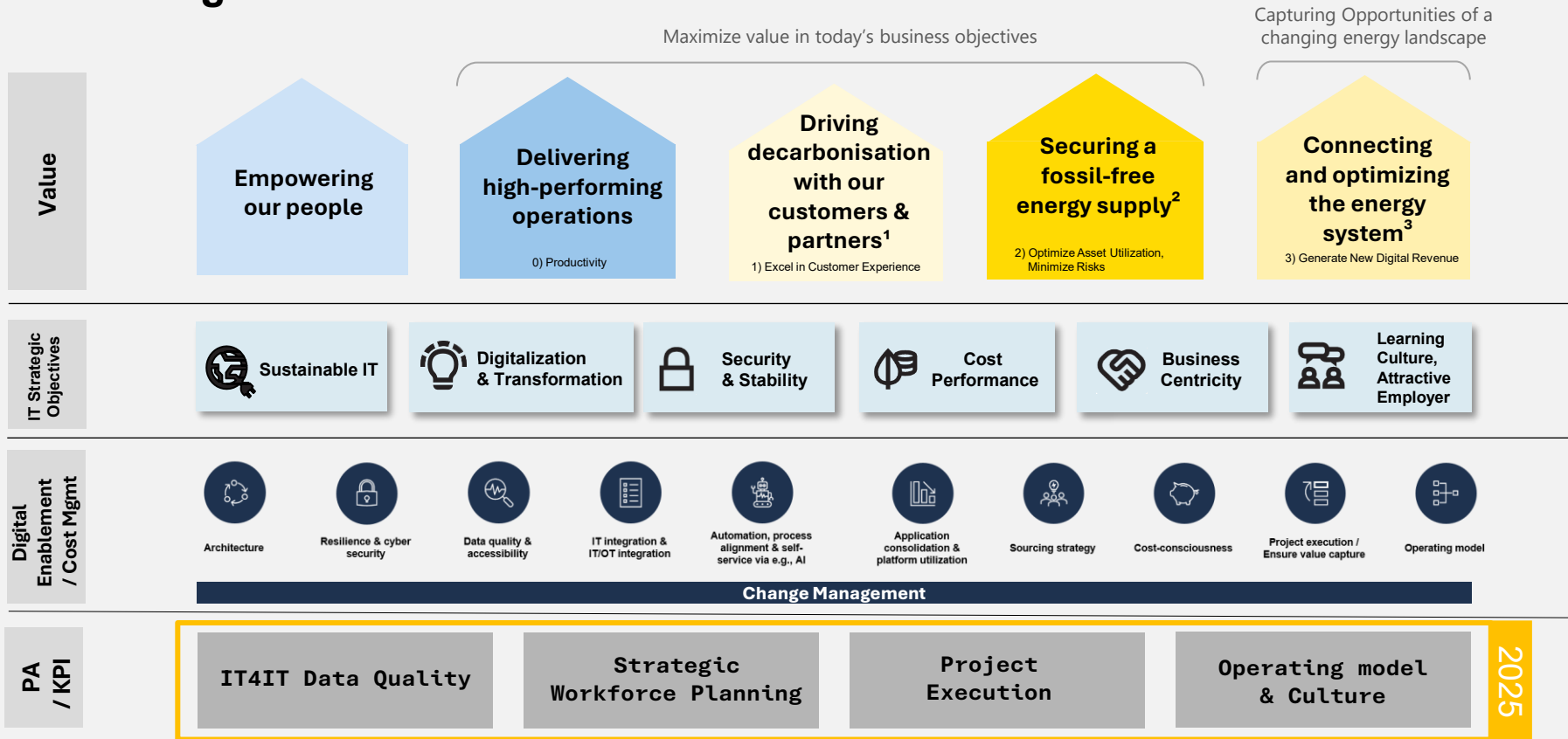


A photograph of an offshore wind farm in the ocean under a blue sky with light clouds. A large white wind turbine blade is visible in the upper left corner. The sea is dark blue, and a long line of wind turbines extends towards the horizon. One turbine is clearly visible on the right side of the frame.

Working for fossil freedom

Our IT strategy & targets for
2025

Ensure IT value creation through defined PA and KPIs for 2025 measuring execution of IT



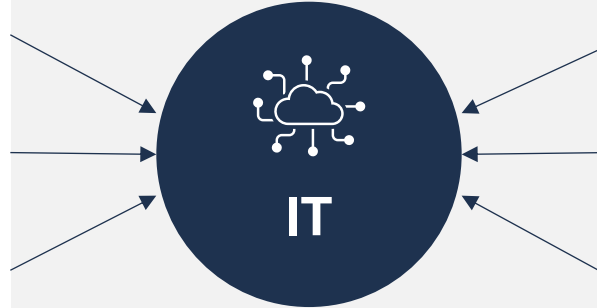
IT as an enabler and a cost to be managed

IT represents a key enabler of excellence through digitalization – but also a cost to be carefully managed

IT and Digitalization as an enabler for excellence

Key value pools for Vattenfall:

- Enable asset optimization and flexibility
- Increase asset availability
- Enable digital products in B2C & B2B
- Enable operation risk management
- Decrease opex by automation and self-service
- Decreased capex by analytics



IT as a cost to be managed

Key value pools for Vattenfall:

- Process and application consolidation
- Volume optimization
- Project execution
- Optimization of sourcing
- Economies of scale

Coordination for IT as an enabler

HOW: Acting in a more coordinated and aligned way for digital enablement – 5 key domains



Architecture

- **Establish end-to-end process and application target architectures** of key domains (e.g., meter-to-cash process, asset optimization, etc.)
- **Ensure adherence to target architecture**



Resilience & cyber security

- **Ensure the implementation of target architecture**, proven vendor, and resource planning for robust, scalable, and sustainable solutions
- **Maintain IT hygiene** accordingly and ensure business continuity



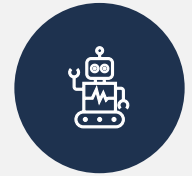
Data quality & accessibility

- **Ensure data accessible across Vattenfall'**
- **Ensure data quality and master data**
- **Leverage VAP platform**
- **Implement Group data governance**



IT integration & IT/OT integration

- **Ensure modern integration** according to target architecture leverage group platforms
- **Ensure necessary IT / OT integration** according to target architecture



Automation, process alignment & self-service via e.g., AI

- **Strive for automation & self-service** leveraging by technologies like AI or RPA
- **Ensure customer and user experience**
- **Process alignment across Vattenfall** is a pre-requisite

Coordination for IT as a cost to be managed

HOW: Acting in a more coordinated and aligned way for cost management – 5 key areas



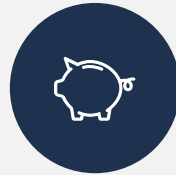
Application consolidation & platform utilization

- Consolidate towards and utilize Group platforms
- New IT solution selected according to decided target architecture and in coordination with VIT
- Actively consolidate and simplify applications



Sourcing strategy

- Define a sourcing strategy in collaboration with VIT and Procurement
- Optimize sourcing based on a 3-year roadmap
- Centralize sourcing of IT resources to leverage economic scale, for example, by utilizing Polish resources



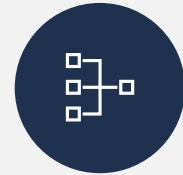
Cost-consciousness

- Ensure strengthened awareness of cost of services delivered
- Continuous optimization of volume (like cloud consumption, software license)
- Always utilize the attitude "if it would be your own" to ensure personal responsibility & ownership



Project execution / Ensure value capture

- Ensure project readiness incl. requirement management, verified information classification
- Change management
- Ownership of stakeholders
- Resource availability
- Proven value creation through use of efficiency KPIs



Operating model

- Adherence to governance and operating models
- Address redundancies
- Missing roles
- Clarify decision-making to prevent indecisiveness and ensure effective decision-making