

Managing talent over the long-term

Working in a global business with local thinking employees

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E.ON SE

An Overview. Of us.

- At facilities across Europe, Russia, and North America, our more than 62,000 employees generated approx. 122 bn € in sales in 2013. In addition, there are businesses in Brazil and Turkey we manage jointly with partners.
- With our strategy cleaner & better energy we're transforming E.ON into a global provider of specialized energy solutions which will benefit our employees, customers, and investors alike.
- Our objective is to make energy cleaner and better wherever we operate.



Our Focus.

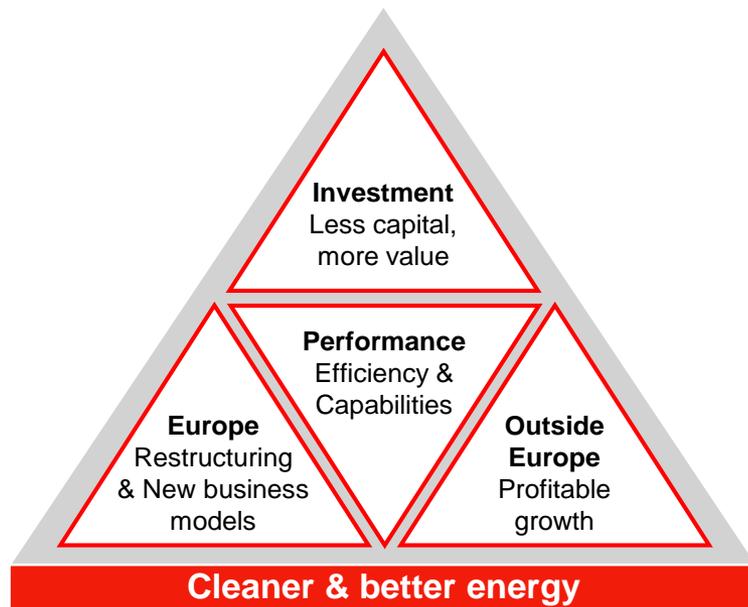


We focus on what we do best and where we can add the most value. And that's making and marketing energy in international markets under competitive conditions. Our main businesses are

- renewable and conventional generation,
- optimization and trading,
- new build and technology,
- exploration and production,
- distributed energy,
- energy distribution and sales.

Our Strategy: Overview.

Transformation from a primarily European energy company to a global, specialized provider of energy solutions.



In the past

Today

Integrated across
value chain

→ Focus on the most
attractive businesses

Eurocentric

→ Profitable expansion
outside Europe

Selected efficiency
programs

→ Sustainable performance
culture

Capital intensive

→ Competence based

🔗 **Cleaner & better energy for our customers – Less capital, more value for our investors.**

Our key learnings

- Alignment with strategy is key
- Balance of local and global needs requires thought
- Core capability identification is key
- Understand capabilities and how to extract their value
- Brand and employer brand – are they relevant?
- Understand the markets – develop local insight
- Mobility – a different reality may emerge
- Bringing people home or localisation will be challenging – don't leave it too late to think about it!