

BKW Solutions 2030

Zurich, November 8, 2024



Capital Markets Day 2024



Program

- 1 Welcome and introduction
Roger Baillod, Chairman of the Board of Directors

- 2 Strategy
Robert Itschner, CEO

- 3 Strategic financial plan
Martin Zwyszig, CFO

- 4 Strategy implementation in business areas
Members of the Executive Board



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Welcome and
introduction



BKW looks back on a successful history of over 125 years

1898

2024

Over the past 125 years, BKW has evolved from a reliable **energy supplier** into a **company** operating successfully in the **energy, infrastructure and buildings markets**.

Where we stand: The timing is right to define our new strategy



Current strategy period ends in 2026



New Group Executive Board and management structure



Significant organizational restructuring completed



Three-pillar strategy: Launched 10 years ago to establish Services as a third pillar

Energy



Grid



Services



Capital requirements



Growth potential



Opportunities/risks

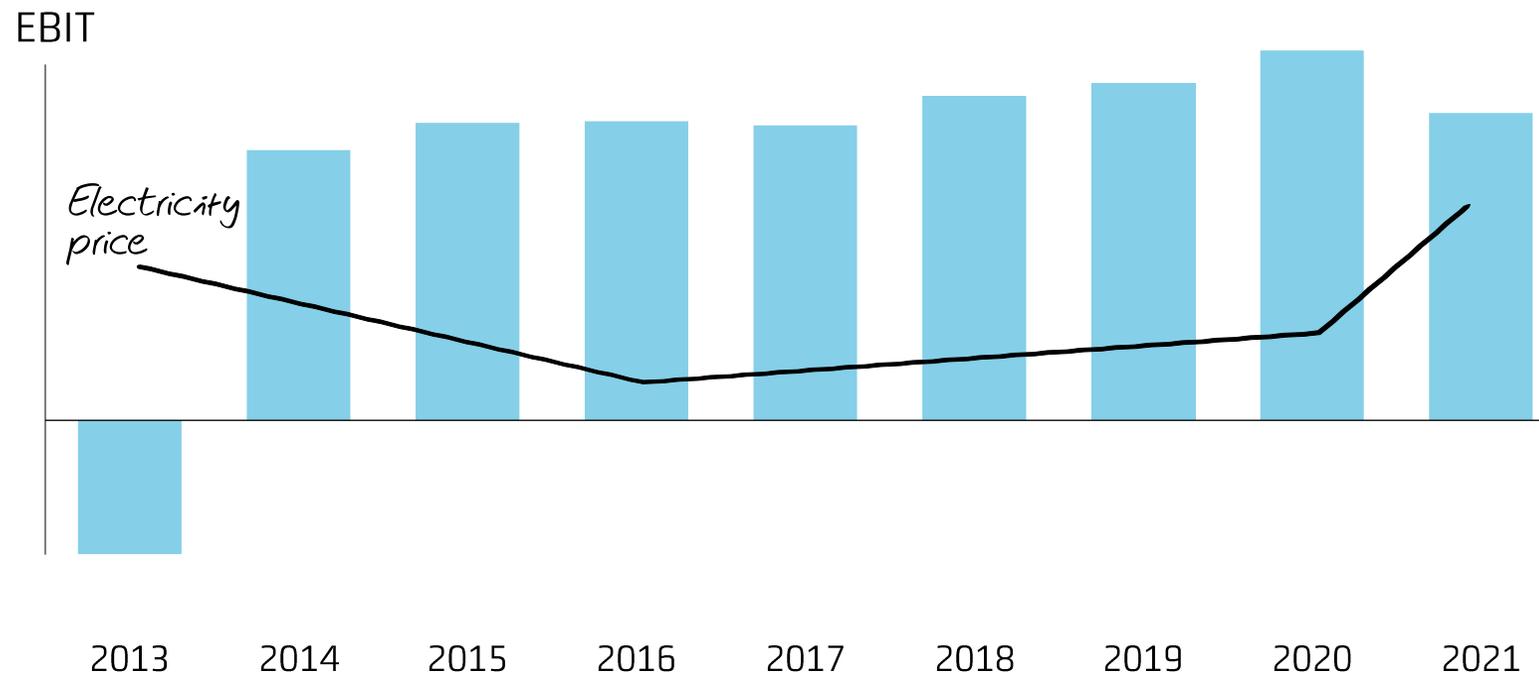


Diversification with **synergy potential** across the energy, infrastructure and buildings value chain

■■■ High ■■ Medium ■ Low

Three-pillar strategy: Proven success, especially during periods of low electricity prices

Historical EBIT and electricity prices



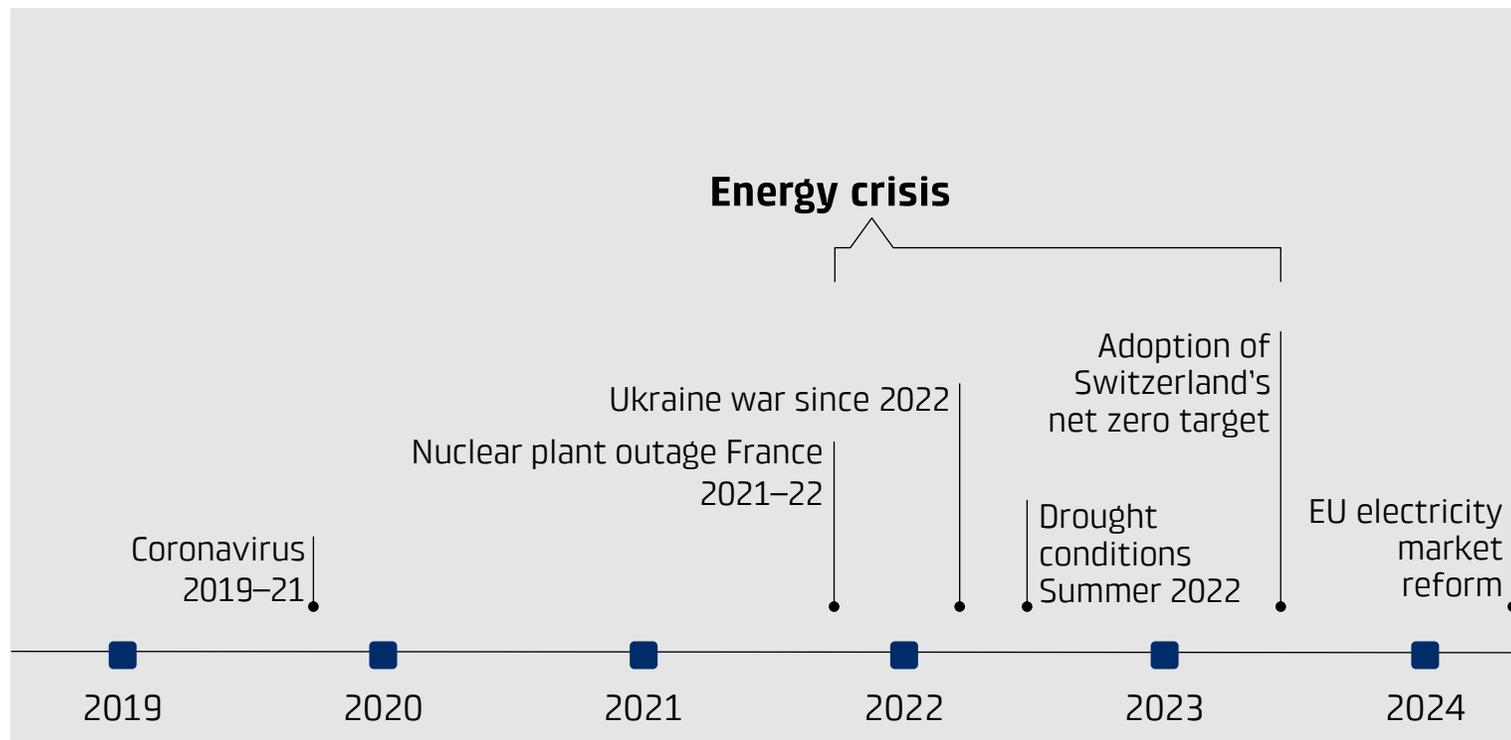
Resilience

Continuous EBIT growth despite declining electricity prices

- **Grid business an anchor** with strong cash flows
- **Increasing contributions to earnings from Services**, the new, third pillar independent of electricity prices

New opportunities: After disruptions in recent years, new opportunities arise particularly in the energy sector

Disruptions in recent years



New opportunities

- Accelerated transformation of the energy system
- Increasing momentum in the energy market
- Sharp rise in electricity demand
- Growing need for infrastructure development
- Evolving needs of customers, investors and the public



Our 2030 strategy continuing our successful course

The 2030 strategy ...



... is based on our successful three-pillar strategy.



... increases focus on the energy growth market.



... prioritizes excellence and sustainability.



We create spaces for life.

Strategy



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BKW Group



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



Active in three attractive markets
energy, infrastructure and buildings



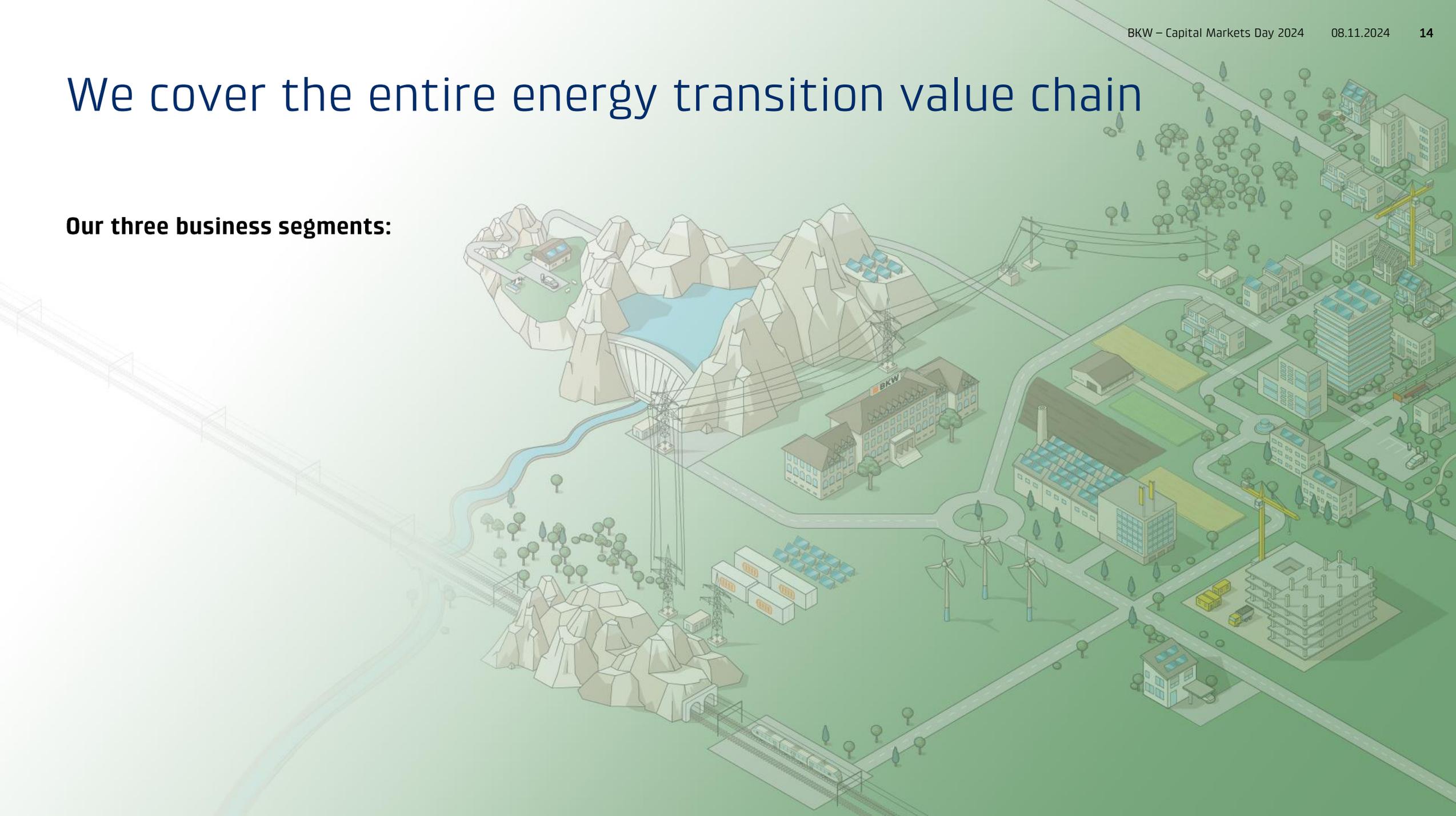
Portfolio covers the **entire energy transition value chain**

>12,000
employees



We cover the entire energy transition value chain

Our three business segments:



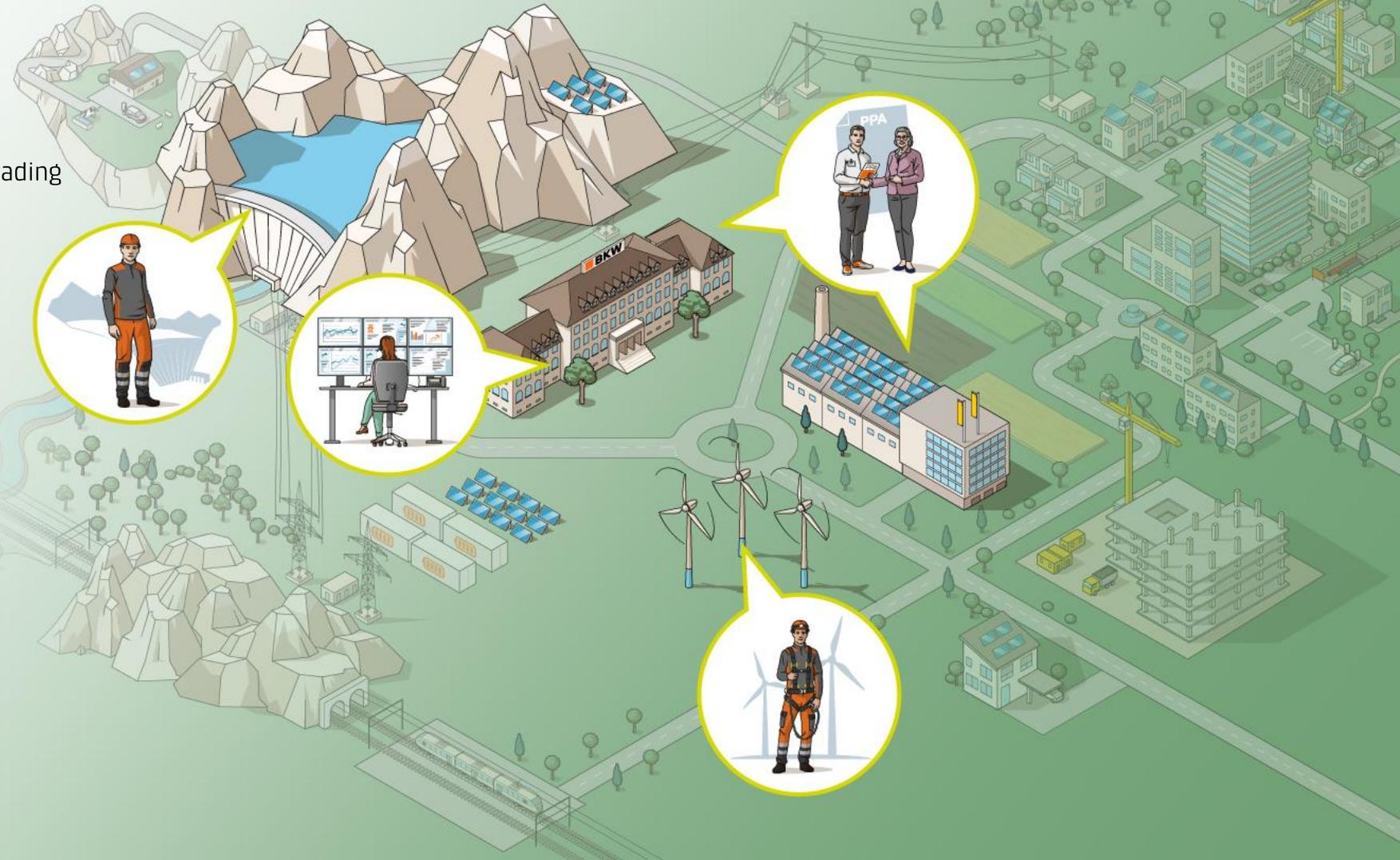
We cover the entire energy transition value chain

Our three business segments:



Energy Solutions

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



We cover the entire energy transition value chain

Our three business segments:



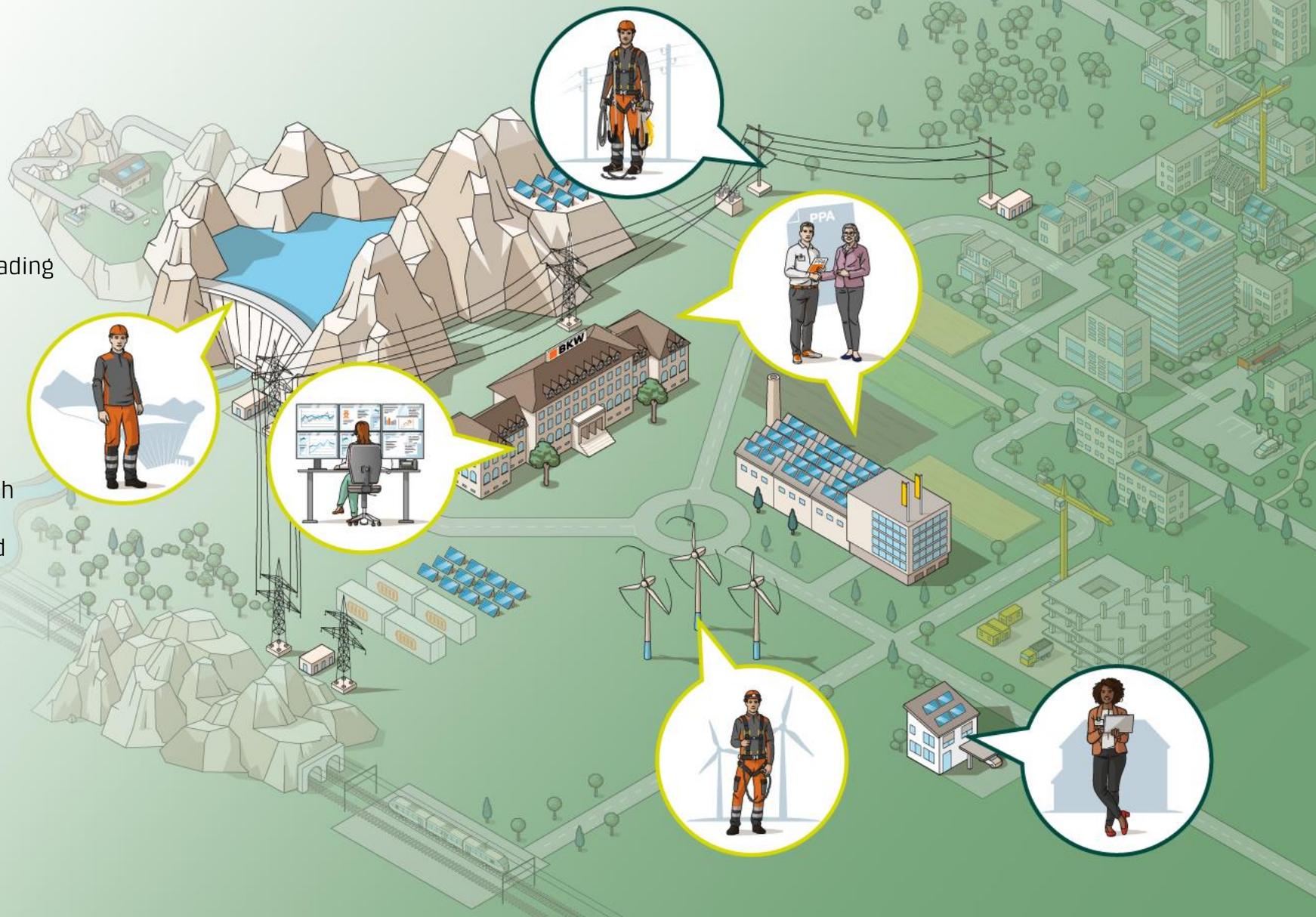
Energy Solutions

- 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



We cover the entire energy transition value chain

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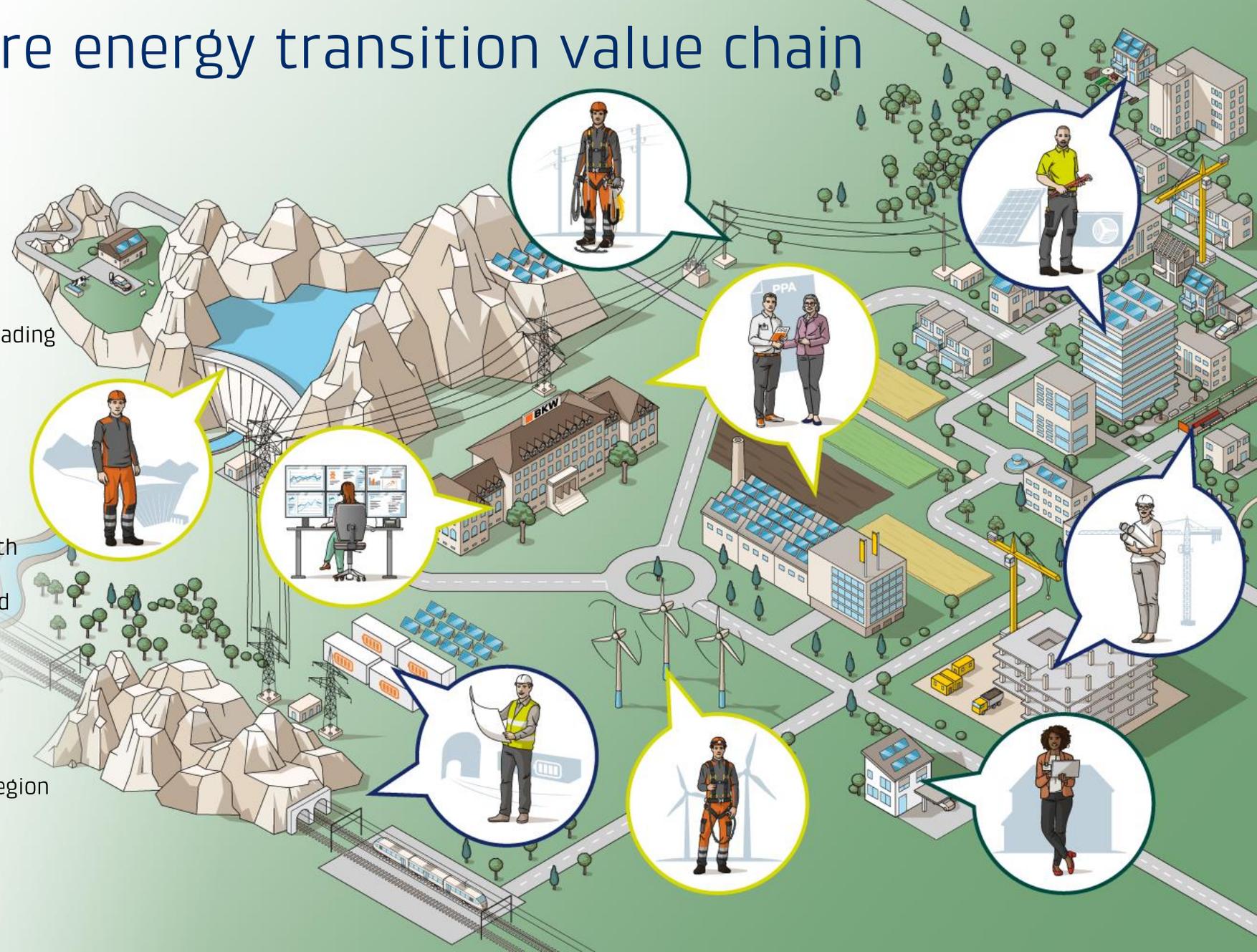
Power Grid

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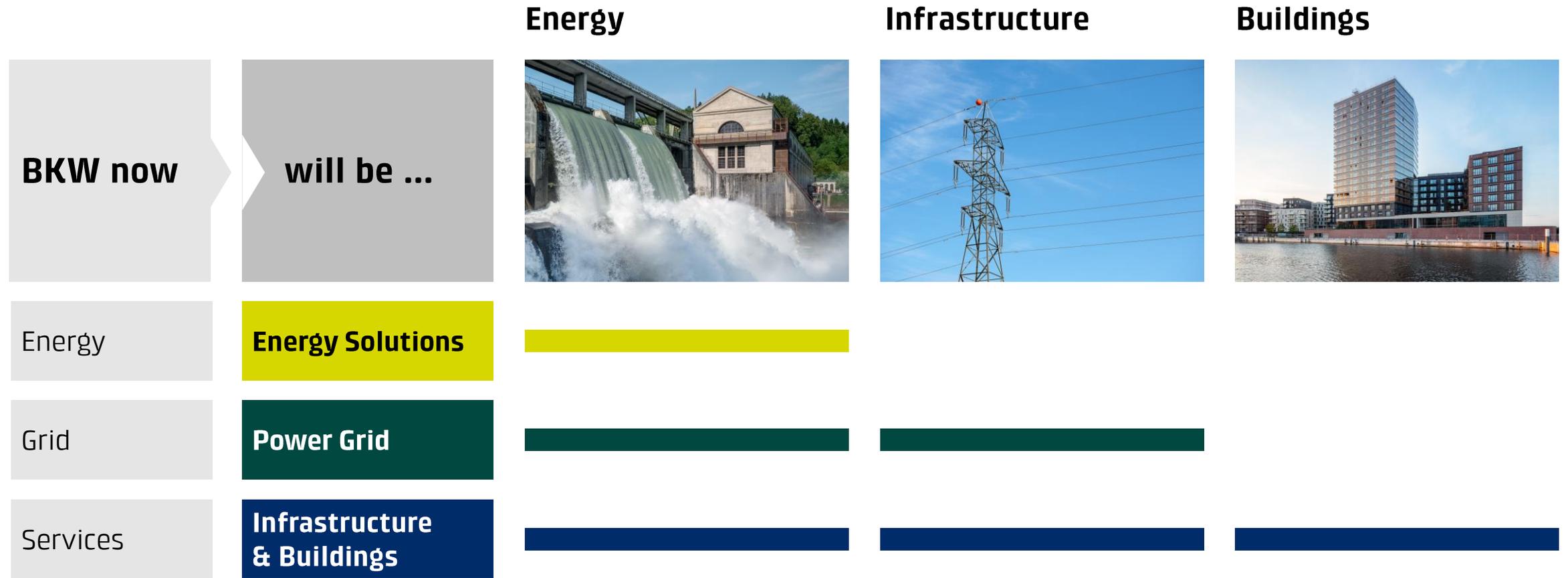


Infrastructure & Buildings

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



New names of business segments emphasize focus on markets



We are already exceptionally well positioned today

BKW Group

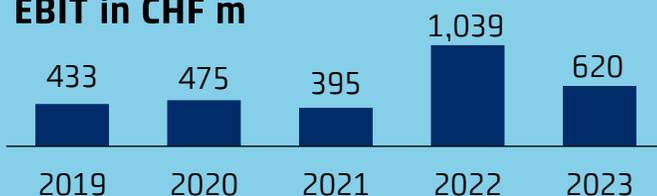
 **Good performance** with attractive EBIT over the last five years

 **Solid balance sheet** ensures an A rating

 **Highly resilient and stable** due to diversified portfolio

 **Strong governance** provides reliability and security

EBIT in CHF m



Three strong business segments

Energy Solutions

- Greater resilience after successfully navigating the energy crisis
- Best-in-class risk management
- Robust production portfolio
- Successful development of large customer business

Power Grid

- Sustainable world-class grid availability
- Innovation of core planning and construction processes

Infrastructure & Buildings

- Successful completion of “fitness programs” by the end of 2024
- Continuous improvement in profitability following the turnaround
- Portfolio management now firmly established in our DNA

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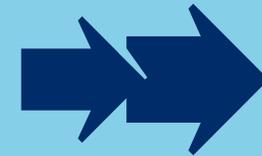
Our megatrends



Changing needs
of customers, investors
and the public



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

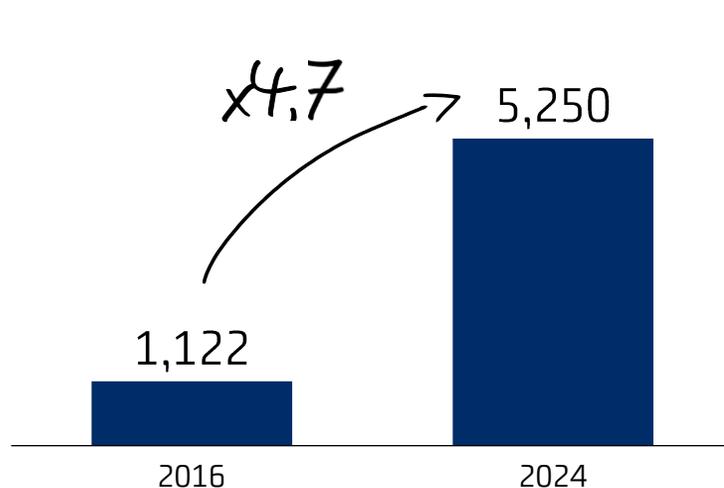


Accelerated transformation
of the energy system

Megatrends in numbers

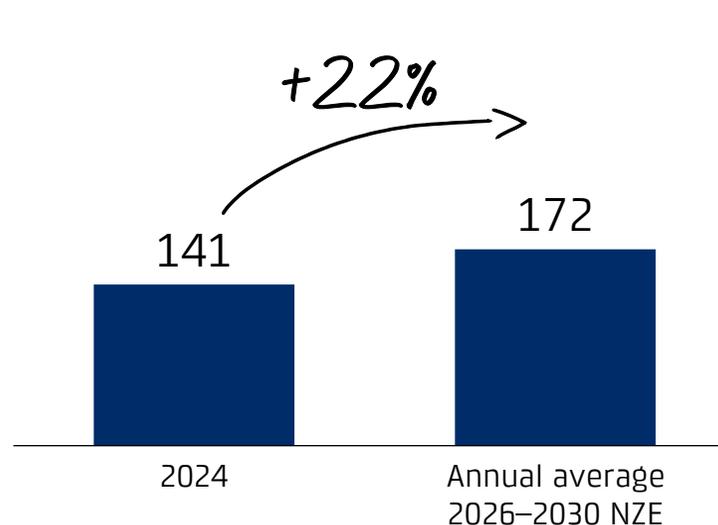
Stakeholder needs

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



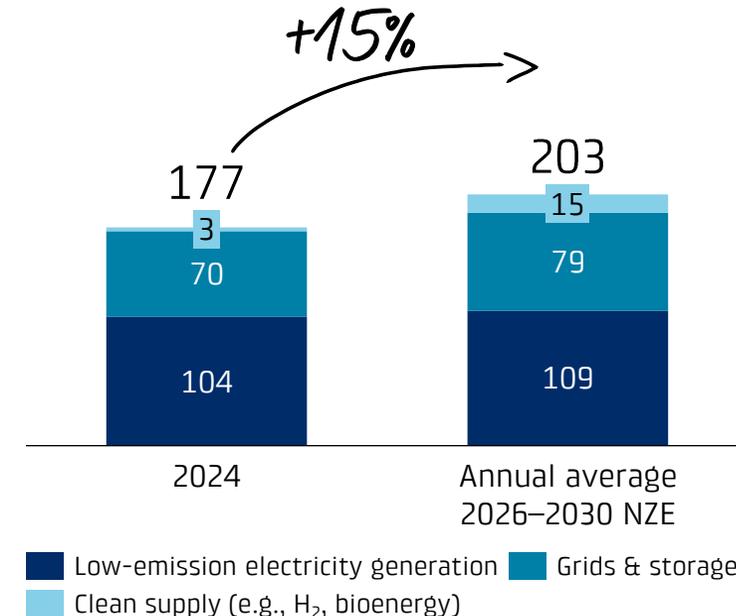
Energy and resource efficiency

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)



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)

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Our “BKW Solutions 2030” strategy

We deliver solutions that...



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



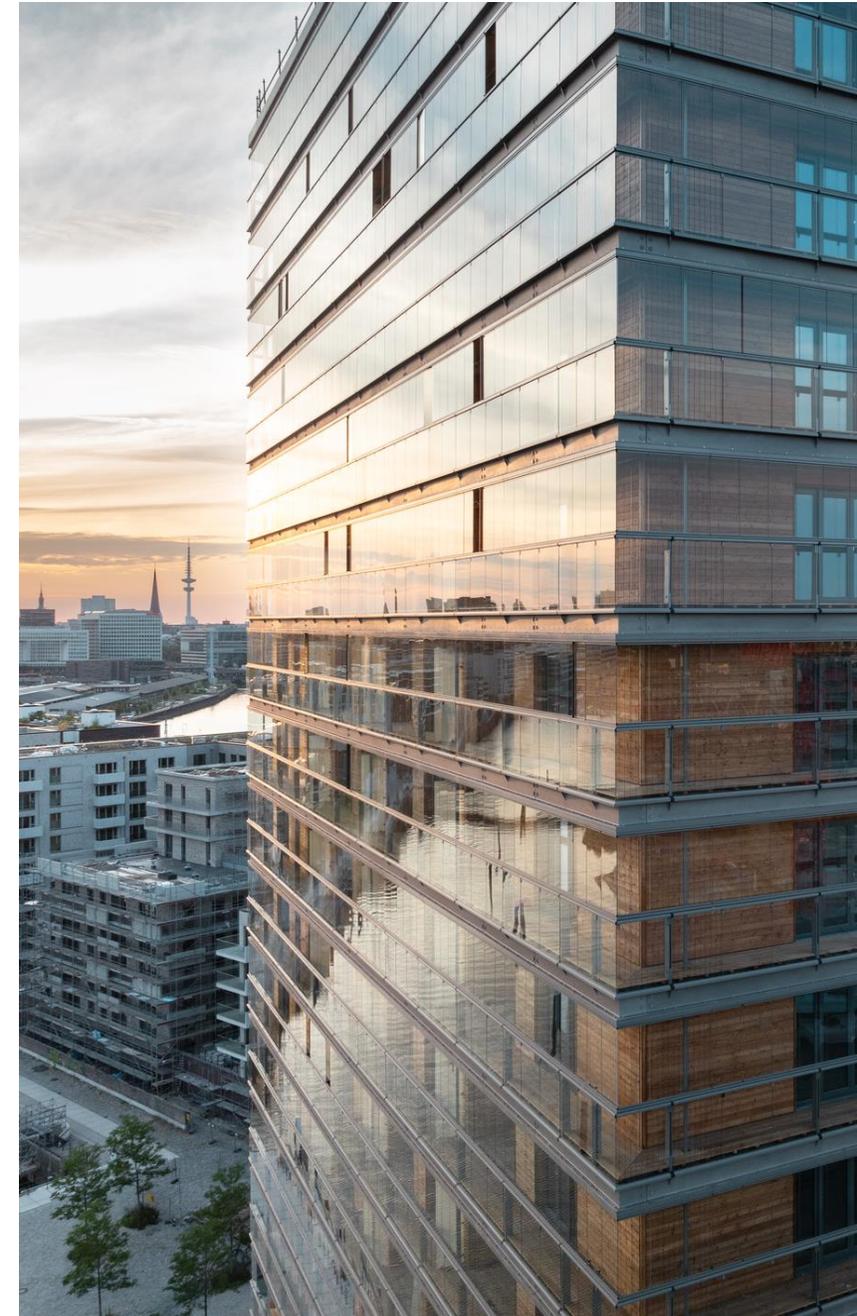
... **meet the dramatic increase** in demand for **energy and resource efficiency**.



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



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



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

Energy Solutions **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**

Power Grid **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**

Infrastructure & Buildings **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



“BKW solutions 2030”: We grow profitably and sustainably

BKW ...

... is excellently positioned in the growth markets of energy, infrastructure and buildings.

... is driving forward a holistic energy transition through its “BKW Solutions 2030” strategy.

... strengthens Swiss base and continues to invest selectively and strategically abroad, with focus on core markets D, I, F.



Growth

EBIT of CHF 1 bn by 2030



Excellence

Profitability and quality



Sustainability

Climate, Energy, Nature and People

Strategic financial plan



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

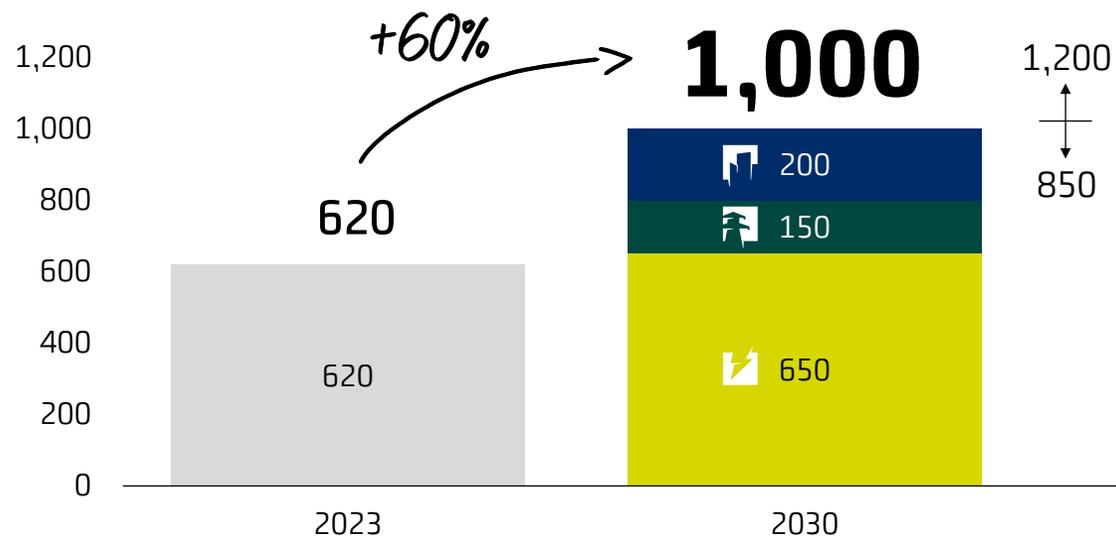


Of which investments
in Switzerland

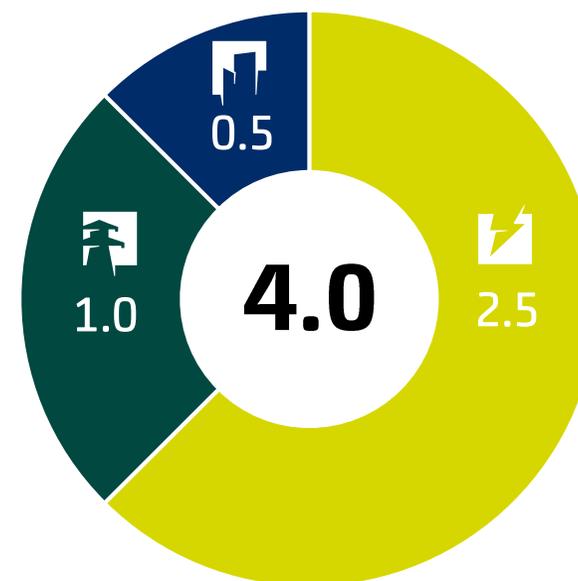
CHF 2 bn

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

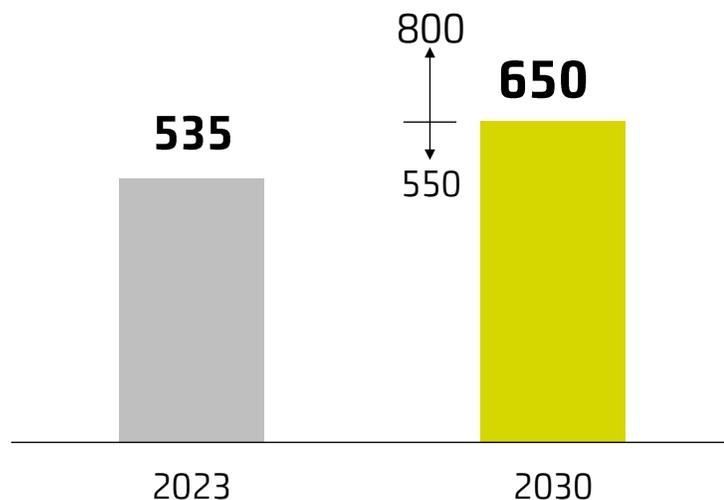


Energy Solutions Power Grid¹ Infrastructure & Buildings

¹ EBIT 2030 for Power Grid excluding Swissgrid investment

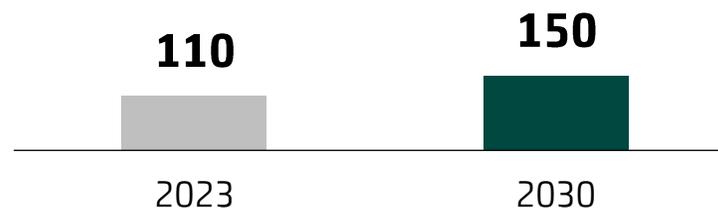
Overview business segments EBIT: We are growing across all business segments

 **Energy Solutions**
EBIT in CHF m



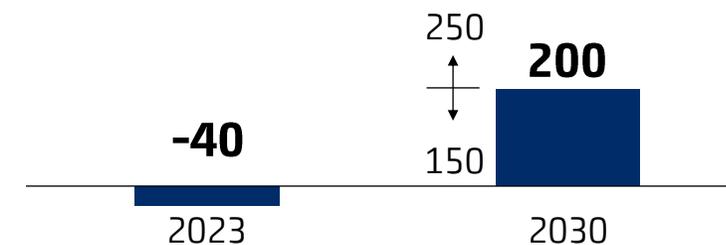
- Expansion of customer solutions business
- Growth of flexibility business
- Broadening of production portfolio

 **Power Grid¹**
EBIT in CHF m



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

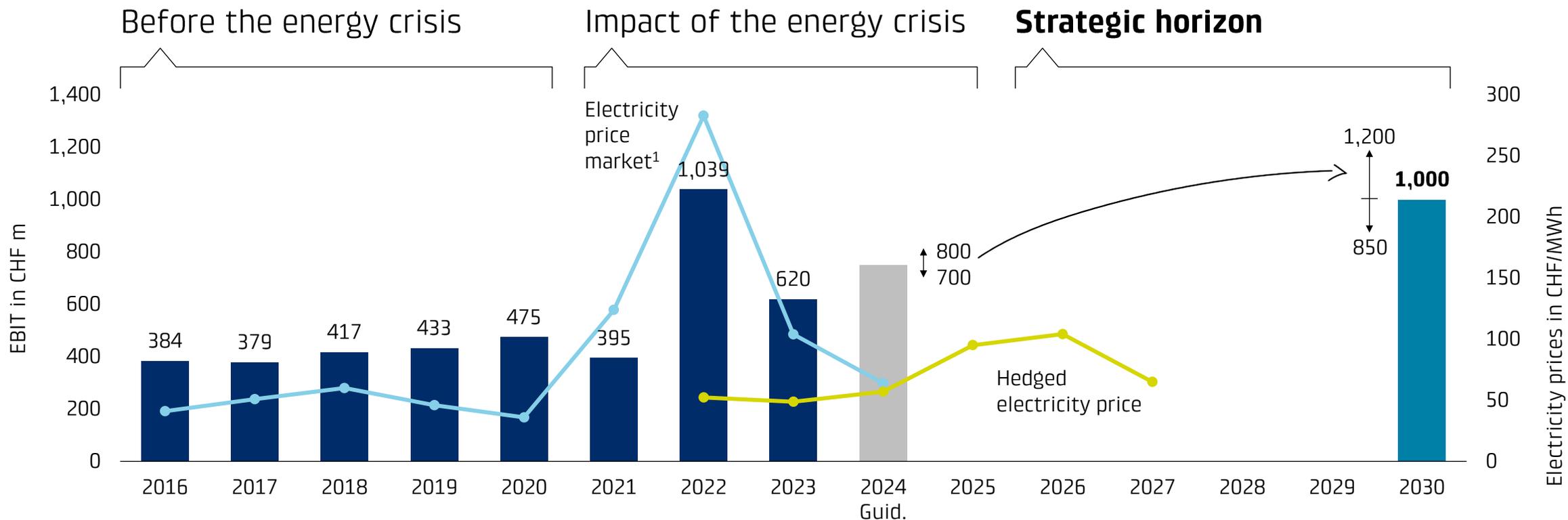
 **Infrastructure & Buildings**
EBIT in CHF m



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

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

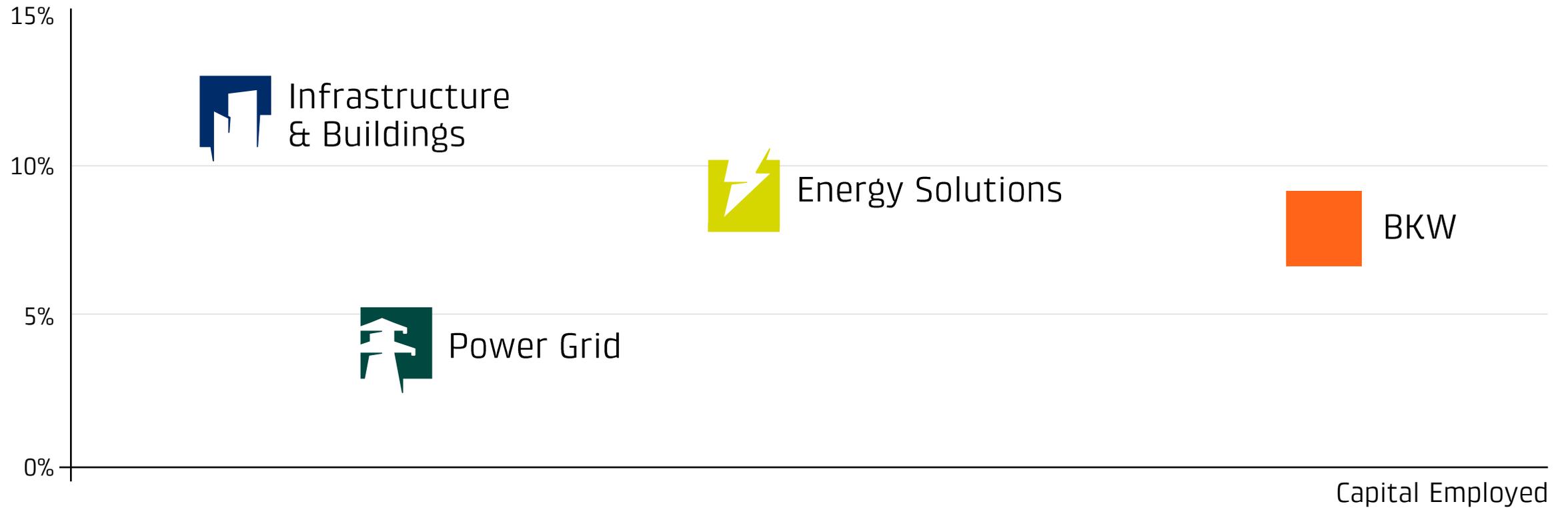
EBIT ambition in comparison: 2022 and 2023 were exceptional years



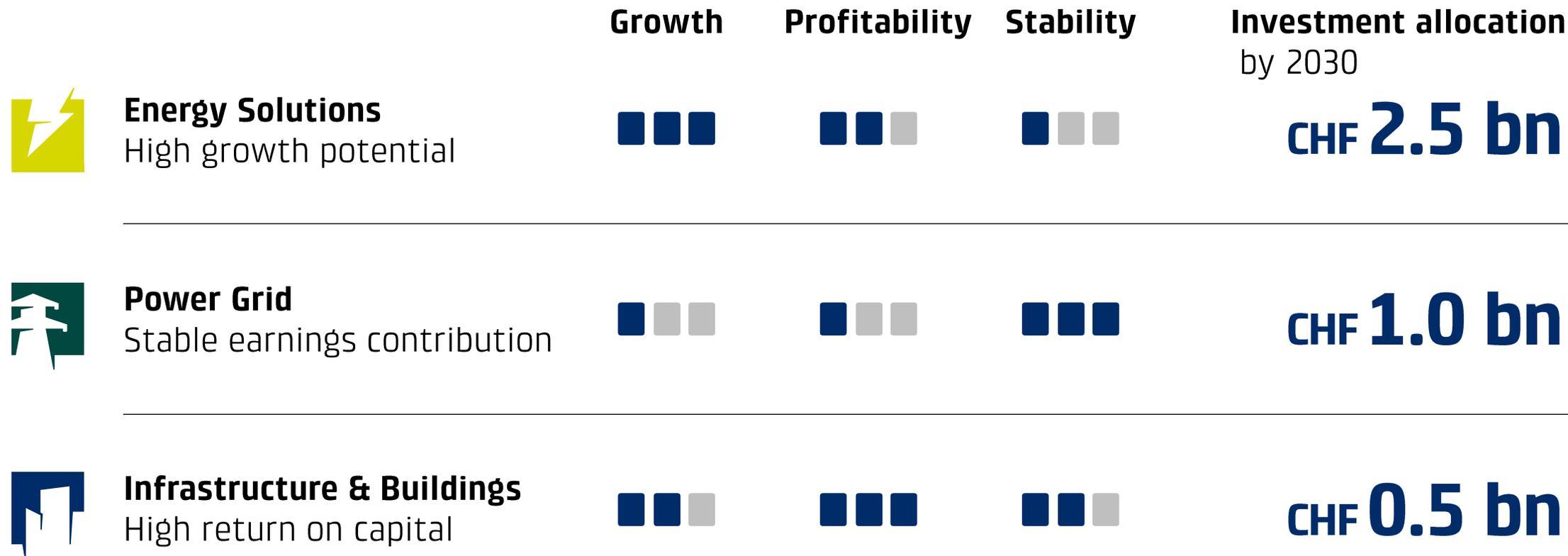
1 Corresponds to historical annual average spot prices

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

ROCE in %



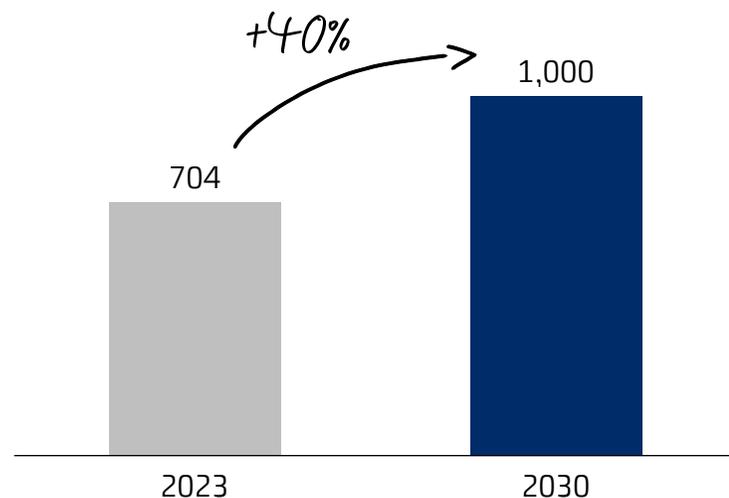
Group – portfolio overview: We invest in growth and a balanced portfolio



■ ■ ■ High ■ ■ Medium ■ Low

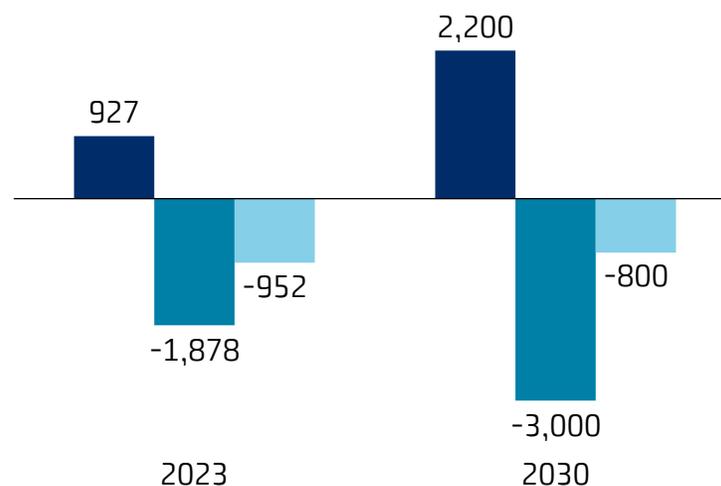
Financing/Net debt: Balanced financing as the basis of our growth ambition

Operating cash flow per year
in CHF m



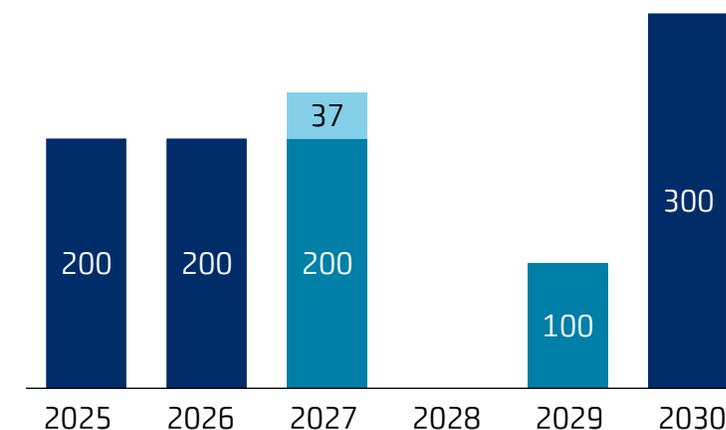
Investments financed through internal cash generation

Net debt
in CHF m



Building up liquidity reserves to cover short-term liquidity risks

Maturity profile until 2030
in CHF m



Well-diversified maturity profile allows for additional financing

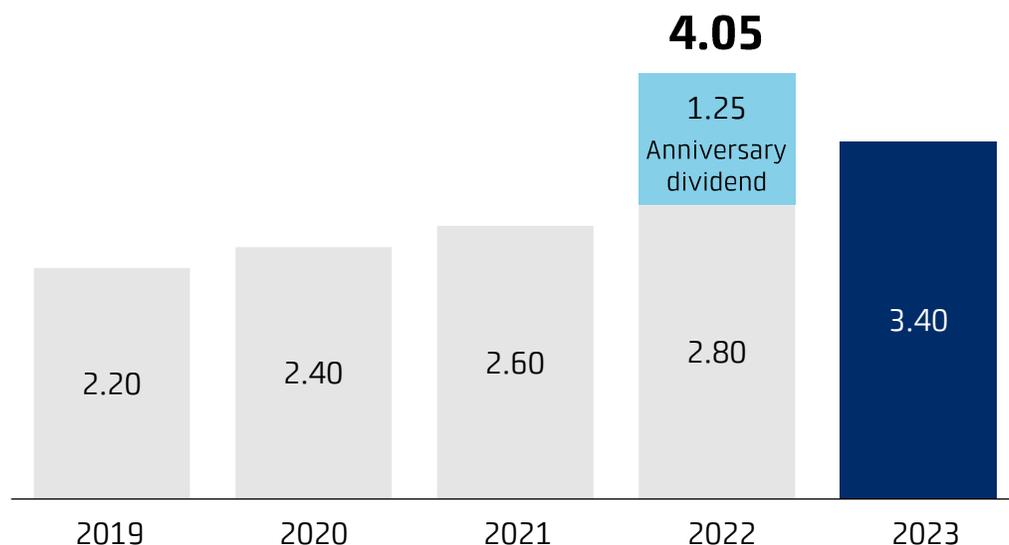
■ Cash and cash equivalents ■ Net debt
■ Financial debt

■ Bonds ■ Green Bonds ■ Registered Bond

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

History

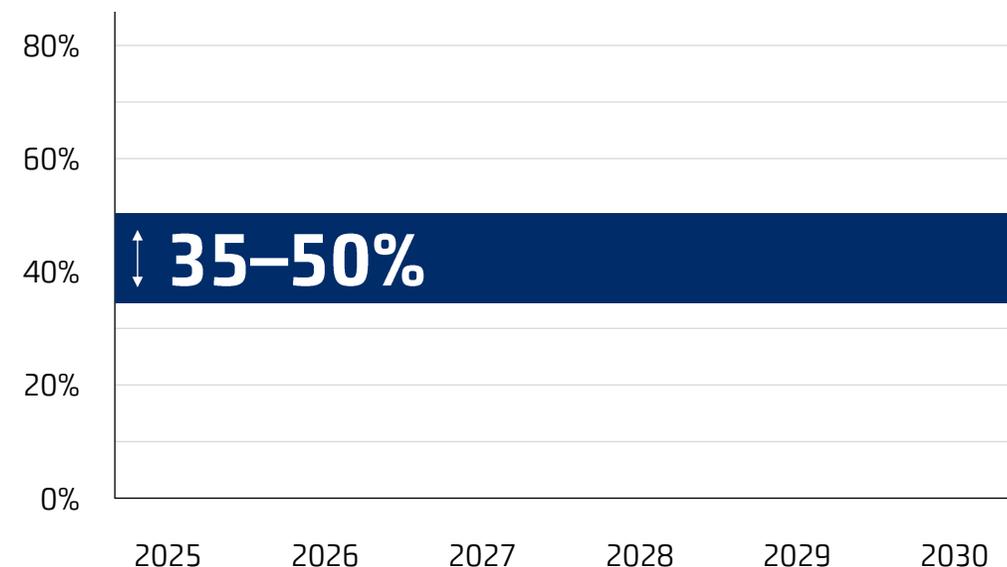
Dividend per share in CHF



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

Program

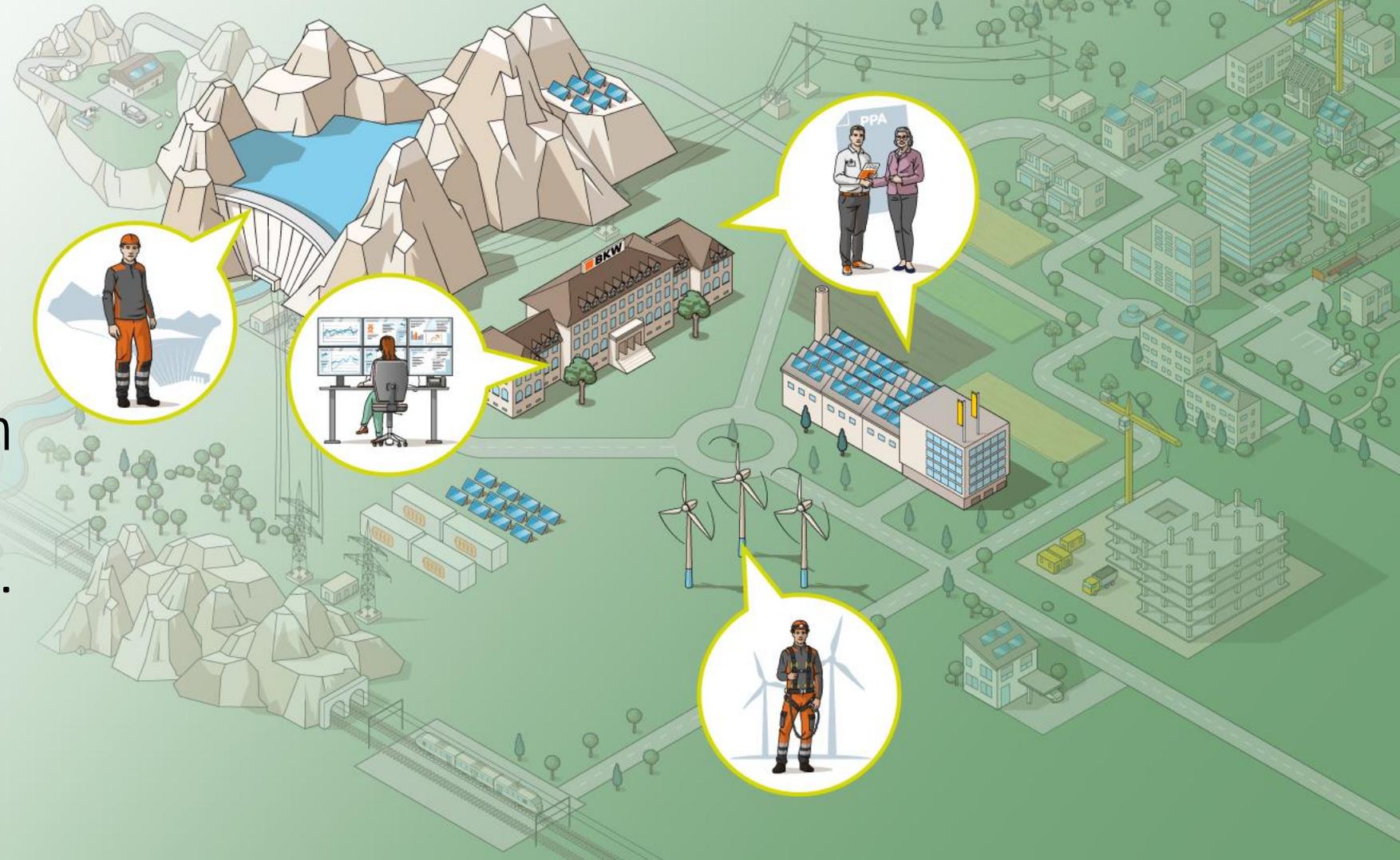
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Energy Solutions

We provide standardized and structured customer solutions, along with the generation and marketing of energy.



Energy Solutions

Energy Markets





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 Markets portfolio

Customers



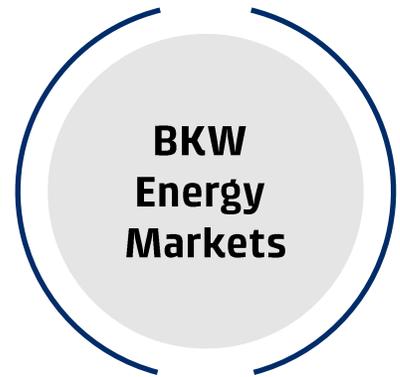
Large customers



Households and SMEs



Wholesale market partners



Value pools



Energy solutions for large customers

Third-party assets

>5 GW



Management of BKW assets

BKW assets

>3 GW



Activities in wholesale market

Portfolio optimization and risk mngt.

Strengths

- Risk management
- People (expertise & experience)
- Market intelligence
- Modeling of assets
- Digitalization

Portfolio value

Value pools



Energy solutions for large customers

- Full supply
- Structured supply (e.g., corporate PPAs)
- Structured offtake (e.g., offtake PPAs)
- Additional solutions: Direct marketing, gas storage and flexibility management (flexible purchase agreements)



Management of BKW assets

- Sale of BKW production on wholesale market, to large customers, households and SMEs
- Optimization of electricity production and flex marketing from initial hedging to physical energy delivery



Activities in wholesale market

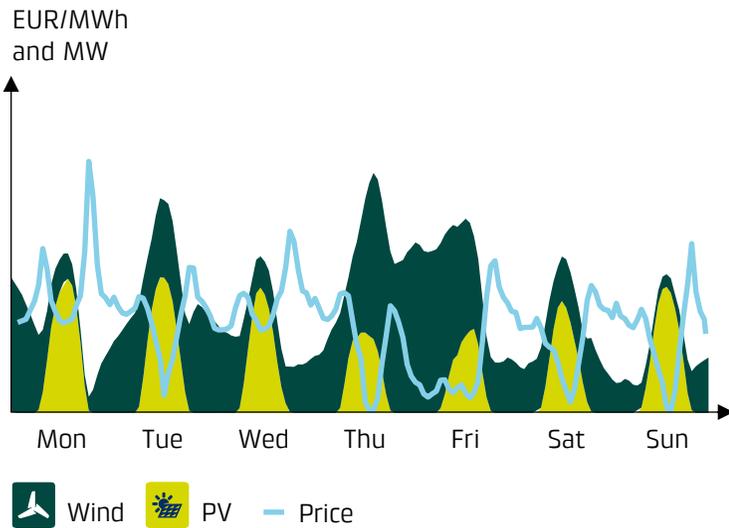
- Comprehensive portfolio optimization
- Trading with standard products
- Commodities: Electricity, gas, CO₂
- Products: Futures, day-ahead, intraday, ancillary services (AS)

Long-term robust profit potential through diversification across

- BKW value pools
- Markets
- Products
- Commodities

Large customer business

Weather-dependent electricity production at volatile spot prices



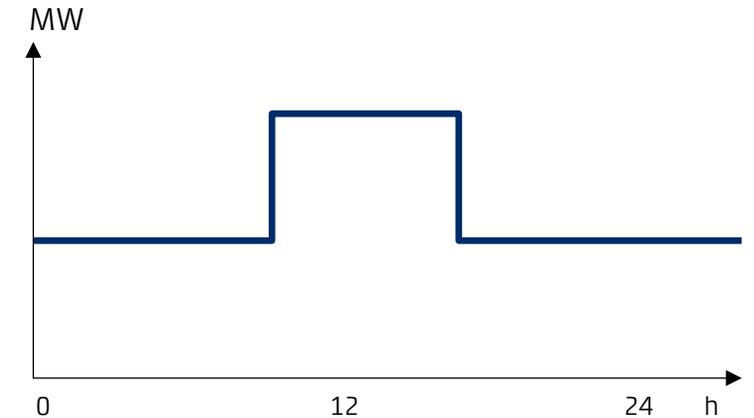
Project developers, renewable energy producers



Our PPA solution

- Management of profile and price risks
- Reliable offtake and delivery of green electricity
- Predictable cash flows for up to ten years: Investment & cost security

24/7 green electricity supply



Large customers

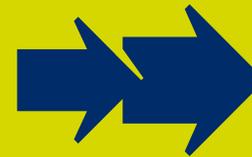


Trends: Increasing value of flexibility and demand from large customers for new energy solutions



Stakeholder needs

- Growing demand for green and structured solutions
- Long-term price stability and reliability



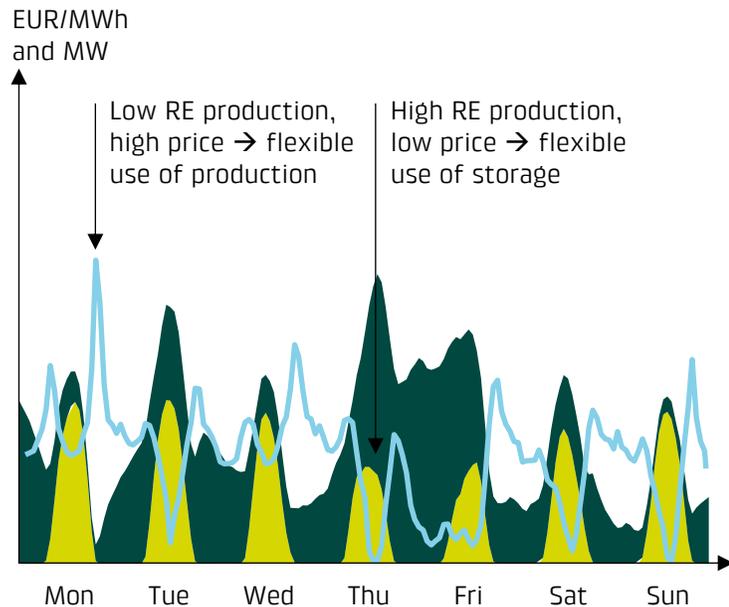
Transformation of the energy system

- Increasing complexity and volatility of energy system due to electrification and decarbonization
- Increasing value of flexibility

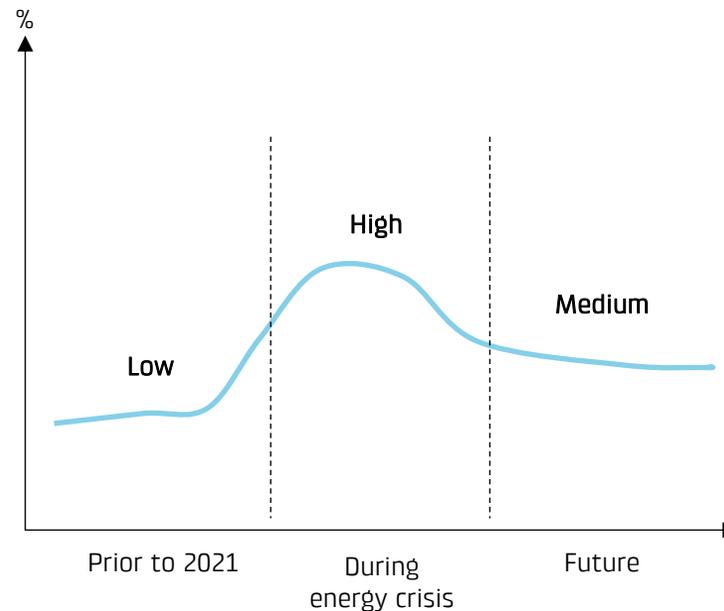
Our market potential: Value of flexibility

Increasing share of fluctuating, weather-dependent renewable energies

Growing complexity



Increasing volatility¹



Wind PV Price

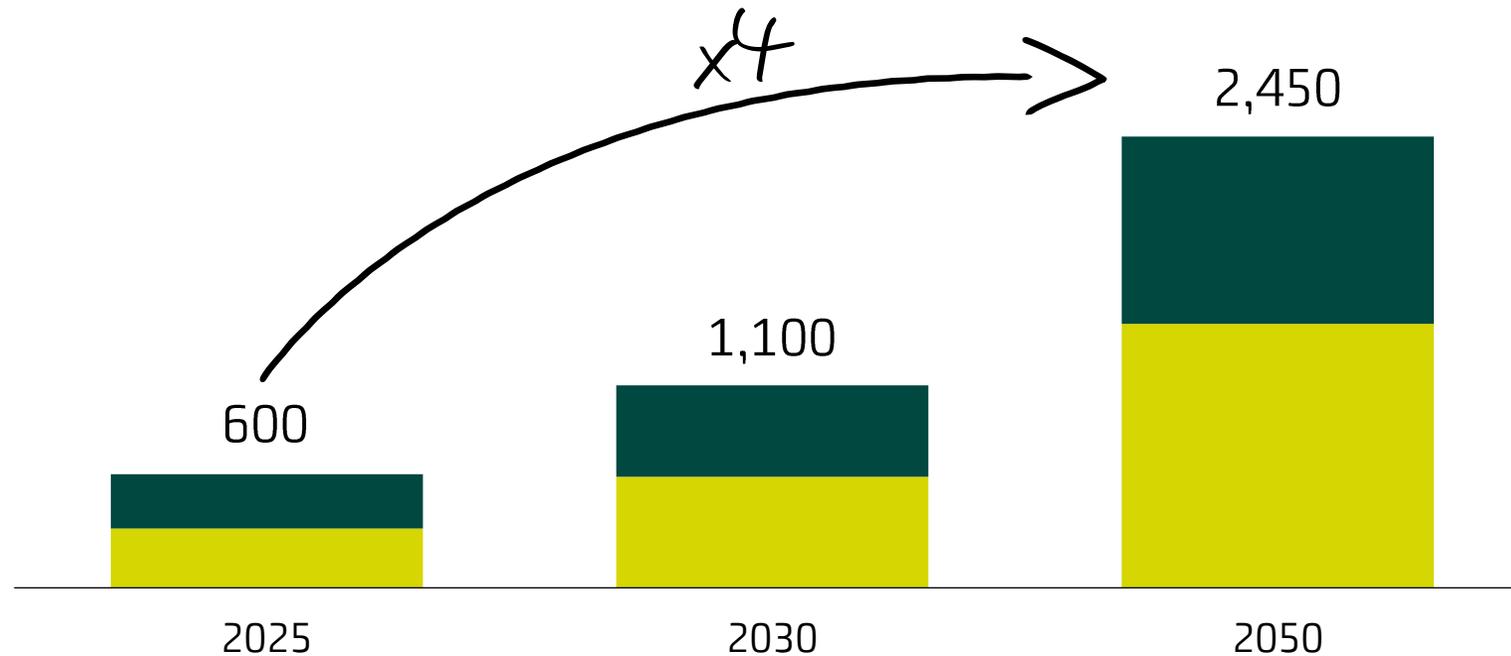
Source: Energy-Charts (<https://www.energy-charts.info>), BKW | 1: Price fluctuations of electricity trading products (spot and futures market) in relation to their absolute level

Conclusion

- Increasing demand for controllable, flexible capacities to balance electricity supply and demand
- New opportunities arising from flexibility management
- Growing value of flexibility

Our market potential: New customer solutions for green energy

Wind and PV (Europe, in GW)



Wind PV

Source: BKW

Changing needs of customers

- **Corporates and industrials:** Green electricity supply and price security
- **Project developers:** Investment security through long-term power purchase agreements (PPAs)
- **Independent producers:** Direct marketing both outside and within support programs

Our strategic directions

Growth through expansion of solutions for large customers and flexibilities as well as further diversification in wholesale markets

1

Green Solutions

Expansion of standardized and structured customer solutions for a green future



2

Flex Solutions

Scaling up management of own and third-party flexibilities





Green Solutions

We provide **customized solutions** for our own and third-party assets for a green future.

Corporate PPAs

Structured green electricity supply for large customers

Offtake PPAs

Long-term purchase agreements for new renewable energy plants

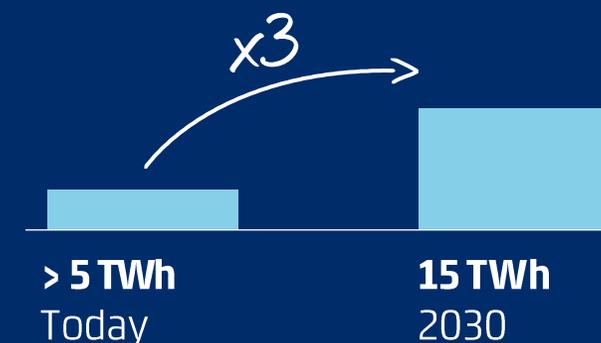
Direct marketing

Market access for renewable energy plants

Portfolio management

Use of cutting-edge Algo Trading & data analytics for our customers

PPA



Direct marketing





Offshore wind farm purchase agreement

We provide **investment and planning security** through long-term purchase agreements.

288
MW

Installed capacity
Butendiek wind farm

200
GWh/year

Purchase agreement
Purchase of around 20% of
total production at fixed price





Reliable green electricity supply

We help large customers **reduce their CO₂ emissions** with green electricity.

We support **Deutsche Bahn** on its path towards sustainable mobility.

20
MW

Baseload wind energy
at fixed price





Flex solutions

We are expanding our portfolio of **Flex solutions**.

Own assets



- Marketing of flexible hydro, battery and thermal plants

Third-party assets



- Marketing of batteries & contracting additional flexibilities
- Pooling: Virtual power plants with small-scale installations
- Flexible gas: Diversification via gas storage

Own assets

+600 MW

by 2030

Third-party assets

+700 MW

batteries and others by 2030

+200 MW

pooling by 2030

+5 TWh

flexible gas by 2030



Co-located batteries with solar power

We can make targeted **use of flexibility** to **reduce risks** in the renewables portfolio.

50
MW

Co-located batteries with
total installed capacity

5–10
years

Fixed purchase price





We are driving growth through expansion of our customer solutions business

→ Attractive market with high growth potential.

We expand our **renewable energy and flexibility activities** across Europe.

We **support large customers** on their **decarbonization** journey with sustainable and structured solutions.

We develop **new regions and products** in wholesale markets (BKW hub, assets, customers).





Energy Solutions

Energy Production





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

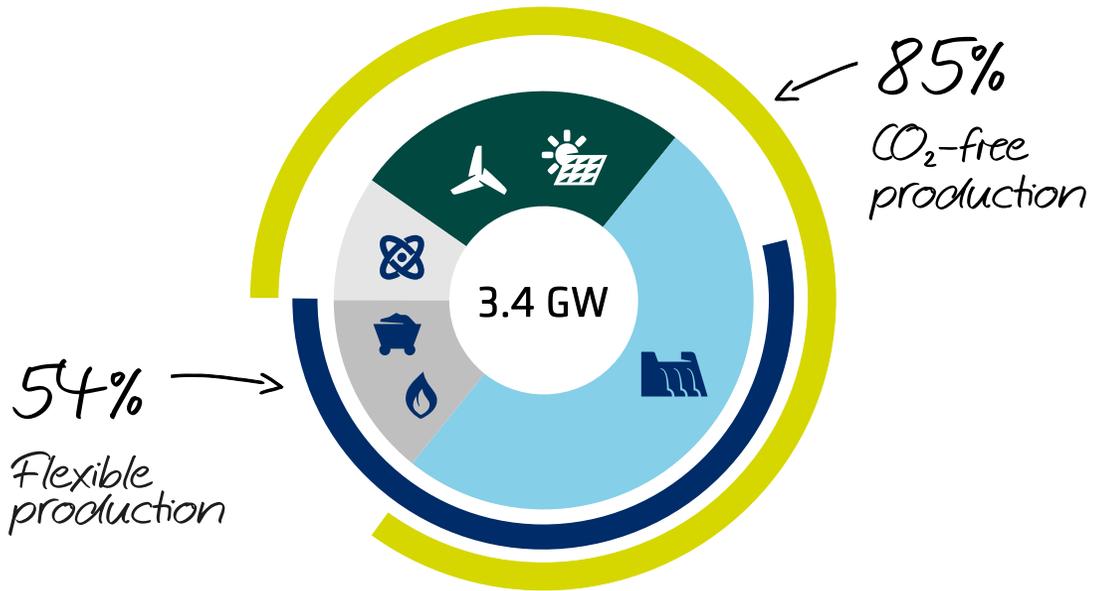


Providing other services:
Technical & Commercial Services (TCM) and
Operation & Maintenance Services (O&M)



Energy Production portfolio

Installed capacity



Robust portfolio

- Diversified across technologies and geographies
- Balanced between regulated and merchant markets
- Focused on renewable energy and flexibility
- Characterized by high availability and excellence

↑ Ideally positioned for further profitable growth
thanks to comprehensive expertise and a diversified portfolio

1: Direct emissions

Trends: More renewable energy production and transformation of flexibility



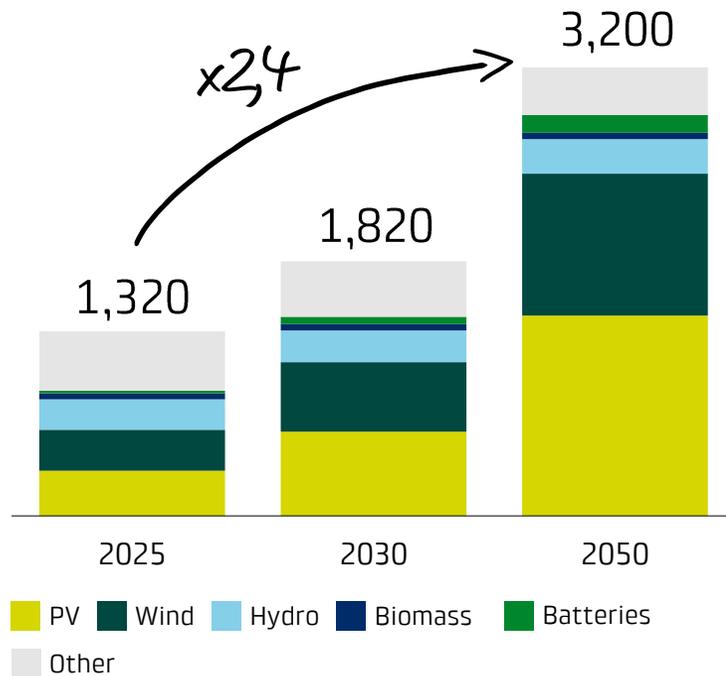
- Growth in electricity demand driven by **electrification**
- Increase in CO₂-free energy production through **decarbonization**



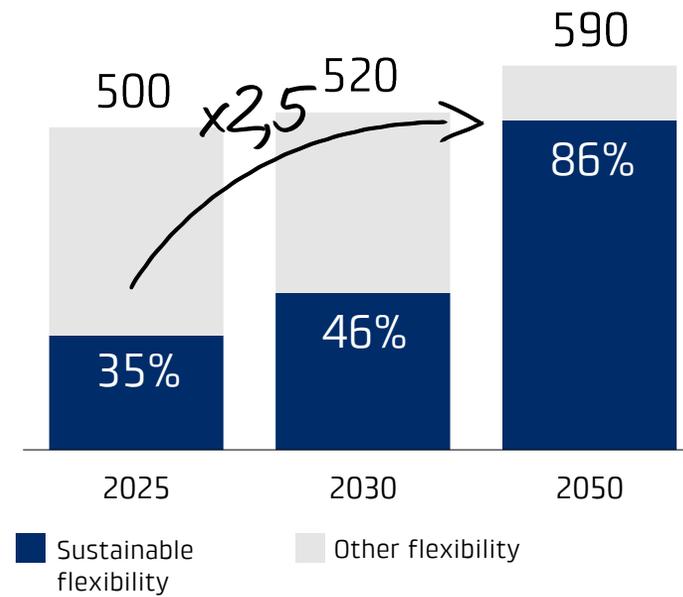
- Transition from fossil flexibility to **sustainable flexibility**

Growth and transformation of power plants in Europe

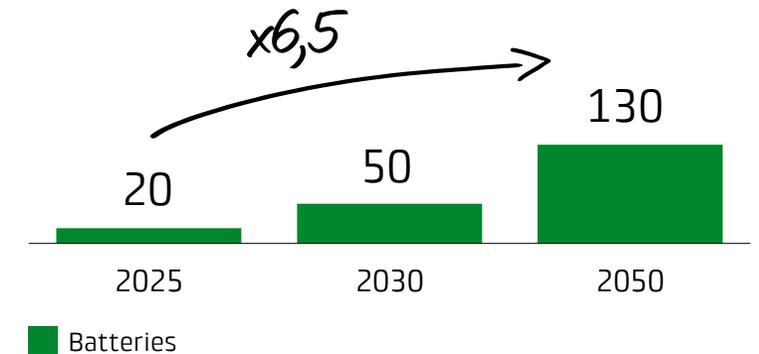
Electrification & decarbonization (Europe, in GW)



Transformation of flexibility (supply-side flexibility in Europe, in GW & share of sustainable flexibility, in %)



Growing battery market (Europe, in GW)



Our strategic directions

Growth through expansion of production portfolio

- 1

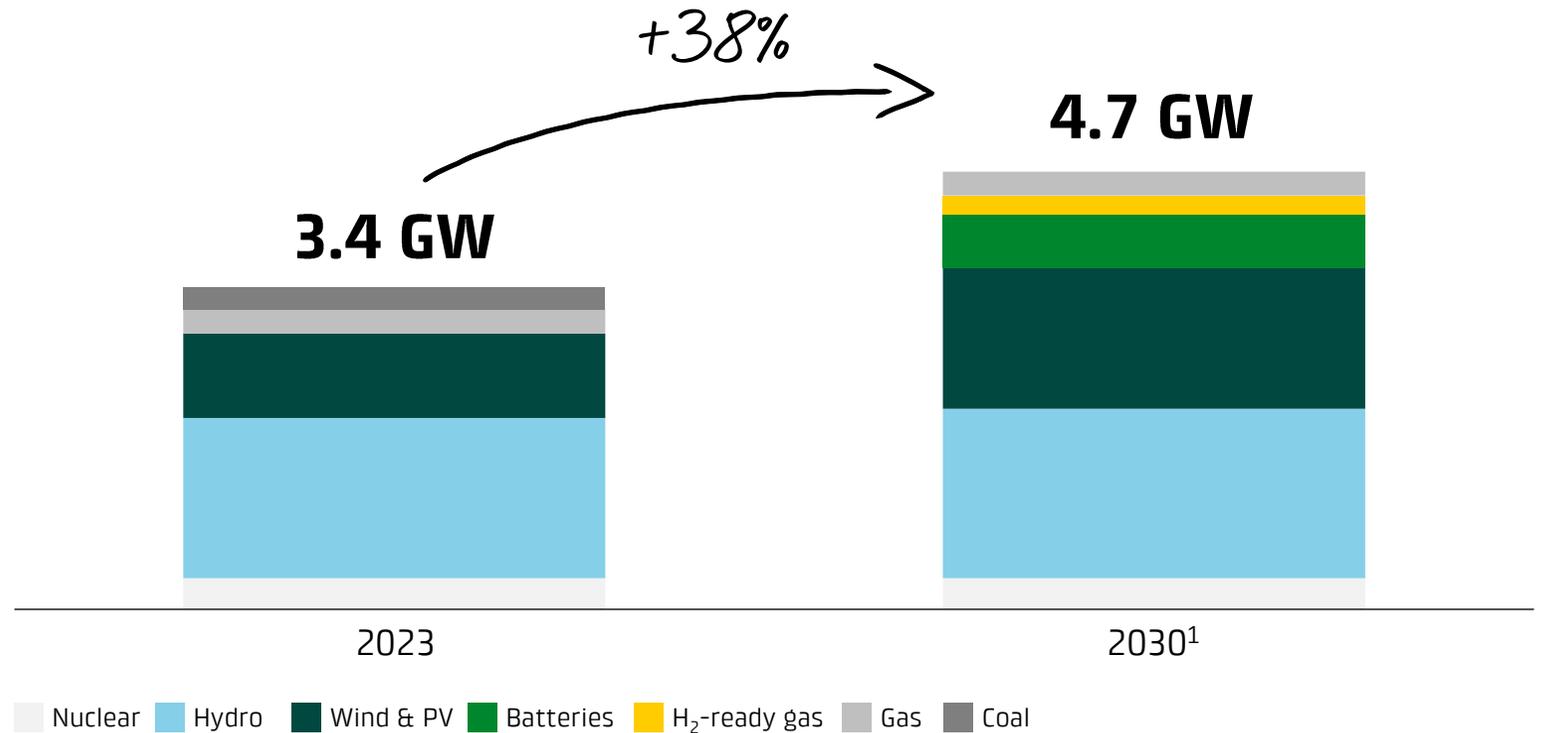
Swiss roots
 Strengthening Swiss base

- 2

Green Growth
 More renewable electricity

- 3

Flex transition
 More sustainable flexibility



¹ Scenario: Accelerated coal phase-out



Swiss roots

We are strengthening our **Swiss base**.

Hydro

Hydro continues to be a key technology in our Swiss production portfolio

Wind & PV

Further expansion of wind & PV

Winter electricity

Overall increase in winter electricity share (hydro, wind, alpine PV)

Value chain

Coverage of entire value chain

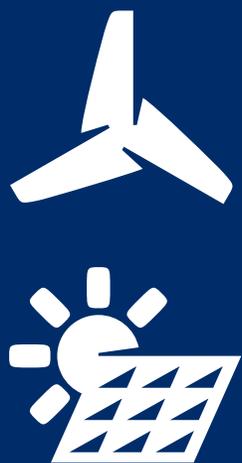


40%

Swiss share
in 2030 portfolio



Investments in new wind and PV installations in Switzerland



Installed capacity

Annual production

Share of winter production

Wind power

Tramelan



12 MW

27 GWh

60%

Ground-mounted solar system

BelpmoosSolar



35 MW

42 GWh

30%

Alpine PV-Projekte

MontSol



8.5 MW

11.5 GWh

40%



10% of winter electricity expansion targets in energy strategy 2050

Trift storage power plant:

>90%

Share of
winter
production

**80
MW**

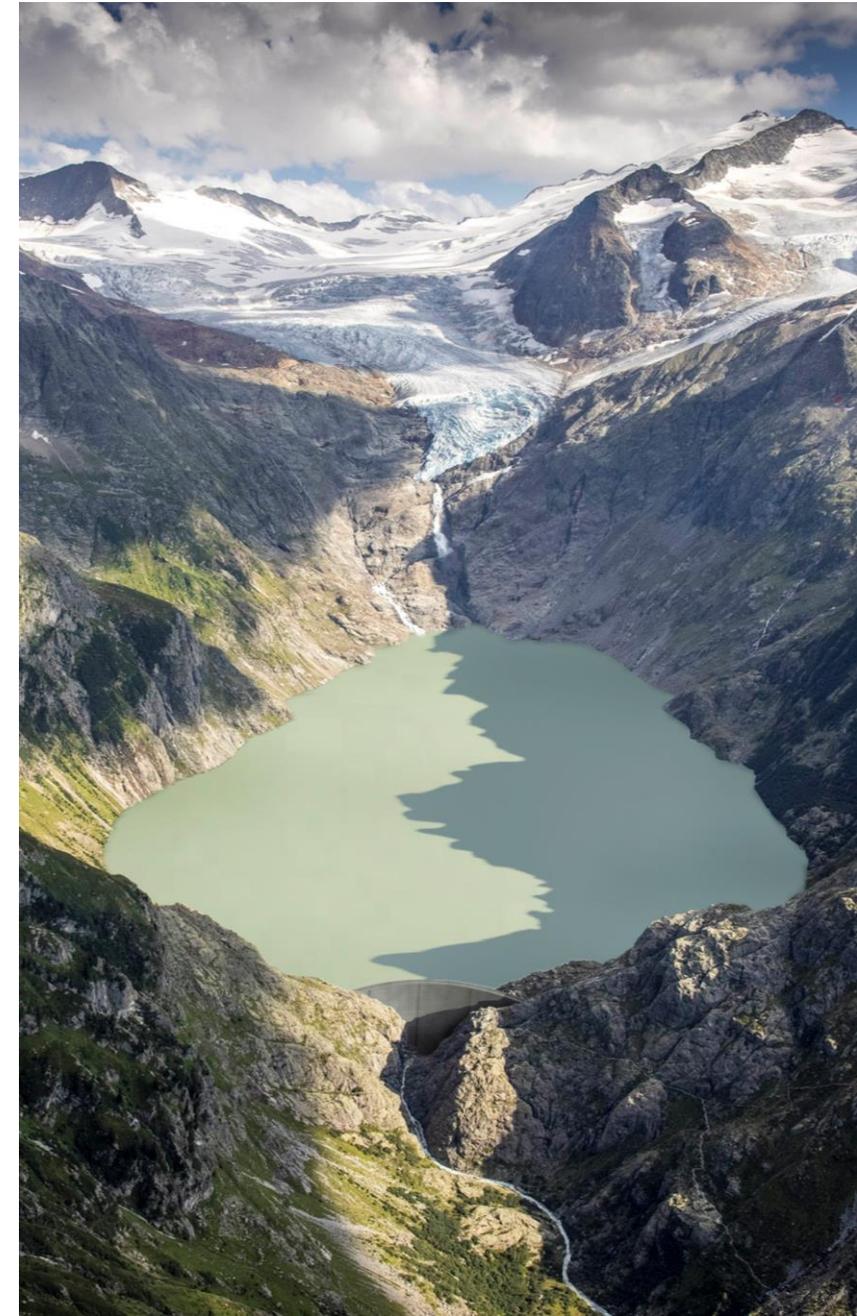
Installed
capacity

**215
GWh**

Storage
capacity

**Concession
granted by
canton**

Project
status





Green Growth

We are increasing the share of **renewable electricity**.

Wind & PV

Additional expansion of wind & PV in core markets

Value chain

Coverage of the entire value chain, from project planning and construction to operation and maintenance

Capital light

Use of capital light approach as an option to increase capital efficiency



+600 MW

by 2030

>50% additional capacity



Largest wind farm under construction in Italy

Cerignola wind farm:

125
MW

Installed capacity

310
GWh

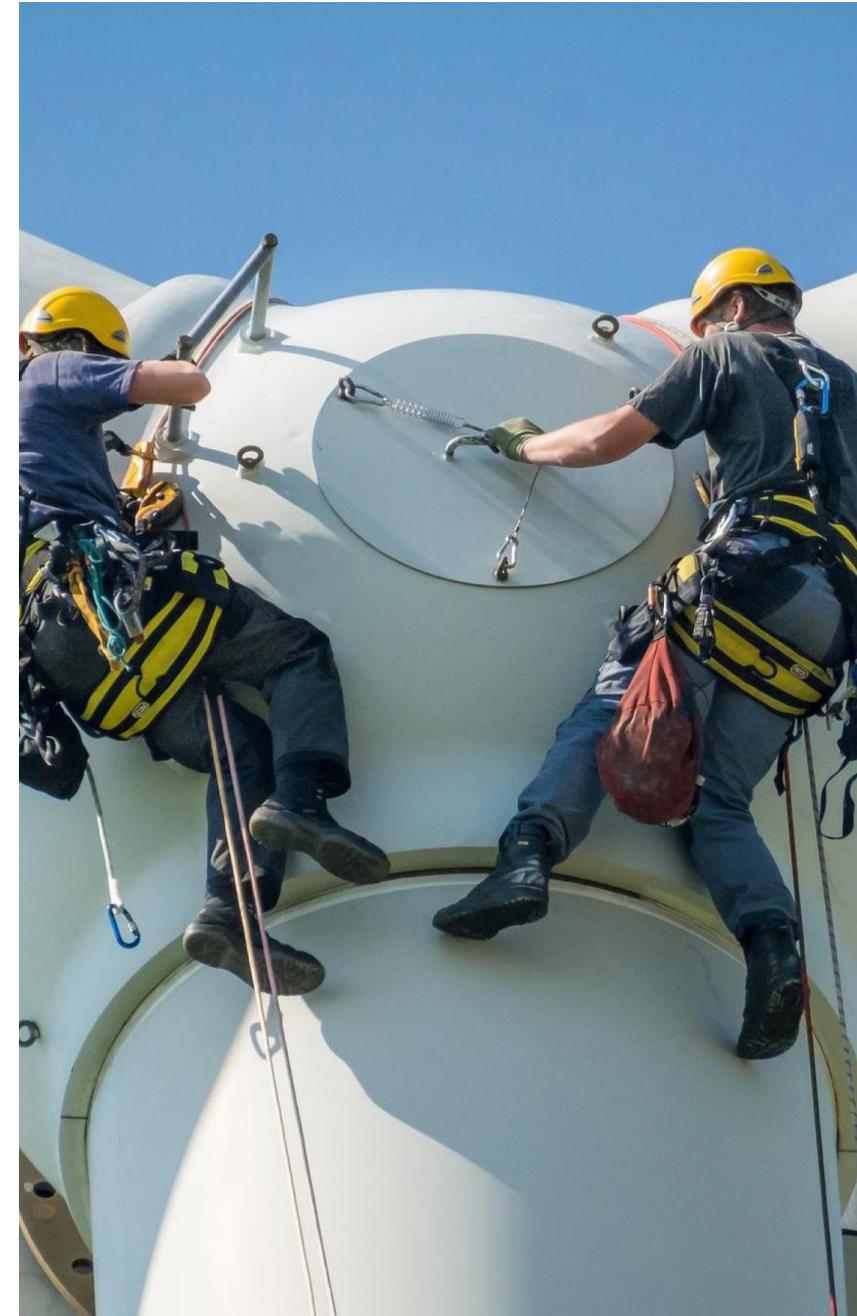
Annual production

>140
thousand households

Supplied with electricity

2026

Planned commissioning





Flex transition

We are committed to **sustainable flexibility**.

Batteries

Development of large-scale battery portfolio

Fuel switch¹

Fuel switch from coal to H₂-ready gas

Total flexibility share

We maintain a high share of flexibility in BKW's production portfolio

1: Scenario Accelerated coal phase-out



>500 MW

batteries by 2030

50%

Flexibility share in 2030 portfolio



Flexibility of the future

Oberfranken battery storage:

**30
MW**

Installed
capacity

**60
MWh**

Storage
capacity

**End of
2025**

Planned
commissioning





Our growth strategy benefits the environment and strengthens our earnings potential

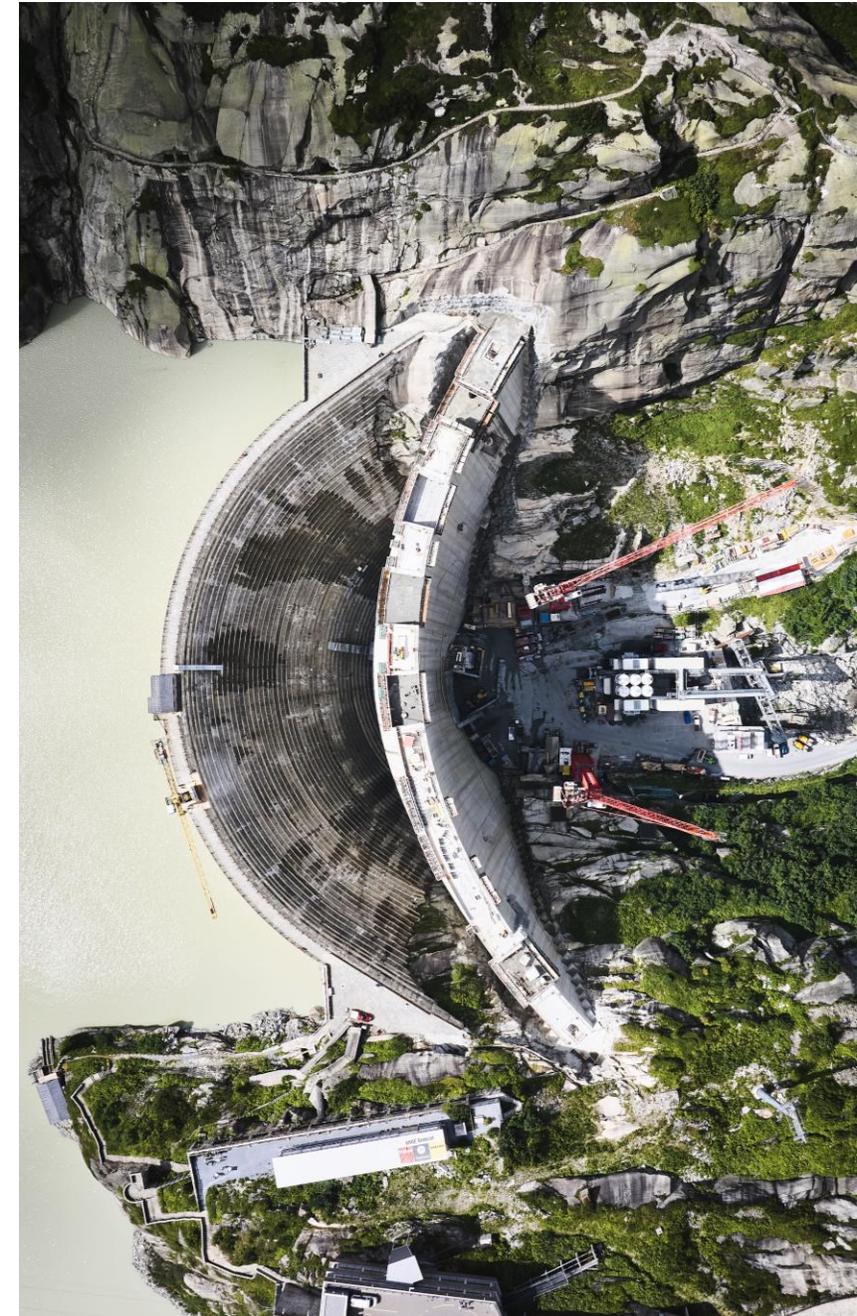
We will invest CHF 2 bn by 2030.



We strengthen our **Swiss production portfolio**.

We grow in **renewable energy**.

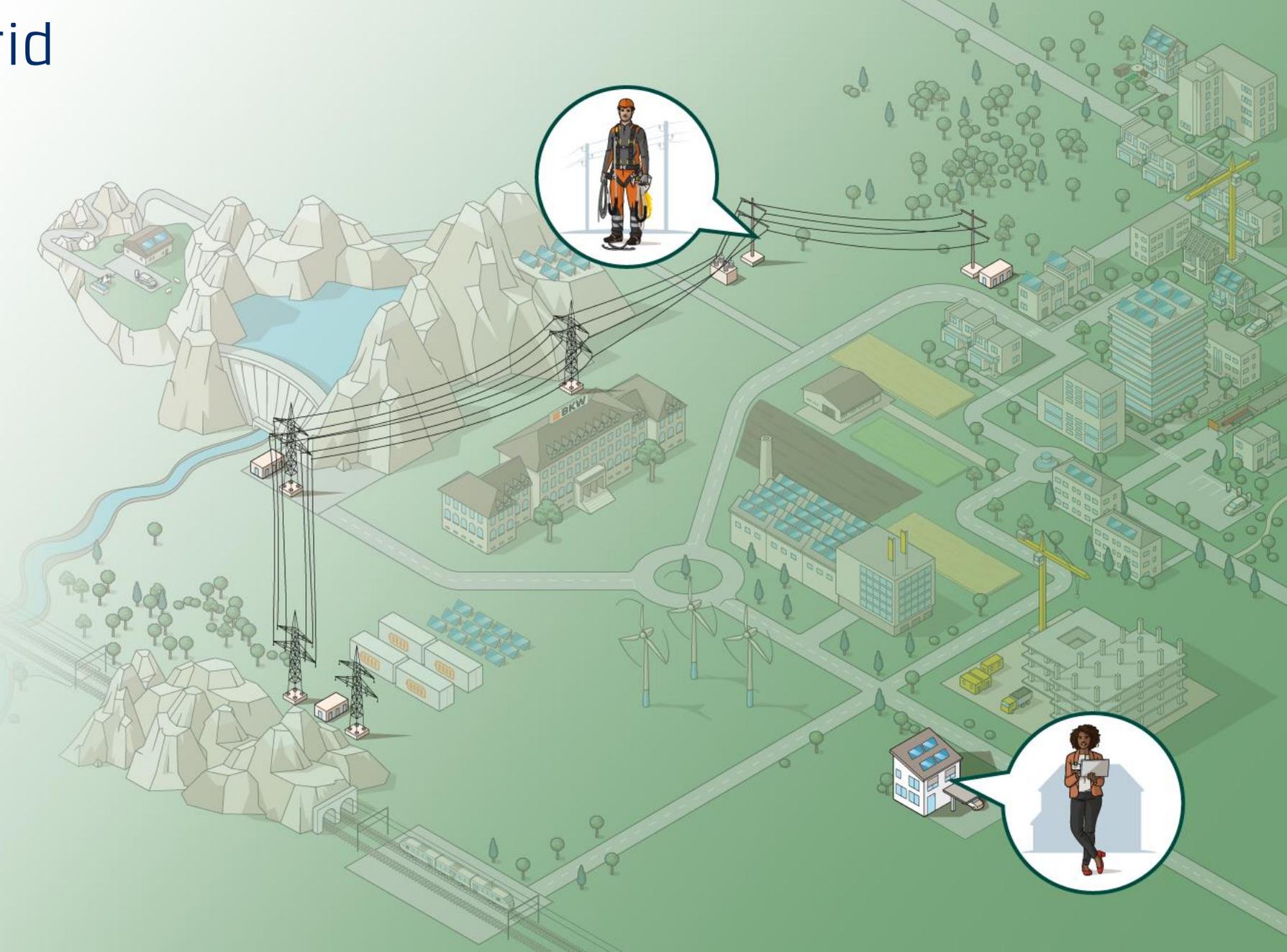
We transform our **flexible asset base** (less CO₂).





Power Grid

We plan, build and operate grid infrastructures and provide our customers reliably with electricity.





Power Grid





Power Grid



Switzerland's largest distribution grid operator



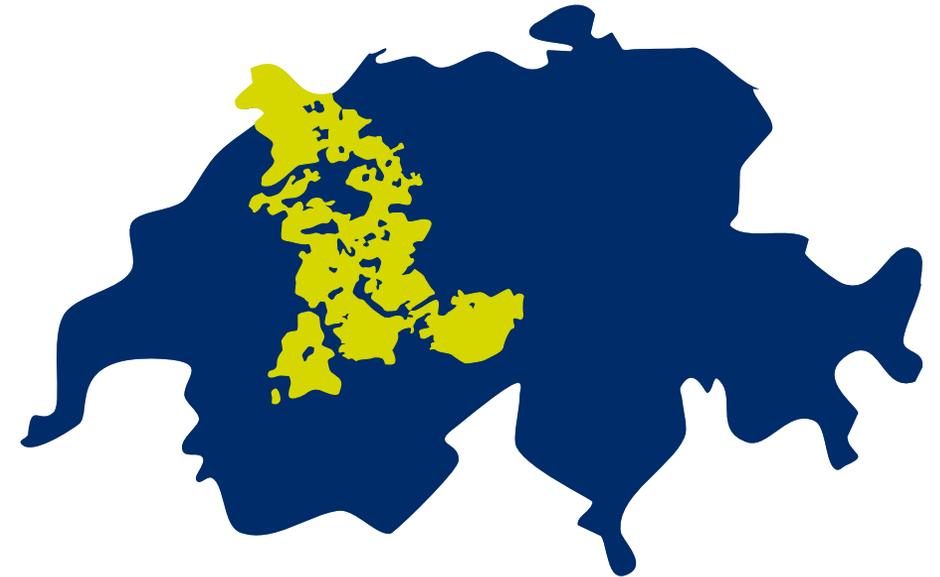
Operates 22,000 km of power grid



Supplies over 1 m people & companies



Ensures high grid availability: 99.997%



Trends: Changing customer behavior and new peak loads require strengthening and expanding the distribution grid



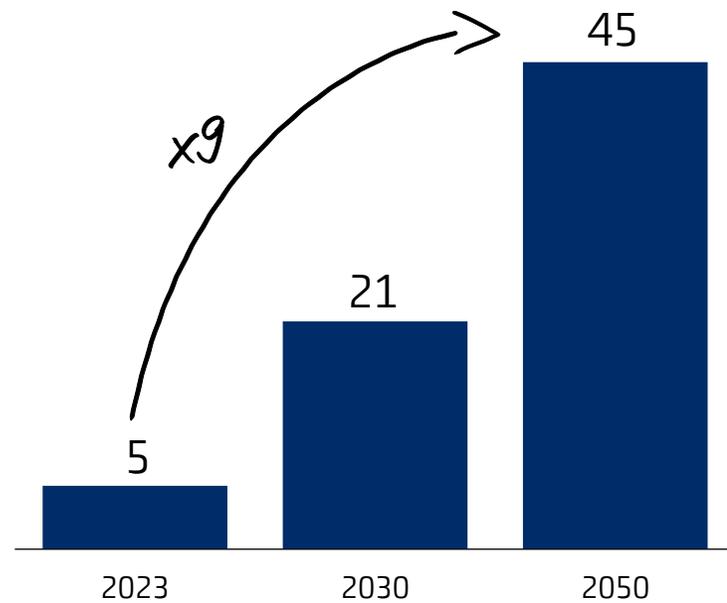
- Need for climate-friendly electricity & self-generation
- Uninterrupted power supply



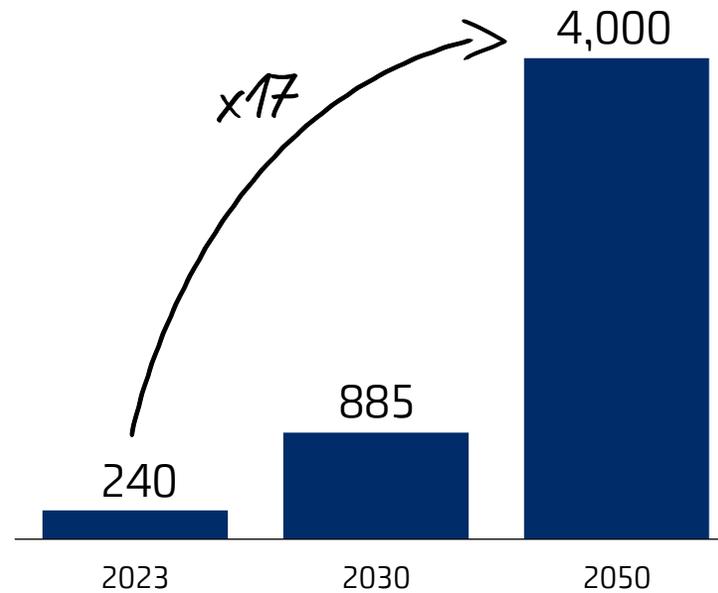
- Expansion of decentralized energy production, resulting in more bi-directional energy flows
- Increased electrification of heating and mobility

Key drivers of distribution grid expansion in Switzerland in numbers

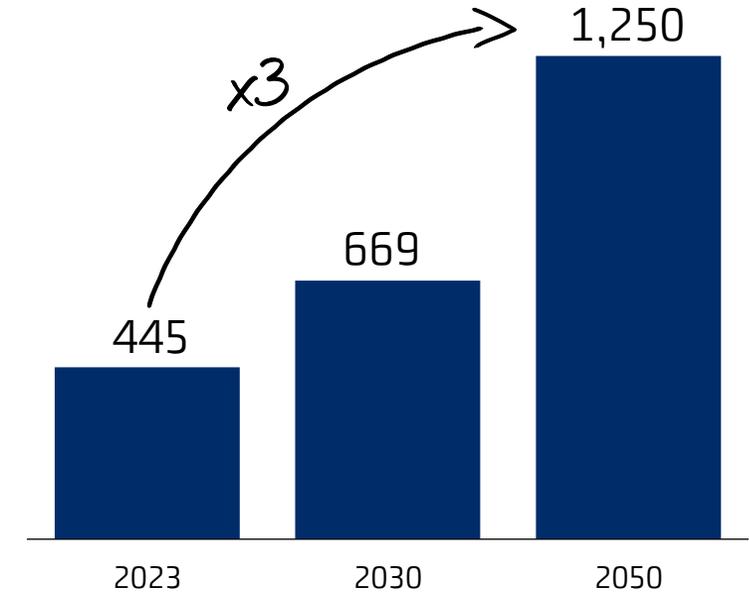
Installed capacity from PV
(Switzerland, in GWp)



Electrification of mobility
(Switzerland, number of electric vehicles in thousands)



Electrification of heating
(Switzerland, number of heat pumps in thousands)



Source: PV: BKW estimates based on Electricity Act | Mobiliy: Swiss Federal Statistical Office (BFS); Energy Perspectives 2050+ | Heating: Statista & Fachvereinigung Wärmepumpen Schweiz (Swiss Heat Pump Association); Scenario Framework Switzerland based on Energy Perspectives 2050+

Our strategic directions

We enable the transformation of the energy system for the customers in our service area:

1

Strengthening and further expansion of the existing distribution grid

2

Smart expansion using modern processes and new technologies across the entire energy system

Goal: Maintain our high level of grid availability

BKW's supply area – by 2030 we will...

Expand and build **2,500 km** power grid

Reinforce and build **1,600** transformers

Install **>400,000** smart meters (by end of 2028)

... enabling:

28,000 Today	— <i>x4.5</i> →	128,000 2030
	PV systems	
14,000 Today	— <i>x5.5</i> →	74,000 2030
	Electric vehicles	
30,000 Today	— <i>x2.5</i> →	75,000 2030
	Heat pumps	

Transforming the energy system in our neighborhoods

Together with our customers, we are shaping the energy system of tomorrow. **To realize this vision, we are investing in the expansion of our grid.**

>600
MW

Installed PV capacity
in the distribution
grid

25

Connected systems
per workday

300

Grid reinforcement
projects for PV
(low and medium
voltage)



Investments in a future-proof supply

We invest in the expansion and maintenance of our facilities and ensure optimal operation throughout their entire life cycle.

As part of this commitment, we are renovating and upgrading the Zweisimmen substation.

2x

higher transformer capacity than before

>4,000

customers in the region benefit from the increased capacity



Pioneering solutions for the energy system of tomorrow

We enable intelligent grid expansion through the use of modern technologies, such as BKW's software for line planning.

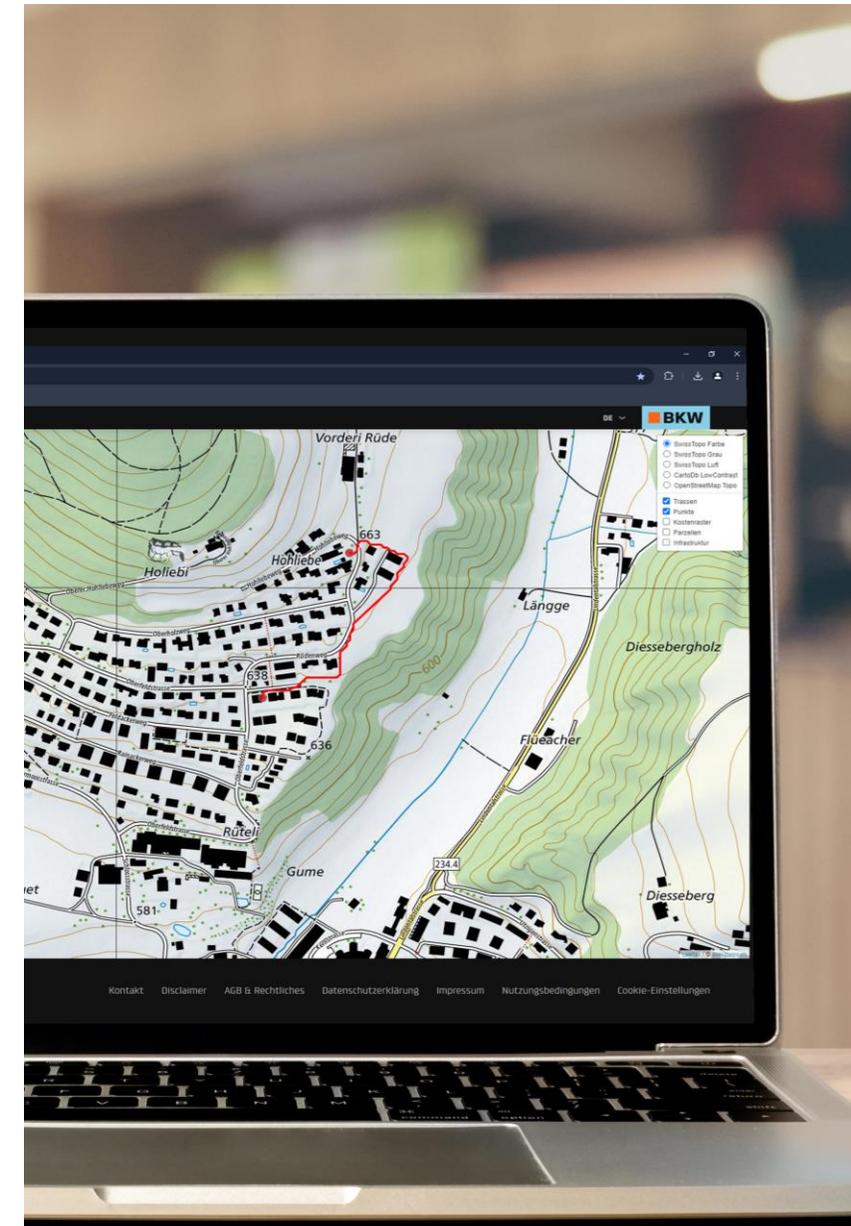
Automated identification of optimal transmission routes

Developed in-house by BKW Power Grid



Consideration of geological and geographical factors

Cost savings and faster planning





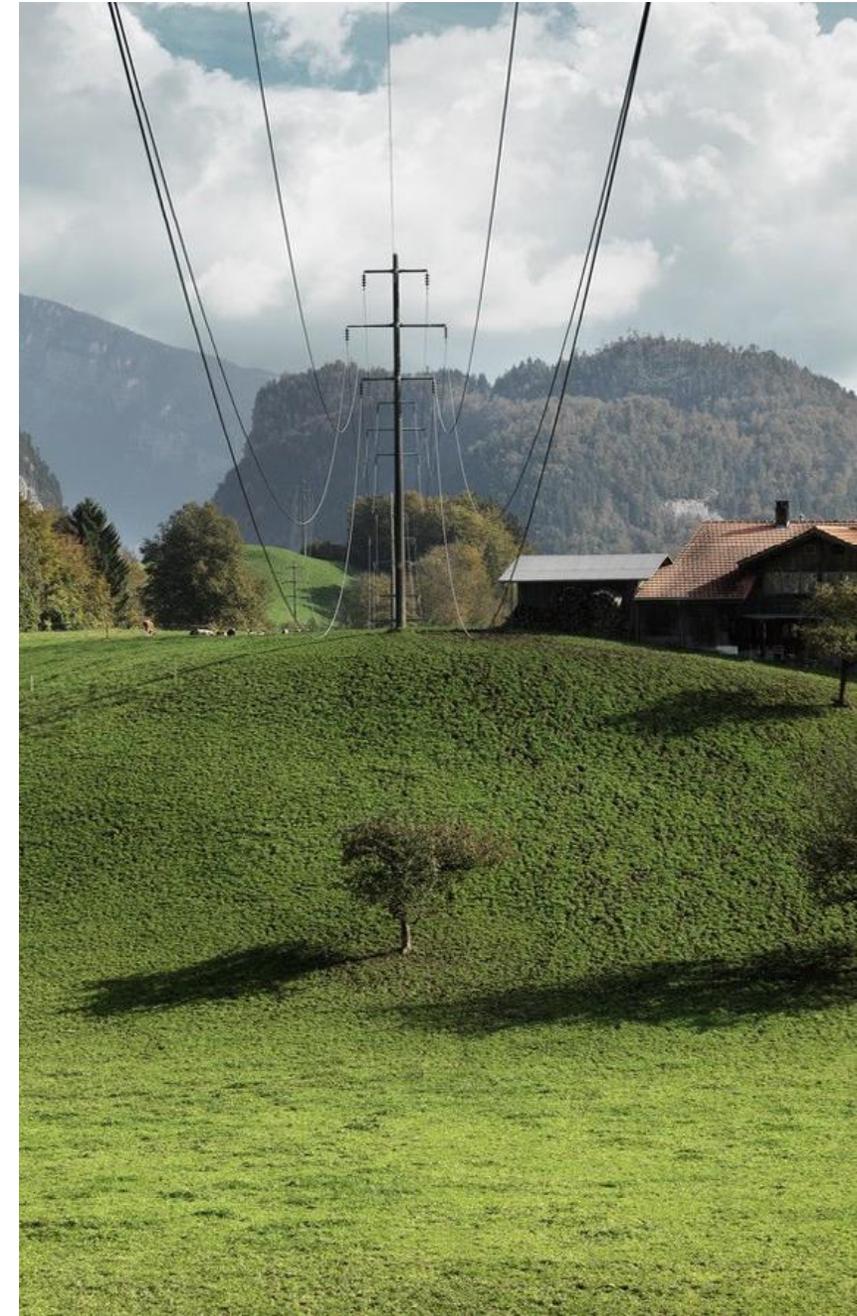
We are shaping the distribution grid of tomorrow

→ **We will invest CHF 1 bn by 2030.**

We enable the **transformation of the energy system.**

We ensure **reliable electricity** supply for our **customers.**

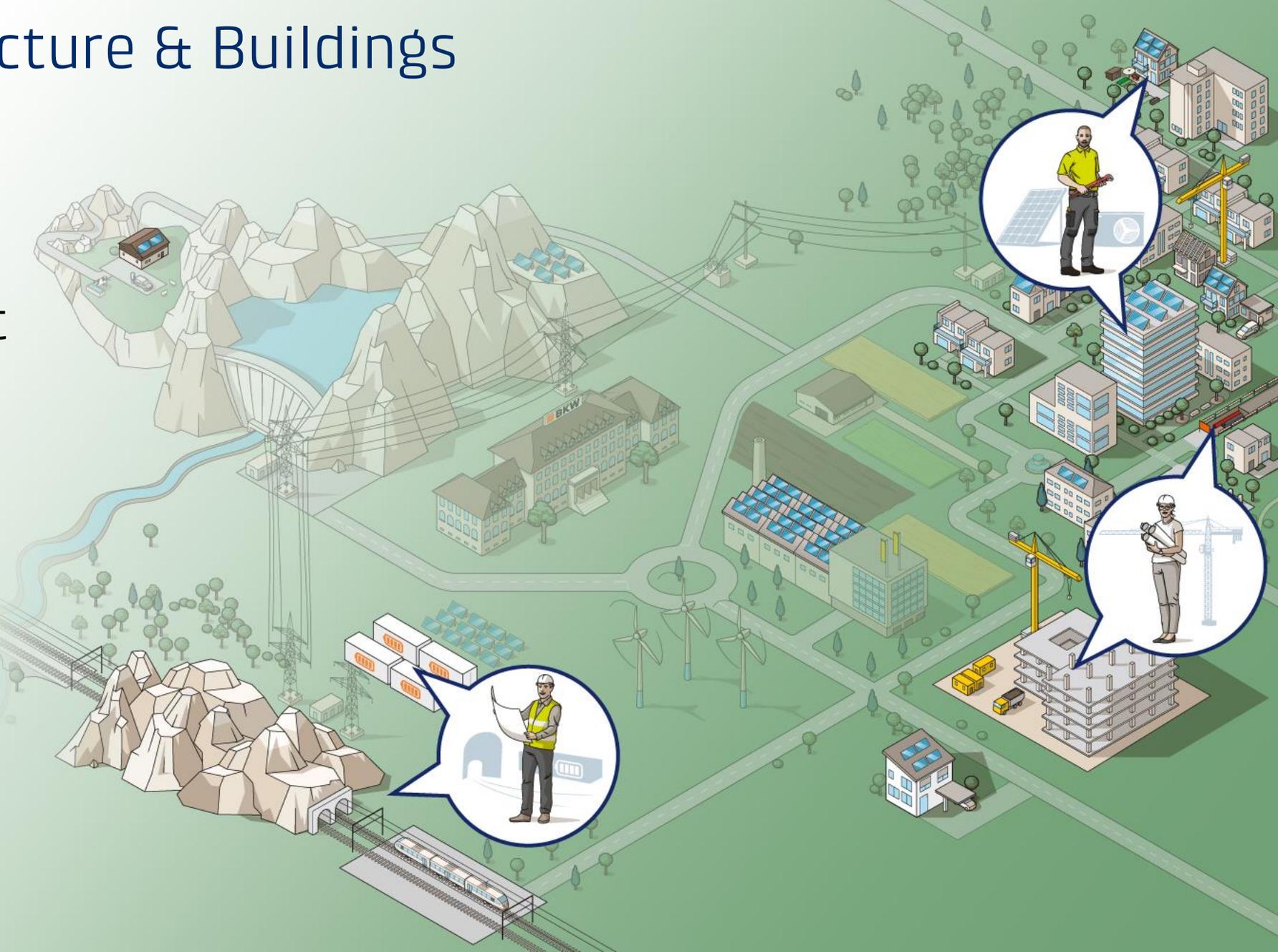
We maintain a **high level** of grid availability.





Infrastructure & Buildings

We plan, implement and maintain forward-looking infrastructures and climate-friendly buildings.





Infrastructure & Buildings

Engineering



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

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



Over **20**
locations in Switzerland
480 employees

8
locations in Austria
400 employees

Engineering services

“Network of Excellence” – the **largest general planning solutions provider in the DACH region**

Our solutions

Design/Planning

Planning | Implementation preparation

Implementation

Project monitoring
Construction site mgmt

Operation

Facility management

Decommissioning

Planning

Buildings

Building construction



- Architectural, building and landscape planning
- Building technology planning
- Structural planning and building physics
- Project management
- Energy strategy and consulting

Infrastructure

Technology & transport



- Resilient adaptation of technical infrastructures
- Improvement of public infrastructure (railway lines/bridges)
- Alternative infrastructures for hydrogen and district heating
- Media transport systems for carbon capture technology
- Industrial engineering and environmental ecology

Consulting

Consulting & audits



- Ground investigations (soil mechanics and contaminated sites)
- Building condition assessment and documentation
- Cable testing
- Non-destructive and destructive structural testing
- Project control
- Project management

Our customers

- Industrial/private customers
- Project developers
- Large businesses
- Countries, cities, municipalities
- Infrastructure operators
- Suppliers (public utilities)

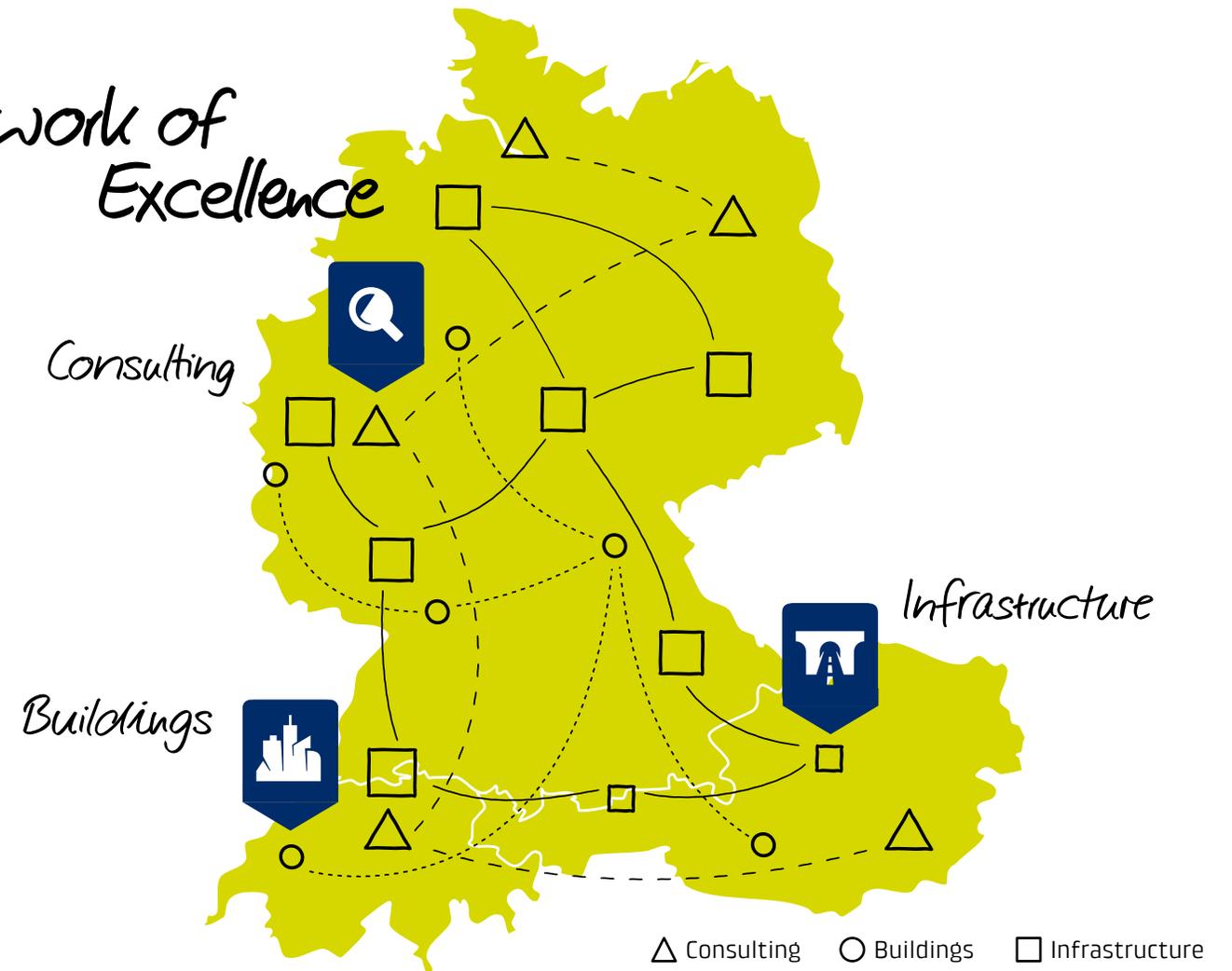


“Network of Excellence”

Our strengths

- Solutions from a single source
- Wide range of services with in-depth know-how in specialized disciplines
- Close geographic proximity to projects and customers
- High level of expertise in complex international projects
- Reliable partner

Network of Excellence



Trends: Increasing demand for planning, consulting and managing of complex projects



Stakeholder needs

- Outsourcing the management of complex projects due to a lack of internal capabilities
- Growing demand for specialized expertise



Energy and resource efficiency

- Modular planning and construction with a high degree of prefabrication
- Increased efficiency through AI in planning and control processes

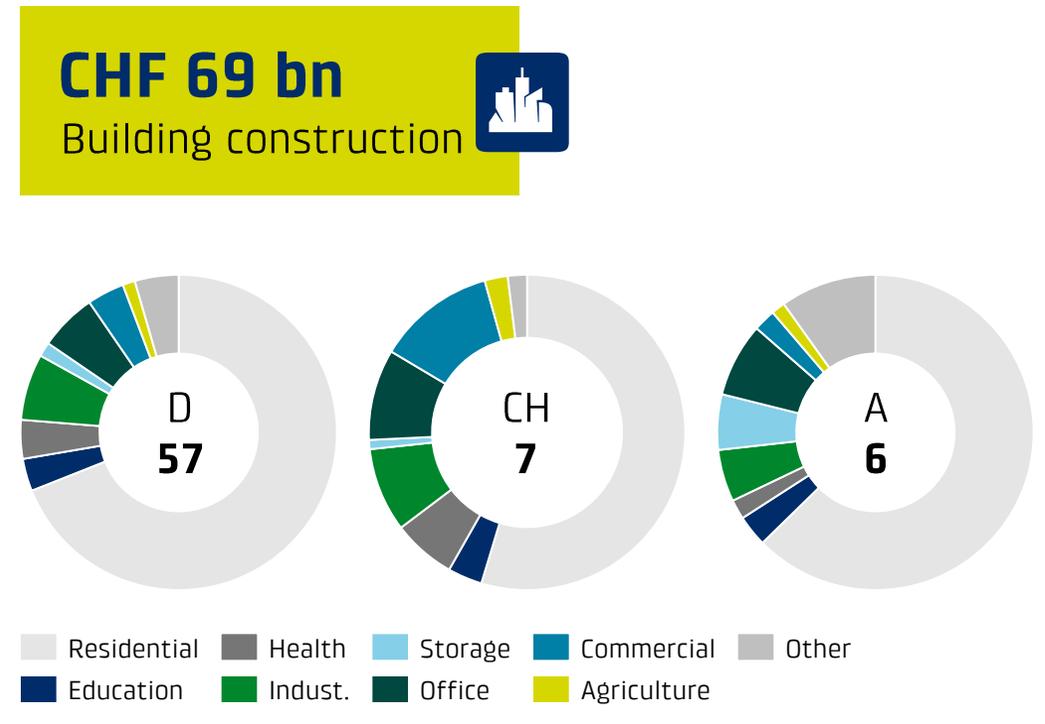
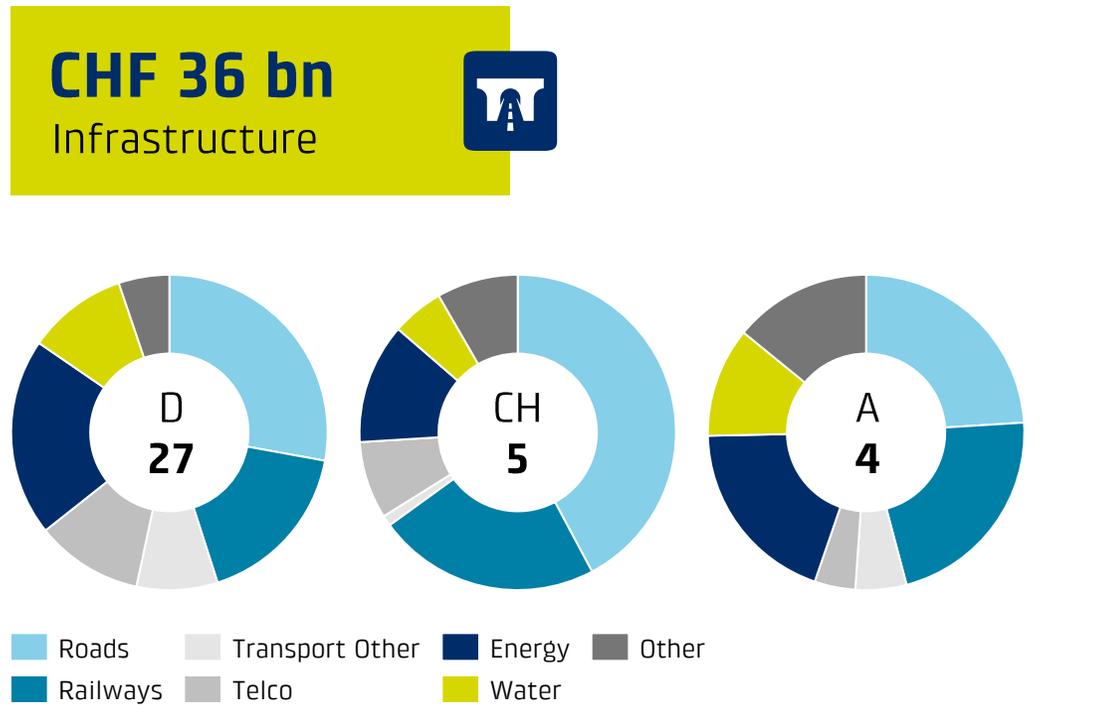


Transformation of the energy system

- Sustainable and resilient infrastructures
- Energetic refurbishment of existing buildings
- Electrification of heating and transport

Market size

Market volume of over CHF 100 bn in DACH region

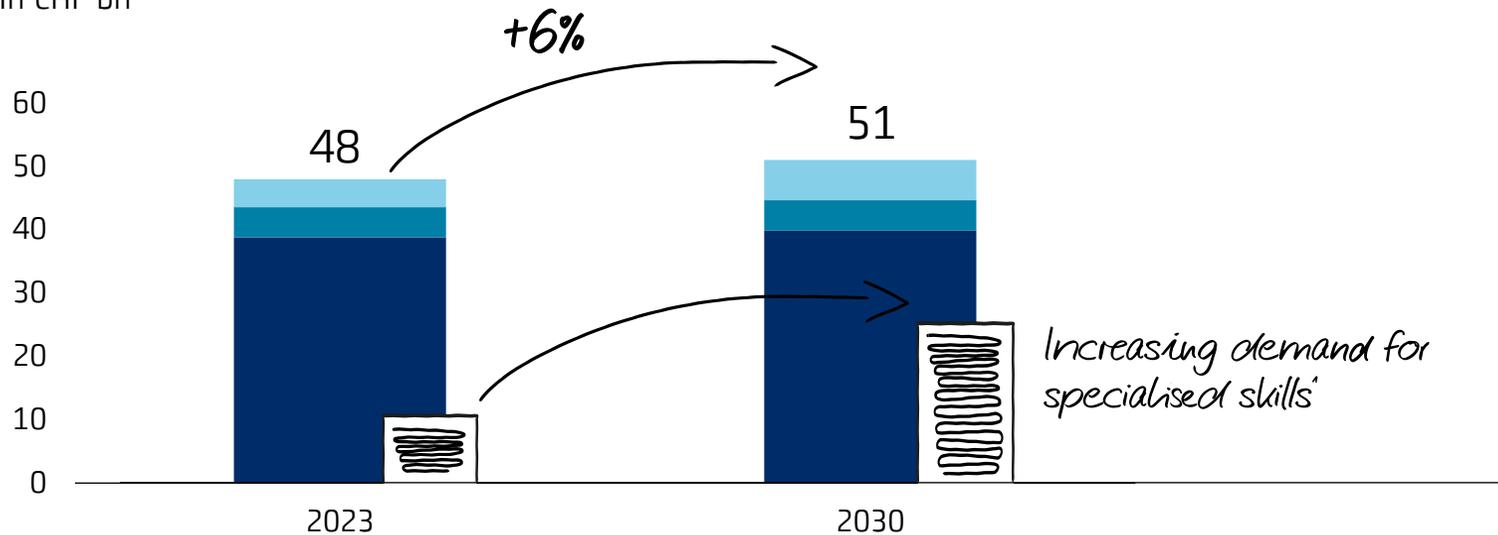


Source: Market size 2023: Euroconstruct, German Federal Logistics and Mobility Office, German Federal Ministry of Transport and Digital Infrastructure, Destatis (Federal Statistical Office of Germany), Factiva

Addressable market potential

Market growth

In CHF bn



High potential in highly fragmented market

- Increasing demand for specialized expertise
- High demand for comprehensive planning from a single source

Top 5 (including BKW Engineering) address around 8% of the market.

BKW Engineering aims to increase its market share.

■ Germany ■ Austria ■ Switzerland

Source: Market size: Euroconstruct, German Federal Logistics and Mobility Office, German Federal Ministry of Transport and Digital Infrastructure, Destatis (Federal Statistical Office of Germany), Factiva | 1 Illustrative presentation

Our strategic directions

1

Expansion of general planning and project management

Expansion of general planning services and project management in building construction and infrastructure in our core markets for complex and large projects

2

Expansion of specialized expertise

Expansion of specialized expertise, especially in the areas of sustainability, thermal planning, building physics and landscape architecture

3

Development and expansion of architecture

Targeted development and expansion of know-how and capabilities in architectural and project planning in Switzerland and Austria

Order backlog

21 months

DACH revenue 2030

x2

Target Profitability 2030

10%

Design of CO₂-efficient structural frameworks

Tallest timber hybrid high-rise in Germany: ROOTS

Scope of BKW Engineering services

Structural planning and excavation planning | Timber construction detailing

Specialized consulting expertise

Robustness concept | Mock-up | Vibration analysis

5,500
m³

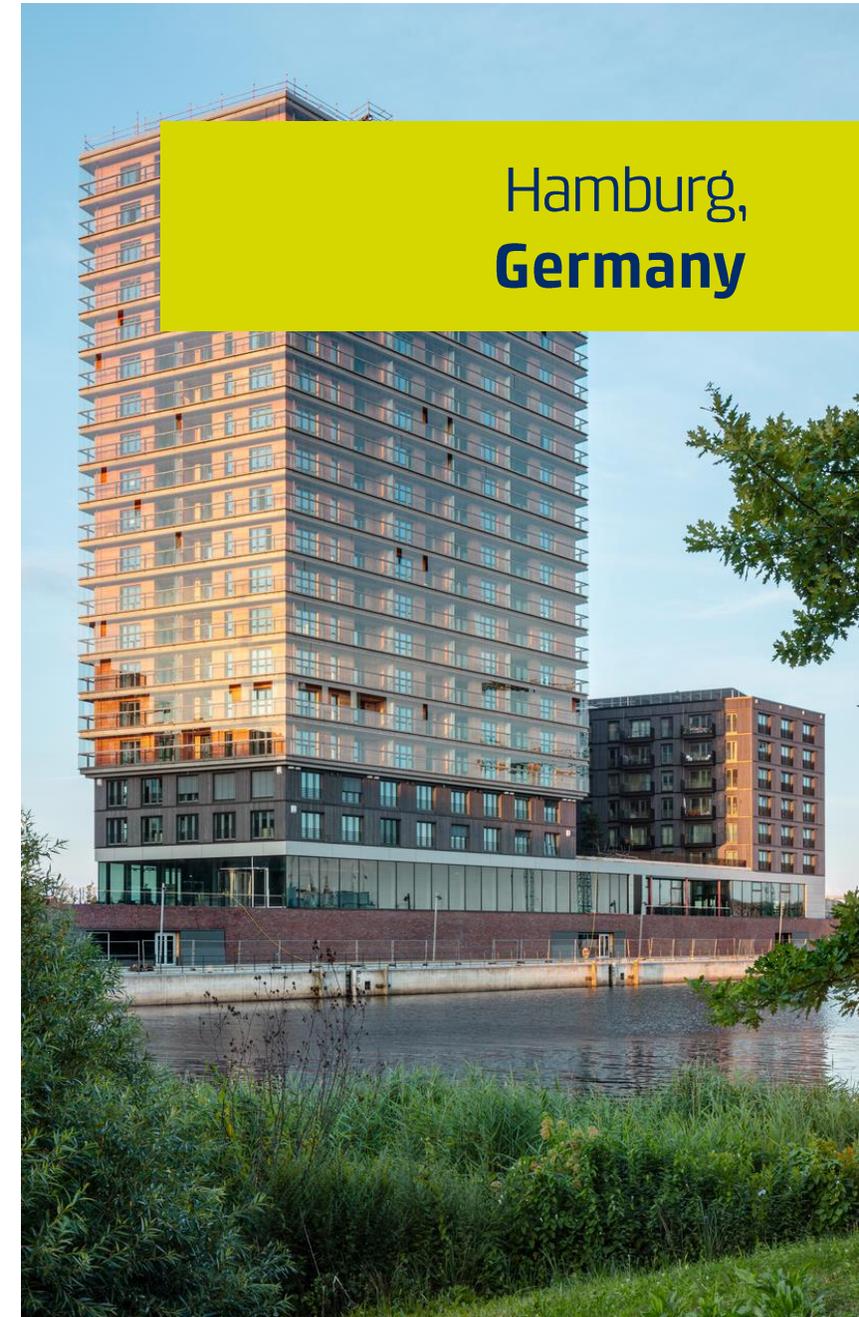
of softwood regrows in
Germany in around 25min

62
m

Height

36,200
m²

Gross floor area



Design of neighborhoods that are forward-looking, livable & climate-friendly

Largest private marina in Middle Rhine Valley World Heritage Site

Scope of BKW Engineering services

General planning for comprehensive, sustainable neighborhood development | technical infrastructure services, particularly in hydraulic engineering and shoreline design

Specialized consulting expertise

Ambition: Energy autonomy

5.4
ha

Area

420

Residential units

240

Boat docks



Neuwied am Rhein,
Germany

Significant critical infrastructure expertise

Prequalification and certification in the “premier league” of railway bridges (Deutsche Bahn)

Scope of BKW Engineering services

Ideas for new and robust bridge constructions | Design and implementation support in alignment with established plans | Competent partner for major challenges

26,200

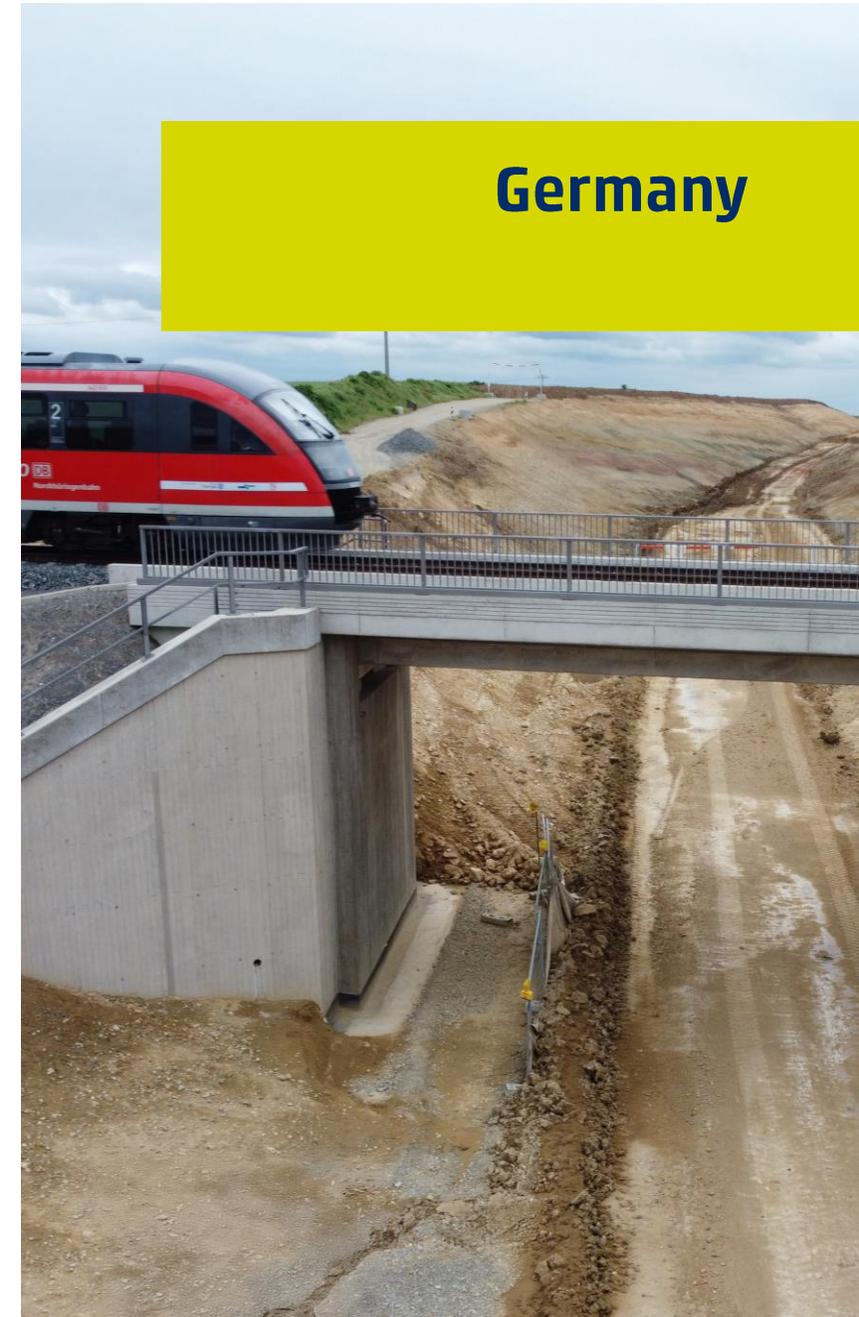
bridges in Deutsche Bahn's network

1,200

in need of renovation or new construction

11,000

are over 100 years old



Design of resilient adaptations for technical infrastructures

Switzerland's first CO₂-neutral district heating system

Scope of BKW Engineering services

Planning of transport, supply and special structures as well as pipeline systems | Site supervision and documentation

Specialized consulting expertise

District heating pipeline planning | anergy systems

200

House connections

11.5

km

Route length (total)

Zurich,
Switzerland



Design of innovative energy management concepts

First central decarbonization project in Czech Republic for BMW: Power-to-heat: test track for automated driving and parking in Sokolov, CZ

Scope of BKW Engineering services

Planning of technical equipment and infrastructure | Building design for implementing complex process requirements

Specialized consulting expertise

From 25% lpower to 100% power-to-heat

75
km²

Area

13,200
m²

Operations building

6.2
MW

Thermal output



**Sokolov,
Czech Republic**



We design the infrastructures and buildings of tomorrow

Large addressable market volume

We are expanding our capabilities in **general planning and project management.**

We are developing our range of **specialized expertise.**

We are growing our services in **architectural and project planning.**





Infrastructure & Buildings

Infra Services





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

Infra Services

Full-service provider **of solutions for the planning and construction of critical infrastructures** in CH and D

Our solutions



Energy

- Lines and facilities for all grids and voltage levels
- Renewable energy grid connections
- Battery storage systems

Mobility

- Electrical equipment for road tunnels
- Full-service provider for electrical railway technology

Communication

- Tunnel radio systems
- Operation of Layer 1 networks (copper and fiber optic)
- Fiber to the x (FTTx)

Water

- Drinking water supply

Our customers

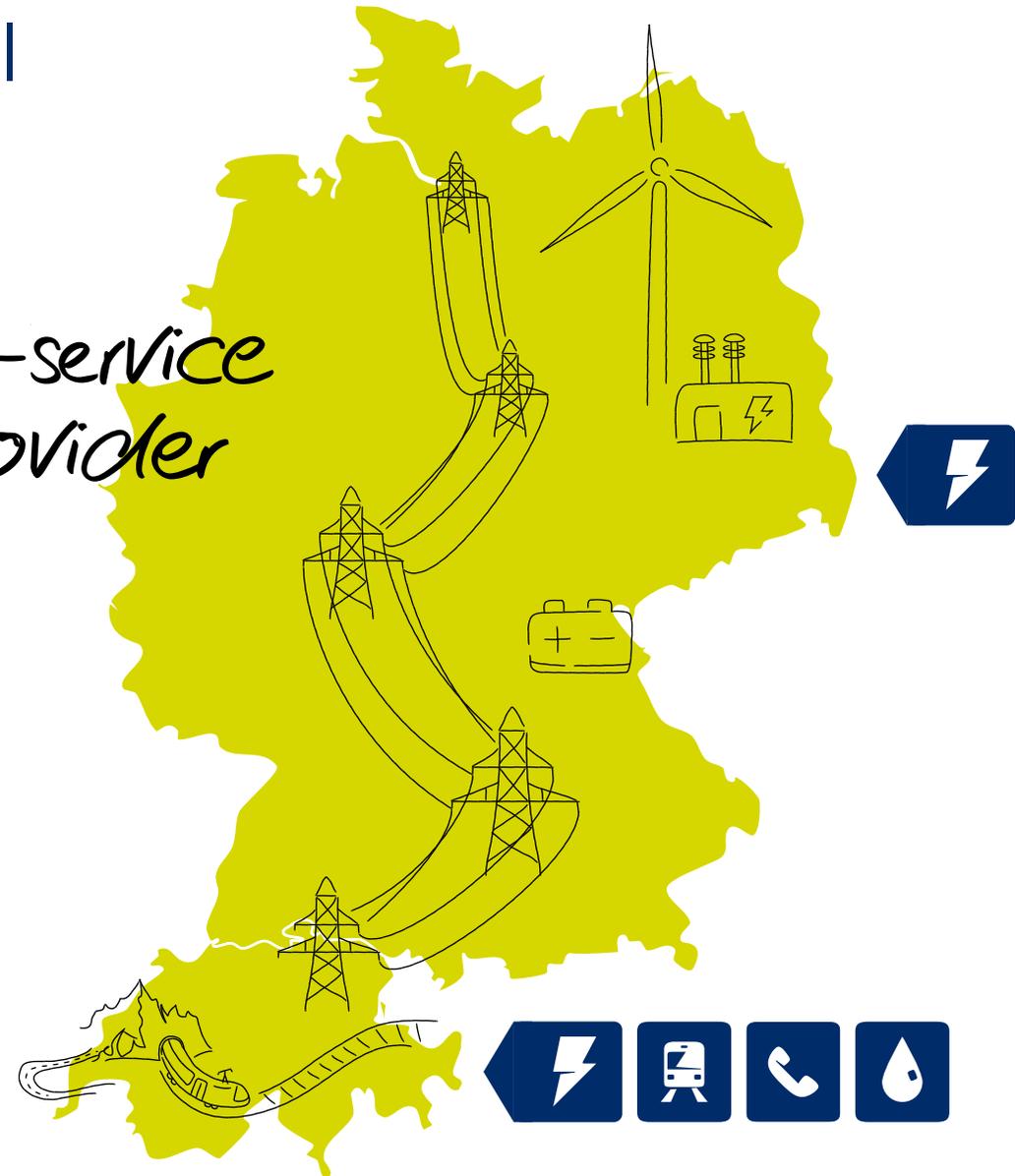
- Network operators 
 - Industry
 - Renewable energy producers
 - Energy suppliers/Infrastructure operators
-
- State-run transport infrastructure operators 
 - State-run railway operators
 - Private railways
 - Local public transport companies
-
- State-run railway operators 
 - Industry
 - Energy suppliers
-
- Water suppliers 
 - Municipalities
 - Industry
 - District heating network operators

Full-service provider for critical grid infrastructures

Our strengths

- Product and system-independent project and service provider
- Full infrastructure life cycle coverage
- Synergies driven by expertise in related markets
- In-house training centers for skilled professionals (BEST PLACE TO LEARN®)
- Quality leadership

Full-service provider



Trends: Increasing project volumes, expanded general contractor services and full life-cycle support



- Sustainability, supply security and costs
- Complex requirements – solutions from a single source



- Efficiency in planning, managing, operating and maintaining infrastructures through digitalization

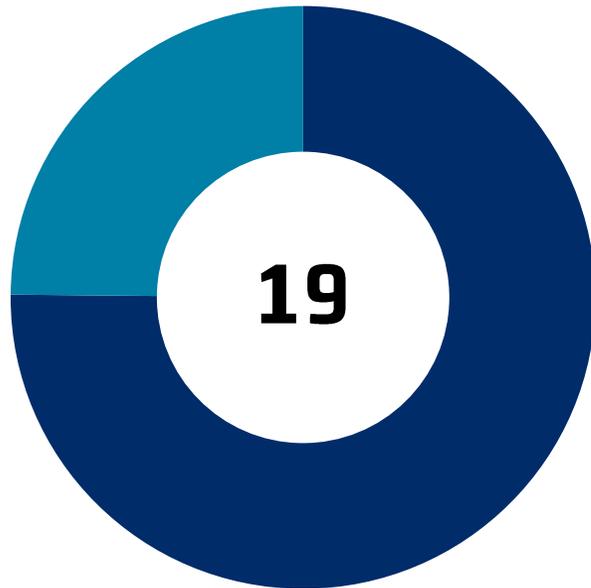


- Decarbonization and electrification of heating and transport
- Expansion of renewable energies

Market size

Total **market volume** of **over CHF 25 bn** in Germany and Switzerland

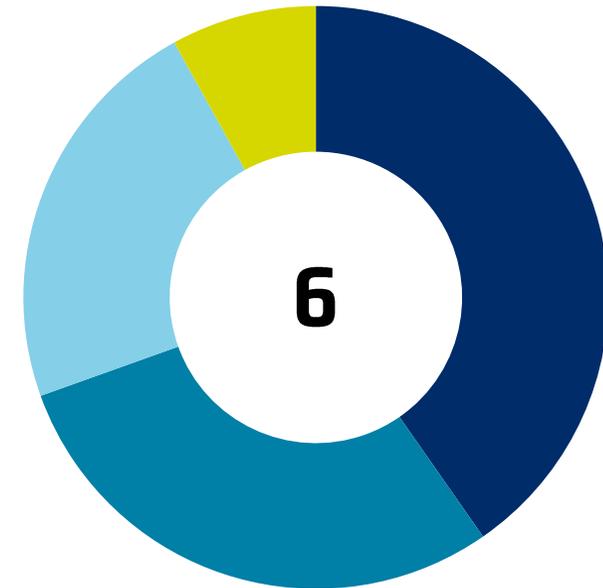
Germany



■ Energy ■ Mobility



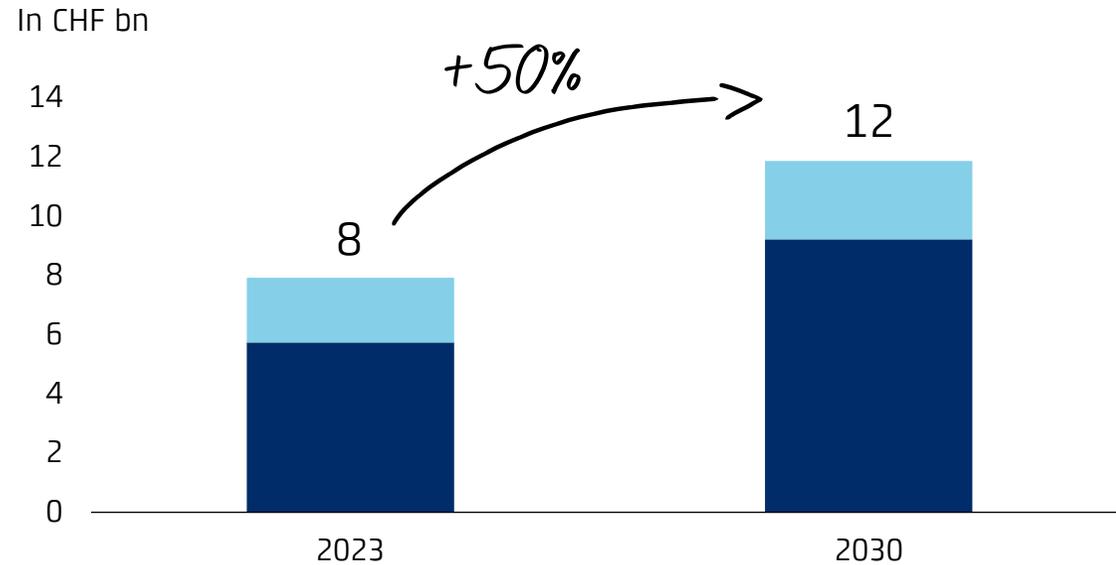
Switzerland



■ Energy ■ Mobility ■ Telecom ■ Water

Addressable market potential

Market growth



Significant increase in addressable market volume expected by 2030:

- Long-term investment plans across all infrastructures, driven by the energy, transport and heat transition
- Rapidly growing market
- Fragmented market

Top 5 players address 1/5 to 1/3 of the market.

BKW Infra Services will grow with the market.

■ Germany ■ Switzerland

Source: Market size: BKW's calculation on the basis of Euroconstruct, German Federal Logistics and Mobility Office, German Federal Network Agency, Swiss Federal Office of Energy

Our strategic directions

1

Expand grid infrastructure business

Broaden solutions portfolio for energy grids in Germany (achieve top 3 position), as well as energy, mobility and communication in Switzerland

2

Drive growth in renewable energies

Expand renewable energy solutions in Germany and Switzerland

3

Strong growth in battery storage business

Planning and implementation of battery projects in Germany and other markets

4

Expansion of railway business in Switzerland

Become a full-service provider for railway technology solutions in Switzerland

Order backlog**23 months****Revenue 2030****x1.5****Target profitability 2030****8%**

Pioneer for a climate-neutral future

First AC/DC hybrid line part of one of the largest energy transition projects: High voltage infrastructure project – Ultranet B 1

Scope of BKW Infra Services

Responsibility for entire implementation life cycle | Route planning and other engineering activities | Construction, assembly and commissioning

21
km

Route length

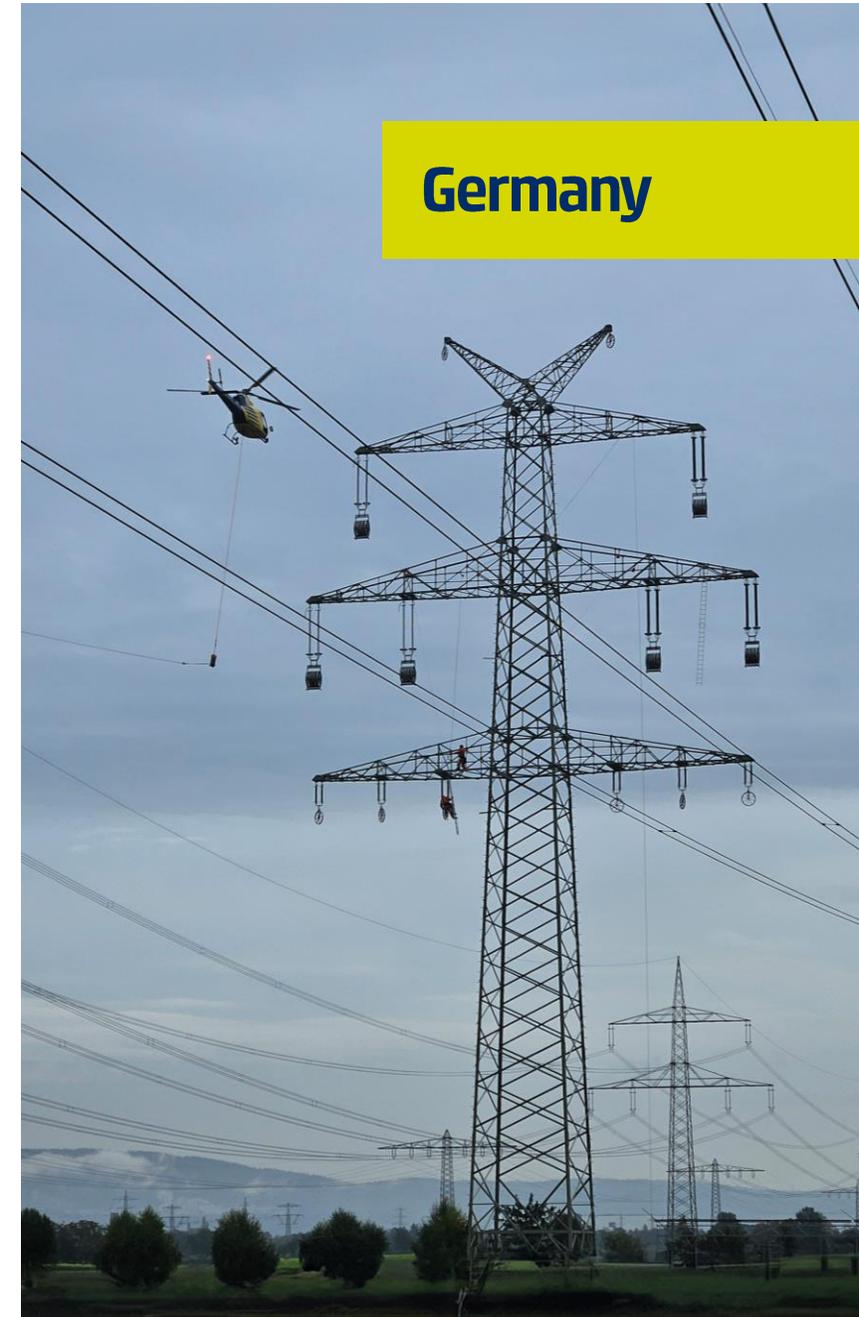
130
EUR m

Order volume

2024–2026

Completion period

Germany



Innovative storage solutions for the grid of tomorrow

One of the largest storage projects in Germany:
Large-scale battery storage – BESS Northeast Bavaria

Scope of BKW Infra Services

Project development to construction readiness | Implementation planning | Planning, delivery and commissioning of electrical infrastructure for connection to 110 kV grid

200
MWh

Storage capacity

22
EUR m

Order volume

2023–2025

Completion period



Unique bundling of expertise across multiple domains

Key Swiss railway infrastructure project:
Rail infrastructure – new Albula Tunnel II

Scope of BKW Infra Services

Installation of electrical systems, including cables, technical equipment and radio communication

5.8
km

Tunnel length

11
CHF m

Order volume

8
months

Construction period





We offer full-service infrastructure solutions

Attractive market with very high growth rates

We are expanding our capacities in **energy infrastructure** in Switzerland and Germany.

We are growing in the **battery storage business** and **electrical railway technology** to create a sustainable future and spaces for life.



Infrastructure & Buildings

Building Solutions





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

Building Solutions services

Strong business platform for **all building technology and IT solutions** in Switzerland

Our solutions



HVAC  <ul style="list-style-type: none"> – Heating – Ventilation – Air conditioning – Cooling – Sanitation – District heating 	Electro-technol.  <ul style="list-style-type: none"> – Electrical installations – Switchgears – IT network – Electromobility 	PV  <ul style="list-style-type: none"> – Solar installations – Energy storage – Heat pumps – Electromobility 	Auto-mation  <ul style="list-style-type: none"> – Building automation – Infrastructure automation – Energy technology – Multimedia 	IT  <ul style="list-style-type: none"> – IT services – Cloud – Products – Retail
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¹ Refers only to IT

Our customers



– Private customers



– Large customers (commercial/industrial)

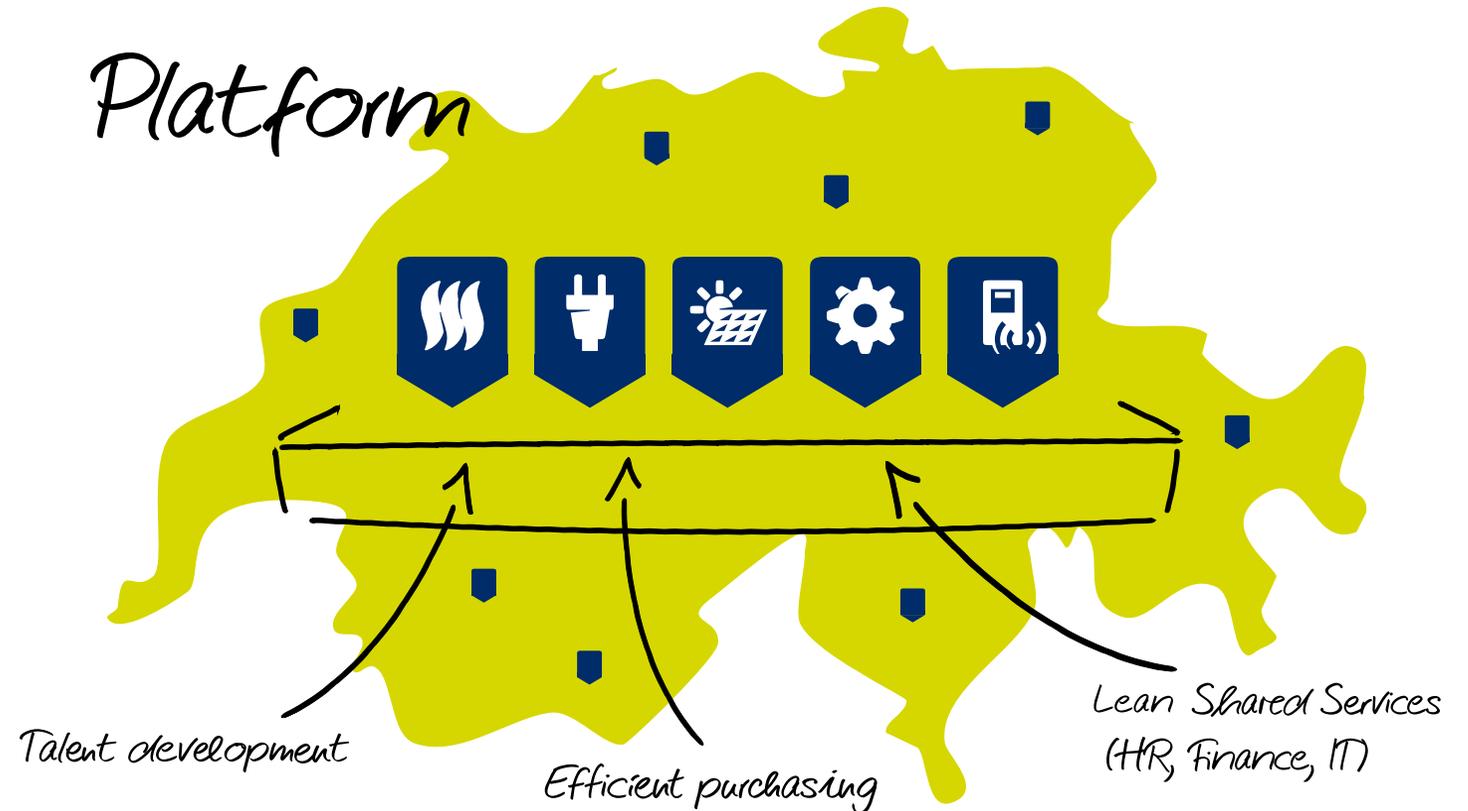
– SMEs

– Commercial/office buildings

Business platform

Our strengths

- Building technology expertise across multiple trades
- Strong regional presence with customer proximity
- Scalability (e.g., purchasing) and synergies (e.g., HR, IT)
- Talent development



Trends: Increasing demand in all areas of building technology



- Need for independence
- Cross-trade building technology solutions



- Increased energy efficiency
- Building automation

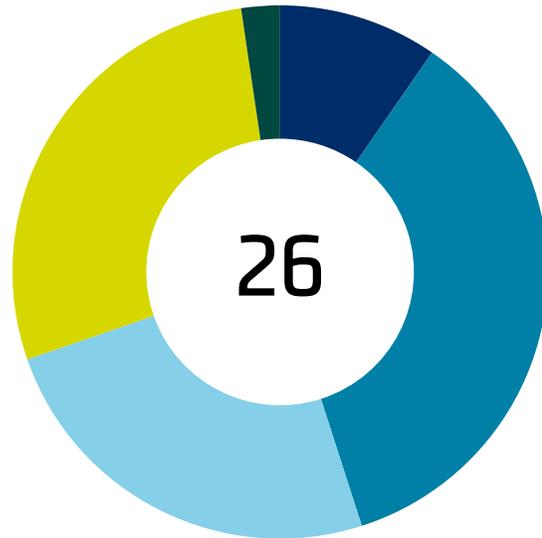


- Electrification of heating and transport
- Expansion of decentralized renewable energy sources (especially rooftop PVs)

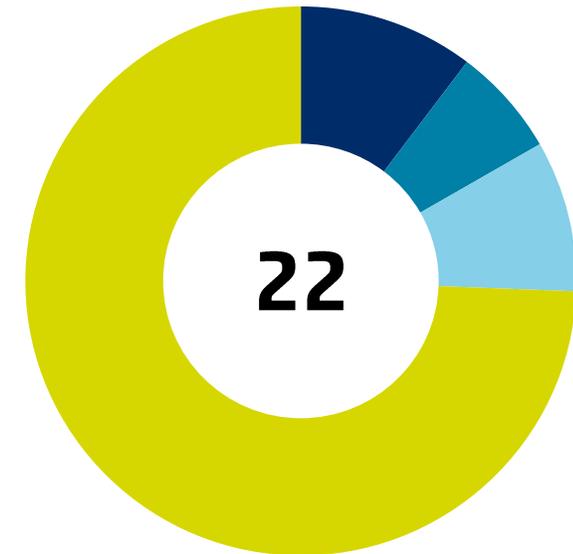
Market Size

Total **market volume** of **over CHF 48 bn** in Switzerland

Building technology and automation



IT



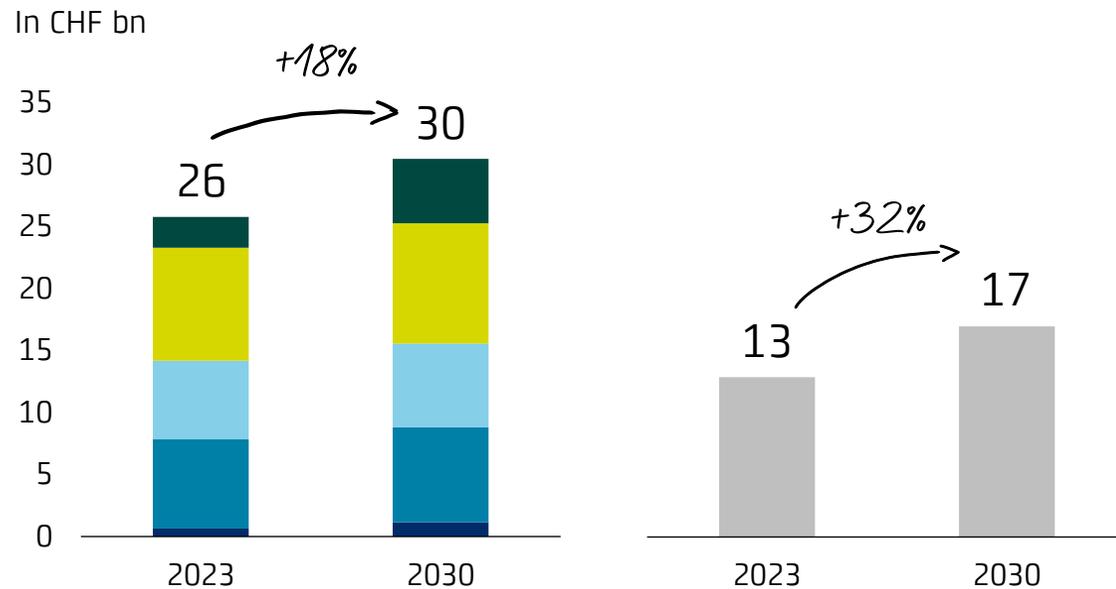
■ PV & Solar
 ■ Electrotechnology
 ■ Heating, cooling, ventilation
 ■ Sanitation
 ■ Automation

■ Hardware
 ■ Software (on premise)
 ■ Communication
 ■ Services incl. Cloud und Custom Software

Source: Market size 2023: BKW's calculation on the basis of Euroconstruct, Swiss Federal Office of Energy, POM+, AFRY

Addressable market potential

Market growth



Large market in Switzerland with attractive growth potential:

- Market is large, non-transparent and highly fragmented
- Long-term growth until 2030 in all areas of building technology driven by the energy and heat transition

Top 5 (including BKW Building Solutions) address approx. 20% of the market.

BKW Building Solutions will grow with the market and selectively increase market share.

■ PV & Solar
 ■ Electrotechnology
 ■ Heating, cooling, ventilation
 ■ Sanitation
 ■ Automation
 ■ IT

Source: Market size: BKW's calculation on the basis of Euroconstruct, Swiss Federal Office of Energy, POM+, AFRY

Our strategic directions

1

Strengthen geographical footprint

Expansion in the areas of electrotechnology, HVAC and automation

2

Expand prosumer business

Expansion through strong PV installation business and energy management software

3

Expand Service business

Strengthening of long-term customer retention and enlargement of service activities

4

Implement IT growth strategy

Offering new scalable products and services, expansion of offers in cyber security, AI & data & cloud

Order backlog

9.5 months

Revenue 2030

x1.5

Target profitability 2030

6%

Process and building automation in critical applications

Complete building automation for new food processing facility with complex hygiene and temperature control requirements:

Lindt & Sprüngli

Scope of BKW Building Solutions services

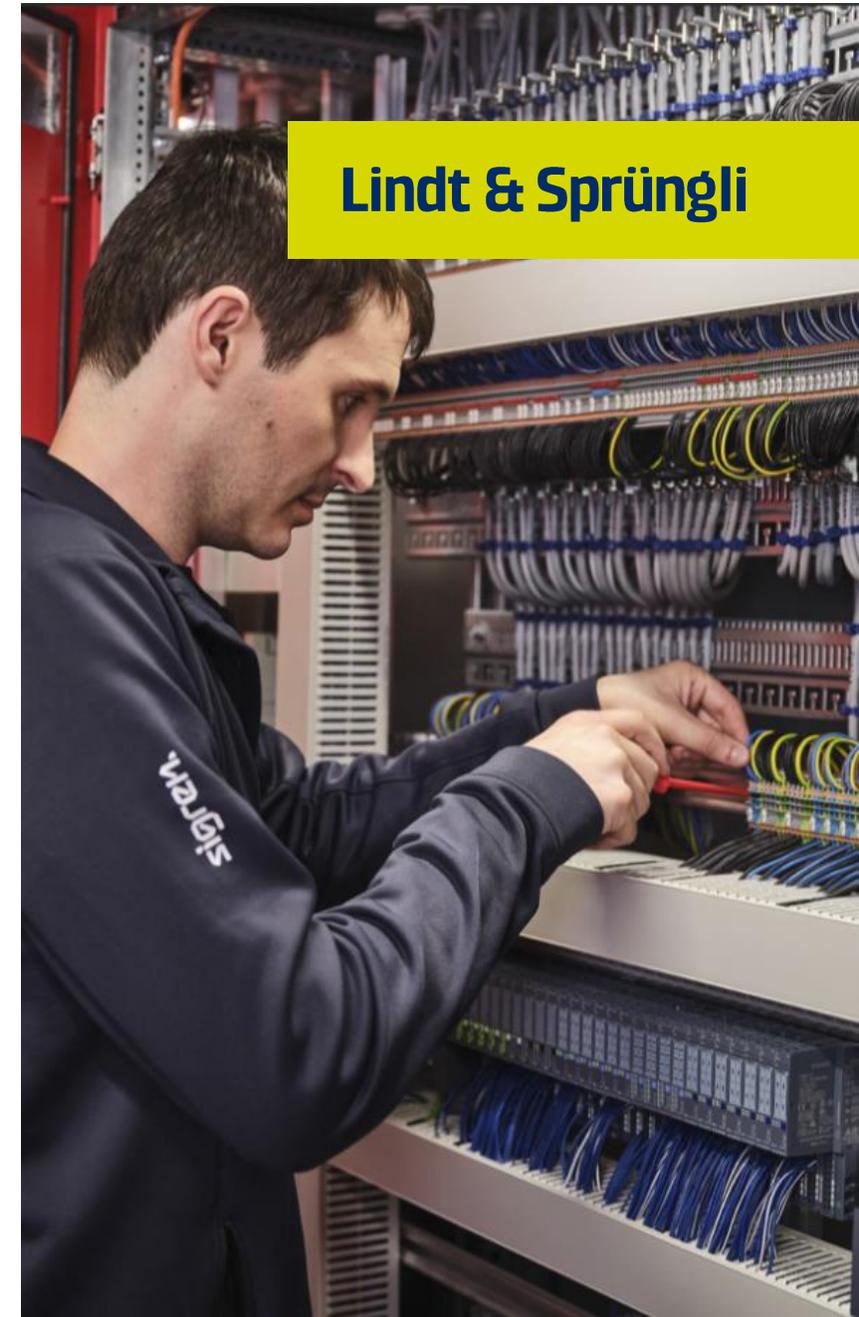
Automation of heating and cooling system in production hall |
Complete room automation in administration building

x2

Production capacity

5,000

Complex building technology data points



Digitalization and robotics in modern office buildings

Large-scale electrical project using BIM¹ method:

Electrical installation – Swiss Re Lake building

Scope of BKW Building Solutions services:

Implementation of all high and low voltage installations in new buildings |
Networked planning, construction and operation of properties using software |
Digitalization in construction

50,000
m²

Building area

750
km

Cable

20
CHF m

Order volume

1: Building Information Modeling



Swiss Re

Trusted partner for sustainable and decentralized electricity generation

Fully autonomous power supply at peak capacity:
Fromage Gruyère SA

Scope of BKW Building Solutions services

Analysis of optimal usage and grid compatibility |
installation and connection of the PV system

2,700
m²

Area

1,400

Panels

600
kW

Installed capacity

Fromage Gruyère SA





We create climate-friendly and energy-efficient buildings

→ **Attractive Swiss market with almost complete coverage**

We provide **building technology solutions** to face challenges of climate change and to adapt to new conditions.

We combine our mission of actively shaping the energy transition with a **passion for entrepreneurship.**



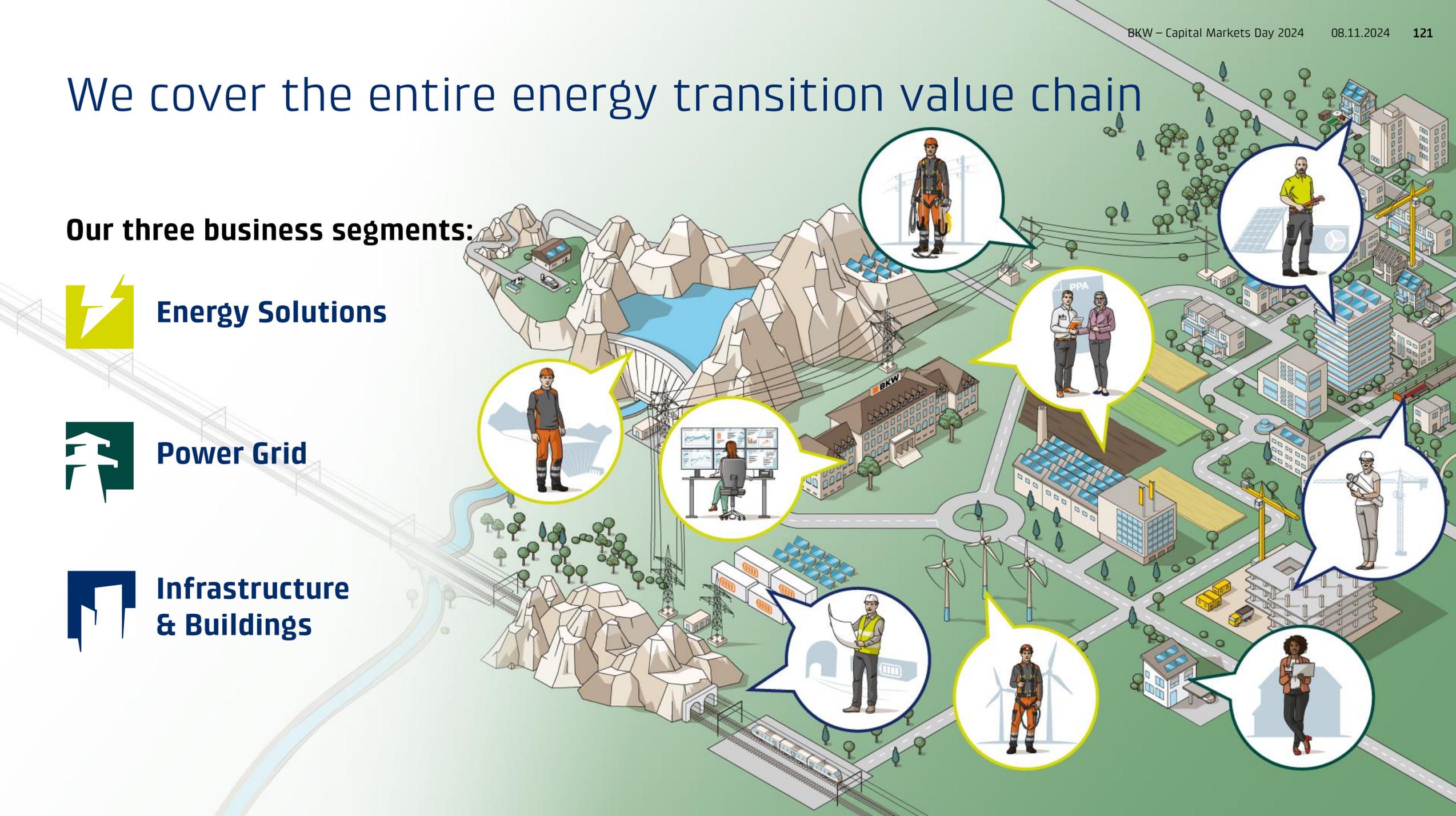
We cover the entire energy transition value chain

Our three business segments:

 **Energy Solutions**

 **Power Grid**

 **Infrastructure & Buildings**



BKW Solutions 2030

Zurich, November 8, 2024



Capital Markets Day 2024



Disclaimer

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