

Smart Energy Enabler

Anders Dahl

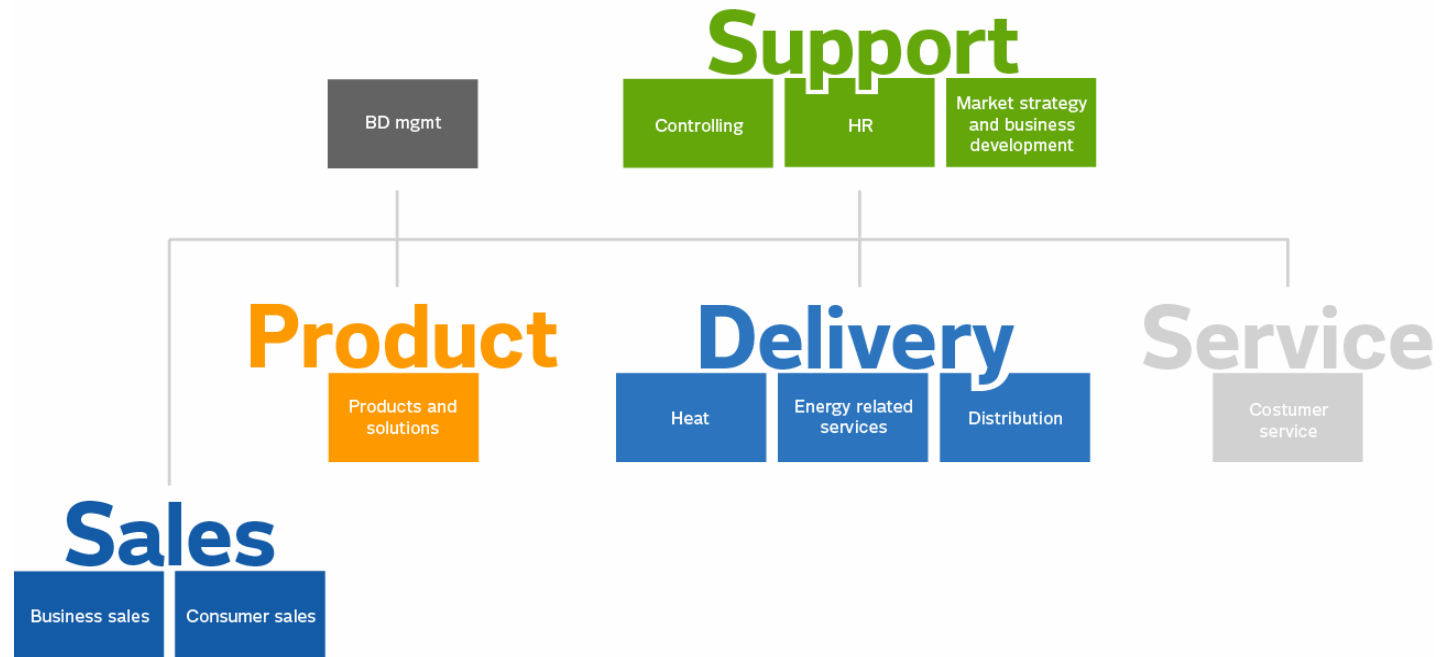
Head of Business Division Distribution and Sales

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Organisation and key figures

Key figures

- Underlying operating profit (EBIT) YTD Q3 2012: 5,329 MSEK
 - of which Distribution: 3,710 MSEK
 - of which Heat: 1,832 MSEK
- Employees: 11,325 (FTE)
- New organisation as of January 2013 with a coordinated customer interface:



Strong market position in Northern Europe

Number of retail customers	6.4 million
Number of network customers	4.2 million
Number of gas customers	1.9 million
Number of heat customers	1.9 million
Electricity sales	125.3 TWh
Gas sales	50.6 TWh
Heat sales	19.5 TWh

Netherlands

Electricity sales:
2.3 million retail customers
18.3 TWh sales volume

Gas sales:
1.9 million customers
49.4 TWh sales volume

Heat sales:
2.3 TWh
0.2 million customers

France

Electricity sales:
6.7 TWh sales volume (B2B)

Sweden

Electricity sales:
0.9 million retail customers
41.7 TWh sales volume

Heat sales:
3.9 TWh
0.2 million customers

Electricity distribution:
0.9 million network customers
71.1 TWh transited volume

Norway

Electricity sales:
5.5 TWh sales volume (B2B)

Finland

Electricity sales:
0.4 million retail customers
9.6 TWh sales volume

Denmark

Electricity sales:
1.3 TWh sales volume (resellers)

Germany

Electricity sales:
2.8 million retail customers
42.2 TWh sales volume

Heat sales:
13.3 TWh
1.5 million customers

Electricity distribution:
3.2 million network customers
27.0 TWh transited volume

2011 numbers - excluding divested operations in Belgium (electricity and gas operations), Poland (electricity, network and heat operations) and Finland (network and heat operations). Heat customers refer to dwelling equivalents.

Main challenges



Strategic focus

Establish the position as the **Smart Energy Enabler** to meet customers' demands and the changing business environment

- Build on our strong asset based position in local markets
- Prioritize preferred customer segments and adapt offerings to better fit the demand
- Further develop and offer a product portfolio that even better fulfils the needs of the market
- Improve customer loyalty and satisfaction

Reach **operational excellence** and secure long term profitability

- Fine tune the operating model including customer centric organization
- Improve performance culture
- Complete the turn around of Sales

Our main activities and achievements so far

- Proof points of Vattenfall becoming the Smart Energy Enabler:
 - New products and solutions introduced, e.g. E-mobility starter package, Energy Watch, solar solutions, virtual power plants
 - First 1,000 vehicle batch of Volvo and Vattenfall's V60 plug-in-hybrid already sold out. 300 ex. sold in Sweden
 - Key deals with business customers
 - City partnerships with Hamburg, Berlin, Amsterdam and Uppsala
 - Customer satisfaction improving
- Focus on operational excellence is paying off
 - Turn around in retail sales
 - Customer Service cost reduction projects running and delivering
 - Customer centric organization goes live January 2013



Five market categories to meet customers' demands in the new energy landscape

