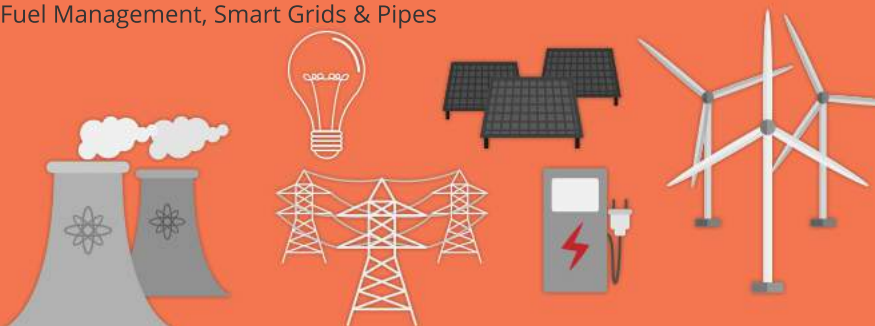


ENERGY DIGITIZATION: UTILITY EARNINGS

Energy Trading

Plant Maintenance, Fuel Management, Smart Grids & Pipes

6.6 % UE



Energy Trading

Data-driven strategies & decision making for Energy Balancing, etc.



2.5 % UE

Energy Distribution

Loss-management, Prevention, Productive Resource, Enterprise Mobility, Operations Automations



Retailing

Smart Meters, Personalized Customer Interaction, Support, Virtual Services, E-payments

8.5 % UE



Group Head-quarters

Optimization of resource distribution to marketplaces & executing energy balancing

1.3 % UE

