




TOP Financial and non-financial key performance indicators and targets

| Goal | Key performance indicator | 2015 ¹ | Target in 2020 | |
|---|---|--|----------------|--|
| Finance goal dimension | | | | |
| Secure profitability | Adjusted EBITDA in € billion | 2.1 | 2.3–2.5 | The operating result is to return to the average level achieved before the Energiewende. The total regulated business (Grids and Renewable Energies segments) together contributes around 70% to this result. |
| Safeguard the good credit rating | Dynamic leverage ratio in years | 3.19 | < 3.3 | In proportion to the operating result, leverage remains within narrow boundaries. The unchanged goal is to ensure good creditworthiness controlled via the dynamic leverage ratio, which at < 3.3 currently corresponds to an A rating. |
| Raise the value of the Group | ROCE in % | 9.5 | 8.5–11 | Return on capital employed (ROCE) is higher than the cost of capital. EnBW is creating value for its stakeholders. |
|  Financial key performance indicators > pages 53 and 62 f. |  Report on opportunities and risks > page 74 ff. |  Expected trends in financial key performance indicators > page 85 f. | | |
| Strategy goal dimension | | | | |
| Share of result from "customer proximity"/Sales | Share of overall adjusted EBITDA in € billion/in % | 0.3/12 | 0.4/15 | The operating result for the Sales segment doubles from €0.2 billion (reference year: 2012) to €0.4 billion in 2020 and represents around 15% of the Group operating result. Innovations make this possible. |
| Share of result from Grids | Share of overall adjusted EBITDA in € billion/in % | 0.7/35 | 1.0/40 | The operating result for the Grids segment increases by 25% from €0.8 billion (reference year: 2012) to €1.0 billion in 2020 and represents around 40% of the Group operating result. The share accounted for by the stable and regulated business is expanding. |
| Share of result from Renewable Energies | Share of overall adjusted EBITDA in € billion/in % | 0.3/14 | 0.7/30 | The operating result for the Renewable Energies segment increases by 250% from €0.2 billion (reference year: 2012) to €0.7 billion in 2020 and represents around 30% of the Group operating result. EnBW is more sustainable. |
| Share of result from Generation and Trading | Share of overall adjusted EBITDA in € billion/in % | 0.8/37 | 0.3/15 | The operating result for the Generation and Trading segment falls by 80% from €1.2 billion (reference year: 2012) to €0.3 billion in 2020 due to changed framework conditions and only represents around 15% of the Group operating result. |
|  Strategic key performance indicators > page 53 |  Report on opportunities and risks > page 74 ff. |  Expected trends in strategic key performance indicators > page 85 f. | | |

¹ Other/Consolidation accounts for +2% of the overall adjusted EBITDA.

| Goal | Key performance indicator | 2015 | Target in 2020 | |
|---|--|----------|-----------------|--|
| Customers goal dimension | | | | |
| Increase brand attractiveness | EnBW/Yello Brand Attractiveness Index | 43/35 | 44/40 | EnBW and Yello are regarded as attractive brands by consumers, supporting sales and customer acquisition. |
| Customer proximity | EnBW/Yello Customer Satisfaction Index | 136/152 | > 136/ > 159 | EnBW and Yello customers are satisfied customers with a high level of customer loyalty. EnBW and Yello are organisations strongly oriented towards customers and meet the needs and wishes of their customers through tailored solutions and products. |
| Supply reliability | SAIDI (electricity) in min/year | 15 | < 25 | EnBW regards the maintenance of supply quality to its customers as its chief priority. The high degree of supply reliability in the grid area operated by EnBW is based on comprehensive investment in grids and plants and our abundant system expertise. |
|  Non-financial key performance indicators > page 64 Report on opportunities and risks > page 82 Expected trends in the customers goal dimension > page 86 | | | | |
| Employees goal dimension | | | | |
| Employee commitment | Employee Commitment Index (ECI) ¹ | 60 | 65 | The commitment of our employees to EnBW is very strong and there is faith in the future viability of the company. |
| Occupational safety | LTIF ¹ | 3.8 | ≤ previous year | The number of accidents at work and the resulting days of absence remains stable or is falling. |
|  Non-financial key performance indicators > page 64 f. Report on opportunities and risks > pages 78 and 82 Expected trends in the employee goal dimension > page 86 | | | | |
| Environment goal dimension | | | | |
| Expand Renewable Energies (RE) | Installed output of RE in GW and the share of the generation capacity accounted for by RE in % | 3.1/23.6 | 5.0/ > 40 | The share of the generation capacity accounted for by renewable energies has doubled compared with 2012. Onshore and offshore wind power and hydropower are at the forefront of this development. |
|  Non-financial key performance indicators > page 66 Report on opportunities and risks > page 82 Expected trends in the environment goal dimension > page 87 | | | | |

¹ Variations in the group of consolidated companies; see the definition of the key performance indicators on page 25.