



IBM COGNOS PERFORMANCE

Smarter Decisions. Better Results.



Corporate MIS

Consolidation and Reporting at the Alpiq Group

Dr. Tilman Isselhorst

Application Responsible MIS & Reporting, Alpiq Management

Patrick Slama

Senior Consultant, Addedo SA



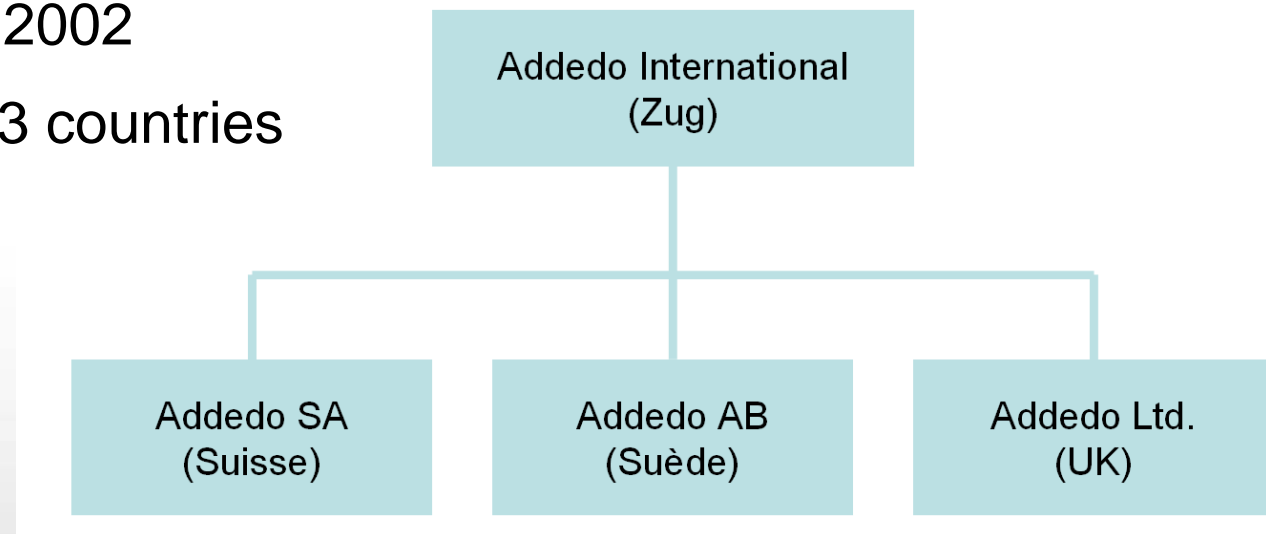
Agenda

- 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



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
- First BI project in 2002
- 36 Employees in 3 countries

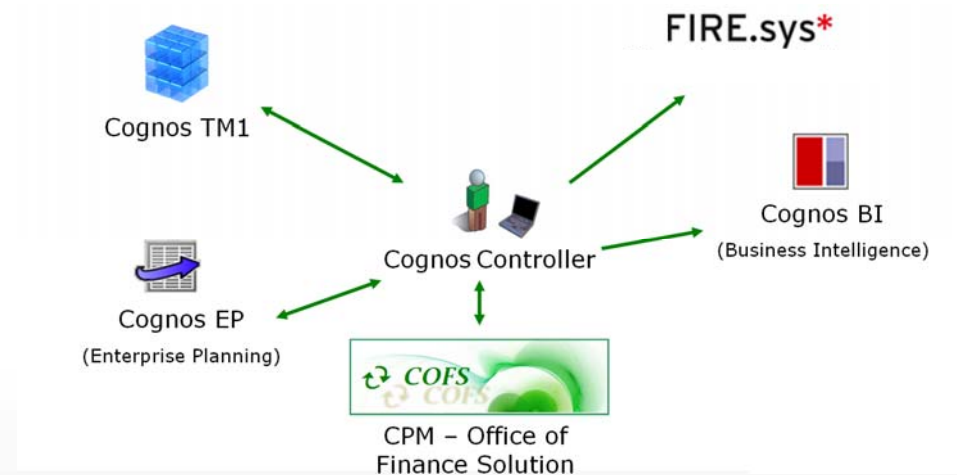




Addedo Suisse

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



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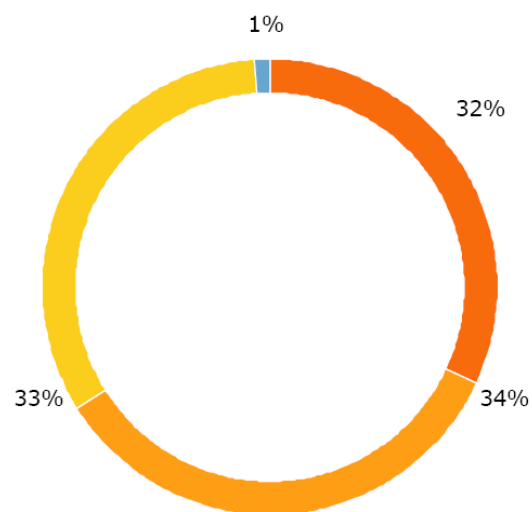
Alpiq Group (Financials 2008* and 2009)

	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*

ALPIQ

A diversified mix in Europe



- Nuclear
- Fossil
- Hydro
- New renewable energies





MIS: Project and Reporting Scope

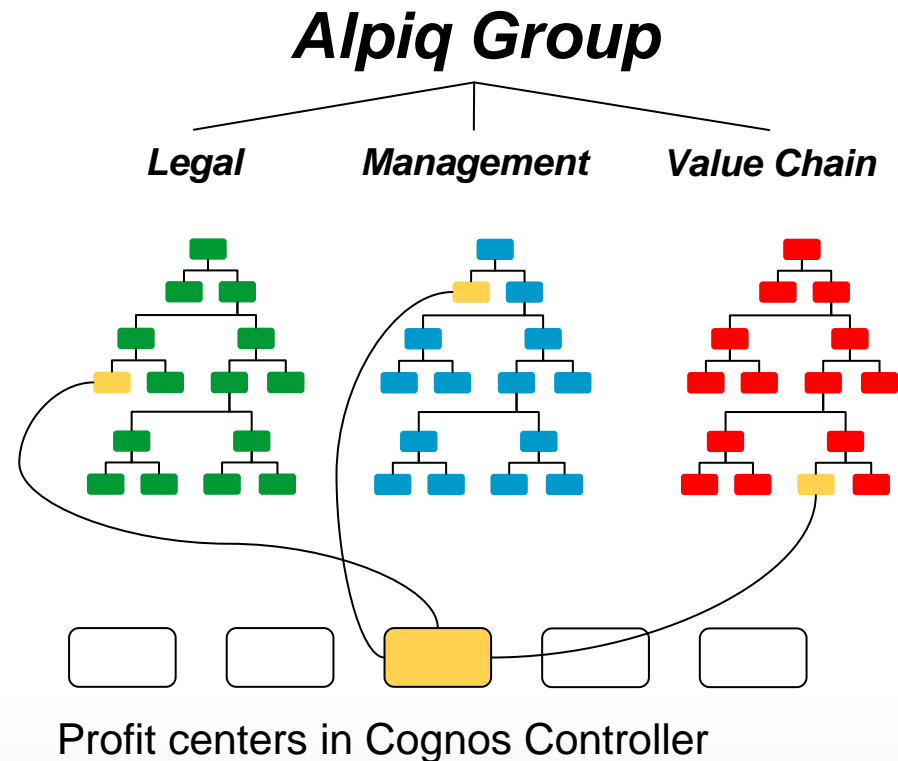
- The MIS project served to completely re-align the executive reporting at Alpiq based on a new technical platform and business process
- Project objectives were to...
 - ... make management reporting more efficient by automating important process steps
 - ... provide more relevant information to recipients 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, ...



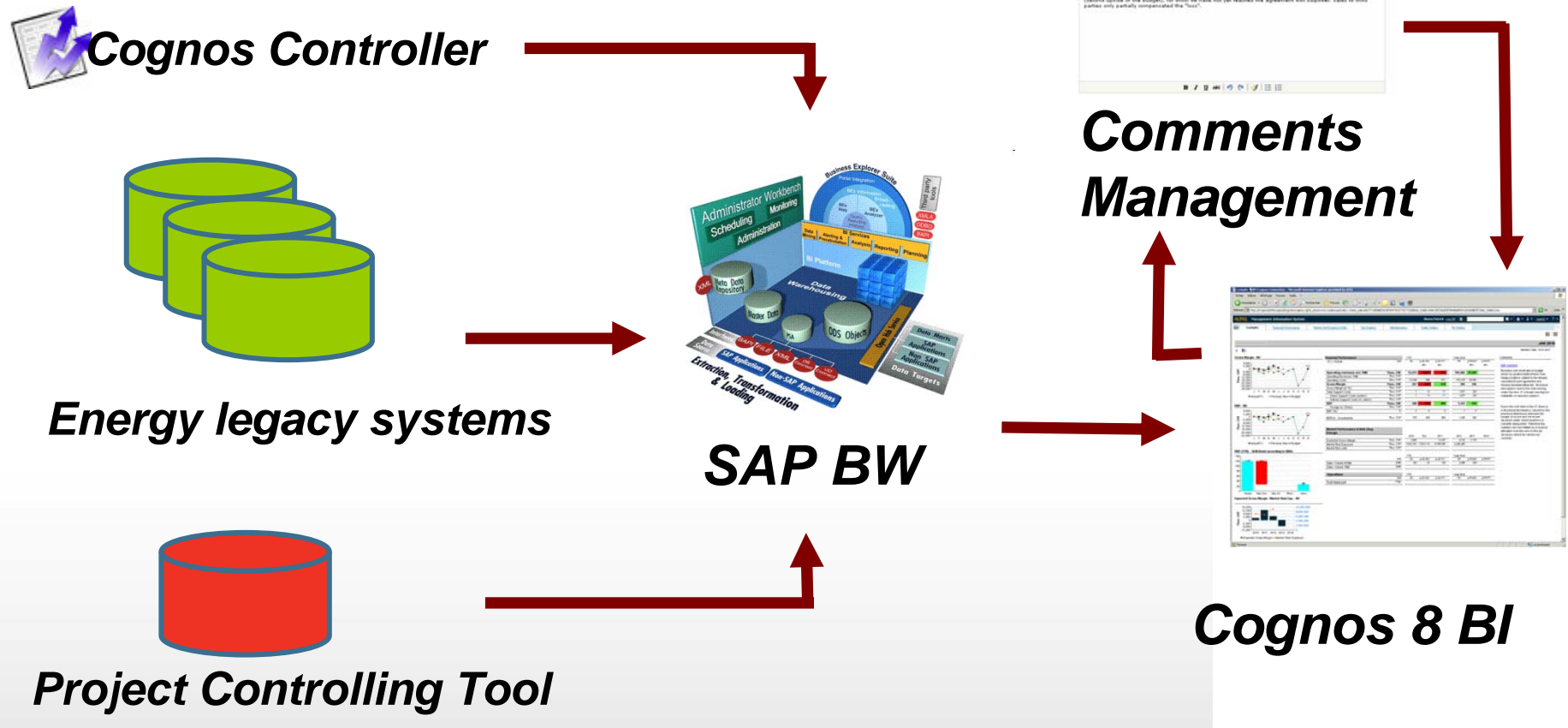
ALPIQ

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



Architecture and processes @ MIS Alpiq





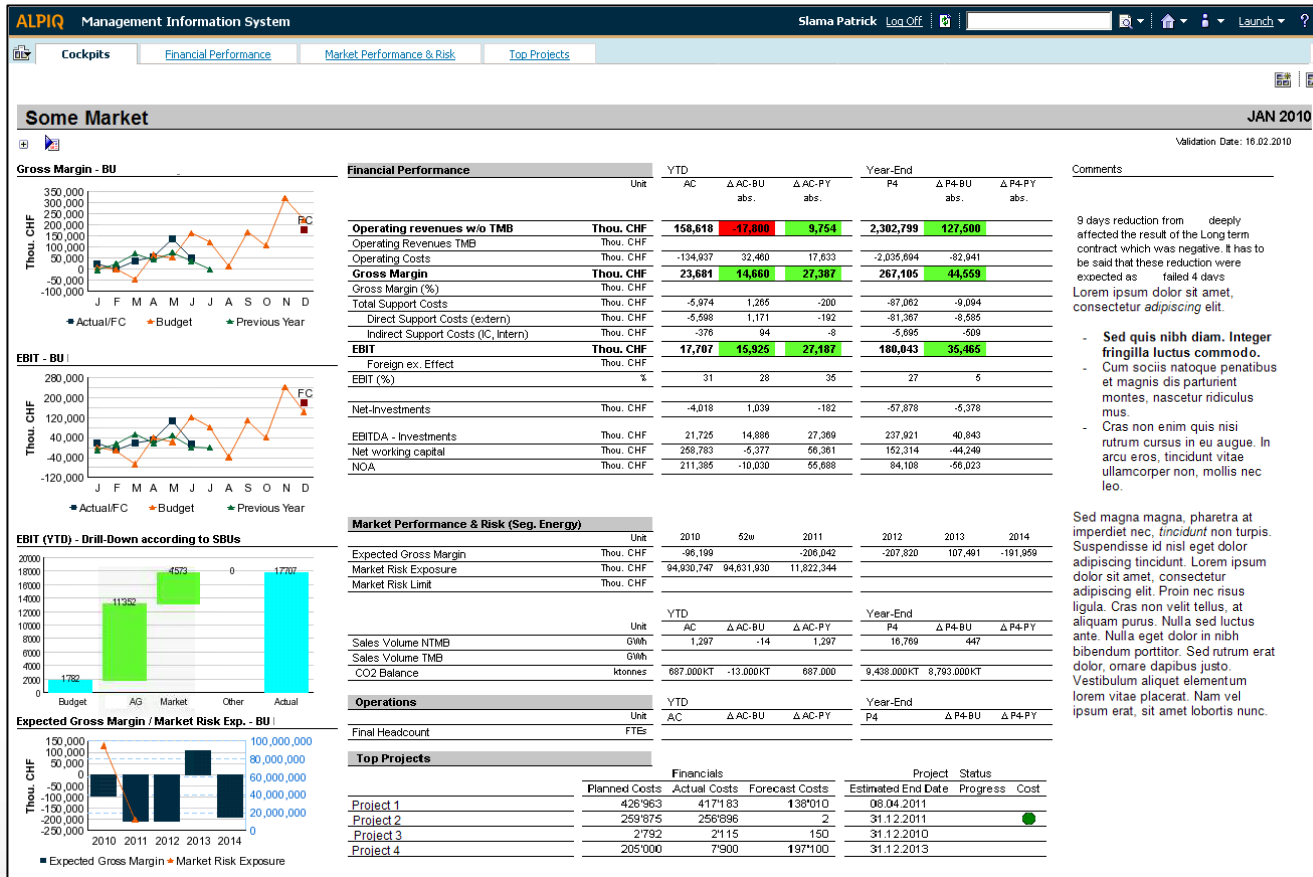
Cognos 8 BI is the central reporting platform

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





Cockpit Example

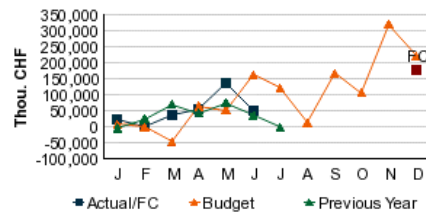


Some Market

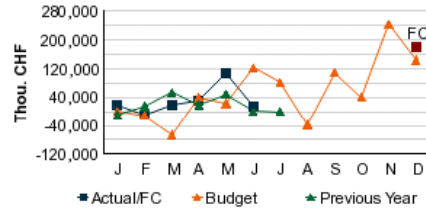


- Alpiq Group**
- Segment Energy
- Segment Energy Services
- Energy Switzerland**
- Market Switzerland
 - Market CH Vertrieb
 - Market CH Versorgung
- Hydro Power Generation
- Thermal Power Generation
- Grid
- Optimization
- Energy Western Europe**
- Market Italy
 - Stammhaus Italy
 - Market Italy local
- 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 Management
- Origination and Environmental Markets
- Service Units
- AIT Group**
- AIT Energy Supply Technology
- AIT Building Services / TFM
- AAT Group**
- AAT Industrial Plant and Engineering
- AAT Energy Transmission and Com.
- Corporate Centers**
- Financial Services
- Management Services
- Business Development
- Joint Teams**
- Joint Team CH

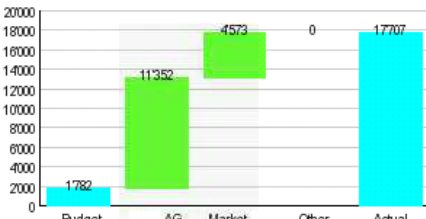
Gross Margin - BU



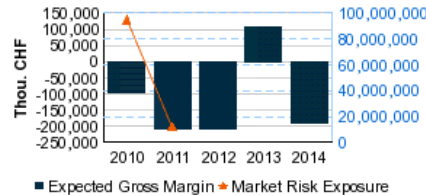
EBIT - BU



EBIT (YTD) - Drill-Down according to SBUs



Expected Gross Margin / Market Risk Exp. - BU



Financial Performance

Unit	YTD			Year-End		
	AC	Δ AC-BU abs.	Δ AC-PY abs.	P4	Δ P4-BU abs.	Δ P4-PY abs.
Operating revenues w/o TMB	158,618	-17,800	9,754	2,302,799	127,500	
Operating Revenues TMB	Thou. CHF					
Operating Costs	Thou. CHF	-134,937	32,460	17,833	-2,035,894	-82,941
Gross Margin	23,681	14,660	27,387	267,105	44,559	
Gross Margin (%)	Thou. CHF					
Total Support Costs	Thou. CHF	-5,874	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	17,707	15,925	27,187	180,043	35,465	
Foreign ex. Effect	Thou. CHF					
EBIT (%)	%	31	28	35	27	6
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	268,783	-5,377	56,361	152,314	-44,249
NOA	Thou. CHF	211,385	-10,030	55,888	84,108	-56,023

Market Performance & Risk (Seg. Energy)

Unit	2010	52w	2011	2012	2013	2014
Expected Gross Margin	Thou. CHF	-96,199		-206,042		
Market Risk Exposure	Thou. CHF	94,930,747	94,631,930	11,822,344		
Market Risk Limit	Thou. CHF					

Unit	YTD			Year-End		
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Final Headcount	FTEs					

Top Projects

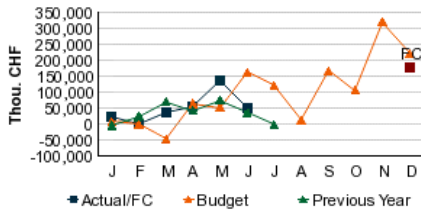
Project	Financials			Project	Status	
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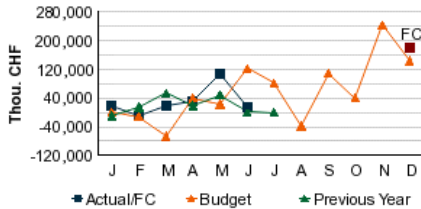
JAN 2010

Validation Date: 16.02.2010

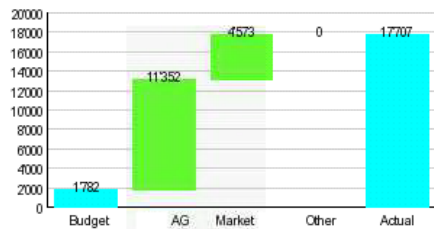
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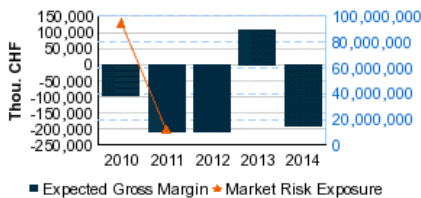
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Operations

	Unit	YTD			Year-End		
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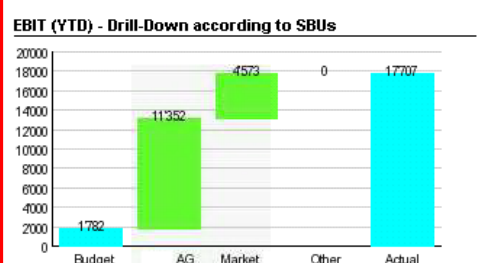
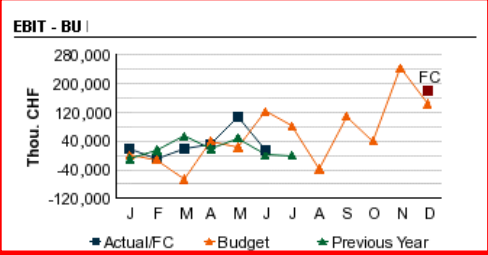
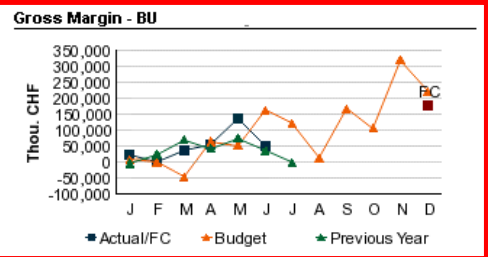
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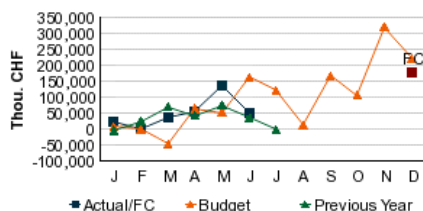
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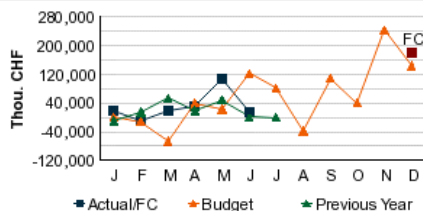
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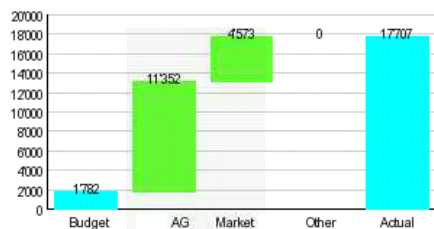
Gross Margin - BU



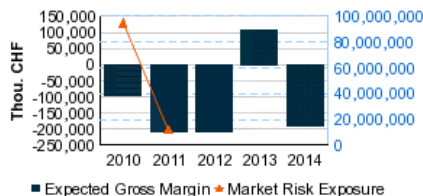
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Comments

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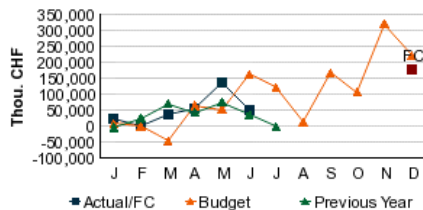
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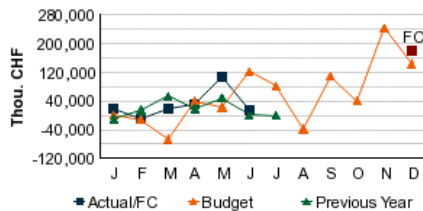
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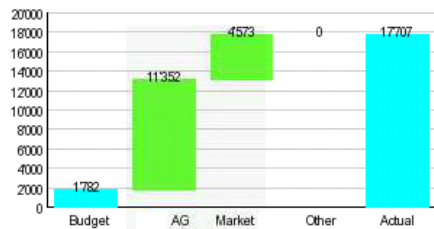
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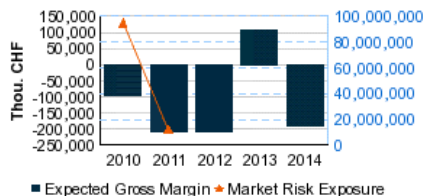
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EBIT	17,707	15,925	27,187	180,043	35,465	
Foreign ex. Effect						
EBIT (%)	31	28	35	27	5	
Net-Investments	-4,018	1,039	-182	-57,878	-5,378	
EBITDA - Investments	21,725	14,886	27,369	237,921	40,843	
Net working capital	258,783	-5,377	56,361	152,314	-44,249	
NOA	211,385	-10,030	55,668	84,108	-56,023	

Market Performance & Risk (Seg. Energy)

Unit	2010	52w	2011	2012	2013	2014
Expected Gross Margin	-96,199		-206,042	-207,820	107,491	-191,959
Market Risk Exposure	94,930,747	94,631,930	11,822,344			
Market Risk Limit						

Operations

Unit	YTD			Year-End		
	AC	Δ AC-BU	Δ AC-PY	P4	Δ P4-BU	Δ P4-PY
Final Headcount						

Top Projects

Project	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		

Comments

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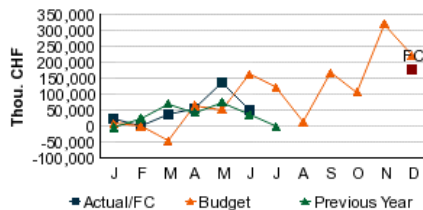


Some Market

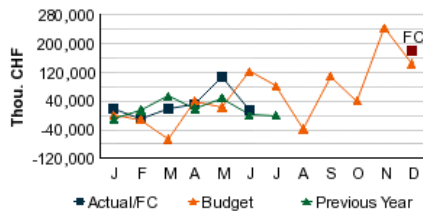
JAN 2010

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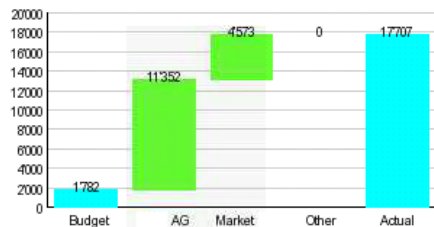
Gross Margin - BU



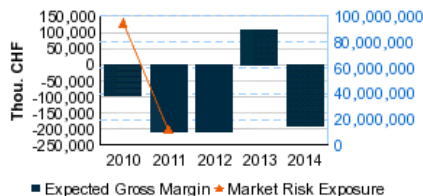
EBIT - BU



EBIT (YTD) - Drill-Down according to SBUs



Expected Gross Margin / Market Risk Exp. - BU



Financial Performance

	Unit	YTD			Year-End		
		AC	Δ AC-BU abs.	Δ AC-PY abs.	P4	Δ P4-BU abs.	Δ P4-PY 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 (%)	%	31	28	35	27	5	
Net-Investments	Thou. CHF	-4,018	1,039	-182	-67,878	-5,378	
EBITDA - Investments	Thou. CHF	21,725	14,886	27,369	237,921	40,843	
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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						

Operations

	Unit	YTD			Year-End		
		AC	Δ AC-BU	Δ AC-PY	P4	Δ P4-BU	Δ P4-PY
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		

Comments

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Comments

Period: 200906
Report: Balance Sheet - Value Chain
Org_Unit: EOS

Edit Comment

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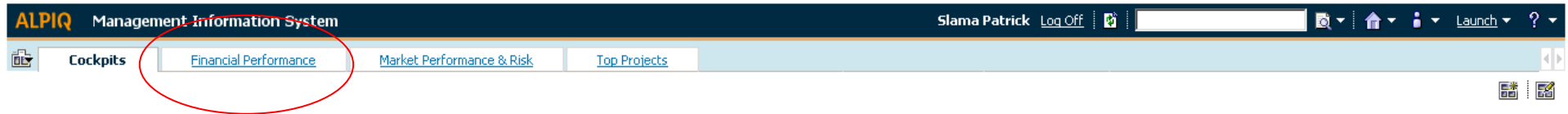
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- Comments Entry per:
 - Cockpit or Report
 - Periode
 - Unit (Group, Division, Business Unit)





Reports

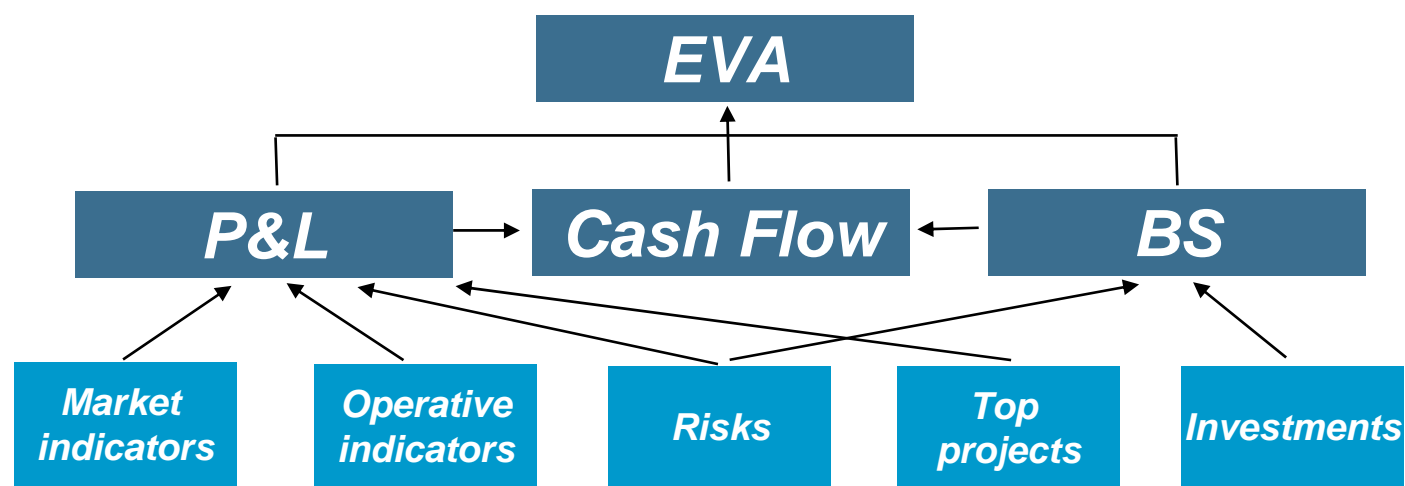
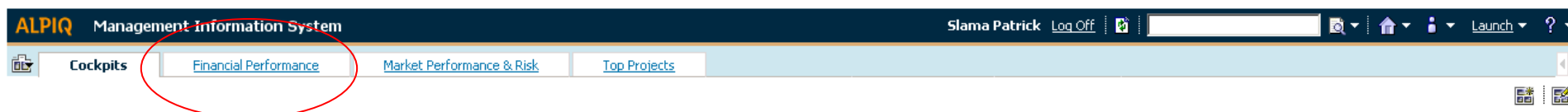


- Financial Performance
 - Management P&L
 - EBIT by Value Chain Activities
 - Balance Sheet Analysis
 - ...
- Market & Risk
 - Power & Commodity Balance
 - Group Credit Risk Overview
 - ...





EVA: Economic Value Added





EVA: Economic Value Added

ALPIQ Management Information System

Slama Patrick Log Off

Cockpits **Financial Performance** Market Performance & Risk Top Projects

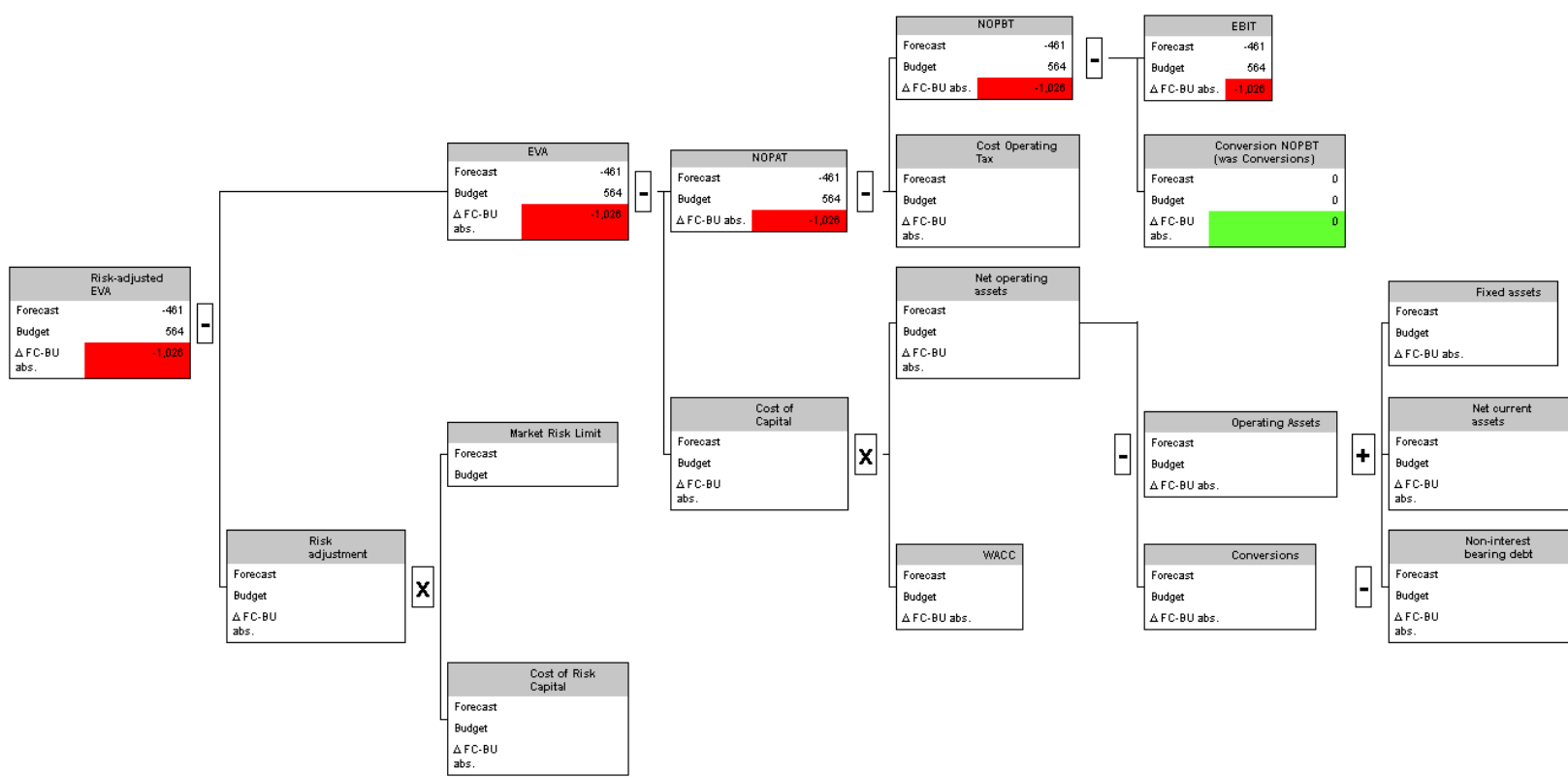
Management Information System

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EVA Value Driver JUN 2010

- Alpiq Group
 - Energy
 - Energy Switzerland
 - Energy Western Europe
 - Energy Central Europe
 - Trading & Services
 - Energy Services
 - AIT
 - GAH

Entity: Alpiq Group
Units: Mio. CHF





Example of financial report

ALPIQ Management Information System Slama Patrick Log Off

Cockpits **Financial Performance** Market Performance & Risk Top Projects

JAN 2010

Actual

Thou.

Swiss Franc

- Alpiq Gruppe (ex MC Gruppe)
 - Alpiq Holding AG (ex Motor-Columbus AG)
 - KKW Niederamt AG
 - Motor Columbus AG (ex Tecenet)
 - MC Venture Finance N.V.
 - EOS Gruppe inkl. PPA
 - Alpiq Gruppe (ex MC Gruppe) GAC
 - Aare-Tessin Gruppe (ex Atel-Gruppe)
 - Aare-Tessin Gruppe (ex Atel-Gruppe)
 - Immob AG Olten
 - Alpiq Versorgungs AG (AVAG)
 - Alpiq Energie Deutschland AG
 - Alpiq Netz AG Gösigen
 - Alpiq Hydro Aare AG
 - Alpiq Hydro Ticino SA
 - Alpiq Energie France S.A.S.
 - Atel Energia SA, España
 - Teravis AG
 - Alpiq (CZ) s.r.o.
 - Atel Belgien (fiktiv)

Finish

Management Information System

Cash Flow Statement JAN 2010

Comment [Edit Comment](#)

Actual	Year-to-Date		Year-End	
	AC	Δ AC - PY abs.	P4	Δ P4 - BU abs.
Swiss Franc				
CF Structure (short)	Thou.			
EBITDA	275	509	1,436	520
Adjustments and other income /expenses				
Change in working capital	-2,574	-788	1,102	1,014
EBITDA - Investments	275	509	1,436	520
Tangible Fixed and Intangible Assets	275	509	1,436	520
Subsidiaries	275	509	1,436	520
Associates	275	509	1,436	520
Long-term Financial Assets	275	509	1,436	520
Change in time deposits	275	509	1,436	520
Acquisition/Disposal of Securities	275	509	1,436	520
CASH FLOW FROM INVESTMENT ACTIVITIES				
Dividend payments	275	509	1,436	520
Dividend paid to minority interests	275	509	1,436	520
Purchase/Sale of treasury shares	275	509	1,436	520
Increase of financial liabilities				
Repayment of financial liabilities				
CASH FLOW FROM FINANCIAL ACTIVITIES				
Changes resulting from currency translation	-7	-2		
CHANGE IN CASH	-2,306	-281	2,538	1,534
FREE CASH FLOW				
EBITDA - Investments	275	509	1,436	520
Replacement investments in fixed assets				
Proceeds from sale of fixed and intangible assets				
Free Cash Flow	275	509	1,436	520



Project Controlling



Management Information System Slama Patrick Log Off

Project Status Report

JAN 2010

Currency: Alpiq Group Currency (always CHF)

Project Name: [REDACTED]

Project Master Data			Financial Master Data			Project Status as of	
Project Type:	Construction	Project #:	XIX ColMo985	Total equity*		Category:	Growthinvestment
Business Unit:	[REDACTED]	Project Start Date:	01.11.2007	Equity Alpiq*		Status:	Project ongoing
Business:	Gas CCGT	Bo D Appr. Date:	05.03.2010	Bank Loan (total)*		Original Decision	Updated Decision
Project Mgr:	[REDACTED]	Project Currency:	EUR	IC Loan Alpiq*		Cost	●
Country:	IT	Alpiq share (%):		Guarantees Alpiq*		Progress	●
				* as of target structure		Risk	●
						Profitability	●
						Deviation from last report:	●

Technical and commercial key figures of the project:
CCGT Gas, 400 MW Class, EPC (Power Plant and Interconnections)

Partners of the Project: [REDACTED] Approval by Executive Board or Board Directors under following conditions:
28. February 2010: change

PROJECT FINANCIAL DATA (cCHF)		Amount	Date
Total Cost Planned*	2792	Project Reserve (Total)	543
Total Cost Planned Share Alpiq*	1873	NPV (1st approval)	29.28
Total Cost Forecast	150	NPV (latest calculation)**	12.03.2009
Total Cost Forecast (Share Alpiq)	92	Planned End of Project*	31.12.2010
Total Actual	2115	Estimated End of Project	31.12.2010
Actual (Share Alpiq)	1268		

* as of actual approval ** update yearly or if extraordinary events occur

Deviations from Plan: Plan vs. Actual; Plan vs. Forecast
28. February 2010: no change

Project Progress / Time Line (highlights: current activities and next steps)

SITE:
- HRSG stack: Preassembly of stack rings in progress
- ACC: Preassembly on ground for motor bridge in progress
- Turbine hall: Erection of roof panels still in progress. (95%). Erection of external cladding in progress

Stack
Risk Assessment / Opportunities
28. February 2010: change to red

Profitability: Deviation NPV (latest calculation vs. calculation as of latest approval)
28. February 2010: change to yellow

Legal Issues / Permits / Communication
28. February 2010: change none

Project Managers Comment (critical issues, required decisions, other items)
28. February 2010: change none

PREVISIONAL CASH OUT (Share Alpiq)	2011	2012	2013	2014	2015	later years	TOTAL
Plan p.a.							
Forecast p.a.							

Plan quarterly	2011 Q1	2011 Q2	2011 Q3	2011 Q4

Progress/Plan (Chart)





Project Controlling

ALPIQ Management Information System Slama Patrick Log Off

Cockpits Financial Performance Market Performance & Risk Top Projects

Management Information System Slama Patrick

Project Status Report

Currency: Alpiq Group Currency (always CHF)

Project Name: [REDACTED]

Project Master Data			Financial Master Data			Project Status			
Project Type:	Construction	Project #:	XIX ColMo985	Total equity*		Category:	Growthinvestment	Project Status	
Business Unit:	[REDACTED]	Project Start Date:	01.11.2007	Equity Alpiq*		Status:	Project ongoing	Original Decision	
Business:	Gas CCGT	Bo D Appr. Date:	05.03.2010	Bank Loan (total)*				Cost	
Project Mgr:	[REDACTED]	Project Currency:	EUR	IG Loan Alpiq*				Progress	
Country:	IT	Alpiq share (%):		Guarantees Alpiq*				Risk	
								Profitability	
								Deviation from last report	

Technical and commercial key figures of the project:
CCGT Gas, 400 MW Class, EPC (Power Plant and Interconnections)

Partners of the Project: [REDACTED] Approval by Executive Board or Board Directors under following conditions:
28. February 2010: change

PROJECT FINANCIAL DATA (CHF)		Amount	Project Reserve (Total)	Amount	Date
Total Cost Planned*		2792			
Total Cost Planned Share Alpiq*		1673	NPV (1st approval)	543	
Total Cost Forecast		150	NPV (latest calculation**)	29.28	12.03.2009
Total Cost Forecast (Share Alpiq)		92	Planned End of Project*		31.12.2010
Total Actual		2'115	Estimated End of Project*		31.12.2010
Actual (Share Alpiq)		1'268			

* as of actual approval ** update yearly or if extraordinary events occur

Deviations from Plan: Plan vs. Actual; Plan vs. Forecast
28. February 2010: no change

Project Progress / Time Line (highlight recurrent activities and next steps)
SITE:
- HRSG stack: Pre-assembly of stack rings in progress
- ACC: Pre-assembly of ground for motor bridge in progress
- Turbine hall: Erection of roof panels still in progress. (95%). Erection of external cladding in progress.

Stack
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Profitability: Deviation NPV (latest calculation vs. calculation as of latest approval)
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Legal Issues / Permits / Communication
28. February 2010: change none
Project Managers Comment (critical issues, required decisions, other items)
28. February 2010: change none

Plan/Actual/Forecast (Chart)

PREVISIONAL CASH OUT (Share Alpiq)

	2011	2012	2013	2014	2015	later years	TOTAL
Plan p.a.							
Forecast p.a.							

Plan quarterly

	2011 Q1	2011 Q2	2011 Q3	2011 Q4
Plan quarterly				

Progress/Plan (Chart)



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 at Alpiq)





Thank
YOU

ALPIQ

