



MAKE IT HAPPEN! Regulation



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1. What is "MAKE IT HAPPEN!"?

Enel "MAKE IT HAPPEN!" is a programme ("the Programme") designed to stimulate the culture of entrepreneurship within Enel, by enabling teams to propose and carry out innovative projects that create value for the business.

The Programme is supported by the Open Innovability platform ("the Platform"), which has created a special MAKE IT HAPPEN! section.

In the initial phase, participants can propose ideas that fall into the following categories, embarking on one of two journeys:

- New Business Models (Green Journey);
- New ideas to improve Enel's activities and/or the working environment (Blue Journey).
 - 1.1. How does "MAKE IT HAPPEN!" work?

The Programme is divided into 6 phases: Application, Preliminary Assessment, Design, Pitch Day, Acceleration and Demo Day (the last two solely for the Green Journey), as described better in section 4.



In the Application phase, participants registered on the Platform select a category (Green Journey or Blue Journey) and submit their idea together with all the information requested. The idea proposed by each team is promptly considered by a committee in the Preliminary Assessment phase. The teams selected are welcomed to the Design phase, where they can develop a Minimum Viable Product ("MVP") to be presented on Pitch Day to another committee.

The subsequent phases for participants receiving good feedback on Pitch Day depend on their chosen journey:

- Green Journey teams will move into an Acceleration phase that enables them to develop their business model for presentation on Demo Day, which is the final event in the Programme;
- Blue Journey teams will complete their journey, as their ideas will be implemented directly by the Function/Business Line on which their idea has an impact.
 - 1.2. Duration and "MAKE IT HAPPEN!" deadlines

The Programme is always open. Participants can submit their idea (Application) at any time.

The Preliminary Assessment phase begins when each idea is submitted.

The duration of the Design phase depends on the date of the Pitch Day booked by the participants.

There will be 4 Pitch Days every year (dates to be determined later).

The dates of the Pitch Days will be published on the Platform, so teams that pass the Preliminary Assessment can see them.



The maximum duration of the Acceleration phase is 6 months.

The Demo Day will take place, for each idea, on completion of the Acceleration phase.

The Programme dates and deadlines may be extended or changed, depending on the number of applications and/or the availability of the selection committees. Any extensions or changes will be published on the Platform.

2. Who can take part?

Everyone who works for an Enel Group company can participate in "MAKE IT HAPPEN!".

Persons must apply in teams, as individual applications are not allowed. Teams may consist of a minimum of 2 and a maximum of 5 persons. All team members must be employees of the Enel Group.

The same person cannot belong to multiple teams of Green Journey at the same time. The composition of the team cannot be changed during the journey. Exceptional circumstances will be assessed on a case-bycase basis.

3. How to take part in "MAKE IT HAPPEN!"

Teams wishing to participate in the Programme need to register with the Open Innovability platform (in the absence of automatic login from the Intranet) and then visit the "MAKE IT HAPPEN!" section, where they must indicate whether their idea relates to <u>New Business Models (Green Journey)</u> or <u>Ideas for the improvement</u> <u>of Enel (Blue Journey)</u>, as described in Section 1.

4. PROGRAMME PHASES – DETAILED DESCRIPTION

4.1. Application

As indicated in Section 1.2, registered teams wishing to participate in the Programme can submit their idea via the Platform by completing the relevant application form.

The Application is submitted by just one team member on behalf of everyone. The names of the other team members are indicated in the appropriate section of the application form for the chosen journey. The system will send an automated e-mail notifying the other members that they have been named as part of the team for the idea submitted.

The application form contains the following fields:

- 1. Problem/need
- 2. Global Business Line/Function affected by the idea
- 3. Title of the idea
- 4. Abstract of the idea
- 5. Description of the idea
- 6. Advantages/business opportunity
- 7. Sustainable development objectives*
- 8. Country
- 9. Investment necessary
- 10. Team members
- 11. Lean Business Model Canvas (just for the Green Journey)
- 12. Video Pitch*
- 13. PDF presentation*



The fields marked with an asterisk are optional.

In this phase, the Platform will make a "Start-up Toolkit" available to participants. This toolkit contains teaching materials (in PDF, PPT and/or video format) to help them develop their content.

The toolkit also contains a list of internal Mentors, being Enel colleagues willing to provide suggestions and feedback to the teams that contact them.

Sections 6 and 7 of this Regulation provide further information about the above two points.

The title, the summary and the name of the person who submitted the idea will be visible to all Enel colleagues on a dedicated page.

4.2. Preliminary Assessment

A Preliminary Assessment Committee, different for each idea submitted, will decide if the proposal can be admitted to the Design phase.

4.2.1. Regulation and antitrust compliance

Applications to the "Make It Happen!" programme should comply with existing unbundling regulation and antitrust rules, where applicable. According to these rules, the DSO and the supplier belonging to a vertically integrated group, or the supplier operating in the liberalised market and the supplier operating in the regulated market, when belonging to a vertically integrated group, as well as their employees, must have regard to the confidentiality of commercially sensitive information and prevent the exchange of data and resources. This is to avoid the prevention, restriction or distortion of competition as a result of the vertically integrated group structure.

The compliance of the Applications to the existing rules, including unbundling regulation and antitrust rules, will be assessed with regard to:

- the composition of the team;

- the core idea and the aim of the project.

If the Application is not deemed to be fully compliant, it will be rejected.

4.2.2. Composition of the Preliminary Assessment Committee

The composition of the Preliminary Assessment Committee depends on the journey chosen by the team:

New Business Models (Green Journey)

The Preliminary Assessment Committee that considers the ideas submitted for this journey is comprised of 7 members (judges), selected in the following manner:

- 3 senior managers, selected randomly each time by an algorithm implemented in the Platform;
 3 young managers, selected randomly each time by an algorithm implemented in the Platform;
- □ 1 Global Innovation Manager from the Business Line to which the idea is connected (if the idea refers to a Function without a Global Innovation Manager, the person is selected at random by an algorithm, like the others).

The Preliminary Assessment Committee for the Green Journey must include 3 members (2 senior managers and 1 young manager) belonging to the Function/Business Line impacted by the idea to be assessed.

• Ideas for improving Enel (Blue Journey)



The Preliminary Assessment Committee that considers the ideas submitted for this journey comprises 7 members (judges), selected in the following manner:

- 3 senior managers, selected randomly each time by an algorithm implemented in the Platform;
 3 young managers, selected randomly each time by an algorithm implemented in the Platform;
- □ 1 Global Innovation Manager belonging to the Business Line to which the idea refers to (if the idea impacts a Function without a Global Innovation Manager, the person is selected at random by an algorithm, like the others).

Except for the Global Innovation Manager, none of the members of the Preliminary Assessment Committee for the Blue Journey must belong to the Function/Business Line impacted by the idea.

4.2.3. Voting and assessment criteria

All members of the Preliminary Assessment Committee must cast their votes within 5 working days of the idea submission, indicating a score from 1 to 4 based on the following criteria:

CRITERIA	DESCRIPTION	SCORE
Problem/need	Existence and relevance of the problem/need	from 1 to 4
"Wow" factor	Degree of innovation of the proposed idea to solve the problem/need	from 1 to 4
Advantages/business opportunity	Business opportunity or advantages in terms of new revenues and/or savings/efficiencies	from 1 to 4
Strategic for Enel	Consistency of the idea with the strategy and values of Enel	from 1 to 4
Quality of the proposal	Quality of the idea description and clarity of the information provided	from 1 to 4

The score for each criteria is calculated as the simple average of the votes cast by each judge. The final score is then calculated as the average of the scores obtained for each criteria.

Should one or more judges fail to vote within 5 working days, they will be replaced and the voting deadline will be extended.

4.2.4. Outcome of voting

The idea is approved if the final score is greater than 2,5.

Each member of the Preliminary Assessment Committee must provide a general reason for their vote. The outcome of the voting and the reasons provided are notified to all members of the proposing team by email. If successful, the team is admitted to the Design phase.

4.3. Design

Teams admitted to the Design phase must develop a Minimum Viable Product ("MVP") and all the documentation needed to book one of the available Pitch Days. An MVP is an initial version of a product/service that is developed to include the minimum set of characteristics needed to understand what customers want. The MVP enables the team to obtain the maximum amount of information with the least effort in terms of capital, time and energy: as a result, the start-up avoids bringing to market a product/service that no-one wants to buy.



The function of the MVP is therefore to obtain feedback from potential customers, in order to bridge the gap caused by weaknesses in the product/service. Using this tool, the team obtains a broader vision of the market by following a path marked by iterations and small steps forward.

The activities relating to the Design phase may be carried out within the company context, on top of the work tasks. Any activities towards third parties (e.g. provision of survey/tests), shall be carried out on personal basis and exclusively outside the work and company context. With reference to these activities, teams acting on personal basis undertake to:

- not use any of Enel's Group name, trademarks and/or logos;
- not use the their qualification as Enel employees;
- not disseminate and/or communicate confidential information and/or material of the Enel Group companies;
- not use Enel assets provided only for professional purpose;
- carry out activities exclusively outside the work and company context;
- not collect personal data of third parties (providing survey/tests exclusively in anonymous form).

By accepting these regulations, the employee indemnifies Enel from any responsibility deriving from the performance of all activities carried out during the Design phase.

During this phase, the Platform will make available:

- a second toolkit, being a "Design Toolkit" containing the template for presenting the idea on Pitch Day (Pitch Deck);
- a second list of Mentors, this time comprising external professionals (drawn from international start-up ecosystems) who can be contacted for suggestions and support during development of the MVP.

4.4. Booking the Pitch Day

The dates of Pitch Days available for booking will be viewable on the Platform by teams admitted to the Design phase. These teams must book no less than 40 working days prior to the date of the desired Pitch Day.

In order to book, the Pitch presentation (Pitch Deck) must be submitted via the Platform in PDF format. The Platform allows a maximum of 8 ideas to be presented on each Pitch Day.

Once the booking limit for a given date has been reached, the teams will have to choose another date that is still available.

Admission to the Pitch Day will be assessed beforehand by a "Pre-Pitch Committee".

4.5. Pre-selection

The Pitch Deck submitted by the team will be analysed by a Pre-Pitch Committee to determine if the idea meets the requirements for admission to the Pitch Day.

4.5.1. Composition of the Pre-Pitch Committee and voting

The Pre-Pitch Committee that decides on the admission of Green Journey ideas to the Pitch Day is comprised of 3 Global Innovation Managers, including the Global Innovation Manager belonging to the Business Line impacted by the idea (if the idea relates to a Function without a Global Innovation Manager, the person is selected at random by an algorithm, like the others).



The Pre-Pitch Committee that decides on the admission of Blue Journey ideas to the Pitch Day is composed three members: the head of development of the relevant GBL/Country and two business experts selected by him/her in accordance with the specificity of the idea.

4.5.2. Voting and assessment criteria

The Pre-Pitch Committee may contact the team for clarification and/or to meet it and will decide on the validity of the application, at its sole discretion, with reference to the following criteria:

CRITERIA	DESCRIPTION
Problem/need	Existence and importance of the problem/need
"Wow" factor	Degree of innovation of the proposed idea to solve the problem/need
Solution Effectiveness (MVP)	Solution effectiveness in solving the problem/need identified. Value proposition effectiveness
Value created	Ability of the solution/product to create value for the business in terms of new revenues or savings
Financial	Accuracy in forecasting revenues/savings, costs and outputs of the project.
Quality of the proposal	Quality of the description of the idea and clarity of the information provided
Entrepreneurship of the team	Team's capability and clarity in «selling» its vision and efficacy in successfully developing the solution
Investment needed	Reasonability and feasibility of the investment required
Feasibility	Ability of the team to clarify any possible issue/concern that affects the feasibility as well as the relevant actions to overcome them. Feasibility of the solution even from a technical point of view
Strategic for Enel	Consistency of the idea with the strategy and values of Enel. Does the solution erode market quotas of existing Enel's products/services?
Sustainable competitive advantage*	Ease with which the team can protect the competitive advantage from current or future competitors
Testability*	How easy is it to test the solution? The easier and cheaper it is to early test your business idea, the higher the appreciation.
Market Potential *	"Does this solution serve a large market?" "Does this solution serve a market that is declining, stable or growing?" "How sure is the team about the existence and size of the chosen market?"
Business model*	Evidence of the scalability of the business model. Team's clarity about «how it will make money»
Potential scale of adoption**	Impact in terms of the potential number of beneficiaries

* Just New Business Models (Green Journey).

** Just Ideas for improving Enel (Blue Journey).



4.5.3. Outcome of voting

The outcome of voting will be notified to all members of the proposing team by e-mail. If successful, admission to the Pitch Day booked will also be confirmed by e-mail. If unsuccessful, the team will be sent the results and the reasons for rejection, also via e-mail.

4.6. Pitch Day

Teams will present their ideas regarding the two journeys (Blue or Green) to a "Pitch Committee", either in person or via telecom link, using the Pitch Deck submitted earlier (template included in the Design Toolkit). Ideally, teams should be physically present at the Pitch session; nevertheless, they will be allowed to use video-conferencing and/or other remote conferencing technologies.

The language of the presentation will depend on the composition of the teams and will be notified to all participants in good time.

To ensure consistent treatment, all Pitch sessions must follow this agenda:

- > Presentation of the Pitch Deck. Duration: 5';
- > Q&A, interactive session in which participants answer the questions of the Pitch Committee;
- > Pitch Committee meets and prepares feedback;
- > Feedback to participants: the Pitch Committee gives feedback to the participants, specifying for example which elements require further work etc.

4.6.1. Composition of the Pitch Committee

The Pitch Committee that decides on the admission of Green Journey ideas to the Acceleration phase is comprised of 3 Directors in charge of Functions/Business Lines not directly linked with the idea under evaluation, who will be selected on the basis of their availability.

The Pitch Committee for the Blue Journey ideas will have the same composition. However, if the Pitch is successful and approved, it shall not be followed by an Acceleration phase. The ideas will be implemented directly by the Function/Business Line to which they relate.

In both cases a "Business expert", without voting power, from the Business Line impacted by the idea will also be present, to give advice and make suggestions to the Pitch Committee.

4.6.2. Voting and assessment criteria

The Pitch Committee will approve the project presented, at its sole discretion, with reference to the following criteria:

CRITERIA	DESCRIPTION
Problem/need	Existence and importance of the problem/need
"Wow" factor	Degree of innovation of the proposed idea to solve the problem/need
Solution Effectiveness (MVP)	Solution effectiveness in solving the problem/need identified. Value proposition effectiveness



Value created	Ability of the solution/product to create value for the business in terms of new revenues or savings
Financial	Accuracy in forecasting revenues/savings, costs and outputs of the project.
Quality of the proposal	Quality of the description of the idea and clarity of the information provided
Entrepreneurship of the team	Team's capability and clarity in «selling» its vision and efficacy in successfully developing the solution
Investment needed	Reasonability and feasibility of the investment required
Feasibility	Ability of the team to clarify any possible issue/concern that affects the feasibility as well as the relevant actions to overcome them. Feasibility of the solution even from a technical point of view
Strategic for Enel	Consistency of the idea with the strategy and values of Enel. Does the solution erode market quotas of existing Enel's products/services?
Sustainable competitive advantage*	Ease with which the team can protect the competitive advantage from current or future competitors
Testability*	How easy is it to test the solution? The easier and cheaper it is to early test your business idea, the higher the appreciation.
Market Potential *	"Does this solution serve a large market?" "Does this solution serve a market that is declining, stable or growing?" "How sure is the team about the existence and size of the chosen market?"
Business model*	Evidence of the scalability of the business model. Team's clarity about «how it will make money»
Potential scale of adoption**	Impact in terms of the potential number of beneficiaries

* Just New Business Models (Green Journey).

** Just Ideas for improving Enel (Blue Journey).

4.6.3. Outcome of voting

The outcome of voting, "Go" or "No Go", will be notified to the team in real time.

- If Go: o in the case of a Green Journey idea, the team is granted the budget allocated specifically for the Acceleration phase;
 - o in the case of a Blue Journey idea, the solution is implemented directly by the Function/Business line to which it relates, with collaboration from the team as deemed appropriate.
- If No Go, the team is given a suitable motivation for the rejection.



4.7. Acceleration

Commencing from this phase, the journey will be differentiated based on the type of idea:

- <u>New Business Models (Green Journey)</u> The members of the team admitted to the Acceleration phase will work on their idea up to 6 months, with support from external partners, when necessary. They will also be supported by Mentors and colleagues within the Business Lines concerned.
 The Acceleration phase will be carried out if possible: full time with an Agile approach; using a coworking space within the Enel offices or externally.
- Ideas for improving Enel (Blue Journey)

Team members complete their journey here and return to their original jobs. The development and implementation of the idea are taken over by the Function/Business line to which it relates, with voluntary support from the team that proposed it, to be decided as per each case individually. The status of development is monitored monthly and the original team is informed about the implementation of the idea.

4.8. Demo Day (just for the Green Journey)

A Demo Day will be organised at the end of the Acceleration phase for each project.

The Demo Day is the final event of the Programme and is held at the offices of the involved Business Line. The teams present their product/service and related market validation data (expressions of interest by potential customers) to a Committee comprising of decision-makers from the Business Line impacted by the idea. There are two possible voting outcomes:

- EXIT: the involved Business Line takes over the project;
- NO GO: the Business Line chooses not to proceed, providing the team with a motivation for its decision.

In both cases, the team members are reassigned to their original functions.

5. LANGUAGE

The Platform is available in 3 languages: Italian, Spanish and English. The toolkit materials available to participants are in English.

Teams may complete the initial Application form in their mother tongue, but the documents attached to the Application form and/or when booking the Pitch Day must be prepared in English.

The language of the Pitch Day presentation will depend on the composition of the teams and will be notified to all participants in good time.

6. SUPPORTING MATERIALS

6.1. Toolkits

Two toolkits are available on the Platform:

- a "Start-up Toolkit", available from the Application phase on the Home Page of MAKE IT HAPPEN!;
- a "Design Toolkit", available solely to teams that pass the Preliminary Assessment, in the "My Applications to MAKE IT HAPPEN!" section of the Platform.



Both toolkits contain the main supporting materials and templates for the documents that participants must prepare and submit (i.e. the Lean Business Model Canvas for the Application phase of the Green Journey and, for both journeys, the Pitch Deck for booking the related Pitch Day).

The toolkits also contain a list of Mentors that participants can contact for suggestions and councils. These toolkits can be downloaded from the Platform , available for registered participants.

6.2. Help desk

Participants can always contact the support e-mail address: <u>makeithappen@enel.com</u> dedicated to the "MAKE IT HAPPEN!" Programme on the Platform.

The "MAKE IT HAPPEN!" administrators will respond to requests for help within a reasonable period of time, on a "First come, First served" basis.

7. MAIN ACTORS

7.1. Participants

Teams that register successfully for "MAKE IT HAPPEN!, in the manner specified in Section 3.

7.2. Assessment Committees

The composition of the assessment and selection committees is described in points 4.2.1, 4.5.1 and 4.6.1 of this Regulation.

7.3. Mentors

Mentors are colleagues within the Enel Group, or external experts drawn from international start-up ecosystems, who make themselves available for giving the teams advice and suggestions.

The list of internal Mentors will be available starting from the Application phase as part of the "Start-up Toolkit", while the list of external Mentors will be visible starting from the design phase only for the teams that have proposed New Business Models (Green Journey).

Teams may contact one or more Mentors to draw on their knowledge and/or experience. Mentors provide support to requesting teams at their sole discretion.

8. COMMERCIAL AND LEGAL REQUIREMENTS

8.1. Intellectual property rights

By accepting the conditions specified in this Regulation, participants (i) declare and accept that all the knowhow and materials used and developed with regard to ideas submitted or developed in order to participate in the "MAKE IT HAPPEN!" Programme (hereinafter, the "Intellectual Property") will be the exclusive property of Enel SpA, which may use them freely for itself and for the companies within the Enel Group and (ii) waive any form of payment, reimbursement or indemnity related to the Intellectual Property acquired by Enel SpA. Consequently, Enel SpA will not be obliged to return any of the materials received from participants (including drawings, photographs, documents etc.).

Enel SpA may (i) use the Intellectual Property developed in the context of the "MAKE IT HAPPEN!" Programme without any restrictions or partial limitations, utilising any instrument or tool for an indefinite period; (ii) modify the content comprising the Intellectual Property, transfer it or utilise it together with other



ideas, even if the employment relationship with the participant concerned is terminated, suspended or interrupted. By accepting this Regulation, the participant also agrees to collaborate with Enel SpA on the preparation of any document regarding the above Intellectual Property rights, should this be necessary for transfers to third parties or to arrange for their protection.

Participants will be solely and exclusively responsible for any violation of the intellectual property of third parties contained in the ideas and materials developed and presented in the context of the "MAKE IT HAPPEN!" Programme. Participants must inform Enel SpA immediately should any of the above violations arise, and must relieve and indemnify Enel SpA and its subsidiaries in full should third parties present complaints of any kind or claims for reimbursement to Enel SpA.

8.2. Tax matters

Any and all tax matters that arise will be processed in accordance with the applicable local regulations.

8.3. Data Protection

In compliance with the specific European and Italian regulations and, in particular, Regulation (EU) 2016/679 ("GDPR") and Decree 196/2003 as amended by Decree 201/2018, Enel SpA, as the Controller, informs Programme participants that it will process the personal data needed for registration purposes. The provision of personal data is essential and indispensable for participation in the "MAKE IT HAPPEN!" Programme. The Controller has appointed a Data Protection Officer, who may be contacted at the following e-mail address: dpoenel@enel.com.

The data will be processed in compliance with current regulations, using technological and IT equipment or manually, for purposes strictly related to the administration of Programme activities. The personal data collected may be communicated to the Enel Group or to any third parties that collaborate with the Enel Group as Data Processors, and will not be communicated to third parties except in the cases allowed by law. The personal data processed for the above purposes will be retained in accordance with the principles of proportionality and necessity and, in any case, until the purposes of processing have been achieved.

Programme participants may present a request or exercise their rights (envisaged in arts. 15-21 GDPR) and, in particular, may access or request copies of the personal data provided, request its rectification or erasure, obtain restrictions on its processing or object to its processing, by sending an e-mail to <u>makeithappen@enel.com</u>.

8.4. Confidentiality and data protection

The confidentiality of the information and data owned by Enel SpA and its subsidiaries must be protected. Accordingly, it is forbidden to publish content relating to the activities, infrastructure, installations, systems, technologies or any other information belonging to Enel that is classified as confidential in current corporate policies and/or in related patent procedures. Participants agree not to present any other information that might violate their confidentiality obligations.

In addition, all the information presented by participants must be considered confidential and, therefore, cannot be communicated to external third parties.

8.5. Compliance with applicable regulations

This Regulation will be applied in conformity with the applicable local regulations and/or the collective employment contracts in force in the various countries/subsidiaries of the Enel Group.



8.1. Use of the Enel trademark and communication of the innovative idea

Any use of the Enel trademark by participants must be authorized in advance by the Communications function of Innovation Holding. Dissemination of the innovative idea or its communication to third parties, whether in the test or other phases and especially via web or social media channels, must be authorized in advance by the Innovability function of Innovation Holding.

8.2. Personal liability

Participants will be personally liable for any legal infringements committed during activities linked to the "MAKE IT HAPPEN!" Programme, including the violation of intellectual property rights. Enel will not, under any circumstances, be held liable for any violations committed by participants during this competition.

8.3. Amendments to the Regulation

The administration reserves the right to suspend the "MAKE IT HAPPEN!" Programme for just cause, informing participants in good time and in an appropriate manner. Programme Management may amend the Regulation without prejudice to the rights already acquired by participants, and will inform all participants in an appropriate manner. The new Regulation will be valid from the date of its publication in the "MAKE IT HAPPEN!" section of the Open Innovability platform. Amendments will not have retroactive effect, in order to ensure that all participants already registered at the date of the amendment have the same rights as before. All amendments, including the extension or reduction of the valid from the date of their publication in the "MAKE IT HAPPEN!" section of the Open Innovability platform. Participants are not allowed to object to amendments to the Regulation after they become available for consultation in the "MAKE IT HAPPEN!" section of the Open Innovability platform.