

Perception of our stakeholders

“Client” satisfaction measurement
2024-2025



Who are our clients

In the case of ISA and its subsidiaries—it is important to understand that they do not have “traditional end customers” like a retail energy company.

Instead, they operate within the wholesale electricity market and energy infrastructure sector.

Main customers (transmisión):

- Generators
- Energy traders (retailers)
- Distributors (network operators)
- Large consumers
- Other transmission companies

Customers in energy solutions:

- Electricity companies
- Industries
- Project developers
- Government

Emerging customers (energy transition):

- Renewable energy players
- Self-generators
- Energy storage operators
- Smart grids

- ISA does not sell energy, but rather transmission and connection capacity.
- Its customers are any actors that need to transport energy through the grid.
- It acts as enabling infrastructure for the electricity market.
- Given the nature of the electric energy transmission service, its **associated customers do not present direct customer-facing impacts related to individuals with disabilities or elderly populations. The service is focused on the transmission of electricity and does not typically involve interaction with end users.**

Customer Relations Management

Customer support and feedback channels

ISA and its subsidiaries have established multiple communication channels to engage with their stakeholders, most of which are centralized through mechanisms such as the Ethics Line, the Transparency Line, and the Unified Customer Service Line. These channels are complemented by dedicated email addresses, digital applications, and direct support provided by account managers.

These mechanisms are designed to ensure effective management of customer interactions, including inquiries, feedback, and complaints, in line with regulatory requirements and customer experience principles. By offering diverse and accessible communication channels, ISA facilitates timely responses, promotes transparency, and strengthens relationships with its customers across regulated and business-to-business contexts.

ISA Energía en Colombia

https://colombia.isaenergia.com/isaenerg%C3%ADa%20en%20Colombia/wp-content/uploads/sites/3/2024/09/Directorio_AtencionClientes-AGO2024.pdf

ISA Energía en Perú

https://peru.isaenergia.com/Imagenes/Home/Directorio%20Atenci%C3%B3n%20Clientes_%20Junio%202025.pdf?lang=es

ISA Energía en Brasil

<https://www.isaenergiabrasil.com.br/es/clientes/>



Process to incorporate customer feedback into product and service development

Complaint handling process



Reception

- Official channels (website, email, regulator)
- System registration



Customer acknowledgment

- Automatic acknowledgment of receipt
- Assigned case number



Classification and prioritization

- Level of criticality
- Service impact



Investigation

- Technical analysis (operations, assets)
- Root cause identification



Resolution

- Corrective actions
- Preventive actions



Customer response

- Clear explanation of the cause and solution



Closure and learning

- Recording of lessons learned
- Process updates

Confirmation that the complaint has been received



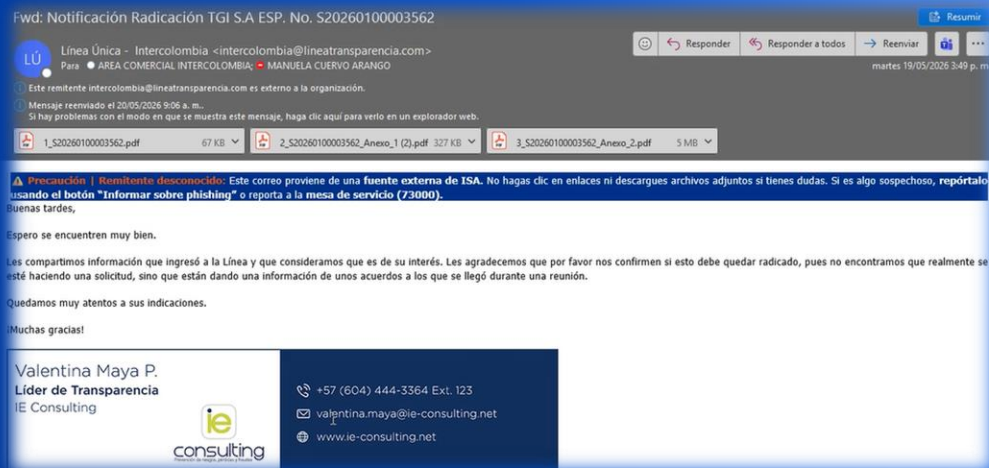
Reception

- Official channels (website, email, regulator)
- System registration



Customer acknowledgment

- Automatic acknowledgment of receipt
- Assigned case number



Transparency on timelines for complaint resolution



Classification and prioritization

- Level of criticality/Service impact

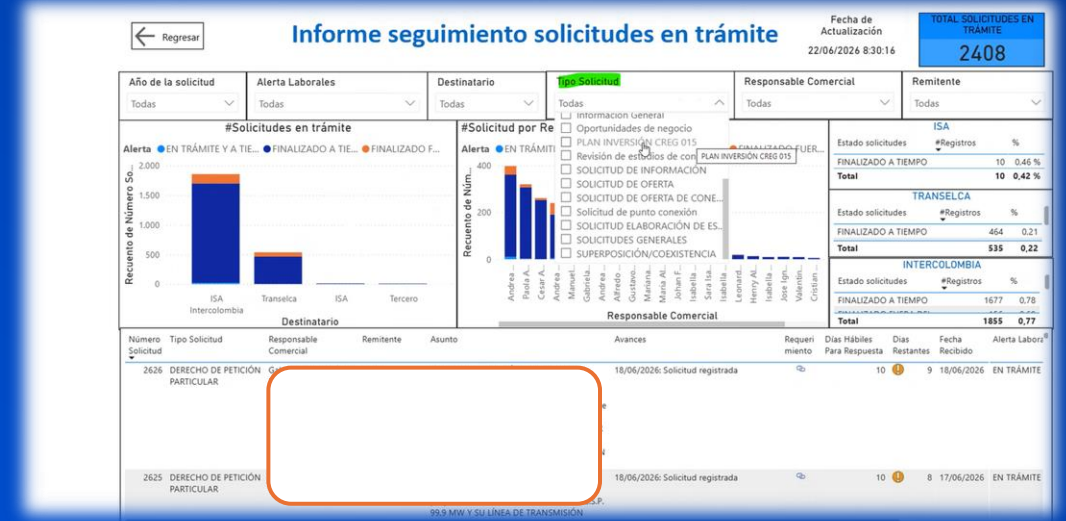
Information is received through a centralized service desk and then classified by stakeholder group.

For customer-related cases, the information is entered into a dedicated system that triggers an email alert to the Customer Coordinator and each Account Executive.

The request is logged in the system, categorized, and monitored according to its corresponding requirement or service ticket number.

Depending on the classification, response times are as follows:

- 10 business days for specific process-related requests.
- 15 business days for general right-of-petition requests.



Complaint resolution process

Investigation

Technical analysis (operations, assets)/Root cause identification



Resolution

Corrective actions/Preventive actions



Closure and learning

Recording of lessons learned/Process updates

The Customer Management team ensures **timely and effective resolution** of customer requests, complaints, and claims through structured case management and full traceability within the ticketing system.

- A **weekly report** is shared with all Account Executives, providing visibility on:
 - Status of ongoing cases
 - Pending actions
 - Response time compliance
 - This reinforces **accountability and proactive follow-up** across the team.
 - Weekly follow-up is strengthened through:
 - **Purpose-driven weekly kickoff meetings** to prioritize cases and align actions
 - **Team sessions (primary group)** to review critical cases and share progress
 - **Lessons learned reviews** to prevent recurrence and improve future handling
- Continuous **case monitoring and process adjustments**

- **Continuous improvement** is embedded in the process through:
 - **Third-party customer satisfaction surveys**
 - Operational performance analysis and KPIs
 - Findings from **internal and external audits** within the management system
- Improvement plans are formally incorporated into the **organizational management system**, with:
 - Defined actions and responsible owners
 - Ongoing **implementation tracking**
 - Initiatives such as training (e.g., complaint handling) and process optimization
- The **Audit Team** leads evaluation processes, ensuring follow-up and effectiveness of improvement actions, strengthening overall **customer experience and service quality**

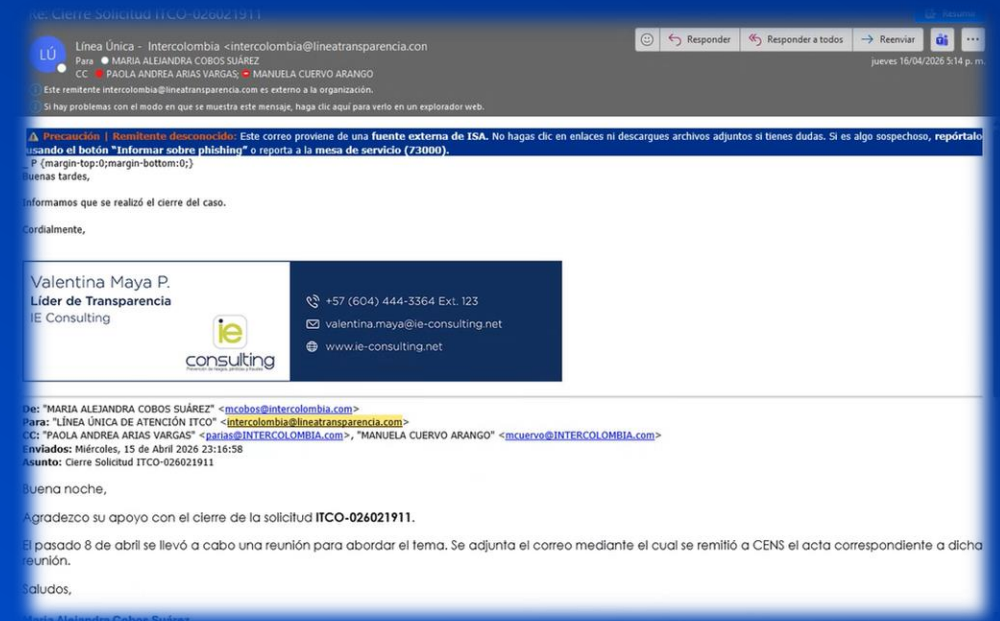


Customer response

Clear explanation of the cause and solution

Once the case has been managed, the **request is formally closed**, and the customer is informed of the solution provided.

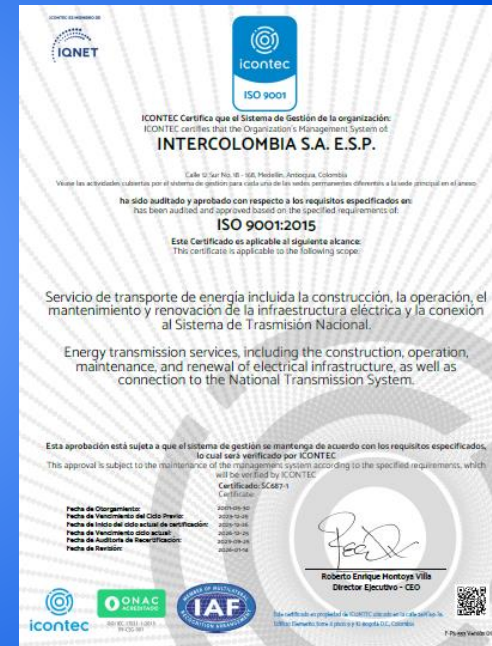
- The response is communicated through an **email or formal letter**, ensuring clear evidence of the resolution.
- The **Customer Management Team and Account Executive** are responsible for:
 - Registering the closure in the **centralized service desk**
 - Attaching all relevant case information
- All **supporting evidence** must be uploaded into the system, including:
 - Customer communication (email or letter)
 - Documentation of actions taken
- This ensures:
 - **Full traceability of the case**
 - Proper process control and compliance
 - A **documented and verifiable closure**, aligned with service quality standards



External verification of complaints handling process

The management of customer requests, complaints, and claims is an integral part of the **organization's management system**, certified under **ISO 9001**.

- The process ensures a **structured approach** with ongoing:
 - **Follow-up**
 - **Monitoring**
 - **Continuous improvement**
- Each case is systematically managed to ensure:
 - Compliance with **response times (SLAs)**
 - Quality and consistency of the solution provided
 - Proper **documentation and traceability**
- To guarantee its effectiveness, the process is subject to:
 - **Internal audits**
 - **External audits**
- These audits verify that:
 - Customer requests, complaints, and claims follow the **defined process**
 - There is clear **evidence and traceability** of case management
 - Identified **improvement plans** are defined, implemented, and monitored
- Audit outcomes strengthen the process by:
 - Ensuring alignment with **quality standards**
 - Driving **continuous improvement**
 - Enhancing the overall **customer experience**



Client satisfaction measurement: Evaluated aspects of perception

Most important aspects or that most concern the stakeholders

Aspects most valued by stakeholders and that generate greater confidence

Aspects that, if not well managed, would disappoint the expectations of the interest groups to a greater extent and would lead them to conduct opposition.

It's a biennale consulting

Companies evaluated and methodology

Technical **client** data sheet 2023-2024 measurement

 Methodology Mixed (quantitative and qualitative)	 110 Online surveys
 6 Companies	 42 In-depth interviews
 154 Clients consulted	 2 Debate sessions

Technical **all stakeholders** data sheet 2023-2024 measurement

 Methodology Mixed (quantitative and qualitative)	 3,351 Online surveys
 8 Companies	 352 In-depth interviews
 154 Clients consulted	 20 Debate sessions

Company (client survey applicable)

ISA INTERCOLOMBIA

ISA TRANSELCA

ISA REP

ISA CTEEP

XM

ISA INTERVIAL



Stakeholders

States, shareholders, suppliers, opinion leaders, media, guilds, customers, communities, investors, NGOs, allies, academy, innovation environments, society



- Customers **have high expectations (importance)**
- They perceive **strong performance (recognition)**
- The company **meets expectations, but does not significantly exceed them**
- There are **opportunities to improve experience, processes, and relationship management**

Elements considered in the satisfaction measurement

Critical relevance

- 25 Occupational safety and health for direct and indirect professionals
- 17 Driver of solutions to facilitate the energy transition and mitigate and adapt to climate change
- 6 Ability to meet financial and business objectives by taking advantage of opportunities and ensuring corporate validity
- 7 Appropriate growth strategy in line with the challenges of the environment and the future
- 12 Fulfilling the value proposition with rigor and excellence
- 16 Management of environmental and climate impacts associated with the activities
- 8 Flexibility in risk appetite and versatility to pursue new business opportunities
- 9 Optimization of resources between ISA and the companies to enhance the value generated
- 13 A benchmark in its standards and practices

High relevance

- 18 Contribution to sustainable development and transformation of territories
- 10 Foreseeing and preparing for challenges and trends
- 3 Diverse governance structure and composition that responds to strategy risks
- 18 Closeness and dialogue with stakeholders and listening to their expectations
- 20 Respect and promotion of human rights
- 23 Attractive employer committed to the well-being of employees
- 2 Ethical, honest, and transparent behavior
- 11 Innovation culture with flexibility and agility
- 4 Influential, inspiring company with the ability to foresee, adapt, and positively transform the environment

Medium relevance

- 15 Leadership in initiatives to contribute to the protection of ecosystems and biodiversity
- 24 Ability to produce highly qualified professionals who learn and see themselves committed to the organization in the long term
- 1 Independence from the government and third parties
- 26 Management of equity, diversity, and inclusion
- 14 Security of infrastructures, information, and cybersecurity
- 21 Long-term empowering alliances that enable the achievement of common purposes, enhance the capabilities of the parties, and generate positive impacts
- 5 Inspirational, adaptive, influential, and transformative leaders
- 22 Third-party risk management

Methodology

1. Importance (Customer expectations)

- Measured through **surveys with key stakeholders, including customers**.
- Uses a **1 to 5 scale** to assess how relevant each attribute is.
- Results show **high and stable levels ($\approx 4.5\text{--}4.7$)**, indicating that:
 - Customers have **high expectations** of the company
 - The evaluated topics are **highly relevant to the business**

Key idea: Importance reflects **what customers expect**

2. Recognition (Perceived Performance)

- Also measured through surveys (1–5 scale).
- Assesses how customers perceive the company's actual performance across each attribute.
- **Results:**
 - Scores range between **4.1 and 4.7**, indicating a **positive perception**
 - Customers recognize attributes such as:
 - **Solid performance**
 - **Responsibility**
 - **Reliability / compliance**
- However, they identify **areas for improvement** (e.g., processes, bureaucracy)

Key idea: Recognition reflects **how customers perceive what the company delivers**.

Methodology

3. Importance vs Recognition (Expectation Ratio)

Calculated as:

$$\text{Recognition} / \text{Importance}$$

This ratio evaluates the level of expectation fulfillment:

≈1 → Meets expectations

1 → Exceeds expectations

<1 → Does not meet expectations

Customer case: Ratio close to **1.00**

→ **Interpretation:** The company **meets customer expectations**

But does **not strongly differentiate** (does not consistently exceed expectations)

Key idea: The ratio shows whether the company **meets, exceeds, or falls short of expectations.**

4. Customer-Specific Indicators

The model complements the analysis with three key metrics:

a) Relationship and relationship quality

Score ≈ **4.5 / 5**

Measures relationship quality (communication, proximity, trust)

b) Spontaneous perception vs recognition

Compares overall perception with specific attributes

For customers, there is a **slight decline in the ratio**

→ Indicates **weaker alignment between overall perception and specific attributes**

c) Recognition of reputational attributes

Evaluates key attributes such as:

- **Compliance**
- **Quality**
- **Solidness**
- **Responsibility**
- With generally **high scores**, but still **room for improvement**

Client Satisfaction Measurement by dimensions & atributes

Dimensions	Atributes	Importance Attribute	Importance Dimension	Recognition Attribute	Recongnition Dimension
Good governance and integrity	Independence from the government and third parties	4,4	4,5	4,1	4,2
	Ethical, honest, and transparent conduct	4,7		4,4	
	Governance structure and composition responsive to strategy Challenges	4,5		4,0	
Transformational leadership and ability to influence	influential, inspiring company with the ability to foresee, adapt, and positively transform the environment	4,4	4,4	4,1	4,0
	Purpose-driven leaders who evolve by generating connections that inspire	4,3		4,0	
Strength and growth	Ability to achieve financial and business objectives with a longterm outlook, seizing opportunities and guaranteeing corporate validity	4,5	4,4	4,4	4,2
	Appropriate growth strategy	4,5		4,2	
	Flexibility in risk appetite and versatility to leverage new business opportunities	4,3		4,0	
	Optimization of its resources and capabilities among group companies for maximizing the value generated	4,3		4,1	
Foresight and innovation	Anticipating and preparing for challenges and trends	4,3	4,3	4,0	4,0
	Culture of innovation with flexibility and agility	4,3		4,0	
Excellence in the performance of its business	Fulfilling the value proposition with rigor and excellence	4,6	4,6	4,4	4,4
	Benchmark for standards and practices	4,6		4,4	
	Physical and IT infrastructure security and cybersecurity	4,6		4,4	
Proactive contribution to global environmental challenges	Leadership in initiatives to contribute to the protection of ecosystems and biodiversity	4,5	4,5	4,2	4,1
	Management of environmental impacts related to activities	4,5		4,2	
	A driver of solutions to facilitate the energy transition and to mitigate and adapt to climate change	4,5		4,0	
Commitment to socio-economic development	Contribution to sustainable development and transformation of territories, building a positive legacy for the regions	4,6	4,6	4,2	4,2
	Closeness and dialogue with stakeholders, listening to their expectations	4,6		4,2	
	Respect and promotion of human rights and management of social impacts	4,6		4,3	
Strategic alliances for transformation	Long-term alliances for the achievement of common goals, enhancement of the parties' capabilities, and strengthening of positive impacts	4,4	4,4	4,1	4,0
	Third-party risk management	4,3		4,0	
Attracting, developing, and taking care of the best talent	An attractive employer committed to the well-being of its employees.	4,4	4,4	4,3	4,2
	Ability to produce highly qualified professionals who learn and are committed to the organization in the long term	4,4		4,2	
	Occupational health and safety for direct and indirect employees	4,5		4,3	
	Management of equality, diversity, and inclusion	4,3		4,1	

Client Satisfaction Measurement by dimensions & atributes

Dimensions	Atributes	Importance Attribute	Importance Dimension	Recognition Attribute	Recongnition Dimension
Excellence in the performance of its business	Fulfilling the value proposition with rigor and excellence	4.7	4.7	4.6	4.6
	Benchmark for standards and practices	4.7		4.6	
	Physical and IT infrastructure security and cybersecurity	4.7		4.5	

Client Satisfaction Measurement by Importance vs recognition by attribute

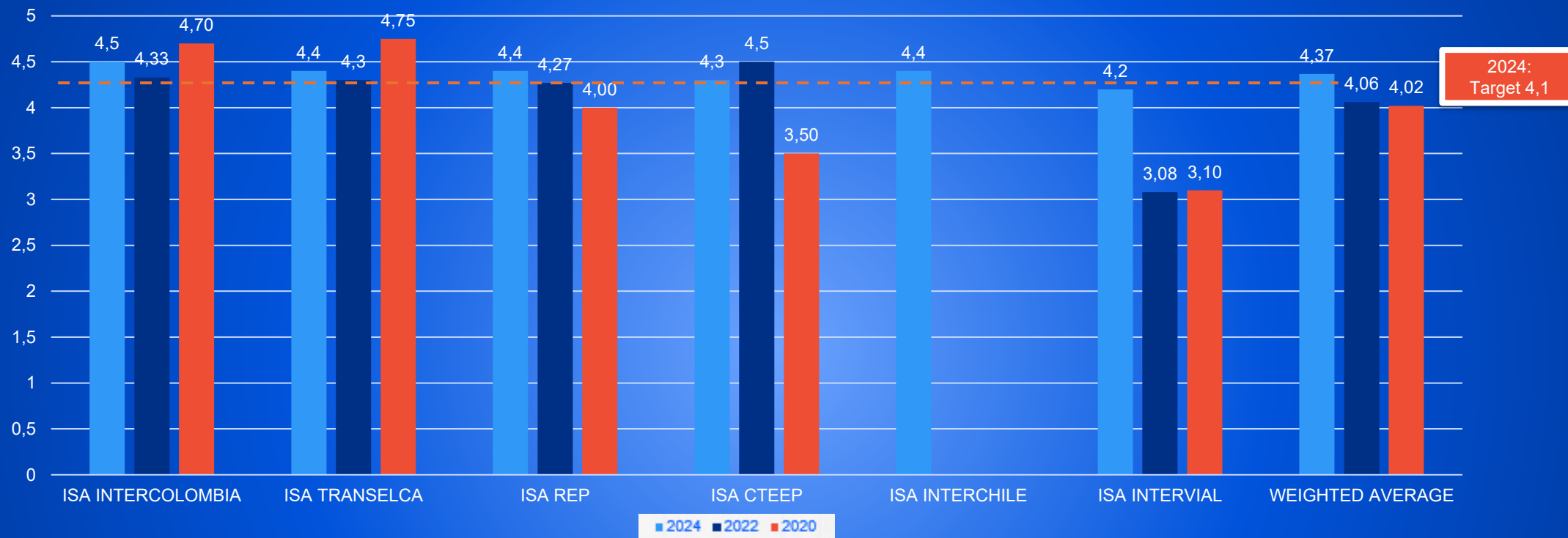
Dimensions	Atributes	Importance Attribute	Recognition Attribute	Expectation ratio	Expectation ratio - dimension
Excellence in the performance of its business	Fulfilling the value proposition with rigor and excellence	4.6	4.4	0.95	0.95
	Benchmark for standards and practices	4.6	4.4	0.95	
	Physical and IT infrastructure security and cybersecurity	4.6	4.4	0.95	

7% of the attributes exceed public expectations, another 7% do not meet them and the remaining 86% of the attributes meet them. It is worth highlighting those attributes that in 2022 met or exceeded expectations and that in 2024 do not meet or no longer exceed expectations. Excellence in the execution of activities remains the third most recognized attribute. There is unanimous agreement that ISA plays a fundamental role in managing a basic service that significantly impacts the quality of life of citizens. Moreover, many highlight the professionalism and technical expertise with which the company carries out its operations.

The average ratio in 2024 is 0.95, a value closer to 1 than that obtained in 2022 (0.96), this means that the gap between importance and recognition is a little bit mayor, bringing the perception that stakeholders have on performance with respect to the importance they give to each attribute. **The assessment is carried out using a five-point scale and evaluates customers’ perceptions by comparing their expectations with the actual performance delivered by the company**

This is the only dimension of the model in which all attributes exceed stakeholder expectations. Stakeholders perceive ISA as highly technical, rigorous, and a market benchmark in the provision of energy transmission services. They also express hope that any potential influence from Ecopetrol in ISA’s decision-making will not compromise these best practices in service operations.

Client Satisfaction Measurement by Company



Satisfaction Measurement	Unit	FY 2021	FY 2022	FY 2023	FY 2024
Data coverage	% of operations	95,6	98	98	98

The customer satisfaction measurement scale ranges from 1 to 5, where 1 is the lowest score and 5 is the highest.

Measures customer satisfaction

Satisfaction Measurement	Unit	FY 2022	FY 2023	FY 2024	FY 2025	What was your target for FY 2025?
	Satisfaction measurement methodology:					
Satisfied respondents	* NPS or similar	81.2	81.2	86	86	82
Data coverage:	percentage of operations	98	98	98	98	

We present an adjustment to the reported results derived from a methodological update, based on the following approach:

Conversion to a 1–100 scale:

Result (1–100 scale) = Average score (1–5 scale) × 20

Example: If the average score is 4.3 out of 5, the equivalent result is:

4.3 × 20 = 86 out of 100

This result may also be reported as **86% satisfaction**, provided that it is clearly stated that it corresponds to a **proportional conversion from the internal scale**.

Improvement plans & use of results

1. Strategic Objective Evolve from meeting expectations → delivering a differentiated customer experience

→ Rationale:

- Ratio ≈ 1 → expectations are met, but not exceeded
- Customers value the company, but still perceive gaps (e.g., processes, communication)

2. Priority Action Lines

◆ A. Customer Experience Optimization (Quick Wins)

Identified issue:

- Perception of **bureaucracy and slow processes**

Key actions:

- Simplify and **digitize critical processes** (onboarding, service, responses)
- Define **clear and visible SLAs** for customers
- Implement **real-time tracking** of requests

✓ Expected impact:

- Direct improvement in **customer satisfaction**
- Reduction of **operational friction**

◆ B. Strengthening Customer Relationships (Key Satisfaction Driver)

Identified issue:

- Perception of **reduced closeness compared to the past**

Actions:

- Implement a **Key Account Management (KAM) model** for strategic clients
- Establish structured interaction routines:
 - **Regular meetings**
 - **Proactive follow-up**
 - Measurement of **relationship perception** (trust, closeness)

✓ Expected impact:

- Improvement in **overall perception** (beyond operational aspects) Increased customer loyalty and advocacy

◆ C. Active Expectation Management (Aligning Importance vs. Perception)

Identified issue:

High importance leads to **higher customer expectations**

Actions:

- Identify **critical attributes** for customers (e.g., compliance, quality)
- Clearly communicate:
 - **What is delivered**
 - **How it is delivered**
- Align the **value proposition** with the actual customer experience

✓ Expected impact:

- Greater alignment between **perception and performance**
- Reduction of the **reputation gap**

Improvement plans & use of results

◆ D. Value-Based Differentiation

Identified Issue:

Strong perceived performance, but not differentiated

Actions:

- Develop additional value propositions:
- Innovation in solutions
- Technical support
- Co-creation with clients

✓ Expected Impact:

- Shift from satisfaction → recommendation (NPS)
- Differentiated positioning

◆ E. Integrated Measurement System

Key Actions:

Integrate metrics:

Measure:

- **Importance vs. recognition (current model)**
- **Evolution of the expectations ratio**

3. Strategic Prioritization (Very Important)

Short Term (Quick Wins)

- Process optimization
- Improved response times
- Clear Communication

Medium Term

- Strengthen structured relationship management
- Implement Key Account Management (KAM)
- Expectations management

Long Term

- Innovation and differentiation
- Building sustained trust



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