

Axpo Holding AG
1 October 2021 to 30 September 2022

Annual Report 2021/22

The Power of Markets



A year of unprecedented turmoil in energy markets

- **Fiscal year dominated by worst energy market turmoil ever seen, sparked by war in Ukraine**
- **Adjusted EBIT of CHF 392 million (down from CHF 643 million in prior year), with result for the period of CHF 594 million (down from CHF 607 million)**
- **Annual results depressed by replacement purchases of electricity required due to supply shortfalls and dry weather, as well as by temporary shifts in income**
- **Massive increase in temporary collateral payments for Swiss electricity production; no drawdown on federal government credit line**
- **Diversification across fields of business and geographical markets paying off**
- **Positive medium-term outlook, with higher expected electricity prices increasing value of Swiss power plants**
- **Strong growth in renewables in Switzerland and abroad; ambition for building new photovoltaic facilities in Switzerland stepped up substantially**
- **Significant contribution to energy supply security in Switzerland and Europe**

Dear Readers

The energy markets were first hit by price shocks at the end of 2021. From the end of February 2022, Russia's war of aggression against Ukraine, combined with a large number of French nuclear plants going offline, created unprecedented market turmoil, which was exacerbated from March onwards by extreme dry weather in Europe and reached its peak in early September. Wholesale electricity and gas prices temporarily reached levels more than 20 times higher than the average for the past ten years, with price increases spiralling out of control in August and uncertainty over the future trend reaching levels that had never been seen before.

Expensive replacement purchases weigh on annual accounts

As Switzerland's largest energy producer, with captive customers only via our subsidiary CKW, Axpo Group (Axpo) was hit especially hard by these developments. Because Axpo sells its Swiss electricity production forward by three years through

wholesale channels to protect against falling prices (as is customary in the industry), we had to compensate for the unexpected shortfalls in production and supply at high prices. At the same time, temporary shifts in income towards future periods had a highly negative impact on Axpo's results due to the treatment of financial instruments used to hedge Swiss electricity production under International Financial Reporting Standards (IFRS).

Positive medium-term outlook

Axpo's medium-term outlook remains positive. In fact, it has actually improved as due to the events higher electricity prices are expected in the coming years. This has also led to a revaluation (increase in book value) of Axpo's Swiss power plants.

Precautionary federal government credit line for emergency assistance in extreme circumstances

Another consequence of sharply higher and extremely volatile electricity prices has been a massive increase in the collateral payments required in connection with the hedging of Swiss electricity production. The money tied up as collateral will flow back to the company once the electricity is delivered. Active management of both capital and liquidity – including capital market transactions, increased credit lines with an international banking syndicate and operational adjustments to reduce liquidity needs – enabled Axpo to absorb these funding requirements, which in some cases arose at very short notice.

However, an extreme situation came about at the height of the market turmoil in early September 2022. The wholesale electricity price for delivery in the first quarter of 2023, which averaged EUR 50 per megawatt hour (MWh) in the previous seven years, more than doubled in a matter of days from an already very high EUR 464 to around EUR 1,081. This prompted various European states, including Sweden, Finland, Denmark, Slovenia, Italy and Austria, to take measures to support and relieve their energy companies and to secure their liquidity. Other countries, such as Germany, France and Czechia, had already done so.

Given the exceptional situation at the start of September, Axpo was no longer in a position to assume that we would be able to rely on the availability of sufficient liquidity on the market in any given scenario. To ensure that we could continue to play its part in Swiss energy supply security with a view to the winter half-year, the Board of Directors and Executive Board decided to take the precaution of requesting a subordinated, unsecured credit line of CHF 4 billion from the federal government. Axpo has not drawn down on this credit line as at the publication date of this report, and we will do everything in our power to ensure that it does not need to do so.

Annual results hit by “perfect storm”

Overall, Axpo posted an adjusted operating profit (earnings before interest and tax, or EBIT) of CHF 392 million in fiscal 2021/22 (1 October 2021 to 30 September 2022), down from CHF 643 million in the prior year. The temporary shifts in income towards future periods under IFRS due to the hedging strategy for Swiss electricity production amounted to CHF 1.470 billion (compared with CHF 143 million in the prior year), resulting in a distorted view of the company's financial performance. This effect has thus been neutralised in the adjusted figure. The year-back figure has also been adjusted accordingly. Taking account of these income shifts, the negative impact of funds required

for the decommissioning and disposal of nuclear power plants (STENFO) due to the distinctly negative capital market trend, and the positive effect from revaluations, the result for the period was CHF 594 million, compared with CHF 607 million in the prior year. In view of the credit line granted by the federal government, no dividend will be paid.

Events in the reporting period were truly without precedent. At the start of 2022, the financial repercussions of this ‘perfect storm’ caused Axpo to pause, review and revise the hedging strategy it had successfully employed for its electricity production since it was signed off by the Board of Directors in 2013. The full impact of this will only become clear over time as existing contracts are gradually fulfilled up until 2025.

Diversification across fields of business and geographical markets paying off

Axpo is driven by a single purpose: to enable a sustainable future for society through innovative energy solutions. Our three-pillared strategy for delivering this (leadership in the transition to a CO₂-free future for the Swiss energy industry, expansion in renewable energies and growth in our international customer and trading business) has proven its worth even in the current environment.

The first pillar – playing a leading role in decarbonising Switzerland's energy supply – is entirely logical, given that Axpo is already the largest Swiss producer of electricity from renewable sources. We welcome the improved legal framework for photovoltaic (PV) plants in the Alps and have once again significantly stepped up our ambition in this regard. The previous target of 200 megawatts (MW) of new solar capacity by 2030 has now been increased to 1.2 gigawatts (GW), around half of which will be built in open spaces, including in the Alps. An Alpine solar facility is already planned at Val Nalps. The largest solar plant in Switzerland, on the Muttssee dam at 2 500 metres above sea level, has been fully operational since September 2022. In addition to this intensive construction of PV capacity, Axpo is also driving expansion in hydro and wind power, biomass and other technologies in Switzerland. Axpo is benefiting here from our superior know-how and economies of scale thanks to the international reach of our Wind and Solar divisions and our centres of expertise in hydrogen and batteries.

CKW investing in the future of energy

Axpo's subsidiary CKW is mainly responsible for our PV expansion. We also intend to invest up to CHF 1 billion in other technologies (as far as government policy allows) up to 2030 in order to generate additional electricity for 165 000 households and heat for 55 000 households. A number of hydro, PV, wind and cogeneration projects are already under way. CKW has increased the speed at which we are building smaller PV plants by a factor of four compared with 2020. Our 150 specialists in this field installed and commissioned around 600 solar facilities in fiscal 2021/22. Investments in increased power grid capacity and the nationwide rollout of smart meters are also important for the future of energy.

However, proceedings lasting well over ten years for hydro and wind projects and the prevention of the hydrogen project at the Eglisau-Glattfelden hydro plant by private objectors show very clearly that there are still considerable obstacles in Switzerland when it comes to averting the long-term threat of electricity shortages. That said, Axpo remains highly active as regards hydrogen in spite of the thwarted project. For example, we acquired a 25% stake in Swiss Green Gas International (SGGI) during the year under review. SGGI plans and realises 'power-to-X' plants in Northern Europe that produce hydrogen and 'green' gas from renewable electricity. This

technology will play a key role in the successful energy transition and in decarbonisation going forward. Axpo plans to build Switzerland's largest hydrogen production plant in Brugg.

The importance of Switzerland's safe, high-performing nuclear plants is also not to be underestimated in the current situation. While the revision of the Leibstadt nuclear plant took longer than planned, which detracted from Axpo's income for the year, this has increased the plant's output by a further 10 MW to 1,300 MW. Axpo has invested heavily in the three nuclear plants in Leibstadt, Beznau and Gösgen in recent years with a view to maintaining their high standards of safety and efficiency. Their output will be a vital part of the transition to a CO₂-free future for the energy industry.

Strong growth in renewables in Switzerland and abroad

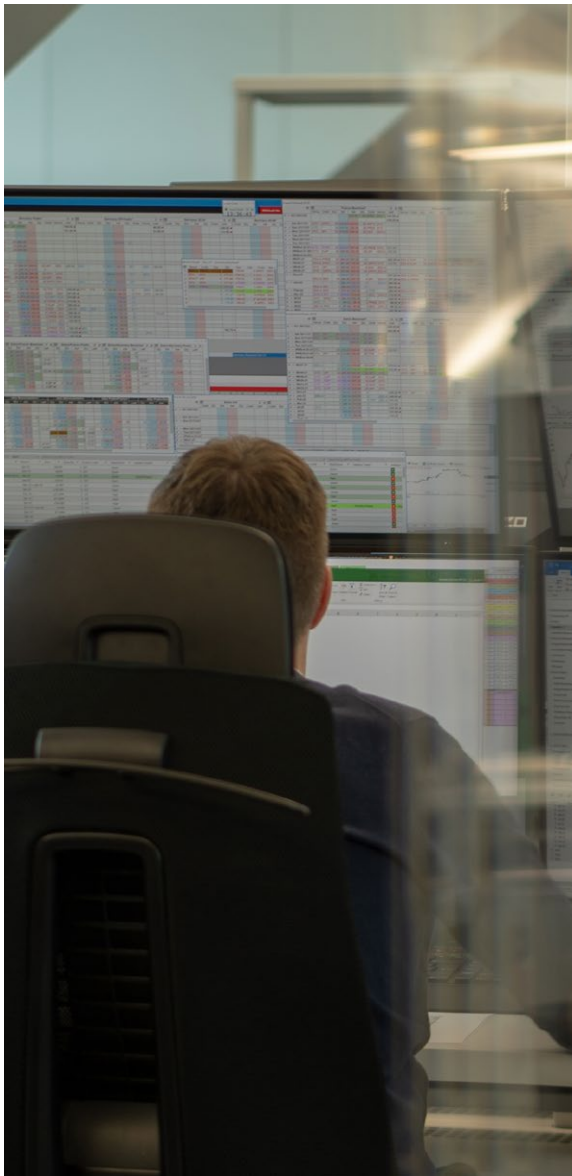
The war in Ukraine has made the second pillar of our strategy – expansion in renewable energies – even more important. Axpo is driving progress in alternative electricity generation and storage methods in Switzerland and Europe, making both more independent in terms of energy supply. Besides the aforementioned activities in Switzerland, Axpo is also a leader in the French solar industry through our subsidiary Urbasolar and we significantly grew our solar business in Spain, Italy

and Poland during the reporting period. Axpo intends to build around 10 GW of solar capacity by 2030 on 10 000 hectares of car parks, large roofs, greenhouses and other surfaces. In the year under review, we started a project with Disneyland Paris to construct one of Europe's largest PV installations, with 82 000 solar panels over an area of 20 hectares that will generate a total of 36 GWh of electricity a year. Other innovative projects include solar plants floating on lakes, one of which Axpo completed in southwestern France in the reporting year. Two more are under construction. Solar capacity expansion in the period as a whole totalled 247 MW.

In wind power, Axpo's subsidiary Volkswind currently operates primarily in Germany and France. We began developing two wind farms, with a total of 38 turbines and a combined output of some 250 MW, in Romania in the year under review. In line with our strategy of generating additional income from the sale of power plants, Axpo also made a successful sale in the reporting period of a French wind farm portfolio comprising 24 state-of-the-art turbines with a total capacity of 65.5 MW. Axpo's capacity expansion in wind power amounted to 121 MW.



The planned Alpine solar plant on the Lai da Nalps reservoir in the Canton of Graubünden (artist's impression)



Since Switzerland is physically integrated into the European electricity market and has to import significant quantities of electricity every winter, the construction of further renewable energy production capacity in other countries is also a cost-efficient means of contributing to energy supply security in Switzerland.

In order to support expansion in wind and solar power even more effectively, Axpo turned its wind and solar operations into two separate divisions with effect from 1 October 2022. Katja Stommel is in charge of Wind, and Solar is headed by Antoine Millioud.

Successful customer and trading business

The third pillar of Axpo's strategy is growth in our international customer and trading business. This delivered good results in the year under review. The focus was primarily on liquidity management due to the challenging environment. Marketing Axpo's own production (asset-backed trading) makes up a significant share of the business. The electricity generated by Axpo's Swiss power plants needs an immediate buyer. Trading is therefore inextricably linked to production. The important thing is that physical delivery of the electricity generated in Switzerland largely takes place in Switzerland, regardless of any hedging transactions. In winter especially, Axpo does not export any electricity from

Swiss production to other countries as long as Swiss demand is not met and limited exports are not required to stabilise the international grid.

The bespoke customer business (origination) has become a very stable source of revenue for Axpo that is not dependent on the electricity price, and its importance will grow in the coming years in view of the upcoming reversion for hydro plants and the planned decommissioning of nuclear plants. Overall, Axpo markets around 14 TWh of solar and wind power on behalf of our customers. Axpo is ensuring continued growth in renewables through long-term power purchase agreements (PPAs) and helping a number of corporate customers in approximately 40 markets to reduce their CO₂ emissions. This business also played a significant role in covering the high liquidity requirement for hedging Swiss production. The rapid, unexpected electricity price increase, which followed a protracted phase of low and stable prices, is likely to bolster demand for longer-term PPAs in Switzerland too. In the past, only a small number of grid operators and corporate customers have used these to hedge against price increases.

Axpo's successful proprietary energy trading makes up the smallest share of our trading business. Like the entire business, it is subject to stringent regulations and limits. Axpo is among the leading trading partners in a variety of fields and markets, which opens up additional opportunities and helps

us to grow in other areas of business. Through our know-how and skills in the transport, storage and trading of natural gas and liquefied natural gas (LNG), Axpo contributes to energy supply security in Europe and Switzerland by bringing many LNG deliveries to Europe via Spain. Axpo is also supporting the Swiss Federal Office of Energy's Winter 2022/23 Energy Supply Task Force in its efforts to find energy supply security solutions amid the current challenges.

Additional measures to ensure energy supply security

In light of the threat of electricity shortages, Axpo has taken various measures to shore up Swiss energy supply even further, including interrupting the renovation work on the Gigerwald dam in the Tamina valley (Canton of St. Gallen) and postponing its continuation by two years. While this work is essential to the long-term operation of the plant, and interrupting it is very costly, Axpo wanted the output of up to 160 GWh from the water stored in the reservoir and from recirculation to remain available over the next two winters, given the extreme situation. We have also kept more water back during 2022 in anticipation of potential electricity shortages, thus ensuring full storage levels despite the dry weather. This has enabled us to shift around 1 (TWh) of electricity production into the winter months.

External assessment of risk management

Axpo's Board of Directors tasked PricewaterhouseCoopers (PwC) with carrying out a third-party assessment of its overall risk management and in particular the events that led to the precautionary request for a credit line from the federal government. PwC's experts completed this assessment in November 2022. Their key findings were as follows:

- Movements in market prices over the past year have been highly unusual.
- Axpo controlled its market risk adequately in line with normal market practices.
- Cash outflows were caused primarily by additional collateral requirements for hedging prices in relation to Swiss production.
- Axpo's origination services, other international activities and proprietary trading significantly reduced net cash outflows.
- Axpo's request for a credit line can be regarded as prudent risk management in view of the prevailing market uncertainty at the time. There has been no drawdown on this credit line to date.
- Credit risk remains high, and Axpo's Executive Board is keeping a close eye on it.

The events of the past fiscal year and the precautionary request for a credit line from the federal government have naturally prompted the Board of Directors and Executive Board to analyse whether Axpo is on the right track. Axpo's strategy, which is derived from that of its owners, is reviewed every year. As explained above, the hedging strategy for Swiss electricity production in particular has already been adjusted. However, the financial year just ended has clearly demonstrated the importance of diversification across fields of business and geographical markets.

We are confident that this strategy will continue to pay off as regards decarbonisation and that the company can continue to make a significant contribution to energy supply security in Switzerland and Europe.



The renovation of the Gigerwald dam has been postponed in order to make more electricity available over the next two winters.

Fiscal 2021/22 proved to be a huge challenge for all of us. No one expected that we would witness an inhuman war in Europe in 2022, with dramatic consequences for the population affected and a highly negative effect on energy supplies and the global economy as a whole. We would like to thank all our staff for their tireless dedication and hard work for Axpo day in, day out in these extraordinary times. We also thank our shareholders for intensive and constructive dialogue on the current challenges and Axpo's future. Last but not least, thanks to our customers and partners, whose trust keeps us going. We look forward to working with you again in the new fiscal year.



A handwritten signature in black ink, appearing to read 'T. Sieber', written in a cursive style.

Thomas Sieber

Chairman of the Board of Directors
Axpo Holding AG



A handwritten signature in black ink, appearing to read 'C. Brand', written in a cursive style.

Christoph Brand

CEO
Axpo Holding AG

Results for the 2021/22 financial year

The unprecedented developments on the energy markets caused by Russia's war of aggression against Ukraine left their mark on the annual accounts of the Axpo for fiscal 2021/22 (1 October 2021 to 30 September 2022). Its adjusted operating profit or EBIT was CHF 392 million, down from CHF 643 million in the prior year. This fall was due first and foremost to unexpected supply and production shortfalls resulting from the war, dry weather, a large number of French power plants being offline and the revision of the Leibstadt nuclear plant taking longer than expected – gaps that had to be filled at massively higher prices. This weighed heavily on results in the Generation & Distribution and CKW business areas, whereas the Trading & Sales business area was able to profit from the higher prices and market volatility to post yet another very good result.

Replacement purchases required at high market prices

Axpo's total income in the reporting period was CHF 10.546 billion, 74% higher than the year-back figure of CHF 6.056 billion. This increase largely resulted from rising electricity and gas prices, although these were partially offset by higher expenses for energy procurement. Production

from nuclear power plants was down 0.2 TWh, or 1%, year-on-year, mainly due to restricted availability of French nuclear plants. The Swiss hydro plants produced 8.2 TWh of electricity, which equates to a fall of 17%, caused primarily by the exceptionally dry summer in 2022. In spite of further expansion in wind and solar power, less favourable wind conditions meant that electricity production from these renewable sources was down 1.7 TWh, or 2%. Axpo's active portfolio management also led to the sale of various wind and solar farms in the reporting period for a total profit of CHF 151 million.

Plant upgrades

The temporary income shifts in favour of subsequent years that had already been seen in prior periods due to the treatment of financial instruments used to hedge Swiss electricity production under IFRS were significantly amplified in the reporting year, in particular by the unusual difference in prices between Germany and Switzerland. Since this is a purely technical accounting effect, rather than an economic one, this has not been included in the adjusted EBIT, and the year-back figure has been adjusted accordingly. Taking account of these income shifts (which added up to CHF 1.470 billion), the negative impact of CHF 737 million of funds for

the decommissioning and disposal of nuclear power plants (STENFO) due to the distinctly negative capital market trend, and the positive effect of CHF 3.150 billion from revaluations in connection with revised electricity price expectations, the result for the period was CHF 594 million.

Sharp increase in collateral payments

Cash outflow from operating activities amounted to CHF 3.117 billion, compared with a cash inflow of CHF 888 million in the prior year. This was a consequence of the very sharp increase in collateral payments required in connection with the hedging of Swiss electricity production. It is important to remember that these collateral payments flow back to the company once the respective contracts are fulfilled, i.e. when physical delivery of the electricity takes place in Switzerland. Gross investments, primarily in renewable energies, stood at CHF 488 million, with Switzerland accounting for 44%. After deduction of divestments, in particular concerning non-strategic wind farms and the sale of the stake in Repower to the Canton of Graubünden, net investments were CHF 142 million, down from CHF 327 million in the prior year. Free cash flow was thus CHF – 3.259 billion, compared with a positive figure of CHF 562 million in the prior year.

Significant balance sheet inflation due to accounting rules

The extraordinary energy market trends, including sharp price rises and extremely high volatility, also led to further inflation of the balance sheet. Total assets rose from CHF 44.676 billion as at 30 September 2021 to CHF 79.736 billion as at 30 September 2022. This balance sheet inflation is driven mainly by technical accounting rules that require energy supply contracts and the related hedging transactions to be assigned a replacement value, which depends on the market price, going forward. This is reflected equally on the asset and liability sides of the balance sheet as the replacement values move in parallel with market price trends on both sides and fall either when price levels fall or when the corresponding contracts are fulfilled.

Active capital management

In order to give itself room for manoeuvre financially with regard to the necessary collateral payments mentioned above, the company placed two sustainability-linked bonds worth CHF 500 million each and one sustainability-linked "Schuldschein" (an unsecured debt instrument under German law) worth EUR 600 million during the year under review. It also increased its credit line with a syndicate of banks to a total of EUR 6.0 billion up to the end of October 2022. Net debt therefore increased from

CHF 223 million to CHF 3.644 billion, and liquidity was CHF 4.101 billion as at 30 September 2022.

Total equity as at 30 September 2022 was CHF 7.432 billion (prior year: CHF 7.228 billion).

Positive medium-term effects from higher electricity prices

The uncertainty over the effects of the war in Ukraine and political intervention in the international energy markets makes forecasting difficult at present. Axpo expects the income shifts cited above to have a positive impact in the coming years, with higher electricity prices also bolstering the annual accounts from fiscal 2024/25. At the same time, the money tied up as collateral will also flow back to the company. Fluctuations in the value of the STENFO funds and the securities portfolio, meanwhile, will continue to influence earnings.

Key figures

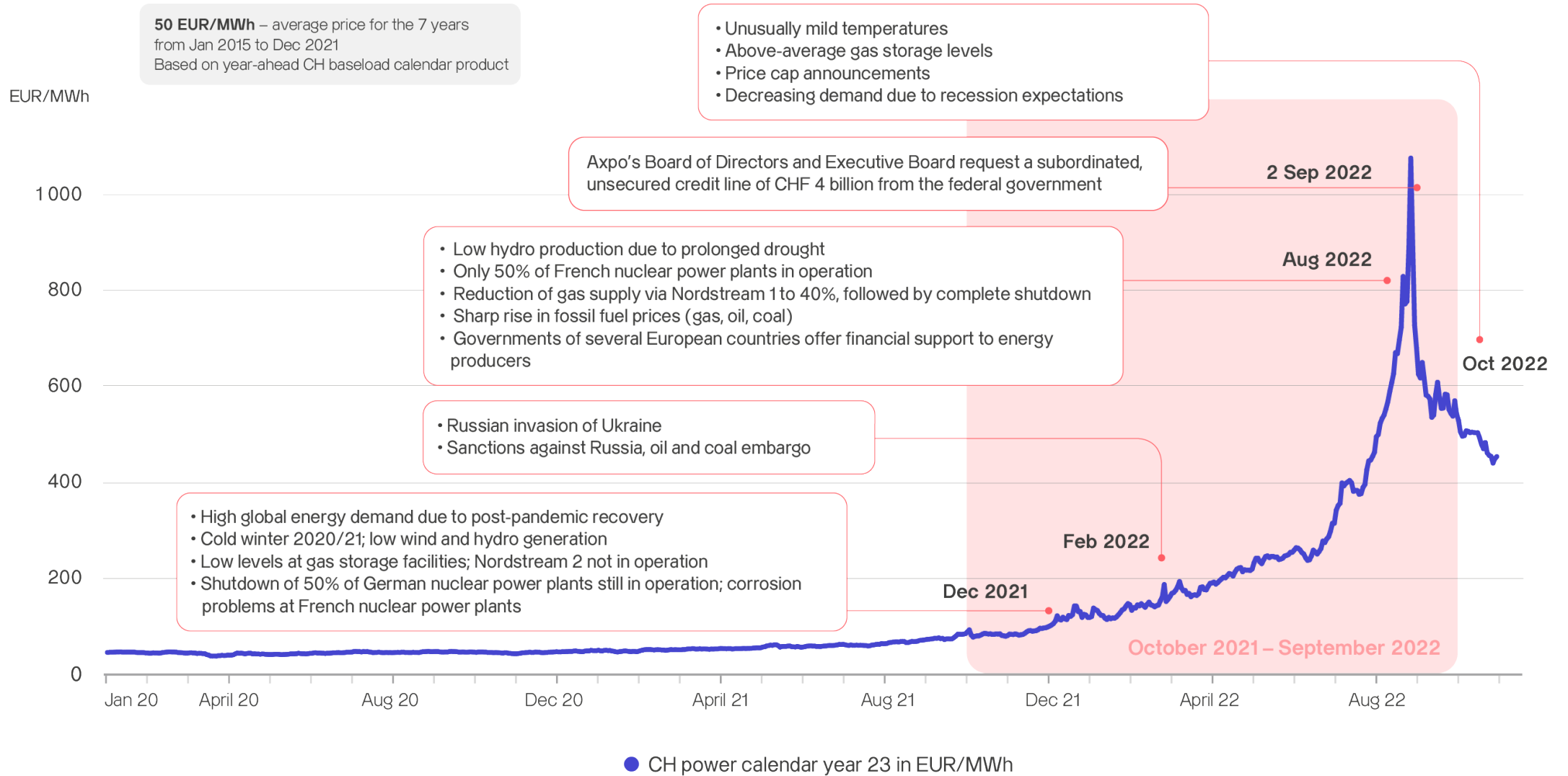
CHF million	2022/21	2021/20	2020/19	2019/18	2018/17
Total income					
Total income	10 546	6 056	4 808	4 856	4 850
of which revenues from energy sales and grid usage	9 892	5 766	4 639	4 725	4 764
EBIT					
Earnings before interest and tax	1 745	516	791	850	348
as % of total income	16.5%	8.5%	16.5%	17.5%	7.2%
Adjusted EBIT					
Adjusted earnings before interest and tax	392	643	826	494	348
as % of total income	3.7%	10.6%	17.2%	10.2%	7.2%
Result for the period					
Result for the period	594	607	570	865	131
as % of total income	5.6%	10.0%	11.9%	17.8%	2.7%
Cash flow and investments					
Cash flow from operating activities	- 3 117	888	594	146	474
Net investments in non-current assets (excluding loan receivables)	- 142	- 327	- 275	- 418	- 198
Free cash flow	- 3 259	562	319	- 273	276

CHF million	2022/21	2021/20	2020/19	2019/18	2018/17
Balance sheet					
Total assets	79 736	44 676	21 674	20 806	22 216
Equity including non-controlling interests	7 432	7 228	6 734	5 900	4 979
Equity ratio in %	9.3%	16.2%	31.1%	28.4%	22.4%
Net financial assets	-3 644	-223	-1 181	-1 257	-586
Employees					
Average number of employees	5 604	5 207	5 115	4 653	4 357
Number of employees at balance sheet date	5 937	5 338	5 350	4 958	4 441

Axpo Group electricity generation

million kWh	2022/21	2021/20	Year-on-year change in %
Nuclear power plants	17 849	18 055	-1
Hydro power plants	8 225	9 851	-17
Conventional thermal power plants	7 249	6 973	+4
New energy (including other holdings)	1 665	1 694	-2
Total generation	34 978	36 573	-4

Market distortions of the past months



A 'perfect storm'

A few months ago, when electricity prices reached an all-time high of EUR 1 000 per MWh, many analysts spoke of a 'black swan': a rare, extremely improbable and totally unexpected event. The chart on page 14 illustrates how a whole series of extraordinary, mostly unforeseen developments coincided, causing unprecedented price fluctuations on the energy markets.

Two major price shocks occurred between October 2021 and March 2022 (i.e. in the first half of fiscal 2021/22). First of all, a cold winter, low generation volumes from wind and hydro power, higher demand resulting from the economic recovery in the wake of the pandemic, the closure of more than half of Germany's remaining nuclear plants and the discovery of corrosion in French nuclear reactors significantly pushed prices up at the end of 2021.

A second shock followed when Russia's invasion of Ukraine led to sanctions against the aggressor, including oil and coal embargoes. This combination of events sparked massive fluctuations in gas, coal and electricity prices. At times, prices were six times higher than they had been 12 months previously, and this in the midst of a global energy transition. However, that was just the beginning.

Energy prices rose exponentially between April and September 2022 (i.e. in the second half of fiscal 2021/22). This was a situation unlike any seen before, and a number of factors were at work: the restricted availability of multiple French nuclear plants, which were operating at only 50% of capacity; the dry summer, as a result of which Swiss hydro production was below average; the reduction in the flow of gas via the Nord Stream 1 pipeline to 40%; and later Russia stopping its supply of gas to Europe completely.

This led to a run on alternative liquefied natural gas and coal suppliers to make up for the lost 140 billion cubic metres of Russian gas – around a third of Europe's annual consumption. Since the revision of the Leibstadt nuclear plant, which is vital to Swiss energy supply security, took longer than expected, Axpo also had to buy in electricity at exceptionally high market prices to offset the production shortfall.

With prices higher than ever and volatility persisting at the end of the summer, much higher collateral payments were needed in the wholesale business. Experts estimated that Europe's electricity producers had to provide a staggering total of some EUR 1 trillion in additional collateral in order to stay in business. Against this incredibly challenging

backdrop, governments throughout Europe approved state-supported loans and aid packages totalling around EUR 500 billion to help companies overcome liquidity squeezes and assist households in paying their electricity bills.

Energy prices fell in the second half of September thanks to unusually mild temperatures, high gas inventories and the various government measures. Nevertheless, the short-term outlook is uncertain. Prices can be expected to remain volatile over the medium to long term, and future trends will be harder to foresee. Since no end to the war in Ukraine is in sight, Europe continues to face a huge challenge in terms of restocking gas supplies for the coming winters.

Inextricable link between electricity production and trading

Axpo's integrated business model combines strengths in production and trading to add value for the company, its customers and Switzerland as a whole. It also strengthens expansion in renewables and energy supply security.

A company that generates electricity needs to have a buyer for the quantity of electricity it produces at any given moment. This means that Axpo must at all times be able to sell the entire output of its more than 100 Swiss power plants as well as that covered by long-term power purchase agreements. Since it only has captive customers via CKW, it has to trade the bulk of this output on the wholesale market.

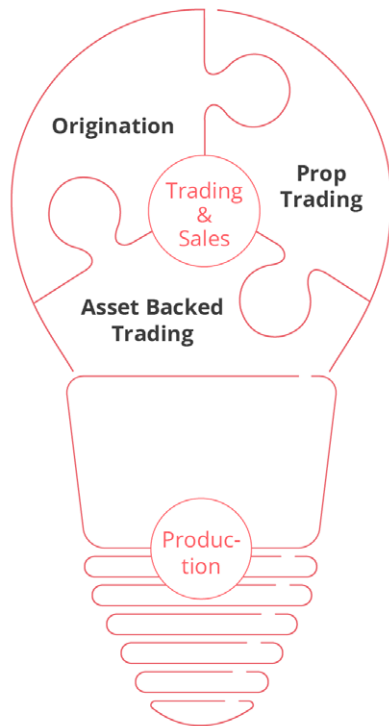
The wholesale price is set by the market in line with supply and demand. These are both subject to constant change, so the price changes as well – sometimes quickly, for example when the wind picks up after a lull and starts turning wind turbines again, or when a plant suddenly goes offline. It can also be influenced by long-term factors such as economic cycles, nuclear plants being decommissioned with no viable replacement, electricity consumption rising sharply as a result of decarbonisation or government investment and market interventions promoting

massive expansion in alternative energies. On top of this, political decisions can cause large fluctuations, as the world has seen over the past few months.

Axpo takes all of these factors into account in marketing its electricity (asset-backed trading). If it were to sell the electricity at the market price at all times, it would be exposed to a high level of market risk. When prices fall below the cost of generation, as they did between 2013 and 2016, the company makes a loss. This is why Axpo sells a large proportion of the electricity it produces forward for a fixed price – a common approach in the industry. This ensures a profit margin and safeguards against selling below cost. Since sufficient demand does not exist in Switzerland for buying such large quantities three years in advance, much of the electricity is sold via the European Energy Exchange in Germany in the interests of market liquidity, even though almost all of it is eventually supplied to customers in

Switzerland. Axpo manages this portfolio of electricity contracts continually in line with market trends and, in accordance with market practices and regulations, up to a quarter of an hour in advance. In the year under review, the gross margin from trading electricity generated by Axpo's own power plants amounted to CHF 1 313 million.

Axpo's trading expertise and outstanding knowledge of the market also allow it to help companies and major consumers throughout Switzerland and Europe with their electricity purchasing (origination). This is becoming ever more challenging as the growing proportion of weather-dependent generation leads to higher price volatility. As a result, long-term power purchase agreements (PPAs), and thus also trading in general, are becoming increasingly important. There are many examples that reflect this. For instance, when Axpo signed a 20-year PPA concerning electricity from AlpinSolar with the supermarket chain Denner, this was handled by its trading unit – as was the five-year PPA with Nestlé for electricity from the Mauvoisin hydro plant. The trading unit also helped a wind farm in Evora, Portugal to sell ten years' output at guaranteed prices, which meant that it did not need to be subsidised.



The interplay between production and trading ensures that energy always reaches the customer on time. The interplay between production and trading ensures that energy always reaches the customer on time.

Axpo makes sure that its customers have access to all the energy they need all year round at fixed prices, even when Switzerland cannot count on sufficient domestic production during the winter. This aspect of the trading business not only supports the energy transition and increases energy supply security, it also constitutes an additional revenue stream for Axpo and diversifies its cash flow. This business posted a gross margin of CHF 885 million in the reporting period, covering part of the high liquidity requirement for hedging Swiss electricity production.

Valuable know-how in proprietary trading

Proprietary trading is subject to strict limits, but it contributes to risk diversification, has delivered a substantial share of revenue in recent years, and provides an important pool of know-how for Axpo's other business areas. Proprietary energy trading mainly entails analysing supply and demand to calculate the future price and thus identify market inefficiencies. Axpo has a number of market analysts working in this area, who supply very valuable data to other business areas. Axpo is among the leading trading partners in a variety of fields and markets, which opens up additional opportunities and helps it to grow in other areas of business. For example, the knowledge gained from proprietary trading with respect to the transport, storage and trading of natural gas and LNG allows it to support the Swiss

Federal Office of Energy's Winter 2022/23 Energy Supply Task Force in its search for energy supply security solutions. Axpo has played a key role in Switzerland's gas supply in this respect. Proprietary trading has consistently returned a profit in recent years, posting a gross margin of CHF 89 million in the fiscal year just ended.

Production and trading thus go hand in hand: when electricity is generated, it must be traded. At the same time, the trading business is also important for risk diversification. While production is heavily dependent on the electricity price and suffers when prices fall, this is not the case with trading as it generates income independently of the electricity price and can add value in any price situation. Production and trading are both essential components of a balanced, diversified portfolio.

Axpo's photovoltaic ambition for Switzerland increases sixfold

Axpo is pressing ahead with expansion in renewable energy at a brisk pace. Having already added a lot of solar and wind power capacity outside Switzerland, and with a number of further projects at the planning stage, it also stepped up its ambition for Switzerland in November 2022, thanks in part to an improved legislative framework.

Axpo is the largest producer of renewable energy in Switzerland and intends to build further on its leading role in the transition to a CO₂-free future. The war in Ukraine has made expansion in renewable energies even more important, and the progress Axpo is driving in alternative electricity generation and storage methods will make both Switzerland and Europe more independent in terms of energy supply going forward.

In international photovoltaics (PV), Axpo's ambition is to add 10 GW of capacity between 2020 and 2030, focusing mainly on the development and construction of plants that it will later sell or in which it will retain only a minority stake (this is referred to as "asset light" strategy). Axpo is already a leading developer and constructor of solar plants in France.

Wind power is also vital to the shift away from fossil fuels as it generates around two thirds of its energy in the winter half of the year. Axpo wants to build onshore wind farms with a total output of 3 GW by 2030. Most of these will be sold on completion, but some will remain under Axpo's ownership. As part of this strategy, Axpo also made a successful sale in the reporting period of a French wind farm portfolio comprising 24 state-of-the-art turbines with a total capacity of 65.5 MW.

Improved framework paves the way for solar offensive

A positive change occurred in Switzerland at the end of the reporting period. The Swiss Parliament laid the foundations for faster growth in the construction of photovoltaic (PV) facilities in open spaces with

high winter output during its 2022 autumn session by passing amendments to the Energy Act concerning urgent measures to secure the supply of electricity in winter. Axpo expressly welcomes this development, which has allowed it to speed up its planned PV expansion and announce a Swiss solar offensive in November.

Specifically, Axpo now intends to build PV plants with a total output of 1.2 GW by 2030, six times the previous target of 200 MW. The offensive comprises Alpine solar plants attached to infrastructure and in open spaces as well as urban projects such as solar panels installed on the roofs of industrial and residential buildings and other spaces. Axpo has already unveiled its first plan for an Alpine solar plant, to be constructed on the Lai da Nalps reservoir in the Canton of Graubünden.

When it comes to Alpine PV plants, Axpo can call on its experience with its project on the Muttsee dam, Switzerland's largest Alpine solar facility, which began operating at partial capacity in October 2021 and was completed in August 2022. Alpine solar plants above the fog line produce around three times as much electricity as urban plants during the winter. This electricity is particularly valuable in view of the growing winter shortfall. Initial experience with the

Muttsee project shows that expectations with regard to winter production are being met.

Effective synergies within Axpo Group

Turning Axpo's PV ambition into reality is primarily the responsibility of its subsidiary CKW, which is already driving the energy transition by installing two new building-mounted solar facilities every day. CKW can call on the extensive experience and economies of scale offered by the Solar division, which has been successfully constructing large PV plants internationally for many years. Axpo is ideally equipped for the future with know-how along the entire value chain from project development to electricity trading.

The solar offensive will make a valuable contribution to the sustainable and secure supply of electricity, especially in winter. Given the need to increase annual production in Switzerland by around 50 TWh by 2050, however, this offensive is just one of many pieces in the puzzle. Long-term improvements in the legislative framework are required to achieve the transition while maintaining energy supply security. Lengthy approval processes are a particularly large obstacle. Axpo will continue to play its part in safeguarding the energy supply and will employ its international expertise constructively in the political process.



Corporate governance

Axpo is committed to the principles of good corporate governance, which are constantly monitored by the Board of Directors and adjusted as required. Axpo is proactive in providing open and transparent information, and its Sustainability Report meets internationally recognised standards.

Shareholders of Axpo Holding AG

million kWh	in %	CHF million
Elektrizitätswerke des Kantons Zürich	18.410	68.1
Kanton Zürich	18.342	67.9
AEW Energie AG	14.026	51.9
Kanton Aargau	13.975	51.7
SAK Holding AG	12.501	46.3
EKT Holding AG	12.251	45.3
Kanton Schaffhausen	7.875	29.1
Kanton Glarus	1.747	6.5
Kanton Zug	0.873	3.2
Total share capital	100.000	370.0

Group structure and shareholders

Group structure

The Axpo Group's management structure is organised around the Generation & Distribution, Trading & Sales and CKW business areas. The Group companies that constitute the legal structure represent the legal entities in which business is transacted.

The main subsidiaries of Axpo Holding AG in Switzerland are as follows:

- Axpo Grid AG, Baden
100%, CHF 100 million share capital
- Axpo Hydro AG, Baden
100%, CHF 200 million share capital
- Axpo Power AG, Baden
100%, CHF 360 million share capital
- Axpo Solutions AG, Baden

- 100%, CHF 1,567 million share capital
- CKW AG, Lucerne
81.1%, CHF 3 million share capital

A complete list of Group companies and significant associated companies (partner plants and other associates) is included in the Financial Report in Note 6.6 "Investments".

Shareholders

The cantons and cantonal utilities of northeastern Switzerland own 100% of the shares of Axpo Holding AG (see table).

Cross-shareholdings

There are no cross-shareholdings.

Capital structure

Share capital of Axpo Holding AG

The share capital of Axpo Holding AG amounts to CHF 370 million, divided into 37 000 000 registered shares with a par value of CHF 10 each. The shares are fully paid up. Axpo Holding AG has neither authorised nor contingent capital at its disposal. Each share entitles the holder to one vote at the Annual General Meeting and a pro-rata share of the dividend distributed each year.

Shares

Registered shares may only be transferred with the approval of the Board of Directors. This restriction also applies to the establishment of a beneficial interest. Unless a transfer is approved, ownership of the shares and all rights attaching thereto remain with the seller, subject to Art. 685c para. 3 of the Swiss Code of Obligations.

Approval of transfers of registered shares may be refused to prevent the following:

- shareholdings being acquired by a competitor,
- the company's financial independence being jeopardised,
- the company's purpose being jeopardised.

Changes in equity

The share capital of Axpo Holding AG has not changed since the company was founded in 2001. Details of other changes in equity can be found in the Financial Report in Note 4.1 "Capital management and equity" in the case of the consolidated annual financial statements of the Axpo Group and in Note 25 "Changes in equity" in the case of the annual financial statements of Axpo Holding AG.

Board of Directors and Executive Board

Election and term of office

The Board of Directors is elected by the Annual General Meeting. Its members are elected for a term of office of two years and may be re-elected (subject to a maximum age of 70). The current term of office runs from the 2021 Annual General Meeting to the 2022 Annual General Meeting. The members did not hold any executive functions within the Axpo Group during fiscal 2021/22. The entire Board of Directors met 16 times during the reporting year.

Internal organisation

The Board of Directors constitutes itself and elects its Chairman and Vice Chairman. It may also appoint a secretary, who need not be a member of the Board of Directors. The Board of Directors may set up committees and confer special duties and powers on them. There are currently three standing committees whose task is to analyse in greater depth all business or personnel-related decisions submitted by the Executive Board. The committees report to the Board of Directors to allow it to prepare its resolutions and exercise its supervisory functions, and they make recommendations regarding various business and personnel-related matters. The Board of Directors retains overall responsibility for the tasks assigned to the various committees. Specifically, the committees have the following main functions:

Audit and Finance Committee (AFC)

- formulating independent assessments of the financial state of the Group, the quality of internal and external auditing, the quality and appropriateness of internal control systems, the annual financial statements, the interaction between internal and external auditing, risk assessment and functioning of the risk management system, and compliance with regulations within the Group;
- coordinating the audit plan with the internal and external auditors and assessing the financial statements;
- advising the Board of Directors on matters of financial management, transactions and investments, as well as corporate governance and compliance issues.

The AFC met eight times in the year under review. It assessed the quarterly financial reports, the annual financial statements and the Group's financial planning. It also reviewed the interim and annual compliance reports and the internal control system and studied the semi-annual risk report to obtain an overview of the Axpo Group's current risk situation. In addition, the Committee discussed the audit plan and reports submitted by the internal and external auditors. Management regularly updated the Committee as part of the periodic process for reviewing the progress made in terms of implementing the measures proposed by the internal auditor.

Remuneration and Nomination Committee (RNC)

- formulating criteria for selecting and re-electing candidates to the Board of Directors in the form of a recommendation to shareholders;
- discussing the selection of candidates with shareholders;
- preparing nominations for members of the Board of Directors and Executive Board;
- promoting diversity;
- preparing proposals for the remuneration and expenses regulations of the members of the Board of Directors; and taking the final decision on the remuneration of the members of the Executive Board in compliance with the salary system for senior management specified by the Board of Directors;
- supporting the selection and assessment of candidates for the Executive Board;
- ensuring that total remuneration packages are in line with the market and employee performance and that Axpo remains competitive in the job market;
- advising the Board of Directors on all personnel issues and personnel-related proposals put forward by the CEO of Axpo Holding AG;
- formulating an opinion and recommendations on the Group's personnel policy and strategy as well as its pension plans.

The RNC met three times in the year under review. It dealt with the annual definition of objectives and remuneration for the members of the Executive Board and reviewed the remuneration of the Board of Directors. The Committee also discussed the implementation of measures to strengthen talent acquisition management and establish junior talent pipelines, and reviewed the principles of self-assessment for the Board of Directors.

Strategy Committee (SC)

The SC deals with all strategic issues concerning the Group.

It met five times in the year under review. The topics it addressed included Group strategy, strategic and energy-related projects, energy policy issues and sustainability strategy.

Responsibilities and authority

The duties of the Board of Directors are based on the provisions of the Swiss Code of Obligations. The Board of Directors is responsible for defining corporate strategy, ensuring top-level management of the company and supervising the executive management.

In particular, it is responsible for establishing organisational structures, arranging the accounting system, overseeing financial controlling and financial planning, appointing the members of the Executive Board and determining their salaries, drafting the

management report, preparing for the Annual General Meeting and implementing the latter's resolutions.

The Board of Directors deals with all matters that have not been assigned to another governing body of the company by law, its Articles of Association or its Organisational Rules. It also decides on the strategic principles and planning of the major Group companies as well as on corporate performance measures.

The powers of the Board of Directors and Executive Board are set out in the Organisational Rules, the Board of Directors' Directive and the CEO Directive. Responsibility for the overall management of the Axpo Group is delegated to the Chief Executive Officer (CEO), who is supported by the Executive Board. The CEO bears overall responsibility vis-à-vis the Board of Directors. The Executive Board, chaired by the CEO, coordinates and supervises the Axpo Group's business operations. The powers of the CEO and the Executive Board are also set out in the Organisational Rules and in the Financial Responsibilities Statement dated 1 July 2020.

The company may only be bound legally by way of joint signature with a minimum of two signatures in all cases.

Tools for monitoring and overseeing the Executive Board

The Board of Directors receives regular updates on business performance and important events from the CEO and has the following main tools at its disposal for monitoring and overseeing the Executive Board:

- internal quarterly, semi-annual and annual reports;
- strategic planning (Group strategy and goals);
- medium-term financial planning over five years;
- annual budget;
- comprehensive report by the statutory auditor to the Board of Directors;
- semi-annual risk reports;
- annual corporate compliance reports (semi-annually to the Audit and Finance Committee);
- reports by the CEO;
- semi-annual legal report.

The Board of Directors has entrusted PricewaterhouseCoopers with the internal audit function, which is governed by an audit plan approved by the Chairman in consultation with the Audit and Finance Committee.

The internal audit by PricewaterhouseCoopers covers all Group companies. The Board of Directors is also represented on the Corporate Risk Council, which met twice in the reporting year.

Remuneration, shareholdings and loans

The Remuneration and Nomination Committee reviews the fees paid to the members of the Board of Directors and the committees and submits requests for changes if required. The Board of Directors determines the fees to be paid to its members. The members of the Board of Directors normally receive a fixed fee, the amount of which differs between the Chairman, Vice Chairman, chairs of the committees, members of the committees and other members of the Board of Directors. Axpo Holding AG does not make severance payments to members of the Board of Directors or Executive Board who resign. The remuneration of the members of the Executive Board consists of a fixed basic salary, a variable salary component with a target level of 20% or 50% of the basic salary, depending on the function, as well as pension benefits and benefits in kind. The variable salary component is based on the degree to which the financial and strategic objectives defined by the Board of Directors are achieved and can reach a maximum level of 40% or 100%, depending on the function.

Remuneration, shareholdings and loans to members of the Board of Directors and Executive Board are disclosed in the Financial Report in Note 27 "Remuneration paid to the Board of Directors and the Executive Board". There are no long-term contractual obligations with members of the Board of Directors or the Executive Board.

Shareholders' participation rights

The shareholders' property and participation rights are regulated by law and by the company's Articles of Association. Axpo Holding AG has issued only registered shares. The company maintains a share register and regards only those whose names are entered in the share register as shareholders.

Shareholders holding at least 10% of the share capital can request that the Board of Directors convene an extraordinary general meeting. The request must be submitted in writing and must contain the reasons for the meeting. The written notice must contain the agenda as well as the motions of the Board of Directors and the shareholders who requested the meeting or who exercised their right to add an item to the agenda.

The Annual General Meeting elects the members of the Board of Directors and passes its resolutions with the absolute majority of the votes present and represented, unless a qualified majority for ratifying resolutions is required by law (Art. 704 of the Swiss Code of Obligations). The Articles of Association do not contain any provisions on a required quorum for voting. The shareholders registered in the share register are entitled to vote at the Annual General Meeting. There are no restrictions on voting rights. A shareholder may be represented at the Annual General Meeting by a third party, who need not be a shareholder him/herself, bearing a written power of

attorney. The company also maintains regular contact with the owners.

Risk management

It is the task of Axpo's risk management team to present the Group's risk situation in transparent terms, manage the Group-wide risk potential within the guidelines defined by the Board of Directors, and promote a risk culture within the Group. Axpo defines risk as deviations from the original plan that can be either negative or positive.

The Board of Directors periodically examines the Group's risk situation. It approves risk management parameters, trading limits and the Corporate Risk Report. The Head of Risk Management is responsible for implementing professional, meticulous risk management as required by the Board of Directors.

The results of the Group-wide risk analysis are compiled every six months in a risk report and discussed by the Corporate Risk Council, which consists of the Executive Board, representatives of various Group functions and a representative of the Board of Directors of Axpo Holding AG. The risk report is subsequently discussed by the Audit and Finance Committee and by the Board of Directors.

Compliance

The Ethics & Compliance department puts the Axpo Group's compliance strategy and objectives into practice by managing, implementing and continuously developing a Group-wide compliance management system (Compliance Programme). Key components of this Compliance Programme are identifying, limiting and monitoring compliance risks and raising awareness of compliance issues among management and staff through consulting, ongoing training and coaching.

Ethics & Compliance supports the company's staff and governing bodies in their efforts to observe ethical and compliance rules and acts as a point of contact for reporting suspected violations of laws, the code of conduct and other internal regulations as well as for other concerns or suggestions. Axpo has a "speak up" hotline run by an external service provider that can accept anonymous reports around the clock.

The Ethics & Compliance department reports to the COO and is independent of other functions. The Chief Ethics and Compliance Officer has direct access to the CEO as well as to the Board of Directors and its Chairman. The annual Corporate Compliance Report (submitted semi-annually to the Audit and Finance Committee), allows the Board of Directors to gain a view of the extent to which the principles of the compliance management system

are being upheld and whether the applicable compliance principles are known within the organisation and followed in day-to-day business.

External audit

KPMG AG, Zurich, is the statutory auditor of Axpo Holding AG, the Axpo Group and its subsidiaries. The audit mandate was given to KPMG for the first time for the 2003/04 financial year. The statutory auditor is elected for a period of one year by the Annual General Meeting. The current lead auditor has held this function since 2018. The Audit and Finance Committee of the Board of Directors periodically reviews compliance with the audit plan agreed with the statutory auditor.

Axpo paid KPMG AG a total of around CHF 3.0 million in the 2021/22 reporting year (prior year: approximately CHF 2.9 million) for services related to auditing the annual financial statements of Axpo Holding AG, the Axpo Group and the subsidiaries audited by KPMG globally. KPMG AG was also paid CHF 1.0 million (prior year: approximately CHF 0.3 million) for other services provided.

Internal audit

Axpo paid PricewaterhouseCoopers AG a total of CHF 0.7 million in the 2021/22 reporting year (prior year: CHF 0.9 million) for services related to the internal auditing of Axpo Holding AG, the Axpo Group and the Group companies it audits.

Information policy

Axpo actively, openly and transparently issues information on the Group, its objectives and specific events. Dialogue with the public enhances credibility and promotes an understanding of the Group's business policies. Axpo attaches importance to communication that meets the needs of its target groups. It provides its shareholders with information at the Annual General Meeting and at multiple shareholder information events throughout the fiscal year.

Axpo Corporate Communications & Public Affairs issued around 70 media releases during the reporting year regarding current events and developments within the Group and its subsidiaries. It also organised an increasing number of background discussions and media briefings. The articles on the axpo.com website are also part of the company's media relations work. They provide background information on the production, transmission and trading of electrical energy.



Board of Directors



Thomas Sieber

Chairman of the Board of Directors, Swiss national

Thomas Sieber (lic. oec. HSG) has been Chairman of the Board since March 2016 and was also Delegate of the Board from October 2019 until the end of April 2020. He is currently a member of the Remuneration and Nomination Committee and up to January 2022 was a member of the Strategy Committee. From 2016 to January 2018, he was also a member of the Audit and Finance Committee. Thomas Sieber was CEO of Salt Mobile SA from 2009 to 2012 and then its Chairman from 2012 to the end of 2015. Prior to that, he held senior management positions at Hewlett Packard Inc. and Fujitsu Siemens Computers AG.

Other mandates: Sierra Wireless and HCL Technologies.



Hanspeter Fässler

Vice Chairman of the Board of Directors, Swiss national

Hanspeter Fässler (dipl. Masch.-Ing. (mechanical engineer) ETHZ/Dr. sc. techn.) has been a member of the Board of Directors since March 2017. He is also a member of the Strategy Committee and has been Chairman of the Remuneration and Nomination Committee since January 2018. He has worked as an independent board member since 2015. Prior to that, he was with ABB for about 25 years, during which time he assumed various national and international responsibilities, including as CEO of ABB Switzerland.

Other mandates: ANYbotics AG (Chairman), Dätwyler Infra IT AG (Chairman), Dätwyler Holding AG (Vice Chairman) and Hatebur Umformmaschinen AG (Vice Chairman).



Dorothee Deuring

Austrian national

Dorothee Deuring (MSc. Chemistry and MBA INSEAD) has been a member both of the Board of Directors and the Audit and Finance Committee since March 2017. She has worked as an independent consultant on corporate finance, mergers and acquisitions since 2014. She previously headed the Corporate Finance Group Europe at UBS AG and was Managing Director in Investment Banking at Sal. Oppenheim jr. & Cie. In the period from 2003 to 2007, she was Vice Director of the Corporate Finance, Mergers & Acquisitions department at Hoffmann-La Roche AG.

Other mandates: Elementis plc (member of the Board of Directors, member of the Audit and Compensation Committee).



Martin Keller
Swiss national

Martin Keller (dipl. civil engineer HTL/SIA) has been a member of the Board of Directors since April 2019 and a member of the Remuneration and Nomination Committee since June 2019. He became Managing Director of Sika Schweiz AG in July 2018. Prior to that, he worked in the primary construction and cement industries. From 2008 to 2019, he was a member of the Grand Council of the Canton of Aargau and the Commission for Environment, Construction, Transport, Energy and Spatial Planning, acting as its Chairman from 2009 to 2013.

Other mandates: Eduard Meier AG, Eduard Meier Verwaltung AG, Tägerhard Kies AG, MOT Transport AG and cementaargau.ch (Vice Chairman).



Stefan Kessler
Swiss national

Stefan Kessler (lic. iur. HSG, LL.M., lawyer) has been a member of the Board of Directors since January 2018 and Chairman of the Audit and Finance Committee since January 2019. He has worked as an independent corporate consultant, with a focus on interim management and M&A transaction management (Kreis2 AG), and company director since 2017. Prior to that, he worked for the Graubünden energy company Repower in various senior management positions for around 12 years, most recently as CFO and thus also a member of the Executive Board, during which time he had a significant impact on the company's business and operations. He previously worked as a legal counsel for a bank and as a lawyer at a large commercial law firm in Zurich.

Other mandates: member of the Communal Council and Chairman of the School Board of the Commune of Jenins, member of the Board of Directors of Stiftung Gesundheitsversorgung Oberengadin, member of the Board of Directors of Laudinella AG.



Peter Kreuzberg
German national

Peter Kreuzberg (economics graduate and Dr. rer. pol.) has been a member of the Board of Directors, the Audit and Finance Committee and the Corporate Risk Council since March 2017. Since 2013, he has worked as an independent senior advisor in energy and finance. From 2004 to 2012, he was a member of the Board of Managing Directors of RWE Supply & Trading, with commercial responsibility in the fields of asset optimisation and energy trading. Between 2002 and 2004, he was in charge of commodity risk management for the RWE Group. He was previously responsible for structured products trading as a director at Enron Europe Ltd.



Stephan Kuhn
Swiss national

Stephan Kuhn (lic. oec. HSG) has been a member of the Board of Directors since January 2018 and a member of the Audit and Finance Committee since January 2019. Since January 2022 he is also a member of the Strategy Committee. Prior to that, he was a member of the Remuneration and Nomination Committee until June 2019. Since 2015, he has worked as an independent senior adviser. From 2002 to 2015, Stephan Kuhn worked for Ernst&Young (EY), most recently as Head of Tax and Legal Consulting at EY in EMEA (Europe, Middle East, India and Africa) and in parallel from 2011 to 2014 was responsible for advising and auditing financial institutions (banks, insurance companies and asset managers) in Switzerland.

Other mandates: currently limits his work to charitable foundations and associations in the fields of education and culture.



Jakob Stark
Swiss national

Jakob Stark (Dr. phil. I) has been a member of the Board of Directors and the Strategy Committee since January 2021. He has been the Swiss People's Party (SVP) representative for the canton of Thurgau in the Council of States since December 2019. He was a member of the Canton of Thurgau's Governing Council from June 2006 to May 2020. Prior to that, he was a communal council leader for 18 years, ten of them full-time and eight years part-time in combination with his work as business and national news editor for various Swiss newspapers.

Other mandates: Chairman of Lignum Holzwirtschaft Schweiz (from May 2021).



Roger Wüthrich-Hasenböhler
Swiss national

Roger Wüthrich-Hasenböhler (Electrical Engineering HTL, Executive MBA HSG) has been a member of the Board of Directors and the Strategy Committee since March 2017. He has chaired the Strategy Committee since January 2021 and has also been a member of the Remuneration and Nomination Committee since January 2020. He has been a member of the Swisscom AG Group Executive Board since 2011, responsible for the SME business, and has additionally served as Chief Digital Officer since 2016, responsible for Swisscom's digital business.

Other mandates: Swisscom Directories AG (Chairman), Swisscom Trust Services AG (Chairman), Ajila AG, Sursee (Chairman)



Executive Board



Christoph Brand
Chief Executive Officer,
Swiss national

Christoph Brand has been Chief Executive Officer (CEO) since 1 May 2020 and holds a degree in economics from the University of Bern. He also completed the Advanced Management Programme at INSEAD. From 2012 to 2020, he held various functions at TX Group (formerly Tamedia), latterly as CEO of TX Markets, which includes the companies Ricardo, Tutti, Jobs and Homegate, among others. Prior to that, he was CEO of the software company Adcubum, CEO of the telecom company Sunrise and CEO of Bluewin and held leadership positions at Swisscom, ending up as Chief Strategy Officer and member of the Group Executive Board. Christoph Brand currently holds the following mandates: member of the Supervisory Board of Scout24 AG, member of the Board of Directors of AMAG Group AG and Chairman of the Board of Directors of CKW AG.



Andy Heiz
Head Business Area Generation
& Distribution, Deputy CEO,
Swiss national

Andy Heiz, dipl. El.-Ing. (electrical engineer) ETH and MBA INSEAD, has been Head of the Generation & Distribution business area and a member of the Executive Board of Axpo Holding AG since November 2014 and Deputy CEO since 1 October 2019. From 2007 to September 2014, he worked for ABB, first as Head of Corporate Strategy, and, from 2011, as Head of Product Group Renewables. Prior to that, he held various management positions (most recently Associate Principal) at McKinsey & Company in the United States as well as ABB Alstom Power in Malaysia and ABB Power Generation in Switzerland. Andy Heiz currently holds the following mandates: member of the Board of Directors of Axpo Power AG, Chairman of the Board of Directors of Kernkraftwerk Leibstadt AG, Vice Chairman of the Board of Directors of Kernkraftwerk Gösgen AG and member of the Commission for the Decommissioning and Waste Disposal Fund for Nuclear Facilities.



Joris Gröflin
Chief Financial Officer,
Swiss and Dutch national

Joris Gröflin, lic. oec. HSG and CEMS Master, has been Chief Financial Officer (CFO) and a member of the Executive Board of Axpo Holding AG since 1 April 2019. He previously held management roles at Rieter Holding AG in Winterthur from 2006 onwards, serving as Chief Financial Officer and a member of the Group Executive Committee from 2011 to 2019. From 2001 to 2006, he worked in various roles (most recently as manager) at A.T. Kearney in Switzerland. Joris Gröflin currently holds the following mandates: Chairman of the Boards of Directors of Axpo Power AG, Axpo Services AG and Axpo Solutions AG, Vice Chairman of the Board of Directors of CKW AG and member of the Board of Trustees of PKE Vorsorgestiftung Energie.



Domenico De Luca

Head Business Area
Trading & Sales,
Swiss and Italian national

Domenico De Luca, M. Sc. Mechanical Engineering from the University of La Sapienza (Rome) and Chartered Financial Analyst, completed an MBA and Advanced Management Programme at IESE Business School (Barcelona) and the Certificate of Quantitative Finance programme in London. He is a member of the Advisory Boards of the Federal Institute of Technology (ETH) Zurich and the University of Zurich for their MSc. programme in quantitative finance. Since October 2014, he has been Head of the Trading & Sales business area and a member of the Executive Board of Axpo Holding AG. From 2009 to 2014, he was responsible for operations in the field of International Trading & Origination for Axpo Trading AG (up to 2012: EGL AG; since 2018: Axpo Solutions AG) and served as a member of its Executive Board. He was CEO of EGL Italia between 2007 and 2009 and Managing Director of EGL España from 2001 to 2007. Domenico De Luca is a member of the following Boards of Directors: Axpo Solutions AG and Axpo Italia SpA. He is also on the Board of Managers of Axpo U.S. LLC.



Martin Schwab

Chief Executive Officer CKW,
Swiss national

Martin Schwab holds a degree in Business Administration HF, is an expert in accounting and financial controlling and has an MBA from the University of Rochester, N.Y. He has been Chief Executive Officer (CEO) of CKW AG since April 2018 and a member of the Executive Board of Axpo Holding AG since February 2011. From February 2011 to March 2018, he was Chief Financial Officer (CFO) of Axpo Holding AG. From 2005 to the end of 2010, he was CFO of the Selecta Group. Prior to that, he was the Finance Director and Deputy Managing Director of the Compass Group (Switzerland) AG and Management Reporting Manager of the Compass Group in London. He was the CFO of Selecta AG from 1999 to 2002 and before that commercial director at Dr. Siegrist AG. Martin Schwab is a member of the following boards: Board of Directors, EWA-energie Uri AG (Chairman); Board of Trustees, PKE Vorsorgestiftung Energie (Chairman); Board of Directors, Association of Swiss Electricity Companies (VSE); Board of Directors, Central Switzerland Chamber of Commerce and Industry (IHZ).



Henriette Wendt

Chief Operating Officer,
Danish national

Henriette Wendt has been Chief Operating Officer (COO) since 1 June 2021. In this role, she is integral in leading the steering functions Corporate Strategy & Economics, Corporate Human Resources, Ethics & Compliance, Corporate Communications & Public Affairs, Technology Management, Partnering & Investing and Transformation & Group Projects. She was Chief Marketing & Operations Officer at Microsoft Switzerland from 2019 to 2021, prior to which she worked mainly in the telecom sector (Telia Company, Swisscom, Motorola and others). For the Sweden-based Telia Company, she managed the business in Lithuania, Estonia and Denmark (with revenues totalling CHF 1.5 billion) as a member of the Group Executive Management. She holds a Master's degree in business strategy from the International Business School ESSEC (Paris).



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