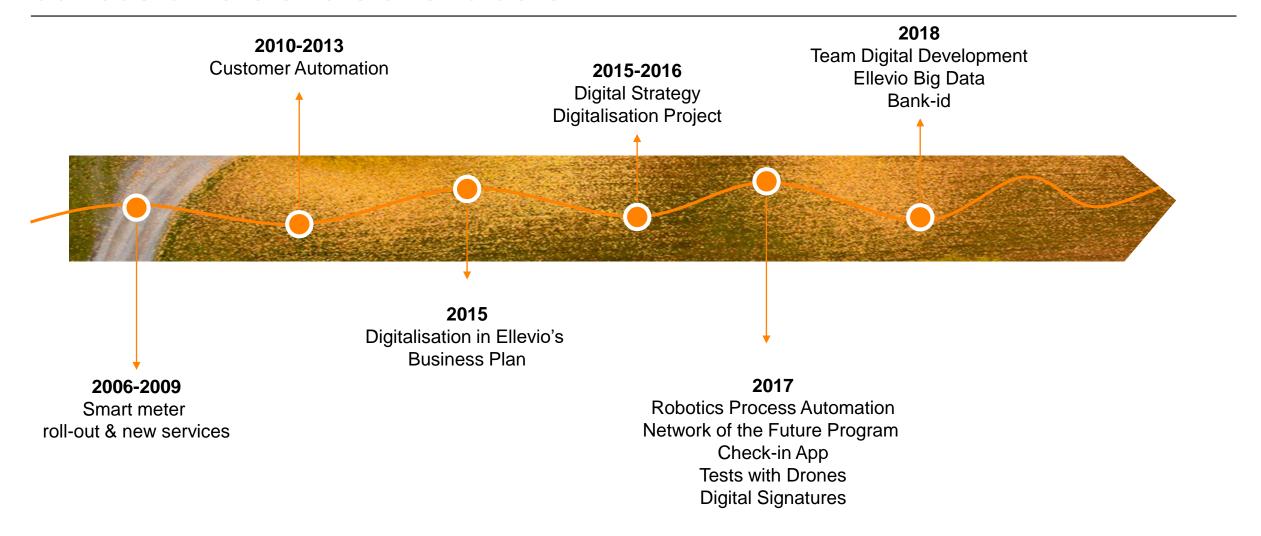


We are on a digital journey to meet expectations from our customers and stakeholders





Twelve digital principles serve as an inspiration and guide in the development of processes, customer touch points and IT support both in line organization and projects

CUSTOMER EXPERIENCE OPERATIONAL EXCELLENCE AUTOMATION CUSTOMER SIMPLICITY PROACTIVE INFORMATION **Available information & Self services** Push status info, IVR, automated info Remove repetitive work, Challenge processes SIMPLE AUTORIZATION DATA UTILIZATION PAPERLESS PROCESSES Standard authorization methods Predictive analysis, data driven decision making Self service, Web forms, Digital signature **CONVINIENT INVOICING & PAYMENT MOBILITY PILOTING** Test small and quick, demo sprints, PoC E-invoice, autogiro, Swish etc. Omni-channel, services available anywhere **SMART ERRANDS COLLABORATION QUICK RESPONSE TIME** Digital overview & workflow, media utilization, External partnerships, Suppliers, Business /IT End user, technical platform, progress info **Automatic orders** Companies, technologies, products

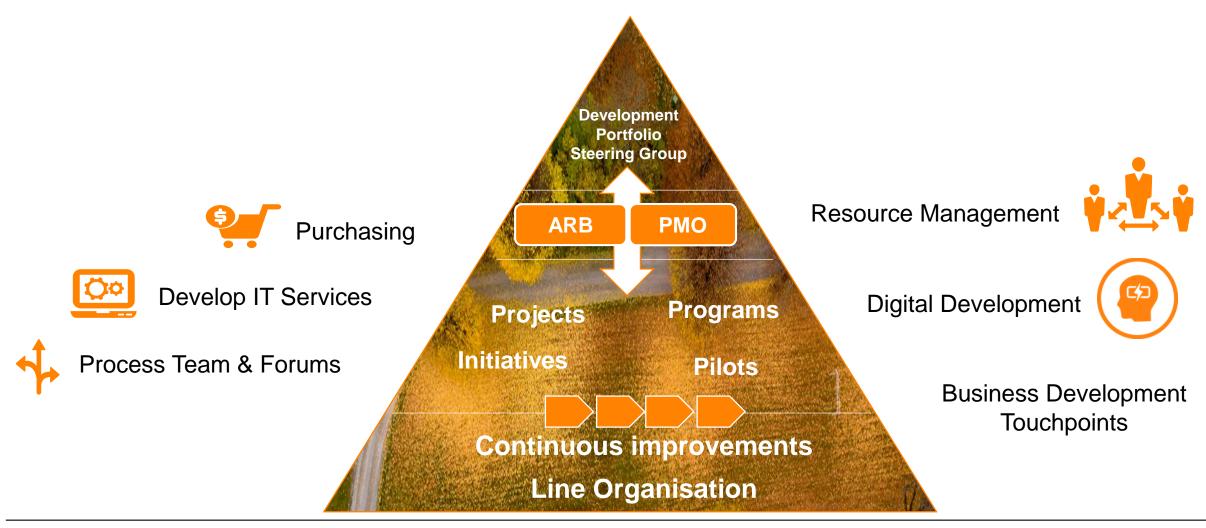


Digitalisation initiatives are based on a process perspective driven by business needs and in co-operation with stakeholders





Target architecture and defined structures in the organisation support our development and digital journey





Customer Simplicity – for customer satisfaction and efficiency

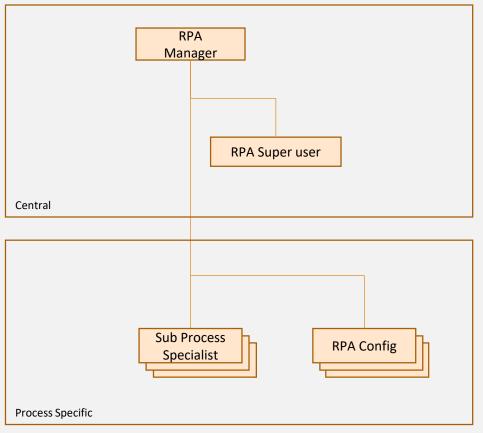




Robotics – for increased efficiency and time spent on right things



Two central roles are established with responsibility for strategy, governance and surveillance while operations are managed per process





RPA Manager

- Strategy and general development
- Governance and security
- Interaction with IT and IT Service Provider
- Support and knowledge sharing



RPA Super user

- Surveillance and maintenance of Robotics application
- Technically responsible upon launch
- Understanding of RPA Infrastructure and IT



RPA SPS

Analyse possibilities for automation

- Responsible for launched robotics flows in the line organisation
- Document and update necessary descriptions and documentation

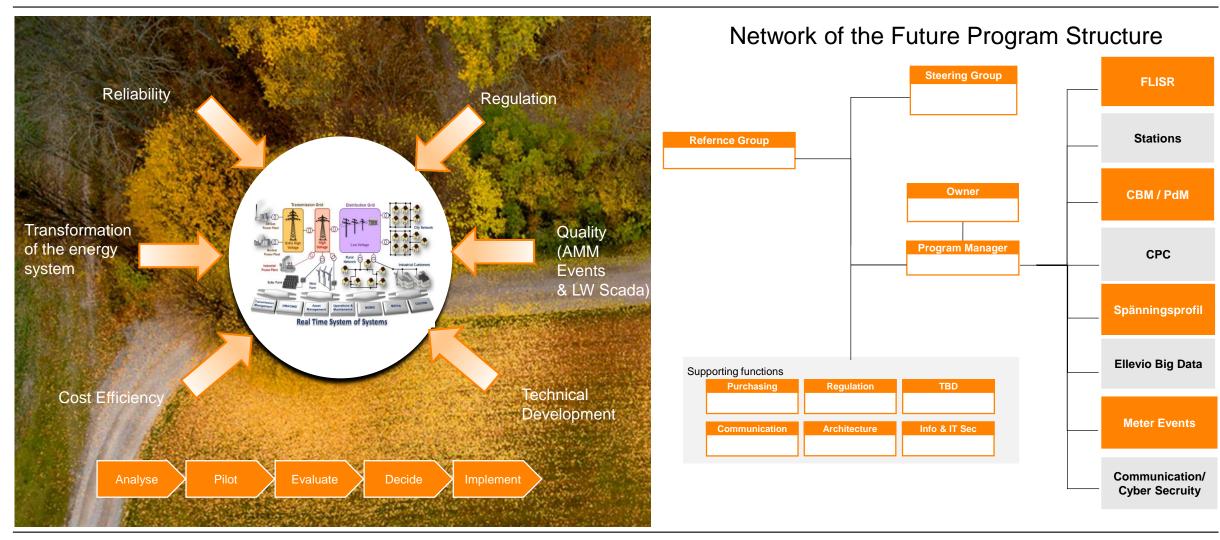


RPA Config

- Responsible for configuration of processes
- Document and update necessary descriptions and documentation



Network of the future – Vision 2030 for a future-proof network and a sustainable energy system





A bright and sustainable future





An important social function



Employs 3,000 people annually



Assists in the transition to a sustainable energy system



Long-term commitment to a reliable electricity network

