

NORDIC
RCC



STRATEGY



2023-2026

OUR STRATEGY 2023-2026

VISION

Bridging Nordic power systems
to enable the green energy transition.

MISSION

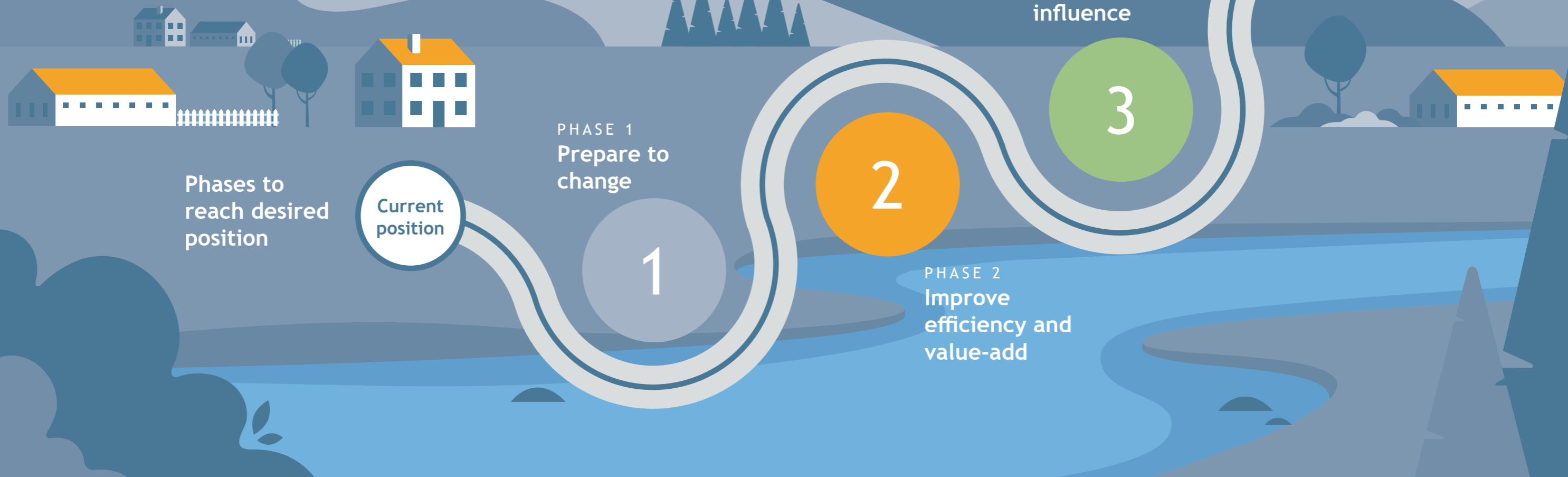
We provide critical Nordic and European services and insights to Transmission System Operators for the benefit of society.

Through collaboration, we proactively enable Transmission System Operators to optimise beyond their individual capabilities.

We digitalise to increase security, efficiency, and transparency of Nordic power systems.

DESIRED POSITION 2026

In our desired position, we create value beyond what is regulated, and we show proactiveness by eyeing opportunities.



INTRODUCTION

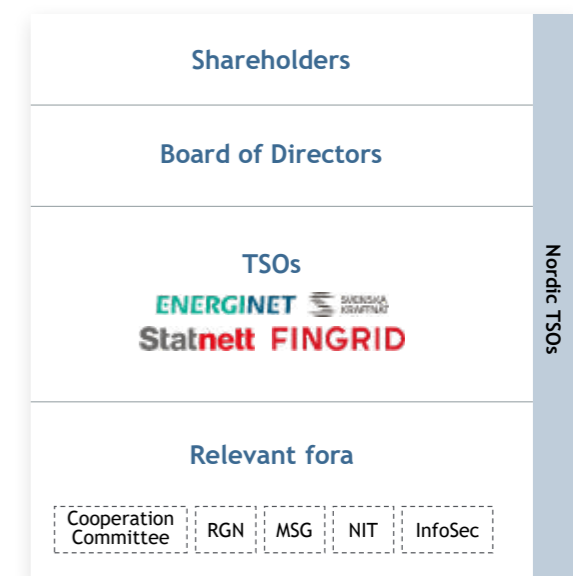
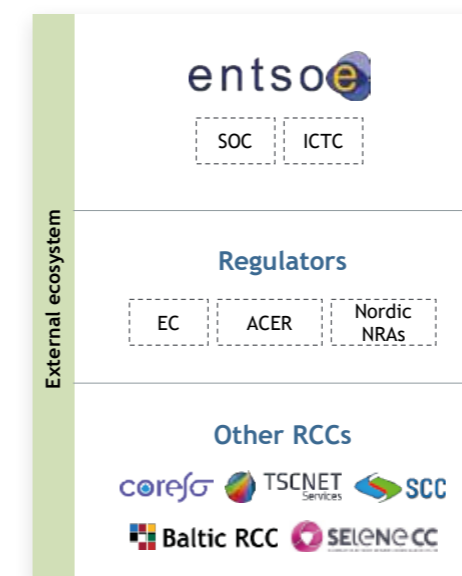
Nordic RCC has come a long way, since being formed as a separate legal entity in July 2022. We have been through an intense period of service development and implementation, as well as maturation and growth of the organisation. In this process, the Nordic RCC has focused on providing what is in the scope of the legally mandated services for the Nordic TSOs. Our current position is therefore one with a decided focus on providing mandated services for the Nordic TSOs. We have a good strategic starting point, but also a potential for enhancing the capabilities of the organisation in several areas.

The Nordic RCC strategy outlines the overall direction for the company over the coming three years and addresses the actions required for us to reach our desired position. Towards the end of this strategy period, it is the intention to develop a revised strategy.

The areas covered in the strategy are the ones that will help us make a strategic shift. Areas not described in the strategy are not deemed irrelevant or less important, but merely not consid-

ered strategic initiatives, as they do not lead to a strategic shift. Thus, Nordic RCC will continue to perform tasks, initiatives, and projects that are part of our general value creation and operation, even though they are not described here.

Nordic RCC is a small but important player in securing the Nordic power system and the green transition. Nordic RCC is part of an interrelated value chain, where the tasks we perform are dependent on input from Nordic TSOs. The value we provide through these tasks to TSOs is ultimately for society and transcends Nordic RCC and even the Nordic borders. Due to the dependencies with and impact on the ecosystem, key TSO stakeholders have been involved and asked for input during the strategy process. It has been important for us to include all key perspectives, why employees have been involved and provided input through team discussions and a Sounding Board of appointed employees. The development of the strategy has ultimately been done by the management team through multiple extensive workshops and sessions and approved by the Board of Directors.



VISION AND MISSION EXPLAINED

Different readers will have different perceptions of words, also in a strategy document. To ensure a common understanding of the key points of our Vision and Mission statement, we have elaborated below.

Nordic RCC's Vision and Mission statements are defined to be long-lasting and intend to serve as guiding stars for the company, during as well as following this strategy period.



VISION

Bridging Nordic power systems to enable the green energy transition.

MISSION

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We digitalise to increase security, efficiency, and transparency of Nordic power systems.

OUR DESIRED STRATEGIC POSITION

Based on our Vision and Mission, we aspire to reach a desired strategic position in the future where Nordic RCC is characterised by the following.



We deliver to the Nordic TSOs to the benefit of the entire European power system.



We show proactiveness by eyeing opportunities, and actively setting the development agenda with TSOs. At the same time, we do not develop services for individual TSOs, nor for commercial interests, but seek to provide regional and cross-regional value.



We deliver and improve services, to an agreed level of quality based on customers' needs by balancing quality, speed and cost.



We deliver on mandated tasks and do not jeopardise the mandated tasks. We deliver on additional tasks, when they are value-adding to TSOs and society in general. We ensure trust of TSOs by delivering added value on mandated tasks, before becoming more influential towards TSOs and European stakeholders.



We use our position as one of the frontrunners among RCCs in Europe to actively drive collaboration and to be the one voice representing the Nordic TSOs on RCC-related topics. We might co-develop with other RCCs, if it provides value.



We leverage our regional insights and expertise to act as a knowledge centre. We are an active part of relevant Nordic and European fora, and we provide value by being on the forefront of current and future regulations.

DESIRED POSITION 2026

In our desired position, we create value beyond what is regulated, and we show proactiveness by eyeing opportunities.

Desired position



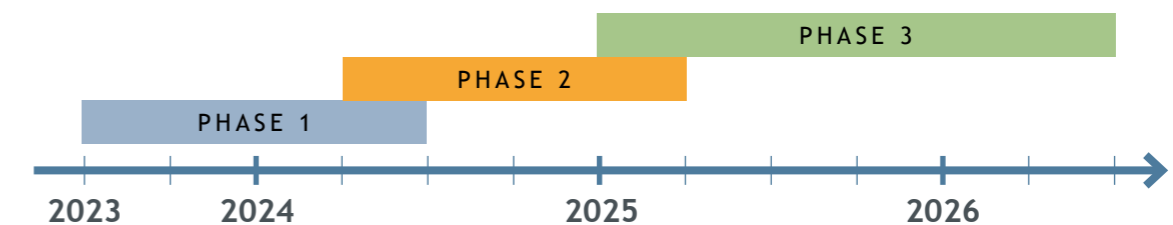
THE ROAD TO THE DESIRED POSITION

The implementation of the strategy is set to start in Q3 2023. Nordic RCC will go through three phases - Phase 1: Prepare to change, Phase 2: Improve efficiency and value-add, and Phase 3: Expand our influence.

The plan is to first continue the journey on maturing the company, strengthening the foundation, and earning the right to be a trusted advisor to TSOs. Then we will further develop delivery methods and increase collaboration. Finally, we will proactively exploit new opportunities to yield further value from European integration and collaboration.

In total, the three phases consist of 20 initiatives which are all of significant strategic importance and all required to enable a strategic shift from our current position towards our desired position. We have prioritised the initiatives to each phase to ensure the initiatives are done in the right order to successfully reach the desired position.

In addition to the three phases, separate functional strategy breakdowns will be established for all functional areas.



PHASE 1 PREPARE TO CHANGE	PHASE 2 IMPROVE EFFICIENCY AND VALUE-ADD	PHASE 3 EXPAND OUR INFLUENCE
<p>We focus on succeeding with current tasks to secure trust with the TSOs.</p> <p>We ensure that we get a solid foundation in place to succeed with the strategic phases to come.</p> <p>We know who we are, and we know where we are going. We act with one voice.</p>	<p>We improve the way we work to become more efficient and customer-oriented.</p> <p>We push the boundaries for the value our services provide to society through collaboration with the TSOs.</p> <p>We drive digitalisation.</p>	<p>We proactively pave the way for synergies across Nordic TSOs by leveraging regional processes, expertise, and insights.</p> <p>We engage proactively with the Nordic TSOs, other RCCs, fora in ENTSO-E, etc. to add value to the Nordic TSOs for the benefit of the society.</p> <p>We become the one voice representing the Nordic TSOs on RCC-related topics.</p>





In Nordic RCC, we are thrilled to be on this journey to realise the strategic shift to reach our desired strategic position.

Prior to this strategy, we have been working on building the foundation and professionalising Nordic RCC as a company.

Now we are excited to see our organisation becoming more defined and to work towards a shared vision. We hope you will follow our journey.

NORDIC RCC STRATEGY

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Strategy period:
H2 2023 - H1 2026

Approved by Board of Directors:
7 June 2023

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The strategy has been developed in cooperation with Monitor Deloitte.

The graphic work has been developed in cooperation with Polygraphic.