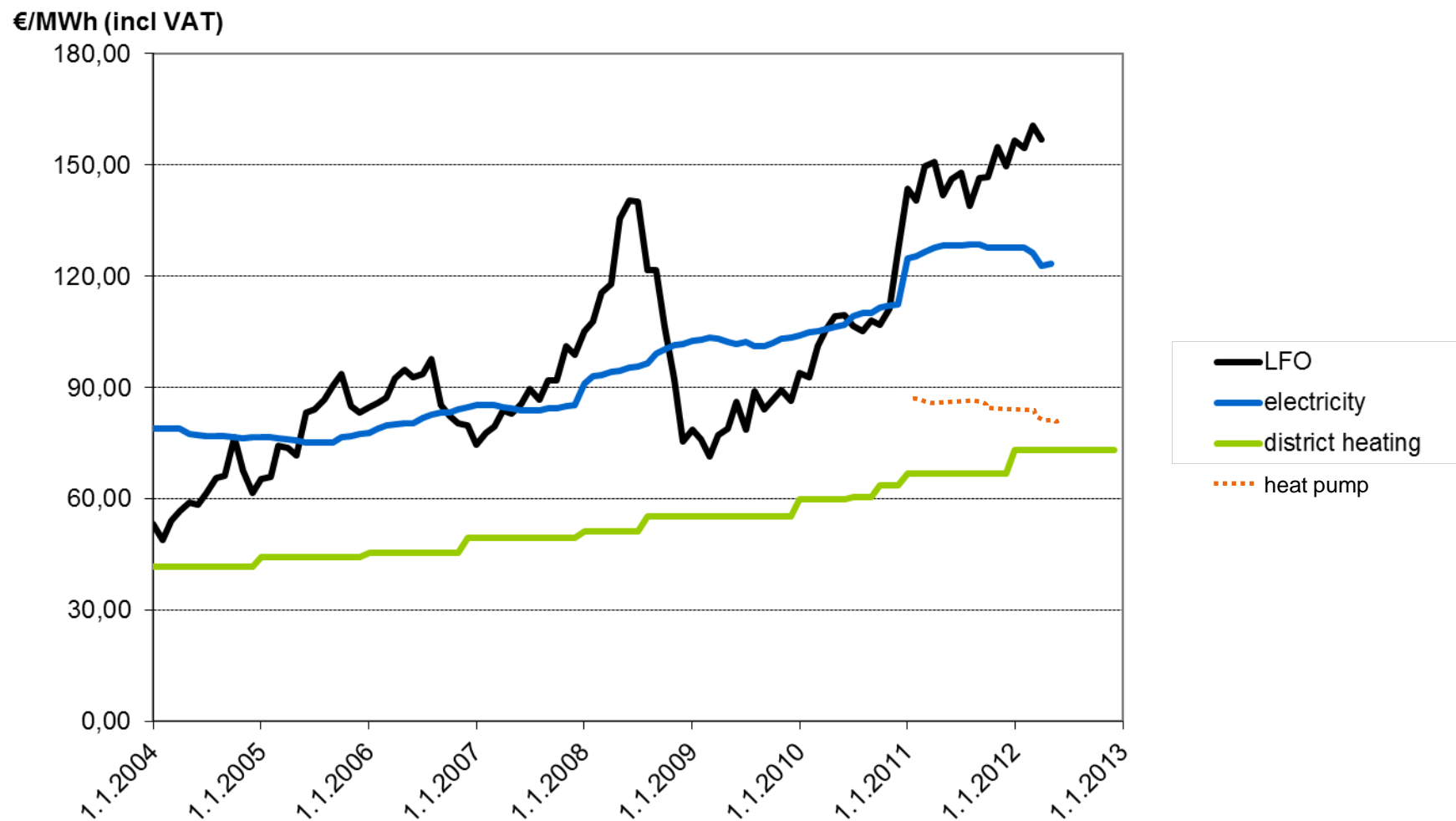


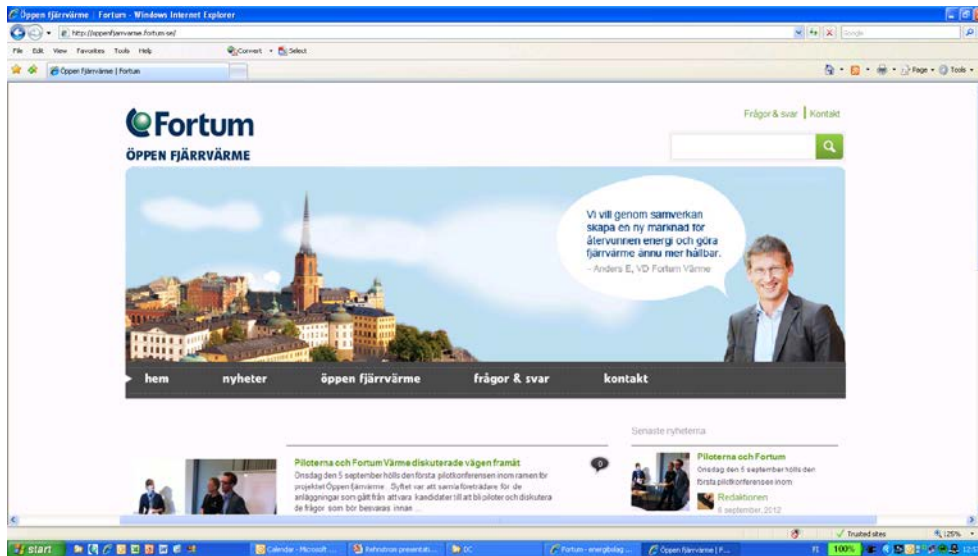
Competitive Heat Pricing

Kristian Rehnström, 5th December 2012

Price Comparison between Different Heating Solutions



Exemples of Reaction to Thightening Competition



Sweden

- Launch of totally new district heating products from 1.1.2012
 - New offers to all present customers and all contracts renewed
 - Personal phonecall to all customers
 - The customer can choose between five alternative products
- Launch of revolutionary pilot test: Open District Heating
 - Fortum buys customer's excess heat at market price
 - Fortum is responsible of heat balance and deliveries to the customers

Exemples of Reaction to Thightening Competition



Etukenossa
asiakassuhteisiin

VAU

Parannamme toimintaamme,
jotta asiakas kokee meidät näin:

*Vaivaton
Auttava
Uudistuva*



Next generation
energy company | Fortum

Finland

- As first Finnish energy company Fortum launched a total renewal of district heating pricing
 - Customers can choose between three different products
 - Personalised letters to all customers followed up by 13 customer events in four regions in Q4/2011
- Internal development program: VAU
 - carefree
 - helpful
 - renewing

Thank you!