

MATRIX OF RELATIONS WITH OUR STAKEHOLDERS

Stakeholder	Stakeholder Subgroup	Purpose of Relation	Topics of Interest		Means of Communication and Frequency of Relationship
Clients	<ul style="list-style-type: none"> Homes Companies Cities 	Reach clients from homes, companies and cities that value advice on energy solutions, through the best customer experience, leveraged in our culture, offering integral support with simple processes and business models at the forefront of the market.	General <ul style="list-style-type: none"> Reliability in service provision. Virtual services. Personalized attention. Attention to petitions, complaints and requests. Innovation in business models. Portfolio of products and services. Client satisfaction. Service interruptions. Quality of service. 	Particular Issues in 2018: <ul style="list-style-type: none"> Solar energy. Client experience. Environmental impact of energy products. Electric mobility. Sustainable cities. Energy efficiency. 	Permanent <ul style="list-style-type: none"> Dialogues, focus groups and consultations. Online chat. Social networks. Email marketing. Video calls at kiosks. Client-service app. Website. Transparency Line. Newsletters. Invoices. Service centers and 24/7 client-service line. Measurement of the Net Promote Score indicator. Measurement of the External Client Experience Index (IECe, in Spanish).
	<ul style="list-style-type: none"> Fuel clients. Energy clients. Safety-ring clients of the Reliability Charge (secondary reliability market and voluntary disconnectable demand) 	Consolidate the commercial and trust relationship, built over several years with the main generating and trading agents, in order to continue negotiating businesses of traditional products (Energy, fuels and secondary reliability market) and new products (voluntary disconnectable demand).	General <ul style="list-style-type: none"> Trust in the defined processes of buying and selling products. Personalized attention. Attention to petitions, complaints and requests. Client satisfaction. 	Particular Issues in 2018: <ul style="list-style-type: none"> Electronic billing Days of Approach with clients and suppliers (Celsia Cogenerator Day). 	Permanent <ul style="list-style-type: none"> Personnel available 365 – 24/7 to attend calls. Invoices Annual measurement of the Client-Satisfaction indicator.

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Associations and Guilds	<ul style="list-style-type: none"> • Business guilds. • Sector associations. 	Contribute knowledge, exchange experiences and promote initiatives, in order to foster the appropriate conditions for the successful development of businesses and their environment.	General <ul style="list-style-type: none"> • Regulation of the wholesale market. • Tax and environmental matters. • Support for government initiatives. • Permanent management of alliances. • Actions to manage climate change. • Follow-up on projects or legislative, administrative and regulatory procedures. 	Particular Issues in 2018: <ul style="list-style-type: none"> • Environmental flow. • Compensation plan for loss of biodiversity. • New regulation of renewable energy. • Post-conflict. 	Annual <ul style="list-style-type: none"> • Integrated Report. • Sector and other events. Permanent <ul style="list-style-type: none"> • Website. • Email. • Electric-sector meetings. • Participation in electric-sector committees. • Electronic communications and sending sector information.

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Scientific and Academic Community	<ul style="list-style-type: none"> • Institutions in favor of innovation, research and development. • Research centers. • Universities. 	Facilitate the exchange of knowledge that allows creating value and developing two-way research and innovation.	General <ul style="list-style-type: none"> • Development of environmental, social and economic research projects related to the core of the business. • Permanent management of alliances. • Actions to manage climate change. • Innovation. 	Particular Issues in 2018: <ul style="list-style-type: none"> • Monitoring and management of fish fauna. • Compensation plan for the loss of biodiversity. • Protection of hydric resource environmental flow. • Energy storage. • Microgrids. 	Annual <ul style="list-style-type: none"> • Conversations. • Integrated Report. Permanent <ul style="list-style-type: none"> • Cooperation agreements with scientific and academic institutions. • Research projects. • Committees. • Website. • Electronic communications and sending sector information.

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The Media	<ul style="list-style-type: none"> National, regional and local media 	<p>Provide truthful, clear and timely information for the media to report the relevant facts of the Organization in a way that is appropriate to public opinion and, thus, strengthen mutual trust and be an important source in the sector.</p>	<p>General</p> <ul style="list-style-type: none"> Innovation. Economic results. Industry issues. New business. Expansion of the Organization. Organizational results. Renewable energy. Social and environmental management and investments. Client service. Relationships with communities. 	<p>Particular Issues in 2018:</p> <ul style="list-style-type: none"> Benefits of solar energy New businesses and the expansion of the Company and its operations. The future of energy. Electric mobility. Issuance of shares. Sustainable hydroelectricity. 	<p>Annual</p> <ul style="list-style-type: none"> Financial Statements. Integrated Report. Meeting and training. Dialogues and consultations. <p>Quarterly</p> <ul style="list-style-type: none"> Statement of Results. Press releases. <p>Permanent</p> <ul style="list-style-type: none"> Interviews. Website. Social networks. Telephone contact and instant messaging. Email.

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Shareholders and Investors	<ul style="list-style-type: none"> • Shareholders. • Investors. • Board of Directors. • Banks. • Economic partners. • Insurers. • Risk-rating agencies. • Bond holders. 	Create economic value, growing profitably, generating trust with the best practices in corporate governance, sustainability and appropriately managing risks.	General <ul style="list-style-type: none"> • Corporate strategy. • Liquidity of the share. • Annual dividend. • Solid corporate governance. • Growth and expansion. • Industry issues. • Social and environmental management. 	Particular Issues in 2018: <ul style="list-style-type: none"> • Economic performance. • Regulation. • New business. • Renewable, conventional and non-conventional energy. • Issuance of shares and green bonds. 	Annual <ul style="list-style-type: none"> • Shareholder's Assembly. • Financial Statements. • Shareholders' Report. • Integrated Report. • Meetings with risk-rating agencies. • Investor Day event. Quarterly <ul style="list-style-type: none"> • Quarterly reports. • Results conference with shareholders and investors. • Press release. Permanent <ul style="list-style-type: none"> • Shareholder and investor service line. • Board of Director meetings. • Website. • Personal-attendance meetings. • Relevant information published on the Financial Superintendency Website.

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Communities	<ul style="list-style-type: none"> • Neighboring communities of Transmission and Distribution lines in operation and new projects. • Neighboring communities of hydroelectric plants in operation and new projects. • Neighboring communities of wind farms in operation and new projects. • Neighboring communities of solar farms in operation and new projects. • Neighboring communities of thermal power plants in operation. 	Build, strengthen and maintain genuine long-term relationships based on respect, transparency, trust-building and mutual benefit, taking into account the particularities of each setting.	General <ul style="list-style-type: none"> • Mandatory and voluntary social and environmental investments. • Generation of local employment. • Provide training on the transfers of the electrical sector. • Attention to petitions, complaints and requests. • Management of the socio-environmental impact. • Management of emergencies. • Spaces for information, participation and prior consultations. 	Particular Issues in 2018: <ul style="list-style-type: none"> • The <i>ReverdeC</i> Program, for the recuperation and protection of basins. • Biodiversity. • Generation of employment: Hiring of local labor. • Socio-environmental impact of the hydroelectric plants. • Possibility to access new energies. 	Annual <ul style="list-style-type: none"> • Thematic forums and seminars. • Delivery of civil works. Quarterly <ul style="list-style-type: none"> • Murals and newsletters, such as <i>Avanza</i>. • Institutional videos. Monthly <ul style="list-style-type: none"> • Radio announcements (where required). Permanent <ul style="list-style-type: none"> • Social managers. • Meetings. • Field visits. • Email. • Website. • Transparency Line. • Community-Attention offices.

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Employees	<ul style="list-style-type: none"> • Employees. • Pensioners. • Collective groups. • Employee families. 	Promote the integral development of employees in a work environment that generates value for the Company.	General <ul style="list-style-type: none"> • Talent development • Occupational Health and Safety. • Organizational culture. • Self-care. • Performance management. • Business results. • Work climate. • Protection of resources. • Wellness and benefits. • Good governance, environmental and social practices. • Collective agreements. • Labor issues. 	Particular Issues in 2018: <ul style="list-style-type: none"> • Equity in gender, diversity and inclusion. • Culture and good energy. • Quality of Life Program. • I Choose to Take Care of Myself Program. • Strengthening of relations with collective groups. 	Annual <ul style="list-style-type: none"> • The Great Place to Work and <i>MERCO</i> Talent surveys. • Dialogues and consultations. Quarterly <ul style="list-style-type: none"> • Talks with the Leader. • Top Management Committee with collective leaders. • Coexistence Committee. • Good Energy Magazine. Monthly <ul style="list-style-type: none"> • I Choose to Take Care of Myself Committees. • Sharing the Good Energy dialogue space with the Leader. • Committees with collective groups. • Joint Occupational Health and Safety Committee (<i>Copasst</i>). Permanent <ul style="list-style-type: none"> • Transparency Line. • Intranet. • Internal communications via Email. • Online Energy (virtual bulletin boards).

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Suppliers	<ul style="list-style-type: none"> • Local suppliers. • Regional suppliers. • National suppliers. • International suppliers. • Contracting companies. 	<p>Develop and strengthen the supply chain with opportunity and effectiveness, thus increasing satisfaction and joint work, in accordance with the guidelines of the Strategic Supply Area and with the Sustainability Policy.</p>	<p>General</p> <ul style="list-style-type: none"> • Supply-chain strategy. • Billing and payments. • Tenders and purchasing processes. • Supplier registration. • Socio-environmental management. • Occupational Health and Safety. • Supplier development. • Relationship with suppliers. • Prequalification of suppliers (due-diligence processes). • Supplier segmentation (Purchase levels, categories and subcategories, criticality). • Risk management of the supply chain. • Supplier training. 	<p>Particular Issues in 2018:</p> <ul style="list-style-type: none"> • Outsourcing of supplier registration and prequalification processes with <i>SUMMA</i>. • Centralization of the supply process. • Training of suppliers in supply management. 	<p>Annual</p> <ul style="list-style-type: none"> • The Connected with our Allies annual event with suppliers. • Performance evaluation and follow-up on action plans. • Integrated Report. • Supplier management reports. • Annual satisfaction survey. <p>Semi-Annual</p> <ul style="list-style-type: none"> • Meetings with suppliers. <p>Quarterly</p> <ul style="list-style-type: none"> • Electronic newsletters. • Business contractor committees. <p>Permanent</p> <ul style="list-style-type: none"> • Potential supplier virtual portal. • <i>lproveedor</i> portal. • Work groups. • Attention and management of the Supplier Mailbox: proveedores@celsia.com • Inspection visits to suppliers. • Business meetings, consultations and calls. • Contract monitoring and supervision

					<p>committees.</p> <ul style="list-style-type: none">• Website.• Training.• Transparency line.
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The Government	<ul style="list-style-type: none"> • International global-initiative organizations. • National, regional and local Government entities. • National, regional and local control entities. • National, regional and local environmental and social authorities. 	<ul style="list-style-type: none"> • Be a relevant, reliable interlocutor with governmental and regulatory entities, for the proper development of the business. • Make projects and businesses viable. • Accountability. • Socio-environmental monitoring of the development of the Company's operations and projects. • Articulation with State policies. • Public-private alliances. 	<p>General</p> <ul style="list-style-type: none"> • Verification and compliance of regulation and normativity for the sector. • Compliance with legislation regarding the functions of inspection, surveillance and control. • Support for governmental initiatives proposed and led by unions. • Participation mechanisms in regulatory development. 	<p>Particular Issues in 2018:</p> <ul style="list-style-type: none"> • Remuneration rules for existing projects (reliability charge). • Distribution (rules or barriers for self-generation). • Environmental flow management for hydroelectric generation. • Distributed systems (demand response). • New regulations. 	<p>Annual</p> <ul style="list-style-type: none"> • Financial statements. • Integrated Report. <p>Quarterly</p> <ul style="list-style-type: none"> • Statement of Results. • Newsletters. <p>Permanent</p> <ul style="list-style-type: none"> • Written communications (administrative acts, communiqués, resolutions, other related communications). • Electronic communications and sending sector information. • Environmental and social compliance reports. • Website. • Email. • Meetings. • Relevant information published on the Financial Superintendency Website.

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Non-Governmental Organizations	<ul style="list-style-type: none"> • International • National • Regional and Local 	Build, strengthen and maintain relations based on transparency, clarity and mutual support, in favor of promoting social development and the conservation of the natural capital.	General <ul style="list-style-type: none"> • Mandatory and voluntary social and environmental investments. • Generation of local employment. • Provide training on the transfers of the electrical sector. • Attention to petitions, complaints and requests. • Management of the socio-environmental impact. • Management of emergencies. • Spaces for information, participation and prior consultations. 	Particular Issues in 2018: <ul style="list-style-type: none"> • The ReverdeC Program, recuperation and protection of basins. • Biodiversity. • Generation of employment: Hiring of local labor. • Socio-environmental impact of the hydroelectric plants. • Possibility to access new energies. 	Annual <ul style="list-style-type: none"> • Thematic forums and seminars. Quarterly <ul style="list-style-type: none"> • Murals and newsletters, such as <i>Avanza</i>. • Institutional videos. Monthly <ul style="list-style-type: none"> • Radio announcements (where required). Permanent <ul style="list-style-type: none"> • Social managers. • Meetings. • Field visits. • Email. • Website. • Transparency Line. • Community-Attention offices.