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Piloting as a Driver of the Digital Mindset

Fortum in Brief

We are an energy company providing our customers with electricity, heating and cooling as well as smart solutions to improve resource efficiency

Our Core Operations

- Hydro and Nuclear
- Combined Heat and Power production
- Circular Economy
- Energy-related products and expert services

We have **2.3 million** customers

We are the largest electricity retailer in the Nordics and one of the leading heat producers globally

96% of our electricity production is **CO2 free** in Europe

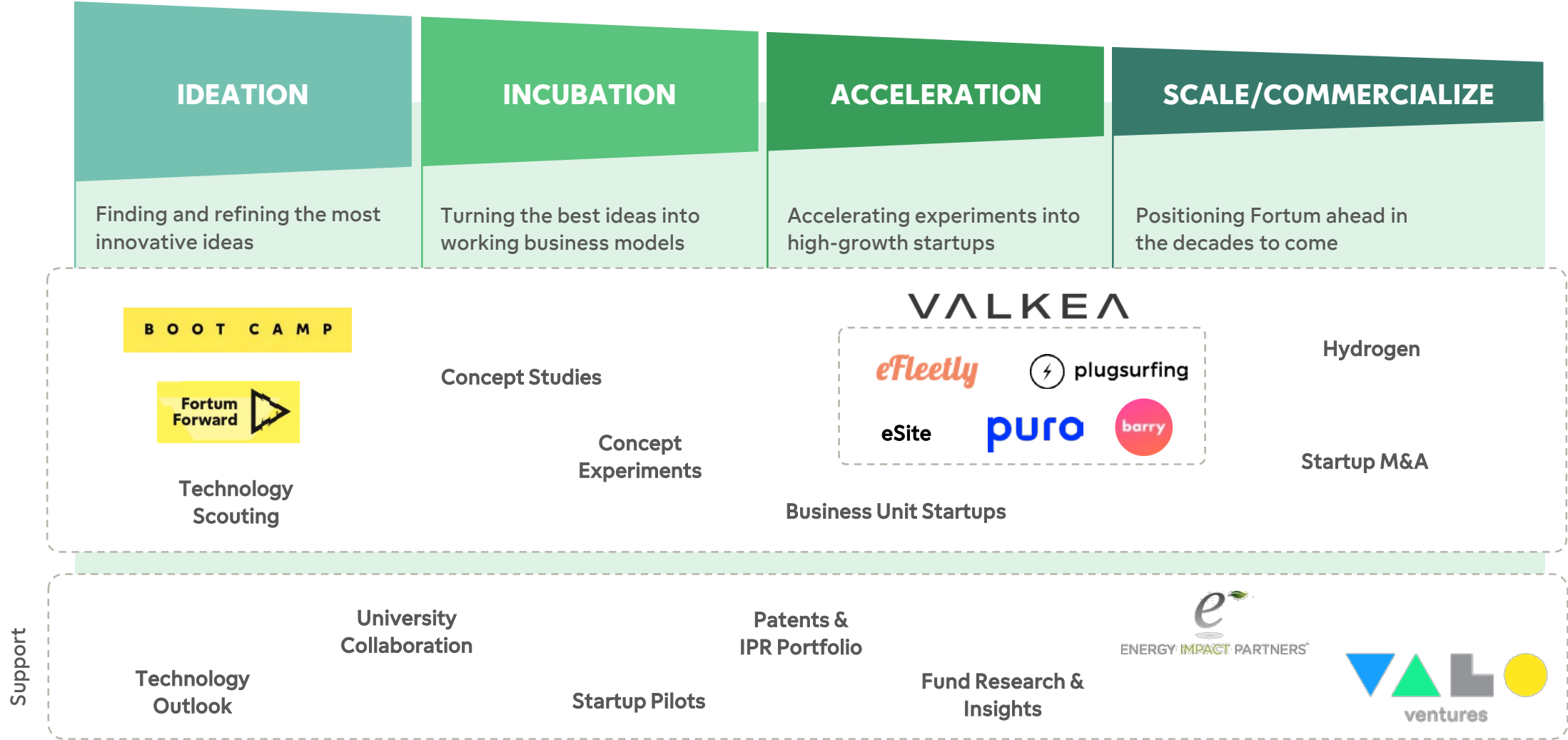
57% in all operations

8,200 professionals in the Nordics, the Baltics, Russia, Poland and India

75% ownership in the German energy company **Uniper**

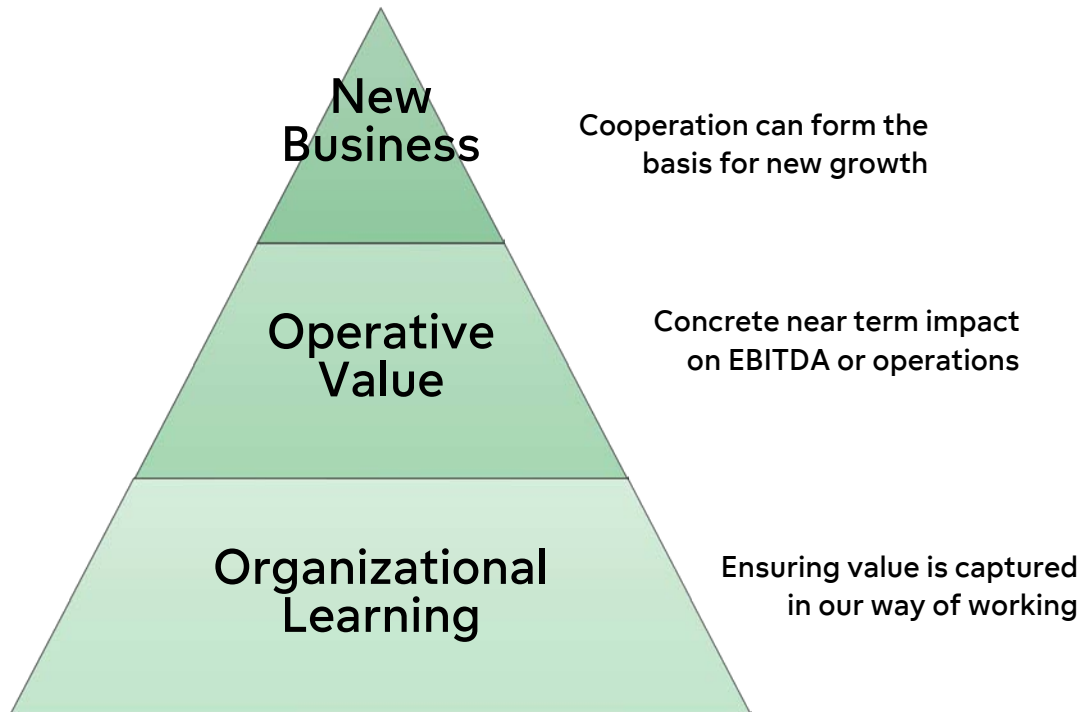
Growing into gigawatt scale in **Solar & Wind**

Innovation & Venturing activities at Fortum



Startup pilots allow purposeful access to valuable innovation and driving forward organizational development

Adopting new technologies across the organization is a billion € question



Pilot projects are a short practical test of a product or service, typically 2-6 months and <50K€, followed by scaling decision

- / Concrete projects mean faster learning
- / Real-life examples of disruptive technology and ways of thinking
- / Inspiration and examples for our own business development
- / Pilots accelerate adapting our mindset to new technology
- / Resulting in organization agility and cultural change

Significant value in piloting broadly across the organization

Production Optimization

Deploying commoditizing sensors and data analytics to maximize asset yield
(Hydro, wind, solar, CHP)

Career Development Tools

Digital and low-threshold tools to engage and develop employees
(across the organization)

Digital Customer Offering

Value adding offering to our customer base around e.g. digital, sustainability and securing
(Consumer Solutions, eMobility)

New Recycling Technologies

Physical innovation in recycling materials as well as digital tools to manage material flow
(Recycling and Waste)

And many others:

O&M analytics for generation asset
Streamlining electric vehicle charging

Demand/weather prediction
Customer service (Nordic languages)

Market-ready energy storage
O&M workflow management

... etc.

So what have we learnt?

- ✓ Engaged stakeholders across Fortum
 - Business developers and strategists are key
- ✓ Fit-for-purpose contracting process
 - GDPR/DPA, cyber-security, data access
- ✓ Clear vision of relevance and end-game
 - How does this deliver significant long-term value?
- ✓ The next pilot is usually easier
 - ... and the value increases as we learn to take it in

Fortum <3 Startups

Join the
change

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What we offer

- World class brand & reputation to support your goals
- Network of our 8 000+ experts to guide your way
- Access to our customer base and new markets
- Support from sparring to funding

How we work

- Fast response and open feedback from first contact
- Commercial pilot projects - we value your efforts
- Scaling & concrete next steps are the aim from day one
- Lean contracting & project processes

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Questions?

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