Annual Report 2025

Innovation in motion

STEDIN GROEP

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Disclaimer
This is an English translation of the Dutch annual report, which is available on www.stedingroep.nl. In the event of any discrepancy, the Dutch version will prevail.

Introduction

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Dear reader

The drive to innovate and accelerate is stronger than ever in the energy sector. In 2025, Stedin again faced major challenges and opportunities. It was a year of small-scale pilots, laying the groundwork for broader rollout. A year defined by innovation and progress.

The grid is becoming increasingly congested in more and more areas of the Netherlands, creating a problem that cannot be solved everywhere in the short term and affecting economic and social development. After all, without energy, everything grinds to a halt. Despite this, we see some encouraging signs. Together with market parties and local authorities, we are working towards a future-proof energy system. Rapid advances in battery technology are making energy storage increasingly viable. Inspiring initiatives in which companies share electricity demonstrate the value of collaboration. Grid-conscious house building is opening up new opportunities and gaining traction among municipalities and grid operators. These developments guide our approach to serving society and the market.

Despite record levels of investment, grid congestion continues to intensify. By working closely with almost all the municipalities in our service area, we can accelerate the neighbourhood-based approach and create opportunities to build more quickly. However, more is needed to accelerate the reinforcement of the grid in residential areas. We therefore welcome the presence of a test street next to our office in Utrecht, where cables and transformer stations have been installed in a setting that resembles a typical neighbourhood. Here, together with national and international market partners, we search for innovative solutions to shape and accelerate new ways of working on our electricity grid.

At least as important is to make better use of existing grid capacity. By employing flexible contracts, behavioural solutions and technical innovation, we can create more flexibility on the grid. A tender in Utrecht, for example, will add up to 60 MW of potential capacity by deploying gas turbines to support the grid during peak periods. In addition, smart interventions at a substation in Arkel have enabled faster connections without the need for new infrastructure.

As demand for energy continues to rise, we need to shift how we think and act. We need to be smarter, with digitalisation and flexible capacity being essential to resolving bottlenecks more quickly.

Our ambition remains unchanged: to build a sustainable future in which everyone has access to energy to power their home, their work and their daily life. In the end, we are not building a network for its own sake, but for people. For households that want to become more sustainable, businesses that are looking to grow and neighbourhoods that want to thrive. With a fresh perspective and renewed energy, we take responsibility for moving forward together in an innovative way. Because together we make the difference – for today's and future generations.

The Board of Management of Stedin Group,

Trudy Onland, Jaap Verhoeff, Aline Arends and Timo Idema

Guide to this report

This Annual Report presents Stedin Group's performance in 2025 in the sections Management Report, Financial Statements and Additional Information.

The Annual Report is shorter, more concrete and places greater focus on the key messages. We have also further integrated the required sustainability information into the Management Report, so that the same information is not repeated in multiple places. In addition, this sharper focus means some KPIs are no longer included in the KPI tables. At the same time, new KPIs have been introduced that better align with our material topics.

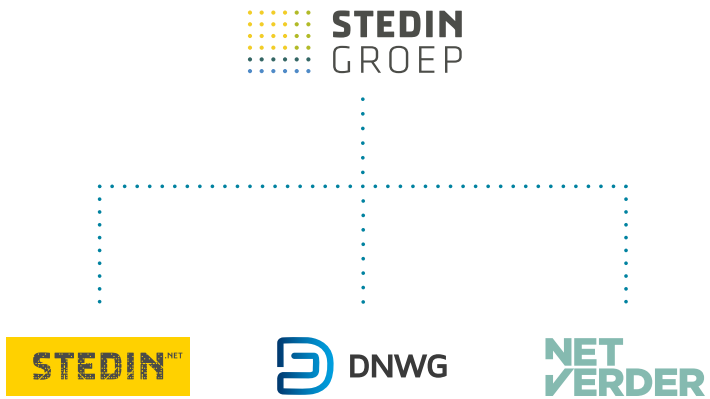
The Management Report reads as follows: we begin with an overview of Stedin's performance in figures, followed by a description of developments in the world around us that affect our sector, our organisation and our work. Next is Value creation, which describes how the Stedin strategy creates long-term value on material topics for stakeholders across the value chain, as outlined in the About us section. You can read about our results and key actions in Results. We do this primarily based on our strategic pillars of grid capacity (Construction and Utilisation) and grid quality (Management). We conclude the Management Report with Governance-related topics.

Pending the implementation of the European Union's Corporate Sustainability Reporting Directive (CSRD) into Dutch law, we have chosen, as we did last year, to report in accordance with the requirements of the CSRD and the European Sustainability Reporting Standards (ESRS) 2023. We have incorporated the required ESG information into the relevant sections where appropriate. You can recognise this by the ESRS references in the margin. Other required ESG information is included in the Sustainability Statement. The Appendices to the Sustainability Statement contain the Reference table data points.

About us

Our organisation

Stedin Group is a semi-public organisation: a public limited company whose shares are held by government bodies: 61 Dutch municipalities, two provinces and the State of the Netherlands. Stedin Group comprises various business units: Stedin Netbeheer operates in the regulated domain, which refers to its activities as a distribution system operator within the meaning of the Energy Act (i.e. for electricity and gas); NetVerder and DNWG Infra perform activities that fall within the so-called non-regulated domain, which refers to everything that is not part of the regulated domain (hereafter: non-regulated activities). In 2025, the non-regulated activities contributed 1.1% to Stedin Group's revenues (2024: 1.3%). Stedin Netbeheer, NetVerder and DNWG Infra are separate subsidiaries of Stedin Holding. Find more information about the various business units on the Stedin Group website.



Our activities

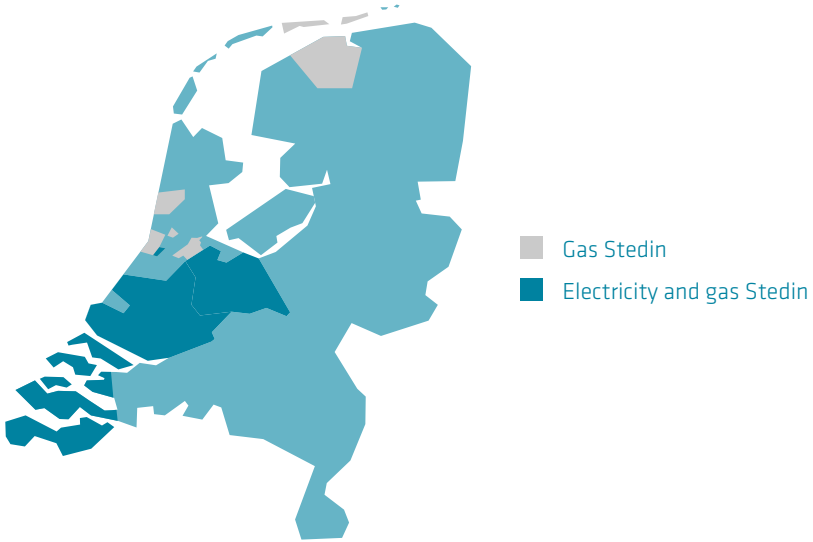
Through our gas and electricity networks, we form a vital link in our working area.
We concentrate on all activities related to the building, operation and maintenance of these energy networks, as well as facilitating the energy market in our service area.

In addition, we are preparing to play a role in developing district heat networks as part of the new integrated energy system. We are gaining experience in this through the construction of the district heating network in Delft.

Our service area

> ESRS2 40

We manage and maintain the energy grid in most of South Holland, Utrecht and Zeeland. Approximately 5.6 million people live within our service area. It includes three of the four largest cities in the Netherlands, plus the Rotterdam and Zeeland port and industrial areas and the greenhouse horticulture sector. A small part of North Holland and Friesland is also part of our service area. Stedin Group operates and is established in the Netherlands. Our head office is located at Blaak 8, 3011 TA in Rotterdam.



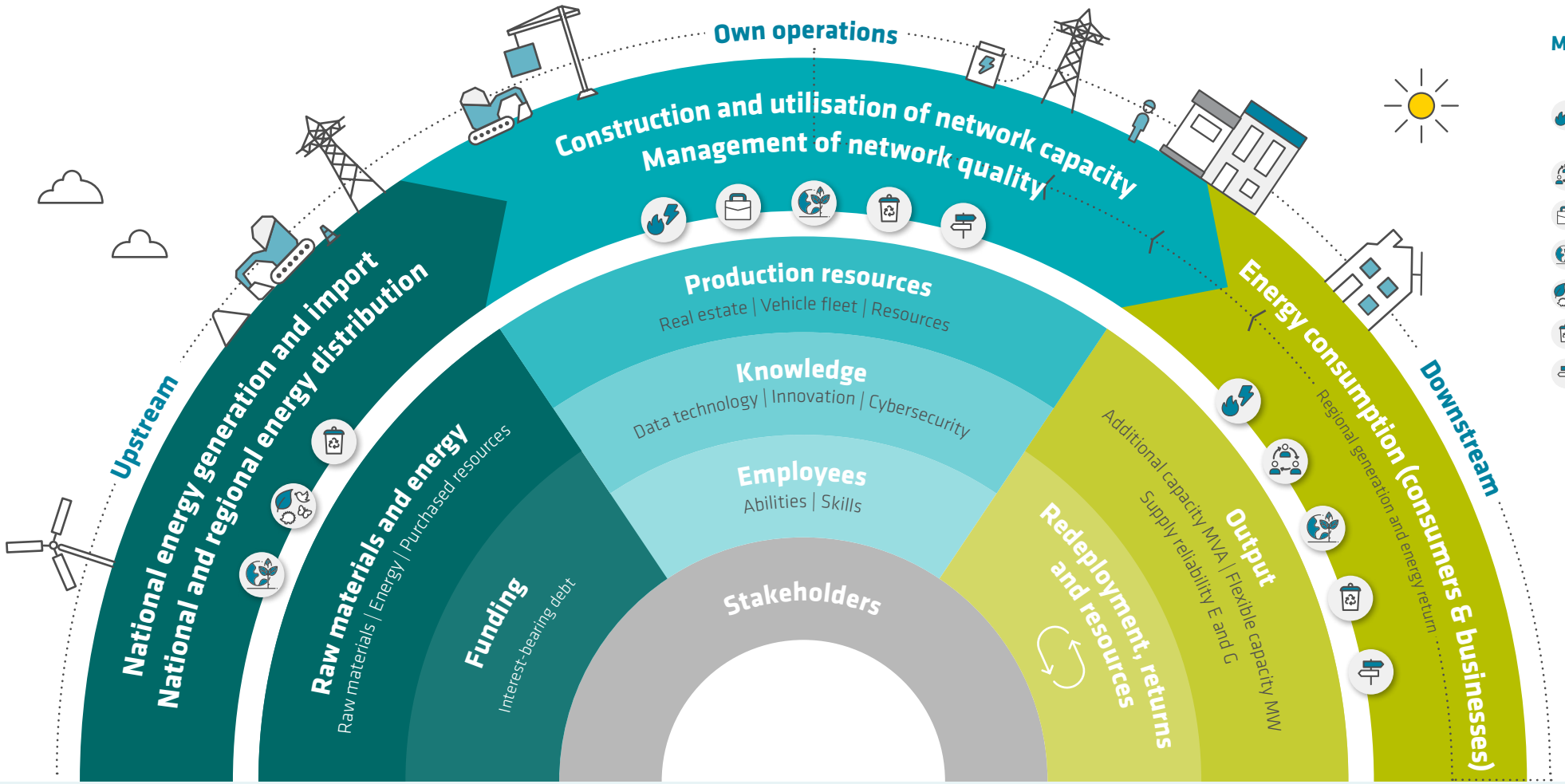
Our value chain and the energy transition

To provide our customers with access to energy, we collaborate with other parties in our value chain. These are producers and national distributors of electricity and gas, our suppliers, other regional grid operators and organisations that monitor the reliability, affordability, safety and sustainability of our energy supply.

> ESRS2 38, 42, 45

The following infographic shows how our value chain fits together, which activities and material topics play a role in it, the input required, the output created and the relationship with our stakeholders. In addition to our own operations, we also consider the activities in our supply chain (upstream) and with our customers and end users (downstream). Through due diligence, we identify potential impacts on people and the environment in our value chain. In 2025, we again identified the need for further research into our value chain to expand our insights and make them more concrete in the coming years. Further information is provided in Sustainability due diligence. Details on our strategy, its link to the material topics and long-term value creation are set out in Value creation.

Our value chain has a significant impact on the pace of the energy transition. By building and maintaining electricity grids and gas networks, we play a central role in the value chain and in realising the energy transition. At the same time, our direct influence on, for example, the supply of and demand for specific forms of energy is limited. We are therefore largely dependent on the other parties in our value chain to realise the energy transition.



Material topics:

- Access to energy and supply reliability
- Customer experience
- Good employment practices
- Climate change mitigation
- Biodiversity in the value chain
- Circular resource inflow
- Business ethics, integrity and good governance

Stakeholders

Upstream

Suppliers | (Tier-N) Suppliers | Nature | Employees in the value chain

Own operations

Employees | Contractors | Shareholders | Nature | Groundwork Contractors

Downstream

Customers | Nature | Sector Market Operators

External environment

National Government | Regulators | Grid Management Sector | Industry Associations | NGOs | Financial stakeholders | Interest groups | Knowledge partners | Communication/media

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Stedin in figures

Stedin is facilitating the energy transition through substantial investments and close collaboration with stakeholders. We do this by accelerating **construction**, making optimal **use** of the grid and ensuring effective **management**. All of this serves to ensure a reliable **service** to our customers. A motivated workforce is essential to this effort – **employees** who enjoy their work, continue to develop, remain agile and feel **safe** within a socially engaged and **financially sound** organisation.

By working as **sustainably** as possible on a decentralised renewable energy system, we support national and international CO_2 reduction targets. This includes reducing emissions from our own operations (scope 1 and 2), encouraging suppliers to follow suit (scope 3) and enabling our customers to lower their emissions (scope 3).

Construction

€ 1,294 mln
Investments

573 MVA
Additional capacity

12
Additional transmission stations

503
Additional medium-voltage substations

1,203 km
Additional cables laid

Utilisation

279 MW
Flexible capacity

Management

99.9956%
Electricity supply reliability

99.9999%
Gas supply reliability

Customer convenience in service delivery

85%
Meters & Connections

85%
Meter cupboard problems

25%
Projects

Renewable gases & alternative heating

625 HEQ
Heat household equivalents

Market facilitation

99.2%
Smart meter data provision

Sustainability

6,837 kt of CO_2-eq
Total scope 1, 2 and 3 CO_2 equivalent including gas consumption customers

25%
CO_2 reduction compared to 2021

Financially sound

A-
Credit rating

Employees, leadership & culture

6,787 FTE

30 eNPS
Employee satisfaction

Safety

0.9 LTIR

0.7 RIF

Developments

"We want to give our customers clarity: when can they expect to be connected, and which energy carrier can they count on and when? Political, economic and legal developments have a direct impact on this. We therefore keep a close eye on the world around us and seek to influence it by maintaining close contacts with our stakeholders. Together with governments, market parties and fellow grid operators, we work on solutions that make the energy system more robust."

Timo Idema,
CTO

Developments and the impact on Stedin

The energy transition is a major undertaking with many interdependencies and connections to other global events, and in 2025, much took place on the political and geopolitical stage, in society and within and around Stedin.

European developments

In 2025, the European Commission published the Clean Industrial Deal, which sets the course for a competitive, sustainable and resilient European economy. This agenda includes various initiatives that directly impact the energy sector. For example, the European Grids Package and the Industrial Accelerator Act (IAA). These initiatives focus on strengthening Europe's energy infrastructure, removing cross-border bottlenecks and stimulating investments in clean and affordable energy.

These developments illustrate the growing importance of European policy in implementing the energy transition in the Netherlands. For this reason, beginning in 2025, Stedin has been more closely involved in contributing to European consultations about a joint European framework that balances affordability, supply security and sustainability.

Geopolitical developments

The war in Ukraine and global trade tensions led to ongoing uncertainty about energy production, supply and prices in 2025. As a result, energy independence and supply security remained high on the agenda in Europe and the Netherlands. This was also evident in the run-up to the parliamentary elections in October 2025. Uncertainty in the supply chain also led to rising procurement costs for Stedin, due in part to import tariffs and increased demand for, and scarcity of, certain raw materials.

Think ahead

Along with rising geopolitical tensions, there are increasing physical and digital threats to critical infrastructure. Think Ahead, the Dutch government campaign launched in November, calls on households to better prepare for emergencies, such as prolonged power outages.

Stedin supports this call. We understand that we have an important responsibility to properly secure our critical infrastructure. See also Digital security below.

National political developments

The elections to the Dutch House of Representatives took place on 29 October. In the run-up to them, Netbeheer Nederland ran the Time to choose campaign, in which grid operators called on politicians to make clear choices for a future-proof energy system. We also brought our interests to the attention of the parties negotiating to form the new government – D66, CDA and VVD. The joint effort is clearly reflected in the coalition agreement that the new minority government presented on 30 January 2026, in which energy and energy infrastructure are paid explicit attention. The government has opted to push for better grid utilisation while also focusing on flexibility, offshore wind, hydrogen, green gas and district heating. The top priority is to address grid congestion, including passing the proposed Grid Congestion Crisis Act to accelerate permitting procedures. Our overall impression is positive for the energy system and for us as a grid operator. However, certain ambitions, such as district heating, lack financial underpinning. The agreement is a clear invitation to continue working together to build a future-proof energy system, which is the foundation for the major societal challenges of our time.

Choices for the future energy system

In November, Netbeheer Nederland published the report KIES (Choices for an Integrated Energy System), which was presented to the negotiating political parties during the formation process. The report outlines the choices needed to create the energy system of the future. These choices affect society as a whole and are therefore explicitly political in nature. Failure to make choices has serious consequences: without clear direction, the energy transition risks stalling. The choices proposed in KIES would have a significant impact on the Dutch energy grid and, therefore, also on Stedin. We therefore continue to work together with the sector and social stakeholders to make the right choices for a future-proof energy system.

Affordability

Electricity costs have risen in recent years and continue to rise. This mainly reflects increased investment in the electricity grid. To limit this increase as much as possible, an Interdepartmental policy research was conducted into the affordability of the electricity grid.

This analysis shows that investments of up to 30 billion euros could be avoided through more efficient use of the electricity grid. For example, consider the impact of requiring grid-aware charging and housing. Within Netbeheer Nederland, we coordinate with other grid operators on ways to achieve this potential cost saving. Further information on what Stedin is doing to keep the energy transition as affordable as possible can be found in Risk management.

Nitrogen

The regulations regarding nitrogen emissions have so far had a limited impact on grid expansion. This is partly because we build electrically wherever possible. Our projects can proceed without a Natura 2000 permit, but they do still experience delays due to mandatory nitrogen calculations. The Dutch Ministry of Climate Policy and Green Growth is investigating how permitting for energy infrastructure could be accelerated and made legally robust, including through the Nitrogen Programme for the Energy Transition and Industry. Due to new case law and potential nitrogen emissions from emergency power solutions, the situation remains uncertain, and the nitrogen regulations could cause significant delays. However, it is encouraging that the new cabinet, which presented its coalition agreement at the time of writing, wants to allocate 20 billion euros to solve the nitrogen problem.

Collective Heat Act

The Collective Heat Act was adopted by the Dutch House of Representatives in July and by the Senate in December, and is a key building block in the energy transition. The law enables network operators to play a full role in heat networks and sets out conditions to ensure their affordability. Given that heating is an integral part of the energy system of the future, this law represents a significant step forward.

Entry into force of the Energy Act

The Energy Act came into effect on 1 January 2026. This law replaces the previous electricity and gas acts and provides a future-proof framework for the energy transition. It creates more opportunities for businesses, households, and grid operators to use energy flexibly, thereby utilising grid capacity more effectively.

As a regulated company, we base everything we do on this new law. We therefore made extensive preparations for its entry into force in 2025, in close collaboration with the sector and the legislator. For example, we held discussions with the Netherlands Authority for Consumers and Markets (ACM) about demonstrably and verifiably implementing the quality assurance system and about the content of the Quality Plan. The Quality Plan is a new obligation for grid operators under the Energy Act. It is a regulatory document in which operators set out how statutory quality indicators are being managed.

At the same time, improvements are being made to the way data exchange is regulated. Together with other grid operators, we have established a data exchange entity to facilitate market processes. We have also amended letters and contracts, among other things, to align them with the new regulations. This process is not yet complete, as some of the underlying regulations were not ready as of 1 January 2026. Work on developing and implementing them will therefore continue in 2026.

Societal prioritisation

On 1 January 2026, the ACM's new societal prioritisation framework came into effect. Customers in congestion areas who are on the waiting list for a high-volume connection can request priority. The situation for low-volume consumers (consumers and SMEs) remains unchanged until 1 July 2026, with their applications continuing to be processed from reserved capacity as long as there is availability.

From 1 July 2026, the prioritisation framework will also apply to low-volume consumers. From that date, grid operators will gradually make the reserved capacity available to the waiting list, initially focusing on prioritised low- and high-volume consumers, with other customers following later. The available capacity will vary by area. From that date, low-volume consumers without priority, such as public charging stations and small and medium enterprises, will no longer be allocated guaranteed capacity from the reserved availability. Instead, they will be placed on the waiting list in congestion areas, just like high-volume consumers. We will seek to make use of flexibility options as much as possible in these areas.

Breakthrough approach to climate policy and green growth

Along with other grid operators, businesses and government bodies, Stedin participated in the breakthrough programme of the Ministry of Climate Policy and Green Growth. This led to eight breakthroughs that will have a noticeable impact in the short term and are expected to create

an additional 5 to 10 GW of capacity. This creates opportunities for house building, mobility and further electrification.

ACM Improvement Assignment

The ACM has concluded that, due to poor grid insight and the incomplete implementation of available measures, operators are not yet utilising the electricity grid efficiently enough. This is hindering the energy transition and is leading to longer waiting times for new connections. The ACM has therefore stipulated that grid operators must (1) get the basics in order (grid insight and mutual coordination); (2) apply congestion management effectively; (3) implement alternative transport rights fully; and (4) prepare for future measures.

Coordinated by Netbeheer Nederland, Stedin and the other grid operators submitted an improvement plan to the ACM in February 2026. In it, we describe how we will operate the grid in a way that is smarter, more effective and fairer. We will do all in our power to help customers faster, reduce waiting times and continue to facilitate the energy transition. Our submissions included setting out, in concrete terms, how we will do this.

Grid congestion

Due to the energy transition, society's demand for new or more powerful electricity connections exceeds what our electricity grids can currently handle. But just as with traffic congestion on the roads, the grid is not busy all day long. Peak demand is mainly in the morning and early evening. At these times, demand for transmission capacity exceeds supply, and our grid experiences, or rather, risks experiencing, problems. To prevent this, we declare 'grid congestion'. The consequence of grid congestion is that we cannot honour all requests for new or higher capacity connections, resulting in waiting lists. This is slowing the energy transition.

Two types of congestion

We distinguish two types of congestion: demand side and feed-in. Demand-side congestion means there is more demand for electricity than the grid can supply. This is because demand for electricity from households and businesses is rising faster than the grid expansion needed to accommodate it. With feed-in congestion, more electricity is fed into the grid than it can handle (e.g. from solar or wind power). Both types of congestion can occur in TenneT's high-voltage grid and Stedin's regional grid, either separately or simultaneously.

Ongoing effort required

In 2025, demand for grid capacity continued to outpace our ability to create additional capacity. Despite our record investments and a comprehensive package of measures, grid congestion in our service area increased. The coming years will require ongoing efforts in the areas of grid expansion, technical measures, exploring flexibility and campaigns to change behaviour.

An overview of the current congestion situation is available on this capacity map.

Congestion in Utrecht

The province of Utrecht is closely connected to Flevoland and Gelderland through TenneT's national grid. At present, the entire FGU region (Flevoland, Gelderland and Utrecht) lacks the capacity to connect new high-volume consumers. The only exception is if they are so-called congestion relievers. According to TenneT, there is even a risk of a connection freeze being introduced for low-volume consumers unless additional steps are taken in time. Definitive relief is not expected until TenneT completes its planned expansions (2033-2035). These will resolve the major bottlenecks in Utrecht.

The impact of this congestion is enormous. Companies that request a new connection or an upgrade because they want to grow or become more sustainable will be placed on a waiting list. Meeting their requests will require a combination of grid expansion and smart temporary solutions. In 2025, all applications for low-volume consumption, such as those from consumers, new homes and charging stations, could still be honoured. In 2026, the prioritisation framework will change, and all applications will be placed on a waiting list. The connection order will be determined by societal priority. Starting in 2026, TenneT, Stedin and Liander will periodically determine the amount of room available on the grid for new connections, with priority applications being connected within this capacity.

Construction: expanding the network

Together with TenneT, we are working on structural solutions to future-proof the grid. In Utrecht, this involves the construction of several new substations, including the Utrecht-Noord substation. This work is essential to create space for economic growth and sustainability in the region in the long term. However, because these projects are time-consuming, temporary bottlenecks will continue in the coming years. We will therefore need to make better use of the existing network in the meantime.

Utilisation: making smarter use of scarce capacity

To reduce peak loads, we are working with stakeholders on a package of ten measures. These measures range from technical interventions and the controllable deployment of installations to behavioural solutions and congestion management at companies.

Due to some major setbacks in finding space for a new high-voltage substation in Utrecht-Noord, the previous 2029 target to resolve congestion in the Utrecht region is no longer realistic. The collaborating partners, including TenneT, Stedin and the Province of Utrecht, expect that the congestion problems will last at least four years longer . We discussed this with the outgoing Minister of Climate Policy and Green Growth, who wrote about the acute situation in a letter to Parliament .

Fortunately, there are also concrete results. For example, Eneco's combined heat and power plants will remain available longer to provide additional electricity. We also made agreements with eight major providers of public charging infrastructure to implement grid-aware charging for the first time in the winter of 2025/2026. Initial experiences have been positive. In addition, a contract was signed in 2025 for the Flextender in Utrecht. This is expected to provide temporary flexibility from the winter of 2026/2027, including the ability to call on gas-fired generators when the grid is at maximum load.

Collaborate and coordinate

Together with TenneT and Liander, we are working on further developing and periodically recalibrating the package of measures. Delays in grid expansions and uncertainties about demand growth require continuous coordination to determine how much capacity can be safely released.

Congestion in South Holland

South Holland is the most densely populated province in the Netherlands, with large concentrations of homes, businesses and industry. Due to new home construction, new businesses and sustainability efforts, the demand for electricity is growing enormously. This further increases the pressure on the electricity grid. And the problem is not limited to urban areas. Pressure is also increasing in the Green Heart region and the South Holland islands due to the growing generation of sustainable energy and companies' efforts to electrify their processes. As a result, there is congestion in virtually all of South Holland on the demand side and, in certain areas, on the feed-in side as well. Because peaks in demand and feed-in often do not coincide, the pressure on the grid remains high.

Construction: expanding the network

To eliminate congestion in South Holland structurally, Stedin and TenneT are working on a comprehensive programme to expand the grid in the coming years. Twenty-two projects are planned in the province to either build new 150 kV substations or expand existing ones. In addition, we will expand or build 82 electricity substations. Over the next three years, Stedin will invest over 2.4 billion euros in grid expansion and replacement in South Holland. These investments are necessary to future-proof the grid. Regarding feed-in congestion, we expect to resolve the first bottlenecks from 2026 onwards, and for demand-side congestion from the end of 2027.

Utilisation: making smarter use of existing capacity

Grid expansion is only part of the solution; it is also important to make better use of existing grid capacity. Together with stakeholders, we have launched initiatives to free up capacity through smart grid usage. For example, we are stimulating the demand for and feed-in of electricity outside peak hours, including through projects such as Energy-rich The Hague. In addition, temporary technical measures can sometimes speed things up. A good example is Arkel Station, which has supplied electricity to an area experiencing demand-side congestion since 2023. Thanks to some smart interventions, a large number of customers on the waiting list have been connected without installing new infrastructure immediately.

A study by TenneT, published in December, shows that taking additional measures could create grid capacity in the northern part of South Holland in the near future. Besides maintaining existing gas-fired power plants in operation for longer, TenneT, Liander and Stedin are working with government agencies and businesses on additional measures to prevent the overloading of the provincial electricity grid and create capacity for businesses on the waiting list. This package includes grid-aware home building and the smart charging of electric vehicles.

Specific focus area: the Port of Rotterdam and surrounding areas

As Europe's largest port, the Port of Rotterdam is a key economic driver for the Netherlands. The port faces a major sustainability challenge. Due to the high concentration of energy-intensive industry, the area accounts for a significant portion of South Holland's electricity demand. Almost the entire port, including the municipalities of Voorne-Putten and Goeree-Overflakkee, has been experiencing congestion since the end of 2022. A recalibration study, published in October, found that the pressure on the electricity grid had increased further.

Collaborate and coordinate

To nevertheless make progress in the port area, we are working with TenneT, the Port of Rotterdam Authority and Deltalinqs in the New Energy Taskforce . In this context, we spoke with more than 50 parties about the possibilities for flexible offtake, feed-in and collaboration between companies. A good example of this is the Shell and Linde Gas energy hub.

We are exploring new structures and contract models to reduce congestion and improve grid utilisation. The first flexible contract has now been signed, ensuring grid security in 2026. This pioneering work requires intensive collaboration, adjustments to working methods and, in some cases, changes to legislation and regulations. As a grid operator, we alternate between the roles of coordinator and facilitator, always in close collaboration with our stakeholders.

Congestion in Zeeland

The electricity grid in Zeeland is also under increasing pressure. The demand for electricity is growing, while available grid capacity is limited. This affects both companies seeking to expand or become more sustainable and new initiatives awaiting a connection. Zeeland's geographical location and dependence on the national high-voltage grid make the region particularly susceptible to congestion. A combination of structural grid expansion and smart use of the existing grid is needed to continue to accommodate economic development and the energy transition.

Construction: expanding the network

In Zeeland, we are working on several projects to increase grid capacity structurally. In Tholen, we have begun building new high-voltage substations and distribution stations. In Vlissingen-East, we are preparing to expand the main substation, including installing an additional transformer and additional switchgear.

In addition, we are investigating with TenneT whether further expansion of the 150 kV grid capacity is needed to serve the region in the longer term. These investments form the basis for a future-proof electricity grid in Zeeland, but they take time to implement.

Utilisation: making smarter use of existing capacity

We have also achieved results in terms of utilisation in Zeeland. An important contributor was a large battery installation belonging to Lion Storage in the port of Vlissingen. This installation has created sufficient flexible capacity to connect 61 customers on the waiting list.

In addition, we concluded a new flexible contract with Air Liquide, a supplier of industrial and medical gases. Thanks to this agreement, some customers on the Zeelandic Flanders waiting list can now be connected, despite the limited grid capacity.

These solutions demonstrate that flexibility and collaboration really can improve the connection prospects of customers on the waiting list.

Collaborate and coordinate

Together with TenneT, customers and other market parties, we continue to explore additional solutions to make the energy system in Zeeland more robust. This includes local storage, flexible contracts and other innovative applications that contribute to reducing peak loads. By continuing to learn, experiment and collaborate, we are also working, step by step, towards a reliable and sustainable energy grid in Zeeland that increases the connection prospects of households and businesses.

Waiting lists

A dynamic demand-side waiting list

Being unable to supply power to new customers in congestion areas creates constantly fluctuating waiting lists. The total waiting list for demand-side consumption grew by almost 800 applications in 2025, with a total combined demand of over 450 MW.

Fortunately, we are also making progress in reducing waiting lists. In Zeeland, additional grid capacity became available after TenneT concluded two contracts for flexible power (see Congestion in Zeeland). This made it possible to connect 79 of the 269 customers on the waiting list for that area. Likewise, the waiting list for the area supplied by the substation in Arkel was also reduced, thanks to a temporary expansion that meant 87 of the 114 customers on the list could be supplied with electricity. Furthermore, the waiting lists for demand-side electricity were rationalised in 2025. There were various reasons for this, such as customers no longer being interested.

Stabilisation of the feed-in waiting list

The number of requests for feed-in capacity remained stable at approximately 600. However, the total requested capacity decreased slightly, to 285 MW.

Current information about the waiting lists is available on stedin.net.

Value creation

"At Stedin, we work every day to create sustainable value for society, with a perspective that extends beyond today. We focus on building to increase grid capacity, making optimal use of the grid and applying effective management to maintain high grid quality. Each year, we take a critical look at our strategy: what does the energy transition truly require from us, where does our societal value lie, and what signals are we receiving from our stakeholders? If this tells us that we can contribute even more, we adjust our course. For example, we are investing more in innovations and smart solutions. We are also increasing our productivity and capacity so that we can do more. We continue to be guided by our sustainable, long-term perspective."

Jaap Verhoeff,
CFO

> ESRS2 38, 40; S4 15

Strategy

Mission

Working together to create an environment filled with new energy

Vision

Enabling the energy transition through the rapid construction, optimal utilisation and effective management of the electricity grid

Strategy

PRIORITIES	**Grid capacity** (Construction & Utilisation)	**Grid quality** (Management)
OTHER GOALS AND PRECONDITIONS	Service provision | Employees, leadership and culture | Sustainability | Renewable gases and alternative heat Safety and cybersecurity | Financially sound | Market facilitation | IT and capacity for change	

Working together to create an environment filled with new energy

The Netherlands is moving from a fossil-based energy system to a sustainable one. From centrally generated energy to decentralised generation, such as solar panels and offshore wind turbines. Even when the sun is not shining and the wind is not blowing, supply and demand for energy must be kept aligned. We call this the new energy balance.

Our core task is to provide everyone in our service area with access to the grid. We work on sustainable value creation by executing our strategy for the period 2023-2027. The core of our strategy is to expand our grid capacity while maintaining high grid quality. We achieve this by building faster, using our grid more effectively and continuing to operate it reliably. And we do this as sustainably as possible.

We provide grid capacity

Construction: We are laying even more cables and pipelines and building additional substations. This enables us to connect our customers to our energy grid. How we do this and the results are described in Building more grid capacity.

Utilisation: Building alone is not enough. We also need to use the current grid even more effectively by properly aligning energy supply and demand and deploying available grid capacity as intelligently as possible. This way, the grid will not become congested as quickly. More information on this is available in Utilising the grid capacity.

We ensure network quality

Management: We want to maintain a high level of performance. We do this, among other things, by ensuring the quality of our energy grid. Operating a reliable and safe energy supply is our top priority. For our results, see Managing grid quality.

We create the preconditions for success

We can only succeed in delivering on our strategic priorities – Construction, Utilisation and Management – if we create the right preconditions. For example, we need sufficiently skilled people to carry out the work, our infrastructure must be protected and we must continue to be financially sound. More information on this can be found in Employees, leadership and culture,Sustainability,Sustainable gases and alternative heat,Safety and Financially sound.

Stakeholders and material topics

> ESRS2 45

In executing our strategy, we collaborate with various stakeholders: people, groups and organisations that influence Stedin and vice versa. We maintain close contact with stakeholders who have a significant impact, and periodic contact with others. By actively engaging in dialogue, we stay aligned with the demands of our environment and strengthen shared understanding of the challenges in the energy transition.

Material topics: our impact areas

We continuously ask stakeholders about the positive and negative impact of their relationship with Stedin and which topics they consider material. This also informs our double materiality assessment. The inside-out analysis shows our impact on society; the outside-in analysis reveals the external risks and opportunities that affect our business operations, both financially and otherwise.

Based on these insights, the Board of Management identifies the material impacts, risks and opportunities (IROs) and their associated topics. This helps us assess strategic choices, set clear priorities and promote long-term value creation. Examples include expanding grid capacity to enable electrification or ensuring good employment practices for employee well-being.

> ESRS2 48

The double materiality assessment reaffirms our strategic direction. A detailed explanation of the analysis performed can be found in Double materiality assessment..The table below shows the link between our strategic topics, the material topics and long-term value creation

STRATEGY	TOPICS AND SUB-TOPICS	LONG TERM VALUE CREATION
Construction, Utilisation & Management; Cybersecurity	**Access to energy and supply reliability** a. Investing in infrastructure for the energy transition b. Affordability c. Cyber, data, and information security	Energy is available to all our customers with high reliability and at socially acceptable costs. Customers receive a reliable energy supply that is delivered safely. By increasing our grid capacity, we accelerate the energy transition and help our customers reduce gas consumption. This reduces CO_2 emissions in our service area and supports climate mitigation.
Services	**Customer experience**	Positive experiences for customers through Stedin's strong performance.
Sustainability; Renewable gases and alternative heat	**Climate change mitigation**	Supporting climate mitigation by reducing greenhouse gas emissions (own emissions and those in the value chain) in line with the Paris Climate Agreement (1.5-degree scenario).
Sustainability	**Biodiversity in the value chain**	Limiting the growth of our negative impact on biodiversity on land and in water. The greatest impact lies in Stedin's value chain through reduced extraction of raw materials, energy production and service delivery by value chain partners.
Sustainability	**Circular resource inflow**	Reduced depletion of raw materials through decreased use of primary materials for our assets. This also mitigates the negative impacts on biodiversity and CO_2 emissions associated with the procurement of materials.
Sustainability	**Business ethics, integrity and good governance**	As a public organisation, Stedin makes ethically responsible choices and treats chain partners and stakeholders with integrity.
Staff, leadership & culture; Safety	**Good employment practices** a. Health and safety b. Diversity and inclusion c. Training, learning and development	Our employees are able to contribute to Stedin's activities in a positive and sustainable way. This is made possible by physically and socially safe and inclusive working conditions, opportunities to learn and develop, and a diverse workforce.

Results

"We are working with contractors and municipalities to expand the electricity grid and accelerate the energy transition. Over the past year, for example, we placed successful tenders to expand the high-voltage grid, for our neighbourhood-based approach to the low-voltage grid and to replace smart meters. Together, we will ensure that the construction process becomes increasingly smarter, faster and more efficient in the coming years. We also aim to scale innovations: first testing them on a small scale and then rolling out successful solutions more widely. In everything we do, we work closely with municipalities and consult extensively as part of our relationship with them. This helps significantly to accelerate progress."

Aline Arends,
COO

Building more grid capacity

In 2025, we invested more than ever in expanding our electricity grid and strengthening a robust energy system. Nevertheless, capacity constraints increased further as demand for distribution capacity continued to grow significantly and the completion of two distribution substations was delayed. These substations are now scheduled for completion in early 2026. We are addressing capacity issues by moving forward innovatively, deploying our capacity more intelligently and effectively through digitalisation and innovation. Closer collaboration with municipalities to enable earlier project starts is also shortening the process.

› ESRS2 77; S4 40

KPIs Construction	Note	Unit	Result 2024	Target 2025	Result 2025	Target 2026	Target 2030
Irrevocable zoning plans	Number of zoning plans that became irrevocable in the reporting year for distribution grid expansions with a spatial component	#	10	12	12	12	10 - 12
Partnership agreements with municipalities[1]	Percentage of municipalities with which partnership agreements on the distribution grid have been concluded and recorded in a signed agreement	%	55	95	96	-	-
Investments	The number of euros we invest annually in our grids	€ 1 mln	1,096	1,300	1,294	1,657	2,500 - 3,000
Additional capacity	The net amount of grid capacity in megavolt-amperes added to the total capacity in the reporting year that is energised and administratively recorded in the project administration	MVA	344	753	573	858	1,200 - 1,500

1 By the end of 2025, our final target will have been almost achieved. From 2026 onwards, this will no longer be a strategic KPI and will no longer be reported on.

Start building earlier

It often takes years to find suitable locations for transport substations on the high-voltage grid. These substations form the link between TenneT's high-voltage grid and our medium-voltage grid. Being very large, they take up the equivalent of several football fields of space. Changing zoning plans to enable construction is also time-consuming. We would like to shorten this preparatory period so we can begin building sooner. It is therefore good news that in 2025 we achieved our goal of securing 12 irrevocable zoning plans for primary subtations. We are working closely with municipalities to further accelerate the search for locations.

› S4 30, 40

This collaboration is also necessary for the expansion of the low- and medium-voltage grid. The locations we seek are smaller than those for the high-voltage grid. To find them faster, we have concluded partnership agreements with 96% of the municipalities in which a neighbourhood-based approach is planned. These agreements set out arrangements regarding the siting of substations and land ownership, accelerating the process significantly. This successful approach is due in part to the support of the Association of Netherlands Municipalities and has encouraged other grid operators to adopt a similar model. We expect to conclude a cooperation agreement with the few remaining municipalities in 2026.

› S4 30

Build faster

Accelerate with innovation

> S4 30

We are also exploring innovations and smart solutions that can help us build faster. A good example is a new tool for automatic grid design, which means engineers no longer have to develop complex grid designs manually. Instead, the tool generates design variants in minutes, with search radii and supply areas for new and existing medium-voltage substations. This significantly reduces lead times in the project design phase.

> S4 30

Another innovation is the flexible cable solution for connecting medium-voltage substations. This comprises a flexible cable with a prefabricated plug that allows the cable to be inserted and connected easily, without requiring much physical force. This approach enables engineers to fully connect a medium-voltage substation in one day instead of two. It also requires fewer people and significantly reduces the physical effort involved.

Test street is a proving ground for smart tools and methods

Another way we can build faster and deliver sustainable projects more efficiently is by adapting our working methods. Examples include working on de-energised power lines and using a smart, ergonomic way to lift paving. We test new ideas on a small scale before rolling them out more widely if effective.

Such testing can be performed in the LV-NExT simulation street we opened with Enexis and Alliander in November. While this test facility in Utrecht resembles a typical residential street, it serves as a testing ground for smart tools, new working methods and components to accelerate construction in residential areas. Through the international LV-NExT challenge, we invite other market participants to submit ideas for testing.

Scaling up implementation capacity

> S4 30

As an organisation, we have grown considerably in recent years. However, we cannot and do not want to do everything ourselves.We are therefore exploring whether we can use AI, innovation and digitalisation to increase our implementation capacity. Another way is to contract additional external capacity.

Through tenders, we employ significant external capacity to help build high-voltage substations, to connect the new generation of smart meters, to install DA3 boxes in medium-voltage substations and to implement the neighbourhood approach (see below).

Neighbourhood approach

Through our neighbourhood-based approach, we are reinforcing the low-voltage grid, neighbourhood by neighbourhood and street by street. We have laid additional and thicker cables in five neighbourhoods and installed additional medium-voltage substations. Preparatory work has also begun in another 289 neighbourhoods, and implementation has begun in 22. We expect to need to reinforce the grid in approximately 3,000 neighbourhoods by 2050.

Plan ahead thanks to partnership agreements

We have taken the first steps to plan our work further in advance. In doing so, we take priority neighbourhoods into account and the available capacity of contractors. We do this together with municipalities to ensure that activities are tightly coordinated and contractor capacity is deployed as efficiently as possible.

Material availability

In June, we brought a 34,000 m^2 distribution centre in Vianen into use to improve delivery to projects, contractors and decentralised warehouses. By keeping more materials in stock, Stedin increases the supply security to these parties.

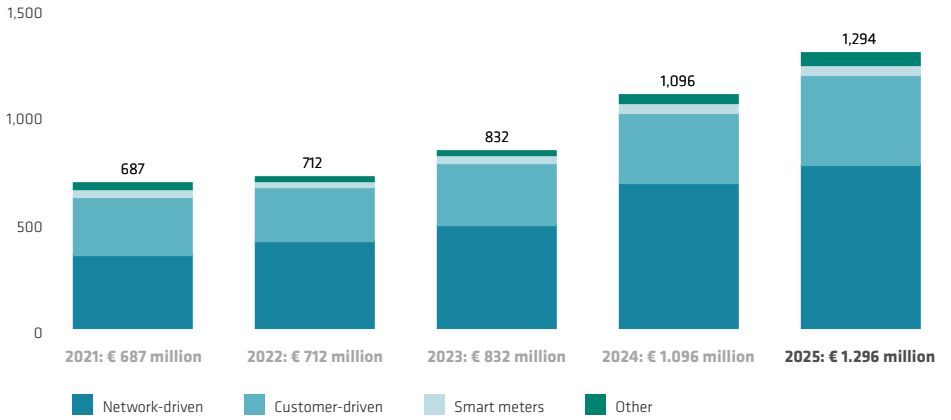
European tender for power transformers

Demand for power transformers is high, which is understandable, as they convert energy from high to medium voltage and from medium to low voltage, making them essential for the energy transition. To increase the supply security for these large power transformers, we have signed a long-term contract with five suppliers for the delivery of 293 transformers. By opting for standardisation (eight standard types with predefined specifications), the transformers can be delivered and integrated more quickly. We received the first delivery in 2025.

ESRS2 48; S4 30, 40

Investments in our networks

In 2025, we invested €1,294 million, €198 million more than in 2024. Due to the increasing demand for grid capacity, our workload continues to grow. In addition, inflation and scarcity led to price increases. We have increased our investment target for 2030 by approximately €0.5 billion compared to what we envisioned in 2024.



Rising grid-driven investments

ESRS2 48; S4 30, 40

To increase grid capacity and safeguard quality, we invested €772 million, divided between the electricity grid (€566 million) and the gas network (€206 million). Despite not reaching our target, we invested €90 million more than in 2024. This allowed us to increase the pace of our grid-driven investments by 13%. This was primarily due to improvements in the way our implementation chains work. See Build Faster.

ESRS2 48; S4 30, 40

These grid-driven investments have enabled us, among other things, to add 573 megavolt-ampere (MVA) of additional power to our grid capacity in 2025. This is equivalent to the demand of approximately 179,000 new-build homes. The 2025 target of 753 MVA was not achieved. This was mainly due to a delay in completing two new transport substations, totalling 280 MVA. We expect to complete these substations in early 2026 rather than at the end of 2025, as originally planned. Maintaining a high pace of investment is reflected in our 2026 target of adding 858 MVA of additional transmission capacity to the high-voltage grid. We want to double this additional capacity within five years to an average of around 1,500 MVA a year by 2030. We note that individual annual scores can fluctuate significantly, as these are long-term projects that are delivered in increments rather than evenly over time.

More customer-driven and meter-driven investments

Investments at the request of customers and governments amounted to €414 million; €86 million (26%) more than in 2024. These increasing customer-driven investments mostly arose from investments to expand the grid to enable new customer connections and reinforce existing ones. Our investment in smart meters amounted to €48 million, involving over 255,000 meter replacements. By the end of December, 89% of households in the Stedin area had a smart meter.

Other investments

We invested €17 million in IT and our telecommunications network (2024 €16 million) in order to securely manage our assets and gain insight into our grid. The remaining €43 million in investments mainly concerned the construction of our company training centre and heating projects within NetVerder.

Utilising the grid capacity

The pressure on the grid calls for smart solutions to ensure it continues to be reliable and future-proof. We seek these solutions in technology, flexibility and behaviour. Good insight into our grid and reliable data are prerequisites for innovative progress. The more precisely we know when and where bottlenecks occur, the more we can target our search for solutions.

> ESRS2 13, 77; S4 40

KPIs Utilisation	Note	Unit	Result 2024	Target 2025	Result 2025	Target 2026	Target 2030
Digitally metered MV substations	Percentage of MV substations equipped with a digital metering device that is connected to the central environment and has communicated.	%	24	40	35	56	80 - 85
Contracted effective flexible capacity[1]	Total transport capacity contracted through bilateral contracts that can be used to mitigate congestion, where the contracted capacity is delivered by parties in Stedin's service area. It includes only capacity that helps Stedin reduce peaks and resolve bottlenecks.	MW	69	500	279	600	1,300 - 1,500

1 From this year onwards, we report 'Contracted effective flexible capacity' (previously 'Contracted flexible capacity'). This refers exclusively to contracted capacity that can actually be deployed to resolve congestion in risk or congestion areas. The comparable result for 2024 has been determined under the new definition. The 2024 result under the previous definition was 167.

Insight into grid capacity

> S4 30, 40

We digitalised more than 2,000 medium-voltage substations. As a result, the share of digitally monitored medium-voltage substations grew to 35%. This is less growth than expected, due to delays in the tender process and the slower-than-anticipated scaling up of external contractors. In addition, we wanted to be certain that the measurement data could be transmitted securely, which required additional time. We do not expect further delays. In 2026, we expect the share of digitally monitored medium-voltage substations to grow to 56%, providing greater insight into the grid. We are taking this step to make these real-time data products, such as data from the DA3 units and green-gas producers, available in our operational management system. This will enable us to intervene directly and remotely for both electricity and gas, ensuring the networks remain safe while being utilised optimally. Ultimately, over 80% of all medium-voltage substations will be monitored digitally. However, limitations such as a lack of space or the presence of asbestos mean that it is not possible to install digital assets in every substation.

Technical solutions

We also employ a number of technical solutions to ensure peak moments remain manageable.

Increasing the load on the electricity grid

We are conducting detailed studies in several specific areas to determine whether we can temporarily increase the load on our electricity grid. Because increasing the load risks damaging the grid and causing outages, we continually strive to strike an optimal balance between grid reliability and safety, on the one hand, and the societal benefits, such as connecting more customers, on the other. A good example of this is the Arkel substation, where the research led to additional supply capacity (see Waiting lists). In the coming years, we intend to conduct studies in all our congestion areas to explore the possibilities for heavier loading.

Activating the contingency reserve

The electricity grid typically includes a contingency reserve that can be activated during cable outages or maintenance. Doing so makes it possible to reroute electricity and minimise interruptions. In recent years, we have released this contingency reserve in several areas so we could use it to connect more customers. As a result, we need to plan maintenance more

carefully and adjust our outage management process. For example, we require agreements with electricity suppliers to prevent overloading during outages or maintenance. In addition, it can take longer to resolve outages.

Real-Time Interface

To curtail the output of solar and wind farms, we developed the Real-Time Interface (RTI). This device allows us to curtail their output remotely in real time. An RTI is mandatory for new connections; however, it has proven more difficult to persuade existing customers to install an RTI. As a result, uptake of the RTI is slower than we would like.

Installing controllable generation

At times, when electricity demand is high, we want to be able to reduce the (local) peak on the electricity grid. We therefore make agreements to deploy controllable generation or storage, such as gas generators or batteries, at strategic locations. These temporary emergency measures allow us to supply additional power at the right time and in the right place, such as in Walcheren during the main holiday periods.

Flexibility

› S4 30, 40

We are working with market parties to scale up deployable flexible capacity. Doing so creates space on the grid to prevent overload or outages, and it means we can connect the next customer on the waiting list without having to reinforce it. The contracted effective flexible capacity in 2025 was 279 MW. We did not achieve our target of 500 MW. One reason for this was that, in some areas, congestion problems were solved in other ways, removing the need to use flexible capacity to smooth demand peaks. This led to the cancellation of 144 MW of effective flexible capacity that had already been contracted or which we were about to contract.

The flexibility market is still in its infancy

Generally speaking, the market for flexibility services is still in its development phase. This is a relatively new playing field for both companies and us, which means we regularly encounter unexpected challenges: technical measures, complex permitting procedures, inadequate contract models and the increasing unpredictability caused by trading on imbalance markets.

We expect the further professionalisation of the flexibility market to yield greater results in the coming years.

Fortunately, there are also successes. For example, we concluded several framework agreements and sector deals with water boards and the public transport sector. As a result, the Delfland Water Authority is experimenting with grid-aware pumping. The board programmes its pumping stations using a load heat map of the substation to which they are connected, so that the grid is subjected to minimal strain. The Hollandse Delta Water Authority is testing whether its pumping stations in the Hoekse Waard region can operate outside peak demand hours as much as possible. These pumping stations have a combined capacity of approximately 2.5 MW. If scaled up to the entire service area, this would amount to approximately 10 MW of flexibility. In the public transport sector, we are working together on energy hubs, smart charging strategies and joint planning. Through this, we are helping to ensure that the transition to emission-free transport will not stall due to a shortage of grid capacity.

Flexible contracts

We are making good progress regarding flexible contracts. Following the first framework agreement, which we entered into in December 2024, we signed contracts with three other Congestion Service Providers (CSPs) in 2025. Together, these four agreements represent a potential flexible capacity of 180 MW in our service area.

The next step is to conclude individual contracts within these CSPs' portfolios to address bottlenecks where we require flexible capacity to alleviate congestion. By concluding framework agreements, important preparatory work has been completed that will enable us to unlock flexible capacity next year, and so free up additional space on the grid.

We also introduced several new contract models that we consider to be the new standard in flexible collaboration. We tested these with various market parties. As a result, we are confident that the new contracts will ensure a professional, reliable and market-oriented flexible grid operation that aligns with the future energy infrastructure.

Flextender Utrecht

As the first grid operator to do so, we wrote a proposal with TenneT for a flextender for the Utrecht region. This market tender for temporary power supply was awarded to the partnership between Flexpowernet and Rolls-Royce Solutions. It allows the temporary deployment of gas-fired generators to provide additional power when the grid requires it, particularly during peak demand. The gas-fired generators are expected to deliver 57 MW of flexible power, starting in the autumn of 2026. This is comparable to the demand of approximately 19,000 new-build homes. We are working closely with municipalities and provinces to obtain land holdings and permits.

This collaboration is progressing well. All parties recognise the urgency and importance of flexible capacity. The temporary use of gas-fired generators is essential to reduce grid congestion and to further long-term sustainability. By allowing the use of a small amount of additional conventional power generation in the short term, we can maintain green growth in the long term.

Major advances in grid-aware charging

We made significant progress on grid-aware charging, under which charging infrastructure is used intelligently to relieve the load on the electricity grid. Successful grid-aware home charging – charging your car when the grid is less loaded – is becoming increasingly popular. In November, we began contacting four market participants, namely Essent, Eneco, Vattenfall and Easee, a manufacturer of smart EV chargers, and gathered input on how best to approach a large-scale rollout. In the last weeks of October, these market parties successfully recruited participants. We expect to have more than 600 participants in our service area every month.

We also signed a letter of intent with the seven largest Charge Point Operators (CPOs) in Utrecht for static grid-aware charging; that is, charging within predefined, fixed limits. This launched in December. Based on forecasts, we temporarily reduced charging capacity on vulnerable parts of the electricity grid to prevent winter overload. Eight CPOs signed a letter of intent to jointly develop options for dynamic grid-aware charging in 2026: charging with variable limits based on real-time grid capacity.

Mandatory participation in demand-side congestion management

As we were unable to secure sufficient flexible capacity through voluntary participation, we introduced a mandatory participation requirement for demand-side congestion management in Utrecht. It is the first time we have done so. Under this, we require organisations with a flexible capacity of 3 MW or more to participate in congestion management. Four of the 21 customers offered part of their transmission capacity for congestion management. This measure not only increases available flexibility but also raises customer awareness of the importance of manageable capacity.

Behavioural solutions

A reliable energy system also requires different behaviour from households. To encourage and support this, we developed the Neighbourhood app with Enexis and Liander, and conducted two pilot projects. This app enables customers to see how busy the local power grid is at any time, allowing them to adjust their electricity consumption accordingly.

In Zeeland, there are areas where, at peak times, households are responsible for approximately 50% of the energy generated by solar panels. We therefore organised a pilot programme there involving customers of two electricity suppliers, Eneco and Delta Energie. Some 955 households participated, turning on their washing machines only when the sun was shining. As a result, peak loads were lower, indicating that it matters when you use energy. That is also the name of our awareness campaign.

By using tools like the Neighbourhood app and changing behaviour, such as only using the washing machine when the sun is shining, our customers gain insight into and influence over their own electricity consumption. The pilots show that this reduces peak demand. We will scale up our approach in 2026.

Market facilitation

In addition to the pilot version of the Neighbourhood app for households, we developed a corresponding data product for energy suppliers and other market parties. We are legally required to provide the market with insights into grid and consumption data, so they know where and when the grid is busy and how consumers are responding. Market parties can then act accordingly.

More and more transparent data flows

We also prepared for the new Energy Act, which took effect from 1 January 2026. Under this law, we are responsible for collecting consumption data every 15 minutes and coupling it to the appropriate market parties and processes. This improves data accuracy, allowing us to better predict and influence the grid balance. Thanks to this law, as of 2026 we can share even more information with our customers, including historical connection data. They can then use this to obtain advice about their connections.

Managing grid quality

By replacing and managing our assets in a controlled manner, we ensure a reliable and safe energy supply. We are ambitious and aim for the fewest possible minutes of downtime. At the same time, we are realistic. We prepare for scenarios in which the number of downtime minutes actually increases. By deploying innovations such as smart fault indicators, we gain better insight into grid performance and can more accurately predict the number of outages.

› ESRS2 77; S4 40

KPIs Management	Note	Unit	Result 2024	Target 2025	Result 2025	Target 2026	Target 2030
SAIDI LV/MV	The System Average Interruption Duration Index (SAIDI) LV/MV is the average duration in minutes of interruptions per consumer during the year for electricity at medium- and low-voltage levels.	min.	21	<22	23	<22	<22
SAIDI Gas	The System Average Interruption Duration Index (SAIDI) Gas is the average duration in seconds of interruptions per consumer during the year for gas.	sec.	31	<44	38	<44	<44

Electricity supply reliability

› S4 40

The reliability of our electricity grid remained high: 99.9956%. However, in 2025, the average outage duration per customer increased compared to 2024, and we missed our 2025 target. This was due to two prolonged outages in The Hague, which affected approximately 78,000 customers.

› S4 30

We are continually working on strengthening our electricity grid and achieving the highest possible supply reliability. We also continually research smart innovations, such as automatic circuit breakers, smart fault indicators and distribution automation to limit the impact of faults and reduce the number and duration of outages.

Gas supply reliability

› S4 40

The average interruption duration per customer for gas was 38 seconds, higher than in 2024 but still within our target of a maximum of 44 seconds. About a quarter of the total interruption duration was due to a single complex malfunction in Utrecht in August. This left 112 customers without gas for almost two days. The restoration of the supply was deliberately postponed due to safety risks and the nature of the situation.

Without this outage, the average interruption duration would have been less than 30 seconds. In 2024, the average interruption duration was 31 seconds. Excluding exceptional situations, such as in Utrecht, the reliability of our gas supply remains structurally high.

Gas network safety and brittle-pipe replacement

› S4 30

We continually inspect and maintain our gas network to ensure its quality and safety. Through data-driven maintenance, we determine where work is required and which parts need replacing. This approach also helps to keep maintenance costs affordable.

› E1 28

In a multi-year project, we are replacing all brittle gas pipes made of grey cast iron and asbestos cement, including the associated connections. This is for safety and sustainability reasons. Removing brittle pipes reduces CO_2 emissions. In 2025, we removed and replaced nearly 200 kilometres of brittle gas pipes, over 10% more than in 2024. This is mainly due to having expanded our implementation capacity and optimised our work processes. We expect to have removed all brittle pipes from our gas network by the end of 2028.

Services

The 5.6 million people in our service area rely on us day and night. To ensure their satisfaction, we maintain the highest possible quality of service. Connecting households and businesses on time and preventing outages is challenging. Nevertheless, in 2025, we were increasingly successful in meeting expectations. This was primarily due to regular communication with customers through which we could align expectations. Our close collaboration with municipalities and contractors also helped shorten lead times.

› ESRS2 13, 77; S4 40

KPIs Services	Note	Unit	Result 2024	Target 2025	Result 2025	Target 2026	Target 2030
Customer convenience and inconvenience – meters and connections	The convenience or inconvenience experienced by customers when doing business with Stedin for two types of products: 'connections' and '(smart) meters'.	%	84/8	78/14	85/7	81/11	81/11
Customer convenience and inconvenience – meter cupboard faults[1]	The convenience or inconvenience experienced by customers when doing business with Stedin for the product 'meter cupboard faults'.	%	88/6	85/7	85/8	-	-
Customer convenience and inconvenience – projects[1]	The convenience or inconvenience experienced by business customers when doing business with Stedin.	%	17/61	40/40	25/40	-	-
Lead time for low-volume connections – 12 weeks[2]	Realisation of low-volume connections without excavation works within 12 weeks or on the customer's requested date.	%	84	85	92	90	90
Lead time for low-volume connections – 18 weeks[2]	Realisation of low-volume connections with excavation works within 18 weeks or on the customer's requested date.	%	58	67	72	87	90
High-volume connections within the statutory period[3]	Realisation of high-volume connections within the statutory period (26 weeks for standard projects, 52 weeks for complex projects, a different period where customised agreements are formally recorded) plus the dynamic regional waiting time.	%	-	80	97	80	80

1 The measurement of this KPI will change from 2026. Therefore, no comparable target is available.
2 The calculation method of this KPI was refined in 2025. Since this adjustment, force majeure situations are fully taken into account when assessing compliance with the standard. In addition, connections requiring adjustments to the main infrastructure are now assessed against a longer standard time than the standard 12 or 18 weeks. The comparative figures for 2024 have been adjusted accordingly. The previously reported result for 2024 was 81% for the 12-week standard and 42% for the 18-week standard.
3 The new ACM code for statutory periods for high-volume connections came into force on 1 January 2025. We therefore introduced this strategic KPI in 2025. The KPI result for 2025 is based on connections for which the date of the customer agreement was on or after 1 January 2025. Connections agreed earlier fell under our previous, different internal guidelines and are therefore not included. The result does not yet reflect the impact of connections that were still under construction on 31 December 2025.

Customer convenience

S4 30, 40

Customer convenience results for meters and connections improved, while performance for meter cupboard faults was in line with our targets. We were able to finalise appointments for connection works earlier, enabling customers to plan more effectively. Thanks to improved internal collaboration, we also saw a decrease in the number of contact moments and complaints. The outage page on www.stedin.net has also been made clearer and more user-friendly. This is important given the more than two million annual visitors, and its impact on customer convenience scores for meter cupboard faults. Further improvements are planned for 2026, including online fault reporting and push notifications on progress.

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Project-related customer convenience also improved, although the target was not fully achieved. Customer inconvenience, however, was in line with our target. Following earlier customer surveys and interviews, we implemented several improvements. For example, we now contact customers personally when they submit applications via mijnaansluiting.nl. In addition, the lead time for offers has been shortened by carrying out part of the engineering work after the offer has been issued.

S4 40

Expansion of customer convenience measurements

To monitor progress even more closely and manage more effectively, we will refine our customer convenience KPIs from 2026 onwards. In addition to the existing KPIs, we will measure and report customer convenience scores for the neighbourhood approach. We will also expand the KPI on customer convenience relating to meter cupboard faults to include experiences during grid outages. For customer convenience in projects, we will adjust the way we measure. We will do this by conducting more targeted research after the offer stage and after project delivery. This enables more targeted management and underlines our ambition to structurally improve customer convenience.

Connection lead times for low-volume consumers

The Netherlands Authority for Consumers and Markets (ACM) establishes regulatory codes ('code decisions') for the energy market. The ACM is working on a new code decision on connection time frames. Thanks to more realistic deadlines, customers are expected to have more control in the future.

In this Annual Report, we continue to report according to an older, now annulled decision. We assume the standard time of 12 weeks for connections that do not require excavation work, and 18 weeks if excavation is required. For both, the standard takes into account a customer's desired date or a valid exclusion code.

S4 30, 40

We completed 92% of connections that did not require excavation work within the standard time frame. This is well above the target of 85%. Allowing customers to schedule online when work at their home takes place contributed significantly to this. We also coordinate the application and the required works more closely with customers, which helps prevent rescheduling.

S4 30, 40

Where we had to excavate, we met the standard in 72% of all cases. This figure is also above the target of 67%. In 2024, the figure was 58%. To further shorten connection lead frames, we are focusing on even closer collaboration with our supply chain partners.

Connection lead times for high-volume consumers

S4 30, 40

A new code decision with more realistic deadlines has been in effect for high-volume electricity connections since the start of 2025. We now assess whether a connection is straightforward, average or complex to implement. This approach is new, making comparisons with previous years difficult. The target for 2025 was to connect 80% of applications on time. We achieved this for 97% of applications. We note that this result is based on a relatively small number of straightforward requests. We are committed to a target of 80% for 2026.

Connections once congestion has been resolved

The new decision code also stipulates that we will only connect customers in congested areas once the grid congestion issue has been resolved. Only then do we conclude the connection agreement, after which the customer can use the connection. This allows us to resume other work in the meantime, such as grid reinforcement.

Employees, leadership and culture

Based on our multi-year action plan for the topics of 'health, safety & vitality', 'training, learning & development' and 'diversity & inclusion', we worked on further developing our sustainable approach to being an employer. Stedin needs a large number of well-trained colleagues, and we are doing everything we can to attract and retain the right people. Meanwhile, we are also exploring technological solutions and innovative ways to get the job done.

> ESRS2 13, 77; S1 46

KPIs Staff, leadership and culture	Note	Unit	Result 2024	Target 2025	Result 2025	Target 2026	Target 2030
Employee satisfaction (eNPS)	The employee Net Promoter Score (eNPS) indicates the extent to which employees would recommend Stedin as an employer, minus the percentage of employees who would not recommend Stedin as an employer.	ratio	28.0	21.0	30.0	21.5	23.0
Employability	The percentage of available working days on which an employee was deployable, on average.	%	-	-	95.2	95.2	95.4
Support for learning and development	The extent to which employees feel supported in learning new tasks and skills and in continuing to develop. Expressed on a scale from 1 (strongly disagree) to 5 (strongly agree).	ratio	-	-	3.9	4.0	4.1
Inclusive working environment[1]	The extent to which employees feel safe and supported to be open and honest, without fear of negative consequences. Expressed on a scale from 1 (strongly disagree) to 5 (strongly agree).	ratio	-	-	4.0	4.0	4.1
Filled participation Act jobs	The percentage of employees, expressed as % FTE (based on 25.5 hours), belonging to the target group under the Participation Act jobs agreement for people with a distance to the labour market.	%	2.0	2.7	2.0	2.7	2.7

1 Previously, this was the KPI Social Safety. Measurement was based on four questions from the employee experience survey. In line with the new method, we now measure this using one question and refer to the KPI as Inclusive Working Environment. In 2024, the score was 7.9 on a 10-point scale; from 2025 onwards, this will be measured on a 5-point scale.

Working at Stedin

Our workforce grew by 555 FTE to 6,787 FTE in 2025. To help new colleagues settle in, we invest in good employment practices, such as ensuring effective onboarding. We also invest significantly in training our managers. As it is becoming increasingly difficult to find suitable people, especially for specialised technical roles, we are increasingly opting for alternative solutions, such as reorganising work or leveraging innovations.

'I recommend Stedin as an employer'

› S1 46

Measuring employee satisfaction is an important indicator for assessing, among other things, employees' engagement and their sense of connection with Stedin.Our metric for this is the employee Net Promoter Score (eNPS), expressed on a scale of -100 to +100. Our eNPS increased to 30.0, well above our target of 21. We are proud of this. In view of the increasing pressure on our organisation as a result of our significant societal role, we are gradually raising our target for the coming years.

Health, vitality and safety

› S1 37

The sickness absence rate at Stedin fell below 5% for the first time in four years, a positive result. The attention we pay to health, vitality and safety contributed to this.We improved the information provision for employees and managers and introduced a new, user-friendly absence management system. We strengthened the coaching role of the absence coach, and managers were given tools to make it easier to discuss healthy behaviour.

Improving sustainable employability

› S1 37

We introduced several initiatives to increase the sustainable employability of our employees. We launched the My Energy platform, which helps employees gain insight into their health and vitality. We also introduced environmental interventions for engineers to encourage healthy behaviour, and a vitality programme for employees who work in shifts.

From sickness absence to employability

› S1 46

From 2026 onwards, we will no longer report on sickness absence, but instead on the employability or work availability of our employees. The aim is to have as many of our people at work as possible and contributing to our societal role. The target for 2026 is 95.2%, based on our current sickness absence figures.

Employee skills and competence

› S1 46

The world around us is changing rapidly, making agility, learning and development important. Stedin encourages employees to continuously develop themselves. In our employee experience survey, we asked our employees for the first time whether they feel supported by Stedin in their development and in learning new tasks and skills. The result was a score of 3.9 on a scale of 5. We are proud of the outcome and will use this KPI to steer our efforts in 2026 and beyond. After all, it is essential that our employees continue to develop their skills to deliver our strategy.

› S1 37

We offer a variety of education, training and courses through LerenbijStedin that we continue to tailor towards developing the skills we need now and for the future. We also continue to build on the quality of delivery of the various vocational (MBO) programmes for our more than 450 MBO students.

Stedin Academy expands

› S1 37

We are proud that our students indicate they experience good guidance and a socially safe learning environment at the Stedin Academy, and that our employees value our training offering. This provides a solid basis for good results. The new building at our company training centre in Rotterdam will certainly contribute to that. Construction is still fully underway, and the building is on schedule to be commissioned in 2026.

Diversity & Inclusion

We aim for diversity in our workforce and, crucially, work towards an inclusive working environment in which all employees at Stedin can be the best version of themselves every day.

> S1 37

In 2025, we developed a vision on social safety (also known as psychological safety or a socially safe working environment). An inclusive working environment is part of this. The starting point is tailor-made solutions for each business unit, embedded as much as possible in the daily routine of employees. More than 2,000 employees attended a social safety workshop. This will be continued in 2026. In addition, each team carries out at least one intervention each year on the topic of an inclusive work environment. This contributes to the awareness and experience of social safety.

Every year, our employee experience survey measures how safe our people feel in their working environment. Since 2025, we have measured this result using the revised KPI for an inclusive work environment. The target was set based on the scores on this topic in recent years compared against benchmark data. We score a 4.0 on a five-point scale, but given the high influx of new employees, it is not self-evident that this will remain the case. The targets are therefore based on modest growth compared with these already high scores.

> S1 46

Participate: taking part and adding value

> S1 37, 46

The largest growth in participation jobs (Participation Act) was achieved in the operational chains and supply chain. At the new distribution centre in Vianen, a special team of employees with a distance to the labour market began work. Nevertheless, we did not meet our quota target of 2.7%. Supporting and onboarding people with a reduced ability to work often requires a longer and more intensive approach than for regular inflow. In addition, the higher turnover among this group means onboarding is required relatively frequently. As our total workforce continues to grow rapidly, the number of employees needed to meet the participation target is also increasing. To close the gap, we will focus in 2026 on growth in office-based roles.

Diverse teams are successful teams

> S1 46

We aim to reflect our society when it comes to diversity, and cultural diversity is high in the Randstad. We also see a high level of cultural diversity at Stedin, particularly in the lower salary scales. However, we also want to see diversity reflected at all levels of the organisation. Because of this, cultural diversity among the higher salary scales will become a focus KPI starting in 2026. In 2022, Statistics Netherlands (CBS) conducted a baseline measurement that showed we lag behind on higher salary scales, with cultural diversity at 13%. Based on our strategic workforce planning, we have set a target to increase this to 15% by 2026 and 20% by 2030.

> S1 37

In 2025, five 'status holders' (people granted refugee status) began work at Stedin in various positions, both in operations and in staff departments. To further increase cultural diversity, we have embedded the principles of objective recruitment and selection more firmly in our recruitment processes.

Sustainability

We aim to minimise the negative impact and emissions of our own organisation, our value chain and our surroundings. To do so, we focus on three pillars: climate change, biodiversity and circularity. We cover these topics extensively in our ESG strategy, which we updated in 2025. Key developments include pressure to reduce CO_2, further development of the measurement method for biodiversity impact in the value chain and the preparation of an implementation plan to reduce the use of primary materials.

> E1 32, 34
> ESRS2 13

CO_2 emissions[1]	Unit	Result 2021	Result 2024[2]	Target 2025	Result 2025	Target 2026	Target 2030
Total scope 1	tonnes of CO_2-eq.	122,444	126,285	89,112	134,007	86,924	71,202
	% reduction compared with 2021		-3%	27%	-9%	29%	42%
Total scope 2	tonnes of CO_2-eq.	1,796	192	477	295	358	-
	% reduction compared with 2021		89%	73%	84%	80%	100%
Scope 3 excl. Customer gas consumption	tonnes of CO_2-eq.	247,582	351,676	275,646	458,001	270,229	284,132
	% reduction compared with 2021		-42%	-11%	-85%	-9%	-15%
Total CO_2 emissions excluding customer gas consumption	**tonnes of CO_2-eq.**	**371,822**	**478,153**	**365,235**	**592,303**	**357,511**	**355,334**
	% reduction compared with 2021		**-29%**	**2%**	**-59%**	4%	4%
Scope 3 customer gas consumption[3]	tonnes of CO_2-eq.	8,738,264	6,353,977	6,129,235	6,245,140	5,861,183	4,865,658
	% reduction compared with 2021		27%	30%	29%	33%	44%
KPI Total CO_2 emissions scope 1, 2 and 3	**tonnes of CO_2-eq.**	**9,110,086**	**6,832,130**	**6,494,470**	**6,837,443**	**6,218,694**	**5,220,992**
	% reduction compared with 2021		**25%**	**29%**	**25%**	**32%**	**43%**

1 Scope 1 betreft directe uitstoot zoals mobiliteit en netverliezen elektriciteit. Scope 2 betreft indirecte uitstoot zoals de vergroening van Elektriciteitnetverliezen. Scope 3 betreft uitstoot in de waardeketen zoals gasverbruik klanten en inkoop materialen en diensten.
2 The comparative figures have been adjusted following revised estimates of gas network losses. The result for 2024 under the revised estimate was 6,803,779 t CO_2-eq.
3 For validation by the SBTi, we have added customer gas consumption to scope 3; this is not an ESRS requirement.

Climate change mitigation

In 2025, we continued working on our multi-year targets for reducing our scope 1, 2 and 3 CO_2 emissions. Achieving our CO_2 reduction target is under pressure. This is mainly due to the stabilisation of our customers' gas consumption (scope 3) and the increase in our gas network losses (scope 1). In addition, we see that the CO_2 reduction related to purchasing materials and services (scope 3) is falling short of our target.[1]

The stabilisation of gas consumption is partly due to gas prices being more stable and affordable than during the crisis in 2022. Another reason is that the development of heat networks has stalled. As a result, fewer people are replacing their central heating boiler with gas-free heating technology. The cancellation of the hybrid heat pump requirement and the reduction of heat-pump subsidies are also affecting gas consumption in homes. Among our industrial customers, stable gas consumption is mainly the result of grid congestion. Some sustainability measures require a larger grid connection. As long as this is unavailable, processes will continue to rely on natural gas for longer.

Total losses in the gas network are increasing across the sector, despite declining methane emissions due to more intensive leak detection. The cause is being investigated.

We are examining the extent to which the developments described above impact our long-term CO_2 reduction target for 2030. At the same time, we continue to focus on behavioural solutions for our customers, on increasing the input capacity of green gas in our network and on our other CO_2 reduction measures.

Biodiversity

Biodiversity forms the basis of healthy ecosystems. It plays a vital role in supporting the natural resources that our society and organisations depend on. Research in 2025 showed that more than 92% of our biodiversity impact occurs in our supply chain. Our most important actions in 2025 therefore took place in our supply chain. In addition, we took action at our own sites.

Measuring biodiversity impact in the supply chain

To measure the biodiversity impact in the supply chain, we have further developed our own methodology. This is based on the Mean Species Abundance per km^2 per year (MSA.km^2.year). This provides an indication of the natural species richness in a specific area for a given year. If you measure 1 MSA, the area is completely natural. A primeval forest, for example. If you measure 0 MSA, then the measured area is completely unnatural. An asphalted car park, for example. Further research in 2026 is needed to refine this methodology so that biodiversity impacts in the supply chain can be compared and managed consistently over time.

Biodiversity loss is related to climate change mitigation and resource inflow. Our actions to reduce CO_2 emissions in our value chain and to increase the use of circular materials will help to indirectly reduce the negative impact on biodiversity in our supply chain. › E4 25, 27

Biodiversity at our own sites

The actions mentioned above impact our material matter 'Biodiversity in the supply chain'. In addition, in line with our strategy, we also take responsibility for biodiversity at our own sites. Examples include ecological management and nature-inclusive construction. This is also what municipalities and local residents expect from us.

1 The CO_2 reduction and emissions from the procurement of materials and services are not yet comparable to our target. The 2025 emissions are calculated by multiplying our purchases in euros by a CO_2 quivalent ('spend-based'). We are working on a calculation methodology based on actual emissions ('activity-based'), which is also the basis for our target.

Circularity

Stedin uses significant quantities of products and materials. Their production requires the use of primary raw materials such as metals, concrete and fossil fuel. To limit the negative environmental impact of extracting these raw materials, we aim to reduce their use, partly by recycling our own waste streams as much as possible.

› E4 25, 27; E5 17, 19

Implementation plan for reducing primary resource inflow

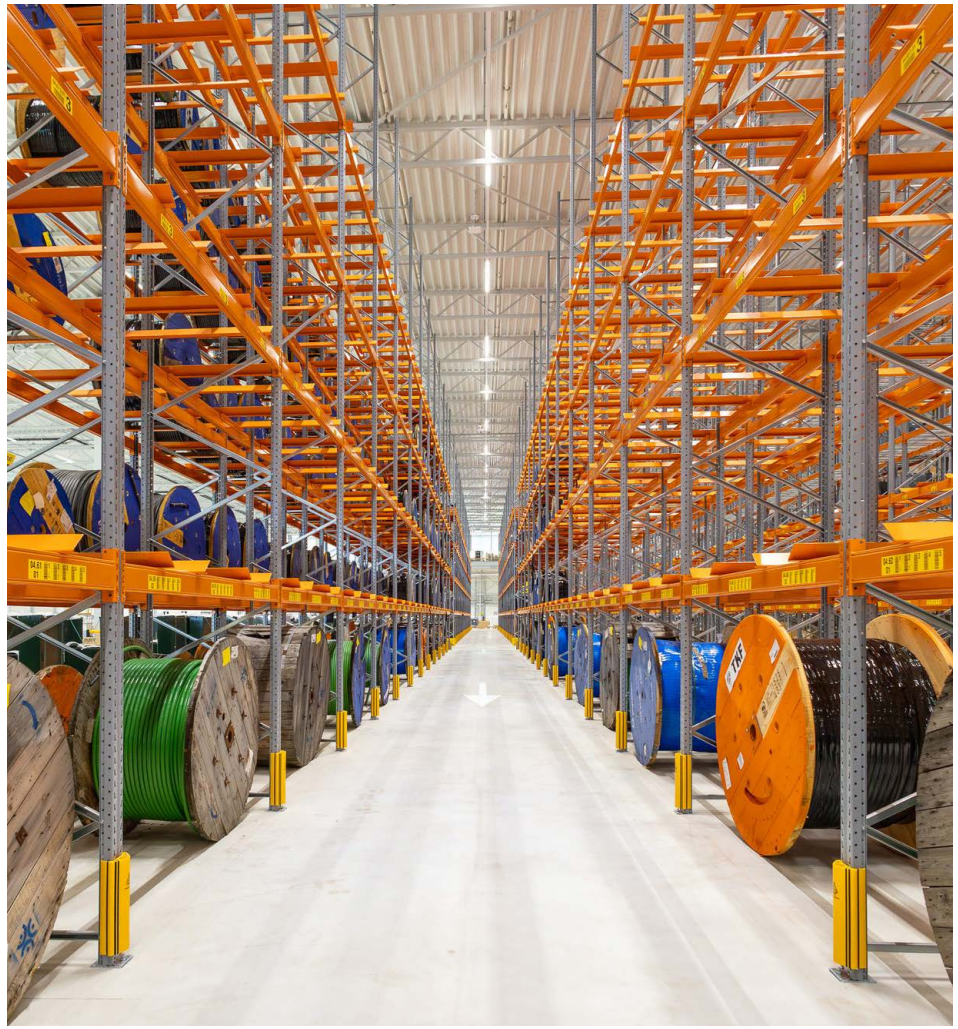
In 2025, we developed an implementation plan to limit the growth of abiotic[2] primary resource inflow by 40% compared to 2022. This is an intensity target as our workload will continue to increase during this period. The implementation plan sets out measures to achieve a large part of this target. The most important measures are:

- Use less material per installed asset. For example, by dealing more efficiently with cutting losses or by placing grass concrete tiles around medium-voltage substations.
- Replacing primary raw materials with recycled raw materials. Examples include the use of circular concrete in our stations or recycled copper in our transformers.
- Replacing abiotic raw materials such as fossil fuels and metals with biobased alternatives. For example, the use of biobased plastics in our cables.

We also invested in data management for our resource inflow so that, from 2026 onwards, we can manage based on the results of these measures.

Continuous focus on the reverse supply chain

We also maintain a continuous focus on the return or reverse supply chain for our materials. In this way, we reduce the amount of residual waste, reuse increasing amounts of materials and redeploy assets elsewhere. To support this, we use the circularity hierarchy of the R-ladder[3] as described in our strategy.



2 Non-living resources in nature such as minerals, metals and fossil fuels.
3 The R-ladder is a hierarchical model that ranks circular strategies based on their effectiveness in saving resources and reducing environmental impact.

Sustainable gases and alternative heat

A sustainable and future-proof energy system requires the broad deployment of and a balance among different energy carriers. In addition to electricity and gas, heat, steam, hydrogen and green gas will play an indispensable role in a balanced energy mix. Together with other grid operators, we worked on a regional hydrogen infrastructure plan. We invested in green-gas injection capacity and delivered the first connections to the Open Heat Network Delft.

> E1 32

KPIs Renewable gasses and alternative heating	Note	Unit	Result 2024	Target 2025	Result 2025	Target 2026	Target 2030
HEQ – Heat household equivalents	Number of household equivalents connected to the heat network operated by Stedin.	#	346	625	625	3,600	30,000 - 34,000

Heat

> E1 28

Under the NetVerder banner, we are involved in various heating projects, including the development of sustainable heat networks. In Delft, for example, we were able to provide the first residents with sustainable heating in December. Using geothermal energy as a heat source, we expect to connect more than 15,000 homes in Delft in the coming years. Our target of connecting 625 heat household equivalents (HEQ) by the end of 2025 was achieved. We also continued to work with our partners in The Hague, Rotterdam, Vlissingen and the Oostland region on developing heat networks and establishing heating companies.

Preparation for the Collective Heating Act: a complex challenge

In December, the Dutch Senate adopted the Collective Heat Supply Act (WcW). This states that heat networks with more than 1,500 connections must be majority-owned by the public. A municipality, for example, or a grid operator must hold a majority stake. However, the law comes into force partially in 2026 and only fully in 2027. NetVerder is committed to playing a leading role in the heat transition in the region and is preparing to participate, together with partners, in local and regional integrated heating companies. The delay, along with the associated laws and regulations, makes this a complex challenge.

Steam

We made good progress on expanding our steam network in Rotterdam Botlek in 2025. Thanks in part to a subsidy from the Province of South Holland and the Municipality of Rotterdam, the steam network is being implemented in a way that is designed to be future-proof. As a result, we expect to supply LyondellBasell and Huntsman with steam through our network, likely in the second half of 2026. NetVerder's integrated Botlek Steam Network will then have the capacity to reduce gas consumption up to 200 million m^3, corresponding to an emissions reduction of 400 kilotonnes of CO_2 and 160,000 kilograms of nitrogen per year. This highlights the major impact we can have by facilitating the use of alternatives to natural gas. For reference: a saving of 400 kilotons of CO_2 is approximately 3.5 times the total emissions from our own operations throughout 2025 (scope 1 and 2).

Hydrogen

Hydrogen is part of the future energy system and can be used as a sustainable fuel, raw material and energy carrier. Together with national and regional grid operators, we are working on the development of regional hydrogen networks and conducting joint research, such as HyRegions2. This research shows that low-pressure networks for regional industry are cost-efficient, well-suited to business needs and can be implemented more quickly than high-pressure networks.

Through regional initiatives such as Stad aan 't Haringvliet and Kapelle, we are putting this knowledge into practice and keeping our expertise up to date. Many regional stakeholders are ready to begin working with hydrogen, but national coordination is needed. Clear decisions on market design, division of roles and a national development plan are essential to properly integrate decentralised and national networks.

Green gas

Stedin views green gas as an indispensable link in the energy system. In 2025, our gas network had sufficient capacity to accommodate all customers who had requested a connection to feed in green gas. This meant we achieved our target. With the entry into force of the Green Gas Blending Obligation Act, the share of green gas could potentially increase from 23 million m^3 to 196 million m^3 in order to achieve the objectives of the Climate Agreement and the blending obligation. To ensure we can continue to connect everyone in the future, we began preparations in 2025 for a second grid connection in Friesland, between Stedin's networks and the green gas collection pipeline of Gasunie Transport Services. Project implementation will start in 2026. Finally, with the growth in green gas volumes, monitoring gas quality and managing flows in our networks is also becoming increasingly important; in 2025, we began developing an approach to professionalise this.

Green Gas Feed-in Compass

To provide insight into the available feed-in capacity, we developed a public map: the Green Gas Feed-in Compass. From 2026 onwards, we will proactively share our data through this tool and support the sector in developing new initiatives. Together with other grid operators, we are working on measures to improve the quality monitoring of the gas fed into the network.

Safety

To ensure the physical safety of everyone who works at, with and for Stedin, we actively invest in strengthening safety awareness and the safety culture within Stedin. We embed this in onboarding, education and training, among other ways. We also invested in our Cyber Defense Center, in awareness, innovative technologies and collaboration with external partners. In doing so, we strengthened our digital resilience.

> ESRS2 77; S1 46

KPIs Safety	Note	Unit	Result 2024	Target 2025	Result 2025	Target 2026	Target 2030
LTIR	Lost Time Injury Rate: the number of fatal occupational accidents and accidents resulting in absence per 1,000,000 hours worked over the past 12 months.	ratio	0.1	≤1.5	0.9	≤1.0	≤1.0
RIF	Recordable Incident Frequency: the number of fatal accidents and occupational accidents resulting in absence, restricted work or medical treatment per 200,000 hours worked.	ratio	0.4	≤0.9	0.7	≤0.8	≤0.8

Ensuring the safety of employees, suppliers and the public

Our goal is to prevent workplace accidents and ensure that our employees, as well as employees of our supply chain partners, subcontractors and everyone in our environment, can work safely. The Recordable Incident Frequency (RIF) and Lost Time Injury Rate (LTIR) are two key indicators that help us evaluate the effectiveness of our safety measures. We outperformed our targets on both counts.

> S1 46

In 2025, we tightened our targets for RIF and LTIR. In recent years, Stedin has outperformed its targets for preventing workplace accidents, and this move reflects our ambition to maintain and further improve these strong results. The new targets are aligned with realistic expectations and contribute to our long-term strategy for sustainable employability.

Recognition for safety awareness and culture

Our continued focus on safety awareness and strengthening the safety culture within Stedin led to us achieving step 5 of the Safety Ladder in 2025. This is recognition that we have fully embedded safety in our organisation's culture, business processes and day-to-day behaviour. > S1 37

Through training, awareness campaigns, workplace audits and paying structural attention to social safety, we ensure that safety remains top of mind for our people in their daily work. For example, in collaboration with the police and security services, our employees were trained in de-escalation and other techniques so that they can deal safely with situations involving aggression. > S1 37

Limited impact of workplace accidents

Nine incidents were recorded that resulted in an absence from work. These mostly concerned physical injuries sustained during operational activities. The impact proved limited, thanks to rapid follow-up and measures such as suitable alternative work. The total number of days lost due to these incidents was 248. We met the LTIR KPI: 0.9 compared with a target of ≤1.5. This indicates that our efforts to improve physical safety appear to be effective. We also achieved the RIF KPI: 0.7 against a target of ≤0.9. This continues our strong safety performance. > S1 46

Safety awards and certificates

> S1 37

In 2025, we again awarded the Golden Safety Shoe to colleagues and the Stedin Safety Award to one of our partners to encourage safety awareness and reward exemplary behaviour.

Stedin demonstrably complied with applicable standards and guidelines relating to safety, working conditions, quality management, asset management, information security, business continuity management and crisis management. See Safety certificates under Appendices for an overview of the certificates per business unit.

Safety regulations for hydrogen

> S1 37

During the year, we established safety regulations for working with hydrogen. The definitive implementation will take place in 2026. Until then, we are using temporary work instructions and additional control measures to ensure we work safely with hydrogen.

Digital security

> S4 30

By continuously investing in further professionalisation and collaborating with external partners, we are strengthening our digital resilience. Our approach is broad and coherent: from governance and compliance to increasing awareness and continuous process improvement. Capacity is also crucial here. That is why we strengthened our Cyber Defense Center with new colleagues who help us quickly identify and address cyber threats. We are fully committed to protecting our digital infrastructure and company information as effectively as possible. Our focus is on limiting risks and responding quickly and effectively to incidents, so we can respond to new threats.

Awareness of the importance of information security

> S4 30

Awareness about information security has improved among our colleagues thanks to the 'Safely Connected' campaign, the provision of targeted training and the training provided during the onboarding of new employees.

Audit of the Information Security Management System

> S4 30

When it comes to setting up, implementing, maintaining and continuously improving our Information Security Management System (ISMS), we demonstrably perform well. This is evident from the annual ISO27001 audit. We have now translated improvement points into actions on our roadmap for strengthening security. At the same time, we realise that a certificate is no guarantee that all risks are covered. We therefore remain vigilant in managing our ISMS, enabling us to respond continuously to new threats and developments.

For more information about digital security, see Risk management.

Financially sound

Constructing and managing our grids is a costly business. Stedin recovers these costs in the years following construction and maintenance through grid tariffs. This means that, in the intervening period, Stedin is effectively pre-financing these investments. We do this through a combination of equity and debt. A good credit rating is essential for taking out loans. Especially at a time when our investments are rising sharply. Our aim is therefore to maintain our A- credit rating with credit rating agency Standard & Poor's (S&P). The FFO/Net Debt and solvency ratio are key indicators in monitoring our credit rating and financial health.

KPIs Financially healthy	Note	Unit	Result 2024	Target 2025	Result 2025	Target 2026	Target 2030
Credit rating	An assessment of a company's creditworthiness based on the S&P methodology, expressed as a credit rating	ABC	A- rating	A- rating	A- rating	A- rating	A- rating
FFO/Net Debt ratio	The extent to which the net debt position can be repaid from the funds from operations	%	11.5	≥10	13.7	≥10	≥10
Solvency	Ratio of adjusted equity to adjusted balance sheet total	%	42.9	≥35	40.6	≥35	≥35

Financial developments

Draft regulatory method for the new regulatory period starting in 2027

A new regulatory period (REG2027) will begin in 2027. The Netherlands Authority for Consumers and Markets (ACM) is responsible for setting the regulatory framework and published its draft regulatory method in September 2025. From 2027 onwards, the current benchmark regulation will be replaced by a cost-based regulatory framework. With this new approach, the ACM aims to create greater scope for grid operators to make the substantial investments required, while also applying more targeted, effective oversight of individual operators' efficiency and performance. The ACM published the final regulatory method on 16 February 2026.

Developments in the debt portfolio and credit rating developments

To support the execution of our strategy, we increased our interest-bearing debt portfolio during the year under review. Planned repayments of long-term loans totalling €530 million were largely offset by the issuance of two green bonds of €500 million each. In addition, Stedin agreed a new committed credit facility of €500 million with the European Investment Bank (EIB).

In 2025, €250 million was drawn down under this facility. Taken together , these debt instruments enable us to secure funding at the lowest possible interest costs and align with the ACM's remuneration methodology.

In January 2026, S&P reaffirmed Stedin's credit rating at A- with a stable outlook.

Financial results

FFO/Net Debt and Solvency above target

The FFO/Net Debt ratio amounted to 13.7%, exceeding our internal target of 10%. Compared with 2024, the ratio increased by 2.2% (2024: 11.5%), as FFO grew faster than net debt. FFO increased by €175 million, mainly due to higher operating income. Lower interest payments were offset by higher tax payments. Net debt increased by €631 million, reflecting the use of additional borrowing to cover negative free cash flow.

The solvency ratio was 40.6% on 31 December 2025 (2024: 42.9%), remaining well above the minimum target of 35%. The decrease compared with 2024 is attributable to higher borrowings to finance negative free cash flow.

Higher net result

In 2025, we recorded a profit after tax of €278 million (2024: €158 million). Operating profit increased by €143 million to €449 million, and financial expenses decreased by €23 million to €78 million, while income tax expenses increased by €46 million to €93 million. These components are explained in more detail below. A substantial portion of the higher net result was retained, thereby strengthening equity and supporting investments in grid expansion.

Higher operating income

Total operating income increased by €225 million to €2,313 million in 2025. Revenue increased by €252 million to €2,300 million, primarily due to higher revenues from transport, connection and metering services. This reflects higher regulated tariffs, driven by rising costs in the electricity grid. Revenue growth was further supported by the way in which the ACM allocates the additional income arising from the methodology and x-factor decision revisions in 2024 across the years. A significant share of this additional income for the current five-year regulatory period (2022-2026) was allocated to 2025 and 2026. Other operating income decreased by €27 million, to €13 million, following a one-off payment from the ACM in 2024 for previously requested removals of gas connections.

Higher operating expenses

Total operating expenses increased by €82 million to €1,864 million. The main drivers were:

- An increase in personnel expenses of €86 million, reflecting collective labour agreement increases and growth in the number of FTEs;
- An increase in other operating expenses of €22 million, partly due to higher IT costs associated with increasing digitalisation and workforce growth; and
- An increase in depreciation of €34 million, reflecting the higher investment levels in recent years.

These increases were partly offset by a €21 million reduction in cost of procurement and contracted work. This was driven primarily by:

- A €57 million decrease in network losses due to lower energy purchase prices;
- A €33 million increase in the costs of contracted work due to higher purchase prices and the growth of our work package; and
- A €3 million increase in transmission costs for the use of the high-voltage grid.

Capitalised own production increased by €39 million as a result of more hours spent on investment activities and higher hourly rates.

Financial expenses decreased

Net financial expenses decreased by €23 million to €78 million. A one-off expense of €46 million, incurred in 2024 and related to the early repayment of a long-term Japanese yen (JPY) loan, did not recur. This effect was partly offset by higher recurring interest expenses resulting from the growth of the debt portfolio.

Tax expense increased

The income tax expense increased by €46 million in 2025 to €93 million, in line with the higher result before tax. The effective tax rate increased from 22.9% in 2024 to 25.1% in 2025, mainly due to lower investment-related tax deductions.

Negative free cash flow and financing

In 2025, we invested €1.3 billion. That is approximately €0.2 billion more than in 2024. Despite an increase in operating cash flow of €179 million, free cash flow remained negative at €484 million.

This negative free cash flow, together with planned repayments of €530 million, was financed through the issuance of two green bonds totalling €1.0 billion and a new €250 million loan from the EIB. Combined with lower short-term debt and dividend payments, cash flow from financing activities amounted to a positive €472 million, compared with €382 million in 2024.

Financially sound foundation

We expect investment levels to remain high in the coming years. The new regulatory method provides greater certainty that investments can be recovered and partly shortens the payback period. At the same time, we will continue to focus on enhancing productivity and building the most cost-efficient and effective energy infrastructure possible. Nevertheless, our free cash flow is expected to remain negative in the coming years. This will put pressure on our financial ratios. To ensure continued access to sufficient long-term financing, we therefore expect that we will need to strengthen our equity position in the coming years. To this end, we are in discussions with our shareholders and will continue to be so.

Governance

"We formed a new Board of Management team in 2025. That requires a great deal of time and energy, while the work continues as usual: the 5.6 million people in our service area are not interested in our vacancies. I am immensely proud of the team we have now and look ahead to the coming years with confidence and energy."

Trudy Onland,
CEO

Corporate Governance

Stedin voluntarily adheres to the Dutch Corporate Governance Code (CGC) to the extent possible. This regulates, among other things, the relationship between the Board of Management (BoM) and the Supervisory Board (SB). Sustainable long-term value creation is a key principle of the Code as well as of our operations and mission. We value effective and responsible management and supervision, and transparent governance.

Stedin Group

Stedin Group includes Stedin Holding N.V. and its subsidiaries Stedin Netbeheer BV, NetVerder B.V. and DNWG Infra B.V. Stedin Holding heads the group structure and acts as the statutory managing director of its subsidiaries, either directly or indirectly. Stedin Holding applies the full structure regime.

Stedin Group has a two-tier board structure consisting of a BoM and an SB.

Governance and Stedin Group

In addition to the Corporate Governance Code, we comply with the governance requirements set out in the Electricity Act, the Gas Act and, from 1 January 2026, the Energy Act. A significant part of Stedin Group's activities is regulated and supervised by the Netherlands Authority for Consumers and Markets (ACM). We do not apply a number of the CGC's provisions. Below, we explain where we deviate from the CGC.

Deviations from the Corporate Governance Code

- **Provision 2.2.2 Appointment of SB members:** an SB member is appointed for a period of four years. Reappointment is possible for a maximum of two terms of four years, to ensure the continuity of Stedin.
- **Provision 2.2.3 Publication of a press release in the event of the interim resignation of BoM members:** Stedin makes its own assessment of how it informs its stakeholders about any interim resignation of BoM members. Naturally, Stedin Group informs its stakeholders about any interim resignation of BoM members.
- **Provision 2.3.2 Establishment of committees:** for practical reasons, Stedin Group has established a combined selection, remuneration and appointment committee of the SB.
- **Provision 4.2.3 Meetings and presentations:** The shares of Stedin Holding are not listed. However, Stedin Holding has issued several (subordinated) bond loans, all of which are listed on the Amsterdam stock exchange (Euronext). When Stedin Group organises a presentation for investors, this is publicly announced. The presentations are published on the website of Stedin Group.

We also deviate from the provisions, principles and sections of the CGC mentioned below. We do so in part because the structure regime applies, and we follow the Standards for Remuneration Act WNT. The shares of Stedin Group are held by governments and are therefore not listed on the stock exchange.

- 2.1.3 Executive committee;
- 2.8 Takeover situations;
- 3.1.3 Remuneration of the executive committee;
- 3.2.3 Severance pay;
- 3.3.3 Ownership of shares by Supervisory Board members;
- 4.2.6 Protective measures;
- 4.3.3 Remove the binding nature of a nomination or dismissal;
- 4.3.4 Voting rights on financing preference shares;
- 4.3.5 Publication of the voting policy of institutional investors;
- 4.3.6 Report on the implementation of the voting policy of institutional investors;
- 4.3.7 Abstaining from voting if the short position exceeds the long position;
- 4.3.8 Shares on loan;
- 4.5 Share certification;
- 5 One-tier governance structure.

Compliance and Integrity

Compliance

Stedin complies with laws and regulations and operates in accordance with its standards of conduct. For further information on compliance with our standards of conduct, see the Integrity section below.

Stedin Group has a compliance management process to ensure that new and existing laws and regulations are implemented correctly and in a timely manner in our business processes. The Compliance & Integrity team reports four times a year to the BoM and twice a year to the committees of the SB on developments in the field of C&I within and outside Stedin Group.

In addition, our organisation follows processes to ensure compliance with relevant tax laws and guidelines. This applies to fair competition, taxation and the prevention of bribery and corruption. For bribery and corruption, see also Corruption and bribery in Business ethics, integrity and good governance.

Stedin is subject to Dutch taxation. The majority of the taxes relate to corporate income tax, value-added tax (VAT), dividend tax and payroll taxes. We seek a form of cooperation with the Netherlands Tax Administration that is based on mutual trust, mutual understanding and transparency, while aiming to pay our fair share of taxes. Our tax policy provides further guidance on this.

Enforcement by supervisors

In 2025, the Environmental Protection Agency Rijnmond (DCMR) imposed enforcement measures regarding non-compliance with environmental legislation. Furthermore, the State Supervision of Mines (SodM) imposed an order subject to penalty in connection with updating the company assets register.

DCMR, acting on behalf of the municipality of Schiedam, imposed orders subject to penalty payments for non-compliance with environmental legislation during excavation works carried out on behalf of Stedin. Stedin has objected to these decisions. However, the municipality of Schiedam followed the advice of its objections committee and rejected Stedin's objections. As a result, the decisions remain in force. This means that if comparable violations are identified again, the imposed penalty payments will become payable. However, if no similar violations are identified within one year of the decisions, Stedin may request that the orders be lifted.

In addition, SodM imposed an order subject to a penalty payment in connection with updating the asset register. In 2024 and 2025, Stedin implemented significant improvements to its processes, as a result of which we now register almost all assets in full and in a timely manner. SodM nevertheless requires additional measures. As there are differences in interpretation of how certain statutory requirements should be applied, Stedin will remain in dialogue with the regulator. In the meantime, Stedin will continue its efforts to ensure a careful, timely and transparent registration process.

Integrity

We maintain and promote integrity through the Stedin Code of Conduct, our Integrity Hotline, a whistleblowing scheme and through confidential advisers, one of whom is external. For further explanation of these initiatives, see Business ethics, integrity and good governance. In addition, we hold periodic consultations on fraud prevention, in accordance with the relevant policy.

Privacy and data protection at Stedin

Stedin acts in accordance with the General Data Protection Regulation (GDPR) and the GDPR Implementation Act. Data breaches are carefully recorded and, if necessary, reported to the Dutch Data Protection Authority and the data subjects concerned. Data subjects can exercise their privacy rights through various channels. Customers manage their own data via My Stedin. In addition, customers are clearly informed through the privacy statement on Stedin.net about which data is processed and for what purposes. Measurement data are processed in accordance with the Code of Conduct for Smart Grid Management. Information about this is communicated on the Netbeheer Nederland website. In 2025, further steps were taken regarding privacy maturity, including the implementation of a privacy management tool that supports demonstrable compliance with the GDPR.

Governance roles

Board of Management

Responsibilities and duties

> E1 24; S4 15

The BoM determines the long-term strategy, sets the operational and financial objectives, and establishes the conditions required to realise the strategy. In performing its duties, the BoM weighs all relevant interests, including those of customers, shareholders, employees, providers of capital and society.

The BoM has defined cultural values that contribute to a culture focused on sustainable long-term value creation.

Within the BoM, a division of responsibilities has been agreed, while the collective responsibility of the BoM as a whole remains intact. The SB has approved this division of responsibilities. The BoM represents the company, both collectively and individually. The internal Governance and Authority Structure (GAS) sets out the authorities for representing Stedin Holding and its subsidiaries internally and externally, including financial thresholds.

The BoM also monitors the design and operation of the internal risk management and control systems. This is elaborated further in Risk management and is confirmed in the Risk Management Statement.

Composition of the Board of Management

> ESRS2 21

In 2025, the BoM consisted of four members: a Chief Executive Officer (CEO), a Chief Financial Officer (CFO), a Chief Operating Officer (COO) and a Chief Transition Officer (CTO). Until 1 May 2025, the BoM comprised three male members and one female member. After 1 May 2025, this changed due to three vacancies. As of 1 September 2025, the BoM, in its new composition, is complete again. The proportion of women on the BoM therefore stands at 50%. The target for the composition of the BoM is at least 30% women and at least 30% men.

The new members of the BoM did not hold a comparable position within a government body in the two years prior to their appointment.

The new members of the BoM did not hold a comparable position within public administration in the two years prior to their appointment. > G1 30

ESRS2 21

Biographical details of the Board of Management

Ing. Trudy Onland MSc
Chair/CEO

Member of the Board of Management of Stedin Holding N.V.

Trudy Onland became CEO and Chair of the Board of Management on 1 May 2025. In the four years before that, from 1 June 2021, she was COO and member of the Board of Management. Previously, she worked for the Dutch Railways (NS), where she held various positions. She was responsible for customer service and was Director of Maintenance for the NS fleet. Trudy is a member of the Supervisory Board of Gelderse Vallei Hospital.

Drs. Jaap Verhoeff
Member/CFO

Member of the Board of Management of Stedin Holding N.V.

Jaap Verhoeff has been CFO and member of the Board of Management since 1 September 2025. Prior to this, he was Finance Director at Boskalis Nederland, and earlier at Van Hattum and Blankevoort and Volker Stevin International (VolkerWessels). Earlier in his career, he was a partner at KPMG.

Ir. Aline Arends
Member/COO

Member of the Board of Management of Stedin Holding N.V.

Aline Arends has been COO and member of the Board of Management since 1 May 2025. Aline has worked at Stedin since 2019 in various roles and was most recently Director of Business Projects. Before that, she held various positions at Rijkswaterstaat and at the former Ministry of Transport and Water Management.

Dr. Timo Idema
Member/CTO

Member of the Board of Management of Stedin Holding N.V.

Timo Idema has been CTO and member of the Board of Management since 1 May 2025. Since April 2024, he has been Director of Strategy & Regulation at Stedin. Before that, he worked as Director of Strategy and Director of Asset Management at ProRail, and as a consultant at Boston Consulting Group.

Supervisory Board

Responsibilities and duties

The SB of Stedin Holding N.V. advises the BoM and supervises its implementation of the strategy for sustainable long-term value creation, as well as the overall affairs of the Stedin Group. The SB also acts as the employer of the BoM, appointing, suspending and dismissing members of the BoM (after consultation with the General Meeting of Shareholders).

The Supervisory Board of Stedin Holding N.V. also supervises policy at the grid operator Stedin Netbeheer B.V.

Composition & committees of the Supervisory Board

› ESRS2 21

At the end of 2025, the SB consisted of six members: three men and three women from different age groups and with diverse backgrounds. In its composition, the SB strives for sufficient complementarity, pluralism and diversity of perspectives in terms of age, gender and origin. Diversity in composition is also discussed in the annual self-evaluation of the BoM and SB.

The SB has two permanent committees:

- The combined Selection, Remuneration and Appointment Committee (SRA Committee), which in 2025 consisted of Hanne Buis (chair), Doede Vierstra and Arco Groothedde.
- The Audit Committee (AC), which in 2025 consisted of Theo Eysink (chair until 16 April 2025), Huib Costermans (chair from 16 April 2025), Annie Krist and Marike Bonhof.

These committees prepare the decision-making in the SB meetings. The committees report on their activities during the SB meetings. The regulations of both committees can be found on the Stedin Group website .

› ESRS2 21; G1 30

The Supervisory Board consists exclusively (100%) of independent members. The new members of the Supervisory Board did not hold a comparable position within public administration in the two years prior to their appointment.

ESRS2 21

Biographical details of the Supervisory Board

D.G. (Doede) Vierstra RC

Doede Vierstra (b. 1958) is currently a director appointed by the Enterprise Chamber of the Amsterdam Court of Appeal. He gained extensive experience with public stakeholders, including public shareholders, during his time as CFO of Nuon as well as in other positions. Previously, he served as Chair of WENB (the Employers' Association for Energy and Utility Companies). He is therefore familiar with the challenges the energy transition presents for Stedin Group. He is also a member of the board of Stichting Nyenrode, a member of the Supervisory Board of PGGM and a member of the Supervisory Board of the Netherlands Bach Society.

A.J. (Annie) Krist

Annie Krist (b. 1960) is CEO of GasTerra. She began her career at N.V. Nederlandse Gasunie, where she held various managerial positions. In 2005, she joined the management team of Gasunie Transport Services (GTS). In 2011, she was appointed Managing Director of GTS. Annie is a board member of the Stichting ter Bevordering van de Ruimtelijke Wetenschappen. She is also an associate member of the International Gas Union, a member of the Advisory Board of the Clingendael International Energy Programme and a member of the Governing Board and Executive Committee of Eurogas.

H.J. (Huib) Costermans

Huib Costermans (b. 1967) is CFO of DeltaFiber and has a background in finance, including 16 years spent abroad. He began his career in 1992 at Organon, the pharmaceutical division of Akzo Nobel. In 2008, he moved into the telecoms sector as CFO of KPN's network company. After 23 years working for listed organisations, he moved in 2015 to private equity-backed companies, first as CFO of the Irish company Eir and since 2018 at DeltaFiber. His broad experience as a CFO in capital-intensive sectors is highly valuable for Stedin Group and in his role as Chair of the Audit Committee.

H.L. (Hanne) Buis

Hanne Buis (b. 1976) is an executive partner at the law firm De Brauw Blackstone Westbroek in Amsterdam. Previously, she was COO and a member of the Board of Management of Schiphol Group. Before that, she served as Managing Director of Lelystad Airport. Prior to joining Lelystad Airport, she held various positions at Schiphol, where she managed complex operational processes. She is also a member of the board of the University Council of Erasmus University.

A.P.G. (Arco) Groothedde

Arco Groothedde (b. 1964) is a director at housing association Eigen Haard and a member of the Supervisory Board of DSW. Previously, he was CEO of Translink Systems and worked at the Land Registry and RDW. At Translink, he worked on the introduction of the public transport chip card, among other things. Arco's extensive experience as a director, including in digital transformation, is highly valuable for Stedin Group, as digitalisation is an important theme in the energy transition.

A. (Marike) Bonhof

Marike Bonhof (b. 1974) is a director at housing association Ymere and a member of the Supervisory Board of Nationale Hypotheek Garantie (NHG). She has extensive managerial and financial experience at the point where public and private sectors intersect. She was previously CFO of drinking water company Vitens and before that held several managerial and administrative positions at the municipalities of Amsterdam and Utrecht. She began her career at the Ministry of Finance.

Report of the Supervisory Board

In performing its duties, the Supervisory Board (SB) focuses on sustainable long-term value creation, with due regard for all stakeholders. The SB was informed about the management of bottlenecks and the approach to addressing capacity constraints, as well as aspects of stakeholder management.

The Stedin Group Strategy 2023–2027 underwent a mid-term review in 2025. The three strategic priorities – Construction, Utilisation and Management – remain leading principles. Stedin deploys them in an integrated manner to address bottlenecks. The review also highlighted developments regarding heat and Stedin's preparations for a role in line with the Collective Heating Supply Act. The SB was closely involved and approved the review ahead of the shareholders' meeting in April.

Financing and regulation

The energy transition requires substantial financing. The SB notes that current regulation and decision-making processes lag behind the requirements for proactive investment. The current regulatory methodology provides insufficient scope for this. Through a consultation procedure, Stedin worked with other grid operators and the ACM on new decision-making methodologies. National cooperation is crucial given the importance of the energy transition for the sustainable future of the Netherlands.

Site visits

The annual two-day session of the SB and the Board of Management (BoM) took place in Dordrecht, which is both a shareholder and the location of several Stedin projects. There, the SB and BoM received briefings on the neighbourhood-based approach, improved grid utilisation and an integrated multi-layer energy system. In Delft, some of the SB members attended an important milestone in the construction of the district heating network, which involved a complex underground drilling operation.

Stakeholder management and the SB's role as 'societal antenna'

The SB ensures that Stedin carefully weighs societal interests and those of its stakeholders. As a network company, Stedin relies on collaboration to achieve its objectives; it cannot do so alone. In 2025, collaboration with municipalities, particularly in securing land for substation construction, improved significantly, an important positive development.

Stedin maintains close contact with companies and with all municipalities in its service area; they know how to find Stedin and vice versa. In 2025, Stedin hosted several representatives from national politics, including the chair of the SER and a state secretary. Among other topics, discussions addressed Stedin's role as a diverse employer. In addition, Stedin attended the House of Representatives for discussions with members of parliament.

Finally, on 2 December 2025, Stedin hosted a shareholders' dinner during which we reflected on the past year with our shareholders.

Climate, energy transition and sustainability

The SB recognises that grid operators, including Stedin, fulfil a pivotal role not only in enabling the energy transition to proceed at the desired pace but also in remaining agile and resilient. This requires Stedin to invest in a timely manner, to finance these investments responsibly, and for legislation and regulation to provide scope for a new role.

The affordability of the energy transition for consumers and businesses is also becoming increasingly important. In addition, Stedin takes responsibility for reducing its own climate impact through sustainable business operations. The company's environmental, social and governance strategy was updated on these points in 2025.

Safety

The SB observes that safety efforts are delivering results. In 2025, the safety ratios were strong and Stedin, including NetVerder and DNWG, achieved Step 5 certification on the revised Safety Culture Ladder (SCL). This is an achievement to be proud of. The SB monitors safety through a dashboard and sees that safety awareness receives broad attention across the organisation.

Deliverability of the energy transition

Alongside the BoM, the SB observes that Stedin is making good progress in strategic workforce planning and supplier management. Training capacity has been expanded, and through the Stedin Academy, Stedin invests in internal training programmes. The company has a clear insight into its future material and workforce requirements and the financial impact.

The SB's role as employer

The composition of the BoM changed in several respects in 2025.

- CEO: Koen Bogers stepped down; with effect from 1 May 2025, the SB appointed Trudy Onland, previously COO at Stedin.
- COO: The vacancy from 1 May 2025 was filled by Aline Arends, previously Director of Business Projects at Stedin.
- CTO: Following the departure of David Peters, the SB appointed Timo Idema, previously Director of Strategy at Stedin, with effect from 1 May 2025.
- CFO: The position was filled on an interim basis successively by Eelco de Boer and Steven Suiker, to whom the SB is grateful for their commitment. Jaap Verhoeff, previously Finance Director at Boskalis Nederland, was appointed with effect from 1 September 2025.

Other important topics

The SB regularly spoke with employees about operational topics such as battery storage, stakeholder management and grid utilisation. In addition, the following were discussed:

- Vision development by the new BoM
- Preparation of the shareholders' meetings
- Dilemma session on heat
- Grid congestion and the future energy system
- Cybersecurity exercise
- The role and application of AI
- Approval of the Mid-Term Review, the Stedin Group investment plan, funding plan and annual plan

Composition, working methods and meetings

The SB held five regular meetings in 2025, plus one on the Annual Report, one on the half-year report and one on the annual plan. Private deliberations were held before and after these meetings. The entire BoM was present at these meetings. The agenda was prepared by the company secretary in consultation with the BoM and the chair of the SB.

Theo Eysink's second term ended in February 2025; he remained in office until the shareholders' meeting of 16 April 2025. The SB is grateful to him for this. As of that date, Huib Costermans was appointed as a member of the SB and chair of the Audit Committee, bringing the SB up to full strength.

Composition of the Supervisory Board and schedule of appointment and retirement

Name	(Re)appointment	Term	Term ends
DG (Doede) Vierstra RC (chair)	26 May, 2023	2nd term	20 September, 2027
TW (Theo) Eysink RA	12 February, 2021	2nd term	16 April, 2025
AJ (Annie) Krist	16 February, 2022	2nd term	17 April, 2026
HL (Hanne) Buis	23 September, 2022	2nd term	21 September, 2026
APG (Arco) Groothedde	25 September, 2024	2nd term	30 September, 2028
A. (Marike) Bonhof	25 September, 2024	1st term	25 September, 2028
HJ (Huib) Costermans	16 April, 2025	1st term	16 April, 2029

Attendance percentage of Supervisory Board members at meetings

Name	Supervisory Board meeting	Audit Committee	SRA committee
Doede Vierstra	100%		100%
Hanne Buis	100%		100%
Theo Eysink[1]	100%	100%	
Huib Costermans[2]	100%	100%	
Arco Groothedde	100%		100%
Annie Krist	87.5%	100%	
Marike Bonhof	100%	100%	

1 Until April 16, 2025
2 Appointed as of April 16, 2025

Audit Committee

Until 16 April, Theo Eysink served as chair, after which Huib Costermans assumed the role. The committee addressed internal risk management, cybersecurity, treasury, internal audit, financial developments, ESG and compliance. In 2025, additional attention was paid to the further development of management information and project control. The committee met seven times; the CFO, the internal audit manager and the auditor from Deloitte Accountants B.V. were standard attendees. The compliance officer and the corporate risk manager attended at least twice.

Selection, Remuneration and Appointments Committee

Chair Hanne Buis led five meetings. In addition to regular agenda items, there were frequent coordination meetings regarding the appointment of new BoM members. The committee discussed the self-evaluation, compliance, integrity, the appointment of Huib Costermans and the diversity policy. The remuneration policy for members of the BoM and the SB for 2025, in line with the Standards for Remuneration Act (Wet normering topinkomens – WNT), is set out in the remuneration report.

Self-evaluation and education

In 2025, the SB conducted a self-evaluation under the guidance of an external firm. The outcomes were discussed and shared with the BoM, including the ambition to foster more dilemma-driven discussions and to adjust the meeting agenda accordingly. Given the rapidly changing environment, the SB continues to develop through in-depth sessions.

Independence of SB members

The Articles of Association and the SB Rules of Procedure safeguard independent and critical decision-making. The SB fully complies with the Corporate Governance Code. One SB member falls under a permitted exception under the Electricity Act and the Gas Act: Annie Krist is also the CEO of GasTerra. With effect from 1 January 2026, this exception will lapse following the introduction of the new Energy Act. The consequences of this have been carefully discussed with the legislator and the regulator. Members report ancillary positions to the chair and the company secretary; no SB member exceeds the maximum number of supervisory positions. The topic of ancillary positions was discussed on 3 October 2025. No material transactions involving potential conflicts of interest took place.

Contacts with shareholders and the works council

In 2025, there were regular consultations with a delegation of the shareholders' committee, including in connection with the appointment of Huib Costermans and new BoM members. Three shareholders' meetings were held, chaired by the chair of the SB. There was also constructive contact with the Works Council, including a 'three-council consultation' involving the SB, BoM and Works Council on AI and the retention of professional expertise. The collaboration was constructive and mature, strengthening the relationship with employees.

Recommendation to the shareholders regarding the Financial Statements

The BoM prepared the annual Financial Statements; Deloitte Accountants B.V. audited them and issued an unqualified auditor's report. The Financial Statements have been signed by the BoM and the SB and will be submitted to the General Meeting of Shareholders for adoption in 2026, together with the dividend proposal. The SB also recommends that the General Meeting of Shareholders grant discharge to the BoM for the management conducted in the 2025 fiscal year and to the SB for the supervision exercised over that management during the same year.

A word of thanks

The SB expresses its gratitude to the employees, management, Works Council and the BoM for their great commitment, professionalism and dedication. We also thank the shareholders for their support and confidence in Stedin.

Rotterdam, February 26, 2026

The Supervisory Board
Doede Vierstra (chair)
Hanne Buis
Huib Costermans
Arco Groothedde
Annie Krist
Marike Bonhof

Remuneration report

This remuneration report explains the incentive scheme that applies to the Board of Management (BoM) and the Supervisory Board (SB) of Stedin Group. This policy is subject to the Standards for Remuneration Act (Wet normering topinkomens – WNT). The accountability for WNT remuneration is included in the Annual Report of Stedin Netbeheer.

Incentive scheme

> ESRS2 29

With effect from 1 January 2025, the General Meeting of Shareholders of Stedin Group re-adopted the incentive scheme for the members of the BoM. Remuneration consists of a fixed annual income and a package of further benefits. This package includes, among other things, a pension scheme, annual leave and a tax-free expense allowance.

The incentive scheme for the BoM falls within the norms of the WNT. The SB determines the level of the fixed annual income each year with effect from 1 January. In accordance with the WNT, the remuneration of the SB amounts to a capped percentage of the WNT standard.

No rights have been granted to the members of the BoM or the SB of Stedin Group to subscribe for or acquire shares in the capital of the company or any of its subsidiaries. Nor have the company, its subsidiaries or the companies whose financial information is consolidated by Stedin granted loans, advances or guarantees to the members of the BoM or the SB of Stedin Group.

Remuneration of the members of the Board of Management of Stedin Group

In 2025, the members of the BoM of Stedin Group were as follows:

Data for 2025 x € 1	Trudy Onland	Koen Bogers	Danny Benima	Jaap Verhoeff	Aline Arends	Timo Idema	David Peters	Totaal
Position	CEO/COO	CEO	CFO	CFO	COO	CTO	CTO	0
Remuneration								
Remuneration plus taxed expense allowances	237,085	77,644	-	79,622	149,913	157,930	73,826	776,020
Pension benefits	23,607	7,869	-	7,879	15,616	15,565	7,852	78,388
Termination benefits	-	78,877	-	-	-	-	75,000	153,877
Total remuneration	**260,692**	**164,390**	**-**	**87,501**	**165,529**	**173,495**	**156,678**	**1,008,285**
Data for 2024 x € 1								
Remuneration								
Remuneration plus taxed expense allowances	223,603	223,426	223,130	-	-	-	211,818	881,977
Pension benefits	23,708	23,741	23,742	-	-	-	23,676	94,867
	-	-	75,000	-	-	-	-	75,000
Total remuneration	**247,311**	**247,167**	**321,872**	**-**	**-**	**-**	**235,494**	**1,051,844**

Remuneration ratios

The ratio between the highest paid and the median remuneration was 3.28 in 2025. This was 1.5% higher than the remuneration ratio in 2024.

As in previous years, the remuneration ratio is determined based on the ABP pensionable annual salary of employees employed by Stedin Group on 31 December 2025. The ABP pensionable annual salary is a uniform and objective remuneration concept that includes 12 months of full-time salary, 8% holiday allowance and variable benefits, such as the on-call allowance for standby and breakdown services and anniversary bonuses.

The remuneration of the BoM is adjusted annually. That adjustment is not included in the ratio for that year but is included in the following year's ratio. However, if a member of the BoM joins the company during the year, the full remuneration is included in the calculation. Although the same maximum WNT remuneration applies to all members of the BoM, the ABP pensionable annual salary is higher. This was the case in 2025. As a result, the ratio increased; otherwise it would have remained approximately the same.

For more information on remuneration indicators, see Actions, metrics and targets in Diversity & Inclusion.

Remuneration ratio

2017	5.56	base year
2018	4.67	16.0% lower compared to 2017
2019	4.03	13.7% lower compared to 2018
2020	3.50	13.0% lower compared to 2019
2021	3.29	5.9% lower compared to 2020
2022	3.43	4.2% higher compared to 2021
2023	3.36	2.2% lower compared to 2022
2024	3.23	3.8% lower compared to 2023
2025	3.28	1.5% higher compared to 2024

Risk management

The active management of risks and opportunities is an essential element in achieving our strategic objectives. For this reason, we have anchored risk management firmly in our strategic planning process. This allows us to approach risks and opportunities in a targeted manner when implementing our strategy.

In this section, we focus on the most important long-term opportunities and risks that could impact the realisation of our strategy. These overlap, to a degree, with the material impacts, risks and opportunities (IROs) from our double materiality assessment. The explanation of long-term risks includes an explicit link with the IROs in the Sustainability Statement. For the full description of material IROs and the full linking of long-term opportunities and risks with the IROs, please refer to Material impacts, risks and opportunities.

You can read about the specific financial risks with respect to financial assets and liabilities in the notes to the consolidated Financial Statements.

When we refer to opportunities and risks in this section, we specifically mean the long-term opportunities and risks that may affect the realisation of our strategy.

Risk governance and the risk management process

The Board of Management (BoM) is ultimately responsible for the strategy and the long-term value creation it aims to achieve, for identifying and managing risks, and for capitalising on opportunities associated with the strategy and our activities. It is also ultimately responsible for the design and effective functioning of the internal control system. The departmental management of the various business units is responsible for managing this. The topic of risk management is discussed four times a year during the meetings of the audit committee.

Within Stedin Group's Enterprise Risk Management (ERM) framework, we manage both long- and short-term uncertainties. This framework has been largely translated into a so-called In Control Framework (ICF). This consists of various risk categories.

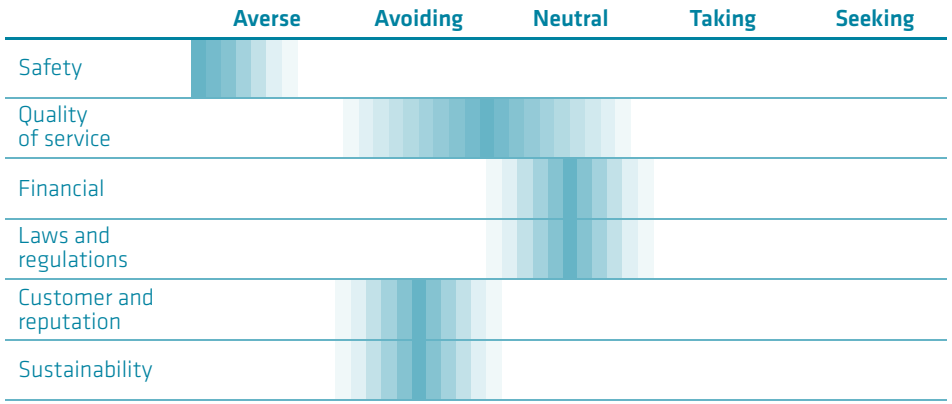
Our risk management complies with the requirements of the Corporate Governance Code (CGC). In line with the amended Corporate Governance Code, we present the Risk Management Statement for the first time in this Annual Report.

As part of our risk management process, we monitor and evaluate the internal risk management and control system throughout the year. These evaluations provide insights into the effectiveness of existing control measures for risks in operational areas, compliance with laws and regulations, financial reporting and sustainability reporting. In addition, this leads to the identification of opportunities for improvement. We are working to further expand the risk management and control system focused on our Sustainability Statement, thereby increasing the degree of certainty that the sustainability information does not contain material inaccuracies. In addition, we see room to further strengthen project (risk) management to improve the timely identification and management of the main operational risks. We are also working to increase the demonstrability of compliance risk management. Furthermore, our continued focus on information security and cyber resilience strengthens the timely identification and management of the main risks in this area, as part of operational and compliance risks. The insights into the effectiveness of existing control measures and the opportunities for improvement form the basis of our conclusions by risk category in the Risk Management Statement. In 2025, several previously identified improvements were implemented, further increasing the system's overall effectiveness.

Visit our website for more information about our risk governance and risk management process.

Risk appetite

We accept a certain amount of risk to achieve our strategic objectives. In doing so, we continuously seek a balance between our societal role, the (financial) resources available to us and our operating environment. The degree to which we are willing to take risks varies by risk category.



Safety (Averse): For us, safety comes first. We do not want our activities to result in accidents that cause minor injuries (leading to absence from work) or more serious consequences.
Quality of service (Avoiding/Neutral): We do not want to take risks that could cause a significant increase in congestion or a significant deterioration in the quality and efficiency of our service provision.
Financial (Neutral): We want to avoid an unexpected financial impact greater than €20 million.
Laws and regulations (Neutral): We do not want to take risks that could result in an order subject to penalty payment, a category 5-6 fine or prosecution of a member of the Board of Management.
Customer & Image (Avoiding): We avoid risks that could lead to a significant level of negative perception among customers, shareholders and other stakeholders.
Sustainability (Avoiding): We do not want to take risks that could lead to a significant deterioration of the living environment.

Key long-term opportunities and risks for Stedin Group

When identifying key long-term opportunities and risks that may affect the execution of our strategy, we consider relevant internal and external developments. These may include developments in the internal organisation or in the external environment, both in the Netherlands and worldwide. The most important developments in 2025 are described in Developments and the impact on Stedin. This means that risks are not fixed and that the assessment of long-term opportunities and risks may change over time.

In evaluating them, we consider both the likelihood of occurrence and the potential impact on strategic objectives, taking into account the related control measures. The heat map shows changes in individual opportunities and risks compared with the previous year. The opportunities and risks remained largely unchanged in 2025.

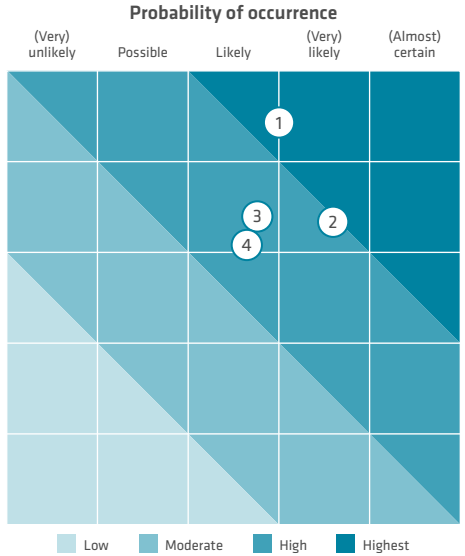
The risk related to information security and cyber resilience was reassessed, with a shift in emphasis from regulatory compliance to a broader focus on sound and responsible business practices. The wording of this risk was updated to underline the critical importance of robust information security for protecting essential infrastructure. This led to a higher risk assessment and underscores the strategic importance of digital resilience.

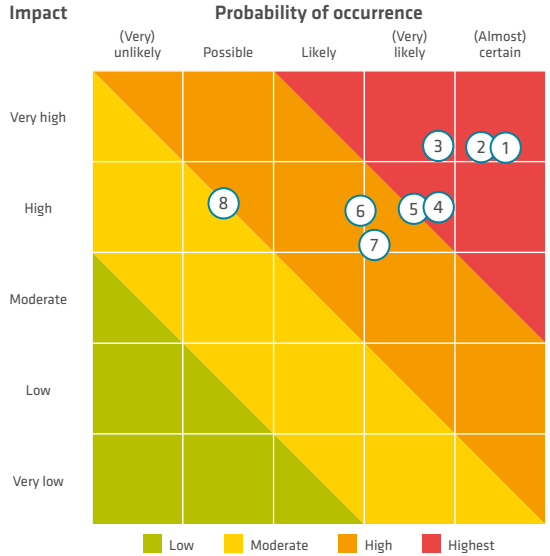
The risk ‘Inadequate availability and quality of data’ decreased slightly in 2025, partly because of the implementation of several data initiatives under the data strategy and the expansion of available capacity within the data domain. As customary, we will re-evaluate the risk assessment and wording at the beginning of 2026 and update them where appropriate, in line with developments within and outside the organisation and the ongoing evolution of our strategy.

Long-term opportunities

= 1. Proactive stakeholder management at the national and regional levels
= 2. Further developing heat and scaling it into a mature energy carrier, as well as deploying other alternative energy carriers
= 3. Comprehensive investment assessment to ensure the best possible mix of electricity, gas or future energy sources
= 4. Continuing to position Stedin as a highly relevant partner in the energy transition

= Unchanged ↑ Ascended ↓ Descended





Long-term risks

= 1. Insufficient flexible power capacity available for capacity management
= 2. Increase in capacity bottlenecks in our grid
↑ 3. Disproportionate vulnerability resulting from inadequate information security and cyber resilience
= 4. Social affordability of energy under pressure
= 5. Delays in acquisition and allocation of land
= 6. Insufficient number of people with the required (technical) competences
↓ 7. Inadequate data availability and quality
= 8. Impact of accidents related to Stedin Group activities

Explanation of the risks

Below, we provide an explanation of the top risks shown in the red areas above. We also describe the measures we take to manage the risk.

1. Insufficient flexible capacity available for capacity management

Risk appetite	Avoiding
Description: In Utilising the grid capacity, you read that the pressure on the electricity grid is increasing. Expansion investments by both TenneT and Stedin cannot deliver sufficient grid capacity on time, creating a need for flexible capacity. The flexibility market is still in the development phase, and the supply of flexible capacity is not yet increasing sufficiently. In addition, we see that the relatively new flexibility market partly competes with TenneT's existing imbalance market in terms of remuneration systems. As a result, existing customers may be reluctant to offer congestion management services.	
How we are responding: Stedin is working on scaling up through framework agreements, new contract models and flexibility tenders, and is working with TenneT to achieve better alignment between flexibility services and the imbalance market. More information can be found under Flexibility.	
Related material impact, risk and/or opportunity: The impact of having, being able to create and maintaining grid capacity for (future) customers.	

2. Increase in capacity bottlenecks in our network

Risk appetite	Avoiding
Description: In Building more grid capacitywe explain that peak demand for transmission capacity is increasing faster than we can expand the electricity grid. This is caused in part by the sharp growth in rooftop solar and wind, heat pumps and charging infrastructure. In addition, expanding the grid simply takes time, and there are also challenges relating to internal and external execution capacity, the availability of materials, available transmission capacity at TenneT and the identification of suitable locations for substations. This combination creates bottlenecks in parts of the grid. It increases the risk that we may not be able to offer customers (additional) capacity and that we may increasingly face supply interruptions. If congestion management does not provide sufficient relief, we must also declare congestion and place customers on a waiting list in order to ensure safe grid loading.	
How we are responding: We are working on accelerating grid reinforcement through the neighbourhood approach, expanding our implementation capacity (including contractor capacity), expanding our execution capacity (including contractor capacity), increasing the reliability of material supplies, identifying suitable locations in a timely manner, deploying innovations to build faster and strengthening collaboration with municipalities. In doing so, we first address the issues in the locations where they have the greatest impact.	
Related material impact, risk and/or opportunity: 1) The impact of having, creating and maintaining grid capacity for (future) customers; 2) The risk that Stedin increasingly faces supply interruptions; 3) The risk of an increase in capacity bottlenecks due to insufficiently reinforced grids.	

3. Disproportionate vulnerability due to inadequate information security and cyber resilience

Risk appetite	Neutral
Description: By failing to take sufficient measures to ensure the security of information and resilience against cyber threats, there is a risk that Stedin becomes disproportionately vulnerable to deliberate or unintended attacks. This increases the likelihood of large-scale outages resulting from a cyberattack.	
How we are responding: We are implementing an integrated information security strategy that is embedded in our policies and continuously refined. Governance, roles and responsibilities are organised across the organisation and applied in practice through a coherent policy framework. More information about this policy is provided in Cyber, data and information security. In addition, the Plan–Do–Check–Act cycle is actively used to inform and improve board reporting, internal KPIs, maturity models and the CISO control framework. We manage risks based on potential and current threats. We continuously monitor the external context and translate this into concrete measures for Stedin, including compliance with laws and regulations and collaboration within the sector. As described in Digital security, the culture and awareness programme is operational. In addition, the cyber defence and incident response plan is actively tested, optimised and deployed to ensure timely detection and an effective response. We periodically monitor the progress of the information security strategy and make adjustments where necessary.	
Related material impact, risk and/or opportunity: The risk of disproportionate vulnerability due to insufficient information security and cyber resilience.	

> ESRS2 48d; S4 30, 31

4. The societal affordability of energy comes under pressure

Risk appetite	Avoiding

Description: The affordability of energy is a broad societal issue for which Stedin feels partly responsible. Rising energy prices and grid tariffs may have negative consequences for the competitiveness of businesses and the financial security of households with low and middle incomes. This may undermine support for the investments made by grid operators.

How we are responding:

- Vision for the energy system: To maintain control over the affordability of grid costs, we focus on developing an efficient energy system at both the national and local levels. To this end, and together with the other grid operators, we have further developed a vision for the energy system aimed at efficient grid utilisation, the deployment of flexibility and an optimal energy mix.
- Tariff system, incentives & behaviour: Several initiatives relate to tariffs. For high-volume consumers, we are exploring alternative contract models and compensation for flexibility. For low-volume consumers, work is underway on a grid tariff system in which tariffs vary throughout the day, encouraging users to spread their consumption and avoid peaks. This contributes to more efficient utilisation of the grid, room for new connections and a more balanced distribution of costs. We also actively participate in national discussions on tariff development and advise policymakers and regulators on the financial and societal effects. For example, we are part of a steering group with the Ministry of KGG and the ACM on dynamic low-volume tariffs. More information on flexibility and behavioural solutions can be found in Utilising the grid capacity.
- Investment decisions: We focus on efficient and future-proof investment decisions: not more than necessary, but also not less. We focus on the right solutions in the right places to build faster and deploy investments effectively. More information on this can be found in Build faster. In addition, we seek smart and innovative solutions to make optimal use of our grids and increase available capacity without large-scale expansion. This is explained further in Utilising the grid capacity.
- Operational efficiency: We continue to focus on operational efficiency to keep our costs manageable and support the affordability of the grid. We maintain an ongoing dialogue with stakeholders and shareholders to provide them with insight into the development of our costs.
- Financing: To finance our investments, we raise funding at the lowest possible interest rates. More information can be found in Financial developments.

Related material impact, risk and/or opportunity: A potential negative impact is associated with the growing expenditure resulting from investments in the energy grid. These costs lead to higher tariffs that we pass on to customers. Higher tariffs, therefore, result in higher societal costs for energy, putting pressure on the affordability of energy.

5. Not acquiring and designating land positions quickly enough

Risk appetite	Avoiding

Description: Space in the built environment (both above and below ground) is scarce, as explained in Start building earlier. Acquiring land positions and the necessary rights to this land is time-consuming. As a result, we may not be able to realise infrastructure on time and at the desired location, and therefore cannot fulfil our social task quickly enough.

How we are responding: As described in Start building earlier, we are working increasingly closely with municipalities to accelerate the search for locations. We also aim to purchase land earlier. The sooner we have access to the right locations, the sooner we can start construction. In addition, we align our plans and priorities with TenneT. This allows us to better take each other into account and manage our interdependencies effectively. We also place strong emphasis on strategic stakeholder management. This is prescribed by the Environment and Planning Act but also helps to build support among our stakeholders, resulting in fewer objections and appeals in procedures.

Related material impact, risk and/or opportunity: 1) The impact of having, creating and maintaining grid capacity for (future) customers; 2) The risk of increasing capacity bottlenecks due to insufficiently reinforced grids.

Sustainability Statement

General disclosures

Basis for preparation

> ESRS1 132, 136, 137; ESRS2 5, 8, 16, 56, 77, 80

This Sustainability Statement covers the period from 1 January 2025 to 31 December 2025. The consolidation scope for the Sustainability Statement is the same as in the Financial Statements. As a subsidiary of Stedin Holding N.V., Stedin Netbeheer is exempt from individual sustainability reporting.

This Sustainability Statement has been prepared voluntarily in accordance with the ESRS standards (2023) associated with the CSRD regulations of the European Union. We are awaiting the implementation of the CSRD in Dutch legislation. We have incorporated the ESG information prescribed by the ESRS into the sections of the Management Report where most appropriate. This can be recognised by the ESRS references in the margin. Other prescribed ESG information is included in the Sustainability Statement. For the reference table with ESRS data points, see Appendices to the Sustainability Statement. These appendices also include an overview of data points derived from other EU legislation. For further explanation of the KPIs in the topic-specific sections, please refer to the Connectivity table.

We apply the 'Quick Fix' delegated regulation as well as the adjustments relating to reporting under the EU Taxonomy. The 'Quick Fix' extends the phase-in provisions that applied in 2024 to also apply in 2025 and 2026. We therefore do not report the disclosure requirements that fall under these phase-in provisions. An exception is made for the disclosure requirements relating to non-employee workers within the own workforce and the number of days lost due to occupational accidents (ESRS S1-7 and S1-14 88e). We do report on these in this report. We do not use the exemption included in the 'Quick Fix' for full topical standards.

This Sustainability Statement includes comparative figures. In doing so, we have applied the transitional provision that allows comparative figures not to be reported for metrics that are reported for the first time in 2025. In addition, we also apply the transitional provision relating to the value chain, under which we will gradually expand our insight into the value chain; see Sustainability due diligence.

In Climate change mitigation, we report targets and metrics for CO_2 emissions. Our emissions are reported in accordance with the Greenhouse Gas Protocol (GHG Protocol), with one addition: in order to comply with the Science Based Targets initiative (SBTi) requirements, we also include in our footprint the emissions that arise when our customers consume the gas transported through our networks. The biggest contribution Stedin can make to the sustainability transition in the Netherlands is to expand our grid capacity as effectively and as quickly as possible. This enables our customers to move away from non-sustainable fossil gas and reduce their CO_2 emissions.

Time horizons

> ESRS2 9

In this Sustainability Statement, we apply 2026 as the short term and 2030 as the medium term, in line with our strategy. In addition, Stedin commits to the long term through the Science Based Targets initiative (SBTi) by setting the target of achieving net zero by 2050.

Estimates and uncertainties

> ESRS2 5, 10, 11, 12; E1 TV39

The sustainability information in this report covers – where relevant – not only our own operations but also our upstream and downstream value chain. For certain topics and metrics, we use estimates, assumptions and calculation models when reporting results. We also use third-party data in reporting our results. We cannot guarantee that this data is free from uncertainties. In the thematic sections that follow and in the Connectivity table, we describe estimates and uncertainties in more detail. Estimates, assumptions and calculation models are applied in any case to:

Topic	Measure	Method used	Degree of reliability	Planned actions to improve accuracy
Climate change mitigation	CO_2 emissions - scope 1 and 2 emissions	The estimate for electricity grid losses is based on both the average of actual grid losses over 2022 to 2024 and the percentage of the volume actually transported. The estimate for gas grid losses is based on the average of actual grid losses over 2020 to 2022, taking into account expected deviations.	Middle	Due to the legal agreements regarding allocation and reconciliation, this estimate will remain necessary. For further details see Grid Losses in 2.5 Estimates, assumptions and presumptions.
	CO_2 emissions - scope 3 emissions	To estimate the emissions from purchased materials and services, we base our calculations on payments to suppliers in euros, which we convert into CO_2 equivalents using a CO_2 emission factor. To determine customers' gas consumption, we rely on data from external sources.	Low	Use of a raw materials passport to determine scope 3 emissions (activity-based).
Circular resource inflow	Resource inflow	For (grid) components for which materials passports are not available, such as HV and MV substations, estimates are used for quantities and weight. In addition, extrapolations are used.	Low	Expand raw material passports for (grid) components.

We work continuously to obtain new insights that may impact our sustainability objectives. This applies in particular to climate-related topics. If new insights emerge, we will make adjustments where necessary. In 2025, as part of our transition plan for CO_2 emissions, we updated the ESG strategy, the associated implementation plans and the sustainability budget.

> ESRS2 13, 80

Changes

Compared to the 2024 Sustainability Statement, we introduced changes in the preparation of the following metrics: CO_2 emissions, Energy consumption and energy mix, Energy intensity ratio, Greenhouse gas intensity ratio, Inflow, Inclusive working environment, Contracted effective flexible capacity and Connection lead time for low-volume consumers (12 and 18 weeks).
These changes concern refinements to the methodology or additions based on the further development of our metrics. A description of the change, the reason for the change, the 2024 figures as reported in the 2024 Sustainability Statement, as well as the revised 2024 figures, are included in the tables in the relevant sections. For CO_2emissions, see Sustainability and Transition plan. For Energy consumption and energy mix, Energy intensity ratio and Greenhouse gas intensity ratio, see Transition plan. For resource inflow, see Metrics and targets; for Inclusive work environment, see Employees, leadership and culture; for Contracted effective flexible capacity, see Utilising the grid capacity; and for the connection period for low-volume consumption 12 and 18 weeks, see Services.

Strategy, value chain and stakeholders

> ESRS2 38, 40, 42, 45, 68

In the Management Report, you can read about:

- Our business model and strategy (including inputs, outputs and impact);
- The key features of our value chain and the material topics within it;
- Our services, service area and customers;
- Stakeholder engagement.

See Strategy, the sections Our value chain and the energy transition, Our service area in About us, and Stakeholders and material topics.

The actions described in the Results section of the Management Report are all aimed at realising our strategy. These actions are largely ongoing and therefore run for the duration of our strategy.

Our total net revenue for 2025 amounts to €2,300 million. Of this, €421 million relates to transport and connection services on the gas network. The number of own employees at Stedin is 6,188 as at 31 December, 2025.

Material impacts, risks and opportunities

Our double materiality assessmentidentified the following material impacts, risks and opportunities (IROs), and the related sustainability topics. For these IROs, we report the material information needed to provide insight into the progress made towards our sustainability objectives. For more information about the process of our double materiality assessment, see Double materiality assessment.

› ESRS2 26, 48, 59, 68, 80; E2 11; E3 8; E4 13, 17; E5 11; S1 TV4; S2 9, 10; S3 7, 8

The material IROs below partly overlap with our key long-term opportunities and risks that may affect the realisation of our strategy. Where this applies, we have indicated this in the overview below. For more information on the key long-term opportunities and risks, see Risk management.

Stedin material matter	ESRS	ESRS topic / sub-topic	Value chain	Material IRO		Term[1]	Related key long-term opportunities (O) and risks (R)
Climate change mitigation	**E1**	**Climate change**					
				Negative impact	The negative impact of CO_2 eq. emissions in Stedin's entire value chain (scope 1, 2 & 3).	Long term	
		Climate-change mitigation		Opportunity	The opportunity of applying alternative energy carriers to accelerate the energy transition and improve performance.	Long term	(O) Further developing heat and scaling it into a mature energy carrier, as well as deploying other alternative energy carriers; (O) Comprehensive investment assessment to ensure the best possible mix of electricity, gas or future energy sources
Biodiversity in the value chain	**E4**	**Biodiversity and ecosystems**					
		Direct impact drivers of biodiversity loss		Negative impact	The negative impact of raw material extraction, energy production, and the provision of services by supply chain partners on biodiversity.	Long term	

Stedin material matter	ESRS	ESRS topic / sub-topic	Value chain	Material IRO		Term[1]	Related key long-term opportunities (O) and risks (R)
Circular resource inflow	**E5**	**Resource use and circular economy**					
		Resources inflows, including resource use		Negative impact	The impact of the circular or non-circular use of raw materials leads to more or less mining activities. This reduces or increases the negative effects on biodiversity and CO_2 emissions when purchasing materials.	Long term	
Good employment practices	**S1**	**Own workforce**					
Health & Safety		Safety and health		Positive and negative impact	The positive or negative impact of a (un)safe working environment with a low or high risk of occupational accidents or health complaints, impacting the (emotional) well-being of employees and contractors involved and (long-term) absenteeism.	Medium term	(R) Impact of accidents related to Stedin Group activities
		Working conditions		Positive impact	The positive impact of attractive and appropriate (secondary) employment conditions aimed at sustainable employability, vitality and health, on the well-being and involvement of employees.	Medium term	
Diversity & inclusion		Equal treatment and opportunities for all		Positive impact	The positive impact that a diverse, inclusive, and socially safe work environment with equal treatment and opportunities has on the well-being, engagement, and labour participation of different groups.	Medium term	
Training, learning and development		Training and skills development		Positive impact	The impact of a strong learning and development climate on employee engagement, well-being, motivation, retention, and employability, with the aim of sustainably strengthening the agility of both employees and the organisation.	Medium term	

Stedin material matter	ESRS	ESRS topic / sub-topic	Value chain	Material IRO		Term[1]	Related key long-term opportunities (O) and risks (R)
		Training and skills development		Risk	The risk of insufficient people with the right (technical) competencies due to scarcity in the (technical) labour market, which may result in problems with the quality and/or efficiency and/or continuity of service provision.	Medium term	(R) Insufficient number of people with the required (technical) competences
Access to energy and supply reliability	**S4**	**Consumers and end users**					
Investing in infrastructure for the energy transition		Access to products and services		Positive and negative impact	The impact of having (or lacking) available grid capacity, and of creating and maintaining that capacity for (future) Stedin customers through investments in building and/or making better use of infrastructure.	Medium term	(R) Insufficient flexible power capacity available for capacity management; (R) Increase in capacity bottlenecks in our grid; (R) Delays in acquisition and allocation of land; (O) Continuing to position Stedin as a highly relevant partner in the energy transition
		Access to products and services		Transition risk	The risk that Stedin will increasingly face supply interruptions and will be unable to resolve them in a timely and adequate manner.	Medium term	(R) Increase in capacity bottlenecks in our grid
		Access to products and services		Transition risk	The risk of increasing capacity bottlenecks due to insufficiently reinforced networks. As a result, customers may receive no or insufficient electricity when they want it, economic activities and housing construction may not be able to continue, and this could lead to fines and/or damage to Stedin's image.	Medium term	(R) Increase in capacity bottlenecks in our grid; (R) Delays in acquisition and allocation of land
		Access to products and services		Opportunity	The opportunity that data, technology and innovation offer to prevent grid congestion and facilitate the energy transition.	Medium term	(R) Inadequate data availability and quality

Stedin material matter	ESRS	ESRS topic / sub-topic	Value chain	Material IRO		Term[1]	Related key long-term opportunities (O) and risks (R)
Affordability		Access to products and services		Negative impact	A potential negative impact is related to the increasing expenditure resulting from investments in the energy grid. These costs result in higher rates that we pass on to customers. Higher rates, therefore, lead to higher societal costs/social affordability for energy, which puts pressure on the affordability of energy.	Medium term	(R) Social affordability of energy under pressure
Cyber, data and information security		Access to products and services, Privacy		Risk	The risk of disproportionate vulnerability due to insufficient information security and cyber resilience. This can lead to both financial and reputational damage.	Medium term	(R) Disproportionate vulnerability resulting from inadequate information security and cyber resilience
Customer experience	**S4**	**Consumers and end users**					
		Access to products and services		Risk	The risk that (long-term) underperformance in customer relations can lead to dissatisfied customers.	Medium term	
Business ethics, integrity and good governance	**G1**	**Business conduct**					
		Corporate culture, corruption and bribery, protection of whistleblowers, management of relationships with suppliers including payment practices, political engagement and lobbying activities		Positive and negative impact	The impact of fair and just business practices on stakeholder trust.	Medium term	(O) Proactive stakeholder management at the national and regional levels

1 The time horizon is assessed based on the expected duration of the impacts, risks and opportunities

Several IROs were textually refined in 2025. In addition, two material impacts were added within the topic Good employment practices. These relate to the positive impact of attractive and appropriate (secondary) employment conditions aimed at sustainable employability, vitality and health on the well-being and engagement of employees. They also relate to the impact of a strong learning and development climate on employee engagement, well-being, motivation, retention and employability, with the aim of sustainably strengthening the adaptability of employees and, consequently, of the organisation.

Finally, several IROs within the topic Access to energy and supply reliability were merged due to overlap. First, the impact 'Insufficient investment in infrastructure' was merged with the impact 'Having, creating and maintaining grid capacity'. In addition, the risk 'Controllability of voltage quality in low-voltage networks' was incorporated into the risk that Stedin may increasingly face supply interruptions and may not be able to resolve these interruptions sufficiently promptly and effectively.

New insights may lead to adjustments to our IROs and material topics in the future. In 2025, based on the specific case described in Sustainability due diligence , we were unable to draw a value chain-wide conclusion. Further research will be required in the coming years to determine where exactly our impacts, risks and opportunities occur in the upstream value chain, and whether these may be material with regard to pollution, water and marine resources, workers in the value chain and affected communities. In addition, further research is needed into the interests and perspectives of workers in the value chain and affected communities. Once sufficient insight into our upstream value chain on these topics has been gained, we can, where relevant, translate it into our strategy and business model.

An exception to the above concerns the contractors with whom we collaborate in our upstream value chain. The safety of contractors is an important topic for us and one for which we have established policy. Safety concerns not only the safety of our own employees, but also that of third-party employees, as well as customers and the environment in which we operate.

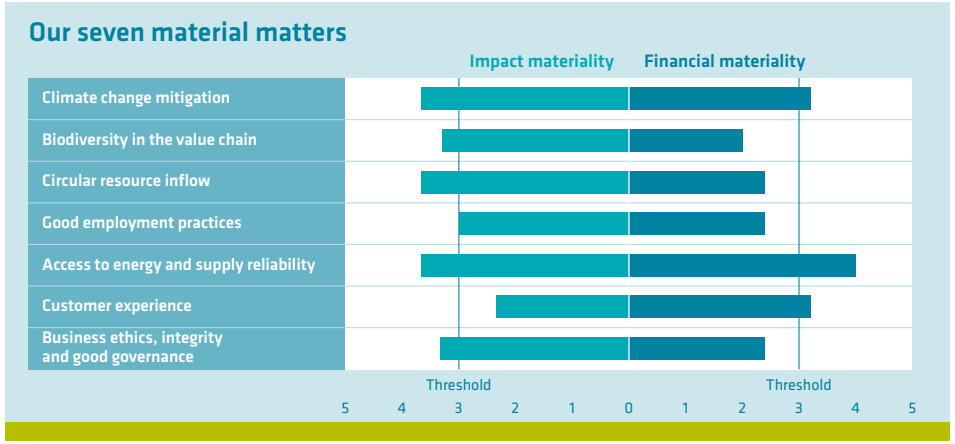
For that reason, the material impact 'Physically safe and healthy working environment' applies not only to employees but also to contractors. For more information on this impact, see Health and Safety in Good employment practices.

Biodiversity in the value chain is a material matter in line with our strategy. However, further research is still required to determine exactly where in the value chain our negative impact occurs.

Double materiality assessment

The 2025 update of the double materiality assessment (DMA) resulted in the same material topics as in previous years. The infographic below shows the outcomes of the DMA for our material topics, including the threshold value applied.

> ESRS2 26, 45, 48, 53; E1 20; E4 17; E5 11; S1 13; S4 9 G1 6



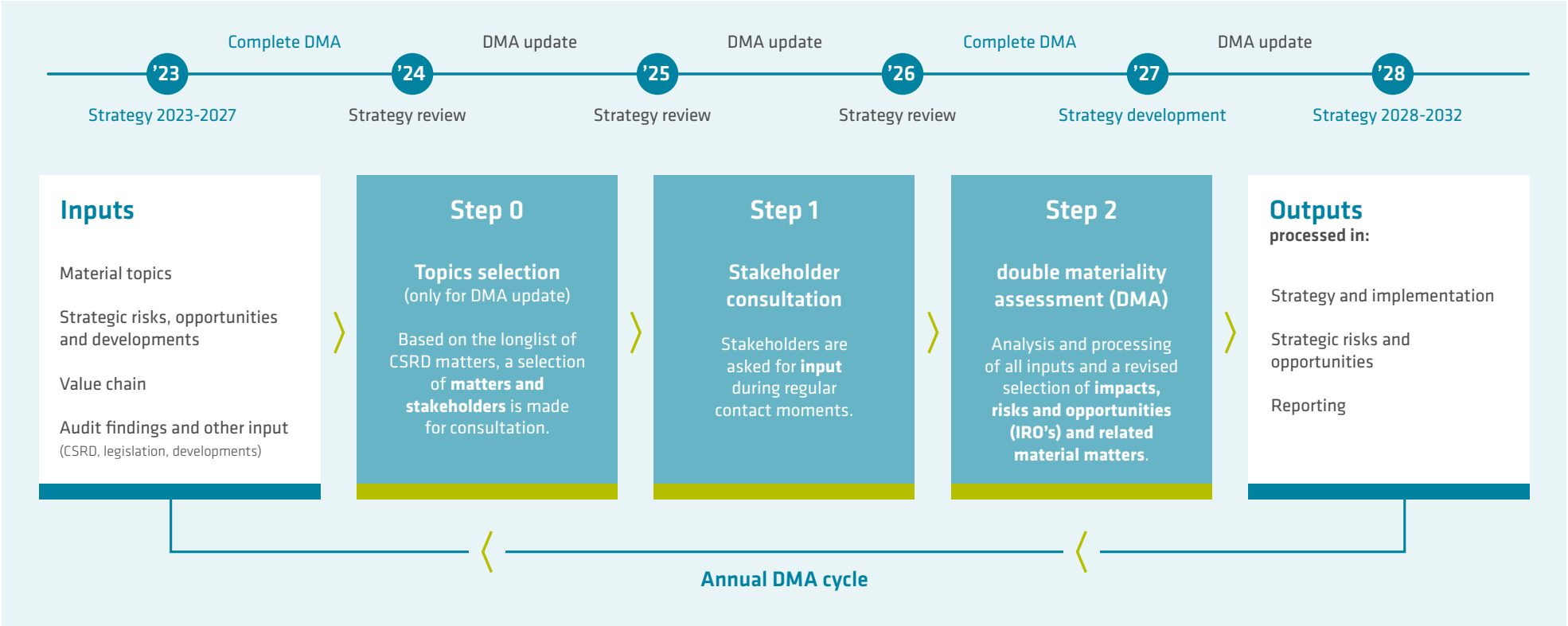
How we arrived at these material topics is visualised below in the annual DMA cycle.

When conducting our double materiality assessment (DMA), we first use desk research to analyse potential material sustainability matters for Stedin. This involves reviewing internal documentation, various international (sector-specific) sustainability standards and topics that

are relevant to peers, the sector, the value chain and society. The latter is conducted, among other things, on the basis of media analysis and sector trends. The result is a long list of topics.

We then determine impacts, risks and opportunities (IROs) for each topic and establish where they occur in the value chain. In doing so, we consider the relationships among impacts and assess the risks and opportunities that may arise from them. We identify the IROs based on the long-term opportunities and risks identified in our existing risk management process. This is supplemented with ESG-specific IROs resulting from desk research, validation interviews with experts and stakeholder consultation. In addition, our due diligence process and our insights into the value chain provide important input for this identification. For the key long-term opportunities and risks, please refer to Risk management. For more information about our due diligence process and our insights into it, please see Sustainability due diligence. The visualisation of our value chain, including the associated stakeholders, is included in the section Our value chain and the energy transition in About us.

We prioritise the IROs by assigning scores across several factors. For impacts (impact materiality), these factors are likelihood, scope, scale and remediability (in the case of negative impacts). For opportunities and risks (financial materiality), the factors are likelihood and



magnitude. In addition to this prioritisation, we also consider the time horizon within which the IROs are expected to occur.

We validate the material IROs and related topics resulting from this scoring internally within Stedin with the relevant departments, as well as with affected stakeholders during regular contact moments. In doing so, we also assess completeness. For more information about stakeholder engagement, see Stakeholders and material topics.

The Board of Management (BoM) ultimately determines the threshold used to arrive at the shortlist of definitive material IROs and related topics. An IRO is considered material if it scores above the threshold or if it has been designated as material by the BoM on the basis of strategic or societal relevance. We subsequently inform the Audit Committee (AC) and the SB about the process followed and the outcomes.

In Stakeholders and material topics , you can read about the direct relationship between the material topics and the Stedin strategy. The IROs associated with our material topics are listed in Material impacts, risks and opportunities.

Sustainability due diligence

> ESRS1 132; ESRS2 32

Stedin conducts ESG-related due diligence investigations throughout the value chain. We do this in line with the OECD Guidelines (see the visualisation below). Completing the six steps of the OECD Guidelines is a continuous process. In this way, we gradually deepen our understanding of the value chain. It also became clear in 2025 that further due diligence assessments will be required in the coming years to determine more precisely where our impacts occur in the value chain.

In addition to the steps taken during the 2024 due diligence process, our human rights policy entered into force on 1 January 2025. We also revised the Stedin Group Code of Conduct in 2025 to align with the human rights policy. Finally, we formalised our approach to due diligence in the document Human Rights & Environmental Due Diligence (HREDD), which details our working method.

Due diligence process and supporting measures

We also explore opportunities for collaboration in the sector. In 2025, we joined the Responsible Business Conduct Covenant on Renewable Energy. The purpose of this covenant is, through collaboration, to jointly identify, address and prevent risks of human rights violations and environmental damage.

In 2025, we also began conducting ESG analyses prior to the start of a tender for potential suppliers. In addition, we started requesting information from our existing suppliers about their production locations. We will use this information to identify potential risks and adverse impacts

related to production. Finally, we hold periodic discussions with our suppliers about their ESG performance. During these discussions, we address compliance with contractually agreed ESG performance requirements as well as risks in our value chain.

Following the 2024 pilot with one of our medium-voltage cable suppliers, we conducted several value chain assessments in collaboration with suppliers in 2025. Through these assessments, we further increase our understanding of ESG risks in the value chain and can initiate improvement initiatives to prevent, reduce or mitigate these risks. In the supplier selection process, we applied a risk-driven prioritisation of our goods and services categories, in line with OECD guidance.

Finally, we developed an ESG audit protocol based on which we assess risks and potential misconduct. This protocol sets out the assessment criteria, action plans for follow-up and a structured framework for conducting audits.

In 2025, we became aware of one case in our upstream value chain involving potential misconduct related to overtime, wages and safety. Written improvement agreements were made with the supplier. Stedin monitors the implementation of these agreements.

For the mapping of information regarding the due diligence process, see Appendices to the Sustainability Statement.

Governance

> ESRS2 21, 22, 23, 26, 48, 65; G1 5, 30

The role of the Board of Management and Supervisory Board

For the composition of the BoM and SB, see the paragraphs Composition of the BoM and Composition & committees of the SB in Corporate Governance. For the relevant experience of the BoM and SB, see the BoM and SB profiles in Corporate Governance. In the following section, we discuss in more detail how governance within Stedin supports the management of our material topics.

Our material topics are embedded in the Stedin strategy. The BoM is ultimately responsible for the strategy and the long-term value creation it aims to achieve, for identifying and managing risks as well as for seizing the opportunities associated with the strategy and our activities. The BoM is also ultimately responsible for the design and effective functioning of the internal control system.

Our departmental management owns all impacts, risks and opportunities (IROs) and is responsible for managing them. The Corporate Risk Management department supports the BoM and management in the area of risk and opportunity management. It also reports to the BoM and the Audit Committee of Stedin Group. The SB supervises how the BoM implements the strategy for sustainable, long-term value creation.

Although the responsibility of the BoM and SB for the material impacts, risks and opportunities is already safeguarded through their responsibility for the strategy, the responsibility of both the BoM and the SB for the material topics is also laid down in the BoM and SB Rules of Procedure. In this way, the strategy's resilience is safeguarded, enabling Stedin to act on its material impacts and risks and seize its material opportunities.

The BoM Rules of Procedure define the portfolio responsibilities of BoM members, including responsibility for our material topics. This determines the sustainability expertise required for the BoM. The SB Rules of Procedure include profiles that define the required knowledge and experience, including in sustainability. The knowledge and experience required in these profiles cover our material topics. In this way, sustainability expertise is safeguarded at both the BoM and the SB level.

The BoM's responsibility for the policy documents is also defined by the portfolio allocation of its members.

BoM and SB sustainability topics

> ESRS2 22, 26, 45, 48, 65, 69, 80; S1 13, 27, 43, TV24; S4 8, 9, 30, 31, 32, 37

The BoM is regularly informed about progress on our material impacts, risks and opportunities, including associated objectives and the results of the stakeholder consultation. Our strategy is reviewed annually. This serves as the central moment to analyse, evaluate and incorporate stakeholder input at a strategic level into decision-making. The outcomes of the double materiality assessment are also taken into account. Any adjustments to the strategy resulting from the strategy review are approved by the BoM and the SB.

These adjustments to the strategy are subsequently implemented in operations through annual plans and investment plans, with concrete objectives and actions to realise the strategy. This takes place in consultation between the relevant directors and the BoM. Progress against these objectives is reported to the BoM quarterly. As part of preparing the annual plans and investment plans, we also assess the financial impact. How we structure the financing of our plans is also part of this strategic planning process.

The BoM holds a bi-weekly meeting in which strategic topics, including ESG, are discussed. ESG is also addressed as a strategic topic during SB meetings. In addition, there is an ESG steering group for the Sustainability strategic objective. This steering group, chaired by the CFO, comprises the directors of the departments responsible for implementing the ESG strategy and the underlying transition and action plans. The steering group monitors progress and adjusts where necessary.

Within the 'Broad Prosperity Coalition'[1] grid operators have established a workstream to incorporate societal impacts, risks and opportunities, including by the BoM, in investment decision-making. The aim is to develop impact studies and processes that steer towards broad prosperity. In 2025, an initial impact study was carried out as a pilot. Subsequently, awareness questions were added to two decision-making meetings in order to qualitatively assess societal impact.

Sustainability of the incentive scheme

> ESRS2 29; E1 13

For a description of the key features of the remuneration scheme for the Board of Management and Supervisory Board, as well as approval of the remuneration scheme, see Incentive Scheme in the Remuneration report.

When assessing the BoM's performance and determining remuneration, the SB always considers overall performance, including the extent to which sustainability objectives have been achieved. There is no variable remuneration or bonus payments for members of the BoM or the SB.

Risk management sustainability reporting

> ESRS2 36

Our risk management process includes the sustainability topics and associated reporting. The process is based on the four generic components of the PDCA cycle.

- Plan: identify risks and opportunities;
- Do: manage risks and opportunities;
- Check: determine whether control measures (risks) or utilisation measures (opportunities) are effective;
- Act: adjust management or utilisation measures where necessary.

The PDCA cycle also provides a reporting structure. The department management reports internally to the BoM twice a year by means of an internal in-control statement. These statements then form an important basis for the BoM's Risk Management Statement, which also includes the non-financial data in the Sustainability Statement.

In addition, Stedin has established a department responsible for preparing the Sustainability Statement in accordance with the CSRD. This department is also responsible for establishing the reliability of the reported information. It works closely with other departments within Stedin to prepare and draft the Sustainability Statement.

In this way, the quality of sustainability reporting for this reporting year has been safeguarded in line with the limited level of assurance we have defined.

The Stedin In Control Framework consists of various risk categories. In 2025, work began on gradually establishing and implementing the In Control Framework for the non-financial data in the Sustainability Statement, as part of the overall Stedin In Control Framework. This enables us to strengthen and streamline internal control over sustainability reporting and, through the Framework, demonstrate that we are in control.

1 The Coalition for Broad Prosperity is a sector collaboration between grid operators to embed broad societal impact in the management of organisations.

EU Taxonomy

For 2025, Stedin's electricity-related activities have been classified as environmentally sustainable under the EU Taxonomy. We also comply with the minimum safeguards that have been established. Our gas transport activities are not eligible for the EU taxonomy.

EU Taxonomy alignment

> E1 16; EU Gedelegeerde Verordening 2021/2178, Bijlage I 1.2.2.1, 1.2.3.1, 1.2.3.2, 1.2.3.3, Bijlage II

Stedin's electricity-related activities fall under EU Taxonomy activity 4.9: Transmission and distribution of electricity. For 2025, activity 4.9 has been classified as environmentally sustainable. This activity, therefore, contributes substantially to climate change mitigation, without significantly harming the other environmental objectives. For 2025, we also comply with the minimum safeguards relating to human rights, anti-corruption and anti-bribery, taxation, and fair competition. We reached these conclusions after assessing the criteria set out in the EU Taxonomy. In doing so, we consulted internal experts and assessed relevant policy documents and processes. The most important step we took in 2025 was implementing improvements to our human rights due diligence process. Within this process, we identify risks in our value chain and take measures to stop, prevent, mitigate and – where necessary – remedy adverse impacts on human rights. More information about our human rights policy can be found in Human rights policy. For our due diligence process, see Sustainability due diligence, and for corruption and bribery, see Corruption and bribery.

The tables below show the environmentally sustainable share of our turnover, capital expenditure (CapEx), and operating expenditure (OpEx) for activity 4.9. In the EU Taxonomy, these are referred to as the turnover, CapEx and OpEx KPIs. Activities 4.15 District heating and cooling distribution, 6.5 Transport by motorcycles, passenger cars and light commercial vehicles, and 7.7 Acquisition and ownership of buildings were not material in 2025. They do not fall within our core activities and together account for less than 10% of our total economic activity.

Explanation of (financial) terms

Turnover

> EU Gedelegeerde Verordening 2021/2178 Bijlage I 1.2.1, 1.2.2.1, 1.2.3.3

The total turnover under the EU Taxonomy is aligned with the IFRS reporting standards and is therefore equal to the net turnover as included in the Financial Statements under section 4 Net sales.

Capital expenditure (CapEx)

Total capital expenditure under the EU taxonomy comprises investments in tangible fixed assets (13 Tangible fixed assets), as well as tangible fixed assets acquired through acquisition (13 Tangible fixed assets , where applicable), investments in intangible fixed assets (14 Intangible assets) and additions to right-of-use assets (IFRS 16, 15 Leases).

Operating expenditure (OpEx)

The operating expenditure under the EU Taxonomy is the direct, non-capitalised costs associated with the maintenance of assets. Based on this definition, Stedin has designated only maintenance and outage-related expenditures as operating expenditure under the EU Taxonomy. The remaining OpEx may contain non-material costs and is not included in the calculation of operating expenditure under the EU Taxonomy.

Allocation to the numerator

The KPI numerator includes the portion of turnover, CapEx and OpEx related to EU Taxonomy-aligned activities. We have allocated the different components of our total turnover, CapEx and OpEx separately to the numerator of the respective KPIs. In this way, we have also prevented double counting between economic activities.

2025 (in € million)					Breakdown by environmental objectives of taxonomy aligned activities										
KPI (1)	Total (2)	Proportion of taxonomy eligible activities (3)	Taxonomy aligned activities (4)	Proportion of taxonomy aligned activities (5)	Climate change mitigation (6)	Climate change adaptation (7)	Water (8)	Circular economy (9)	Pollution (10)	Biodiversity (11)	Proportion of enabling activities (12)	Proportion of transitional activities (13)	Not assessed activities considered non-material (14)	Taxonomy aligned activities 2024 (15)	Proportion of taxonomy aligned activities 2024 (16)
	EUR	*%*	*EUR*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*EUR*	*%*
Turnover	2,300	77%	1,754	76%	76%	0%	0%	0%	0%	0%	100%	0%	0%	0	0%
CapEx	1,394	66%	915	66%	66%	0%	0%	0%	0%	0%	100%	0%	9%	0	0%
OpEx	123	58%	71	58%	58%	0%	0%	0%	0%	0%	100%	0%	6%	0	0%

Turnover 2025 (in € million)					Environmental objective of taxonomy aligned activities								
Economic activities (1)	Code (2)	Proportion of taxonomy eligible turnover (3)	Taxonomy aligned turnover (4)	Proportion of taxonomy aligned turnover (5)	Climate change mitigation (6)	Climate change adaptation (7)	Water (8)	Circular economy (9)	Pollution (10)	Biodiversity (11)	Enabling activity (12)	Transitional activity (13)	Proportion of taxonomy aligned in taxonomy eligable (14)
		%	*EUR*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*E*	*T*	*%*
Transmission and distribution of electricity	4.9	77%	1,754	76%	76%	0%	0%	0%	0%	0%	E	-	99%
Sum of alignment per objective					76%	0%	0%	0%	0%	0%			
Total Turnover		77%	1,754	76%	76%	0%	0%	0%	0%	0%	100%	0%	99%

CapEx 2025 (in € million)					**Environmental objective of taxonomy aligned activities**								
Economic activities (1)	Code (2)	Proportion of taxonomy eligible CapEx (3)	Taxonomy aligned CapEx (4)	Proportion of taxonomy aligned CapEx (5)	Climate change mitigation (6)	Climate change adaptation (7)	Water (8)	Circular economy (9)	Pollution (10)	Biodiversity (11)	Enabling activity (12)	Transitional activity (13)	Proportion of taxonomy aligned in taxonomy eligable (14)
		%	*EUR*	%	%	%	%	%	%	%	*E*	*T*	%
Transmission and distribution of electricity	4.9	66%	915	66%	66%	0%	0%	0%	0%	0%	E	-	100%
Sum of alignment per objective					66%	0%	0%	0%	0%	0%			
Total CapEx		66%	915	66%	66%	0%	0%	0%	0%	0%	100%	0%	100%

OpEx 2025 (in € million)					**Environmental objective of taxonomy aligned activities**								
Economic activities (1)	Code (2)	Proportion of taxonomy eligible OpEx (3)	Taxonomy aligned OpEx (4)	Proportion of taxonomy aligned OpEx (5)	Climate change mitigation (6)	Climate change adaptation (7)	Water (8)	Circular economy (9)	Pollution (10)	Biodiversity (11)	Enabling activity (12)	Transitional activity (13)	Proportion of taxonomy aligned in taxonomy eligable (14)
		%	*EUR*	%	%	%	%	%	%	%	*E*	*T*	%
Transmission and distribution of electricity	4.9	58%	71	58%	58%	0%	0%	0%	0%	0%	E	-	100%
Sum of alignment per objective					58%	0%	0%	0%	0%	0%			
Total OpEx		58%	71	58%	58%	0%	0%	0%	0%	0%	100%	0%	100%

Climate change mitigation

For Stedin, the climate change mitigation topic includes CO_2 emissions in both our own organisation and across the value chain.

Material impacts, risks and opportunities

> E1 20, TV9

Stedin has a negative impact on climate change mitigation due to CO_2 emissions across our entire value chain (scope 1, 2 and 3). We aim to reduce the negative impact of our CO_2 reduce emissions.

The use of alternative energy carriers presents an opportunity for climate change mitigation. It can accelerate the energy transition, enabling our customers to reduce their CO_2 emissions more quickly.

Transition plan

In 2025, we updated our transition plan, including policy, actions and targets. In this transition plan, we describe the measures we are taking to reduce our CO_2 emissions along five (decarbonisation) levers. One of these levers – buildings – has been discontinued compared with last year because the costs do not outweigh the CO_2 benefits.

In 2025, we updated our transition plan, including policy, actions and goals. In this transition plan, we describe our measures to reduce our CO_2 emissions along five (decarbonisation) levers. One of the levers – buildings – has been eliminated compared with last year because the costs do not outweigh the CO_2 benefits.

> E1 16, 24, 25, TV17

Policy

Stedin's policy on climate change mitigation focuses on both our own activities and our value chain and forms part of our strategy. We involved internal and external stakeholders in developing the strategy. Responsibility for strategy implementation is described in Governance roles, Board of Management in Corporate Governance.

In addition to the GHG Protocol and SBTi, we have established our climate policy and associated goals based on the following sources, initiatives and institutions:

- Oil & Gas Methane Partnership (OGMP)
- Clean and Zero-Emission Construction (ZECE)
- CO_2-emissiefactoren.nl
- Department for Environment, Food & Rural Affairs (DEFRA)
- Intergovernmental Panel on Climate Change (IPCC)

Within our policy, we have explicitly chosen not to offset emissions, but instead to focus on reduction. In everything we do, we use renewable energy sources wherever possible. How we implement this in practice is described below under Actions.

Actions

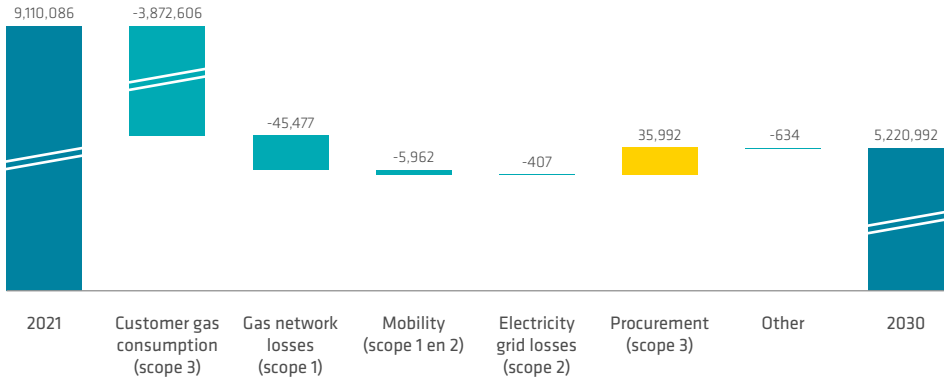
> E1 16, 28, 29, 32, 34, 62, 63, TV4, TV5, TV12, TV21, TV30; E4 25, 27

To achieve the reduction targets set out in Climate change mitigation under Sustainability, we have identified so-called decarbonisation levers as part of our transition plan. These are categories of emissions to which we link specific reduction actions. We do this both for our own operations and in the value chain. These levers are:

- Customer gas consumption - reducing downstream emissions (scope 3)
- Gas network losses - reducing and greening (scope 1)
- Mobility - switching to zero-emission transport & transportation (scope 1)
- Electricity grid losses - greening (scope 2)
- Purchasing materials and services - reducing and making sustainable (scope 3)

In the chart below, we present the expected impact per lever, in absolute terms (tonnes of CO_2-equivalent emissions), relative to our target of achieving a 43% reduction in CO_2 emissions by 2030. We then explain our actions.

CO_2 reduction until 2030



Our customers' gas consumption and associated CO_2 emissions represent, in absolute terms, the most significant lever for impact. By reducing our customers' gas consumption, we can achieve the greatest positive impact on overall emissions. We support this by developing and maintaining our networks. At the same time, this is the emissions category over which we have the least direct influence. To a large extent, we depend on the actions and behaviour of our customers and other stakeholders, including government policy decisions. For a further description, see lever 1 later in this section.

To achieve the sustainability targets, Stedin has released an updated sustainability budget of €186 million in total (2024: €230 million) for the period 2024 to 2030. Of this, €38 million (2024: €37 million) OpEx and €22 million (2024: €73 million) CapEx have been allocated to climate change mitigation, and where possible, a link has been made with the EU Taxonomy. The focus for the allocated CapEx will be on incremental (additional) costs. The decrease in the budget is primarily (€37 million) related to a more accurate estimate of the use of Hydrotreated Vegetable Oil (HVO) by contractors (scope 3).

The budget is integrated into Stedin's multi-year plan and has been approved as such by the BoM. We report on, monitor, and adjust the substantive progress of the transition plan and the allocated financial resources on a quarterly basis at strategic, tactical and operational levels. In doing so, we report on emissions and reductions, linked to the targets, scopes and specific decarbonisation levers.

Lever 1 - Reducing emissions from downstream gas consumption (scope 3)

In line with the objectives of the Dutch government, we facilitate our customers' transition to more sustainable alternatives to natural gas. Examples include electric charging and cooking, or the use of heat pumps by households. Other examples of sustainable alternatives include the injection of green gas, the use of hydrogen as an energy carrier for energy-intensive industrial processes, and the use of district heat networks by industry. These actions contribute to achieving our target of reducing our total CO_2 emissions by 43% by 2030. At the same time, achieving this target depends largely on the actions and behaviour of our stakeholders. While we can facilitate our customers' transition to more sustainable alternatives to natural gas, we cannot enforce it.

Table 1 – Customer gas consumption (scope 3)

Emissions reduction	Achieved emissions reduction 2025 compared with 2021	2,493,124	t CO_2-eq
		29	%
	Planned emissions reduction 2030 compared with 2021	3,872,606	t CO_2-eq
		44	%

Lever 2 - Reducing and greening emissions from losses in the gas network (scope 1)

Losses in the gas network occur during transport or as a result of fraud, among other things. These are so-called 'embedded' emissions in scope 1 and 2, because as a grid operator, our core task is to provide our customers with access to our gas network. We can reduce these network losses in direct and indirect ways. Directly by searching for gas leaks more frequently and repairing them more quickly, but also by replacing brittle pipes. Stedin invested €282 million in gas-related economic activities in 2025. Indirectly, through a reduction in total gas consumption, by blending green gas and by purchasing green gas to compensate for our gas network losses. The net emissions of green gas are lower than those of natural gas. This, however, depends on market availability.

From 2025, we have increased the frequency of gas leak detection to at least once every three years. In addition, we purchased approximately 2% green gas. We will continue to explore ways to reduce emissions from gas network losses in the coming years.

Table 2 - Gas network losses (scope 1)

Emissions reduction	Achieved emissions reduction 2025 compared with 2021	-13,461	t CO_2-eq
		-12	%
	Planned emissions reduction 2030 compared with 2021	45,477	t CO_2-eq
		39	%

Lever 3 - Mobility: switching to zero-emission transport (scope 1, 2)

Our fleet consists of passenger cars and commercial vehicles. All vehicles are leased. Expired lease contracts are replaced exclusively with electric vehicle contracts. Our objective is to have a fully zero-emission fleet by 2030. This represents a 100% reduction. Due to technical issues, fossil-fuel vehicles were temporarily rented in 2025, resulting in lower-than-expected emissions reduction.

Table 3a – Mobility (scope 1)

Emissions reduction	Achieved emissions reduction 2025 compared with 2021	1,604	t CO_2-eq
		28	%
	Planned emissions reduction 2030 compared with 2021	5,765	t CO_2-eq
		100	%

Table 3b – Mobility (scope 2)

Emissions reduction	Achieved emissions reduction 2025 compared with 2021	197	t CO_2-eq
		100	%
	Planned emissions reduction 2030 compared with 2021	197	t CO_2-eq
		100	%

Lever 4 - Greening emissions from losses in the electricity grid (scope 2)

Grid losses occur when energy is transported through our grids. Due to the electrical resistance of materials, it is impossible to prevent grid losses entirely. The electricity associated with these grid losses is procured entirely as green electricity, thereby reducing the related scope 2 emissions.

Table 4 - Electricity grid losses (scope 2)

Emissions reduction	Achieved emissions reduction 2025 compared with 2021	407	t CO_2-eq
		100	%
	Planned emissions reduction 2030 compared with 2021	407	t CO_2-eq
		100	%

Lever 5 - Reducing and making procurement of materials and services more sustainable (scope 3)

Our procurement of materials leads to upstream emissions in our value chain. Due to the expected growth, the absolute CO_2 emissions associated with this lever will increase in the coming years. This increase is also reflected in Table 5 as a negative reduction. Through a combination of actions, we aim to limit this increase.

We do this first by limiting the procurement of primary materials as much as possible. In addition, we plan to steer towards purchasing materials with lower CO_2 emissions, for example, by using new technologies such as biobased plastics and low-carbon aluminium. We are also taking actions to reduce emissions among our (sub)contractors. We do this in line with the minimum level of the Clean and Zero-Emission Construction (ZECE) covenant. One of these actions is replacing diesel with cleaner alternatives, such as HVO.

Through these actions, we expect to achieve approximately a 90% reduction in emissions from contractor activities. In addition, we expect that the overall greening of the economy will lead to a reduction of approximately 30% in emissions from other procurement.

Table 5 - Procurement (scope 3)

Emissions reduction	Achieved emissions reduction 2025 compared with 2021	-194,859	t CO_2-eq
		-86	%
	Planned emissions reduction 2030 compared with 2021	-35,993	t CO_2-eq
		-16	%

In addition to the five decarbonisation levers, we apply an internal CO_2 price to stimulate further sustainability improvements. Stedin uses this price in tenders in which potential contractors must specify the materials used. These materials are converted into CO_2 emissions released during the production of the procured asset, which are then incorporated into a fictitious bid price. In 2021, together with other grid operators, we determined a sector-wide CO_2 price based on the targets of the Paris Agreement. The CO_2 price applied amounts to €150 per tonne of CO_2.

Metrics and targets

> ESRS2 77; E1 16, 32, 33, 34, TV2, TV24, TV25, TV26, TV 30, TV39

The KPIs for CO_2 emissions and CO_2 equivalent reduction in the Results section, under Sustainability, provide an insight into our CO_2 emission reduction targets for the short and medium term (2026 and 2030 respectively), amnd the progress made by the end of 2025. In the longer term, in 2050, our ultimate goal is to be net zero, in line with the SBTi standard. Our goals are in line with the Paris Agreement.

We report our emissions according to the GHG Protocol, but with one addition: to meet the SBTi requirements, we also report the emissions released during the consumption of gas by our customers. See lever 1 - Reduce emissions from downstream gas consumption (scope 3) under Actions.

The total CO_2 emission reduction targets we provide are broken down into specific targets for scope 1, 2, and 3. See the CO_2 emissions table in the Results section, Climate change mitigation under Sustainability. Scope 1 concerns direct emissions, scope 2 indirect emissions and scope 3 emissions in the value chain. Scope 2 is market-based. This means that the emissions calculation is based on energy purchased, including the purchase of green energy with certificates such as Guarantees of Origin (GoOs). We have further distinguished scope 3 into scope 3 'purchasing' and scope 3 'customer gas consumption'. To substantiate scope 3 targets, we used various scenarios, including SBTi (<1.5 degrees from the Paris Agreement) and the National Climate Agreement.

We use 2021 as the base year for our emission reduction targets. The years 2020 and 2022 are not representative due to the impact of Covid-19 and the gas crisis. We have based our gross reduction targets on widely accepted standards and methodologies, in particular the SBTi's cross-sectoral methodology. We also consulted our internal and external stakeholders. We have also taken into account a possible increase in emissions due to the growth of our activities. Finally, we note that new insights may lead us to adjust our reduction targets in 2026.

Below, we explore the prescribed standards for our CO_2 footprint: energy consumption and the energy mix, and our CO_2 emissions.

> ESRS2 13; E1 35-39, TV32, TV33, TV36

The table below provides insight into the total energy consumption and the energy mix from our own activities (scope 1 and 2) in absolute value (MWh). These are divided into fossil energy, nuclear sources and renewable sources based on, for example, concluded (green) contracts. SF6 is not included as a chemical source.

Energy consumption and mix	Unit	2024[1]	2025
(1) Fuel consumption from coal and coal products	MWh	-	-
(2) Fuel consumption from crude oil and petroleum products	MWh	17,391	16,797
(3) Fuel consumption from fossil gas	MWh	352,669	367,614
(4) Fuel consumption from other fossil sources	MWh	-	-
(5) Consumption of purchased or acquired electricity, heat, steam and cooling from fossil sources	MWh	1,593	1,952
(6) Total fossil energy consumption	**MWh**	**371,653**	**386,363**
Share of fossil sources in total energy consumption	%	*29*	*29*
(7) Consumption from nuclear sources	**MWh**	**-**	**-**
Share of consumption from nuclear sources in total energy consumption	%	*0*	*0*
(8) Fuel consumption from renewable sources, incl. biomass (also industrial and municipal waste of biological origin, biogas, hydrogen from renewable sources, etc.)	MWh	2,653	1,316
(9) Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources	MWh	921,811	926,931
(10) The consumption of self-generated non-fuel renewable energy	MWh	-	-
(11) Total renewable energy consumption	**MWh**	**924,464**	**928,247**
Share of renewable sources in total energy consumption	%	*71*	*71*
Total energy consumption	**MWh**	**1,296,117**	**1,314,610**

1 De vergelijkende cijfers zijn aangepast door hernieuwde inschattingen in het netverlies gas. Het resultaat van 2024 voor de hernieuwde inschatting was 1.179.314 MWh.

> ESRS2 13; E1 40-43

The performance of sectors with a high climate impact in terms of energy consumption is measured in terms of energy intensity. As a grid and network operator, Stedin is active in sectors that have a high impact on the climate, namely the distribution of electricity (NACE 35.13) and the distribution of gaseous fuels via pipelines (NACE 35.22).

The table below shows Stedin's energy intensity, also known as total energy consumption per net revenue. To calculate this, net sales as presented in our Financial Statements is used.

Energy intensity ratio	2024[1]	2025	% change
Total energy consumption of activities in sectors with a high climate impact per net revenue (MWh/€ million)	633	570	-10%

1 De vergelijkende cijfers zijn aangepast door hernieuwde inschattingen in het netverlies gas. Het resultaat van 2024 voor de hernieuwde inschatting was 576.

> ESRS2 13; E1 53-55, TV53

Greenhouse gas intensity is an important indicator of the environmental efficiency of the production process with regard to greenhouse gas emissions.The table below shows Stedin's greenhouse gas intensity (also known as total greenhouse gas emissions per net revenue). To calculate this, net sales as presented in our Financial Statements is used.

Greenhouse gas intensity ratio	2024[1]	2025	% change
Total greenhouse gas emissions (location-based) per net revenue (t CO_2-eq / € million)	3,457	3,056	-12%
Total greenhouse gas emissions (market-based) per net revenue (t CO_2-eq / € million)	3,336	2,967	-11%

1 The comparative figures have been adjusted following revised estimates of gas network losses. The result for 2024 under the revised estimates was 3,443 (location-based) and 3,322 (market-based).

> E1 46, 47, TV39, TV40, TV43, TV45, TV46, TV47, TV48, ESRS2 13

CO_2 emissions (in t CO_2-eq / in %)	2021[1]	2024[2]	2025	% 2025 compared with 2024	Target 2026	Target 2030	Target 2050	Target 2030 / Base year
Scope 1								
Gas consumption – buildings	717	389	371	-5%	717	717	-	0%
Gas network losses – technical[3]	72,353	66,461	61,036	-8%	58,038	56,747	-	-22%
Gas network losses – administrative	42,983	54,893	67,761	23%	24,383	15,654	-	-64%
Greening of gas network losses	-	-	-	0%	-416	-2,542	-	8%
Leased and service vehicles	5,765	4,270	4,161	-3%	3,576	-	-	-100%
Generators	156	55	34	-38%	156	156	-	0%
SF_6 emissions	470	217	644	196%	470	470	-	0%
Total	**122,444**	**126,285**	**134,007**	**6%**	**86,924**	**71,202**	**-**	**-42%**
Percentage from regulated emissions trading systems	0%	**0%**	**0%**	n.v.t.	n.v.t.	n.v.t.	-	n.v.t.
Scope 2								
Electricity consumption – buildings	922	96	148	55%	277	-	-	-100%
Heat consumption – buildings	270	96	147	53%	81	-	-	-100%
Electricity grid losses	443,406	408,069	378,313	-7%	496,158	531,598	-	20%
Greening of electricity grid losses	-442,999	-408,069	-378,313	-7%	-496,158	-531,598	-	20%
Leased and service vehicles	197	-	-	0%	-	-	-	-100%
Total market-based	**1,796**	**192**	**295**	**54%**	**358**	**-**	**-**	**-100%**
Total location-based	**381,434**	**249,081**	**204,220**	**-18%**	**218,019**	**67,386**	**-**	**-82%**

CO_2 emissions (in t CO_2-eq / in %)	2021[1]	2024[2]	2025	% 2025 compared with 2024	Target 2026	Target 2030	Target 2050	Target 2030 / Base year
Scope 3								
3.1 Purchased goods and services[4]	33,833	49,387	38,265	-23%	117,573	107,326	-	217%
3.2 Capital goods[4]	189,946	267,099	377,220	41%	123,938	150,863	-	-21%
3.3 Fuel- and energy-related activities (not included in scope 1 or scope 2)	6,356	15,845	16,439	4%	10,120	7,502	-	18%
3.4 Upstream transport and distribution[4]	2,302	3,239	3,875	20%	3,094	3,223	-	40%
3.5 Waste generated in operations[4]	1,653	1,914	3,233	69%	2,222	2,315	-	40%
3.6. Business travel	384	451	608	35%	192	-	-	-100%
3.7 Employee commuting	205	1,275	1,505	18%	185	-	-	-100%
3.11 Use of sold products	10,020	9,270	9,270	0%	10,020	10,020	-	0%
3.15. Investments	2,883	3,196	7,586	137%	2,883	2,883	-	0%
Total excluding customer gas consumption	**247,582**	**351,676**	**458,001**	**30%**	**270,227**	**284,132**	**-**	**15%**
Customer gas consumption	8,738,264	6,353,977	6,245,140	-2%	5,861,183	4,865,658	-	-44%
Total including customer gas consumption	**8,985,846**	**6,705,653**	**6,703,141**	**0%**	**6,131,410**	**5,149,790**	**-**	**-43%**
Total greenhouse gas emissions								
Total market-based	**9,110,086**	**6,832,130**	**6,837,443**	**0%**	**6,218,692**	**5,220,992**	**-**	**-43%**
Total location-based	**9,489,724**	**7,081,019**	**7,041,368**	**-1%**	**6,436,353**	**5,288,378**	**-**	**-44%**

1 Reclassification from 3.1 to 3.2 has been applied retroactively from 2021 based on new insights.
2 The comparative figures have been adjusted following revised estimates of gas network losses. The result for 2024 under the revised estimate was 6,803,779 t CO_2-eq.
3 Technisch netverlies gas bestaat voor 83,1% uit methaan (CH4)
4 These categories together constitute purchased goods and services.

To correctly interpret the information in the preceding table, the following points are important:

- Use of calculations and/or primary data: We use various calculations and assumptions. For scope 1 and 2, we have made calculations for electricity grid and network losses based on the average of actual grid losses from recent years. For electricity grid losses, we also take into account the percentage of actually transported volumes. For gas network losses, we take into account expected deviations compared to the average of actual network losses of recent years. The required emission factors to reduce CO_2 equivalent to be calculated for both scope 1, 2 and 3 come from CO_2-emissiefactoren.nl, DEFRA and IPCC. Of the total scope 3 emissions, 0.19% (2024: 0.17%) is based on primary data. This consists of GHG scope 3 category 3.3 'Fuel and energy related activities (not included in scope 1 or 2)'.
- Additions: No new additions compared to 2024.
- Greening grid losses: We green the CO_2 emissions from the purchase of our grid losses in electricity. In 2025, this amounted to 378,313 (2024: 408,069) tCO_2-eq. Of this, 43.1% (2024: 43.4%), or 163,189 (2024: 177,102) tCO_2-eq, was purchased through a Power Procurement Agreement with our partner Eneco. Here we take 'Dutch wind power' directly from the Borssele 3 & 4 wind farm. We have made the remaining 56.9% (215,124 tCO_2-eq) of this grid loss greener by purchasing so-called Guarantees of Origin (GoOs) for wind power from the EU. See also Energy purchasing obligations in 27 Off-balance sheet rights and obligations.
- Biogenic emissions: Stedin reports biogenic emissions across scopes 1, 2 and 3. These arise from purchased biodiesel, HVO, heat and from the transport of green gas.
- Excluded scope 3 categories: Stedin has no franchises and does not make significant investments in other companies. In addition, we do not lease or rent assets. As a result, the GHG scope 3 categories 3.8 ‘Upstream leased assets’, 3.13 ‘Downstream leased assets’ and 3.14 ‘Franchises’ are not applicable. In addition, we do not process intermediate products at Stedin. We provide an infrastructure for energy transport. There is no removal or processing of waste from products at the end of their life. This means that the GHG scope 3 categories 3.10 'Processing of sold products' and 3.12 'End-of-life processing of sold products' do not apply. GHG scope 3 category 3.9 'Downstream transportation and distribution' concerns the transport of goods not paid for by Stedin. This GHG category does not apply to Stedin either.
- Consolidation scope: The reporting boundary for scope 1 and 2 is determined based on financial consolidation and, where applicable, operational control. For all subsidiaries and joint operations, we include indirect scope 3 emissions. For associates, the equity share is multiplied by the emission factor of the relevant DEFRA category and turnover under category 3.15 'Investments'.

Alternative energy carriers

In addition to electricity, alternative energy carriers for natural gas consist of sustainable gases and collective heating.

Policy › E1 25

Stedin's heat strategy focuses on collaboration with provinces, municipalities, investors, contractors, heat producers/suppliers and other grid operators. Internal and external stakeholders were involved in developing the strategy. In addition, the heat strategy takes into account the Collective Heat Act (Wcw). Stedin has not yet developed a policy for sustainable gases.

Actions, metrics and targets › E1 28, 32

The paragraph Sustainable gases and alternative heat sets out our Heat-related actions, short- and medium-term objectives (2026 and 2030 respectively) and achievements by the end of 2025. Stedin has not yet set a target for renewable gases.

Biodiversity in the value chain

The topic Biodiversity in the value chain covers Stedin's impact on the loss of biodiversity and ecosystems in the value chain.

Material impacts, risks and opportunities

> E4 11, 16, 17, 23, 31

Our organisation has a negative biodiversity impact in the value chain. Causes include the extraction of raw materials, energy production and the provision of services by value chain partners.

Based on internationally recognised impact drivers of biodiversity loss, Stedin conducted an initial study to assess the extent to which both our operational activities on our sites and activities in our value chain may contribute to biodiversity loss. This study was carried out using a spend-based method, in which biodiversity impact is estimated from financial expenditure. This study showed that more than 99% of the impact on biodiversity occurs in our upstream value chain.

We subsequently conducted additional research using an activity-based method, in which impact is calculated from actual activities, such as transport or energy consumption. This analysis shows that more than 92% of the impact occurs in our upstream value chain. Dependencies and systemic risks were not taken into account in this analysis. These are risks that arise from the failure of the entire ecosystem, rather than from the failure of individual components.

We do not have full insight into the biodiversity footprint of the various (sub-)suppliers (hereafter: suppliers). They are located worldwide, and the raw materials may originate from anywhere in the world. As a result, it is not known whether our suppliers negatively affect specific areas or endangered species. Nor do we know to what extent activities in our value chain lead to ecosystem degradation, desertification or soil sealing.

In addition, we are not aware of any specific affected communities resulting from our suppliers' impact on biodiversity. There has also been no specific research into dependencies on biodiversity and ecosystem services.

Policy

In 2025, Stedin drew up a biodiversity policy in line with the objectives of the Kunming-Montreal Global Biodiversity Framework[1]. Our policy focuses on the measurable impact drivers identified by the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES). These impact drivers are: land-use change, water use and pollution. Within our policy, we have explicitly chosen not to purchase biodiversity offsets, but to focus on reducing the impact. The policy focuses on controlling material impacts. In addition, it supports the traceability of products, components and raw materials with (potential) impact on biodiversity throughout the entire value chain.

> E4 22, 23, 28

Actions, metrics and targets

The most important action is the development of a methodology to measure the biodiversity loss in the value chain. See also the Results section, Biodiversity under Sustainability. Using this method, we can measure our impact on biodiversity in the value chain expressed in MSA per km^2 per year. To develop a steering mechanism, we will further investigate how we can measure the progress of our actions over time. Once the steering mechanism is operational, we will reassess the biodiversity targets set in our ESG strategy.

> E4 25, 27

The material passports for purchased components form the basis for the current biodiversity impact calculation. We evaluate the results and the information from the material passports every quarter. They also form part of the basis for further policy development and targets. We will engage with our key suppliers on biodiversity to take joint actions to minimise our negative impact on biodiversity as much as possible.

1 The Kunming-Montreal Global Biodiversity Framework is an international biodiversity agreement that aims to halt and reverse biodiversity loss by 2030.

There is no specific transition plan or budget for the implementation of the biodiversity policy in the value chain, as this has been allocated to the reduction of CO_2 emissions and increasing the use of circular materials. For this, see Climate change mitigation, paragraph Actions and section Circular resource inflow, paragraph Actions.

Resilience analysis

> E4 13

Stedin has conducted an internal resilience analysis on the effects of biodiversity loss on its strategy and business model. The main assumption is that the energy system and its users as a whole are not expected to face a major risk from reduced biodiversity. In this analysis, we identified physical, transition and systemic risks in our value chain, including risks related to dependencies on ecosystem services, over the short (0–1 year), medium (1–5 years) and long term (>5 years).

The main risks we see are threats to Stedin's reputation and changes in legislation and regulations. To mitigate the consequences, we have established control measures for these risks, including circular procurement. We are monitoring developments in regulation.

Circular resource inflow

Stedin uses significant quantities of products and materials. Primary raw materials are required to produce these materials and products. To limit the environmental impact of these raw materials, we must reduce their use.

Material impacts, risks and opportunities

> E5 11

Stedin has a negative impact on the availability and depletion of natural resources. This is mainly due to the production of metals and plastics. Stedin's assets contain significant amounts of primary raw materials that place pressure on the environment. The extraction and production of these raw materials leads to CO_2 emissions and biodiversity loss. By designing assets in a modular and circular manner and using circular materials, we can reduce the negative impact.

Policy

> E5 14, 15, 16

We expect to translate our circularity strategy into policy in 2026.

Actions

> E4 25, 27; E5 17, 19

We describe our key measures in the Results section, Circularity.We work with our suppliers and primarily procure products that contain as few new raw materials as possible and as many secondary or biotic raw materials as possible. Since 2025, Stedin has applied a circularity hierarchy based on the R-ladder[1]. In addition, we take the circular design of our assets into account in new tenders.

Collaborating with other parties is a powerful measure for us to achieve our goals. An example of such a collaboration is the Circular Energy Economy (CEE), a partnership between grid operators, InvestNL and FeDet. Within this partnership, Stedin has organised a broad value chain dialogue to enable the procurement of more circular aluminium.

Stedin has increased its implementation budget to cover the additional costs of circular procurement by €8 million to €105 million for the period 2024-2030. We expect to spend the first portion of this budget in 2026.

Metrics and targets

> ESRS2 77; E5 23, 27, 30

Stedin contributes to the government's ambition to be fully circular by 2050. The target for 2030 is to limit the growth in primary abiotic raw materials by 40% compared with the base year 2022. For 2026, the target is 0%. Our targets reflect the expectation that our workload will continue to grow during this period. From 2026 onwards, we will actively track the results of our measures and adjust our targets where necessary based on new insights.

The table below shows the prescribed metric Resource inflows. The measurement of resource inflows is based on raw material passports requested from our suppliers. These specify which raw materials are used in the asset and in what quantities, the extent to which the materials used are recycled, and the extent to which the materials can be recycled at the end of their useful life.

The focus in collecting raw material passports is on primary and secondary grid components, such as cables and transformers. These product groups contain critical/high-impact raw materials, such as copper and aluminium. In 2025, Stedin automated the request process for raw material passports through a new app. This automation has been successfully tested and implemented. Suppliers can use the app to validate existing passports and submit new ones.

To ensure the reliability of the raw material passports, we work with Kiwa, which provides certification for the process surrounding the raw material passport. A limited number of our suppliers are Kiwa-certified. We expect more suppliers to follow suit.

1 The R-ladder is a hierarchical model that ranks circular strategies by their effectiveness in conserving resources and reducing environmental impact.

> ESRS2 13; E5 23, 28, 31, 32

Resource inflow (in kilotonnes)	2025	2024[1]
Overall total weight	25	24
Weight of secondary reused or recycled components	2	2
Percentage of secondary reused or recycled components	7.7%	7.3%

1 The comparative figures have been adjusted based on revised insights, including updated extrapolation of DNWG and an improved methodology. DNWG is now extrapolated based on the ratio of CO_2 emissions between DNWG and Stedin Netbeheer. Improvements were also made during 2025 in the recording of material passports and dashboards, resulting in the comparative figures now being presented more accurately. The impact is an inflow that is 7 kilotonnes lower, with 1 kilotonne fewer recycled components, resulting in a decrease of 1.5% in the percentage.

Since we do not have a complete set of raw material passports, we have applied the following assumptions and made estimates.

Within Stedin Netbeheer there are three different asset groups: primary, secondary and tertiary assets. We have calculated the resource inflows for each asset group using the following methodologies.

- Primary and secondary assets: We calculated both primary and secondary asset groups in the same way. We request raw material passports for all our items. If the raw material passport for the article is missing, extrapolation is performed within the article group to determine the total kilograms. For product groups without raw material passports, we use the average from the other product groups. This allows us to extrapolate the average of the known product groups over the missing data of the remaining product group.
- Tertiary assets: We do not have raw material passports for tertiary assets. The tertiary assets mainly consist of concrete. Based on certain specifications, we have estimated the total number of installed housings.

We do not have raw material passports for DNWG. We used data from Stedin Netbeheer as a benchmark. We extrapolate the primary and secondary assets of Stedin Netbeheer for DNWG based on the ratio of CO_2 emissions between the two companies. DNWG has no tertiary assets.

NetVerder's purchases are not material to the calculation of our resource inflows and are therefore not included.

Biological materials, including packaging, are not applicable for Stedin.

Good employment practices

Within the theme of Good employment practices, our double materiality assessment identified three material sub-topics: Health & Safety, Diversity & Inclusion and Training, Learning & Development.

› S1 14, 37

Our employee base consists of salaried employees (our internal employees) and employees with whom we work but who are not on our payroll (external employees). These are self-employed persons, seconded employees and temporary workers. They are deployed temporarily for specific projects or tasks. Both technical employees in operations and office staff work at Stedin. All employees are located in the Netherlands.

The employee group that will experience the greatest impact from our policies and actions varies by material sub-topic. Our safety standards apply to both our internal and external employees, as well as to the personnel of contractors who work on our projects. Diversity & Inclusion applies to all internal and external employees who work for Stedin. The positive impact of the sustainable employability topic is mainly experienced by internal employees, while under Training, Learning & Development, we also mostly focus on internal employees. If there are exceptions within a sub-topic, this is explained further in the specific paragraph.

The following table lists the prescribed metrics for the characteristics of our own personnel and shows how our workforce is structured.

› ESRS2 77; S1 50, 55

Characteristics of the undertaking's employees	2025	%	2024	%
Number of employees by gender	**6,188**	**100%**	**5,471**	**100%**
Female	1,283	21%	1,106	20%
Male	4,905	79%	4,365	80%
Number of employees by type of contract and gender	**6,188**	**100%**	**5,471**	**100%**
Number of permanent employees by gender	**5,026**	**81%**	**4,448**	**81%**
Female	1,017	20%	845	19%
Male	4,009	80%	3,603	81%
Number of temporary employees by gender	**1,162**	**19%**	**1,023**	**19%**
Female	266	23%	261	26%
Male	896	77%	762	74%
Number of employees who left the undertaking and employee turnover	455	8%	387	7%

An employee or member of staff is a person who has an employment relationship with Stedin in accordance with national law or national practice. Within Stedin this is referred to as 'internal employees'. Interns or trainees are not included. A permanent employee is an internal employee with an open-ended contract. A temporary employee is an internal employee with a fixed-term contract. Stedin does not use on-call workers and this is therefore not specified. It is standard practice within Stedin to offer new employees a temporary contract before offering them a permanent contract.

Employee turnover is calculated as the number of employees who left the company relative to the average number of employees in the reporting year and is expressed as a percentage.

Characteristics of the undertaking's employees	2025	%	2024	%
Number of non-employee workers by type	**956**	**100%**	**1,099**	**100%**
Self-employed (ZZP) workers	200	21%	332	30%
Seconded workers	657	69%	628	57%
Agency workers	99	10%	139	13%

A non-employee worker is a person who does not have a direct employment relationship with Stedin and performs a role on a temporary basis. Within Stedin this group is referred to as 'external employees'. This group includes self-employed workers (ZZP), seconded workers and agency workers.

The data for employees and non-employee workers are calculated based on information from the HR registration system. The number is determined as the number of persons with an employment relationship, secondment agreement or contract for services at the end of the reporting year. Employees who have been dismissed are recognised until the end of their notice period, regardless of whether they are released from all or part of their duties during that period.

The most representative figure for employees in the Financial Statements is the average number of internal employees (in FTE), which can be found under 6 Personnel expenses.

Health & Safety

Health & Safety addresses the sustainable employability of employees, with social and physical safety central to this.

› S1 14, 15, 16

Material impacts, risks and opportunities

An unsafe working environment with a risk of occupational accidents or health complaints can have a significant negative impact on the well-being and employability of the employees and contractors involved. Occupational accidents can lead to health complaints, injuries and (long-term) absenteeism, which can also have an emotional impact on colleagues and the people who work for us. A safe working environment, on the other hand, has a positive impact and ensures that employees can work comfortably and effectively, now and in the future.

Working with electricity and gas involves specific risks. Based on accident records, we know which groups in the workforce require extra attention. We are adapting our measures accordingly.

With our secondary employment benefits, programmes and interventions focused on sustainable employability, vitality and health, we have a positive impact on the well-being and engagement of our internal employees, both in operational roles and in the office. A limited number of these opportunities apply to external employees. The Preventive Medical Examination provides better insight into specific employee groups at higher risk of long-term sickness absence who could benefit from proactive support and guidance. We conduct this examination every few years.

Policy

› S1 19, 23

At Stedin, our top priority is to ensure a healthy and safe working environment. Two topics are central here: our safety standards and sustainable employability.

Safety standards

We continuously invest in sustaining our safety standards. We focus on safety measures, knowledge development, craftsmanship and encouraging a proactive and socially safe culture. We believe that safe behaviour and a safe working environment are essential. Our goal is clear: to prevent occupational accidents and ensure that our employees and the employees of contractors who work for us feel safe.

Our strategy contains clear principles and ambitions in the field of health and safety. Safety applies to everyone: our own employees, contractors, customers and the environment. Our Occupational Health and Safety Policy governs this. This document sets out how we intend to work reliably and safely, in accordance with the principles of a High Reliability Organisation (HRO). Our health, safety and working conditions policy is made available internally to all employees via the intranet.

We have also established how we identify and evaluate key occupational accident risks, enabling us to eliminate them or reduce them to an acceptable level. This is further elaborated on in the Risk Inventory and Evaluation (RI&E) Policy. We include actions to address excessive risks in the accompanying Action Plan. Through this approach, we comply with the Working Conditions Act and VCA certification. Guidelines such as the Operational Management of Electrical Installations (BEI) and the Safety Instructions for Natural Gas (VIAG) serve as standards for safe work with

electricity and gas. All our employees and employees of our contractors perform a Last Minute Risk Analysis (LMRA) before and during work.

In accordance with our Workplace Inspections and Walkthroughs Policy, managers conduct annual workplace inspections and walkthroughs. These aim to promote a safe working environment and open dialogue.

Through a combined approach of risk assessments and evaluations (RI&Es), workplace inspections and compliance with BEI and VIAG, we strive for the continuous improvement of safety and safety awareness in the workplace. This helps us to prevent occupational accidents.

If an accident does occur, our policy is to offer the employee suitable alternative work as quickly as possible. This helps limit accident-related absenteeism and keeps employees engaged in their work. This means that accidents are often classified as Restricted Work Cases: accidents with alternative work, instead of Lost Time Injury (accident resulting in absence from work). See also the LTIR and RIF ratios in the Safety section.

We periodically monitor the effectiveness of our policy using insights from accident and absenteeism data. When changes to the policy are required, we involve employee representatives, for example through consultation groups. We maintain employees' knowledge and skills through regular training and refresher sessions.

When selecting contractors, we assess whether they meet the same safety standards. During the execution of the work, we support and encourage safe working practices by applying this policy. If an accident involving a contractor's employee does occur, we include it in our analyses and take further action where necessary. However, we have limited influence over follow-up with the employee and the recovery process.

Sustainable employability

We are committed to encouraging and supporting the sustainable employability of our people so that they remain healthy, vital, and motivated now and in the future. Minimising sickness absence is an important principle here.

Sustainable employability is part of our strategy. Currently, we have not (yet) formalised a specific, overarching policy in this area, but specific components and commitments are embedded in the company's collective labour agreement, the HR company regulations and internal programmes. We aim to further develop and possibly formalise our policy on sustainable employability, vitality and health in the coming reporting year.

In the area of sustainable employability, our strategy focuses on providing easily accessible support to employees and encouraging them to take ownership. We take three topics into account:

1. **Support during sickness absence**, where we offer the sick employee and the manager involved guidance and supportive interventions to promote recovery. We strive for a culture in which we work together.
2. **Proactive prevention of sickness absence:** We aim to provide active support if there is an increased risk of absence due to sickness. The aim is to facilitate timely measures to increase well-being through early detection. The employee chooses the appropriate measure and retains control.
3. **Strengthening vitality** for all employees in the workplace. We see lifestyle and mental health issues as the biggest challenges to vitality in the coming years. All our employees can therefore make use of preventive and supportive intervention options, and we are working on improving the way we work and the working environment to strengthen vitality.

> S1 37, 38, 39, 40, 41, 46, 47

Actions, metrics and targets

For actions, metrics and targets, see the paragraphs Health, vitality and safety and Ensuring the safety of employees, suppliers and the public in the Results section. There, we describe the most important actions and plans to proceed with them. We also use our KPIs to explain progress against the goals set and, by extension, the effectiveness of the actions taken.

We use the indicators Lost Time Injury Rate (LTIR) and Recordable Incident Frequency (RIF). These KPIs only measure accidents among our own employees. Accidents involving employees of our contractors are not included in these ratios, and we do not set targets for this. We do report the total number of accidents for this group. The prescribed ratio for work-related accidents in the indicator table below is comparable to the RIF, but First Aid Cases (FACs) are not included in the calculation of the RIF. In addition, the work-related accident ratio is expressed as the number of cases per 1,000,000 hours worked, whereas the RIF is expressed as the number of cases per 200,000 hours worked. Long-term objectives have been set for the KPIs LTIR and RIF.

From 2026 onwards, we will also manage based on the Employability KPI. This is measured for our own employees. We inform our employees about our goals through the organisational line.

We also use the results of the Employee Motivation Survey to ensure that sustainable employability actions and initiatives are effective and that employees do not experience any negative impact. Employees periodically complete an anonymous questionnaire about their experiences working at Stedin. This survey provides feedback on personal well-being, among other things. The PMO and the annual performance cycle also provide additional insights.

The table below presents the prescribed Health & Safety metrics. The last two metrics regarding contractor personnel are a voluntary addition to this.

> ESRS2 77; S1 88

Safety and health indicators	Unit	2025	2024
Percentage of the undertaking's own workforce covered by a health and safety management system based on legal requirements and/or recognised standards or guidelines	%	100	100
Number of fatalities among the undertaking's own workforce as a result of work-related accidents	Aantal	0	0
Number of recorded work-related accidents for the undertaking's own workforce	Aantal	76	54
Ratio of recorded work-related accidents for the undertaking's own workforce	Ratio	7.3	5.7
Days lost due to injury and fatalities resulting from work-related accidents among employees	Aantal	248	-
Number of fatalities among contractors' personnel as a result of work-related accidents	Aantal	0	0
Number of recorded work-related accidents among contractors' personnel	Aantal	22	14

The first four metrics relate to both internal and external employees, days lost relate only to internal employees and the last two metrics specifically relate to contractors' personnel.

Every internal and external employee has access to the health and safety management system. We therefore assume that every internal and external employee is also covered by the health and safety management system.

Fatalities include the number of employees who died as a result of a work-related incident. This is reported as Fatality (FAT) in our safety registration system. Work-related accidents include the cases recorded in the safety registration system as Fatality (FAT), Lost Time Injury (LTI), Restricted Work Case (RWC), Medical Treatment Case (MTC) or First Aid Case (FAC). The accident ratio applies only to Stedin employees and is calculated by dividing the number of work-related accidents by the total number of hours worked and multiplying the result by 1,000,000. The number of hours worked is calculated by multiplying the average total FTE in the reporting year by the average number of hours worked. The assumption is that 1 FTE works 1,600 hours per year in accordance with the standard of the certification programme VCA (Safety, Health and Environment Checklist Contractors). Days lost are defined as the number of working days that an employee was unable to work as a result of the accident, adjusted for the sickness absence percentage in cases of partial work capacity.

Diversity & Inclusion

In the area of Diversity & Inclusion, we aim to build an organisation that reflects society. In our workplace, everyone should be able to be themselves, feel valued, and be treated equally.

S1 14, 16

Material impacts, risks and opportunities

Stedin's ambition to provide a diverse, inclusive and socially safe working environment in which equal treatment and equal opportunities are central, and which has a positive impact on the well-being and involvement of employees and the labour market participation of various groups.

In 2025, we conducted our second Diversity & Inclusion (D&I) survey. The results showed that there are groups of employees within the organisation who still experience insufficient inclusion and a lack of social safety. These include employees with a non-Dutch ethnic background and neurodivergent employees.

Policy

S1 19, 24

The Diversity & Inclusion topic is part of our strategy. We are committed to creating a workplace where everyone can be themselves, is valued and treated equally, and to attracting and retaining a diverse workforce. We measure both the perception of inclusion and psychological safety annually, among all employees, in the employee experience survey.

In addition to this strategy, we have a Diversity & Inclusion Policy (D&I Policy). This policy was adopted by the Board of Management in 2025 to further safeguard ambitions in the field of .

The D&I policy focuses on the following diversity characteristics:

- **Gender**, where we focus on further improving the male/female ratio within various job categories, and do not tolerate unexplained pay differences between men and women.
- **Age**, where we focus on further aligning the ratio of our age groups to the age structure of the Dutch working population.
- **Work capacity**, the basis of which lies in the jobs agreement of the Participation Act. Each business unit contributes to the objective we have set and to achieving this agreement.
- **Cultural diversity**, where we focus on further increasing the number of employees with a migration background, both in numbers and representation within job categories and management positions.

The core of this policy is Stedin's commitment to placing respect for employees at the centre and ensuring that everyone is treated equally in comparable circumstances. This is set out in the Stedin Group Code of Conduct and the Stedin Group Human Rights Policy. These documents define the expected standards of personal conduct and the responsibilities of all employees. We do not discriminate on the basis of race, skin colour, gender, sexual orientation, age, physical disability, religion, political views, national, ethnic or social origin, or any other grounds.

Our Code of Conduct forms an integral part of all fixed-term and permanent employment contracts, internship agreements and secondment, agency or freelance agreements. For more information, see Business behaviour and corporate culture.

Actions, metrics and targets

For actions, metrics and targets see Diversity & inclusion in the Results section. There, we describe the most important actions and plans to proceed with them. We also use our KPIs to explain progress against the goals set and, by extension, the effectiveness of the actions taken.

To implement the D&I policy, we formalised a KPI and a measurable improvement target for the cultural diversity characteristic in 2025. This KPI is Cultural diversity in higher job groups. In addition, we continue to manage based on the work capacity diversity characteristic, using our existing Filled participation Act jobs KPI. We have not defined strategic improvement targets for gender and age, but we continue to monitor our performance internally. The tables below present the prescribed Diversity & Inclusion metrics and provide an up-to-date overview of the results for these topics. We have replaced the overarching Social safety KPI with the KPI Inclusive working environment.

The basis for determining our D&I goals and indicators is the baseline assessment conducted in 2021. The results of this study were compared with available data on the Dutch labour force and, in consultation with a working group representing employees, led to the formulation of targets.

We informed our employees about our D&I goals through intranet communications. In 2025, we evaluated this based on the in-depth D&I study and adjusted it in several areas. The results of a 2022 study on our cultural diversity also played a role in this.

The tables below present the prescribed metrics for Diversity & Inclusion.

> ESRS2 77; S1 66

Diversity indicators	2025	%	2024	%
Number of members of top management by gender	**28**	**100%**	**30**	**100%**
Female	11	39%	12	40%
Male	17	61%	18	60%
Number of employees by age group	**6,188**	**100%**	**5,471**	**100%**
Number of employees < 30 years	958	15%	853	16%
Number of employees 30-50 years	3,458	56%	2,918	53%
Number of employees > 50 years	1,772	29%	1,700	31%

These metrics relate only to internal employees.

Stedin uses its own definition of 'top management', aligned with its reporting to the Social and Economic Council (SER) under the 'Balanced male-female ratio Act'. This includes the Board of Management (BoM) and all directors and managers of departments that report directly to the BoM.

> ESRS2 77; S1 97

Remuneration indicators (pay gap and total remuneration)	Unit	2025	2024
Gender pay gap	%	4	4
Annual total remuneration ratio for the highest paid inidividual to median annual total remuneration for all employees	ratio	3.3	3.2

These metrics relate only to internal employees.

The gender pay gap is calculated as the difference between the average gross hourly wage of female employees and male employees, expressed as a percentage of the average gross hourly wage of male employees. The gross hourly wage is determined by including only the employee's base salary in the calculation. The result of 4% is in favour of women. As other factors influence salary levels (age, job level (salary scale) and office versus field roles), we also calculate the gender pay gap adjusted for these factors. The adjusted pay gap remained 0% and provides better information for assessing the pay gap. In this case, remuneration includes the full-time salary, the personal allowance and the guaranteed allowance paid to an employee during the relevant calendar year.

The remuneration used to calculate the ratio between the highest paid individual and the median remuneration of all employees is based on the full-time annual pensionable salary. This also includes variable payments.

Training, learning and development

In the area of Training, Learning & Development, we ensure that we have sufficient employees with the right (technical) competencies and support them in meeting the challenges and agility that the energy transition requires.

Material impacts, risks and opportunities

> S1 14, 16

A strong learning and development climate helps keep employees engaged and increase their well-being, motivation and employability. In doing so, we aim to sustainably strengthen the agility of employees and the organisation.

Due to shortages in the labour market, there is a risk that in the long term we will not have enough employees with the right (technical) skills to achieve our strategic goals. If we are unable to recruit, train and retain sufficient qualified personnel –particularly technical employees and field technicians – this may negatively impact the quality, efficiency and continuity of our services.

Policy

> S1 19

The topic of Training, Learning and Development is part of our strategy. Our vision on Learning & Development is based on the following four pillars: learning is yours, learning is for you, learning is collaboration and learning is progress.

We do not currently have an overarching policy for learning and development. We will develop this policy in the coming reporting year. The commitments to our employees are set out in the company training regulation, which is linked to our vision for Learning & Development. We pursue efficient collaboration with partners that provide training and education, and we have consolidated all activities within the Stedin Academy, where learning and development are actively supported and shaped.

We offer an environment in which employees continue to develop in response to strategic challenges, supported by a learning offering aligned with the capabilities they will need in the future.

Actions, metrics and targets

> ESRS2 77; S1 37, 38, 40, 46, 47

For actions, metrics and targets see Employees, leadership and culture and Employee skills and competence in the Results section. There, we describe the most important actions and plans to proceed with them. We also use our KPIs to explain progress against the goals set and, by extension, the effectiveness of the actions taken.

In 2025, we developed a KPI on Support for Learning and Development to better measure the progress of our actions regarding Training, Learning and Development. Based on the employee experience survey, the employee gives a score reflecting the extent to which he/she feels supported in developing and learning new skills. We measured this for the first time in 2025, and targets for 2026 and 2030 have been set.

We monitor the quality and effectiveness of our learning interventions through regular quality and satisfaction surveys among our employees and students. We use these insights at least twice a year to determine and improve our learning offering.

Dialogue with employees

> ESRS2 21, 77; S1 12, 27, 28

At Stedin, we maintain a dialogue with our employees in various ways. We involve employees actively through team meetings, the employee experience survey and the employee panel with representatives from various business units. The results of these studies and panels are used to improve policies and actions. Within the employee panel, we sometimes target specific groups, such as field technicians or managers, to gather more focused input. Overall employee satisfaction is measured through the eNPS. You can find more information about this in Employees, leadership and culture in the Results section.

There are also channels for employees to express concerns and various networks for minority groups. There are several occasions each year when the Board of Management (BoM) meets with employees.

Stedin's Works Council provides input on business and social issues and represents employees in strategic decisions. The Works Council regularly consults with management on important topics and also consults with the BoM and Supervisory Board (SB). The Works Council chair is part of a governance consultation structure within Stedin consisting of the BoM and its direct reports, and focuses on deepening the content of strategic challenges and strengthening collaboration at the highest level.

Channels to raise concerns

> S1 20, 32, 33, 38

If an employee experiences a negative impact caused by Stedin, the employee can report this via the Integrity Hotline. Here, incidents can be reported in a safe environment without fear of repercussions. This is described in the Stedin Group Code of Conduct and the Policy Instruction for Reporting and Handling Integrity Incidents and Misconduct. It is also possible to report externally to the Dutch Whistleblowers Authority. The complaints mechanisms and whistleblowing policy are described in Business behaviour and corporate culture and Protection of whistleblowers in the section Business ethics, integrity and good governance. In the event of safety-related concerns, all employees may report them through the safety registration system. This applies to unsafe situations that could lead to injury, material damage or environmental damage. Reports are assessed and, where necessary, action taken. If an employee has experienced a material negative impact, Stedin implements interventions aimed at recovery.

The intervention depends on the nature and severity of the incident. This could include guidance from a manager, care from a confidential adviser, the use of a sickness absence coach or external assistance for trauma care.

The table below lists the prescribed metrics for Incidents, Complaints and Impacts within the framework of human rights.

> ESRS 77; S1 103, 104

Incidents, complaints and severe human rights impacts	Unit	2025	2024
Number of incidents of discrimination, including harassment, reported during the reporting period	Aantal	2	0
Number of complaints submitted through channels available to the undertaking's own workforce to raise concerns	Aantal	289	246
Total amount of fines, penalties and compensation for damage caused by the incidents and complaints reported above	EUR	0	0
Number of severe human rights incidents related to the undertaking's workforce	Aantal	0	0
Total amount of fines, penalties and compensation for the incidents	EUR	0	0

These metrics relate to both internal and external employees.

The number of complaints submitted excludes incidents of discrimination.

Human rights policy

> S1 12, 14, 20, 21, 22

The human rights policy came into effect on January 1, 2025. It further elaborates on our approach to human rights and sets out how we address issues such as human trafficking, forced labour and child labour. The policy is based on both Dutch law and international standards, including the United Nations (UN) Guiding Principles on Business and Human Rights. The Stedin Group Human Rights Statement is published on our website.

Adequate wages and social protection

> S1 60, 63, 69, 74, 94

All Stedin employees are paid an adequate wage. This wage at least meets the Dutch statutory minimum wage. Stedin is part of the Energy Network Companies sector, which has concluded a collective labour agreement with the FNV and CNV trade unions: Collective Labour Agreement (CAO NWb). The majority of employees have an employment contract to which this collective labour agreement applies in full (94% at the end of 2025). The salary arrangement has thus been collectively established. The collective labour agreement and the HR company policy also stipulate that employees are entitled to family leave, such as parental leave, maternity leave and care leave. In addition, all employees enjoy social protection against loss of income resulting from major life events. This protection includes benefits for sickness, unemployment, occupational accidents and non-congenital disabilities, parental leave and pensions. This protection is provided through government programmes and/or additional benefits from Stedin. With the exception of the BoM and several directors, all employees are represented by trade unions. This is stipulated in the Collective Labour Agreement NWb 2025-2026.

Access to energy supply reliability

Our core task is to provide access to energy and supply reliability. This means that we connect customers and supply them with energy, and ensure sufficient grid capacity and quality. Within the topic of Access to energy and supply reliability, we distinguish three sub-topics: Investing in infrastructure, Affordability, and Cyber, data and information security.

Investing in infrastructure

Under Investing in infrastructure, we refer to investing in, constructing and managing physical and digital infrastructure for the transition to a sustainable energy system.

> ESRS2 48; S4 10, 11, 12

Material impacts, risks and opportunities

We can have both a positive and negative impact on access to energy and supply reliability. This depends on whether we have, can create and maintain sufficient grid capacity for our (future) customers in our service area. We make an impact by investing sufficiently in building or making better use of the infrastructure for the energy transition. This impact is widespread.

The topic of Access to energy and supply reliability poses several risks for us. There is a risk that we will increasingly face supply disruptions and will not be able to resolve these in a timely or adequate manner.

There is also a risk that customers (both low-volume and high-volume consumers) will face increased capacity bottlenecks due to insufficient grid reinforcement, resulting in limited or unavailable electricity when needed. This may, for example, constrain economic activity and housing development. This can also lead to fines and/or reputational damage. This in turn impacts our financial position, financial performance and cash flows.

An opportunity in building, utlilising and managing our energy grid lies in using data, technology and innovation. This creates opportunities to prevent grid congestion and facilitate the energy transition. The above-mentioned impacts, risks and opportunities relate to all customers in our service area: both low-volume and high-volume consumers.

> S4 15

Policy

Access to energy and supply reliability are embedded in the Stedin Group Strategy 2023-2027. We believe this strategy serves as our policy on this topic. It concerns the execution of our core task, which does not require an additional overarching policy beyond our strategy. The strategy applies organisation-wide and affects all customers in our service area. A summary of the Stedin Group Strategy 2023–2027 is available on our website.

Responsibility for the implementation of the strategy is described in Governance roles, Board of Management in Corporate Governance.

> ESRS2 77; S4 30, 31, 33, 40, 41

Actions, metrics and targets

For actions, metrics and targets see Building more grid capacity,Utilising the grid capacity and Managing grid quality in the Results section. There, we describe the most important actions and plans to proceed with them. We also use our KPIs to explain progress against the goals set and, by extension, the effectiveness of the actions taken.

We manage based on the following KPIs: Irrevocable zoning plans, Partnership agreements with municipalities, Investments, Additional capacity, Digitally measured MV substations, Contracted effective flexible capacity, SAIDI LV/MV, and SAIDI Gas.

Customers were not consulted when formulating these objectives. However, we coordinate the Stedin Group Annual Plan, which also includes our investments in infrastructure, with our shareholders.

Affordability

Under Affordability, we consider the availability and quality of sufficient grid capacity for our customers at socially acceptable costs.

> S4 10, 11, 12

Material impacts, risks and opportunities

A potential negative impact is related to the increasing expenditure resulting from investments in the energy grid. These costs lead to higher tariffs that we pass on to customers. Higher tariffs

increase societal energy costs, which puts pressure on affordability. This potential negative impact is widespread and affects everyone in our service area: low- and high-volume consumers.

> S4 15

Policy

The Dutch government largely determines the scope of work required to realise the energy transition. It is our task to implement this within our service area. We do not have a specific policy on the sub-topic Affordability, but the sub-topic Investing in infrastructure is embedded in the Stedin Group Strategy 2023-2027. We use this as the basis for our activities.

> S4 30, 31, 40

Actions, metrics and targets

Stedin has an exclusive regulated task. The tariffs we charge our customers cover the costs of the investments that contribute to the energy transition. The regulator monitors our pricing. Where we have influence to make the energy transition more affordable, we take action. The key topics include the vision on the energy system, tariff system, incentives & behaviour, investment decisions, operational efficiency and financing. You can read more about this in Risk management under the risk description: 'the societal affordability of energy is coming under pressure'.

The effectiveness of these actions is monitored by topic using the indicators and metrics defined in our strategy. We have not defined a KPI specifically for the Affordability sub-topic.

Cyber, data and information security

Cyber, data and information security refers to the measures we take to protect the data of our assets, customers and employees to ensure process continuity and comply with legal requirements.

Material impacts, risks and opportunities

> ESRS2 48; S4 10

Vulnerabilities due to insufficient cyber resilience and inadequate data and information protection form a risk. In addition to operational impact, incidents can lead to financial and reputational damage, which may affect our financial position, financial performance and cash flows.

Policy

> S4 15

We have laid down our policy to manage the aforementioned risk with regard to cyber, data and information security in the Stedin Information Security Policy.This policy is part of the broader Information Security Policy Framework, which supports Stedin's strategy. We comply with internationally accepted standards for information and physical security in accordance with the Stedin Information Security Policy.

The objective of the Information Security Policy is to reduce the risk of breaches to an acceptable level through appropriate control measures, both within office environments and within the operational infrastructure. This is essential to ensure the continuity of energy distribution, secure information exchange and the prevention of damage, fines and reputational harm. The policy applies to the entire Stedin Group, with the exception of joint arrangements, participations and Infradock B.V. The Chief Information Security Officer (CISO) owns the policy. The CISO Office, which operates under the responsibility of the CISO, develops, manages and maintains the policy and assigns implementation and execution to the relevant business units.

Stedin applies the principle of Adaptive Security: we continuously learn from internal and external developments and adjust our policy accordingly. The CISO may implement policy changes through regular updates or through direct prior announcements.

In our policy, we anticipate and respond to the expected Article 3.18 of the Energy Act and the upcoming Cybersecurity Act (Cbw), which impose additional obligations on vital organisations such as Stedin.

The following standards form the basis for Stedin's Information Security Policy:

- NEN-EN-ISO/IEC 27001:2023 Information security, cybersecurity and privacy protection – Information security management systems – Requirements.
- NEN-EN-ISO/IEC 27002:2022 Information security, cybersecurity and privacy protection – Information security controls.
- NEN-EN-ISO/IEC 27019:2020 Information technology – Security techniques – Information security controls for the energy utility industry.

> S4 30, 33, 40

Actions, metrics and targets

For actions, see Digital security in the Results section. There, we describe the most important actions and the plans to proceed with them.

Overarching strategic metrics and targets are still under development for the material matter Cyber, data and information security. In 2025, these were not yet included in our regular organisation-wide planning, control and monitoring processes. This is planned for 2026.

However, internal monitoring KPIs have been established. These provide internal insight into specific aspects of cyber, data and information security.

Dialogue with customers

> S4 8, 20

We speak regularly with our customers, mainly through the departments within our customer chain. We do this based on the three strategic priorities of Construction, Utilisation and Management, plus other material topics. The Customer Director is ultimately responsible for this customer involvement. Internal stakeholder owners engage with customers in support of the strategy. In these discussions, they identify impacts. If the impacts are material, we incorporate them into our strategy following approval by the BoM. See also the section on Sustainability Topics for the BoM and SB in Governance.

Channels for raising concerns

> S4 16, 25, 26

Customers can report complaints, concerns or damage by telephone or via the website. We aim to resolve complaints within three weeks. If this is not possible, we will inform the customer. The statutory period is eight weeks. Where reports meet the conditions, we pay compensation.

Stedin has its own channels for customers to report complaints and damage. We do not require our business partners to provide a complaints channel for our customers. The Customer Contact Center (KCC) is the first point of contact. The KCC refers unresolved complaints or claims to the Complaints Management department, consisting of complaint prevention advisers and legal specialists. Vulnerable customers receive additional support where necessary. Because we have limited insight into personal situations, our approach remains tailored and allows room for professional judgement. If the customer cannot resolve the issue with us, they can refer the case to an independent Disputes Committee.

Through regular stakeholder contact, we assess whether the remedy provided is effective. These discussions also show whether customers are aware of the complaints channel. We have measures in place to protect customers who use this channel. Our customer contact processes are designed in accordance with ISO 18295-1, the international standard for excellent customer service. The standard also includes requirements for customer protection, confidential treatment and careful handling of customer data. Customer complaints are therefore treated confidentially with respect for privacy rights. Customers can also submit reports anonymously. This additional option aligns with the principles of the standard.

In 2025, the Dutch Customer Service Federation conducted an audit, and we obtained ISO 18295-1 certification. This demonstrates that we consistently meet the requirements for customer engagement, communication structure, monitoring and complaint handling. Stedin is the first grid operator in the Netherlands to achieve this certification, which is an important milestone for the sector.

Remedy measures

> S4 30, 31, 32, 34

To mitigate the negative impact on customers in the event of outages, we have operational instructions for outage recovery. For restoration and compensation in the event of outages, we follow an Electricity and Gas Compensation Scheme. Customers who have been without power for at least four consecutive hours due to an outage may be entitled to compensation. The amounts of compensation are determined by the ACM. The compensation scheme is available on our website.

Finally, we aim to prevent our activities from having negative impacts on customers and their environment. We therefore operate in line with our strategy, taking into account the impacts and emissions of our own operations.

Human rights policy

> S4 8, 16, 17, 35

Specific parts of our human rights policy apply to our customers. These concern safety, discrimination and harassment and privacy. We inform our customers about our commitment to human rights by making the Stedin Group Human Rights Statement available on our website. For more information on raising complaints and concerns about human rights and remediation processes, see Channels for raising concerns in Access to energy and supply reliability.

Our organisation operates exclusively within the Netherlands, where Dutch laws and regulations actively contribute to preventing human rights violations. Together with the reporting options available, the risk of human rights violations is therefore limited for our customers.

Customer experience

Customer experience refers to how customers experience and assess the quality of our services.

Material impacts, risks and opportunities

> S4 10, 11, 12

Long-term underperformance in our customer relationships may lead to dissatisfied customers, complaints and ultimately fines. This risk applies to all low-volume and heavy-volume customers in our service area.

Policy

> S4 15

Stedin wants to be a reliable partner customers. Customer convenience is embedded in the Stedin Group Strategy 2023-2027, which includes principles for customer experience. We want customers to be able to do business with us effortlessly and not have to wait longer for a connection than the time frame set by the ACM. No separate policy has been established for customer experience. We use our strategy as policy, as it describes our approach in this area.

Actions, metrics and targets

> ESRS2 77; S4 30, 33, 40

For actions, metrics and targets, see Services in the Results section. There, we describe the key actions and the plans to continue them. We have also used our KPIs to evaluate our progress against the targets and the effectiveness of the actions taken.

We manage using the following KPIs: Customer convenience and inconvenience – Meters and connections; Customer convenience and inconvenience – Meter cupboard faults; Customer convenience and inconvenience – Projects, Lead time for low-volume connections – 12 weeks; Lead time for low-volume connections – 18 weeks; and High-volume connections within the statutory period.

From 2026, we will also monitor the KPI Customer convenience and inconvenience – Neighbourhood approach, and expand Customer convenience and inconvenience – Meter cupboard faults to include grid outages.

More topics related to our customer interactions are discussed in Access to energy supply reliability:

- Dialogue with customers
- Channels for raising concerns
- Remedy measures
- Human rights policy

Business ethics, integrity and good governance

For Stedin, the topic of Business ethics, integrity and good governance is primarily about maintaining honest and fair business operations.

Material impacts, risks and opportunities

> G1 6

We have a material impact on the trust that various stakeholders place in our business operations by conducting them in a fair and responsible manner. This trust is maintained when there is a healthy corporate culture focused on integrity and proper business conduct and may decline if this is not the case.

Governance

> G1 5

Integrity in business conduct and actions applies to all employees. Within Stedin, oversight of this area falls under the Compliance & Integrity department. This concerns compliance with relevant laws and regulations as well as adherence to our own standards of conduct.

The Board of Management (BoM) is ultimately responsible for compliance with relevant laws and regulations, for establishing an adequate compliance framework and for managing compliance risks. It appoints the compliance officer and the confidential advisers. The BoM has mandated the establishment of an Integrity Hotline. It ensures that the Code of Conduct and the reporting procedure remain up to date. The BoM receives periodic reports.

The SB monitors the effectiveness and quality of compliance. It oversees independent investigations into signals of misconduct and irregularities and the appropriate follow-up and remediation.

Business behaviour and corporate culture

> G1 7, 9, 10, 18

Stedin manages its policy on business conduct and integrity through the Stedin Group Code of Conduct. The Code of Conduct describes the standards, values and guidelines for expected behaviour between employees and in dealings with external parties such as customers, shareholders, suppliers and other business relations of Stedin.

The content is based on legislation and societal expectations. Topics include integrity, conflicts of interest and the handling of confidential information and company assets, as well as unacceptable behaviour. By 'unacceptable behaviour' we mean fraud and energy theft, bribery and other forms of corruption, abuse of power, bullying, intimidation, aggression, violence and discrimination in any form.

Stedin ensures implementation of its policy on this topic through the following actions:

- **Compliance officer**
  The compliance officer encourages employees to comply with relevant laws and regulations and to act with integrity. The officer does this through intranet articles, participation in departmental work meetings and employee workshops. He is responsible for monitoring the effectiveness of the code of conduct, reporting incidents and conducting independent investigations. The officer may engage external investigators for this purpose. Reporting incidents to the BoM and SB includes cases of corruption and bribery.
- **E-learning integrity for all employees**
  We expect all employees to be aware of, endorse and comply with the contents of the Code of Conduct. Upon joining the company, they follow a mandatory e-learning course on the Code of Conduct and integrity. The e-learning course covers topics including conflicts of interest, fraud, confidential information and incident reporting. They can also find the Code of Conduct and the Integrity Hotline on Stedin's internet and intranet pages. They also know how to contact the compliance officer and confidential advisers.
- **Integrity Hotline and confidential advisers**
  Stedin has an Integrity Hotline. The compliance officer initiates an investigation following each report, including reports of fraud and corruption. Investigations and the handling of integrity incidents are carried out in accordance with the Stedin Policy Instruction for Reporting and Handling Integrity Incidents and Misconduct. The compliance officer conducts investigations and follows up independently. This independence is laid down in

the Compliance Charter, Compliance & Integrity Stedin. Where necessary, measures may be taken as a result of the investigation. Incidents can also be reported directly to the compliance officer, internal or external confidential adviser or to the Dutch Whistleblowers Authority. Anyone working for or with Stedin can submit a report, including interns and external staff. External stakeholders can also raise concerns via available reporting channels. For more information about customers, see Channels to raise concerns in Access to energy and supply reliability.

Corruption and bribery

> G1 10, 18, 20, 21, 24

Bribery and other forms of corruption are not tolerated at Stedin. Our policy on preventing corruption and bribery is part of the internal Stedin Group Code of Conduct and the Policy Instruction for Reporting and Handling Integrity Incidents and Misconduct. Both are described in the previous paragraph.

Regarding actions, our employees can find the Code of Conduct and the policy instructions on Stedin's intranet. As noted above, articles about integrity are posted periodically on the intranet. These articles highlight topics such as corruption and bribery and the Code of Conduct. In addition to the mandatory integrity e-learning, which all internal and external employees must complete upon joining Stedin, we do not offer periodic training focused on preventing corruption and bribery. We also do not differentiate between the roles most exposed to corruption and bribery risks.

In 2025, there were no convictions or fines for breaches of legislation relating to corruption and bribery.

Protection of whistleblowers

> G1 10

Our policy on whistleblower protection is laid down in the Policy Instruction on Reporting and Handling Integrity Incidents and Misconduct. This instruction provides information about whistleblowing for our employees. The provisions regarding whistleblowers are in line with the Dutch Whistleblowers Protection Act. Whistleblowers can report via the regular internal channels: the Integrity Hotline, the internal or external confidential adviser and the compliance officer. If a wrongdoing of public interest has not been handled adequately, or if an internal report leads to adverse consequences, the employee can also report it externally to the Dutch Whistleblowers Authority. This authority assesses whether the reporting person has been treated fairly and properly.

The internal confidential advisers have been appointed by the BoM. The confidential advisers work in strict confidence and follow external, certified training to become confidential advisers.

External certified investigators are engaged for integrity reports where necessary. Employees do not receive specific training on whistleblowing, but they are informed about this topic through periodic intranet communications and the Policy Instruction for Reporting and Handling Integrity Incidents and Misconduct.

Management of relationships with suppliers and payment practices

Management of relationships with suppliers > G1 15

Our strategy forms the basis for our vision on the relationship and collaboration with our partners. We are committed to building strong, lasting partnerships with suppliers based on mutual respect and close, long-term relationships in which trust and mutual growth are central.

We also strive for fair treatment and payment of our supply chain partners and expect compliance with laws and regulations and ethical conduct. For this purpose, the publicly available Stedin Group Supplier Code of Conduct has been established. Strategic suppliers were the first to be asked to sign this in 2025. By doing so, they commit to the principles relating to integrity, human rights, working conditions, safety and the environment. By signing, they also commit to sharing relevant information on compliance with this Code of Conduct, cooperating in the event of potential risks or violations, and jointly conducting sustainability due diligence. We expect our suppliers to ensure that their own suppliers and the third parties they engage comply with (inter)national laws and regulations and our Code of Conduct. More information on the due diligence process can be found in Sustainability due diligence in Basis for the preparation of the Sustainability Statement.

In our tenders, we set minimum requirements at both the registration stage and after contract award. For example, we require that a party is financially sound, pays taxes and social security contributions and complies with international sanctions legislation. We also include Most Economically Advantageous Tender (MEAT) criteria in our tenders, which include social and environmental criteria. As part of the tender process, contractors are asked to prepare a sustainability action plan. We take this plan into account in our assessment and potential contract award. For our largest value streams, we use an ESG award tool. This tool provides early insight into sustainability topics within the procurement process where the greatest impact and ambition are expected from suppliers.

> G1 14, 33

Payment practices

Our procurement policy sets out our payment guidelines. This policy is not specifically aimed at preventing late payments. We have made our invoice requirements available on our website and shared them with our suppliers. These contribute to timely payment. The average time to payment in 2025 was 22 days (2024: 31 days). As at 31 December 2025, there are no legal proceedings pending for late payments.

Supplier category	Share	Payment term
Transmission and distribution	33%	30 days
Contracting	18%	7 (73%) and 30 days (26%)
Equipment and materials	11%	30 days

Politics and regulator

> G1 29

Political involvement

Stedin aims to contribute to its strategic objectives by influencing policy and decision-making processes at the national and EU levels, engaging with stakeholders and translating internal expertise into political decision-making. To this end, Stedin maintains a network of important national external stakeholders, such as industry associations and interest groups, focused on political developments. We often conduct discussions with national, international and regional politicians together with Netbeheer Nederland, a partnership of grid operators.

Stedin's (inter)national political activities involve lobbying at the national and European levels. We actively seek to influence national, international and regional politics on several core issues. These related to our core tasks as a grid operator.

The viewpoints we express reflect our Construction, Utilisation and Management strategy. In 2025, we again specifically requested that attention be paid to the grid capacity of the high-, medium- and low-voltage grids. Through our lobbying activities, we advocate policy solutions, incentives and legislation to resolve, prevent or mitigate grid congestion as quickly as possible. We do this by making better use of existing grids. All of Stedin's core issues contribute to the material impacts, risks and opportunities relating to Access to energy and supply reliability.

The CEO and the Director Strategy & Regulation hold ultimate responsibility for influencing policy and decision-making processes at (inter)national level. Regional directors carry out lobbying activities for provinces and municipalities. The COO holds ultimate responsibility for this.

Dialogue with regulators

> G1 29

The CEO and Director Strategy & Regulation are responsible for dialogue with regulators. In 2025, Stedin held discussions with the Netherlands Authority for Consumers and Markets (ACM), among others. The discussions with the ACM included the following focus areas:

- **Method decisions 2027 and beyond**
  The ACM will have to adopt method decisions in 2026 for the regulatory period starting in 2027. The draft method decisions were published in 2025, and we submitted our comments. The discussion with the ACM mainly focuses on how to adapt the regulatory method to support the energy transition. For more information on the draft method decisions, see Financially sound in the Results section.
- **Code amendments relating to grid congestion**
  This concerns newly developed products designed to resolve grid congestion. Together with other grid operators, Stedin develops proposals and options to reduce grid congestion. The ACM and the Ministry of Climate and Green Growth (KGG) aim to make agreements with grid operators on the prioritisation of measures and timely implementation. See Societal prioritisation, in Developments and the impact on Stedin.

- **Tariff structure for electricity**
  The ACM participates as an observer and ultimately decides on this. A variant with a limited number of tariff blocks has been selected, providing an incentive for low-volume consumers to optimise their grid use.
- **Quality assurance system (QAS) and quality plan**
  Discussions have been held with the ACM about ensuring the demonstrable and transparent implementation of the quality assurance system and the content of the Quality Plan. The Quality Plan is a new obligation on system operators resulting from the Energy Act and serves as a means to test how the system operator manages the (statutory) quality indicators.

These focus areas contribute to managing the identified impacts, risks and opportunities related to the topic Access to energy and supply reliability.

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Membership of (industry) associations

Stedin is affiliated with Netbeheer Nederland, the Dutch Association for Sustainable Energy, and several European industry associations. We are also a partner of the ElaadNL foundation, a knowledge and innovation centre for smart and sustainable charging of electric vehicles. We only make a material financial contribution (payment of membership fees) for Netbeheer Nederland and ElaadNL. The membership costs amounted to €2.6 million for Netbeheer Nederland (2024: €1.8 million) and €1.8 million for ElaadNL (2024: €1.5 million). Netbeheer Nederland represents the interests of grid operators in dealings with government and politicians. ElaadNL supports governments with data and research and organises political debates. Stedin does not make any other direct or indirect material financial contributions or contributions in kind to politicians, political parties or government institutions. From the end of 2025, Stedin Group is registered in the EU Transparency Register under identification number 2391773101874-74.

Risk management statement

As the Board of Management, we are responsible for the sound design and effective operation of our risk management and control system. We place great importance on a responsible and transparent approach to risk management. The internal risk management and control system is designed to manage risks effectively across our operations, regulatory compliance, financial reporting and sustainability reporting. In doing so, it contributes to the realisation of our strategy for sustainable long-term value creation. This system is based on COSO ERM and ISO 31000. At the same time, we recognise that any internal risk management and control system has limitations. As a result, its design and operation cannot provide absolute assurance that all risks are identified and mitigated at all times.

Over the past year, we have closely monitored and evaluated our internal risk management and control system. This evaluation took place through the strategic planning process, updates to our risk appetite and periodic progress reporting. These reports included quarterly updates on the most important long-term risks and opportunities, reporting on tactical and operational risks and controls, business self-assessments leading to internal in-control statements, compliance and integrity reports, and overviews of shortcomings and follow-up actions. We also took into account insights from reports from the internal audit function and the external auditor. We discuss the design and operation of the risk management and control system with the Audit Committee and report on this to the Supervisory Board. Based on this, we conclude that the risk management and control system provides sufficient insight into its functioning and any relevant shortcomings.

Annual and interim evaluations have identified opportunities for improvement. These opportunities were not of such a nature or magnitude that they significantly weakened the risk management and internal control system or rendered it ineffective. Several improvement opportunities are explained in Risk management.

Based on this evaluation and the insights gained, we conclude that the risk management and control system provides reasonable assurance that the financial reporting does not contain material misstatements. Regarding sustainability reporting, the system provides at least limited assurance that it does not contain material misstatements. Furthermore, given the identified improvement opportunities, the system provides limited assurance that the main operational and compliance risks are identified in a timely manner and managed effectively, in line with the risk appetite. This means that the framework for managing the principal operational and compliance risks is in place, is monitored and evaluated periodically, and continues to be further developed. In 2025, we did not identify any shortcomings that would have prevented the timely identification and effective management of these risks.

Finally, based on the current circumstances, we consider it appropriate that the Financial Statements have been prepared on a going concern basis, and we believe that this Annual Report discloses the material risks and uncertainties relevant to the company's ability to continue as a going concern for at least 12 months after the date of this report.

Rotterdam, 26 February 2026

Board of Management

Board of Management,

Trudy Onland, CEO (chair)
Jaap Verhoeff, CFO
Aline Arends, COO
Timo Idema, CTO

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Consolidated statement of income

x € 1 million	Note	2025	2024
Net revenue	4	2,300	2,048
Other operating income	5	13	40
Total operating income		**2,313**	**2,088**
Personnel expenses	6	753	667
Cost of procurement and contracted work	7	879	900
Other operating expenses	8	250	228
Capitalised own production	9	-383	-344
		1,499	**1,451**
Depreciation, amortisation and impairment of non-current assets	10	365	331
Total operating expenses		**1,864**	**1,782**
Operating profit		**449**	**306**
Financial income and expenses	11	-78	-101
Share of result of associates and joint ventures (after tax)		0	0
Profit before tax		**371**	**205**
Income tax	12	-93	-47
Result after tax		**278**	**158**
Attributable to:			
Shareholders of Stedin Holding N.V.	43	272	152
Non-controlling interests		0	0
Holders of subordinated perpetual bond	43	6	6
Result after tax		**278**	**158**

Consolidated statement of comprehensive income

x € 1 million	Note	2025	2024
Result after tax		**278**	**158**
Other comprehensive income that may be reclassified to the income statement			
Unrealised gains and losses on cash flow hedges	30	-	26
Reclassification cash flow hedge reserve to income statement		0	4
Income tax effect relating to cash flow hedges	16	0	-8
Total other comprehensive income		**0**	**22**
Total comprehensive income		**278**	**180**
Attributable to:			
Shareholders of Stedin Holding N.V.		272	174
Non-controlling interests		0	0
Holders of subordinated perpetual bond		6	6
Total comprehensive income		**278**	**180**

Consolidated balance sheet

x € 1 million	Note	31 December 2025	31 December 2024
ASSETS			
Non-current assets			
Property, plant and equipment	13	9,215	8,294
Intangible assets	14	137	118
Right-of-use assets	15	162	91
Deferred tax assets	16	2	2
Financial assets		9	8
Total non-current assets		**9,525**	**8,513**
Current assets			
Inventories	17	153	130
Current tax assets	18	11	18
Trade and other receivables	19	297	312
Cash and cash equivalents	20	89	101
Total current assets		**550**	**561**
TOTAL ASSETS		**10,075**	**9,074**

x € 1 million	Note	31 December 2025	31 December 2024
EQUITY AND LIABILITIES			
Equity			
Equity attributable to shareholders of Stedin Holding N.V.	21	3,080	2,864
Non-controlling interests	21	0	0
Subordinated perpetual bond	21	506	506
Total equity		**3,586**	**3,370**
Non-current liabilities			
Provisions for employee benefits	22	12	13
Other provisions	23	6	8
Deferred tax liabilities	16	189	178
Interest-bearing debt	24	3,656	2,921
Lease liabilities	15	142	76
Deferred revenue	25	1,245	1,166
Total non-current liabilities		**5,250**	**4,362**
Current liabilities			
Provisions for employee benefits	22	6	6
Other provisions	23	15	11
Interest-bearing debt	24	700	880
Lease liabilities	15	24	18
Trade payables and other liabilities	26	494	427
Total current liabilities		**1,239**	**1,342**
TOTAL EQUITY AND LIABILITIES		**10,075**	**9,074**

Consolidated cash flow statement

x € 1 million	Note	2025	2024
Profit after tax		**278**	**158**
Adjusted for:			
· Financial income and expenses	11	78	101
· Income tax	12	93	47
· Depreciation, amortisation and impairments of non-current assets	10	365	331
· Gain on disposal of non-current assets		0	-3
Movements in working capital	31	56	2
Movements in deferred revenue	25	82	103
Movements in provisions and other		-24	2
Cash generated from operations		**928**	**741**
Interest paid		-69	-103
Interest received		4	6
Income tax paid		-73	-33
Cash flow from operating activities		**790**	**611**
Investments in property, plant and equipment		-1,258	-1,068
Proceeds from disposal of property, plant and equipment		0	3
Investments in intangible assets		-15	-14
New loans granted		-6	-7
Repayments of loans granted		5	6
Cash flow from investing activities		**-1,274**	**-1,080**

x € 1 million	Note	2025	2024
Dividend payments ordinary shares		-50	-52
Dividend payments preference shares		-6	-6
Issue of shares		-	33
Transaction costs on issue of shares		-	-1
Transactions with non-controlling interests		-	1
Coupon payments subordinated perpetual bonds	21	-8	-8
Payment of principal portion of lease liabilities		-23	-15
Proceeds from long-term interest-bearing debt	24	1,239	496
Proceeds from short-term interest-bearing debt	24	2,160	3,330
Repayment of long-term interest-bearing debt	24	-530	-151
Repayment of short-term interest-bearing debt	24	-2,310	-3,245
Cash flow from financing activities		**472**	**382**
Movements in cash and cash equivalents		**-12**	**-87**
Cash and cash equivalents at 1 January		101	188
Cash and cash equivalents at 31 December		**89**	**101**

Consolidated statement of changes in group equity

	Equity attributable to shareholders of Stedin Holding N.V.											
x € 1 million	Issued capital	Share premium	Cash flow hedge reserve	Cost of hedging reserve	Legal reserve capitalised development costs	Legal reserve participating interests	Retained earnings	Undistributed profit	Total	Non-controlling interests	Subordinated perpetual bond	Total equity
As at 1 January 2024	**606**	**591**	**-19**	**-4**	**13**	**4**	**1,360**	**164**	**2,715**	**-**	**506**	**3,221**
Profit after tax 2024	-	-	-	-	-	-	-	152	**152**	-	6	**158**
Other comprehensive income	-	-	18	4	-	-	-	-	**22**	-	-	**22**
Total comprehensive income	**-**	**-**	**18**	**4**	**-**	**0**	**-**	**152**	**174**	**-**	**6**	**180**
Transactions with shareholders												
Dividend payments relating to 2023	-	-	-	-	-	-	-	-52	**-52**	-	-	**-52**
Cumulative preference dividend	-	-	-	-	-	-	-	-6	**-6**	-	-	**-6**
Issue of shares	4	29	-	-	-	-	-	-	**33**	-	-	**33**
Transaction costs on issue of shares	-	-	-	-	-	-	0	-	**0**	-	-	**0**
Tax on transaction costs on issue of shares	-	-	-	-	-	-	0	-	**0**	-	-	**0**
Transactions with non-controling interests												
Coupon on subordinated perpetual bond	-	-	-	-	-	-	-	-	**-**	-	-8	**-8**
Tax on coupon on subordinated perpetual bond	-	-	-	-	-	-	-	-	**-**	-	2	**2**
Total transactions with shareholders	**4**	**29**	**-**	**-**	**-**	**-**	**-**	**-58**	**-25**	**0**	**-6**	**-31**
Other												
Profit appropriation 2023	-	-	-	-	-	-	106	-106	**-**	-	-	**-**
Reclassification	-	-	-	-	7	-	-7	-	**-**	-	-	**-**
Total other	**-**	**-**	**-**	**-**	**7**	**-**	**99**	**-106**	**-**	**-**	**-**	**-**
As at 31 December 2024	**610**	**620**	**-1**	**-**	**20**	**4**	**1,459**	**152**	**2,864**	0	**506**	**3,370**

	Equity attributable to shareholders of Stedin Holding N.V.											
x € 1 million	Issued capital	Share premium	Cash flow hedge reserve	Cost of hedging reserve	Legal reserve capitalised development costs	Legal reserve participating interests	Retained earnings	Undistributed profit	Total	Non-controlling interests	Subordinated perpetual bond	Total equity
As at 1 January 2025	**610**	**620**	**-1**	**-**	**20**	**4**	**1,459**	**152**	**2,864**	**-**	**506**	**3,370**
Profit after tax 2025	-	-	-	-	-	0	-	272	**272**	0	6	**278**
Other comprehensive income	-	-	0	-	-	-	-	-	**0**	-	-	**0**
Total comprehensive income	**-**	**-**	**0**	**-**	**-**	**0**	**-**	**272**	**272**	**0**	**6**	**278**
Transactions with shareholders												
Dividend payments relating to 2024	-	-	-	-	-	-	-	-50	**-50**	-	-	**-50**
Cumulative preference dividend	-	-	-	-	-	-	-	-6	**-6**	-	-	**-6**
Issue of shares	-	-	-	-	-	-	-	-	**-**			**-**
Transaction costs on issue of shares	-	-	-	-	-	-	-	-	**-**	-	-	**-**
Tax on transaction costs on issue of shares	-	-	-	-	-	-	-	-	**-**			**-**
Transactions with non-controling interests	-	-	-	-	-	-	-	-	**-**	-	-	**-**
Coupon on subordinated perpetual bond	-	-	-	-	-	-	-	-	**-**	-	-8	**-8**
Tax on coupon on subordinated perpetual bond	-	-	-	-	-	-	-	-	**-**	-	2	**2**
Total transactions with shareholders	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-56**	**-56**	**-**	**-6**	**-62**
Other												
Profit appropriation 2024	-	-	-	-	-	-	96	-96	**-**	-	-	**-**
Reclassification	-	-	-	-	-12	-	12	-	**-**	-	-	**-**
Total other	**-**	**-**	**-**	**-**	**-12**	**-**	**108**	**-96**	**-**	**-**	**-**	**-**
As at 31 December 2025	**610**	**620**	**-1**	**-**	**8**	**4**	**1,567**	**272**	**3,080**	**0**	**506**	**3,586**

Notes to the consolidated Financial Statements

1 General information

1.1 General

Stedin Holding N.V. (hereinafter: Stedin Holding) is a public limited liability company under Dutch law, with its registered office at Blaak 8, 3011 TA Rotterdam, the Netherlands, and is registered with the Chamber of Commerce under number 24306393.

The main activity of Stedin Holding and its subsidiaries (hereafter referred to as Stedin Group) is to ensure a safe, reliable and affordable energy supply. Stedin Group's grid operator (Stedin Netbeheer) achieves this by, on the one hand, building and managing the electricity grid and gas network and preparing them for the future, and, on the other hand, facilitating the energy market. Stedin Netbeheer operates in the provinces of South Holland, Utrecht and Zeeland, as well as in parts of the Noordoost-Friesland and Kennemerland regions. Until 2025, a subsidiary, DNWG Infra, was responsible for the construction and maintenance of gas and electricity infrastructure in Zeeland on behalf of Stedin Netbeheer. From 2026 onwards, Stedin Netbeheer took over these responsibilities. DNWG Infra also realises projects and connections for the Evides water network in Zeeland and on Goeree-Overflakkee. These activities will end by May 2026 at the latest. Our NetVerder subsidiary helps to deliver the energy transition by developing, constructing and maintaining energy infrastructures for heat and steam. It also focuses on the independent transmission and distribution of other new energy sources or carriers. Infradock, another subsidiary, is owned for 90% by Stedin Group and 10% by Evides. Infradock develops and manages a digital platform for information exchange and collaboration with contractors engaged by its shareholders. Utility Connect is a joint arrangement between Stedin Groep and Alliander with its own communication network for machine-to-machine applications.

For more information on the composition of Stedin Group, see 2.3 Basis of consolidation and 3 Segment information.

Stedin Netbeheer operates in a regulated market alongside five other Dutch regional grid operators. Each regional grid operator is a monopolist within its own service area. Regulation means that the work performed by the grid operator is defined by law, and that tariffs are capped by the Netherlands Authority for Consumers and Markets (ACM). The current regulatory model for the period 2022-2026 encourages grid operators to perform as well as possible (in terms of efficiency and quality) through a benchmarking model.

These Financial Statements were prepared by the Board of Management on 26 February 2026 and approved by the Supervisory Board of Stedin Holding. The Financial Statements are expected to be submitted to the General Meeting of Shareholders for adoption on 17 April 2026. The 2024 Financial Statements were adopted by the General Meeting of Shareholders on 16 April 2025.

1.2 Energy transition

As a grid operator, Stedin Group is at the heart of the energy transition. In addition to managing our energy infrastructure, we are increasingly adapting it to support the energy transition. This means that we critically assess the future of our gas network and invest heavily in expanding the capacity of our electricity grid. We are also working within NetVerder to develop networks for alternative energy carriers, such as heat.

Stedin Group's investments in modifying, reinforcing and expanding the electricity grid are regulated and supervised by the Netherlands Authority for Consumers and Markets (ACM). The basic principle is that efficient investments and operational costs will be reimbursed, including a reasonable return. Cost efficiency is incentivised in the current regulatory period through benchmark competition. Due to rising costs on the electricity grid, regulated tariffs are increasing, and, as a result, so is operating income (see 4 Net revenue). Because investment cash outflows are increasing faster than operating cash inflows, our free cash flow remains negative. Due to the delayed recovery of costs through tariffs, the financing need is increasing. In 2025, Stedin Group issued two new green bonds and drew a loan under its new credit facility with the European Investment Bank for this purpose (see 1.3 Important events in 2025).

In contrast, congestion management costs remain low at present, partly due to the still limited supply of flexible capacity. Amendments to laws and regulations, mandatory participation in congestion management and other measures may change this in the coming years, and congestion management costs may become significant.

Finally, the number of connections to the gas network is decreasing as more homes and buildings become gas-free as a result of the energy transition. In line with this development, Stedin Group applies a declining-balance method of depreciation for gas-related assets other than customer meters (see 2.5 Judgements, Estimates and Assumptions). Stedin Group also incurs costs for removing unused parts of its gas network, particularly connections. A provision has been recognised on the balance sheet for the removal of gas connections for which (i) the connection agreement has been terminated and (ii) removal has been requested (without a specific date) or is otherwise legally required under the new Energy Act (see 23 Other provisions). Stedin Group does not recognise a provision for other future removals (see 27 Contingent assets and liabilities).

1.3 Important events in 2025

Green bond issuance
In February 2025, Stedin Group issued its fifth green bond for a nominal amount of €500 million. This loan has a term of 12 years, an issue price of 98.936% and a coupon rate of 3.375%. The effective interest rate excluding transaction costs is 3.485%.

In October 2025, Stedin Group issued its sixth green bond, for a nominal amount of €500 million. This loan has a term of 7 years, an issue price of 99.491% and a coupon rate of 3.00%. The effective interest rate excluding transaction costs is 3.082%.

In total, Stedin Group has €3 billion in green bonds outstanding as at 31 December 2025. These are listed on Euronext Amsterdam. These proceeds will be used to finance investments in our electricity grid.

Scheduled bond repayment
In October 2025, Stedin Group repaid a €500 million bond loan in accordance with the repayment schedule.

Credit capacity expanded with new facility at European Investment Bank
In March 2025, Stedin Group entered into a new committed credit facility of €500 million with the European Investment Bank (EIB). This increases the diversification and flexibility of our funding mix. The credit facility is intended for investments in our electricity grid and is available until March 2028. The maturity of loans drawn under this facility is a maximum of 12 years. In July 2025, Stedin Group drew a €250 million loan under this facility with a 10-year maturity.

Draft method decisions for electricity and gas
In September 2025, the ACM published the draft method decisions for electricity and gas for the new regulatory period (2027–2031) for consultation. These propose a transition from the current benchmark regulation to a new cost-based regulatory method that better fits the circumstances of the energy transition. This transition was confirmed in February 2026 with the final method decisions. Based on these decisions, the regulator determines the maximum amount that grid operators may charge through their tariffs from 2027 onwards.

2 Accounting principles for financial reporting

2.1 General

Stedin Group's consolidated Financial Statements have been prepared in conformity with IFRS Accounting Standards (hereafter referred to as IFRS or IFRS standards) as adopted by the European Union (hereafter referred to as the EU) and the provisions of Part 9 of Book 2 of the Dutch Civil Code.

The consolidated Financial Statements of Stedin Group include the consolidated statement of income, the consolidated statement of comprehensive income, the consolidated balance sheet, the consolidated cash flow statement and the consolidated statement of changes in group equity. The disclosure notes to these Financial Statements are an integral part of these Financial Statements.

The accounting policies in these Financial Statements are consistent with those in the 2024 Financial Statements, unless otherwise stated, and are disclosed for each financial statement item. The Financial Statements have been prepared on a going-concern basis.

All amounts in these Financial Statements are in millions of euros (€), unless stated otherwise.

2.2 IFRS amendments

New or amended IFRS standards relating to the current financial year

The following new or amended IFRS standards have been adopted by the EU and are effective from the 2025 financial year:

- Amendments to IAS 21 – 'Lack of Exchangeability'

These new or amended IFRS standards have no material impact on Stedin Group's Financial Statements.

New or amended IFRS standards relating to subsequent financial years

The following new or amended IFRS standards have been published but are not yet effective for the 2025 financial year:

- IFRS 18 – 'Presentation and Disclosure in Financial Statements'
- IFRS 19 – 'Subsidiaries without Public Accountability: Disclosures'
- Amendments to IFRS 9 and IFRS 7 – 'Contracts Referencing Nature-dependent Electricity'
- Amendments to IFRS 9 and IFRS 7 – 'Amendments to the Classification and Measurement of Financial Instruments'
- 'Annual Improvements to IFRS Accounting Standards – Volume 11'

These new or amended IFRS standards can be applied only after approval by the EU. They are not expected to have a material impact on Stedin Group's Financial Statements. However, when IFRS 18 is applied for the first time, Stedin Group expects to make several adjustments to the presentation of its primary Financial Statements:

- A new subtotal result before financing and taxes should be included in the statement of income.
- Goodwill must be presented separately in the balance sheet, rather than as part of intangible assets.
- In the cash flow statement, (i) the determination of operating cash flow must start with operating profit, rather than profit after tax, and (ii) interest received and paid should be part of investing and financing cash flows, respectively, rather than operating cash flow.

2.3 Basis of consolidation

The consolidated Financial Statements include Stedin Holding and its subsidiaries. Where necessary, the accounting policies of joint operations, joint ventures and associates have been aligned with those of Stedin Holding.

An overview of the subsidiaries and other capital interests included in the consolidation is provided below:

	2025 %	2024 %	City
Subsidiaries			
Stedin Netbeheer B.V.	100.0	100.0	Rotterdam
N.V. Stedin Netten Noord-Holland	100.0	100.0	Rotterdam
N.V. Stedin Noord-Oost Friesland	100.0	100.0	Rotterdam
DNWG Infra B.V.	100.0	100.0	Goes
DNWG Warmte B.V.	100.0	100.0	Goes
NetVerder B.V.	100.0	100.0	Rotterdam
NetVerder Warmte B.V.*/**	100.0	0.0	Rotterdam
Stedin Groep Personeels B.V.	100.0	100.0	Rotterdam
Stedin Groep Services B.V.	100.0	100.0	Rotterdam
Infradock B.V.	90.0	90.0	Rotterdam
Joint arrangements			
Joint operations			
Utility Connect B.V.	40.7	40.7	Vianen
Joint ventures			
TensZ B.V.	50.0	50.0	Rotterdam
Associates			
Energie Data Services Nederland (EDSN) B.V.	21.2	21.2	Amersfoort
Beheerder Afsprakenstelsel (BAS) B.V.	14.1	14.1	Amersfoort
Veranet B.V.	22.2	0.0	Arnhem
GOPACS B.V.	14.3	0.0	Amersfoort

Subsidiaries

A subsidiary is a company over which Stedin Holding exercises control, directly or indirectly. Subsidiaries are fully consolidated. If the interest is less than 100%, non-controlling interests are presented separately in the consolidated balance sheet.

Joint arrangements

A joint arrangement is a contractual agreement whereby Stedin Group and one or more other parties jointly exercise control ('joint control'). There are two types of joint arrangement: joint operations and joint ventures. A joint operation is a joint arrangement in which the parties with joint control have rights to the assets and are responsible for the liabilities of the arrangement. Only Stedin Group's share of the assets, liabilities, income and expenses of joint operations is recognised in the Financial Statements (proportional recognition). A joint venture is a joint arrangement in which the parties with joint control have rights to the arrangement's net assets. A joint venture is recognised in the Financial Statements using the equity method.

Associates

An associate is an entity over whose financial and operating policies Stedin Group exercises significant influence but not control or joint control. The share of the results of associates is recognised in the Financial Statements using the equity method.

The associates and joint arrangements of Stedin Group are not material, either individually or collectively.

2.4 Other accounting principles

2.4.1 Foreign currencies

The euro is Stedin Group's functional currency and also the currency in which the Financial Statements are presented. Transactions in foreign currencies are translated into the functional currency at the exchange rate on the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate prevailing on the reporting date. Foreign exchange differences arising from foreign currency transactions or from the translation of balance sheet items are recognised in the income statement as part of financial income and expenses.

2.4.2 Offsetting

Financial assets and liabilities are offset if, and to the extent that, there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.4.3 Fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. There are several ways to determine fair value. Depending on whether observable inputs are used, the measurement is classified into one of the following categories:

Level 1

At level 1, fair value is measured using unadjusted quoted prices in active markets for identical assets.

Level 2

At level 2, fair value is based on inputs other than quoted prices for level 1 assets that are directly or indirectly observable. Stedin Group's derivatives are measured in accordance with the counterparty's terms, using observable interest rate forward curves.

Level 3

At level 3, fair value is based on significant inputs that are not observable.

For more information on fair values in these Financial Statements, see the notes to the relevant financial statement items.

2.5 Judgements, Estimates and Assumptions

In preparing these Financial Statements, the management of Stedin Group has made judgements, estimates and assumptions that affect the reported amounts and the rights and obligations not recognised in the balance sheet. In particular, this concerns the valuation of property, plant and equipment and intangible assets, estimated network losses and the recognition of provisions.

The judgements, estimates and assumptions are based on market information, knowledge, historical experience and other factors considered reasonable in the circumstances. Actual results may, however, differ from these estimates. Judgements, estimates and assumptions are reviewed on an ongoing basis. Changes in accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period. If the revision also affects future periods, the change is recognised prospectively in those periods.

The key judgements, estimates and assumptions are listed below. Further information can be found in the notes to the relevant Financial Statement item.

Depreciation of property, plant and equipment

Property, plant and equipment are in principle depreciated on a straight-line basis. A different method is used if a different depreciation pattern better reflects the expected pattern of use of the asset. Due to an expected decline in the use of the gas network as a result of the energy transition, Stedin Group applies a declining-balance depreciation method for gas assets (other than customer meters).

The depreciation periods and residual values of property, plant and equipment are based on the asset's expected useful technical and economic life. For gas assets (other than customer meters), the declining-balance depreciation method also takes account of usage, based on the extent to which the use of the networks and connections is expected to decrease. The usage, useful life and residual value of property, plant and equipment are reviewed annually. An asset's usage, useful life, or residual value may change as a result of changes in external or internal

factors, including technological developments and market developments. These factors may also lead to an impairment of an asset. In 2025, this review did not result in any adjustments. However, an impairment was recognised in relation to a heat network under development (see 13 Property, plant and equipment).

› ESRS2 10, 11

Network losses

Allocation is the process by which the quantities of distributed electricity and gas are determined and allocated to users on a daily basis. This is partly based on actual consumption (approximately for high-volume consumers) and partly on estimates based on standard annual consumption (approximately for low-volume consumers). The allocation process estimates consumption and network losses as accurately as possible. Consumption initially allocated to low-volume consumers is recalibrated based on actual consumption measured by meter readings ('reconciliation'). Pursuant to statutory arrangements on allocation and reconciliation, this process must be settled within 21 months after the end of the month of delivery. The expected outcome of the reconciliation is estimated as accurately as possible and incorporated in the Financial Statements. The ultimate settlement based on actual consumption figures may affect future results. The obligation relating to network losses not yet settled is included in 'Accrued and other liabilities' as stated in 26 Trade and other liabilities.

Removal obligations

Legislation, regulations or contractual agreements may require a grid operator to remove assets or otherwise carry out repair work in certain situations. For example, under the Energy Act, Stedin Group must, under certain conditions, remove unused parts of its gas and electricity network, including connections. Stedin Group recognises a provision for this if, and to the extent that, there is a present obligation arising from a past event, the settlement of which is likely to require an outflow of resources and the amount of which can be reliably estimated (see 23 Other provisions). Contingent liabilities are disclosed in 27 Contingent assets and liabilities).

3 Segment information

The operating segments are determined in accordance with the way in which information is internally reported to the highest-ranking officer ('Chief Operating Decision-Maker'). The Board of Management has been identified as the highest-ranking officer, responsible for allocating resources and assessing segment performance.

Transfer prices for internal revenues and costs are at arm's length. The accounting policies of Stedin Group are also applied in segment reporting. The results of individual segments do not include financial income and expenses, the share of the results of associates and joint ventures or the tax expense.

The operating segments are:

'Stedin Netbeheer' segment

The 'Stedin Netbeheer' segment includes the regulated domain as described in About us. As a grid operator, Stedin manages the gas and electricity networks in its service area.

'Other' segment

The main components of the 'Other' segment are the non-regulated activities as described in About us, as well as the activities of the holding and financing company Stedin Holding N.V. and the cost entities Stedin Groep Personeels B.V. and Stedin Groep Services B.V. These components are – partly due to their non-material size – aggregated in the 'Other' segment.

Segmented balance sheets are not reported periodically in internal management information and are therefore not presented in the Financial Statements.

Operating profit is not cyclical in nature and is not materially affected by seasonal patterns.

3.1 Revenue, operating profit and investments by segment

Stedin Group operates solely in the Netherlands, and all its revenue is generated there. The non-current assets of all segments are located in the Netherlands.

For the breakdown of net revenue, Stedin Group sought, wherever possible, alignment with the periodic reports required by the ACM for the regulated domain. The table also reconciles the broken-down net revenue with the segment information based on the internal organisation and management reporting structure.

2025 x € 1 million	Segment Stedin	Segment Other	Eliminations	Total
Net revenue				
- Electricity transmission and connection services	1,634	-	-	1,634
- Gas distribution and connection services	421	-	-	421
- Metering services	146	-	-	146
- Infrastructure services and other	68	62	-31	99
Other operating income	8	5	-	13
Total operating income	**2,277**	**67**	**-31**	**2,313**
Operating expenses	1,495	35	-31	1,499
Depreciation, amortisation and impairment of non-current assets	317	48	-	365
Total operating expenses	**1,812**	**83**	**-31**	**1,864**
Operating profit	**465**	**-16**	**-**	**449**
Financial income and expenses	-10	-68	-	-78
Share of result of associates and joint ventures (after tax)	-	-	-	-
Profit before tax	**455**	**-84**	**-**	**371**
Income tax	-117	24	-	-93
Result after tax	**338**	**-60**	**-**	**278**

Investments in 2025 by segment were as follows:

2025 x € 1 million	Segment Stedin	Segment Other	Eliminations	Total
Investments in property, plant and equipment and intangible assets	1,244	50	-	1,294
Investments in right-of-use assets	-	75	-	75

In 2024, revenue and results by segment were as follows:

2024 x € 1 million	Segment Stedin	Segment Other	Eliminations	Total
Net revenue				
- Electricity transmission and connection services	1,453	-	-	1,453
- Gas distribution and connection services	363	-	-	363
- Metering services	127	-	-	127
- Infrastructure services and other	72	62	-29	105
Other operating income	37	3	-	40
Total operating income	**2,052**	**65**	**-29**	**2,088**
Operating expenses	1,434	46	-29	1,451
Depreciation, amortisation and impairment of non-current assets	301	30	-	331
Total operating expenses	**1,735**	**76**	**-29**	**1,782**
Operating profit	**317**	**-11**	**-**	**306**
Financial income and expenses	-4	-97	-	-101
Share of result of associates and joint ventures (after tax)	-	-	-	-
Profit before tax	**313**	**-108**	**-**	**205**
Income tax	-80	33	-	-47
Result after income tax	**233**	**-75**	**-**	**158**

Investments in 2024 by segment were as follows:

2024 x € 1 million	Segment Stedin	Segment Other	Eliminations	Total
Investments in property, plant and equipment and intangible assets	1,065	31	-	1,096
Investments in right-of-use assets	-	38	-	38

Major customers

Stedin Group has no customers for which the net turnover per customer amounts to 10% or more of the total net revenue.

4 Net revenue

Accounting policies

Net revenue comprises income from the supply of goods or services to customers. Revenue is recognised when, or as, the performance obligation is satisfied by transferring goods or services to the customer. Inherent to the main services of Stedin Group is that these are transferred to the customer over the period during which they are provided.

The activities of Stedin Group in the regulated domain (electricity and gas) are supervised by the ACM. The selling prices for transmission services are based on the tariffs determined by the ACM. The tariffs for customer contributions to connection costs are also determined by the ACM. Selling prices for which no tariff regulation applies are market-based as set out in the relevant agreement between Stedin Group and the customer.

Adjustments to selling prices may arise, among other things, from compensation paid to customers for flexible capacity or for outages. These adjustments are deducted from net revenue. Variable revenue is recognised only to the extent that it is highly probable that this revenue will not be reversed in subsequent years.

Transmission, connection and metering services

Stedin Group distributes electricity and gas from suppliers to the customer's connection point. For low-volume consumers, revenue from transmission and connection services consists of fixed periodic charges for the use and availability of the network; for high-volume consumers, it also includes transmission-related charges based on actual volumes. In addition, Stedin Group provides metering services for a fixed periodic fee. These services represent performance obligations that are satisfied over time. The fixed charges are recognised on a straight-line basis over the service period, in line with the continuous availability of the network. Volume-dependent charges are recognised in the income statement in the period in which the transmission service is provided. Amounts that are settled through ex-post calculation in the tariffs of subsequent years are recognised as revenue in the year in which the tariff is actually realised, based on the services provided in that year.

Customer contributions for connection costs and reconstructions

To enable the distribution of electricity and gas, Stedin Group establishes a connection to the network for new supply points. The customer pays a one-off fee as a contribution towards the costs of this new connection. The connection is inseparably linked to the periodic transmission and connection services and forms an integral part of the remuneration for these services. Revenue from connection cost contributions is therefore recognised in line with the depreciation method over the expected service life of the relevant connection (see 13 Property, plant and equipment for more information on the depreciation method). Stedin Group also receives customer contributions for reconstruction work carried out on the network. These are recognised, analogous to connection cost contributions, on a straight-line basis over the expected service life of the network. Customer contributions to connection costs and reconstructions received in advance are contract liabilities. Within net revenue, the contributions recognised over time are presented as part of 'Infrastructure services and other net revenue'.

Infrastructure services and other net revenue

Infrastructure services and other net revenue includes, among other things, revenue from the construction, management and maintenance of technical infrastructure, customer-related contributions (including customer contributions to connection costs and reconstructions recognised over time), rental income from transformers and revenue related to heat, steam and the data processing of energy meters.

x € 1 million	2025	2024
Electricity transmission and connection services	1,634	1,453
Gas distribution and connection services	421	363
Metering services	146	127
Infrastructure services and other	99	105
Total	**2,300**	**2,048**

Net sales for 2025 increased by €252 million compared to the previous year. The increase is mainly caused by higher transport, connection and metering service revenues for electricity and gas as a result of higher regulated rates.

5 Other operating income

Accounting policies

Other operating income mainly comprises income from damages recovered from third parties, gains on disposals, operating subsidies recognised in the income statement, and, in the previous year, a one-off compensation from the regulator. A gain on disposal, being the selling price less the carrying amount of the asset sold, is recognised when the third party obtains control of the asset.

Other operating income amounted to €13 million, down from the previous year (2024: €40 million). In 2024, Stedin Group received a one-off compensation of €28 million from the ACM for previously requested removals of gas connections. In addition, there was no longer any income from the incidental sale of non-regulated transformers and related assets to Joulz, compared with a €3 million gain on disposal in 2024.

6 Personnel expenses

Accounting policies

Personnel expenses include all forms of remuneration for internal employees during and after employment, costs of hiring external employees and other related expenses. Most personnel expenses are recognised in the income statement in the period in which the work was carried out.

Pensions

The pension liabilities of almost all business units have been placed with the industry-wide pension funds: Stichting Pensioenfonds ABP (ABP). A limited number of employees have individual plans insured with various insurance companies.

The amount of the pension depends on age, salary and years of service. Employees may opt to retire earlier or later than the state retirement age, in which case their pension is adjusted accordingly. Retiring later than the state retirement age is only possible with Stedin's consent. At ABP, employees can retire between 60 and the state retirement age plus 5 years.

The most important pension plans, which have been placed with ABP, are group plans in which several employers participate. Stedin's share in these group plans is unknown. These plans are essentially defined benefit plans.

The most important pension plans, which have been placed with ABP, are group plans in which several employers participate. Stedin's share in these group plans is unknown. These plans are essentially defined benefit plans.

However, as Stedin has no access to the required information and because participation in the group plans exposes Stedin to actuarial risks connected with present and former employees of other entities, these plans are treated as defined contribution plans, and the pension contributions payable for the financial year are accounted for as pension expenses in the Financial Statements. Pension contributions are indexed annually. There are no catch-up payments or discounts.

x € 1 million	2025	2024
Salaries	458	385
Social security contributions	59	49
Pension contributions	59	51
External staff	147	154
Other personnel costs	30	28
Total	**753**	**667**

Personnel costs increased by €86 million compared with the previous year. The main reason for this increase is higher salaries due to collective labour agreement increases and a higher number of internal employees. Costs for external staff decreased as a result of a lower number of external employees, partly offset by higher tariffs.

6.1 Number of staff members

Average own workforce (in FTEs)	2025	2024
Stedin	5,351	4,648
DNWG Infra	251	294
NetVerder	33	15
Total average no. of own fte	**5,635**	**4,957**
Employed outside the Netherlands	-	-
Male	79%	80%
Female	21%	20%

6.2 Remuneration of the Board of Management and Supervisory Board members

These notes contain the information prescribed by Part 9 of Book 2 of the Dutch Civil Code and IAS 24 on the remuneration of Board of Management (BoM) and Supervisory Board (SB) members. The Senior Executives in the Public and Semi-Public Sector (Standards for Remuneration) Act (Wet normering topinkomens, WNT) applies to Stedin Netbeheer B.V. and is disclosed in the Annual Report of Stedin Netbeheer B.V. itself. The members of the BoM and the SB qualify as 'key management' within the meaning of IAS 24.

6.2.1 Remuneration of the BoM

The members of Stedin Holding's BoM are all employed by Stedin Groep Personeels B.V. The BoM members are employed on a full-time basis (1.0 FTE) and perform work for the various group entities, in particular Stedin Netbeheer B.V.

In 2025 and 2024, the remuneration of the statutory members of the BoM was:

	2025	2024
Remuneration plus taxed expense allowances	776,020	881,977
Remuneration payable in future	78,388	94,867
Termination benefits	153,877	75,000
Total remuneration	**1,008,285**	**1,051,844**

In 2025, Stedin Group also had non-statutory members of the BoM on a temporary basis. Their remuneration amounted to:

	2025	2024
Remuneration plus taxed expense allowances	193,903	-
Pension benefits	7,847	-
Total remuneration	**201,750**	**-**

6.2.2 Remuneration of the SB

The chair and other members of the SB serve in this role on a basis other than an employment contract. In 2025, the remuneration of the SB will amount to €159,967 (2024: €134,406).

A more detailed explanation of the remuneration of executives employed by Stedin Group can be found in the Remuneration report for 2025.

7 Costs of sales and contracted work

Accounting policies

This item includes the procurement costs for network losses and transmission services and the cost of contracted work.

The category procurement costs of network losses includes an estimate of expected allocation and reconciliation effects, as described in 2.5 Judgements, Estimates and Assumptions. The category contracted work includes costs of materials and services from third parties, including contractors.

x € 1 million	2025	2024
Cost of procurement for network losses	142	199
Cost of procurement for transport services	543	540
Contracted work	194	161
Total	**879**	**900**

The costs of purchased goods and contracted work decreased by €21 million compared with the previous year.

This decrease is mainly due to lower electricity and gas network loss costs resulting from lower energy prices. These prices are largely fixed in advance in line with our procurement strategy. The costs of outsourced work increased mainly due to higher purchase prices and the growth of our work programme, combined with the contracting of additional external execution capacity.

8 Other operating expenses

Accounting policies

Other operating expenses include various cost items not included in personnel expenses, cost of sales and contracted work, and depreciation charges, such as IT, mobility and accommodation costs, contributions to network management-related platforms, consultancy costs and additions to provisions.

x € 1 million	2025	2024
Other taxes and levies	14	10
IT costs	88	73
Lease expenses	19	25
Accommodation costs	23	19
Network management platform contributions	32	30
Other expenses	74	71
Total	**250**	**228**

Other operating expenses increased by €22 million compared with the previous year.

The increase in other operating expenses is largely due to higher IT costs, among other things, as a result of increasing digitalisation and the growth in the number of employees.

9 Capitalised own production

Accounting policies
Hours directly allocated to own investment projects are deducted from total operating costs as capitalised own company production.

Compared with the previous year, capitalised own production increased by €39 million to €383 million. This increase is driven by higher hourly rates and the growing investment programme to expand grid capacity, resulting in more activities.

10 Depreciation, amortisation and impairment of non-current assets

Accounting policies
For the accounting policies used, see 13 Property, plant and equipment.

The breakdown of depreciation, amortisation and impairment of non-current assets in the income statement is as follows:

2025 x € 1 million	Property, plant and equipment	Intangible fixed assets	Leases	Total
Depreciation and amortisation	309	1	25	335
Disposals	18	-	-	18
Impairments	11	1	-	12
Total	**338**	**2**	**25**	**365**

2024 x € 1 million	Property, plant and equipment	Intangible fixed assets	Leases	Total
Depreciation and amortisation	291	1	18	310
Disposals	17	2	-	19
Impairments	-	2	-	2
Total	**308**	**5**	**18**	**331**

Depreciation increased by €25 million compared with the previous year, due to the increased level of investment in recent years. See 13 Property, plant and equipment and 14 Intangible assets for more information on the impairments.

11 Financial income and expenses

Accounting policies
Financial income comprises interest income on financial assets, including loans issued and cash and cash equivalents. This interest income is calculated using the effective interest method.

Financial expenses consist mainly of interest expense on interest-bearing liabilities, calculated using the effective interest method. The interest-bearing liabilities consist of borrowings and debts, excluding the perpetual subordinated

bond. The interest expense on the perpetual subordinated bond is recognised directly in group equity, consistent with the instrument's classification as equity. In addition, financial expenses also include other financing costs.

Where gains and losses on derivatives are recognised in the income statement, these are also presented under financial income and expenses.

x € 1 million	2025	2024
Interest income	-4	-6
Interest expense	78	105
Interest expense lease liabilities	4	2
Total	**78**	**101**

Net financial expenses decreased by €23 million compared with the previous year. The financial expenses relate mainly to interest-bearing liabilities. A one-off charge of €46 million in 2024, resulting from the early repayment of the long-term Japanese yen (JPY) loan, did not recur. This was partly offset by higher recurring interest expenses as a result of the growth of the interest-bearing debt portfolio (see 1.3 Important events in 2025 and 24 Interest-bearing debt).

12 Taxes

Accounting policies

Income tax

Stedin Group's business activities are subject to income tax. Income tax on profit for the reporting period includes current income tax and deferred income tax. Income tax is recognised in the income statement, except to the extent that it relates to items recognised directly in equity.

Current tax assets and liabilities

Current tax assets concern amounts recoverable, and current tax liabilities concern amounts payable to the Tax and Customs Administration. Current taxes are stated at nominal value.

Deferred tax assets and liabilities

Deferred taxes are calculated for temporary differences between the tax bases and book values of assets and liabilities, unless they fall within the scope of the initial recognition exception, as well as for unused tax losses and tax credits. Deferred taxes are measured using the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on applicable tax rates and tax laws. Deferred taxes are stated at nominal value.

Deferred tax assets for deductible temporary differences, tax losses carried forward and unused tax credits available for set-off are only recognised if, and to the extent that, it is probable that future taxable profit will be available against which unused tax losses and unused tax credits can be utilised.

Deferred tax assets for deductible temporary differences relating to investments in subsidiaries, joint operations and interests in associates, as well as joint ventures, are only recognised if it is probable that the temporary difference will reverse in the near future and that future taxable profit will be available against which the deductible temporary difference can be utilised.

Deferred tax liabilities are recognised for all taxable temporary differences arising from investments in subsidiaries, joint operations and interests in associates and joint ventures, unless Stedin Group can determine the time at which the temporary difference will reverse, and it is probable that the temporary difference will not reverse in the near future.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset tax assets and tax liabilities, and the deferred tax assets and liabilities relate to taxes levied by the same tax authority on the same taxable entity.

Income tax on the result in the income statement is as follows:

x € 1 million	2025	2024
Current tax expense for current year	83	28
Current tax income prior years	-	-
Current tax expense and tax income	**83**	**28**
Deferred taxes temporary differences	10	11
Deferred taxes loss carry back/forward prior years	-	-4
Deferred taxes loss carry forward	-	12
Deferred taxes	**10**	**19**
Income taxes	**93**	**47**

The breakdown of current tax expenses and income relating to the current and previous year is as follows:

x € 1 million	2025	2024
Profit before tax	371	205
Investment arrangements	-12	-11
Non tax-deductible expenses	2	2
Different depreciation methods for tax purposes	-40	-41
Tax-deductible costs via group equity	-8	-8
Taxable profit	**313**	**147**
Carry forward of losses	0	-46
Taxable amount	**313**	**101**
Nominal tax rate	25.8%	25.8%
Current tax expense	**81**	**26**
Of which current tax via group equity	-2	-2
Of which current tax via profit and loss	83	28

In 2023, a tax loss arose as a result of a one-off tax scheme allowing accelerated depreciation of business assets. The loss not already carried back was carried forward and offset against the taxable profit for 2024.

The effective tax rate, expressed as a percentage of the profit before tax, is as follows:

	2025	2024
Nominal tax rate	**25.8%**	**25.8%**
Effect of:		
- Non tax-deductible expenses	0.1%	0.2%
- Tax incentives (Energy Investment Allowance)	-0.8%	-1.4%
- Corporate income tax for prior years	-0.1%	-1.8%
- Other	0.1%	0.1%
Effective tax rate	**25.1%**	**22.9%**

The effective tax rate for 2025 was 25.1%, which differed only slightly from the nominal tax rate. This deviation is largely attributable to the use of tax deduction schemes (energy and environmental investment deduction).

13 Property, plant and equipment

Accounting policies

Property, plant and equipment is recognised at cost less accumulated depreciation and impairment. Cost comprises the initial acquisition price plus all directly attributable costs. The cost of assets constructed by the company comprises the cost of materials and services, direct labour, and other directly attributable costs. Financing costs directly attributable to the purchase, construction or production of an eligible asset are recognised in cost. Investment grants are deducted from the cost of the asset if there is reasonable certainty that the specified conditions will be met and that the grant will be obtained.

Depreciation and amortisation

Depreciation is recognised in the income statement using the straight-line method based on estimated useful life, taking into account the estimated residual value. Specifically for gas-related assets (other than customer meters), the company applies a declining-balance method due to the expected decrease in the number of gas network users, taking into account an estimated acceleration factor of 1.2 based on expected future usage (2024: 1.2), useful life and residual value. Usage, useful life and residual value are reassessed annually, and any changes are recognised prospectively. Land, sites and assets under construction are not depreciated.

Category	Useful life in years
Buildings	25 - 50
Networks	10 - 55
Other operating assets	3 - 25

Impairment of assets

An annual assessment is carried out for assets other than goodwill (and cash-generating units) to determine whether any events or changes have occurred that may indicate impairment. If there is evidence of impairment, the recoverable amount of the relevant asset is determined. The recoverable amount of an asset is the higher of the sale price less costs to sell and the value in use.

If the book value of assets (or cash-generating units) is higher than the recoverable amount, the book value is reduced to the recoverable amount. This impairment is recognised in the income statement.

Impairment previously recognised may be reversed through the income statement if the reasons for it no longer exist or have changed. Impairment is only reversed up to the original book value, less regular depreciation.

x € 1 million	Land and buildings	Networks	Other operating assets	Assets under construction	Total
Position as at 1 January 2024					
Historical cost	531	11,566	73	642	**12,812**
Accumulated depreciation and impairment	215	5,024	51	-	**5,290**
Book value as at 1 January 2024	**316**	**6,542**	**22**	**642**	**7,522**
Movements					
Investments	29	447	4	601	**1,081**
Disposals	-	-17	-	-	**-17**
Depreciation	-11	-276	-4	-	**-291**
Reclassification	6	325	-	-332	**-1**
Net movements 2024	**24**	**479**	**-**	**269**	**772**
Position as per 30 September 2024					
Historical cost	564	12,308	78	911	**13,861**
Accumulated depreciation and impairment	224	5,287	56	-	**5,567**
Book value as at 31 December 2024	**340**	**7,021**	**22**	**911**	**8,294**
Movements					
Investments	42	506	4	726	**1,278**
Disposals	-	-18	-	-	**-18**
Depreciation	-12	-292	-5	-	**-309**
Impairment	-	-	-	-11	**-11**
Reclassification	20	379	6	-424	**-19**
Net movements 2025	**50**	**575**	**5**	**291**	**921**
Position as per 31 December 2025					
Historical cost	625	13,136	88	1,213	**15,062**
Accumulated depreciation and impairment	235	5,540	61	11	**5,847**
Book value as at 31 December 2025	**390**	**7,596**	**27**	**1,202**	**9,215**

Investments

Investments in property, plant and equipment during the financial year totalled €1,278 million (2024: €1,081 million) and mainly related to networks. An amount of €16 million concerned capitalised interest expenses related to qualifying assets (2024: €12 million). The interest rate applied was 1.75% (2024: 1.75%). Investment grants of €1 million have been deducted from the investments (2024: €10 million).

Disposals

The disposals in 2025 and 2024 relate mainly to the decommissioning and replacement of network assets.

Impairments

In 2025, Stedin Group recognised an impairment of €11 million relating to a heat network under development (included in Segment 'Other' in 3 Segment information). This reduction in the book value was mainly due to rising construction costs and uncertainty about the future tariff structure for heat networks. The recoverable amount is based on value in use and the discount rate applied after tax is 5.4%. No impairment was recognised in 2024.

14 Intangible assets

Accounting policies

Goodwill

Goodwill is measured at cost less impairment. Goodwill is not amortised. Goodwill is allocated to one or more cash-generating units. Goodwill is tested for impairment annually. Any impairment losses on goodwill are not reversed.

Other intangible assets

Other intangible assets mainly concern development costs, purchased software, concessions, permits and rights. Other intangible assets have a finite useful life and are stated at cost less accumulated amortisation and any impairment losses.

Depreciation and amortisation

Amortisation is recognised as an expense on the basis of the estimated useful life from the time that the relevant asset is available for use. Other intangible assets are amortised using the straight-line method. The residual value of these assets is nil. Amortisation is presented in the income statement as a component of 'Depreciation, amortisation and impairments of non-current assets'.

The following useful lives are applied:

Category	Useful life in years
Development costs	5 - 15
Concessions, permits and rights	3 - 50
Software	3 - 5

x € 1 million	Goodwill	Development costs	Concession, permits and rights	Other	Total
Position as at 1 January 2024					
Historical cost	77	14	21	17	**129**
Accumulated depreciation and impairment	-	-	5	17	**22**
Book value as at 31 December 2024	**77**	**14**	**16**	**-**	**107**
Movements					
Investments	-	8	7	-	**15**
Disposals	-	-2	-	-	**-2**
Depreciation	-	-	-1	-	**-1**
Impairments	-	-	-2	-	**-2**
Reclassification	-	-	1	-	**1**
Net movements 2024	**-**	**6**	**5**	**-**	**11**
Position as per 30 September 2024					
Historical cost	77	20	26	17	**140**
Accumulated depreciation and impairment	-	-	5	17	**22**
Book value as at 31 December 2024	**77**	**20**	**21**	**-**	**118**
Movements					
Investments	-	3	13	-	**16**
Disposals	-	-14	-	-	**-14**
Depreciation	-	-	-1	-	**-1**
Impairments	-	-	-1	-	**-1**
Reclassification	-	-	19	-	**19**
Net movements 2025	**-**	**-11**	**30**	**-**	**19**
Position as per 31 December 2025					
Historical cost	77	9	57	14	**157**
Accumulated depreciation and impairment	-	-	6	14	**20**
Book value as at 31 December 2025	**77**	**9**	**51**	**-**	**137**

Goodwill impairment test

The goodwill of €77 million relates to the acquisition of DNWG in 2017 and has been fully allocated to the group of cash-generating units (CGUs) of Stedin Netbeheer.

When performing the annual goodwill impairment test for the CGU Stedin Netbeheer, the recoverable amount of the CGU is compared with the book value. The recoverable amount is determined on the basis of fair value less costs of disposal. In the absence of an active market with observable prices, a discounted cash flow calculation is made. This is a 'level 3' valuation within the fair value hierarchy. Fair value less costs of disposal is determined on the basis of projected cash flows after tax and discounted using a post-tax discount rate.

The projected cash flows are partly derived from the Financial Long-Term Plan (MJP) of Stedin Group and cover the period 2026–2046. This period is consistent with the long-term projections Stedin uses for internal purposes. The MJP takes into account expected developments in the energy transition and the new regulatory framework from 2027 onwards (see 1.3 Important events in 2025). Relevant factors include the estimated fair value of the regulated assets (standardised asset value), the regulatory compensation for costs and the determination of a reasonable return. These factors are based primarily on the most recent information on tariff regulation published and/or determined by the ACM.

Key quantitative assumptions	2025	2024
Market share of Stedin Network Management for electricity distribution in %		25%
Market share of Stedin Network Management for gas distribution in %		28%
After-tax discount rate	2.7% - 4.0%	3.7% - 4.3%
Long-term growth rate projection period	2%	2%
Long-term growth rate terminal value KGE	0%	0%

Assumption	Based on
Reasonable return (regulated pre-tax WACC)	For the current and upcoming regulatory periods (2022-2026, 2027-2031 respectively), the proposed pre-tax WACCs communicated by the ACM. For the regulatory periods from 2027 onwards, management has made its own estimate of the regulated WACCs
After-tax discount rate	Based on market WACC

Based on the impairment test as at 30 June and 31 December 2025, the recoverable amount of the CGU Stedin Netbeheer exceeds the book value by a wide margin.

Impairment losses on other intangible assets

In 2025, Stedin Group recognised an impairment of €1 million (2024: €2 million) related to the concession for a local heat network. This downward adjustment is due to the increased cost of operating this heat network.

15 Leases

Accounting policies

Stedin Group as lessee

Upon commencement of a contract, Stedin Group determines whether it is a lease or includes a lease component. A contract is a lease if the contract grants the right to exercise control over the use of an identified asset during a certain period, in exchange for consideration. With respect to each lease in which Stedin Group is the lessee, Stedin Group calculates a right-of-use asset and a corresponding lease liability, except for short-term leases (leases with a lease term of 12 months or less) and leases with a value of €5,000 or less. Stedin Group recognises the lease payments for these leases on a straight-line basis as operational expenses in the income statement.

The lease liability is initially measured at the present value of the future lease payments, discounted by using the incremental borrowing rate.

On the commencement date, the right-of-use asset is measured at cost. This cost price consists of the amount of the initial statement of the lease liability, the initial direct costs incurred and the lease payments made on or before the commencement date, minus all the lease incentives received.

Stedin Group determines the lease period as the non-cancellable period of a lease, together with:
- periods covered by an option to extend the lease if Stedin Group is reasonably certain to exercise that option; and
- periods covered by an option to terminate the lease if Stedin Group is reasonably certain not to exercise that option.

In this assessment, Stedin Group considers all relevant facts and circumstances that create an economic incentive to exercise the option to extend the lease or not to exercise the option to terminate the lease.

Stedin as lessor

Stedin Group leases a number of business premises and transformers to third parties. The assets are recognised by Stedin Group in property, plant and equipment. Lease revenues are recognised in equal amounts through the income statement of Stedin Group as net revenue and other income over the term of the lease.

Depreciation and amortisation

Amortisation is recognised in the consolidated income statement using the straight-line method based on the estimated lease term of the right-of-use asset. The lease term is assessed when the lease contracts are changed and the lease term can be terminated or renewed, based on the lease contract.

The following useful lives are applied:

Category	Useful life in years
Leasehold and buildings	1-100
Fleet	1-6

Changes in the right-of-use assets can be specified as follows:

x € 1 million	Land and buildings	Fleet	Total
Position as at 1 January 2024			
Historical cost	67	69	**136**
Accumulated depreciation and impairment	27	41	**68**
Book value as at 1 January 2024	**40**	**28**	**68**
Movements			
Investments	-	38	**38**
Contract modifications	3	-	**3**
Depreciation	-5	-13	**-18**
Net movements 2024	**-2**	**25**	**23**
Position as per 30 September 2024			
Historical cost	57	87	**144**
Accumulated depreciation and impairment	20	33	**53**
Book value as at 31 December 2024	**37**	**54**	**91**
Movements			
Investments	45	30	**75**
Contract modifications	26	-1	**25**
Disposals	-	-4	**-4**
Depreciation	-8	-17	**-25**
Net movements 2025	**63**	**8**	**71**
Position as per 31 December 2025			
Position as per 31 December 2025	128	101	**229**
Accumulated depreciation and impairment	28	39	**67**
Book value as at 31 December 2025	**100**	**62**	**162**

Stedin Group has entered into leases for a number of business premises, business sites and a vehicle fleet. In 2025, Stedin Group extended the lease agreement for its head office and began leasing a new distribution centre in Vianen. In addition, Stedin Group has entered into new lease agreements for its vehicle fleet and some smaller business premises.

The table below shows the development of the lease liabilities:

x € 1 million	2025	2024
Lease liability as at 1 January	**94**	**69**
New lease contracts	74	38
Lease payments	-28	-18
Accrued interest	4	2
Disposals	-4	-
Contract modifications	26	3
Lease liability as at 31 December	**166**	**94**

The maturities of the lease liabilities are presented below:

Classification (x € 1 million)	2025	2024
Within 1 year	24	18
1 to 2 years	23	17
2 to 3 years	21	12
3 to 4 years	17	10
4 to 5 years	12	5
After 5 years	69	32
Total	**166**	**94**

For a breakdown of the nominal cash outflows arising from these liabilities, see 30.3 Liquidity risk.

Other operating expenses include €4 million (2024: €6 million) in expenses for leases with a lease term of less than one year and leases of low-value assets. In 2025, the total cash outflow for leases was €32 million (2024: €22 million).

Future lease payments in respect of leases not yet commenced as at 31 December 2025 are disclosed in 27 Contingent assets and liabilities.

16 Deferred tax assets and liabilities

Accounting policies
For the accounting policies used, see 12 Taxes.

Deferred tax assets and liabilities are as follows:

x € 1 million	Assets as at 31 December 2025	Assets as at 31 December 2024	Liabilities as at 31 December 2025	Liabilities as at 31 December 2024
Property, plant and equipment	-	-	190	179
Loss compensation	2	2	-	-
Cash flow hedges	-	-	-	-
Provisions	1	1	-	-
Total	**3**	**3**	**190**	**179**

Deferred tax assets and liabilities relate mainly to temporary differences in relation to property, plant and equipment.

The changes in deferred taxes during 2025 were as follows:

x € 1 million	Net balance as at 1 January 2025	Recognised in profit or loss	Recognised in other comprehensive income	Net balance as at 31 December 2025	Assets	Liabilities
Property, plant and equipment	179	11	-	190	-	190
Cash flow hedges	0	-	-	0	0	-
Compensating losses	-2	-	-	-2	2	-
Provisions	-1	-	-	-1	1	-
Deferred income tax liabilities (assets) for netting	**176**	**11**	**-**	**187**	**3**	**190**
Netting off					-1	-1
Total					**2**	**189**

The deferred tax liability with regard to property, plant and equipment mainly relates to the regulated networks and is mainly due to:

- the difference between the commercial valuation and the valuation for tax purposes of the regulated networks at the time of the introduction of corporate income tax for Stedin Group;
- arbitrary tax depreciation applied in previous periods; and
- the valuation of the acquired regulated networks as part of the recognition of the acquisition of DNWG.

Changes in deferred taxes during 2024 were as follows:

x € 1 million	Net balance as at 1 January 2024	Recognised in profit or loss	Recognised in other comprehensive income	Net balance as at 31 December 2024	Assets	Liabilities
Property, plant and equipment	168	11	-	179	-	179
Cash flow hedges	-8	-	8	0	0	-
Compensating losses	-10	8	-	-2	2	-
Provisions	-1	-	-	-1	1	-
Deferred tax liabilities (assets) before netting	**149**	**19**	**8**	**176**	**3**	**179**
Netting off					-1	-1
Total					**2**	**178**

The expiration periods for deductible temporary differences are as follows:

Category	Period
Property, plant and equipment	1 - 55 years
Cash flow hedges	1 - 30 years
Provisions	1 - 10 years

Stedin operates only in the Netherlands, and its effective tax rate is well above 15%. Stedin Group is therefore not liable for any additional tax under the Minimum Tax Act 2024 ('Pillar 2').

17 Inventories

Accounting policies

Inventories are valued at the lower of cost, using the weighted average method and net realisable value. Cost is the acquisition price, including directly attributable costs of bringing the inventories to their current location and in their current condition. Net realisable value is the estimated selling price in the ordinary course of business, less expected selling expenses.

Inventories consist of items held for outages, regular maintenance, own current and future investments, and work performed for third parties. This item increased by €23 compared to the previous financial year, as higher inventory levels are maintained to ensure the timely availability of materials and due to higher purchase prices. A provision for obsolete inventory of €3 million has been deducted from the cost of inventories (2024: €3 million).

18 Current tax assets and liabilities

Accounting policies
For the accounting policies used, see 12 Taxes.

Current tax assets and liabilities can be broken down as follows:

x € 1 million	As at 31 December 2025	As at 31 December 2024
Corporate income tax	11	18
Total current tax assets	**11**	**18**

x € 1 million	As at 31 December 2025	As at 31 December 2024
Corporate income tax	-	-
Total current tax liabilities	**-**	**-**

There is a current tax asset as at 31 December 2025. This is mainly attributable to tax losses due to arbitrary tax depreciation in 2023.

19 Trade and other receivables

Accounting policies
Trade and other receivables includes mostly amounts receivable from customers and amounts not yet invoiced (contract assets) for the provision of transmission services. Contract assets relate to rights to consideration under contracts with customers that are not yet unconditional. On initial recognition, receivables are accounted for at amortised cost less impairment losses arising from expected bad debts in connection with credit risk.

The process for estimating expected credit losses, the age and expected credit losses on trade receivables, amounts yet to be invoiced, and other receivables are specified in 30.2 Credit risk.

This item can be broken down as follows:

x € 1 million	As at 31 December 2025	As at 31 December 2024
Trade receivables	190	201
To be invoiced	71	61
Prepayments	30	44
Other receivables and accruals	6	6
Total	**297**	**312**

Trade and other receivables decreased by €15 million compared with the previous year. This decrease is mainly attributable to the settlement of the amounts prepaid in 2024 and lower one-off customer contributions, partly offset by higher regulated tariffs.

20 Cash and cash equivalents

Accounting policies
Cash and cash equivalents includes cash at banks and money market funds. The money market funds are classified as cash equivalents and are measured at fair value (level 1).

Cash and cash equivalents at 31 December 2025 consisted of cash at banks of €89 million and money market funds of €- million (2024: cash at banks of €61 million, money market funds of €40 million).

Cash and cash equivalents are held almost entirely in euros. Cash and cash equivalents that are not freely available to Stedin Group amounted to €0 million (2024: €0 million) at year-end.

21 Group equity

Share capital

Stedin Holding's authorised share capital is €2 billion, divided into 15 million ordinary shares and 5 million cumulative preference shares with a nominal value of €100 each, as well as one N1 share and one N2 share with a nominal value of €100 each. As at 31 December 2025, 5,684,687 ordinary shares, 416,068 cumulative preference shares, one N1 share and one N2 share were issued and fully paid up (2024: 5,684,687 ordinary shares, 416,068 cumulative preference shares, one N1 share and one N2 share were issued and fully paid up).

Share premium reserve

The total share premium reserve at year-end 2025 was €620 million (2024: €620 million), of which €462 million (2024: €462 million) related to the ordinary shares and €158 million (2024: €158 million) to the cumulative preference shares.

Cash flow hedge reserve

The cash flow hedge reserve is not freely distributable to shareholders. More information on the movements and the underlying hedging relationships is provided in 30.4 Derivatives and cash flow hedge reserve.

Other statutory reserves

A statutory reserve is included in group equity for capitalised development costs within intangible fixed assets. In addition, a statutory reserve for participations is recognised if and to the extent that Stedin Holding is unable to effect distributions of the equity of participations without restrictions.

Preference dividend reserve

In 2021, Stedin issued cumulative preference shares for which a fixed percentage dividend must be distributed or allocated to a reserve each year. The rate for the current regulatory period is 3%. The distribution of this preference dividend is at the discretion of the Board of Management, subject to the approval of the Supervisory Board. If it is not distributed, the preference dividend is allocated to a separate reserve. An amount of €6 million was distributed in 2025 (2024: €6 million). As at 31 December 2025, the preference dividend reserve was €- million (2024: €- million).

Perpetual subordinated bond

On 23 March 2021, Stedin Holding issued a perpetual subordinated bond ('Perpetual Fixed Rate Reset Securities') with a total nominal amount of €500 million at an annual coupon interest of 1.5% and an issue price of 100%. This resulted in proceeds of €500 million. The bonds are listed on Euronext Amsterdam. As at 31 December 2025, the fair value was €491 million. The book value as at 31 December 2025 was €506 million, which is the nominal principal amount including €6 million in accrued interest. A portion of the result after income tax within group equity is allocated to the perpetual bond, reflecting the annually payable coupon interest (the payment of which is at the company's discretion) and the associated tax effects.

The perpetual subordinated bond qualifies as an equity instrument and is subordinated to all of Stedin Group's creditors but has certain preferential rights over shareholders in the event of the company being liquidated. Stedin Holding has no contractual obligation to redeem the loan. Any payment of current or deferred coupon interest is conditional and dependent on distributions to shareholders. Consequently, the bondholders cannot require Stedin Holding to pay the coupon interest or to redeem all or part of the loan.

Non-controlling interest

Evides holds a 10% interest in the subsidiary Infradock B.V. Evides' interest in Infradock B.V. is recognised as a non-controlling interest within group equity.

22 Provisions for employee benefits

Accounting policies

A provision is recognised for Stedin Group's obligations to pay amounts arising from long-service anniversaries and terminations of employment. A provision is also recognised for the continued payment of salary during illness and the employer's risk under the Dutch Unemployment Insurance Act (WW). Where applicable, these obligations are calculated at the reporting date using the projected unit credit method, applying a pre-tax discount rate that reflects current market assessments of the time value of money.

The provisions have been determined actuarially based on the following assumptions:

	31 December 2025	31 December 2024
Discount rate	2.47% - 4.16%	2.16% - 2.80%
Future salary increments	1.5% - 4.0%	1.5% - 4.0%
Mortality table	GBM & GBV 2018-2023	GBM & GBV 2017-2022

x € 1 million	Long-service benefits	Other	Total
As at 1 January 2024	**7**	**8**	**15**
Additions	1	8	9
Withdrawals	-1	-4	-5
Reclassification	2	-2	-
As at 31 December 2024	**9**	**10**	**19**
Additions	1	6	7
Withdrawals	-1	-5	-6
Release	-1	-1	-2
As at 31 December 2025	**8**	**10**	**18**

Classification (x € 1 million)	As at 31 December 2025	As at 31 December 2024
Current	6	6
Non-current	12	13
Total	**18**	**19**

23 Other provisions

Accounting policies

A provision is recognised when (i) there is a present legal or constructive obligation of uncertain amount or timing due to a past event, (ii) it is probable that an outflow of resources will be required to settle the obligation, and (iii) the amount can be reliably estimated. The expected expenditures are determined based on detailed plans to limit uncertainty regarding the amount.

If the time value of money has a material impact, provisions are discounted using a current pre-tax interest rate that reflects, where applicable, the risks specific to the liability. When discounting is applied, the increase in the provision over time is recognised as interest expense.

x € 1 million	Removals	Other	Total
As at 1 January 2024	**4**	**12**	**16**
Additions	22	5	27
Withdrawals	-17	-3	-20
Release	-	-4	-4
As at 31 December 2024	**9**	**10**	**19**
Additions	15	-	15
Withdrawals	-12	-1	-13
As at 31 December 2025	**12**	**9**	**21**

Classification (x € 1 million)	As at 31 December 2025	As at 31 December 2024
Current	15	11
Non-current	6	8
Total	**21**	**19**

The other provisions relate to removal obligations and other obligations.

Stedin Group has recognised a €9 million removal provision to decommission unused gas connections (2024: €6 million). This provision is short-term in nature and relates to connections for which (i) the connection agreement has been terminated and (ii) removal has been requested (without a specific date) or is otherwise legally required. The remaining part of the removal provision relates to soil remediation and is predominantly short-term in nature (2024: €3 million).

Other provisions amount to €9 million (2024: €10 million) and are predominantly short-term in nature. This item includes provisions for claims and disputes of €4 million (2024: €4 million), restoration obligations of €1 million (2024: €1 million), and commitments entered into in favour of Stichting Zeeuwse Publieke Belangen of €4 million (2024: €5 million). Stichting Zeeuwse Publieke Belangen is a partnership between the Province of Zeeland, the municipalities in Zeeland, and Stedin Group in the areas of employment, energy supply, and the energy transition.

24 Interest-bearing debt

Accounting policies

Interest-bearing liabilities are initially recognised at fair value, less directly attributable transaction costs. After initial recognition, interest-bearing liabilities are recognised at amortised cost using the effective interest method.

Classification (x € 1 million)	As at 31 December 2025	As at 31 December 2024
Current	700	880
Non-current	3,656	2,921
Total	**4,356**	**3,801**

Changes in interest-bearing debt:

x € 1 million	2025		2024	
	short term	long term	short term	long term
As at 1 January	**880**	**2,921**	**265**	**3,069**
New non-current interest-bearing debt	-	1,239	-	496
New current interest-bearing debt	2,160	-	3,330	-
Repayments of non-current interest-bearing debt	-530	-	-	-119
Repayments of current interest-bearing debt	-2,310	-	-3,245	-
Foreign currency exchange differences	-	-	-	-8
Interest rate swaps	-	-8	-	10
Discontinued operations	500	-500	530	-530
Other movements	-	4	-	3
As at 31 December	**700**	**3,656**	**880**	**2,921**

The maturities of the interest-bearing debts are shown below:

x € 1 million	As at 31 December 2025	As at 31 December 2024
Within 1 year	700	880
1 to 2 years	300	499
2 to 3 years	504	300
3 to 4 years	488	503
4 to 5 years	482	488
After 5 years	1,882	1,131
Total	**4,356**	**3,801**

The interest-bearing debt as at 31 December 2025 was contracted by Stedin Holding, and no collateral has been provided. See 30 Financial risk management for a more detailed explanation of interest-bearing debt.

Stedin has an €800 million revolving credit facility with six banks (see 30.3 Liquidity risk for more information). The revolving credit facility was not used in 2025 and 2024.

Some of the long-term loans, amounting to €300 million, are subject to financial covenants which are set out below:

- A gearing ratio (net debt/total assets) lower than 70%;
- An interest coverage ratio (EBITDA/net interest payable) higher than 3.

The above ranges for ratios are assessed at the end of each measurement period.

The following definitions apply specifically to these financial covenants:

- Measurement period: 12-month moving average as at 31 December and 30 June of each financial year.
- Total net borrowings: sum of current and non-current interest-bearing debt, including lease liabilities, minus cash and cash equivalents.
- Total capitalisation: net debt plus group equity adjusted for goodwill, other intangible assets and non-controlling interests.
- Adjusted EBITDA: profit before tax adjusted for net interest payable, extraordinary items, profit attributable to holders of a non-controlling interest, depreciation and amortisation, revaluations and book results on non-recurring sales.
- Net interest expense: sum of interest and other financial income and expenses.

Stedin complies with the requirements stated above as at 31 December 2025.

25 Deferred revenue

Accounting policies

Contract liabilities are obligations to transfer goods or services to a customer for which consideration has already been received or is due. These are presented as 'Deferred revenue' (non-current portion) and as part of 'Trade payables and other liabilities' (current portion).

x € 1 million	2025	2024
Book value at 1 January	1,193	1,090
Customer contributions received	112	129
Customer contributions paid	-2	-
Revenue recognised	-28	-26
Book value at 31 December	**1,275**	**1,193**

Classification	2025	2024
Current	30	27
Non-current	1,245	1,166
Total	**1,275**	**1,193**

Current deferred revenue has been recognised under 'contract liabilities' in 26 Trade and other liabilities.

26 Trade and other liabilities

Accounting policies

Trade and other liabilities are recognised at fair value when first shown on the balance sheet. They are subsequently carried at amortised cost. Liabilities with a term of less than one year are not discounted on initial recognition. In view of their short-term nature, trade and other liabilities are carried at nominal value.

Government grants received are recognised as other liabilities until there is reasonable assurance that all grant conditions will be met. If there is reasonable assurance that the specified conditions will be met and that the grant will be received, operating grants are credited to the income statement, and investment grants are deducted from the cost of the asset.

x € 1 million	As at 31 December 2025	As at 31 December 2024
Trade liabilities	175	150
Accrued and other liabilities	245	223
Contract liabilities	29	27
VAT	38	21
Pension contributions	7	6
Total	**494**	**427**

Trade and other liabilities increased by €67 million compared with the previous year. This increase is partly driven by the growth of activities and the organisation. In addition, interest expenses and VAT payable increased as a result of the growth of the debt portfolio and higher invoiced revenues, respectively.

Accrued and other liabilities include €3 million in government grants received (2024: €0 million).

27 Contingent assets and liabilities

Accounting policies

Contingent assets and liabilities are presented at nominal value.

Energy purchasing obligations

Stedin Group has energy purchase commitments to offset administrative and technical grid and network losses. As the 'own use exception' applies to these purchase contracts, they are not recognised in the Financial Statements. The estimated minimum energy purchase obligation is €270 million, covering the period 2026 to 2030 (2024: €356 million for 2025 to 2030). The tariffs applicable to the 2026 purchase obligation have largely been fixed already, with some for later years, in line with our purchasing strategy. Where tariffs have not yet been fixed, Stedin Group uses the expected energy market tariffs for the relevant delivery year, as they applied at 31 December 2025. As these tariffs may change due to future fluctuations in the energy market, the future amount of the obligation is volatile.

Material purchasing obligations

Stedin Group has entered into purchase commitments for the supply of transformers, prefabricated substations, switchgear, smart meters, and cables. As at 31 December 2025, a total amount of €193 million remains for transformers (2024: €160 million), €25 million for prefabricated substations (2024: €49 million), €25 million for switchgear (2024: €40 million), €90 million for smart meters (2024: €18 million), and €23 million for cables (2024: €17 million). The purchase commitments have been entered into up to and including 2039.

Investment obligations

Stedin Group has entered into investment commitments for the replacement of smart meters, the expansion of a steam network and the development of both a data communication network and new premises for the Stedin Academy. As at 31 December 2025, a total amount of €68 million remains. These investment commitments have been entered into up to and including 2030.

Lease obligations

Stedin Group has several lease contracts that had not commenced as of 31 December 2025. Future lease payments for these non-cancellable lease contracts amount to €86 million up to and including 2035 (2024: €71 million up to and including 2037).

Guarantees

Stedin Group has issued corporate and bank guarantees to third parties of €1 million (2024: €1 million). Of that total, Stedin Holding issued €0 million (2024: €0 million) in guarantees. These guarantees were provided by a subsidiary.

Stedin Group has taken out directors' and officers' liability insurance for members of the Supervisory Board, the Board of Management, directors and other executives within Stedin Group. To the extent possible, the directors are indemnified by Stedin Group, subject to specific conditions, against costs incurred in connection with civil, criminal or administrative proceedings in which they may be involved because of their position.

Removal of unused infrastructure

The Energy Act will enter into force on 1 January 2026. Under the Energy Act, Stedin Group is required, subject to certain conditions, to remove unused parts of its gas network and electricity grid, including connections. These activities fall within the grid operator's management responsibilities. The associated costs can therefore be included in the transmission tariffs in accordance with the regulatory framework:

- Under the current benchmark regulatory framework, removal costs are reimbursed through the tariffs with a delay of two years.
- Under the new cost-based regulatory framework, removal costs will be reimbursed through the tariffs in the year of removal from 2027 onwards.

A provision has been recognised for the removal of gas connections for which the connection agreement has been terminated, provided that the other statutory conditions are also met and Stedin Group can determine the timing of removal itself (see 23 Other provisions).

If, however, a request is made to remove a connection on a specific date, the customer pays a cost-covering tariff, and no provision is recognised.

Stedin Group has not recognised a provision for other future removals of (parts of) its gas network and electricity grid, as this concerns a contingent liability. There are significant uncertainties regarding the magnitude of this contingent liability. Although the gas network will remain essential to a sustainable, integrated energy system, its role is expected to diminish over time as the energy transition progresses. Economic and geopolitical factors, the feasibility of alternative energy carriers, public support, the political climate and shortages of personnel, space and raw materials are among the uncertain factors that make it difficult to reliably estimate the future use of the gas network. Depending on the pace and manner of the energy transition, future removal costs could be substantial. Estimating these costs is not practically feasible. As these costs will be reimbursed through the tariffs, as described above, the financial impact on Stedin Group is expected to be limited.

Metering services results

The tariffs that Stedin charges as a grid operator for low-volume meters are regulated and based on the Ministerial Metering Tariff Regulation (Ministeriële Regeling Meettarieven, MR). This regulation sets out how the ACM determines these tariffs. The maximum tariffs that grid operators may charge are currently based on the 2005 tariff levels, plus an annual inflation adjustment in accordance with the consumer price index. Since 2011, the ACM has monitored the costs associated with carrying out the metering task. The intention is that the project 'Large-Scale Rollout of Smart Meters' (GSA) can be financed from the returns achieved. The MR ensures that consumers ultimately pay no more than the break-even tariffs. To achieve this, the ACM may take the returns achieved into account in future tariff decisions. In 2021, the GSA ended after Stedin had offered a smart meter to 100% of its customers and had installed one for more than 80%. In recent years, surplus profits have been returned to consumers through lower tariffs, and by the end of 2024, cumulative revenue was less than cumulative cost. On balance, the estimated funding shortfall was €83 million, based on the calculation methodology applied at that time.

In 2025, the ACM amended the calculation methodology, including the average useful life of the meters. Based on the revised methodology, the shortfall at the end of 2024 amounted to €214 million and was estimated at €208 million as at 31 December 2025.

For 2026, the metering tariffs have been set at the maximum permitted level to reduce the shortfall as much as possible. From 2027 onwards, the metering domain will become part of the new general regulatory framework, which is cost-based. Pursuant to a transitional provision in the Energy Act, the ACM must decide over which period the coverage result achieved up to and including 2026 will be incorporated into the metering tariffs. There is also still uncertainty regarding indexation, which may affect the amount involved.

Legal proceedings

Stedin Group is involved, either as a plaintiff or a defendant, in various legal and regulatory claims and proceedings related to its operations. The amounts claimed in some of these proceedings may be significant to the consolidated Financial Statements. Liabilities and contingencies in connection with these claims and proceedings are assessed periodically based on the latest information available. A liability is only recognised if an adverse outcome is considered to be probable and the amount of the loss can be reasonably estimated, see 23 Other provisions.

Fiscal unity

Stedin Holding forms a fiscal unity for both corporate income tax and value–added tax (VAT) purposes with all its subsidiaries, as included in 2.3 Basis of consolidation, except Infradock B.V. The companies, including Stedin Holding, that are part of a fiscal unity are jointly and severally liable for the tax obligations of that fiscal unity.

Cash pool

Stedin Holding, Stedin Groep Services B.V., Stedin Groep Personeels B.V., DNWG Warmte B.V., NetVerder B.V. and NetVerder Warmte B.V. are part of a cash pool based on a zero-balancing agreement and are jointly and severally liable for deficits within this cash pool.

28 Related party transactions

Accounting policies

The related parties of Stedin Group (within the meaning of IAS 24) include, among others, entities in which key management of Stedin Group (or their close family members) has control or significant influence, or in which they also act as key management, as well as associates, joint arrangements and certain shareholders of Stedin Group. Transactions with related parties take place under conditions that are customary in normal commercial dealings with third parties.

The outstanding receivables from related parties relate to loans of €12 million (2024: €11 million) and are predominantly long-term. In 2025, €6 million in new loans was granted, and €5 million was received in repayments. The loans have a term of 5 years, with interest rates ranging from 0.3% to 3.6%. No securities have been provided for the receivables from and liabilities to related parties. Settlement takes place via bank transfers.

Stedin's key management personnel (or their close family members) are also members of executive or supervisory boards of other organisations, without exercising control or joint control over these entities, with which Stedin Group maintains relationships as part of its regular business activities. Contract reviews, negotiations, or awards between Stedin Group and these organisations were conducted on arm's-length terms and conditions.

For details of the remuneration of the Board of Management and Supervisory Board members, see 6.2 Remuneration of the Board of Management and Supervisory Board members. Apart from their role as customers on normal arm's-length terms and conditions, there are no other relationships between the members of the Board of Management, the Supervisory Board and Stedin Group.

Other relationships with parties:

- The municipality of Rotterdam is the largest shareholder of Stedin Group (approximately 27.9%), owns the N2 share (see 21 Group equity for more information) and has significant influence. There is no relationship other than the shareholder relationship, except that of customer and supplier at normal arm's length terms and conditions. Stedin Group applies the exemption from detailed disclosures on related party transactions with government-related entities (IAS 24.25).
- The State of the Netherlands also has significant influence, due to its N1 share, among other factors (see 21 Group equity for more information). There is no relationship other than the shareholder relationship, except that of customer and supplier under normal commercial terms and conditions. Stedin Group applies the exemption from detailed disclosures on related party transactions with government-related entities (IAS 24.25).
- Stichting Zeeuwse Publieke Belangen is coordinated from within Stedin Group. Its governing board is composed of the following individuals: Timo Idema (Stedin Group), Rikus van den Kieboom (Stedin Group), Dick van der Velde (Province of Zeeland) and Loes Meeuwisse (Vereniging Zeeuwse Gemeenten - Association of Municipalities in Zeeland). The fund is financed by Stedin up to a maximum of €10 million. In 2025, the governing board of the foundation committed €1.2 million and paid out €0.9 million.
- The object of Stichting OUNZ (OUNZ foundation) is to preserve the rights of principal superficies regarding the networks in the province of Zeeland and to provide rights of subsuperficies to DKCN, Evides and Stedin to carry out grid operator tasks. Stedin has the right to appoint one of the three directors of Stichting OUNZ. The value of the rights is not material, and there are no material financial transactions between Stedin and OUNZ.
- Stedin takes the initiative in innovation and sustainability improvement and actively maintains alliances and associations with various stakeholders. Collaboration can take various shapes, such as through Netbeheer Nederland or on a project basis, as a sponsor or more systematically through Basis for preparation, such as Stichting ElaadNL, Stichting EVnetNL, Stichting Flexiblepower Alliance Network, or USEF, in which Stedin can participate as a director. These parties are not related parties.

2025 x € 1 million	Purchased goods & services	Recharging of employee benefits, facilities and other expenses
Joint arrangements		
Utility Connect B.V.	1	1
TensZ B.V.	3	8
Total	**4**	**9**
Associates		
Energie Data Services Nederland B.V.	30	-
GOPACS B.V.	2	-
Beheerder Afsprakenstelsel (BAS) B.V.	1	-
Total	**33**	**-**

2024 x € 1 million	Purchased goods & services	Recharging of employee benefits, facilities and other expenses
Joint arrangements		
Utility Connect B.V.	7	1
TensZ B.V.	3	10
Total	**10**	**11**
Associates		
Energie Data Services Nederland B.V.	28	-
GOPACS	1	-
Beheerder Afsprakenstelsel (BAS) B.V.	1	-
Total	**30**	**-**

29 Auditor's fees

The fees of the external auditor and the audit firm, within the meaning of Section 1(1) of the Audit Firms (Supervision) Act (Wet toezicht accountantsorganisaties, Wta), can be broken down as follows:

x € 1.000	2025	2024
Audit of the financial statements	1,032	1,012
Other audit and assurance engagements	744	680
Other non-assurance services	68	80
Total	**1,844**	**1,772**

The category 'Audit of the Financial Statements' concerns the Financial Statements of Stedin Holding.

The 'Other audit and assurance engagements' category includes audits of the regulatory data on behalf of the ACM, as well as audits of separate Financial Statements of associates. In addition, this category includes assurance engagements in relation to sustainability reporting.

The category 'Other non-assurance services' concerns non-assurance services authorised for a public interest entity (PIE), including work in the context of prospectuses for financing.

30 Financial risk management

Capital management

The primary objective of Stedin Group's capital management is to ensure reliable access to money and capital markets, enabling us to optimise its financing structure and costs in line with multi-year planning and the economic parameters set by the regulator for each regulatory period. Given the capital-intensive nature of our activities, access to financing across multiple markets is essential to create a well-balanced financing mix. Stedin Group can influence its capital structure by adjusting the balance between equity and debt. Stedin Group considers both total equity (including the subordinated perpetual bond) and interest-bearing debt to be

relevant components of its financing and therefore of its capital management. The majority of our interest-bearing debt has been raised in the European bond market, complemented by several bilateral loans. In addition to our relationships with investors in these financing markets, Stedin Group also maintains relationships with six Dutch and international banks that have jointly made financing capacity available to the Company. These banks can also provide a broad range of financial products and services where required.

Since 2017, Stedin Group has pursued a financing strategy that focuses on the ratios used by credit rating agency S&P, in particular the core ratio FFO/Net Debt (see 30.5 Credit rating). For the purposes of this calculation, S&P classifies the subordinated perpetual bond issued in 2021 as a hybrid instrument, treating it as 50% equity and 50% debt. This treatment differs from IFRS, under which the subordinated perpetual bond is classified in full as equity.

Financial risk management

The following financial risks can be identified in connection with ordinary business operations: market risk, credit risk and liquidity risk. **Market risk** is the exposure to changes in the value of current or future cash flows and financial instruments due to changes in market prices. Within this category, Stedin is mainly exposed to interest rate risks.

Credit risk can be defined as the potential loss if a counterparty or its guarantor cannot or will not meet its contractual obligations.

Liquidity risk is the risk that Stedin Group will be unable to meet its payment obligations.

The policy is designed to minimise volatility and negative consequences of unforeseen circumstances on financial results. Procedures and guidelines have been drawn up in accordance with formulated targets, which are derived from the strategic objectives, and are evaluated and (if required) adjusted at least once a year.

The Board of Management (BoM) is responsible for risk management. In this context, it sets out procedures and guidelines and ensures compliance. The authorisations to commit Stedin Group are specified in the 'Governance & Authority Structure' document. Mandates have also been drawn up for all business units to manage the above risks – for instance, for procurement. The BoM periodically discusses the development of results, core ratios, main risks (or the concentration of certain risks) and measures to manage them with senior management/departmental management.

Scenarios are applied in the long-term financial plan. Departmental management reports to the BoM by means of an in-control statement twice a year.

The internal Corporate Risk department monitors the formulation and application of the risk policy and advises the BoM accordingly. The Supervisory Board exercises supervision over the course of business and risk management by conducting reviews as well as discussions on strategic plans, budgets, key performance indicators, forecasts, results and risk policy.

The Treasury department is responsible for the active monitoring and management of capital, market risks, credit risks of treasury counterparties and liquidity risks of Stedin Group and handling the internal financing of subsidiaries. The principles for managing these risks are laid down in the Treasury Charter, as adopted by the BoM. The Treasury Charter describes, among other things, the risk appetite and the instruments available for managing risks.

The table below shows the relationship between the financial risks to which Stedin Group is exposed with regard to financial assets and liabilities, the instruments used to manage them and the applicable accounting:

Balance sheet item	Classification and measurement	Risks, the instruments used to manage them and classification and measurement applied		
		Interest rate risk	Commodity price risk	Credit risk
Cash and cash equivalents (cash)	Amortised cost	No material risk	Not applicable	No material risk
Cash and cash equivalents (money market funds)	Fair value	No material risk	Not applicable	No material risk
Loans, trade receivables, contract assets and other receivables	Amortised cost	No material risk	No material risk	Provision for expected credit losses
Interest-bearing and other liabilities	Amortised cost	Interest rate swap Hedge accounting	Not applicable	Not applicable
Trade and other liabilities	Amortised cost	No material risk	The procurement strategy for expected network losses limits price fluctuations.	Not applicable

Sections 30.1 to 30.4 discuss in more detail individual aspects from the table for each risk.

30.1 Market risk

Stedin Group identifies the following relevant market risks:

- Interest rate risk: the exposure to changes in value in financial instruments arising from changes in market interest rates;
- Commodity price risk: the exposure to changes in value in financial instruments arising from changes in commodity prices. Stedin Group is exposed to this type of risk primarily in procurement for network losses and is sensitive to the effect of market fluctuations in the prices of various energy commodities, such as electricity and green certificates. The commodity price risk is part of the financial long-term planning and is to date not hedged by means of derivatives. However, Stedin has entered into long-term purchase contracts where prices for certain purchase volumes are fixed for the longer term.

The table below shows the fair value and book value of interest-bearing liabilities subject to market risk. The loans include €4.15 billion in fixed-rate loans (fair value risk). The other loans in the loan portfolio bear interest at variable rates that follow the development of market rates (cash flow interest rate risk).

x € 1 million	Book value as at 31 December 2025	Market value as at 31 December 2025	Book value as at 31 December 2024	Market value as at 31 December 2024
Bonds	3,457	3,405	2,971	2,879
Other loans	899	894	830	836
Total	**4,356**	**4,299**	**3,801**	**3,715**

The fair value of the bonds was determined based on the closing price on the stock exchange at the end of the year. This valuation is classified within level 1 of the fair value hierarchy. The fair value of the other loans was determined using the present value method (the 'income approach'). This was based on the relevant market interest rates for comparable debt. This valuation is therefore classified within level 2 of the fair value hierarchy. The table does not include the perpetual subordinated bond, as this item is classified as equity under IFRS; see 21 Group equity for more details.

Currency risk

Within Stedin Group, no significant positions in foreign currencies may be held without the consent of the central Treasury department. Based on the total position in a foreign currency and the corresponding limit on open positions, the Treasury department determines whether hedging is desirable and which strategy to follow.

Stedin Group had no material foreign currency positions as at 31 December 2025 or 31 December 2024.

Interest rate risk

The interest rate risk policy aims to align net financing costs as closely as possible with the development of the benchmark used by the ACM regulator to determine the permitted income for Stedin Group's regulated activities.

	2025	2024
Average interest rate	2.1%	1.8%

The average interest rate is calculated as the weighted average of monthly interest charges during the year. If all other variables remain constant, a general increase in the 12-month Euribor of 1 percentage point would lead to a decrease in profit before income tax of €2.0 million (31 December 2024: €3.5 million).

Cash flow hedge for interest rate risk

Stedin Group enters into derivatives (pre-hedges) in anticipation of the issuance of loans in order to hedge interest rate risk. When entering into this type of derivative, Stedin Group commits to fixing the interest rate in advance ('interest rate swap'), with a start date in the future ('forward starting') for a selected term. The reason for entering into these derivatives is to secure financing at an interest rate close to the average market interest rate in a financial year, thereby aligning with the methodology applied in the regulatory framework.

For these derivatives, Stedin Group applies cash flow hedge accounting, whereby changes in the fair value of the derivative are recognised in equity (through other comprehensive income).

At the end of 2025 and at the end of 2024, the derivatives entered into for this purpose had been settled.

x € 1 million	Balance of the cash flow hegde reserve	Reclassification recognised in the income statement
Cash flow hedge reserve for interest expense	1	-
Total	**1**	**-**

Fair value hedge

Stedin Group applies fair value hedges to convert part of its fixed-interest loans into variable-interest loans, achieving effective alignment with its strategic allocation between variable- and fixed-interest loans. As at 31 December 2025, Stedin Group had no active hedging relationships for interest rate risk (2024: €- million).

Commodity price risk

Stedin Group faces commodity price risk, mainly related to purchasing for network losses. Stedin Group is exposed to the effect of market fluctuations in prices of various energy commodities, such as electricity, gas, and green certificates. To reduce sensitivity to short-term price fluctuations and increase cost predictability, a significant proportion of electricity and gas purchases have their price fixed one to three years in advance. In addition, frequent consultation takes place with a member of the Board of Management to facilitate timely intervention if and when required. The remaining commodity price risk is not hedged by derivatives.

30.2 Credit risk

The maximum credit risk is equal to the balance sheet value of the financial assets, including derivatives. Stedin Group's credit risk towards financial institutions mainly concerns cash and cash equivalents and derivatives for hedging transactions. The Treasury policy incorporates limits for each counterparty and term to limit any concentration of credit risks and requires a minimum credit rating of A- equivalent to Standard & Poor's (S&P) and/or Moody's and/or Fitch (for which purpose the lowest rating is decisive).

Credit risk for receivables and contract assets

The credit risk policy is designed not to provide customers with any credit going beyond normal supplier credit as set out in the applicable procurement conditions. Measures in place to limit debtor risk are:

- credit limits or bank guarantees for business customers;
- in principle, receivables must be paid within 30 days in accordance with standard procurement conditions;
- receivables for which payment is overdue are monitored, and active collection procedures are applied;
- recourse to debt collection agencies and different collection methods for current and former customers.

The credit risk on trade receivables can be subclassified into mainly low-volume (regulated) and high-volume consumers.

Since the introduction of the suppliers model, the credit risk relating to retail consumers has been borne by the energy suppliers, resulting in a growth in concentration risk. A range of risk-mitigating measures has been implemented, including periodic monitoring and reporting on the risk profiles of the energy suppliers. Individual signals of potential bad debts and credit ratings are used to assess the credit risk of energy suppliers.

The credit risk for high-volume consumers, other receivables and contract assets is limited, as most receivables are limited in size, and the concentration risk is also limited. For the assessment of risks in the various high-volume portfolios, Stedin Group uses a simplified model based on Stedin's experience with receivables of a similar risk profile, supplemented by expected developments in the debtors and the economic environment.

Trade receivables, amounts not yet invoiced, prepayments, and other receivables are as follows:

x € 1 million	As at 31 December 2025	As at 31 December 2024
Trade receivables	190	201
To be invoiced	71	61
Prepayments	30	44
Other receivables and accruals	6	6
Total	**297**	**312**

The breakdown of the outstanding trade receivables (including those not yet invoiced, excluding prepayments and other receivables and accruals) and allowance for doubtful debts by age is as follows:

		2025		2024	
x € 1 million	Expected loss %	Receivables	Provision / impairments	Receivables	Provision / impairments
Receivables from low-volume consumers	0.1% - 100%	130	-	117	1
Receivables from high-volume consumers, other receivables and to be invoiced					
Before maturity date	0.1% - 1%	101	-	95	-
After maturity date					
- under 3 months	1% - 25%	16	1	30	1
- 3 to 6 months	1% - 100%	7	1	8	1
- 6 to 12 months	5% - 100%	6	2	13	3
- over 12 months	65% - 100%	13	8	9	4
Face value		**273**	**12**	**272**	**10**
Less: provision / impairments		-12	**-**	-10	
Total		**261**	**-**	**262**	

The provision for expected credit losses includes €1 million (2024: €1 million) for trade receivables that have been provided in full. The table below presents the movements in the allowance for doubtful debts in detail:

x € 1 million	2025	2024
As at 1 January	**10**	**7**
Additions through income statement	6	5
Withdrawals	-4	-2
As at 31 December	**12**	**10**

The costs of expected credit losses is recognised as part of other operating expenses.

30.3 Liquidity risk

Liquidity risk is the risk that Stedin Group is unable to obtain the required financial resources to meet its obligations in a timely manner. In connection with this, Stedin Group regularly assesses expected cash flows over several years. These cash flows include operating cash flows, dividends, interest payable, and debt redemptions, and the consequences of changes in Stedin Group's credit rating. The aim is to have sufficient funds at all times to meet liquidity requirements. Great importance is attached to managing all the above risks to prevent Stedin Group from being unable to meet its financial obligations. In addition, liquidity needs are planned on the basis of short, medium, and long-term cash flow forecasts. The Treasury department compares this capital requirement against available funds.

Funding policy and available credit

The funding policy aims to develop and maintain an optimal funding structure, taking into account the current asset base, agreements, and principles regarding regulation and the investment programme. The criteria for the funding policy are access to the capital market and flexibility with acceptable funding terms and costs. Funding is contracted centrally and apportioned internally. Subsidiaries are funded by a combination of equity and intercompany loans.

Stedin Group has a committed revolving credit facility (RCF) of €800 million with six banks. In the first half of 2025, the term of this facility was extended by one year until June 2029. By mutual agreement, the term may be extended once more by one year. There were no drawdowns of the RCF in 2025.

In addition, in March 2025, Stedin Group entered into a committed credit facility of €500 million with the European Investment Bank (EIB). In July 2025, a loan of €250 million with a term of 10 years was drawn under this facility. See also 1.3 Important events in 2025.

Finally, Stedin Group has a €1.5 billion Euro Commercial Paper (ECP) programme, under which €200 million had been drawn as at year-end 2025 (2024: €100 million), and a €5 billion Euro Medium Term Note (EMTN) programme, under which €3.5 billion had been issued as at year-end 2025 (2024: €3.0 billion).

Cash outflows

The table below shows forecast nominal cash outflows and any interest arising from financial liabilities over the coming years. The cash flows from derivatives are based on the forecasted net cash outflows (see 24 Interest-bearing debt for the terms).

As at 31 December 2025 x € 1 million	Within 1 year	1 to 5 years	After 5 years	Total
Interest-bearing debt	792	2,141	2,016	4,949
Lease liabilities	29	85	63	177
Derivative financial instruments	-	-	-	-
Trade and other liabilities	494	-	-	494
Total	**1,315**	**2,226**	**2,079**	**5,620**

As at 31 December 2024 x € 1 million	Within 1 year	1 to 5 years	After 5 years	Total
Interest-bearing debt	936	1,981	1,198	4,115
Lease liabilities	21	49	65	135
Derivative financial instruments	-	-	-	-
Trade and other liabilities	427	-	-	427
Total	**1,384**	**2,030**	**1,263**	**4,677**

Trade and other liabilities include deferred income of €30 million (2024: €27 million). In principle, these do not result in a payment obligation.

30.4 Derivatives and cash flow hedge reserve

Derivatives

Stedin Group had no outstanding derivatives as at 31 December 2025.

Cash flow hedge reserve

The movements in the cash flow hedge reserve are as follows:

x € 1 million	Interest rate risk	Foreign currency risk	Total
As at 1 January 2024	**-4**	**-18**	**-22**
Movement in fair value of cash flow hedges	-	25	25
Deferred tax liabilities	-1	-7	-8
Reclassification cash flow hedge reserve to income statement	4	-	4
As at 31 December 2024	**-1**	**-**	**-1**
Movement of cash flow hedges	-	-	-
Deferred tax liabilities	-	-	-
Reclassification cash flow hedge reserve to income statement	-	-	-
As at 31 December 2025	**-1**	**-**	**-1**

The cash flow hedge reserve can be subclassified as follows into active hedging relationships and reserves for which the hedging relationship has been discontinued, and the reserves will be reclassified to the income statement at the same time as the hedged future cash flows.

x € 1 million	Active hedging relationships	Discontinued hedging relationships	Total
As at 1 January 2025	**-**	**-1**	**-1**
Movement of cash flow hedges	-	-	-
Deferred tax liabilities	-	-	-
As at 31 December 2025	**-**	**-1**	**-1**

The total cash flow hedge reserve to be recognised in profit or loss in the future is included in the cash flow hedge reserve after deduction of taxes. Periods in which the income from the cash flow hedges is expected to be realised:

x € 1 million	As at 31 December 2025	As at 31 December 2024
Within 1 year	-	-
1 to 5 years	2	-2
After 5 years	-1	1
Total	**1**	**-1**

30.5 Credit rating

A A key pillar of Stedin Group's financial policy is to maintain good access to the available sources of funding, including the money and capital markets. It is therefore important to pursue a credit rating that makes this possible under all circumstances and that existing and potential capital providers have proper insight into the development of Stedin Group's creditworthiness.

Stedin Holding N.V. and Stedin Netbeheer B.V. each have a credit rating with the rating agency Standard & Poor's (S&P). This rating consists of a long-term rating with an outlook and a short-term rating. The outlook indicates the expected development of the long-term rating over the coming years.

As at the balance sheet date, Stedin's credit rating provided by S&P was A- with a stable outlook for the long term and A-2 for the short term.

The most important ratio for Stedin Group is the FFO/Net Debt ratio, which is a widely used ratio to determine the debt repayment possibilities. S&P applies a multi-year average to determine this ratio as part of its credit rating assessment. Stedin Group presented this ratio only at year-end 2025 and 2024.

The calculation of the ratio follows the figures in these financial statements, supplemented with the adjustments applied by S&P. These analytical adjustments are made in order to enhance the comparability of the figures and financial position between Stedin Group and other businesses.

Stedin Group has been designated a 'Government Related Entity' by S&P. To maintain its current credit rating, the FFO/Net Debt ratio must remain 'comfortably above 9%'. Stedin Group has its own target of at least 10%.

The calculation of the FFO/Net Debt ratio is set out in the next table:

x € 1 million	2025	2024
Operating profit	449	306
Depreciation, amortisation and impairment of non-current assets	365	331
EBITDA	**814**	**637**
-/- Net interest paid	-65	-97
-/- Tax paid	-73	-33
-/- S&P adjustments	-34	-40
S&P - Funds from Operations	**642**	**467**
Non-current interest-bearing debt	3,656	2,921
Current interest-bearing debt	700	880
Lease liabilities	166	94
-/- Cash and cash equivalents	-89	-101
IFRS - Net Debt	**4,433**	**3,794**
+ S&P adjustments	257	265
S&P - Net Debt	**4,690**	**4,059**
FFO / Net Debt – S&P adjusted	**13.7%**	**11.5%**

The FFO/Net Debt ratio increased to 13.7% in 2025, because FFO grew faster than Net Debt. The higher FFO is primarily due to higher operating income. The higher Net Debt results from financing the negative free cash flow with debt.

The FFO/Net Debt ratio of 13.7% is above our target of at least 10%. S&P uses a multi-year (forward-looking) average for its assessment of the FFO/Net Debt ratio.

The S&P credit rating reports can be found on Stedin Group's Investor Relations website.

In addition to FFO/Net Debt, Stedin Group also monitors solvency for financial health purposes. Solvency is calculated by dividing equity (including profit or loss for the period and adjusted for expected dividend distributions for the current financial year) by the balance sheet total (adjusted for expected dividend distributions, deferred revenue and free cash and cash equivalents).

Stedin Group's solvency is as follows and is above our target of at least 35% (2024: at least 35%):

Solvency	2025	2024
Equity	3,586	3,370
Expected dividend	-78	-56
Equity (adjusted)	**3,508**	**3,314**
Total liabilities and equity	10,075	9,074
Expected dividend	-78	-56
Deferred revenue	-1,275	-1,193
Cash and cash equivalents	-89	-101
Total liabilities and equity (adjusted)	**8,633**	**7,724**
Solvency	**40.6%**	**42.9%**

31 Notes to the consolidated cash flow statement

Accounting policies

The consolidated cash flow statement has been prepared using the indirect method. To derive cash flow from operating activities, the result after income tax is adjusted for income statement items that either do not result in a cash flow in the same period or are classified as investing or financing activities, as well as for movements in the balance sheet relating to working capital, deferred revenue, and provisions.

The cash flow statement distinguishes between cash flows from operating, investing, and financing activities. Cash flow from operating activities includes interest and income tax payments as well as interest and dividend receipts. Cash flows from investments in and disposals of non-current assets (including investment grants received) are included in cash flow from investing activities. Dividends paid out are classified as cash flow from financing activities.

Movements in working capital

Working capital consists of inventories and current receivables less trade and other liabilities. The movement in working capital (as far as it pertains to operating activities) is as follows:

x € 1 million	2025	2024
Movements in inventories	-23	-31
Movements in trade and other receivables	15	-29
Movement in trade and other liabilities	64	62
Total	**56**	**2**

32 Events after the balance sheet date

Credit rating update

On 9 January 2026, S&P published a new credit rating report. Stedin Group's long-term credit rating was maintained at A- with a stable outlook. For the relevant publication, please refer to Stedin Group's Investor Relations website.

Issue of new subordinated perpetual bond

On 14 January 2026, Stedin Group issued a new subordinated perpetual bond. The nominal value is €500 million, and the coupon rate is 4.25%. Because Stedin Group has discretion over repayment and coupon payments, this financing is classified as equity in the Financial Statements. The subordinated perpetual bond is listed on Euronext Amsterdam.

Final regulatory method for electricity and gas

On 16 February 2026, the ACM published the final regulatory method for electricity and gas for the new regulatory period (2027-2031). These confirm the previously proposed transition from the current benchmark regulation to a new cost-based regulation method (see 1.3 Important events in 2025).

Increase in EIB credit facility

On 26 February 2026, the European Investment Bank and Stedin Group agreed to increase the committed credit facility from €500 million to €750 million. In 2025, Stedin Group drew down a loan of €250 million under this facility (see 1.3 Important events in 2025).

Company income statement

x € 1 million	Note	2025	2024
Total operating income		**-**	**-**
Other operating expenses		-2	-2
Total operating expenses		**-2**	**-2**
Operating profit		**-2**	**-2**
Financial income and expenses	34	-64	-96
Profit before tax		**-66**	**-98**
Share of result of associates and joint ventures (after tax)	37	327	227
		261	**129**
Income tax	35	17	29
Result after tax		**278**	**158**
Attributable to:			
Shareholders of Stedin Holding N.V.		272	152
Holders of subordinated perpetual bond		6	6
Result after tax		**278**	**158**

Company balance sheet

x € 1 million	Note	As at 31 December 2025	As at 31 December 2024
Before profit appropriation			
ASSETS			
Non-current assets			
Intangible assets	36	77	77
Financial assets	37	8,346	5,713
Deferred tax assets		2	-
Total non-current assets		**8,425**	**5,790**
Current assets			
Receivables from group companies	38	866	2,211
Current tax assets	18	11	18
Accruals and other receivables		2	2
Money market funds		-	40
Cash at banks	20	19	37
Total current assets		**898**	**2,308**
TOTAL ASSETS		**9,323**	**8,098**

x € 1 million	Note	As at 31 December 2025	As at 31 December 2024
LIABILITIES			
Equity			
Share capital	21	610	610
Share premium	21	620	620
Cash flow hedge reserve	21	-1	-1
Legal reserve development costs	21	8	20
Legal reserve associates	21	4	4
Retained earnings	21	1,567	1,459
Undistributed profit for the year	21	272	152
Equity attributable to Stedin Holding N.V. shareholders		**3,080**	**2,864**
Perpetual subordinated bond	21	506	506
Total equity		**3,586**	**3,370**
Deferred tax liabilities		-	17
Provisions		7	7
Total non-current liabilities		**7**	**24**
Non-current liabilities			
Interest-bearing debt	24	3,656	2,921
Interest-bearing debt to group companies	39	500	500
Total non-current liabilities		**4,156**	**3,421**
Current tax liabilities			
Interest-bearing debt	24	700	880
Liabilities to group companies	38	799	367
Other liabilities	40	75	36
Total current liabilities		**1,574**	**1,283**
TOTAL LIABILITIES		**9,323**	**8,098**

Notes to the company Financial Statements

33 Accounting policies for financial reporting

The company Financial Statements of Stedin Holding N.V. (hereinafter referred to as Stedin Holding) have been prepared in accordance with the provisions of Part 9, Book 2 of the Dutch Civil Code, and the same accounting policies have been applied as in the consolidated Financial Statements (Section 362(8) of Book 2). For these policies, see the Notes to the consolidated Financial Statements. This means the subordinated perpetual bond is classified similarly.

The descriptions of the activities and structure of the company, as included in Notes to the consolidated Financial Statements and covering, among other things, disclosures on management remuneration and a list of participating interests, also apply to the company's Financial Statements.

The company Financial Statements of Stedin Holding consist of the company income statement and the company balance sheet. The euro is the functional currency. All amounts are in millions.

34 Financial income and expenses

Financial expenses mainly comprise interest expenses on external borrowings and intercompany loans. Financial expenses amount to €102 million (2024: €124 million) and the financial income amounts to €38 million (2024: €28 million). Financial income relates to interest income on intercompany loans granted.

35 Income taxes

Accounting policies

Corporate income tax is settled between Stedin Holding and its subsidiaries, to the extent that they form part of the fiscal unity, as if the subsidiaries were independently taxable entities.

The specification of income taxes recognised in the income statement is as follows:

x € 1 million	2025	2024
Current tax expense for current year	-17	-66
Current tax income prior years	-	-
Current tax expense and tax income	**-17**	**-66**
Deferred taxes temporary differences	-	29
	-	-
Deferred taxes loss carry back/forward prior years	-	-4
Deferred taxes loss carry forward	-	12
Deferred taxes	**-**	**37**
Income taxes	**-17**	**-29**

The specification of current tax expense and income for the current year is as follows:

x € 1 million	2025	2024
Profit before tax	-66	-98
Non tax-deductible expenses	0	-
Different depreciation methods for tax purposes	0	-110
Tax-deductible costs via group equity	-8	-8
Taxable profit	**-74**	**-216**
Carry forward of losses	-	-48
Taxable amount	**-74**	**-264**
Nominal tax rate	25.8%	25.8%
Current tax expense	**-19**	**-68**
Of which current tax via group equity	-2	-2
Of which current tax via profit and loss	-17	-66

The specification of the effective tax rate, expressed as a percentage of profit before tax, is as follows:

	2025	2024
Nominal tax rate	**25.8%**	**25.8%**
Effect of:		
- Corporate income tax for prior years	0.0%	3.8%
Effective tax rate	**25.8%**	**29.6%**

The effective tax rate is 3.8% lower than in the previous year due to smaller adjustments relating to the settlement of prior years.

36 Intangible assets

The intangible assets consist of goodwill paid for the acquisition of DNWG in 2017. For more information, please refer to 14 Intangible assets.

37 Financial assets

Accounting policies

Participating interests in subsidiaries

Participating interests in subsidiaries over whose commercial and financial policies significant influence is exercised are stated at net asset value, but not below nil. If the net asset value is negative, the participating interest is stated at nil.

In this context, other long-term interests that in substance form part of the net investment in the subsidiary are also taken into account.

Where the company provides security for all or part of the debts of the relevant subsidiary, or is effectively obliged (in proportion to its share) to enable the subsidiary to meet its obligations, a provision is recognised. In determining the amount of this provision, account is taken of any provisions for doubtful debts already deducted from receivables from the subsidiary.

A statutory reserve is formed for reserves of subsidiaries that are subject to distribution restrictions.

Expected credit losses

Expected credit losses on loans granted to and receivables from subsidiaries are eliminated. Stedin chooses to recognise this elimination in the carrying amount of the loan or receivable.

x € 1 million	Subsidiaries	Associates	Receivables from subsidiaries	Total
Book value as at 1 January 2024	**4,175**	**4**	**1,304**	**5,483**
Result of subsidiaries	227	0	-	**227**
Movements in loans to subsidiaries	3	-	-	**3**
Book value as at 31 December 2024	**4,405**	**4**	**1,304**	**5,713**
Result of subsidiaries	327	0	-	**327**
Effect in corporate income tax changes	35	-	-	**35**
Loans granted	-	-	2,271	**2,271**
Book value as at 31 December 2025	**4,767**	**4**	**3,575**	**8,346**

No impairments occurred in 2025 and 2024.

An overview of all capital interests is included in 2.3 Basis of consolidation.

38 Receivables from and liabilities to subsidiaries

The receivables from and liabilities to subsidiaries are short-term in nature.

39 Interest-bearing debt to subsidiaries

Stedin Holding has entered into a long-term interest-bearing loan with subsidiary Stedin Netbeheer B.V. The interest rate applied is at arm's length and the term is 10 years, with no interim repayments.

40 Other liabilities

Other liabilities can be specified as follows:

x € 1 million	As at 31 December 2025	As at 31 December 2024
VAT	28	10
Other	47	26
Total other liabilities	**75**	**36**

41 Contingent assets and liabilities

See 27 Contingent assets and liabilities for further details of the off-balance sheet assets and liabilities.

Liability statements for subsidiaries

For most subsidiaries, liability statements have been issued by the legal entity in accordance with Section 2:403 of the Dutch Civil Code. This is specified in 2.3 Basis of consolidation. On this basis, Stedin Holding is jointly and severally liable for the debts arising from legal acts of these subsidiaries.

42 Events after the balance sheet date

For events after the balance sheet date, reference is made to 32 Events after the balance sheet date.

43 Profit appropriation

Proposed profit appropriation 2025

The articles of association of Stedin Holding contain provisions concerning profit appropriation. The company's articles of association state that holders of the cumulative preferred shares are entitled to an annual yield of 3%. The distribution of this yield is at the discretion of the Board of Management (BoM), subject to the approval of the Supervisory Board (SB). If the preference dividend is not distributed, it must be added to the preferred profit reserve.

The shareholder covenant states that the distributable profit for each of the financial years 2023 to 2032 will be determined on a tiered basis, depending on the amount of profit, excluding incidental income. The tiers are explained in the accompanying table, as well as in Statutory profit appropriation.

The distributable profits are at the disposal of the General Meeting of Shareholders. Following SB approval, the BoM will put forward a proposal to the General Meeting of Shareholders regarding the amount to be distributed. The General Meeting of Shareholders may decide to distribute all or part of this amount.

The BoM intends, with the approval of the SB, to distribute the preference dividend of €6 million to the holders of preferred shares. This would represent a dividend of €14.42 per preferred share for 2024.

In addition, the BoM intends to add €194.8 million to retained earnings.

The proposed profit appropriation of Stedin Holding is as follows:

x € 1 million	2025	2024
Result after tax	**278**	**158**
Result attributable to holders of Stedin Holding N.V. subordinated perpetual bond	-5.6	-5.6
Result attributable to shareholders of Stedin Holding N.V.	**272.8**	**152.5**
Cumulative preference dividend to be distributed	-6.0	-6.0
Result after tax available for distribution to the shareholders	**266.8**	**146.5**
Addition to retained earnings based on scales		
10% of profit up to 20,000,000	2.0	2.0
70% of profit between 20,000,000 and 100,000,000	56.0	56.0
82% of profit above 100,000,000	136.8	38.2
Total addition to retained earnings	**194.8**	**96.2**
Distributable profit available to the AGM	**72.0**	**50.3**

The General Meeting of Shareholders will be asked to approve a dividend distribution of €72.0 million. This represents a distribution of €12.67 per share (2024: €8.86 per share), based on 5,684,687 ordinary shares outstanding as at 31 December 2025 (2024: 5,684,687 shares).

The proposed profit appropriation has not been recognised in the balance sheet as at 31 December 2025.

Rotterdam, 26 February, 2026

Stedin Holding N.V.

Board of Management	Supervisory Board
Trudy Onland, CEO (chair)	Doede Vierstra (chair)
Jaap Verhoeff, CFO	Hanne Buis
Aline Arends, COO	Huib Costermans
Timo Idema, CTO	Annie Krist
	Arco Groothedde
	Marike Bonhof

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Statutory profit appropriation

Under the company's articles of association, holders of the cumulative preference shares are entitled annually to a 3% preference dividend. This percentage is revised every new regulatory period. The distribution of this preference dividend is at the discretion of the Board of Management (BoM), subject to the approval of the Supervisory Board (SB). If the BoM resolves not to distribute the preference dividend, it must be added to the preferred profit reserve.

Article 29.11 of the articles of association stipulates that, until 31 December 2033, a different dividend policy applies for each of the financial years 2023 to 2032. For this period, the shareholders' covenant sets out the following rules regarding profit appropriation in relation to the profit available for distribution after application of articles 29.3 to 29.9 of the articles of association:

1. Of the profit up to and including an amount of EUR 20,000,000, 10% will be added to the ordinary profit reserve.
2. In addition to the reservation pursuant to point 1, the following applies:
   a. If the profit exceeds EUR 20,000,000 but does not exceed EUR 100,000,000, 70% of the excess above EUR 20,000,000 will be added to the ordinary profit reserve.
   b. If the profit exceeds EUR 100,000,000, the following will be added to the ordinary profit reserve:
      i. 70% of EUR 80,000,000 (being the excess above EUR 20,000,000 up to EUR 100,000,000); and
      ii. 82% of the excess above EUR 100,000,000.
3. Any profit that is not to be reserved as stipulated under points 1 and 2 is at the disposal of the General Meeting of Shareholders.
4. The reservation referred to under points 1 and 2 will be carried out by the BoM (without requiring the approval of the SB) by exercising the authority to reserve set out in article 29.11 of the articles of association as it applies up to and including 31 December 2033.

After 31 December 2033, the dividend policy will revert to a regime under which the BoM, with the approval of the SB, may add a portion equal to no more than half of the profit available for distribution after application of articles 29.3 to 29.9 of the articles of association to the reserves. The remaining portion is at the disposal of the General Meeting of Shareholders. Following approval by the SB, the BoM will make a recommendation to the General Meeting of Shareholders for the remaining amount.

The General Meeting of Shareholders can decide to distribute all or part of the remaining portion. Undistributed profit is added to the reserves.

Special shares

Shares with specific voting rights

The N1 and N2 shares were also issued when the State of the Netherlands joined as a shareholder. These shares were issued to the State of the Netherlands (N1) and the Municipality of Rotterdam, as chair of the Shareholders' Committee (N2). The N1 share can only be held by the State of the Netherlands. No requirements are imposed on the holder of the N2 share, except the exclusion of the State of the Netherlands as shareholder. The N2 share is in principle reserved for the chair of the Shareholders' Committee, a role currently fulfilled by the Municipality of Rotterdam.

The N1 share entitles the holder to a casting vote on certain decisions, including approval of amendments to the articles of association or the dissolution of the company. In addition, the holder of the N1 share is the only party allowed to apply for a review of the Funding Plan.

The N2 share entitles the holder to apply for a review of decisions of the Board of Management.

The voting rights attached to the N2 share, the right to participate in the General Meeting of Shareholders, the right to distributions and other rights attached to the N2 share are suspended if and for as long as the rights attached to the N1 share are suspended.

Shares with limited profit rights

The N1 and N2 shares have limited profit rights. Each year, a distribution of 1% of the nominal value (€100) of the share is first allocated to the N1 and N2 shares. No further distributions will be made on the N1 and N2 shares.

Independent auditor's report

This independent auditor's report is an English translation of the signed Dutch independent auditor's report as issued at 26 February 2026.

To the shareholders and the Supervisory Board of Stedin Holding N.V.

Report on the audit of the financial statements 2025 included in the annual report

Our opinion

We have audited the financial statements 2025 of Stedin Holding N.V., based in Rotterdam (hereinafter also: 'the company' or 'Stedin Groep'). The financial statements comprise the consolidated and company financial statements.

In our opinion:

- The accompanying consolidated financial statements give a true and fair view of the financial position of Stedin Holding N.V. as at 31 December 2025, and of its result and its cash flows for 2025 in accordance with International Financial Reporting Standards as adopted by the European Union (EU-IFRS) and with Part 9 of Book 2 of the Dutch Civil Code.
- The accompanying company financial statements give a true and fair view of the financial position of Stedin Holding N.V. as at 31 December 2025, and of its result for 2025 in accordance with Part 9 of Book 2 of the Dutch Civil Code.

The consolidated financial statements comprise:

1 The consolidated balance sheet as at 31 December 2025.
2 The following statements for 2025: the consolidated statement of income, the consolidated statement of comprehensive income, the consolidated cash flow statement and consolidated statement of changes in group equity.
3 The notes comprising material accounting policy information and other explanatory information.

The company financial statements comprise:

1 The company balance sheet as at 31 December 2025.
2 The company income statement for the year ended 31 December 2025.
3 The notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stedin Holding N.V. in accordance with the EU Regulation on specific requirements regarding statutory audit of public-interest entities, the 'Wet toezicht accountantsorganisaties' (Wta, Audit firms supervision act), the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics for Professional Accountants).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information in support of our opinion

We designed our audit procedures in the context of our audit of the financial statements as a whole and in forming our opinion thereon. The following information in support of our opinion was addressed in this context, and we do not provide a separate opinion or conclusion on these matters.

Materiality

Based on our professional judgment we determined the materiality for the financial statements as a whole at €75 million. The materiality is based on 0,75% of total assets. We have also taken

into account misstatements and/or possible misstatements that in our opinion are material for the users of the financial statements for qualitative reasons.

We agreed with the Supervisory Board that misstatements in excess of €3.5 million, which are identified during the audit, would be reported to them, as well as smaller misstatements that in our view must be reported on qualitative grounds.

Scope of the group audit

Stedin Holding N.V. is at the head of a group of components. The financial information of this group is included in the financial statements of Stedin Holding N.V.

Based on our risk assessment, we determined the nature, timing and extent of audit procedures to be performed, including determining the components at which to perform audit procedures. The audit procedures were mainly aimed at the significant components. We have performed audit procedures on Stedin Holding N.V. and Stedin Netbeheer B.V. On other components we have performed specific audit procedures.

By performing the procedures mentioned above at components, together with additional procedures at group level, we have been able to obtain sufficient and appropriate audit evidence about the group's financial information to provide an opinion on the financial statements.

Audit approach fraud risks

We identified and assessed the risks of material misstatements of the financial statements due to fraud. During our audit we obtained an understanding of the company and its environment and the components of the system of internal control, including the risk assessment process and management's process for responding to the risks of fraud and monitoring the system of internal control and how the Supervisory Board exercises oversight, as well as the outcomes.

We evaluated the design and relevant aspects of the system of internal control and in particular the fraud risk assessment, as well as among others the code of conduct, whistle blower procedures and incident registration. We evaluated the design and the implementation and, where considered appropriate, tested the operating effectiveness, of internal controls designed to mitigate fraud risks.

As part of our process of identifying fraud risks, we evaluated fraud risk factors with respect to financial reporting fraud, misappropriation of assets and bribery and corruption. We evaluated whether these factors indicate that a risk of material misstatement due to fraud is present.

We incorporated elements of unpredictability in our audit. We also considered the outcome of our other audit procedures and evaluated whether any findings were indicative of fraud or non-compliance.

We considered available information and made enquiries of relevant from members of the board, management (including Internal Audit, the Corporate Risk department and the Compliance & Integrity department) and the Supervisory Board.

We tested the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements. As a specific area of focus, we considered the significant risk of material misstatement arising from management overriding internal controls in relation to the recognition and measurement of project costs and investments, in light of social expectations regarding grid expansions and the regulatory framework in which the company operates.

We evaluated whether the selection and application of accounting policies by the group, particularly those related to subjective measurements and complex transactions, may be indicative of fraudulent financial reporting.

We evaluated whether the judgments and decisions made by management in making the accounting estimates included in the financial statements indicate a possible bias that may represent a risk of material misstatement due to fraud. Management insights, estimates and assumptions that might have a major impact on the financial statements are disclosed in note 2.5 of the financial statements. We performed a retrospective review of management judgments and assumptions related to significant accounting estimates reflected in prior year financial statements. Impairment testing of intangible and fixed assets is a significant area to our audit as the determination whether these assets are not carried at more than their recoverable amounts is subject to significant management judgment.

For significant transactions, we evaluated whether the business rationale of the transactions suggests that they may have been entered into to engage in fraudulent financial reporting or to conceal misappropriation of assets.

Audit approach compliance with laws and regulations
We assessed the laws and regulations relevant to the company through discussion with the board of directors, management, the Supervisory Board and others, reading minutes and reports of Internal Audit, the Corporate Risk department and the Compliance & Integrity department.

As a result of our risk assessment procedures, and while realizing that the effects from non-compliance could considerably vary, we considered the following laws and regulations: adherence to (corporate) tax law and financial reporting regulations, the requirements under the International Financial Reporting Standards as adopted by the European Union (EU-IFRS) and Part 9 of Book 2 of the Dutch Civil Code with a direct effect on the financial statements as an integrated part of our audit procedures, to the extent material for the related financial statements.

We obtained sufficient appropriate audit evidence regarding provisions of those laws and regulations generally recognized to have a direct effect on the financial statements.

Apart from these, the entity is subject to other laws and regulations where the consequences of non-compliance could have a material effect on amounts and/or disclosures in the financial statements, for instance, through imposing fines or litigation. We identified the Elektriciteitswet 1998, Gaswet, Energiewet, Algemene Verordening Gegevensbescherming and the Aanbestedingswet 2012 as laws that are highly likely to have such an impact.

Given the nature of the entity's business and the complexity of these other laws and regulations, there is a risk of non-compliance with the requirements of such laws and regulations. We also considered the laws and regulations applicable to listed companies.

Our procedures are more limited with respect to these laws and regulations that do not have a direct effect on the determination of the amounts and disclosures in the financial statements. Compliance with these laws and regulations may be fundamental to the operating aspects of the business, to the entity's ability to continue its business, or to avoid material penalties (e.g., compliance with the terms of operating licenses and permits or compliance with environmental regulations) and therefore non-compliance with such laws and regulations may have a material effect on the financial statements. Our responsibility is limited to undertaking specified audit procedures to help identify non-compliance with those laws and regulations that may have a material effect on the financial statements. Our procedures are limited to (i) inquiry of management, the Supervisory Board, the executive board and others within the entity as to whether the entity is in compliance with such laws and regulations and (ii) inspecting correspondence, if any, with the relevant licensing or regulatory authorities to help identify non-compliance with those laws and regulations that may have a material effect on the financial statements.

Naturally, we remained alert to indications of (suspected) non-compliance throughout the audit.

Finally, we obtained written representations that all known instances of (suspected) fraud or non-compliance with laws and regulations have been disclosed to us.

Audit approach going concern
As described in the financial statements in note 2, the board of directors prepared the financial statements of Stedin Group on the assumption that the company will continue as a going concern and will carry on its activities for the foreseeable future.

We evaluated this assessment by the board, considering whether it includes all relevant information of which we became aware in the course of our audit. This included evaluating liquidity and financing elements in Stedin Group's multi–year plan and the underlying developments and assumptions for both the short and long term.

Our procedures did not result in any findings that contradict management's assumptions and assessments in applying the going concern assumption.

Our key audit matter
Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements. We have communicated the key audit

matter to the Supervisory Board. The key audit matter is not a comprehensive reflection of all matters discussed.

Key audit matter	
Developments, assumptions and estimates related to tangible fixed assets	
Description	*How we audited this key audit matter*
When determining the carrying amount of property, plant and equipment of €9,215 million, assumptions and estimates are involved, both in relation to the amounts that may be capitalised and with respect to the useful lives and depreciation methods of the assets. Given its size, this item also represents a significant part of our time allocation. Property, plant and equipment are measured at cost less cumulative depreciation and impairment losses. The disclosure regarding the chosen measurement basis and specific notes is included in note 2.5 and note 13 of the financial statements.	As part of our work we considered internal and external developments that are relevant to Stedin Group specifically or to the sector as a whole. Based on our risk analysis we determined the audit approach. Our audit procedures included, among others: testing investments and disposals, assessing depreciation charges and evaluating the useful lives and the usage of Stedin Group's assets. *Observation* On the basis of the materiality referred to above and the procedures we performed as described, we are in agreement with management's assumptions, estimates and disclosures.

Report on the other information included in the annual report

The annual report contains other information, in addition to the financial statements and our auditor's report thereon.

The other information consists of:

- The Management Report, including the Sustainability Statement.
- Other information.
- Appendices.

Based on the following procedures performed, we conclude that the other information:

- Is consistent with the financial statements and does not contain material misstatements.
- Contains all the information regarding the management report and the other information as required by Part 9 of Book 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of Part 9 of Book 2 of the Dutch Civil Code and the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other information in accordance with Part 9 of Book 2 of the Dutch Civil Code.

Compliance requirements SBR Regulatory Technical Standard, including XBRL mark-ups, not audited

The audit includes verifying that the prepared financial statements comply with the statutory provisions of Part 9 of Book 2 of the Dutch Civil Code. Our auditor's report is issued on the financial statements and will be included with the annual report which will be digitally filed. This means that compliance with all requirements of the SBR Regulatory Technical Standard of the SBR Trade Register domain (including the applied eXtensible Business Reporting Language (XBRL) mark-ups) was not part of the audit.

Statement regarding other requirements set by law or regulation

Appointment
We were appointed by the Supervisory Board as auditor of Stedin Group for the audit of the 1997 financial year and have been the external auditor since that year.

No prohibited services
We have not provided any prohibited services as referred to in Article 5(1) of the European Regulation on specific requirements regarding the statutory audits of the financial statements of public-interest entities.

Description of responsibilities regarding the financial statements

Responsibilities of the Board of Management and the Supervisory Board for the financial statements
The Board of Management is responsible for the preparation and fair presentation of the financial statements in accordance with EU-IFRS and Part 9 of Book 2 of the Dutch Civil Code. Furthermore, the Board of Management is responsible for such internal control as the Board of Management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board of Management is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting frameworks mentioned, management should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The Board of Management should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for overseeing the company's financial reporting process.

Our responsibilities for the audit of the financial statements
Our responsibility is to plan and perform the audit engagement in a manner that allows us to obtain sufficient appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material misstatements, whether due to fraud or error, during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgment and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on

the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures.
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We are responsible for planning and performing the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements. We are also responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We bear the full responsibility for the auditor's report.

We communicate with the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identified during our audit. In this respect we also submit an additional report to the audit committee in accordance with Article 11 of the EU Regulation on specific requirements regarding statutory audit of public-interest entities. The information included in this additional report is consistent with our audit opinion in this auditor's report.

We provide the Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Supervisory Board, we determine the key audit matters: those matters that were of most significance in the audit of the financial statements. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, not communicating the matter is in the public interest.

Rotterdam, 26 February 2026

Deloitte Accountants B.V.
drs. N.H.M. van Groenendael RA

Assurance report on non-financial information

LIMITED ASSURANCE-REPORT OF THE INDEPENDENT AUDITOR ON THE SUSTAINABILITY STATEMENT

This independent assurance-report is an English translation of the signed Dutch independent assurancereport as issued at 26 February 2026.

To the shareholders and supervisory board of Stedin Holding N.V.

Our conclusion

We have performed a limited assurance engagement on the (consolidated) Sustainability Statement for 2025 of Stedin Holding N.V. based in Rotterdam (hereinafter: 'company' or 'Stedin Groep').The Sustainability Statement including the information incorporated in the Sustainability Statement by reference (hereinafter: the Sustainability Statement), is incorporated as part of the Report of the Board of Management.

Based on our procedures performed and the assurance evidence obtained, nothing has come to our attention that causes us to believe that the Sustainability Statement is not, in all material respects:

- Prepared in accordance with the European Sustainability Reporting Standards (ESRS) as adopted by the European Commission and in accordance with the double materiality assessment process carried out by the company to identify the information reported pursuant to the ESRS; and
- Compliant with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation).

Basis for our conclusion

We have performed our limited assurance engagement on the Sustainability Statement in accordance with Dutch law, including Dutch Standard 3810N, 'Assurance-opdrachten inzake duurzaamheidsverslaggeving' (Assurance engagements relating to sustainability reporting), which is a specified Dutch standard that is based on the International Standard on Assurance Engagements (ISAE) 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information'.

Our responsibilities in this regard are further described in the section 'Our responsibilities for the limited assurance engagement on the Sustainability Statement' of our report.

We are independent of Stedin Groep in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics for Professional Accountants).

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Emphases of matter

Emphasis on the most significant uncertainties affecting the quantitative metrics

We draw attention to paragraph 'Estimates and uncertainties' on page 64 of the Sustainability Statement, in which Stedin Groep describes the most important estimates and uncertainties in its Sustainability Statement.

In the chapter on climate change mitigation, Stedin Groep sets out its transition plan for CO_2-eq. emissions in scopes 1, 2 and 3. The gas consumption of Stedin Groep's customers, and the associated CO_2-eq. emissions, is the most significant lever in terms of impact. At the same time, this is the emissions category over which it has the least direct influence. Stedin Groep is largely dependent on the actions and behaviour of customers and other stakeholders, including political policy choices.

The paragraph 'Estimates and uncertainties' also contains important information about quantitative metrics that are subject to a high degree of measurement uncertainty and/

or reliance on third-party information. Stedin Groep explains the assumptions, approaches, judgements and sources used.

Emphasis on the double materiality assessment process
We draw attention to chapter 'Double materiality assessment' on page 70 and 'Sustainability due diligence' on page 72 of the Sustainability Statement. In this chapter Stedin Groep describes that it regards the due diligence and double materiality process as an ongoing practice. Stedin Groep outlines the steps taken in 2025. These made clear, also in 2025, that further due diligence assessments will be required in the coming years to determine more precisely where our impacts occur in the value chain. Stedin Groep explains the transitional provision it uses, which allows for a gradual increase in understanding of the value chain.

Due diligence is an on-going practice that responds to and may trigger changes in the company's strategy, business model, activities, business relationships, operating, sourcing and serving contexts. The double materiality assessment process may also change in the future as a result of developments in Stedin Groep's operations or operating environment, (interpretations of) reporting standards, further insights into industry information and/or stakeholders' expectations. The Sustainability Statement may not include every impact, risk and opportunity or additional entity-specific disclosure that each individual stakeholder (group) may consider important in its own particular assessment.

Our conclusion is not modified in respect of these matters.

Limitations to the scope of our assurance engagement

In reporting forward-looking information in accordance with the ESRS, the Board of Management of the company is required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future actions by the company. The actual outcome is likely to be different since anticipated events frequently do not occur as expected. Forward-looking information relates to events and actions that have not yet occurred and may never occur. We do not provide assurance on the achievability of this forward-looking information.

Our conclusion is not modified in respect of this matter.

Responsibilities of Board of Management and the Supervisory Board for the Sustainability Statement

Management is responsible for the preparation of the Sustainability Statement in accordance with the ESRS, including the double materiality assessment process carried out by the company as the basis for the Sustainability Statement and disclosure of material impacts, risks and opportunities in accordance with the ESRS. As part of the preparation of the Sustainability Statement, the Board of Management is responsible for compliance with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation).

The Board of Management is also responsible for selecting and applying additional entity-specific disclosures to enable users to understand the company's sustainability-related impacts, risks or opportunities and for determining that these additional entity-specific disclosures are suitable in the circumstances and in accordance with the ESRS.

Furthermore, the Board of Management is responsible for such internal control as it determines is necessary to enable the preparation of the Sustainability Statement that is free from material misstatement, whether due to fraud or error.

The Supervisory Board is responsible for overseeing the sustainability reporting process including the double materiality assessment process carried out by the company.

Our responsibilities for the limited assurance engagement on the Sustainability Statement

Our responsibility is to plan and perform the limited assurance engagement in a manner that allows us to obtain sufficient appropriate assurance evidence for our conclusion.

Our assurance engagement is aimed to obtain a limited level of assurance that the Sustainability Statement is free from material misstatements. The procedures vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

We apply the applicable quality management requirements pursuant to the 'Nadere voorschriften kwaliteitsmanagement' (NV-KM, regulations for quality management) and accordingly maintain a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and other relevant legal and regulatory requirements.

Our limited assurance engagement included among others:

- Performing inquiries and an analysis of the external environment and obtaining an understanding of relevant sustainability themes and issues, the characteristics of the company, its activities and the value chain and its key intangible resources in order to assess the double materiality assessment process carried out by the company as the basis for the Sustainability Statement and disclosure of all material sustainability-related impacts, risks and opportunities in accordance with the ESRS.
- Obtaining through inquiries a general understanding of i) the internal control environment, ii) the company's processes for gathering and reporting entity-related and value chain information, iii) the information systems and (iv) the company's risk assessment process relevant to:
  - the preparation of the Sustainability Statement and identifying the company's activities;
  - determining eligible and aligned economic activities and prepare the disclosures provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation) without obtaining assurance information about the implementation, or testing the operating effectiveness, of controls.
- Assessing the double materiality assessment process carried out by the company and identifying and assessing areas of the Sustainability Statement, including the disclosures provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation) where misleading or unbalanced information or material misstatements, whether due to fraud or error, are likely to arise ('selected disclosures'). We designed and performed further assurance procedures aimed at assessing that the Sustainability Statement is free from material misstatements responsive to this risk analysis.
- Considering whether the description of the double materiality assessment process in the Sustainability Statement made by the Board of Management appears consistent with the process carried out by the company.
- Determining the nature and extent of the procedures to be performed for the group components and locations. For this, the nature, extent and/or risk profile of these components are decisive.
- Performing analytical review procedures on quantitative information in the Sustainability Statement, including consideration of data and trends.
- Assessing whether the company's methods for developing estimates are appropriate and have been consistently applied for selected disclosures. We considered data and trends; however, our procedures did not include testing the data on which the estimates are based or separately developing our own estimates against which to evaluate the Board of Management's estimates.
- Analysing, on a limited sample basis, relevant internal and external documentation available to the company (including publicly available information or information from actors throughout its value chain) for selected disclosures.
- Reading the other information in the annual report to identify material inconsistencies, if any, with the Sustainability Statement.
- Considering whether:
  - the disclosures provided to address the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation) for each of the environmental objectives, reconcile with the underlying records of the company, are consistent or coherent with the Sustainability Statement and appear reasonable, in particular whether the eligible economic activities meet the cumulative conditions to qualify as aligned and whether the technical screening criteria are met and in compliance with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation).
- Considering the overall presentation, structure and the fundamental qualitative characteristics of information (relevance and faithful representation: complete, neutral and accurate) reported in the Sustainability Statement, including the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation).

- Considering, based on our limited assurance procedures and evaluation of the assurance evidence obtained, whether the Sustainability Statement as a whole is free from material misstatements and prepared in accordance with the ESRS.

Rotterdam, 26 February 2026

Deloitte Accountants B.V.
drs. N.H.M. van Groenendael RA

Appendices

Appendices to the Sustainability Statement

Reference table data points

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The tables below are part of the Sustainability Statement.

ESRS 2	Section
BP-1	**General disclosures** - Basis for preparation
BP-2	**Results** - Utilising the grid capacity;Services;Employees, leadership and culture;Sustainability **General disclosures** - Basis for preparation **Climate change mitigation** - Transition plan **Circular resource inflow** - Metrics and targets **Notes to the consolidated Financial Statements** - 2.5 Estimates and assumptions **Appendices** - Appendices to the Sustainability Statement
GOV-1	**Governance** - Corporate Governance **General disclosures** - Governance **Good employment practices** - Dialogue with employees
GOV-2	**General disclosures** - Material impacts, risks and opportunities;Double materiality assessment;Governance
GOV-3	**Governance** - Remuneration report **General disclosures** - Governance
GOV-4	**General disclosures** - Sustainability due diligence **Appendices** - Appendices to the Sustainability Statement
GOV-5	**General disclosures** - Governance
SBM-1	**About us** - Our service area; Our value chain and the energy transition **Value creation** - Strategy **General disclosures** - Strategy, value chain and stakeholders
SBM-2	**About us -** Our value chain and the energy transition **Value creation** - Stakeholders and material topics **General disclosures** - Strategy, value chain and stakeholders;Double materiality assessment;Governance

ESRS 2	Section
SBM-3	**Value creation** - Stakeholders and material topics **Results** - Building more grid capacity **Governance** - Risk management **General disclosures** - Material impacts, risks and opportunities;Double materiality assessment;Governance **Access to energy and supply reliability** - Investing in infrastructure;Cyber, data and information security
IRO-1	**General disclosures** - Double materiality assessment
IRO-2	**General disclosures** - Basis for preparation;Material impacts, risks and opportunities **Appendices** - Appendices to the Sustainability Statement

ESRS E1	Section
ESRS 2, GOV-3	**General disclosures** - Governance
E1-1	**EU taxonomy** - EU taxonomy alignment **Climate change mitigation** - Transition plan
ESRS 2, SBM-3	Not material
ESRS 2, IRO-1	**General disclosures** - Double materiality assessment **Climate change mitigation** - Material impacts, risks and opportunities;Transition plan
E1-2	**Governance** - Corporate governance **General disclosures** - Governance **Climate change mitigation** - Transition plan;Alternative energy carriers
E1-3	**Results** - Managing grid quality;Sustainable gases and alternative heat **General disclosures** - Strategy, value chain and stakeholders;Material impacts, risks and opportunities;Governance **Climate change mitigation** - Transition plan;Alternative energy carriers
E1-4	**Results** - Sustainability;Sustainable gases and alternative heat **General disclosures** - Basis for preparation;Material impacts, risks and opportunities;Governance **Climate change mitigation** - Transition plan;Alternative energy carriers **Appendices** - Connectivity table
E1-5	**General disclosures** - Basis for preparation **Climate change mitigation** - Transition plan
E1-6	**General disclosures** - Basis for preparation **Climate change mitigation** - Transition plan

ESRS E1	Section
E1-7	Not applicable
E1-8	**Climate change mitigation** - Transition plan
E1-9	Phasing in

ESRS E4	Section
E4-1	**General disclosures** - Material impacts, risks and opportunities **Biodiversity in the value chain** - Material impacts, risks and opportunities;Resilience analysis
ESRS 2, SBM-3	**Biodiversity in the value chain** - Material impacts, risks and opportunities
ESRS 2, IRO-1	**General disclosures** - Material impacts, risks and opportunities;Double materiality assessment **Biodiversity in the value chain** - Material impacts, risks and opportunities
E4-2	**General disclosures** - Governance **Biodiversity in the value chain** - Material impacts, risks and opportunities;Policy
E4-3	**Results** - Sustainability **General disclosures** - Strategy, value chain and stakeholders;Material impacts, risks and opportunities;Governance **Climate change mitigation** - Transition plan **Biodiversity in the value chain** - Policy;Actions, metrics and targets **Circular resource inflow** - Actions
E4-4	**General disclosures** - Material impacts, risks and opportunities **Biodiversity in the value chain** - Material impacts, risks and opportunities
E4-5	Not applicable
E4-6	Phasing in

ESRS E5	Section
ESRS 2, IRO-1	**General disclosures** - Material impacts, risks and opportunities;Double materiality assessment **Circular resource inflow** - Material impacts, risks and opportunities
E5-1	**General disclosures** - Governance **Circular resource inflow** - Policy
E5-2	**Results** - Sustainability **General disclosures** - Strategy, value chain and stakeholders;Material impacts, risks and opportunities;Governance **Circular resource inflow** - Actions
E5-3	**General disclosures** - Material impacts, risks and opportunities;Governance **Circular resource inflow** - Metrics and targets
E5-4	**General disclosures** - Basis for preparation **Circular resource inflow** - Metrics and targets
E5-5	Not material
E5-6	Phasing in

ESRS S1	Section
ESRS 2, SBM-2	**General disclosures** - Material impacts, risks and opportunities **Good employment practices** - Dialogue with employees;Human rights policy
ESRS 2, SBM-3	**General disclosures** - Double materiality assessment;Governance **Good employment practices** - Introduction; Health & Safety;Diversity & Inclusion;Training, Learning and Development;Human rights policy
S1-1	**General disclosures** - Governance **Good employment practices** - Health & Safety;Diversity & Inclusion;Training, Learning and Development;Channels to raise concerns;Human rights policy
S1-2	**General disclosures** - Governance **Good employment practices** - Diversity & Inclusion;Dialogue with employees
S1-3	**Good employment practices** - Channels to raise concerns
S1-4	**Results -** Employees, leadership and culture;Safety **General disclosures** - Strategy, value chain and stakeholders;Material impacts, risks and opportunities;Governance **Good employment practices** - Introduction; Health & Safety;Diversity & Inclusion;Training, Learning and Development;Channels to raise concerns
S1-5	**Results** - Employees, leadership and culture;Safety **General disclosures** - Basis for preparation;Material impacts, risks and opportunities;Governance **Good employment practices** - Health & Safety;Diversity & Inclusion;Training, Learning and Development **Appendices** - Connectivity table

ESRS S1	Section
S1-6	**Good employment practices** - Introduction
S1-7	**Good employment practices** - Introduction
S1-8	**Good employment practices** - Adequate wages and social protection
S1-9	**Good employment practices** - Diversity & Inclusion
S1-10	**Good employment practices** - Adequate wages and social protection
S1-11	**Good employment practices** - Adequate wages and social protection
S1-12	Phasing in
S1-13	Phasing in
S1-14	**Good employment practices** - Health & Safety
S1-15	**Good employment practices** - Adequate wages and social protection
S1-16	**Good employment practices** - Diversity & Inclusion
S1-17	**Good employment practices** - Channels to raise concerns

ESRS S4	Section
ESRS 2, SBM-2	**General disclosures** - Governance **Access to energy and supply reliability** - Dialogue with customers;Human rights policy
ESRS 2, SBM-3	**General disclosures** - Double materiality assessment;Governance **Access to energy and supply reliability** - Investing in infrastructure;Affordability;Cyber, data and information security **Customer experience** - Material impacts, risks and opportunities
S4-1	**Value creation** - Strategy **Governance** - Corporate Governance **General disclosures** - Governance **Access to energy and supply reliability** - Investing in infrastructure;Affordability;Cyber, data and information security;Channels to raise concerns;Human rights policy **Customer experience** - Policy
S4-2	**Access to energy and supply reliability** - Dialogue with customers
S4-3	**Access to energy and supply reliability** - Channels to raise concerns

ESRS S4	Section
S4-4	**Results** - Building more grid capacity;Utilising the grid capacity;Managing grid quality;Services;Safety **Governance** - Risk management **General disclosures** - Strategy, value chain and stakeholders;Material impacts, risks and opportunities;Governance **Access to energy and supply reliability** - Investing in infrastructure;Affordability;Cyber, data and information security;Recovery measures;Human rights policy **Customer experience** - Actions, metrics and targets
S4-5	**Results** - Building more grid capacity;Utilising the grid capacity;Managing grid quality;Services **General disclosures** - Basis for preparation;Material impacts, risks and opportunities;Governance **Access to energy and supply reliability** - Investing in infrastructure;Affordability;Cyber, data and information security **Customer experience** - Actions, metrics and targets **Appendices** - Connectivity table

ESRS G1	Section
ESRS 2, GOV-1	**General disclosures** - Governance **Business ethics, integrity and good governance** - Governance
ESRS 2, IRO-1	**General disclosures** - Double materiality assessment **Business ethics, integrity and good governance** - Material impacts, risks and opportunities
G1-1	**Business ethics, integrity and good governance** - Business conduct and corporate culture;Corruption and bribery;Protection of whistleblowers
G1-2	**Business ethics, integrity and good governance** - Supplier relationships and payment practices
G1-3	**Business ethics, integrity and good governance** - Business behaviour and corporate culture;Corruption and bribery
G1-4	**Business ethics, integrity and good governance** - Corruption and bribery
G1-5	**Governance** - Corporate Governance **General disclosures** - Governance **Business ethics, integrity and good governance** - Politics and regulator
G1-6	**Business ethics, integrity and good governance** - Supplier relationships and payment practices

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Overview of data points of other EU legislation

Reporting requirement and data point involved		Material/Non material	Section
ESRS 2 GOV-1	Board's gender diversity paragraph 21d	Material	**Governance -** Corporate Governance
ESRS 2 GOV-1	Percentage of board members who are independent paragraph 21e	Material	**Governance -** Corporate Governance
ESRS 2 GOV-4	Statement on due diligence paragraph 30	Material	**General disclosures** -Sustainability due diligence **Appendices** -Appendices to the Sustainability Statement
ESRS 2 SBM-1	Involvement in activities related to fossil fuel activities paragraph 40di	Material	**General disclosures** -Strategy, value chain and stakeholders
ESRS 2 SBM-1	Involvement in activities related to chemical production paragraph 40dii	Not applicable	-
ESRS 2 SBM-1	Involvement in activities related to controversial weapons paragraph 40diii	Not applicable	-
ESRS 2 SBM-1	Involvement in activities related to cultivation and production of tobacco paragraph 40div	Not applicable	-
ESRS E1-1	Transition plan to reach climate neutrality by 2050 paragraph 14	Material	**Climate change mitigation** -Transition plan
ESRS E1-1	Undertakings excluded from Paris-aligned Benchmarks paragraph 16g	Material	**Climate change mitigation** -Transition plan
ESRS E1-4	GHG emission reduction targets paragraph 34	Material	**Results** -Sustainability **Climate change mitigation** -Transition plan
ESRS E1-5	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Material	**Climate change mitigation** -Transition plan
ESRS E1-5	Energy consumption and mix paragraph 37	Material	**Climate change mitigation** -Transition plan
ESRS E1-5	Energy intensity associated with activities in high climate impact sectors paragraphs 40-43	Material	**Climate change mitigation** -Transition plan
ESRS E1-6	Gross scope 1, 2, 3 emissions and total GHG emissions paragraph 44	Material	**Climate change mitigation** -Transition plan
ESRS E1-6	Gross GHG emission intensity paragraphs 53-55	Material	**Climate change mitigation** -Transition plan
ESRS E1-7	GHG removals and carbon credits paragraph 56	Not applicable	-
ESRS E1-9	Exposure of the benchmark portfolio to climate-related physical risks 66	Phasing in	-

Reporting requirement and data point involved		Material/Non material	Section
ESRS E1-9	Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66a Location of significant assets at material physical risk paragraph 66c	Phasing in	-
ESRS E1-9	Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67c	Phasing in	-
ESRS E1-9	Degree of exposure of the portfolio to climate- related opportunities paragraph 69	Phasing in	-
ESRS E2-4	Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil paragraph 28	Not material	-
ESRS E3-1	Water and marine resources paragraph 9	Not material	-
ESRS E3-1	Dedicated policy paragraph 13	Not material	-
ESRS E3-1	Sustainable oceans and seas paragraph 14	Not material	-
ESRS E3-4	Total water recycled and reused paragraph 28c	Not material	-
ESRS E3-4	Total water consumption in m3 per net revenue on own operations paragraph 29	Not material	-
ESRS E4 SBM-3	paragraph 16ai	Not applicable	-
ESRS E4 SBM-3	paragraph 16b	Material	**Biodiversity in the value chain** -Material impacts, risks and opportunities
ESRS E4 SBM-3	paragraph 16c	Material	**Biodiversity in the value chain** -Material impacts, risks and opportunities
ESRS E4-2	Sustainable land / agriculture practices or policies 24b	Not applicable	-
ESRS E4-2	Sustainable oceans / seas practices or policies paragraph paragraph 24c	Not applicable	-
ESRS E4-2	Policies to address deforestation paragraph 24d	Not applicable	-
ESRS E5-5	Non-recycled waste paragraph 37d	Not material	-
ESRS E5-5	Hazardous waste and radioactive waste paragraph 39	Not material	-
ESRS S1 SBM-3	Risk of incidents of forced labour paragraph 14f	Not material (but explained)	**Good employment practices** -Human rights policy

Reporting requirement and data point involved		Material/Non material	Section
ESRS S1 SBM-3	Risk of incidents of child labour paragraph 14g	Not material (but explained)	**Good employment practices** -Human rights policy
ESRS S1-1	Human rights policy commitments paragraph 20	Material	**Good employment practices** -Channels to raise concerns;Human rights policy
ESRS S1-1	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8 paragraph 21	Material	**Good employment practices** -Human rights policy
ESRS S1-1	processes and measures for preventing trafficking in human beings paragraph 22	Not material (but explained)	**Good employment practices** -Human rights policy
ESRS S1-1	workplace accident prevention policy or management system paragraph 23	Material	**Good employment practices** -Health and Safety
ESRS S1-3	grievance/complaints handling mechanisms paragraph 32c	Material	**Good employment practices** -Channels to raise concerns
ESRS S1-14	Number of fatalities and number and rate of work- related accidents paragraph 88b,c	Material	**Good employment practices** -Health and Safety
ESRS S1-14	Number of days lost to injuries, accidents, fatalities or illness paragraph 88e	Material	**Good employment practices** -Health and Safety
ESRS S1-16	Unadjusted gender pay gap paragraph 97a	Material	**Good employment practices** -Diversity & Inclusion
ESRS S1-16	Excessive CEO pay ratio paragraph 97b	Material	**Good employment practices** -Diversity & Inclusion
ESRS S1-17	Incidents of discrimination paragraph 103a	Material	**Good employment practices** -Channels to raise concerns
ESRS S1-17	Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104a	Material	**Good employment practices** -Channels to raise concerns
ESRS S2 SBM-3	Significant risk of child labour or forced labour in the value chain paragraph 11b	Not material	-
ESRS S2-1	Human rights policy commitments paragraph 17	Not material	-
ESRS S2-1	Policies related to value chain workers paragraph 18	Not material	-
ESRS S2-1	Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Not material	-
ESRS S2-1	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8 paragraph 19	Not material	-
ESRS S2-4	Human rights issues and incidents regarding upstream and downstream value chain paragraph 36	Not material	-

Reporting requirement and data point involved		Material/Non material	Section
ESRS S3-1	Human rights policy commitments paragraph 16	Not material	-
ESRS S3-1	Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	Not material	-
ESRS S3-4	Human rights issues and incidents paragraph 36	Not material	-
ESRS S4-1	Policies related to consumers and end users paragraph 16	Material	**Access to energy and supply reliability** -Channels to raise concerns;Human rights policy
ESRS S4-1	Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Material	**Access to energy and supply reliability** -Human rights policy
ESRS S4-4	Human rights issues and incidents paragraph 35	Material	**Access to energy and supply reliability** -Human rights policy
ESRS G1-1	No anti-corruption policy in line with UN Convention paragraph 10b	Not applicable	-
ESRS G1-1	No policy protection for whistleblowers paragraph 10d	Not applicable	-
ESRS G1-4	Fines for violation of anti- corruption and anti-bribery laws paragraph 24a	Material	**Business ethics, integrity and good governance** -Corruption and bribery
ESRS G1-4	Standards of anti- corruption and anti- bribery paragraph 24b	Material	**Business ethics, integrity and good governance** -Corruption and bribery

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Due diligence statement

OECD due diligence process steps	Section in Sustainability Statement
1. Embed responsible business conduct	**About us** - Our value chain and the energy transition **Value creation** - Stakeholders and material topics **General disclosures** - Material impacts, risks and opportunities;Double materiality assessment;Sustainability due diligence;Governance **EU taxonomy** - EU taxonomy alignment **Good employment practices** - Dialogue with employees;Human rights policy **Access to energy and supply reliability** - Dialogue with consumers;Human rights policy **Business ethics, integrity and good governance** - Governance;Corruption and bribery;Protection of whistleblowers;Supplier relationships and payment practices
2. Identify & assess adverse impacts	**General disclosures** - Material impacts, risks and opportunities;Double materiality assessment;Sustainability due diligence **Climate change mitigation** - Material impacts, risks and opportunities **Biodiversity in the value chain** - Material impacts, risks and opportunities **Circular resource inflow** - Material impacts, risks and opportunities **Good employment practices** - Health & Safety;Diversity & Inclusion;Training, Learning and Development **Access to energy and supply reliability** - Investing in infrastructure;Affordability;Cyber, data and information security **Customer experience** - Material impacts, risks and opportunities **Business ethics, integrity and good governance** - Material impacts, risks and opportunities
3. Cease, prevent or mitigate adverse impacts	**Results** - Building more grid capacity;Utilising the grid capacity;Managing grid quality;Services;Employees, leadership and culture;Sustainability;Sustainable gases and alternative heat;Safety **General disclosures** - Sustainability due diligence **Climate change mitigation** - Transition plan;Alternative energy carriers **Biodiversity in the value chain** - Policy;Actions, metrics and targets **Circular resource inflow** - Policy;Actions **Good employment practices** - Health & Safety;Diversity & Inclusion;Training, Learning and Development **Access to energy and supply reliability** - Investing in infrastructure;Affordability;Cyber, data and information security **Customer experience** - Policy;Actions, metrics and targets **Business ethics, integrity and good governance** - Business conduct and corporate culture;Supplier relationships and payment practices
4. Track	**Results -** Building more grid capacity;Utilising the grid capacity;Managing grid quality;Services;Employees, leadership and culture;Sustainability;Sustainable gases and alternative heat;Safety **General disclosures** - Sustainability due diligence **Climate change mitigation** - Transition plan;Alternative energy carriers **Good employment practices** - Health & Safety;Diversity & Inclusion;Training, Learning and Development **Access to energy and supply reliability** - Investing in infrastructure;Affordability;Cyber, data and information security **Customer experience** - Actions, metrics and targets

OECD due diligence process steps	Section in Sustainability Statement
5. Communicate	**Value creation** - Stakeholders and material topics **General disclosures** - Sustainability due diligence **Good employment practices** - Dialogue with employees **Access to energy and supply reliability** - Dialogue with consumers
6. Provide for or cooperate in remediation	**General disclosures** - Sustainability due diligence **Good employment practices** - Channels to raise concerns **Access to energy and supply reliability** - Channels to raise concerns;Recovery measures

Five-year overview

	Unit	2025	2024	2023	2022	2021
Income statement						
Net revenue	€ mln	2,300	2,048	1,752	1,316	1,265
Total operating income	€ mln	2,313	2,088	1,770	1,333	1,279
Total operating expenses	€ mln	1,864	1,782	1,477	1,197	1,099
Operating profit	€ mln	449	306	293	136	180
Profit after income tax	€ mln	278	158	170	81	62
Balance sheet						
Property, plant and equipment	€ mln	9,215	8,294	7,522	6,993	6,570
Balance sheet total	€ mln	10,075	9,074	8,284	7,505	7,117
Equity	€ mln	3,586	3,370	3,221	2,589	2,480
Interest-bearing debt	€ mln	4,356	3,801	3,334	3,396	3,281
Investments in property, plant and equipment and intangible assets	€ mln	1,294	1,096	832	711	687
Cash flows						
Cash flow from operating activities	€ mln	790	611	546	392	488
Cash flow from investing activities	€ mln	-1,274	-1,080	-808	-689	-679
Cash flow from financing activities	€ mln	472	382	397	217	241
Free cash flow	€ mln	-484	-469	-262	-297	-191

	Unit	2025	2024	2023	2022	2021
Credit rating						
Long-term rating (S&P)	rating	A-	A-	A-	A-	A-
Solvency	%	40.6	42.9	45.4	39.7	40.6
FFO/Net Debt	ratio	13.7	11.5	14.0	9.5	10.6
Shares at 31 December						
Number of ordinary shares outstanding (x 1,000)	number	5,685	5,685	5,643	4,971	4,971
Number of preference shares outstanding (x 1,000)	number	416	416	416	416	416

	Unit	2025	2024	2023	2022	2021
Operational key figures						
High-volume electricity connections	number	27,040	26,897	26,531	26,116	25,526
Low-volume electricity connections	number	2,440,058	2,420,027	2,398,137	2,375,331	2,353,166
Quantity of electricity distributed	GWh	25,029	24,862	24,374	20,746	20,529
Length of electricity cables	km	59,751	59,118	58,732	58,250	57,616
Length of electricity cables laid (route length)	km	1,203	1,013	892	715	998
High-volume gas connections	number	8,635	8,787	8,933	9,084	9,248
Low-volume gas connections	number	2,062,048	2,076,663	2,092,646	2,108,500	2,121,210
Quantity of gas distributed	million m^3	3,572	3,626	3,602	3,782	4,961
Length of gas pipelines	km	28,029	28,080	28,121	28,145	28,160
Length of gas pipelines laid	km	259	235	237	231	256
Heating network connections	number	325	323	323	323	323
Medium-voltage outages with interruption	number	449	490	497	507	465
Facilitated supplier switches (x 1,000)	number	713	627	623	395	685

	Unit	2025	2024	2023	2022	2021
Staff						
Total number of employees at year-end	number	7,144	6,573	5,837	5,275	4,973
Employees (internal) at year-end	number	6,188	5,471	4,784	4,324	4,194
Employees (external) at year-end	number	956	1,102	1,053	951	779
Total number of FTEs at year-end	number	6,787	6,232	5,520	4,992	4,730
FTEs (internal) at year-end	number	5,925	5,237	4,583	4,148	4,041
FTEs (external) at year-end	number	862	995	937	844	689
Sickness absence (internal) (%)	ratio	4.8	5.0	5.4	5.8	4.3
Safety						
Lost Time Injury Rate (LTIR)	ratio	0.86	0.10	0.24	0.52	0.53
LTIR at the workplace	ratio	0.38	-	0.12	0.39	0.27
LTIR falls, trips and slips	ratio	0.29	0.10	-	0.13	0.13
LTIR traffic participation	ratio	0.19	-	0.12	-	0.13
Recordable Incident Frequency (RIF)	ratio	0.71	0.44	0.57	0.91	0.74
Total number of accidents (excl. First Aid Case (FAC))	number	54	29	30	43	38
Number of fatal accidents including contractors	number	-	-	-	-	-
Number of fatal accidents Stedin Group	number	-	-	-	-	-
Number of fatal accidents Contractors	number	-	-	-	-	-
Number of lost-time accidents including contractors (lost time > 1 day, LTI)	number	22	4	5	8	10
Number of lost-time accidents Stedin Group (lost time > 1 day, LTI)	number	9	1	2	4	4
Number of lost-time accidents Contractors (lost time > 1 day, LTI)	number	13	3	3	4	6
Number of non-lost-time accidents including contractors	number	32	25	25	35	28
Number of non-lost-time accidents Stedin Group	number	28	20	22	31	24
Number of non-lost-time accidents Contractors	number	4	5	3	4	4

	Unit	2025	2024	2023	2022	2021
Outages and interruptions in electricity supply						
Average duration of interruption MV/LV (CAIDI)	minutes	87	82	89	96	87
Interruption frequency MV/LV (SAIFI)	number	0.27	0.25	0.23	0.23	0.22
Annual outage duration MV/LV (SAIDI)	minutes	23	21	20	22	19
Annual outage duration HV/MV/LV (SAIDI)	minutes	23	22	21	25	20
Outages and interruptions in gas supply						
Average duration of interruption (CAIDI)	minutes	101	88	123	141	88
Interruption frequency (SAIFI)	number	0.01	0.01	0.01	0.01	0.01
Annual outage duration (SAIDI)	seconds	38	31	44	50	29
Waste[1]						
Total volume of waste	kg	44,231,500	13,882,788	13,207,255	11,024,321	11,424,839
Total volume of waste recycled	kg	14,818,084	8,517,337	8,416,474	8,209,666	8,636,798
Total volume of waste not recycled	kg	29,413,416	5,365,451	4,790,781	2,814,655	2,788,041
% waste not recycled	%	66	39	36	26	24
Total asbestos	kg	1,754,735	1,598,760	1,749,220	2,084,395	1,894,085
% of asbestos in non-recycled waste	%	6	30	37	74	68

1 As of 2025, Stedin has taken control of the disposal of waste soil itself, whereas previously this responsibility was handled by its executing contractors.

Property, plant and equipment by activity

The table alongside provides a breakdown of property, plant and equipment, adjusted for deferred revenue, by activities within Stedin, as presented in the movement schedule in 13 Property, plant and equipment and 25 Deferred revenue.

x € 1 million	2025	2024[1]
Carrying amount		
Electricity	6,463	5,713
Gas	2,477	2,329
Smart meters E	156	158
Other	119	94
Property, plant and equipment (gross)	**9,215**	**8,294**
-/- Deferred revenue - non-current	1,245	1,166
-/- Deferred revenue - current	30	27
-/- Total deferred revenue	**1,275**	**1,193**
Electricity	5,398	4,726
Gas	2,282	2,136
Smart meters	146	150
Other	114	89
Tangible fixed assets (net)	**7,940**	**7,101**

1 In September 2025, Stedin Group updated its Green Finance Framework. The comparative figures in this table have been adjusted to align the breakdown of property, plant and equipment by activity with this update.

Safety certificates

Certificates within Stedin Group

Stedin Holding N.V.	**NetVerder BV**	**DNWG Infra BV**
ISO 9001 (Quality)	ISO 9001	ISO 9001
NTA 8120 (Asset Management)	Safety Ladder Step 5	VCA**
ISO 55001 (Asset Management)		Safety Ladder Step 5
VCA** (VGM)		
Safety Ladder Step 5		
ISO 22301 (Business Continuity)		
ISO 27001 (Information Security)		

Connectivity table

The table below explains the ways in which our KPIs relate to our strategy, material topics, impacts, risks and opportunities and the Sustainable Development Goals.

Sustainability Statement KPIs

> ESRS2 77, 80

Sustainability Statement KPIs	Material matter Sustainability Statement	Definition and calculation method	Relationship with impacts, risks and opportunities	SDG
Irrevocable zoning plans	Access to energy and supply reliability	The Irrevocable Zoning Plans KPI shows the increase in the number of zoning plans that are irrevocable for grid expansions with a spatial component. This KPI is calculated as follows: based on the number of projects with a spatial component for which a zoning plan has been irrevocably established in the reporting year.	The impact of having, creating and maintaining grid capacity for (future) Stedin customers through investments in building and/or making better use of infrastructure. The risk of increasing capacity bottlenecks due to insufficiently reinforced grids. As a result, customers may not receive any or sufficient electricity when they need it, economic activities and housing construction may be unable to continue, and this could lead to fines and/or damage to Stedin's image.	
Partnership agreements with municipalities	Access to energy and supply reliability	The percentage of municipalities with which partnership agreements on the distribution grid have been agreed and signed. This concerns the percentage of the total of 76 municipalities where the neighbourhood approach is planned, with which partnership agreements have been made and a cooperation agreement has been signed in the reference year.	The impact of having, creating and maintaining grid capacity for (future) Stedin customers through investments in building and/or making better use of infrastructure.	

Sustainability Statement KPIs	Material matter Sustainability Statement	Definition and calculation method	Relationship with impacts, risks and opportunities	SDG
Investments	Access to energy and supply reliability	Investments represent the amount of euros we invest annually and correspond to investments in property, plant and equipment and intangible assets, as presented in the notes to the Financial Statements.	The impact of having, creating and maintaining grid capacity for (future) Stedin customers through investments in building and/or making better use of infrastructure. The risk of increasing capacity bottlenecks due to insufficiently reinforced grids. As a result, customers may not receive any or sufficient electricity when they want it, economic activities and housing construction may not be able to continue, and this could lead to fines and/or damage to Stedin's reputation. The opportunity that data, technology and innovation offer to prevent grid congestion and facilitate the energy transition.	
Additional capacity	Access to energy and supply reliability	The Additional Capacity KPI concerns the net amount of grid capacity in megavolt-amperes that has been added to the total capacity in the reporting year, is energized and administratively processed in the project administration. This KPI is calculated as follows: based on the sum of additional transport capacity in mega-volt-amperes that has been commissioned.	The impact of having, creating and maintaining grid capacity for (future) Stedin customers through investments in building and/or making better use of infrastructure. The risk of increasing capacity bottlenecks due to insufficiently reinforced grids. As a result, customers may not receive any or sufficient electricity when they want it, economic activities and housing construction may not be able to continue, and this could lead to fines and/or damage to Stedin's reputation. The opportunity that data, technology and innovation offer to prevent grid congestion and facilitate the energy transition.	

Sustainability Statement KPIs	Material matter Sustainability Statement	Definition and calculation method	Relationship with impacts, risks and opportunities	SDG
Digitally metered MV substations	Access to energy and supply reliability	The percentage of medium-voltage (MV) substations equipped with a digital metering device connected to the central system that has transmitted data. This KPI is calculated by dividing the total number of digital measuring devices by the total number of MV substations on the balance sheet date.	The impact of having, creating and maintaining grid capacity for (future) Stedin customers through investments in building and/or making better use of infrastructure. The opportunity that data, technology and innovation offer to prevent grid congestion and facilitate the energy transition.	
Contracted effective flexible capacity	Access to energy and supply reliability	The total transport capacity that has been contracted through bilateral contracts and can be used to mitigate the consequences of congestion, where the contracted capacity is supplied by parties in Stedin's service area. It includes only capacity that helps Stedin reduce peaks and resolve bottlenecks. This KPI is calculated based on the sum of the capacity in MW that has been secured through bilateral contracts for both feed-in and/or offtake. This also includes the capacity of contracts that have been signed, but whose activation will take place in the future, provided that this contributes to reducing peaks in a congestion area.	The impact of having, creating and maintaining grid capacity for (future) Stedin customers through investments in building and/or making better use of infrastructure.	 
SAIDI LV/MV	Access to energy and supply reliability	The System Average Interruption Duration Index (SAIDI) is the average duration in minutes of interruptions per consumer during the year for medium-voltage and low-voltage electricity. This KPI is calculated by multiplying the sum of the duration of outages for low voltage (LV) and medium voltage (MV) by the total number of customers affected by the outages. This total is then divided by the total number of LV and MV connections at Stedin.	The risk that Stedin will increasingly face supply interruptions and will be unable to resolve them in a timely and adequate manner.	 
SAIDI Gas	Access to energy and supply reliability	The System Average Interruption Duration Index (SAIDI) is the average duration in seconds of interruptions per consumer during the year for gas. This KPI is calculated by multiplying the sum of the duration of gas outages by the total number of customers affected by the outages. This total is then divided by the total number of gas connections at Stedin.	The risk that Stedin will increasingly face supply interruptions and will be unable to resolve them in a timely and adequate manner.	 

Sustainability Statement KPIs	Material matter Sustainability Statement	Definition and calculation method	Relationship with impacts, risks and opportunities	SDG
Customer convenience and inconvenience - meters and connections	Customer experience	The customer convenience and inconvenience for meters and connections key figure is a satisfaction score that measures the extent to which customers experience (dis)comfort during the application, scheduling and execution of meter and connection work. This score is based on the Customer Effort Score (CES), which measures the ease and inconvenience of a customer experience. The Customer Convenience KPI is calculated based on the number of customers who gave a score of 'very easy' or 'easy', divided by the total number of responses. The customer inconvenience KPI is calculated based on the number of customers who gave a score of 'very difficult' or 'difficult', divided by the total number of responses.	The risk that (long-term) underperformance in customer relations can lead to dissatisfied customers.	
Customer convenience and inconvenience - meter cabinet faults	Customer experience	The indicator for customer convenience and inconvenience meter cabinet faults is a satisfaction score that measures the extent to which customers experience convenience or inconvenience during the resolution of meter cabinet faults. This score is based on the Customer Effort Score (CES), which measures the ease or difficulty of a customer experience. The customer convenience KPI is calculated based on the number of customers who give a score of 'very easy' or 'easy', divided by the total number of responses. The customer inconvenience KPI is calculated based on the number of customers who give a score of 'very difficult' or 'difficult', divided by the total number of responses.	The risk that sustained underperformance in customer relations could lead to dissatisfied customers.	
Customer convenience and inconvenience - projects	Customer experience	The customer convenience for projects indicator is a satisfaction score that measures the extent to which customers experience convenience or inconvenience when applying for and carrying out business projects. The score is based on the Customer Effort Score (CES), which measures the ease or difficulty of a customer experience. The customer convenience KPI is calculated based on the number of customers who give a score of 'very easy' or 'easy', divided by the total number of responses. The customer inconvenience KPI is calculated based on the number of customers who give a score of 'very difficult' or 'difficult', divided by the total number of responses.	The risk that (long-term) underperformance in customer relations can lead to dissatisfied customers.	

Sustainability Statement KPIs	Material matter Sustainability Statement	Definition and calculation method	Relationship with impacts, risks and opportunities	SDG
Lead time for low-volume connections - 12 weeks	Customer experience	Connections completed within 12 weeks of submission of the application, either on the requested date or with a valid impediment reason, where the request concerns a modification of an existing connection of less than or equal to 3 x 80A and where no excavation work is required. This KPI is calculated by adding together the number of connections completed within the standard period of 12 weeks, the number of connections completed on the delivery date requested by the customer and the number of connections where force majeure applied but the connection was nevertheless successfully completed. This sum is then divided by the total number of connections completed during the same period.	The risk that (long-term) underperformance in customer relations can lead to dissatisfied customers.	
Lead time for low-volume connections - 18 weeks	Customer experience	Connections completed within 18 weeks of submission of the application, either on the requested date or with a valid impediment reason, where the request concerns a new connection of less than or equal to 3 × 80A, or a modification of an existing connection where excavation work is required. This KPI is calculated by adding together the number of connections completed within the standard period of 18 weeks, the number of connections completed on the delivery date requested by the customer and the number of connections where force majeure applied but the connection was nevertheless successfully completed. This sum is then divided by the total number of connections completed during the same period.	The risk that (long-term) underperformance in customer relations can lead to dissatisfied customers.	
High-volume connections within the statutory period	Customer experience	Connections completed within the statutory period of 26 weeks (standard projects), 52 weeks (complex projects), or a different formally recorded period (customised projects), following the customer's acceptance of the quotation, where the request concerns a new connection greater than 3 × 80A and less than 10 MVA. The statutory period is supplemented by the dynamic regional waiting time, which varies by region and changes each quarter. The complexity of a connection is determined by means of a quick scan at the start of the project, based on which the applicable standard period is determined. This KPI is calculated by adding together the number of connections completed within the standard period plus the applicable regional waiting time, or within the different formally recorded period, and the number of connections where force majeure applied but the connection was nevertheless successfully completed. This sum is then divided by the total number of connections completed during the same period.	The risk that sustained underperformance in customer relations could lead to dissatisfied customers.	

Sustainability Statement KPIs	Material matter Sustainability Statement	Definition and calculation method	Relationship with impacts, risks and opportunities	SDG
CO_2 emissions and CO_2-eq. reduction	Climate change mitigation	The related KPIs concern the reduction percentage of CO_2 emissions in scope 1, 2 and 3 (Procurement and Customer gas consumption) compared with 2021. - Scope 1 & 2 consist of direct greenhouse gas emissions from owned or leased equipment that are the direct result of our core activities, and indirect greenhouse gas emissions from the generation of electricity, steam, heat and cooling used by Stedin but produced by third parties. - Scope 3 Procurement consists of indirect greenhouse gas emissions resulting from the business activities of companies in our (supplier) chain. - Scope 3 Customer gas consumption consists of indirect greenhouse gas emissions resulting from the gas consumption of Stedin customers. CO_2 emissions are calculated by multiplying the values associated with each scope by their respective CO_2 emission factors. Wherever possible, actual values are used, such as litres of fuel, gas consumption, electricity consumption, business and commuting kilometres and kilograms of SF_6 injected. These are supplemented with estimates, including for electricity and gas grid losses and procurement. The estimate of electricity grid losses is based on the average of the actual grid losses over the period 2021 to 2023. The estimate of gas grid losses is based on the average of the actual grid losses over the period 2020 to 2022, in accordance with the calculation methodology prescribed by the Netherlands Authority for Consumers and Markets (ACM). Procurement concerns the estimate of purchased materials and services based on payments to related suppliers in euros.	The negative impact of CO_2-eq. emissions across Stedin's entire value chain (scope 1, 2 and 3).	
HEQ - Heat household equivalents	Climate change mitigation	This concerns the total number of household equivalents connected to the heat network in operation. Connections for a single dwelling are counted one-to-one as household equivalents. For other buildings, including residential complexes, heat consumption is converted into household equivalents by dividing the annual or expected consumption by 27 GJ.	The opportunity to apply alternative energy carriers in order to accelerate the energy transition and improve performance.	
Employee satisfaction - eNPS	Good employment practices	The Employee Net Promoter Score (eNPS) is a ratio that indicates the extent to which employees would recommend Stedin as an employer, minus the percentage of employees who would not. The eNPS is measured on a scale of 1–10, in which respondents are divided into three groups: Promoters (score 9–10), Passives (score 7–8) and Detractors (score 1–6). The result is a score within a range of -100 to +100. For example: if 34% respond positively, 55% neutrally and 11% negatively, this results in a score of 23.		

Sustainability Statement KPIs	Material matter Sustainability Statement	Definition and calculation method	Relationship with impacts, risks and opportunities	SDG
Employability	Good employment practices	The percentage of the available working days on which an employee was on average available for work. This is expressed as 100% minus the average sickness absence rate.	The positive impact of attractive and appropriate (secondary) employment conditions aimed at sustainable employability, vitality and health on the well-being and engagement of employees.	
Support for learning and development	Good employment practices	This is a score on a question in the Employee Engagement Survey, which reflects the support from the organisation that employees experience for their development. The question can be answered using five options on a scale ranging from 1 'strongly disagree' to 5 'strongly agree'. The score is determined based on the average of the responses.	The impact of a strong learning and development climate on employee engagement, well-being, motivation, retention and employability, with the aim of sustainably strengthening the adaptability of employees and the organisation. The risk of having insufficient people with the right (technical) competencies due to shortages in the (technical) labour market, which may result in problems with the quality, efficiency and/or continuity of service provision.	
Inclusive working environment	Good employment practices	This is a score on a question in the Employee Engagement Survey that reflects the psychological safety experienced by employees. Psychological safety refers to whether employees feel safe and supported by their team and manager to be open and honest at work without fear of negative consequences. The question can be answered using five options on a scale ranging from 1 'strongly disagree' to 5 'strongly agree'. The score is determined based on the average of the responses.	The positive impact that a diverse, inclusive and socially safe working environment with equal treatment and opportunities has on the well-being, engagement and labour market participation of different groups.	

Sustainability Statement KPIs	Material matter Sustainability Statement	Definition and calculation method	Relationship with impacts, risks and opportunities	SDG
positions	Good employment practices	The percentage of filled participation jobs represents the percentage of employees, expressed as a percentage of FTE (based on 25.5 hours), who belong to the target group covered by the job agreement under the Participation Act. The Participation Act was introduced in 2015 to enable more people facing barriers in the labour market to find employment with regular employers. The target group under the job agreement within the Participation Act includes, among others, people receiving Wajong benefits (a Dutch disability benefit for young people), people with a WSW indication (eligibility for sheltered employment under Dutch law), graduates from special secondary education (VSO) and practical education, and other individuals who, thanks to the job agreement, are able to earn the statutory minimum wage. The percentage is calculated by dividing the total number of posistions filled by the participation act by the number of internal FTE at year-end and multiplying the result by 100%.	The positive impact that a diverse, inclusive and socially safe working environment with equal treatment and opportunities has on the well-being, engagement and labour market participation of different groups.	
LTIR	Good employment practicers	The LTIR (Lost Time Injury Rate) KPI represents the number of fatal occupational accidents and accidents resulting in lost time per 1,000,000 hours worked over the past 12 months. LTIR is calculated by dividing the total number of fatal accidents and lost-time accidents involving internal and external staff by the product of the average number of internal and external FTE and the standard productive hours per FTE per year (1,600). Lost time occurs when an employee must completely cease work on the calendar day following the accident.	The positive or negative impact of a (un)safe working environment with a lower or higher likelihood of occupational accidents or the occurrence of health complaints, affecting the (emotional) well-being of the employees and contractors involved and leading to (long-term) absence.	
RIF	Good employment practices	The RIF (Recordable Incident Frequency) KPI represents the number of fatal accidents and occupational accidents resulting in lost time, restricted work or medical treatment per 200,000 hours worked over the past 12 months. RIF is calculated by dividing the total number of fatal accidents and occupational accidents resulting in lost time, restricted work or medical treatment involving internal and external staff by the product of the average number of internal and external FTE and the standard productive hours per FTE per year (1,600).	The positive or negative impact of a (un)safe working environment with a lower or higher likelihood of occupational accidents or the occurrence of health complaints, affecting the (emotional) well-being of the employees and contractors involved and leading to (long-term) absence.	

Other KPIs

Other KPIs	Definition and calculation method	Relationship with impacts, risks and opportunities	SDG
Credit rating	An assessment of a company's creditworthiness based on the S&P methodology, expressed in the form of a rating grade.	-	
FFO/Net Debt	This ratio is calculated in accordance with the Standard & Poor's (S&P) methodology: the derived operating cash flow (Funds From Operations, hereafter: FFO) divided by the net debt position (hereafter: Net Debt). FFO consists of EBITDA, adjusted for, among other things, costs related to the perpetual subordinated bond (50%), amortisation of deferred income, actuarial results related to personnel provisions, capitalised development costs, interest paid and taxes paid. Net Debt is the sum of interest-bearing debt (including lease liabilities, the perpetual subordinated bond (50%), service-related provisions and long-term decommissioning provisions), less freely available cash and cash equivalents.	-	
Solvency	The ratio of adjusted equity to the adjusted balance sheet total. Solvency is calculated by dividing equity, including the result for the period minus the expected dividend distribution for the current financial year, by the balance sheet total, adjusted for the expected dividend distribution, deferred customer contributions and freely available cash and cash equivalents.	-	

Glossary

This overview provides an explanation of the terms and abbreviations used in this Annual Report.

Installed cables
The number of (route) kilometres of cables laid in the electricity distribution grid in the reporting year. This concerns new construction and replacement for low voltage (LV), medium voltage (MV) and high voltage (HV).

ACM
The Netherlands Authority for Consumers and Markets (ACM) is an independent public regulator responsible for, among other things, monitoring compliance with the Gas Act and the Electricity Act 1998.

Additional Medium Voltage Rooms
The number of medium-voltage rooms (MV rooms) completed in the reporting year. In medium-voltage rooms, medium voltage is transformed to low voltage so it can be used in homes, for example. A synonym for medium-voltage rooms and MV rooms is transformer houses.

Additional transport stations
The number of new or expanded stations above 25 kV (high voltage) that feed an intermediate-voltage or medium-voltage grid where transformation takes place, or feed a medium-voltage transmission grid or medium-voltage distribution grid without transformation. This also includes mobile (transformer) stations, also referred to as project containers, that we use for several years.

Allocation
Energy quantities are allocated to market parties per quarter-hour for electricity and per hour for natural gas. This allows the balance to be maintained and the imbalance to be offset. This is done based on measurements of quarter-hour or hourly values (if recorded), or on standard consumption and grid user profiles (if energy quantities are not recorded per quarter-hour or hour).

CAIDI
Customer Average Interruption Duration Index, also known as the average interruption duration: the average duration of an unforeseen outage in the electricity supply per affected connected party.

CAPEX and OPEX
Capex are the Capital Expenditures, the costs related to the development and delivery of our products and services. Opex are the Operating Expenditures, the operational costs for the business operations.

CO_2 equivalents
To add up the influence of the different greenhouse gases, emission figures are converted to CO_2 equivalents. The conversion is based on the Global Warming Potential (GWP) – that is, the extent to which a gas contributes to the greenhouse effect. One CO_2 equivalent represents the effect of emitting 1 kilogram of CO_2.

Congestion
Congestion occurs when (part of) the grid has insufficient capacity to transport all generated and/or consumed electricity. Congestion management uses pricing mechanisms and market forces to manage energy supply and demand. In this context, we refer to flexibility.

Congestion mitigators
Congestion mitigators create more space on the electricity grid for other customers or enable autonomous growth. Examples include customers with batteries or CHP installations. It is one of the three categories of societal prioritisation.

Corporate governance
Corporate governance is about good governance. It regulates the relationships between the directors, supervisors and shareholders. The principles of corporate governance are good

entrepreneurship (integrity and transparency of management) and proper supervision thereof (including accountability for this).

CGC
The Dutch Corporate Governance Code is a code of conduct for listed companies aimed at improving transparency in Financial Statements, better accountability to the Supervisory Board and strengthening shareholder control and protection.

Smart meter data provision %
The "first time right" provision of smart meter data for energy services and market processes, expressed as a percentage in which only the timely available measurement data from the last day is counted.

DEFRA (Department for Environment, Food and Rural Affairs)
The UK Department for Environment, Food and Rural Affairs publishes emission factors for various activities based on UK consumption. This is comparable to Dutch consumption and is used to calculate CO_2 emissions in scope 3 procurement.

EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation)
Operating profit plus depreciation and impairment of fixed assets.

Energy transition
The transition from energy generation from fossil fuels to sustainable energy generation (for example, from sun, wind or water).

ESRS (European Sustainability Reporting Standards)
Set of reporting rules issued by EFRAG. Stedin Group has conformed to this reporting method, which was developed to standardise sustainability reporting within the EU.

ESG
ESG stands for environmental, social and governance.

Flexibility
If a network has insufficient capacity to transport all the electricity generated and consumed, we implement congestion management. This uses price mechanisms and market forces to manage energy demand and supply.

FFO/Net Debt
This ratio is calculated according to the Standard & Poor's (S&P) methodology: the derived operating cash flow (Funds From Operations, hereinafter: FFO) divided by the net debt position (hereinafter: Net Debt). FFO consists of EBITDA, adjusted for, among other things, costs related to the subordinated perpetual bond loan (50%), amortisation of deferred income, actuarial results related to employee benefits, capitalised development costs, interest paid and taxes paid. Net Debt is the sum of interest-bearing debt (including lease obligations, subordinated perpetual bond (50%), service time provisions and long-term decommissioning provisions) minus freely available cash and cash equivalents.

Code of Conduct for Smart Grid Management
In 2022, the Smart Grid Management Code of Conduct was approved by the Dutch Data Protection Authority. This makes it possible to use certain smart meter data for grid management under strict conditions. This mainly concerns checking the voltage quality.

Regulated market
The activities of the grid operator, which arise from the tasks reserved exclusively for the grid operator and for which maximum tariffs are set by the ACM. This includes, among other things:
- the installation, maintenance, renewal and management of connections to the electricity grid with a connection value of up to 10 MVA;
- the construction, maintenance, renewal and management of electricity grids and gas networks;
- the transportation of gas and electricity;
- the low-volume metering service;
- ensuring the safety and reliability of grids and networks in an effective manner;
- promoting safety in the use of appliances and installations that consume electricity and gas;
- facilitating the free market to enable, among other things, a customer to switch to another energy supplier.

IFRS (International Financial Reporting Standards)
A set of reporting rules issued by the IASB. Stedin Group has conformed to this reporting method, which was developed to standardise financial reporting internationally.

Credit rating
A company's credit rating score, or 'rating' for short, is a judgment of a company's creditworthiness expressed as a grade. A rating is assigned by a specialised company (credit rating agency).

kV
Kilovolt (kV) is a unit of voltage equal to 1,000 volts.

Low-voltage network (LV)
Grid intended for the transport of electricity at a voltage level less than or equal to 1 kV in the case of an alternating voltage network and less than or equal to 1.5 kV in the case of a direct voltage network and which is operated as such.

Medium-voltage grid (MV)
Grid intended for the transport of electricity at a voltage level greater than 1 kV but less than or equal to 35 kV and operated as such.

MVA and MW
MVA is the abbreviation for megavolt-ampere. This is the apparent power, the total load that the grid has to carry. MW is the abbreviation for megawatt. This is the real power, the energy that can actually be used.

grid capacity and transport capacity
Both terms are synonymous and refer to available capacity on the grid.

Network component
A grid component is a physical part of the energy grid. In our company, the grid components are divided into primary, secondary and tertiary grid components.
Primary grid components contribute directly to the transport of energy, both gas and electricity. Examples include cables, transformers and switchgear.
Secondary grid components or systems concern components or systems that provide security, control and/or monitoring of primary installations. These include operating systems and smart meters.
Tertiary grid components are the housing of medium-voltage and high-voltage rooms, for example, a transformer house.

Net investments
Gross investments minus contributions received from third parties.

Grid and network losses
Grid and network losses occur during the transport of electricity and gas. The greater the distance, the greater the loss. Grid losses can also be caused by fraud and administrative losses (in the allocation and reconciliation processes).

PIE
A PIE is a Public Interest Entity. These are organisations that, due to their size or function in society, affect the interests of larger groups.

Works Council
A Works Council (WC) comprises members of the works councils of Stedin Group's various business units.

Board of Management (BoM)
BoM stands for Board of Management. The Board of Management is the highest governing body of an organisation and is responsible for the company's strategic direction.

Supervisory Board (SB)
SB stands for Supervisory Board. In the Netherlands, the Supervisory Board is the supervisory body of public limited companies and private limited liability companies.

Remuneration reporting
The remuneration report details the remuneration of the Board of Management and the Supervisory Board. The Stedin Group remuneration policy is drawn up by the Selection, Appointment and Remuneration Committee of the Supervisory Board.

R-ladder
The R-ladder indicates the degree of circularity. The R-ladder has six rungs (R1 to R6) that represent different strategies of circularity. Strategies higher up the ladder save more resources. The higher a strategy is on the R-ladder, the more circular it is. R1 is the highest rung.

SAIFI
System Average Interruption Frequency Index. Also known as the interruption frequency: the average number of unforeseen outages experienced by connections on an annual basis.

SDG (Sustainable Development Goals)
Goals for sustainable development of the world up to 2030, published by the United Nations.

Smart meter
The smart meter allows the grid or network operator to remotely collect both electricity and gas meter readings, as well as the meter's status information. In addition, the smart meter can execute commands sent remotely, such as connecting or disconnecting the customer. Communication with the meter takes place via the cable network (Power Line Communication), via GPRS, via the CDMA network or via the LTE-M network.

Solvency
Equity includes the result for the period minus the expected dividend distribution for the current financial year divided by the balance sheet total, adjusted for expected dividend distribution, deferred customer contributions and freely available cash.

Voltage quality
The voltage at a connection to the electricity grid must meet certain quality standards. Good voltage quality is important to ensure, for example, that equipment continues to function properly.

Stakeholders
Stakeholders are individuals and groups who have an interest in Stedin Group, such as employees, shareholders, customers, financiers, suppliers and government.

Contingency reserve
This is the reserve margin of the electricity grid. It provides sufficient capacity to shorten outage duration due to a fault and to carry out maintenance without the need for an interruption.

Tier-N
Suppliers beyond tier-1 (contracted) suppliers that form part of the network of companies providing goods or services to the tier-1 supplier, enabling the supplier to deliver its own goods or services to the final buyer.

VCA**
The Safety, Health and Environment (SHE) Checklist for Contractors (VCA) focuses on the direct management of SHE during the execution of work on the work floor, as well as on the SHE structure (including SHE policy, SHE organisation and improvement management). The ** indicates that this applies to larger organisations that operate as main contractors and/or use subcontractors and/or carry out complex, high-risk work.

VIAG
The Natural Gas Safety Instruction for Energy Companies, together with the appendices and safety work instructions, provides uniform regulations for safe operation in the gas supply systems of network operators.

Free cash flow
Cash flow from operating activities minus cash flow from investing activities.

Disclaimer

This report may contain forward-looking statements and projections. These can be identified by words such as ‘anticipate’, ‘intend’, ‘estimate’, ‘assume’, ‘expect’ or the negative equivalents of these terms and similar terms. These forward-looking statements and projections are based on current expectations and assumptions concerning expected developments and other factors that can affect Stedin Group.

These statements are not historical facts or guarantees of future results. Actual results and events may differ from current expectations due to factors such as economic trends, technological developments, changes in laws and regulations, the behaviour of suppliers and customers, currency risks, tax developments, financial risks or political, economic and social conditions.

Further details regarding potential risks and uncertainties that may affect Stedin Group are included in the documents filed by Stedin Group with Euronext Amsterdam.

Except as required under applicable laws and regulations, Stedin Group disclaims any obligation or liability to revise or update any forward-looking statements or forecasts in this document in light of new information, future events or otherwise, or to publicly disclose such revisions or updates.

Certain parts of the Annual Report 2025 have been audited or reviewed by our independent auditor, or assurance has been provided. The section entitled ‘Independent auditor’s report’ describes which parts have been audited, and how, by the independent auditor.

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