

Distribution and Sales

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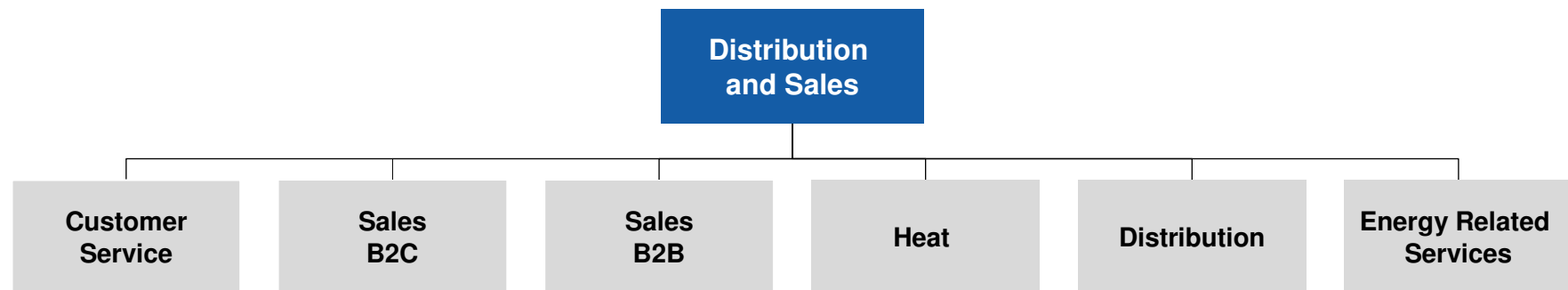
Today's focus

- Organisation and key figures
- Facts and figures
- Strategic focus
- Challenges and opportunities
- Main activities
- Main achievements so far

Organisation and key figures

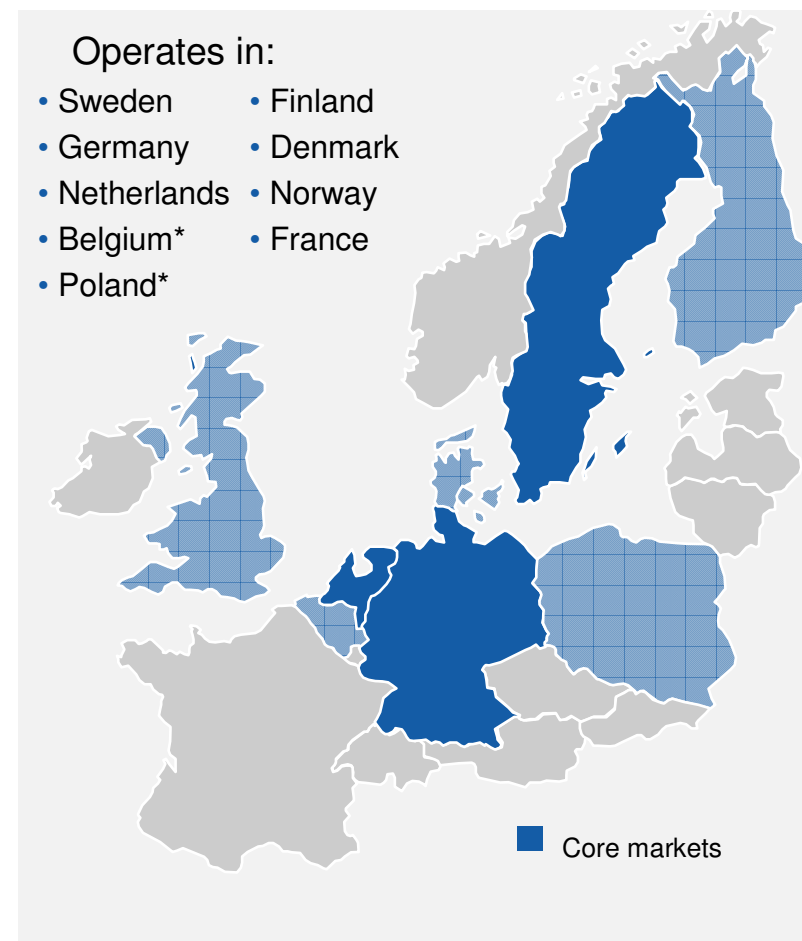
Key figures:

- EBITDA (2010): SEK 15,231 million (25% of Group Total)
- FTE: ~14,600



Facts and figures

	2010
Number of retail customers	7,773,000
Number of network customers	5,719,000
Number of gas customers	2,134,600
Electricity sales (TWh)	131.8
Heat sales (TWh)	44.5
Gas sales (TWh)	63.3



* Heat, sales and distribution businesses in Poland and sales business in Belgium will be divested (signed but not closed).

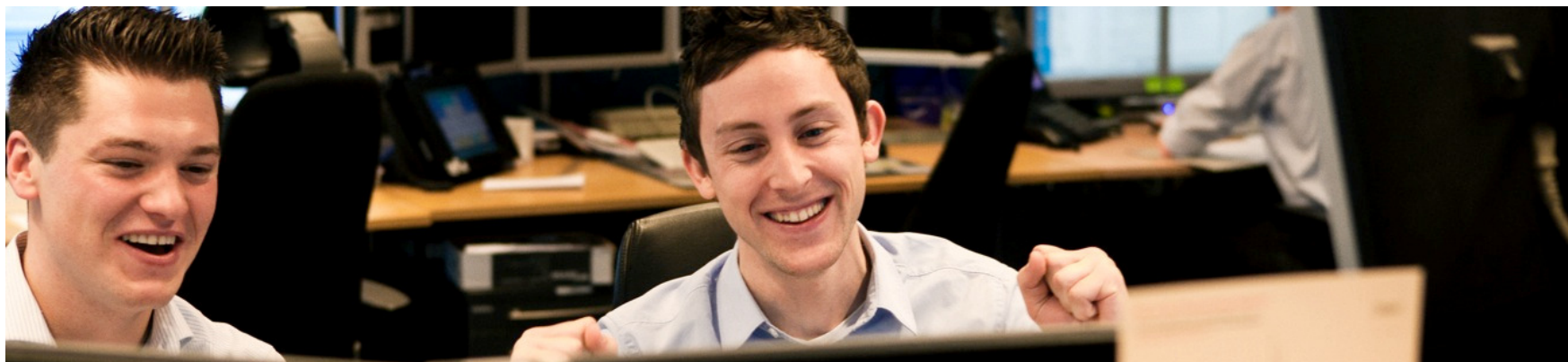
Strategic focus

Consolidation and performance improvement

- Increase sales efficiency and reduce costs
- Improve customer loyalty and brand reputation
- Move towards a unique market position
- Improve employee satisfaction and reduced accident rate



Challenges and opportunities



- Low profitability in the sales business
- Low customer satisfaction and brand reputation in Sweden and Germany
- A rapidly changing retail energy market
- Concession agreements in Hamburg and Berlin expiring in 2014
- Customer service costs too high in Germany and the Netherlands

Main activities

- Implementation of continuous improvement program
- Coordination of our sales activities
- Development of a broader portfolio of products and services
- Secure growth in Heat business
- Increasing awareness of safety related issues

Main achievements so far

- EBIT increased SEK 1.3 billion compared to 2010 (H1 2011 vs H1 2010)
- Opex reduction of EUR 90 million compared to 2010 after 8 months
- European set-up regarding business development and product houses as well as BI (Business Intelligence) and customer service related systems
- EBIT for Sales business units increased with SEK 1.2 billion (H1 2011 vs H1 2010)
- Connection of 91 MW of heat load in Germany (between Jan-Aug 2011)
- Employee satisfaction improving but from a low level (62 vs 58 in 2010) and accident rate decreasing