


2 CLIENTS

- 2.1 Goals and priorities
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- 2.3 Service quality
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2.1 Goals and priorities

All operations of the ENEA Capital Group are carried out in order to effectively meet needs and expectations of our customers. This applies both to investments, changes in corporate governance and other key areas of the Group's operations as well as practices in relationships with Clients. Mission adopted in 2013: "Growth in the value of the Group through building customer confidence" and the new strategy put emphasis on quality service and Customer satisfaction.

 More information about Corporate Strategy is available in the "Strategy" chapter.

Group's strategic objective is to build long-term relationships with the Client. This will be achieved by:

- **development of an attractive range of products and services** which matches needs and expectations of Customers
- **continuous improvement of the Client service quality** through "Program of Client Service Model Change"
- **sales development throughout Poland by taking into account modern channels** - including the launch of additional retail points

Strategic documents in the sales area

ENEA SA has continued to work within the adopted in 2012 "Sales of ENEA SA in the retail area for 2013-2016" in the past year. The main pillars of this strategy are:

- expansion of retail sales,
- efficiency of Client service,
- efficiency of wholesale trade.

Area strategies were adopted with the new ENEA Capital Group Corporate Strategy in 2014, among them " Sales Area Strategy of ENEA Capital Group for the period 2014-2020".

Figure: Basic business objectives of the "Sales" area

Sales
<ul style="list-style-type: none"> ▪ Gaining new customers in the whole country. ▪ Growth in margin through: <ul style="list-style-type: none"> ▪ Widening of the product and service offer matched to customers, ▪ Optimisation of customer service costs, ▪ Building an optimum sales network.

Table. Time rates of interruptions in the supply of electricity for year 2013.

Index	Value	Unit
Number of customers	2 438 037	[no.]
SAIDI for planned interruptions *	127.39	[min.]
SAIDI for unplanned interruptions *	353.5	[min.]
SAIDI for unplanned interruptions including the catastrophic interruptions *	415.33	[min.]
SAIFI for planned interruptions *	0.51	
SAIFI for unplanned interruptions *	4.18	
SAIFI for unplanned interruptions including the catastrophic interruptions *	4.21	
MAIFI	2.31	

2.2 Contact with the Client

Customers of the ENEA Capital Group

Companies of ENEA Capital Group provide services to more than 2.4 million customers, of which 2.1 million are individual customers and approx. 0.3 million are business customers. Customers of ENEA SA and ENEA Operator are the most numerous group.

Communication channels for ENEA SA customers (trade)

- **Client Service Office**

Communication channels with ENEA SA Customers: Client Service Office, Sales Office, call center, website, inserts to invoices, notices and announcements in local newspapers or on the radio. Furthermore, Client account managers are dedicated to business Customers.

ENEA SA Customers have a possibility to contact the company directly through 34 Client Service Offices located in north-western Poland, and Sales Offices located in 5 Polish cities: Poznań, Szczecin, Bydgoszcz, Gorzów Wielkopolski and Zielona Góra. Furthermore, ENEA mobile sellers and business partners are responsible for sale of electricity throughout the country.

- **Contact Center**

Contact Center a modern channel of communication with customers was launched in April 2013.

Telephone Service Office, Back Office and Settlement and Debt Recovery Office are located in its new registered office in Poznań. They are responsible for Client service in the Poznań, Zielona Góra and Gorzów Wielkopolski area.

Clients have the opportunity to use the services of the Contact Center from Monday to Friday, 7-18. Contact Center handles more than a thousand telephone calls each day. The average waiting time for contact with the consultant was 30 seconds in 2013. Effectiveness in receiving incoming calls was 90proc., of which 75 per cent calls were received in the first 20 seconds after dialling.

- **New payment network**

Individual clients of the ENEA Capital Group may pay for energy in the new payment network branded VIA Moje Rachunki. This is a great convenience as since 2013 Customers may pay their energy bills, among others, in grocery stores, supermarkets or petrol stations, often located near the previous ENEA cashier's offices.

ENEA SA and ENEA Centrum companies plan to develop communication with Customers through Customer Service Offices during sponsored events and through the development of modern communication channels in 2014.

Communication channels for ENEA Operator customers (distribution)

Development of Client contact channels and improvement of service quality are particularly important for ENEA Operator. Electronic form of contact with the Customer, including electronic call handling Call Center, as well as online Client service and access to the web by mobile phone is the priority.

The main activities carried out by ENEA Operator in 2013 within development of communication channels with customers:

- integration of the electronic Call Center system with OSCC system (a system designed for commercial lines)
- Increase of the Call Center throughput for emergencies by **180 channels**
- pilot implementation of **Contactis Failures** system module for technical brigades of power emergency - the new system enables the electronic transmission of notifications by the dispatchers with the technical documentation in electronic form to the teams in the field
- development of **cooperation with crisis management centers** by providing information about failures in the company's distribution network in the form of a newsletter.

2.3 Service quality

Client-oriented program

ENEA Capital Group is implementing a wide "Client-oriented program". The program is associated with the provision of new, remote Client contact channels with the ENEA Capital Group.

Work is underway on establishing a common Client service for ENEA SA, ENEA Operator ENEA Wytwarzanie and ENEA Trading (i.e. Shared Services Centre).

Main business objectives of the introduced changes:

- design and implementation of Client service functions common to trading and distribution areas in the ENEA Capital Group
- increase of Client satisfaction level
- implementation of IT solutions to support Client service
- standardization, improvement of quality and efficiency of Client service processes.

Shared Services Centre

Shared Services Centre - Common Client Service is the central Client point of contact in the ENEA Capital Group. The idea behind this project is to gradually unify the common service processes of trade and distribution Clients and implement a new organizational model of Client service area. As part of the Shared Services Centre in 2013:

- acquisition process of the back-office for the city of Poznań was carried out by ENEA Centrum from ENEA Operator company
- transfer of after-sales services of TPA Clients (Third-part access) from the After-Sales Service Office in ENEA to ENEA Centrum.
- TPA agreements registration in enPort system and extension by direct sales.

Change of the Client Service Model

Continuation of the Change of the Client Service Model Program was an important measure being implemented in 2013 by ENEA SA. Under this program, the following projects are dedicated to the company's Clients:

- development and implementation of the Sales and Client Service operating model,
- definition of the target Sales and Client Service organization,
- development of indirect sales channel,
- development of products and additional services,
- Call Center project,
- controlling system,
- optimization of the payments acceptance model of ENEA SA Clients.

Service quality in ENEA Operator

ENEA Operator complies with the provisions of the Compliance program, i.e. "Non-Discriminatory Treatment of ENEA Operator Distribution System Users". The system guarantees non-discriminatory treatment of distribution system users within the free choice of energy supplier. The Client is free to choose any energy supplier. This system also ensures the protection of Customer data who made that choice.

ENEA Operator granted discounts to Customers with a total of PLN 40 130.69 in 2013. Bonuses were associated with electricity quality parameters and standards of service.

Customer Privacy

Information Security Policy is the basic element of information security management system in ENEA SA. It includes, among others, attention to the protection of Customer data. *Information Security Policy* is implemented in ENEA SA on the basis of standard ISO27001:2005 and is a part of the Integrated Management System.

Furthermore, ENEA Operator implements guidelines of *Policy security within processing of personal data in ENEA Operator*. Each of the concluded agreements with Customers by ENEA Operator include provisions to ensure the data protection.

On the other hand, *Compliance Program*, *Client Service Standards (ENEA SA, ENEA Operator)* and *i.e. Card Services* are the basis of the lawful operations of ENEA Centrum company and Customer privacy.

Client satisfaction surveys

Energomiar companies (increase of the Customer satisfaction by 0.73 points compared with 2012) and Energetyka Poznańska Zakład Transportu (93.07% - satisfactory rating. For comparison- 93.86% in 2012). Customer satisfaction survey was also conducted by ENEA SA in 2013.

2.4 Education

In response to the Clients' expectations ENEA Capital Group shares its expertise with Customers. Eneos, ENEA Operator and ENEA SA companies are most active in this respect.

ENEA SA Lectures

ENEA SA experts conducted a series of training lectures at several conferences throughout the country in 2013. They focused on energy efficiency and the use of an energy audit. The training was attended by representatives of business and local government units.

ENEA Operator Programs

Customers education in terms of safety and rational use of energy is particularly important for ENEA Operator. The company cooperates in this respect with the Municipal Police in Poznań and Polska Spółka Gazownictwa leading a Safe Kindergarten Academy program. ENEA Operator also implemented a series of programs "I know electricity" in Merkury Radio.

Furthermore, the Company got involved in the "Eco-creative companies - new powers - pure profit" project in the first half of 2014 organized by the Centre for Energetic Technologies Association of Free Enterprise. Thanks to this initiative, the owners of small and medium-sized businesses connected to the ENEA Operator grid may use the free audit services within consumption of electricity, heat and gas. These shall reduce costs and energy losses in companies and facilitate energy efficiency improvement.

Eneos initiatives

Transfer of expertise about modern solutions in the modernization of street lighting and public space to local governments is particularly significant to Eneos company.

Company organized "More light" fairs in May 2013. The event gathered lighting equipment manufacturers, energy companies and a large group of local governments representatives. During the fair, participants learned how in a modern way and impressively illuminate cities and villages.

A series of presentations on technical and formal-legal issues in the field of lighting was included in the program.

Eneos was also a partner of the University of RES by Rzeczpospolita daily. A representative of the company had a lecture from RES area on photovoltaics.