





Full of energy – for everyone

Our mission

TenneT is an important facilitator in the liberalised energy market. With its high quality transmission grid and customised approach, TenneT offers and develops a comprehensive range of transmission and system services, while also supplying services in support of free-market operation and a sustainable energy supply system.

Our vision

TenneT wishes to develop further in the Dutch and Northwestern European market in order to strengthen its position in that market. This ambition fits into the 'Strengthen and Build' strategy that TenneT has adopted against the backdrop of international market conditions. As a Transmission System Operator (TSO), TenneT wants to play an active role in strengthening the European electricity market, based on an international vision in which we show initiative and take specific steps together with other TSOs, regulating bodies and government authorities. Integrating the electricity markets of the various countries is the best way to create a strong European market characterised by transparency, sufficient liquidity and good pricing. The goal is a single market area in Northwestern Europe in which TSOs will solve congestions and market parties will not face restrictions. This market area will have a common system for balancing supply and demand, thus creating the uniformity that market parties need in order to cover their risks.

Our ambition

TenneT makes every effort to ensure optimum quality across the board, supplying its customers as efficiently and professionally as possible with services and products. Where relevant and possible, we also develop and market new products and services. It is our ambition to realise an integrated, strong and independent national transmission grid, to develop this grid further and to safeguard its quality. After all, the transmission grid is the backbone of the Dutch electricity supply system. To enhance the security of supply, it is important for all transmission grids to be managed uniformly and to be organised and controlled centrally, and for decisions to be taken at a national level. In accordance with the Independent Grid Administration Act, TenneT will be in charge of managing all high voltage grids with a voltage level of 110 kV and higher as of 1 January 2008. TenneT hopes eventually to secure ownership of these grids.

Our core values

TenneT operates in accordance with two core values: quality and integrity. These values express our shared identity as an organisation and guide all our decisions and activities. At TenneT, quality means that we strive to meet high process and performance standards in all that we do. The key is to focus continually on controlling and improving our activities and safeguarding their quality. To ensure our integrity, we operate in a reliable, impartial and transparent manner, both internally and in relation to third parties.

General information

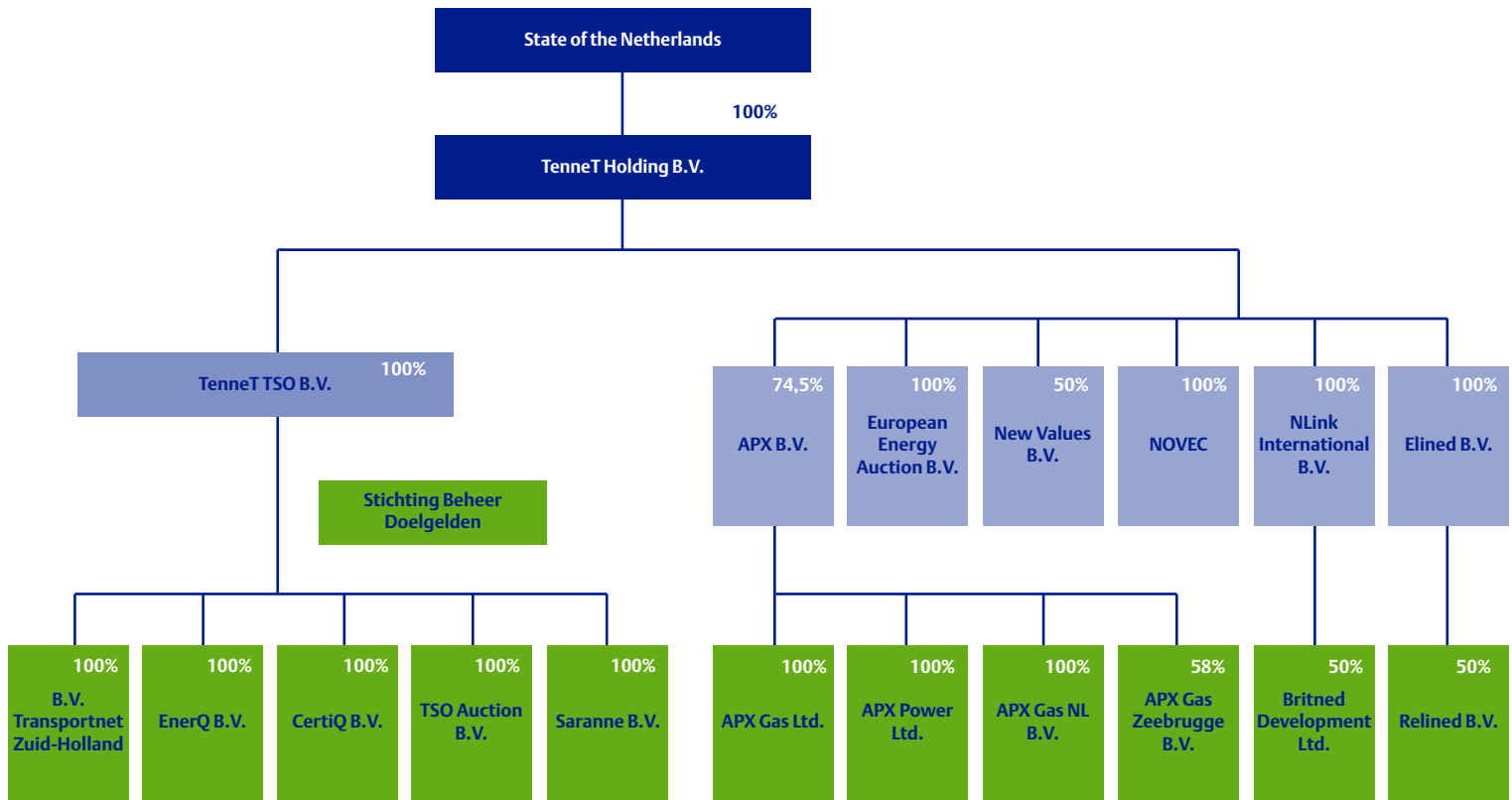
Tasks of TenneT TSO

With its 531 employees, TenneT plays a central role for Dutch society in the electricity market. We are responsible for a number of important tasks aimed at achieving efficient market operation and transparency.

- TenneT ensures that electricity transmissions take place as intended.
- TenneT manages the 380 kV and 220 kV transmission grids in the Netherlands and the 150 kV grid in the province of Zuid Holland.
- In accordance with the Independent Grid Administration Act, TenneT will be in charge of managing all high voltage grids with a voltage level of 110 kV and higher as of 1 January 2008.
- TenneT monitors the continuity of the electricity supply in the Netherlands in order to safeguard the security of supply.
- TenneT makes the transmission grid available for electricity transmissions, in an impartial manner, and maintains the balance between demand and supply in the Netherlands.
- TenneT promotes the environmental quality of the electricity supply.
- TenneT seeks to ensure optimum service provision in support of a properly functioning electricity market, both in the Netherlands and in other European countries, in an innovative manner and by deploying new services and products where appropriate.
- TenneT maintains joint ventures with foreign TSOs and industry organisations in the Netherlands in order to perform its duties properly and carry out transmissions via cross-border interconnections.
- TenneT efficiently manages its operations in order to realise sufficient returns to guarantee the long-term continuity of the business and to ensure that its shareholder remains interested in TenneT.
- TenneT devotes a great deal of attention to creating a motivating and inspirational work environment for its staff.

TenneT organisation

(as at April 2007)



Activities

TenneT Holding B.V. currently manages the following businesses (at April 2007):

Regulated activities

TenneT TSO B.V. carries out regulated activities. These are statutory tasks related to managing the national transmission grid and maintaining the required balance between supply and demand in the Dutch electricity grid. TenneT has delegated several regulated activities of an operational nature to subsidiaries like TSO Auction B.V., which organises the auctioning of import and export capacity on the five cross border connections. TenneT's subsidiary EnerQ B.V. administers the subsidy schemes under the Electricity Production (Environmental Quality) Act on behalf of the government. CertiQ B.V. issues and registers guarantees of origin for sustainably generated electricity. It is important that a neutral, independent party should perform activities of this kind for the market.

TenneT TSO B.V.

This company manages the 220 kV and 380 kV transmission grids in the Netherlands and the 150 kV grid in the province of Zuid Holland. TenneT TSO B.V. further maintains the supply and demand balance in the Dutch electricity grid.

B.V. Transportnet Zuid Holland (trading as TenneT Zuid Holland)

Owns the 150 kV grid and part of the 380 kV grid in the province of Zuid-Holland.

TSO Auction B.V.

This company auctions the available capacity on the five cross border connections in the high voltage grid (two to Belgium and three to Germany). German TSOs E.ON Netz and RWE Transportnetz Strom and Belgian TSO Elia participate in the auction house's activities.

CertiQ B.V.

Issues certificates for sustainably generated electricity. The object of these guarantees of origin is to confirm sustainable generation and to obtain grants under the government scheme operated by EnerQ. The guarantees are registered, issued and traded electronically.

EnerQ B.V.

This company carries out the grants scheme set up by the government under the Electricity Production (Environmental Quality) Act.

Saranne B.V.

Saranne B.V. is the legal owner of the national high voltage grid, while TenneT TSO B.V. is the economic owner.

Foundation for the Management of Allocated Funds from the National High Voltage Grid

This foundation (in Dutch: Stichting Beheer Doelgeden Landelijk Hoogspanningsnet) was established as a trust office to manage the allocated funds received by TenneT TSO B.V. in its capacity as administrator of the national high voltage grid through performance of its statutory duties. These allocated funds include auction receipts, proceeds of imbalance settlements, and proceeds from imports by producers with commitments that arose before 2000. TenneT TSO B.V. is not allowed to use the allocated funds to finance its own operations because they are earmarked for specifically designated purposes.

Unregulated activities

Besides the regulated activities TenneT Holding B.V. also undertakes several tasks with the aim of supporting the energy market and ensuring that it operates smoothly. It is precisely the company's independent position that makes it prudent for TenneT to perform these activities. In doing so TenneT applies unambiguous criteria when deciding whether or not to carry out new activities. They must in any event contribute to enhancing the transparency and efficiency of the Dutch energy market, or to the environmental quality of energy. The activities must support our statutory tasks and not put them at risk. They may not impair the quality or independence of TenneT TSO B.V.

APX B.V.

APX Group, with its head office in Amsterdam, is a group of international electricity and gas exchanges for short term trading in Belgium, the Netherlands, Luxembourg and the United Kingdom. N.V. Nederlandse Gasunie owns 25.5% of the shares; the other 74.5% are held by TenneT Holding B.V. The core activity in the Netherlands concerns the spot market for electricity. It is possible to trade anonymously on this market by means of an auction system that runs on an electronic trading platform. Trading is in spot contracts for next day delivery. The exchange clears the contracts and publishes information including a daily price index.

- **APX Holdings UK Ltd.**

- **APX Power Ltd. (APX Power UK)**

APX Power UK was established as the first independent electricity exchange in the United Kingdom and facilitates anonymous continuous trading in spot and forward contracts.

- **APX Gas Ltd. (APX Gas UK)**

APX Gas UK (formerly EnMO) facilitates two thirds of all 24 hour and spot trading of gas in the United Kingdom.

- **APX Gas NL B.V.**

In cooperation with Gas Transport Services, APX Gas NL facilitates 24 hour and spot trading on the Title Transfer Facility (TTF), a virtual platform in the Netherlands.

- **APX Gas Zeebrugge B.V.**

APX Gas Zeebrugge (58%) provides a physical platform at the Belgian port of Zeebrugge, in cooperation with Huberator S.A., a subsidiary of the Belgian gas transport company Fluxys. It acts as a central counterparty to allow parties to trade anonymously.

NLink International B.V.

NLink was established to develop and build international submarine cables, including a submarine cable to the United Kingdom.

- **BritNed Development Ltd.**

BritNed Development is a 50/50 joint venture of NLink International B.V. and National Grid International Ltd., with its registered office in London. It was set up to develop, build and operate an interconnector between the Netherlands and the United Kingdom.

Elined B.V.

This company rents out sites for telecommunications masts.

- **Relined B.V.**

This 50/50 joint venture of Elined B.V. and ProRail B.V. operates the fibre optic infrastructure of the high voltage grid and the railway network.

NOVEC

Nederlandse Opstelpunten voor Ethercommunicatie in the Netherlands (NOVEC) B.V.

NOVEC is the Dutch acronym for Antenna Sites for Ether Communication in the Netherlands. NOVEC rents out and manages high antenna sites for distributing radio and television signals via the air and makes mast space available to market players. The company manages 35 masts throughout the Netherlands.

European Energy Auction B.V. (trading as EnergieKeuze)

EnergieKeuze (Energy Choice) is an on line auction house that facilitates the trade in long term contracts for the business market in the Netherlands and Belgium.

New Values B.V.

New Values is a 50/50 joint venture of TenneT Holding B.V. and Rabobank Netherlands. New Values is an electronic market that facilitates trading in carbon dioxide emission allowances by means of a full trade electronic trading platform.

TenneT also holds the following minority interests:

Endex European Energy Derivatives Exchange N.V.

Endex was established to develop an exchange for bilateral long term transactions in the electricity market. TenneT Holding B.V. holds a 9.89% interest in Endex.

Belpex S.A.

TenneT Holding B.V. holds a 10% interest in the Belgian electricity exchange Belpex S.A.

HGRT

TenneT TSO B.V. holds a 24.5% interest in holding company HGRT (Holding de Gestionnaires de Réseaux de Transport), through which TenneT TSO B.V. indirectly participates in Powernext.

- **Powernext SA**

Indirectly, TenneT TSO B.V. holds a 4.165% interest in this French electricity exchange.

Organisation

Supervisory Board



Sitting left to right: A.W. Veenman, J.F.T. Vugts
Standing left to right: J.F. van Duyn, R.E. Selman, and C. Griffioen.

Shareholder

State of the Netherlands

Supervisory Board

	born	year of appointment	reappointment	not beyond
R.E. Selman (Chairman)	(1937)	1998	-	2010
C. Griffioen (Deputy Chairman)	(1941)	2000	2008	2012
J.F. van Duyn	(1942)	2001	2009	2013
J.F.T. Vugts	(1942)	2001	2009	2013
A.W. Veenman	(1947)	2005	2009	2017

Board of Management and Management



Left to right: B.G.M. Voorhorst MBA, I. Rutgers, J.M. Kroon MBA,
A.A. Hartman, C.C. Krijger, C.J.M. Meeuwis.

Board of Management

J.M. Kroon MBA Chief Executive Officer
B.G.M. Voorhorst MBA Operational Director

Management team

A.A. Hartman Corporate Affairs Manager
C.C. Krijger Personnel and Organisation Manager
C.J.M. Meeuwis Market and Regulation Manager
I. Rutgers-van Lingen Finance Manager

H. Drent Personnel and Organisation Manager until 1 March 2007

New business unit managers

As of 13 November 2006

R.J.A. Wolters Manager of Transmission Operations business unit

As of 1 April 2007

S.J.M. Bruijns Manager of System Operations business unit

Executive management of wholly owned subsidiaries

APX B.V.	B. den Ouden	Chief Executive Officer
TSO Auction B.V.	C.J.M. Meeuwis	Managing Director
EnerQ B.V.	J. Vorrink	Manager
CertiQ B.V.	G.C. van Dijk	Manager
NLink International B.V.	A.A. Hartman	Managing Director
Elined B.V.	J.W. Tom	Managing Director
NOVEC	J.W. Tom	Managing Director
European Energy Auction B.V.	A. Posthumus (as of 1 april 2007)	Managing Director

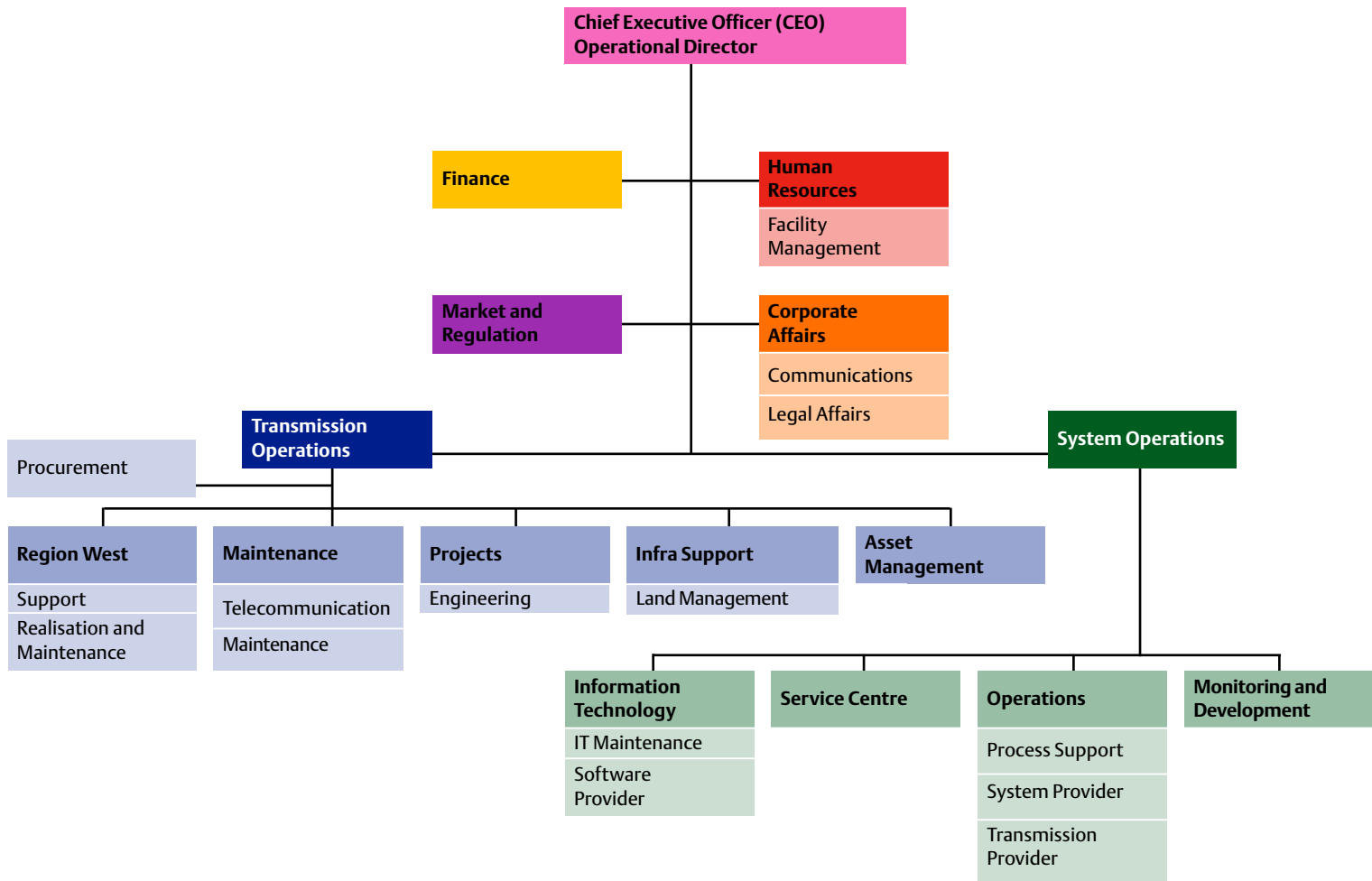
New business unit managers



R.J.A. Wolters

S.J.M. Bruijns

Organisational structure



Profiles of members of the Board of Management and the Supervisory Board

President and Chief Executive Officer

J.M. Kroon MBA

Mel Kroon (1957) was appointed TenneT's President and Chief Executive Officer on January 1, 2002, having previously served (from 1997 to 2002) as Managing Director of Hooge Huys Verzekeringen N.V., part of the Utrecht-based SNS Reaal Insurance Group, where he became Deputy Chairman of the Executive Board of SNS Reaal Insurance in 1999.

Mr Kroon read aeronautical and aerospace engineering at Delft University of Technology, and went on to complete his Master's in Business Administration at Rochester University/Erasmus University in Rotterdam. His career began at Fokker Aircraft N.V., where he held a variety of posts including Vice President of Marketing. He subsequently moved to Holec N.V. as Director of Marketing & Sales for the Traction Division, and then to the SNS Reaal Insurance Group.

Mr Kroon currently holds the following non-company positions: member of the Supervisory Board of Havenbedrijf Rotterdam N.V. (Port of Rotterdam Authority), Chairman of the Supervisory Board of Diamond Tools Group B.V., member of the Supervisory Board of Revalidatietechniek Het Dorp B.V., member of the Supervisory Board of Endex European Energy Derivatives Exchange N.V., member of the Supervisory Board of APX B.V., Chairman of the Supervisory Board of NOVEC, member of the ETSO Steering Committee, member of the Board of EnergieNed and Chairman of the Phoenix Real Estate Management Foundation.

Operational Director

B.G.M. Voorhorst MBA

Ben Voorhorst (1959) was appointed as Operational Director of TenneT on November 1, 2006. After having worked for 13 years in the software industry in various management positions, he joined SEP / TenneT in 1995 as head of information provision and automation.

Ben Voorhorst studied agricultural engineering and information technology at Wageningen University, and received his Master of Business Administration degree from European University. Mr Voorhorst has held various positions at TenneT, including manager of automation, manager of the System Operations business unit and manager of the Transmission Operations business unit. During that time, he was closely involved in setting up and organising the wholesale electricity market in the Netherlands and establishing the activities of the TenneT subsidiaries CertiQ and EnerQ.

Ben Voorhorst represents TenneT on the Steering Committee of the Union for the Coordination of Transmission of Electricity (UCTE) and on the Steering Group of B'Con.

Supervisory Board

R.E. Selman

Ruud Selman (1937), Chairman of the Supervisory Board and its Appointments and Remuneration Committee was appointed on October 21, 1998. He was reappointed in October 2006 for a third term of office that expires in October 2010. He is also a member of the Supervisory Boards of Trespa International B.V. (chairman) and Holland Colours N.V. (Chairman). Mr Selman's other positions include chairing the Advisory Committee for Technological Partnership Projects (Senter/Ministry of Economic Affairs) and the Board of the Shares Trust Office Foundation of ASM Lithography. He also sits on the governing boards of the VOPAK Shares Trust Office Foundation and the Univar Shares Trust Office Foundation.

C. Griffioen

Cees Griffioen (1941) is Deputy Chairman of the Supervisory Board and chairs its Audit Committee. He was appointed on June 15, 2000 and his second term of office expires in June 2008. Mr Griffioen is a member of the Supervisory Boards of N.V. Nederlandse Gasunie and Gas Transport Services B.V. and is a member of the Supervisory Boards of Berenschot Holding B.V., KAS BANK N.V. and Cordares Holding N.V. He is also a member of the Supervisory Council of the Noorderbreedte Care Group and of the Board of Governors of the Postgraduate Controllers' Course at Groningen University. He is also an advisor to the Regional Director of Deloitte.

J.F.T. Vugts

Jan Vugts (1942) was appointed to the Supervisory Board on July 17, 2001 and sits on its Audit Committee. He was reappointed in July 2005 for a second term of office that expires in 2009. Mr Vugts is Chairman of the Board of the Radboud University Nijmegen Foundation. He also chairs the Supervisory Board of Alewijnse Holding B.V. and is a member of the Supervisory Board of Van Grinsven Drukkers B.V.

J.F. van Duyn

Fokko van Duyn (1942) was appointed to the Supervisory Board on October 26, 2001 and sits on its Appointments and Remuneration Committee. He was reappointed in October 2005 for a second term of office that expires in 2009. He chairs the Supervisory Boards of Gamma Holding N.V., OPG Groep N.V., De Nederlandsche Bank N.V. (the Netherlands Central Bank) and Samas Groep N.V. Mr Van Duyn is also chairman of the Supervisory Board of Royal Verkade N.V. and chairs the Board of the Preference Share Foundation of Koninklijke Wegener N.V. He is chairman of the board of the Trust Office of Vedior N.V., a member of the board of the Trust Office Foundation of Fugro N.V., the board of the Continuity Foundation of Boskalis Westminster N.V. and the Preference Share Foundation of Buhrmann N.V. Van Duyn is also a Crown appointed member of the Social and Economic Council of the Netherlands (SER).

A.W. Veenman

Aad Veenman (1947) was appointed to the Supervisory Board on March 8, 2005, for a term of office that expires in 2009. He was named President and CEO of Netherlands Railways on November 1, 2002 and became President of the Community of European Railway and Infrastructure Companies (CER) on 1 January 2005. Veenman is also a member of the Supervisory Board of Rabobank Netherlands and chairs the Supervisory Board of Koninklijke Ten Cate N.V.

Colophon

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