

Value	Strategic pillar(s)	Material topics *	Result areas 2015 (and page number)	KPIs
Safe and reliable energy supply	<ul style="list-style-type: none"> <li>• Optimum infrastructure</li> <li>• European connection</li> </ul>	<ul style="list-style-type: none"> <li>• Security of supply</li> <li>• Process safety</li> <li>• Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Security of supply (transport interruptions)</li> <li>• Quantity of gas transported</li> <li>• Quality conversion</li> <li>• Market conversion</li> <li>• Gate terminal</li> <li>• EnergyStock</li> <li>• Peakshaver</li> <li>• Making the infrastructure earthquake-proof</li> <li>• Adjusting the infrastructure (29)</li> <li>• New transport management system for GTS network</li> <li>• Split of GTS</li> <li>• Network development plan GTS</li> <li>• Regulatory developments in the Netherlands and Germany</li> <li>• TTF and GASPOOL</li> <li>• ICE Endex</li> <li>• Safety performance</li> <li>• Customer satisfaction</li> </ul>	Transport interruptions
Financial value	<ul style="list-style-type: none"> <li>• Optimum infrastructure</li> <li>• European connection</li> </ul>	<ul style="list-style-type: none"> <li>• Economic performance</li> <li>• Sustainability of the business model</li> </ul>	Financial results, including: <ul style="list-style-type: none"> <li>• Revenues</li> <li>• Costs</li> <li>• Profit</li> <li>• Dividend</li> <li>• Tax payments</li> <li>• Financing costs</li> </ul>	NOC ROIC
Sustainable energy supply	<ul style="list-style-type: none"> <li>• Optimum infrastructure</li> <li>• Energy in transition</li> </ul>	<ul style="list-style-type: none"> <li>• Energy transition</li> <li>• Emissions</li> </ul>	<ul style="list-style-type: none"> <li>• LNG break-bulk developments</li> <li>• Renewable gases</li> <li>• Green-gas Booster</li> <li>• Heat market developments</li> <li>• Vertogas</li> <li>• Environmental performance</li> <li>• Energy Challenge</li> </ul>	CO <sub>2</sub> , methane, NO <sub>x</sub>
Sustainable relationship with society	<ul style="list-style-type: none"> <li>• Optimum infrastructure</li> <li>• European connection</li> <li>• Energy in transition</li> </ul>	<ul style="list-style-type: none"> <li>• External safety</li> <li>• Social engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Technical safety</li> <li>• Process safety</li> <li>• External safety</li> <li>• Sponsoring and donations</li> <li>• Energy Challenge</li> </ul>	Pipeline incidents
Attractive and reliable employer	<ul style="list-style-type: none"> <li>• Optimum infrastructure</li> <li>• European connection</li> <li>• Energy in transition</li> </ul>	<ul style="list-style-type: none"> <li>• Health and safety of employees</li> </ul>	<ul style="list-style-type: none"> <li>• Labour safety</li> <li>• Process safety</li> <li>• Sustainability Week</li> <li>• Sustainable employability</li> <li>• Training and development</li> <li>• Sustainable HRM and employment conditions policy</li> <li>• Performance-based pay</li> <li>• Health and wellbeing</li> <li>• Dutch Participation Act</li> </ul>	TRFI and PEs Absenteeism due to illness
Collaboration and knowledge exchange	<ul style="list-style-type: none"> <li>• European connection</li> <li>• Energy in transition</li> </ul>	<ul style="list-style-type: none"> <li>• International collaboration and market integration</li> </ul>	<ul style="list-style-type: none"> <li>• Auction platform PRISMA</li> <li>• Green Gas Initiative</li> <li>• Torrgas</li> <li>• Green-gas Booster</li> <li>• Heat market developments</li> </ul>	

\* The material topics of 'Transparency', 'Compliance with regulations' and 'Public policy' relate to all values we aim to create.