

Strategic priority	Link with external environment	Stakeholder need	Key performance indicators	2016 targets	2016 performance
<b>Enable sustainable business</b>	SDGs set the development agenda	Development impact, additionality, client satisfaction, ESG risk management, human rights, taxation	<ul style="list-style-type: none"> <li>· % ESG action items implemented</li> <li>· # jobs supported</li> <li>· Return on shareholders' equity</li> <li>· Capital ratio</li> </ul>	<ul style="list-style-type: none"> <li>· ESG action items due in 2016: 85% implemented</li> <li>· New commitments FMO &amp; government funds: EUR 1.4 billion</li> <li>· Return on shareholders' equity: 6.2%</li> </ul>	Paragraph 2.5.1, 2.5.2, 2.5.3
<b>Support inclusive growth</b>	SDGs set the development agenda	Inclusive development	<ul style="list-style-type: none"> <li>· # smallholders financed</li> <li>· # of MSME loans</li> <li>· # of people served via power generation</li> </ul>	<ul style="list-style-type: none"> <li>· Strategic initiative: pilot inclusive investments</li> </ul>	Paragraph 2.5.4
<b>Grow green portfolio</b>	SDGs set the development agenda	Indirect environmental footprint	<ul style="list-style-type: none"> <li>· GHG avoidance</li> <li>· % green investments</li> </ul>	<ul style="list-style-type: none"> <li>· Green investments: 30% of total investments</li> </ul>	Paragraph 2.5.1, 2.5.5
<b>Catalyze public &amp; private capital</b>	Blending of public and private capital to leverage development impact	Enable impact investing, innovation and knowledge management	<ul style="list-style-type: none"> <li>· EUR in catalyzed funds</li> </ul>	<ul style="list-style-type: none"> <li>· EUR 840 million in catalyzed funds</li> <li>· New commitments government funds: EUR 118 million</li> </ul>	Paragraph 2.5.6
<b>Strengthen accountability</b>	Stakeholders demand more transparency and accountability	Transparency and accountability		<ul style="list-style-type: none"> <li>· Strategic initiative: structured stakeholder engagement, including:</li> <li>· Strategic initiative: revise sustainability policy</li> <li>· Disclosure before contracting (ex ante)</li> <li>· Implement tax tool</li> </ul>	Paragraph 2.5.7
<b>Service Dutch corporates</b>	Facilitating Dutch corporates in developing countries	Support Dutch corporates	<ul style="list-style-type: none"> <li>· EUR new commitments related to Dutch corporates</li> </ul>	<ul style="list-style-type: none"> <li>· Strategic initiative: Project Development Facility</li> </ul>	Paragraph 2.5.8

### 2.3.2 How we steer on our strategic goals

To attain the ambitious 2020 goals, we focus on a number of strategic priorities. Our experiences in 2016 as well as priorities stressed by our key stakeholders have influenced our strategic priorities going forward. The table shows how our strategic priorities are linked with the external environment and stakeholder needs, as well as how we steer on them.

Our strategic priorities reflect the way in which we steer our organization in an integrated manner to obtain our impact, footprint and financial objectives. Financial sustainability and our risk appetite are important preconditions: through maintaining a strong capital base and sufficient profitability, we secure our ability to continue to make investments and support development impact.