



Eneco, at the heart of society

Annual Report 2012 Eneco Holding N.V.



Performance in 2012

Customers first

Customers are central in our actions and thinking. We connect with our customers because we have a common goal: clean, affordable and reliable energy, now and in the future. We continue to work on an even better relationship with our customers, transparently and openly.

What did we want to achieve in 2012?

Our management and our employees are our ambassadors. They can ensure that our customers experience Eneco as an outspoken, decisive and sustainable company and appreciate our services even more. The aim was to organise cooperation within our company in such a way that customers experience us as service and customer oriented. Specifically, we have set ourselves the goal for 2012 that the customer satisfaction score of at least 75% of the Stedin customers would be 7 or higher. Customer satisfaction of Eneco-customers is measured on the basis of the Net Promoter Score. For this score, we had set a goal for 2012 of at least -17%.

What have we achieved?

- Target for Stedin customer satisfaction achieved: 76% (target 2012: 75%, realisation 2011: 73%)
- Target for NPS achieved: -14% (target 2012: -17%, realisation 2011: -18%)
- Services further improved
- Higher customer loyalty
- Customers more enthusiastic about sustainable energy

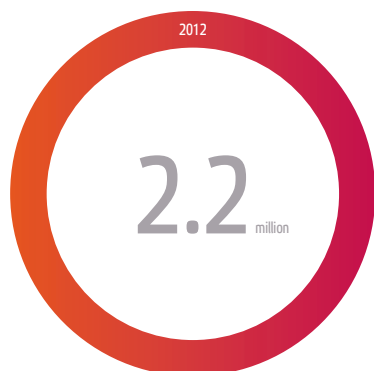
Customers and service

Service remains one of our main pillars. Personal attention and support are central elements in this respect. This includes optimisation of our website, the availability of self-service options and the introduction of a business portal with online invoices. We have also developed the app Energy Manager, which gives customers even better and easier insight into their energy consumption. Personal account teams ensure that business customers have more direct and personal access to our company. Nowadays, customers express their opinion about our company in the social media. We are monitoring social media closely and respond immediately to what is being said on Facebook or Twitter. Customers can communicate with our support service online. They can also join discussions on sustainable energy by logging in to our Customer Forum.

Working together for the customer

Within Eneco Group, we have implemented a number of development and cultural programmes aimed at further strengthening customer focus and collaboration. The positive effect of these is demonstrated by a number of propositions involving different departments, such as the collaboration between Eneco Retail and Eneco installation companies with respect to Eneco's solar panel installation product Zon&Zeker®.

ENECO RETAIL CUSTOMERS



Personal page 'My Eneco' redesigned

Early this year, the redesigned version of My Eneco was launched: an online environment that customers can visit for all their energy matters. We have received a lot of comments from our customers, both positive and negative, and tips for further improvement and expansion. Changes that have been made on the basis of this feedback include using new names for the different price categories in all our communication. Furthermore, customers can now print the invoices for their monthly advance payments in addition to their annual bill. A new feature is the extensive payment overview that enables customers to see which bills they have and have not yet paid. The feedback also resulted in the correction of a few errors.

Quickly resolving interruptions

We are also working on a higher customer satisfaction with respect to how we handle infrastructure projects and interruptions. Reliability of supply and process improvement are keywords in the further improvement of the quality of our services. We are making good progress in this area, for example by automating customer processes and setting up Joulz own 24/7 interruptions desk.

Customer satisfaction with Eneco improves

The Net Promoter Score improved this year, showing that customers increasingly recommend Eneco to friends and acquaintances. One of the activities that contribute to better customer appreciation is the annual customer event at Rotterdam Zoo. Our monthly newsletter and the customer loyalty section of our website also play an important role.

Customer satisfaction with service provided by Stedin improved in 2012

Over the past years, Stedin also worked hard to achieve a higher level of customer satisfaction. Stedin measures customer satisfaction as the percentage of customers that award the service provided a score of 7 or higher. Since mid-2012, a different method of measurement is being applied that reflects the activities of Stedin more accurately. This has led to a change in the build up to a general customer satisfaction rating. According

to the new system, the year-end score 2012 was 76% (2011: 73% according to the new system, originally 69%).

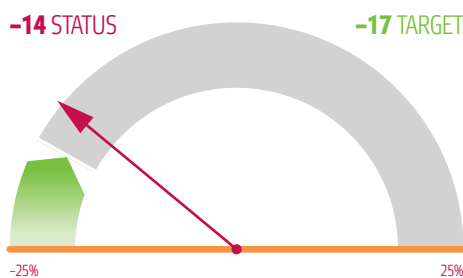
Getting businesses interested in sustainable energy

In October 2011, we started the business-to-business campaign 'sustainable business is profitable'. We have continued the campaign in 2012 in more detail. The campaign is aimed at the positioning of the company. We have strived to demonstrate that sustainability is a model for making money rather than an expense. In addition, we wished to position Eneco as the authority on corporate sustainability and the partner of choice for sustainable energy. The campaign was successful: we are increasingly seen as the best partner with respect to corporate sustainability and we leave the competition behind us.

Showing that sustainability works

We also undertake other activities to show that corporate sustainability is the future. These include the successful cooperation with the magazines Management Team and Sprout in 2012. The cooperation resulted in 'Groen Succes' (Green Success), a publication describing successful corporate sustainability business cases, that was distributed together with these magazines. We regularly organise Master Classes on special themes (Green Success Live) for groups of customers and business associates. In addition, we frequently publish articles on our vision and our activities in the sustainable channels of Management Team and Sprout.

NET PROMOTER SCORE ENECO



CUSTOMER SATISFACTION STEDIN

