Outstanding annual results 2019
FY 2019: outstanding

<table>
<thead>
<tr>
<th>Growth on all levels</th>
<th>Main drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue +7%</td>
<td>Remarkable growth of Services</td>
</tr>
<tr>
<td>EBIT +19%</td>
<td>Excellent results of trading business</td>
</tr>
<tr>
<td>Net profit +149%</td>
<td>Strong performance of state funds</td>
</tr>
<tr>
<td>FFO +52%</td>
<td></td>
</tr>
</tbody>
</table>
BKW succeeds with strong business models in growing markets

Robust and successful business models

Increase enterprise value

Further expand strong market position
Financials FY 2019
### Significant growth on all levels – despite lower electricity prices

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Revenue (CHF m)</th>
<th>EBIT (CHF m)</th>
<th>Net Profit (CHF m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>2,675</td>
<td>417</td>
<td>52</td>
</tr>
<tr>
<td>2019</td>
<td>2,867</td>
<td>364</td>
<td>162</td>
</tr>
</tbody>
</table>

+7% growth on all levels
EBIT development / price effect on revenue

Negative price effect 2019 of CHF 120m on revenue significantly overcompensated on EBIT-level
70% of investments in growth

Main investment activities: growth of Services and Grid maintenance
Strong liquidity at CHF 0.9bn

Strong operating cash flow preserves high liquidity despite substantial investments
Funds from operations at a record high

Consecutive strong cash inflows: 2019 on record level
Successful net working capital management

Net working capital substantially reduced
Sound financial situation

Net debt remains on low level – despite significant investments
Long-term financing framework ensures financial flexibility

0.25%-Green bond of CHF 200m successfully issued in July 2019
Sound balance sheet: equity ratio at 40.4%

Increased equity ratio resulting from strong net profit
Operating revenue and EBIT per business area

Sharp increase in Energy on EBIT level, consistent growth in Services, stable Grid contribution
Energy: negative price effects largely compensated

Key points

Negative price effect of CHF 120m nearly compensated on revenue resulting from:

- Higher production volumes
- Higher trading and sales revenue

More than offset on EBIT-level by

- Excellent trading result
- Better sales margins
- Lower cost

Ongoing successful transformation of the Energy business
Grid: solid EBIT-contribution

Key points

Lower revenue due to
• minor tariff reduction
• weather conditions

Income from associates impacted by one-off effect swissgrid

<table>
<thead>
<tr>
<th>CHF m</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenue</td>
<td>555</td>
<td>527</td>
<td>527</td>
<td>-5%</td>
</tr>
<tr>
<td>EBIT</td>
<td>190</td>
<td>172</td>
<td>172</td>
<td>-8%</td>
</tr>
</tbody>
</table>

Grid once more with a stable result
Services: consecutive strong growth

Key points

- Sales above CHF 1,1bn, up by 26%
- 20 acquisitions in 2019 (growth in all key business fields)
- Stable EBIT-margin at 7%

Revenue breakdown

- Engineering
- Building Solutions
- Infra Services
- Energy Services

Significant expansion achieved: BKW among top leaders in all major business fields
Dividend: CHF 1.80 → CHF 2.20

Annual total shareholder return above 23% since 2014
Outlook and strategy update
BKW expects to successfully continue its transformation

Based on normalized trading result and state fund performance,

BKW expects FY 2020 operating profit to be in the range of **CHF 380m to 400m**

This expectation reflects:

- Increase of wholesale power prices
- Further profitable growth of the Services business

*It is difficult to assess the effects of the coronavirus on the economy in general and on BKW in particular at present. However, BKW's strong position in the Energy and Services business will also be advantageous in these circumstances.*
BKW strategy is based on and contributes to society needs and sustainability

- **Resource efficiency for buildings and infrastructures**
- **Integrated services and solutions**
- **Flexibility and technology for volatile and decentralised energy**
- **Trading and distribution**
- **Renewables and infrastructures for an energy hungry world**
- **Generation**
Renewables & infrastructures for an energy hungry world
Renewables portfolio contributes to future proof energy system

Diversified renewables portfolio (regulation and weather impact)

Growing in wind and small hydro

Installed capacity in MW

- Hydro
- PV
- Wind
- Biomass and heating

<table>
<thead>
<tr>
<th>Year</th>
<th>Installed capacity in MW</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>100</td>
</tr>
<tr>
<td>2012</td>
<td>200</td>
</tr>
<tr>
<td>2013</td>
<td>300</td>
</tr>
<tr>
<td>2014</td>
<td>400</td>
</tr>
<tr>
<td>2015</td>
<td>500</td>
</tr>
<tr>
<td>2016</td>
<td>600</td>
</tr>
<tr>
<td>2017</td>
<td>700</td>
</tr>
<tr>
<td>2018</td>
<td>800</td>
</tr>
<tr>
<td>2019</td>
<td>900</td>
</tr>
<tr>
<td>2020</td>
<td>1000</td>
</tr>
</tbody>
</table>
KKM: efficient, save dismantling after successful preparation

47 years of safe and reliable operations ended on 20 December 2019

Dismantling started on 6 January 2020 and is on schedule

© SRF
Flexibility for volatile and decentralised energy
BKW's flexible generation technology increases value creation

<table>
<thead>
<tr>
<th>Market trend</th>
<th>BKW positioning in market: high share of flexible energy production</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of flexibility</td>
<td>60%</td>
</tr>
<tr>
<td>Renewables</td>
<td></td>
</tr>
<tr>
<td>Volatility</td>
<td></td>
</tr>
<tr>
<td>Need for flexible capacity</td>
<td>Capacity installed and under construction: 3.2 GW</td>
</tr>
</tbody>
</table>

Capacity installed and under construction: 3.2 GW
BKW trading: success with technology and market knowledge

- Powerful technology and systems
- Integrated market view on all energy commodities
- Capability in short term and intraday trading
- Experience in fundamental modelling
Grid technology: energy and IT are merging

BKW leading with integrated data expertise
Resource efficiency for buildings and infrastructures
BKW services: resource efficiency for buildings and infrastructures

**Engineering**
- Energy, infrastructure and environmental projects
  - Planning/consulting
  - Installation
  - Maintenance

**Infra Services**
- Power, water, telecom and traffic grids
  - Planning/consulting
  - Installation
  - Maintenance

**Building Solutions**
- Integrated services around buildings
  - Planning/consulting
  - Installation
  - Maintenance

*ANNUAL RESULTS 2019 INVESTOR PRESENTATION | BKW | 18.03.2020*
BKW innovates across entire value chain: data and ICT

- **Generation**
  - PV and wind monitoring to manage production

- **Trading and distribution**
  - Advanced modelling in trading algorithms for decentralised grid management

- **Integrated services and solutions**
  - BIM
  - Building automation
  - Smart buildings
  - Engineering innovation campus

**Highlights:**
- **Generation**
  - PV and wind monitoring
- **Trading and distribution**
  - Advanced trading algorithms
- **Integrated services and solutions**
  - BIM
  - Building automation
  - Smart buildings
  - Engineering innovation campus
Competences across the value chain lead to major project wins
BKW strong business model: growth and robustness

Aligning energy to changing markets
- Significant upside potential

Grid – robust anchor for the group
- Regulated, stable income

Attractive growth in services business
- Growing markets and good margins

Strength
Capital
Revenue / EBIT trend
Thank you for your attention.
Questions?