



# STRATEGIC PLAN 2021-27 EMPOWERING OUR FUTURE

Rome  
15.06.2021





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SMART GAS  
NETWORKS

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# SCENARIO





# ENERGY TRANSITION OUR FUTURE



**“I want Europe to become the first climate neutral continent in the world by 2050”**

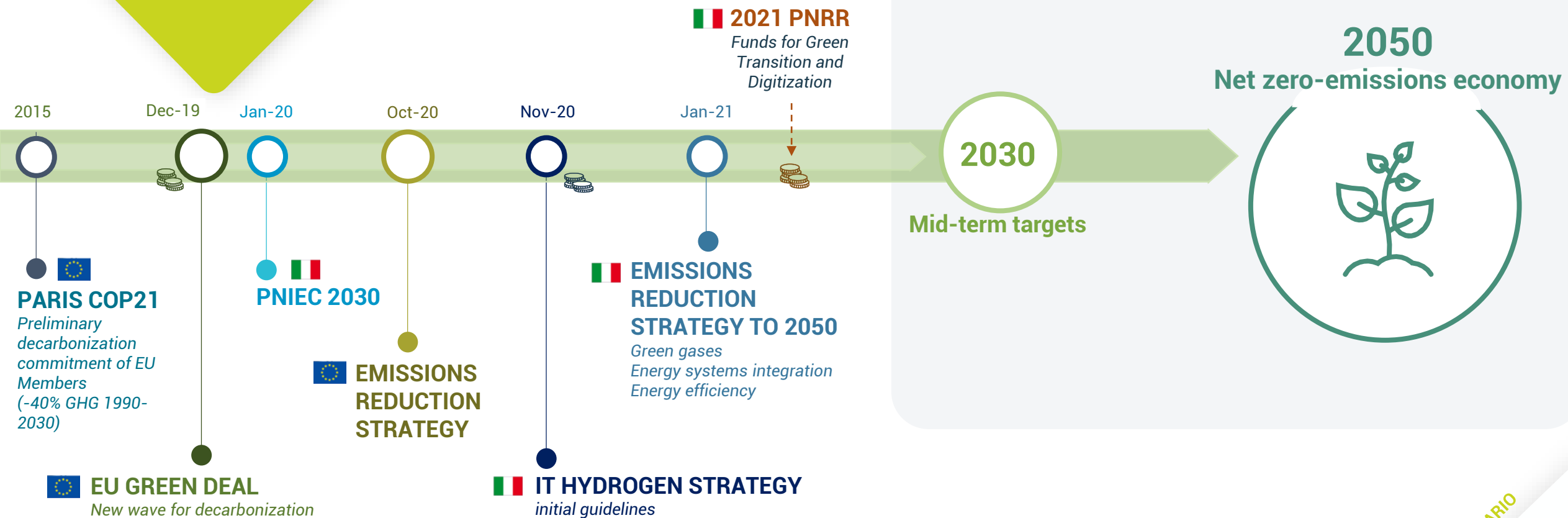
U. Von Der Leyen  
*EU Commission, President*  
December 2019

**“While we continue to battle the pandemic, we must also focus on our long-term challenges: this is why the Green Deal, as a growth strategy, remains our compass throughout the recovery”**

F. Timmermans  
*EU Commission, Executive VP*  
December 2020

# ENERGY TRANSITION KEY MILESTONES

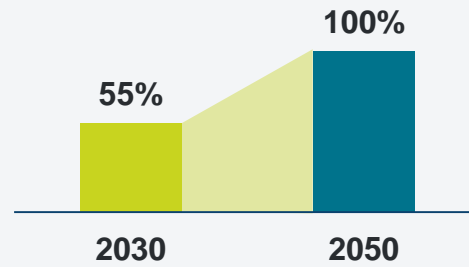
## EU committed to a carbon neutral economy by 2050 both politically and economically



# ENERGY TRANSITION AT THE CORE OF EU POLICIES

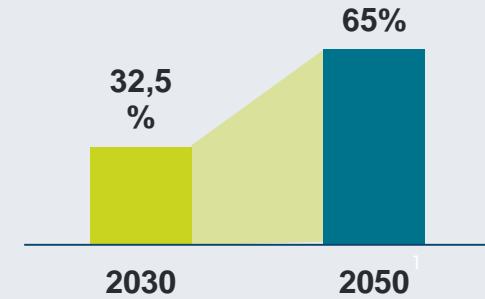


## CO2 emissions cut vs 1990



The EU is preparing a package of initiatives to reduce CO2. A general revision of gas market legislation is also targeted

## Energy Efficiency vs 1990

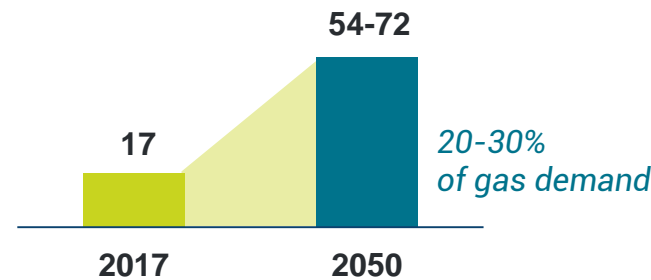


Ongoing revision of the European Energy Efficiency Directive

€175-290bn a year of incremental investments necessary to reach decarbonization goals

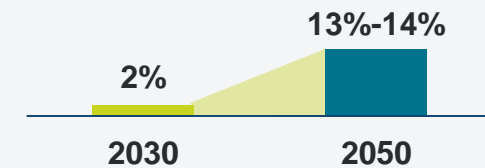
Contribution of all sectors is paramount

## Biomethane consumption MTOE



The revision of the gas market legislation includes how to facilitate the uptake of renewable gases

## Hydrogen in EU energy mix ~ 500 GW electrolysis capacity by 2050



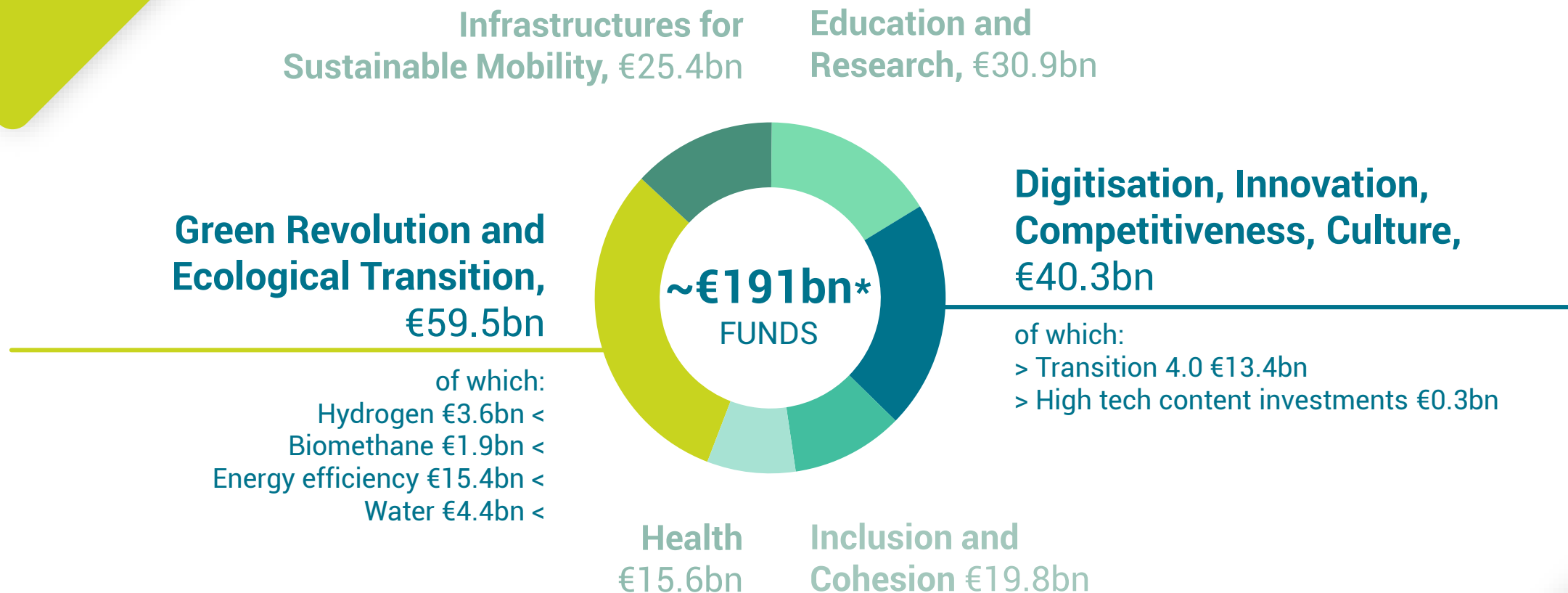
Hydrogen may be transported via repurposed natural gas pipelines and / or newly built pipelines

SCENARIO



# ITALIAN PNRR RESOURCES AVAILABLE

## Energy transition is a tool to support economic recovery Italian PNRR to make new resources available



# IMPLICATIONS FOR GAS SECTOR OF EU ACTIONS

## ENERGY TRANSITION

Gas to account for **20%** of 2050 European energy consumption

Green gases production should rapidly increase to meet decarbonization target

Gas mix to include **green hydrogen (33%)** and **biomethane/ blue hydrogen / e-gases (67%)**

Gas infrastructures should be able to **manage dynamic changes of gas blending**

Gas infrastructures strategic to ensure **efficiency of the energy system**

**Entire gas value chain** including both T&D and storage needs to evolve

Investments needed to **guarantee flexibility**, through gas and electric systems integration

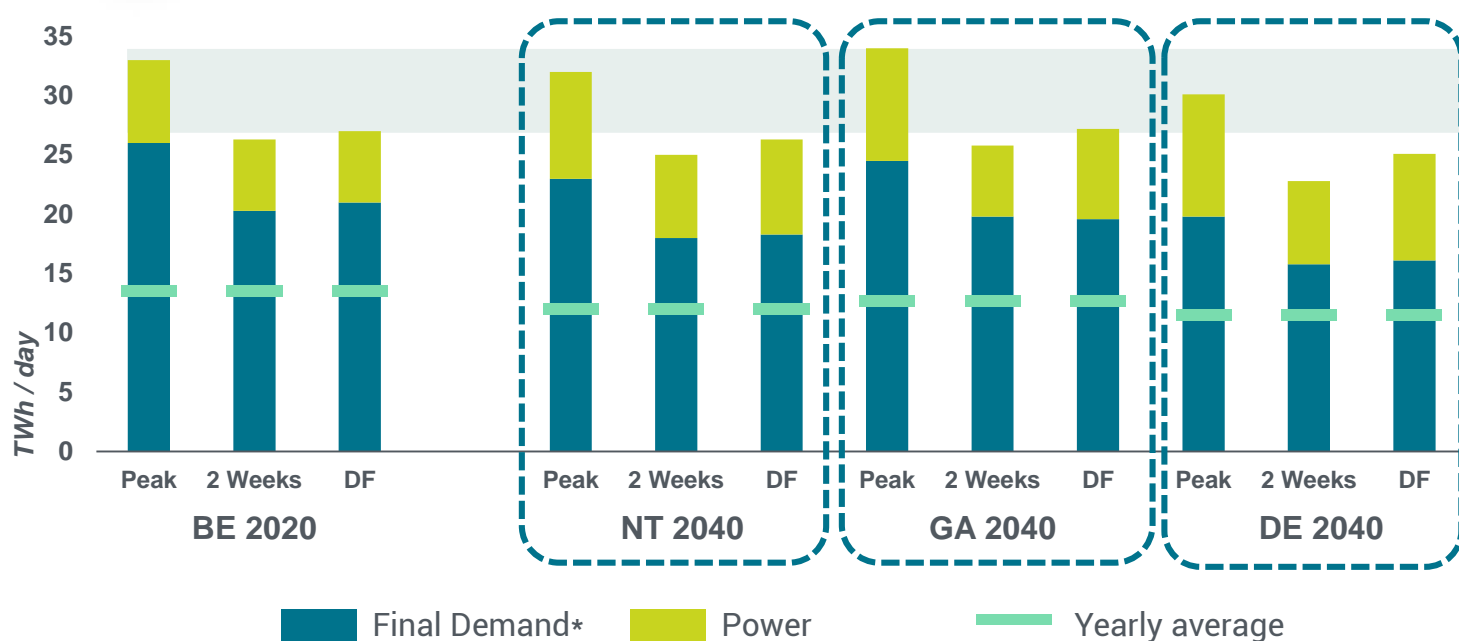
Gas and electric infrastructures should be able to **cooperate effectively** ("sector coupling")



# GAS DEMAND EXPECTATIONS REAFFIRMED

## Gas to provide the needed energy supply flexibility

EU Gas demand – ENTSOG high demand cases analysis



Gas demand to become more dependent from RES performance at peaks

Cold spells coupled with low RES to require high gas peaking capacity also in 2040

Source: ENTSOG, Scenarios BE – Best estimate, NT – National Trends, GA – Global Ambition, DE – Distribution Energy  
 The "2-week demand" refers to a two-week period during a cold spell resulting in high heating demand.  
 "Dunkelflaute" expresses a climate case, where in addition to a 2-week cold spell, variable RES electricity generation is low due to the lack of wind and sunlight.

# GAS NETWORKS

## KEY ROLE IN ENERGY TRANSITION



Enable a cost-effective decarbonisation, balancing short-term and long-term needs of energy markets



ALREADY DEVELOPED,  
STABLE AND WIDE-SPREAD INFRASTRUCTURE

~2mln km of pipelines  
2,000 gas DSOs and 45 gas TSOs



ACCELERATOR IN THE DEVELOPMENT OF  
RENEWABLE AND LOW CARBON GASES

NATURAL GAS

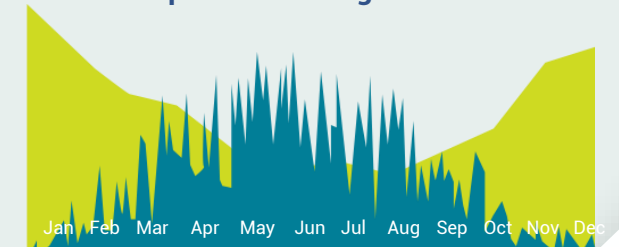
BIOMETHANE

HYDROGEN



STRATEGIC ROLE FOR FLEXIBILITY AND SECURITY  
OF SUPPLY OVER TIME AND SPACE

Schematic annual profile of  
PV production vs gas load



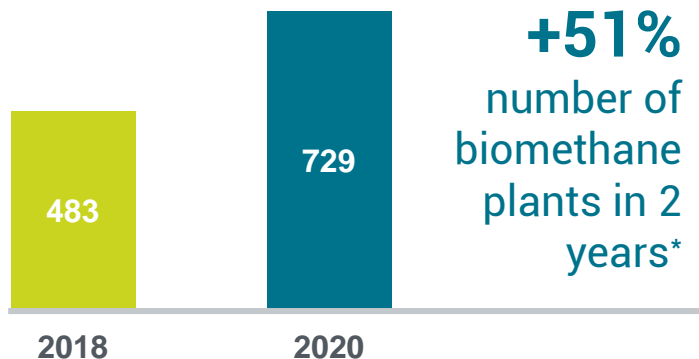


# 2020-30 BIOMETHANE THE CLOSER VIABLE GREEN OPTION



**Biomethane accounts for 5% of EU gas demand,  
It is the most significant green gas source  
but still below its potential**

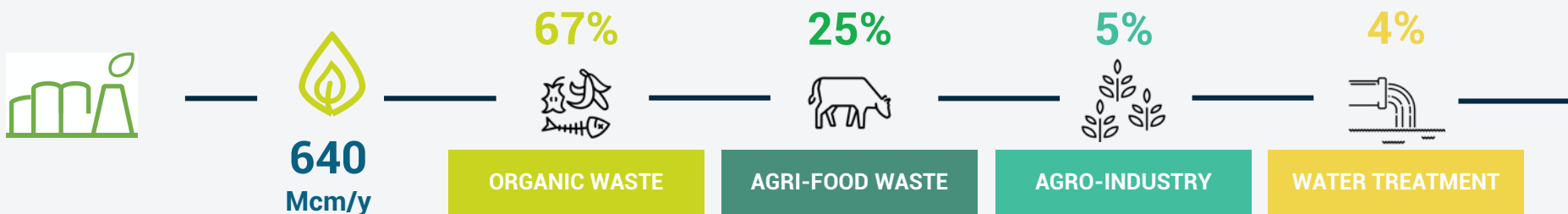
## IN EUROPE CAPACITY KEEPS GROWING



## AND PROSPECTS ARE ALSO STRONG IN ITALY

- Over 30 operative biomethane injection points on the Italian gas network
- ~90% biomethane plants produce methane from organic waste and agri-food waste sources
- Significant economic incentive framework (certificates guaranteed for 10 years)

ITALY  
Current  
production  
potential\*\*



SCENARIO



\* EBA, \*\* Italgas' estimates based on the biomethane total volume production from 81 plants, either in operation (31) or in progress (50)

# 2030-40 HYDROGEN MOMENTUM BUILDING

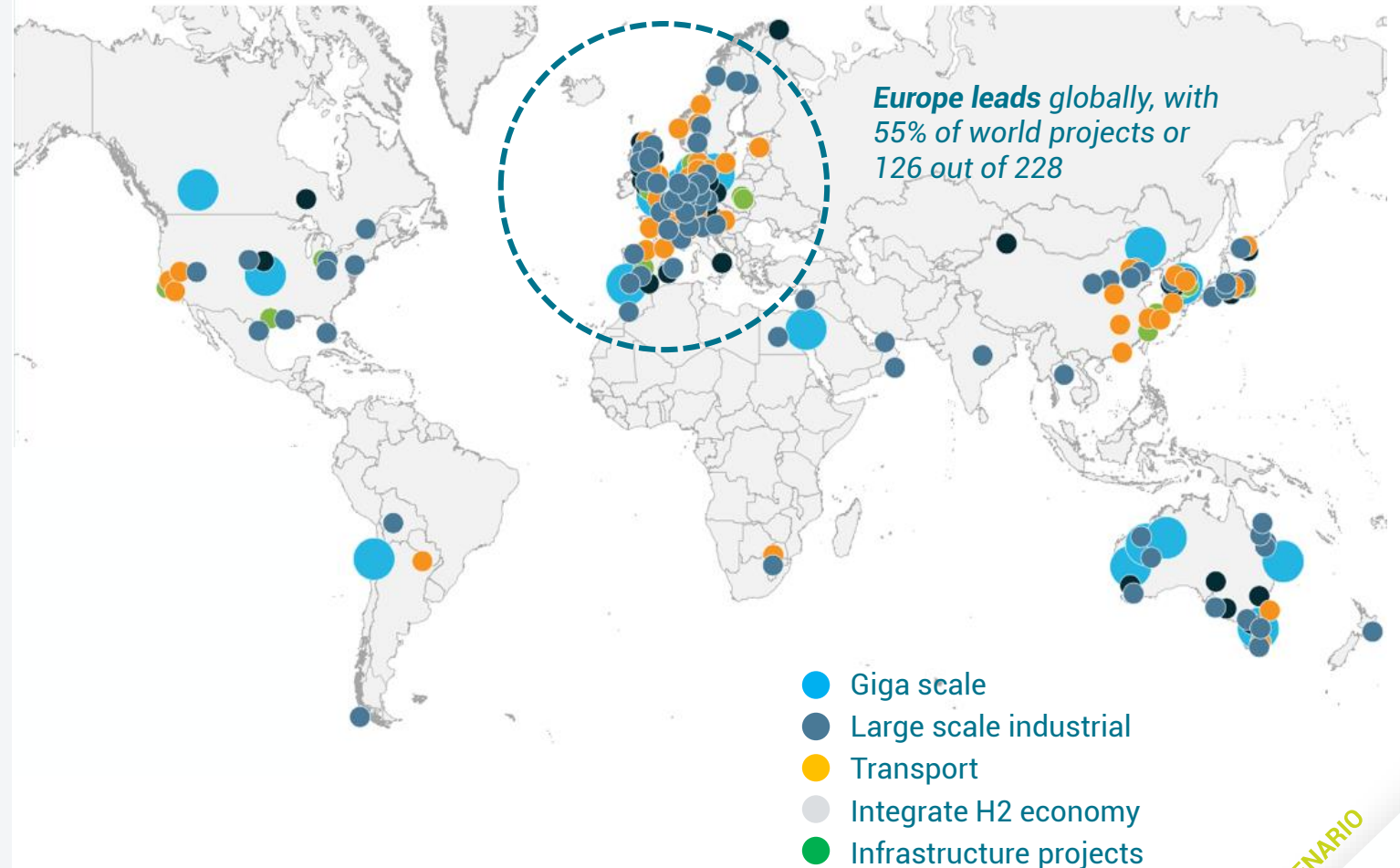
## More than 200 projects for >\$80bn announced globally

EU leading the race also on the legislative side

Production costs could fall quicker than anticipated

but

Green hydrogen is not expected to be competitive before 2030

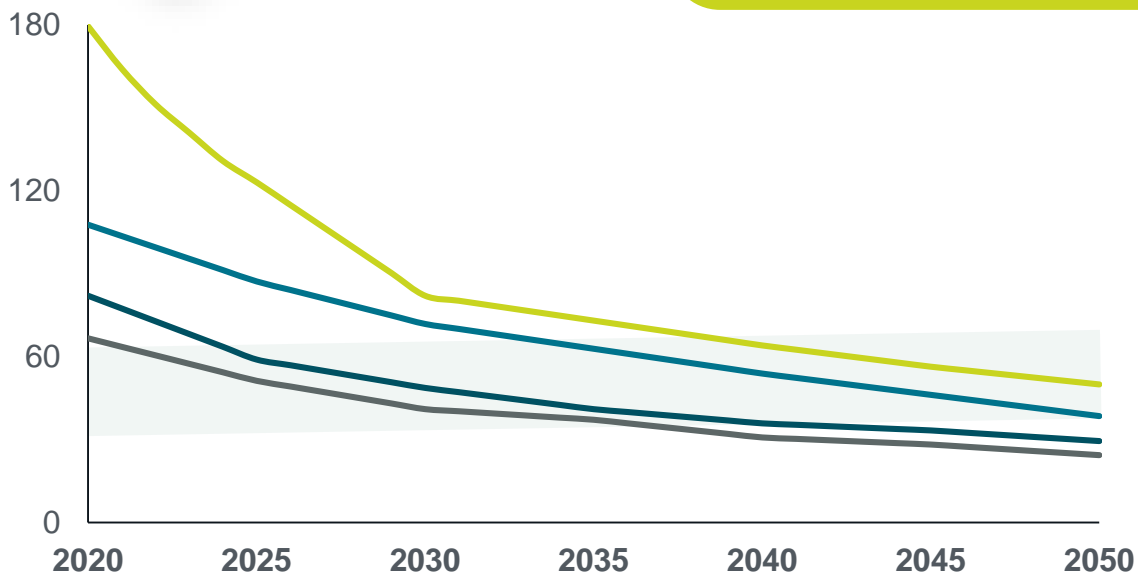




# 2030-40 GREEN HYDROGEN COST ISSUES TO BE ADDRESSED

Green hydrogen expected to become competitive But this will require ~ 10 years for prices to fall

## Green hydrogen production costs LCOE (€/MWh)

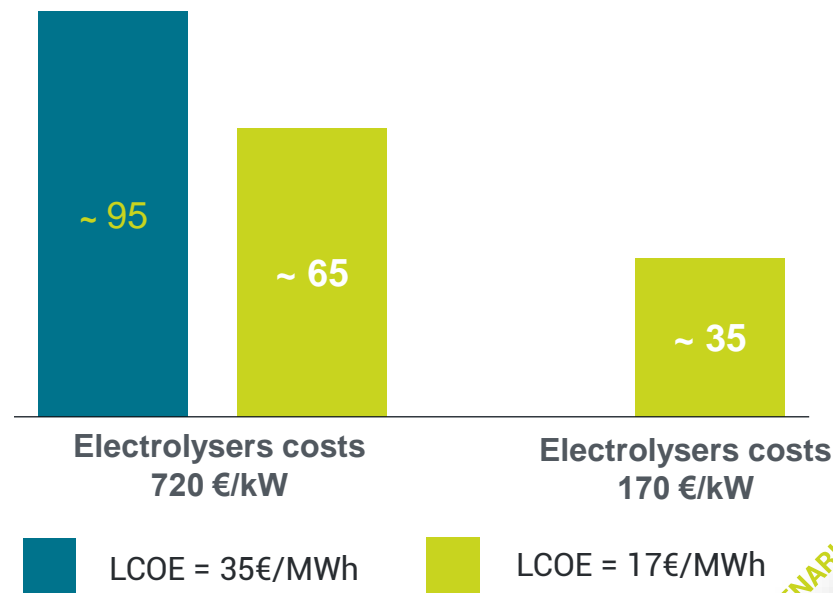


— Average PV      — Average wind      — Best case PV  
— Best case wind       Hydrogen from fossil fuels with CCS

Assuming falling electrolyzers costs from 720 to 300 €/kW

TODAY

2030-40



SCENARIO

# GAS DSOs NEW CHALLENGES AND OPPORTUNITIES



**DSOs need to adapt their strategies**  
**Networks upgrade necessary to distribute new gases,**  
**to support energy efficiency and cut methane emissions**



**Build new infrastructure, network repurposing & retrofitting to dispatch green gases**



**Prominent role in circular economy thanks to proximity to end customers and distributed production units of green gases**



**Environmental responsibility through methane emissions management, considering an upcoming stricter regulation**

**Digitization of operations and smart tools implementation**







# SMART GAS NETWORKS

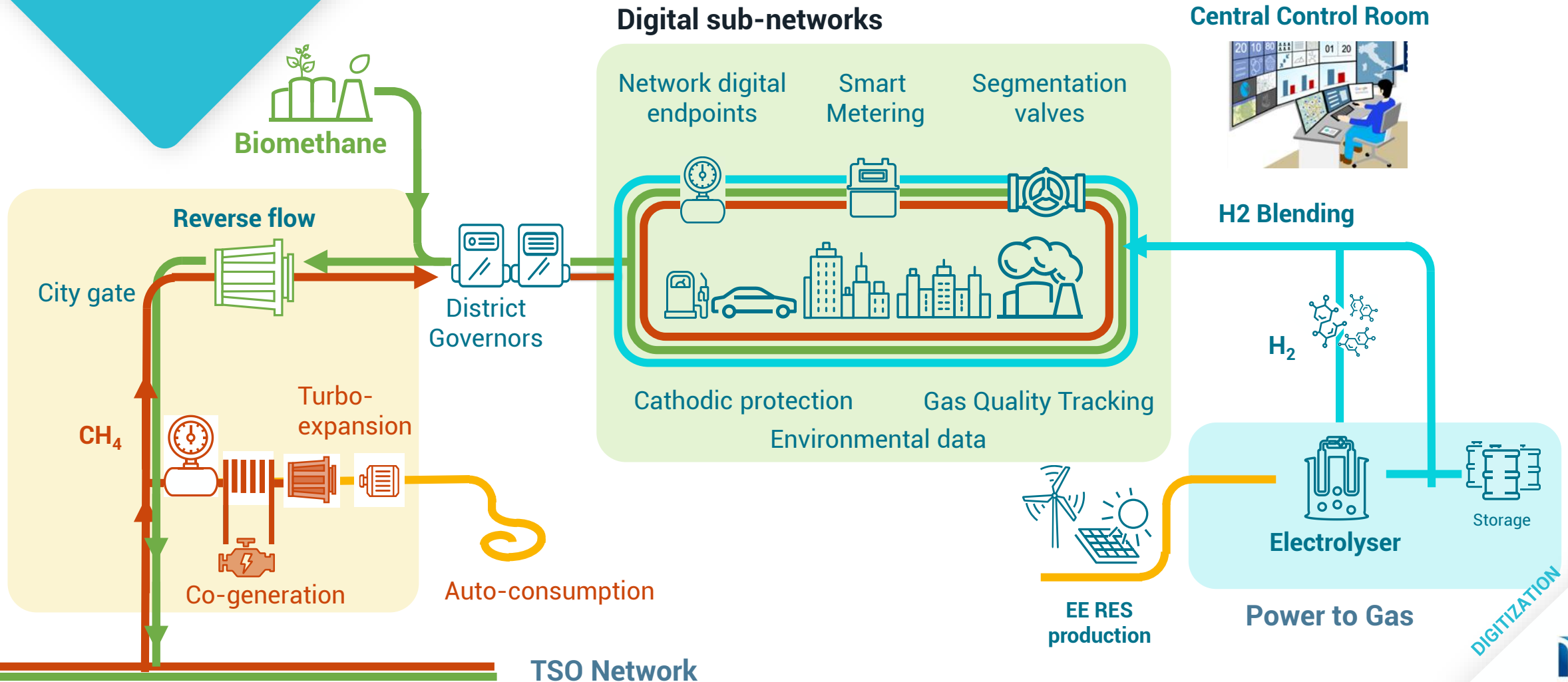


# NETWORKS

## A TANGIBLE CHANGE IN PARADIGM



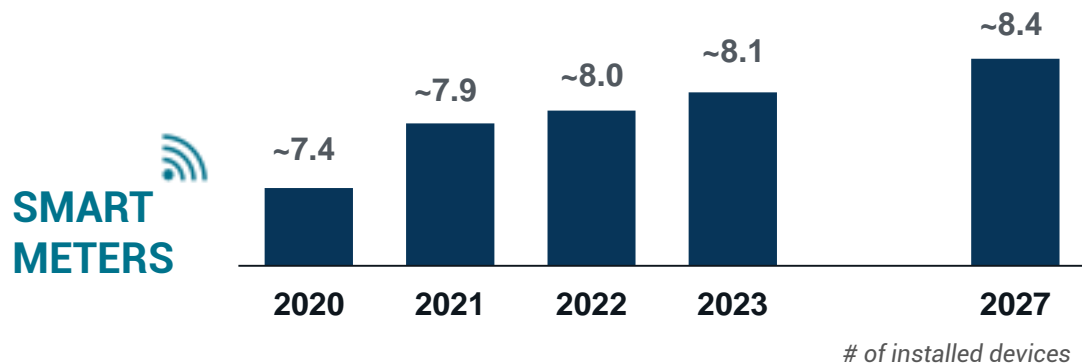
Upgrade and repurposing combined with digitization to allow distribution/injection of green gases as well as reduce costs, increase efficiency and reliability



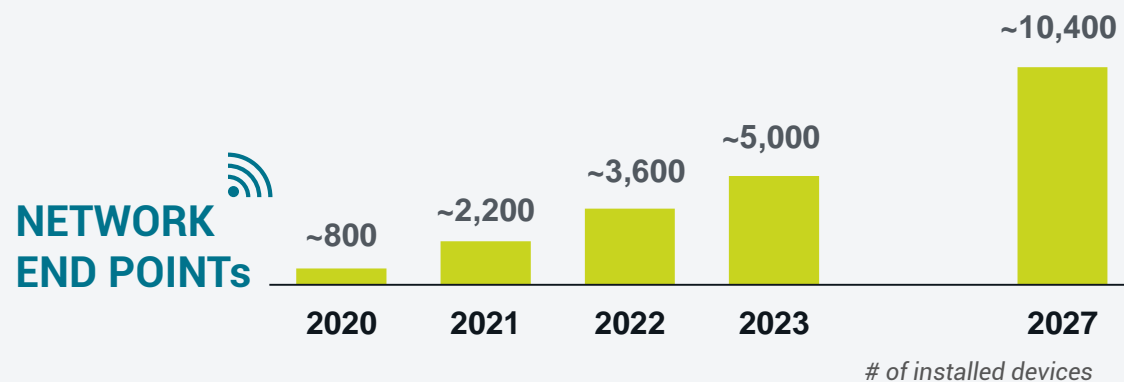
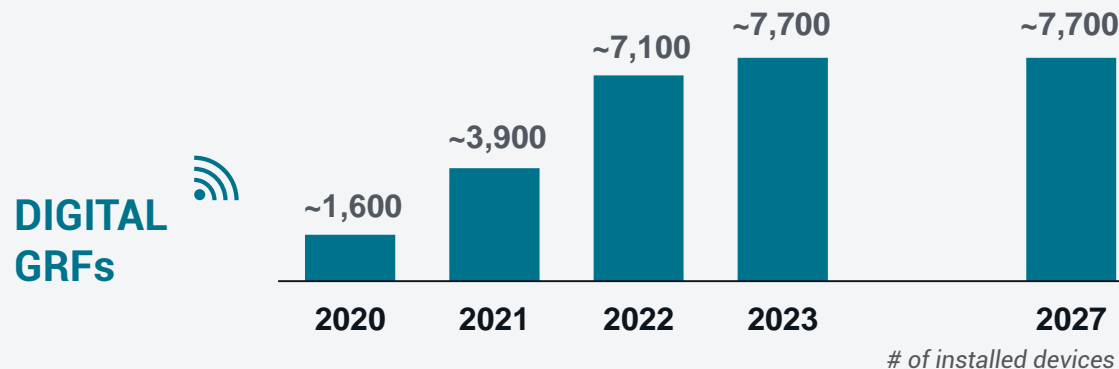
# DIGITIZATION CAPEX ASSETS NUMBERS



## Smart meters replacement plan near completion



## Step-up in digitization deployment



**+5,000 digital assets, including gas analysers  
segmentation valves and odorization plants**





# DIGITIZATION CORNERSTONE OF OUR CAPEX PLAN



## Digitization to benefit the gas distribution system in several ways



### Safer operations

Safer operations foster service continuity



### Consumption data

More accurate and updated consumption data enable proactive behaviors and predictive maintenance



### Efficiency gains

Efficiency gains both on opex and capex resulting in savings for the system



### Strict emission control

Crucial for reaching EU ambitious decarbonization targets



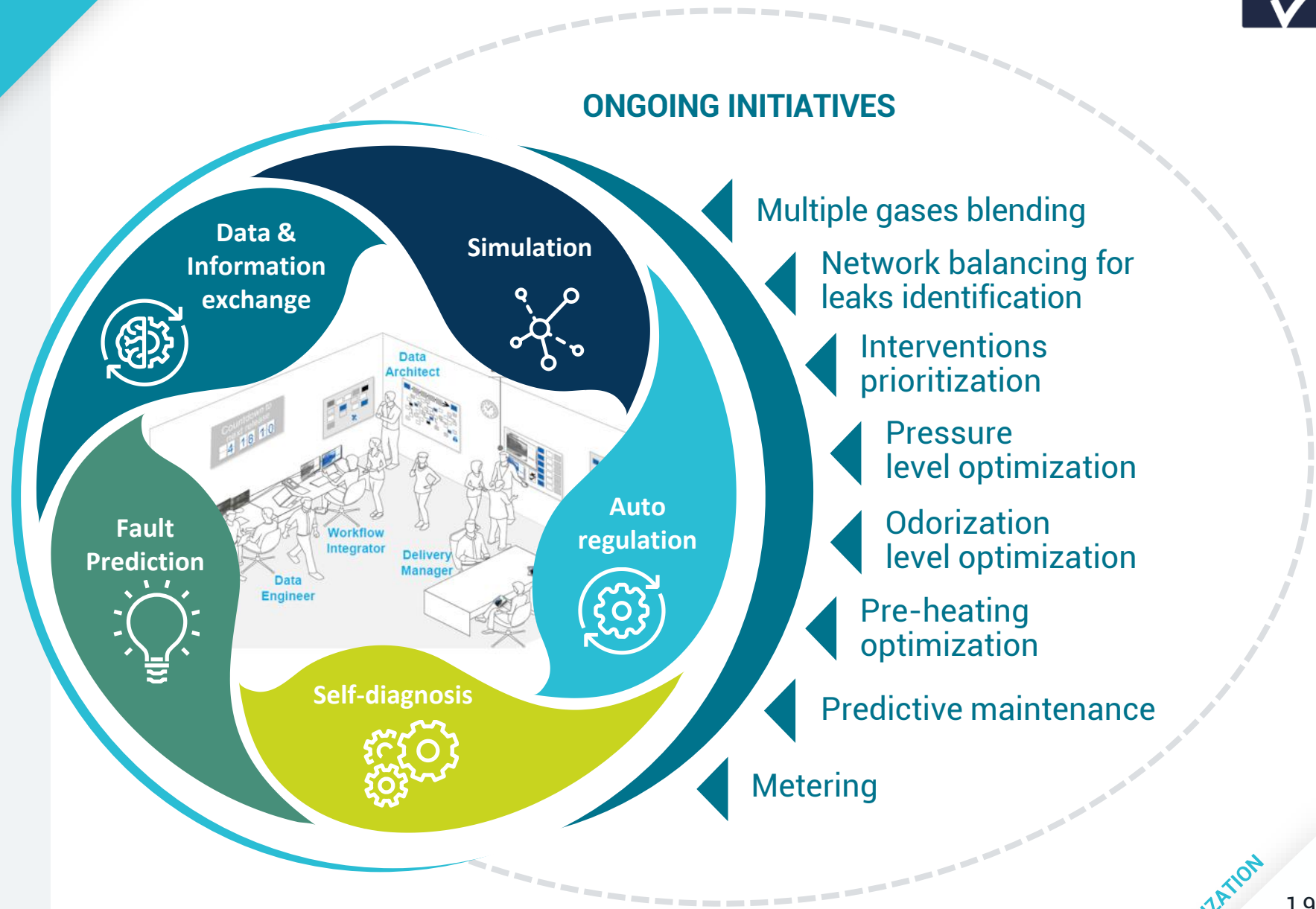
### Green gases

Enabler for injection of renewable and low carbon gases

# DIGITIZATION

## IoT, BIG DATA AND DIGITAL FOR GAS SMART NETWORKS

Smart gas networks enable an evolution in infrastructure management towards real-time, optimized and seamless operations



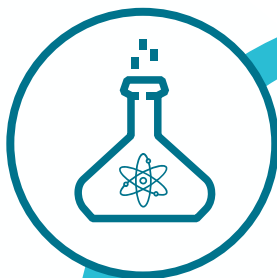
# R&D LEVERAGE ON DISTINCTIVE CAPABILITIES

Pursue technical innovation  
Targeting several research projects  
towards the future of the network



**~€40mn**  
CAPEX

ITALGAS LAB  
REVAMPING



P2G PROJECT



DESIGN NEW  
ITALGAS SMART  
METER



Other INNOVATION  
projects





# 2030-40 HYDROGEN ITALGAS H<sub>2</sub> PROJECT



H<sub>2</sub> P2G project aimed at testing the entire green hydrogen value chain, including implications on equipment

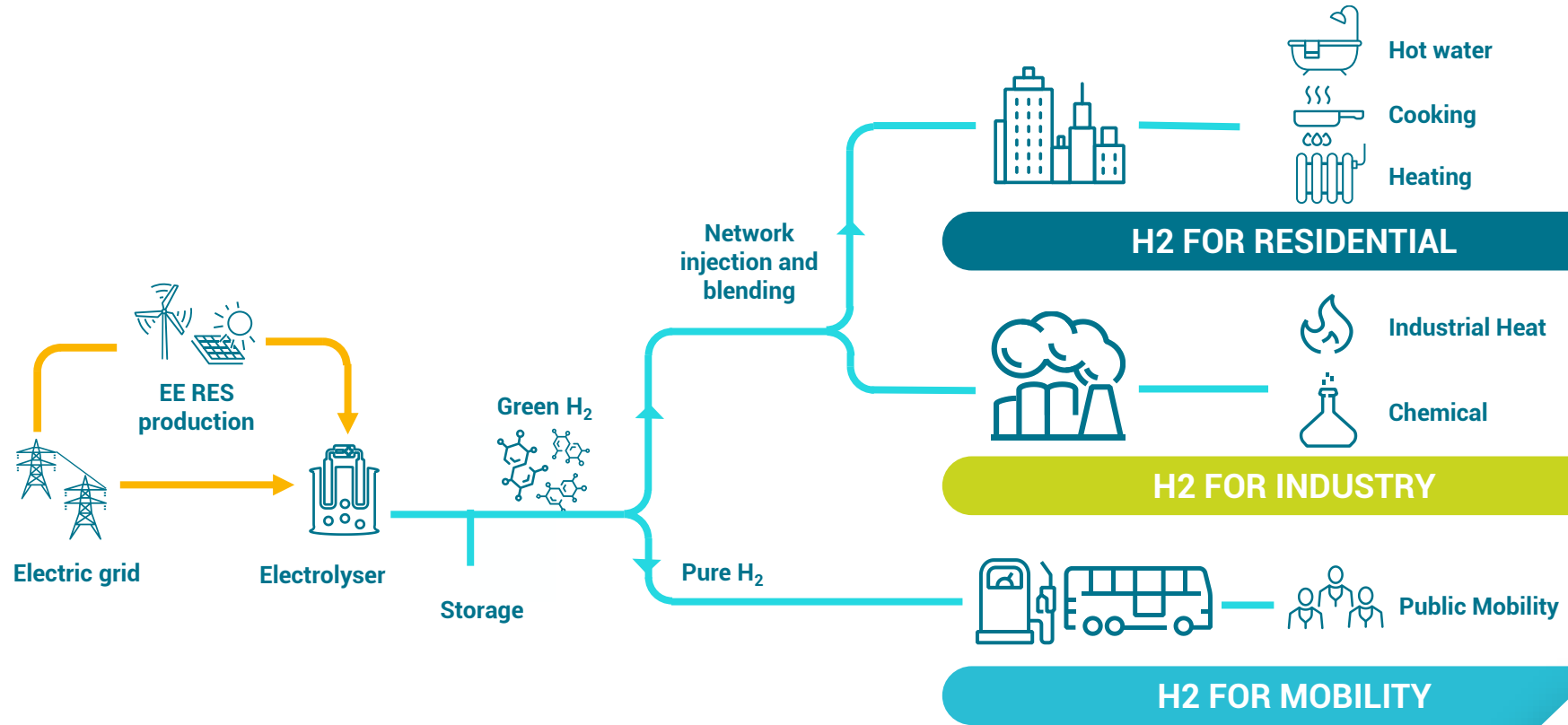
Shortlisted by MISE as eligible for European funds (IPCEI)



Sestu

Owned RES Plant	1 MW
Electrolyzer	0.5 MW
Refuelling station	200 kg/d

Basic design completed;  
permitting & procurement ongoing  
expected to be in operation in 2022



P2G



# R&D DESIGN NEW DIGITAL SMART METERS

Development of a new hydrogen ready smart meter to improve performance, guarantee security and benefit from standardisation



## SECURITY

## INNOVATION

Security by design



Long-lasting battery



Remote Control



Advanced safety



Sustainability



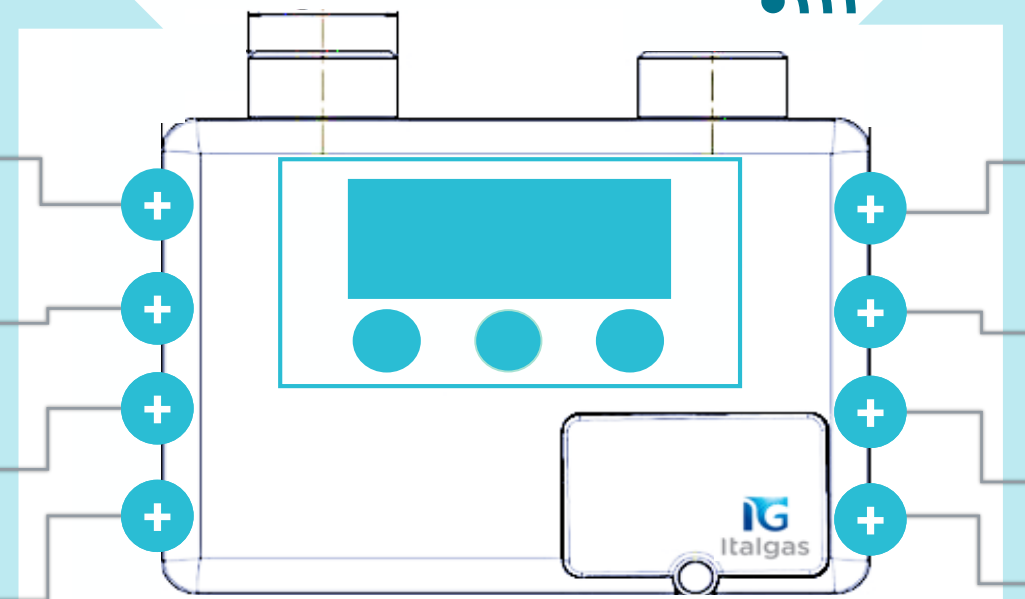
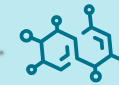
Modular Design



Connectivity



Gas blending



SMART METER  
NEXT GENERATION

METER



# NETWORK, REPURPOSING & UPGRADE

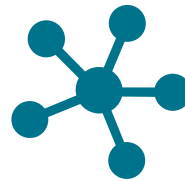
## Network spending, well balanced between repurposing and extensions

~€3.4bn

CAPEX



Repurposing and upgrade



Extensions and new grids



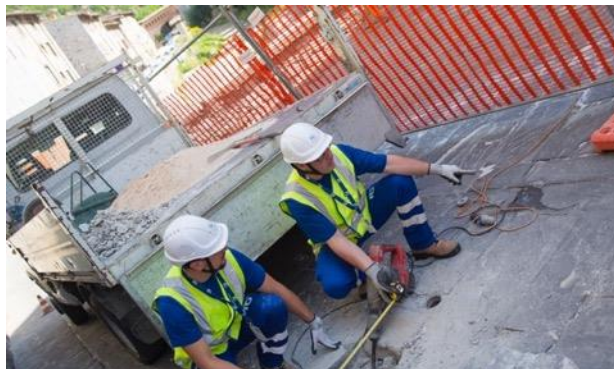
Maintenance of existing network



Sardinia new grids

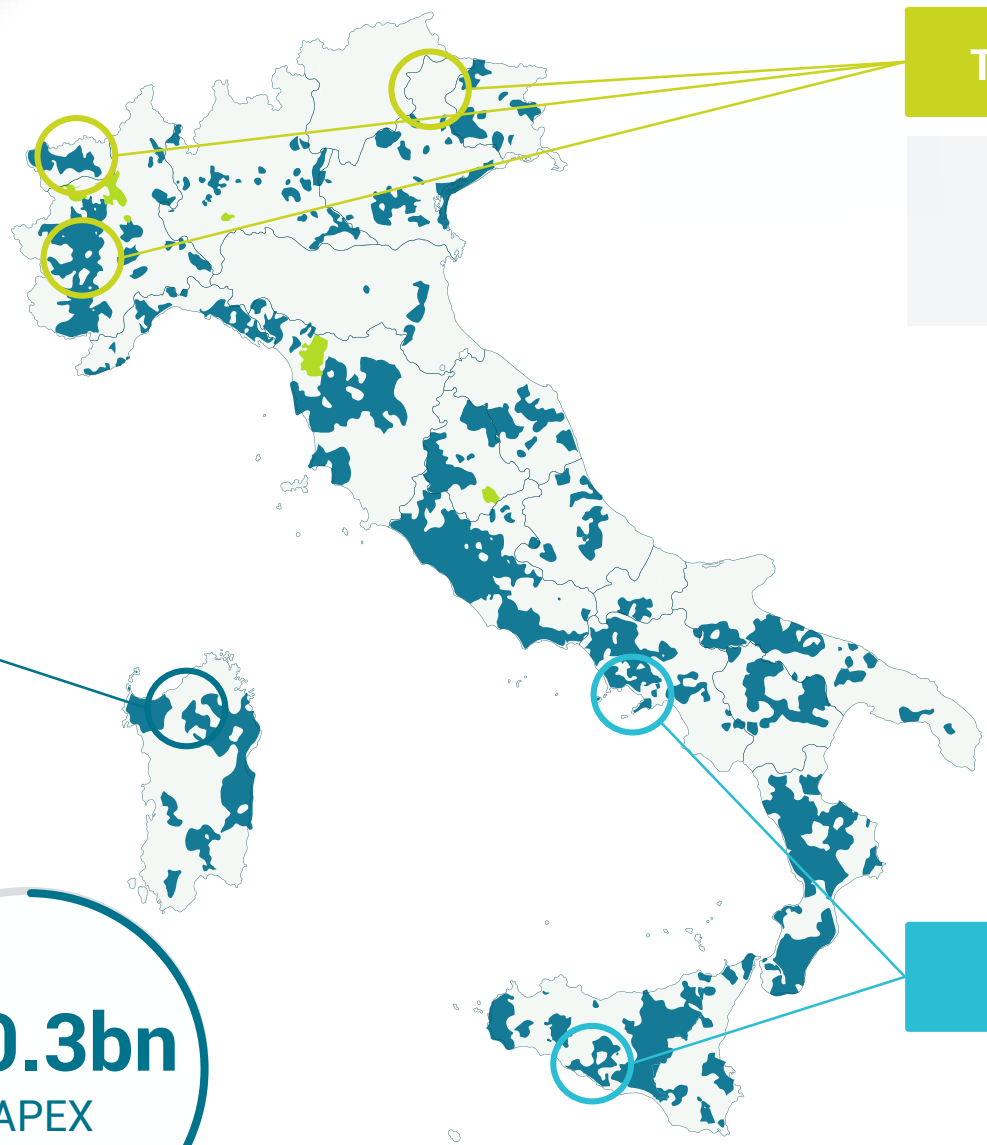


Technical Innovation and energy efficiency





# NETWORK DEVELOPMENT TO ALLOW GAS TO REACH NEW CUSTOMERS



TORINO, VALLE D'AOSTA, BELLUNO

Network development of won tenders

~€1bn  
CAPEX

SARDEGNA

## New fully digital native network

900km built starting from 2018  
out of 1,100km of new grid planned

45k active meters\*  
potential market 200.000\*\*

~€0.3bn  
CAPEX

EXISTING NETWORK

\* LPG / GNL to be converted to GNL / Natural gas \*\* GNL / natural gas

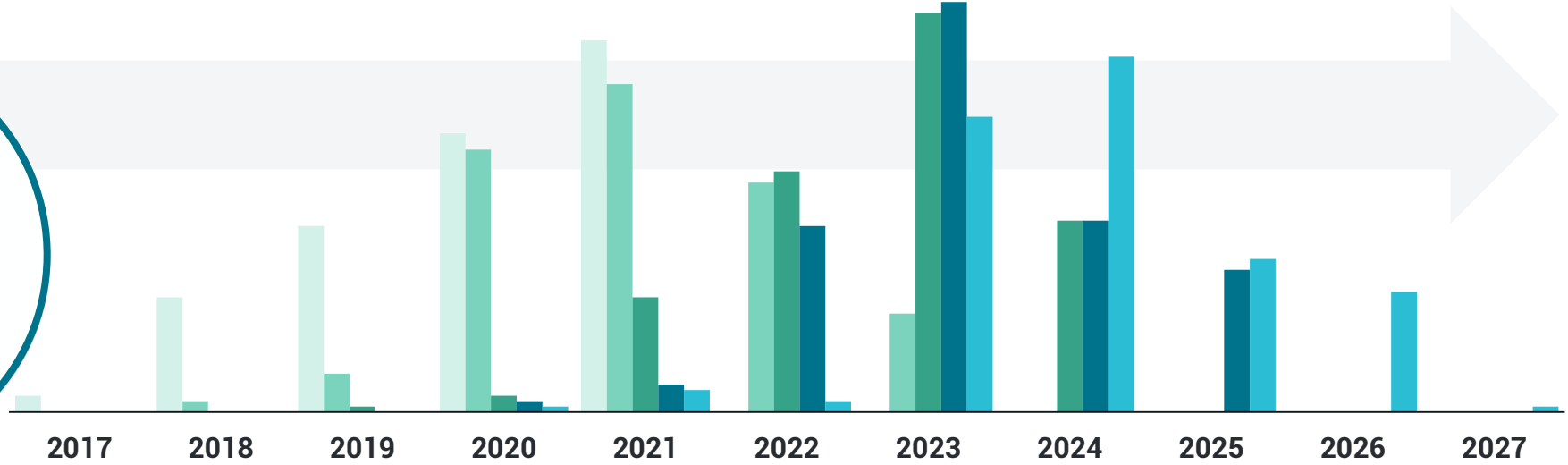
# TENDERS THE TIMELINE



Opportunity for investment and digital transformation,  
but timing subject to political decisions

2024 peak year in terms of expected awarded tenders

~€2.2bn  
CAPEX



2017-23 Plan 2018-24 Plan 2019-25 Plan 2020-26 Plan 2021-27 Plan





ESCO



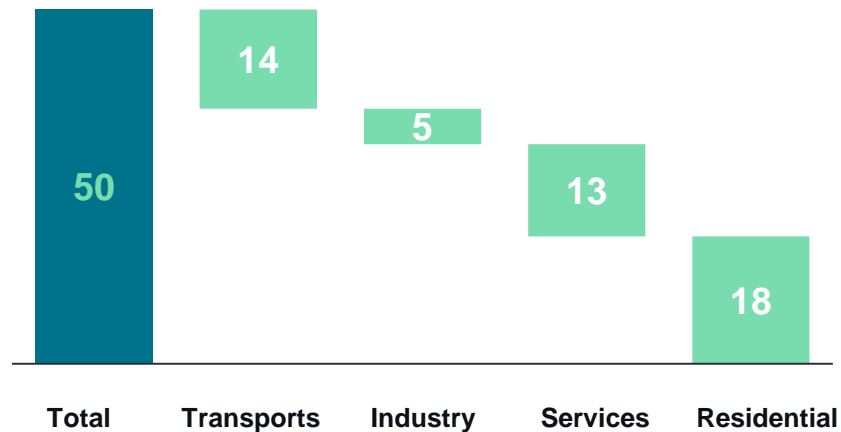


# ESCO STRONG ENERGY SAVINGS MARKET OUTLOOK



**Outlook for the Italian energy efficiency market is very strong**  
 Efficiency in residential buildings is core to achieve EU targets  
 Highly fragmented market

Target of energy savings by 2030 per sector\* (TWh)



**€220bn investments expected by 2030**



**Residential sector accounts for  
~35% of the 2030 target**

12  
mn

Residential buildings in Italy

60%

Older than 45 years

>25%

Currently very low energy efficiency  
needs robust requalification  
initiatives

ESCO



\*Reduction of annual energy consumption, Source: PNIEC and EER 2020

## Delivering on announced strategy



### NOW 1 COMPANY

- **Seaside** and Toscana Energia Green completed the merger
- **High potential** thanks to complementary businesses (geography, customer base)
- Focus on **Buildings energy renovation** and **Digital Services**

### INTERNAL EFFORT

- Support Italgas energy transition, providing services within the Group
- Key asset for tenders

### EXTERNAL OPPORTUNITIES

- M&A initiatives to expand the scale of services offered and to consolidate a fragmented sector gaining economies of scale
- **Ceresa acquisition**

# ESCO FROM NEW OPPORTUNITY TO REALITY



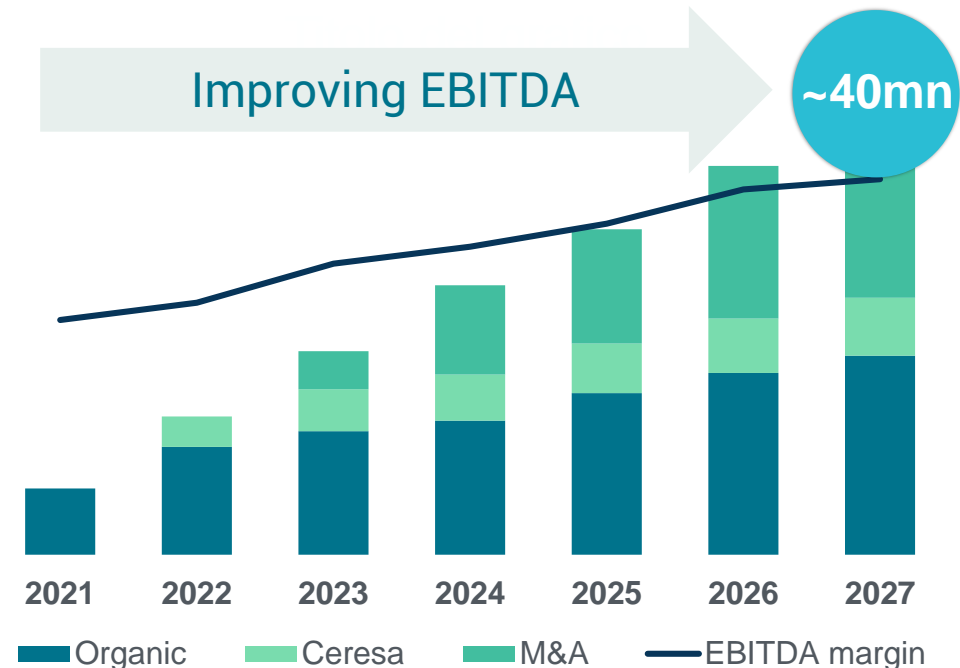
Growing EBITDA contribution

REVENUES  
**>€700mn**  
TOTAL  
CUMULATED  
POTENTIAL\*

**~€100mn**  
CAPEX\*

## M&A: CERESA (14/06/21)

- Operates in buildings energy efficiency with a focus on heat management
- Founded in 1921
- Mainly operates in the Northwest Italy with 27 employees.
- Serves a large customer portfolio (3,651 customers, mainly in individuals and condominiums).



\* Whole ESCO business,



# NEW OPPORTUNITIES



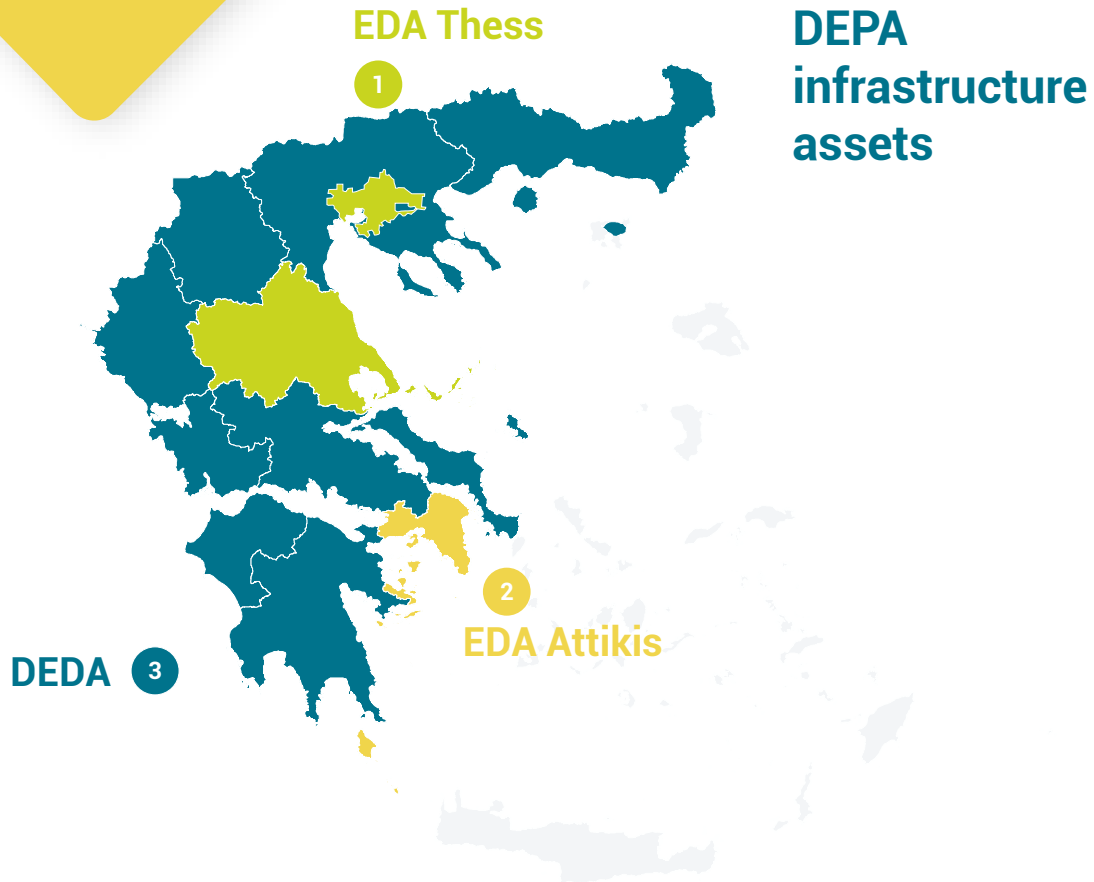


# POTENTIAL GROWTH OUTSIDE ITALY MONITORING OPPORTUNITIES



## Italgas has been shortlisted for DEPA privatization in Greece

### Offer due date July 15, closing expected before year end



## FITS WITH INVESTMENT CRITERIA

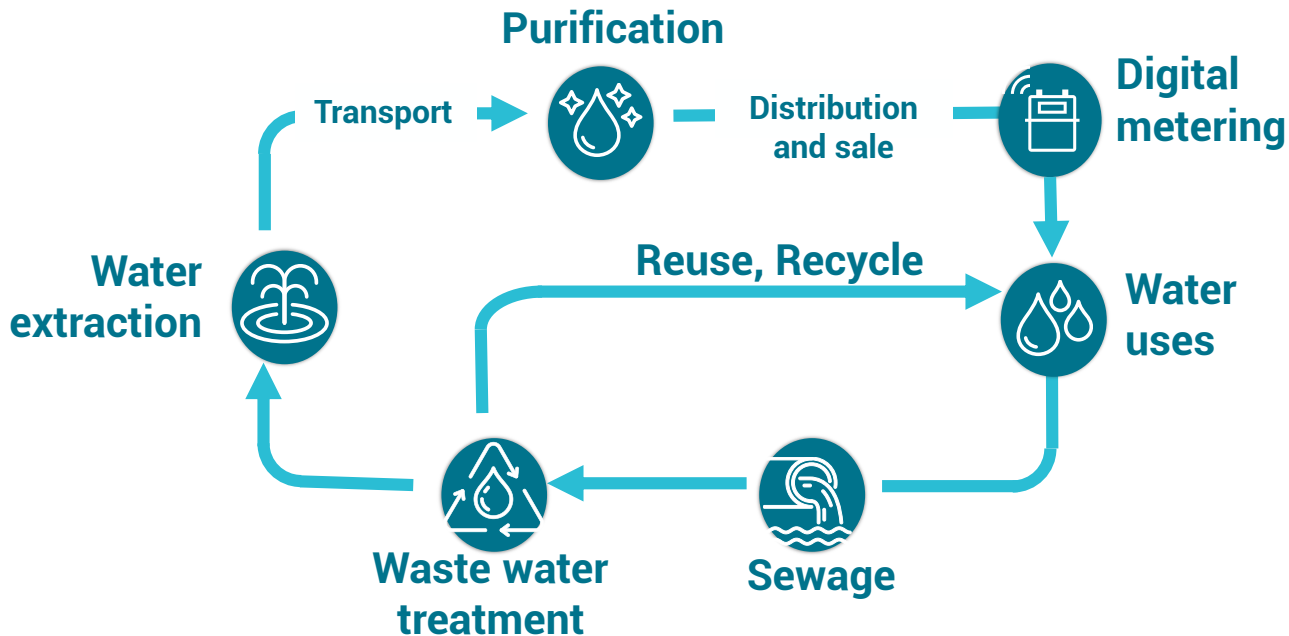
- Comparable sovereign risk
- Ability to exercise an industrial role  
significant network development  
digital transformation
- Visible and established regulatory framework
- Similar-risk adjusted returns to Italy

# WATER CONFIRMING TARGETS

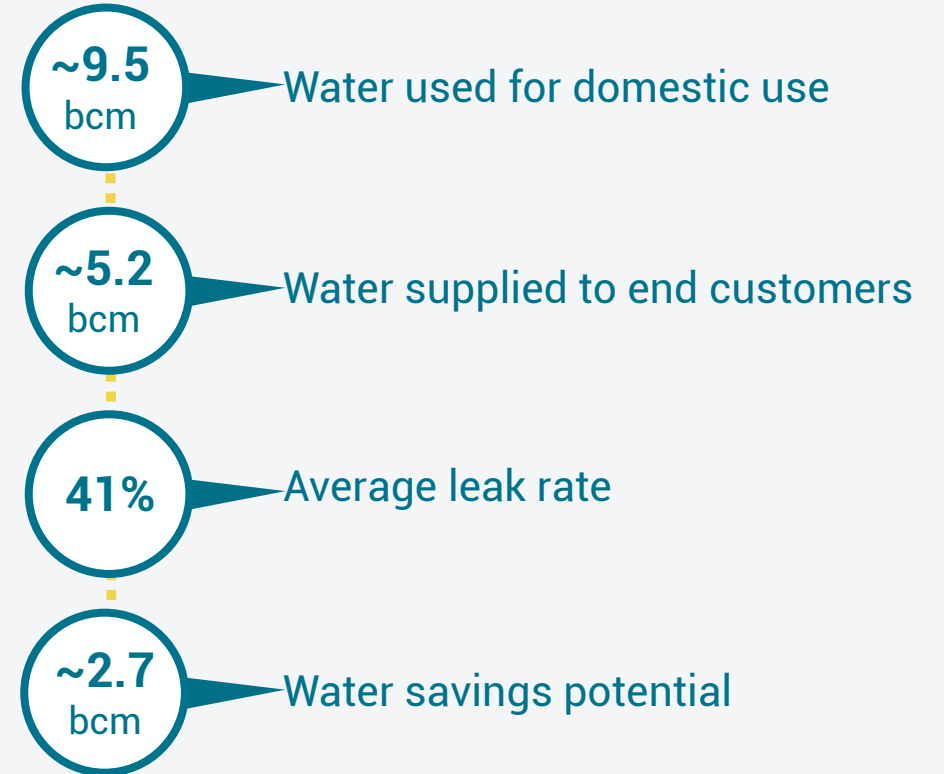


## Total water distribution market in Italy 27bcm, of which 20% for civil uses

### Integrated water services system (SII)\*



### Distribution and sale



WATER



\* For civil uses only, Source: Istat, Utilitas Blue Book 2019, MIP Energy Strategy Group Water Management Report 2018.

# WATER CONFIRMING TARGETS



## ITALGAS ACQUA

Serving 5 municipalities  
in the province of Caserta  
100% of the network remotely controlled

2019 Network Assessment  
2020 Network Design

## Best practices in gas network management applied to water networks

### ADVANTAGES

- ★ **Deep understanding** of the regulation and knowledge of the business
- ★ **Expertise in managing** pipeline networks
- ★ **Opportunity to digitise** new grids replicating what already done by Italgas
- ★ **Solid expertise** in water leakages management and reduction, also thanks to **Takadu** partnership
- ★ **Sustainability** focus

REVENUES  
**>€250mn**  
CUMULATED  
POTENTIAL  
2021-27



# NEWCO ICT ACCELERATOR OF INNOVATION



Competence centre for the entire group,  
unlocking value of proprietary solutions  
in the market



## NEWCO ICT

**Rationalisation of all  
ICT activities** previously run by  
different group entities into a  
**NewCo fully owned by Italgas**

## ADVANTAGES

-  ✓ **Agile** vehicle
-  ✓ **Acceleration** of technological innovation and digitization
-  ✓ **Simplified** ICT organization
- ✓ **Unique reference** for companies of the Group
- ✓ **Clearer focus** on economics



## Potential to sell technological solutions developed and tested by Italgas to third Parties

### DESIGNED FOR ITALGAS

### OFFERED TO THIRD PARTIES



#### Innovate

- **Test and learn**
- **Customization and development** of proprietary solutions
- **Piloting**



#### Run and improve

- **Roll-out at scale** to capture operational efficiencies
- **Monitoring** for continuous improvements and
- **Evolved operating model**



#### Go to market

- Productization of selected solutions for third parties such as:
- **SaaS solutions** supporting client's needs
  - **Turn-key services** offered by Italgas
  - **Opportunity** to leverage the Italgas agile delivery model in the Digital Factory



# FINANCIALS

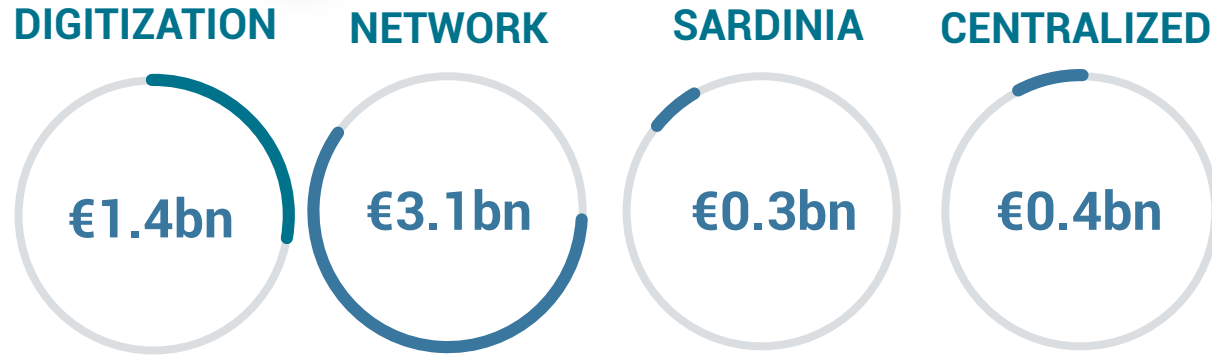




# CAPEX PLAN 2021-27 OVERVIEW



€7.9bn total capex, +5.2% vs 2020-26



€ 5.2 bn related to gas distribution base perimeter

## EXPANSION OF GAS DISTRIBUTION PERIMETER<sup>(1)</sup>



M&A & development

## DIVERSIFIED ACTIVITIES



M&A & development  
Energy efficiency  
Water  
Retail

## TENDERS



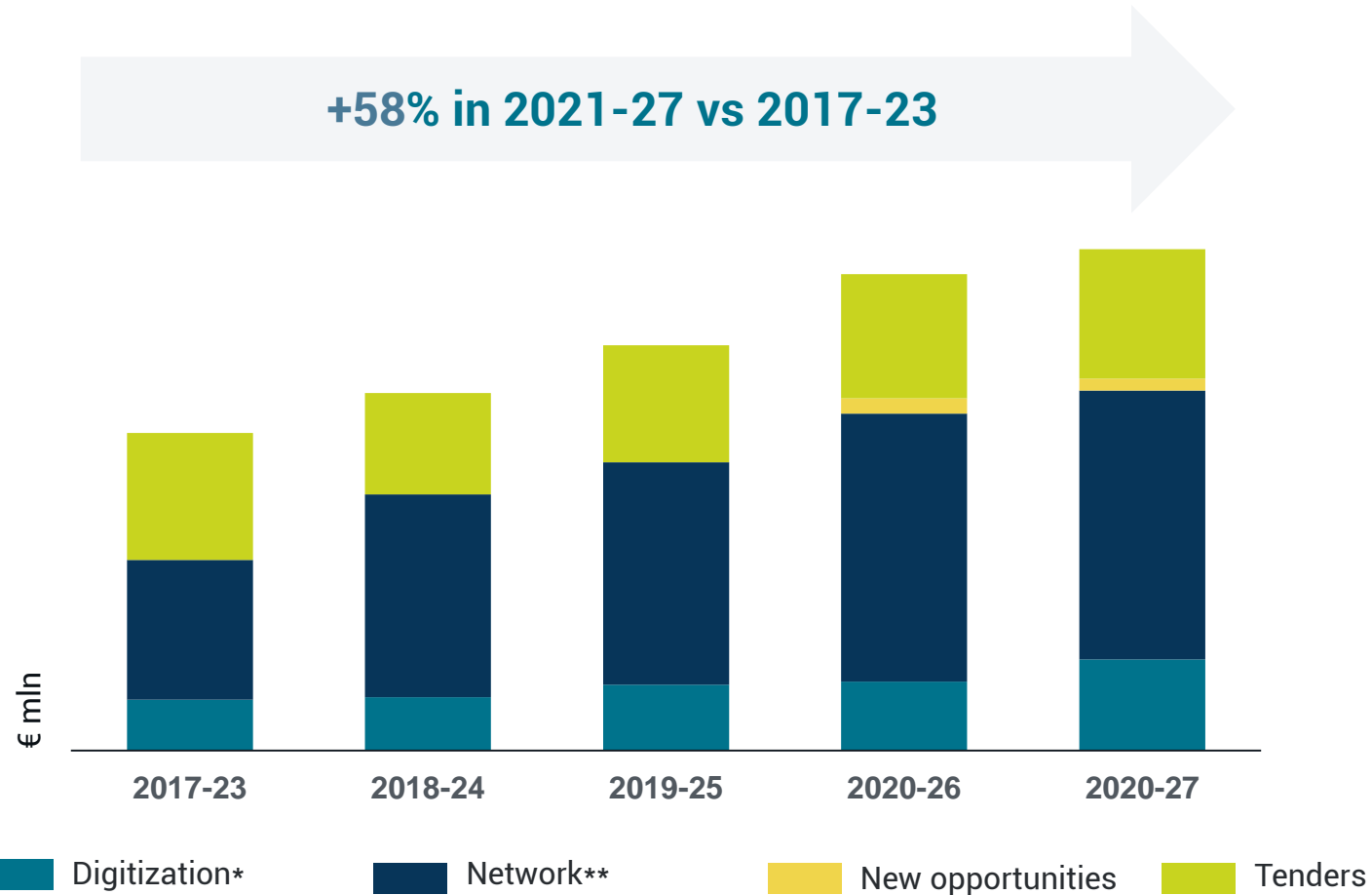
Net capital deployed and induced capex

<sup>(1)</sup> €0.4bn is M&A in the No Tenders scenario, while in the Tender scenario is reduced to €0.3bn

# CAPEX PLAN 2021-27 +58% IN 5 YEARS



## Increase in spending related to core assets and digitization



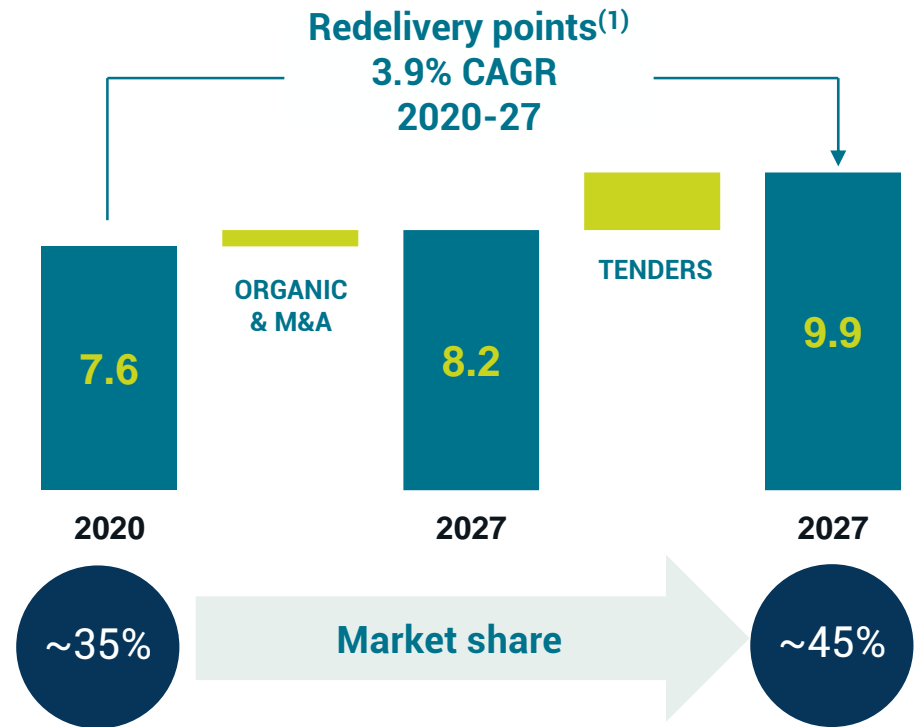
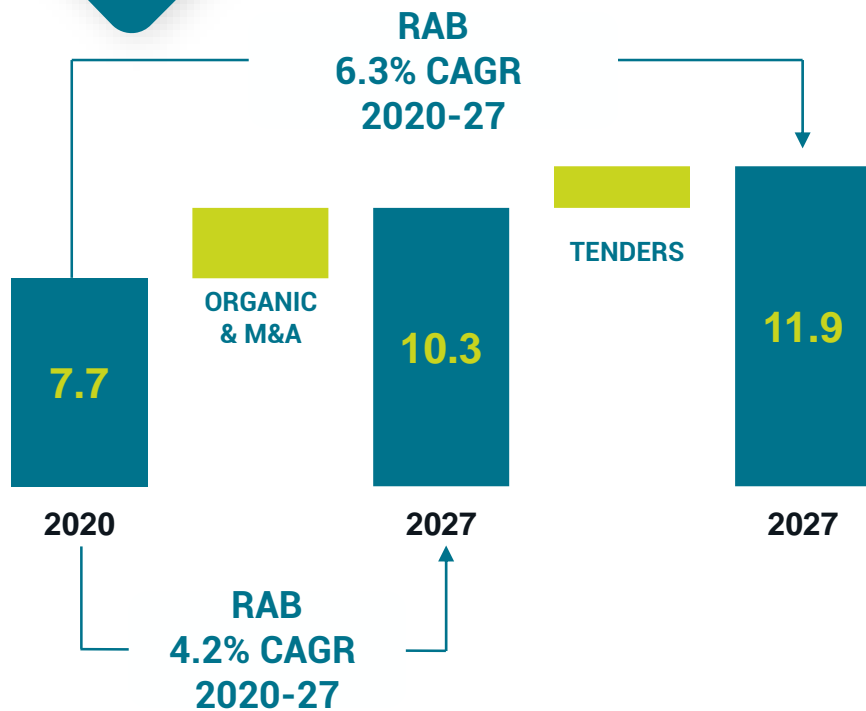
(\*) Including metering (\*\*) Including centralised capex, Sardinia, expansion of gas distribution perimeter



# GROWTH SUPERIOR RAB GROWTH



Growth in RAB and redelivery points driven by organic investments, M&A and tenders



RAB referred to the year end T - revenues in the year T+1, gas distribution only  
Average deflator over the plan period assumed at 1.8%, starting from 1.2% in 2021

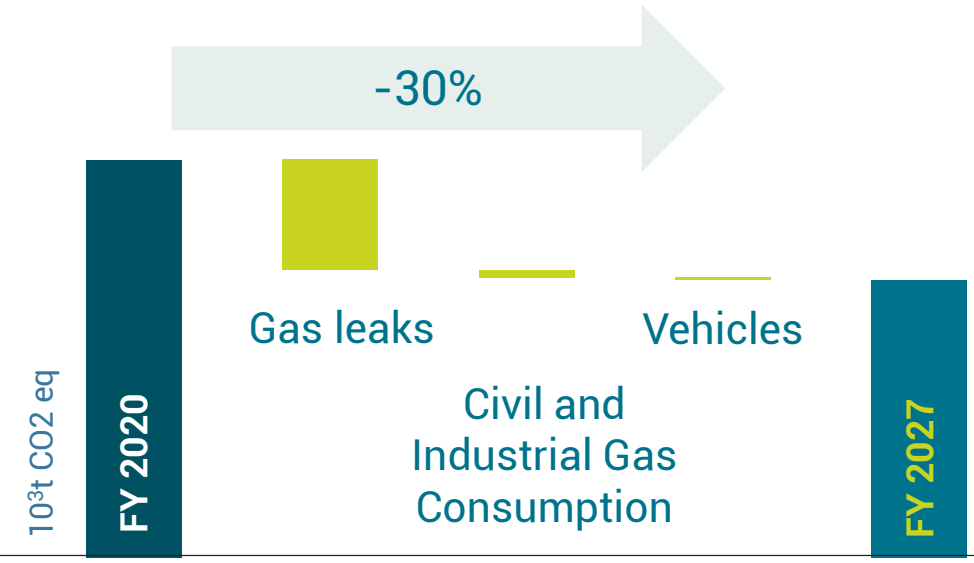
<sup>(1)</sup> millions



# STRONG COMMITMENT NEW ENVIRONMENTAL TARGETS SET



## Scope I and II GHG emissions reduction<sup>(1)</sup>



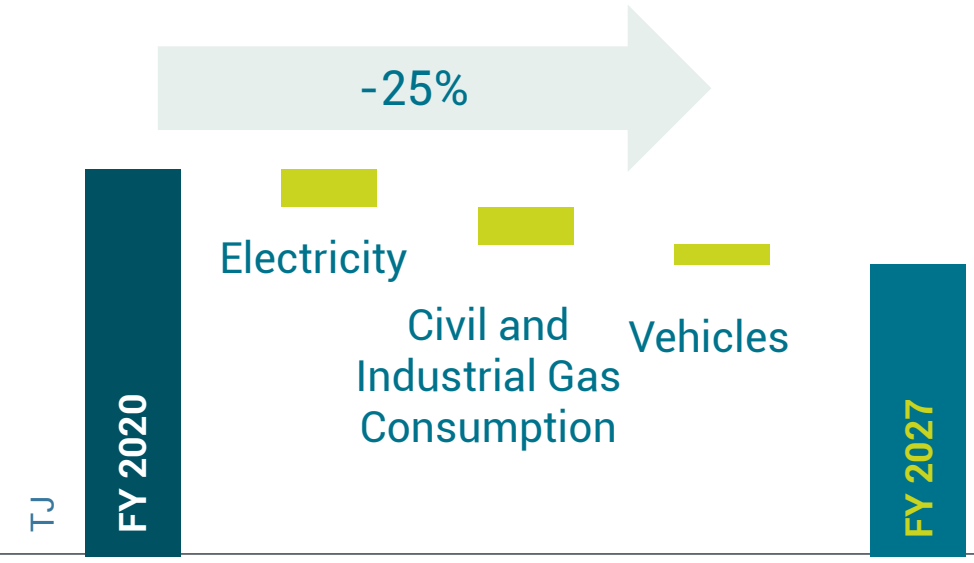
Major step ahead in our commitment to the environment

Identified specific initiatives, made possible also by digitization

Picarro boosts emissions reduction



## Net Energy Consumption<sup>(1)</sup>



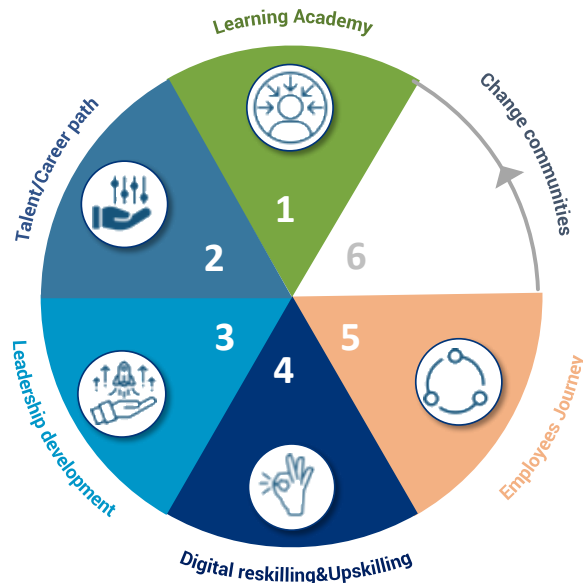
<sup>(1)</sup> Unchanged perimeter, ie excluding M&A and tenders

# HRO STRATEGY TO SUPPORT GROWTH

3 pillars HRO based strategy designed to sustain people development and industrial growth

## ENGAGEMENT & CHANGE MANAGEMENT

Strengthen engagement and facilitate change management



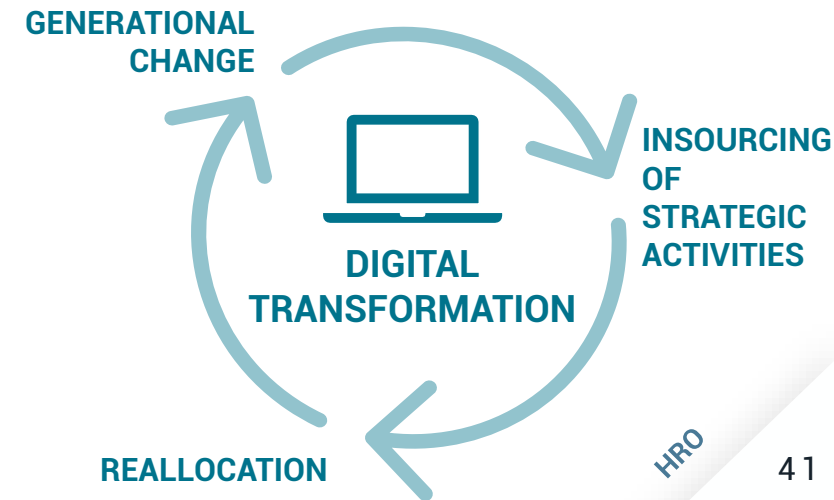
## SUSTAINABILITY & INCLUSION

Improve business sustainability and inclusion

- Smart working, start from home & office transformation
- Safety focus
- Listening (Inclusion Manager),
- Welfare upgrade
- Ambassadors & contamination
- Employee as a stakeholder

## OPERATIONAL EFFICIENCIES

Operational efficiencies leveraging on digitization



# INSOURCING OF STRATEGIC ACTIVITIES









Insourcing of core activities previously managed by 3<sup>rd</sup> Parties  
New activities created by digitization  
People reskilling and upskilling to empower strategic know-how  
and deliver excellence

## ACTIVITIES ALREADY INSOURCED

2021

## TO BE INSOURCED OVER PLAN PERIOD

-  ✓ • Leak detection and repair
-  ✓ • Metrological inspections
-  ✓ • Quote issuing activity
-  ✓ • On-site inspections
-  ✓ • Smart meters batteries replacement
-  ✓ • Risers



- Construction engineering

Currently externalized



- Digitized assets maintenance

New, driven by digitization

+

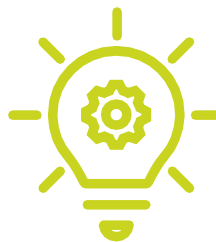
- New activities yet to be identified



Leveraging on people growth and HR HRO



# PEOPLE KEY TARGETS



100 digital  
50 sustainability  
30 inclusivity

ambassadors

Increase in Smart Office  
& Smart working

Top 10 Talent attraction  
brand awareness

Development of Italgas  
Academy

Gender equality new hires	<b>50%</b>	Women in responsibility roles	<b>25%</b>
Total hours to training in 2021-27 ...	<b>600k hours</b>	Employees in welfare	<b>&gt;75%</b>
<i>... of which digital learning</i>	<b>250k hours</b>	Learning hours/employee/yr	<b>38 hours</b>
Engagement in Net Promoter Score (NPS)	<b>&gt;80%</b>	New hires under 30 years old	<b>60%</b>

# FINANCIAL STRATEGY

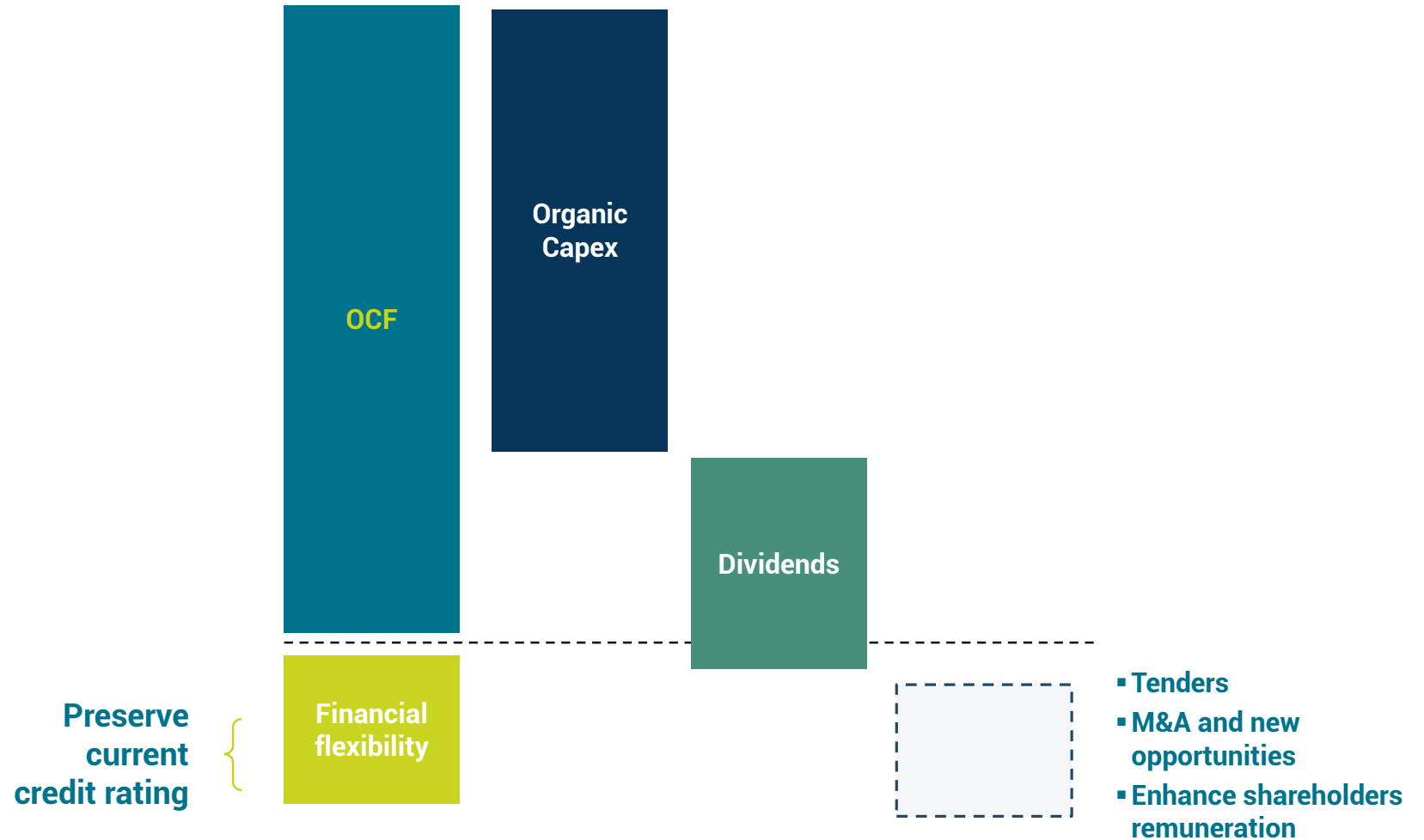
A KEY SOURCE OF VALUE CREATION



Sustainable finance sources

Support capex growth maintaining flexibility

Preserve a solid investment grade profile



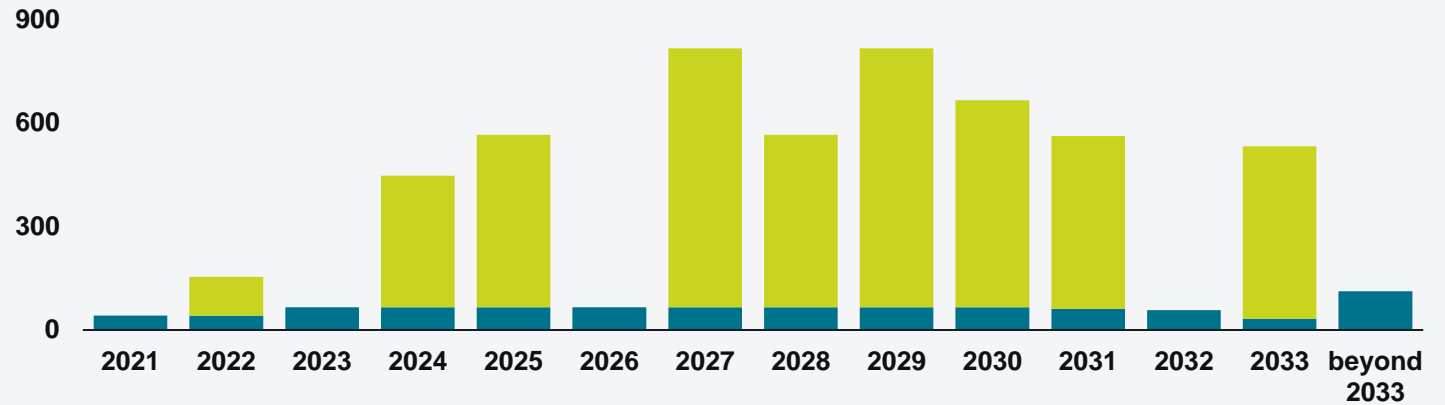
# FINANCIAL STRATEGY

## A KEY SOURCE OF VALUE



EIB   
Bonds 

### Debt Maturities

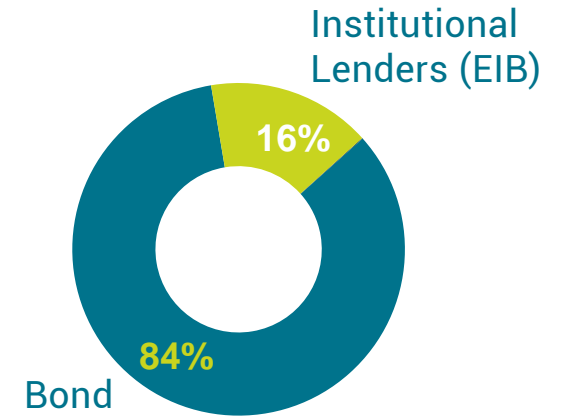
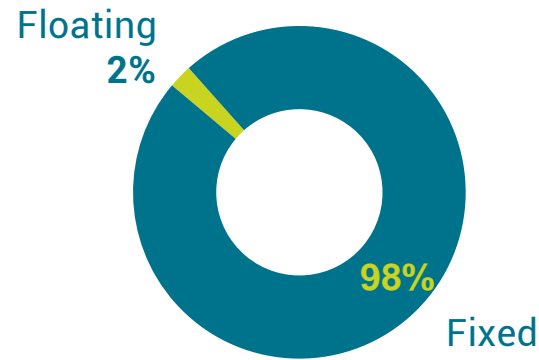


Limited refinancing needs and ample liquidity buffer

Low exposure to interest rates volatility and long debt tenor

Best in class cost of debt of ~1% over plan period

### 1Q 2021 Gross Debt Structure\*



(\* excluding IFRS16)





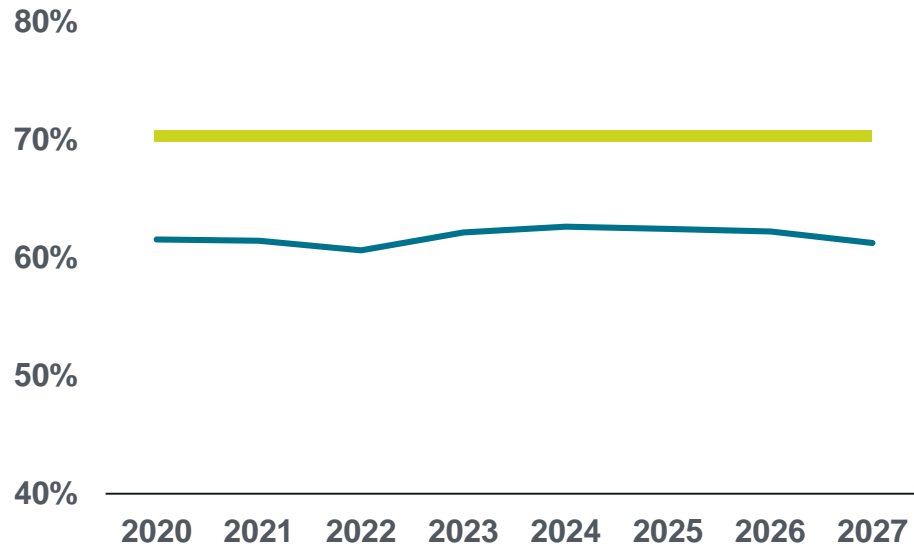
# CREDIT METRICS

MOODY'S Baa2  
FITCH BBB+

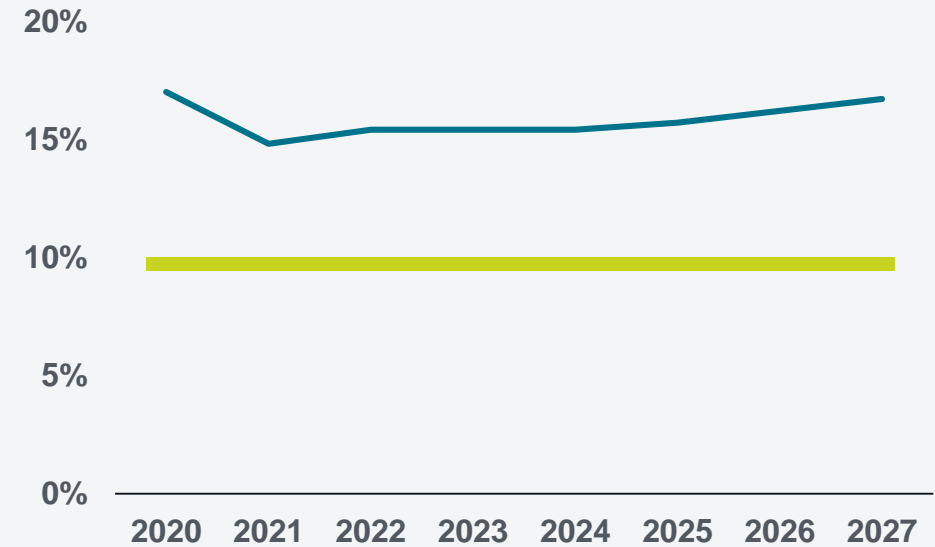


## Credit metrics remain within range throughout the plan

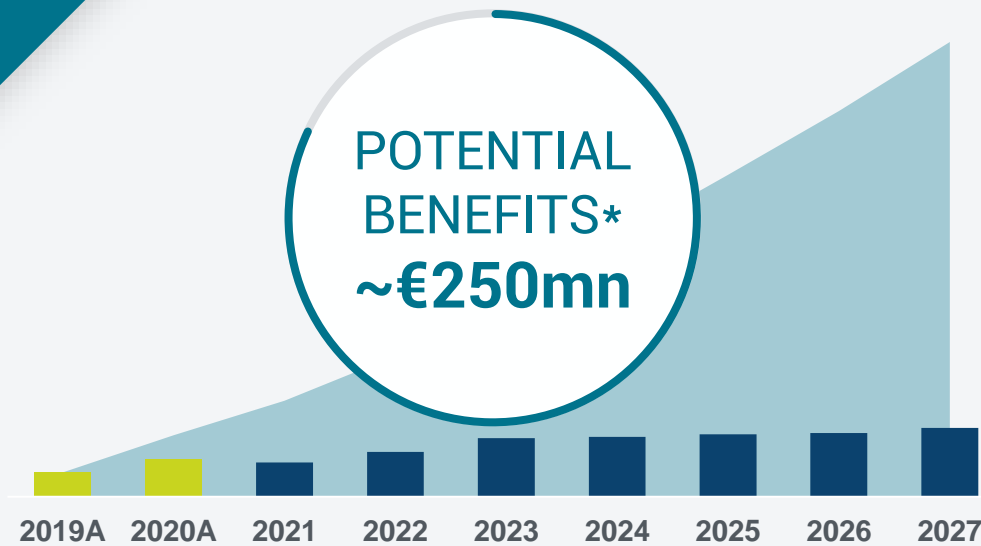
### Net Debt / RAB



### FFO / Net Debt



# DIGITIZATION A SOURCE OF VALUE CREATION



~ €60mn capex impact



- ✓ **ICT:** cloud adoption and reduction of software development requests



- ✓ **Network:** more efficient maintenance capex through workforce re-organization and intervention optimisation

~ €190mn P&L impact



- ✓ **ICT:** cloud adoption to drive opex reduction



- ✓ **Operation:** savings from activities to end-users, penalties reduction, grid maintenance efficiencies



- ✓ Increase of **ARERA incentives** thanks to leak detection activity and digital equipment

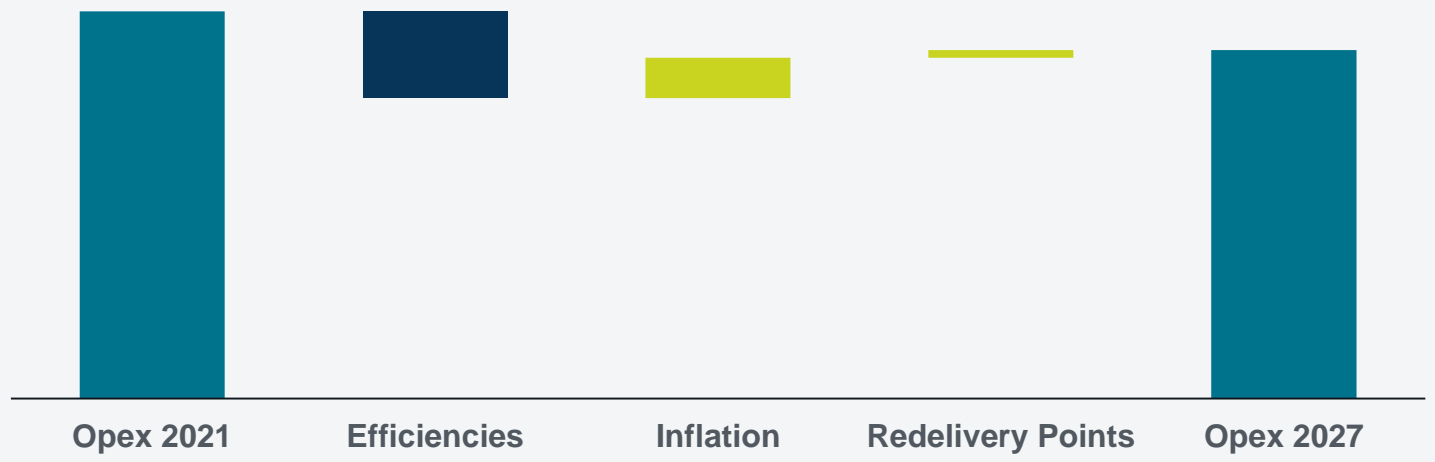
(\*) Cumulated over 2021-27 compared with a scenario of no digitization investments, more than €260mn since 2019

# DISTRIBUTION COSTS

FURTHER EFFICIENCIES WITH TENDERS



Distribution operating expenses without tenders\*

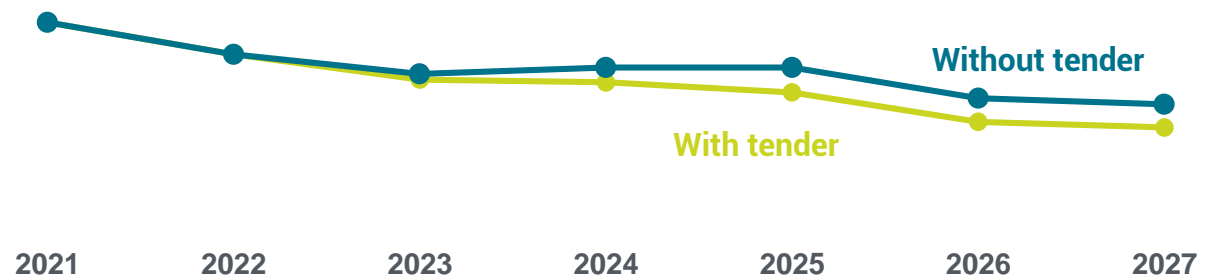


Efficiencies driven by technological innovation and digitization

Offset X-factor impact

Tenders will drive higher economies of scale and optimised geographical footprint

Unit cost per redelivery point\*\*



(\*) without M&A and other activities, (\*\*) net of pass through



2021

2024

2027

€ mn

**Revenues**

>1.35bn

**Revenues**

~1.9bn

~2.1bn

**EBITDA**

~1.0bn

**EBITDA**

~1.37bn

~1.6bn

**EBIT**

560-580

**EBIT/RAB\***

~7.5%

~8.2%

**Capex**

850-900

**Consolidated RAB**

10.5bn

11.9bn

**Net Debt  
with IFRS 16**

~5bn

**FFO / RAB**

10%

10%

**Leverage**

~61%

**Leverage**

~62%

~60%

\* Gas distribution only



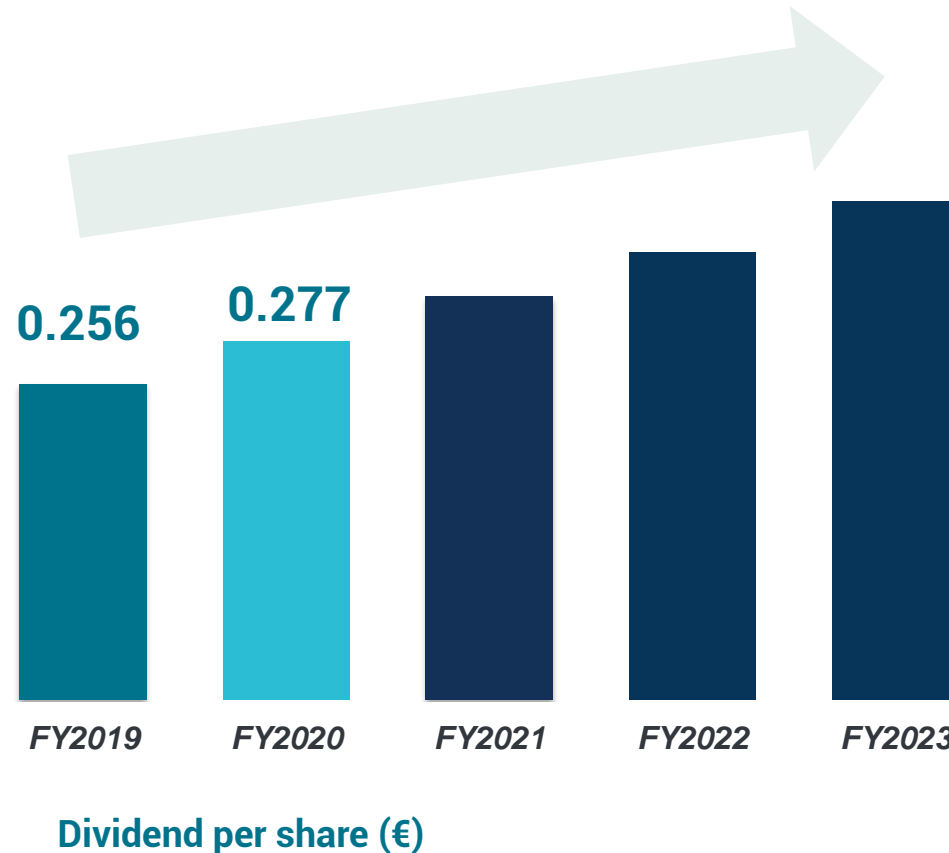
# DIVIDEND POLICY CONFIRMED



Dividend policy allows shareholders to benefit from growth potential

## Higher between

- ✓ DPS equal to 65% payout on Adjusted Net Income
- ✓ DPS 2019 +4% per annum





## Foster Energy Transition

Foster the development, injection and at scale usage of green gases.

## Smart Gas Networks

Network upgrade and repurposing to reduce costs, increase efficiencies and resilience, enable green gases distribution, via digital transformation.

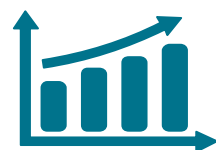


## Emission reduction and energy efficiency

Decarbonization of operations and full deployment of energy efficiency initiatives within the Group and versus the external market

## External growth / New opportunities

M&A initiatives (in Italy and abroad), tenders to grow in the gas distribution, leverage on existing internal capabilities to grow further (Water, ICT)



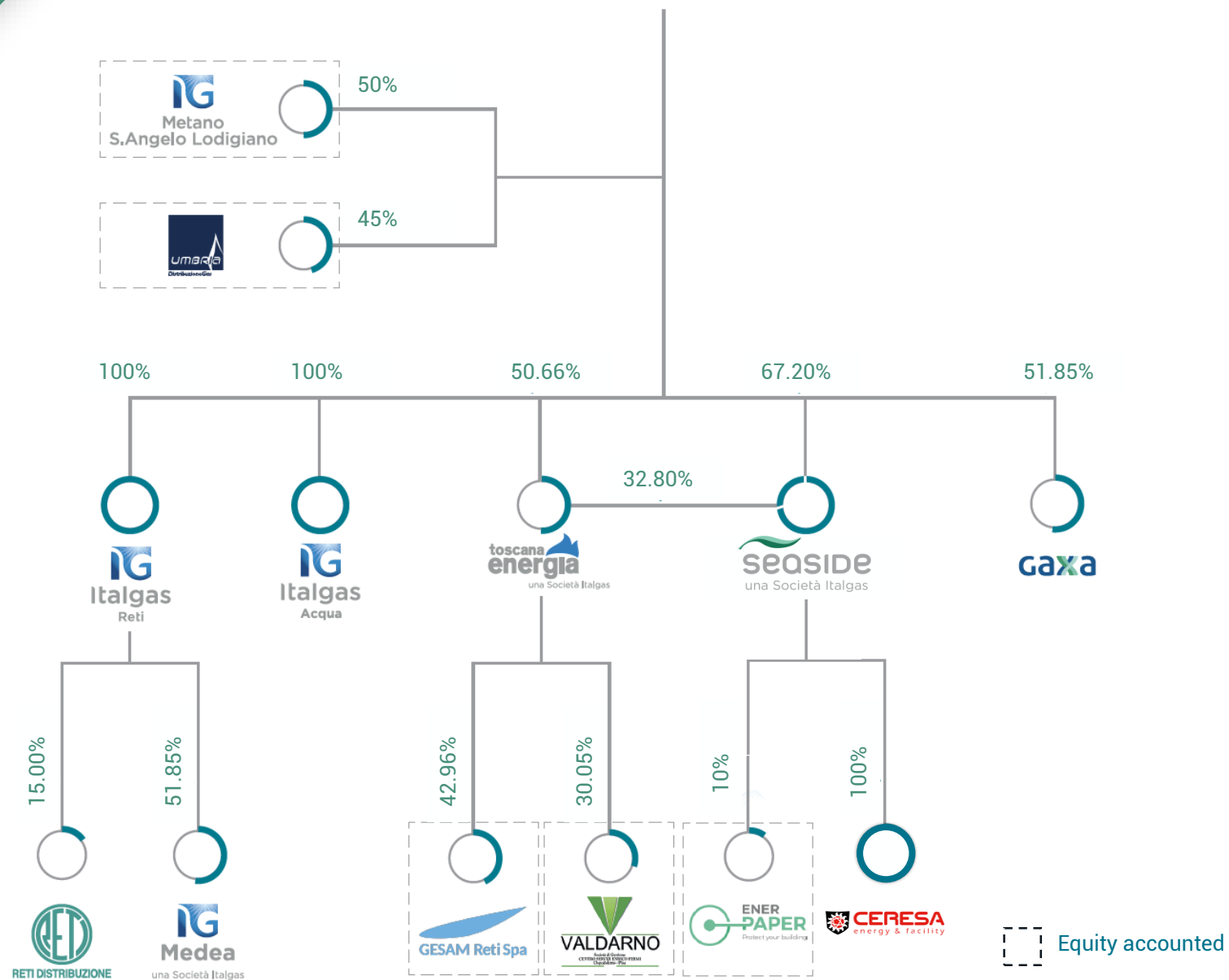
## Financial Structure & Shareholders' Returns

To ensure value creation, support growth opportunities and guarantee a robust shareholder's return



# APPENDIX

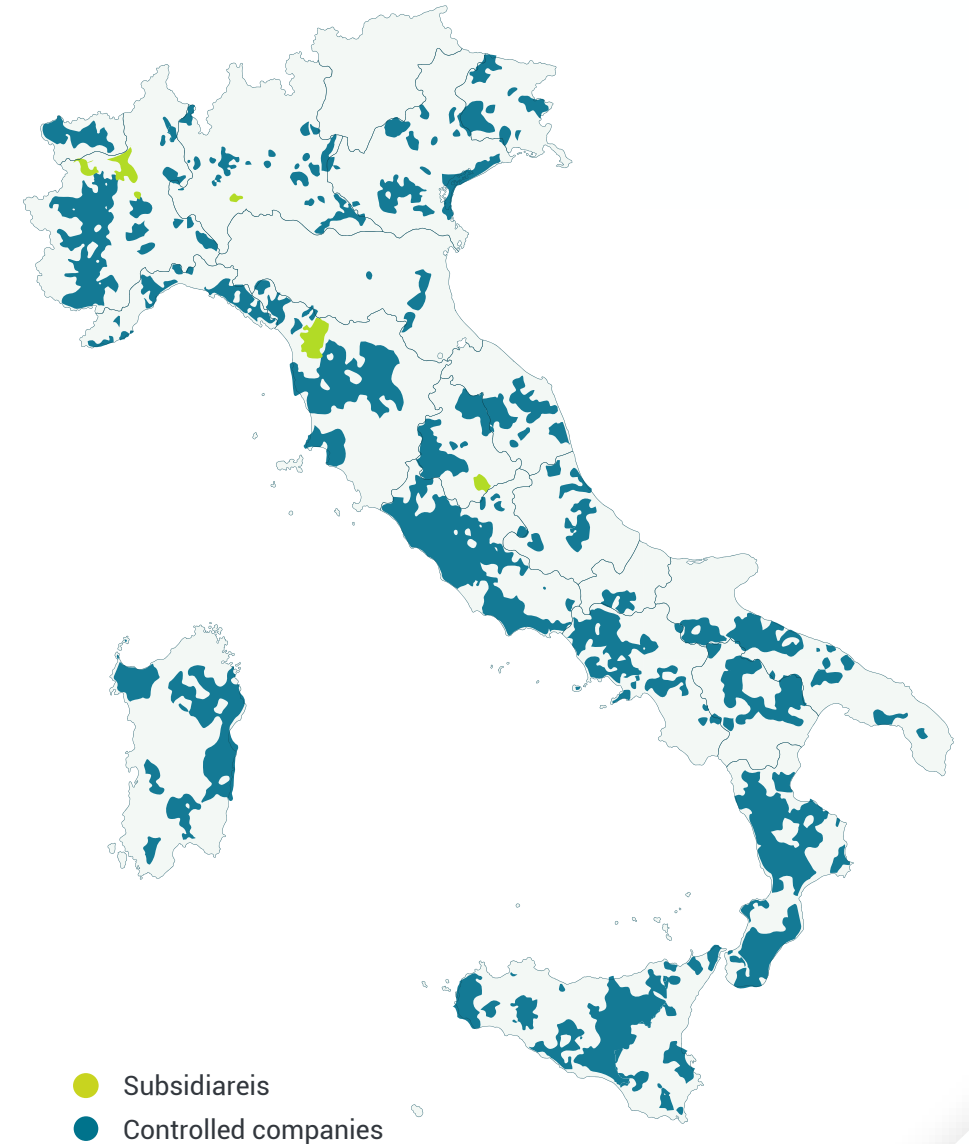
# GROUP STRUCTURE





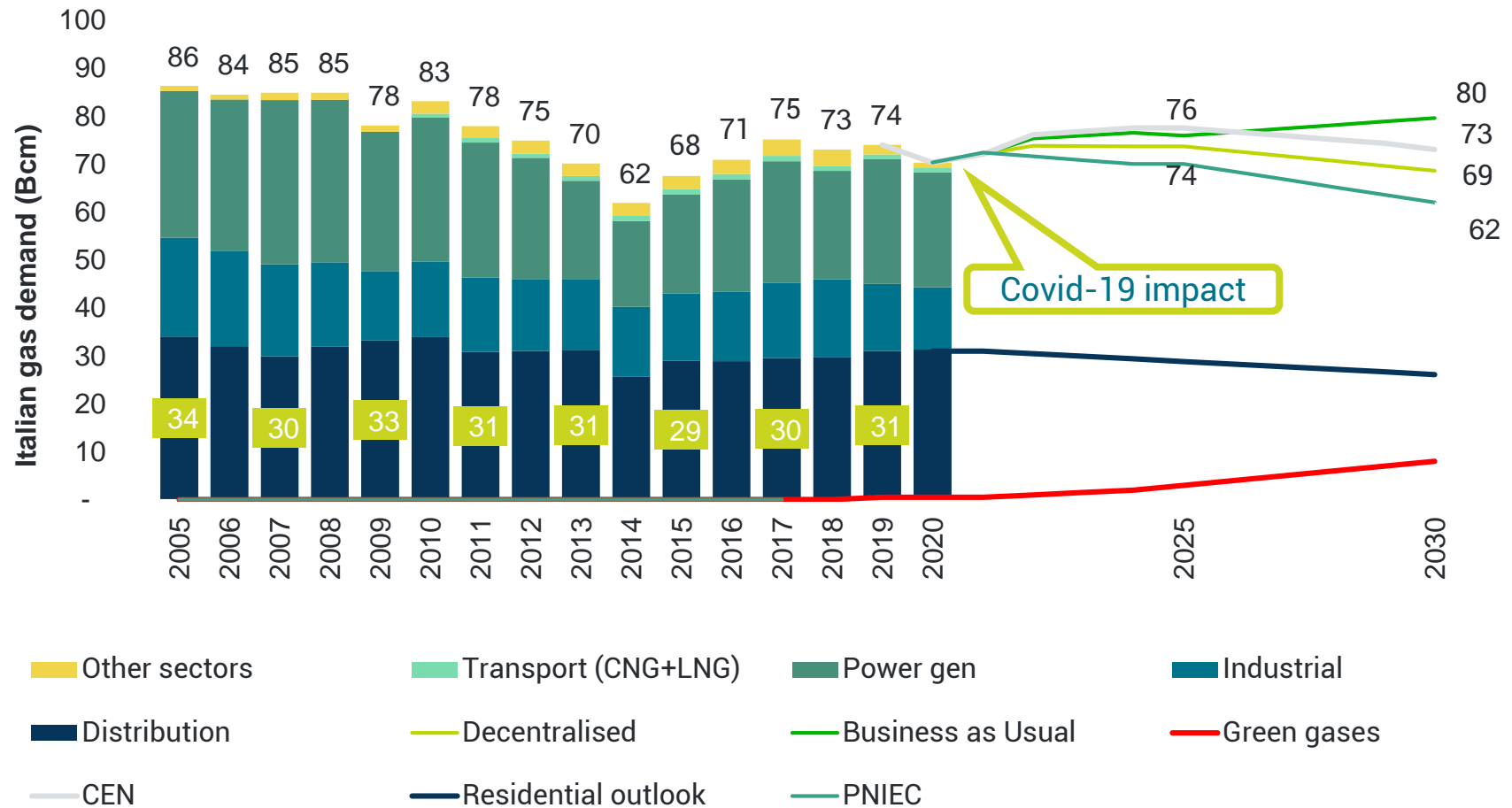
# MAIN NUMBERS

	OPERATING HIGHLIGHTS (TOTAL)	OF WHICH AFFILIATES
Network length	73,319 km	1,877 km
Municipalities	1,888	61
Redelivery Points	7.750 mn	0.153 mn
Market Share <sup>(1)</sup>	35%	0.1%



# ITALY GAS DEMAND EXPECTATIONS REAFFIRMED

## Networks to accommodate new green gases



# SUSTAINABILITY AT THE CORE OF OUR ACTIONS

## Committed to performance improvement and ESG culture. New targets set integrating Sustainability Plan pillars



### ENVIRONMENT

- **Decarbonization of operations and reduction of energy consumption**  
**Network digitization** to accommodate green gases
- Ongoing **Sardinia methanization**
- Scale-up of the **Power to Gas project**

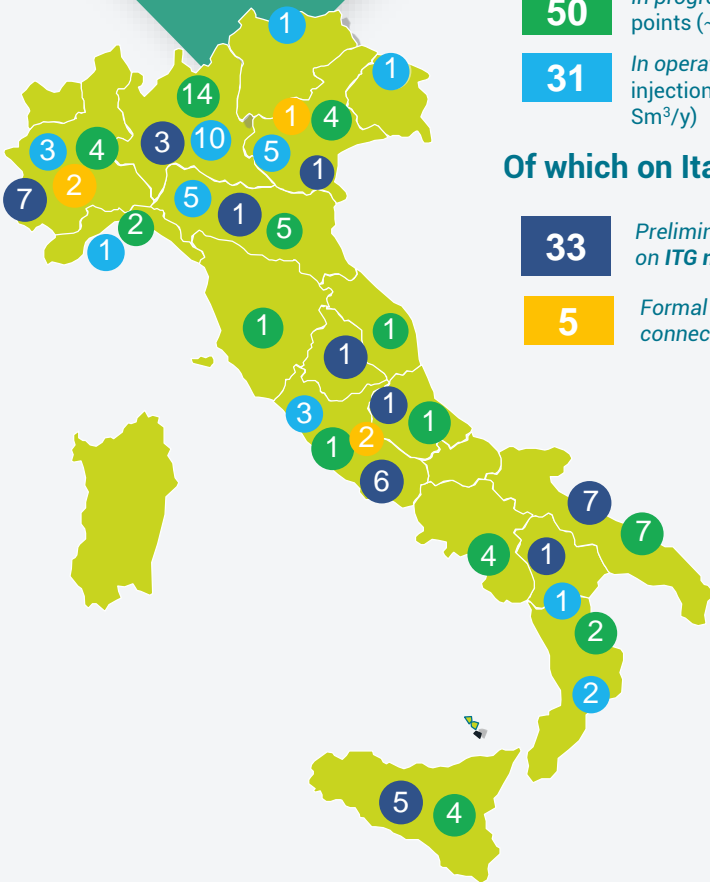
### SOCIAL

- **People empowerment and safety**, also considering impact from COVID-19
- **Diversity and equal opportunities** promotion
- **Improvement of the relation** with final customers, sales companies and suppliers
- Promotion of **social innovation through education** (digital divide, cultural projects)

### GOVERNANCE

- **ESG KPIs in top management remuneration**
- **Integrated Annual Report**
- **67% Independence of the board**
- Improved focus on **ESG and climate change issues in Enterprise Risk Management**
- Valorisation of **sustainability and gas advocacy on national and international round tables** (e.g. GD4S and OGMP)

# 2020-30 BIOMETHANE THE CLOSER VIABLE GREEN OPTION



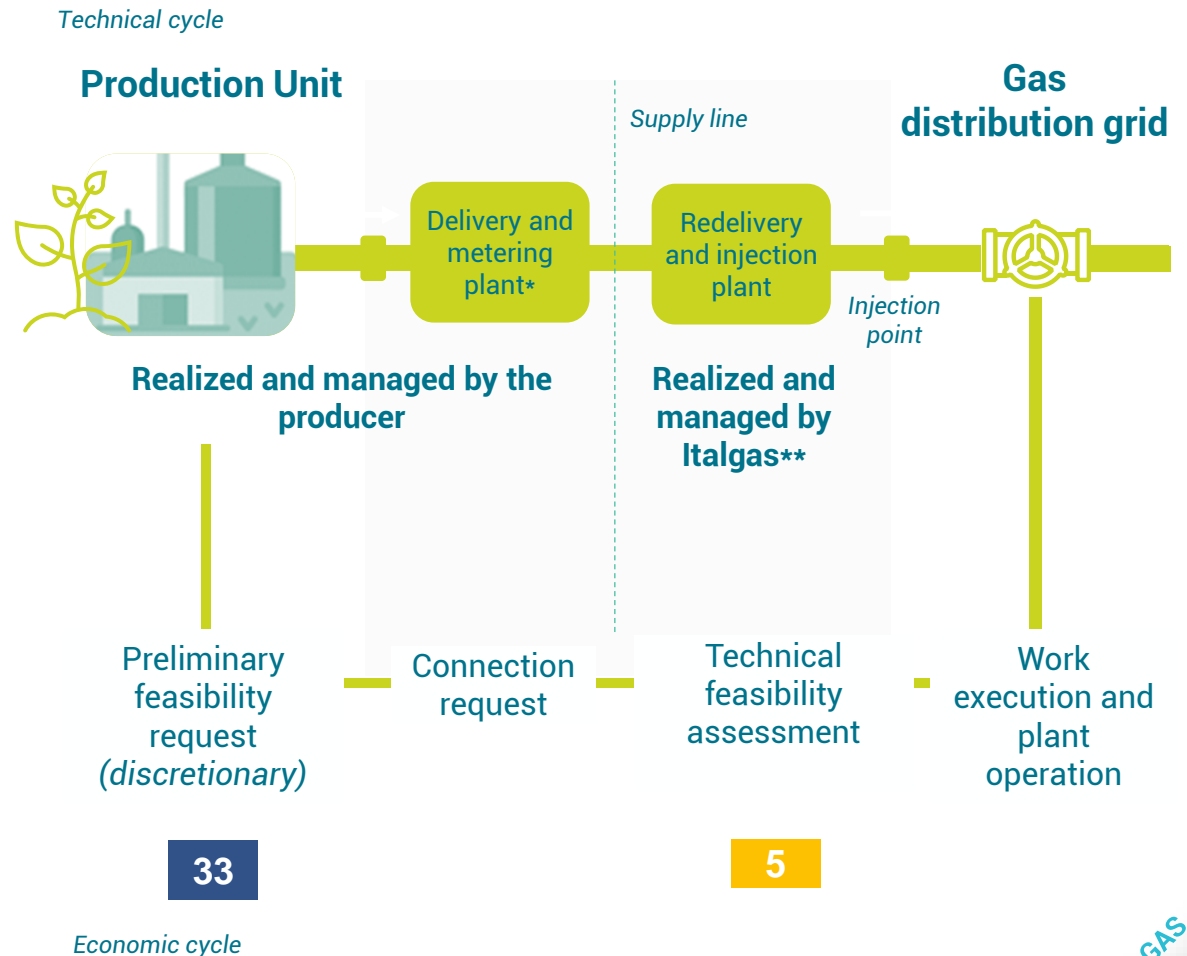
## Italy request for connections

- 50** In progress biomethane injection points (~290 Mln Sm<sup>3</sup>/y)
- 31** In operation biomethane injection points (~350 Mln Sm<sup>3</sup>/y)

## Of which on Italgas' network

- 33** Preliminary feasibility requests on ITG network
- 5** Formal requests quotation for connections on ITG network

Connections requests keep raising. Italgas received 38 preliminary requests for connections since 2017.  
Need to consider "reverse flow ops"



\* criteria set by Italgas, \*\* economic contribution from the biomethane supplier



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