



Eneco, at the heart of society

Annual Report 2012 Eneco Holding N.V.



Strategic KPIs

Performance at a glance

Eneco has formulated key performance indicators (KPIs) that represent the main objectives of the company. In this overview, the strategic key performance indicators are linked to the strategic themes.

The realisation and change compared with 2011 are described for each KPI as well as the targets for 2013 and subsequent years as far as known. Mid-2012, a more clearly defined group strategy was introduced to give further direction and focus to our ambitions. In connection with this, we have also reviewed all existing strategic KPIs. Eight KPIs that were not sufficiently in line with the more clearly defined strategy are no longer included. Two financial KPIs have been added (credit rating and ROACE). The

interruption duration for heating is now integrated in the existing KPI that already included the interruption duration for electricity and gas. We are still working hard on the further development and implementation of our more clearly defined strategy. The development of our set of strategic KPIs is expected to be finalised in 2013.

Customers first



Focus on and attention to the needs of our customers (short term and long term), through which we create sustainable value for all stakeholders

| | | Realisation 2011 | Target 2012 ⁶ | Realisation 2012 ⁶ | Target 2013 |
|---|--|---------------------|-----------------------------|----------------------------------|----------------|
| 1 | Eneco retail customers [€ * million] | 2.2 | ≥ 2.2 | 2.2 | ≥ 2.2 |
| 2 | Customer satisfaction Stedin (score > 7) ^{1, 2} [%] | 73 | ≥ 75 | 76 | ≥ 75 |
| 3 | Net Promoter Score Eneco [%] | -18 | ≥ -17 | -14 | ≥ -13 |

Energy efficiency



Helping customers to reduce energy consumption by providing insight and energy efficiency solutions

| | | Realisation 2011 | Target 2012 | Realisation 2012 | Target 2013 |
|--|---|---------------------|----------------|---------------------|----------------|
| | The KPI for energy efficiency is in development | | | | |


Generating energy together




Accessible, local and profitable production of energy together with customers

| | | Realisation 2011 | Target 2012 ⁶ | Realisation 2012 ⁶ | Target 2013 |
|---|--|---------------------|-----------------------------|----------------------------------|----------------|
| 4 | Share of sustainable electricity production in total supply portfolio [%] ³ | 9.9 | ≥ 15 | 12.6 | ≥ 20 |
| 5 | CO ₂ per produced kWh [gram] ^{3, 7} | 154.1 | ≤ 300 | 226.9 | ≤ 300 |

Purchasing

| | | Realisation 2011 | Target 2012 ⁶ | Realisation 2012 ⁶ | Target 2013 |
|---|---|---------------------|-----------------------------|----------------------------------|----------------|
|  | Providing affordable, reliable and clean energy, combined with excellent customer service | | | | |
| 6 | Average energy supply interruption [minutes] | 13.8 | ≤ 14.7 | 19.5 | ≤ 14.7 |
| 7 | Dark green gas in retail supply portfolio [%] ³ | 0.4 | ≥ 0.5 | 1.0 | ≥ 0.5 |
| 8 | Dark green electricity in retail supply portfolio [%] ³ | 14.3 | ≥ 20 | 16.1 | ≥ 20 |

Expertise

| | | Realisation 2011 | Target 2012 ⁶ | Realisation 2012 ⁶ | Target 2013 |
|---|---|---------------------|-----------------------------|----------------------------------|----------------|
|  | Further improvement of quality in all aspects of business operations as result of bundling of expertise and 100 years of experience | | | | |
| 9 | LTIR Group ⁴ | 1,76 | ≤ 2,0 | 1,40 | ≤ 1,6 |

Leadership

| | | Realisation 2011 | Target 2012 ⁶ | Realisation 2012 ⁶ | Target 2013 |
|--|---|---------------------|-----------------------------|----------------------------------|----------------|
|  | Eneco demonstrates leadership through its steady, cost-effective strategy that can only be realised in cooperation with society | | | | |
| 10 | CO ₂ emissions reduction per employee compared with 2007 [%] ³ | 30 | ≥ 35 | 37 | ≥ 44 |
| 11 | Employee motivation | 7.1 | ≥ 7.2 | 7.5 | - |
| 12 | Credit Rating | A- | ≥ A- | A- | ≥ A- |
| 13 | ROACE [%] ⁵ | 5.0 | ≥ 5.4 | 4.1 | - |

¹ Customer satisfaction Stedin: the measurement method was changed, in particular with respect to weighing factors and new combinations. As a result, this figure now represents our business more accurately. Because the customers' questions remained the same, the figure for 2011 could be recalculated and is included in the table above for comparison purposes.

² Customer satisfaction Stedin: In 2011, this figure was recalculated based on a 12-month rolling average. Starting from this year, the year-end score is used because this gives an up-to-date view of the performance. The above 2011 figure has been adjusted with respect to this aspect for comparison purposes.

³ Performance agreements have been concluded with WWF for 2013 with respect to these strategic KPIs.

⁴ LTIR: In contrast to last year, Oxxio is included in the scope. The figure for 2011 has been recalculated on the basis of this extended scope. However, the change is not visible due to the fact that the number is rounded off.

⁵ Realisation 2012 excluding depreciation on electricity related property, plant and equipment: 5.1%

⁶ The scope of the strategic KPIs is described in the section 'Scope strategic KPIs' (page 62)

⁷ For description see section on CO₂ emissions (page 44)