

Production at the heart of Vattenfall

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Today's Focus

- **Delivering Vattenfall's Vision**
- **Strong and Broad Production Portfolio**
- **Developing the business**

Delivering Vattenfall's Vision

- **Capture synergies between countries and locations**
- **Effective fleet management**
- **Focus on core competences:**
 - Operating production assets
 - Optimising assets related costs vs. availability required by AO&T
 - Managing big groups of people employed mostly in production plants

Electric and heat* capacities installed in GW

Total installed capacity:

Hydro	11.3
Nuclear	9.0
Fossil	19.1
Biomass & waste	0.4
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	39.8 GW

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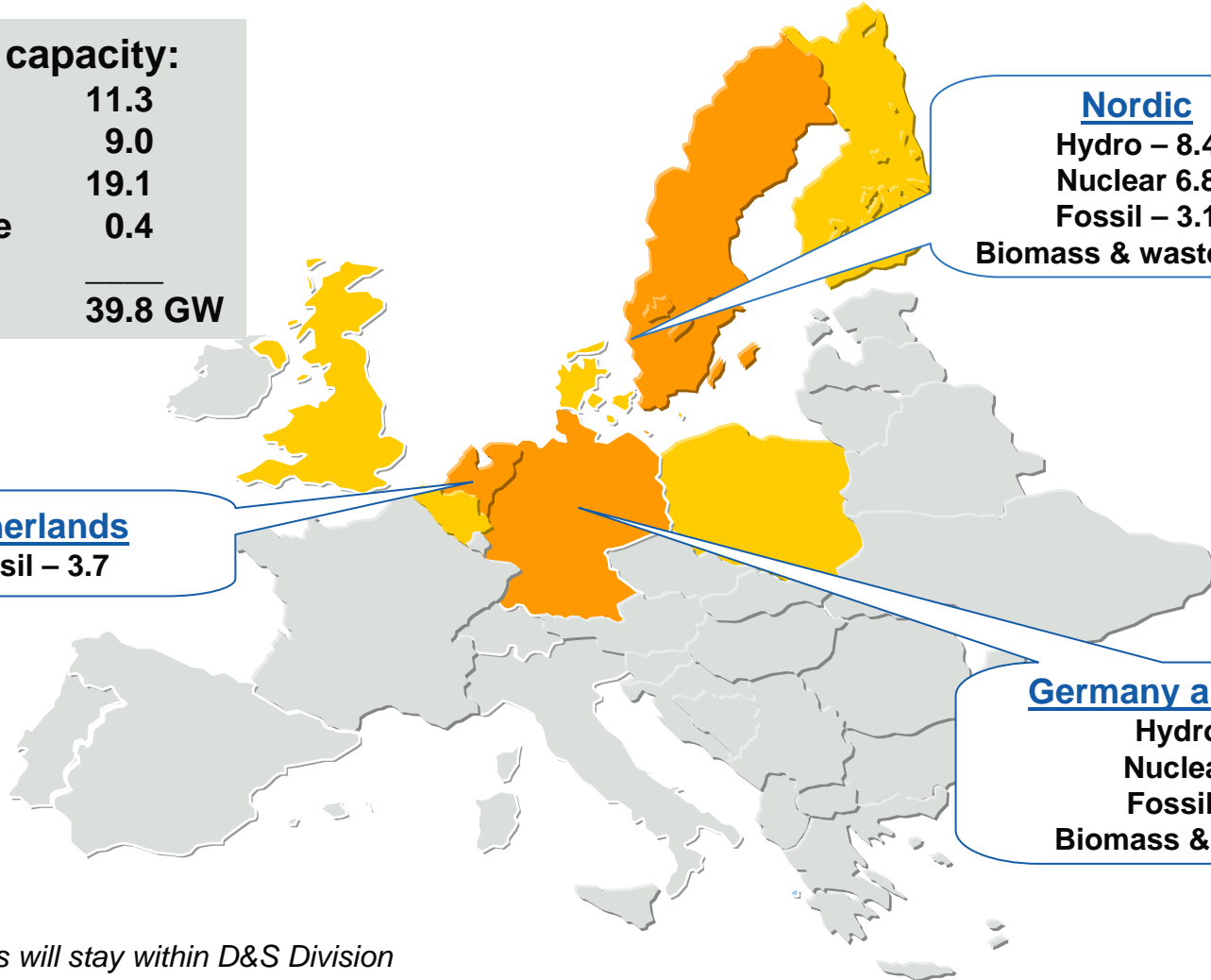
Hydro – 8.4
Nuclear 6.8
Fossil – 3.1
Biomass & waste – 0.3

Netherlands

Fossil – 3.7

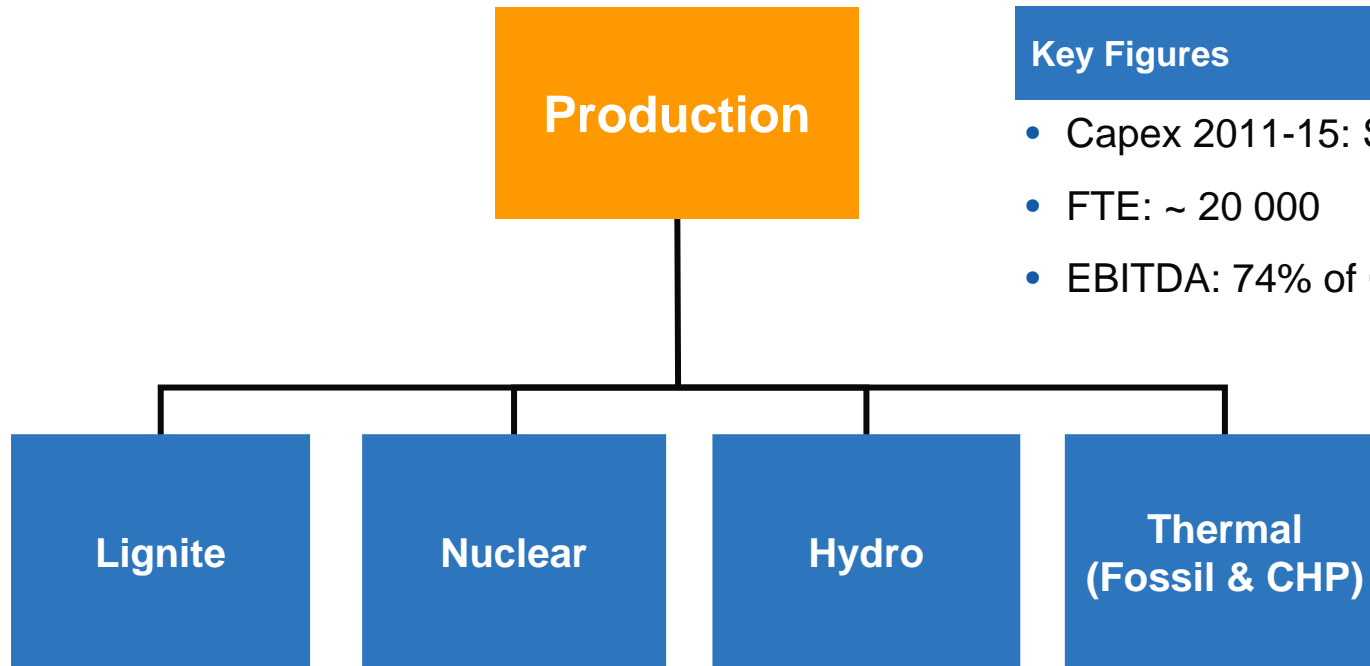
Germany and Poland

Hydro 2.9
Nuclear 2.2
Fossil 12.3
Biomass & waste 0.1



* Small heat sources will stay within D&S Division

Organisation



Key Figures

- Capex 2011-15: SEK ~ 20 billion
- FTE: ~ 20 000
- EBITDA: 74% of Group Total

Developing the business

- World class safety in nuclear
- Increased availability in the generation fleet
- Increasing the share of biomass and gas in BU Thermal replacing hard coal
- Continue to develop CCS subject to political/social acceptance
- Introduction of a culture of continuous improvement