

The richness of each word is described:

ENERGY

It's our product and the way we work – with spirit, dedication and pride.

Energy can also be defined to mean:

- › Our primary products: electricity and natural gas
- › The strength driving our commitment to provide reliable service
- › The dedication, creativity and enthusiasm that we bring to work everyday
- › The enthusiasm driving our commitment to serve the region, improve the local economy and better the quality of life in our communities
- › A positive force that moves us, powers us and improves our lives

GROWTH

It's our business goal and the way we succeed – by expanding our skills, partnerships and energy system.

Growth can also be defined to mean:

- › Providing the opportunity for employees to reach their full potential
- › Investing in and expanding our asset base and infrastructure to better serve our customers and the region
- › Strengthening the vitality and richness of our communities as places to live and work
- › Expanding our portfolio of services by developing and using new energy technologies for the benefit of our customers
- › The desire to continually strengthen the financial position of our business, and deliver additional value to our shareholders and investors

LEADERSHIP

It's our commitment and it's the way we shape our future – through stewardship, innovation and influence.

Leadership can also be defined to mean:

- › Finding ways to build our capacity to lead – within NU and in the states and communities we serve
- › Providing direction and guidance on energy policy and on the vital energy issues facing our customers and the region
- › Building a legacy of environmental stewardship
- › Taking corporate philanthropy and employee volunteerism to new levels of impact and effectiveness
- › Being perceived as an industry leader by the financial community

Our strategy

Like our vision, our business strategy is simple and highly focused. Our strategy is to:

Invest in and operate our regulated businesses to benefit our customers, employees and shareholders.

Our strategy is focused on developing our regulated electric and natural gas businesses successfully. Success means that we find ways to optimize our investments and operations to ensure that each of our key stakeholders benefit. This requires excellence in planning, teamwork and execution.

Alignment

Our new vision was designed to provide strategic context for the entire NU family as we collectively pursue success and our key business objectives. It was also designed to be flexible enough to embrace the unique goals and objectives of each local operating company and organization within NU.

This requires alignment at all levels across NU. To be successful, the goals, objectives and operating plans of each local operating company and organization must be aligned with our vision and our core strategy.

Our core values

To be true to our new vision, we must continue to embrace our core values. These values are foundational, and are at the heart of who we are and how we operate.

Our core values are:

- › Safety first
- › Highest ethical standards
- › Respect for diversity
- › Superior customer and community service
- › Stimulating workplace
- › Environmental stewardship

Visit the Standards of Business Conduct section of www.nunet.nu.com for more information about these values and how we live them.

Our community

As an employee, you have relationships with other employees and with the company. Successful relationships require a commitment to work together; to come together as a team, and to come together as a community. The success of our vision, our business strategy and our community within NU involves adhering to certain principles, including:

- › Working, thinking and acting safely
- › Treating each other fairly and with respect
- › Coming together as a team
- › Helping to achieve our goals
- › Being accountable and responsible
- › Finding ways to connect, contribute and communicate
- › Being open to learning and growing
- › Sharing the good things we're doing



THE ENERGY TO MAKE A DIFFERENCE

It's the right time for our new vision

At Northeast Utilities, we have a new vision, one that can be summed up in the words Energy, Growth, and Leadership.

We are beginning 2007 with the key elements in place to support our vision – a new focused business strategy to guide us, a streamlined organizational structure to support us, and a renewed commitment to serve our customers, our shareholders, our company and each other to the best of our abilities.

Our recent strategic decision to focus on regulated business opportunities has strengthened NU's financial position, though many challenges remain – a volatile energy marketplace, rising energy prices and meeting the increasing service expectations of our customers and the communities we serve.

Using this new vision to guide us will enable the organization to meet these challenges in 2007 and into the future.

Strategic context and flexibility

Our new vision was designed to provide strategic context for the entire NU family as we collectively pursue our key business objectives and success. It was also designed to be flexible enough to embrace the unique goals and objectives of each local operating company and organization within NU.

Clear and powerful

Our vision has just three words – Energy, Growth, and Leadership. Simple words, but powerful and deep in meaning. They are tied together with the phrase, "The Energy to Make a Difference." Again, simple, clear, but rich in meaning.



How will we know we are successful

It is not enough to have a clear vision and business strategy to achieve success. The commitment, determination and the well-being of our employees will determine the success of our business this year, and in the future.

We will know we are successful when:

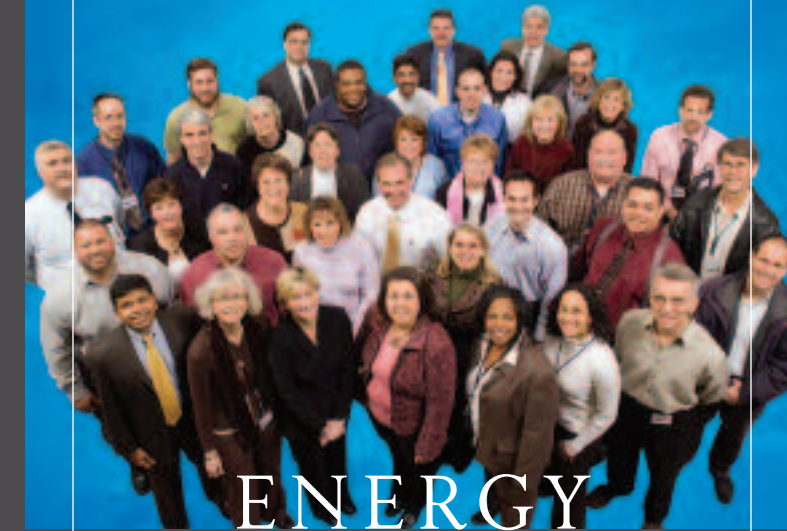
- > We translate our vision, strategy and plans into strong operational and financial results
- > Our hard work delivers benefits to our key stakeholders
- > We all feel part of a winning team

Who we are

Northeast Utilities operates New England's largest utility system serving more than two million electric and natural gas customers in Connecticut, western Massachusetts and New Hampshire. NU is dedicated to this region, as well as the people, energy and technology so vital to its security, stability and economic strength.



OUR VISION



ENERGY

GROWTH LEADERSHIP

THE ENERGY TO MAKE A DIFFERENCE

for our employees, our customers and our shareholders

