

# **IBM COGNOS PERFORMANCE**

Smarter Decisions. Better Results.

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### **Corporate MIS**

### **Consolidation and Reporting at the Alpiq Group**

**Dr. Tilman Isselhorst** Application Responsible MIS & Reporting, Alpiq Management

Patrick Slama Senior Consultant, Addedo SA

### Agenda

- Addedo SA
- Alpiq Group
- Management Information System Reporting Scope
- Matrix Consolidation
- Cognos 8 BI as the Reporting Platform
- Cockpits
- Comments Entry by the Stakeholders
- Reports and Navigation



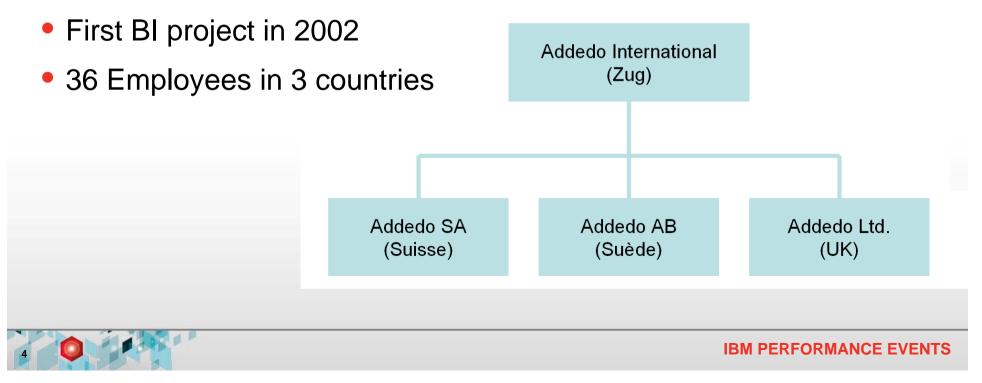
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### **Addedo Group**

- Consulting company with focus on Corporate Performance Management (Financial Consolidation, BI, Planning and Scorecarding)
- First consolidation project in 1997 (Frango)
- First Planning in project in 2001

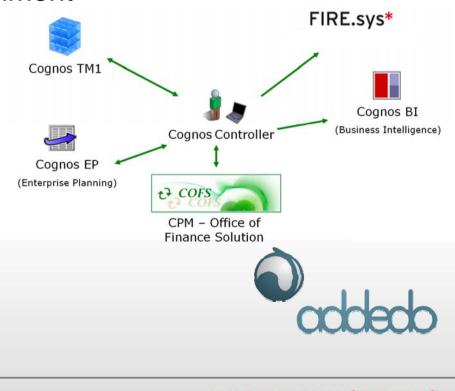


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### **Addedo Suisse**

Service offering:

- Many years of software implementation experience in Corporate Controlling and Accounting environment
- Local Hotline Support
- Regular User Group meetings
- 14 employees in Switzerland
- IBM Cognos licenses reseller
- Only IBM Premier Partner











### Alpiq Group (Financials 2008\* and 2009)

	2008	2009
Energy sales (TWh)	129.600	135.248
Net revenue (CHFm)	16'013	14'822
Energy	13'828	12'756
Energy Services	2'242	2'127
EBITDA (CHFm)	1'627	1'545
EBIT (CHFm)	1'147	1'064
Group Profit (CHFm)	732	676
No. of employees	10'334	10'795

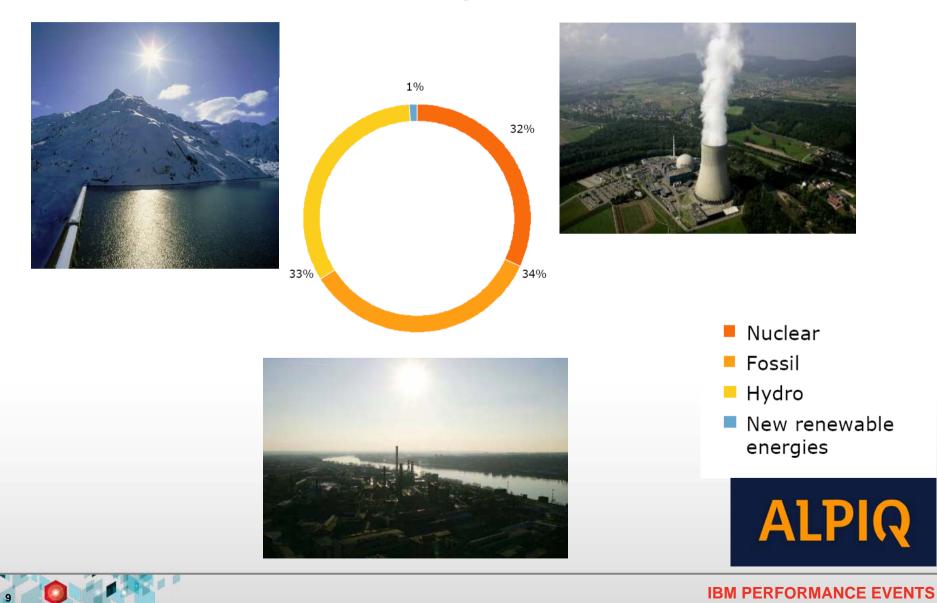


\*pro forma figures





### A diversified mix in Europe



### **MIS: Project and Reporting Scope**

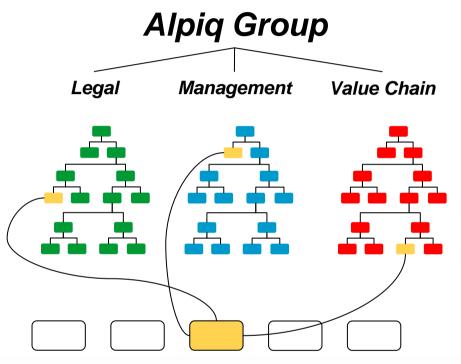
- The MIS project served to completely re-align the executive reporting at Alpiq based on a new technical platform and business process
- Project objectives were to...
  - ... make management reporting more efficient by automating important process steps
  - ... provide more relevant information to recipients in executive board and business unit management
- Reporting scope:
  - Financial controlling information: EVA, EBIT, contribution margins, cash flow
  - Energy business related data: Revenue, gross margin and quantities per commodity (electricity, gas, coal, CO2 certificates etc.)
  - Market and risk related information, e.g. risk limits and exposures
  - Information on top investment projects, e.g. cost, progress and risks
  - Operative key drivers of business: plant availability, HR figures, …



ALPIQ

### **Challenge: Three consolidation and reporting hierarchies**

- Data is reported on profit center level (with intercompany details) in Cognos Controller
- Consolidation and IC elimination along the three consolidation hierarchies:
  - Legal structure
  - Management structure
  - Value chain structure



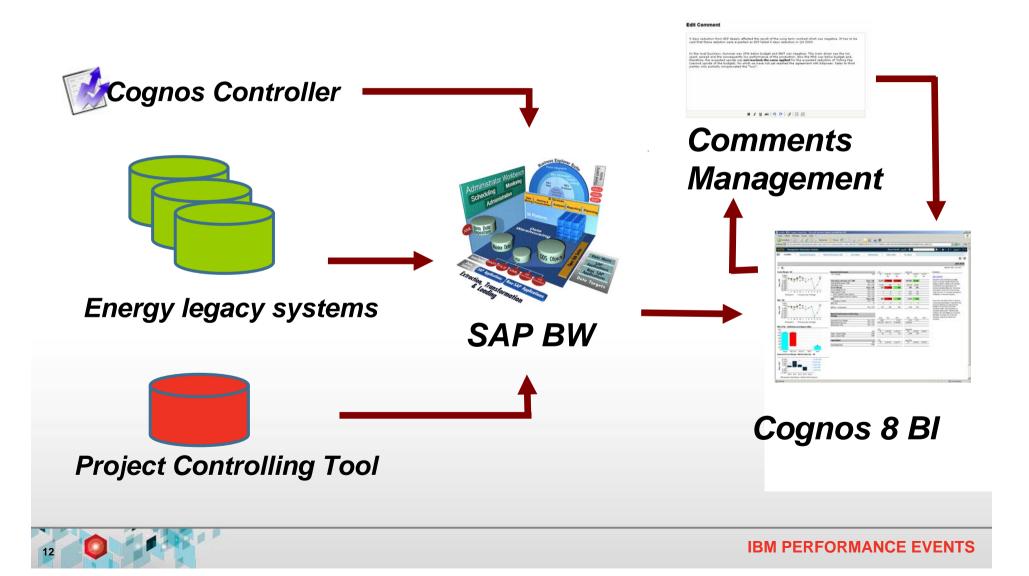
Profit centers in Cognos Controller







### Architecture and processes @ MIS Alpiq



### **Cognos 8 BI is the central reporting platform**

- Current central reporting vehicle: Cockpits by management unit
- 47 Cockpits
- Typically with dedicated KPIs
  - Foreign Exchange Impact
  - Hydro Water Level
  - Ex-ante Expected Gross Margin
- Cockpits are loosely coupled to allow customisation on unit management request
- Additionaly:

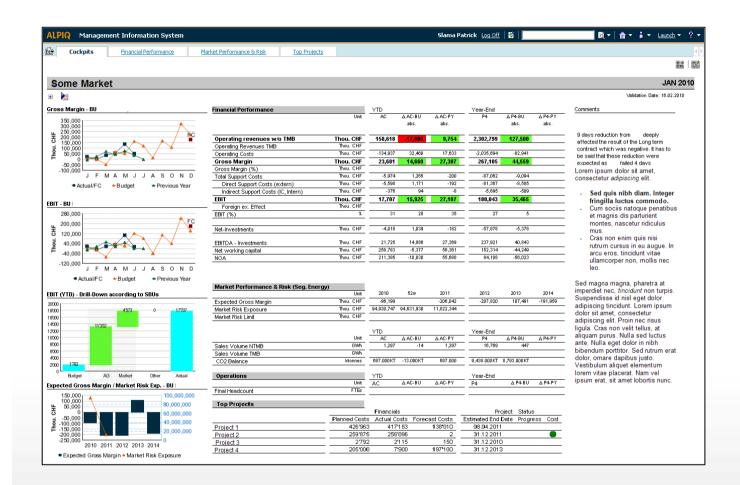
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- 40 Management reports
- 1 Monthly report pack (pdf)





### **Cockpit Example**



ALPIQ



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	Cockpits	Financial Performance	Market Performance & Risk	Top Projects		4 •

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#### **JAN 2010**

Validation Date: 16.02.2010

Ξ Alpiq Group Segment Energy Segment Energy Services Energy Switzerland Market Switzerland Market CH Vertrieb Market CH Versorgung Hydro Power Generation Thermal Power Generation Grid Optimization Energy Western Europe Market Italy Stammhaus Italy Market Italy local Market West France Spain Belgium Market Nordic Power Generation West Power Gen. West Operations Power Gen. West Developments Energy Central Europe Market North Market South Market Germany Power Generation Central Csepel Group Bohemia Group **Trading & Services** Power Proprietary Trading Power Asset Trading Multi Commodity & Fuel Managemer Origination and Environmental Mark Service Units AIT Group AIT Energy Supply Technology AIT Building Services / TFM AAT Group AAT Industrial Plant and Engineerin AAT Energy Transmission and Con Corporate Centers Financial Services Management Services

Some Market

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Gross Margin - BU

350.000

300,000

250,000 СНF

200,000 150,000

50,000

-50,000 -100,000

280,000

200,000

120,000

0

Actual/FC + Budget

Thou. 100,000

EBIT - BU |

CHF

Thou. 40,000

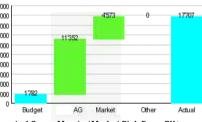
Joint Teams	
Joint Team CH	

Business Development





Financial Performance		YTD			Year-End		
	Unit	AC	A AC-BU	Δ AC-PY	P4	ΔP4-BU	Δ Ρ4-Ρ Υ
			abs.	abs.		abs.	abs.
Operating revenues w/o TMB	Thou. CHF	158,618	-17,800	9,754	2,302,799	127,500	
Operating Revenues TMB	Thou. CHF						
Operating Costs	Thou. CHF	-134,937	32,460	17,633	-2,035,694	-82,941	
Gross Margin	Thou. CHF	23,681	14,660	27,387	267,105	44,559	
Gross Margin (%)	Thou. CHF						
Total Support Costs	Thou. CHF	-5,974	1,265	-200	-87,062	-9,094	
Direct Support Costs (extern)	Thou. CHF	-5,598	1,171	-192	-81,367	-8,585	
Indirect Support Costs (IC, Intern)	Thou. CHF	-376	94	-8	-5,695	-509	
EBIT	Thou. CHF	17,707	15,925	27,187	180,043	35,465	
Foreign ex. Effect	Thou. CHF						
EBIT (%)	ų.	31	28	35	27	5	
Net-Investments	Thou. CHF	-4,018	1,039	-182	-57,878	-5,378	
EBITDA - Investments	Thou. CHF	21,725	14,886	27,369	237,921	40,843	
Net working capital	Thou, CHF	258,783	-5,377	56,361	152,314	-44,249	
NOA	Thou. CHF	211,385	-10,030	55,688	84,108	-56,023	



J F M A M J J A S O N D

★ Previous Year



· · ·	Unit	2010	52w	2011	2012	2013	2014
Expected Gross Margin	Thou. CHF	-96,199		-206,042	-207,820	107,491	-191,959
Market Risk Exposure	Thou. CHF	94,930,747	94,631,930	11,822,344			
Market Risk Limit	Thou. CHF						
		YTD			Year-End		
	Unit	AC	A AC-BU	A AC-PY	P4	Δ P4-BU	Δ Ρ4-Ρ Υ
Sales Volume NTMB	նահ	1,297	-14	1,297	16,769	447	
Sales Volume TMB	նահ						
CO2 Balance	ktonnes	687.000 KT	-13.000 KT	687.000	9,438.000 KT	8,793.000 KT	
Operations		YTD			Year-End		
-	Unit	AC	A AC-BU	A AC-PY	P4	Δ P4-BU	Δ Ρ4-Ρ Υ
Final Headcount	FTEs						
Top Projects							

		Financials		Project Status		
	Planned Costs	Actual Costs	Forecast Costs	Estimated End Date	Progress	Cost
Project 1	426'963	417'183	138'010	08.04.2011		
Project 2	259'875	256'896	2	31.12.2011		
Project 3	2'792	2'115	150	31.12.2010		
Project 4	205'000	7'900	197'100	31.12.2013		

Expected Gross Margin + Market Risk Exposure



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	Cockpits	Financial Performance	Market Performance & Risk	Top Projects		a 1

YTD

AC

158,618

-134,937

23,681

-5,974

-5,598

-376

A AC-BU

abs.

-17.800

32,460

14,660

1,265

1,171

94

Unit

Thou. CHF

Year-End

P4

2,302,799

-2,035,694

267,105

-87,062

-81,367

-5,695

ΔP4-BU

abs.

127,500

-82,941

44,559

-9,094

-8,585

-509

ΔP4-PY

abs.

A AC-PY

abs.

9,754

17,633

27,387

-200

-192

-8

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Financial Performance

Operating Revenues TMB

Operating Costs

Gross Margin

Project 4

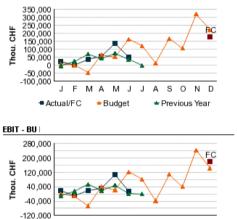
Gross Margin (%)

Total Support Costs

Operating revenues w/o TMB

Direct Support Costs (extern)

Indirect Support Costs (IC, Intern)



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➡ Previous Year

Budget

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1782				
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Budget	AG	Market	Other	Actual

Expected Gross Margin / Market Risk Exp. - BU |

Actual/FC



EBIT	Thou. CHF	17,707	15,925	27,187	180,043	35,465	
Foreign ex. Effect	Thou, CHF						
EBIT (%)	ï	31	28	35	27	5	
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	7	04 705				40.040	
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CO2 Balance	ktonnes	687.000 KT	-13.000 KT	687.000	9,438.000 KT	8,793.000 KT	
Operations		YTD			Year-End		
	Unit	AC	Δ AC-BU	A AC-PY	P4	Δ P4-BU	ΔΡ4-ΡΥ
Final Headcount	FTEs						
Top Projects							
		Financials				oject Status	s
	Planned Costs			ast Costs	Estimated End		ess Cost
Project 1	426'963	3 417	'183	<b>1</b> 38 <b>'</b> 010	08.04.2011	1	
Project 2	259'875	5 256	'896	2	31.12.2011	1	
Project 3	2'792	2 2	'115	150	31.12.2010	0	

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	Cockpits	Financial Performance	Market Performance & Risk	Top Projects	41

#### Some Market

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Gross Margin - BU	Financial Performance		YTD			Year-End			Comments
350,000		Unit	AC	∆ AC-BU	A AC-PY	P4	∆P4-BU	Δ <b>P4</b> P Y	
300,000				abs.	abs.		abs.	abs.	
<u><u><u></u></u> <u>250,000</u> <u><u></u> <u>700,000</u> <u>−</u> <u></u> <u></u></u></u>	Operating revenues w/o TMB	Thou. CHF	158,618	-17.800	9,754	2,302,799	127,500		Lorem ipsum dolor sit amet,
150,000	Operating Revenues TMB	Thou, CHF	150,010	-11,000	3,134	2,302,133	121,000		consectetur adipiscing elit.
	Operating Costs	Thou. CHF	-134,937	32,460	17,633	-2,035,694	-82,941		Cod and a like diam. Internet
	Gross Margin	Thou. CHF	23,681	14,660	27,387	267,105	44,559		<ul> <li>Sed quis nibh diam. Integer fringilla luctus commodo.</li> </ul>
-50,000	Gross Margin (%)	Thou. CHF							- Cum sociis natoque penatibus
J F M A M J J A S O N D	Total Support Costs	Thou. CHF	-5,974	1,265	-200	-87,062	-9,094		et magnis dis parturient
■Actual/FC	Direct Support Costs (extern)	Thou. CHF	-5,598	1,171	-192	-81,367	-8,585		montes, nascetur ridiculus
- Actual/1 C - Budget - Plevious leal	Indirect Support Costs (IC, Intern)	Thou. CHF	-376	94	-8	-5,695	-509		mus.
	EBIT	Thou. CHF	17,707	15,925	27,187	180,043	35,465		<ul> <li>Cras non enim quis nisi</li> </ul>
BIT - BU	- Foreign ex. Effect	Thou. CHF							rutrum cursus in eu augue. In
280,000	EBIT (%)	n n	31	28	35	27	5		arcu eros, tincidunt vitae
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<b>T</b> ( )	Net-Investments	Thou. CHF	-4,018	1,039	-182	-57,878	-5,378		leo.
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	EBITDA - Investments	Thou. CHF	21,725	14,886	27,369	237,921	40,843		Sed magna magna, pharetra at imperdiet nec, <i>tincidunt</i> non turpis.
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	Market Performance & Risk (Seg. Ener		L						aliquam purus. Nulla sed luctus
BIT (YTD) - Drill-Down according to SBUs		Unit	2010	52w	2011	2012	2013	2014	ante. Nulla eget dolor in nibh
7000	Expected Gross Margin	Thou. CHF	-96,199		-206,042	-207,820	107,491	-191,959	bibendum porttitor. Sed rutrum erat
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7000	Market Risk Limit	Thou. CHF							Vestibulum aliquet elementum
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0000		Unit	AC	∆ AC-BU	A AC-PY	P4	∆P4-BU	Δ <b>Ρ</b> 4 Ρ Υ	
3000	Sales Volume NTMB	ር\\h	1,297	-14	1,297		447		
4000	Sales Volume TMB	ርህለት							
2000 1782	CO2 Balance	ktonnes	687.000KT	-13.000 KT	687.000	9,438.000 KT	8,793.000 KT		
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100,000	Top Projecto								
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		Disposed Core	Financial		ant Conta		oject Statu: Doto Broar		
<b>o</b> -100,000 <b></b> 40,000,000	Desite stat	Planned Cos				Estimated End I		ess cost	
	Project 1	426'96			138'010	08.04.2011			
-200,000	Project 2	259'87			2	31.12.2011			
2010 2011 2012 2013 2014	Project 3			115	150	31.12.2010			
	Project 4	205'00	UU 7	900	<b>1</b> 97 <b>'</b> 100	31.12.2013	5		
Expected Gross Margin  Market Risk Exposure									



JAN 2010

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	Cockpits	Einancial Performance	Market Performance & Risk	Top Projects		<u>م ک</u>

#### Some Market

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Thou.

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• 뉡 Validation Date: 16.02.2010 Gross Margin - BU Financial Performance YTD Year-End Comments A AC-PY ∆P4-BU ΔP4-PY Unit AC A AC-BU P4 350.000 abs. abs. abs. abs. 300,000 250,000 GHF FC Lorem ipsum dolor sit amet, 200,000 158,618 2,302,799 Operating revenues w/o TMB Thou. CHF 17.80 9,754 127,500 150,000 consectetur adipiscing elit. Thou, CHE Operating Revenues TMB 100,000 Thou. CHF -134,937 32,460 17,633 -2,035,694 -82,941 50,000 Operating Costs Sed quis nibh diam. Integer Gross Margin Thou. CHF 23,681 14,660 27,387 267,105 44,559 fringilla luctus commodo. -50,000 Thou. CHF Gross Margin (%) -100,000 Cum sociis natoque penatibus J F ΜA м Л Α SOND Thou. CHF -5,974 1,265 -200 -87,062 -9,094 Total Support Costs et magnis dis parturient Thou. CHF -5,598 -192 -81,367 -8,585 1,171 Direct Support Costs (extern) montes, nascetur ridiculus Actual/FC ★ Previous Year Thou. CHF -376 94 -8 -5,695 -509 Indirect Support Costs (IC, Intern) mus Cras non enim quis nisi EBIT Thou. CHF 17,707 15,925 27,187 180,043 35,465 EBIT - BU rutrum cursus in eu augue. In Thou. CHF Foreign ex. Effect 28 arcu eros, tincidunt vitae 280,000 EBIT (%) X 31 35 27 -5 ullamcorper non, mollis nec 200,000 leo. CHF Thou. CHF -4,018 1,039 -182 -57,878 -5,378 Net-Investments 120,000 Sed magna magna, pharetra at Thou. CHF 21,725 14,886 27,369 237,921 40,843 40,000 EBITDA - Investments imperdiet nec, tincidunt non turpis. Thou. CHF 258,783 -5.377 56,361 152.314 -44.249 Net working capital -40,000 Suspendisse id nisl eget dolor Thou, CHF 211,385 -10,030 55,688 84,108 -56,023 NOA adipiscing tincidunt. Lorem ipsum -120,000 dolor sit amet, consectetur JFMA MJJASOND adipiscing elit. Proin nec risus Actual/FC Budget + Previous Year ligula. Cras non velit tellus, at Market Performance & Risk (Seg. Energy) aliguam purus. Nulla sed luctus Unit 2010 52w 2011 2012 2013 2014 EBIT (YTD) - Drill-Down according to SBUs ante. Nulla eget dolor in nibh Thou. CHF -96,199 -206,042 -207,820 107,491 -191,959 Expected Gross Margin bibendum porttitor. Sed rutrum erat 20'000 Thou, CHF 94,930,747 94,631,930 11.822.344 dolor, ornare dapibus justo. 18000 17707 Market Risk Exposure Thou, CHF Vestibulum aliquet elementum 16000 Market Risk Limit lorem vitae placerat. Nam vel 14000 11'352 ipsum erat, sit amet lobortis nunc. 12000 YTD Year-End 10000 Unit P4 ΔP4-BU ΔP4-PY AC A AC-BU A AC-PY 8000 GWh 1.297 1,297 16 769 447 -14 Sales Volume NTMB 6000 GWh Sales Volume TMB 4000 687.000 9.438.000 KT 8.793.000 KT 687.000 KT -13.000 KT CO2 Balance ktonnes 2000 1782 Budget AG Market Other Actual Operations YTD Year-End ΔΡ4-ΒU ΔΡ4-ΡΥ Unit AC A AC-BU A AC-PY P4 Expected Gross Margin / Market Risk Exp. - BU FTEs Final Headcount 150,000 100,000,000 100,000 80,000,000 **Top Projects** GHF 50,000 Financials Project Status 60,000,000 -50,000 Planned Costs Actual Costs Forecast Costs Estimated End Date Progress Cost 40.000.000 -100,000 417'183 138'010 08.04.2011 Project 1 426'963 -150,000 20.000.000 259'875 256'896 2 31.12.2011 -200,000 Project 2 -250,000 150 Project 3 2'792 2'115 31.12.2010 2010 2011 2012 2013 2014 205'000 7'900 197'100 31.12.2013 Project 4 Expected Gross Margin 
 Market Risk Exposure



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**JAN 2010** 

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	Cockpits	Financial Performance	Market Performance & Risk	Top Projects		

YTD

AC

158,618

A AC-BU

abs.

-17.800

A AC-PY

abs.

9,754

Unit

Thou. CHF

Year-End

P4

2,302,799

∆P4-BU

abs.

127,500

#### Some Market

• 뉡

20'000

18000

16000

14000

2000

СНF 50,000

Thou.

1782

Budget

150,000

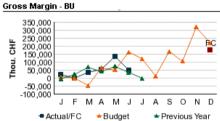
100,000

-50,000

-100,000 -150,000

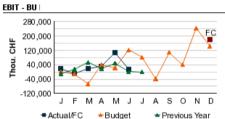
-200,000

-250,000



Financial Performance

Operating revenues w/o TMB



Project 3

Project 4

Other

EBIT (YTD) - Drill-Down according to SBUs

11352

. / =	operating revenues w/o rimb	rnou. cm	130,010	-11,000	3,134	2,302,133	121,000	
$\mathbf{V}$	Operating Revenues TMB	Thou. CHF						
	Operating Costs	Thou. CHF	-134,937	32,460	17,633	-2,035,694	-82,941	
	Gross Margin	Thou. CHF	23,681	14,660	27,387	267,105	44,559	
	Gross Margin (%)	Thou. CHF						
OND	Total Support Costs	Thou. CHF	-5,974	1,265	-200	-87,062	-9,094	
ious Year	Direct Support Costs (extern)	Thou. CHF	-5,598	1,171	-192	-81,367	-8,585	
	Indirect Support Costs (IC, Intern)	Thou. CHF	-376	94	-8	-5,695	-509	
	EBIT	Thou. CHF	17,707	15,925	27,187	180,043	35,465	
	- Foreign ex. Effect	Thou. CHF						
	EBIT (%)	X	31	28	35	27	5	
FC								
/ 1	Net-Investments	Thou. CHF	-4,018	1,039	-182	-57,878	-5,378	
	EBITDA - Investments	Thou. CHF	21,725	14,886	27,369	237,921	40,843	
	Net working capital	Thou. CHF	258,783	-5,377	56,361	152,314	-44,249	
	NOA	Thou. CHF	211,385	-10,030	55,688	84,108	-56,023	
ous Year	Market Performance & Risk (Seg. Ene		2010	£2	2011	2012	2012	2014
		Unit	2010	52w	2011	2012	2013	2014
	Expected Gross Margin	Thou. CHF	-96,199		-206,042	-207,820	107,491	-191,959
17707	Market Risk Exposure	Thou. CHF	94,930,747	94,631,930	11,822,344			
	Market Risk Limit	Thou. CHF						
			YTD			Year-End		
		Unit	AC	A AC-BU	A AC-PY	P4	Δ P4-BU	Δ Ρ4-Ρ Υ
	Sales Volume NTMB	ርህለት	1,297	-14	1,297	16,769	447	
	Sales Volume TMB	ርWh						
	CO2 Balance	ktonnes	687.000 KT	-13.000 KT	687.000	9,438.000 KT	8,793.000KT	
Actual	Operations		YTD			Year-End		
U	operatione	Unit	AC	A AC-BU	A AC-PY	P4	ΔP4-BU	Δ Ρ4-Ρ Υ
	Final Headcount	FTEs						
000,000,000,0								
,000,000	Top Projects		Financial	_		Dre	ningt Statur	
,000,000		Planned Costs			ant Contr		oject Status Data Dragov	
,000,000	Deale and				ast Costs	Estimated End		ess Cost
000,000	Project 1	426'963			138'010	08.04.2011		-
	Project 2	259'875		896	2	31.12.2011		

2'792

205'000

2'115

7'900

150

197'100

31.12.2010

31.12.2013

Lorem ipsum dolor sit amet, consectetur adipiscing elit.

Comments

ΔP4-PY

abs.

- Sed guis nibh diam. Integer fringilla luctus commodo. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

**JAN 2010** 

Validation Date: 16.02.2010

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Sed magna magna, pharetra at imperdiet nec, tincidunt non turpis. Suspendisse id nisl eget dolor adipiscing tincidunt. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Proin nec risus ligula. Cras non velit tellus, at aliquam purus. Nulla sed luctus ante. Nulla eget dolor in nibh bibendum porttitor. Sed rutrum erat dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel ipsum erat, sit amet lobortis nunc.

2010 2011 2012 2013 2014 Expected Gross Margin + Market Risk Exposure

Market

AG

Expected Gross Margin / Market Risk Exp. - BU |



ALPIQ Manage	ement Information System			Slama Patrick Log Off 🛛 🗳 📗	⊠ ▼   <b>≙</b> ▼ i ▼ <u>Launch</u> ▼ ? ▼
Cockpits	Einancial Performance	Market Performance & Risk	Top Projects		4 Þ

#### Some Market

									Validation Date: 16.
s Margin - BU	Financial Performance		YTD			Year-End			Comments
350,000		Unit	AC	∆ AC-BU	A AC-PY	P4	∆P4-BU	Δ P4-P Y	
300,000				abs.	abs.		abs.	abs.	
250,000 200,000	Operating revenues w/o TMB	Thou. CHF	158,618	-17,800	9,754	2,302,799	127,500		Lorem ipsum dolor sit amet,
150,000	Operating Revenues TMB	Thou. CHF	130,010	-11,000	3,134		121,500		consectetur adipiscing elit.
	Operating Costs	Thou. CHF	-134,937	32,460	17,633	-2,035,694	-82,941		Cod and a site diam. Interes
	Gross Margin	Thou. CHF	23,681	14,660	27,387	267,105	44,559		<ul> <li>Sed quis nibh diam. Integr fringilla luctus commodo.</li> </ul>
-50,000	Gross Margin (%)	Thou. CHF					.,		- Cum sociis natoque penatib
J F M A M J J A S O N D	Total Support Costs	Thou. CHF	-5,974	1,265	-200	-87,062	-9,094		et magnis dis parturient
■Actual/FC	Direct Support Costs (extern)	Thou. CHF	-5,598	1,171	-192	-81,367	-8,585		montes, nascetur ridiculus
-Actain 6 - Budget - Hevious lear	Indirect Support Costs (IC, Intern)	Thou. CHF	-376	94	-8	-5,695	-509		mus.
	EBIT	Thou. CHF	17,707	15,925	27,187	180,043	35,465		<ul> <li>Cras non enim quis nisi</li> </ul>
- BU	– Foreign ex. Effect	Thou. CHF							rutrum cursus in eu augue.
280,000	EBIT (%)	r a	31	28	35	27	5		arcu eros, tincidunt vitae
200,000	i								<ul> <li>ullamcorper non, mollis nec</li> <li>leo.</li> </ul>
	Net-Investments	Thou. CHF	-4,018	1,039	-182	-57,878	-5,378		leo.
120,000									Sed magna magna, pharetra at
40,000	EBITDA - Investments	Thou. CHF	21,725	14,886	27,369	237,921	40,843		<ul> <li>imperdiet nec, tincidunt non turpi</li> </ul>
-40,000	Net working capital	Thou. CHF	258,783	-5,377	56,361	152,314	-44,249		Suspendisse id nisl eget dolor
120.000	NOA	Thou. CHF	211,385	-10,030	55,688	84,108	-56,023		adipiscing tincidunt. Lorem ipsun
J F M A M J J A S O N D									dolor sit amet, consectetur
■Actual/FC									adipiscing elit. Proin nec risus
- Actually C - Budget - Flevious leaf	Market Performance & Risk (Seg. Ene	armó							ligula. Cras non velit tellus, at aliguam purus. Nulla sed luctus
(YTD) - Drill-Down according to SBUs	Market Ferrormance & Nisk (Sey, Life								aliquam purus. Nulla sed luctus
			2010	52w	2011	2012	2013	2014	ante. Nulla eget dolor in nibh
(TTD) - DTM-DOWN according to SDOS	Expected Gross Margin	Unit		52w					ante. Nulla eget dolor in nibh bibendum porttitor. Sed rutrum er
	Expected Gross Margin Market Risk Exposure	Unit Thou. CHF	-96,199		-206,042	2012	2013 107,491	2014 -191,959	bibendum porttitor. Sed rutrum er
4573 0 17707	Market Risk Exposure	Unit	-96,199	52w 94,631,930					bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo.
4573 0 17707		Unit Thou. CHF Thou. CHF	-96,199		-206,042				bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
	Market Risk Exposure	Unit Thou. CHF Thou. CHF	-96,199 94,930,747		-206,042	-207,820			bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707	Market Risk Exposure	Unit Thou. CHF Thou. CHF	-96,199		-206,042				bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707	Market Risk Exposure	Unit Thou. CHF Thou. CHF Thou. CHF	-96,199 94,930,747 YTD	94,631,930	-206,042 11,822,344	-207,820	107,491	-191,959	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707	Market Risk Exposure Market Risk Limit	Unit Thou. CHF Thou. CHF Thou. CHF Unit	-96,199 94,930,747 YTD AC	94,631,930 ∆AC-BU	-206,042 11,822,344 Δ.ΑC-ΡΥ	-207,820	107,491	-191,959	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707	Market Risk Exposure Market Risk Limit Sales Volume NTMB	Unit Thou. CHF Thou. CHF Thou. CHF Unit GWh	-96,199 94,930,747 YTD AC	94,631,930 ∆AC-BU	-206,042 11,822,344 Δ.ΑC-ΡΥ	-207,820	107,491 ∆ P4-BU 447	-191,959	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707	Market Risk Exposure Market Risk Limit Sales Volume NTMB Sales Volume TMB	Unit Thou. CHF Thou. CHF Thou. CHF Unit GWh GWh	-96,199 94,930,747 YTD AC 1,297	94,631,930 ∆ AC-BU -14	-206,042 11,822,344 	-207,820 Year-End P4 16,769	107,491 ∆ P4-BU 447	-191,959	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707	Market Risk Exposure Market Risk Limit Sales Volume NTMB Sales Volume TMB	Unit Thou. CHF Thou. CHF Thou. CHF Unit GWM GWM ktonnes	96,199 94,930,747 YTD AC 1,297 687.000KT YTD	94,631,930 △ AC-BU -14 -13.000KT	-206,042 11,822,344 △ AC-PY 1,297 687.000	-207,820 Year-End P4 16,769	107,491 △ P4-BU 447 8,793.000 KT	-191,959 Δ P4-ΡΥ	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707 11/352 1782 Budget AG Market Other Adual	Market Risk Exposure Market Risk Limit Sales Volume NTMB Sales Volume TMB CO2 Balance Operations	Unit Thou. CHF Thou. CHF Thou. CHF Unit GWM GWM Ktonnes Unit	96,199 94,930,747 YTD AC 1,297 687.000KT	94,631,930 ∆ AC-BU -14	-206,042 11,822,344 	-207,820 Year-End P4 16,769 9,438.000KT	107,491 ∆ P4-BU 447	-191,959	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707 11352 Budget AG Market Other Actual cted Gross Margin / Market Risk Exp BU	Market Risk Exposure Market Risk Limit Sales Volume NTMB Sales Volume TMB CO2 Balance	Unit Thou. CHF Thou. CHF Thou. CHF Unit GWM GWM ktonnes	96,199 94,930,747 YTD AC 1,297 687.000KT YTD	94,631,930 △ AC-BU -14 -13.000KT	-206,042 11,822,344 △ AC-PY 1,297 687.000	-207,820 Year-End P4 16,769 9,438.000KT Year-End	107,491 △ P4-BU 447 8,793.000 KT	-191,959 Δ P4-ΡΥ	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707 11352 Budget AG Market Other Adual cted Gross Margin / Market Risk Exp BU   150,000 100,000	Market Risk Exposure Market Risk Limit Sales Volume NTMB Sales Volume TMB CO2 Balance Operations Final Headcount	Unit Thou. CHF Thou. CHF Thou. CHF Unit GWM GWM Ktonnes Unit	96,199 94,930,747 YTD AC 1,297 687.000KT YTD	94,631,930 △ AC-BU -14 -13.000KT	-206,042 11,822,344 △ AC-PY 1,297 687.000	-207,820 Year-End P4 16,769 9,438.000KT Year-End	107,491 △ P4-BU 447 8,793.000 KT	-191,959 Δ P4-ΡΥ	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum
4573 0 17707 11352 Budget AG Market Other Actual cted Gross Margin / Market Risk Exp BU 1 150,000 100,000 100,000 80,000,000	Market Risk Exposure Market Risk Limit Sales Volume NTMB Sales Volume TMB CO2 Balance Operations	Unit Thou. CHF Thou. CHF Thou. CHF Unit GWM GWM Ktonnes Unit	-96,199 94,930,747 YTD AC 1,297 687,000KT YTD AC	94,631,930 Δ AC-BU -14 -13.000KT Δ AC-BU	-206,042 11,822,344 △ AC-PY 1,297 687.000	-207,820 Year-End P4 16,769 9,438.000KT Year-End P4	107,491 △ P4-BU 447 8,793.000KT △ P4-BU	-191,959 Δ Ρ4-ΡΥ Δ Ρ4-ΡΥ	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707 11352 Budget AG Market Other Actual cted Gross Margin / Market Risk Exp BU 1 150,000 0 000 000 0 000 000	Market Risk Exposure Market Risk Limit Sales Volume NTMB Sales Volume TMB CO2 Balance Operations Final Headcount	Unit Thou. CHF Thou. CHF Thou. CHF Unit GVM GWM ktonnes Unit FTEs	-96,199 94,930,747 YTD AC 1.297 687.000KT YTD AC Financials	94,631,930 ΔAC-BU -14 -13.000KT ΔAC-BU	-206,042 11,822,344 Δ AC-PY 1,297 687.000 Δ AC-PY	-207,820 	107,491 △ P4-BU 447 8,793.000KT △ P4-BU bject Status	-191,959 Δ P4-PY Δ P4-PY	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707 11352 Budget AG Market Other Actual cted Gross Margin / Market Risk Exp BU   150,000 50,000 -50,00	Market Risk Exposure Market Risk Limit Sales Volume NTMB Sales Volume TMB CO2 Balance Operations Final Headcount Top Projects	Unit Thou. CHF Thou. CHF Thou. CHF Unit GWM GWM ktonnes Unit FTEs Planned Cost	-96,199 94,930,747 YTD AC 1,297 687.000KT YTD AC Financials s Actual Co	94,631,930 △AC-BU -14 -13.000KT △AC-BU S S S S S	-206,042 11,822,344 <u>AAC-PY</u> 1,297 687.000 <u>AAC-PY</u> ast Costs	-207,820 	107,491 △ P4-BU 447 8,793.000KT △ P4-BU bject Status	-191,959 Δ P4-PY Δ P4-PY	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707 11352 Budget AG Market Other Actual cted Gross Margin / Market Risk Exp BU I 150,000 50,000 -50,000 100,00	Market Risk Exposure Market Risk Limit Sales Volume NTMB Sales Volume TMB CO2 Balance Operations Final Headcount Top Projects Project 1	Unit Thou. CHF Thou. CHF Thou. CHF Unit GWM GWM Ktonnes Unit FTEs Planned Cost 426'96	96,199 94,930,747 YTD AC 1,297 687.000KT YTD AC Financials s Actual CC 3 417'	94,631,930 AAC-BU -14 -13.000KT AAC-BU sts Forec 183	-206,042 11,822,344 △ AC-PY 1,297 687.000 △ AC-PY ast Costs 138*010	-207,820 Year-End P4 16,769 9,438.000KT Year-End P4 P4 Estimated End I 08.04.2011	107,491 △ P4-BU 447 8,793.000 KT △ P4-BU oject Status Date Progre	-191,959 Δ P4-PY Δ P4-PY	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel
4573 0 17707 11352 Budget AG Market Other Actual cted Gross Margin / Market Risk Exp BU   150,000 -50,0	Market Risk Exposure Market Risk Limit Sales Volume NTMB Sales Volume TMB CO2 Balance Operations Final Headcount Top Projects	Unit Thou. CHF Thou. CHF Thou. CHF Unit GWM GWM ktonnes Unit FTEs Planned Cost	-96,199 94,930,747 YTD AC 1,297 687,000KT YTD AC Financials s Actual CC 3 4117 5 256'	94,631,930 AAC-BU -14 -13.000KT AAC-BU sts Forec 183	-206,042 11,822,344 <u>AAC-PY</u> 1,297 687.000 <u>AAC-PY</u> ast Costs	-207,820 	107,491 △ P4-BU 447 8,793.000KT △ P4-BU oject Status Date Progre	-191,959 Δ P4-PY Δ P4-PY	bibendum porttitor. Sed rutrum er dolor, ornare dapibus justo. Vestibulum aliquet elementum lorem vitae placerat. Nam vel

Expected Gross Margin 
Market Risk Exposure

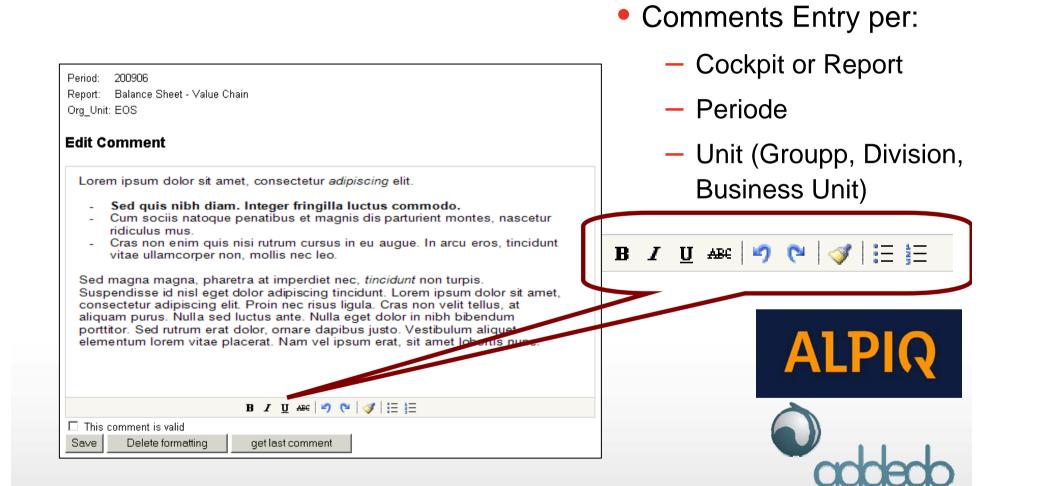


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**JAN 2010** 

### **Comments**







### **Reports**

ALP	Manage	ement Information System		Slama Patrick Log Off 🛛 🔯 🗍	
	Cockpits	Financial Performance	Market Performance & Risk Top Projects		↓

- Financial Performance
  - Management P&L
  - EBIT by Value Chain Activities
  - Balance Sheet Analysis
- Market & Risk

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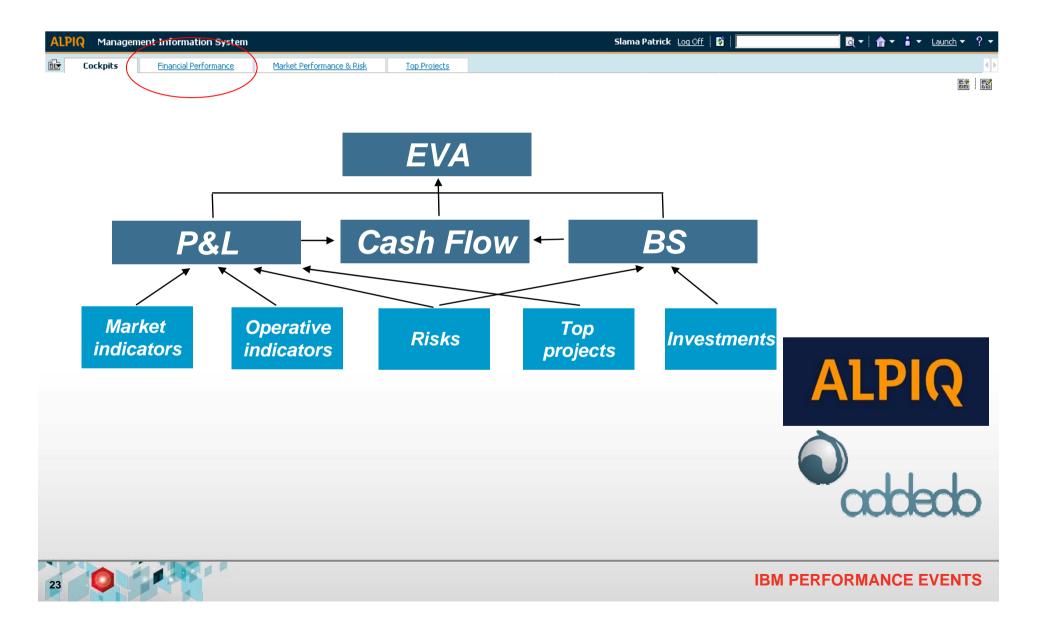
- Power & Commodity Balance
- Group Credit Risk Overview





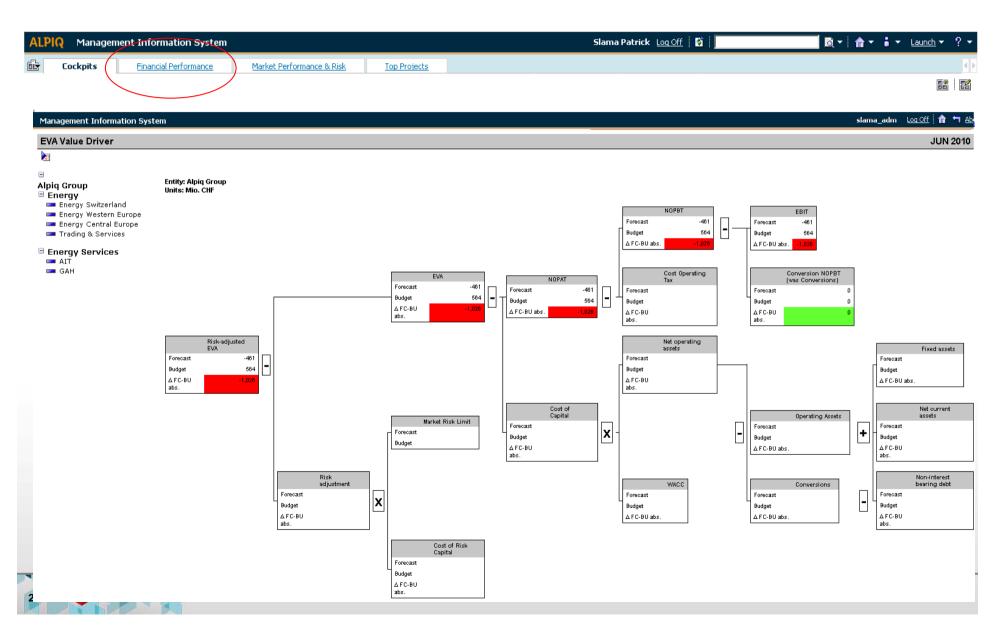


### **EVA: Economic Value Added**





### **EVA: Economic Value Added**



### **Example of financial report**

PIQ Management Information System			Slama Patr	ick Log Off   😰	€ ▼   合 ▼ - i ▼ Launch ▼
Cockpits Financial Performance Market	Performance & Risk Top Projects				
	Management Information System				
Ν	Cash Flow Statement				JAN
JAN 2010	<b>•</b>				Comment Edit Comment
Actual	Actual			$\searrow$	
Thou.	Swiss Franc	Year-to-Dat	e	Year-End	
	CF Structure (short) The	ou. AC	ΔAC - PY abs.	P4 ΔP4 - BU abs. ΔP4 - Pγ	abs.
Swiss Franc	EBITDA	275	509	1,436 520	
Alpiq Gruppe (ex MC Gruppe)	Adjustments and other income /expenses				
	Change in working capital	-2,574	-788	1,102 1,014	
🛨 📼 KKW Niederamt AG	EBITDA - Investments	275	509	1,436 520	
Hotor Columbus AG (ex Tecenet)	Tangible Fixed and Intagible Assets	275	509	1,436 520	
MC Venture Finance N.V.	Subsidiaries	275	509	1,436 520	
🛨 📼 EOS Gruppe inkl. PPA	Associates	275	509	1,436 520	
Alpiq Gruppe (ex MC Gruppe) GAC	Long-term Financial Assets	275	509	1,436 520	
Are-Tessin Gruppe (ex Atel-Gruppe)	Change in time deposits	275	509	1,436 520	
Aare-Tessin Gruppe (ex Atel-Gruppe)	Acquisition/Diposal of Securities	275	509	1,436 520	
🔁 📼 Immob AG Olten	CASH FLOW FROM INVESTMENT ACTIVITIES				
Image: Alpiq Versorgungs AG (AVAG)     Image: Alpiq Energie Deutschland AG	Dividend payments	275	509	1,436 520	
Alpiq Chergie Deutschland AG     Alpiq Netz AG Gösgen	Dividend paid to minority interests	275	509	1,436 520	— I
Apig Net2 AG Gosgen	Purchase/Sale of treasury shares	275	509	1,436 520	—
Apiq Hydro Hare Ha      Hydro Ticino SA	Increase of financial liablilities				— I
	Repayment of financial liabilities				— I
🕑 💷 Atel Energia SA, España	CASH FLOW FROM FINANCIAL ACTIVITIES				
⊕ === Teravis AG	Changes resulting from currency translation	-7	.2		
🗊 📼 Alpiq (CZ) s.r.o.	CHANGE IN CASH	-2,306	-281	2,538 1,534	
€-= Atel Belgien (fiktiv)	FREE CASH FLOW	-2,000		1,001	
Finish		275	500	1,436 520	
	EBITDA - Investments		509	1,436 520	
	Replacement investements in fixed assets				
	Proceeds from sale of fixed and intangble assets				
	Free Cash Flow	275	509	1,436 <b>520</b>	

# 

# **Project Controlling**

Management Information System	Slama Patrick Log Off 🔯 📄 🗾 🔯 🗸 🚔 🕇 🛨 Launch 🕶 📍
ckpits Einancial Performance Market Performance & Risk Top Projects	
Management Information System	Slama Patrick Log Off 🏫 A
Project Status Report	JAN 2010
Currency: Alpiq Group Currency (always CHF)	
Project Name:     Project Master Data     Project	ry: Growthinvestment Project ongoing Project Status as of Original Updated Decision Cost Progress Risk Profitability Deviation from last report:
Partners of the Project: Approval by Executive Board or Board Directors under following 28. February 2010: change	
Iotal Cost Planned Share Apiq         27/92         Project Reserve (Iotal)         28. Febr           Total Cost Planned Share Apiq         1073         NPV (Ist approva)         543         28. Febr           Total Cost Planned Share Apiq         1073         NPV (Ist approva)         543         20.09         Project           Total Cost Forecast         150         NPV (latest calculation**)         29.28         12.03.2009         Project           Total Cost Forecast (Share Apiq)         29         Planned End of Project.*         31.12.2010         SITE:           Total Cost Forecast (Share Apiq)         2116         Estimate End of Project         31.12.2010         SITE:           Actual (Share Apiq)         1268         Exclusion of Project         31.12.2010         ACC :	Plan: Plan vs. Actual; Plan vs. Forecast 0: no change s / Time Line (highlights: current activities and next steps) Preassembly of stack rings in progress bby on ground for motor bridge in progress ction of roof panels still in progress. (95%). Erection of external cladding
1000 28. Febr	t / Opportunities 0: change to red viation NPV (latest calculation vs. calculation as of latest approval) 0: change to yellow
egaris → Plan → Actual ★ Forecast Project	ermits / Communication D: change none g: Comment (critical issues, required decisions, other items) D: change none
Plan p.a. Forecast p.a.	D: change none ALPIQ
Plan quarterly 2011 01 2011 02 2011 03 2011 04	
Progress/Plan (Chart)	
Supply Engineering Coll Worlds Historic 1	
Plan      Actual      Foresast	
	IBM PERFORMANCE EVENT

# **Project Controlling**

R Management Information System		Slama Patrick Log Off   🗗	🔯 ▼ 💧 🕈 🔓 Launch ▼
Cockpits Financial Performance Market I	Performance & Risk Top Projects		
54. Vi			E#
		and the second s	All and and a second and
Management Information System		Slama P∢ rick	
Project Status Report		and the second se	
Currency: Alpiq Group Currency (always C	HF)	and the second	ALL ALL ALL ALL
Project Name:			the state of the s
Project Master Data Project Type: Construction Project #:	Xtt CoMo985 Total equity* Financial Master Data	y: Growthinvestment Project Status Origin	HOPP!
Business Unit: Business: Gas CCGT BoD Appr. Date:	05.03.2010 Bank Loan (total)*	Project ongoing Decision	FOD 7AL
Project Mgr: Project Currency: Country: IT Apiq share (%):	EUR IC Loan Apig* Guarantees Apig*	Progress	FORZA!
Technical and commercial key figures of the project:	* as of target structure	Risk Prontability	swissski ALPIQ
CCGT Gas, 400 MW Class, EPC (Power Plant and Interconnections)		veviation from last repo	
Partners of the Project:	Approval by Executive Board or Board Directors under following condition: 28. February 2010: change	s:	
PROJECT FINANCIAL DATA (tCHF) Amount Total Cost Planned <sup>4</sup> 2'792 Project Res	Amount Date Deviations from	Plan: Plan vs. A pal; Plan vs. Foreca	
Total Cost Flanned Share Apiq <sup>®</sup> 11673 NPV(1stag Total Cost Flanned Share Apiq <sup>®</sup> 11673 NPV(1stag Total Cost Forecast 150 NPV(dtest	proval) 543 28. February 2010		area mill have to ch
	d of Project." 31.12.2010 SITE:		
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### **Conclusions**

### Achievements:

- Closing and reporting process could be fastened up significantly (replacement of former XLS-based process)
- Reporting is much more standardized, people talk about same facts and figures
- Web-based portal is highly accepted by users and IT staff

### Lessons learned, future improvements:

- Performance of prototype is not valid in productive environment
- Scope of reports had to be reduced to performance issues
- IBM Cognos TM1 will be integrated for ad-hoc analysis (TM1 is already in use for liquidity planning application al Alpiq)













