Added value

(€ million)	2011	2012	2013
Overall distributed net added value	23,294	22,475	20,421
- of which to human resources	4,592	4,895	5,518
- of which to shareholders	3,978	4,139	4,227
- of which to States and Public Administrations	9,903	11,659	9,008
- of which to financial backers	922	980	923
- of which to Company system	3,899	802	745

The distributed net added value in 2013 was €20,421 million, a reduction compared to the previous period primarily due to: (i) less production in the E&P sector due to extraordinary interruptions and the appreciation of the euro against the dollar; (ii) extraordinary losses on contracts in the Engineering & Construction sector in the first half of the year.
Added value in 2013 was divided as follows:
- 44% to the State and Public Administrations through taxes on the income of both Italian and overseas businesses;
- 27% to human resources remunerated through wages, salaries and welfare contributions;
- 21% to shareholders remunerated through the distribution of dividends;
- 5% to the financial backers, remunerated through financial charges;
- 4% to the company system, paid through the share of net profit reinvested in the company (profit for the year net of dividends and the share used to restore the plant and equipment and intangible fixed assets used in the production process).

Relations with customers and consumers

Eni call center performance		2011[a]	2012	2013	AEEG[b] standard
Percentage of telephone calls of customers that spoke to an operator	(%)	97.7	97.1	95.5	80
Average waiting time at call center	(seconds)	102	105	90	240
First Call Resolution (FCR)	(%)	88	88	89	-
Self Care (operations carried out autonomously by customers out of total operations requested)		32	43	51	-

(a) The data refer to the G&P sector (before the creation of a single Eni call center).
(b) Italian Regulatory Authority For Electricity and Gas.

Since September 2012 the toll free number for customer service (800 900 700) has become the only phone access channel for Eni's retail customers in Italy, configured to respond to all requests for service and information about gas, electricity and fuel. This has resulted in three important improvements in the service for consumers: the creation of a single point of contact with Eni, a uniform customer experience and improvements in terms of service - including the extension in call center opening times (customers, including car drivers, who wish to contact Eni and holders of the you&eni card, now have free access 24 hours a day, seven days a week).
The results achieved by Eni's one-stop call center, against a background of rising contact requests resulting from the increased number of gas and electricity customers and the extension of the service to the R&M sector, include a reduction in the average waiting time, which fell from 105 seconds in 2012 to 90 seconds in 2013. First Call Resolution (FCR) also improved, rising to 89%. In this area, moreover, the number of operations carried out independently by gas and electricity customers (self care) as a percentage of total operations requested increased significantly, rising from 43% in 2012 to 51% in 2013. This result has been achieved through the introduction of a series of new "automated" services, both IT services and IVR (Interactive Voice Response) telephone and web-based devices, which allow gas and electricity customers to meet a series of needs without requesting support from an operator.

G&P Segment

G&P customer satisfaction on telephone services		2011	2012	2013
Eni customer satisfaction score	(%)	88.6	89.7	90.4[b]
Panel Average[a]		88.9	91.2	93.1

(a) The panel analysed refers to companies representing more than 50% of the market with more than 50,000 customers (Source: AEEG survey – carried out on the first half of 2013 – relating to the quality of telephone services of providers of electricity and gas).
(b) The customer satisfaction score for 2013 relates to the first six months as at the date of publication of this document the Authority for Electricity and Gas had not yet published the data for the second half of the year.

Once again in 2013 there was further progress in the G&P sector on the programme of initiatives to increase customer satisfaction and to become a point of reference for the quality of gas and electricity services. Against this background the customer satisfaction score (CSS) increased to 90.4% compared with 89.7% in 2012.
During 2013 in Italy the G&P sector continued its strategy of launching innovative products and services that make it easier for customers to choose the gas and electricity contract that most closely meets their energy needs, manage their bills and choose the best services connected to the gas and electricity supply, with "best in class" multi-channel access.
From the viewpoint of the range of services on offer, 2013 saw the confirmation for domestic customers of the "eni3" package, further enhanced during the summer of 2013 with the launch of the "eni3summer" campaign. In addition, in the last quarter of 2013 the new "fixa super-Luce" package was launched, with a price that freezes the energy component of the cost of electricity for 2 years. In 2013 the "suMisura" package, dedicated to business activities such as shops, bars and restaurants, was also enhanced; this gives gas and electricity customers the opportunity to take advantage of the offer that best adapts to their energy needs, based on their energy consumption profile. The "sottoControllo" package, dedicated to small and medium-sized enterprises, was also launched. On the side of customer care, transparent contracts and assistance for retail gas and electricity customers, the G&P Division has continued to: (i) apply a restrictive selection process to sales business partners, combining this with contractual tools designed to prevent, deter and sanction potential misconduct by the indirect sales force (sales agents and call centre staff); (ii) roll out an extensive e-learning system to train sales staff; (iii) offer a simpler and more rapid process for customers to notify a change of mind about a proposed contract, by telephone or fax; (iv) make confirmation "check" calls the rule for all contract proposals signed up to through agencies, "eni energy stores" and phone sales.
These activities have substantially reduced to percentages close to zero the problem of so-called "unwanted contracts".
In 2013 the "webolletta" service was widened to reach 800.000 customers, with over 2 million bills consulted on-line. The service allows users to view their bill in their own reserved area 10 days before the normal date of delivery of the paper copy.
The 2013 data on brand awareness of Eni as an electricity and gas supplier showed an increase compared to 2012 (spontaneous awareness increased from 44.9% to 51.6% and total awareness from 79.6% to 83%).

R&M Market

Customer satisfaction		**2011**	**2012**	**2013**
Customer satisfaction index	(Likert scale)	7.74	7.90	8.10
Customers involved in the satisfaction survey	(number)	30,524	30,438	29,863

In the Refining & Marketing sector in Italy at the end of 2012, new cards that combine the functions of consumer loyalty and payment cards were launched and in one year, more than 1 million cards have been issued, 40% of which were issued to new customers. The database of you&eni customers has thus expanded, reaching about 7 million cards.
In 2013 Customer Relationship Management (CRM) initiatives targeted at customers registered in the you&eni programme were implemented, offering members bonuses and discounts following the adoption of good practice and involving programme partners in the development of special offers to support the points collection.
Moreover, to ensure excellent service, periodic training courses are held for operators on various topics, not only from the technical point of view but also on the relationship with the end user. As part of these, particular attention is paid to training the *eni café* managers.
In Milan on December 16, 2013, Eni launched "Enjoy", the Smart Mobility Initiative offering customers mobility products and services with low environmental impact, with a specific focus on car sharing, a service that promotes the transition from the logic of possessing a car to the logic of sharing it, so that the private car can be relinquished, with significant benefits in terms of reducing emissions, but without sacrificing flexibility in terms of meeting mobility needs. The car, thus, passes from consumer good to service asset.