

Relationship Matrix with Stakeholders

November 2022

STAKEHOLDER	SUBGROUPS	OBJECTIVE	TOPICS OF INTEREST	CHANNELS OF COMMUNICATION AND FREQUENCY	SECTION OF THE REPORT
<p>Clients</p>	<ul style="list-style-type: none"> ▶ Homes. ▶ Businesses 	<p>To build transparent, lasting relationships, delivering an agile, effective and pleasant experience that allows us to turn our clients into true fans. Our Vision is to provide memorable experiences, offering comprehensive, efficient solutions to promote the productivity, quality of life, well-being and sustainability of our clients while leveraging our Strategic Objectives.</p>	<ul style="list-style-type: none"> ▶ Continuity and reliability in providing service. ▶ Virtual services. ▶ Personalized, timely attention. ▶ Attention to petitions, complaints, claims and requests. ▶ Innovation in business models. ▶ Portfolio of products and services. ▶ Client experience. ▶ Electric mobility. ▶ Source of the energy. ▶ Comprehensive vision of projects. ▶ Billing and rate information. ▶ Payment conditions. 	<p>Annual:</p> <ul style="list-style-type: none"> ▶ Celsia ESG Report ▶ Celsia Integrated Report <p>Permanently:</p> <ul style="list-style-type: none"> ▶ Dialogues, Focus Groups and Consultations. ▶ Online Chatbot. ▶ Social Networks. ▶ Email marketing. ▶ Video Calls from Kiosks and Client Areas. ▶ Client Attention App. ▶ Website. ▶ Transparency Line. ▶ Newsletters. ▶ Invoices. ▶ Attention Centers and Client Service Line 24/7. ▶ The Orange Directory. ▶ Good Energy Troops. ▶ Net Promote Score Measurement Indicator. ▶ Celsia Client Experience Index Measurement (IECC). ▶ Relationship events with companies. ▶ Sales Team. ▶ The Orange School. ▶ Phone calls ▶ Email ▶ The Media (Radio, TV, Newspapers). 	<p>We Enrich the Lives of Clients</p>

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<p>Shareholders, Investors and the Financial Sector</p>	<ul style="list-style-type: none"> ▶ Shareholders. ▶ Investors. ▶ Funders. ▶ Economically Related Parties. ▶ Insurers. ▶ Risk-Rating Agencies. 	<p>To create economic value, growing with profitability, focused on paying dividends, generating trust, with the best Corporate-Governance practices, implementing Sustainability practices that promote the creation of social value and adequately managing risks.</p>	<ul style="list-style-type: none"> ▶ Corporate Strategy. ▶ Share liquidity. ▶ Annual dividend. ▶ Solid Corporate Governance. ▶ Growth and expansion. ▶ Sector topics and regulatory issues. ▶ Performance regarding ESG criteria. ▶ Evolution of Operational and Financial Indicators. ▶ Evolution of indebtedness and liquidity. ▶ Evolution of other metrics, such as Return on Invested Capital, Free Cash Flow, Multiples. ▶ Growth in the Business and Strategy with unconventional renewables (auctions, projects, etc.). ▶ Alternatives regarding mergers and acquisitions. ▶ Emission of Shares and Green Bonds. ▶ How to Exercise Your Vote in the Assemblies. ▶ The Mission of Capital Markets. ▶ Funding Strategy of Wind Projects. ▶ Regulatory changes. 	<p>Annual:</p> <ul style="list-style-type: none"> ▶ Shareholders' Assembly. ▶ Financial Statements. ▶ Shareholders' Report. ▶ Integrated Report. ▶ Meetings with Risk-Rating Agencies. ▶ Investors' Day Event. <p>Quarterly:</p> <ul style="list-style-type: none"> ▶ Quarterly Reports. ▶ Conference on Results with Shareholders and Investors. ▶ Press Releases. <p>Permanently:</p> <ul style="list-style-type: none"> ▶ Dialogues and consultations. ▶ Shareholder and Investor Attention Lines. ▶ Board of Directors' meetings. ▶ Website. ▶ In-person meetings. ▶ Relevant information published on the Financial ▶ Superintendency Webpage. 	<p>This Is How We Lead</p> <p>We Work for Economic Performance</p>

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<p>Employees</p>	<ul style="list-style-type: none"> ▶ Direct Employees ▶ Retired ▶ Employees ▶ Collectives ▶ Employee Families 	<p>To promote the comprehensive development of employees in a favorable work environment, providing a unique experience and promoting a sense of belonging and pride that facilitates the generation of value for the Company.</p>	<ul style="list-style-type: none"> ▶ Pillars of Celsia Culture. ▶ Talent Development. ▶ Occupational Health and Safety. ▶ Organizational Culture; Self-care. ▶ Performance Management. ▶ Business Results. ▶ Work Climate. ▶ Protection of resources. ▶ Wellness and Benefits. ▶ Good ESG practices. ▶ Collective Agreements. ▶ Life - work balance. ▶ Salary and work affairs. ▶ Digital transformation and Technologies 4.0. ▶ Social inclusion and gender equality. ▶ Promotion and development of ventures associated with the energy cluster. ▶ Inspirational leadership. ▶ Relationship with collectives in negotiation processes. ▶ Develop Your Energy 	<p>Annual:</p> <ul style="list-style-type: none"> ▶ MERCER and MERCO Talent Surveys. ▶ Dialogues and consultations. <p>Quarterly:</p> <ul style="list-style-type: none"> ▶ Steering Committee with collective leaders. ▶ Coexistence Committee. ▶ The Celsia Magazine. <p>Monthly:</p> <ul style="list-style-type: none"> ▶ I Choose to Take Care of Myself Committees. ▶ The "Develop Your Energy" dialogue space with each Leader. ▶ Committees with collectives. ▶ The Joint Committee on Occupational Health and Safety (COPASST, in Spanish). ▶ Talks with Ricardo, the Celsia Leader. <p>Permanently:</p> <ul style="list-style-type: none"> ▶ Dialogues and consultations. ▶ Transparency Line. ▶ Intranet. ▶ Internal communications by Email. ▶ Celsia TV (Virtual Bulletin boards). ▶ Celsia Radio. ▶ The Corporate WhatsApp. ▶ Internal News Bulletin. 	<p>Celsia Culture</p> <p>We Promote Social Development</p>
<p>Community</p>	<ul style="list-style-type: none"> ▶ Communities in the Area of Influence. ▶ Non-Governmental Organizations (NGOs). 	<p>To build and maintain genuine long-term relationships, based on joint understanding and mutual interests, respect and trust, providing transparent, timely information, managing the particularities of each environment and creating social value.</p>	<ul style="list-style-type: none"> ▶ Mandatory and voluntary social and environmental investments. ▶ Generation of local employment. ▶ Attention to petitions and complaints. ▶ Emergency management. ▶ Information, participation and prior-consultation spaces. ▶ Benefits for transfers from the electric sector. ▶ Management of socio-environmental impacts and risks derived from our operations and new projects. ▶ Expectations of support in production, training and management chains before organizations to articulate investments in the territory. ▶ Interlocution with Governmental entities. ▶ Growth and socio-economic and cultural development expectations. ▶ Management before other social actors present in the territory, to articulate investments. 	<p>Quarterly:</p> <ul style="list-style-type: none"> ▶ Informative murals and newsletters, such as the Avanza Newsletter. ▶ Institutional videos. <p>Monthly:</p> <ul style="list-style-type: none"> ▶ Radio notes (where required). <p>Permanently:</p> <ul style="list-style-type: none"> ▶ Dialogues and consultations. ▶ Social managers. ▶ Meetings. ▶ Field trips. ▶ Email. ▶ Website. ▶ Transparency Line. ▶ Community Attention Offices. ▶ Spaces for citizen participation. ▶ Social networks. ▶ Voice-to-Voice. ▶ Spaces for citizen participation in socio-environmental issues. 	<p>We Promote Social Development</p> <p>We Adapt to Our Social and Political Environment</p>

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<p>Suppliers</p>	<ul style="list-style-type: none"> ▶ Suppliers. ▶ Contractors. ▶ Joint Ventures. 	<p>To develop and strengthen the supply chain with opportunity and effectiveness, thus increasing satisfaction and joint work, from the perspective of a strategic ally, incorporating Environmental, Social and Governance (ESG) criteria that promote sustainability throughout all our operations.</p>	<ul style="list-style-type: none"> ▶ Supply-Chain Strategy. ▶ Billing and payments. ▶ Tenders and purchase processes. ▶ Supplier registration. ▶ Socio-environmental Management. ▶ Occupational Health and Safety. ▶ Supplier development. ▶ Relationship with suppliers. ▶ Supplier prequalification (Due-Diligence process). ▶ Supplier segmentation (Levels of purchase, Categories and Subcategories, Criticality). ▶ Risk Management in the supply chain. ▶ Supplier training. ▶ Supplier and contractor security in areas of conflict. 	<p>Twice a Year:</p> <ul style="list-style-type: none"> ▶ Performance evaluation and monitoring of Action Plans. ▶ Integrated Report. ▶ Supplier-Management Reports. ▶ Annual Satisfaction Survey. <p>Each Semester:</p> <ul style="list-style-type: none"> ▶ Meetings with suppliers. <p>Quarterly:</p> <ul style="list-style-type: none"> ▶ Electronic newsletters. ▶ Committees with contractors. <p>Permanently:</p> <ul style="list-style-type: none"> ▶ Dialogues and consultations. ▶ Virtual portal for potential suppliers. ▶ Snetwork. ▶ Work tables. <p>Attention and management of the Supplier Mailbox:</p> <ul style="list-style-type: none"> ▶ proveedores@celsia.com. ▶ Inspection visits to suppliers. ▶ Commercial meetings, consultations and phone calls. ▶ Contract monitoring and Supervision (Interventoría) Committees. ▶ Website. ▶ Training sessions. ▶ Transparency Line. ▶ The SABE Table. ▶ The Shappy Table. ▶ Chats from home with suppliers. 	<p>We Develop Our Value Chain</p>

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<p>Government and Control Entities</p>	<ul style="list-style-type: none"> ▶ National, Regional and Local Government Entities. ▶ National, Regional and Local Control Bodies. ▶ National, Regional and Local Environmental and Social Authorities. 	<p>To promote and contribute to the construction of a favorable regulatory framework for the sector and for our clients, establishing mutually beneficial relationships that promote the viability of projects and businesses through proactive, reliable management, guaranteeing accountability at all times, and compliance with social, environmental and economic regulations.</p>	<ul style="list-style-type: none"> ▶ Energy Rates. ▶ New regulations. ▶ Promoting unconventional renewable energy sources. ▶ Energy transition. ▶ Verification and compliance with regulations and norms for the sector. ▶ Compliance of legislation regarding the functions of inspection, vigilance and control. ▶ Support to Governmental initiatives proposes and led by unions. ▶ Participation mechanisms in regulatory development. ▶ Together with the Government (Ministry of Mines and Energy) and other associations and unions, tax benefits were managed for Smart Meters. ▶ Regulatory Sandboxes. 	<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. ▶ Informative Newsletters. <p>Permanently:</p> <ul style="list-style-type: none"> ▶ Dialogues and consultations. ▶ Written communications (Administrative Minutes, Communiqués, Resolutions and other related communications). ▶ Electronic communications and sending of sector information. ▶ Environmental- and Social Compliance Reports. ▶ Website. ▶ Email. ▶ Meetings. ▶ Relevant information published on the Financial Superintendency Webpage. ▶ Forums, congresses, technical committees. Office channels of the entities. 	<p>This Is How We Lead</p> <p>We Adapt to Our Social and Political Environment</p>
<p>The Scientific and Academic Community</p>	<ul style="list-style-type: none"> ▶ Research Centers. ▶ Universities and Educational Institutions. 	<p>To facilitate the exchange of knowledge that allows the creation of value and the development of two-way research and innovation.</p>	<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. ▶ Alliances to access Governmental funds. ▶ Actions to manage climate change. ▶ Innovation. ▶ Training and scholarships for young people. ▶ Research applied to the industry. ▶ Open innovation. ▶ Energy storage. ▶ Microgrids. ▶ New technologies in Transmission and Distribution. ▶ Hydrogen. 	<p>Annual:</p> <ul style="list-style-type: none"> ▶ Conversations. ▶ Integrated Report. <p>Permanently:</p> <ul style="list-style-type: none"> ▶ Dialogues and consultations. ▶ Cooperation Agreements with scientific and academic institutions. ▶ Research projects. ▶ Committees. ▶ Website. ▶ Electronic communications and sending of sector information. 	<p>N/A</p>

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The Media	<ul style="list-style-type: none"> ▶ National, Regional and Local Media. ▶ Opinion Generators. 	<p>To provide truthful, clear, timely information so that the Media adequately inform public opinion about the relevant events of the Organization and, thus, strengthen mutual trust and be an important source for the sector.</p>	<ul style="list-style-type: none"> ▶ Innovation. ▶ Economic results. ▶ Sector topics. ▶ New businesses. ▶ Expansion of the Organization. ▶ Organizational results. ▶ Renewable energies. ▶ Social and environmental management and investment. ▶ Client experience. ▶ Relationship with communities. ▶ Corporate: Alliances, auctions. ▶ Employer Brand. ▶ Investment in service quality. 	<p>Annual:</p> <ul style="list-style-type: none"> ▶ Financial Statements. ▶ Integrated Report. ▶ Meetings and training sessions. ▶ Dialogues and consultations. <p>Quarterly:</p> <ul style="list-style-type: none"> ▶ Statement of Results. ▶ Press releases. <p>Permanently:</p> <ul style="list-style-type: none"> ▶ Interviews. ▶ Website. ▶ Social networks. ▶ Telephone contract and instant messaging. ▶ Email. 	N/A
The Business Sector	<ul style="list-style-type: none"> ▶ Sector Associations. ▶ Business Unions. ▶ Business Group Companies. ▶ Business Community. 	<p>To contribute knowledge, exchange experiences and promote initiatives in order to foster the appropriate conditions to successfully develop businesses and their environment.</p>	<ul style="list-style-type: none"> ▶ Wholesale-market regulation. ▶ Tax and environmental affairs. ▶ Support for Governmental initiatives. ▶ Permanent management of alliances. ▶ Actions to manage climate change. ▶ Monitoring of legislative, administrative and regulatory projects or measures. ▶ Promoting unconventional renewable energy sources. ▶ Energy situation. ▶ Smart Meters (AMI). ▶ Electric mobility. ▶ Small-scale self-generation. 	<p>Annual:</p> <ul style="list-style-type: none"> ▶ Dialogues and consultations. ▶ Integrated Report. ▶ Sector and other events. ▶ Board and Technical Committee meetings. <p>Permanently:</p> <ul style="list-style-type: none"> ▶ Website. ▶ Email. ▶ Electric-sector meetings. ▶ Participation in Electric-Sector Committees. ▶ Electronic communications and sending of sector information. 	N/A