

# MISSION, STRATEGY AND VALUE CREATION

**Consumers, companies and municipalities rely on our services every day. In addition, they are affected by new issues related to energy, such as saving energy.** Our primary goal is that our grids, expertise and activities are valuable to all our stakeholders and help them make progress. Our mission and strategy are the guiding principles for the decisions we make and the solutions we choose.

## MISSION

We realise a sustainable energy supply by offering state-of-the-art services and grids and by taking the lead in innovative solutions.

## VISION

- Everybody wants to be able to use energy at all times, wherever they are.
- Much needed changes in the energy supply are happening faster than ever now. Keeping up with those changes and increasing sustainable energy generation and energy savings, though, requires new solutions.

As co-signatories of the 2013 Agreement on Energy for Sustainable Growth, we have committed ourselves to three ambitious goals: a 16% reduction in greenhouse gas emissions by 2029, a 14% increase in Dutch energy use from sustainable sources by 2020 and an annual energy savings of 1.5%. Following from the Agreement on Energy for Sustainable Growth, a Climate Accord is currently being developed. Enexis is helping to realise the Climate Accord for several sectors.

With our goal of ensuring a reliable and affordable energy supply, we are expanding our role in the transition to a sustainable energy supply. We possess the right knowledge and expertise to achieve the Dutch climate goals, together with our local partners. We emphasise two strategic pillars: excellent grid management and accelerating the energy transition.

### Excellent grid management

We regard excellent grid management as the reason we exist. We adapt our services to our customers' needs. We simplify our systems and processes so that our customers find it easy to manage their Enexis provisions whenever they choose. In this way, we hope to provide high customer satisfaction that also results in lower costs. We prepare ourselves for external developments that affect the core of our work such as decentralised sustainable generation, energy storage, diversification of heat sources and electric vehicles.



We need to withstand the growing fluctuations in energy supply and demand and are therefore incorporating IT into our grids, to keep our grids reliable and future-proof. Above all, safety remains our highest priority.

### **Accelerating the energy transition**

We aim to accelerate the energy transition by implementing innovative, scalable solutions. To do this, we are focussing on saving energy and 'greening' energy, themes that are relevant in light of the Dutch climate goals as well as to our own energy infrastructure. We have made a deliberate choice to collaborate with other companies, government bodies, consumers, cooperatives and academic institutions. Only by joining forces and sharing as much knowledge as possible can we create solutions that will be workable for all parties. With our activities related to sustainable regional development, energy savings, electric vehicles and flexibility, we are accelerating the transition towards a sustainable energy supply.

## **HOW WE CREATE AND SHARE VALUE**

During the value creation process, we carefully consider the options to ensure that our activities produce the highest possible value for our stakeholders. This starts with our basis: the dynamic environment we work in. Developments such as local energy generation, increasing sustainability of housing, and electric vehicles all have an influence on our work. In addition, provinces, municipalities, companies and consumers make new, sustainable energy choices that we need to facilitate in our role as a grid operator.

Our value creation model is structured as follows:

We have identified five value streams where we create value on a long-term basis: Customers and grids, Sustainable operations, Expertise & safety, Financial position and Laws & regulations. 'Inputs' are the things we need to do our work, for instance the grids, our employees and sufficient funding. Our strategy is the most important method for adding value for our stakeholders. It determines how we work and which choices we make. The value we create with this is split into short-term and long-term value. 'Outputs' are the actual results we achieved in 2018. Our goals for 2019 are described under Objectives and performance. We realise that the impact our work has on our stakeholders goes further than the figures alone. 'Outcomes' in the value creation model describe the values that we produce in the long term through our work.

Value creation sounds positive and, in many cases, it is. It has a societal value if customers can rely on safe and reliable energy and if that energy supply is accessible to all. Furthermore, we provide employment opportunities to, and ensure the wellbeing of, around 4,300 employees. We are also capable of paying dividends to our shareholders every year. We are furthermore aware of the negative effects of our work. Safety has a high priority within our organisation, but working with electrical installations or gas is never risk-free. We are constantly attempting to mitigate the inherent risks to our employees and our surroundings. Our work also has negative impacts on the environment. Think, for instance, about the use of resources and raw materials and CO<sub>2</sub> emissions. Although we attempt to reduce CO<sub>2</sub> emissions and to green grid losses, we still have considerable emissions. This is a direct consequence of our core activities. We compensate these emissions wherever we are able to influence them, to help society as a whole to reduce CO<sub>2</sub>.