

Focus on Customers

Origination in France

What we are aiming for with the session

The needs of our customers today and tomorrow require greater networking and integration of our services and products as BKW. In the *Focus on Customers* session, we want to jointly address the question of what we need to do to achieve this, what we can learn from existing good examples and how we can tackle current challenges.

Using practical examples from all business areas, we will examine and discuss various dimensions of customer centricity. We will compile the findings at the end of the BKW Summit.

Executive Summary

In a historically competitive and challenging market, BKW successfully established itself in France as a provider of integrated, customer-centric energy solutions through a groundbreaking battery deal. This session explores the best practices behind this achievement, examining the key principles applied and how they can be replicated across the group.

The focus is on identifying untapped potential – similar to the French battery case – and systematically pursuing such opportunities in the future. How can we spot, develop, and scale these opportunities to strengthen our market position?

Who presents the case



Loic Bonifacie

Head of Origination Western Europe
Managing Director BKW Energie France

Background

BKW negotiated a 10-y deal with a French battery developer.

Given the dominance by EDF, Total and ENGIE in the French market, and in order to win a deal of this magnitude, BKW had to find a way to position itself as a strong partner with a distinct identity and clear advantages.

Customer situation at deal start

- Small and new company that needed a partner for a 10-year deal and relationship
- Customer had no track record in building BESS, and therefore needed guidance and market understanding
- Customer needed to convince us and other possible offtakers that their project was viable (transparency)

BKW situation at deal start

- Strong and reliant company with solid credit worthiness
- Keen to develop relationship with a customer in a booming market (BESS offtake)
- Company with high ambitions to sign deals in BESS offtake
- Growing team in France

Story

- How BKW turned responsiveness, positive energy, and client focus into a decisive advantage → creating the beginning of a long-lasting relationship
- Development of a new type of agreement, not common in the french market required agility

Multiple challenges that BKW had to overcome

- BKW was relatively unknown in France
- Incumbents' competitors: Total, EDF, Engie – track record, contract ready, operational ready, offered overall better prices, preferred by customer's investors
- 18-month negotiation with its share of turns of events, with the need to advance blindly at times

Questions that arise for us as leadership team which we will work on in the session



How could BKW position itself in front of the customer, in a **hyper competitive market dominated** with **historical incumbents**?



Which **principles** of this case can we **apply in other contexts** in the group as well?



Where do we identify **untouched potentials** that we could address with **solutions**, if we follow these principles?