

# Asset Development

Huib Morelisse  
Head of Business Division Asset Development

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# Today's focus

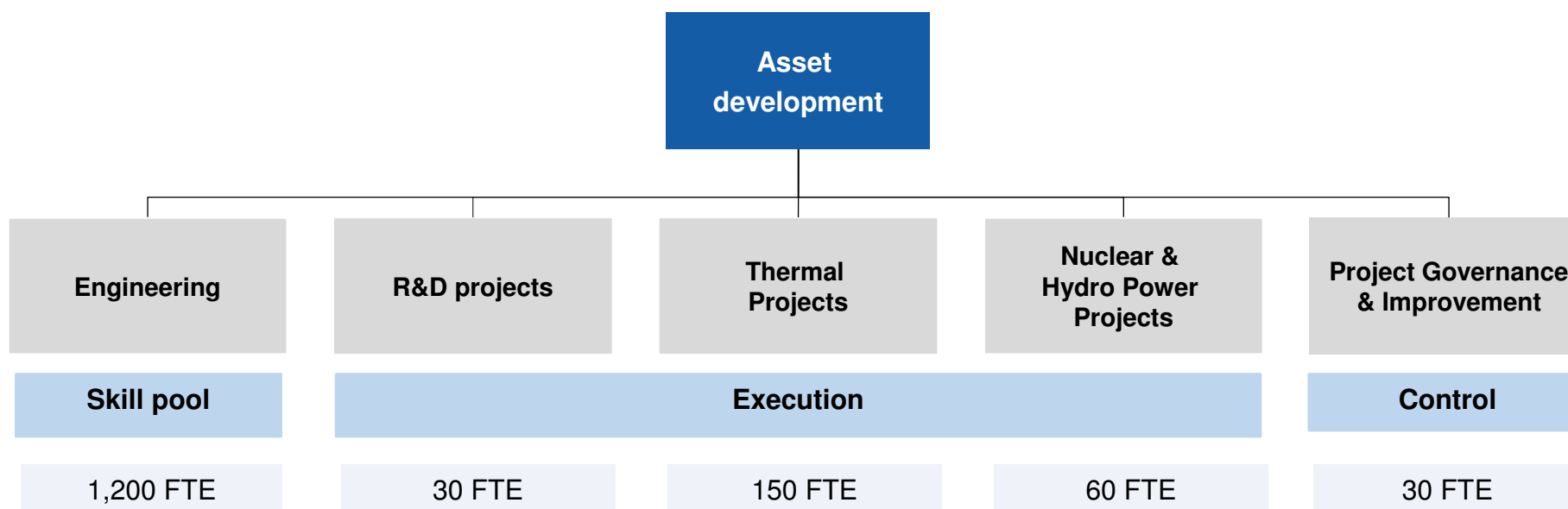
- Organisation and key figures
- Our major projects
- Main focus of business units
- Main achievements and focus areas

# Organisation and key figures

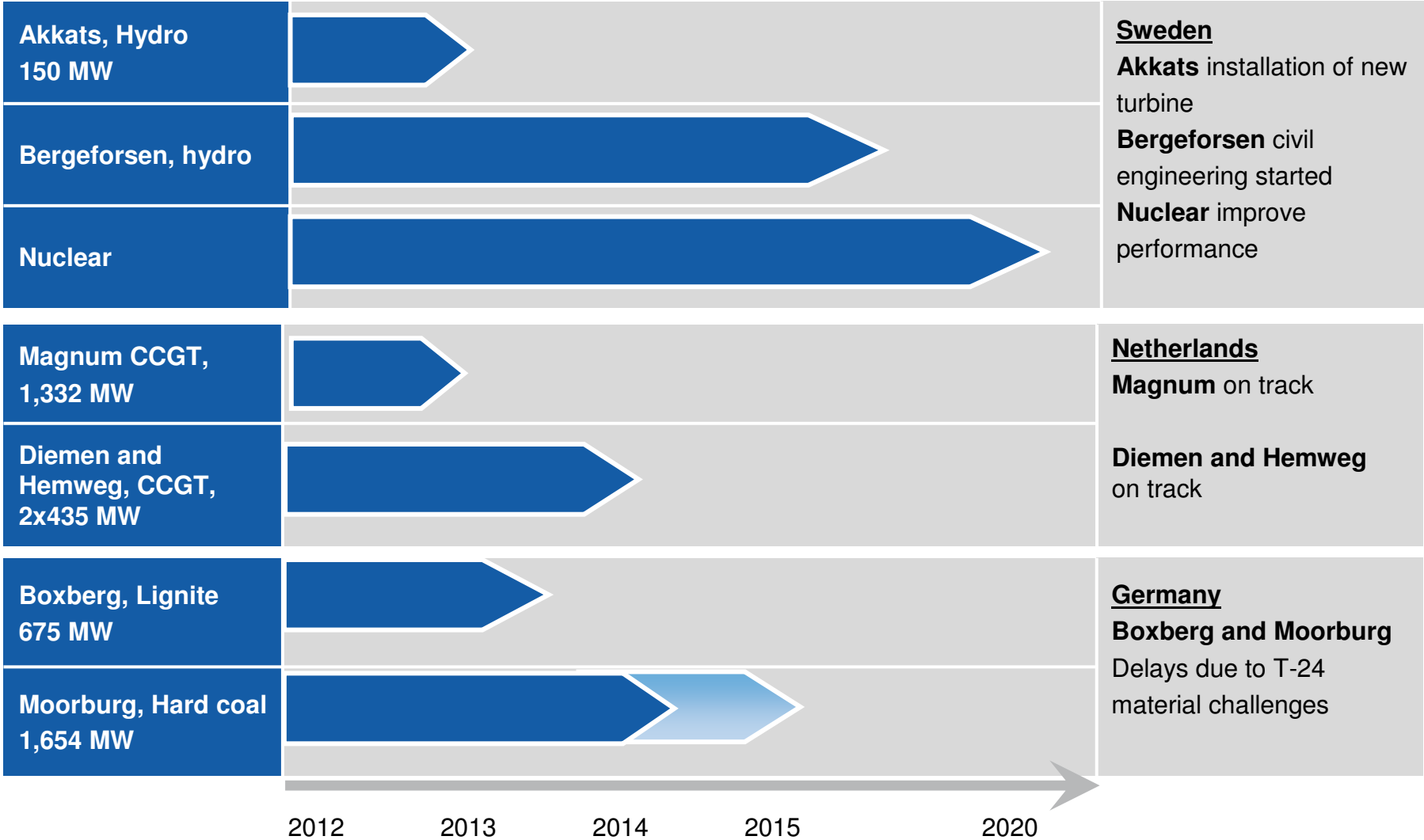
## Key figures:

- Projects under construction: 14
- Projects under development: 44
- Number of engineers: 1,200

*“The Asset Development organisation is based on the skills to safely deliver capital projects on time and within budget”*



# Our major projects



# Main focus of business units

Engineering	<ul style="list-style-type: none"><li>• Sharpening of focus through divestment of non-strategic parts (parts of Vattenfall Power Consultant incl. 245 employees)</li><li>• New business driven organisation with cross border service deliveries</li></ul>
R&D projects	<ul style="list-style-type: none"><li>• Restructuring of portfolio to focus more on business value and lowering CO<sub>2</sub> exposure</li><li>• Increased focus on renewables</li></ul>
Thermal projects	<ul style="list-style-type: none"><li>• Enhanced control of ongoing projects (coal, gas)</li><li>• Development of replacement and growth options (biomass)</li></ul>
Nuclear and Hydro power projects	<ul style="list-style-type: none"><li>• Safe delivery of large Hydro refurbishment projects</li><li>• Improved project planning and steering of Nuclear portfolio</li></ul>
Project Governance & Improvement	<ul style="list-style-type: none"><li>• Increased focus through new steering model</li><li>• Systematic review of all projects at key decision points</li></ul>

# Main achievements and focus areas

## Main achievements

- The R&D portfolio has been re-evaluated and costs have been reduced by ~ 40%
- Non-strategic parts of the Engineering unit have been divested
- Safety organisation has been strengthened through additional resources
- Measures in place to track and mitigate possible negative value impact due to capex and schedule deviations
- Value- and Project assurance reviews are conducted at all important milestones reducing project risk

## Focus areas

- Continued focus in R&D and Engineering: only activities which create value or reduce risks will be carried out
- Tighten project governance and control: Improve project execution and safety
- Focus on budget and schedule control
- Strengthen cooperation: assure implementation of common project governance principles across Vattenfall