



## **Successful Strategy**

**Business Portfolio Ensures Results** 

March, 2012



#### Disclaimer



Some statements and estimates in this material may represent expectations about future events or results that involve risks and uncertainties known and unknown. There is no guarantee that the events or results referred to in these expectations will occur.

These expectations are based on present assumptions and analyses from the viewpoint of our management, based on their experience, the macroeconomic environment, market conditions in the energy sector and our expected future results, many of which are not under Cemig's control.

Important factors that can lead to significant differences between actual results and projections about future events or results include Cemig's business strategy, Brazilian and international economic conditions, technology, Cemig's financial strategy, changes in the energy sector, hydrological conditions, conditions in the financial markets, uncertainty regarding future results of operations, plans and objectives as well as other factors. Because of these and other factors, our actual results may differ significantly from those indicated in or implied by these statements.

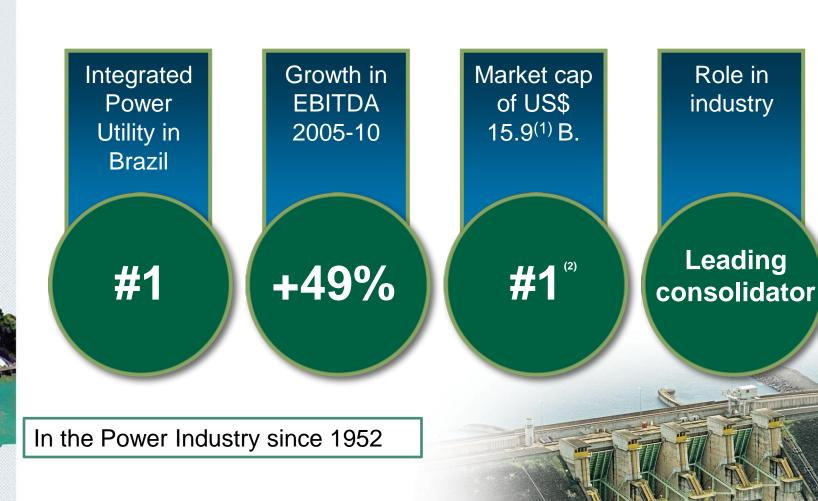
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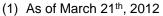
To evaluate the risks and uncertainties as they relate to Cemig, and to obtain additional information about factors that could lead to different results from those estimated by Cemig, please consult the section on Risk Factors included in our Formulário de Referência filed with the Brazilian Securities Commission — CVM, and in Form 20-F filed with the U.S. Securities and Exchange Commission — SEC.



## Brazil's Leading Power Utility







<sup>)</sup> In the Power Industry

## Cemig: Strength in Numbers (1)

Number of power plants

66

Total installed capacity

6,925 MW

**Locations in Minas Gerais State** 

5,415

Size of concession area vs. France

Larger

**Electricity Distribution lines** 

485,046 km

**Power Transmission lines** 

9,871 km









#### Cemig at a Glance

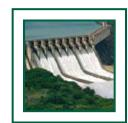


- Based in State of Minas Gerais, controlling shareholder
  - growing throughout Brazil and Chile
- Strong financial profile:

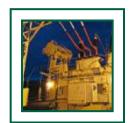
2010 - Net revenues: R\$ 12.9B EBITDA: R\$ 4.5B
 9M2011 - Net revenues: R\$ 11.5B EBITDA: R\$ 4.0B

- Highest liquidity in the sector
  - listed on 3 stock exchanges New York, São Paulo, Madrid
  - More than 114,000 shareholders in 44 countries
  - Average Daily Trading Volume in 2010:
    - R\$42M in Bovespa
    - US\$32M in NYSE
- Solid dividend policy
  - Minimum 50% payout ratio
  - Every two years, may pay extra dividends, if cash conditions permit
- Strong Growth outlook in the long run
  - Acquisitions
  - Re-pricing of energy contracts







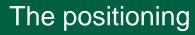






# The Cemig Story – Agenda



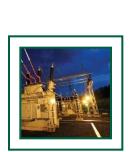


The performance

The growth











## Cemig is Uniquely Positioned





- 2 Unmatched scale
- 3 Diversified portfolio
- 4 Leader in renewable energy
- 5 Strong governance



## An Emerging Powerhouse Economy



Latin American economy	#1
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Ranking of economy in world #6

GDP 2011 US\$2.5 Trillion

GDP growth 2011 **2.7**%

Population 191M

Power industry net revenue - 2010 >US\$145 Billion

Investment grade by Moody's, Fitch and S&P





#### Largest Integrated Utility in Brazil



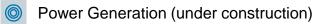


#3
Largest power transmission group









Power Transmission

Power Transmission (under construction)

Electricity Distribution

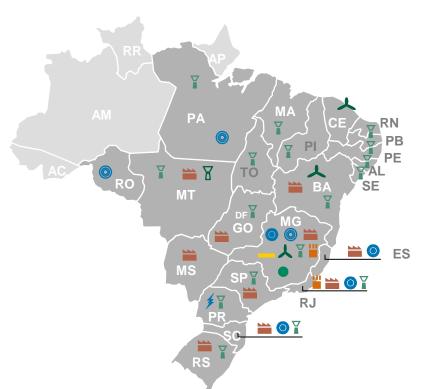
Cemig "Free Consumer" Clients

Purchase of Energy

Wind Power Generation

Natural Gas Distribution

Telecom Backbone Provider



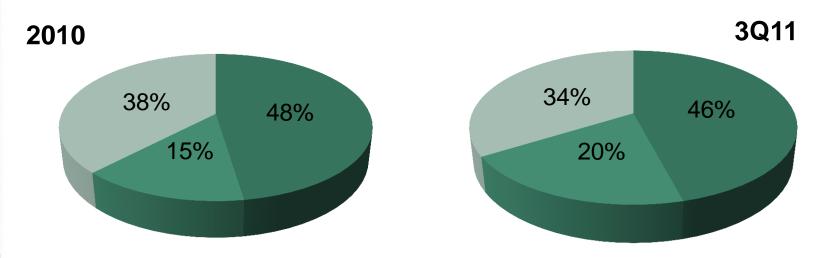
<sup>\*</sup> in terms of length of electricity distribution lines



#### Diversified, Low Risk Business Portfolio







■ Power Generation ■ Power Transmission ■ Power Distribution and Others

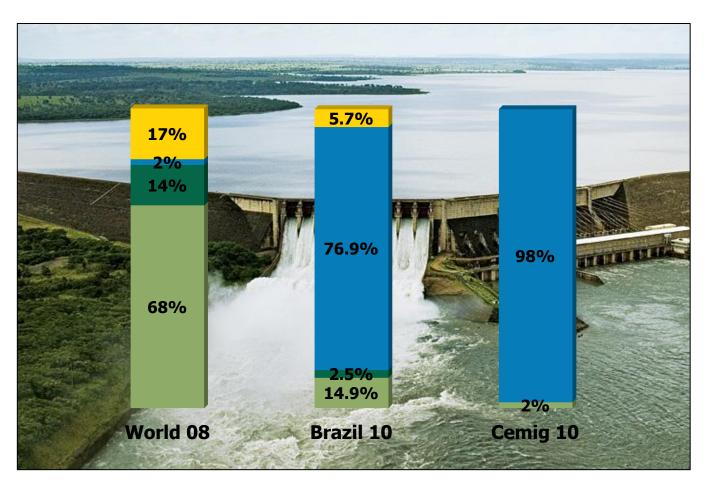
Most of revenues are inflation protected



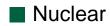
## Leader in Renewable Hydro Power Energy



#### **Power Generation by Source**











#### Best-in-Class Corporate Governance

- ✓ Minas Gerais, controlling shareholder a positive influence
  - one of fastest growing, investor-friendly states in Brazil
  - growth and profitability interest aligned with minority shareholders
  - 6 from a total of 14 members are appointed by minority shareholders
- Pro-market corporate bylaws include
  - Minimum 50% dividend payout
  - Capex limited to 40% of EBITDA
  - Net debt limited to 2.5x EBITDA
  - Net debt limited to 50% of total cap.
- ✓ Leader in sustainability
  - only Latin American utility in DJSI since 1999
  - Included in the ISE Bovespa sustainability index since 2005
- ✓ Present in the Global Dow Index













# The Cemig Story – Agenda



The positioning

The performance

The growth





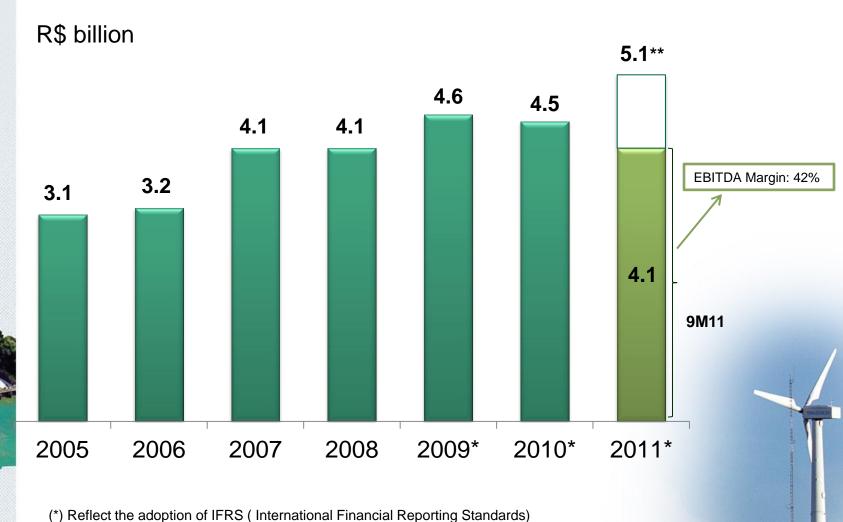




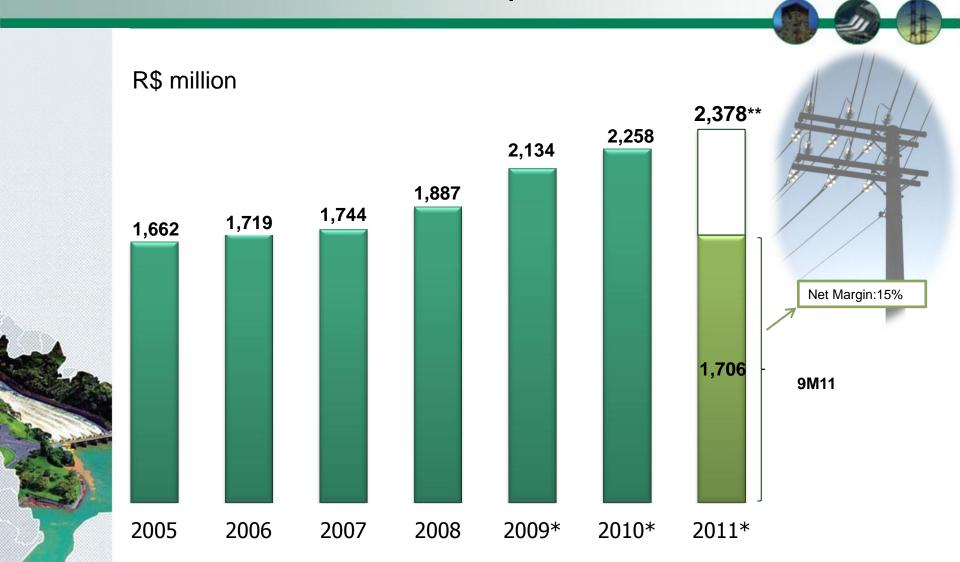
#### Growth in EBITDA

(\*\*) Last 12 months' Ebitda





#### Net Income Continues to Expand



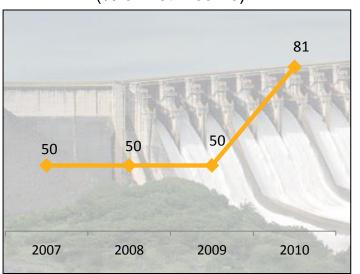
<sup>(\*)</sup> Reflect the adoption of IFRS (International Financial Reporting Standards)

<sup>(\*\*)</sup> Last 12 months' Ebitda

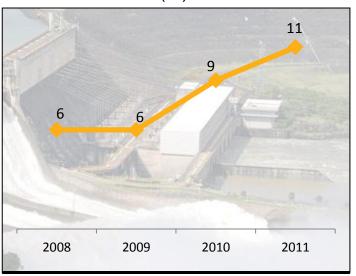
#### Attractive and Secure Dividend Payout (1)



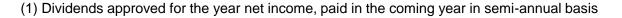
# Dividend Payout (% of Net Income)



Dividend Yield



- ✓ Dividends paid in 2010 reach R\$ 1.8 billion
  - Ordinary dividends R\$ 931mn, paid in equal parts in June and December 2010
  - Extraordinary dividends: R\$ 900 million, paid in December 2010
- ✓ Approved the proposal for 2010 Net Income distribution:
  - 52.97% of the net profit R\$ 1,196 billion to payment of dividends R\$1.75/share
  - Extraordinary dividends: R\$ 850 million, paid in December 2011 R\$1.24/share





#### Strong Balance Sheet to Support Growth

( September 30<sup>th</sup>, 2011)

Net debt to EBITDA

2.0X

Debt in foreign currency<sup>(\*)</sup>

1%

Cash on hand

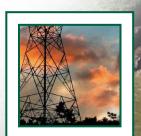
R\$3.9B

Net Revenue 3Q11

R\$ 4.1B





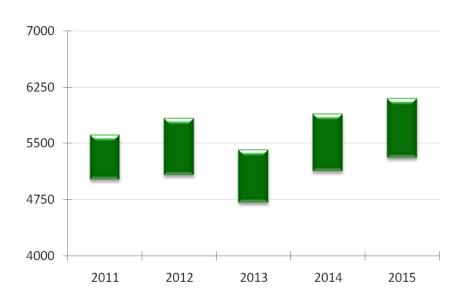


<sup>\*</sup>Net of financial hedging

## **EBITDA** guidance



#### EBITDA guidance<sup>(1)</sup> 2011-2015 R\$ million



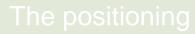
Year	Lower limit	Upper limit
2011	5,012	5,616
2012	5,074	5,838
2013	4,707	5,416
2014	5,123	5,895
2015	5,302	6,097

Consolidated includes the amounts of the holding company and affiliated companies



# The Cemig Story – Agenda

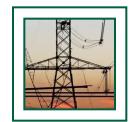




The performance

The growth



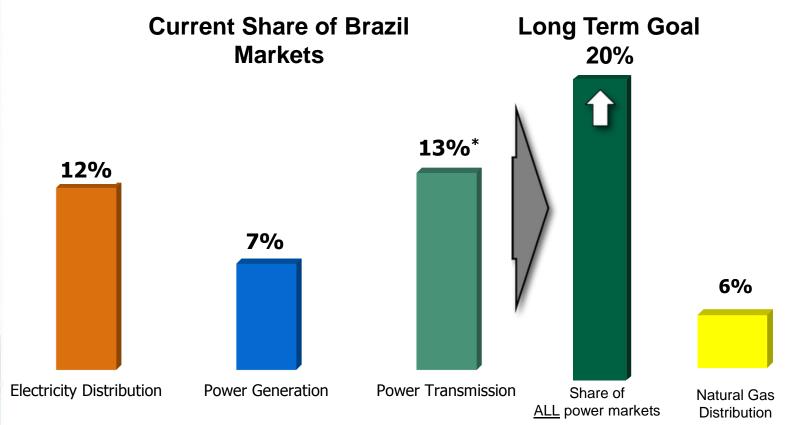






#### Clear Long Term Goals

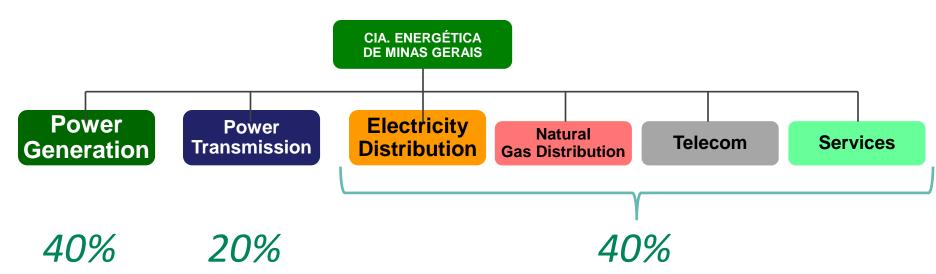




- ➤ Brazilian generation market (% of total installed capacity)
- ➤ Brazilian transmission market (% of Permitted Annual Revenue (RAP))
- ➤ Brazilian electricity distribution market (% of all electricity distributed to free and captive clients in Brazil)

# Target Ebitda contribution by business in the long run















#### **Growth Drivers**



1 Leverage price increases



2 Improve operating efficiency



3 Geographic expansion



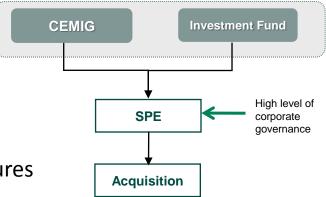


#### Record of Successful Acquisitions

#### **Business Model for Growth**

- Partnerships with Equity Investment Funds (FIPs) in recent acquisitions (Terna and Light) create a new growth driver
- Structuring of partnerships with FIPs produces a growth strategy that optimizes capital needs
- Innovative acquisition structure enables Cemig to use it in other expansion opportunities, aligned with its Long-Term Strategic Plan.
- Attractive return to investors, at low risk
- Best-in-class Corporate Governance
  - Investors enter as financial partners and Cemig as operating partner
  - Possibility of increasing stake in the future
- Strategic positioning with minority or equal interests assures
   Cemig greater access to financial capital markets

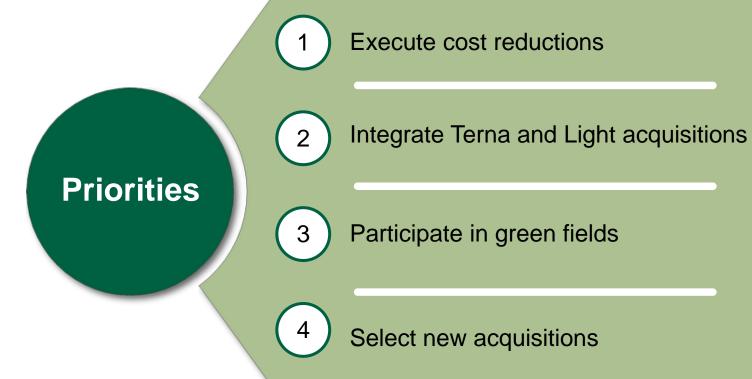






#### Clear Priorities for 2012







#### Why Invest in Cemig



Leading power utility in Brazil

Powerful drivers fueling growth

Sound Balance Sheet

Consistent profitable track record

Strong Dividend Policy

World Leader in Sustainability





#### Investor Relations

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