



Energy for  
generations

# LEADING THE WAY TO A BRIGHTER FUTURE



ESB is a leading Irish vertically integrated utility operating across the electricity market, from generation through transmission and distribution, to supply of customers, with an expanding presence in Great Britain’s generation and supply markets. In addition, we extract further value at certain points along this chain by supplying gas and using our networks to carry fibre for telecommunications.

## Strategy Innovation and Transformation

Strategy, Innovation and Transformation’s purpose is to set and manage the strategic direction of ESB, to influence energy policy and regulation and drive business transformation across ESB group to lead the transition to a low carbon future.

We will continue to work collaboratively across ESB to develop and implement our Strategy, drive cross-company transformation projects and incubate new cross value chain innovations from concept to business case before releasing to the business to scale

### Generation Trading



“ESB develops, operates and trades the output of ESB’s electricity generation assets. The portfolio consists of 5,564 MW of thermal and renewable generation assets across ROI, NI and GB, with a further 158 MW under construction

### Networks



ESB builds, manages and maintains the transmission and distribution network in ROI and NI. Over 229,000 KM of Network.

### Customer Solutions



Supplying electricity, gas and energy services to customers in ROI, NI and GB.

### Engineering and Major Projects



To deliver the major projects and engineering required for ESB to lead the transition to reliable, affordable, low-carbon energy both at home and internationally”

### Enterprise Services

Enterprise Services is responsible for providing business critical processes and services to the rest of ESB Group through its two delivery arms, Business Operations and IT Delivery; and responsible for leading the digital transformation of ESB Group, and ensuring excellent IT system availability including management of cyber security risks.

## Our Purpose

Is to 'Create a **Brighter Future** for the customers and communities we serve, by leading the transition to reliable, affordable, low-carbon energy.'

## Our Objectives



PUT CUSTOMERS' CURRENT AND FUTURE NEEDS AT THE CENTRE OF ALL OUR ACTIVITIES



PRODUCE, CONNECT AND DELIVER CLEAN, SECURE AND AFFORDABLE ENERGY



DEVELOP ENERGY SERVICES TO MEET EVOLVING MARKET NEEDS



GROW THE BUSINESS WHILE MAINTAINING ESB'S FINANCIAL STRENGTH



DELIVER A HIGH-PERFORMANCE CULTURE THAT SUPPORTS INNOVATION AND COLLABORATION

Through our diverse businesses across the Republic of Ireland, Northern Ireland and Great Britain we aim to meet customer energy needs by bringing the best of our capabilities together to deliver innovative and value driven solutions for a low-carbon world

## Business environment factors that significantly impact on the ESB Strategy



### Climate and Energy Policy

The Republic of Ireland (ROI) and the UK have set targets for the proportion of electricity to be produced from renewable sources of 40% and 30%, respectively by 2020, progressive decarbonisation of its energy system, targeting 80% reduction by 2050

### Advances in Technology

Technological advances will enable a greater level of electricity production, storage and control, either directly by customers, or by service providers controlling and managing energy demand on their behalf.

### Changing Customer Preferences

Customer's ongoing expectations regarding secure, affordable and increasingly low-carbon energy.

### Emergence of New Business Models

ESB sees advances in technology, energy and regulatory policy combined with changing customer preferences giving rise to a range of new business models.

### Brexit

Notwithstanding the uncertainty related to Brexit the UK energy sector continues to provide a pipeline of growth opportunities in proximate markets

# Innovation Priorities

## Generation Trading



New Low Carbon Assets  
Asset Optimisation  
Autonomous Trading  
Data Analytics  
System Services

## Networks



Electrification of Heat & Transport  
Flexibility on our Networks  
Operational Excellence  
Connecting Renewables  
Asset Optimisation  
Network Resilience

## Customer Solutions



Home Care  
Mobility  
Connected/Smart Homes  
Distributed Solar  
Energy Efficiency

## Engineering and Major Projects



Battery Storage  
Flexible Power Generation  
Biomass  
Preventive and Predictive Analytics

Blockchain

Machine Learning Artificial Intelligence

Hydrogen

IoT

Advanced Analytics

Cyber Security