

STRATEGIC PLAN

FOCUS ON EXECUTING
THE **ENERGY TRANSITION**



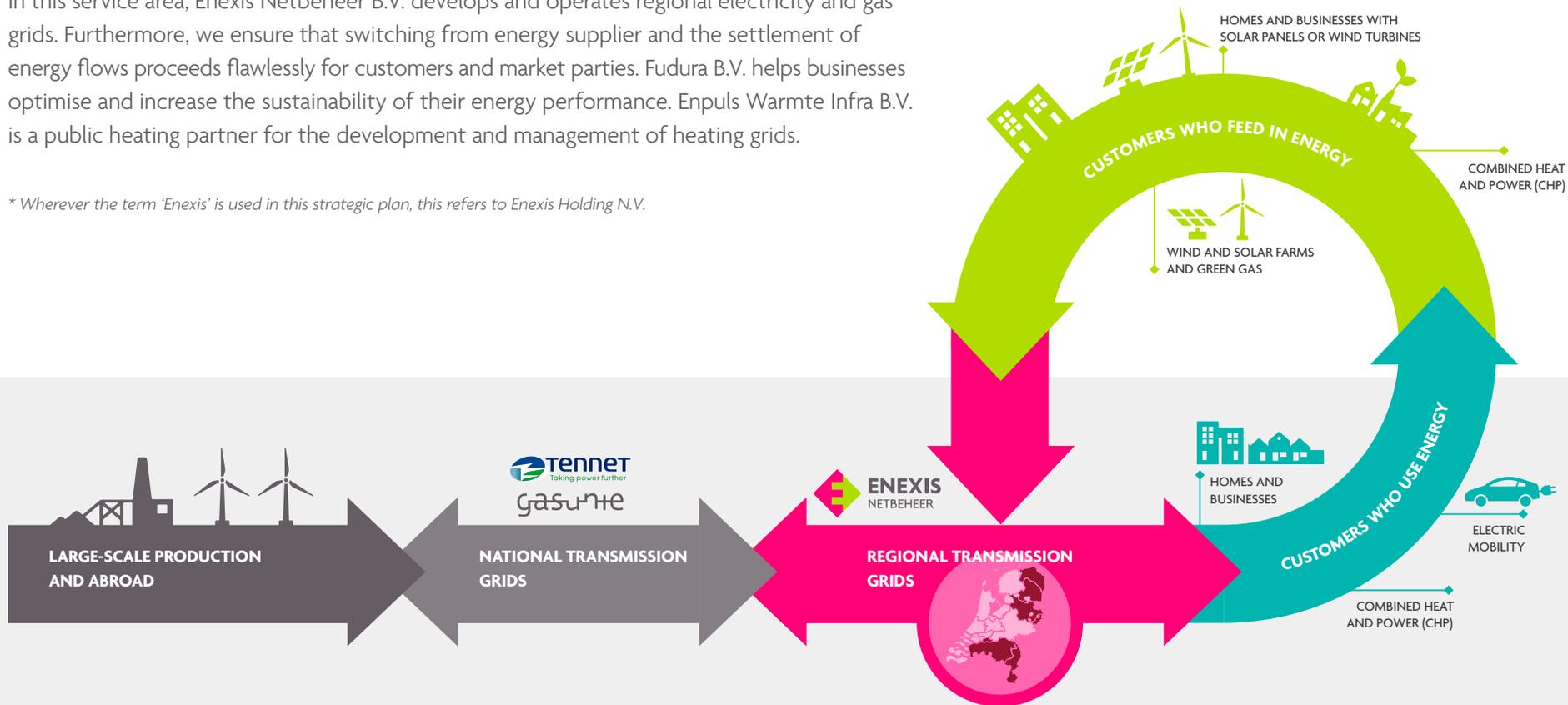
ABOUT ENEXIS

Enexis* is a grid operator. With our infrastructure, we ensure that millions of customers in the Netherlands have access to electricity and gas.

Day and night, our employees are providing a safe and reliable energy supply and work hard on increasing the sustainability of the energy system in the Netherlands. On the one hand, by connecting wind farms, solar farms, and charging points for electric mobility. And on the other hand, by making the most optimal choices for the energy system of the future together with our stakeholders: sustainable, reliable, and affordable.

Enexis is active in the provinces Groningen, Drenthe, Overijssel, Noord-Brabant, and Limburg. In this service area, Enexis Netbeheer B.V. develops and operates regional electricity and gas grids. Furthermore, we ensure that switching from energy supplier and the settlement of energy flows proceeds flawlessly for customers and market parties. Fudura B.V. helps businesses optimise and increase the sustainability of their energy performance. Enpuls Warmte Infra B.V. is a public heating partner for the development and management of heating grids.

** Wherever the term 'Enexis' is used in this strategic plan, this refers to Enexis Holding N.V.*





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◆ FOREWORD BY THE EXECUTIVE BOARD

Climate change is one of the biggest challenges of our time. Transformation of the energy system is a precondition for the realisation of a CO₂-neutral society in 2050. An enormous task, also for Enexis. At the same time, we regard this as a unique opportunity to contribute to the sustainability of the Netherlands.

WE EXECUTE THE ENERGY TRANSITION

Governments, business, and individuals are making plans and taking concrete steps in the energy transition. Homes are being made more sustainable, wind and solar farms are being built, and substantial investments are being made in electric mobility and in increasing the sustainability of the industrial sector. As a grid operator, we are an essential link in the transformation of the energy system. For us, this phase of the energy transition poses a number of major challenges. How can we keep up with the required pace of the energy transition? And how do we transform and build an infrastructure if we do not know exactly what the energy system will ultimately look like. In the meantime, the public debate is still being waged.

We are doing everything in our power to realise the agreed climate goals together with our stakeholders. Unfortunately, we cannot do everything at the same time. For example, should we give priority to connecting new homes or to connecting solar farms? This demands political decisions. Expanding the infrastructure requires long completion times and large investments. Therefore, we advocate the making of timely political choices regarding what the future energy system should look like. This enables Enexis, together with other parties in the market, to work towards realising this future energy system. As it is in the interest of society as a whole that

the energy transition is feasible and affordable, and that the large investments remain fundable.

FOCUS ON OUR CORE ACTIVITIES

The energy transition has led to a huge increase in Enexis's work package and this will continue to be the case in the coming years. Carrying out this work package requires our full attention. Therefore, we focus on our core activities. Everything must be aimed at ensuring that the energy supply remains safe and reliable, that we connect customers timely, and that we realise the energy system of the future. Whether we are successful in doing this depends on whether we can retain and recruit sufficient skilled and motivated employees. Therefore, we are focusing on the development and retention of our existing workforce, and we are using creative ways to recruit new employees in a tight labour market. In addition, we are increasing our production by working smarter and more efficiently and by making maximum use of the available capacity at contractors.

WE WANT TO AND CAN MAKE THE DIFFERENCE

We can rely on 100 years of experience, vision, and expertise. Day and night, our employees are ready to provide light and heat in a safe manner. In this way, we contribute to the economy and to the comfort of our customers' lives and homes. The reliability and safety of our energy grids are among the highest in the world. We aim to ensuring that in the future.

We are realising tomorrow's sustainable energy supply.

Executive Board Enexis Holding N.V.



DAY AND NIGHT, OUR
EMPLOYEES ARE READY TO
PROVIDE LIGHT AND HEAT
IN A SAFE MANNER.

TRENDS AND DEVELOPMENTS

International and national trends and developments have an impact on our work. We observe that there is more and more attention for the climate and sustainability worldwide. Citizens, businesses, and governments are expressing their concerns about global warming and the waste of natural resources. Climate agreements have been made on national and international level to reduce greenhouse gas emissions. And in the meantime, the economy is going full steam ahead, the demand for electricity is increasing and the costs for the energy supply are rising.

1. CLIMATE CHANGE AND THE ENERGY TRANSITION



Global warming has major consequences for our ecosystem and our society. Therefore, measures are being taken nationally and internationally to make our living environment more heat and water resistant. We are trying to limit climate change by reducing greenhouse gas emissions and we are working on realising a CO₂-neutral energy supply by 2050. Which is more commonly referred to as the energy transition.

It is unclear how the energy transition will proceed exactly. What we do know for sure is that electricity will continue to play an important role. On the one hand, because more and more people are generating renewable electricity themselves via wind and sun. On the other hand, because electricity is used for increasing the sustainability of industry, homes, and offices, and for mobility. System studies show that the demand for electricity will be at least twice as high in 2050. Gaseous energy carriers will also remain necessary in the future. Renewable gases,



such as green gas and hydrogen, will take over the role of natural gas. Existing infrastructure can thus be reused, which contributes to the affordability of the energy supply. Expectations regarding the role of heating vary considerably. Whether nuclear energy will play a role in the future and how big this role will be is uncertain.



2. RISING ENERGY SUPPLY COSTS

The affordability of energy is coming under pressure. The energy transition demands huge investments on the part of governments, businesses, and consumers, for example, in insulation, heat pumps, solar panels, and energy infrastructure. In addition, in the Netherlands, we are becoming increasingly dependent on foreign natural gas. The price of this gas depends strongly on the global demand and tends to fluctuate more. Due to inequality of opportunity, not everyone can participate in the energy transition, and this influences the base of support for the energy transition.

THOUSANDS OF SKILLED TECHNICIANS ARE REQUIRED TO CARRY OUT THE ENERGY TRANSITION IN THE NETHERLANDS



3. PERSONNEL SHORTAGE

The Dutch population is ageing and fewer young people are opting for a technical education, such as electrical engineering. Thousands of skilled technicians are required to carry out the energy transition in the Netherlands. It is a challenge for the construction sector, the installation sector, and grid operators to fill these job vacancies. There is also a huge shortage of ICT specialists.



4. INCREASING INFLUENCE OF CITIZENS

Governments are confronted with complex societal issues, such as the energy transition. They are looking for legitimacy and support for their decisions. Citizens want to have more influence on what is happening in their immediate living environment. More and more forms of participatory democracy are arising. At the same time, confidence in institutions appears to be decreasing.



5. GROWING DEPENDENCE ON DATA AND SYSTEMS

Digitalisation leads to new opportunities and convenience for businesses and consumers; but it also makes society increasingly dependent on data and systems. The threat of cyber-attacks is growing worldwide. It is becoming increasingly complex to protect vital infrastructure, ICT systems, and data against cyber attacks.

FOUR SCENARIOS FOR A CLIMATE-NEUTRAL ENERGY SYSTEM

The route towards the energy supply of 2050 contains many uncertainties. How will governments stimulate sustainability? How will the prices of energy and technical solutions develop? How much freedom of choice do people want and how much will they be given? Four scenarios for the energy system of the future show large differences where infrastructure, costs, land use, and feasibility are concerned.

1

REGIONAL STEERING

Local communities and citizens are largely steering the energy transition themselves.

- Strong growth of solar and wind energy on land.
- Many district heating systems. Green gas from local biomass is used for the peak demand in district heating systems.
- Industry is shrinking and increasing sustainability through electrification and green hydrogen.
- The Netherlands is practically self-sufficient as far as energy is concerned.
- Circularity is a key element for the production of goods and food.

2

NATIONAL STEERING

Strong steering by the national government via large-scale national projects.

- A lot of energy production offshore and large-scale conversion to hydrogen.
- Emphasis on electrification, less growth in district heating.
- Industry remains unchanged in size and is increasing sustainability through electrification and green hydrogen. Green gasses are being used in back-up power plants.
- The Netherlands is practically self-sufficient as far as energy is concerned.
- Circularity is important for the production of goods and food.

3

EUROPEAN STEERING

The European CO₂ tax is the driving force behind the transition.

- Less solar and wind energy in the Netherlands and considerable import of energy.
- Industry is growing and becoming more sustainable through electrification and the use of green hydrogen. CO₂ capture and storage (CCS) are applied on a large scale.
- Green gas and hydrogen are used in districts and other sectors via hybrid applications.

4

INTERNATIONAL STEERING

The market determines and the Netherlands is looking internationally for options with the lowest costs.

- Less solar and wind energy in the Netherlands.
- A lot of import of hydrogen.
- Hybrid heating systems in buildings, especially in combination with hydrogen and to a lesser extent with green gas.
- Industry is growing through electrification and the use of hydrogen.

The joint grid operators are currently working on an updated version of the Integral Infrastructure Outlook 2030-2050. New insights such as more clearly defined targets and a possible role of nuclear energy are being taken into account in this update.

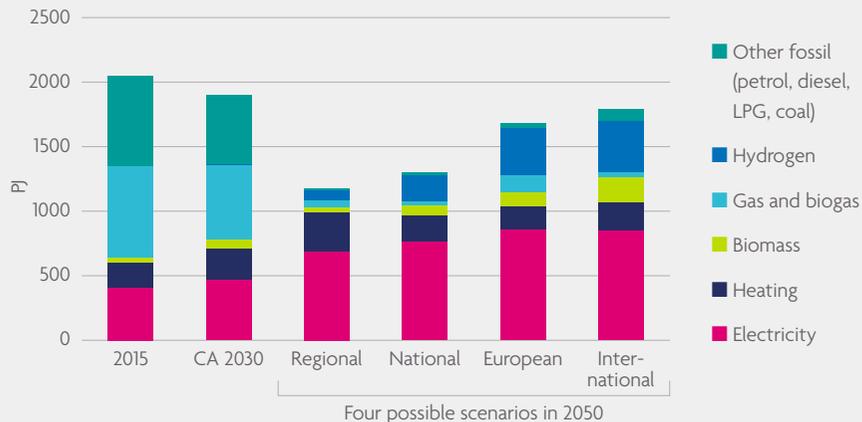


THE ENERGY TRANSITION DEMANDS LARGE INVESTMENTS AND TIMELY CHOICES

Realising the energy system of the future demands large investments. In each scenario, we expect that the costs of the energy grids will rise substantially. Nevertheless, in the future as well, the grid operator costs will continue to comprise only a limited share (10 - 20%) of the total energy bill. As far as costs are concerned, energy grids are not the decisive factor in the energy transition; however, they are regarding to the completion time. Therefore, it is essential that choices are made timely.

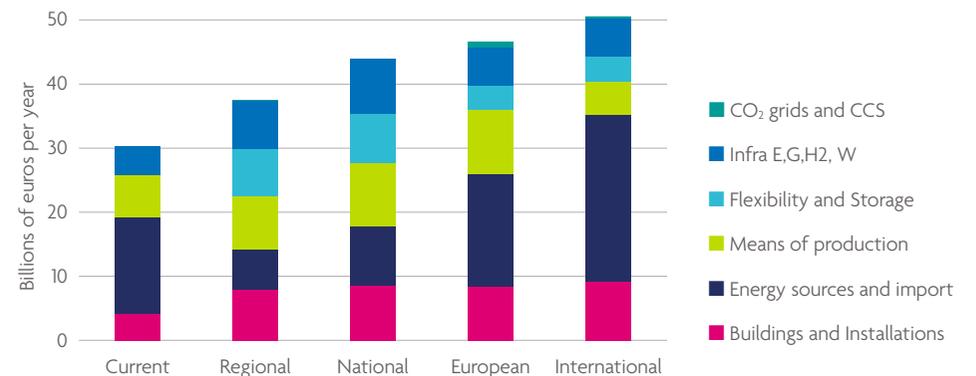
◆ ENERGY CONSUMPTION DECREASES IN ALL SCENARIOS. HOWEVER, THERE ARE LARGE DIFFERENCES IN ENERGY CARRIERS AND THE REQUIRED INFRASTRUCTURE.

Final energy demand 2050



Final demand energy carriers (excluding non-energetic, synthetic bunkers, and kerosene)
 Source: Integral Infrastructure Outlook 2030 - 2050 [Integrale Infrastructuurverkenning 2030 - 2050 (Netbeheer Nederland)]

Annual total costs per scenario



OUR VISION ON THE FUTURE

Our vision on the future is based on the outlined external developments and the scenarios for a climate-neutral energy system.

We are transitioning to a CO₂-neutral energy supply. There are still many uncertainties regarding the final configuration and the route that should be taken. The coming ten years will be characterised by a large diversity of parties and solutions that will exist alongside each other. This means that Enexis, together with its stakeholders, will be going through a period of accelerated development to realise the climate goals. In view of the large number of solutions and accompanying complexity, the total costs of the energy supply will increase substantially.



DIALOGUE WITH STAKEHOLDERS



All parties are necessary to achieve the climate goals. Therefore, we are conducting an ongoing dialogue with our stakeholders.

We distinguish eight stakeholder groups:

- **Customers**
- **Employees**
- **Shareholders**
- **Energy market parties**
- **Investors**
- **Chain partners**
- **Policy makers**
- **Local energy transition partners**

Developing our new strategy we have consulted stakeholders. We discussed developments in society and our contribution to these developments. In this manner, we determined which topics are important and with regard to which topics Enexis could have the most impact. The most important topics are a reliable and accessible energy grid, a safe energy grid, a sustainable energy supply, an affordable energy supply, and customer-oriented services. Stakeholders ask us explicitly to share our vision and to use our knowledge and expertise to ensure the energy transition remains feasible and affordable. We welcome this invitation to realise the energy system of the future together with our stakeholders.

EVERYTHING MUST BE AIMED AT ENSURING THAT THE ENERGY SUPPLY REMAINS **SAFE AND RELIABLE**, THAT WE CONNECT CUSTOMERS TIMELY, AND THAT WE REALISE THE ENERGY SYSTEM OF THE FUTURE.



OUR MISSION

Executing the energy transition demands our full attention. Therefore, we are sharpening our focus on our core activities.

Everything must be aimed at ensuring that the energy supply remains safe and reliable, that we connect customers timely, and that we realise the energy system of the future. We help our stakeholders make integral and well-considered energy choices.

OUR MISSION

WE AIM TO PROVIDE MORE AND MORE RENEWABLE ENERGY TO PEOPLE. WE DO THIS BY HELPING TO SHAPE THE ENERGY SYSTEM OF THE FUTURE AND BY INVESTING SMARTLY IN RELIABLE ENERGY INFRASTRUCTURE. IN THIS MANNER, WE ENSURE THAT THE ENERGY TRANSITION REMAINS FEASIBLE AND AFFORDABLE.

The focus on our core activities also requires a restructuring of our organisation. The activities of Enpuls that are not in line with our core tasks, have been scaled down. We are focussing all our innovative capacity on our core activities. Furthermore, we intend to sell Fudura. We are working more often with other grid operators in the sector to increase our impact and effectiveness, for example, regarding joint issues such as exchanging data with market parties, influencing the national political energy agenda, recruiting and training technical personnel, and innovations such as hydrogen.

HEATING INFRASTRUCTURE CAN BECOME A GENUINE EXPANSION OF OUR PRODUCT PORTFOLIO

We expect that heating will play an important role in the energy system of the future. Grid operators could in time be of major importance in the realisation of this system. The new Dutch Heat Act is still being developed and does not yet provide clarity about the conditions under which grid companies can play a role in the distribution of heat.

We advocate that:

- Energy grid companies should be able to participate fully as owners and operators of heating infrastructure;
- Governments may appoint public entities (such as Enexis) as grid operators;
- Regulations be introduced similar to that of electricity and gas that provide for a reasonable return for grid operators.

Until there is more clarity, we will continue to gain experience in the heating market, for example with Mijwater. Enpuls Warmte Infra will continue to exist within Enexis as a non-regulated activity. In this manner, we can quickly scale up or scale down in the heating market depending on the developments. Enexis will only consider participating in new heating projects if governments appoint Enexis as the operator of the heating grid and Enexis's financial position allows for this.



OUR STRATEGIC COURSE

Our ambition is clear: we realize the energy transition in our service area. We do this in close cooperation with our stakeholders. In order to succeed in this task, we need to focus on our core activities. Our core activities are summarized in three goals:



1. WE PROMOTE OPTIMAL ENERGY CHOICES FOR SOCIETY

By helping to determine the most optimal choices for society for a sustainable, reliable, and affordable energy system and a feasible route to realising the future energy system.



2. WE OFFER ACCESS TO ENERGY FOR EVERYONE AT ALL TIMES

An accessible, safe energy infrastructure for everyone while maintaining a high delivery reliability and at the lowest possible costs.



3. CUSTOMERS CAN COUNT ON US

We provide transparent, reliable, and efficient services to customers and market parties.

WE PROMOTE OPTIMAL ENERGY CHOICES FOR SOCIETY

We aim to play an active role in designing the energy system of the future. A base of support and execution capability are essential for the success of the energy transition. Therefore, we seek to develop supported plans together with governments, market parties, and local communities. With our knowledge, expertise and vision, we help to make smart choices so that plans are feasible and contribute to a reliable and affordable, sustainable energy system of the future. If prioritising is necessary, we do not hesitate to place this on the agenda at the right level and to provide transparent insight into the consequences of the proposed choices for the infrastructure.

There are large uncertainties on the route between 2030 and 2050. Expanding the infrastructure requires long completion times. It is important that we start making preparations timely. At the same time, investments in infrastructure have a lifespan of dozens of years. This demands well-considered choices. Therefore, we continue to ask attention for the 2050 perspective. We carry out integral system outlooks periodically. This gives a good impression of the possible development paths of energy carriers and the infrastructure that is required for this. In this manner, we help governments take all factors into consideration integrally.

In order to develop new technical possibilities timely, we work together with partners on innovative projects, for example in the area of hydrogen and energy storage.

WE OFFER ACCESS TO ENERGY FOR EVERYONE AT ALL TIMES

Right from the very beginning, we have been working hard to ensure that lights keep burning, homes are heated, and business can continue to operate. We are proud of the high level of reliability and safety of our energy supply. We will not make any concession regarding reliability and safety in the energy transition. We are preparing our infrastructure for the changing requirements.



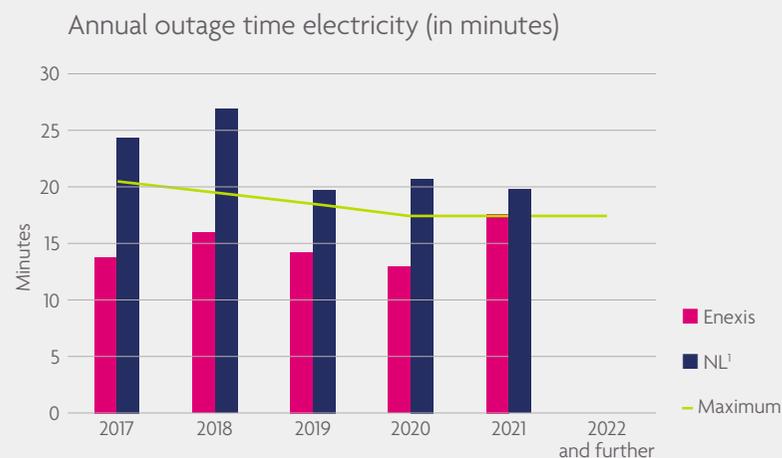
More and more consumers and businesses are generating energy themselves and want to feed this back into the grid. Electrification and sustainable mobility lead to an increase in the demand for grid capacity. With our infrastructure, we want to keep energy affordable and accessible for everyone.

ICT enables us to obtain more insight into our grids. This is essential now that energy flows from and to customers are becoming increasingly complex. Smart solutions are required to make all the changes possible. We are actively influencing the demand for grid capacity and finding ways to make more efficient use of the infrastructure. With governments, project developers, and customers, we discuss what is possible in which areas and when. Is it possible to position high-volume generators of renewable energy near to high-volume consumers? Where possible, we make use of the reserve capacity of the grid. We ask high-volume customers to temporarily adjust their supply or demand and we stimulate sharing a connection. Among policy makers, we also advocate tariffs for customers that encourage customers to make efficient use of the grid. Finally, we work together with partners on innovations in our grid and our processes.

Of course, large grid expansions also remain necessary; in our grids and in the TenneT high-voltage grid. We have set ourselves the target to expand our grids by at least 1 gigawatt every year. With this expansion, approximately 50% of the national goal of het Klimaatakkoord for renewable energy generation on land can be realised in our regions. To ensure that permit procedures run smoothly and faster, we enter into a dialogue with municipalities and local residents at an early stage. Besides renewable energy generation on land, grid capacity is also required for other developments, such as increasing the sustainability of the built environment, industry and electric mobility. The plans and the necessary infrastructure are becoming increasingly clear in the coming period.

RELIABILITY AT THE HIGHEST LEVEL

Customers can rely on our grids remaining safe and reliable. Our goal is to continue to perform better than the sector average in the coming years. It is our aim that customers are not without electricity for more than, on average, 17.5 minutes a year. The reliability for gas has always been very high. The outage time for gas fluctuates annually around 1 minute a year and we aim to maintain this high level of reliability.



¹ The annual outage time in NL in 2021 has not yet been definitively determined



Digital security is playing an increasingly large role in the reliability of the energy supply. The threat of cyber-attacks is growing worldwide as well as the complexity of the necessary measures. We are constantly alert and we protect our vital infrastructure, ICT systems, data, and personal data structurally and proactively against cyber-attacks. By means of strict security requirements and a structured process, we are able to identify cyber-attacks quickly and take action immediately if necessary. We are in close contact with chain partners, the National Cyber Security Centre (NCSC), and security and privacy organisations regarding potential risks and threats to continue to learn and to take measures timely.

CUSTOMERS CAN COUNT ON US

We want to be more predictable for our customers, for both consumers and business customers. Exactly now that customers have many questions in the energy transition, customers should be able to obtain our services easily and should know what they can expect when. Therefore, we are transparent regarding processing times and the status of our activities. We connect customers on the requested date. If that is not possible, we contact the customer and make an appointment within a reasonable period of time. By no later than 2026, we aim to connect at least 85% of our customers on the requested date.

We use the Customer Effort Score to measure how much effort customers have to make to be helped by us properly. As from 2024, our aim is that no more than 15% of our customers indicate that the handling of a request required a considerable effort or a lot of effort. To this end, we are constantly working on improving our customer and market processes. We are doing this in close cooperation with other grid operators, energy market parties, and chain partners.



**WE CONNECT
CUSTOMERS ON
THE REQUESTED DATE.**

RESPONSIBLE TOGETHER

A successful realisation of our strategic goals demands a lot of our employees and organisation. We take responsibility for this. Important values in this context are working safely, strengthening each other, having a sustainable impact, and remaining financially sound.

WORKING SAFELY

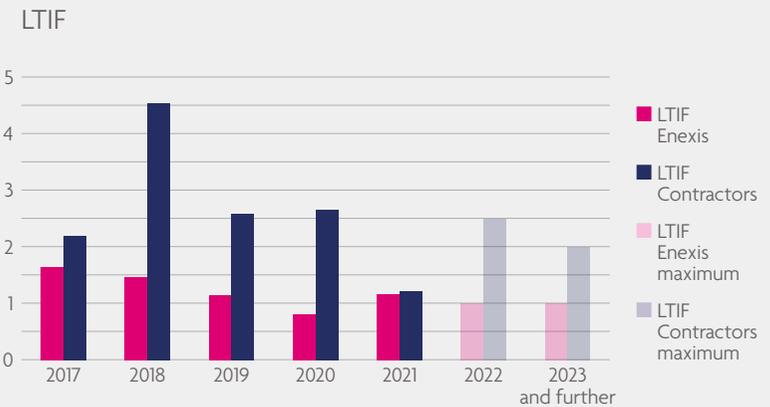
Working safely is our top priority. It is our aim that every employee and everyone who works for Enexis returns home again safely every day.

Therefore, we are continuing to increase the level of our safety culture. Within five years, as an organisation, we intend to progress from the end of step two to step four on the safety ladder 'hearts and minds'. To achieve this, we must be alert, call each other to account, and help each other to improve every day. This requires that managers actively promote working safely 24/7 and set the right example.



OUR AMBITION IS ZERO ACCIDENTS

Every accident is one too many. Nationwide and across the whole chain, we learn from incidents and good examples. In this manner, we keep the number of accidents resulting in absenteeism low and we realise an LTIF score for Enexis that remains durably under 1 over a period of several years.



LTIF stands for Lost Time Injury Frequency and is the number of accidents resulting in absenteeism per 1,000,000 hours worked.



STRENGTHENING EACH OTHER

Our employees are essential for a successful execution of our strategy. On the one hand, we require more people in connection with the huge growth of our work package. At the same time, we are facing new and sometimes difficult issues due to the pace and uncertainties of the energy transition. We can no longer always rely on the way we have done things in the past. The necessary modernisation and acceleration demand a different approach and leadership. We consider three values to be of importance: clarity, inclusiveness, and learning.

We make clear choices and communicate these to customers, stakeholders, and colleagues. We are transparent about our results and clear about what we are going to do when.

The complexity and uncertainties of the energy transition demand creative solutions. A large diversity of perspectives enables us to deal with challenges better. Therefore, we are working on building a diverse, inclusive organisation, we are actively conducting a dialogue with stakeholders, and we are learning from other sectors. We encourage our employees to take initiative, and to learn from successes and mistakes so that they can improve their performance.

MORE PEOPLE ARE URGENTLY REQUIRED

Enexis is facing a period of unprecedented growth. We need more people to carry out the work.

We are making an effort to retain, train, and offer career opportunities to our existing personnel. In addition, we are actively recruiting new employees. A challenge, as there is already a huge shortage of experienced technicians, IT specialists, and data analysts on the labour market and this is not expected to change in the coming years.

We try to create enthusiasm for our challenge among new talent, we work together with schools, and we are creative in approaching new target groups on the labour market such as residence permit holders or people re-entering the labour market. Finally, we are enlarging our execution capability by making maximum use of the capacity at contractors and working smarter and more efficiently.



SUSTAINABLE IMPACT



7 AFFORDABLE AND CLEAN ENERGY

We regard climate change as one of the biggest challenges of our time. We realise our largest sustainable impact with our core activities in the energy transition. For example, by connecting as many renewable energy generation projects and charging stations as possible. In this manner, we contribute to the Sustainable Development Goals of the United Nations.



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

This contribution has a flip side: our work has an impact on the climate and we use raw materials. We want to take responsibility and, in this context, we are focusing on the activities with the most significant impact. For instance, we have made a conscious choice to remain CO₂ neutral.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION

We are reducing our footprint and we are purchasing green where this is possible. For example, we purchase all our electricity green and aim to contribute our fair share to the realisation of the Dutch climate goals. This means that we purchase more green electricity in the Netherlands every year, increasing up to 55% in 2030. And should the Dutch climate goals be set at a higher level, we will, of course, follow suit. We compensate our remaining footprint. In doing so, we invest in sound CO₂-reduction projects that also contribute to the sustainable development of local communities. We are also increasing the circularity in our raw materials consumption and we are taking CO₂ pricing into account in our purchasing and investment decisions.



REMAINING FINANCIALLY SOUND

Year after year, we are investing more in our infrastructure to make it suitable for a sustainable energy supply. To be able to finance the higher investments, we are looking at various options. First, we are aware, in everything that we do, that we must spend money wisely. This is part of our public task and contributes to being able to keep energy affordable for everyone. Therefore, we make cost-efficient choices. We aim to work more efficiently and effectively to limit our costs. To this end, we have set ourselves the target to save at least € 220 million between 2022 and 2026.

Besides cost savings and efficiency, which we initiate ourselves, it is important that our revenues are sufficient to be able to make investments for the energy transition. Therefore, together with other grid operators, we are in contact with the government and the supervisory authority to advocate timely and fair revenues. Finally, we ensure, in consultation with our shareholders, that we maintain sufficient equity capital. We do this, for example, by means of a responsible dividend policy that is linked to maintaining an A rating with a 5-year horizon and by examining how we can find a structural solution for our growing capital requirement.

Maintaining an A credit rating on the long term is essential for the confidence of investors. In addition, the cost of capital compensation set by the Netherlands Authority for Consumers and Markets (ACM) is based on an A credit rating profile.



Financial policy

Enexis has a sound financial position. To ensure that we maintain sufficient access to capital at an attractive price, we have a financial framework in place. We aim to comply with the financial ratios below and to thus maintain a solid A credit rating profile (Standard & Poor's) / A2 (Moody's) with a 5-year horizon:

- FFO / net interest-bearing liabilities $\geq 16\%$
- FFO interest cover $\geq 3.5x$
- Net interest-bearing liabilities / (equity plus net interest-bearing liabilities) $\leq 60\%$

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