Slovenská elektrizačná prenosová sústava

SLOVENSKÁ ELEKTRIZAČNÁ PRENOSOVÁ SÚSTAVA, A. S.

Company Strategy

2026 – 2035

STRATEGIC HORIZON 2035

Strategic Direction

The Strategy defines the SEPS's strategic direction through 2035. It is built upon five strategic pillars and objectives linking the transmission system security and resilience, infrastructure and flexibility development, digitalisation, SEPS's active role within the energy ecosystem, and the development of organisational capacities.

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5
strategic pillars

5
strategic objectives

8
strategic choices

2035
strategic horizon

About the Strategy

As the transmission system operator of the Slovak Republic, SEPS is entering a period shaped by concurrent shifts in the nature of electricity generation and consumption, the security environment, technology, European regulations and investment execution conditions. Throughout these changes the transmission system remains the essential infrastructure vital for the secure operation of the Slovak Republic electricity system and for driving the energy transition.

The updated Strategy builds upon the SEPS existing framework and maintains the Company's core mission, vision and values. It further specifies the focus areas, outcomes and strategic decisions that will shape the Company's direction through 2035.

CORE PRINCIPLE · DUAL READINESS

SEPS will leverage the benefits of European integration and regional cooperation while maintaining adequate internal capabilities to ensure critical functions in the event that selected external mechanisms become unavailable. The scope of readiness must align with risk, technical needs, costs and regulatory conditions.

SEPS's Role in the Energy System

SEPS ensures the safe, reliable and efficient operation of the transmission system and its development in line with the needs of the Slovak Republic electricity system and the rules of the interconnected European system. The transmission system interconnects large generation sources, distribution systems, directly connected consumers and the systems of neighbouring countries.

AREA	EXPLANATION
SEPS is primarily responsible for	the TS secure operation; electricity system stability; system and ancillary services; the development and renewal of the transmission infrastructure; cross-border operation; connection conditions for the transmission system; and expert input for planning, regulation and the market.
SEPS does not determine	the energy mix of the Slovak Republic or the construction of generation sources; these decisions are made by the state and investors.
SEPS is not directly responsible for	the quality and reliability of supply at the distribution level or wholesale electricity price formation.
SEPS's role in decision-making is to	identify in a timely manner the technical, operational, investment and security implications of decisions that may impact the transmission system.

The Environment the Strategy Responds To

KEY TREND	IMPLICATIONS FOR SEPS
Transformation of Generation and Consumption	The growing share of renewable and decentralised sources, the electrification of consumption and new large-scale demands are shifting the direction and volume of electricity flows while increasing the importance of flexibility.
Security and Supply chain Risks	Physical, cyber, geopolitical and climate risks, together with longer lead times for critical components, increase the importance of resilience and operational continuity.
European Energy Framework	The interconnected European system and the common market increase the importance of coordination, cross-border capacities, regional cooperation and common market mechanisms.
National Planning and Regulatory Framework	The development of the transmission system must be coordinated in a timely manner with energy policy, legislation, regulation, permitting and the expected evolution of generation and consumption.
People and Execution Capacities	The ability to execute the Strategy depends on the availability of experts and project capacities, supply market capabilities and the conditions for procurement, permitting and financing.

STRATEGIC RESPONSE

SEPS aims to prepare the transmission system for multiple realistic scenarios for future development, better utilise existing infrastructure, enhance resilience, and concurrently maintain the financial and operational feasibility of its decisions.

Mission, Vision and Corporate Values

Mission

"On the basis of the high expertise, mutual trust and motivation of our employees, we at Slovenská elektrizačná prenosová sústava, a. s., foster an environment that enables us to ensure reliable operation of the transmission system for the secure and efficient electricity transmission while meeting quality indicators, electricity system stability, with an emphasis on cost efficiency and the growth of the Company value while respecting environmental protection interests."

Vision

"We are a sustainable company that proactively responds to changes and challenges in the external environment, fosters creativity and innovation and is actively engaged in the collective decision-making of EU transmission system operators, and in intensive communication with the expert public and stakeholders."

Corporate Values

VALUE	EXPLANATION
SEPS Integrity	We act authentically, consistently and responsibly. Decisions are professionally justified and respect legal, ethical and security requirements.
Teamwork	We collaborate across organisational units, communicate openly and foster an environment of mutual trust and shared responsibility.
Creativity and Innovation	We promote new solutions and verify their benefits where they enhance safety, efficiency or the quality of decision-making.
Managerial Ethics	We base our management and decision-making on fairness, respect for human dignity, expertise and personal responsibility.
Courtesy and Solidarity	We respect the uniqueness of individuals and cultivate a culture of honesty, decency, mutual respect and a sense of belonging to the Company.

Strategy Architecture

The mission, vision and values define the stable direction of the Company. Five strategic pillars and five strategic objectives form the stable core of the Strategy. The strategic choices express the professional direction and key decision-making preferences in achieving the objectives.



Five Strategic Pillars and Objectives

P1 Reliability and Resilience

SC1 – Maintain a high level of safety and reliability in the operation of the Slovak Republic electricity System even with growing technical, security, climate and crisis risks.

SEPS will develop the capability to securely manage the system under both standard and extraordinary conditions while strengthening the resilience of infrastructure, processes and critical systems.

DIRECTION THROUGH 2035: To further strengthen the secure and reliable management of the transmission system including proven capabilities for defence, restoration and continuity of critical operations.

P2 Infrastructure and Flexibility

SC2 – Prepare the transmission system for new flows, sources, demands and flexibility needs without weakening its resilience and restoration capability.

The system development will be based on anticipatory planning, timely assessment of future needs, and a balance between new capacity, renewal, security and more efficient use of the existing system.

DIRECTION THROUGH 2035: To further develop a technically resilient and flexible transmission system prepared for realistic scenarios of energy system development.

P3 Digitalisation, Data and Innovation

SC3 – Increase SEPS's capability to systematically manage innovation and use data and automation for safer decision-making, more efficient operations and better planning while maintaining control over critical systems.

SEPS will build data and digital capabilities and use analytics, automation and artificial intelligence following professional and security verification, while maintaining human accountability for critical decisions.

DIRECTION THROUGH 2035: To further develop the Company's data and innovation maturity and demonstrably use technologies to enhance quality and safety.

P4

Active Position in the Energy Ecosystem

SC4 – Advocate for SEPS's expert positions in key decisions on energy policy, regulation, the market and regional cooperation to ensure that the needs of secure and sustainable operation of the Slovak Republic transmission system are taken into account.

SEPS will formulate and actively promote expert, analytical and infrastructural inputs in a timely manner and actively participate in national, European and regional processes to ensure that decisions reflect the technical principles of the system, security limits, investment lead times and costs.

DIRECTION THROUGH 2035: To strengthen SEPS's position as a respected expert authority whose positions are timely, consistent and integrated into decisions impacting the transmission system.

P5

Organisational Resilience and Capabilities

SC5 – Secure the people, know-how, internal capabilities and governance mechanisms needed to execute the Strategy and master critical tasks.

SEPS will systematically develop critical professions, succession planning and its internal core of expertise while utilising external capacity in a targeted manner based on expertise availability, cost efficiency and the risk of dependency.

DIRECTION THROUGH 2035: To further strengthen organisational resilience, professional capabilities, succession planning and the capability to execute strategic changes.

> The five pillars and five strategic objectives form the stable core of the SEPS Strategy – reliability, infrastructure, digitisation, an active position and organisational resilience are interdependent.

06

Eight Strategic Choices

The strategic choices express the long-term direction of SEPS in the areas where it is necessary to decide between alternatives and, at the same time, identify consciously rejected trajectories.

SV1 Dual Readiness

European integration vs. internal operational readiness

CHOICE

To combine the benefits of European integration with an adequate capability to ensure critical functions at the national level in the event of changing external conditions.

CONSCIOUSLY REJECTED

Relying exclusively on the availability of external platforms and coordination mechanisms without proven backup capabilities for critical functions.

SV2 Active Role of the System Actor

Passive contributor vs. active advocate

CHOICE

To intervene in a timely and expert manner in processes that influence the conditions for the operation and development of the transmission system.

CONSCIOUSLY REJECTED

A passive position focused solely on the statutory operational role and entering discussions only upon explicit request.

SV3 Balance Between Capacity and Resilience

Investment priority: capacity vs. resilience

CHOICE

To balance the development of transmission capacity with renewal, redundancy, security and restoration capability.

CONSCIOUSLY REJECTED

Prioritising development investments with minimised attention to resilience and redundancy only at the level of the absolute necessary minimum.

SV4 Internal Critical Core and Selective Outsourcing

Internal capacities vs. outsourcing

CHOICE

To maintain internal expertise and control in critical areas and utilise external capacities selectively.

CONSCIOUSLY REJECTED

Full outsourcing without retaining the necessary internal core of expertise.

SV5 Protection and Development of Critical Professions

Protection of critical professions vs. efficiency

CHOICE

To systematically identify and develop professions crucial for security, continuity and execution of the Strategy.

CONSCIOUSLY REJECTED

Applying unified personnel criteria across the entire organisation without distinguishing between critical and support professions.

SV6 Proactive Inputs into the Energy Policy of the Slovak Republic

Reactive vs. proactive position

CHOICE

To provide expert and infrastructural inputs before decisions with a significant impact on the transmission system are adopted.

CONSCIOUSLY REJECTED

Reacting reactively to already adopted decisions and defining infrastructural requirements only ex-post.

SV7 Pragmatic Regional Coordination

Bilateral relations vs. pan-European approach

CHOICE

To utilise bilateral, regional and European formats based on their suitability and specific added value.

DELIBERATELY REJECTED

Rigidly tying regional cooperation to a single format without considering a specific alignment of interests.

SV8 Coordinated Management of Initiatives

Project execution: distributed vs. central PMO

CHOICE

To coordinate strategic initiatives with regard to priorities, interdependencies, risks and available capacity.

DELIBERATELY REJECTED

An uncoordinated model in which initiatives and major projects are managed separately without shared prioritisation.

Priorities Through 2030

The year 2030 represents an interim strategic milestone on the path towards the target state in 2035. Until this period priorities will focus primarily on creating and stabilising the essential prerequisites for further development.

AREA	PRIORITY THROUGH 2030
Reliability and Resilience	Strengthen crisis readiness, resilience of critical workplaces and systems, and verify preparedness for extraordinary conditions.
Infrastructure and Flexibility	Prepare and implement the most urgent renewal and development programmes, and align the system planning with the evolution of generation, consumption and flexibility.
Digitisation, Data and Innovation	Create a shared framework for data and innovation management, enhance data quality and verify priority use cases for automation and artificial intelligence.
SEPS's Active Position	Introduce systematic management of expert positions and cooperation with the state, the regulator, and the European and regional partners.
Organisational Capabilities	Identify and protect critical professions, develop succession planning and strengthen the capability to coordinate the strategic portfolio and supplier capacities.

PRIORITISATION PRINCIPLE

In the event of limited resources, priority is given to the safety and reliability of operation, continuity of critical functions, essential infrastructure renewal and resilience, and the capacities required for their execution.

STRATEGIC DIRECTION IN PRACTICE

SEPS aims to prepare its investments, expert opinions and development activities in an anticipatory manner, with an emphasis on system security, readiness for future needs, efficient resource utilisation and coordination with the energy system of the Slovak Republic and the interconnected European system.

Direction Through 2035

Through 2035, SEPS will further develop its capabilities to:

- operate the transmission system securely and reliably under both standard and extraordinary conditions,
- possess infrastructure prepared for realistic scenarios for the development in generation, consumption, flows and flexibility,
- use data, automation and innovation for higher-quality decision-making while maintaining safety and control over critical systems,
- act as a respected expert authority within the national, European and regional energy environments,
- retain the people, know-how, supplier relationships and management mechanisms necessary to execute strategic priorities,
- demonstrably achieve the strategic objectives and respond in a timely manner to significant shifts in the environment.

STRATEGIC DIRECTION

SEPS aims to be a modern, secure and resilient transmission system operator capable of combining European cooperation with the protection of national critical capabilities, preparing infrastructure in an anticipatory manner for changes in the energy system, and basing its decisions on expertise, high-quality data and the responsible utilisation of technologies.

Slovenská elektrizačná prenosová sústava

Conclusion

The SEPS Strategy creates a shared framework for the long-term decision-making, development and management of the Company during a period of significant shifts in the energy and security environment.

SEPS aims to remain a secure, reliable and resilient transmission system operator capable of responding in an anticipatory manner to the energy sector transition, actively shaping the conditions of its operation, responsibly using new technologies, and concurrently protecting critical expert and operational capabilities.

The success of the Strategy will depend on the shared responsibility of SEPS management, expert units and employees. The Strategy is therefore a shared framework under which the decisions will be prepared, expert areas developed and the long-term progress of the Company evaluated.