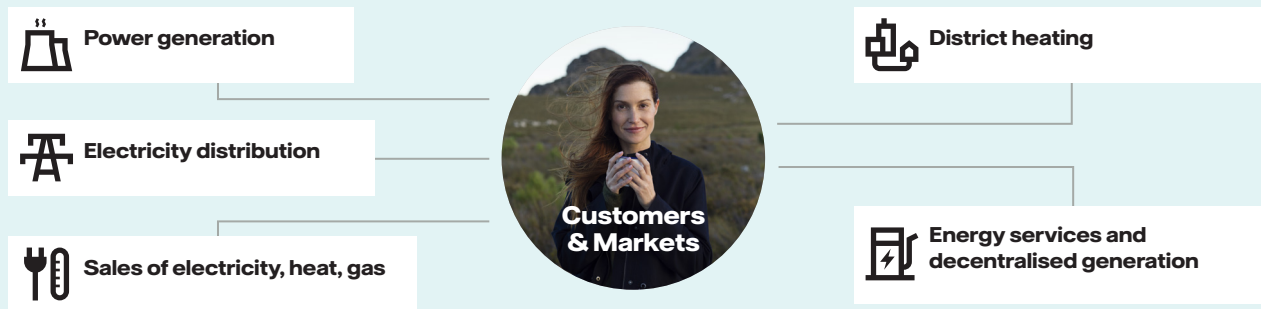


## Inputs

Natural capital	Financial capital	Human capital	Manufactured capital	Social and relationship capital	Intellectual capital
<ul style="list-style-type: none"> <li>Hydro, wind and solar power</li> <li>Coal and gas</li> <li>Uranium</li> <li>Biomass, waste</li> </ul>	<ul style="list-style-type: none"> <li>Growth investments in renewables</li> <li>Maintenance investments (e.g. in safety)</li> <li>Investments in energy transition and smart grids</li> </ul>	<ul style="list-style-type: none"> <li>Engineering and service skills</li> <li>Market analysis, trading, and commodities market knowledge</li> <li>Digital competence and technical innovation</li> <li>Business development</li> </ul>	<ul style="list-style-type: none"> <li>Renewable, thermal and nuclear power plants</li> <li>Electricity networks</li> <li>Decentralised solutions (e.g., solar panels, heat pumps, batteries and smart appliances)</li> </ul>	<ul style="list-style-type: none"> <li>Customer relationships</li> <li>Values and brand recognition</li> <li>Credibility and trust as partner and driver of the energy transition</li> <li>Responsible relationships with suppliers</li> <li>Active dialogue with local communities, stakeholder organisations, investors, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Meteorology (weather-dependent sources)</li> <li>Sustainability framework and integration in operations</li> <li>New ways of working, structures and processes</li> <li>Research and development</li> </ul>



## Vattenfall's business activities



## Outputs

For customers	For partners	For society	For Vattenfall's owner and employees
<ul style="list-style-type: none"> <li>Supply of safe, stable, affordable and low-CO<sub>2</sub> energy to a large number of customers in seven countries</li> <li>Enabling our customers to participate in the energy transition by offering decentralised solutions, such as solar power and heat pumps</li> <li>Leading the electrification of transport with more than 10,500 charging points</li> </ul>	<ul style="list-style-type: none"> <li>Powering energy-intensive industries with fossil-free electricity and promoting electrification of industry, such as through collaborations with companies in the steel, cement and refinery industries</li> <li>Partnering with cities and regions to develop and implement climate neutrality plans</li> </ul>	<ul style="list-style-type: none"> <li>Approximately 100 TWh of fossil-free electricity</li> <li>SEK 6.9 billion in paid taxes</li> <li>Support and encouragement to local suppliers by organising supplier education and encouraging participation in tenders</li> <li>Providing expertise to drive the energy transition and sustainability issues</li> <li>Participation in local environmental and biodiversity conservation projects, and in other local projects and activities</li> </ul>	<ul style="list-style-type: none"> <li>Providing a livelihood for nearly 20,000 employees with an emphasis on inclusion, diversity and safety</li> <li>Approximately 1.9 days of training per employee every year, and numerous employee development and leadership programmes</li> <li>Dividend of SEK 2 billion proposed by the Board of Directors to our owner for 2018</li> </ul>

## Values

**~100 TWh**  
of fossil-free electricity generated

**>70 %**  
decrease in CO<sub>2</sub> emissions since 2014

**20,000**  
employees and SEK 19.2 billion in personnel costs

**~10 million**  
customers in distribution, electricity, gas, heat and energy solutions

**3**  
industrial partnerships with potential to cut carbon emissions by 14 MtCO<sub>2e</sub>