg an der Donau, MERO - Weg 1, PSC 850 88
49 % MUFIS a.s.	60196696	Česká republika	Praha 3, Přemyslovská 2845/43, Žižkov, PSC 130 00
změna sídla 1. 5. 2023 (původně Praha 1, Jeruzalémská 964/4, PSC 110 00)			
100 % PRISKO a.s.	46355901	Česká republika	Praha 8, Thámova 181/20, Karlín, PSC 186 00
100 % OKD a.s.	05979277	Česká republika	Stonava, č.p. 1077, PSC 735 34
100 % OKD H2O2 a.s.	47676019	Česká republika	Ostrava, Lhovarská 1199/10, Radvanice, PSC 716 00
100 % Severočeské mlékárny, a.s. Teplice	48291749	Česká republika	Teplice, Libušina 2154, PSC 415 03
zánik společnosti 26. 7. 2023			
100 % THERMAL-F, a.s.	25401726	Česká republika	Karlovy Vary, I. P. Pavlova 2001/11, PSC 360 01
100 % Výzkumný a zkušební letecký ústav, a.s.	00010669	Česká republika	Praha 9, Beranových 130, Letňany, PSC 199 00
100 % SERENUM, a.s.	01438575	Česká republika	Brno, Jana Babáka 2723/11, Králov Pole, PSC 612 00
100 % VZLU TECHNOLOGIES, a.s.	29146241	Česká republika	Praha 9, Beranových 130, Letňany, PSC 199 00
100 % VZLU TEST, a.s.	04521820	Česká republika	Praha 9, Beranových 130, Letňany, PSC 199 00

- Česká republika – Ministerstvo financí ČR
- dceřiné společnosti Ministerstva financí ČR
- vnučky Ministerstva financí ČR
- právnický Ministerstva financí ČR
- zaniklá společnost

Pokračování na další straně

Název/výše podílu	ICO	Stát	Adresa sídla
Ceska republika - Ministerstvo financi	00006947	Ceska republika	Praha 1, Letenska 525/15, Mala Strana, PSC 118 10
89,78 % CEZ	45274649	Ceska republika	Praha 4, Duhova 2/1444, PSC 140 53
100 % CEZ Bulgarian Investments B.V.	51661969	Nizozemsko	Amsterdam, Herikerbergweg 157, PSC 1101CN
100 % CEZ MH B.V.	24426342	Nizozemsko	Amsterdam, Herikerbergweg 157, PSC 1101CN
50 % Akce Enerji Yatirimlari Sanayi ve Ticaret A.S.	28317	Turecko	Izmit, Kocaeli, Yahyakaptan Mahallesi, Seyval Sokak, No. 4/4, PSC 41050
zank majetkové úcasti v důsledku prodeje celého podílu 1. 12. 2023			
100 % Sakarya Elektrik Üretim A.Ş.	10941-18573	Turecko	Adapazar, Sakarya, Maltepe Mahallesi, Orhangazi Cad. No. 258, TEK Trafik İstasyonu PK. 160, PSC 54100
zank majetkové úcasti v důsledku prodeje celého podílu 1. 12. 2023			
100 % Sakarya Elektrik Parakende Satış A.Ş.	25281	Turecko	Izmit, Kocaeli, Yahyakaptan Mahallesi, Seyval Sokak, No. 4/4, PSC 41050
zank majetkové úcasti v důsledku prodeje celého podílu 1. 12. 2023			
100 % Sepaş Akkili Çözümler A.Ş.	31828/4104/0761101945500001	Turecko	Izmit, Kocaeli, Akkalya Fatih Mah. Kural Sok. No. 38, PSC 41050
zank majetkové úcasti v důsledku prodeje celého podílu 1. 12. 2023			
37,36 % Akenerji Elektrik Üretim A.Ş.	255005	Turecko	Istanbul, Miralay Şefik Bey Sokak, Akhan No. 15, Gumuşsuju Beyoğlu, PSC 34437
100 % AK-EL Kınah Elektrik Üretim A.Ş.	731921	Turecko	Istanbul, Miralay Şefik Bey Sokak, Akhan No. 15, Kat: 1, Oda: 1, Gumuşsuju Beyoğlu, PSC 34437
100 % Akenerji Doğalgaz İthalat İhracat ve Toplantı Ticaret A.Ş.	745367	Turecko	Istanbul, Miralay Şefik Bey Sokak, Akhan No. 15, Kat: 3, Oda: 3, Gumuşsuju Beyoğlu, PSC 34437
100 % Akenerji Elektrik Enerjileri İthalat İhracat ve Toplantı Ticaret A.Ş.	512971	Turecko	Istanbul, Miralay Şefik Bey Sokak, Akhan No. 15, Kat: 3-4, Oda: 2, Gumuşsuju Beyoğlu, PSC 34437
100 % Aken Europe B.V.	865516923	Nizozemsko	Hilversum, Koninginneweg 31, PSC 1217KR
zank majetkové úcasti v důsledku prodeje celého podílu 31. 7. 2023			
100 % CEZ Hungary Ltd.	13520670-4013-113-01	Maďarsko	Budapest, 76 Váci út, Capital Square, 6. torony, fszt., PSC 1133
100 % CEZ Srbija d.o.o. - u likvidaciji	20180650	Srbsko	Beograd, Bulevar Zorana Đinđića 65, PSC 110 70
zank majetkové úcasti v důsledku likvidace 29. 11. 2023			
100 % CEZ Ukraine LLC	34728482	Ukraina	Kyiv, Yelyka Vasylkivska 5, PSC 01004
100 % CEZ Produkty Energetyczne Polska sp. z o.o.	0000321795	Polsko	Chorzów, ul. Marii Skłodowskiej-Curie 30, PSC 41-503
100 % CEZ Finance B.V.	82230714	Nizozemsko	Amsterdam, Herikerbergweg 157, PSC 1101CN
zank majetkové úcasti v důsledku likvidace 7. 9. 2023			
100 % CEZ Holdings B.V.	24301380	Nizozemsko	Amsterdam, Herikerbergweg 157, PSC 1101CN
100 % Baltic Green Construction sp. z o.o.	000058025	Polsko	Warsawa, Aleje Jerozolimskie 63, PSC 00-697
100 % Baltic Green II sp. z o.o. w likwidacji	0000441363	Polsko	Warsawa, Aleje Jerozolimskie 63, PSC 00-697
zank majetkové úcasti v důsledku likvidace 29. 6. 2023			
100 % Baltic Green III sp. z o.o. w likwidacji	0000440952	Polsko	Warsawa, Aleje Jerozolimskie 63, PSC 00-697
100 % A.E. Wind S.A. w likwidacji	0000610284	Polsko	Warsawa, Aleje Jerozolimskie 63, PSC 00-697
100 % Baltic Green VI sp. z o.o. w likwidacji	0000516616	Polsko	Warsawa, Aleje Jerozolimskie 63, PSC 00-697
zank majetkové úcasti v důsledku likvidace 22. 6. 2023			
100 % Baltic Green IV sp. z o.o. w likwidacji	0000610092	Polsko	Warsawa, Aleje Jerozolimskie 63, PSC 00-697
zank majetkové úcasti v důsledku likvidace 1. 9. 2023			
100 % Eco-Wind Construction sp. z o.o. w likwidacji	0000969468	Polsko	Warsawa, Aleje Jerozolimskie 63, PSC 00-697
zank majetkové úcasti v důsledku likvidace 14. 7. 2023			
99,33 % CEZ Polska sp. z o.o.	0000269114	Polsko	Warsawa, Aleje Jerozolimskie 63, PSC 00-697
100 % CEZ Skawina S.A.	0000389504	Polsko	Skawina, ul. Piłsudskiego 10, PSC 32-050
100 % CEZ Chorzów S.A.	0000341490	Polsko	Chorzów, ul. Marii Skłodowskiej-Curie 30, PSC 41-503
100 % CEZ Chorzów II sp. z o.o.	0000627827	Polsko	Chorzów, ul. Marii Skłodowskiej-Curie 30, PSC 41-503
100 % Elevation Group B.V.	65782267	Nizozemsko	Amsterdam, Herikerbergweg 157, PSC 1101CN
77,88 % OEM Energy sp. z o.o.	0000678975	Polsko	Chorzów, ul. Skłodowa 17, PSC 41-500
100 % HPMP SPÓŁKA Z OGRANICZONĄ ODPOWIEDZIALNOŚCIĄ	0000940445	Polsko	Racibórz, ul. Piaskowa nr. 11, PSC 61-049
100 % E-City Polska sp. z o.o.	0000616808	Polsko	Poznań, Piłsudskiego 212A, PSC 61-883
98 % Euroklima sp. z o.o.	0000789051	Polsko	Suchy Las, Obornicka 68, PSC 82-002
100 % TRIM-TECH TECHNIKA INSTALACJI sp. z o.o.	0001036856	Polsko	Skórzów, Kokosowa 2, PSC 60-185
akvizice společnosti 28. 11. 2023			
100 % Metrolog sp. z o.o.	0000071593	Polsko	Czarnków, ul. Kościuszki 97, PSC 64-700
92 % Elevation Deutschland Holding GmbH	HRB 513963	Némecko	Jena, Göschwitzer Straße 56, PSC 07745
100 % Elevation GmbH	HRB 45601	Némecko	Jena, Am Zementwerk 4, PSC 07745
změna sídla 10. 10. 2023 (původně Jena, Göschwitzer Straße 56, PSC 07745)			
100 % D-I-E Elektro AG	HRB 504087	Némecko	Jena, Göschwitzer Straße 56, PSC 07745
100 % EAB Elektroanlagenbau GmbH Rhein/Main	HRB 41069	Némecko	Dietzenbach, Dieselstraße 8, PSC 63128
100 % AMPRO Medientechnik GmbH	HRB 4993	Némecko	Eppstein, Burgstraße 81-83, PSC 65817
100 % Ampro Projektmanagement GmbH	HRB 10376	Némecko	Eppstein, Burgstraße 81-83, PSC 65817
100 % Elektro-Decker GmbH	HRB 4844	Némecko	Essen, Holzstr. 7-9, PSC 45411
100 % ETS Efficient Technical Solutions GmbH	HRB 509730	Némecko	Schnaittalbach, Am Scherfeld 14, PSC 92253
100 % ETS Efficient Technical Solutions Shanghai Co. Ltd.	9131015791438905Y	Čína	Shanghai, Wuxiang Road No. 385, Building 4, Pudong District
100 % ETS Engineering Kft.	01-09-469090	Maďarsko	Budapest, Rákóczi utca 5. em. 4., PSC 118
převod 100% podílu ze společnosti Elevation Group B.V. na společnost ETS Efficient Technical Solutions GmbH 27. 2. 2023			
100 % Rudolf Fritz GmbH	HRB 508518	Némecko	Rüsselsheim am Main, Hans-Sachs-Straße 19, PSC 65428
100 % En.plus GmbH	HRB 9535	Némecko	Magdeburg, Joseph-von-Fraunhofer-Straße 2, PSC 39106
100 % Hermos AG	HRB 3996	Némecko	Mistelgau, Gartenstraße 19, PSC 95490
100 % Hermos Systems GmbH	HRB 8037	Némecko	Dresden, Hamburger Straße 65, PSC 01187
70,72 % HERMOS International GmbH	HRB 4187	Némecko	Mistelgau, Gartenstraße 19, PSC 95490
100 % HERMOS SDN. BHD	717109-H	Malajsie	Selangor Darul Ehsan, Petaling Jaya, B Avenue, Jalan Sj. Jernih 8/1, Sekayan 8, PSC 46650
100 % Hermos sp. z o.o.	0000243856	Polsko	Lesnica, ul. Powstańców Śląskich, lok. 1, PSC 47150
100 % Hermos Signaltechnik GmbH	HRB 136955	Némecko	Neufahrn, Hanns-Braun-Straße 59, PSC 85375
100 % Elektro Hofmökkel GmbH & Co. Elektroanlagen KG	HRA 8993	Némecko	Rohr, Gewerbering Nord II, PSC 91189
akvizice společnosti 20. 4. 2023			
100 % Elektro Hofmökkel Verwaltungsgesellschaft mit beschränkter Haftung	HRB 3217	Némecko	Rohr, Gewerbering Nord II, PSC 91189
akvizice společnosti 20. 4. 2023			
100 % Hermos Schaltanlagen GmbH	HRB 2326	Némecko	Mistelgau, Gartenstraße 19, PSC 95490
100 % MWS GmbH	HRB 10337 B	Némecko	Berlin, An der Industriebahn 12-16, PSC 13088
zank majetkové úcasti v důsledku likvidace 4. 5. 2023			
100 % Alexander Ochs Wärmetechnik GmbH	HRB 108754	Némecko	Karlruhe, An der RaumFabrik 31B, PSC 76227
akvizice společnosti 7. 7. 2023			
100 % Bechem & Post Wärmetechnik Kundendienst GmbH	HRB 106308	Némecko	Karlruhe, An der RaumFabrik 31B, PSC 76227
akvizice společnosti 7. 7. 2023			
100 % Elevation Energy & Engineering Solutions GmbH	HRB 200647 B	Némecko	Berlin, Geneststraße 5, PSC 10829
změna názvu společnosti 27. 2. 2023 (původně CEZ ESCO II GmbH)			
100 % Kofler Energies Ingenieurgesellschaft mbH	HRB 155983 B	Némecko	Berlin, Geneststraße 5, PSC 10829
100 % Enteca Energy GmbH	HRB 148661 B	Némecko	Berlin, Geneststraße 5, PSC 10829
změna názvu společnosti 2. 10. 2023 (původně Kofler Energies Energieeffizienz GmbH)			
100 % NEK Facility Management GmbH	HRB 149310 B	Némecko	Berlin, Geneststraße 5, PSC 10829
100 % Hybridkraftwerk Culemeyerstraße Projekt GmbH	HRB 195001 B	Némecko	Berlin, Geneststraße 5, PSC 10829
100 % WPG Projekt GmbH	HRB 181916 B	Némecko	Berlin, Geneststraße 5, PSC 10829
dne 15. 7. 2020 došlo ke zrušení společnosti v důsledku zahájení insolvenčního řízení			
100 % BELECTRIC Greenvest GmbH	HRB 9187	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
změna názvu společnosti (původně Kofler Energies Systems GmbH), změna sídla (původně Berlin, Geneststraße 5, PSC 10829), změna identifikačního čísla společnosti (původně HRB 135379 B) v úhrň 7. 7. 2023			
100 % Belectric SP Solarprojekte 101 GmbH & Co. KG	HRA 10311	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
převod 100% komanditního podílu ze společnosti BELECTRIC GmbH na společnost BELECTRIC Greenvest GmbH 30. 11. 2023			
100 % Belectric Asset Verwaltungs-GmbH	HRB 8312	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
převod 100% podílu ze společnosti BELECTRIC GmbH na společnost BELECTRIC Greenvest GmbH 14. 12. 2023, změna názvu společnosti 27. 12. 2023 (původně SP Solarprojekte 19 Verwaltungs-GmbH)			
100 % Solarkraftwerk Reddenhausen GmbH & Co. KG	HRA 10187	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
změna názvu společnosti 14. 12. 2023 (původně Belectric SP Solarprojekte 19 GmbH & Co. KG), převod 100% komanditního podílu ze společnosti BELECTRIC GmbH na společnost BELECTRIC Greenvest GmbH 14. 12. 2023			
100 % Solarkraftwerk Herleshof GmbH & Co. KG	HRA 10340	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
akvizice společnosti 7. 12. 2023			
100 % Solarkraftwerk Herleshof Verwaltungs-GmbH	HRB 8668	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
akvizice společnosti 7. 12. 2023			
100 % Umspannwerk Herleshof GmbH & Co. KG	HRA 10443	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
akvizice společnosti 7. 12. 2023			
100 % Umspannwerk Herleshof Verwaltungs-GmbH	HRB 8959	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
akvizice společnosti 7. 12. 2023			
100 % SYNECOTEC Deutschland GmbH	HRB 739111	Némecko	Heidelberg, Sickingenstraße 39, PSC 69126
100 % GWE Wärme- und Energietechnik GmbH	HRB 12561	Némecko	Gütersloh, Am Anger 35, PSC 33332
100 % GWE Verwaltungs GmbH	HRB 8598	Némecko	Gütersloh, Am Anger 35, PSC 33332
100 % Peli und Partner Ingenieure GmbH	HRB 208712 B	Némecko	Berlin, Landsberger Allee 117 A, PSC 10407
100 % IBP Verwaltungs GmbH	HRB 22024	Némecko	München, Landsberger Straße 396, PSC 81241
100 % IBP Ingenieure GmbH	HRB 278660	Némecko	München, Landsberger Straße 396, PSC 81241
100 % BELECTRIC GmbH	HRB 5161	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Belectric SP Solarprojekte 100 GmbH & Co. KG	HRA 10310	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Belectric SP Solarprojekte 101 Verwaltungs-GmbH	HRB 8580	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Belectric SP Solarprojekte 101 Verwaltungs-GmbH	HRB 8581	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Belectric SP Solarprojekte 102 GmbH & Co. KG	HRA 10312	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
zank majetkové úcasti v důsledku prodeje celého komanditního podílu 11. 12. 2023			
100 % Belectric SP Solarprojekte 102 Verwaltungs-GmbH	HRB 8584	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Belectric SP Solarprojekte 103 GmbH & Co. KG	HRA 10313	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
zank majetkové úcasti v důsledku prodeje celého komanditního podílu 28. 12. 2023			
100 % Belectric SP Solarprojekte 103 Verwaltungs-GmbH	HRB 8585	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Belectric SP Solarprojekte 104 GmbH & Co. KG	HRA 10314	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Belectric SP Solarprojekte 104 Verwaltungs-GmbH	HRB 8582	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Belectric SP Solarprojekte 18 GmbH & Co. KG	HRA 10184	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Climag PV-Sonnenanlage Verwaltungs-GmbH	HRB 6255	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Climag Stromertrag GmbH & Co. KG	HRA 9465	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Climag Stromertrag Verwaltungs-GmbH	HRB 6655	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Photovoltaik-Kraftwerk Groß Dölln Infrastruktur GmbH & Co. KG	HRA 2504 NP	Némecko	Templin-Groß Dölln, Zum Flugplatz 9, PSC 17268
100 % Photovoltaik-Kraftwerk Groß Dölln Infrastruktur Verwaltungs-GmbH	HRB 8929 NP	Némecko	Templin-Groß Dölln, Zum Flugplatz 9, PSC 17268
100 % SP Solarprojekte 19 Verwaltungs-GmbH	HRB 8313	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % SP Solarprojekte 20 Verwaltungs-GmbH	HRB 8311	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
100 % Belectric SP 105 GmbH & Co. KG	HRA 10510	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
vznik společnosti 31. 5. 2023			
100 % Belectric SP 105 Verwaltungs-GmbH	HRB 9138	Némecko	Kolitzheim, Wadenbrunner Straße 10, PSC 97509
vznik společnosti 22. 5. 2023			

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100%	Belectric SP 108 GmbH & Co. KG vznik společnosti 22. 5. 2023	HRA 10508	Německo	Kolitzheim, Wadenbrunner Straße 10, PSC 97509	
100%	Belectric SP 108 Verwaltungs-GmbH vznik společnosti 22. 5. 2023	HRB 9141	Německo	Kolitzheim, Wadenbrunner Straße 10, PSC 97509	
100%	Belectric SP 107 GmbH & Co. KG vznik společnosti 22. 5. 2023	HRA 10507	Německo	Kolitzheim, Wadenbrunner Straße 10, PSC 97509	
100%	Belectric SP 107 Verwaltungs-GmbH vznik společnosti 22. 5. 2023	HRB 9140	Německo	Kolitzheim, Wadenbrunner Straße 10, PSC 97509	
100%	Belectric SP 108 GmbH & Co. KG vznik společnosti 22. 5. 2023	HRA 10506	Německo	Kolitzheim, Wadenbrunner Straße 10, PSC 97509	
100%	Belectric SP 108 Verwaltungs-GmbH vznik společnosti 22. 5. 2023	HRB 9137	Německo	Kolitzheim, Wadenbrunner Straße 10, PSC 97509	
100%	Belectric SP 109 GmbH & Co. KG vznik společnosti 31. 8. 2023	HRA 10511	Německo	Kolitzheim, Wadenbrunner Straße 10, PSC 97509	
100%	Belectric SP 109 Verwaltungs-GmbH vznik společnosti 22. 5. 2023	HRB 9136	Německo	Kolitzheim, Wadenbrunner Straße 10, PSC 97509	
75,10%	GESPA GmbH akvizice společnosti 28. 3. 2023	HRB 93521	Německo	Rüsselsheim, Heinrich-Lersch-Straße 3, PSC 65428	
100%	Paitegra Ingenieure GmbH převod 100% podílu ze společnosti Elevation GmbH na společnost Elevation Energy & Engineering Solutions GmbH 19. 4. 2023, změna názvu společnosti (původně Elevation Vorrats GmbH), změna sídla (původně Jana Göschwitzer Straße 56, PSC 07745), změna identifikačního čísla společnosti (původně HRB 520124), to vše 30. 10. 2023	HRB 59185	Německo	Neu-Isenburg, Dornhofstraße 10, PSC 63263	
100%	SERCOO Group GmbH akvizice společnosti 31. 8. 2023	HRB 212358	Německo	Lingen, Friedrich-Ebert-Straße 125, PSC 49811	
100%	Brandt GmbH akvizice společnosti 31. 8. 2023	HRB 200590	Německo	Rockstedt, Osterstedter Straße 6, PSC 27404	
100%	Bücker & Essing GmbH akvizice společnosti 31. 8. 2023	HRB 101114	Německo	Lingen, Friedrich-Ebert-Straße 125, PSC 49811	
100%	Deutsche Technik Service GmbH akvizice společnosti 31. 8. 2023	HRB 207258	Německo	Zeven, Ludwig-Elsbett-Straße 1, PSC 27404	
100%	MT Energy Service GmbH akvizice společnosti 31. 8. 2023	HRB 204945	Německo	Zeven, Ludwig-Elsbett-Straße 1, PSC 27404	
100%	MWB Power GmbH akvizice společnosti 31. 8. 2023	HRB 29426 HB	Německo	Bremerhaven, Barkhausenstraße 60, PSC 27568	
100%	SERCOO ENERGY GmbH akvizice společnosti 31. 8. 2023	HRB 1861	Německo	Mengkofen, Eitenkofen 20, PSC 84152	
51%	GEE - Green Energy Efficiency GmbH akvizice společnosti 9. 11. 2023	HRB 32783	Německo	Magdeburg, c/o Campus Tower, Universitätsplatz 1, PSC 39106	
100%	SP Solarprojekte T7 Verwaltungs-GmbH převod 100% podílu za společnosti BELECTRIC GmbH na společnost Elevation Group BV 8. 12. 2023	HRB 8306	Německo	Kolitzheim, Wadenbrunner Straße 10, PSC 97509	
100%	Elevation Holding Italia Srl	02936810213	Itálie	Bolzano (BZ), Via Galileo Galilei 10, PSC 39100	
100%	Inewa consulting Srl	01749560211	Itálie	Bolzano (BZ), Via Galileo Galilei 10, PSC 39100	
100%	Inewa Srl	02936480215	Itálie	Bolzano (BZ), Via Galileo Galilei 10, PSC 39100	
100%	SYNECO PROJECT S.r.l.	02296040229	Itálie	Bolzano (BZ), Via Galileo Galilei 10, PSC 39100	
70%	BUDRIO GFE 312 SOCIETA' AGRICOLA S.R.L.	0139141208	Itálie	Monghidoro (BO), Via Provinciale 31, PSC 40083	
100%	AXE AGRICOLTURA PER L'ENERGIA SOCIETA' AGRICOLA A R.L.	0282584204	Itálie	Bologna (BO), Via delle Lame 118, PSC 40122	
100%	SOCIETA' AGRICOLA DEF S.R.L.	02523770218	Itálie	Caselleone (VR), Via San Michele 3, PSC 37052	
85%	SOCIETA' AGRICOLA B.T.C. S.R.L. převod 15% podílu z inewa Srl na společnost mimo podnikatelské seskupení ovládané Českou republikou - Ministerstvem financí 13. 11. 2023	02969370986	Itálie	Chiari (BS), Via San Monticelli 4, PSC 25032	
85%	Societa' Agricola Falgas S.r.l. vznik společnosti 4. 7. 2023; převod 15% podílu z inewa Srl na společnost mimo podnikatelské seskupení ovládané Českou republikou - Ministerstvem financí 7. 11. 2023	04132601206	Itálie	Bologna (BO), Via Alfonso Rubbiani 6/2, PSC 40124	
100%	Belectric Italia Srl	02406930590	Itálie	Latina (LT), Via Priverno 18, PSC 04100	
100%	CDR MP S.R.L. akvizice společnosti 10. 1. 2023	03038000595	Itálie	Latina (LT), Via Priverno 18, PSC 04100	
100%	MP SOLAR 4 S.R.L. akvizice společnosti 6. 4. 2023	03165520598	Itálie	Latina (LT), Via Ufente SNC, Torre Pontina Numero 20, PSC 04100	
100%	MP SOLAR 2 S.R.L. akvizice společnosti 1. 6. 2023	03160180596	Itálie	Latina (LT), Via Ufente 18, PSC 04100	
100%	MP SOLAR 5 S.R.L. akvizice společnosti 1. 6. 2023	03177320599	Itálie	Latina (LT), Via Priverno 18, PSC 04100	
100%	UNISOLAR S.R.L. akvizice společnosti 1. 6. 2023	03153720598	Itálie	Latina (LT), Via Priverno 18, PSC 04100	
100%	BAINSIZZA SOLARE 1 S.R.L. akvizice společnosti 13. 7. 2023	03240560593	Itálie	Latina (LT), Via Priverno 18, PSC 04100	
100%	BAINSIZZA SOLARE 2 S.R.L. vznik společnosti 18. 7. 2023	03240600597	Itálie	Latina (LT), Via Priverno 18, PSC 04100	
70%	Project X S.r.l. akvizice společnosti 15. 11. 2023	01375070321	Itálie	Trieste (TS), Via San Lazzaro 4/1, PSC 34122	
99,99%	High-Tech Clima S.A.	16645925	Rumunsko	Popești-Leordeni, Jud. Ilfov, 11 Sos. Berceci, PSC 077160	0,01%
100%	Elevation Österreich Holding GmbH	FN 529923 z	Rakousko	Absam, Salzbergstraße 13a, PSC 6067	
100%	Moser & Partner Ingenieurbüro GmbH	FN 252904 v	Rakousko	Absam, Salzbergstraße 13, PSC 6067	
100%	Syneco tec GmbH	FN 199510 v	Rakousko	Absam, Salzbergstraße 13a, PSC 6067	
100%	MSP Inst GmbH	FN 377866 k	Rakousko	Absam, Salzbergstraße 13, PSC 6067	
100%	Wagner Consult GmbH	FN 348462 w	Rakousko	Absam, Salzbergstraße 13a, PSC 6067	
66%	ZOHD Groep BV.	82236690	Nizozemsko	Barneveld, Zvolleweg 9, PSC 3771NR	
100%	Shift Energy B.V.	82259001	Nizozemsko	Barneveld, Zvolleweg 9, PSC 3771NR	
100%	Energy Shift B.V. změna názvu společnosti 28. 12. 2023 (původně Energy Shift B.V.)	54074851	Nizozemsko	Barneveld, Zvolleweg 9, PSC 3771NR	
100%	Energy Shift Installaties B.V. změna názvu společnosti 28. 12. 2023 (původně Zonnepanelen op het Dak B.V.)	58668217	Nizozemsko	Barneveld, Zvolleweg 9, PSC 3771NR	
100%	Belectric Israel Ltd.	514481241	Izrael	Be'er Sheva, Ha-Kotser St 20, PSC 2280	
100%	Belectric France S.A.R.L.	514456078	Francie	Vendres, ZAE Via Europe Et Rue de Stockholm, PSC 34350	
100%	Belectric Solar Ltd.	07462075	Velká Británie	Chippingham, 5 Callow Hill, Callow Park, Brinkworth, PSC SN15 5FD	
100%	CEZ RES International B.V.	77197117	Nizozemsko	Amsterdam, Herkerbergweg 157, PSC 1101CN	
100%	CEZ Erneuerbare Energien Betaligings GmbH	HRB 141626	Německo	Hamburg, Am Sandtorkai 74, PSC 20457	
100%	CEZ Erneuerbare Energien Verwaltungen II GmbH	HRB 157136	Německo	Hamburg, Am Sandtorkai 74, PSC 20457	
100%	CEZ France SAS	830572699	Francie	Toulouse B Esplanade Compans Caffarelli, Immeuble Astria, PSC 31000	
100%	Ferme Eolienne de la Riballe SAS	813057817	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme Eolienne de Neuville-aux-Bois SAS	797909546	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme Eolienne de Saint-Laurent-de-Céris SAS	807395454	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme Eolienne de Thery SAS	813057981	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme Eolienne des Braults SAS	811979331	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme Eolienne des Grands Clos SAS	807395512	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme Eolienne du Germanc SAS	819634361	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme Eolienne de Seigny SAS	819459017	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme Eolienne d'Andelaroch SAS	820979540	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme éolienne de Feuillade et Souffrignac SAS	819576075	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme éolienne du Blasmon SAS	813057445	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme éolienne de Genuillé SAS	814322012	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme éolienne de la Petite Valade SAS	80501715	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme éolienne des Basses SAS	538265000	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	Ferme éolienne de Nuell-sous-Faye SAS	797909637	Francie	Toulouse Cedex 5, 2 Rue du Libre Echange CS 95893, PSC 31506	
100%	CEZ Erneuerbare Energien Projektentwicklung Verwaltungs GmbH akvizice společnosti 29. 12. 2023	HRB 183059	Německo	Hamburg, Am Sandtorkai 74, PSC 20457	
100%	Windpark Nortorf GmbH & Co. KG zvýšení komanditního podílu na 100 % (původně 50 %), v důsledku čehož se tato společnost stala osobou ovládanou 20. 12. 2023	HRA 10139 FL	Německo	Raußenkönige, Cecilienkoog 16, PSC 25821	
100%	CEZ Erneuerbare Energien Betaligings GmbH	HRB 141607	Německo	Hamburg, Am Sandtorkai 74, PSC 20457	
100%	Windpark FOHREN-LINDEN GmbH & Co. KG	HRB 28356 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	CEZ Windparks Lee GmbH	HRB 30409 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	Windpark Frauenmark GmbH & Co. KG	HRA 28162 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	Windpark Chohnt-Zethlöhren GmbH & Co. KG	HRA 28166 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	Windpark Zagseldorf GmbH & Co. KG	HRA 28699 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	CEZ Windparks Luv GmbH	HRB 30201 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	Windpark Gremersdorf GmbH & Co. KG	HRA 27087 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	Windpark Mengersinghausen GmbH & Co. KG	HRA 24214 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	Windpark Baben Erweiterung GmbH & Co. KG	HRA 25725 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	Windpark Neudorf GmbH & Co. KG	HRA 25228 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	CEZ Windparks Nordwind GmbH	HRB 28044 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	Windpark Badow GmbH & Co. KG	HRA 24600 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	CASANO Mobilien-Gesellschaft mbH & Co. KG	HRA 28452 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
25,50%	Juwi Wind Germany 100 GmbH & Co. KG	HRA 29626 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	25,50%
100%	BANDRA Mobilien-Gesellschaft mbH & Co. KG	HRA 28344 HB	Německo	Bremen, Stephanitorsbollwerk 3, PSC 28217	
100%	CEZ Deutschland GmbH	HRB 140377	Německo	Hamburg, Am Sandtorkai 74, PSC 20457	
100%	CE Insurance Limited	C 99826	Malta	Gormi, The Landmark, Level 1, Suite 2, Triq L-Illun, PSC QRM 3800	

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■ právní úky CEZ, a. s.

■ člen Koncernu CEZ
■ zaniklá/prodaná společnost

Abbreviations used

ASVEP	Association for the Utilisation of Energy Products
BAT	Best Available Technology
CENTROTHERM	CENTROTHERM Mladá Boleslav, a.s.
COP 21	21st Conference of the Parties to the United Nations Framework Convention on Climate Change
CO ₂	carbon dioxide
CSR	Corporate Social Responsibility
DEMI water	demineralised water
EUA	European Emission Allowance
GDPR	General Data Protection Regulation – Regulation 2016/679 of the European Parliament and of the Council of the European Union of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data
ISO 14001 EMS	Environmental Management System
ISO 45001 OHS	Occupational Health and Safety Management System
ISO 50001 EnMS	Energy Management System
ISO 9001 QMS	Quality Management System
IT	information technology
LNG	Liquefied Natural Gas
OECD	Organisation for Economic Co-operation and Development
REACH	Registration, evaluation and authorisation of chemicals
VW	VOLKSWAGEN AG
ČEZ ESCO	ČEZ ESCO, a. s.
Škoda Auto	Škoda Auto a.s.
ŠKO-ENERGO or the Company	ŠKO-ENERGO, s.r.o.

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