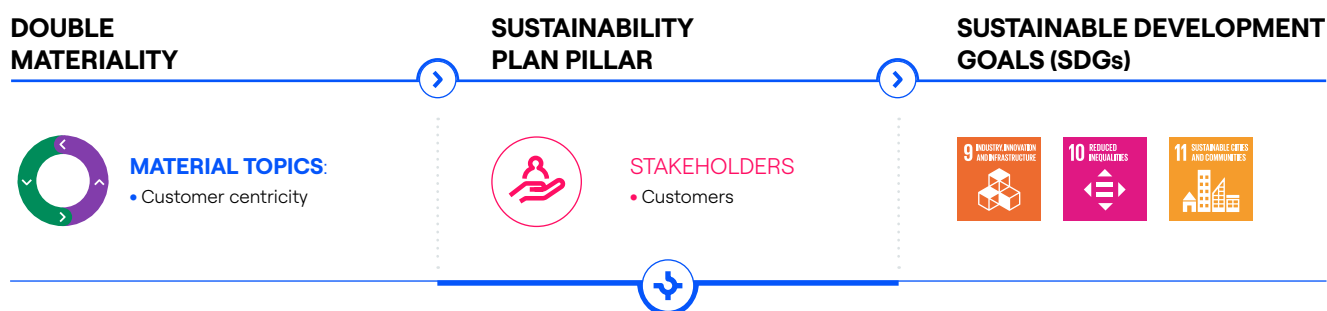


CUSTOMER CENTRICITY



Enel's goal is to encourage all customers to take an active role in the energy transition by ensuring greater awareness of – and control over – their consumption. With the support of technology, Enel provides customers with innovative solutions that make the use of renewable electricity more accessible in homes, businesses and cities.

Below the 2023 results related to the previous 2023–2025 Sustainability Plan, the resulting progress and targets of the 2024–2026 Sustainability Plan, which may be redefined, added, or outdated with respect to the previous Plan.

ACTIVITIES	2023 RESULTS	2024–2026 TARGETS	MAIN SDGs
QUALITY OF CUSTOMER RELATIONS AND SATISFACTION OF THEIR NEEDS			
Commercial claims (no./10k customers) ⁽¹⁾	177 ⁽²⁾	170 in 2024	9 11
Customer experience analysis of vulnerable customers	In 2023, regarding main projects, a market analysis on the customer experience of elderly customers in Spain, and on the inclusive electrification process in Colombia have been completed	Customer experience analysis of vulnerable customers with a final qualitative assessment	9 10
New inclusive products and services	10 inclusive products and services, such as: new accessible services available in stores in Spain, Brazil, and Colombia, and commodity offers in agreement with associations of people with disabilities in Italy	18 new inclusive products and services in the period 2024–2026	9 10
Training on slow shopping techniques and methods to serve vulnerable customers	483 Enel people in shops trained to serve vulnerable customers thanks to an increase of trainings in Italy and an increase of participation in Colombia (in the 2022–2023 period)	600 Enel people in shops by 2026 trained to serve vulnerable customers ⁽³⁾	9 10
Slow shopping initiatives, inclusive stores, channels and methods to support vulnerable customers	130 shops and/or call centers that use the slow shopping method, thanks to new initiatives adopted in stores in Spain and Brazil (in the period 2022–2023)	<i>Target outdated</i>	9 10

(1) Target included in the Top Management remuneration plan.

(2) Indicator subjected to reasonable assurance.

(3) Cumulative figure from 2022.

Goals



New



Redefined



Outdated

Progress



Not in line



In line



Achieved

N.A. = not applicable, target not included in the 2023–2025 Sustainability Plan

CUSTOMER CENTRICITY



3-3 | EU3 | DMA EU (former EU23) |

70.3 mil

DISTRIBUTION END USERS

72.7 mil in 2022 -3.3%

540,000

NEW PROSUMERS⁽¹⁾ AND PRODUCERS IN 2023

of which 485,000 new connections within Italy and Spain, equivalent to 7.3 GW of capacity

345,000 in 2022⁽²⁾ +56.5%

583,000

BENEFICIARIES OF 151,000 CONNECTIONS IN RURAL AND SUBURBAN AREAS IN 2023

690,000 beneficiaries and 179,000 connections in 2022

-15.5%

300.9 TWh

ELECTRICITY SOLD

321.1 TWh in 2022 -6.3%

61.1 mil

ENERGY AND GAS CUSTOMERS

66.8 mil in 2022 -8.5%

177

 (no./10K market customers)

COMMERCIAL CLAIMS

212 in 2022 -16.5%

- (1) The term "prosumer", a contraction of "producer" and "consumer", refers to an individual or company that not only consumes goods or services, but also produces them, for example, by installing photovoltaic panels to generate electricity.
(2) In line with the 2023 perimeter, the 2022 figures exclude Goiás and Romania.



		Electricity market customers	Gas market customers
Total	no.	54,949,296	6,168,728
Italy	no.	18,559,867	4,339,943
Iberia	no.	10,521,874	1,828,762
Latin America	no.	25,867,555	23

		2023	2022	2023-2022	%
Electricity sold by Enel	TWh	300.9	321.1	-20.2	-6.3%
of which free market	TWh	194.5	198.3	-3.8	-1.9%
Retail customers	no.	61,118,024	66,784,895	-5,666,871	-8.5%
of which free market	no.	24,320,725	27,864,392	-3,543,667	-12.7%

Enel's leadership is fundamentally driven by a strong emphasis on customer centrality, encompassing households, businesses, and local public administration, regardless of whether they consume or generate energy. Consequently, the Group is committed to maintaining ongoing engagement with its customers, whether they are connected to the distribution grid or part of the energy and/or gas market.

Enel operates the electricity distribution grid globally through the Enel Grids Business Line, which serves more than **70 million** customers. As a grid operator in European markets, where there is a separation between distribution and sale of energy, Enel not only serves its own sales contract customers, but also customers who have supply

contracts with other operators. Moreover, the Group is committed to the path towards energy transition, bringing electricity generation closer to the end user, by promoting producers and prosumers, *i.e.*, energy consumers who are also producers, who can both generate electricity for their own use and sell it to the grid. In 2023 alone, Enel Grids reached a record of **almost 540 thousand new producer and prosumer connections**, up 56% on the previous record achieved in 2022 on a like-for-like basis. Every month, Enel adds around 45 thousand new connections to its distribution grids from producers and prosumers in Italy, Spain and Latin America. Italy is still Enel's most dynamic market: throughout 2023, **almost 1,000 new distributed generation connections were added per day**, bringing the total number of producer and prosumer connections to around 1.5 million.

In addition to grid management, Enel is also involved in the supply of electricity and gas, operating in both the regulated and free markets. At the end of 2023, the number of retail energy and gas customers was **61 million** (67 million in 2022), of which **more than 24 million** were free market customers. The decrease in the number of customers, compared to 2022 (-8.5%), is largely due to the end of the regulated utility market in Italy; for the free market, the decrease was mainly due to the sale of the business unit in Romania (around 3 million customers).

Energy sales reached **300.9 TWh** in 2023 (321.1 TWh in 2022) – down 6.3% compared to the previous year, which was however less than the drop in the number of customers. Enel serves households (B2C), public institutions (B2G) and businesses (B2B) and has an integrated presence, offering an all-round service between commodity and energy solutions, in five countries: Italy, Spain, Chile, Colombia and Brazil. In other Countries and Regions, such as North America, Asia Pacific, Poland, the United Kingdom and Ireland, Enel provides products and services mainly aimed at business customers.



Customer centricity

The energy sector is undergoing a major shift where consumers are becoming key contributors to both energy generation and consumption. Power plants are also more compact and dispersed than before. **Grids** will therefore have to adapt to handle the variable and decentralized nature of renewables, at multiple entry points, relying on the participation of prosumers in the evolution of the electricity system. To ensure a flexible grid and high service standards, Enel is pushing for ever greater digitalization, both to foster the development of renewables and to support customers in the path toward electrification, leveraging the opportunities provided by emerging technologies.

Enel also has the task of promoting **access to a sustainable, reliable and secure electricity service**, ensuring that this service reaches the greatest number of customers, including those at risk and the most vulnerable. With this in mind, Enel supports electrification processes, both in mature contexts and in rural and remote areas where there are communities living without electricity, as well as connection standardization processes, so that no one is left behind. It also strives for inclusiveness of the services and products offered and to create shared value in the communities and areas involved. In this regard, around 583 thousand new beneficiaries were registered in rural and suburban areas by 2023.

Moreover, Enel aims to **meet the needs of retail customers in a comprehensive, effective and structured manner**, starting by listening and identifying their needs, and taking into account the target in scope as well as their respective geographical and social context. The use of specific analysis tools and artificial intelligence enables a dynamic segmentation of customers to understand their habits, expect-

tations and consumption styles, making it possible to develop increasingly customized products and services. This way, it is possible to unlock local development potential by leveraging the specificities of local territories to offer more attractive solutions and savings opportunities and, in the case of companies, new business opportunities too.

To stay apace with the evolving market, Enel encourages the **active participation of customers in the energy transition** by raising awareness of their consumption and providing greater control over it. With the support of technology, innovative solutions are made available to customers, which make the use of renewable electricity increasingly accessible and widespread in homes, businesses and cities, while accelerating the digitalization of services for greater energy efficiency, thereby helping to achieve decarbonization targets.

In order to **increase its customer base and build customer loyalty**, Enel has established a customer experience strategy based on the simplicity and accessibility of its contact channels (see the section on “Focus on vulnerable groups”), through clear communication, rapid and exhaustive responses, and timely and effective resolution of requests (see the section on “Transparent relations”). By integrating the offers and merging the interaction channels, greater efficiency in customer services is enabled in terms of attention to needs, administration and satisfaction. In February 2023, Enel Energia in Italy was awarded the “No. 1 in Service” quality seal by the German Institute for Quality and Finance, which conducted a study on the Electricity and Gas sector in Italy based on a sample of over 300 thousand customers⁽³⁾.

Solutions for retail customers

Regardless of geographic and segment differences, recent geopolitical events, increased price volatility and rising energy costs have increased the need for Enel customers to **improve consumption efficiency by containing costs** and making **spending more predictable**, to make **informed and increasingly environmentally sustainable choices**, to seek **greater security** at home and in public spaces and **to adapt to local laws and regulations**, so as to make the most of the opportunities offered by a fair and sustainable energy transition. To meet these needs, Enel has created

dedicated access channels by setting up a single contact for each target customer, who is able to respond to specific requests with customized and integrated products and services. Furthermore, with a view to containing costs and environmental impact, Enel has continued to support the first Renewable Energy Communities (see the section on “Renewable energy communities”) by creating and managing the Community or constructing photovoltaic plants to serve the Communities themselves.

(3) <https://www.enel.it/it/supporto/avvisi/campione-servizio-2023>.

Households and micro-enterprises – Focus on bills and energy efficiency

This segment includes households and micro-enterprises in Italy, Spain, Brazil, Colombia, Chile, Argentina and Peru, with a predominance of free market customers in Italy and Spain (in contrast to Latin America, which has an almost exclusively regulated market). This type of customer is increasingly aware of the importance of making informed and responsible energy choices. To meet this need, Enel leverages its customer care channels and provides content explaining price variations and – where possible in non-regulated markets – information on possible subsidies and incentives for customers in vulnerable conditions (see the paragraph “Focus on vulnerable groups”) or on more convenient offers and solutions for their consumption profile.

Several initiatives were taken **in Italy**, such as the launch of the Simulatore Risparmio Energia (energy saving simulator) – an online tool to calculate the benefits of electrification in both economic and environmental terms. The increased

Government bodies – Security and quality of life for citizens

Customers in this segment are mainly public administrations and are spread across three main areas: Italy, Spain and Latin America (Chile, Colombia and Brazil). In Latin America, Enel works mainly with the bodies governing large metropolises, while in Italy the customer base is largely made up of small and medium-sized municipalities seeking new and efficient technological solutions. Spain is in the middle, with several projects in medium to large municipalities.

The solutions dedicated to this segment support the adoption of **programs serving citizens, improving** their quality of life in terms of **environmental and social impact** and **ensuring** more efficient services, safety and air quality. To this end, Enel supplies **diagnostic tools and intervention plans** that make it possible to monitor the performance and improvements of the local area, as well as specific technical expertise **for the planning and implementation of projects** such as for smart cities (see the chapter on “Innovation”). Enel has also developed a portfolio of integrated products and services to make energy consumption more efficient, optimize costs and reduce CO₂ emissions, structured into three technology verticals:

- **Smart Lighting & Smart City** for the procurement of energy for the public lighting service, aimed at improv-

ing energy performance. This also includes the related operation and maintenance, as well as additional smart city services, such as smart sensors or traffic lights, cameras and other monitoring systems that can also be accessed and managed through the YoUrban platform (see the “Innovation” chapter). Enel also collaborates with several municipalities in development of artistic lighting projects to enhance local cultural heritage;- **eTransport** to promote the deployment of infrastructure and technologies that facilitate the electrification of public and private fleets, primarily targeting municipalities, public and private transport operators and fleet managers for logistics services, to reduce air and noise pollution and improve urban mobility services (see “Parking sensors” box). In **Italy**, the focus is on the development of faster public charging network, while in Chile, proposed solutions also aim to improve the functionalities of bus stops and shelters, increase safety at night and reduce damages caused by vandalism. Lastly, a range of services tied to LED screens to spread public utility information was developed in Chile and Colombia;
- **Smart & Efficient Buildings** focuses on providing solutions that increase the efficiency, comfort and safety of public buildings, enabling local municipalities, universities and public hospitals to reduce energy costs thanks to greater efficiency and smart consumption management, while also lowering emissions.

focus on costs has also driven customers to prefer bundled offers, which integrate the supply of electricity, gas and ultra-fast connection (see the box “Enel Fiber Product of the year 2024” in the chapter “Business drivers”) with technological solutions for energy efficiency, such as the installation of photovoltaic plants, which ensure bill savings along with greater simplicity and efficiency. In **Italy**, for example, Enel launched the initiative “Tutto Enel, è Formidabile” (Everything Enel, it’s Formidable”), which integrates electricity and gas offers with ultra-fast connection, solutions for electrification, renewables and home charging for electric cars. Similarly in **Spain**, Enel launched an integrated offer with the “Todo Cuenta” (Everything Counts) campaign, which offers various billing advantages to customers who decide to buy a photovoltaic system. Lastly, in **Latin America**, Enel is also promoting the electrification of uses by supporting local customers to switch from inefficient technologies that often use fossil fuels or pose health risks, to highly-efficient electric solutions (see the box “Programa de Recambio in Chile”).



PARKING SENSORS A CUSTOMER-CENTRIC REVOLUTION FOR PUBLIC CHARGING INFRASTRUCTURE



IOT SENSORS INTEGRATED WITH CHARGING SYSTEMS TO MITIGATE DISRUPTION CAUSED BY PARKING STALL SQUATTING.

The integration of IoT sensors with Enel's public charging network shows customers the real-time availability of parking spaces reserved for charging electric vehicles. Through this project, Enel is one of the first Charging Point Operators (CPOs) to provide up-to-date and accurate information on the physical

availability of its charging points, not only to end users to improve the customer experience, but also to local law enforcement agencies with the aim of resolving the issue of parking space stalling. This solution was launched on a trial basis in Italy in July 2023, in some areas of Rome, and is being extended across the city with the goal of integrating other future developments such as app services to book the charging point.

Companies – Increased competitiveness and decarbonization of generation processes

Customers in this segment are mainly distributed in Italy, Spain, Brazil, Colombia and Chile, where there is an integrated presence, while in other Countries and Regions such as North America, Asia-Pacific, Poland, the United Kingdom and Ireland, Enel is present with specialized services, mainly demand response, leveraging on partnership or stewardship business model.

Companies need to reduce risks tied to energy price volatility and boost competitiveness through cost reduction, as well as diversify their energy sources in order to decarbonize industrial processes, avoid CO₂ emissions, and embark on a path to Net Zero that can meet not only legislative requirements but also the expectations of customers and investors. To support these goals, Enel offers technical expertise and solutions for fleet electrification, energy performance diagnosis and monitoring, renewable energy

generation and storage, and flexibility, from the planning stage right through to project implementation.

In 2023, Enel achieved 268 MW of photovoltaic capacity at its industrial and commercial customers, and 9.6 GW in flexible capacity managed through demand response. Demand response is a tool that allows direct intervention on energy generation and consumption levels to cope with supply reductions or peaks in market demand: industrial and commercial customers are paid for their availability, and the electricity grid benefits from greater stability and integration of renewables.

In **Italy**, the introduction and regulation of Energy Communities will enable companies to play an increasingly proactive role in the energy transition (see the chapter on "Energy communities" for further information). In **Latin America**, especially Chile, there is a focus on electrification of company bus fleets for companies to cut emissions on employee transportation.

Renewable Energy Communities: the emergence of cross-customers

Enel supports the creation of Renewable Energy Communities (RECs), which are legal entities that are created through the **association of citizens, local governments or businesses** who decide to set up plants for the generation and sharing of energy from renewable sources. RECs are an example of how, in the energy sector, customers are taking an increasingly active role and how government incentive mechanisms can stimulate the construction of larger photovoltaic plants designed for self-consumption and shar-

ing, as well as the electrification of final consumption.

Enel supports companies, municipalities and citizens through the entire process, from the design and installation of renewable plants, to their operation. In 2023, Enel supported the creation of 6 RECs, including those in Maranello, Fiorano Modenese and Buccino, which may become operational following the publication of the technical operating rules by the GSE (Gestore dei Servizi Energetici).



ENERGY COMMUNITIES: ENEL'S PARTNERSHIPS



Enel and Ferrari, a world leader in the luxury sector, have entered into an agreement to build the first Renewable Energy Community in the industrial sector in Italy: the REC will be powered by a photovoltaic plant with a capacity of around 1 MW located on a plot of around 10,000 square meters owned by Ferrari, adjacent to the Fiorano Modenese racetrack. The photovoltaic plant in Fiorano Modenese will use single-axis trackers and double-sided photovoltaic panels for an average production of around 1,500 MWh for 20 years, avoiding around 440 tons of CO₂ being emitted into the atmosphere per year. Through this partnership, public or private entities in the municipalities of Fiorano Modenese and Maranello will be able to join the REC using the renewable energy generated by the new plant and/or become green energy producers themselves, for example by installing photovoltaic panels on the roofs of their homes and connecting them to the grid.

Enel and FICEI (Federazione Italiana Consorzi Enti Industrializzazione) have signed a partnership to create a Renewable Energy Community made up of companies in the Industrial Development Area (ASI) of Buccino, in the province of Salerno. The REC was created following an analysis of ASI's land area and energy needs of its member companies, particularly those which are more energy-intensive or which operate in hard-to-abate sectors; it will be powered by two photovoltaic plants with a total capacity of 1.6 MW, generating around 1,250 MWh for 20 years and avoiding 367 tons of CO₂ per year. One Community member and founding partner is the Magaldi Group, which supplies the storage batteries, thereby optimizing the REC's performance and creating a synergy between entities in the same industrial development area.

Focus on vulnerable groups

2-29

3-3

DMA EU (former EU23)

The whole Enel Group is committed to a 'fair for all' energy transition, ensuring access to electricity even in the most remote areas and supporting those in vulnerable conditions, through specific and inclusive services in line with its Human Rights Policy. To ensure an integrated approach in this direction, Enel has developed a Group-wide perspective on customer needs in terms of inclusiveness and accessibility. This includes the introduction and consolidation of a definition of "vulnerable customers", which emphasizes the specific conditions of customers, whether temporary or permanent. For Enel, vulnerable customers include both people and entities which, as a result of the interaction of their intrinsic characteristics, socio-demographic factors, and economic and en-

vironmental conditions:

- cannot participate or are at risk of suffering adverse outcomes in the energy market or in any of the Enel Group's areas of interest;
- have difficulty obtaining or using information to represent their interests;
- are less comfortable accessing and using appropriate services and products.

Conditions of economic and social vulnerability due to temporary circumstances, such as earthquakes (see box "Emergency management"), floods, disabilities, and other diversity-related issues such as age, were found to have the highest incidence among Enel's customers.

Emergency management

In 2023, a number of critical weather events occurred that affected the distribution grid and caused service interruptions resulting in damage to customers. In particular, critical events occurred in the metropolitan area of São Paulo and Rio de Janeiro in Brazil and in Italy between Emilia and Romagna.

In Brazil, a violent windstorm struck the Enel concession area of São Paulo and Rio de Janeiro for three days in early November, causing power outages for 2.1 million citizens in the São Paulo area and 1.2 million in Rio de Janeiro. It was the strongest storm in recent years, with winds reaching speeds in excess of 100 km/h, and caused the felling of more than 1,400 large trees. Due to the complexity of the grid repair work, supply was restored gradually, prioritizing the most critical areas, such as essential services.

Despite the efforts of employees and contractors, the restoration work was particularly complex and took around a week. This was due both to the high population density and the difficulty in reaching

areas impacted by downed trees, requiring coordinated efforts with multiple bodies including Civil Defense, the Fire Department and the Police. In areas of Emilia-Romagna in Italy, last May there was an intense flood of 4 billion cubic meters of water over an area of 1,600 km². To address the emergency, e-distribuzione managed to re-power around 55 thousand utilities, providing more than 170 generators, reconstructing 3 primary substations (total reconstruction of the primary plant in Conselice in the province of Ravenna and partial reconstruction of 2 other primary substations between Forlì-Cesena and Ravenna), cleaning and completely reassembling more than 300 secondary substations, and restoring more than 100 km of medium voltage lines and 10 thousand meters. Moreover, thanks to the direct intervention of the non-profit organization Enel Cuore and employee fundraising, Enel made a donation of 1 million euros to Civil Defense, which was committed to helping those affected by the flood and worked to restore normalcy to the affected areas.

In the same vein, in 2023, following the application of the **Sustainability Boosting Program**[®] (see box) to Enel stores, the internal **Guidelines for inclusive customer relations** were drawn up, and designed to understand and anticipate the needs of this target and help to improve the customer services and experience in Enel's "design for all" stores. Launched in September 2023 in all countries

where Enel operates, these guidelines focus on both customer interaction and store accessibility.

To ensure their adoption and dissemination, a dedicated **training course** was designed and delivered in Italy to around 70 **operators** of Enel direct spaces; while the course content was made available to Enel indirect spaces managed by partner entrepreneurs through their publica-

tion on Enel Energia's digital platform Enel Flow. Also in Italy, the first tools to support the strategy for **inclusive communication with customers, video interpreting services in sign language** for deaf people and **simultaneous translation in 7 languages** were rolled out in pilot mode and made available in various geographical areas (Bologna, Naples, Cosenza, Albano and Rome) as first tools supporting the strategy for inclusive communication with customers. The **telephone interpreting service** was also reactivated in the 100 direct Enel spaces, which translates into 20 languages through a 'three-way conversation' between the operator of the Enel space, the customer and the translator. Other inclusive business initiatives implemented in **Italy** in 2023 include the Light/Gas and Fiber Offer for members of associations for the protection of people with disabilities⁽⁴⁾, which provides subsidized pricing and a dedicated access channel at points of sale. **ENELPREMIA WOW! For All** is an initiative launched in 2022 and renewed in 2023, which includes occasional discount coupons under Enel's loyalty

program for the free market, providing access to services dedicated to seniors and people with disabilities.

The **WOW STORE** project was implemented in **Brazil**, making the Enel store in Santo Amaro (São Paulo) more inclusive, thanks also to the collaboration of the City of São Paulo. Staff were trained on serving vulnerable customers and store accessibility was improved. The store also introduced the option to sign up for the municipality's social initiatives and easily apply for the social tariff. The Ecoenel program is also part of the initiative which promotes electricity bill discounts for customers who properly sort their waste in dedicated collection and recycling points.

In **Spain**, the **Energy poverty training for NGOs and social services project** was launched, with 19 training sessions provided to 370 people from social entities that assist people in vulnerable conditions (around 70 thousand beneficiaries) to teach them how to improve energy efficiency, better understand bills and apply for the social bonus.

Sustainability Boosting Program® and Columbia University

The Sustainability Boosting Program® applies the principles of circular economy, social inclusion and biodiversity to the Enel Group's portfolio of solutions, to improve their sustainability while creating a competitive advantage and new business opportunities.

In 2023, Columbia University reviewed and compared the Sustainability Boosting Program® with programs of other prestigious companies and organizations operating in the market, in order to verify the soundness of the program and identify possible areas for improvement. It emerged that the social inclusion dimension of the Sustainability Boosting Program® is more complete and detailed than other reference

frameworks used at the product level, demonstrating Enel's focus on customers listening and inclusion.

Another strength identified by the Columbia University team is the involvement of various stakeholders throughout the Boosting process, which made it possible to capitalize on the specific geographic and market contexts, as well as to create the right mix of technical and business expertise for an effective innovation process. The analysis conducted on the Sustainability Boosting Program® can be found in an article published on Columbia University's blog. The program was also showcased as part of a master class of the World Business Council on Sustainable Development (WBCSD), attended by around 60 network companies, which particularly appreciated the program's innovative methodology for generating inclusive company products and services.

(4) ANGLAT (Associazione Nazionale Guida Legislazioni Andicappati Trasporti) and ANMIC (Associazione Nazionale Mutilati e Invalidi Civili).

Transparent relations

| 2-23 | 3-3 | 417-1 | DMA EU (former EU24) |

Enel is continuing its process of digitalization of customer relations to improve the customer experience while also meeting its commitments to mitigate the effects of climate change.

As part of distribution customer management, in 2023 customer master records were reviewed and updated in Latin American countries to minimize possible billing errors. Several recovery strategies shared with the market were also adopted to increase credit efficiency. 2.2 million reconnections were performed (vs. 3.4 million disconnections), with a 99.5% compliance rate on reconnections performed within regulatory deadlines, aimed at reducing claims. To counter the effect of delays in the execution of connection work due to an increase in producer connection requests, a special caring and feedback collection (Voice of customer) initiative for Enel customers was launched with surveys and data analysis to identify areas for improvement. To respond to the increase in calls in emergency situations, given the various episodes of environmental disasters impacting the countries where Enel operates as a distribution grid operator, proactive customer communication measures were taken and IVR (Interactive Voice Response) automation was improved, enabling effective management of peaks in inbound calls (see box “Emergency management”).

As for the retail market, in 2023 more than 18 million digital customers registered on the private area of the website and/or app (43.7% of the entire customer base), up approximately 20% over the previous year. This makes cus-

tomers more autonomous in managing services such as viewing consumption, reading meters, paying bills and installment payments, in turn improving customer satisfaction. In 2023, 227 million bills were sent in digital format – an increase of around 18% over 2022, amounting to 37% of all bills issued. This not only reduced the costs of paper, printing and delivery of traditional bills, but also reduced CO₂ emissions related to these activities. To improve the customer experience, the invoice format was also revised **in Italy** to make it clearer and easier to understand (see chapter on “Innovation”). After last year’s pilot, customer recognition through biometric factors was brought to full scale **in Spain**: to ensure secure and inclusive access to the services offered, voice recognition is being adopted as an element of customer authentication in call centers, improving personalization, emotional engagement and accelerating the resolution of customer needs. In 2023, digital payment channels were further strengthened to facilitate and enhance the customer experience, and the proportion of payments made by direct debit reached 38.7% of all payments. In Brazil, the Pix payment channel, created by the Central Bank of Brazil to facilitate instant payments, was developed and is widely used throughout the country. In Italy, a link to one-click payments through the national digital platform PagoPA was included in digital credit communications. Lastly, great attention was paid to the possibility of flexible installment plans to meet the various needs of customers with respect to the context of each country.

Clear and effective communications

The Plain Language initiative was created with the goal of building customer relationships based on **trust** and **credibility** thanks to clear and transparent communications in all contact channels (in person, apps, websites) for commercial and operational information. In an increasingly complex environment, clarity of communication is essential for establishing lasting relationships and ensuring that every interaction with customers uses direct and unambiguous language. In 2023, the first major steps were taken to improve the clarity and effectiveness of Company communication. Below are the main initiatives undertaken:

- **global guidelines**: basic principles for writing, testing and measuring the effectiveness of communications written in plain language were identified (see the “ViviElettrico” box);



ViviElettrico.it is a “digital help desk” that helps customers **find the answers to questions** related to **energy choices for domestic consumption** and make informed decisions, clarifying the most common doubts on: photovoltaics, efficient homes, bill saving, electric mobility, incentives and electricity use. In 2023, the portal had more than 250 thousand unique visitors.

- **action plans in Italy, Brazil, Spain, Chile and Colombia:** priority areas were identified in which to adopt the methodology, with the launch of testing in all customer contact channels. Training sessions were carried out involving more than 200 colleagues to build internal technical expertise;
- **monitoring tools:** tools were used to check the readability of texts and assess customer perception of the

clarity of information received. In addition, a dashboard was developed in Italy and Brazil to monitor the language used by consultants in call centers.

Data collected from trials show an improvement in customer satisfaction and perception of the service received, confirming the commitment to transparent and accessible communication.

Customer satisfaction

| 2-29 | 3-3 | 417-1 |

In 2023, the customer happiness and satisfaction measurement system, consisting of relational and transactional factors, was consolidated and further refined.

In terms of relational aspects, Enel relies on the global Net Promoter Score (NPS) standard to measure the overall level of customer happiness and “advocacy” through simple and immediately understandable data. This is based on a question asked to customers (“On a scale of 0 to 10, would you recommend Enel to your friends and family?”) and is expressed through a number ranging from -100 to +100, calculated as the percentage of “promoters” (rating 9 or 10 out of 10) minus the percentage of “detractors” (rating 0-6 out of 10). Customers are surveyed twice a year to maximize responses and monitor trends over time, through an email survey – a channel that allows more realistic and reliable values than telephone surveys. The NPS survey has global coverage, and both local and global results are constantly monitored.

For the detailed monitoring of satisfaction on “transactional” aspects – *i.e.*, at “moments of truth” (such as the completion of activation, interaction with the contact center, delivery of the bill, power increase) – Enel’s customers are surveyed by e-mail or via the website/app, asking them

to express their “Customer Satisfaction” (CSAT) with the standard question “On a scale from 1 to 5, how satisfied are you with the ‘moment of truth’?”, calculated as the average of all responses received.

The measurement system (which in 2022 completed coverage in Italy and Spain with more than 30 “moments of truth”, was further refined in 2023, reaching 9 “moments of truth” in Brazil, Chile and Colombia. In all Countries and Regions, thanks also to the collaboration between the dedicated Customer Happiness team and the various business units, it has now become standard practice to constantly monitor happiness and satisfaction values and level – now integrated not only into the operational processes of activation, billing, credit and collection, and customer care, but also in marketing and sales activities.

In terms of results, there was a slight decrease in the Global Net Promoter Score from +5.6 (Q4 2022) to +4.7⁽⁵⁾ (Q4 2023) compared to the -100/+100 range. Considering the complex phase that the sector in which Enel operates underwent in 2023, and the resulting increase in household energy expenditure, these NPS values indicate that the customer base has substantially maintained its trust in the Enel brand and its levels of service.

Management of commercial claims

| 2-25 | 2-26 | 2-29 | 3-3 |

In 2023, the guidelines adopted in previous years on the process of monitoring and classifying claims were consolidated on all Business Lines in all countries where Enel operates, in order to maximize service quality and increase customer satisfaction in accordance with applicable laws, regulations and rules of governance.

Over three years, the number of registered commercial claims per 10 thousand customers related to services and products

decreased globally by 50%, thanks to the combination of processes geared towards a more effective and efficient common model based on first contact resolution, the development of internal benchmarks, and ongoing performance monitoring.

These results were also achieved through actively listening to customers, who assess the Company’s ability to resolve the particular issue thanks to a new standardized feedback model. Also with regard to distribution service management, Enel is

(5) Average value calculated based on all responses received in the last 3 months of the year.

committed to putting in place solutions aimed at increasing customer satisfaction by reducing customer claims and focusing on the speed and comprehensiveness of responses, as well as the timely and effective resolution of requests. With this in mind, in order to ensure increasingly effective customer management, the customer engagement unit was set up, one of its main objectives being to manage interactions with customers through all channels (digital and otherwise), maximizing their potential, and increasing their trust and satisfaction, including by properly defining and targeting the various customer segments.

To reduce customer claims, a number of initiatives were also taken in 2023 to improve the overall customer experience. In Italy, investments were made to improve processes and train

staff to ensure high-quality customer service and in-depth knowledge of the services offered.

Enel complies with current customer privacy regulations in all the countries where it operates. The Company also strives to monitor third-party companies that may be in a position to use the personal data of customers. To this end, dedicated clauses are included in contracts with partners who use personal data to carry out specific activities, such as sales services or customer happiness surveys (see paragraph on “Customer satisfaction”). Customer data is an expression of the individual's personality and identity, and must therefore be treated with due caution and guarantees, as also outlined in the Human Rights Policy.

Promoting access to energy and combating energy poverty

3-3 | DMA EU (former EU23) |

Access to energy is a challenge and a primary need as stated by the United Nations in SDG 7. This aims to ensure access to affordable, reliable, sustainable and modern energy systems for all, due to the role these play as a driving force for fighting poverty and ensuring long-term economic and sustainable growth.

The 2023 update of the “Energy Progress Report”, which measures the progress of SDG 7 and is co-processed by the International Energy Agency (IEA), the International Renewable Energy Agency (IRENA), the United Nations Statistical Commission and the World Bank, once again confirms that the current pace of progress in terms of the 2030 goals regarding energy access, energy efficiency and renewable energy, among others, is not fast enough. Among the reasons for the slowdown on the required roadmap are the uncertain macroeconomic scenario, high inflation, lack of sources of finance, and soaring prices of materials. In some parts of the world, particularly the most vulnerable, a residual effect of the Covid-19 pandemic lingers, along with the soaring energy prices experienced since 2021.

Halfway to achieving the 2030 Agenda goals, indicator 7.1.1 “Proportion of population with access to energy” is

off the roadmap, with 675 million people⁽⁶⁾ still without access to electricity.

Enel is committed to ensuring that as many people as possible have access to energy, both by using traditional means (connections to the electricity distribution grid) and by developing off-grid solutions, which enabled the Company to **connect around 583,000 people in rural and suburban areas in 2023**.

The main responsibility for guaranteeing safe and economic access to basic energy services obviously lies with governments, but the electric sector is also called on to provide a tangible contribution by promoting sustainable social-economic development.

Enel works together with governments and local institutions to **combat energy poverty** and facilitate access to energy for customers in vulnerable conditions in all the countries in which it operates. It does this through specific initiatives to support the deployment of energy efficiency and responsible consumption solutions, the modernization of infrastructure and the growth of renewable energy sources, in line with the Group's sustainable business model and its commitment to a **just transition**.

(6) 2021 data.

In this respect, Enel's approach has two lines of action:

Pro-active measures aimed at anticipating critical situations through:

- new offers that restructure prices and reward reduced consumption;
- support for vulnerable customers in accessing the benefits offered to them;
- initiatives to disseminate practical tips for reducing consumption, etc.

Reactive measures for *ad hoc* interventions when critical situations arise:

- suspension/deferral of payments;
- access to tax bonuses or credits for customers in economic difficulties or affected by natural disasters.

In Spain, for example, through agreements with 7 Autonomous Communities, 2 municipality associations and the Red Cross, Enel is working along with social services to provide support to people in vulnerable conditions. When social services identify a situation of need, Enel blocks collection processes and possible disconnections due to non-payment until the necessary aid is provided to pre-

vent such outcomes. Enel also facilitates the adoption of payment plans and deferments that allow bills to be paid within 24 months. Similar initiatives have also been pursued in Portugal.

Conversely, in other countries Enel's commitment to fostering access to energy involves not only providing electricity, but also delivering innovative and clean technologies to the population in order to generate energy with reduced impact on the environment. For example, in Latin America about 2,308 MW from renewable sources came into operation in 2023, bringing the total renewable capacity to about 22,665 MW. In Africa, Enel Green Power is currently the leading private renewable operator in terms of installed capacity (about 2,100 MW in operation) with a presence in several countries. In Asia, the Group is present in India through its subsidiary EGP India, one of the country's main renewable energy companies, which owns and manages 340 MW of wind capacity and 420 MW of solar capacity, producing approximately 1,382 GWh a year in Gujarat and Maharashtra.



PROGRAMA DE RECAMBIO IN CHILE

AN INITIATIVE TO REDUCE
THE CLIMATE FOOTPRINT OF
CHILEAN HOUSEHOLDS BY
SUBSTITUTING AND RECYCLING
OLD WOOD STOVES



"Programa de Recambio" is a national initiative managed and funded by Chile's Ministry of Environment⁽⁷⁾. It provides free replacement of wood stoves to reduce local pollution, thereby improving the health and quality of life of communities. In support of this initiative, since 2017 Enel has enabled more than 21,000 households to replace their woodstoves heating with an energy-efficient, safe and sustainable heat pump air conditioner.

During 2023, Enel installed more than 5,000 new air conditioners, replaced over 21,500 stoves and avoided the emission of more than 50,000 tons of CO₂ since the program started⁽⁸⁾. Through the recovery of decommissioned stoves, the program has also enabled the recycling of more than 1,900 tons of waste. Following a circular economy logic, this waste is then used to produce steel bars for the construction industry.

(7) The initiative is part of the Emissions Compensation Program (ECP), a mandatory legal instrument to offset corporate emissions. It is organized and funded by the Italian Ministry of Environment and Energy Security, in which Enel X has been chosen as a provider for program development.

(8) Data calculated as the sum of savings generated in one year by heat pumps installed between 2017 and 2023.

Enel's governance to promote access to energy

Enel's commitment to ensuring energy access is also confirmed in its 2024–2026 Strategic Plan through the definition of specific objectives, including an increase in renewable sources, the development of sustainable and circular products and services. In synergy with the Strategic Plan, Enel defines the Sustainability Plan's goals and commitments, which contribute to the achievement of the United Nations' 17 Sustainable Development Goals. The Sustainability Plan's objectives are subject to periodic analysis and monitoring by the Board of Directors by means of the Corporate Governance and Sustainability Committee (see the

Corporate Governance report, available at www.enel.com). The Group is engaged in realizing these strategic objectives by contributing towards support for the global challenge of guaranteeing access to energy. In support of strategic goals, each Country is responsible for managing relationships with institutional bodies, regulatory authorities on a national, regional and local level, and associations for promoting the development of solutions for access to energy according to different needs and through innovation activities.

