



MET SALES & TRADING SEGMENT

WHO WE ARE

●● **METGROUP**

I. BACKGROUND

MET Group is an independent and innovative European energy company, headquartered in Switzerland, with activities in **natural gas, power, LNG** and environmental products focused on **multi-commodity** wholesale, trading and sales, as well as **energy infrastructure** and **industrial assets**.

The Group is divided into two business segments: the **MET Assets Segment** with extensive experience in **operating green** (renewable) and **flexible** (conventional) **assets**; and the **Sales and Trading Segment** responsible for **energy trading, wholesale, sales** and **retail activities**.

The **MET Sales and Trading Segment** – with a pan-European integrated approach – sources **gas** and **electricity** from various markets and suppliers across Europe and beyond, delivering competitive pricing and security of supply for the benefit of its customers. Via one of the largest **in-house gas** and **power trading** floors in Europe, we offer sophisticated gas, power, and green product supply services to end customers with direct access to wholesale markets; deliver reliable supply, **innovative products** and **complex energy efficiency solutions** while building **long term** partnerships with clients based on trust and **mutual business understanding**.

No internal policy and no behaviour should contradict the philosophy laid out in this manifesto.

II. CULTURE

We built the company based on **trust in our people**. We believe people always make the difference. Our rapid growth is fueled by the **high degree of freedom** that we offer to our staff to unfold their talent. We have created an environment where they can thrive and **bring out the best version** of themselves. Our Brand Values are **Independence, Courage** and **Agility**.

III. PURPOSE

The **MET Sales and Trading Segment** “**Who We Are**” is a manifesto of our core beliefs.



IV. WHO WE ARE

1. CUSTOMER-DRIVEN BUSINESS

- We believe that **deep understanding** of our customers and counterparties is essential in shaping our strategy.
- We believe that **customer-focus** drives innovation and efficiency.
- We want to **differentiate ourselves** by the way we interact with and serve our customers and counterparties.
- We believe that we can only be successful if we create value for them.

2. PERSONAL ACCOUNTABILITY & COMMITMENT

- We believe in **individual accountability**. Ultimate decision-making lies with one accountable individual. The only exception is the Board of Directors of the **MET Sales and Trading Segment**.
- We operate on the basis of **codified individual commitments** which we expect to be met.
- We believe in small teams overseen by one person working together like a fleet.
- We believe in line management over matrix organizations.

3. MERITOCRACY

- The company culture values performance over experience or title. **We measure performance above anything else.**
- When assessing performance, we are blind to gender, ethnicity, religion, sexual orientation or any other differentiating feature.
- **Stand-out performance** is recognized through **stand-out reward**.

4. INTEGRATION

- We believe in **cooperation** of different business and functional units across the Group to maximize performance still ensuring that individual responsibilities are clear.
- We believe **integration** across the value chain brings much-needed understanding of the markets as well as the ability **to serve partner needs**.
- We cherish transparent and fair relationships with our external and internal partners.

5. BUSINESS-DRIVEN

- We believe in continuous **growth** and a **business-driven approach**, not leaving any business opportunity on the table that is value generating while complying with our processes and control systems.
- Such effort and challenges create unparalleled **career opportunities** for individuals that rise above the challenges in **complexity** and **creativity**.

6. TALENT ORIENTED

- We believe in and **value talent** – we do everything in our power to attract the best talents to our teams.
- We prefer **developing future leaders inhouse** over hiring managers from outside of our organization.
- We always seek to **hire people** who are more talented than ourselves. We want the **next generation to best us**.



7. ENTREPRENEURIAL

- The company is driven by an **entrepreneurial mindset**, incentivizing and demanding the Profit Center Owners to look at their companies as their own.
- **Breaching agreed red line commitments** (i.e. financing, risk / exposure limits, OPEX, CAPEX, etc.) carry serious consequences and must not happen.
- On the other hand, within these **pre-defined boundaries**, almost **full authority is given to the business heads** to form their operations onto their own, as long as it is in full compliance with the laws and the external and internal regulations, meets required group operating process and risk standards and in line with **our cultural principles**.

8. INDEPENDENT – MANAGEMENT-OWNED

- Majority of the company is owned by the management. **We set our own path**. The **Employee Share Program** is one of the biggest achievements and the most important cultural backbones of the company. The number of colleagues in the program is **above 100+ and growing**.
- Entry into the program is limited to those who **spend at least 3 years** with the company.
- Shares are offered to be purchased at fair value. There are no free shares.
- The first and most important agenda is **maximizing shareholder value**.

9. AMBITIOUS

- We are demanding: we are expecting high demands throughout. We believe in **hard work**. We understand that this alone is not enough but is a minimum necessity together with **attracting highly talented people** and **continuous development**.
- Beyond working hard, we believe in the **power of team buildings** and **social events**; the management puts a special emphasis on its active presence on such events and making memorable off-the-field experience.

10. PROFESSIONAL & HANDS-ON

- We expect our leaders to be **consummate professionals**, distinguishing themselves through **knowledge and expertise**.
- We are hands-on: “I don’t know how to do this without a system” does not work here.

11. RISK-AWARENESS

- We only take risks we **truly understand and intend to run**. We always aspire to understand all aspects of our business.
- We value pragmatism: **doing the right things, the right way, for the right reason**.

12. OUR CODE OF CONDUCT

- Our Code of Conduct not only aims to illustrate our values, and reinforces the business culture We believe in, but also serves as a powerful tool in business decision-making.
- Our Code of Conduct Ethical Principles are (“FITMIP”):
 - **Fairness**
 - **Individual Responsibility**
 - **Transparency**
 - **Mutual Respect**
 - **Integrity**
 - **Professionalism**

