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## Promoting customer centricity through transparent and fair relationships



For Plenitude, building a constant and transparent dialogue and establishing long-lasting and trustworthy relationships with its customers represent cru-

cial elements for business development. With the aim of fully understanding the expectations and needs of its customers, the Company has structured an

active, digital and quality-based system for understanding their needs in order to guarantee them the highest possible level of satisfaction.

PURPOSE	MACRO-OBJECTIVES	OBJECTIVE DESCRIPTION
<b>PROMOTING CUSTOMER CENTRICITY THROUGH TRANSPARENT AND FAIR RELATIONSHIPS</b>	LISTENING TO THE CUSTOMER	Developing tools and initiatives to identify Customers expectations and improve customer satisfaction.
	SERVICES DIGITALISATION	Enhance digital tools to facilitate the use of services and favour transparency in customer relations..
	SERVICE AND PRODUCT QUALITY	Ensuring the highest level of quality both in the services delivered and in the creation of new products.

### 4.1 Listening to the customer

MACRO-OBJECTIVES	2022 TARGETS	2022 PERFORMANCE	FUTURE TARGETS
<b>LISTENING TO THE CUSTOMER</b>	Training involving 30 people for 16 hours each (480 hours total in the field of Customer Centricity) in 2022	Training involving 32 people for 16 hours each (512 hours total in the field of Customer Centricity) <span style="border: 1px solid green; border-radius: 5px; padding: 2px;">✔ OBJECTIVE ACHIEVED</span>	Training involving 30 people for 16 hours each (480 hours total in the field of Customer Centricity) in 2023
	Maintaining the level of the telephone customer service performance indicators recorded in 2021 also for 2022 (CES, resolution, service satisfaction)	Telephone customer service <b>satisfaction level at 86.7%</b> , up 0.8 pp compared to 2021. <b>Resolution</b> level of telephone service requests increased to <b>87.1%</b> (+1 pp compared to 2021) <span style="border: 1px solid green; border-radius: 5px; padding: 2px;">✔ OBJECTIVE ACHIEVED</span>	Maintaining the performance indicators level recorded in 2022 also throughout 2023
	3.5x Net Promoter Score in Italy in 2025 compared to 2018	2.7x Net Promoter Score in Italy in 2022 compared to 2018 <span style="border: 1px solid green; border-radius: 5px; padding: 2px;">🔄 IN PROGRESS</span>	3.5x Net Promoter Score in Italy in 2025 compared to 2018

Plenitude's business approach is strongly focused on Customer Centricity. The positive experience of customers and attention paid to their needs are crucial elements for competitive advantage.

## 2022 Performance

To define suitable solutions for its Customers, Plenitude adopts the Design Thinking method, which is a process to better understand users' needs, challenge the original assumptions, redefining problems and developing innovative solutions to deliver meaningful and valuable omnichannel experiences. Plenitude, through the **Design Academy**, provides its people with training based on a design process driven by qualitative and quantitative data, through which they learn design research methodologies, service design tools and techniques, and the development of a systemic approach based on customer-centricity. The training provided is instrumental in acquiring the skills necessary to internalise the customer-centred approach. In 2022, Plenitude more than met its target set in 2021 by involving 32 people for 16 hours each (512 training hours in total).

In a particularly complex year, characterised by the tariff increase, the results confirmed an **increase in the**

## Future targets

Given the positive performance recorded in recent years, Plenitude is committed to **maintaining a high level of customer focus** by providing

## The Plenitude Design Academy enables skills to design solutions, products and experiences that meet customers' needs

**level of customer satisfaction with the hotline service.** This is a major achievement for Plenitude, which has always been very attentive to its customers. By actively listening to needs, the Company strives to improve the services it offers constantly. To this end, it has structured a monitoring system that makes use of **periodic surveys** to check call centre customer service satisfaction (Resolvability, Customer Service Satisfaction and Customer Effort Score). The recorded service satisfaction rate is 86.7% (up 0.8 pp compared to 2021). The perceived ability

to solve problems handled at the call centre, i.e. the resolution rate, also increased to 87.1%, up from 86.1% in 2021. Consequently, the Customer Effort Score, which assesses how comfortable the customer feels during interaction with the Company, also increased compared to 2021 (86) to 86.8.

In line with the increase in the previous indicators, the Net Promoter Score (NPS), which is monitored through instant feedback surveys that ask customers to rate their experience in the immediate area, also increased by 15% year-on-year. Therefore, despite the increase in the price of gas on the international market and the consequent increase in costs on the bill, the percentage of customers who would recommend Plenitude is growing.

high-quality services in 2023. To this end, in line with what was planned for 2022, also for 2023 Plenitude plans to involve 30 people for 16

hours each (480 hours total) in **Design Thinking training.**

hours each (480 hours total) in **Design Thinking training.**

## 4.2 Services digitalisation

MACRO-OBJECTIVES	2022 TARGETS	2022 PERFORMANCE	FUTURE TARGETS
<b>DIGITISATION OF SERVICES</b>	Consolidation of digital assets and implementation of new functionalities for customers in 2022	Rebranding of all digital touchpoints and consolidation from a technological point of view, and release of new digital assets. <b>🎯 OBJECTIVE ACHIEVED</b>	Consolidation of digital assets, homogenisation of digital presence and implementation of new functionalities for customers in 2023
	90% of new contracts at the European level signed paperless by 2025	88% of new contracts at the European level were signed paperless <b>🔄 IN PROGRESS</b>	90% of new contracts at the European level signed paperless by 2025

For Plenitude, research and technological innovation are essential elements for business development. Through innovation and digital transformation, it is in fact possible to effectively fulfil sustainability objectives, while enriching the know-how and skills within the organisation and stimulating a continuous evolution of the services offered.

### 2022 Performance

The innovation of agile business process management is enabled and accelerated by the **internal digitisation of assets** undertaken in 2021. Thanks to the **Digital Acceleration** project, Plenitude outlined its digital transformation path, leveraging a reference technology roadmap and accelerating the digitisation of internal and customer-focused assets. During 2022, the Company completed important steps in the technological

evolution of its digital assets, consolidating them through structural interventions to improve performance.

Furthermore, in line with Plenitude's new identity, the digital touchpoints also underwent a re-branding operation. Finally, as it set out to do at the end of 2021, the Company released new digital assets to improve the customer experience.

The percentage of digital bills (**e-in-**

**voices**) rose from 36% in 2021 to approximately 40%<sup>19</sup> in 2022, achieving the target Plenitude set for itself last year.

Finally, the signing of **new digitally managed contracts** increased considerably, reaching 88% of 'paperless' sales<sup>20</sup> across Europe in 2022 (up compared to 84% in 2021).

### Future targets

In the years to come, Plenitude is committed to further strengthening its digital efforts, consolidating existing **digital assets** and expanding

its digital presence, also by enabling new customer capabilities planned for 2023.

Furthermore, it plans to attain a tar-

get of 90% paperless contracts by 2025.

19 - Includes Italy, France, Spain and Portugal, and Greece and Slovenia.

20 - Includes Italy, France, Spain and Portugal, and Greece considering only the type of signature per contract (does not include any printed copies sent to the customer).

## 4.3

## Service and Product Quality

MACRO-OBJECTIVES	2022 TARGETS	2022 PERFORMANCE	FUTURE TARGETS
<b>SERVICE AND PRODUCT QUALITY</b>	<ul style="list-style-type: none"> <li>Implementation of the WeCare Model and development of dedicated caring initiatives, including Tellis</li> <li>Development of new Be Charge app functions</li> </ul>	<ul style="list-style-type: none"> <li>In 2022, the <b>WeCare model</b> was correctly implemented, and the <b>Tellis service was launched</b></li> <li>Development and further improvement of <b>evaluation and monitoring tools</b> by Be Charge</li> </ul> <p>✔ OBJECTIVE ACHIEVED</p>	Consolidation of the <b>WeCare model</b> in 2023
	<p>Maintaining the performance indicators level recorded in 2021 during 2022 (First call resolution, Self Care, call centre waiting time)</p>	<ul style="list-style-type: none"> <li><b>First-call resolution and self-care indicators both improved.</b></li> <li>Waiting time at the call centre has increased due to the introduction of a conversational Artificial Intelligence system that aims to better filter and target customer requests</li> </ul> <p>✔ OBJECTIVE ACHIEVED</p>	Maintaining the quality performance indicators level recorded in 2022 also in 2023
		<p>The following indicators: % of satisfied customers and NPS Relational showed increased performance compared to 2021</p>	Maintaining the performance indicators level recorded in 2022 also throughout 2023

## 2022 Performance

In 2022, Plenitude began consolidating the new **WeCare operating model**, which was implemented in 2021 in order to ensure exclusivity, efficiency and an immediate response to different customer needs. The model foresees an innovative service built on the **customer-centricity** concept, in which the customers interact with a Customer Support reference person, who remains permanent. In 2022, in line with what was anticipated in 2021, the service was also extended to deaf people thanks to a specific caring **initiative**, the '**Tellis**' **initiative**.

At the same time, Be Charge consolidated and further developed **tools for monitoring and evaluating customer satisfaction** concerning their experi-

ence of using the charging stations. This process is based on analysing ratings and reviews issued by users on the well-known MSP service aggregator (Nextcharge) platform, which acts as a collector of ratings on individual charging stations. The objective of the evaluation system is to precisely detect the level of satisfaction with the service in specific areas, thus being able to intervene extensively with dedicated actions. The analysis revealed that the Be Charge network has the highest approval rating in Italy to date and is recognised by the rating as the most reliable.

2022 was a year marked by the tariff increase, increasing uncertainty on the part of customers and the

resulting need to handle more service requests. Despite this, given the creation of a management model that puts the customer experience and thus the quality of the service rendered at the centre, as confirmed by the qualitative performance indicators, the indicators measuring the level of service and call centre waiting times were only marginally affected by the scenario compared to 2021. The average waiting time, slightly increased from 2021.

Confirming this, the results of the Customer Satisfaction surveys that Plenitude carries out several times a year on a statistically representative sample of the entire customer base show a **growth in the level of cus-**

**customer satisfaction.** The monitoring of the relevant indicators measured on statistically representative samples of the entire Plenitude Customer Base shows an increase in 2022 compared to the previous year. In particular, the percentage of residential customers who give Plenitude a rating of 7 to 10 (on a scale of 1 to 10) is 82.6% (+12.8 pp). Furthermore, the NPS Relational value<sup>21</sup> stands at +22.2. In monitoring the service quality indicators, Plenitude adheres to the spe-

cific and general commercial quality standards established by the Italian Authority for the Regulation of Energy and the Environment (ARERA) for sale and distribution companies.

Moreover, the Company integrates the assessment with the First Call Resolution (FCR) and Self-Care indicators; that is, the percentage of problems that have been solved during the first call and the percentage of operations carried out independently by the customers out of

the total number of requests. Confirming Plenitude's commitment to resolving customer requests on first contact, FCR increased by 1 percentage point over 2021, standing at 93%. Similarly, the Self Care percentage increased by 3 percentage points over 2021, reaching 50%, confirming Plenitude's efforts to 'digitise' the assets available to its customers.

## Future targets

Given the performance recorded in 2022 and the uncertain environment of the energy market, **maintaining a high level of customer focus** also in 2023 is planned by providing

**high-quality services**, reinforcing the **WeCare model**. The level of the Customer Satisfaction indicators, which are monitored through periodic surveys of a representative sample of

residential customers, is expected to be maintained in 2022.

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21 - NPS - Relational: Plenitude asks a representative sample for the probability to recommend Plenitude to relatives, friends and colleagues according to the relation established with it. The evaluation are given are on a scale of 0 to 10. The value represented in the text is the difference between the percentage of people giving a value between 9 and 10 (Promoters) and the percentage of people giving a value between 0 and 6 (Detractors). Ratings between 7 and 8 are considered neutral.