

Increasing profitability in Distribution and Sales

Torbjörn Wahlborg
Head of Distribution and Sales

London, 22 September 2010

Uppsala CHP plant

Today's Focus

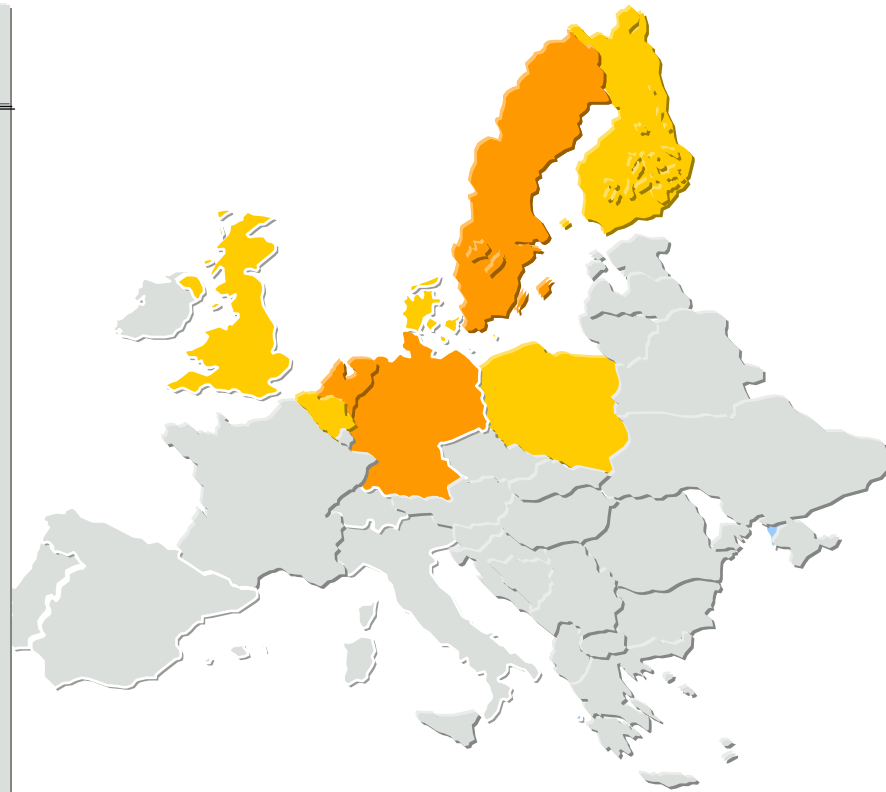
- **Delivering Vattenfall's Vision**
- **The largest player in the Nordic region**
- **Developing the new business**

Delivering Vattenfall's Vision

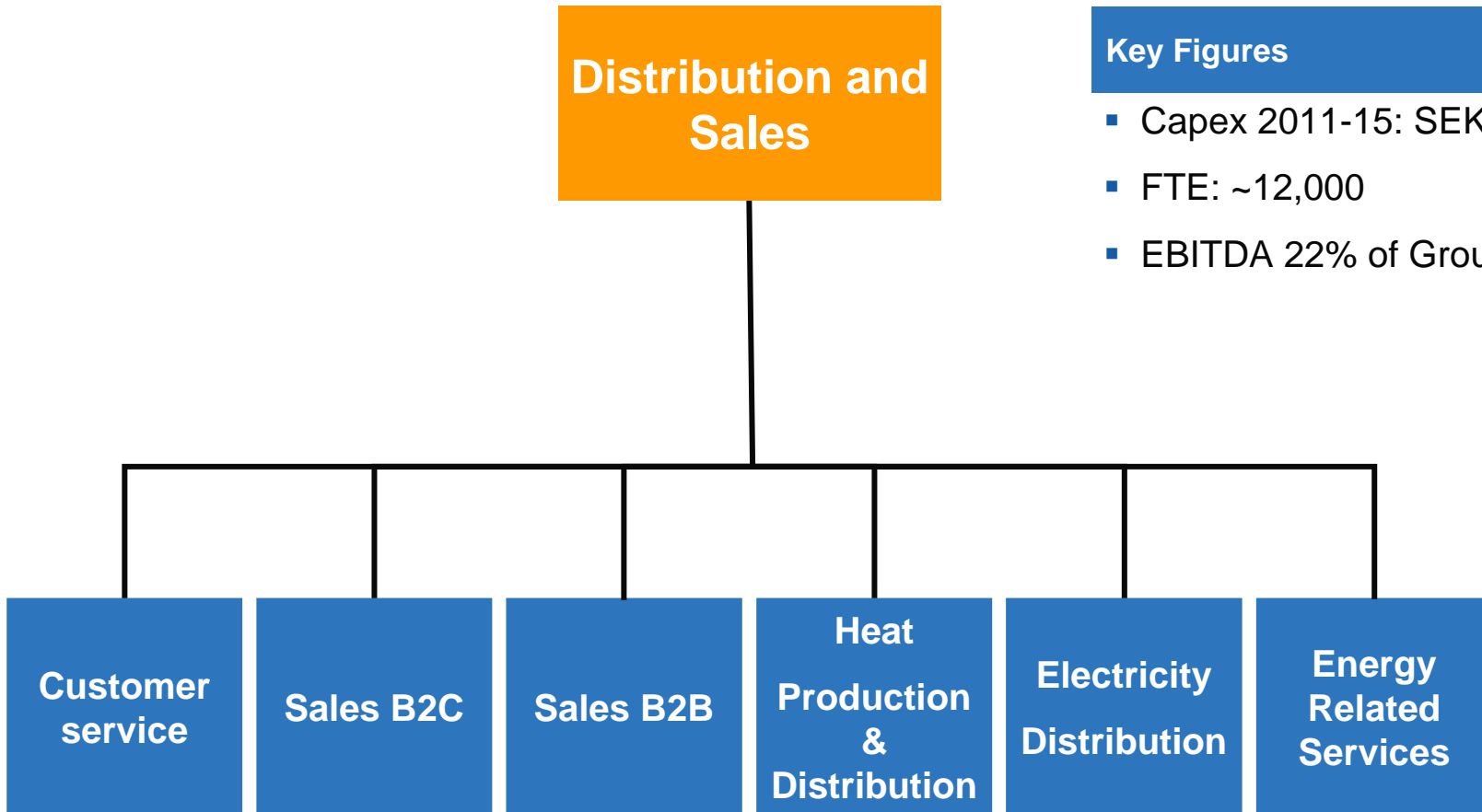
- **One customer interface**
 - better meeting needs and expectations
- **Reduced operating costs**
 - standardised processes and systems, European economies of scale
- **Capital efficiency**
 - common procurement and asset management
- **Development potential**
 - partner in building sustainable cities

Largest distribution business in the Nordic Region, important positions on continent

	<i>2009</i>
Retail customers	7,508,000
Network customers	5,669,000
Gas customers	2,125,300
Transited volume, electricity network (TWh)	115.2
Electricity sales (TWh)	114.7
Heat sales (TWh)	37.9
Gas sales (TWh)	20.1



New structure to better serve the customer



Key Figures

- Capex 2011-15: SEK ~30 billion
- FTE: ~12,000
- EBITDA 22% of Group Total

Developing the new business

- **Improved Customer Offerings**
 - To have a customer focused organisation that provides a total portfolio of attractive and reliable energy solutions
- **More Efficient Operations**
 - To run cost and capital efficient Heat production, Heat and Electricity Distribution and Sales operations by cross country framework and country optimisation within the framework
- **Improved Margins**
 - To fulfill and cover customers needs better by providing all the range of Vattenfall's solutions and transfer best practice product development and pricing between countries.