

# Building the optimal asset portfolio

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# Today's Focus

- **Delivering Vattenfall's Vision**
- **Pipeline of projects: the challenge ahead and the organisational solution**
- **Developing the business**

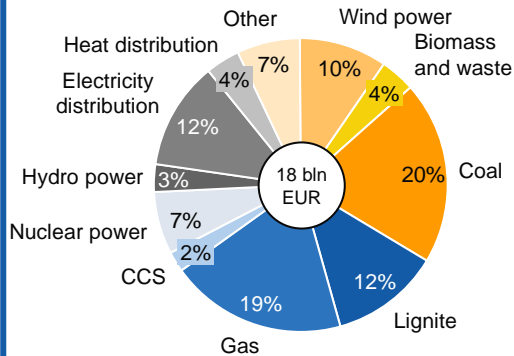
# Delivering Vattenfall's vision

- **In R&D – from a diverse portfolio of activities to:**
  - Focus on fewer technologies but those which provide edge
  - Focus on time to market and commercial break-through
- **For projects – from a fragmented execution to:**
  - Consolidation of project management skills (resource pool)
  - Centralised execution of major capital projects (project group)
  - Centralised assurance of all major projects (control function)

# EUR 10 bn CAPEX 2011-2015

## Key data

- Investment programme 2011-2015: CAPEX ~ 10 bln EUR (~90 bln SEK)
- Part of overall CAPEX plan of ~18 bln EUR (~165 bln SEK)



### Moorburg (CHP 1,640 MW)

Construction ~2 bln EUR  
(operational 2012/2013)

### Berlin/Lichterfelde (CHP)

Replacement & Development

### Brandenburg (CCS)

Development of CCS demo plant

### Magnum (multi-fuel 1,200 MW)

Construction Phase 1 ~2 bln EUR  
(operational 2013)  
Development Phase 2 incl. CCS

### Twingo (2 CCGT's, 435 MW each)

Construction in total ~1 bln EUR  
(operational 2012/2013)

### Ultimo (CCGT with BFG, 170 MW)

Development

# Organisation: focus on resources, execution and control

**Asset  
Development**

## Key Figures

- Capex 2011-15: SEK ~ 90 billion
- FTE: ~ 2000

**Engineering**

**Research  
Projects**

**Thermal  
Projects**

**Nuclear &  
Hydro Projects**

**Governance**

**Skill  
pool**

**Execution**

**Control**



# Developing the new business: benefits

## Delivery of the right projects....

- **on time....**

- To date: some projects delivered late
- Goal: all projects on time through more professional planning

- **within budget...**

- To date: frequent budget overruns
- Goal: all projects within budget through tighter centralised control

- **and according to specifications**

- To date: limited standardization or sharing of best practices
- Goal: standardised projects of good quality at low costs