



# OBJECTIVES AND PERFORMANCE

CRITICAL SUCCESS FACTOR	KPI	OBJECTIVES 2020	REALISATION 2020	OBJECTIVES 2021	CLARIFICATION
Reliable energy supply	Annual outage time <sup>1</sup>	-	13.0 min	≤ 17.5 min	<a href="#">Page 17</a>
Achievable, affordable and sustainable energy system	Expanding transmission capacity	≥ 1,280 MVA	710 MVA	≥ 1,000 MVA	<a href="#">Page 18</a>
Smarter and better every day	Quantitative progress year order book <sup>2</sup>	≥ € 878 million	€ 882 million	≥ € 941 million	<a href="#">Page 19</a>
Satisfied customers	Customer Effort Scores (CES) <sup>3</sup>	Lower scores compare to 2019 Q4 score 2019 Installation of Primary Infrastructure 36% Q4 score 2019 Standard Connections 26% Q4 score 2019 Outages 17%	Q4 score Installation of Primary Infrastructure 20% Q4 score Standard Connections 26% Q4 score Outages 13%	Q4 score Installation of Primary Infrastructure ≤ 20% Q4 score Standard Connections ≤ 24% Q4 score Outages ≤ 15%	<a href="#">Page 20</a>
Working safely together	Lost Time Injury Frequency Enexis	Every accident is one too many	0.81	Every accident is one too many	<a href="#">Page 25</a>
	Lost Time Injury Frequency contractors		2.64		
Healthy employees	Absenteeism, short, medium and long term total <sup>1</sup>	-	4.85%	Moving average ≤ 5%	<a href="#">Page 26</a>
	Employee satisfaction: engagement <sup>1</sup>	-	7.8	≥ 7.8	<a href="#">Page 25</a>
	Employee satisfaction: teamwork <sup>1</sup>	-	6.4	≥ 6.6	<a href="#">Page 25</a>
Sufficient skilled employees	Increase/decrease # FTE technical personnel	-	-	# Number of extra FTEs technical personnel employed by Enexis ≥ 145 FTEs (balance growth in- and outflow)	<a href="#">Page 27</a>
Every euro well spent	Controllable costs and revenues <sup>4</sup>	≤ € 455 million	€ 452 million	≤ € 492 million	<a href="#">Page 35</a>

<sup>1</sup> The focus in 2020 was on the long-term development of the KPI. A quantitative target was formulated for 2021.

<sup>2</sup> Based on standard costs.

<sup>3</sup> A CES year runs from December through to November and each quarterly score is calculated over the period: Q1: Dec, Jan, Feb; Q2: March, April, May; Q3: June, July, Aug; Q4: Sept, Oct, Nov. For the Customer Effort Score, it is the case that 'the lower the score the better'.

<sup>4</sup> Enexis Netbeheer (including staff departments).

## STEERING EFFECTIVELY ON RESULTS

We have set ambitious goals in connection with our aim to provide excellent grid management and accelerate the energy transition. The energy transition poses a huge challenge for our organisation: the amount of work is increasing and there is a shortage of qualified personnel and resources. We aim for operational optimisation in order to be able to meet the increasing wishes and demands of our customers in a safe, reliable and predictable manner. To this end, we started with the implementation of the working method Operational Steering and Constant Improvement in 2019. In this working method, we make clear choices within our strategy and set objectives for all levels in the organisation. Teams discuss their performance in relation to these objectives, analyse causes of deviations and resolves these. The management creates a culture in which it is safe to make performance and problems transparent, in which employees assume ownership for improvements and are willing to learn from each other. Operational Steering was further expanded within our organisation and implemented in various teams in 2020. Priority will be given to the further development, integration and wider implementation of this method in the coming years. In order to monitor how successful we are, we have introduced Critical Success Factors that link our strategy (qualitative) and our KPIs (quantitative).