

Electrification of uses

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

321.1 TWh
ELECTRICITY SOLD
 309.4 TW in 2021 **+3.8%**

212
COMPLAINTS (NO./10 THOUSAND CUSTOMERS)

22.6 thousand
OWNED PUBLIC CHARGING POINTS
 18.1 thousand in 2021 **+24.9%**

45.8 million
END USERS WITH ACTIVE SMART METERS
 45.2 million in 2021 **+1,5%**



Customers

		Electricity market	Gas market
Total	no.	60,225,898	6,558,997
Italy	no.	21,382,665	4,581,245
Iberia	no.	10,545,281	1,798,737
Rest of Europe and North America	no.	2,905,352	178,993
Latin America	no.	25,392,600	22

The final number of energy and gas customers was **close to 67 million** in 2022, down slightly from 2021, while energy sales amounted to 321.1 TWh in 2022 (309.4 TWh in 2021).

760 MW
STORAGE
 375 MW in 2021

8.5 GW
DEMAND RESPONSE
 7.7 GW in 2021 **+9.9%**

Customer centricity

The leadership of a company like Enel necessarily passes through customer care and attention to quality service, aspects that refer not only to the supply of electricity and/or natural gas, but also and above all to the intangible aspects of the service perceived by the customer.

We aim to **maximize value for customers** on a daily basis:

- through **a robust business model** that focuses on the continuous improvement of efficiency, effectiveness and

resilience in process management (activation of new services, billing, payments and credit, customer focus) and digitalization.

- **making them more aware** with offers geared towards increasing awareness of their consumption, different time slots, rewards for reducing consumption compared to the past, clear and simple communication;
- **proactively managing their needs;**
- **accompanying them towards electrification.**





Listen actively

Deeply understanding our customers and treating everyone with respect and kindness, taking their needs to heart and solving them with concrete solutions. We have consolidated activities focused on measuring and monitoring

customer satisfaction and happiness, as well as analyzing feedback to integrate the customer's point of view into the overall management of business processes.



Make life easier

Adopt an understandable language and always keep promises, respecting your customers' time and always working efficiently.

In order to simplify the experience of our customers, in 2022 we developed a specific platform to standardize and optimize internal processes, aware that in order to be able to offer efficient solutions to our customers, we must first simplify ourselves, also by using comprehensible

language, free of technicalities. To this end, we launched the Plain Language project, aimed at simplifying the communication language used through the different channels of customer interaction. In Spain, the new global app was launched to offer a higher level of customer experience. These actions have improved the efficiency of operations with a major impact on reducing complaints and optimizing operating costs.



Build the future

Accelerating electrification, anticipating customers' needs and offering sustainable solutions for families and businesses, accompanying them with honesty and determination to earn their trust.

Data-driven decision-making, an agile approach to design, customer centricity based on inclusiveness and accessibility, digitalization and simplification are the levers to generate value for customers and the Company.

Over the past few years, new payment methods have been introduced, digital channels have been strengthened, and customers have been provided with tools to control their consumption and improve energy efficiency, with a view to encouraging their participation in the Net-Zero transition.

Enel also focuses on the future, through open and sustainable innovation partnering with start-ups to engage customers towards a digital profile, standardize processes, personalize the service and ensure transparent and reliable information. We involve customers in the testing and co-design of new services, including through neuroscience and biofeedback tests in collaboration with universities and research centers.

We put customers at the center of the energy transition, offering a comprehensive product portfolio, commodity and beyond commodity, and a unique customer experience that ensures no one is left behind.

Customer satisfaction

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

"On a scale of 0 to 10, would you recommend Enel to your family and friends?" This simple question is the basis for the Net Promoter Score (NPS), which allows us to measure customer satisfaction globally through simple and immediately understandable data. It is calculated, in a range from -100 to +100, as the percentage of "promoters" (score of 9 or 10 out of 10) minus the percentage of "detractors" (score between 0 and 6 out of 10). Customers are interviewed by e-mail twice a year to maximize responses and to monitor trends over time.

We complement NPS, monitoring transactional aspects aimed at detecting overall satisfaction during some of the most sensitive phases of the customer experience (such as activation completion, contact center interaction, bill delivery, etc.). We survey our customers by e-mail to measure their level of Customer Satisfaction (CSAT), using an international standard that is based on the question "On a scale of 1 to 5, how satisfied are you with the 'moment of truth'?"⁽⁴⁾ The total is calculated as the average of all responses received. During 2022, CSAT survey coverage was

(4) Significant events in the relationship between customer and Company (e.g. completion of activation, interaction with the contact center, delivery of the utility bill, etc.) that determine the customer's opinion and evaluation of the service.

completed in Italy and Spain (30 “moments of truth” per Country), is ongoing in Brazil (8 “moments of truth”) and is about to be launched in 2023 in most other markets.

Thanks to the continuous feedback from the customer base, the dedicated Customer Happiness team and the constant monitoring of happiness and satisfaction val-

ues and insights – now integrated into the operational processes of Activation, Billing, Credit and Collection and Customer Care – 2022 saw **Enel achieve a solid increase in Global Net Promoter Score (weighted average of all NPS values at country level), from -2.8 in December 2021 to +5.6 in December 2022.**

Complaints management

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

In 2022, guidelines on the complaints monitoring and classification process were implemented in all countries where we operate, in order to maximize service quality and increase customer satisfaction, in accordance with applicable laws, regulations and governance rules. Our aim is the convergence of the current processes towards a common, effective and efficient model, through continuous performance monitoring and the development of internal benchmarking, aimed at highlighting a non-conformity on an existing product/service/functionality, which cannot be

resolved immediately (First Contact Resolution) and therefore requires further work by the Complaints Back Office. In addition, we have worked to standardize the monitoring and quality control of complaints management with homogeneous operating methods to make the performance of the Group’s different countries of presence comparable, also thanks to the creation of a global platform that enables monitoring of indicators and trends while at the same time ensuring the correct classification of complaints handled.

Focus on vulnerable groups

| 2-29 | 3-3 | DMA EU (former EU23) |

We want to remain attentive to the needs of citizens, improving and maintaining access to electricity in the most disadvantaged areas and among the poorest populations. All the countries in which the Group operates in fact provide forms of support, often linked to state initiatives, which make it easier for certain sections of the population

to pay electricity and gas bills, thus allowing equal access to energy. For further details on initiatives dedicated to vulnerable customers, please refer to the “Value for Disability” project in the [“Managing human rights”](#) chapter of this Report.

Transparent relations

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

In line with its commitments to mitigate the effects of climate change, our Group has intensified the process of digitalizing customer relations.

During 2022, digital services were further expanded, including the promotion of digital bills and payment channels with the possibility of flexible installment plans.

The emphasis was placed on developing and marketing a digital solution with simpler and more transparent bills. In 2022, thanks to **e-billing**, 30% of bills globally was sent electronically. This not only reduces the costs of paper, printing and delivery of traditional bills, but also the CO₂ emissions associated with all these activities.

By leveraging state-of-the-art technology standards, telephone customer service in Chile, Colombia and Peru was standardized. Thanks to a global control center, it is possible to monitor the flow of calls and manage their routing to available operators in order to minimize waiting time for our customers. In addition, the operating methods, defined at global level, tend to the highest quality standards, standardizing the “tone of voice” and style of handling customer issues.

Thanks to a data-driven approach and continuous benchmarking of best practices, both from energy companies and other leading digital industries, the following three

“Customer Centric Behaviors” have been defined in order to offer our customers simple, innovative, sustainable, fast and effective solutions, through a clear language that is accessible to everyone:

- listen actively,
- make life easier,
- build the future.

The focus on Customer Happiness takes shape when we call into question all those emotional factors that, parallel to the more rational ones related to the choice and “confirmation” of a brand, are built on a more human interaction in relation to the brand and its advocates. We want to exceed our client’s expectations by optimally balancing the ratio of costs incurred against benefits received, thereby increasing the likelihood of a more stable and lasting relationship. Enhancing the perception of our work with an effective and efficient service leads to the building of a long-lasting relationship. Not only that: by focusing our energies on Customer Happiness we also

Energy-saving commercial offers, products and services

3-3 | DMA EU (former EU24) |

As a result of rising energy prices, the topic of energy saving has become even more important in 2022, and in all countries where we operate, efforts have been stepped up to make energy efficiency solutions available that can guarantee customers savings in terms of both consumption and CO₂ emissions. From household appliances to smart home solutions, from home services to heating and air-conditioning systems, from solar-powered systems to charging infrastructures for electric cars, solutions have been developed to help save energy, time and money. Among the proposed solutions we find Homix, the smart home solution to manage temperature, lighting and security easily and intelligently in the home, optimizing consumption on the basis of the habits and needs of the family. Induction hobs that replace traditional gas cookers and enable the cooking of food in less time, with almost twice the energy efficiency of gas cookers, greater safety and significant CO₂ savings. Enel X Sun Plug&Play is the innovative flat photovoltaic system that can be installed

optimize satisfaction, provide more stability in securing the Company’s market share and give more support to pricing policies.

Enel complies with current customer privacy regulations in all the countries where it operates. We also strive 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, for example sales services or customer happiness surveys. Customer data is an expression of the individual’s personality and identity, and must therefore be treated with due caution and guarantees. Enel considers personal data to be a shared and corporate asset at the same time. For this reason, we have appointed a Data Protection Officer who aims to guarantee full respect for the privacy of all the individuals with whom we interact. For further details, see the “[Sound governance](#)” chapter of this document.

on a balcony or on the façade of a building at a window, allowing the energy generated by the sun to contribute to the home’s energy needs, saving up to 20% on energy bills. Heat pumps use thermal energy from air or water for heating and cooling and are up to four times more energy efficient than the best boilers, saving around 40% on utility bills. Another product that is of great importance for energy freedom is rooftop photovoltaics with a storage system: it harnesses solar energy to generate electricity, saving money on electricity bills through self-consumption and energy storage. In fact, the system stores in batteries the excess electricity generated by the photovoltaic system during the day, making it available during the night when the system is not generating, thus significantly reducing energy drawn from the grid and consequently costs on the bill.

In 2022, Enel X installed a total of about 73,000 Smart Home products and more than 5,000 photovoltaic products that contribute to energy savings and efficiency.