

OBJECTIVES AND PERFORMANCE

KPI	2018 OBJECTIVES	2018 REALISATION	2019 OBJECTIVES
EXCELLENT GRID MANAGEMENT			
Employee engagement and teamwork	Q4 engagement score ≥ 8.0 Q4 teamwork score ≥ 6.8	Engagement: 7.7 Teamwork: 6.2	Q4 engagement score ≥ 8.0 Q4 teamwork score ≥ 6.5
Lost Time Injury Frequency Enexis ¹	≤ 0.95	1.48	
Lost Time Injury Frequency third parties ¹		4.53	
Electricity annual outage time	≤ 19.5 minutes	16.0 minutes	≤ 18.5 minutes
Controllable costs and revenues ²	\leq EUR 394 million	EUR 405 million	\leq EUR 434 million
Customer Effort Scores (CES) ³	<ul style="list-style-type: none"> Standard connections $\leq 23\%$ Installation of primary infrastructure $\leq 19\%$ Outages $\leq 15\%$ 	<ul style="list-style-type: none"> Standard connections 28% Installation of primary infrastructure 28% Outages 18% 	<ul style="list-style-type: none"> Standard connections $\leq 24\%$ Installation of primary infrastructure $\leq 29\%$ Outages $\leq 16\%$
ACCELERATING THE ENERGY TRANSITION			
Reduction in CO ₂ of leased cars and claimed mileage ⁴	$\geq 17.8\%$ reduction compared to 2014 score	13.8%	$\geq 29\%$ reduction compared to 2014 score
Number of substations equipped with Distribution Automation and Distribution Automation Light ⁵	DA ≥ 320 substations DALI $\geq 3,800$ substations	DA 379 substations DALI 1,502 substations	DA ≥ 250 substations DALI $\geq 2,000$ substations
Number of tons of CO ₂ emissions saved by Buurkracht project ⁶	$\geq 6,000$ tons CO ₂ reduction	Target not achieved	N/A
Enexis presence on provincial steering groups	N/A	N/A	5 out of 5 provinces

1 No objective for 2019 on the basis that "every accident is one too many".
 2 Enexis Netbeheer (incl. staff departments); Objective and 2018 Realisation have been normalised.
 3 A CES year runs from December to November, with each quarterly score being calculated over the following period: Q1: Dec, Jan, Feb; Q2: Mar, Apr, May; Q3: Jun, Jul, Aug; Q4: Sept, Oct, Nov.
 4 This KPI calculation covers the period December through November, and includes interns and people doing apprenticeships. Vehicles with a grey license plate are excluded from this measurement. The comparison period changed from January–November 2014 to January–December 2014.
 5 2018 Objectives and Realisation relate to figures up to and including November.
 6 For the calculation of the CO₂ reduction, the conversion factor for the production mix of unknown energy sources in the Netherlands is used. 2019 Objectives are not applicable because this KPI does not form part of the Enexis balanced score card 2019.

See definitions in the Glossary section of the 2018 Annual Report.

Our 2018 results prove that our objectives were too ambitious. Unfortunately, our efforts did not result in the desired result in several areas. The energy transition is producing extra work for Enexis and a shortage of technical personnel also affected us, which we did not fully anticipate. Since there is no short-term solution, we have set more realistic objectives for 2019. In order to solve customer issues more quickly, in the first half of 2018 we decided to deploy more technical staff for our customers rather than implement distribution automation. We are going to reinforce this development in 2019 by giving priority to customer-driven work and improvement projects on behalf of our customers.