

# VALUE CREATION THROUGH EXCELLENCE, GROWTH AND SYNERGIES

Consumer Solutions segment

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EVP, Consumer Solutions, Digitalisation and Innovation

# Consumer Solutions is the market leader in the Nordics and the leading challenger in Poland

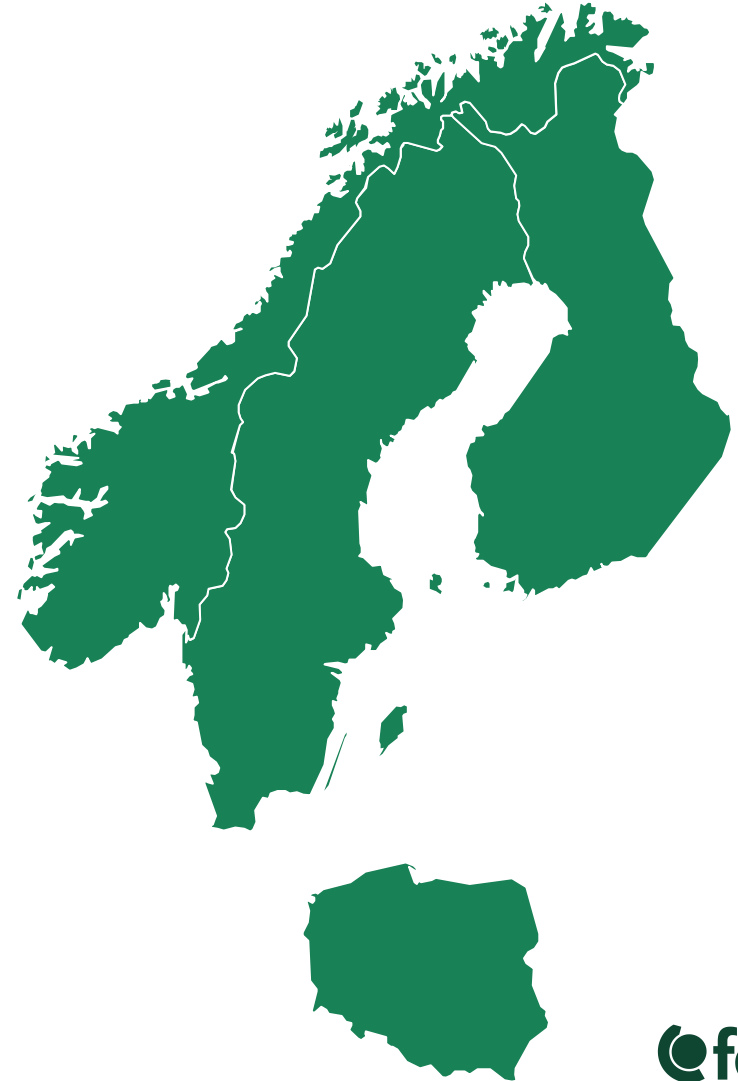


#1 with a market share of ca. 17% in the Nordic region<sup>1</sup>, and leading challenger in Poland

~2.3 million consumer and SME<sup>2</sup> customers

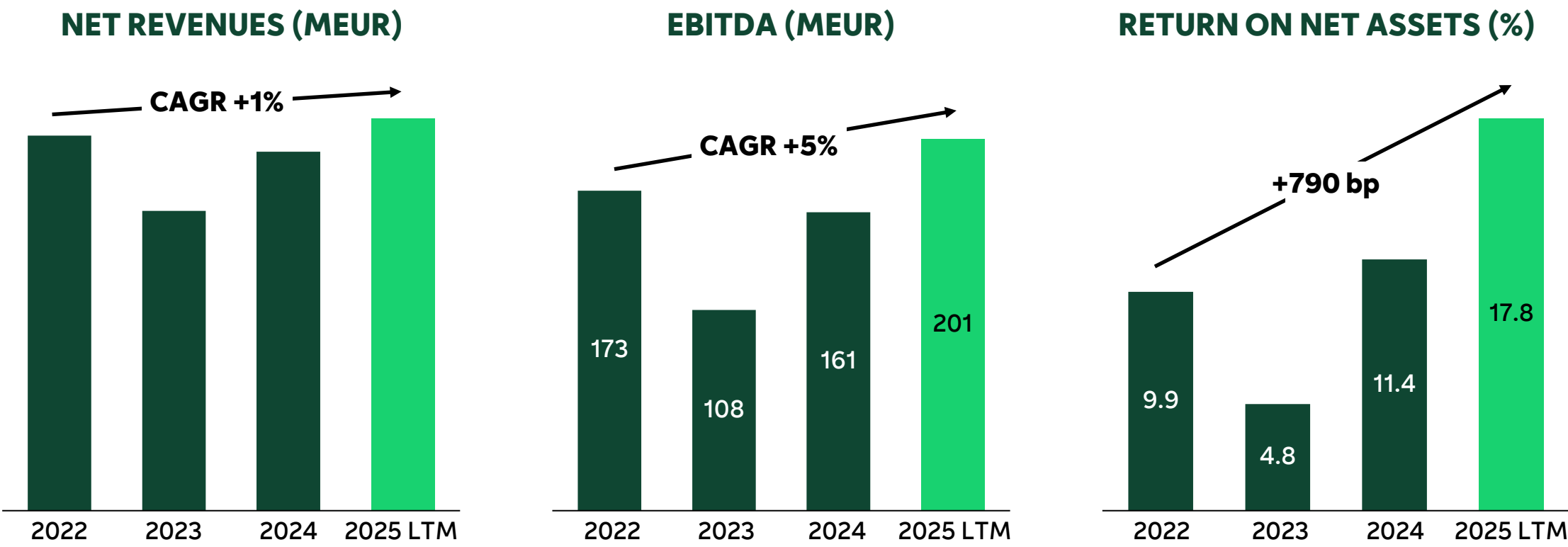
~ 41 TWh (power and gas) of customer demand

~ 1,100 employees



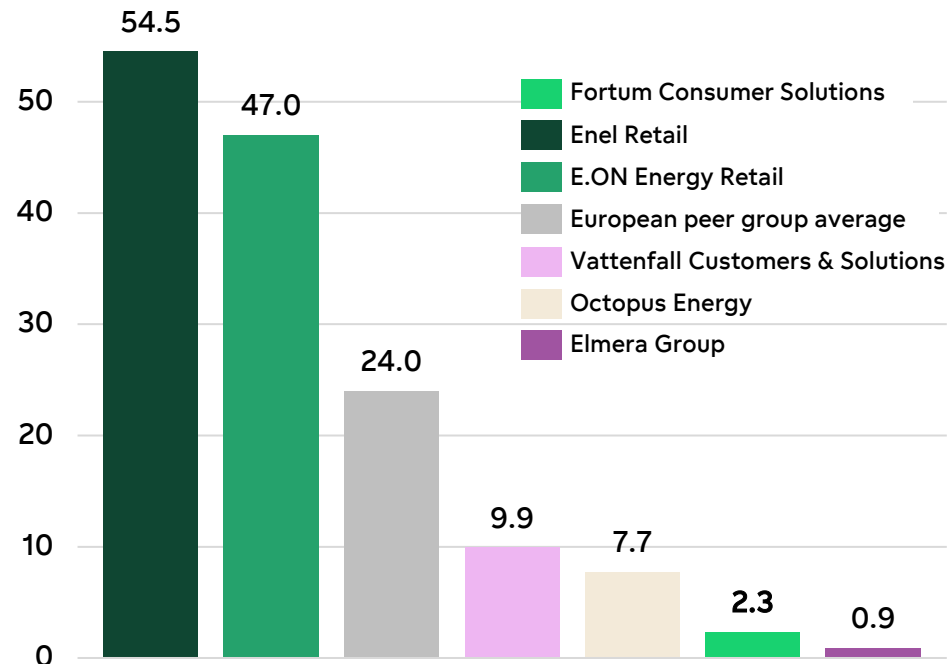
# Growing net revenues with a scalable platform

– improving EBITDA by mid-single digits and RONA to high-teens

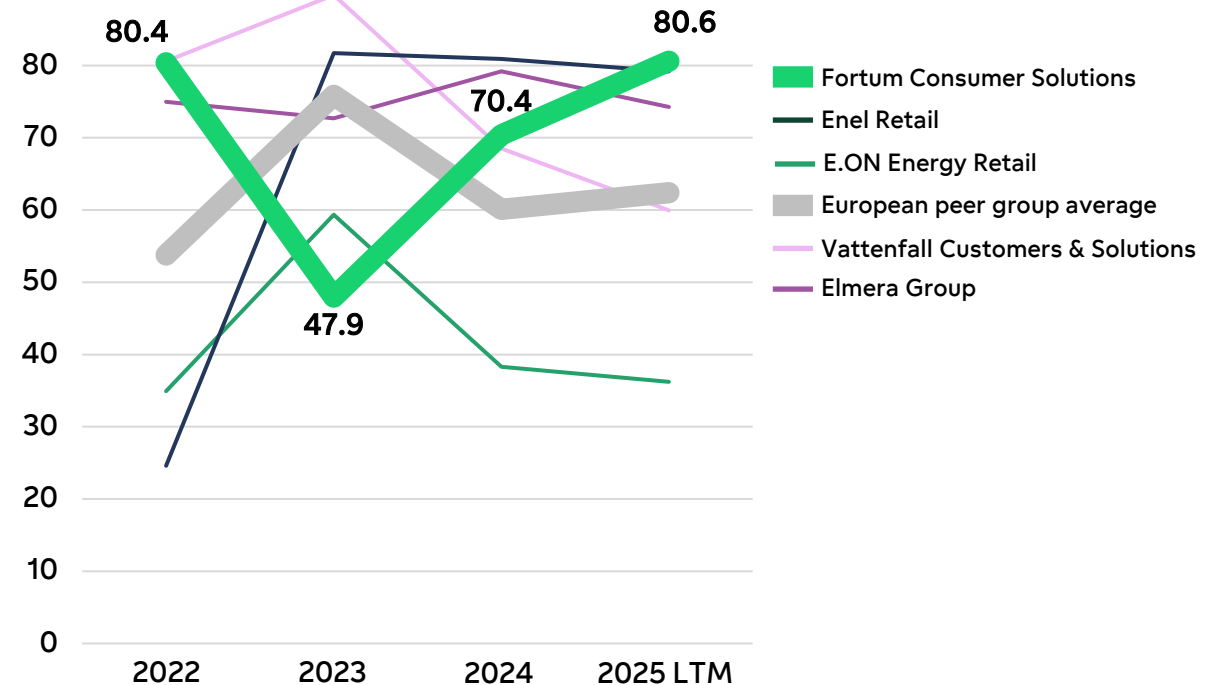


# Achieving best-in-class EBITDA per customer performance – despite being sub-scale in size compared to European peers

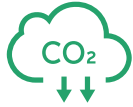
PEER GROUP NUMBER OF CUSTOMERS  
(MILLIONS, Q2 2025)



PEER GROUP EBITDA / CUSTOMER  
(EUR)



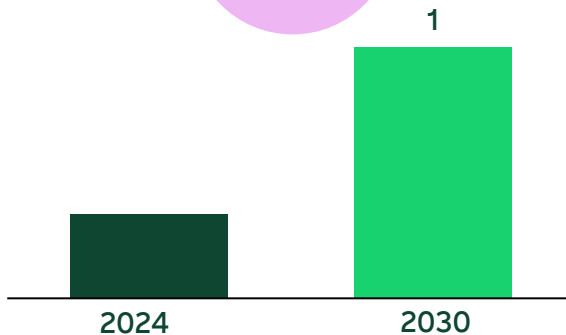
# International secular key trends supporting growth ambition



## DECARBONISATION

### ESG SOFTWARE MARKET IN EUROPE (EURbn)

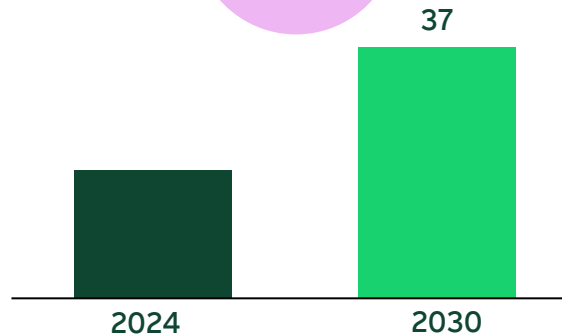
**+20%**  
CAGR  
'24-'30



## DIGITALISATION

### ENERGY-AS-A-SERVICE MARKET IN EUROPE (EURbn)

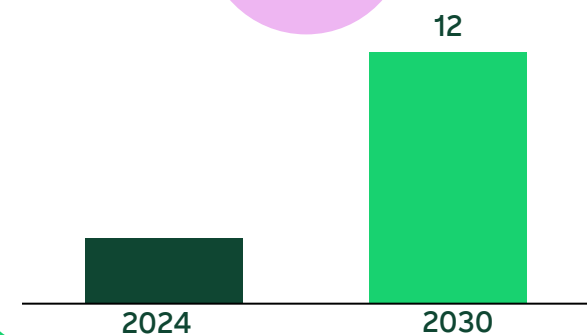
**+12%**  
CAGR  
'24-'30



## DECENTRALISATION

### DEMAND SIDE FLEXIBILITY MARKET IN EUROPE (EURbn)

**+30%**  
CAGR  
'24-'30



# Leading and diversified position provides further growth opportunities and value creation potential

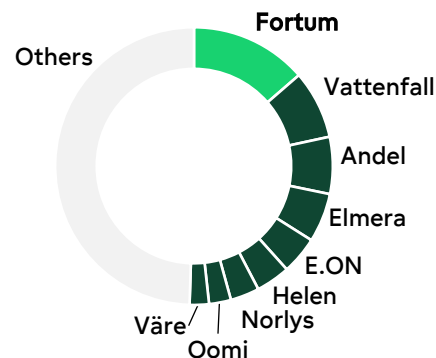
Fortum is well positioned for growth in a fragmented Nordic market, and for market share growth in Poland...

## NORDICS



Market size 2025 **€20 bn**

CAGR 2025–2030 **+3%**



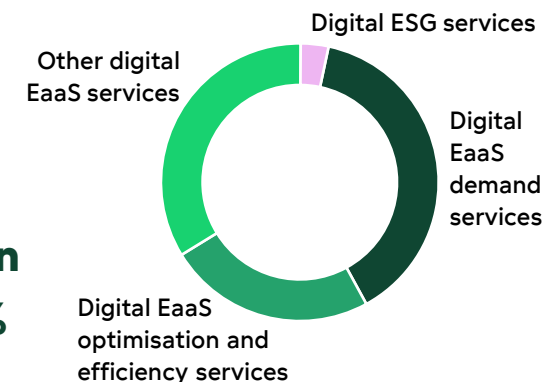
...simultaneously growing its energy-related digital services business...

## NORDICS & POLAND



Market size 2025 **€4 bn**

CAGR 2025–2030 **+15%**

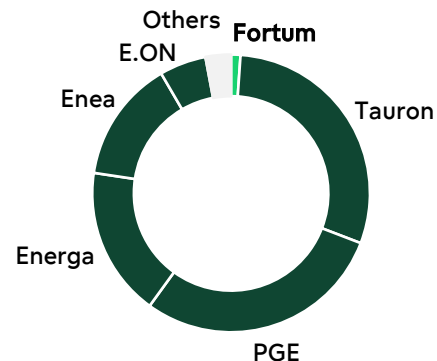


## POLAND



Market size 2025 **€25 bn**

CAGR 2025–2030 **+2%**



...further supported by investments into selected high-growth digital domains



AI data platform for home energy services from Sweden



AI software platform for decentralised energy resources from Sweden



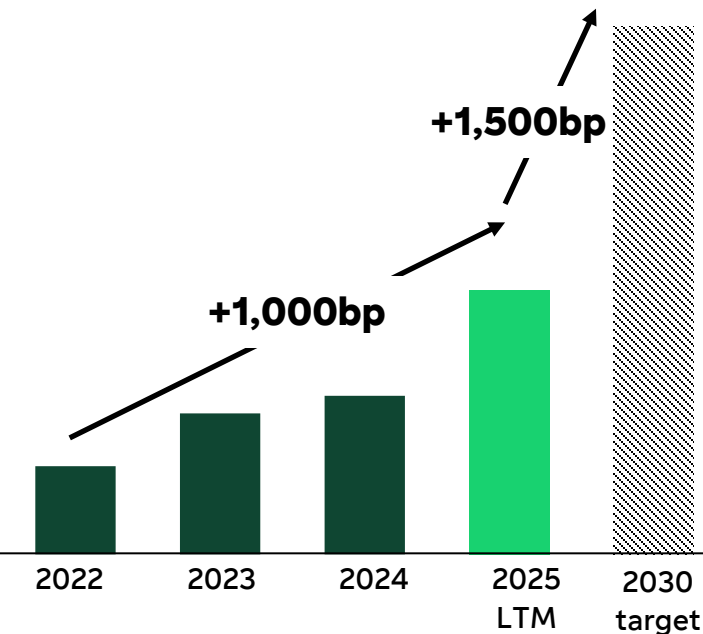
ESG software for sustainability data from Finland

# Scalable platform improves operational excellence

## – with further digitalisation and AI potential

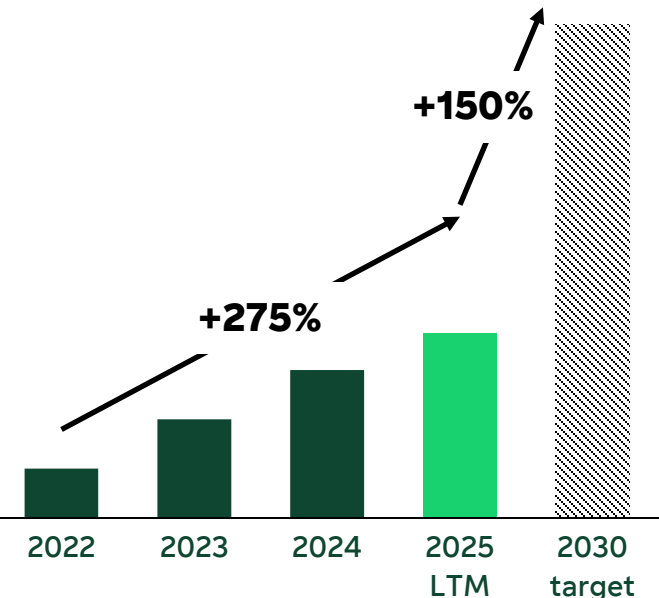
Solid track-record of creating more value for customers...

RELATIONSHIP CUSTOMER RECOMMENDATION RATE DEVELOPMENT



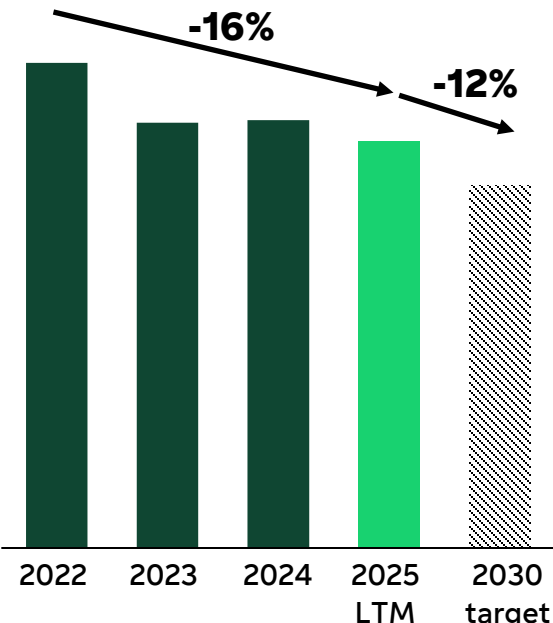
...as our customers increase their use of our digital services...

NUMBER OF CUSTOMERS LOGGED IN TO THE FORTUM MOBILE APP



...further improving our efficiency leading to lower cost to serve

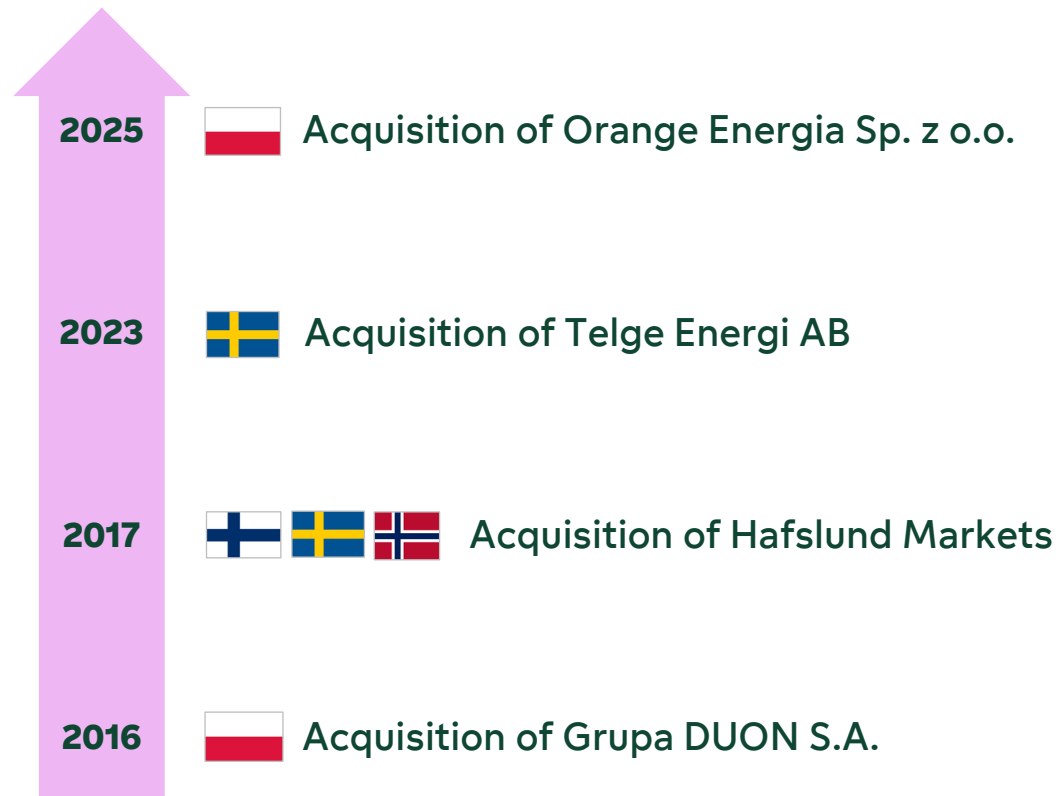
COST TO SERVE DEVELOPMENT (PER CUSTOMER)



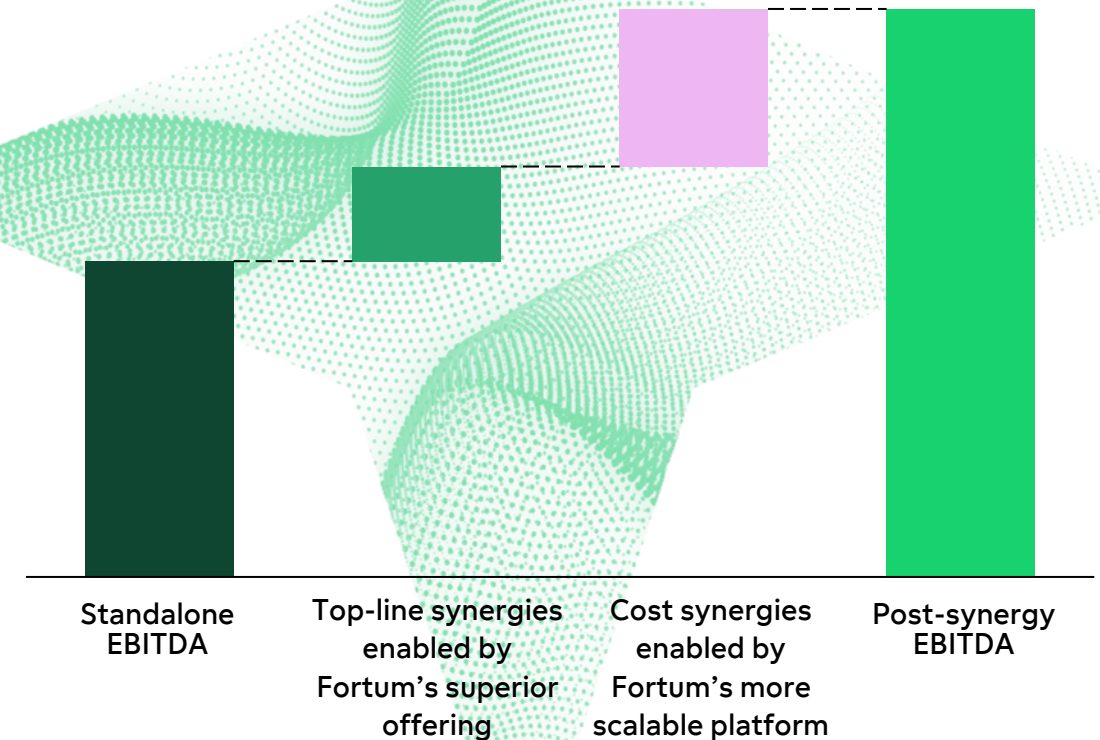


# Proven acquisition playbook creates concrete value

Consumer Solutions has a proven track record in realising both top-line and cost synergies.



## ACQUISITION VALUE CREATION LOGIC





# Consumer Solutions is uniquely positioned for further customer-driven growth

#1

The largest customer solutions provider in the Nordics, and the leading challenger in Poland, for consumer and SME customers



Industry-leading digital services further adding to growth by creating more value via modern & scalable technology platform



Proven M&A track record and global operating model designed to work efficiently across markets to fuel growth and efficiency

