



Bern, March 2025

BKW Investor Presentation March 2025



Company intro

BKW at a glance

Key figures 2024

Revenue	CHF 4.8 bn
EBIT	CHF 0.8 bn
Operating CF	CHF 0.7 bn
Employees (Headcount)	12,100



– BKW transformed from a traditional Swiss electricity provider to an international energy and infrastructure company



– SIX Swiss Exchange listed since 2003 (Opening @ 37.40 CHF with market capitalization of CHF 2 bn)



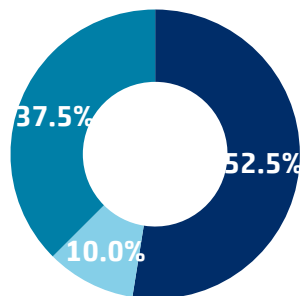
– Diversified business model along the entire growing energy transition value chain



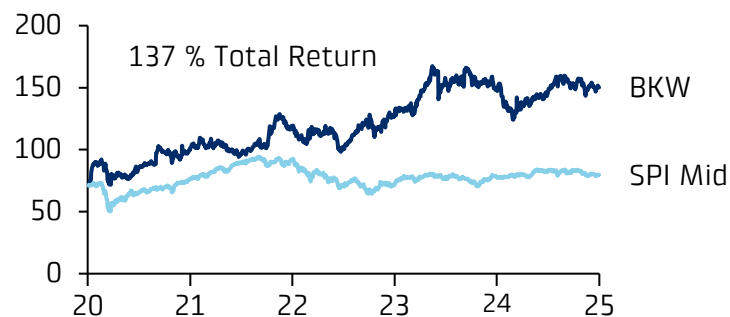
– EBIT and operational cash flow growth driven by
 – market volatility and investments in Energy Solutions; and
 – revenue growth and margin expansion in the Infrastructure & Buildings business segment

Shareholder structure

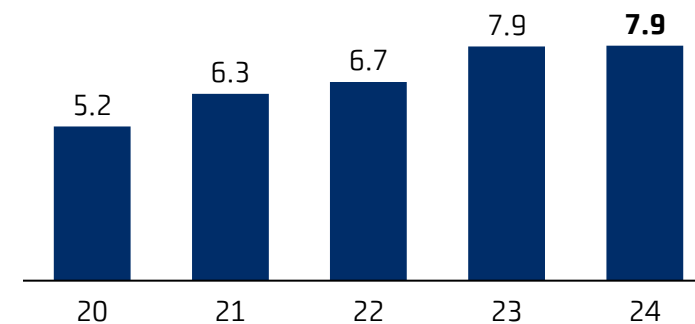
- Canton of Berne
- Groupe E
- Free float



CHF Performance



CHF bn Market capitalization



BKW Group



Strong Swiss base with a focus on selected core regions in Europe



Active in three attractive markets **energy, infrastructure and buildings**



Portfolio covers the **entire energy transition value chain**

12,100
employees



We cover the entire energy transition value chain

Our three business segments:



Energy Solutions

- Leading player in the European trading and customer solutions business
- Third-largest electricity producer in Switzerland (9 TWh)



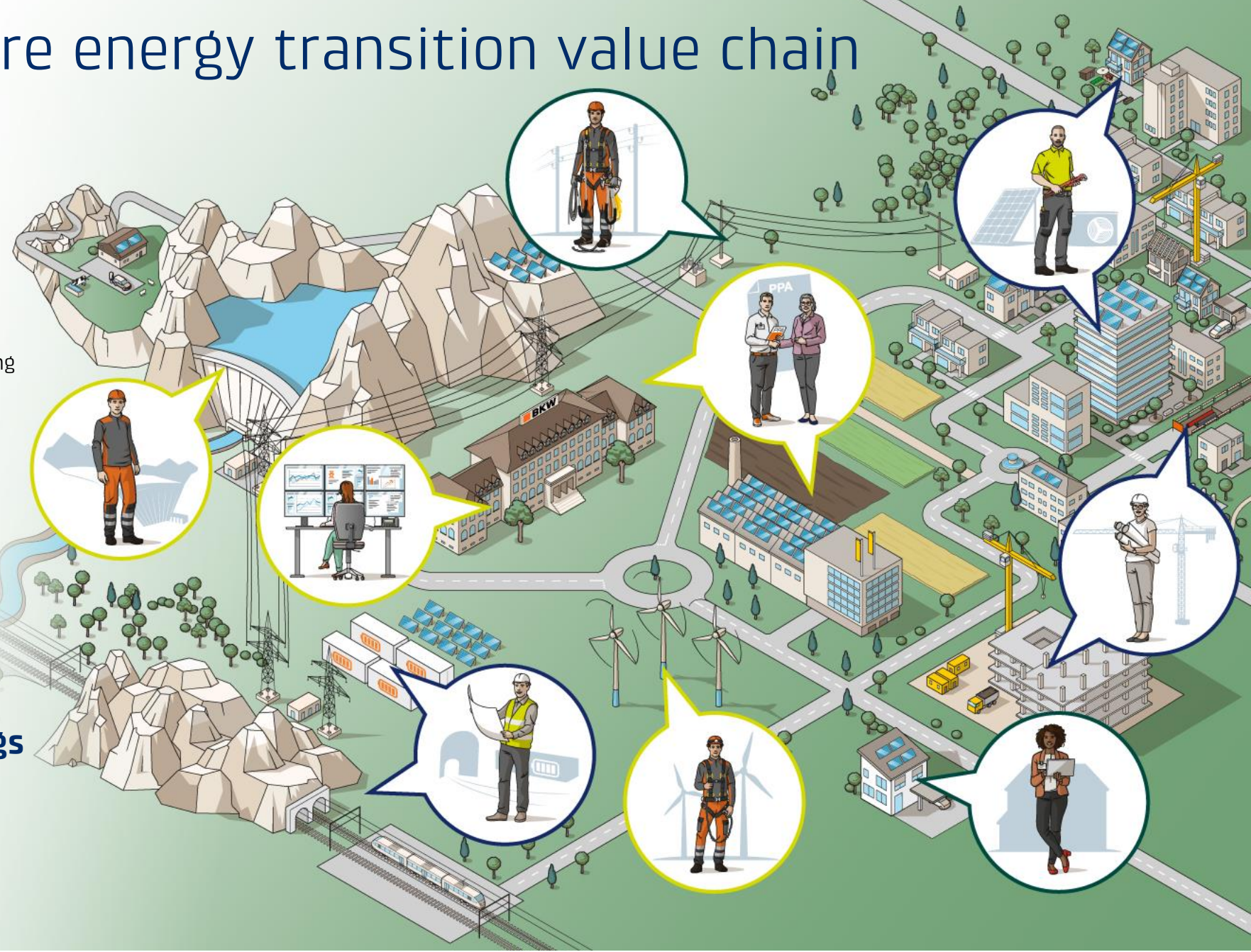
Power Grid

- Switzerland's largest distribution system operator with a grid length of 22,000 km
- Supplies over 1 million people and businesses





Infrastructure & Buildings


- Leader in infrastructure and building solutions
- Over 260 locations in the DACH region



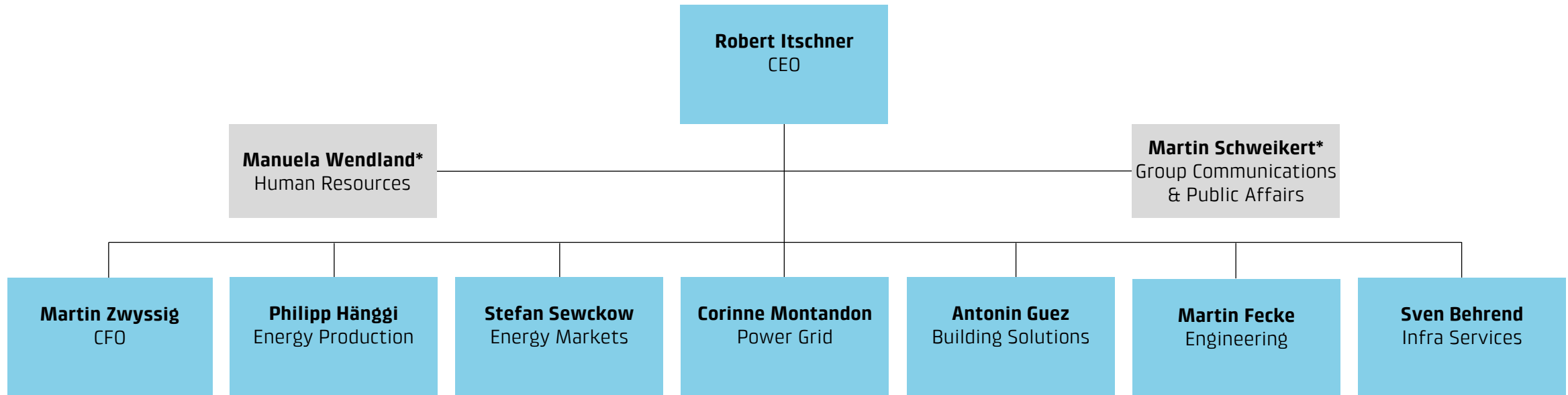
BKW business segments: Past performance and value drivers

 Energy Solutions		
EBIT:		CHF 586 m
Technology	Capacities in MW	Production in GWh
Hydro	1,715	4,948
Wind	921	1,861
PV & Biomass	17	32
Nuclear	333	2,275
Coal	235	461
Gas	255	1,051
TOTAL	3,475	10,628
Trading		
Asset opt.	Prop. Trading	Orig. business
Sales	Sales in GWh	
Regulated Business (CH only)	2,138	
Feed-in tariff	1,152	
Market (spark-/dark-spread)	1,513	
Market (market price)	5,826	
TOTAL	10,628	

 Power Grid		
EBIT:		CHF 140 m
Distribution grid		
EBITDA 2024:	CHF 240 m	
CAPEX 2024:	CHF 161 m	
WACC 2024:	4.13%	
WACC 2025:	3.98%	
WACC 2026:	3.43%	

 Infrastructure & Buildings		
EBIT:		CHF 57 m
Engineering		
Headcount:	3,699	
Revenue as % of I&B:	22%	
Revenue split CH/G/A:	19/70/11%	
Infra Services		
Headcount:	1,467	
Revenue as % of I&B:	27%	
Revenue split CH/G/A:	39/61/0%	
Building Solutions		
Headcount:	4,324	
Revenue as % of I&B:	52%	
Revenue split CH/G/A:	100/0/0%	

Our organization



Member of the Executive Board
 Group Functions
 *Member of the extended Executive Board



Strategy BKW Solutions 2030

Our “BKW Solutions 2030” strategy

We deliver solutions that...



... **address the changing needs** of customers, investors and the public.

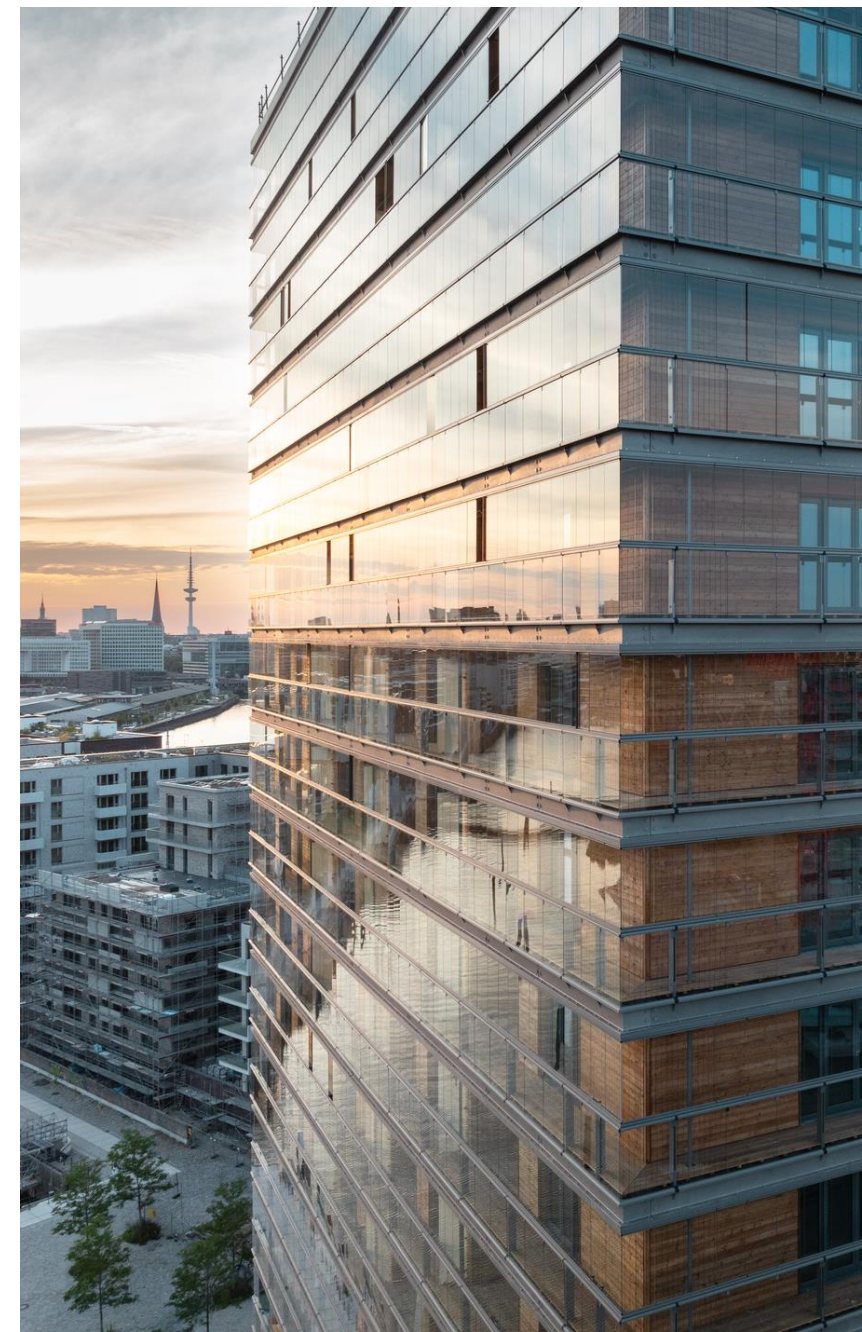


... **meet the dramatic increase** in demand for **energy and resource efficiency**.



... **facilitate accelerated transformation** of the **energy system**.

We implement **solutions** that are **effective and create value now and in the future**.



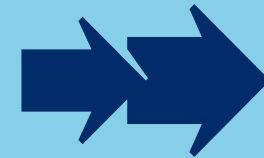
Our megatrends



Changing needs
of customers, investors
and the public



Dramatic **increase**
in demand for **energy and**
resource efficiency

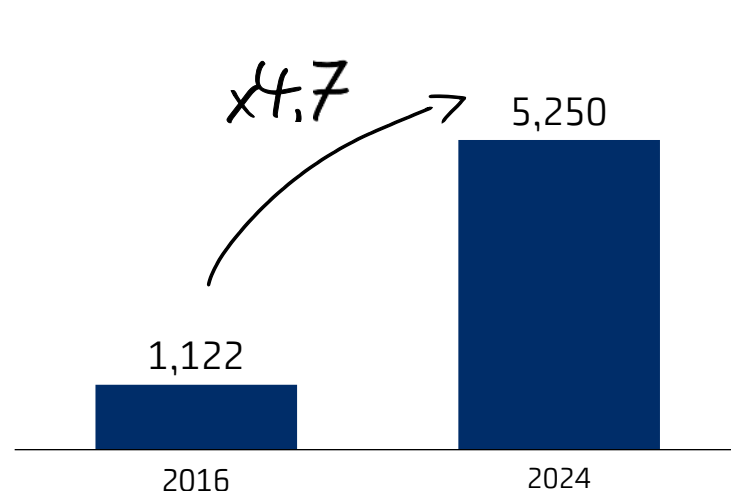


Accelerated transformation
of the energy system

Megatrends in numbers

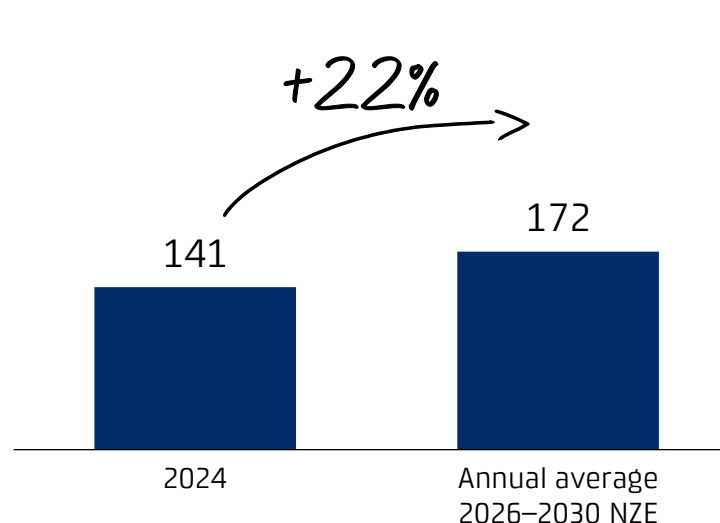
Stakeholder needs

Investors committed to responsible investing
(number of UN PRI signatories)



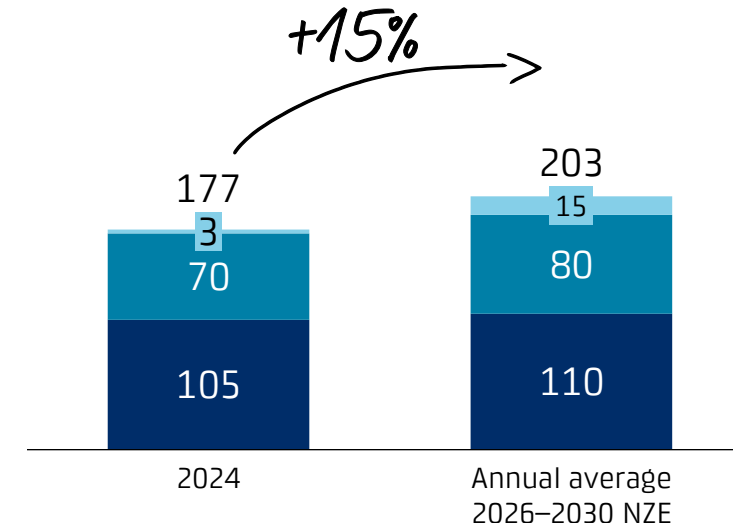
Energy and resource efficiency

Investments in energy efficiency
(Europe, in CHF bn per year)



Transformation of the energy system

Investments in transformation of the energy system
(Europe, in CHF bn per year)



■ Low-emission electricity generation
 ■ Grids & storage
 ■ Clean supply (e.g., H₂, bioenergy)

Source: Investors: [Signatory directory | PRI \(unpri.org\)](#) status November 2024 | Investments: IEA (2024), World Energy Investment 2024, IEA, Paris <https://www.iea.org/reports/world-energy-investment-2024>, Licence: CC BY 4.0, (net zero emissions scenario = NZE)

Core elements of our “BKW Solutions 2030” strategy

We grow profitably and sustainably



Growth

- Expand energy solutions and strengthen production portfolio
- Develop distribution system while maintaining high grid availability
- Enhance solutions for planning, construction and maintenance of infrastructure and buildings



Excellence

- Profitability before sales growth
- Consistent focus on customer needs
- Active portfolio and risk management



Sustainability

- Growth opportunities in energy, infrastructure and buildings
- Four clearly defined strategic directions
- Good governance as the foundation of all our business activities

Growth: We realize CHF 1 bn EBIT by 2030



Push Growth

- Significant expansion of tailored energy solutions and sustainable energy solutions for large customers
- Scaling up management of proprietary and customer flexibilities
- Targeted investments in our production portfolio:
Strengthening the Swiss base, growth in renewables, expansion of sustainable flexibility

EBIT₂₀₃₀ CHF **650 m**

Total Invest CHF **2.5 bn**



Stable Growth

- Gradual increase in investments for the expansion and modernization of our distribution grid – transformation of the energy system
- Cost efficiency through the use of modern processes and technologies
- Develop innovative product and tariff solutions for the needs of our basic supply customers

EBIT₂₀₃₀ CHF **150 m**

Total Invest CHF **1.0 bn**



Selective Growth

- Expansion of services in general planning for infrastructure and building construction
- Targeted growth as a specialist in energy infrastructure, renewable energy and rail
- Extension of building technology platform and expansion of PV and Service business for efficient and smart buildings

EBIT₂₀₃₀ CHF **200 m**

Total Invest CHF **0.5 bn**

★ **Excellence:** We focus on profitability and quality

Profitability before growth



- Growth only through profitability
- Cost optimization and leveraging economies of scale
- Continuous process and system optimization

Consistent focus on customer needs



- Proximity to customers, tailored approach, flexible and fast
- Long-term partnerships
- Commitment to excellence and use of cutting-edge technologies

Active portfolio and risk management



- Continuous portfolio assessment – companies, products, services
- Consistent resource allocation/implementing opportunities for improvement
- Strategic risk management

Sustainability: We pursue four clearly defined strategic directions

Climate



We are committed to achieving net zero emissions across the entire Group.

Energy



We invest in renewable and efficient energy infrastructures.

Nature



We promote natural ecosystems and biodiversity.

People



We create healthy and forward-thinking work environments.

We are committed to strong **governance**.

Our **sustainable focus** provides **long-term growth opportunities** across the entire value chain of energy, infrastructure and buildings.

Climate: We are committed to achieving net zero emissions across the entire Group

- Expansion of renewable energies
- Electrification of the vehicle fleet
- Assessment of accelerated coal phase-out

Net zero emissions

by 2040 Scope 1 and 2
by 2050 Scope 3

50% reduction in CO₂ intensity

by 2030 Scope 1 and 2
compared to 2022



Financial goals of our “BKW Solutions 2030” strategy



EBIT
in 2030

CHF **1 bn**



Operating cash flow
Total 2025–2030

CHF **>5 bn**



Investments
Total 2025–2030

CHF **4 bn**

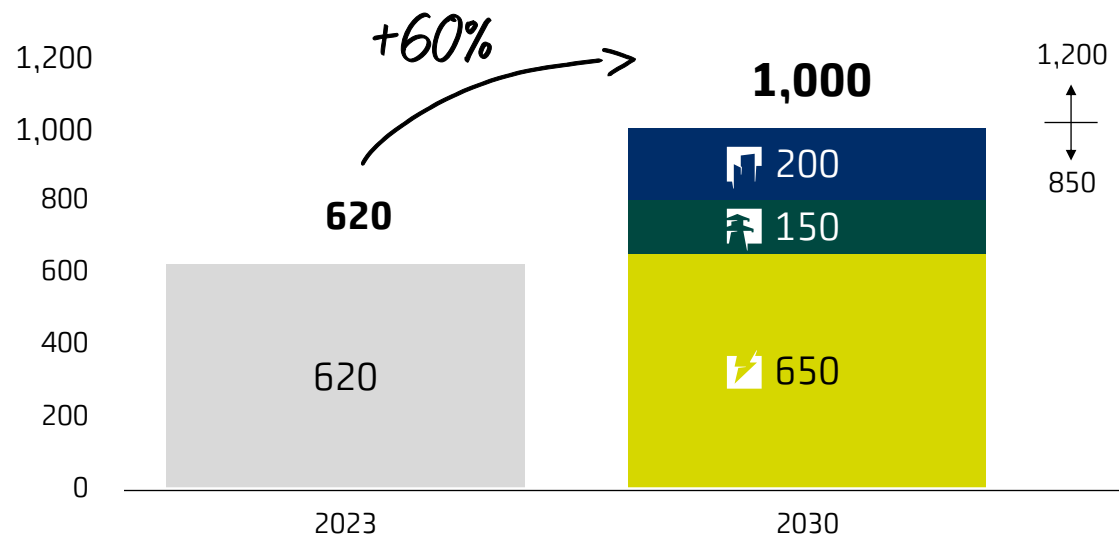


Of which investments
in Switzerland

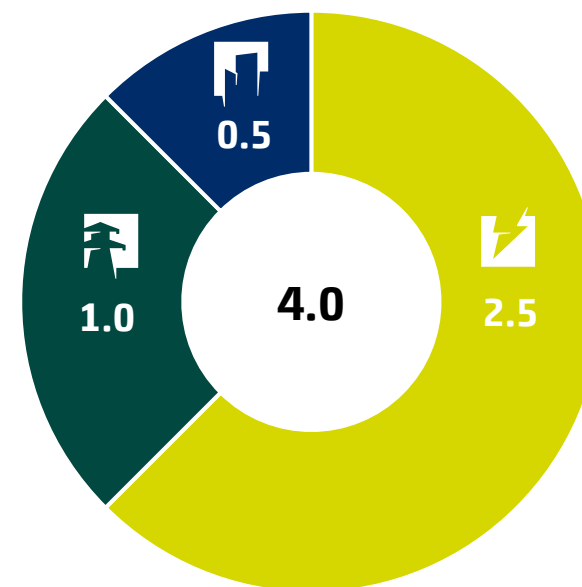
CHF **2 bn**

Group – Ambition: We will increase EBIT to CHF 1 bn by 2030 and invest around CHF 4 bn

Group EBIT¹
in CHF m



Total Group investments
2025–2030 in CHF bn

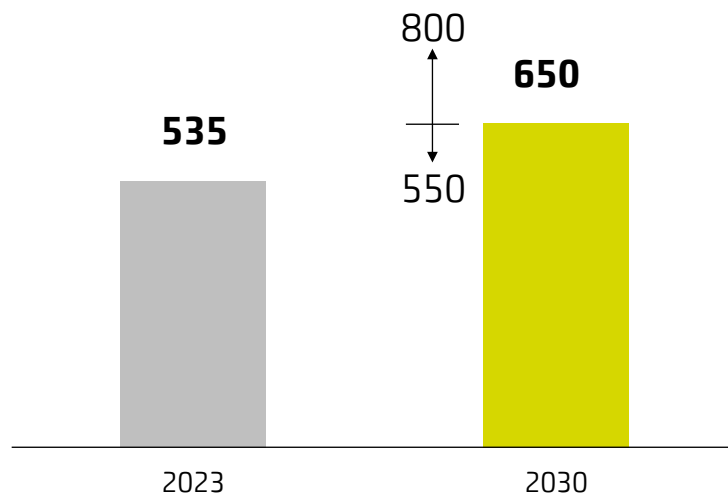


Energy Solutions Power Grid¹ Infrastructure & Buildings

¹ EBIT 2030 for Power Grid excluding Swissgrid investment

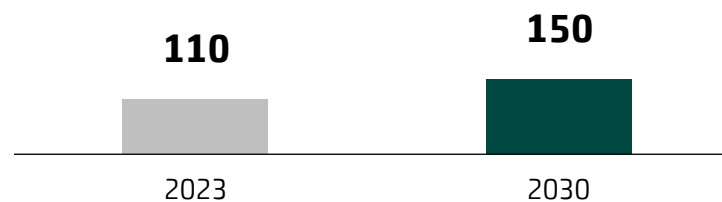
Overview business segments EBIT: We are growing across all business segments

 **Energy Solutions**
EBIT in CHF m



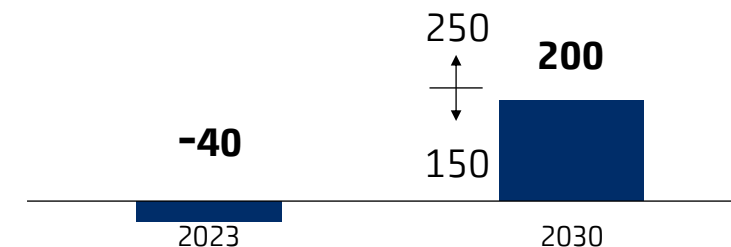
- Expansion of customer solutions business
- Growth of flexibility business
- Broadening of production portfolio

 **Power Grid¹**
EBIT in CHF m



- Transformation of the energy system (increase in RAB²)
- Return based on regulated WACC

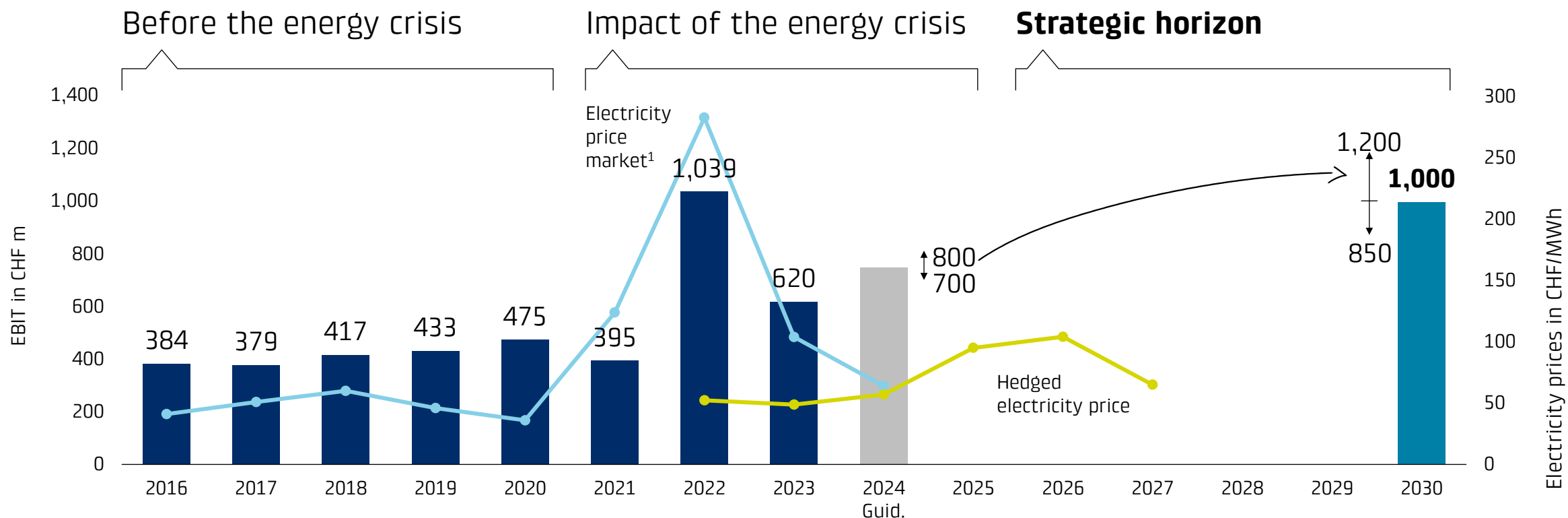
 **Infrastructure & Buildings**
EBIT in CHF m



- Increase profitability to 8%
- Organic growth and selective M&A

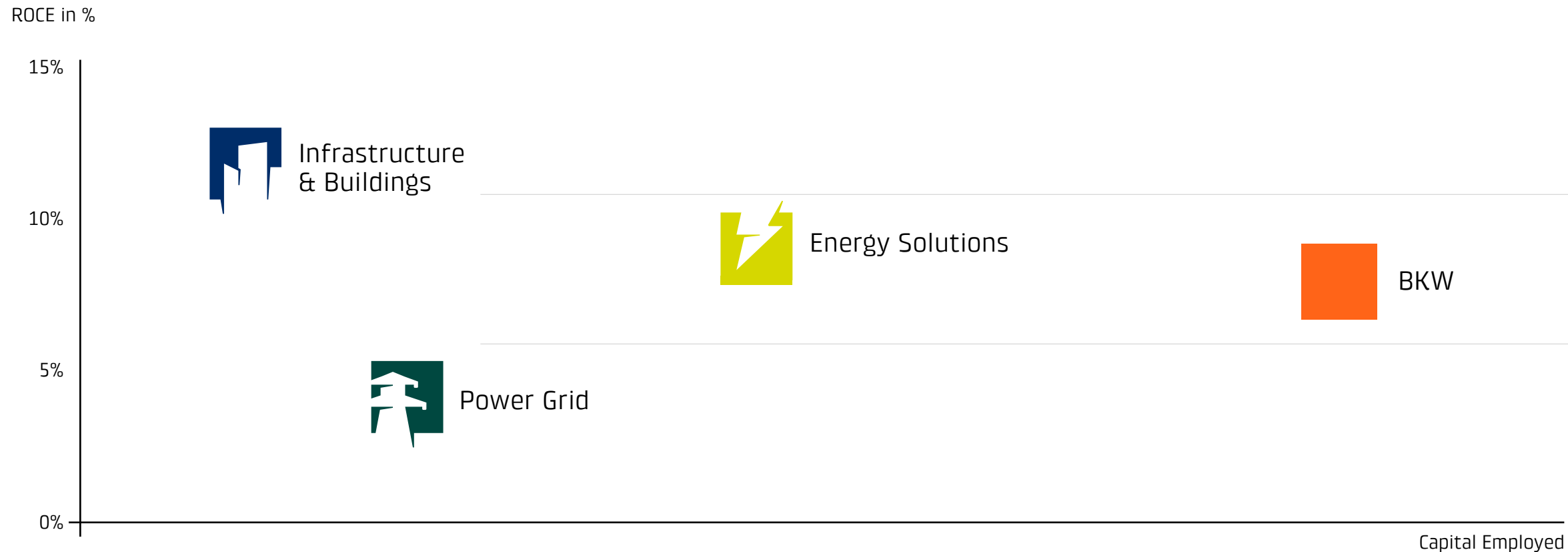
¹ EBIT figures for Power Grid excluding Swissgrid investment | ²: Regulated Asset Base

EBIT ambition in comparison: 2022 and 2023 were exceptional years



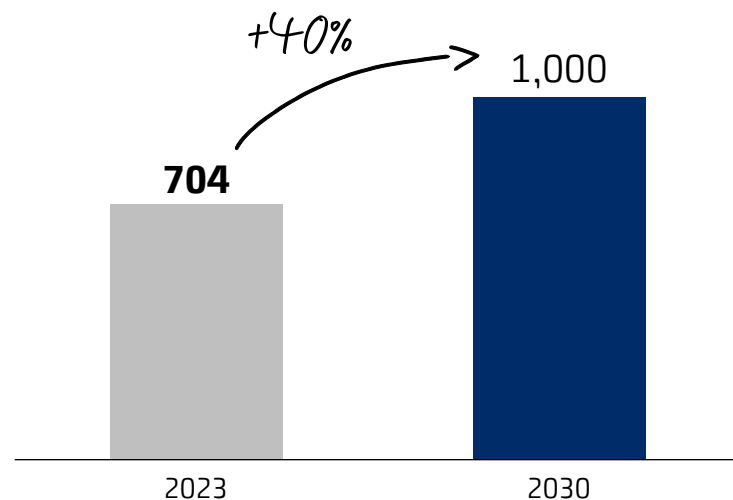
¹ Corresponds to historical annual average spot prices

ROCE ambition 2030: A well-diversified portfolio with regards to return on capital



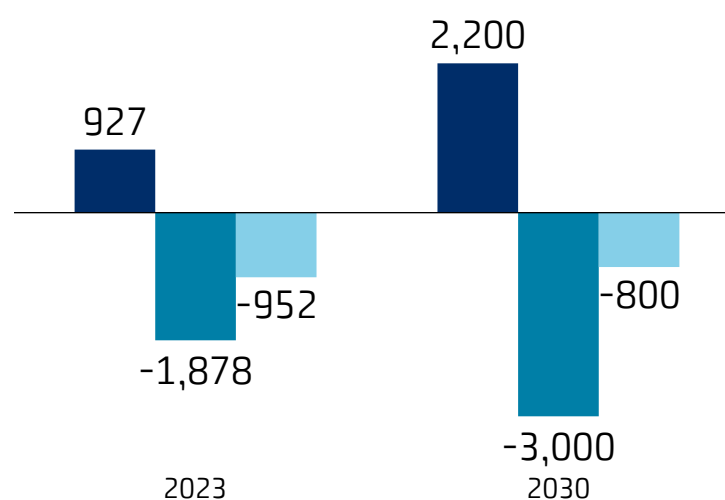
Financing/Net debt: Balanced financing as the basis of our growth ambition

Operating cash flow per year
in CHF m



Investments financed through internal cash generation

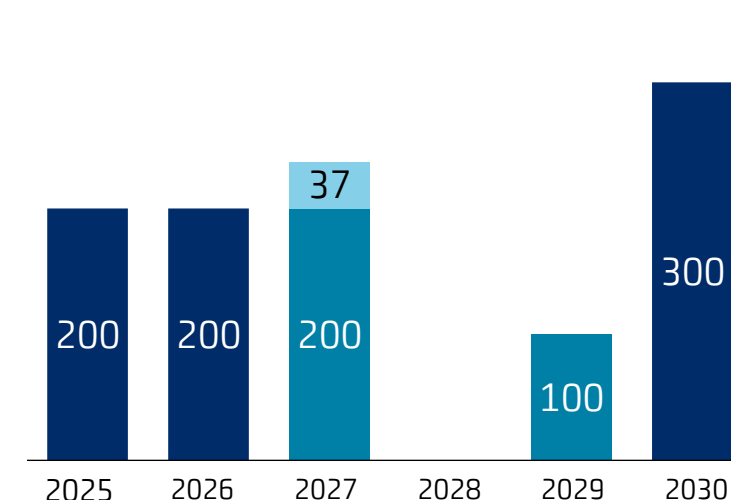
Net debt
in CHF m



Building up liquidity reserves to cover short-term liquidity risks

■ Cash and cash equivalents
 ■ Net debt
■ Financial debt

Maturity profile until 2030
in CHF m



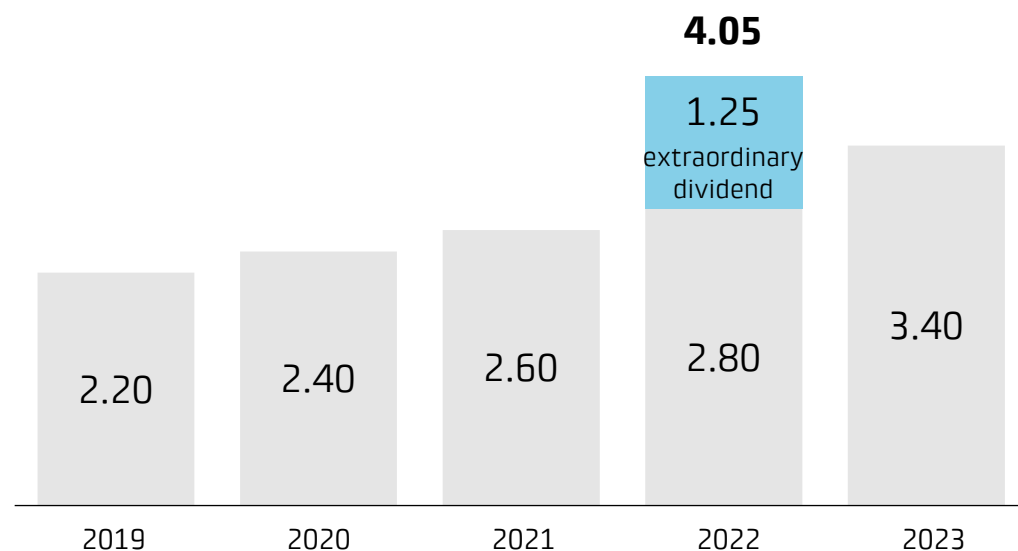
Well-diversified maturity profile allows for additional financing

■ Bonds
 ■ Green Bonds
 ■ Registered Bond

Dividend policy: We plan to continue our stable and attractive dividend policy

History

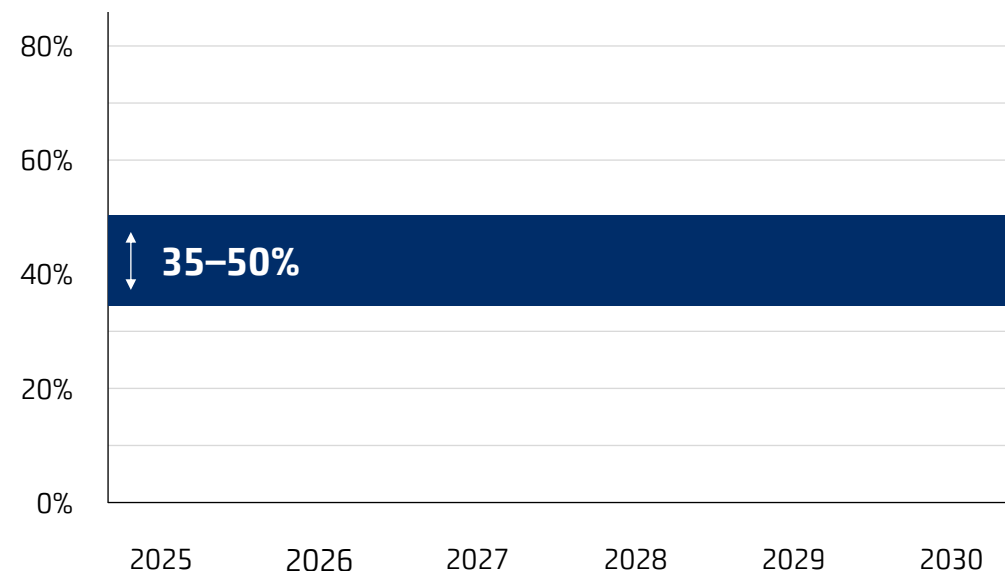
Dividend per share in CHF



Historically stable dividend policy with increasing dividend payouts

Target range

Payout of operating net profit in %



We aim for a payout ratio of 35% to 50% of operating net profit.

Financial stability is ensured

Goals by 2030

8%

Group ROCE

A

Maintain rating

> 50%

Equity ratio



Results of the 2024 fiscal year

BKW's performance in a nutshell

CHF m	2024	2023	Δ	Δ %
Revenue	4,772	4,598	+175	+3.8%
EBITDA	1,073	953	+120	+12.6%
<i>EBITDA as % of revenue</i>	22.5%	20.7%	+2	
EBIT	790	620	+170	+27.3%
<i>EBIT as % of revenue</i>	16.6%	13.5%	+3	
Net profit	647	488	+159	+32.6%
<i>Net profit as % of revenue</i>	13.6%	10.6%	+3	
Operating net profit	550	432	+118	+27.4%
Operating cashflow	739	704	+36	+5.1%
Return on Capital Employed (ROCE)	9.5%	8.1%	+1	+17.3%
Equity ratio	48.8%	45.8%	+3	+6.6%

Revenue

- Lower energy price level in Energy Solutions outweighed mainly by higher Swissgrid tariffs in Power Grid and organic growth in I&B

EBIT

- Lower trading result compensated by favorable factors in Energy Solutions
- Strong margin improvement in I&B

Net profit

- Another further increase from last year's strong KKM-STENFO result

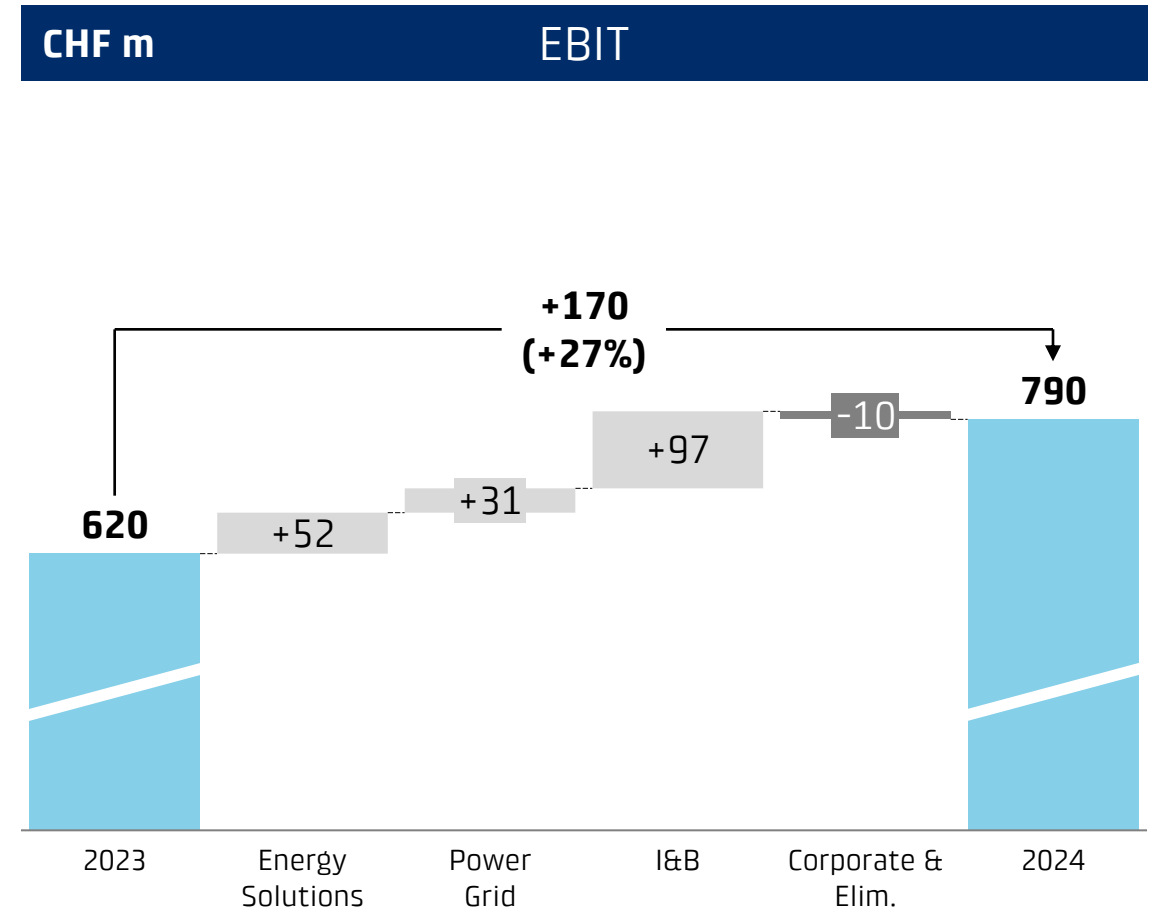
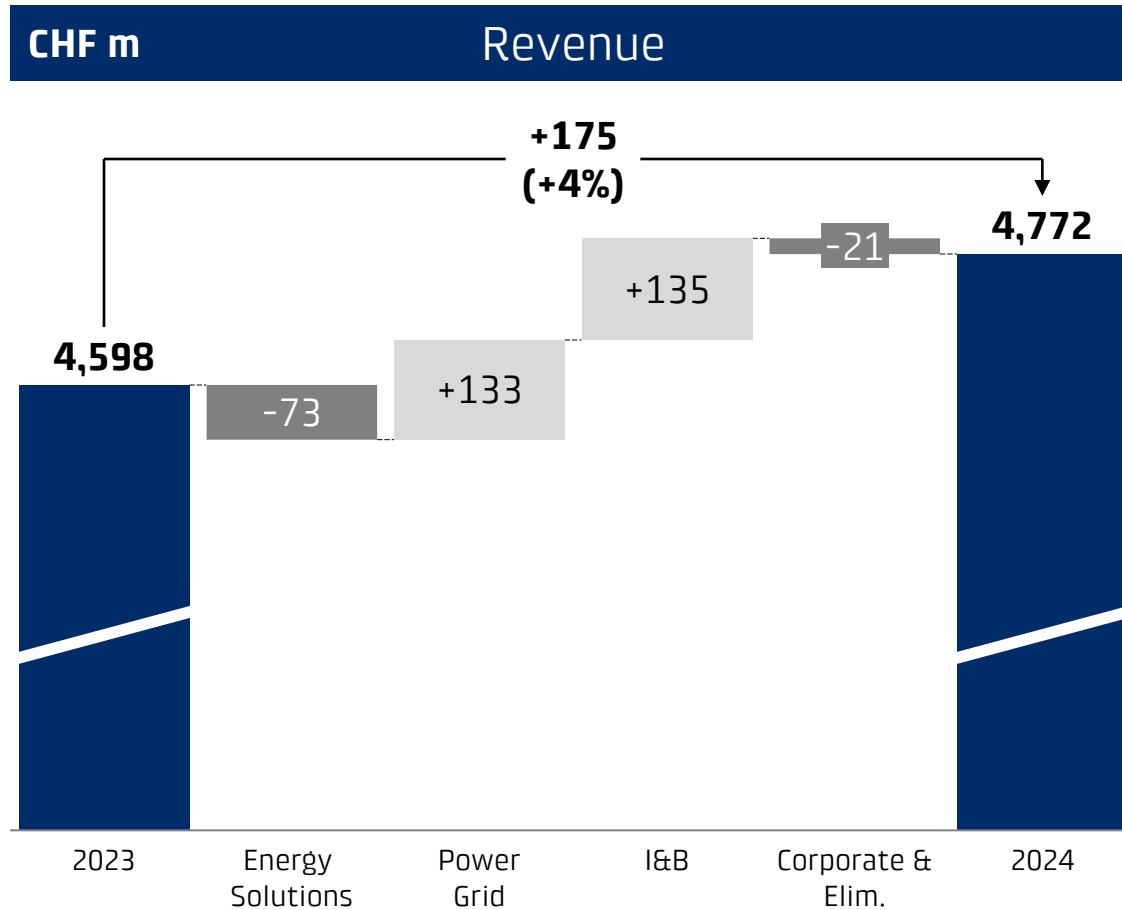
Operating cashflow

- Steady, strong cash conversion

Equity ratio

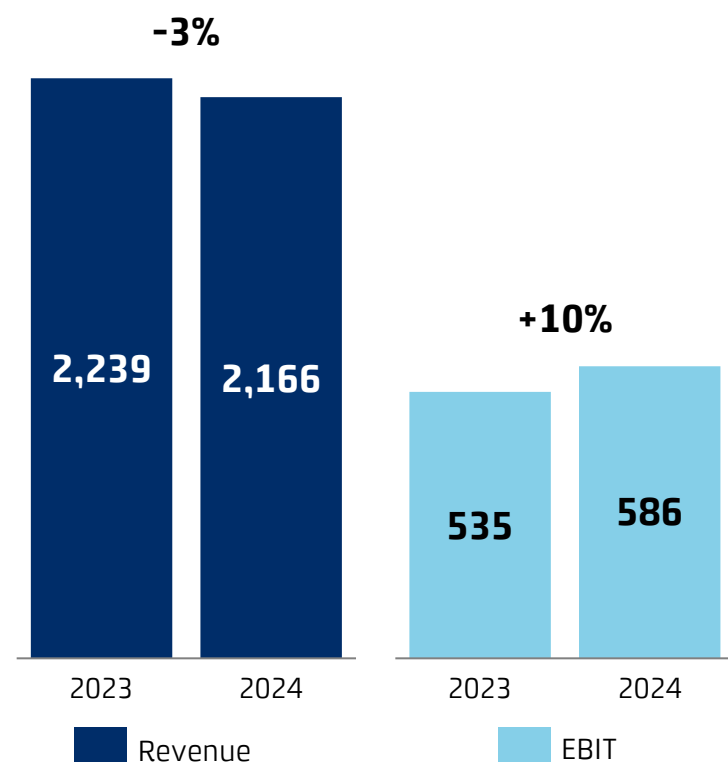
- Net profit contribution boosts both equity and equity ratio

All business segments contribute to the increase in EBIT



Energy Solutions: Strong performance supported by favorable factors

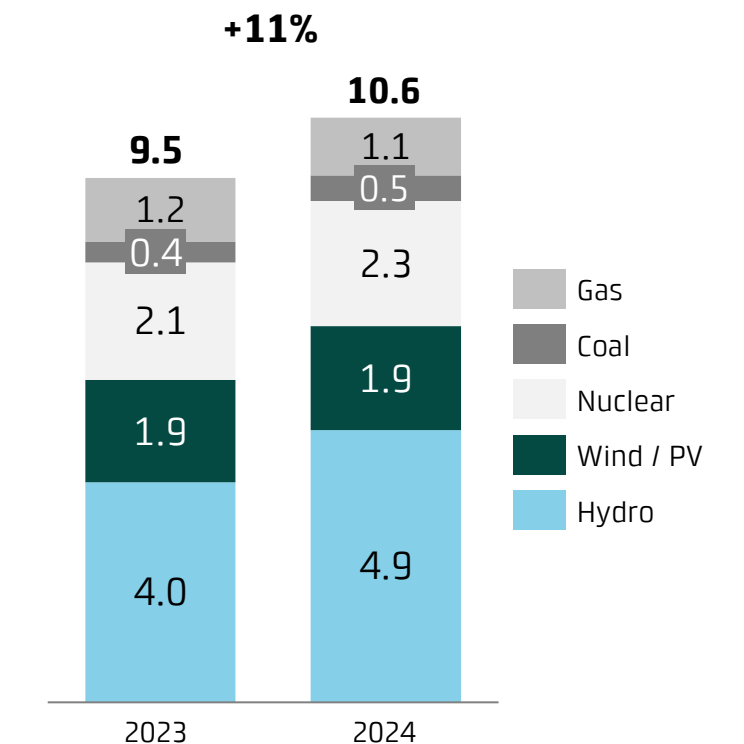
CHF m Revenue / EBIT



Key points

- Revenue**
- Continuing trend to lower energy price levels
 - Higher production volumes in hydro and nuclear
- EBIT**
- Higher hedged prices
 - Higher production volumes in hydro and nuclear
 - Lower trading result but still on a high level
 - Lower procurement costs due to high performance of KKL-STENFO

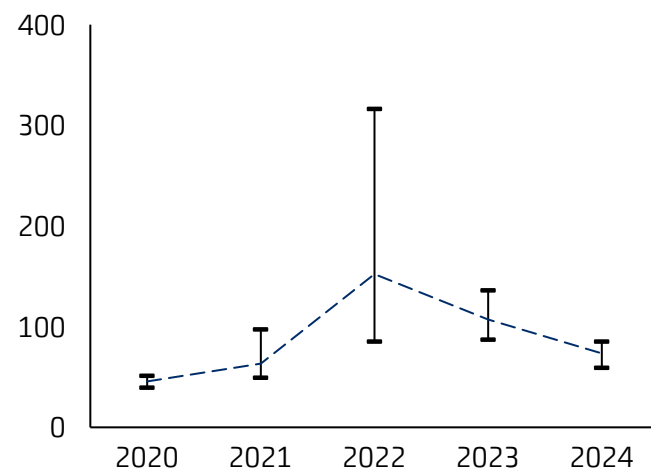
In TWh Production mix



Energy Solutions: Favorable factors in 2024

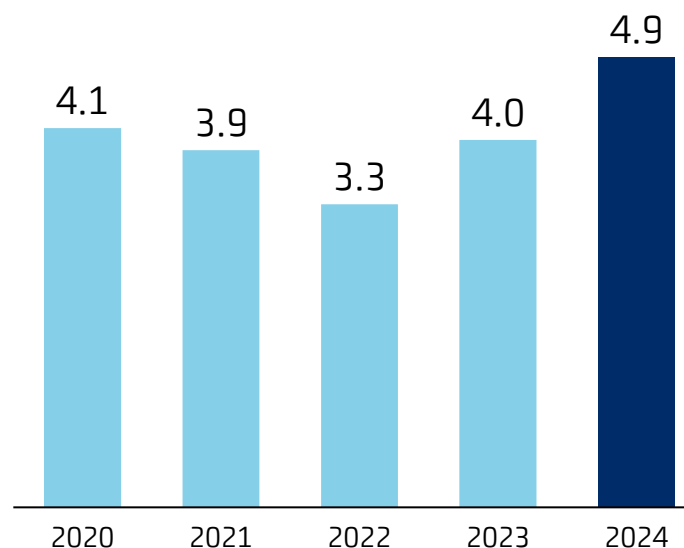
€/MWh Power price volatility

Power price Germany 3 years forward
Yearly high, low and average



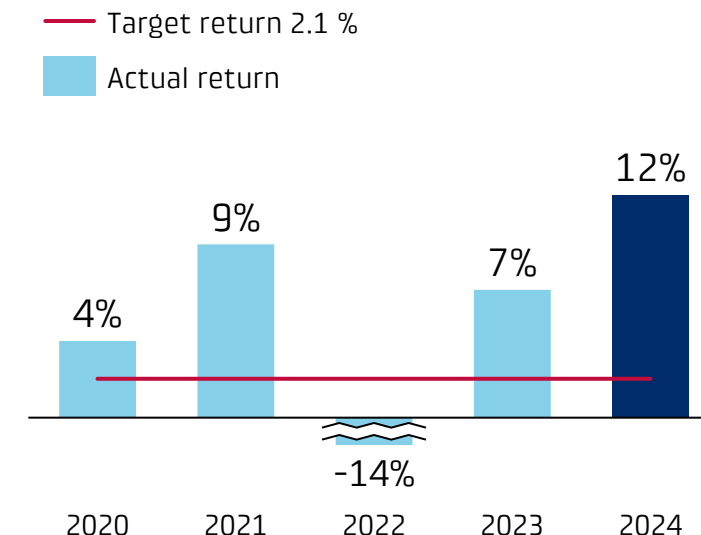
Forward-price volatility has declined but remained elevated throughout 2024

In TWh Hydro production



Record-high precipitation-driven hydroelectric power generation

% KKL-STENFO performance

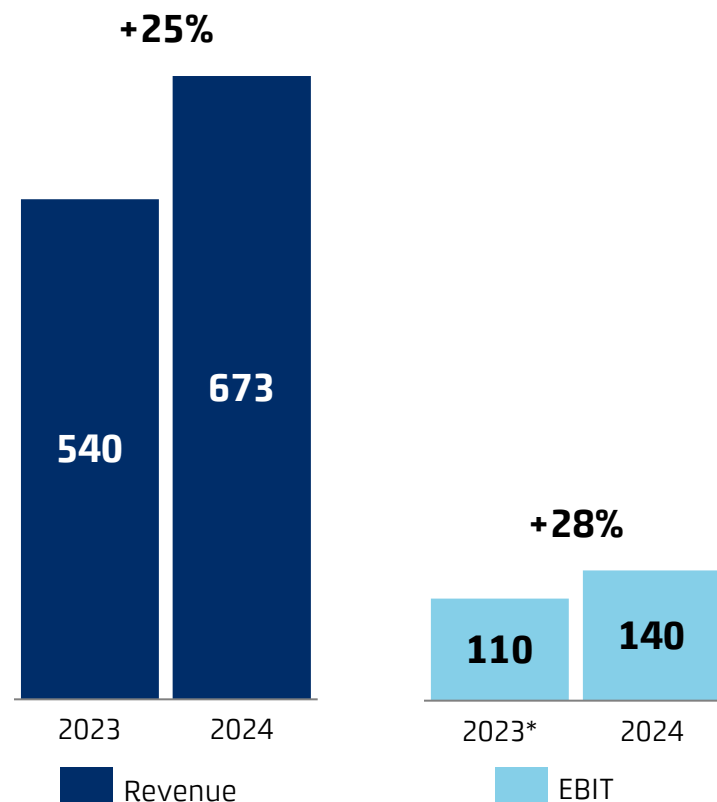


Yet another outstanding KKL-STENFO performance¹

¹ Positive STENFO-Performance of Kernkraftwerk Leibstadt (KKL) had a positive impact in 2024 on energy procurement costs, Positive STENFO-Performance of Kernkraftwerk Mühleberg (KKM) had a positive impact in 2024 on the financial result.

Power Grid: Steady performer with solid results

CHF m Revenue / EBIT



Key points

Revenue

- Pass through of higher Swissgrid transmission grid tariffs (no EBIT impact)
- Tariff increase to recover costs that occurred in previous years

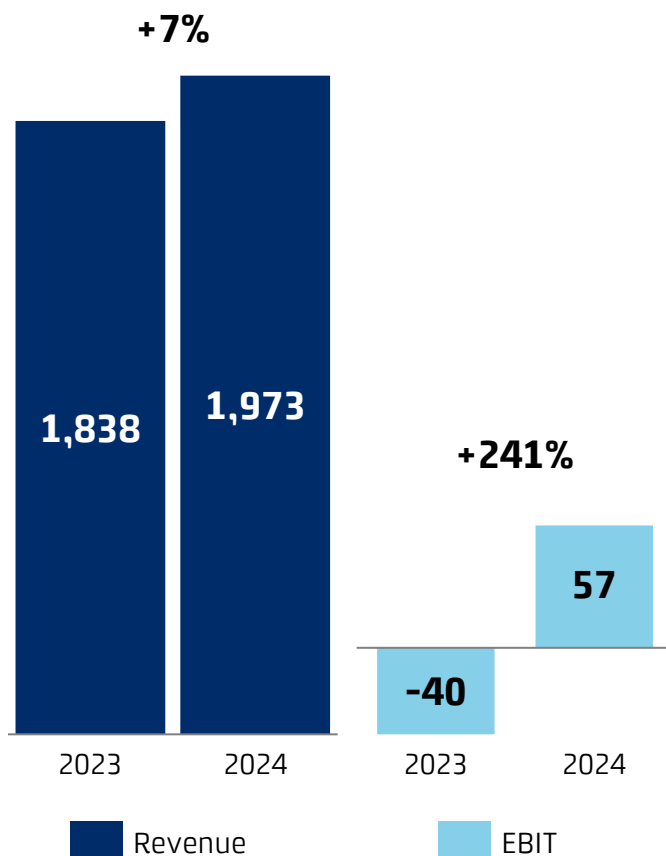
EBIT

- Tariff increase to recover costs that occurred in previous years
- Higher hydro production reduce grid procurement costs from Swissgrid transmission grid
- Increase of WACC from 3.83% to 4.13%

* EBIT restatement 2023:
Transfer of Swissgrid equity result of CHF 37 m from Power Grid to Corporate segment

Infrastructure & Buildings: Back on track, EBIT margins significantly improved

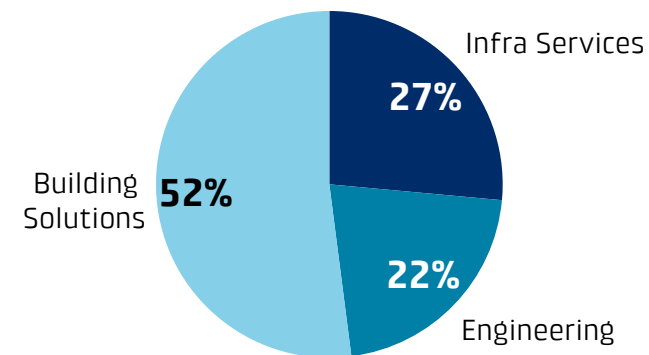
CHF m Revenue / EBIT



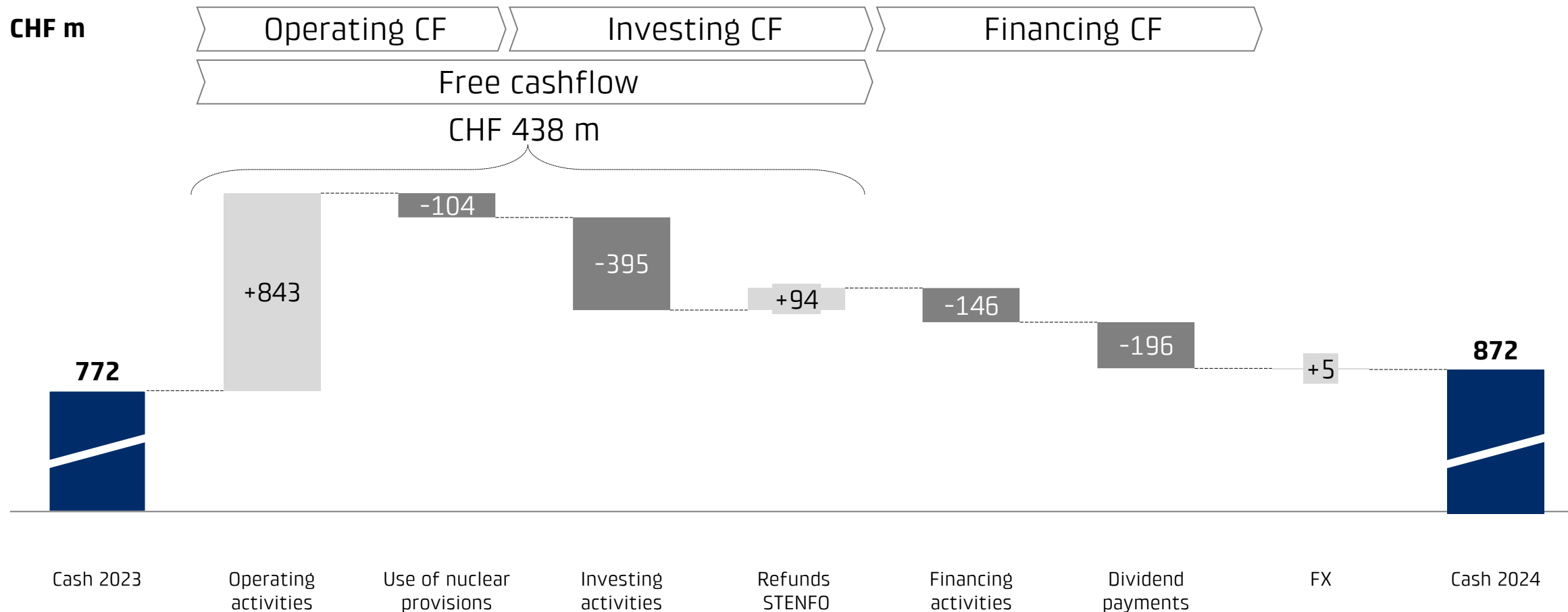
Key points

- Revenue**
- Significant organic growth, primarily driven by the strong development of Infra Services
- EBIT**
- Efficiency gains through targeted optimization of structures and processes
 - Substantial improvement of EBIT margins across all business areas
 - EBIT higher than 2022 (EBIT 2022: 53 CHF m)

Revenue split

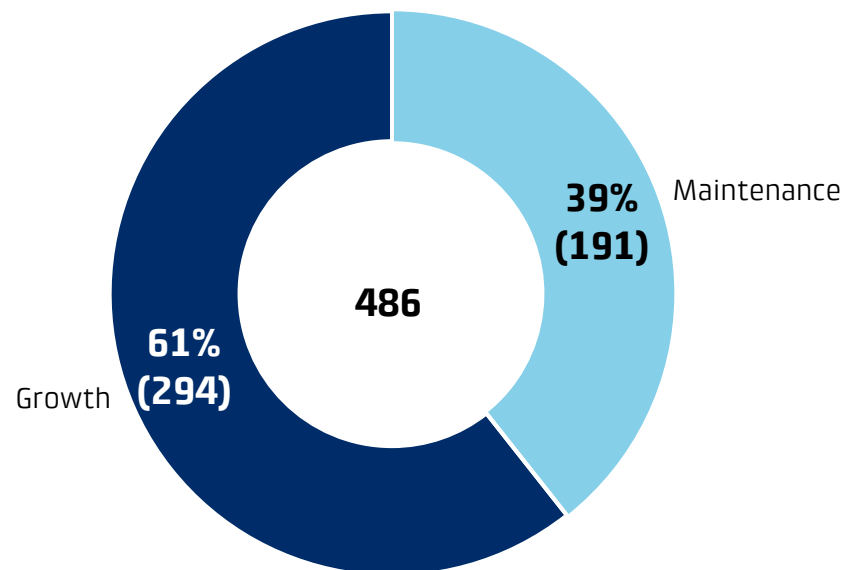


Free cashflow remains strong while investing for future growth

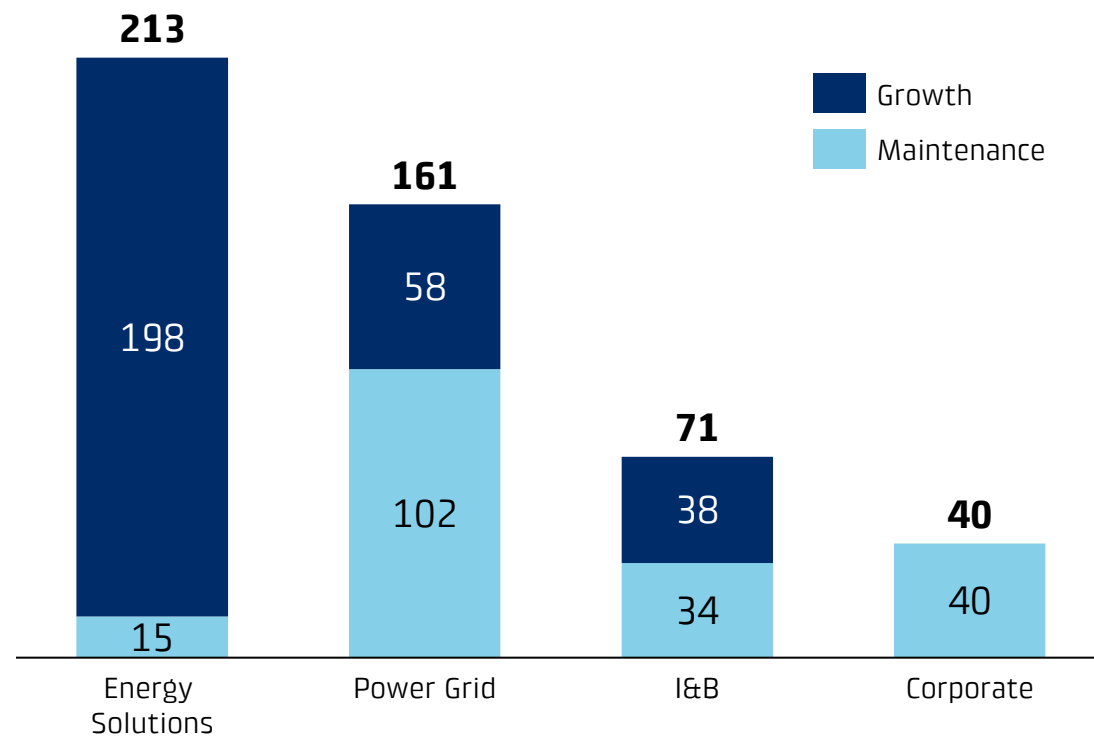


Capital directed towards the energy transition: Focus on renewable energy and grid expansion

CHF m Investments¹



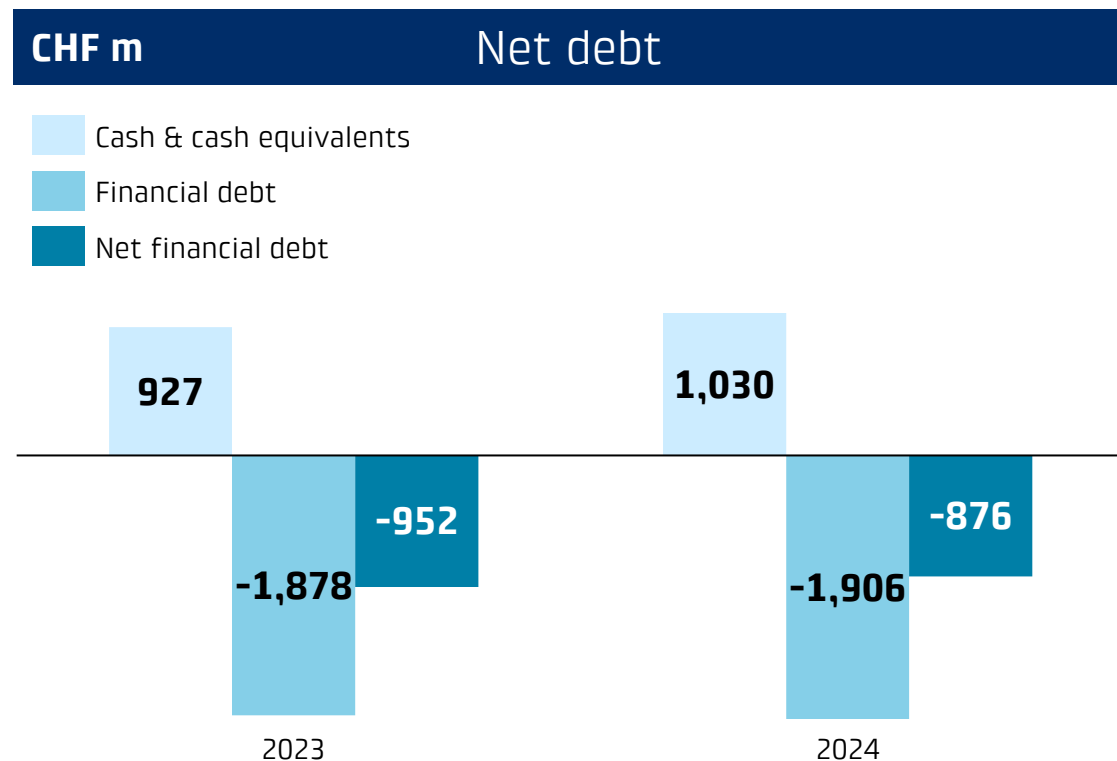
CHF m Investments by segments



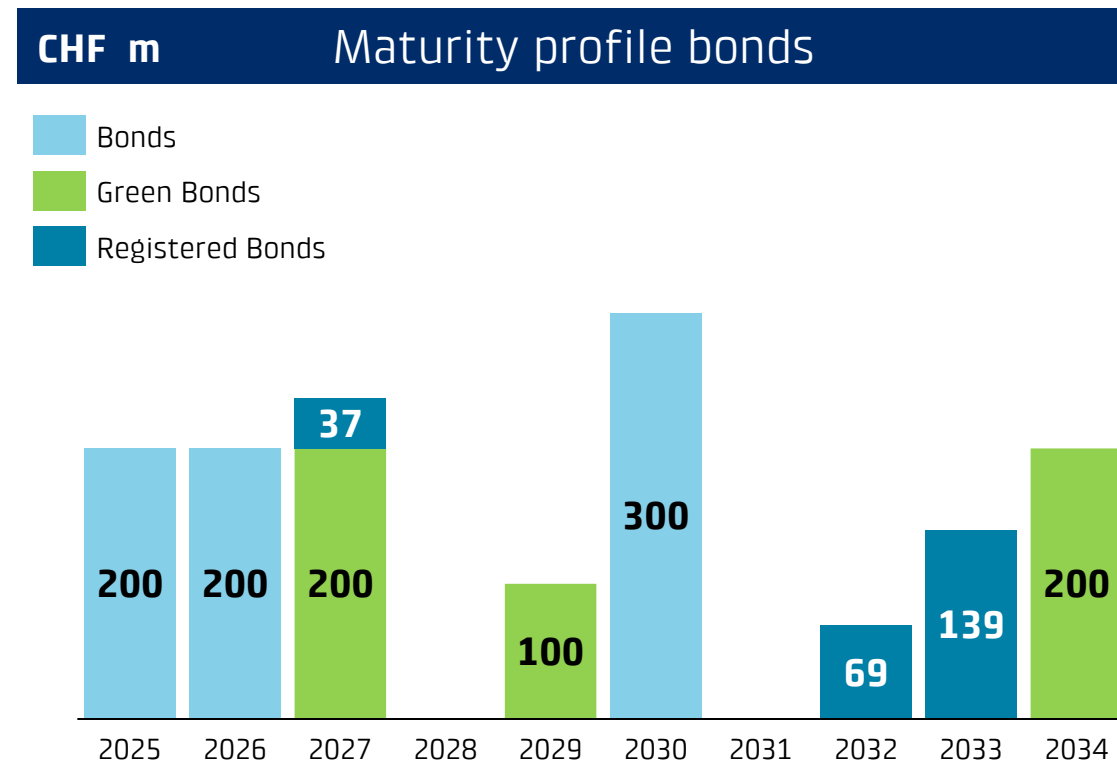
¹ Investments in property, plant and equipment; acquisitions of group companies; and investments in intangible assets

Higher liquidity strengthens net debt metrics

Robust financing strategy drives financial flexibility

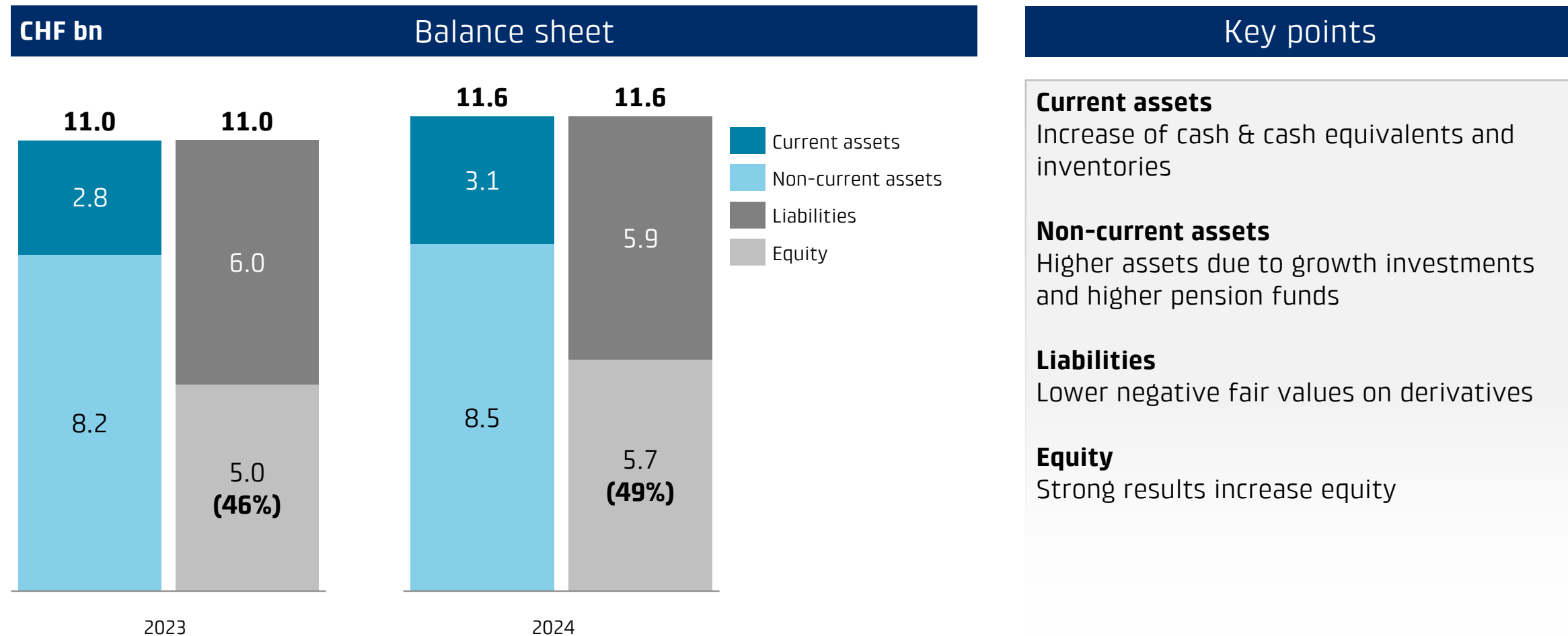


Liquidity higher due to strong operating cashflow; Investments fully self-financed, keeping gross debt at a steady level



Additional undrawn RCF of CHF 1 bn (2029+1+1) and accordion option of CHF 0.5 bn

Further increase of equity in absolute and relative terms, supporting the future balance sheet extension

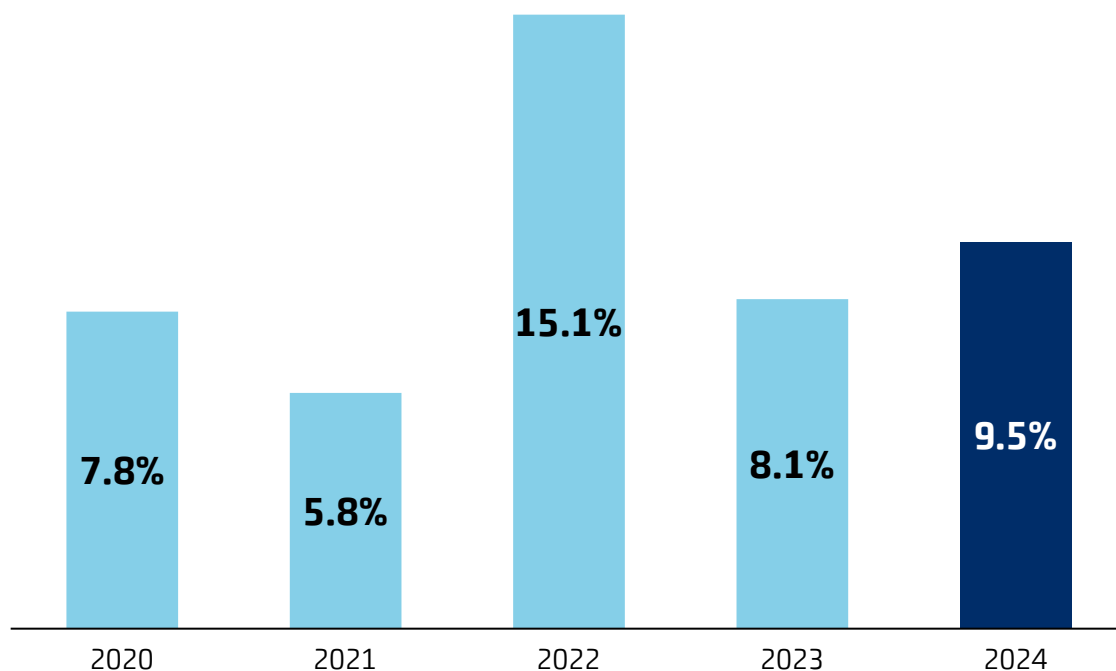


- Current assets**
Increase of cash & cash equivalents and inventories
- Non-current assets**
Higher assets due to growth investments and higher pension funds
- Liabilities**
Lower negative fair values on derivatives
- Equity**
Strong results increase equity

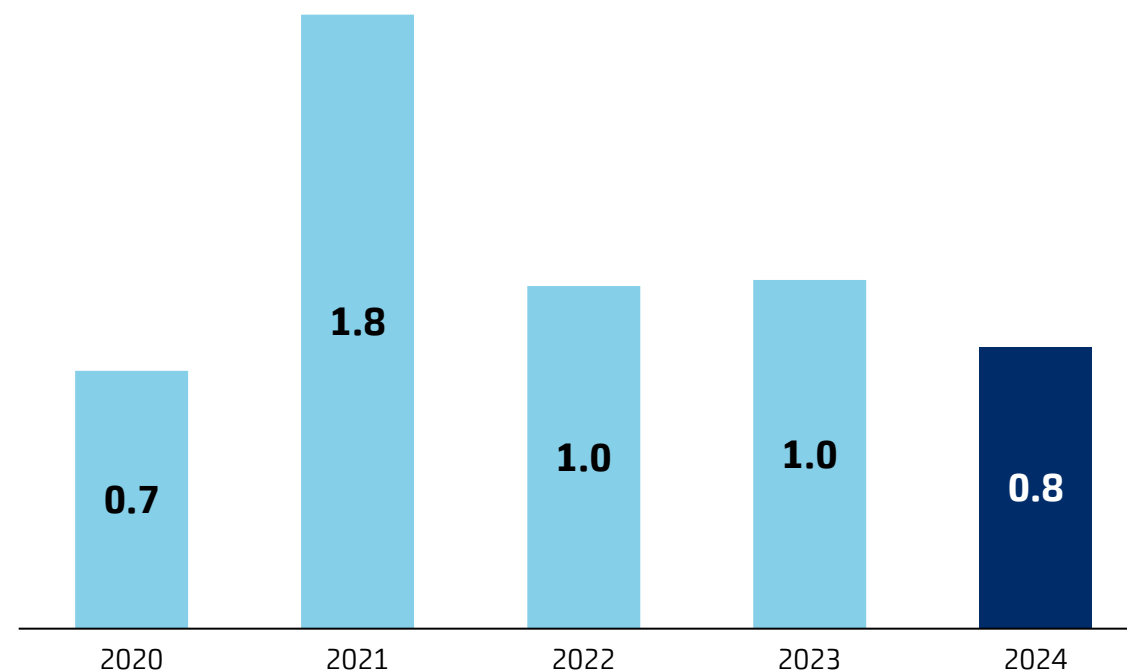
ROCE outperforms capital costs by far

Further improved Net Debt / EBITDA ratio

Return on Capital Employed¹ (ROCE)



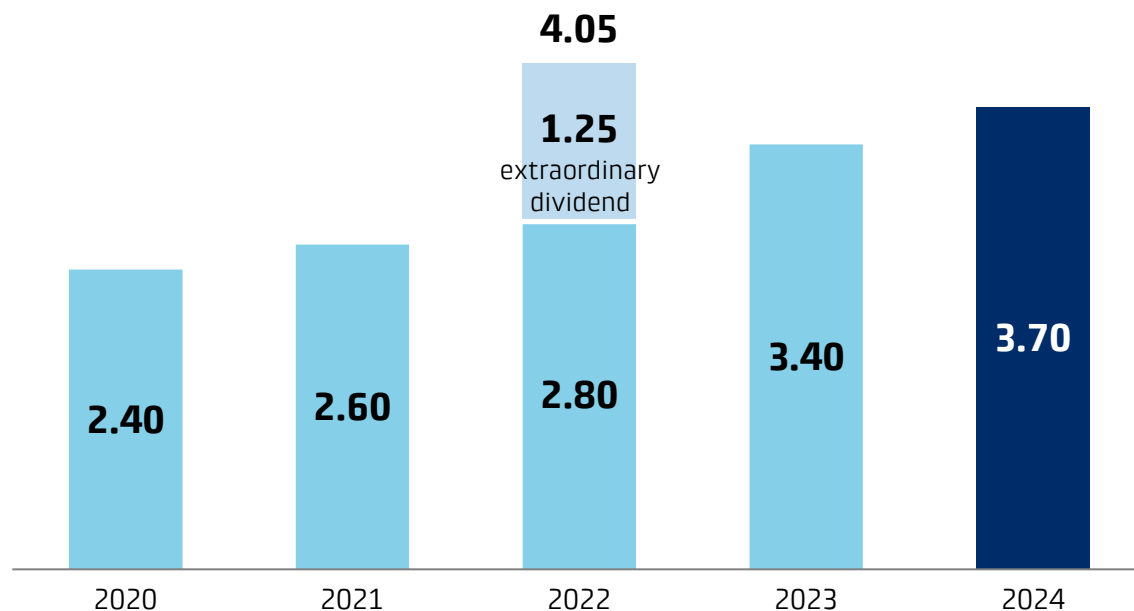
Net Debt / EBITDA



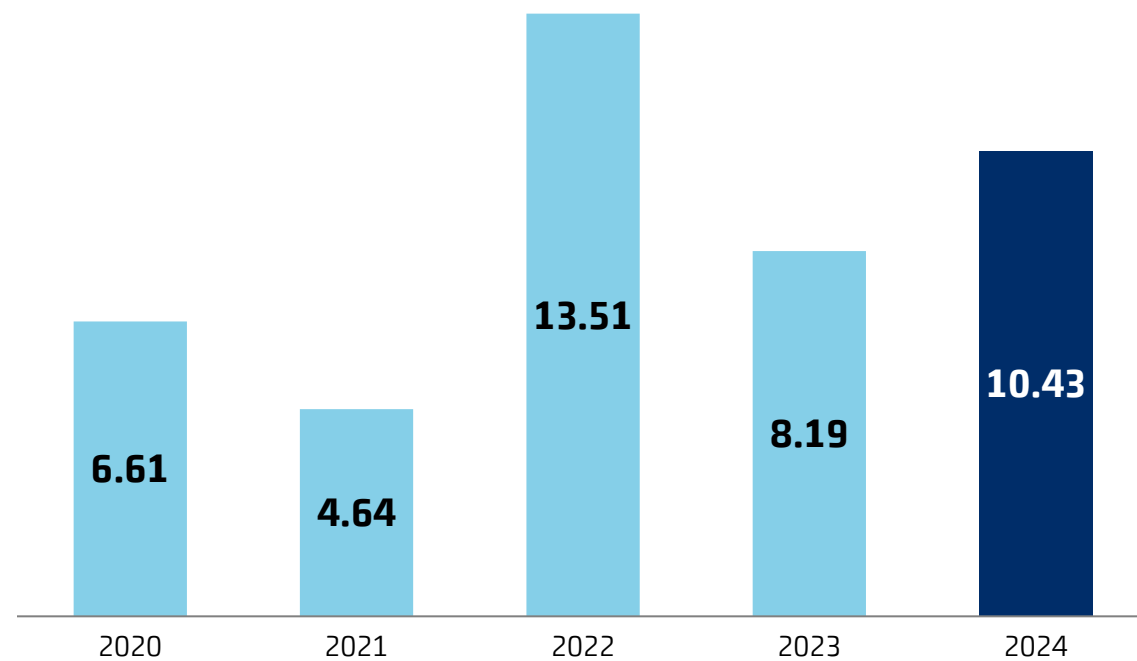
¹ Net operating profit after tax / capital employed including goodwill

Proposed 9% increase in regular dividend from CHF 3.40 to **CHF 3.70** in line with dividend policy

CHF Dividend per share



CHF Earnings¹ per share



¹ Operating net profit = Net profit before gains/losses from KKM-STENFO, net of tax



Outlook for the 2025 fiscal year

EBIT guidance 2025

Energy Solutions

Further market normalization

Power Grid

Stable EBIT contributions

Infrastructure & Buildings

Continuing to increase profitability



BKW expects EBIT in the range of CHF 650 to 750 m for the 2025 fiscal year.





Investor and contact information

Investor and contact Information

Links



[Board of Directors & Executive Board](#)



[ESG](#)



[Information on shares and bonds](#)

Contact information



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Back up / Additional information



Business areas



Energy Markets



Development of **standardized** and **structured energy solutions** for customers



Management of **own** and **third-party assets**



Participation in **wholesale markets** with various commodities and products



Energy Production



Portfolio of around **100 power plants** generating an average of 9–10 TWh of electricity per year, including 5 TWh in CH



Planning, building, operating and **maintaining** production and storage facilities



Providing other services:
 Technical & Commercial Services (TCM) and
 Operation & Maintenance Services (O&M)





Power Grid



Switzerland's **largest distribution grid operator**



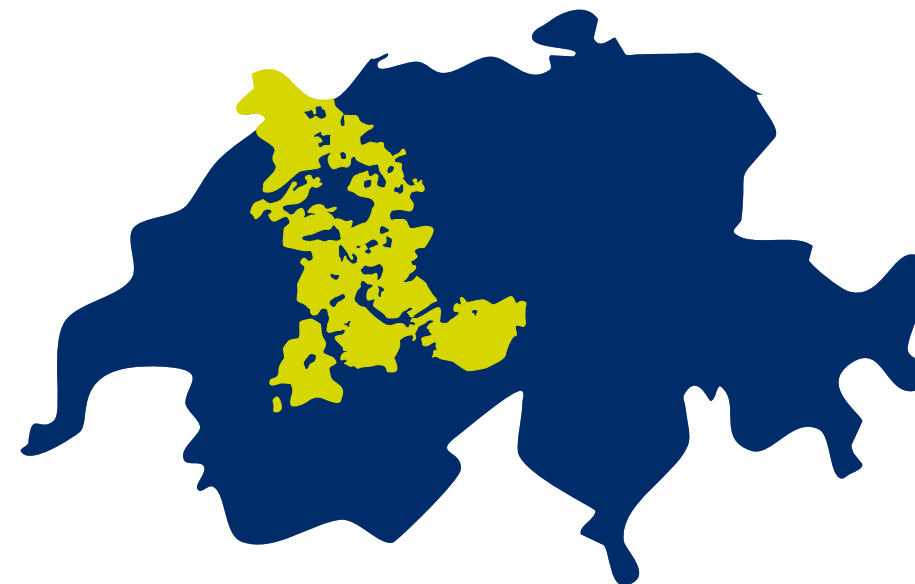
Operates **22,000 km of power grid**



Supplies **over 1 m people & companies**



Ensures **high grid availability: 99.997%**





Engineering



Largest provider of integrated architectural and engineering services in the DACH region with 4,000 employees



Plans forward-looking, livable, climate-friendly infrastructures and buildings as a “Network of Excellence”



Combines simplicity and innovation, fueled by the expertise, experience and passion of our employees

Data as of June 2024

Over **90**
locations in Germany
3,120 employees



Over **20**
locations in Switzerland
480 employees

8
locations in Austria
400 employees

Infra Services



Comprehensive provider of infrastructure services in the areas of energy, mobility, communication and water



Plans, installs, operates and services of critical infrastructures



Provides solutions across the entire infrastructure life cycle with over 1,500 employees at more than 30 locations

11

locations in Germany
870 employees



23

locations in Switzerland
770 employees



Building Solutions



Solutions for new constructions, conversions and service – from residential to industrial projects



Strong presence with 4,000 employees at 120 locations in Switzerland



Leading building technology provider in the areas of HVAC, electrotechnology, PV, automation and IT



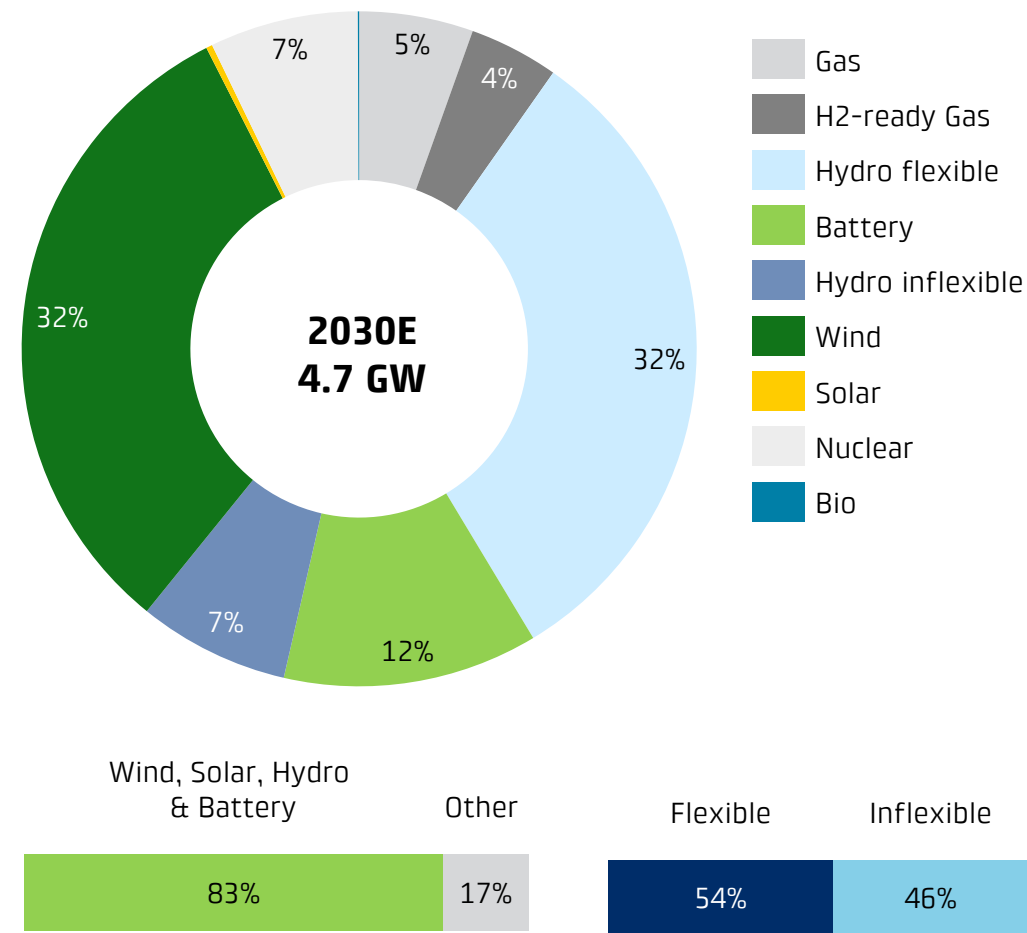
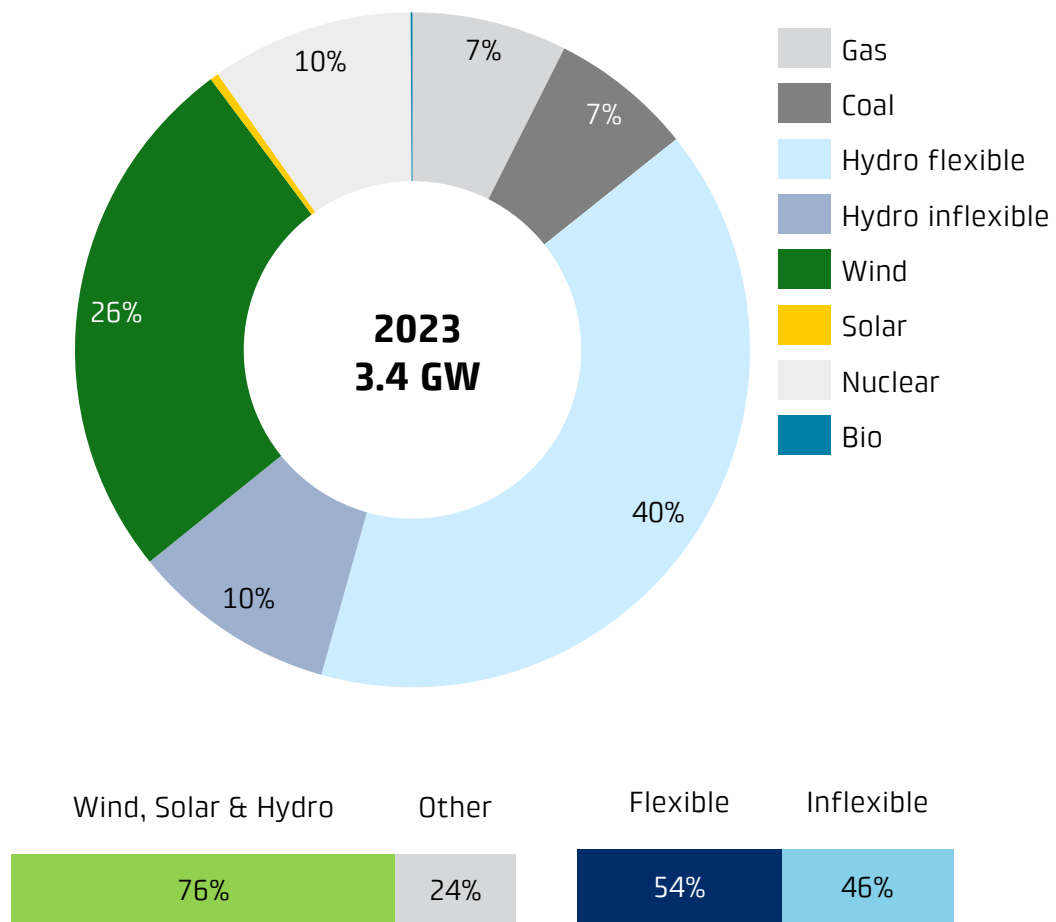
120

locations in Switzerland
4,000 employees



Production portfolio Hydro

Power production portfolio shall be transformed into a greener and equally flexible portfolio



Hydro power plants ($\geq 50\%$ direct holding)



Aarberg
Capacity: 15.2 MW
End of the concession: 2048



Kraftwerk Augand AG
Capacity: 7.4 MW
End of the concession: 2103



Bannwil
Capacity: 28.5 MW
End of the concession: 2050



Bielersee Kraftwerke AG
Capacity: 30.8 MW
End of the concession: 2037/75/97



Wynau-Schwarzhäusern
Capacity: 20.2 MW
End of the concession: 2096



Kraftwerk Fermelbach AG
Capacity : 2.0 MW
End of the concession: 2096



Idro Arvigo SA
Capacity: 1.7 MW
End of the concession: 2083



Kallnach
Capacity: 8.1 MW
End of the concession: 2043



Kandergrund
Capacity: 18.8 MW
End of the concession: 2071



Kraftwerk Gohlhaus AG
Capacity: 0.4 MW
End of the concession: 2076

Hydro power plants ($\geq 50\%$ direct holding)



Isch
Capacity: 1.5 MW
End of the concession: 2041



Kraftwerk Sanetsch AG
Capacity: 18.0 MW
End of the concession: 2046



Kraftwerk Spiggebach AG
Capacity: 2.9 MW
End of the concession: 2097



Kraftwerke Kander Alp AG
Capacity: 2.6 MW
End of the concession: 2089



Kraftwerke Milibach AG
Capacity: 1.5 MW
End of the concession: 2090



Kraftwerke Oberhasli AG
Capacity: 1'232.0 MW
End of the concession: 2042



Kraftwerk Lauenen AG
Capacity: 0.9 MW
End of the concession: 2074



Mühleberg
Capacity: 45.0 MW
End of the concession: 2097



Niederried-Radelfingen
Capacity: 15.0 MW
End of the concession: 2043

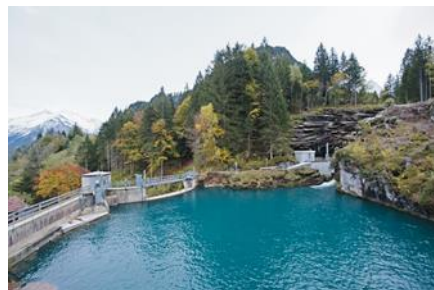


Kraftwerke Ragn d'Err AG
Capacity: 7.4 MW
End of the concession: 2076

Hydro power plants ($\geq 50\%$ direct holding)



Schattenhalb 1
Capacity: 2.3 MW
End of the concession: 2097



Schattenhalb 3
Capacity: 9.7 MW
End of the concession: 2090



Simmentaler Kraftwerke AG
Capacity: 30.1 MW
End of the concession: 2043/96



Kraftwerk Turbach AG
(under construction)
Capacity: 2.5 MW
End of the concession:
not yet determined



Société des forces électriques
de la Goule SA
Capacity: 5.2 MW
End of the concession: not limited



Kraftwerk Sousbach AG
(under construction)
Capacity: 11.3 MW
End of the concession:
not yet determined



Spiez
Capacity: 18.6 MW
End of the concession: 2067



BKW Hydro Italia
Capacity: 59.3 MW
End of the concession: not limited

A woman with curly brown hair, wearing a blue button-down shirt, stands in a control room. Behind her are several large computer monitors displaying various data visualizations, including line graphs, bar charts, and tables of numbers. The room has large windows in the background, showing a blurred view of a building.

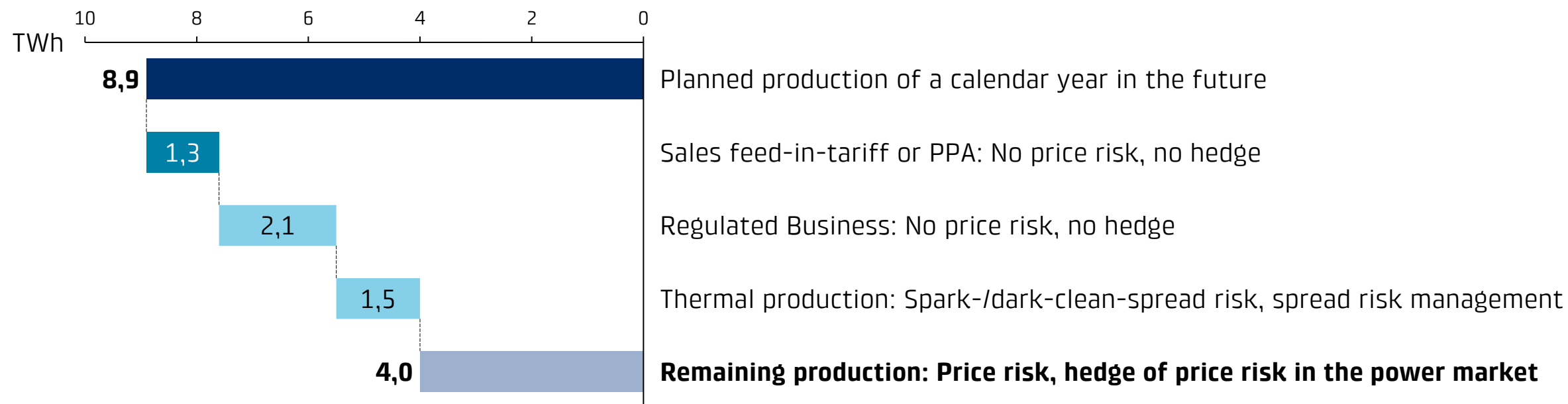
Hedging Mechanism

Generic hedging mechanism of market price risk in the power market

During February / March of each year the planned production for which there is a) market risk and b) market liquidity is transferred from energy production to energy markets (trading). Generally, market liquidity is available for

- 3rd front year for Switzerland, France, Germany, and Norway
- 1st front year for Italy

Only the production with price risk (no spread risk) is hedged externally:



Restrictions to be considered for the hedging strategy

Possible restrictions	Solution: Proxy-Hedge	Remaining risks
<p>The Swiss forward power market is not liquid enough to hedge BKWs Swiss power production</p>	<p>E.g. Hedge the power production with forward power contracts in Germany</p>	<p>Country spread risk The correlation of the power prices between Switzerland and Germany is not 1 resulting in fluctuations in the price differentials between the two countries</p>
<p>Forward power market in Germany or France are not liquid enough to hedge BKWs power production for the year of production</p>	<p>Hedge the power production with forward power contracts of an alternative calendar year</p>	<p>Time spread risk The correlation of the power prices between the calendar year of production and the alternative calendar year is not 1 resulting in fluctuations in price differentials between the two calendar years</p>

Disclaimer

This presentation contains forward-looking statements which are made on the basis of current expectations and assumptions. These forward-looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward-looking statements. Potential risks and uncertainties include, among others, such factors as market and economic conditions, governmental regulations, competitive conditions, interest rates and fluctuation in currency exchange rates. Although BKW believes that its expectations reflected in any such forward-looking statement are based upon reasonable assumptions, it can give no assurance that those expectations will be achieved. BKW undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise.