

ROTTERDAM SCHOOL OF MANAGEMENT ERASMUS UNIVERSITY

RSM Sustainability Forum 2014



Mainstreaming
Sustainable Business

Powered by:



Participating companies:



25-4-2014

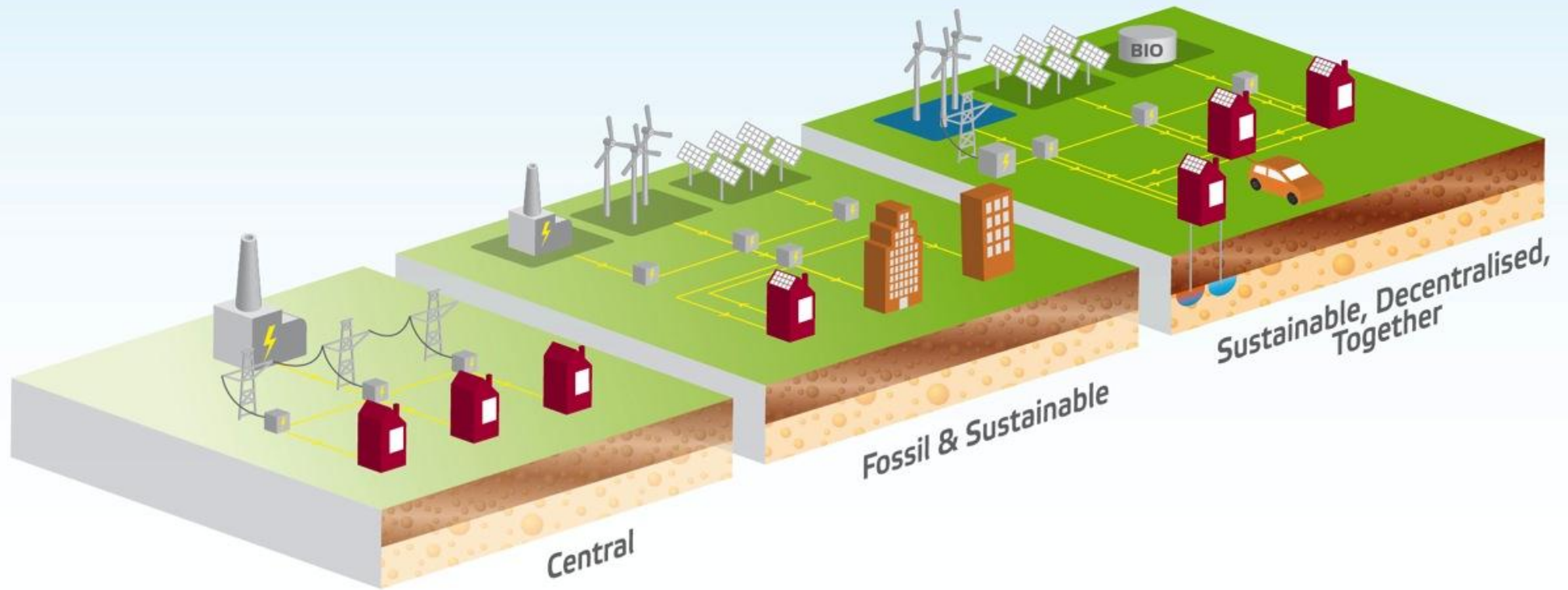
SUSTAINABILITY AS CORE STRATEGY

Kees-Jan Rameau

Eneco



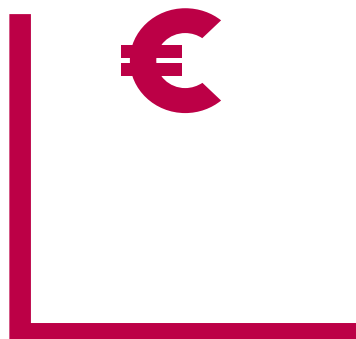
VISION: SUSTAINABLE, DECENTRALISED AND TOGETHER



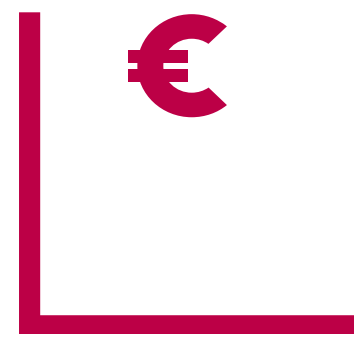
5 DRIVING FORCES FOR SUSTAINABLE ENERGY...



**Fossil fuels are finite,
and dependent on
unstable regions**



**Rising and fluctuating
oil and gas prices**



**Falling sustainable
energy costs**



**National economic
growth and local jobs**

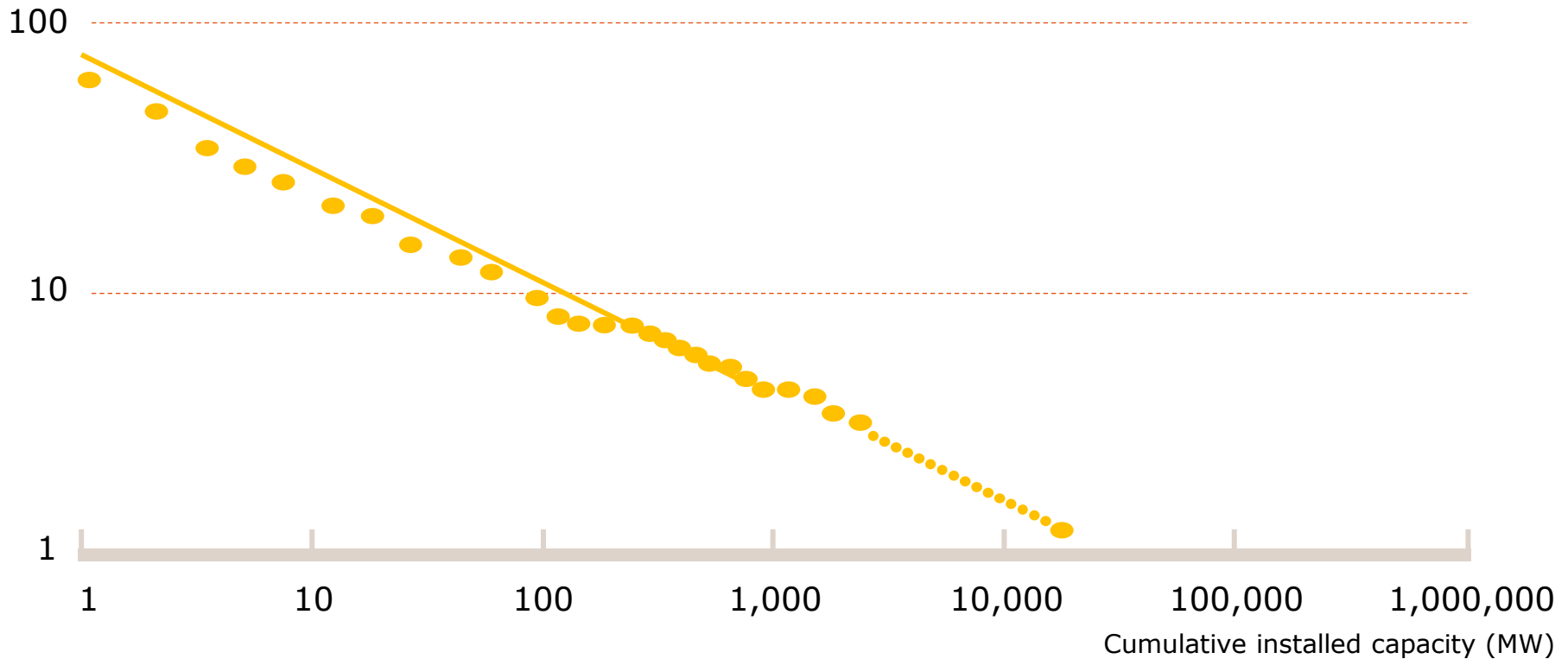


**Emissions, pollution
and global warming**

... MOST IMPORTANT REASON IS COST REDUCTION

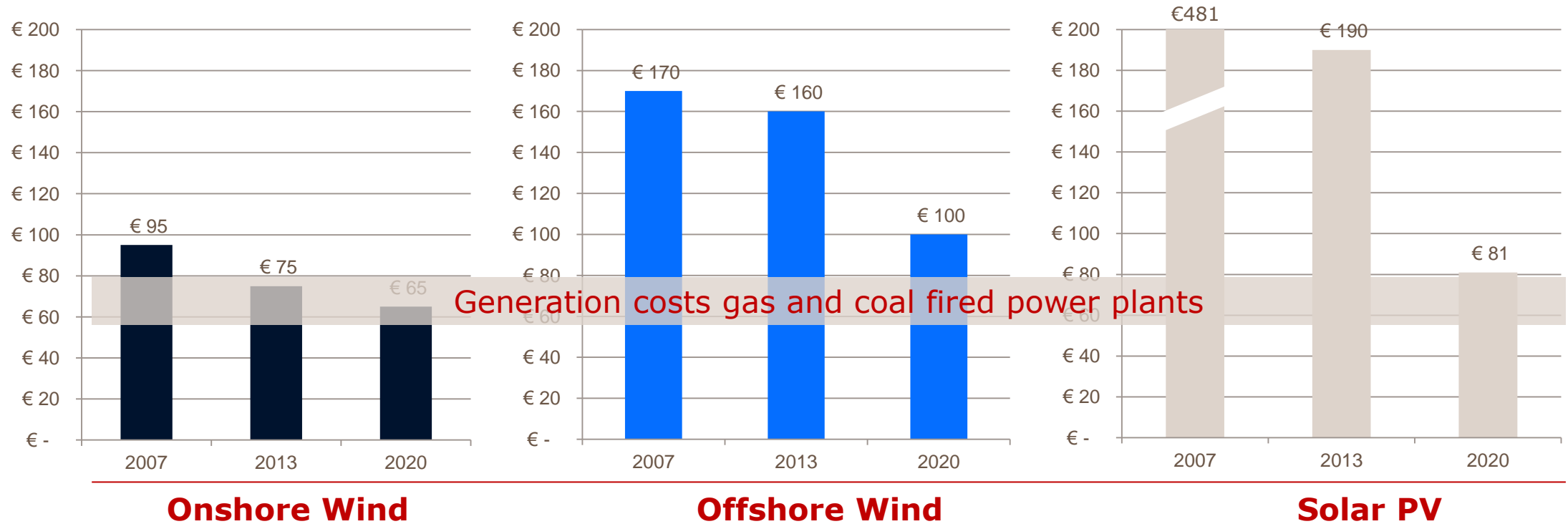
solar PV installed 1975-2010

Capital cost
2004 ¢/W



Sources: Worldwatch Institute; IEA; BTM consult; ABS; NREL; IIIIEE; ABI; Drewry 2007; UC Berkeley ERG; Navigant consulting; annual reports; team analysis. Capital IQ

COST REDUCTION RENEWABLES WILL CONTINUE



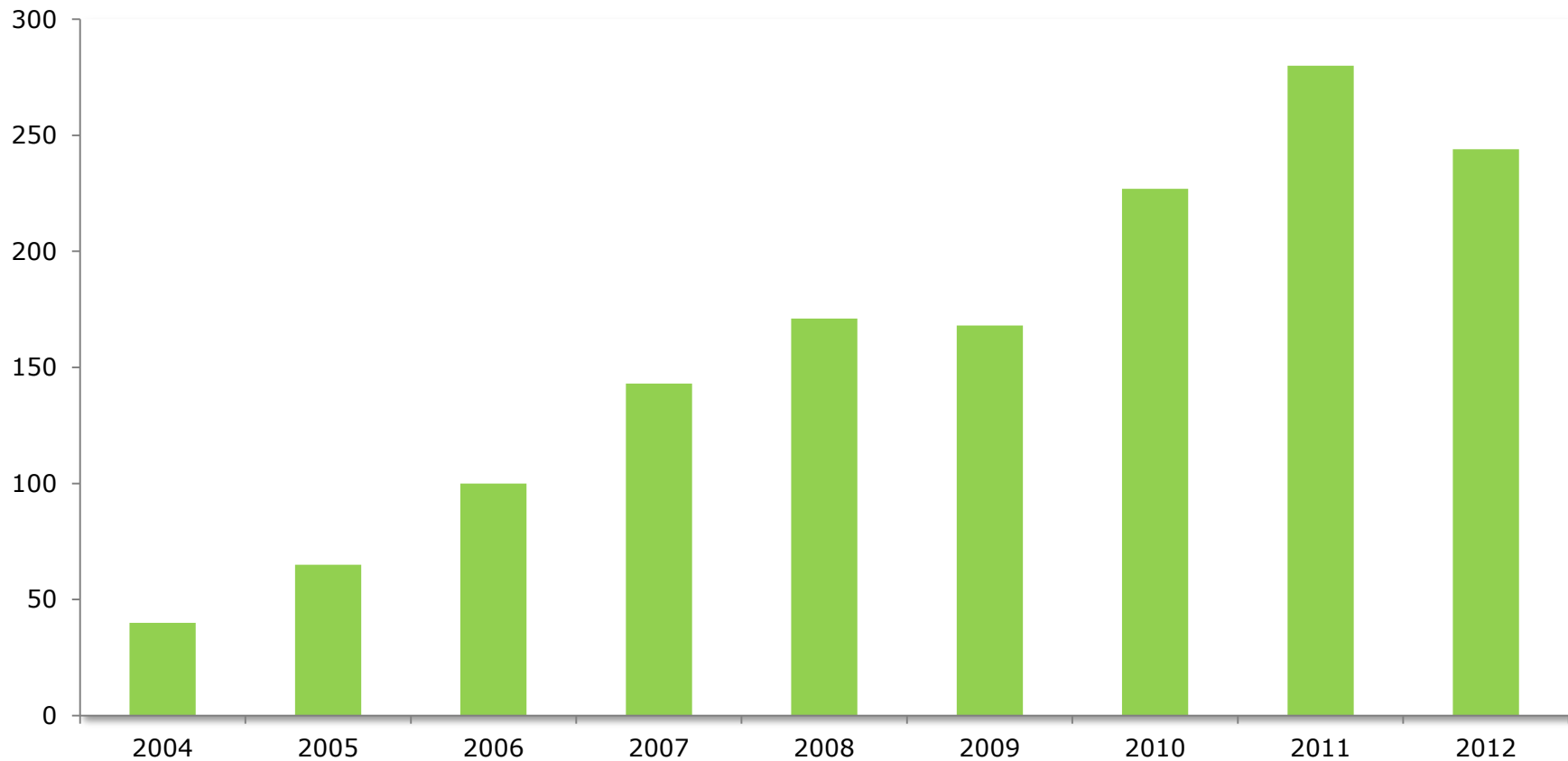
Source: McKinsey for Solar-PV, Eneco for Onshore Wind, SER Akkoord for Offshore Wind



GROWTH SUSTAINABLE ENERGY BY 25% EACH YEAR...

Worldwide investments in sustainable energy (\$ billion)

CAGR = 25% voor 2004-2012



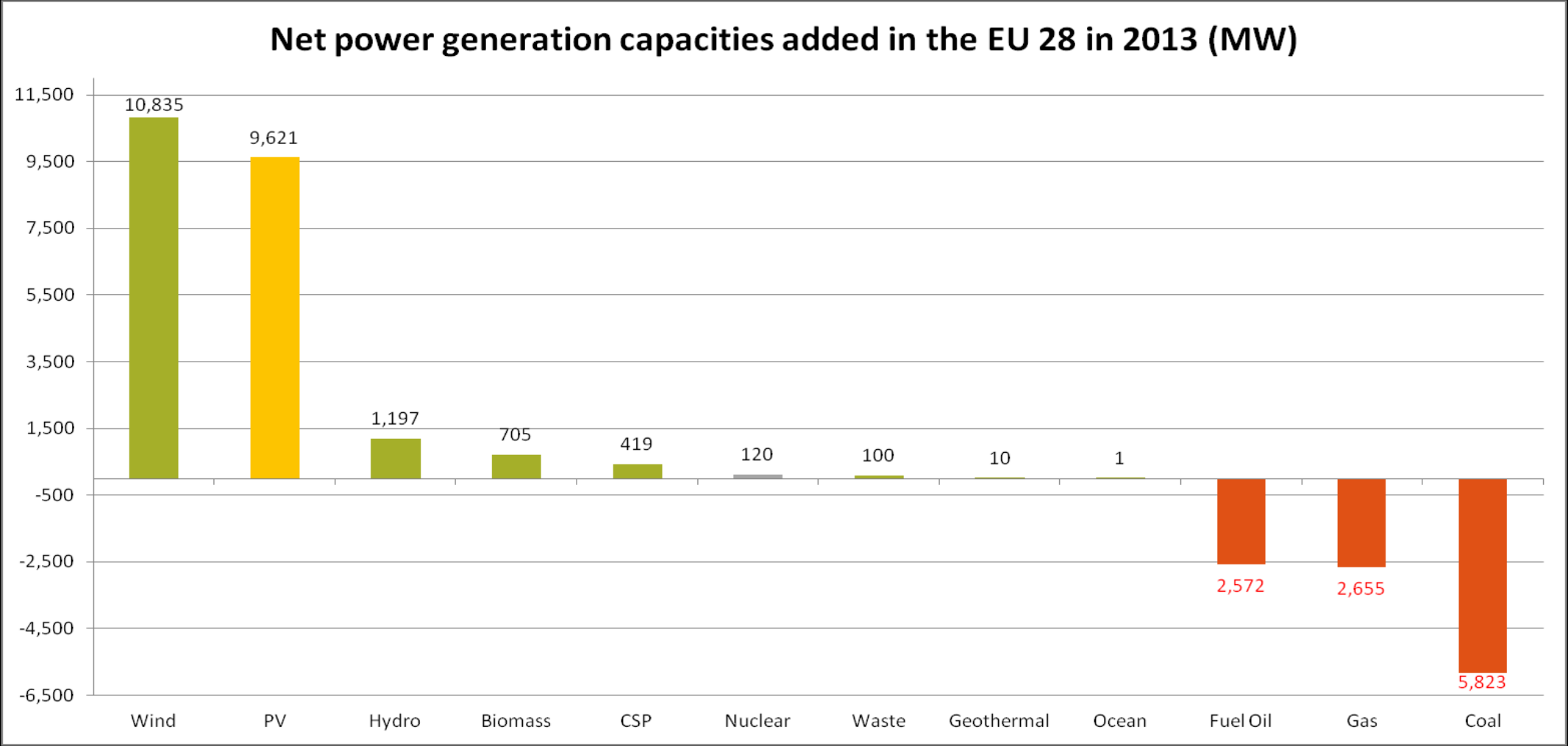
Source: Bloomberg New Energy Finance

Note: Include corporate and government R&D, and small distributed capacity

Adjusted for re-invested equity. Does not include processed from acquisition transactions

1) CAGR = Compound Annual Growth Rate (average % year-on-year growth)

EU: GROWTH OF SUSTAINABLE, DECLINE OF FOSSIL



RENEWABLES CAN ONLY BE DONE “TOGETHER”

Shareholder
Municipality of The Hague



Customer
Vanhove-De Baets family



NGO
Olof van der Gaag



Employees
Alexandra Linkers



Investor
Woonbron



Government
John Metcalfe

THIS REQUIRES TRANSFORMATION OF ENECO



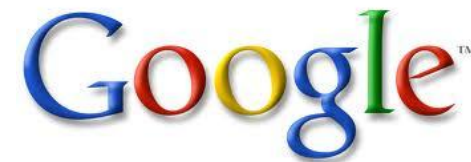
Customer first



From commodity to service provider

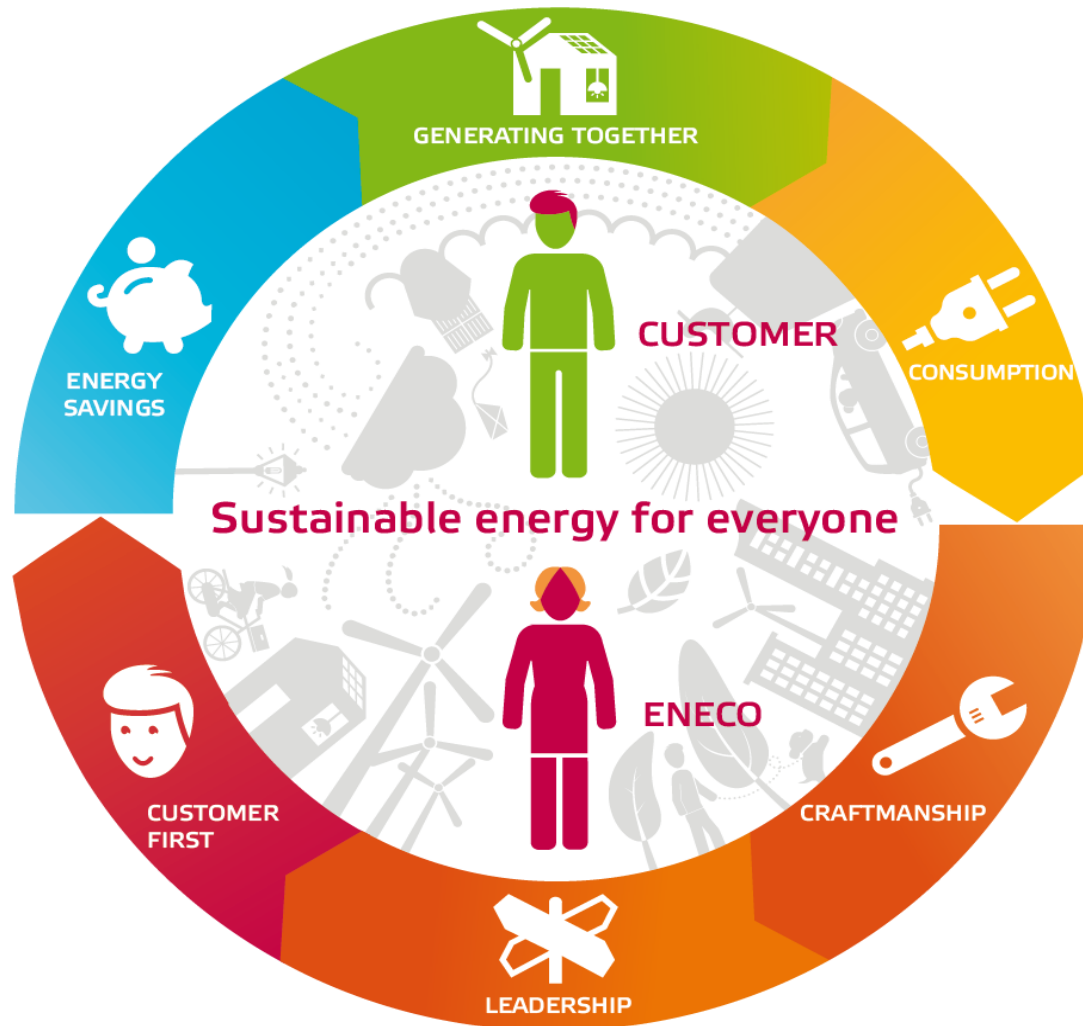


New business models



New competitors

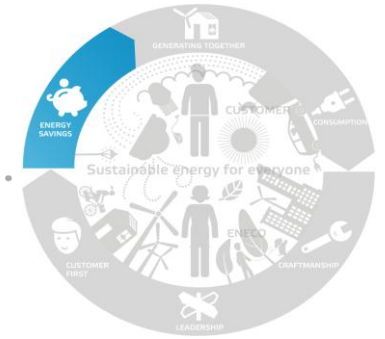
ENECO STRATEGIC FRAMEWORK



CUSTOMER FIRST



SAVING ENERGY



Toon, smart thermostat

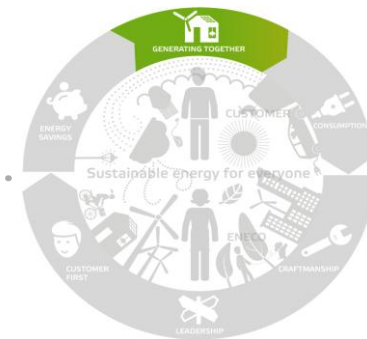


Smart meter



ESCO (Energy Saving Company), e.g. Van Nelle

GENERATING TOGETHER



Couperus, smart grid

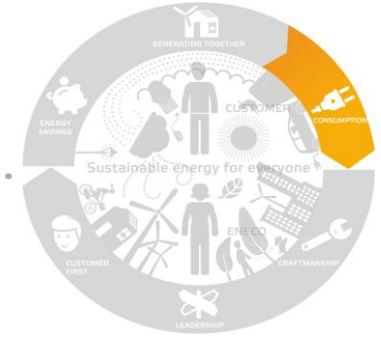


Fuji Film Tiburg, Wind



Amersfoort, solar-PV

SUSTAINABLE CONSUMPTION



Shore-side electricity



**District Heating, e.g.
Leiding over Noord**



HollandseWind®

CRAFTSMANSHIP



**Biomass, e.g. Bio
Golden Raand, Delfzijl**



**Load balancing, Trade
Floor Eneco**



**Offshore Wind, e.g.
Princess Amalia**

LEADERSHIP

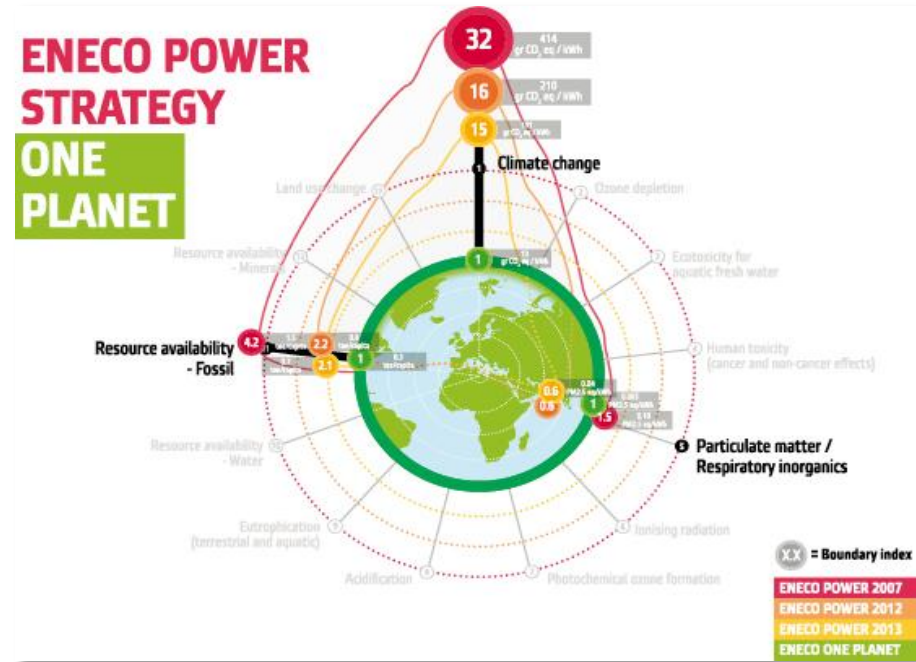




PARTNERS IN SUSTAINABLE
ENERGY AND
NATURE CONSERVATION







SOME OF OUR SUSTAINABLE ENERGY OBJECTIVES

20%

**Sustainably produced
electricity** in the total
supply portfolio in 2103

<300

Average CO₂ emissions
for Eneco-produced
electricity (g/kWh)

39%

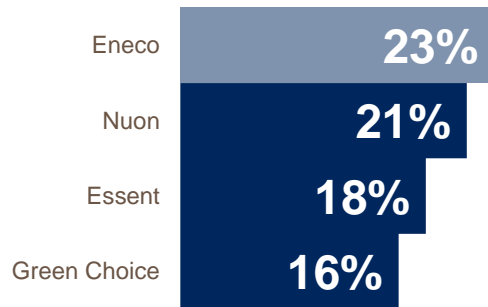
**CO₂ reduction in
internal operations**
in 2013 versus 2007



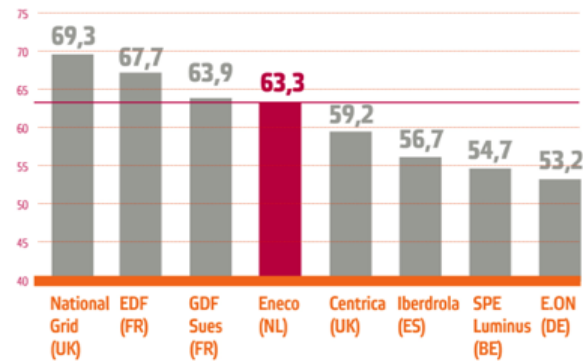
City of the Future:
Heijplaat, energy-efficient
self-sufficient neighborhood

SUSTAINABLE STRATEGY, SUSTAINABLE RESULTS

Sustainable image in NL



EU reputation landscape



Best Employer

(Incompany, 2013)

#2

Sustainable Image Index



Reputation Institute



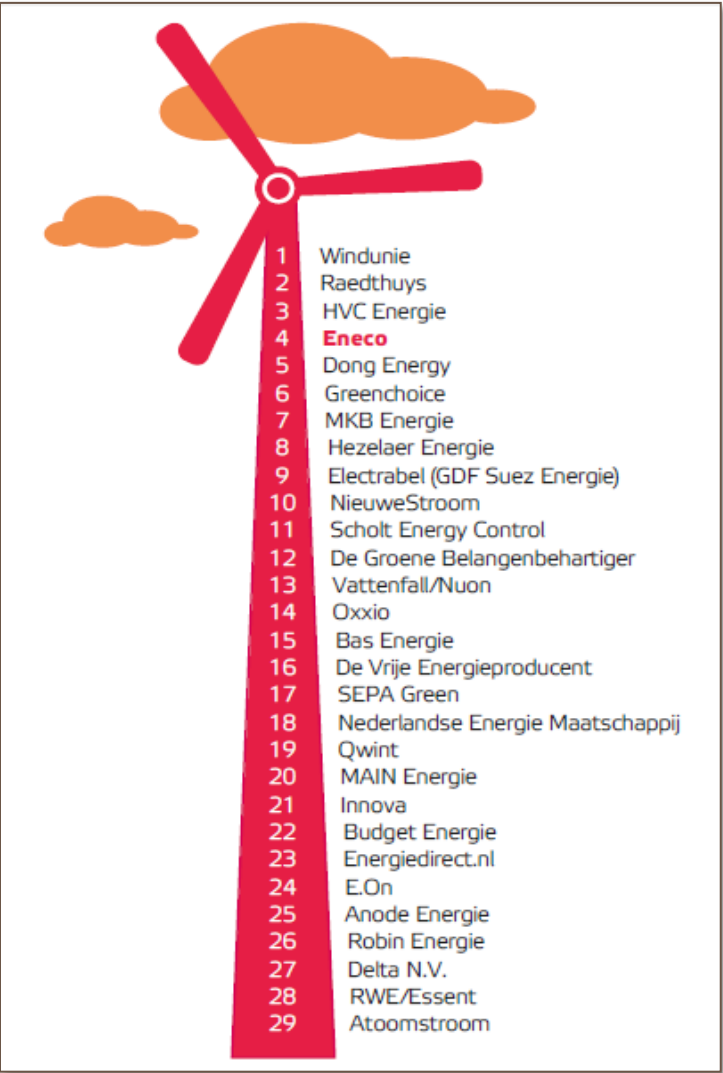
Employee Satisfaction

(Incompany, 2013)

7,6



ENECO: LEADING SUSTAINABLE ENERGY SUPPLIER



Source: Survey conducted by CE Delft for Greenpeace, Consumentenbond, Hivos, Natuur & Milieu, WNF, Wise and Vereniging Eigen Huis.

SUSTAINABLE STRATEGY HAS GOOD FINANCIAL RETURNS

**Meer winst,
iets minder omzet voor Eneco**

De Telegraaf, wo 05 mrt 2014, 10:14

Winstgroei Eneco dankzij duurzame energie

NRC, 5 maart 2014

Eneco boekt winst door groene energie en koude winter

[06/03/2014](#) | Door: [Redactie DuurzaamBedrijfsleven.nl](#)

GDF Suez Earnings: Utility Takes \$20.4 Billion Write-Down

French Company Posts Loss, Crippled by Wind and Solar Electricity

The Wall Street Journal, Feb. 27, 2014 2:45 pm ET

Germany's Energy Companies in Crisis

Der Spiegel

Energy giant RWE posts first full-year loss in 65 years

Bloomberg, 4th March 2014

Nuon lijdt verlies van 2,4 miljard euro
RTL Nieuws, 04 februari 2014 12:55

Thank you!

Any questions?

