

# 2025-29 STRATEGIC PLAN

Building a Pan-European  
multi-molecule  
infrastructure player



January 22<sup>nd</sup>, 2025





# Agenda



**Energy context evolution**



Snam: the largest European gas infrastructure player



Our strategy: Building a pan-European multi-molecule infrastructure player



Business Plan projections



Vision to 2034 and Beyond.  
Closing remarks



# Key drivers shaping the energy landscape confirmed



## DYNAMIC ENERGY SYSTEM EQUILIBRIUM



- **Intrinsic volatility** of power and gas prices
- **Growing global energy demand** with a tight balancing
- **Geopolitical context** driving need for **resilient energy systems**



## NON-LINEAR TRANSITION



- Challenging mid term **decarbonization goals**
- Uneven **clean tech adoption and policies**
- Growing focus on European **competitiveness**



## DECARBONIZED MOLECULES ROLE

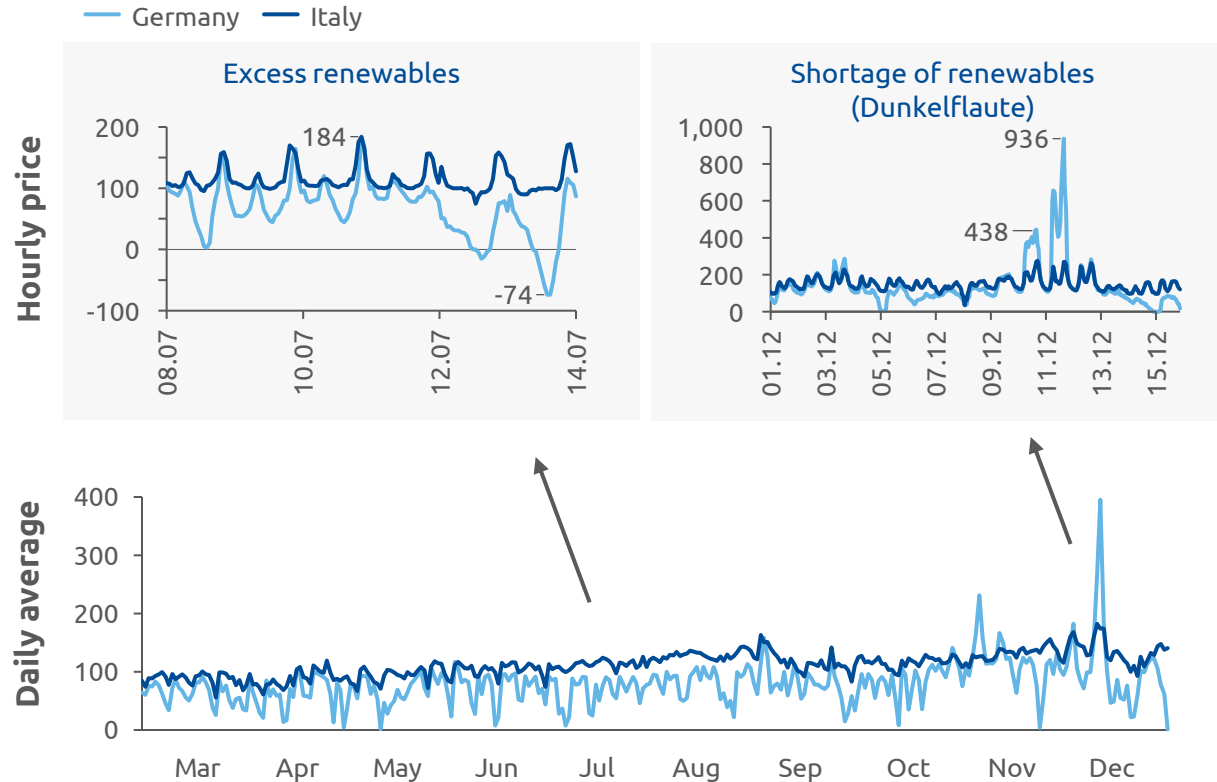


- Consolidated **consensus on tech neutrality**
- **Clean molecules** essential to achieve **Net zero**
- Need of a more **interconnected Pan-European energy system**

# Uncertainty and volatility influencing energy markets

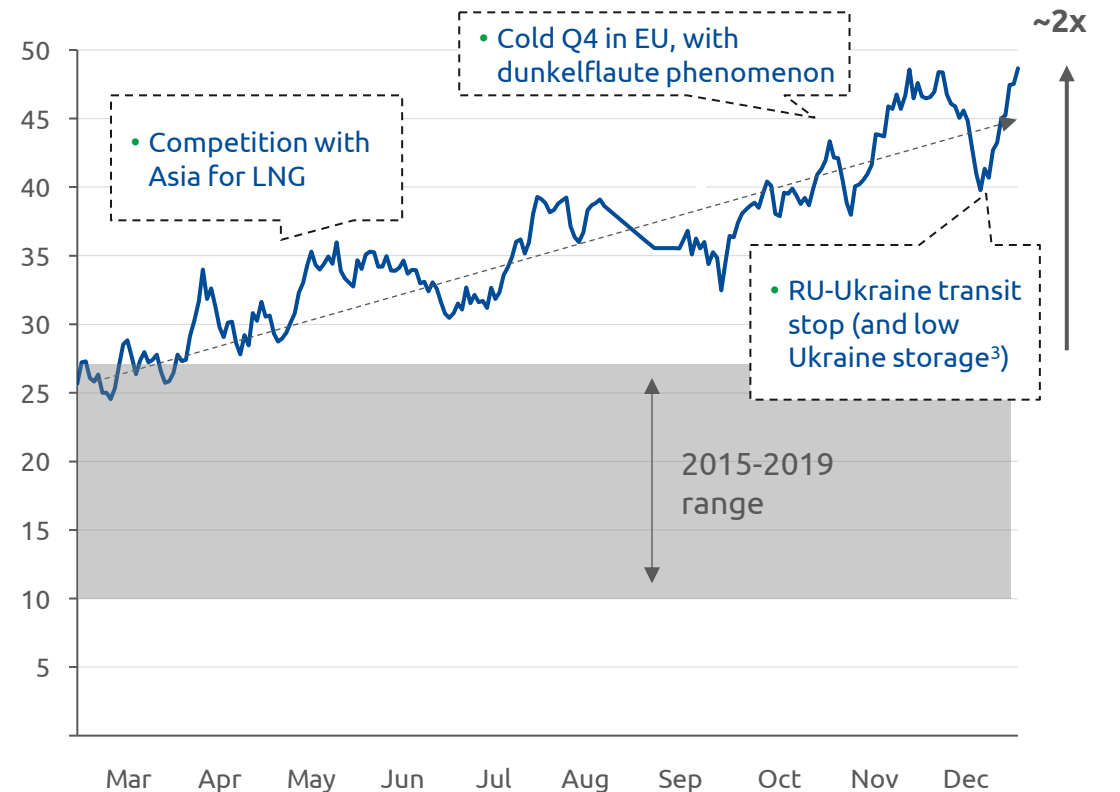
## Power price volatility

### Power prices in Germany and Italy, €/MWh<sup>1</sup>



## Gas spot price growth and volatility

### 2024 TTF daily prices, €/MWh<sup>2</sup>

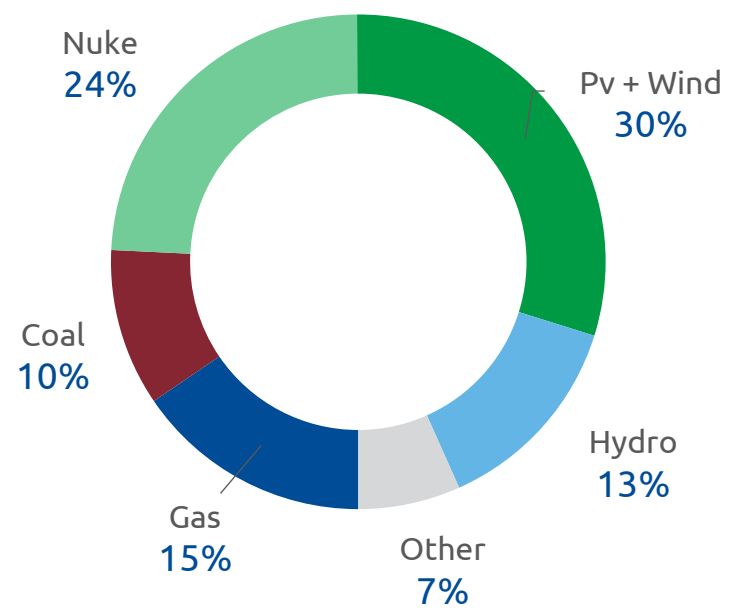


1. LSEG
2. ICIS
3. Ukraine storage level was 16% on 31/12/2024 vs 27% last year (GIE)

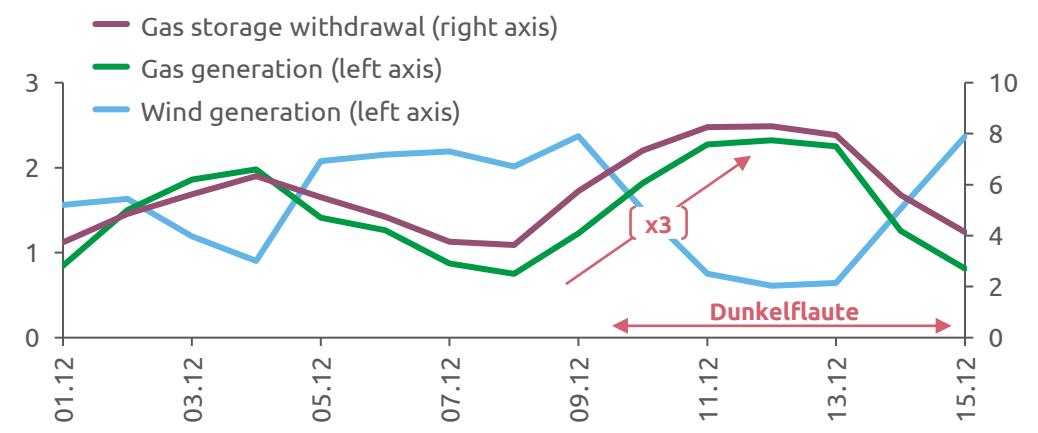


# Power sector is not transitioning linearly

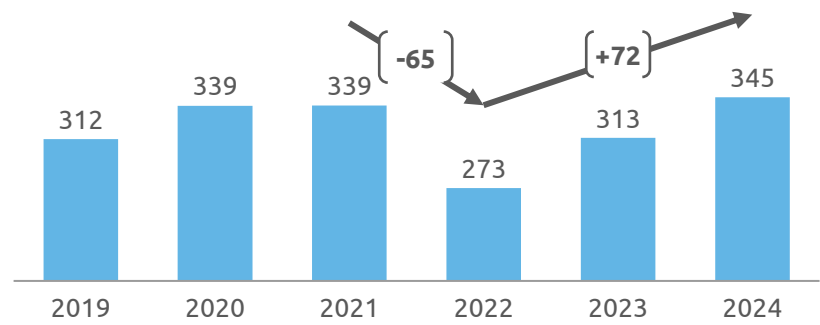
EU-27 power generation mix in 2024, TWh<sup>1</sup>



EU27 wind and gas-fired generation against gas storage withdrawal, TWh<sup>2</sup>



EU-27 Hydropower generation, TWh<sup>1</sup>



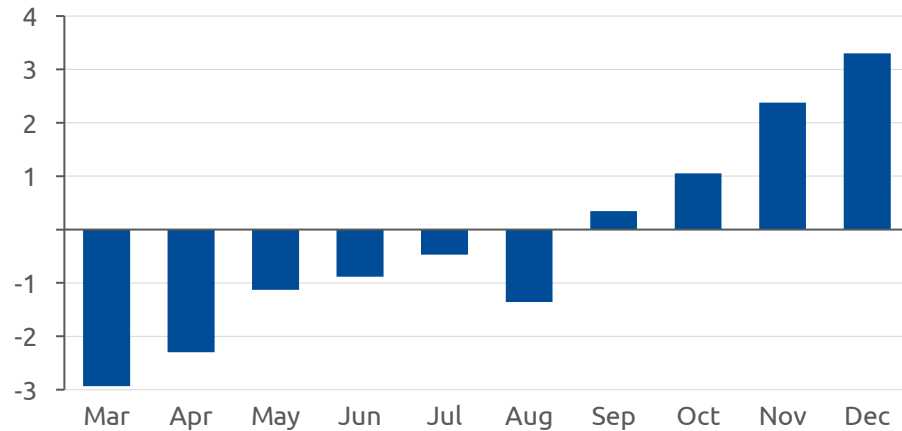
Less predictable power market emphasized gas storage essential flexibility

1. Ember  
2. ENTSO-e transparency platform (power generation), GIE (gas storage)

# Gas market remaining on a tight balance

## Dynamic market in Europe

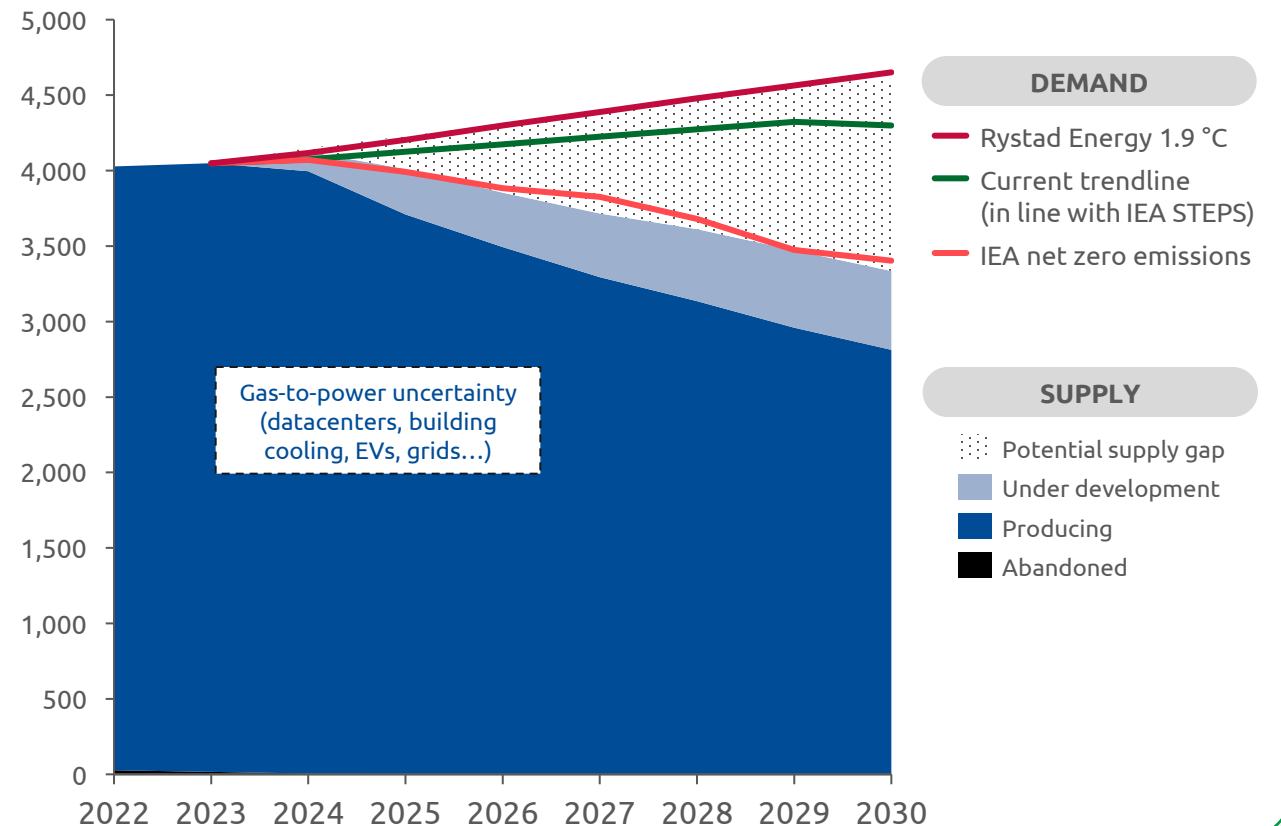
Top 6 European markets<sup>1</sup> gas demand difference yoy 2024-2023, bcm



- Demand growth in fall/winter due to cold weather and flexibility need of power market
- EU import from **Russia** (pipe + LNG) regained share in 2024 totalling 58 bcm, while **LNG** import (RoW) share reduced from 39% to **31%** in 2024
- EU gas **storage** filling level **72%** (31/12/2024) vs 86% in 2023

## Tight market balance at global level

Global natural gas supply and demand, bcm



Resilient and well dimensioned molecule infrastructure to cope with global market volatility

1. Germany, Italy, UK, France, Spain, the Netherlands;  
Source: OIES, IEA, ENTSOG, desktop research, Reuters, Gas Infrastructure Europe, Snam analysis

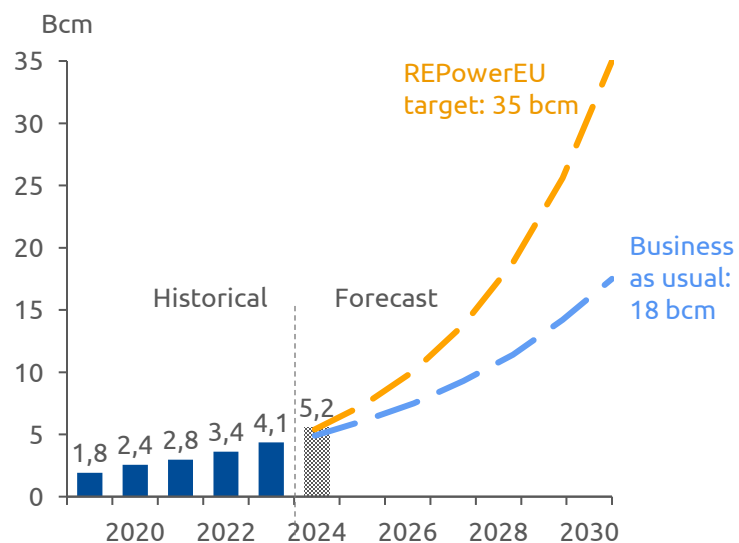


# Green & decarbonized molecules rising to meet EU policy ambition

## EU biomethane volumes growing

- Key driver of GHG emissions reductions: **~15 mtons** in the EU in 2023 <sup>1</sup>
- **35 bcm /y** target by 2030 (RePower EU)

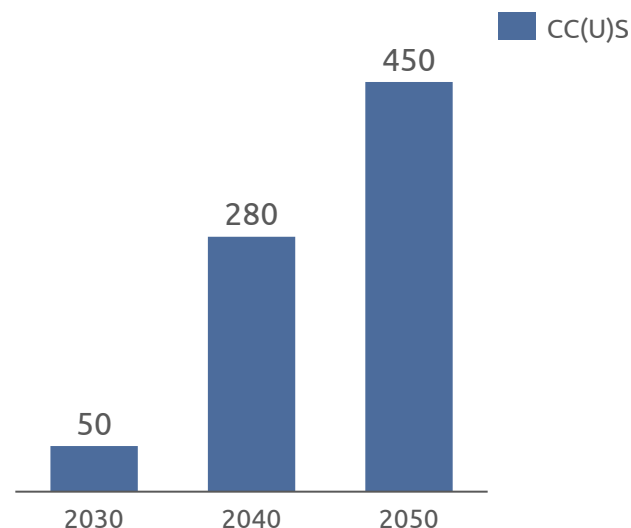
EU27 biomethane production vs potential pathway <sup>2</sup>



## CCS role recognized

- Target **280 Mt/y** captured by 2040
- CO2 infra awarded **€480 m** (5<sup>th</sup> PCI call)

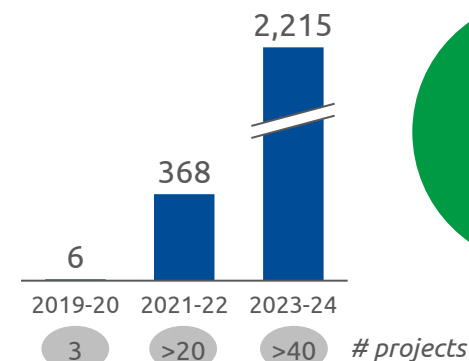
EU CC(U)S strategy, *Mtpa*



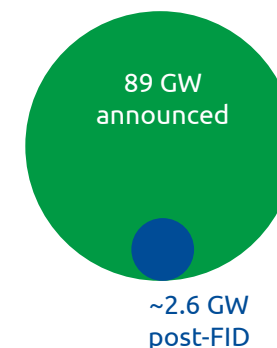
## H2 EU policy and market advancing

- **Decarb Gas and H2 Package** approved and to be converted in national regulation by mid-26
- **ENNOH<sup>3</sup>** established (Sept 2024)
- H2 Pan-European Backbones role recognized by **Letta and Draghi reports**
- **Hydrogen Bank** fully operative
- Increasing FID on H2 projects

Post-FID green H2 prod. capacity in EU, *MW<sup>4</sup>*



2030 pipeline <sup>4</sup>



## Infrastructure a key enabler of decarbonized molecules scale up

1. EBA  
2. Snam analysis based on EBA, Global Gas Report 2024

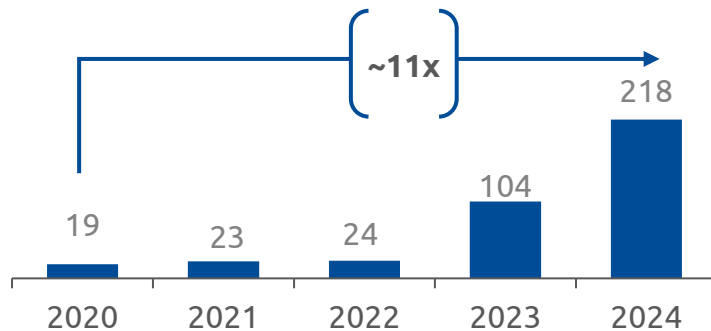
3. European Network of Network Operators for Hydrogen  
4. Snam analysis based on BNEF data

# Italy enjoys a strong position in green and decarbonized molecules

## ITA biomethane mkt stands out in EU

- **N° of plants +40%** (2024 vs 2023) <sup>1</sup>
- Connections operative or under construction for **~2 bcm/year** <sup>2</sup>
- Targets:
  - **PNRR** 3.5 bcm by 2026
  - **PNIEC** 5 bcm by 2030

# of biomethane plant connection contracts <sup>2</sup>



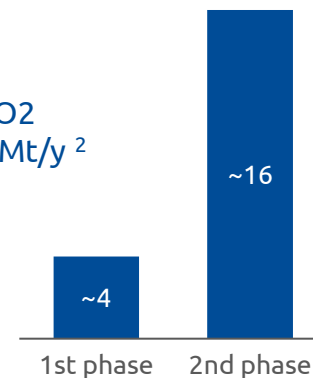
## Strong CCS potential

- CCS legislative framework in progress
- **PCI-status** Eni-Snam Ravenna project
- **CO2 injections started**

**34  
Mt/y**

Market survey on Italian CO2 volumes interested in Ravenna project by 2040

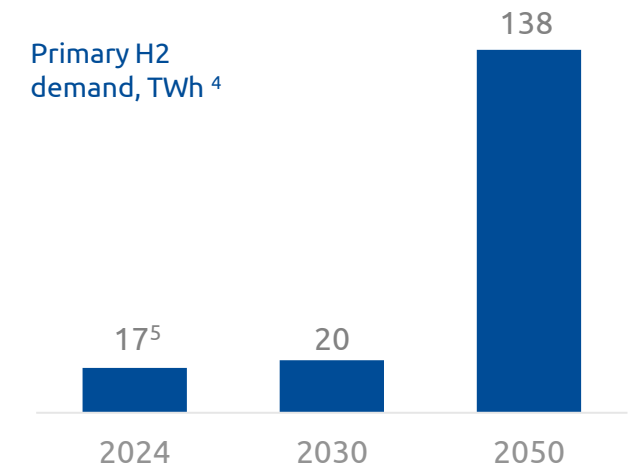
Ravenna project CO2 injection capacity, Mt/y <sup>2</sup>



## Concrete steps on H2

- **PCI-status SouthH2 Corridor and Global Gateway**
- Snam core and founding member of **ENNOH** <sup>3</sup>
- New **National Hydrogen Strategy**
  - key role for infrastructure
  - Italy to reach 20 TWh demand by 2030 of which **8.4 TWh green H2**

Primary H2 demand, TWh <sup>4</sup>



Supporting the national development of green and decarbonized molecules and their ecosystem

1. Snam data  
2. Snam internal

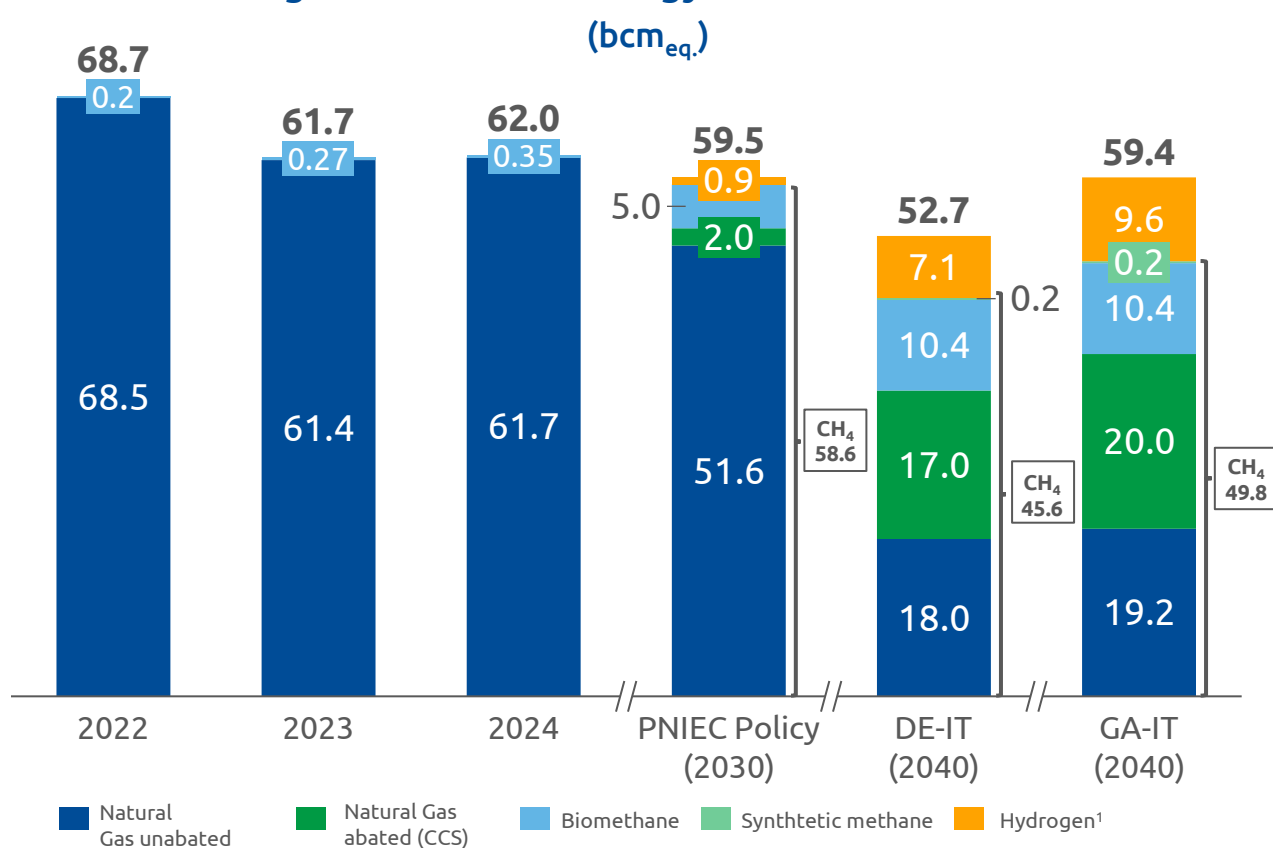
3. European Network of Network Operators for Hydrogen  
4. Italian National Hydrogen Strategy

5. Mostly grey H2



# Italian scenarios and perspective to 2050

Evolution of gas demand and energy mix under mid-term scenarios (bcm<sub>eq.</sub>)



Indicative Italian domestic volumes 2050<sup>2</sup>

Electrification to increase penetration in the final energy uses

From <25% to 50-55%

Potential biomethane national production

15 bcm

150 TWh

Potential abated natural gas (CCS)

15 - 20 bcm

150 - 200 TWh

Potential H<sub>2</sub> demand by 2050

45 - 60 bcm

150 - 200 TWh

Critical and flexible infrastructure to meet natural gas and decarbonized molecules demand

1. Blue hydrogen consumption included in the natural gas demand. Source: Scenario Analysis 2024 [Investor relations' publications \(snam.it\)](https://www.snam.it/investor-relations/publications)  
 2. 2050 long term scenarios will be subjects of a specific analysis during 2025, in collaboration with Terna, as determined by the ARERA regulation 392/2024/R/com.

# Prospective assets' utilization analysis

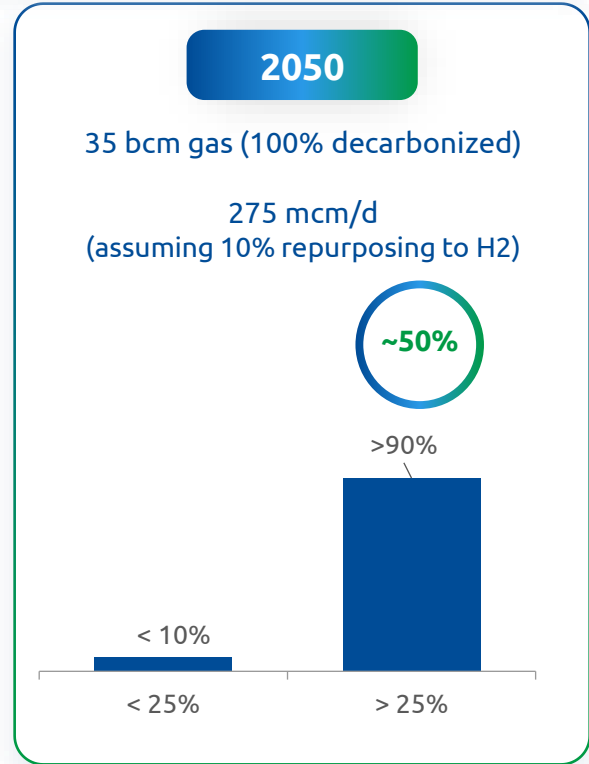
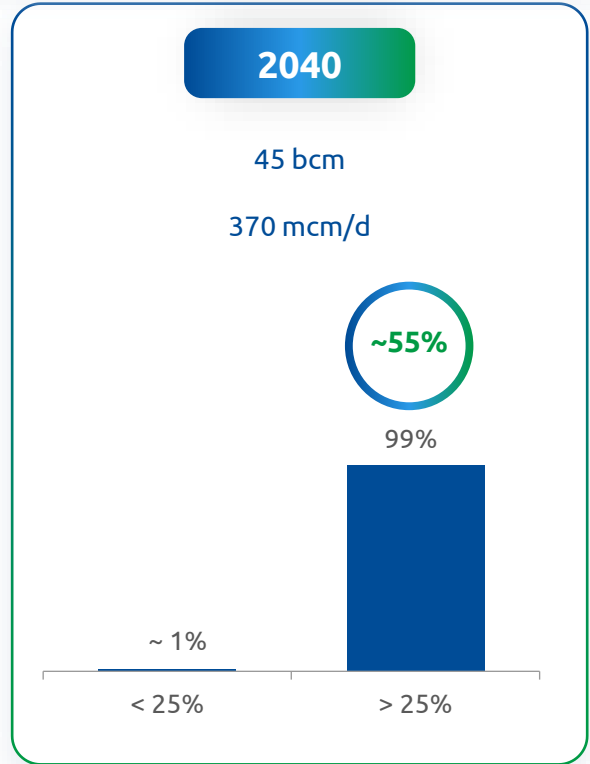
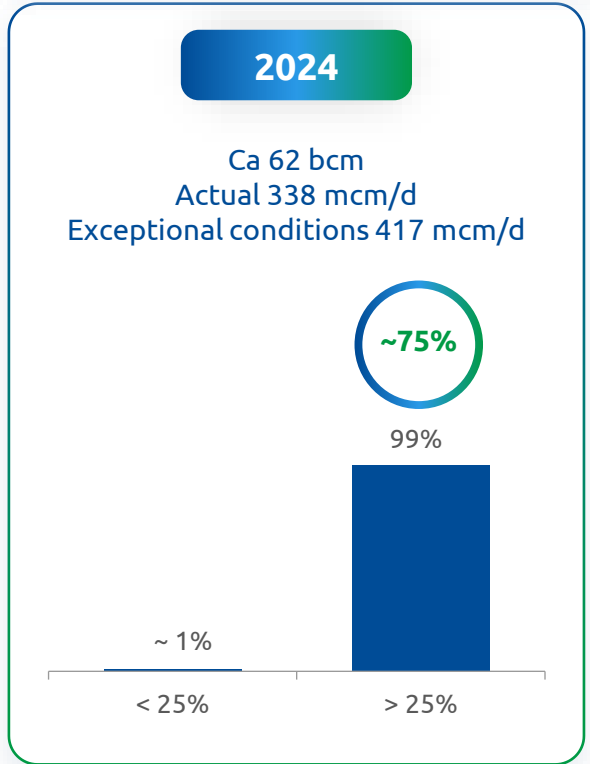
Hydraulic simulations to assess, for each of the scenario, the utilization rate of Snam's assets in peak conditions consumption, as defined pursuant to the European Regulation on Security of Supply

Domestic Gas demand  
Peak daily demand

Average utilization rate

% of RAB

Factor use



**Assets key to deliver secure and affordable energy along and beyond the transition**



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Energy context evolution



**Snam: the largest European gas infrastructure player**



Our strategy: Building a pan-European multi-molecule infrastructure player



Business Plan projections



Vision to 2034 and Beyond.  
Closing remarks





# Snam, the largest European gas infrastructure player

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energy  
to inspire the world

### 2024 Consolidated Key figures

~ €14.4 bn	> €2.75 bn	~€1.23 bn
Market Cap <sup>1</sup>	EBITDA Adj. Guidance	Net Income Adj. Guidance



- ITALIAN NETWORK
- Storage plants
- Regasification plants
- LNG terminals
- EQUITY PARTICIPATIONS IN INTERNATIONAL GAS PIPELINES
- Storage plants
- Regasification plants
- LNG terminals

1. At December 31, 2024

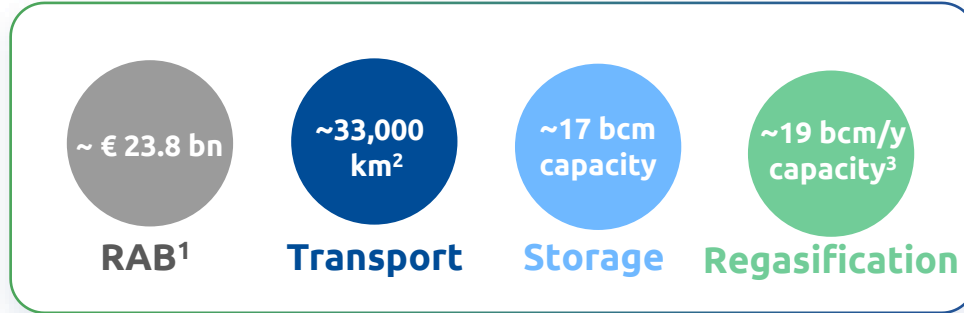
# Snam's business portfolio

## Gas Infrastructure

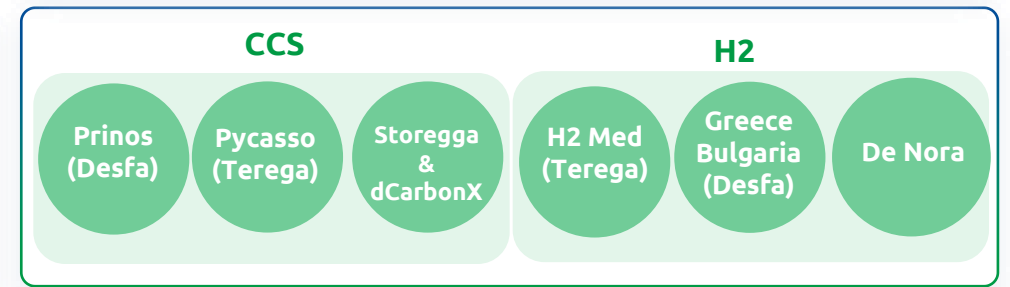
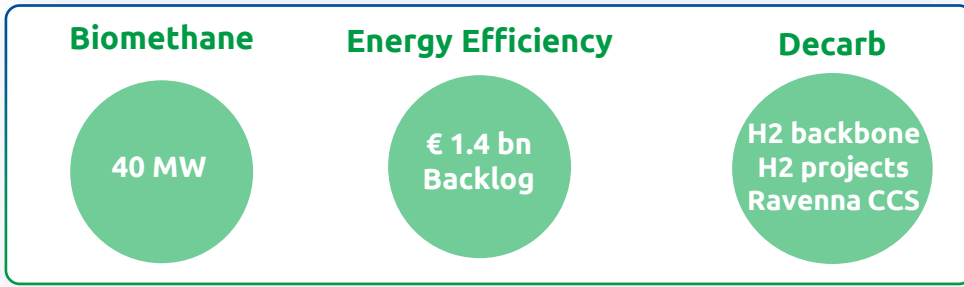
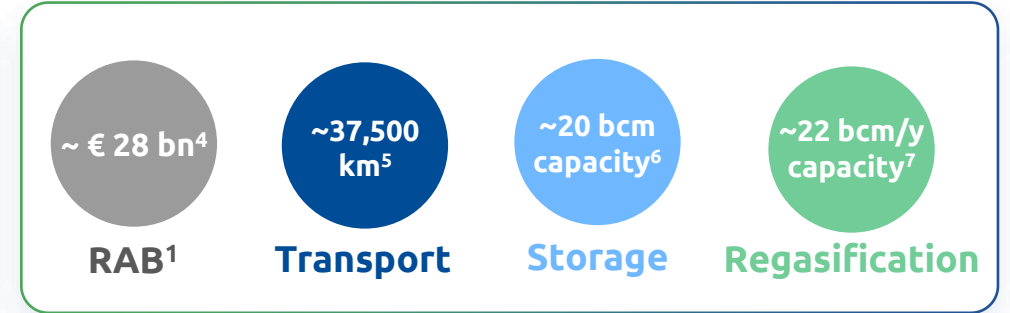
## Energy Transition

## Main Associates

### Snam



### Snam and associates (pro-quota)



Ownership %						
<b>Sea Corridor</b> Algeria - Tunisia 49.90%	<b>TAP</b> Greece - Albania - Italy 20.00%	<b>Desfa</b> Greece 35.64% <sup>8,9</sup>	<b>Teréga</b> France 40.50% <sup>8</sup>	<b>TAG</b> Austria 89.22% <sup>9</sup>	<b>GCA</b> Austria 19.60% <sup>8</sup>	<b>OLT</b> Italy 49.07%
<b>Adriatic LNG</b> Italy 30.00%	<b>Interconnector</b> UK- Belgium 23.68%	<b>ADNOC</b> UAE 5.88% <sup>8</sup>	<b>EMG</b> Egypt - Israel 25.00%	<b>Italgas</b> Italy 13.49%	<b>De Nora</b> Italy 21.59%	<b>dCarbonX</b> UK- Ireland 50.00%

1. 2024 Tariff RAB (Regulatory Asset Base)  
 2. o/w 10,000 national & 23,000 regional network  
 3. Including also Italis LNG, BW Singapore and the pro-quota of OLT and Adriatic LNG  
 4. Including TAG, GCA, Teréga, Desfa, Italgas e OLT pro-quota 2024 tariff RAB  
 5. Including TAG, Desfa, GCA, Teréga, Interconnector, TAP, Adnoc, EMG, Seacorridor pro-quota transport km

6. Including Teréga pro-quota storage capacity  
 7. Including also Italis LNG, BW Singapore and the pro-quota of OLT, Adriatic LNG, Revithoussa and Alexandroupolis  
 8. Indirect participation  
 9. Desfa: 39.60% voting rights; TAG: 84.47% voting rights

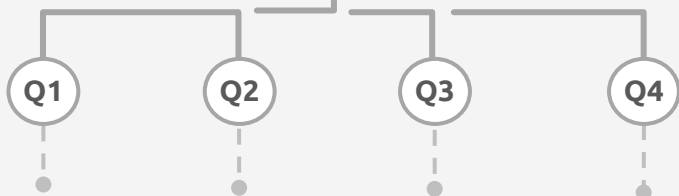
--- Value enhancers  
 - - - Enablers  
 - - - Opportunistic

# Consistent progress in line with the strategy implementation

## 2022

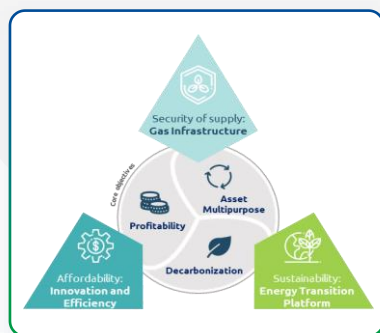
- 2 FSRUs acquisition
- Storage operator of last resort
- Reversal of gas flows and gas export managed
- De Nora listing
- Ravenna CCS project JV with ENI development start

## 2023



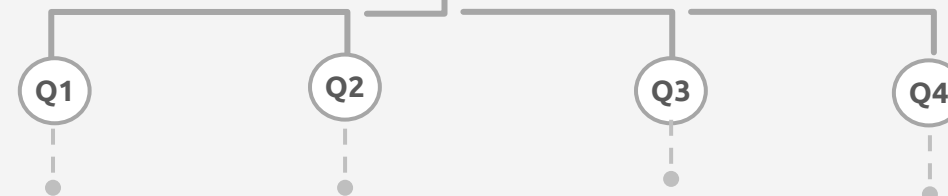
- SeaCorridor enter the perimeter
- Asset Health methodology
- Energy ministries of Italy, Germany and Austria support letter for SouthH2 Corridor
- De Nora free float increase
- Piombino start with 20Y capacity booked
- OLT capacity expanded from 3.5 to 5 bcm
- Modena H2 Valley
- Expanded & refocused biomethane platform
- PNRR update (new REPowerEU chapter) including Adriatic Line and Export Phase 1

### 2022-26 BP



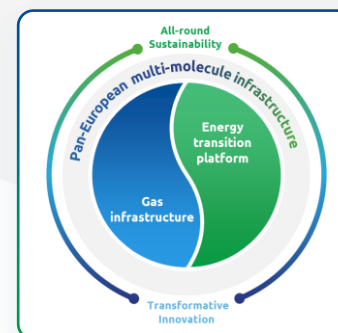
Gas Infra    Other  
Energy  
Transition

## 2024



- ROSS base on Transport
- Puglia H2 Valley project enters Hy2Infra IPCEIs
- Moody's Net Zero assessment and A list CDP
- First Green Bond issuance
- SouthH2 Corridor and Ravenna CCS confirmed as PCI
- H2 and CCS market survey
- Adriatic Line works start
- Pignataro & Panigaglia for Small Scale LNG works start
- Edison Stocaggio acquisition signing
- Export capacity to Austria from 6 to 9 bcm /y
- First hybrid issuance
- MoU to study integrated H2 supply via SouthH2 Corridor with Algeria
- Ravenna CCS first injection
- First Transition Plan
- Storage facilities 98.5% full
- WACC Approval
- First SLB GBP issuance
- First 2 PNRR upgraded biomethane plants
- ALNG stake increase to 30%

### 2023-27 BP





# Key achievements since the energy crisis started

2022

2024<sup>1</sup>

## Operational achievements

Italian network (km)	32,767	32,883
Km H2-ready certified by Rina	0	2,068 <sup>2</sup>
LNG capacity (bcm) <sup>3</sup>	~ 6	~ 19
Storage capacity (bcm)	~16.5	~17.3

## Financial & non financial achievements

Capex	€ 1,926 m	~ € 3,000 m <b>(+56%)</b>
Snam's RAB	€ 21.4 bn	€ 23.8 bn <b>(+11%)</b>
EBITDA Adj.	€ 2,237 m	>€ 2,750m <b>(+23%)</b>
Net Profit Adj.	€ 1,163 m	~€ 1,230m <b>(+6%)</b>
DPS	€ 0.2751	€ 0.2905 <b>(+6%)</b>
Scope 1,2 CO2 (kt/eq) <sup>4</sup>	1,451	1,090 <b>(-25%)</b>

~ € 2.8 bn dividends to shareholders

## Associates and M&A: main achievements

### SeaCorridor

First Italian import route after the Russian imports fall

### De Nora

Listed in 2022 and free float increase in 2023

### Desfa & Teréga

Regulatory review for the period 2024-2027

### Italgas

Exchangable bond issue

### TAG

New regulatory framework with volume risk elimination from 2025

### Gas Connect Austria

### Trans Adriatic Pipeline (TAP)

Working beyond commercial capacity, ~ 16% of Italian demand  
Minimum expansion of +1.2bcm/y by beginning 2026

ALNG stake increase to 30% and Edison Stocaggio acquisition signed

1. For financial figures Guidance
2. At December 2024
3. Pro-quota
4. Preliminary data, on regulated perimeter

# Key distinctive factors further strengthened

## Unique Med-EU bridge

**Leverage on unique geographical position and asset base** located along key corridors as **critical energy bridge** from North Africa to Med and Central European demand, today and tomorrow

## Resilient, effective and flexible infrastructure

**Large-scale, flexible and resilient infrastructure** that can adapt to market fluctuations, supporting energy security and transition

## Technologically neutral and leader in decarbonized molecules

Early mover in decarbonized molecules leveraging on a **repurposable infrastructure** and synergic **technologies platform**

**Effective implementation of our strategy**



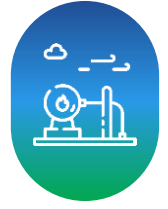
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Business Plan projections

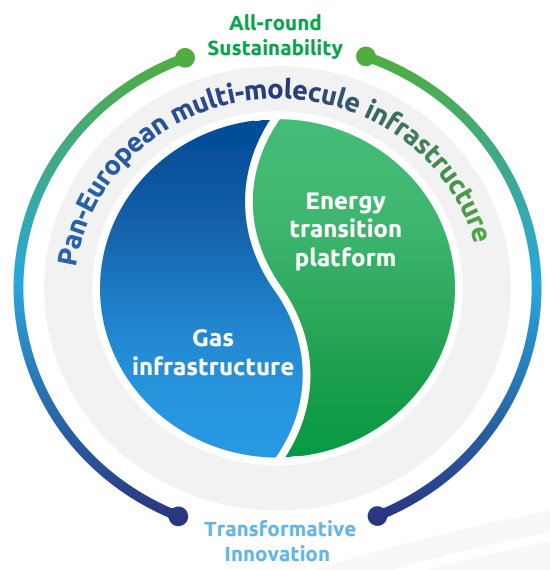


Vision to 2034 and Beyond.  
Closing remarks



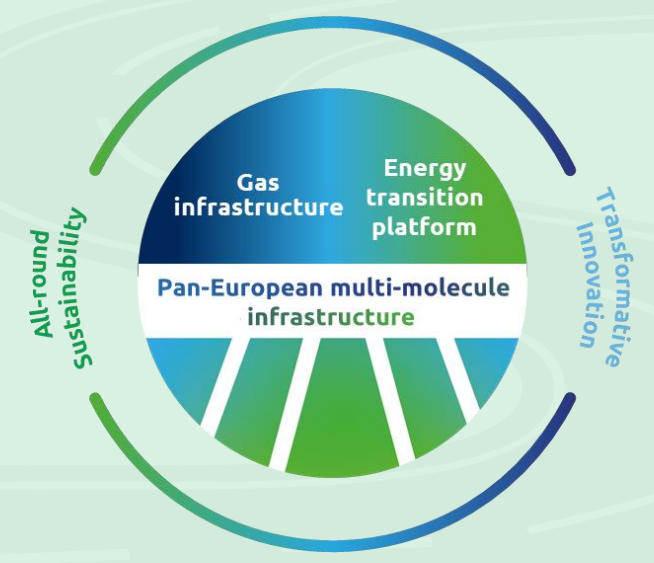
# Snam's integrated strategic framework: a coherent evolution

## Integrated vision introduced



**Plan 2023-2027**

## Effectively implementing our strategy



**Plan 2025-2029**

**Towards a more integrated multi-molecule pan-European vision**



# How we deliver our Ambition



## Business focus

**Gas infrastructure** to secure competitive energy supply  
**Energy transition platform** to accelerate decarbonization

**€ 12.4 bn** Capex 2025-29 (~ € 13.4 bn gross of grants)

- **41%** investments **Taxonomy aligned**
- **58%** investments **SDGs aligned**
- **€ 10.9 bn** investments **Gas Infrastructure**
- **€ 1.5 bn** investments **Energy Transition**

**Promoting a pan-European multi-molecule system**



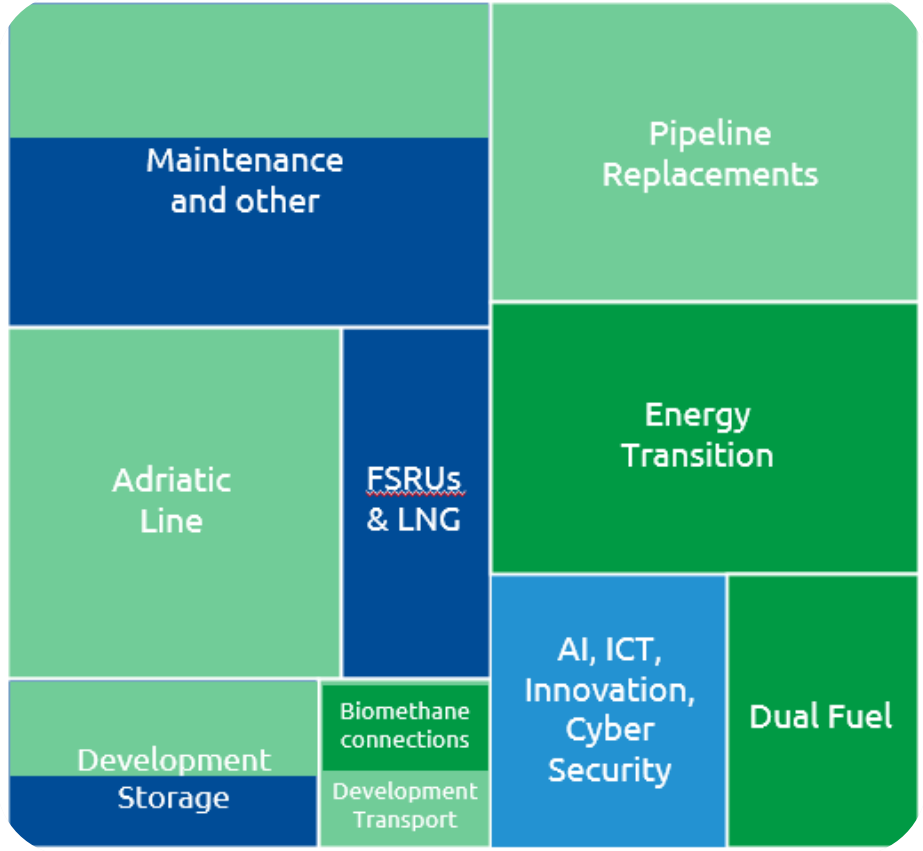
## Strategic levers

**Transformative Innovation**  
All-round **sustainable strategic framework**

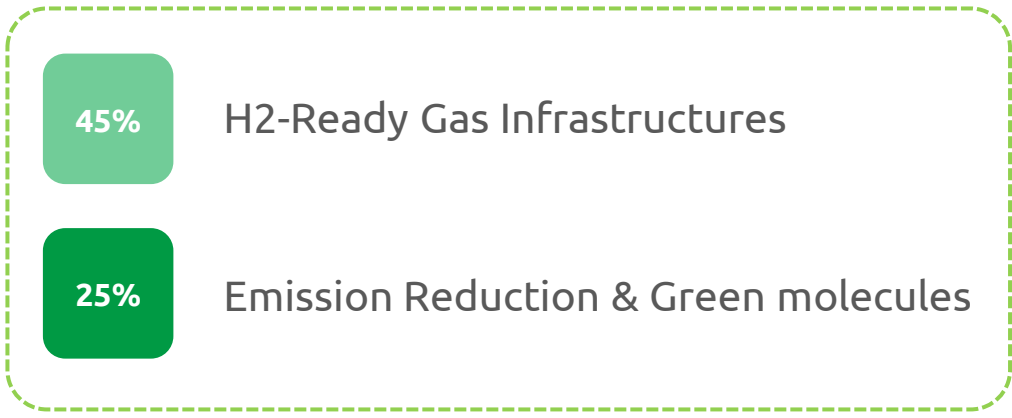
- Dual-track innovation approach**  
to drive operational excellence and sustainability
- **€ 338 m** investments **Proven** Innovation
  - **€ 62 m** investments **Explorative** Innovation

**All-round sustainable framework**  
based on 7 pillars with a distinct ambition and scorecard targets

# Delivering a flexible and resilient multi-molecule infrastructure



€ 13.4 bn of which € 1 bn of grants<sup>1</sup>



21% Security of supply & maintenance

9% Supporting activities

70% green and decarb investments<sup>2</sup>

Color coding of clusters based on the alignment of the majority of investments included  
1. o/w € 0.5 bn already signed and € 0.2 bn cashed-in

2. 2025-2029 Investment plan, gross of grants

# Gas Infrastructure - Enhance asset resilience and flexibility

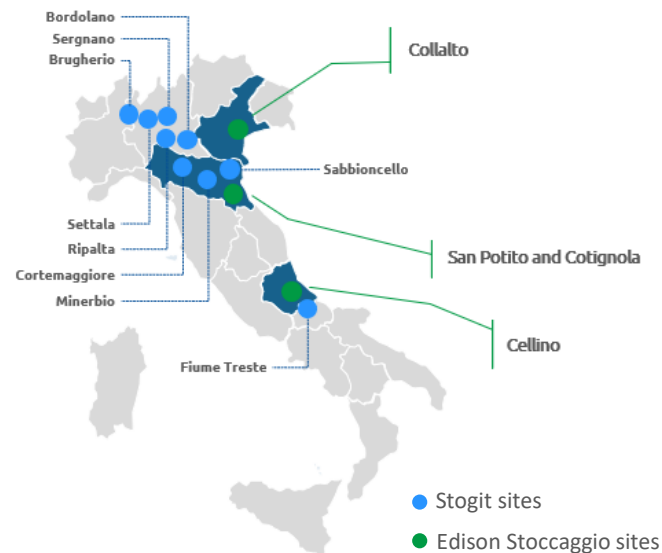
## Adriatic Line

- **10 bcm/y** of additional South-North transport capacity
- **Capex: ~€ 2.0 bn** gross of Repower EU Grants (€ 0.4 bn)
- Operation starting **from 2026**, on schedule
- **Export to Austria** from 9 bcm to 14 bcm /y



## Storage

- Old wells replacement (**€ 0.4 bn**) to enhance the performance
- Maintenance including wells workover and safety (**€ 0.8 bn**)
- Edison Stoccaggio (**€ 0.1 bn**)



## FSRUs & Small scale LNG

- BW Singapore (Ravenna FSRU): mooring and connection works, breakwater
- **Capex: ~ € 0.8 bn**
- Truck loading in Panigaglia, Liquefaction plant in Pignataro completion and Mobility investments (~ **€ 0.1 bn**)



**~ € 11.3 bn capex<sup>1</sup>**

1. 2025-29 gas infrastructure investments (gross of grants). Total Gas infrastructure Capex of € 11.3 bn also include DT&T capex, Symbiosis and others.  
2025-2029 gas infrastructure investments net of grants: ~€10.9 bn

# Gas Infrastructure - Emissions reduction and green molecules

## Dual fuels

- **6 compression stations** commissioning by 2029
- **Capex: ~€ 0.9 bn**



## Biomethane plants interconnection

- Connections to the grid surging, in large part to Snam's regional transportation network (~ € 0.4 bn)
- Open-season and workshops to support market development

## Replacements

- ~ **850km** of transport pipelines replacement (~ € 2.2 bn)
- **Asset Health Methodology** driving pipelines replacement identification
- **Hydrogen ready** technical standard used to future proof investment

~ € 11.3 bn capex<sup>1</sup>

1. 2025-29 gas infrastructure investments (gross of grants). Total Gas infrastructure Capex of € 11.3 bn also include DT&T capex, Symbiosis and others  
2025-29 gas infrastructure investments net of grants: ~€10.9 bn



# Work in progress for multi-molecule midstream infrastructure

CO2/CCS

H2

## Gas Infrastructure standardisation<sup>1</sup> & testing

### Full CCUS

Industrial and innovative (bio)CO2 capture, transport and storage

### H2 production & blending

- H2 injection modelling and management
- Blend testing & separation **Mem-LAB**
- Support production via **H2shift**

### Compressor stations

100% H2-Powered Gas-Turbine



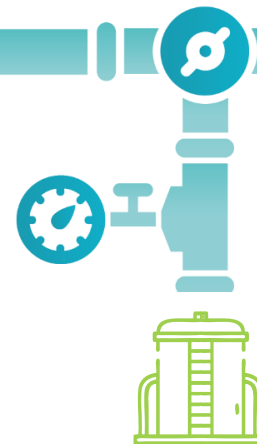
### H2 emissions & quality

### CO2 streams & quality

### CO2 pipeline

### H2 pipeline materials

Integrity assessment of repurposed pipes



### Underground H2 storage

Assessing storage in underground porous reservoirs

### Underground CO2 storage

ongoing in Ravenna

### CO2 metering

### H2/H2NG metering



### H2 in final uses

- With pipeline blending (Contursi)
- Standalone (steel production with Tenaris-Tenova)

1. CEN/TC 234 focuses on gas infrastructure incl. H2. Snam participates to following working groups (WG): WG3- Transportation, Materials, Welding, WG4 underground storage, WG5 measuring, WG6-pressure regulation, WG7- compression, WG8-piping, WG11-gas quality, WG12- safety and integrity, WG14 emissions. CEN/TC 234 focuses on CO2 capture, transportation, utilization, storage (CCUS) and carbon accounting.

# Energy Transition: Ravenna CCS project gaining momentum

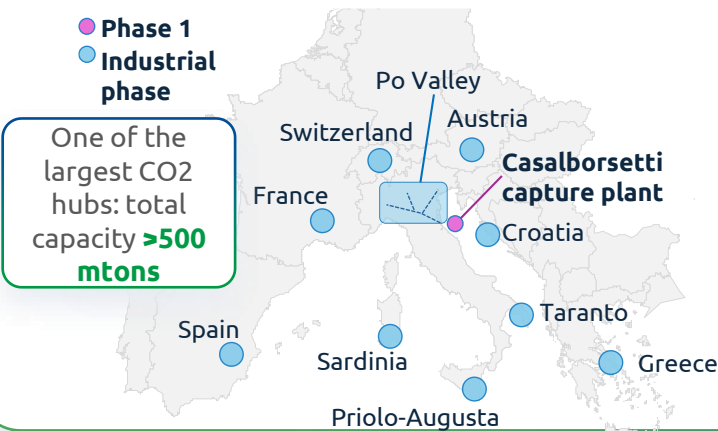
## Key Achievements

- Support **CCS strategy and technical rules** for CO<sub>2</sub> transport definition
- **PCI status** and **CEF grants** application
- Started phase 1 (25kt/y): positive KPIs
- Permitting for **~ 90 km of CO<sub>2</sub> pipes** (100% Snam)
- MoUs with potential customers

## Strategic Priorities

- Launch **permitting** for Storage (Ravenna CCS JV)
- Legislative **regulatory framework** by 2025/26
- Considering **value crystallization** through ENI CCUS vehicle
- Potential to develop **virtual sea corridors** in Italy and Med
- **Biogenic CO<sub>2</sub>** valorization via removals or utilization

### Illustrative map of selected CO<sub>2</sub> clusters which expressed interest in Ravenna CCS



### Key features

- Industrial cluster concentrated
- Reservoir located nearby the coast (**5-10km** distance, shallow waters)
- **Progressive and modular** development model:
  - **Injection and storage** in JV with ENI: up to **4 mt/y** by 2028-2032 (**~€ 200 m Snam's equity injection**) with possible scale up to **16 mt/y**
  - **CO<sub>2</sub> network**: 15 km repurposing of existing line and 176km of new network (**~€ 300m Capex net of grants**)
- FID (subject to adequate return and consistent regulatory framework) end 2026

**~ € 900 m capex <sup>1</sup>**

1. 2025-29 investments (gross of grants).  
2025-2029 investments net of grants: ~ €500m

# Energy transition - H2 backbone acceleration

## Key Achievements

- **6th PCI list** (April 2024)
- Part of **EU's Global Gateway**
- **CEF funding submitted**
- **PMI application** (SeaCorridor and Swiss branch)
- Green Hydrogen value chain MoU
- Snam core and founding partner ENNOH

## Strategic Priorities

- EU Directive into **National Regulation** by mid 2026
- **H2 demand aggregation** from Italy, Austria and Germany
- **North African decarb H2 production** cooperation
- **Synergies with associates** projects (ie Greece corridor)



### Key features

- **End to end project**, enabling supply of low-cost renewable H2 produced in the South to key EU clusters
- FID by beginning of 2027 subject to adequate return and coherent regulatory framework

### Italian H2 backbone projects highlights

- **~ € 3.6 bn** cumulated capex
- **60%-70%** repurposing
- **70 TWh** demand abilitation in Italy, Austria Germany with initial investment and possibility to expand to **150 TWh** via further compression investments

~ € 400 m capex <sup>1</sup>

1. 2025-29 investments (gross of grants).  
2025-2029 investments net of grants: ~€380m. Total investments in Decarbonization projects amount to ~€960m net of grants (including CCS, H2 backbone and ~70m of H2 projects).

# Energy transition - Biomethane reaching maturity

## Key Achievements

### Unique biomethane production platform

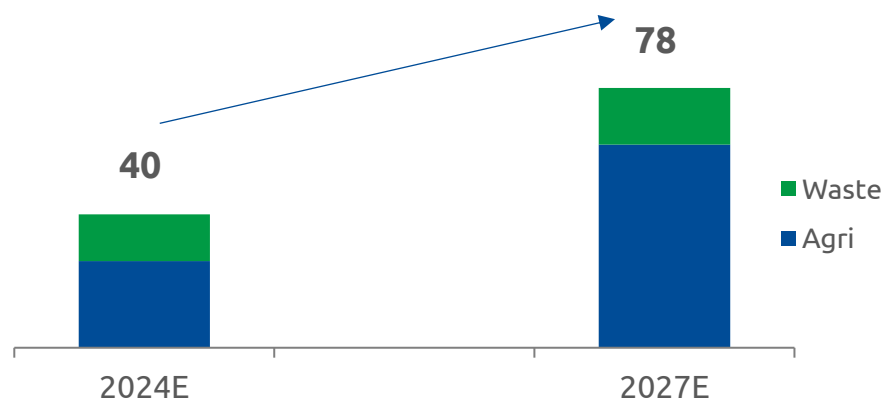
- 9 plants (~ 20 MW) won tariffs auctions and under upgrade plus 14 submitted in January (~31 MW)
- Agricultural plants conversions ongoing (2 in operation)
- Waste portfolio perimeter completed and under optimization
- Fixed costs optimization

**Snam biomethane connections** <sup>(1)</sup> for approx. 2 bcm

## Strategic Priorities

- **Conversion/upgrade of 25 plants**
- Cost optimization and performance enhancement
- Unique end-to-end service provider
- Biomethane production platform **monetization** (as required by Regulator)
- Plants connection process streamline

### Snam biomethane platform (MW)



### Highlights

- Large platform: **9** waste operating plants (**14 MW**) and **26** agri operating plants (**26 MW**) in 2024
- Avoided emissions: **40 ktons** in 2024 to **300 ktons** in 2027
- Key role to start-up biomethane Italian market through plants conversion and use of PNRR measures
- Key role in optimizing biomethane connections to the grid (Arera Resolution 131/2024/R/gas)

~ € 350 m capex <sup>2</sup>

1. Realised or under realization.

2. 2025-29 investments (gross of grants).  
2025-2029 investments net of grants: ~€270m



# Energy transition - Refocusing Energy Efficiency platform

## Key Achievements

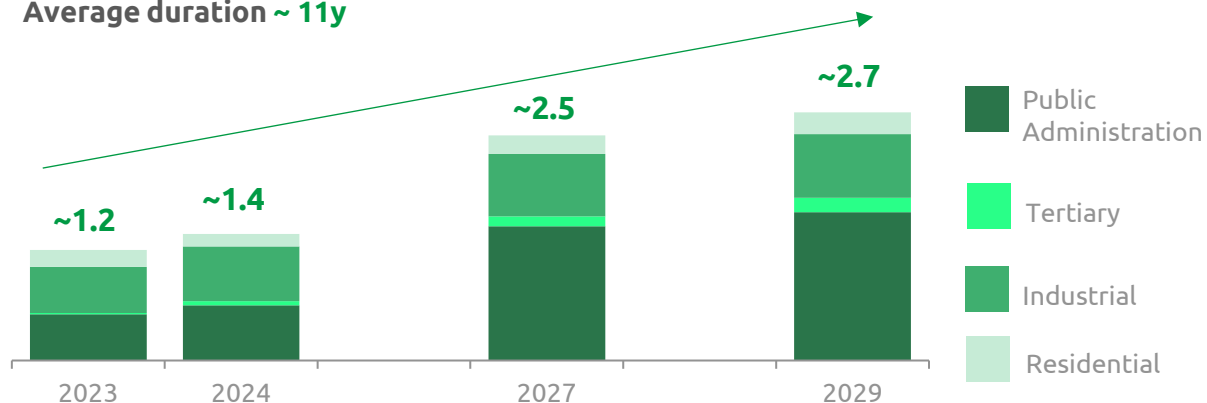
- Renovit development supported (one of the top 5 Italian energy efficiency player; Snam's participation at 60%)
- Delivered 1,130 deep renovation projects over 2021-23 (~€ 2 bn of which 85% residential) leveraging on tax benefits
- ~ € 1.4 bn of **backlog** FY2024E (+17% yoy)

## Strategic Priorities



- **Focus on Energy Performance Contracts** with industrial clients and public administration with long duration and returns visibility
- Integrated energy infrastructure approach for industrial clients

Backlog (€bn)  
Average duration ~ 11y



## Highlights

- Increase backlog (+17% yoy) with 11Y average duration
  - **Public Administration**: ~60% of the backlog by 2029 also thanks to the launch of national public tenders
  - **Industrial and Tertiary**: primarily through photovoltaic, but also co-trigeneration with hard to abate clients
  - **Residential** refocus on EnPC<sup>2</sup> contracts for large size clients
- Avoided emissions: **72 ktons** in 2024 to **150 ktons** in 2029

~ € 250 m capex <sup>1</sup>

1. 2025-2029 investments, no grants forecasted on Energy Efficiency  
2. Energy performance contracts

# Promoting a Pan-European multi-molecules interconnected system

Teleborsa: distribution and commercial use strictly prohibited



energy  
to inspire the world

## Multi-molecules vision

**Med-EU energy security bridge**

South-North Corridor		East-West Corridor	
TAG	GCA	TAP	Desfa
Sea Corridor			

**Hydrogen corridors**

South H2 Corridor		H2 Med	
TAG	GCA	Teréga <sup>1</sup>	
Sea Corridor		South-East (SEE Hy) Corridor	
		Desfa <sup>2</sup>	

**Multi-molecule storage**

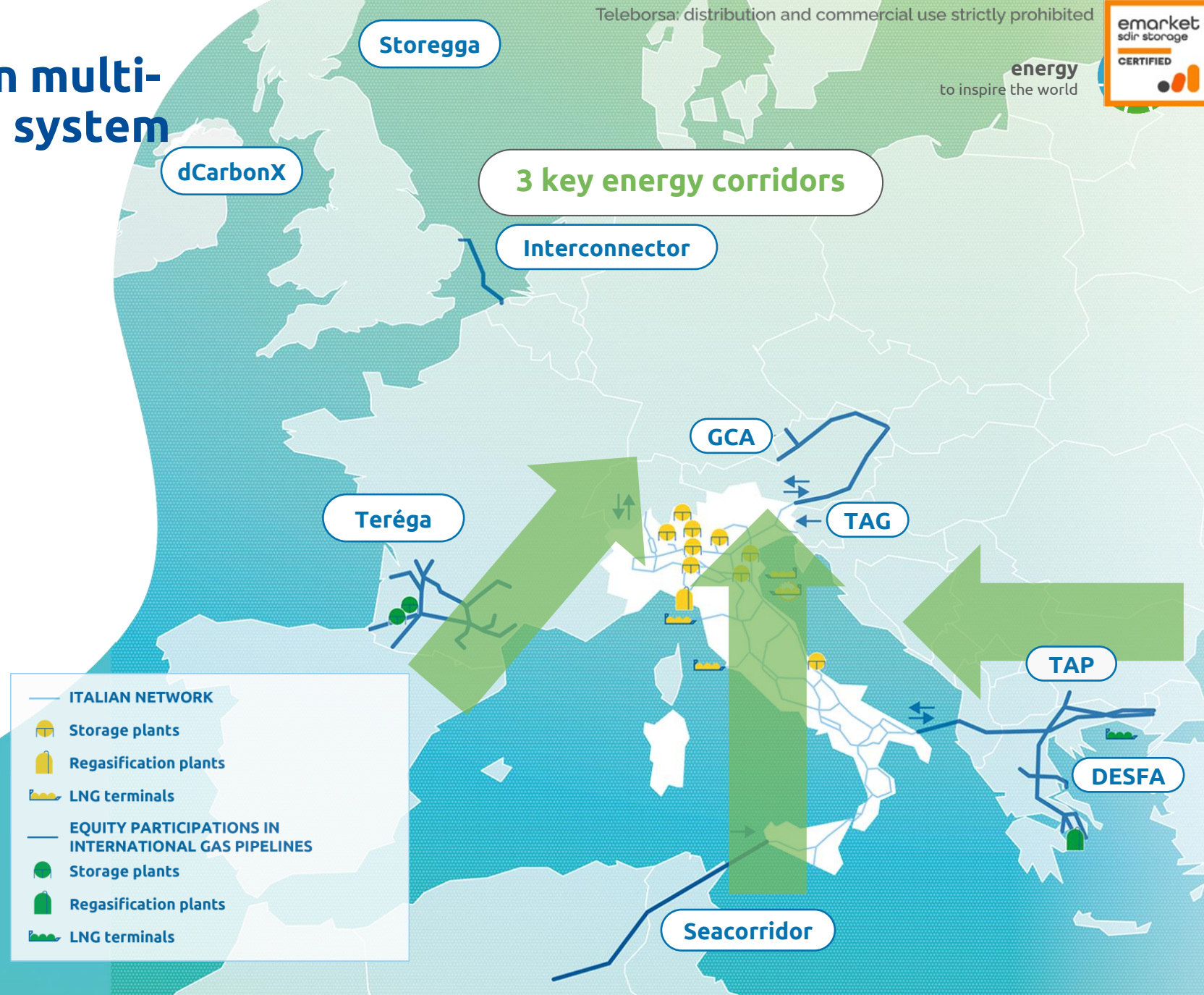
CCS Med Leadership		Advanced geographies	
Teréga	Desfa	DCarbonX (CH4+H2)	Storegga (CO2)

**ITALIAN NETWORK**

- Storage plants
- Regasification plants
- LNG terminals

**EQUITY PARTICIPATIONS IN INTERNATIONAL GAS PIPELINES**

- Storage plants
- Regasification plants
- LNG terminals



3 key energy corridors

Interconnector

Teréga

GCA

TAG

TAP

DESFA

Seacorridor

1. Project with Enagas, GRTgaz, OGE, REN.

2. Project with Bulgartransgaz, TRANSGAZ, FGSZ, NET4GAS and OGE.

# How we deliver our Ambition



## Business focus

**Gas infrastructure** to secure energy supply

**Energy transition platform** to accelerate decarbonization

€ 12.4 bn Capex 2025-29 (~ € 13.4 bn gross of grants)

- **41%** investments **Taxonomy aligned**
- **58%** investments **SDG aligned**
- **€ 10.9 bn** investments **Gas Infrastructure**
- **€ 1.5 bn** investments **Energy Transition**



## Strategic levers

**Transformative Innovation**

All-round **sustainable strategic framework**

**Dual-track innovation approach**

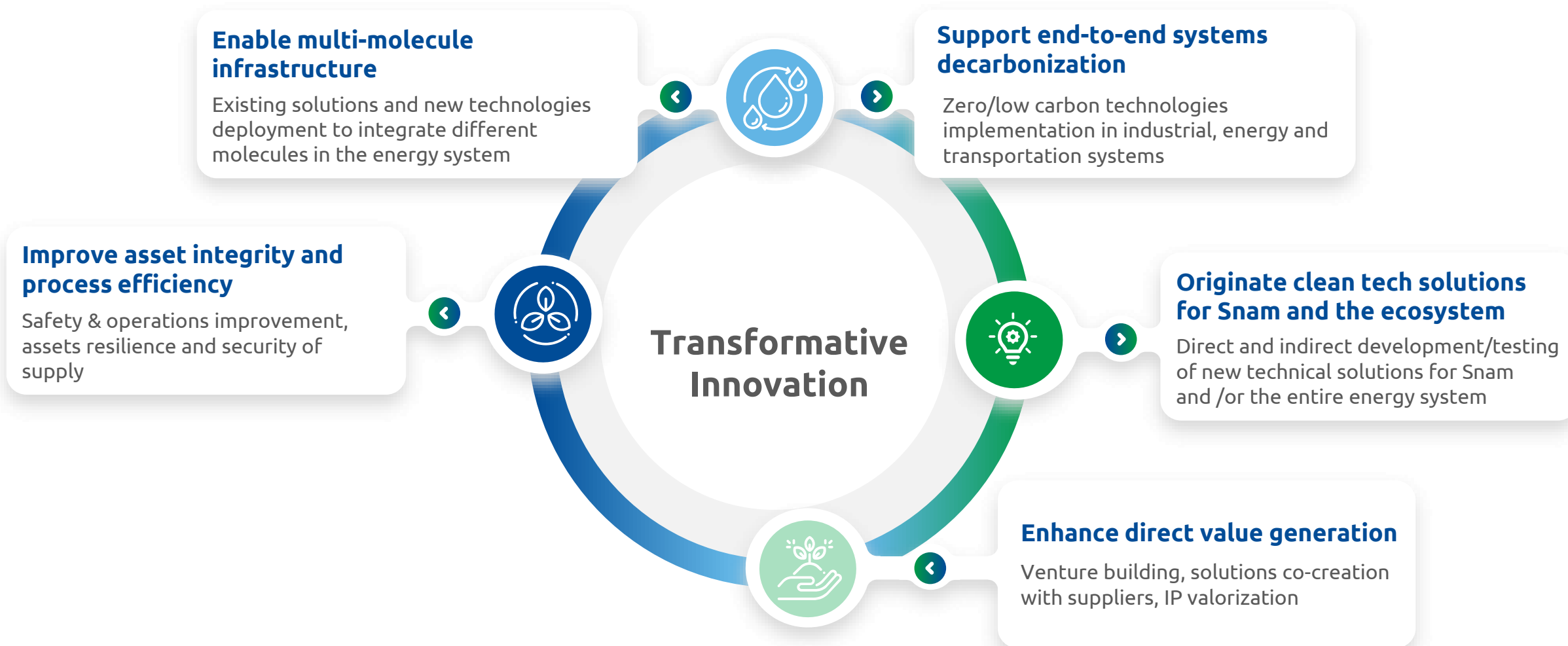
to drive operational excellence and sustainability

- **€ 338 m** investments **Proven** Innovation
- **€ 62 m** investments **Explorative** Innovation

**All-round sustainable framework**

based on 7 pillars with a distinct ambition and scorecard targets

# Trasformative Innovation as a strategic lever



Innovation Plan to be released in H1 2025



# Transformative Innovation: Dual track approach achievements

## 1. Proven Innovation

Scalable solutions with consolidated partners



- Cornerstone of all operations digitalization projects
- First set of releases in Q1 2024
- ~2.000 users

8,000 Km of grid modeled and optimized through AI

10,000 Assets key points monitored with new field sensors

1.5 bn # of data acquired and processed daily with AI to support remote asset diagnostic and predictive maintenance

2,000 Km of grid monitored and analyzed with AI-boosted satellites to prevent impacts from landslides

**20x** Precision in determining ranges of leaks detection **+18%** Of km of grid monitored per field worker<sup>1</sup>

**-15%** Fuel consumption per gas transported yoy **+25%** Accuracy on daily demand forecast (output based incentives)<sup>1</sup>

## 2. Explorative Innovation

New technologies through a broad innovation ecosystem



New governance and processes to scout, analyse and steer explorative innovation initiatives in 2024

H2 Shift Production testing platform

Mem Lab Pilot membrane-based H2 separation, granted by Arera

CO2 Vault Internal start up working on Co2 initiative removal credits

Patent 1 granted, 2 submitted

**~4000** Screened Startups<sup>1</sup> **>30** Ongoing Projects<sup>2</sup>

**~50** Proof of concept or scale with Startups<sup>1</sup> **4** Major cofounded initiatives by ARERA or EU

Key initiatives ongoing

KPIs

1. Since beginning of SnamTEC digital transformation program  
2. Including mainly R&D and Tlab activities with other areas

# All-round Sustainability

## Key Achievements

Methane emissions **-62%**<sup>1</sup> (2024E vs 2015)  
& **4 years** Gold standard by UNEP

2024E Scope 1+2 emissions - **25%**<sup>1</sup> vs 2022 (baseline)

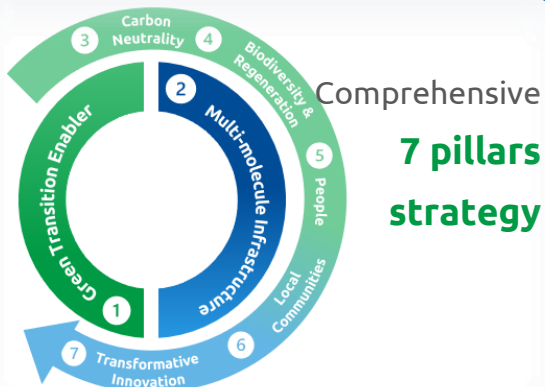
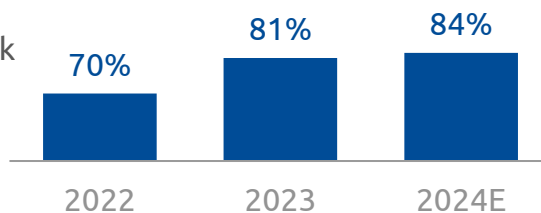
Biodiversity: **Zero Net Conversion** in 2024

**84%** Sustainable Finance

Updated Sustainable Finance Framework

**Moody's Net Zero Assessment**

on emissions pathway alignment to Paris



First ever  
**Transition Plan Roadmap**



## Strategic Priorities

Decarbonization and biodiversity targets **delivery**

- Scope 1+2: **-40% by 2030**
- Scope 3: **-30% by 2030**
- Biodiversity: **Net positive impact by 2027**

- **ESG ratings** leadership
- **Sustainability pillars** delivery
- **Sustainability scorecard** new targets to 2029
- **SBTI and SBTN** certifications commitment (if/when methodologies and possibility to submit targets available)

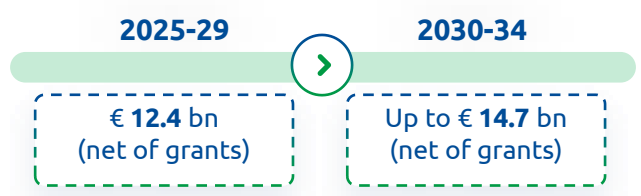
- **CSRD** compliance
- Climate Change Risk assessment deep-dive with biodiversity analysis

1. Preliminary figures

# Transition Plan Key Messages

## Our Ambition

Snam's vision is to become a future-proof pan-European multi-molecule infrastructure operator



Green and decarb investments

70%

73%

Taxonomy aligned

41%

48%

## Risks and Opportunities in Energy scenarios

Snam's assets, investments and business model are resilient in the face of climate change, and also key in transitioning to Net Zero

### Physical risks<sup>5</sup>

#### Short-medium term



#### Long term



### Transition risks and opportunities<sup>5</sup>

#### Short-medium term



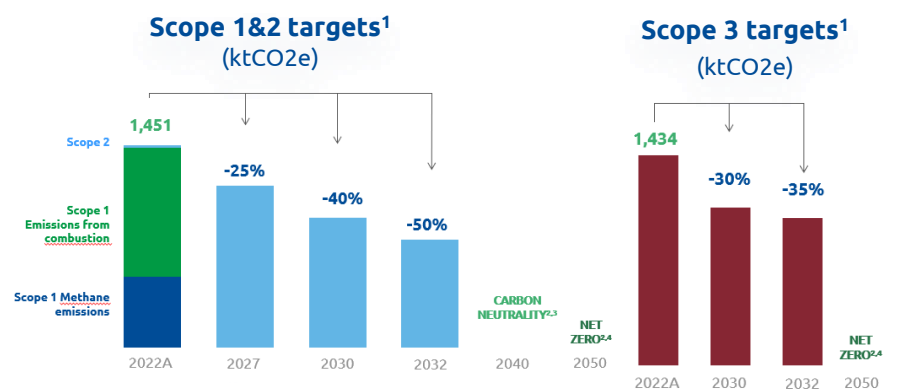
#### Long term



- Market Risks
- Regulatory Risks
- Technological Risks
- Reputational Risks

## Climate and Biodiversity strategy

Snam is committed to reduce its carbon footprint across Scope 1,2 and 3 in line with the Paris Agreement and to have a positive impact on Nature by 2027



### Targets on Nature

Zero Net Conversion by 2024

Net Positive impact by 2027

1. On Regulated perimeter as of 2022  
 2. On full Snam Group perimeter  
 3. CARBON NEUTRALITY: requires to fully offset the residual emissions  
 4. NET ZERO: requires at least -90% emissions vs base year and the neutralization of residual emissions through permanent carbon removals

5. Residual severity under the MID Scenario (RCP Scenario 4.5: Progressive intensification of natural phenomena)



# Agenda



Energy context evolution



Snam: the largest European gas infrastructure player



Our strategy: Building a pan-European multi-molecule infrastructure player



**Business Plan projections**

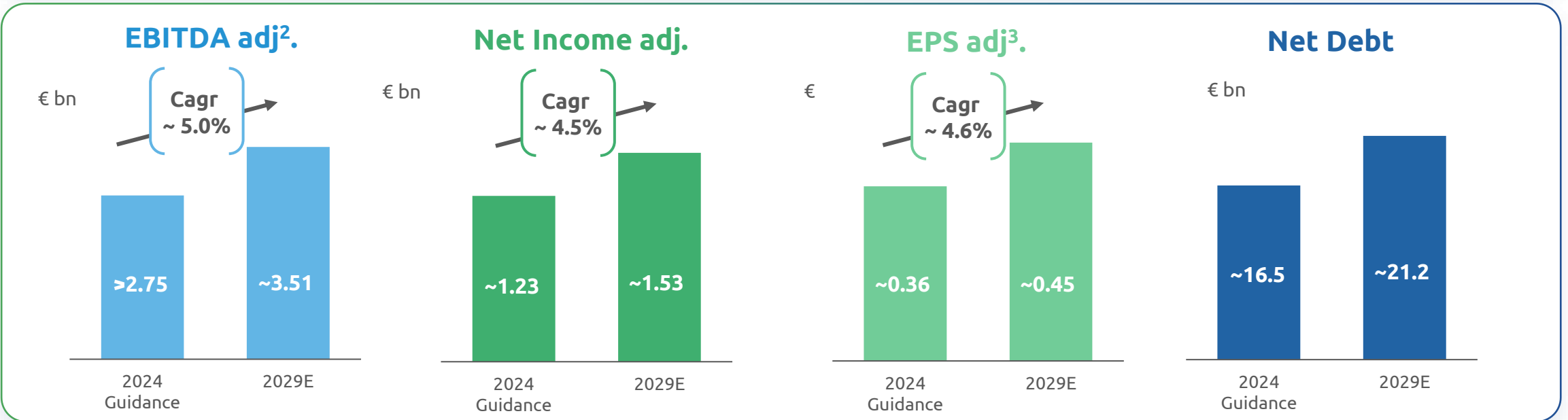


Vision to 2034 and Beyond.  
Closing remarks





# 2025-2029 Strategic Plan



1. Net of grants. Total Capex gross of grants: € 13.4 bn  
 2. EBITDA 2024-2029 CAGR ~5.5% with Biomethane pro-forma

3. Net profit adjusted for hybrid instrument financial expenses (-€45m per year)

# € 12.4 bn investments 2025-29 in a future-proof multi-molecule infrastructure

## Transport

- Adriatic Line
- Replacement of pipelines
- Net zero investments: dual-fuel compression stations
- FSRU and biomethane connections

- **+10 bcm** South to North capacity
- **~850 km** replacements
- **3** dual fuels

8.0

## Storage

- Storage wells refurbishment and performance upgrading
- Edison Stoccaggio capex
- Net zero investments: dual-fuel compression stations

- **+0.6 bcm** capacity (thanks to overpressure)
- **3** dual fuels

2.0

## LNG

- Ravenna breakwater
- Small-Scale LNG infrastructures and Mobility

- **+5 bcm/y** from 2025
- **95** CNG and **40** L-CNG stations by 2029

0.9

## Energy Transition Platform

- Biomethane platform
- Decarbonization projects: H2 backbone acceleration, scale up of Ravenna CCS project, H2 Valleys and Gigafactory
- Energy efficiency: re-focus on long term contracts with PPP<sup>2</sup> and energy performance contracts

- **78 MW** Biomethane capacity by 2027
- Up to **4 mtons/y** of CO<sub>2</sub> stored by 2028-2032
- **~ € 2.7** bn Energy Efficiency backlog by 2029

1.5

~ 70% of Gas Infra Capex authorized

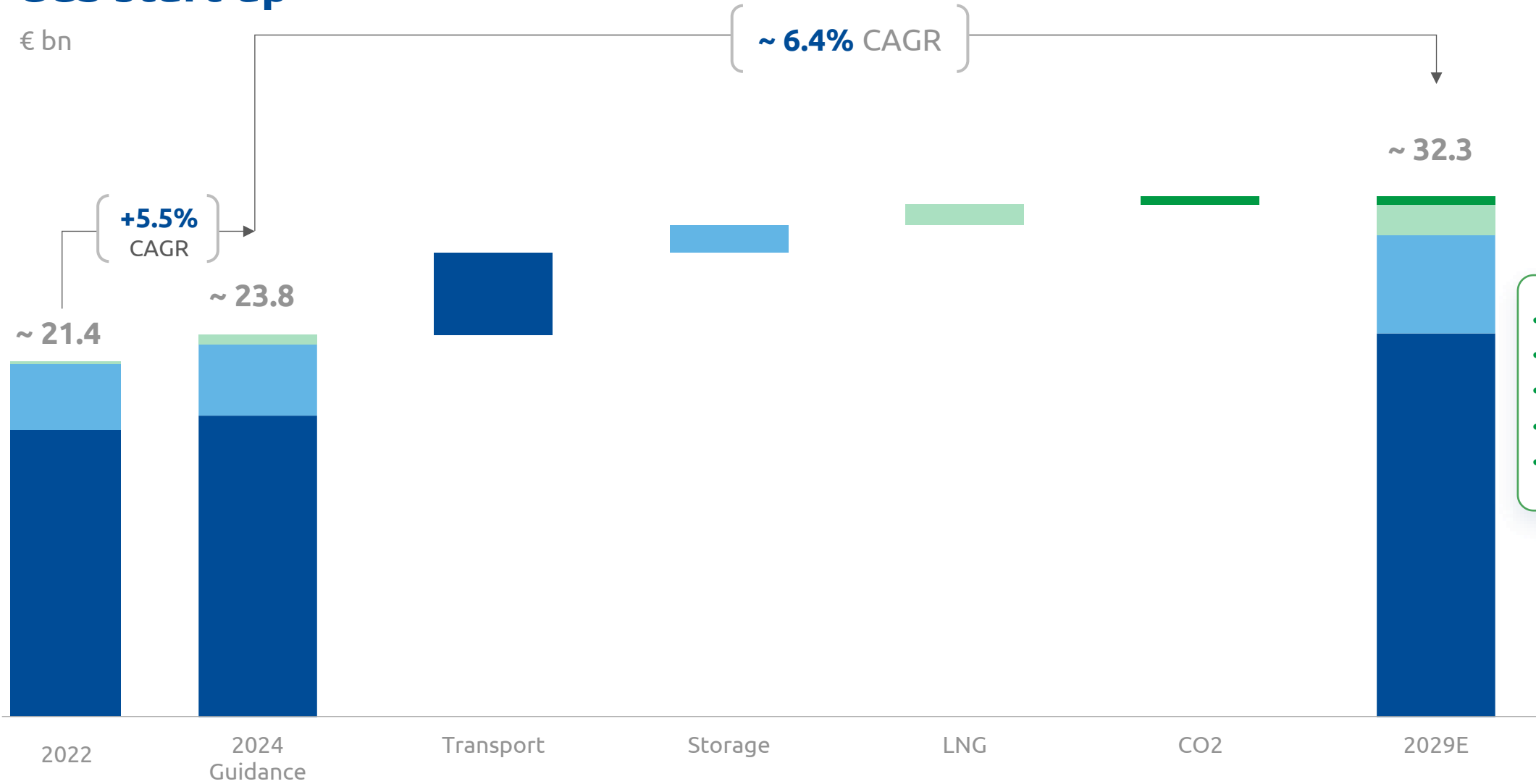
41% Taxonomy<sup>3</sup>, 58% SDG aligned<sup>3</sup>

€ 12.4 bn<sup>1</sup>

1. Net of ca € 1 bn of grants  
2. Public Private Partnership  
3. Gross of grants

# RAB growth driven by the three main businesses and CCS start up

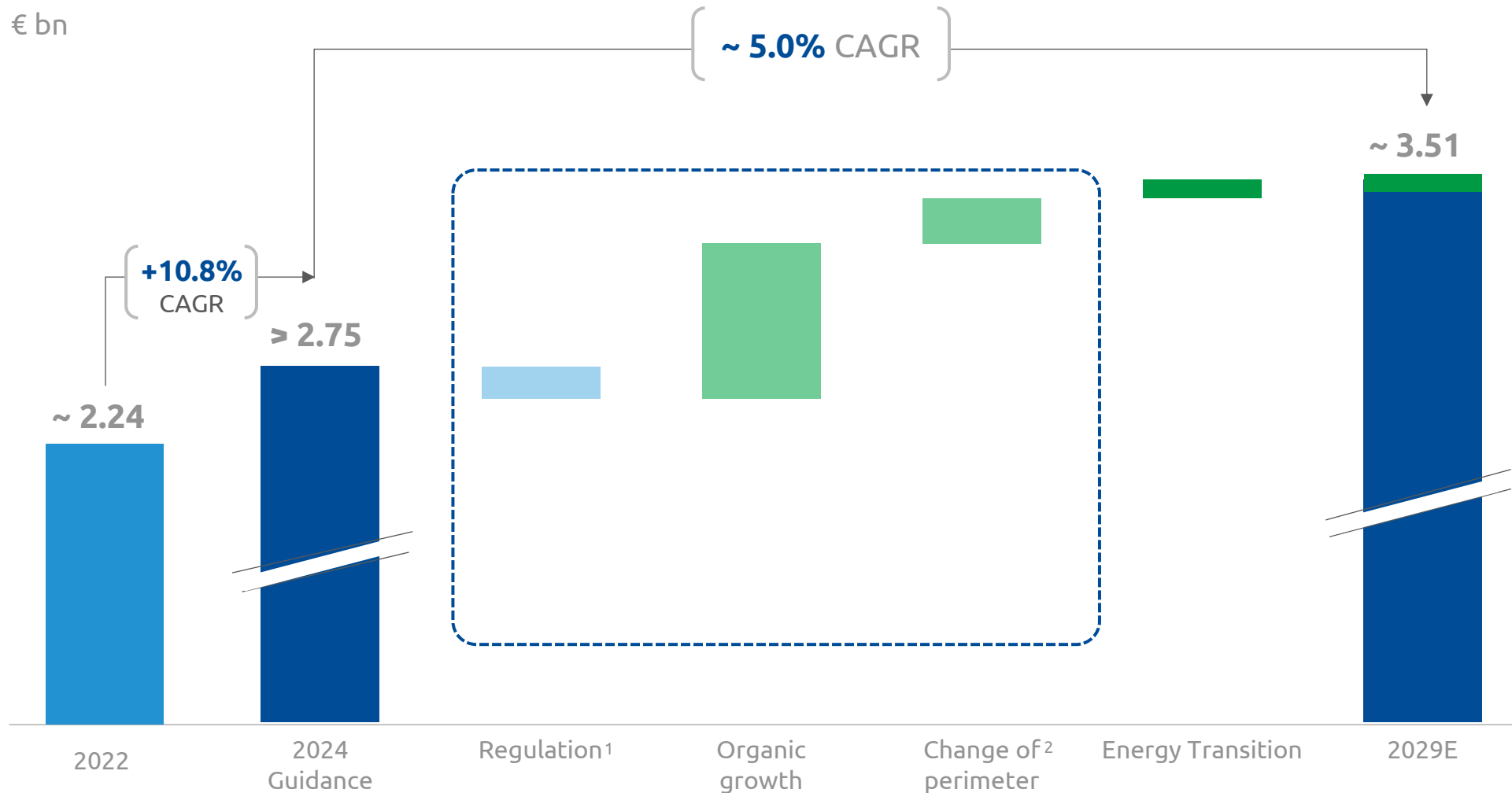
€ bn



- Capex
- RAB inflation impact
- Edison Stoccaggio
- Ravenna FSRU
- CCS infrastructure

# EBITDA growth driven by regulated business

€ bn



## Gas Infrastructure:

- (-) Lower WACC
- (+) New investments
- (+) Edison Stocaggio/ enter in operation of Ravenna FSRU

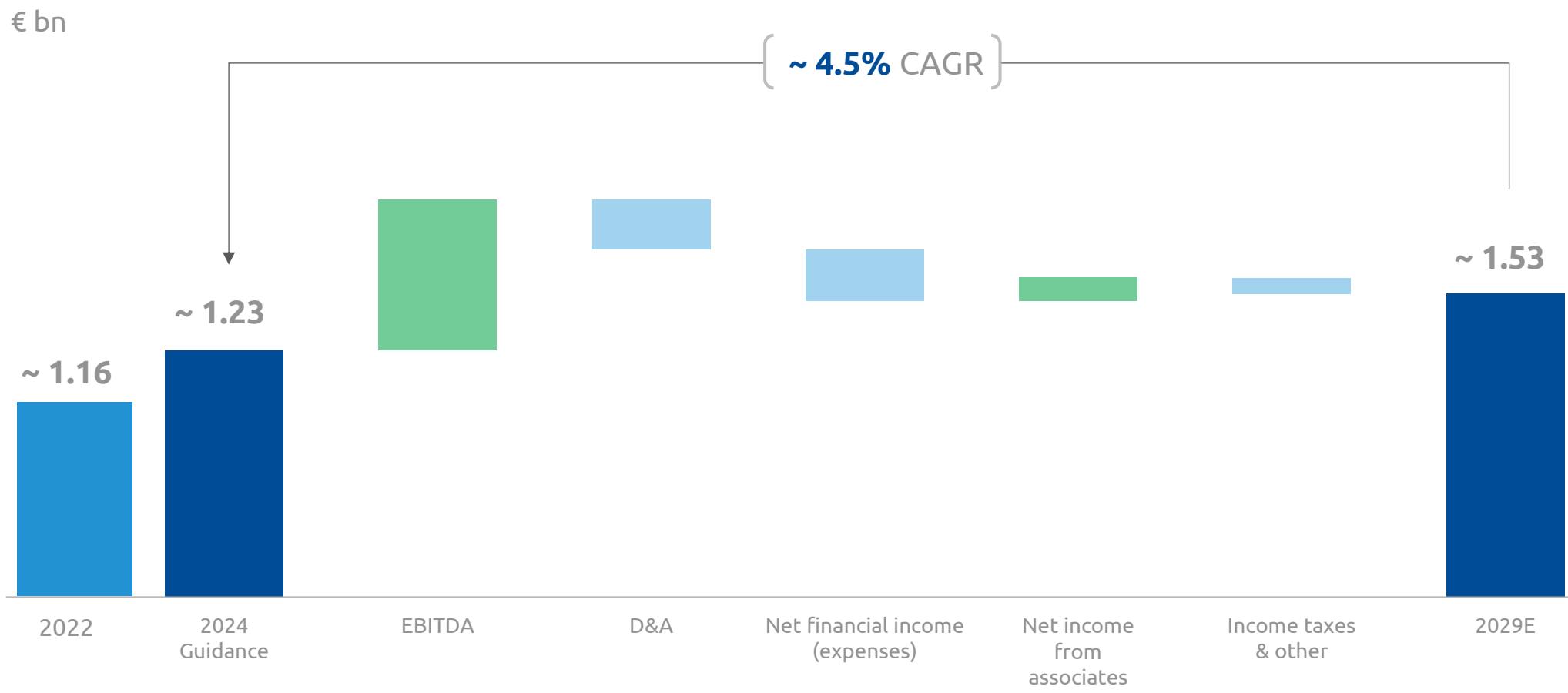
## Energy transition:

- Biomethane deconsolidation
- Energy Efficiency repositioning
- Decarbonization projects (CCS) contribution start

1. Change in WACC and Ross effects  
2. Edison Stocaggio and Ravenna FSRU



# Net income accelerating despite higher net interest charges



D&A increase due to new assets

Net financial expenses impacted by net cost of debt from 2.5% to 3.0%

Rising contribution from Associates

**4.6% EPS CAGR 2024-29**

# Strategic relevance and value creation from Associates

## Active management of our assets' portfolio

### Value enhancers



~ 70% of contribution<sup>1</sup>

### Enablers



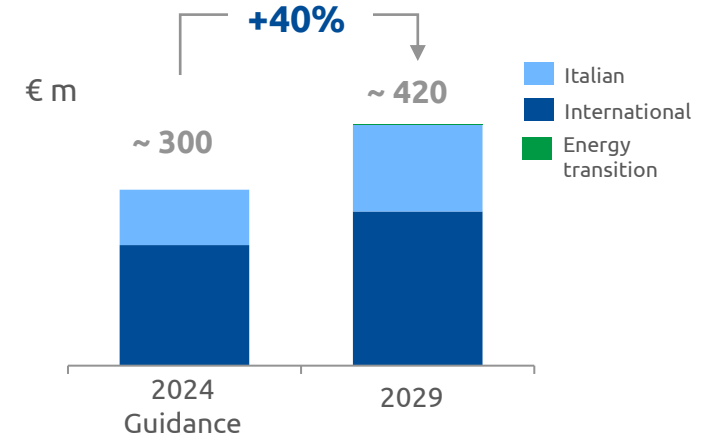
~ 10% of contribution<sup>1</sup>

### Opportunistic



~ 20% of contribution<sup>1</sup>

## Rising Associates' contribution and visibility



Rising associates' contribution:

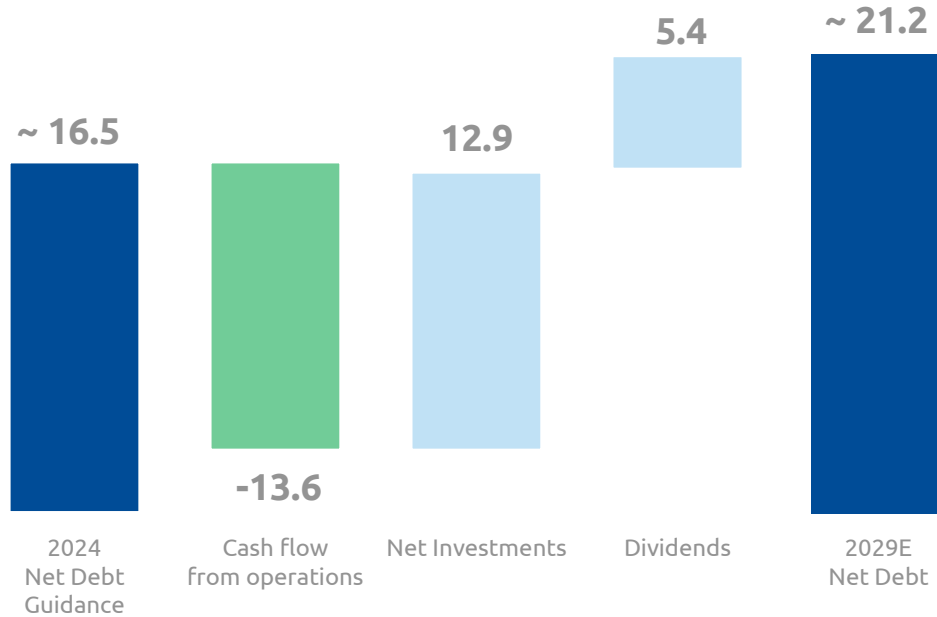
- TAG: Regulatory review removing volumes risk
- TAP: minimum expansion (from 2026) and CPI-linked tariffs
- Italian associates

1. In terms of average Net Income contribution from associates in the period 2025-2029



# Keeping financial solidity and flexibility

## Cash flow



Cost of debt evolution

2.5%

Fix/Floating mix

3/4

% Sustainable financing<sup>1</sup>

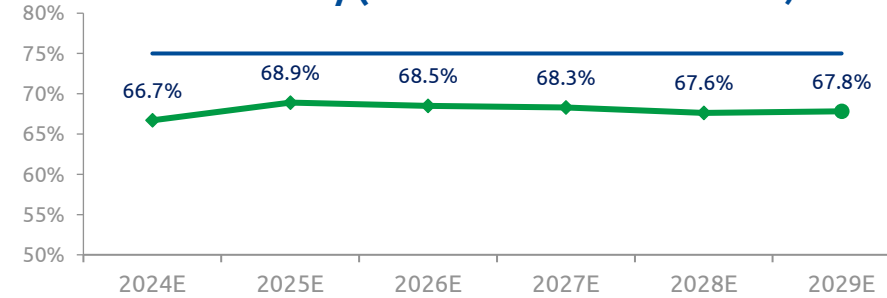
~84%

3.0%

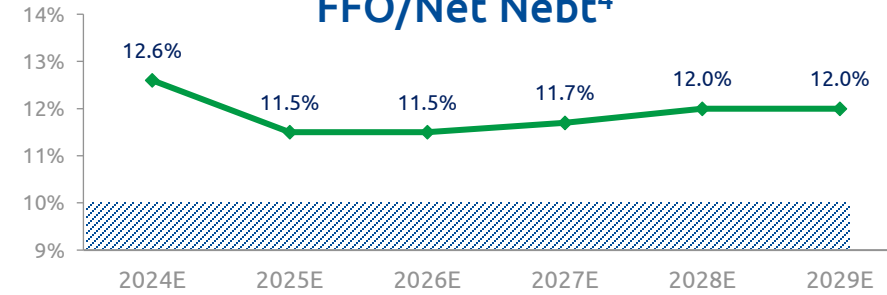
3/4

~90%

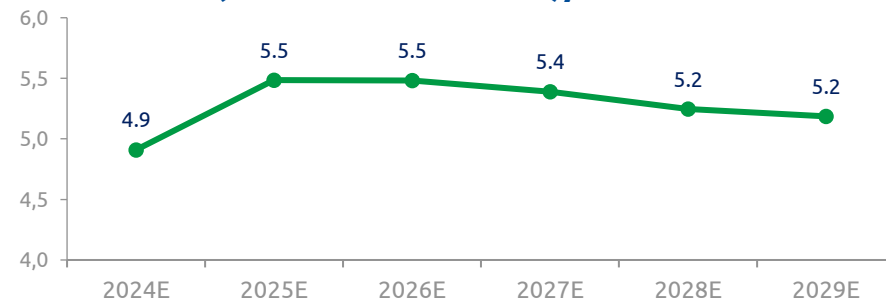
## Net Debt/(Fixed Assets + BVEP<sup>3</sup>)



## FFO/Net Debt<sup>4</sup>



## (Net Debt - BVEP)/EBITDA



**Sustainable financing target improved and average cost of debt at 2.8%**

**Credit metrics providing sound financial flexibility**

1. % on Total Committed Funding

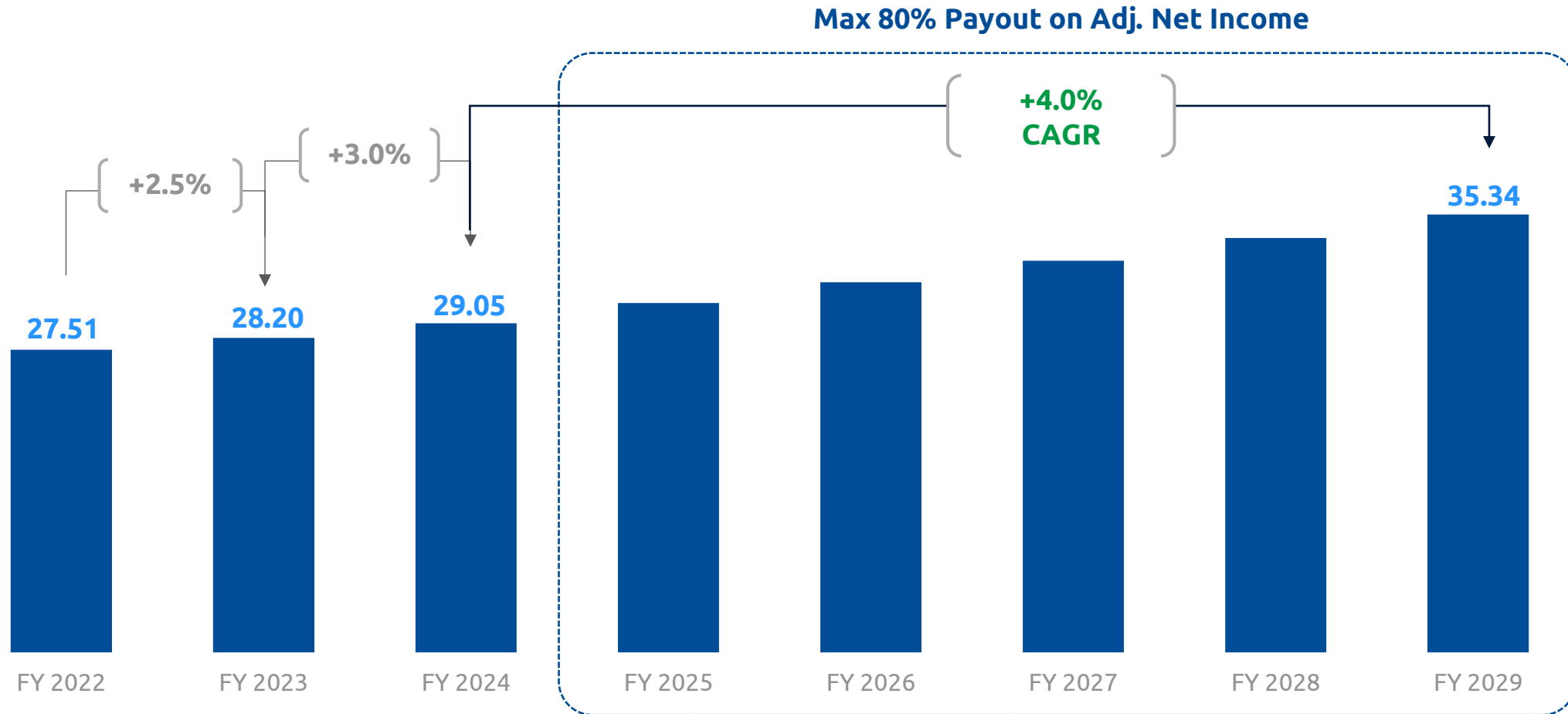
2. Rating from the grid for Moody's, Stand alone credit profile for S&P

3. Moody's threshold: Including book value of equity participations

4. Shaded area consistent with current rating metrics by Moody's and S&P (inferred)

# Sustainable and improved dividend policy

DPS € cent



**4% DPS annual growth 2024-29**



# Sound and visible 2025 outlook

	Guidance FY 2024	Guidance FY 2025	2025-2029
<b>Investments</b>	<b>€ 3.0 bn</b> <ul style="list-style-type: none"> <li>• € 2.8 bn Gas Infrastructure</li> <li>• € 0.2 bn Energy Transition</li> </ul>	<b>€ 2.9 bn</b> <ul style="list-style-type: none"> <li>• € 2.5 bn Gas Infrastructure</li> <li>• € 0.4 bn Energy Transition</li> </ul>	<b>€ 12.4 bn</b> <b>(net of grants)</b>
<b>Tariff RAB</b>	<b>€ 23.8 bn</b>	<b>€ 25.8<sup>2</sup> bn</b>	<b>~ 6.4% CAGR</b>
<b>EBITDA adj.</b>	<b>&gt; € 2.75 bn</b>	<b>~ € 2.85 bn</b> ~ +4%	<b>~ 5.0% CAGR</b> ~ +28%
<b>Net income adj.</b>	<b>~ € 1.23 bn</b>	<b>~ € 1.35 bn</b> ~ +10%	<b>~ 4.5% CAGR</b> ~ +24%
<b>EPS adj<sup>1</sup>.</b>	<b>~ € 0.36 €</b>	<b>~ € 0.40 €</b>	<b>~ 4.6% CAGR</b> ~ +25%
<b>DPS</b>	<b>~ € 0.29 €</b>	<b>~ € 0.30 €</b>	<b>~ € 0.35<sup>3</sup> €</b>
<b>Net debt</b>	<b>€ 16.5 bn</b>	<b>~ € 18.6 bn</b>	<b>~ € 21.2 bn<sup>4</sup></b>

1. EPS calculated adjusting Net profit for hybrid instrument financial expenses (€45m per year)

2. Including ca €500m of Edison Stocaggio RAB

3. 2029 DPS

4. 2029 Net Debt

# Agenda



Energy context evolution



Snam: the largest European gas infrastructure player



Our strategy: Building a pan-European multi-molecule infrastructure player



Business Plan projections

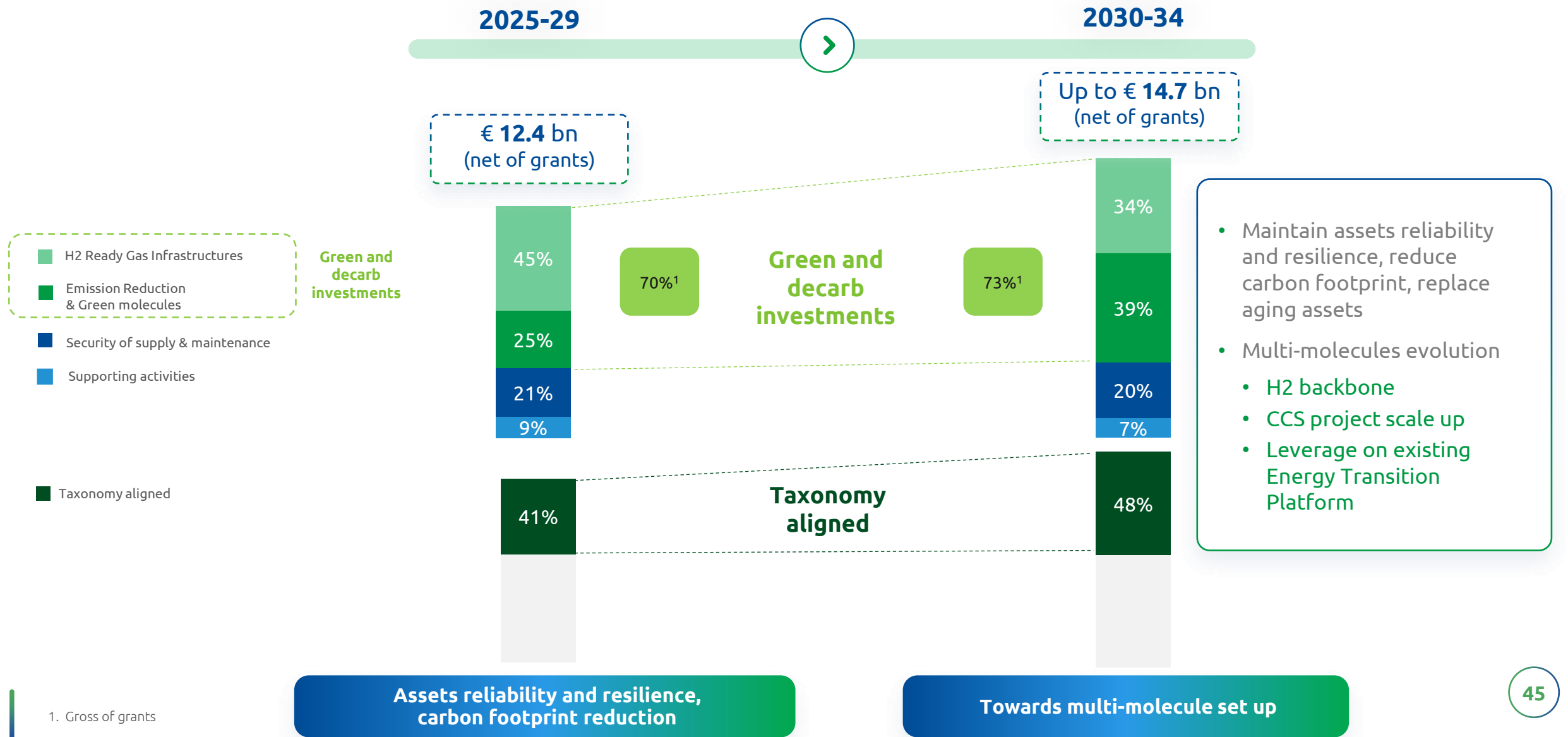


**Vision to 2034 and Beyond.**  
**Closing remarks**



# Ambition to 2034: Future proof multi-molecule infrastructure

~ € 27 bn 2025-34 investments



- H2 Ready Gas Infrastructures
- Emission Reduction & Green molecules
- Security of supply & maintenance
- Supporting activities
- Taxonomy aligned

1. Gross of grants

# Long term decarbonized gas mix evolution

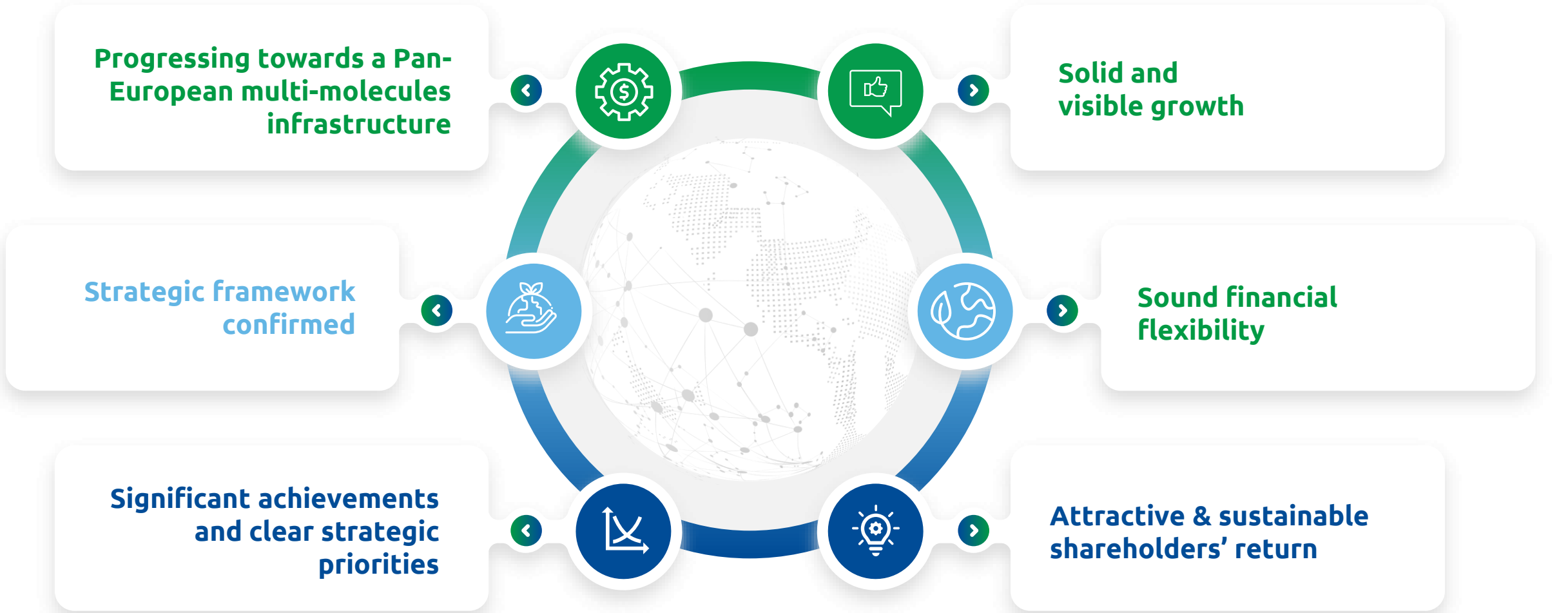
Illustrative<sup>2</sup>



Multi-molecules natural hedge with flexible mix over time

1. 2050 long term scenarios will be subjects of a specific analysis during 2025, in collaboration with Terna, as determined by the ARERA regulation 392/2024/R/com  
2. The graph shows a plausible directional evolution

# Closing remarks



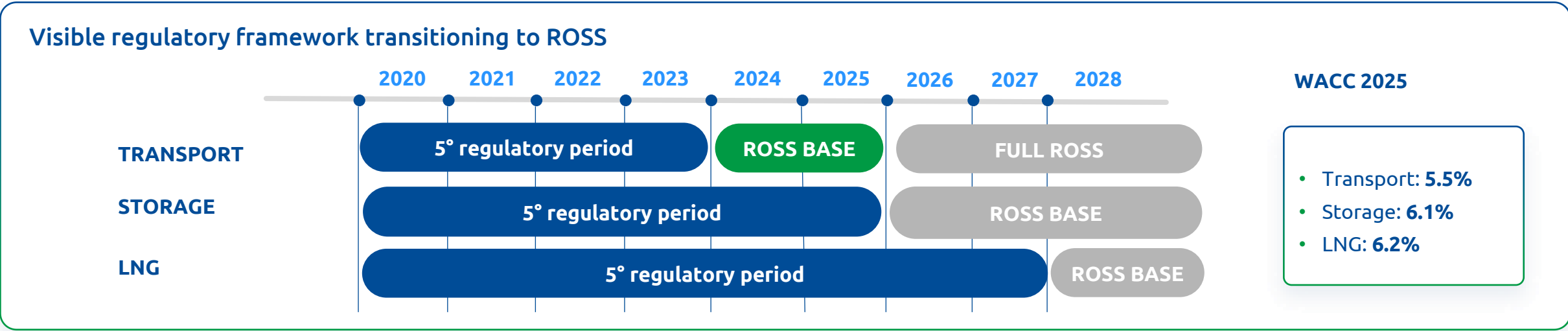




# Financial Annex



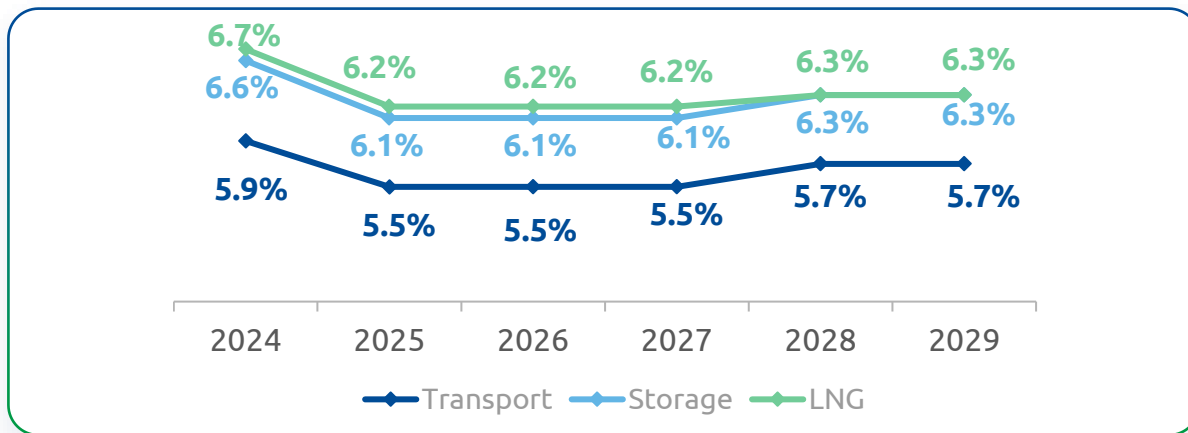
# Visible and supportive regulation



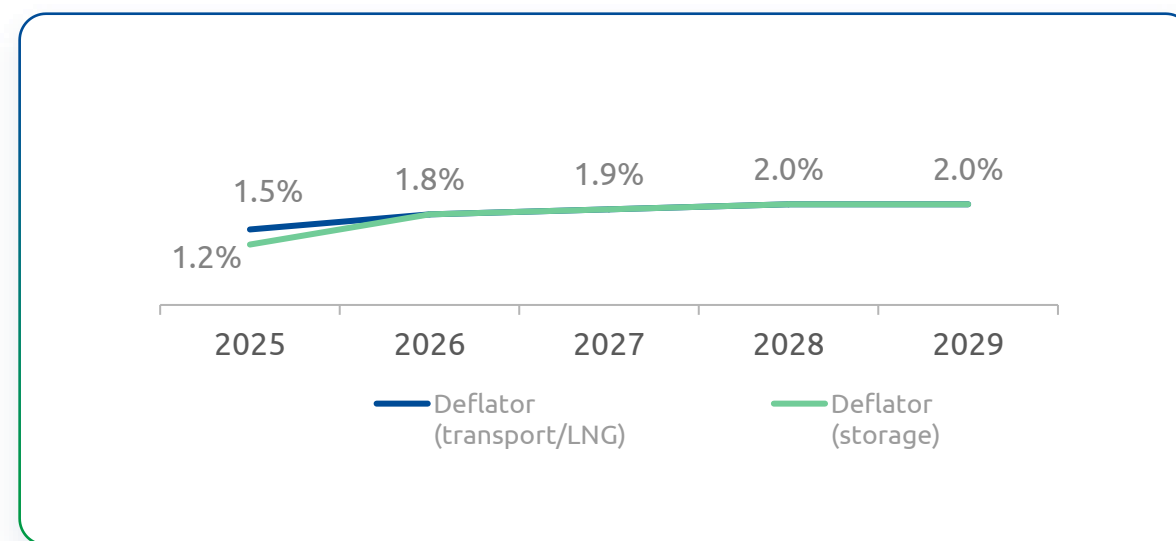
**Regulatory visibility and a faster cash conversion**

# Key Business Plan assumptions

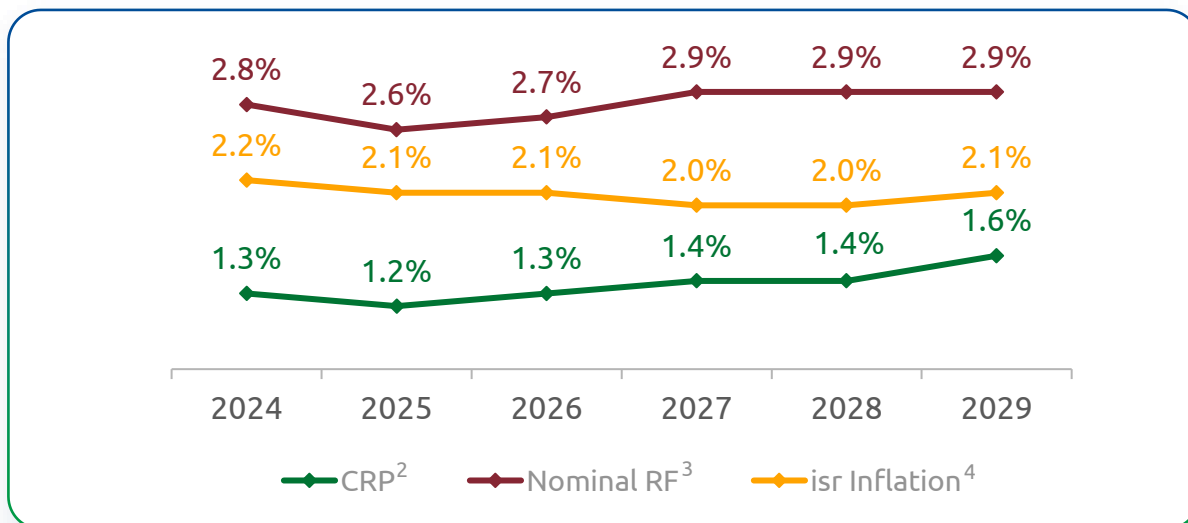
WACC real pre-tax



Deflator/Inflation<sup>5</sup> in terms of impact on Revenues



Forward curves (wacc formula)<sup>1</sup>



## Sensitivity:

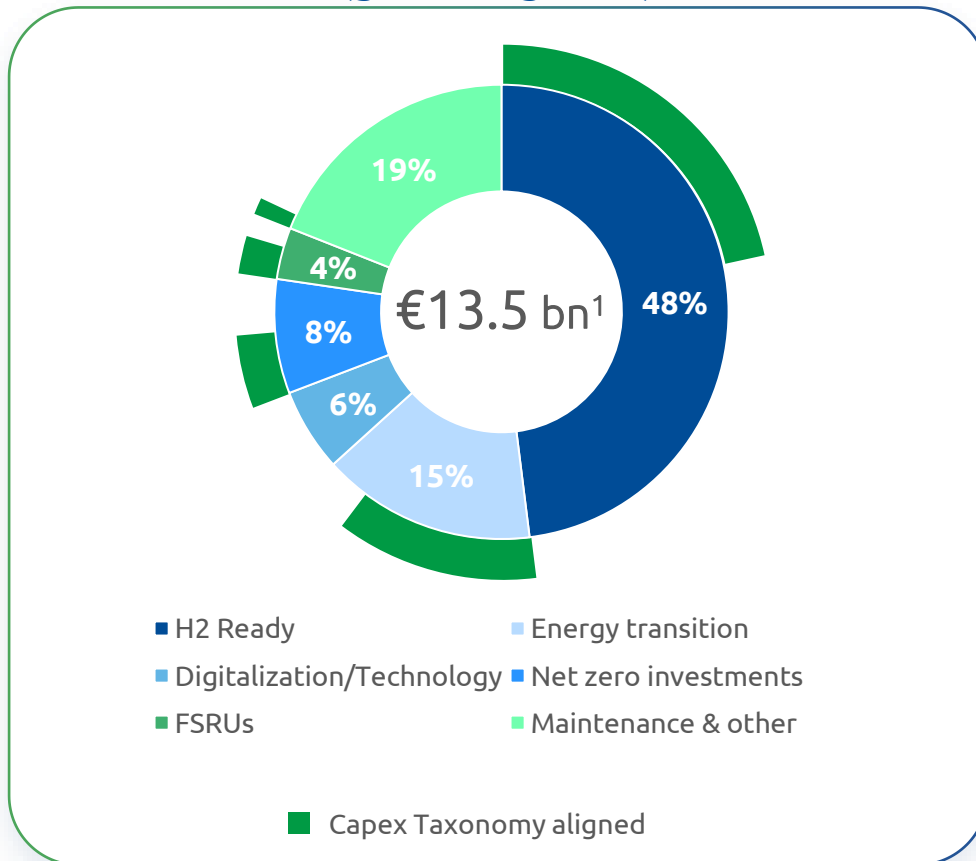
+/- 1% change in Deflator → +/- €15 m average impact on net income  
 +/- 0.1% change in WACC<sup>6</sup> → +/- € 15 m average impact on net income

1. Bloomberg-Oxford  
 2. Country risk premium: the difference between 10Y BTP rate of return and risk-free rate  
 3. Nominal Risk free: rate of return of risk-free assets, in nominal terms, calculated as the average 10Y bonds rate of returns of countries with at least AA rating according to S&P classification (Germany, France, Belgium, Netherlands)

4. The inflation embedded in the nominal risk-free rate (10Y average inflation-linked swap)  
 5. Average RAB inflation of 1.8% for transport  
 6. Applied to the whole RAB

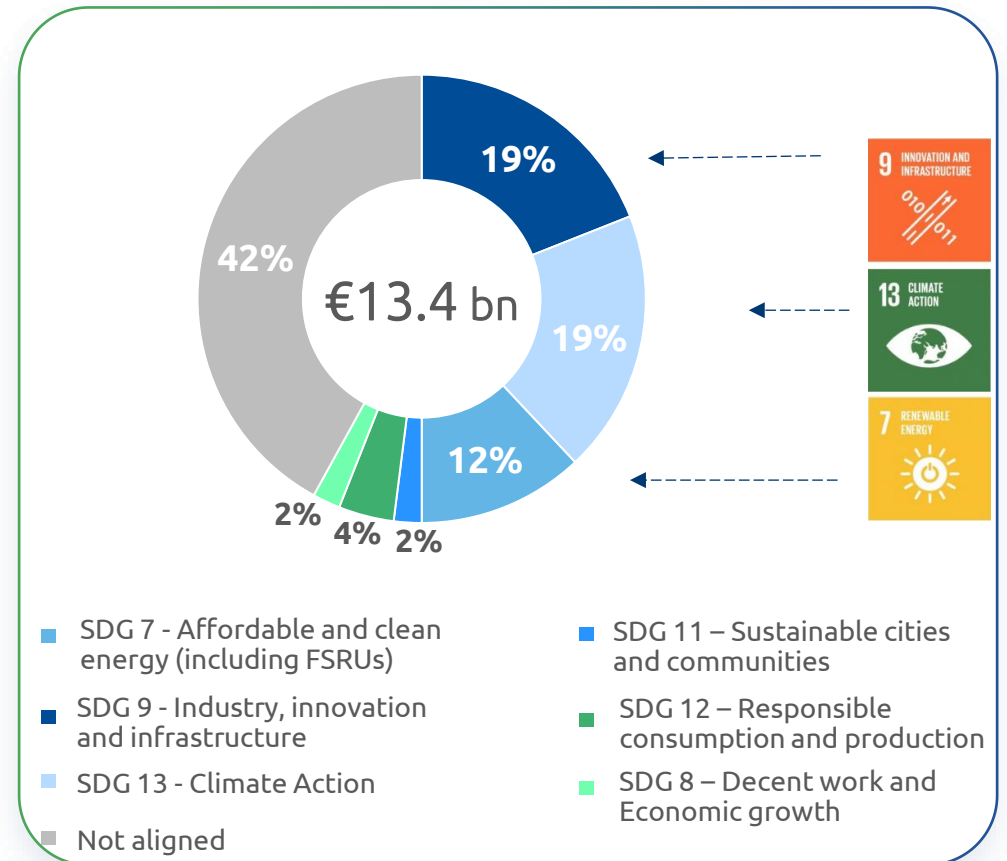
# 2025-2029 Capex alignment

## Overall Capex mix and Taxonomy alignment (gross of grants)



**41% taxonomy aligned**

## Capex alignment to SDGs (gross of grants)



**58% SDGs aligned**

1. Including around 150 m of Right-of-use assets, pursuant to IFRS 16.

# Capex breakdown

## Capex by year

(€ bn, net of grants)

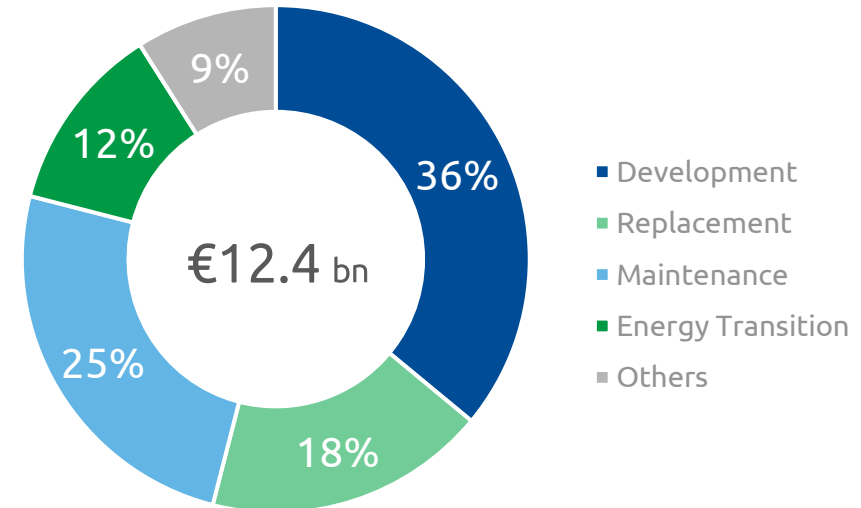
	2025	2026	2027	2028	2029	Total
<b>Transport<sup>1</sup></b>	1.8	2.0	1.5	1.4	1.3	<b>8.0</b>
<b>Storage</b>	0.3	0.4	0.4	0.5	0.4	<b>2.0</b>
<b>LNG<sup>2</sup></b>	0.4	0.2	0.1	0.1	0.1	<b>0.9</b>
<b>Energy Transition</b>	0.4	0.2	0.3	0.2	0.4	<b>1.5</b>
<b>Total</b>	<b>2.9</b>	<b>2.8</b>	<b>2.3</b>	<b>2.2</b>	<b>2.2</b>	<b>12.4</b>

1. Including corporate capex

2. Including greenture (SSLNG and mobility) investments

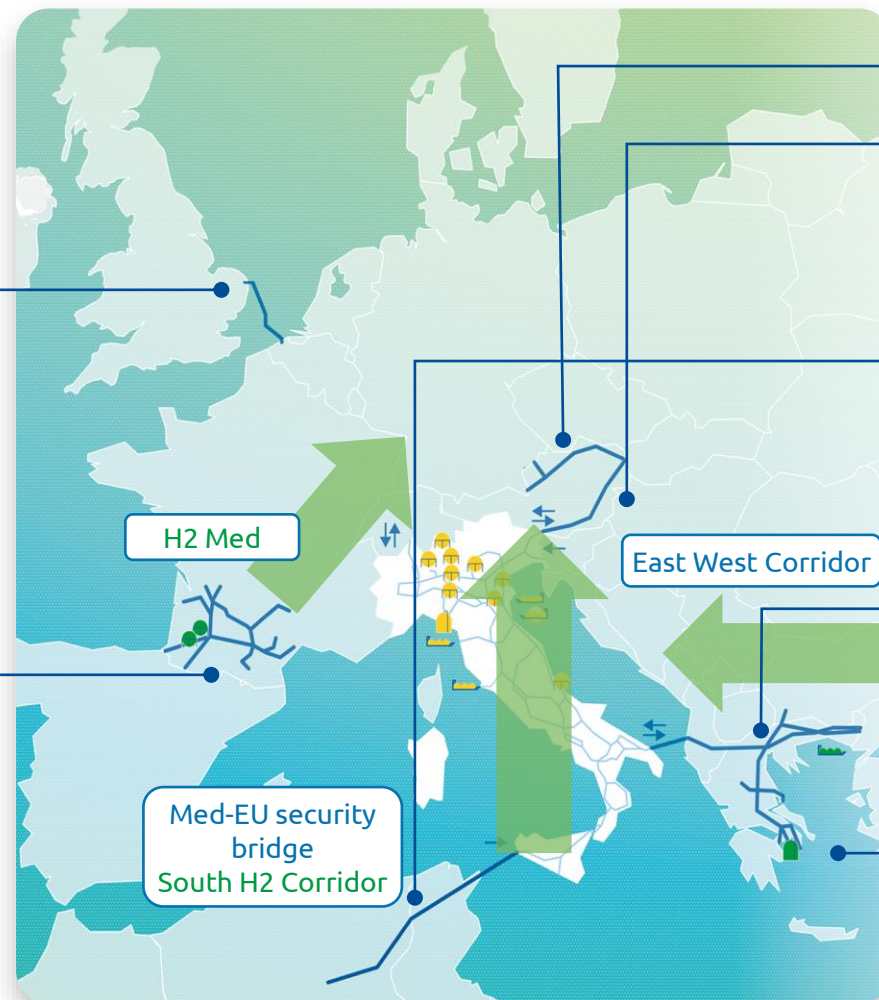
## Capex breakdown

(net of grants)





# International associates' key development projects



**Interconnector**

- ~50% capacity booked until 2026
- Operational and commercial optimizations

**Teréga**

- Solid CapEx Plan sustain the RAB growth
- Debt refinancing completed: € 600 m
- 16.7% stake in BarMar (H2 transport) and Pycasso project (CCS) awarded with PCI status

**GCA**

- Securing stable remuneration in the medium-term

**TAG**

- Strategic role in terms of gas SoS and H2 development

**SeaCorridor**

- Working on transport rights extension (expiring in 2029)
- Strategic positioning as key H2 import route from North Africa

**TAP**

- Minimum expansion ready by beg 2026
- Focus on further expansions
















**DESFA**

- > € 1 bn capex plan supporting Balkan security of supply, North Macedonia interconnection by '26
- Alexandroupolis FSRU LNG in operation
- Revithoussa capacity booked until 2031
- € 810 m bond loan secured including RRF facility
- Greece-Bulgaria H2 backbone and CCS "Prinos" with PCI label

# Associates (1)

energy  
to inspire the world



Company	Geography	Strategic Value	Investment year	%	Book Value 31.12.2023	Net Income contribution (FY23)	Financial and Industrial partners
<b>SeaCorridor</b>	<b>Algeria Tunisia</b>	<ul style="list-style-type: none"> <li>First Italian import route after the drop of Russian imports</li> <li>Strategic corridor for H2 import from North Africa</li> </ul>	2023	49.90%	€ 648 m	€ 46 m	 
<b>Desfa</b>	<b>Greece</b>	<ul style="list-style-type: none"> <li>Sizeable capex plan supporting domestic lignite phase out and South-Eastern Europe market development</li> </ul>	2018	35.64% <sup>1,2</sup>	€ 207 m	€ 52 m	  
<b>TAP</b>	<b>Greece Albania Italy</b>	<ul style="list-style-type: none"> <li>In 9M 2024 covered ~ 17% of Italian demand</li> <li>1.2 bcm expansion from 2026</li> </ul>	2015	20.00%	€ 404 m	€ 65 m	   
<b>TAG</b>	<b>Austria</b>	<ul style="list-style-type: none"> <li>New regulatory framework with volume sterilization from 2025</li> </ul>	2014	89.22% <sup>2</sup>	€ 228 m	- € 46 m	<b>Verbund</b>
<b>GCA</b>	<b>Austria</b>	<ul style="list-style-type: none"> <li>Strategic H2 corridor toward Central Europe</li> </ul>	2016	19.60% <sup>1</sup>	€ 112 m	€ 19 m	<b>Allianz</b> 
<b>EMG</b>	<b>Egypt Israel</b>	<ul style="list-style-type: none"> <li>Export route from Israeli to Egypt</li> <li>Strategic asset in the East-Med area</li> </ul>	2021	25.00%	€ 49 m	€ 4 m	 
<b>De Nora</b>	<b>Italy</b>	<ul style="list-style-type: none"> <li>Leverage on H2 technologies and know how</li> </ul>	2021	21.59%	€ 376 m	€ 15 m	<div style="border: 1px solid black; padding: 2px; display: inline-block;">De Nora family</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-left: 10px;">Institutional investors</div>
<b>OLT</b>	<b>Italy</b>	<ul style="list-style-type: none"> <li>Strategic assets for the security and diversification of Italy's energy supplies</li> </ul>	2020	49.07%	€ 33 m	€ 9 m	 
<b>Adriatic LNG</b>	<b>Italy</b>		2017	30.00% <sup>3</sup>	n.a.	€ 5 m	

1. Indirect participation

2. Desfa: 39.60% voting rights; TAG: 84.47% voting rights

3. Snam's stake after the closing of the exercise of pre-emption right (stake increase from 7.3% to 30%), expected by December 2024

# Associates (2)

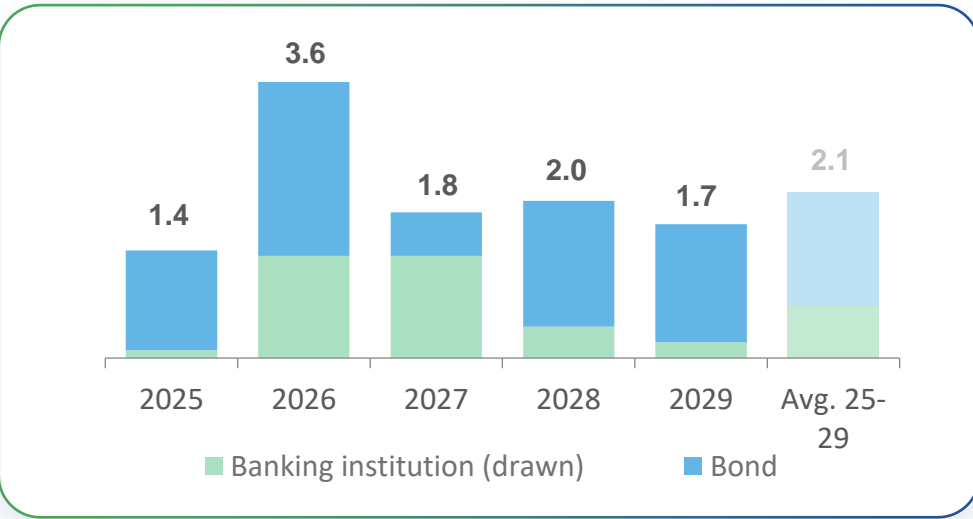
Company	Geography	Strategic Value	Investment year	%	Book Value 31.12.2023	Net Income contribution (FY23)	Financial and Industrial partners
<b>Teréga</b>	France	<ul style="list-style-type: none"> <li>Gas infrastructure operator in the South-West of France</li> <li>Partner of H2 Med Corridor</li> </ul>	2013	40.50%	€ 430 m	€ 48 m	
<b>Adnoc Gas Pipelines</b>	UAE	<ul style="list-style-type: none"> <li>20Y contracted assets</li> <li>Good and visible net income contribution</li> </ul>	2020	5.88% <sup>1</sup>	€ 131 m	€ 30 m	
<b>Interconnector</b>	Uk-Belgium	<ul style="list-style-type: none"> <li>Bi-directional gas pipeline between the UK and Belgium</li> <li>Capacity booked at almost 50% until 2026</li> </ul>	2012	23.68%	€ 68 m	€ 11 m	
<b>Italgas</b>	Italy	<ul style="list-style-type: none"> <li>Leader operator in the Italian gas distribution and third in Europe</li> </ul>	2016 (spin-off)	13.49%	€ 313 m	€ 59 m	

1. Indirect participation  
2. Calculated as 2023 cash-in on price paid



# Financial structure and rating

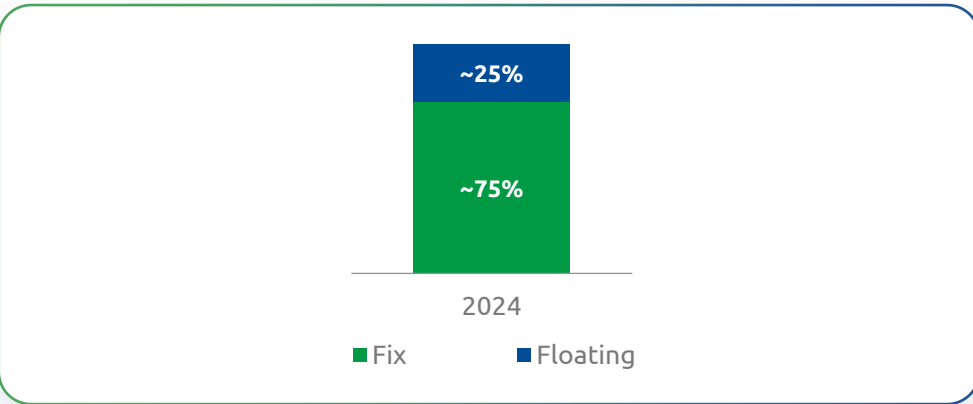
Maturities profile<sup>1</sup> (€ bn)



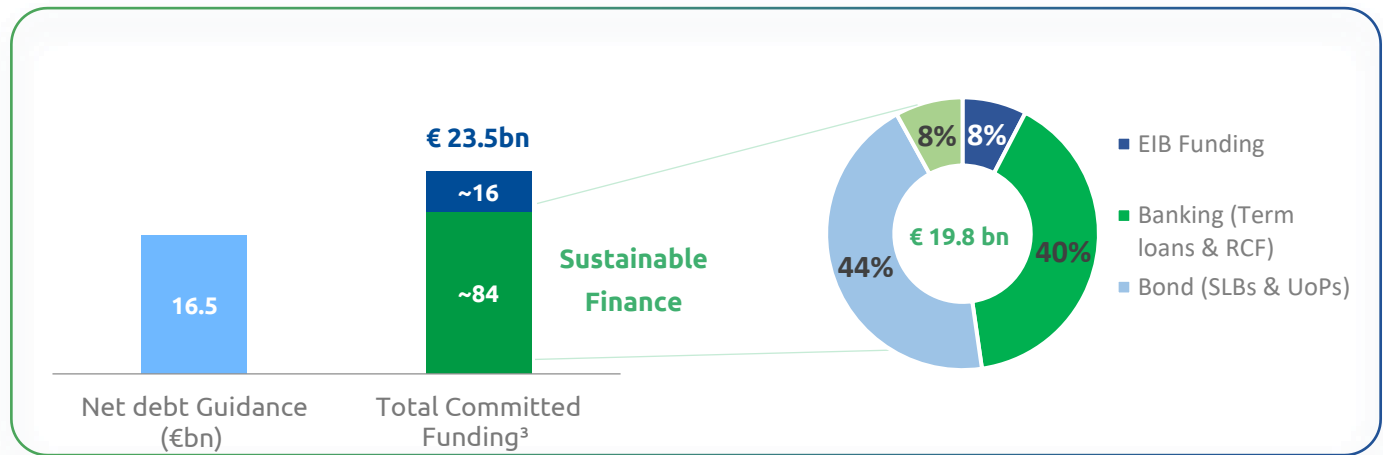
Rating overview

	Moody's	S&P	Fitch
Assigned Rating	Baa2	BBB+	BBB+
Outlook	stable	stable	stable
Rating from Grid /SACP <sup>2</sup>	A2/A3	a-	n.a.

Fix / Floating mix 2024



Sustainable Finance sources 2024



1. Excluding uncommitted lines and Commercial Papers  
 2. Rating from the grid for Moody's, Stand alone credit profile for S&P  
 3. M/L term instruments and Commercial Papers drawn



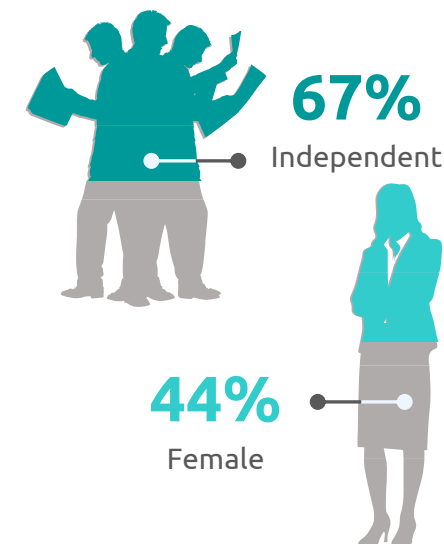
# Governance Annex





# Board of Directors

Board of Directors	Monica de Virgiliis	Stefano Venier	Massimo Bergami	Laura Cavatorta	Augusta Iannini	Piero Manzoni	Rita Rolli	Qinjing Shen	Alessandro Tonetti
	Chair	CEO	Non-Executive Director	Non-Executive Director	Non-Executive Director	Non-Executive Director	Non-Executive Director	Non-Executive Director	Non-Executive Director
Independent Director <sup>1</sup>	✓		✓	✓	✓	✓	✓		
Gender	Female	Male	Male	Female	Female	Male	Female	Male	Male
First appointment	2016-2019 2022	2022	2022	2019	2022	2022	2019	2022	2016
Committee <sup>2</sup> Roles			A&C SETSC	CRRPTC SETSC (C)	CRRPTC	CRRPTC (C)	A&C (C) SETSC	SETSC	A&C



## Skills:



## Effectiveness:

Induction &  
Training  
Programs

Joint Cross-  
Committee  
Meetings

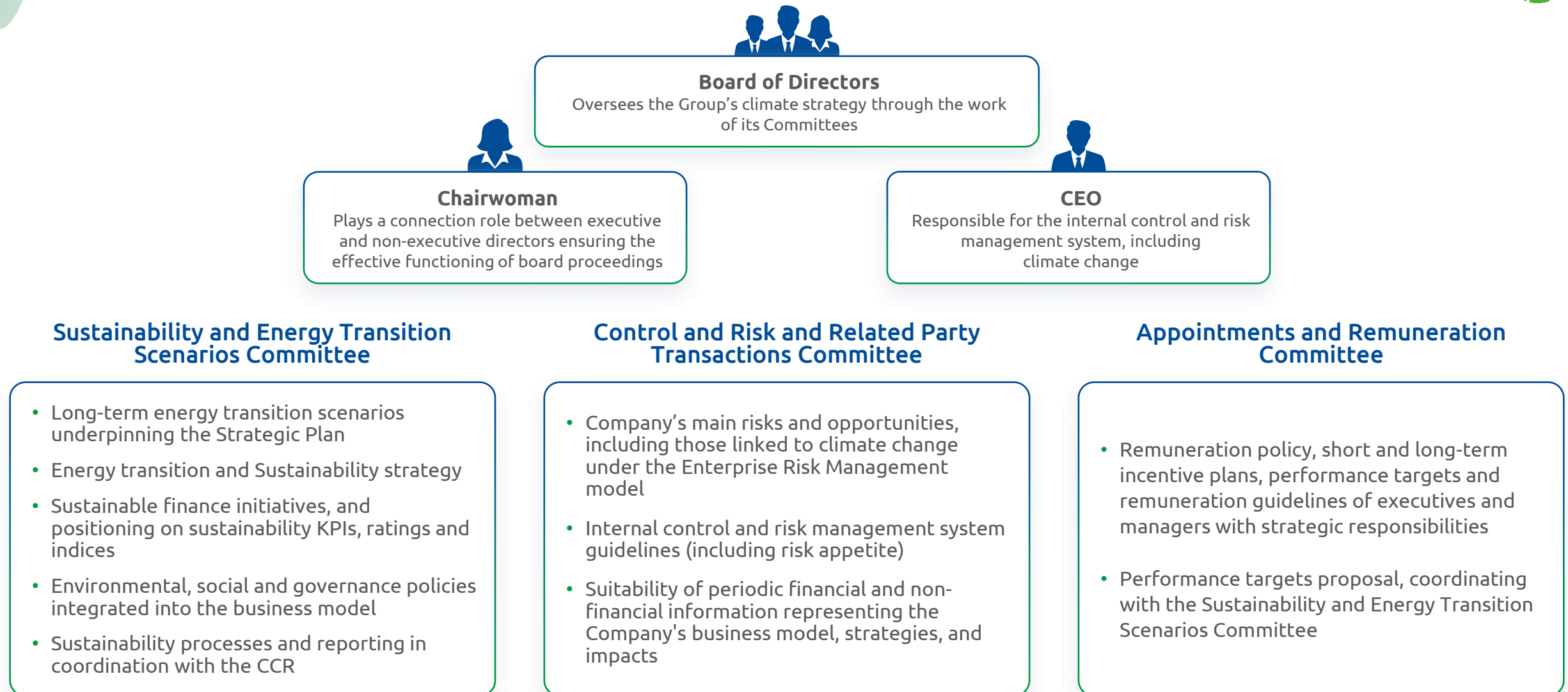
Strategy  
Workshop

Self-Assessment

1. In accordance with the Italian Corporate Governance Code and the Consolidated Law on Finance

2. Appointments and Compensation Committee (67% independent), CRRPTC = Control Risk and Related Parties Transactions Committee (100% independent), and SETSC = Sustainability and Energy Transition Scenarios Committee (75% independent)

# Corporate Governance System: focus on Sustainability



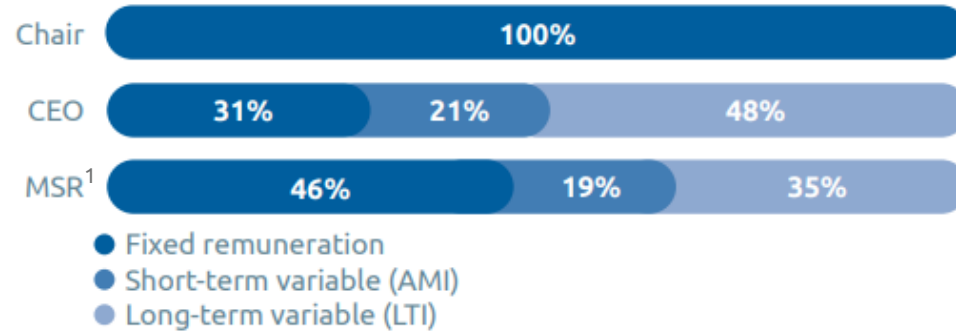
Since 2021 "Sustainable value creation" and "Energy transition" included in the Bylaws

# Remuneration Policy

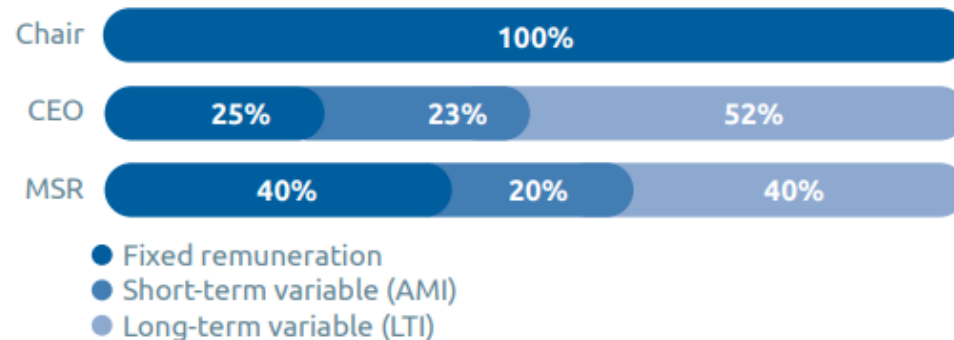
Remuneration Policy aims at ensuring alignment with the Company's strategic objectives considering the characteristics of the business and the industry while ensuring that the variable component represents a significant portion of total remuneration

## Pay mix - 2024

### PAY MIX target 2024



### PAY MIX maximum 2024



## Key highlights - 2024

### Updated peer group

- CEO and General Manager the Panel for compensation benchmarking fine-tuned:
  - **22 companies** balanced between Italy and Europe
  - Selected **in terms of business and operational model vs. Snam**
  - **The CEO positioning has not changed, resulting in between Median and First Quartile**

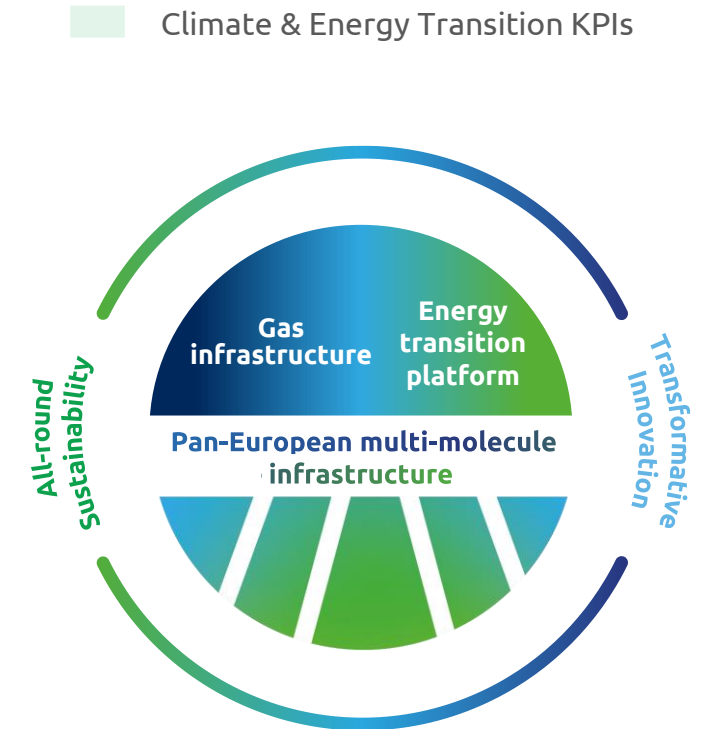
### Share Ownership Guidelines (SOGs)

- SOGs introduction for the CEO where he is required to hold shares worth **at least 200% of his fixed remuneration**, to be achieved **within a compliance period of 5 years**
- Once the minimum requirement is met, the CEO need to **consistently maintain** the number of shares that satisfied the requirement **until the end of his tenure**

1. MSR: Manager with Strategic Responsibility

# Remuneration Policy linked to Strategy and transition KPIs targets

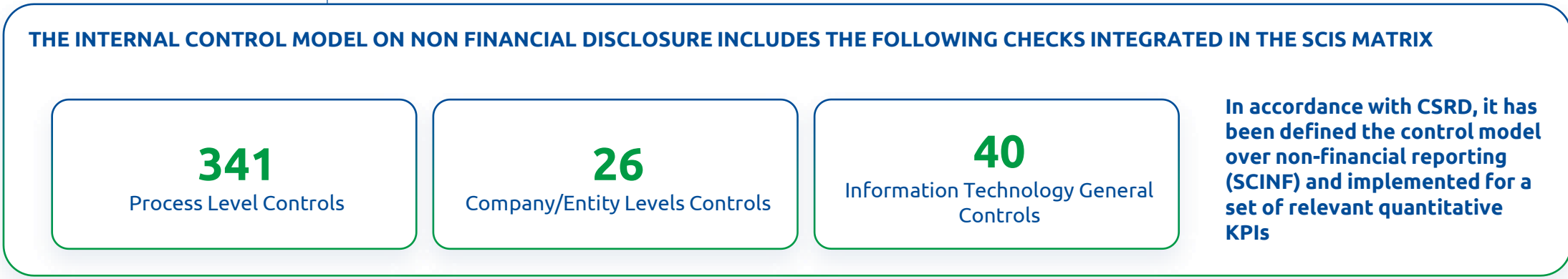
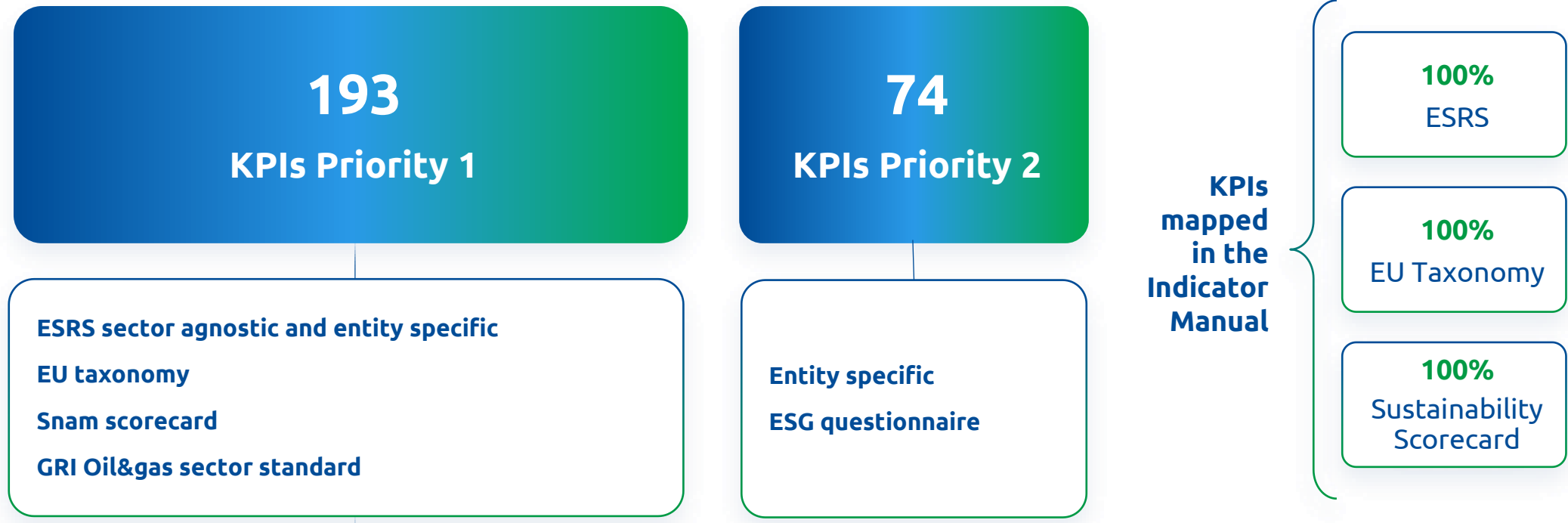
PILLARS OF THE STRATEGIC PLAN		Gas Infrastructure	Energy Transition Platform	All-round Sustainability	Transformative Innovation	
Annual Monetary Incentive (AMI)	Business Objectives	Adjusted EBITDA – 30%	✓	✓	✓	✓
		Gas Infrastructure Investments – 20%	✓			
		Energy security projects – 15%	✓			
	Sustainability Objectives	Non-regulated business: Milestones Achievement – 15%		✓		
		Accident frequency and severity index – 10%			✓	
		Increased sustainable funding – 5%			✓	
	ESG criteria in the supply chain scoring model – 5%			✓		
Long-Term Equity Incentive (LTM)	Business Objectives	Adjusted net profit – 40%	✓	✓	✓	✓
		Value Added -20%	✓			✓
		Energy Transition Readiness – 20% <ul style="list-style-type: none"> <li>Km H2-Ready</li> <li>MW Biomethane installed</li> <li>Project and market design CCS H2</li> </ul>	✓	✓	✓	✓
	Sustainability Objectives	Reduction of methane emissions – 10%	✓	✓	✓	
		Fair representation in the management team – 10%	✓	✓	✓	



25% of short term and 30% of long term remuneration linked to Climate and Energy Transition KPIs

# Getting ready to CSRD

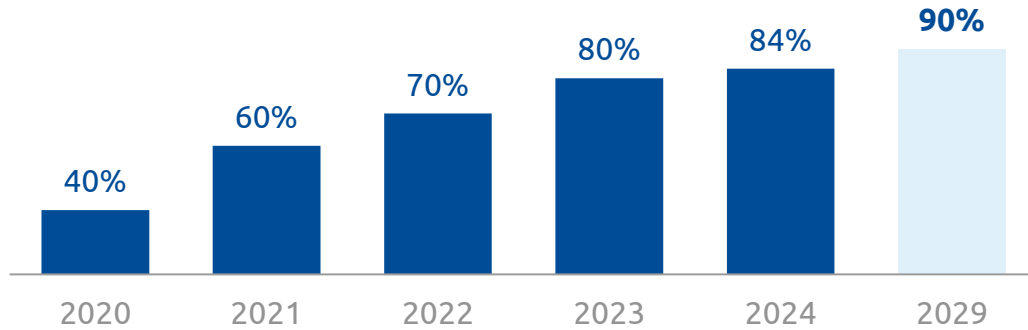
Inter-functional project launched in May 2023 aimed at evolving the sustainability reporting and internal control system to comply with CSRD





# Sustainable Finance and its Framework

## Share of sustainable financing on total committed funding



	Methane Emissions	Scope 1&2 Emissions	Scope 3 Emissions	% Women Manager
2027	-64.5%	-25%	-	27.5%
2030	-70%	-40%	-30%	29%
2032	-72%	-50%	-32%	-

>50% of sustainable finance linked to emissions reduction KPIs

## Use of Proceeds

### Eligible activities included:

- Green Infrastructure: Network for Ren and Low Carbon Gases, CCS, DT&T
- Green gases: Hydrogen, Biomethane
- Green buildings
- Energy efficiency
- **Full EU Taxonomy assessment** on all project categories, including:
  - I. **Do No Significant Harm (DNSH)**
  - II. **Minimum Social Safeguards (MSS)**

## Sustainability-Linked

### KPIs and Targets

- Paris aligned Scope 1-2-3 Targets
- Social target on Gender Diversity

### SPO provided by ISS

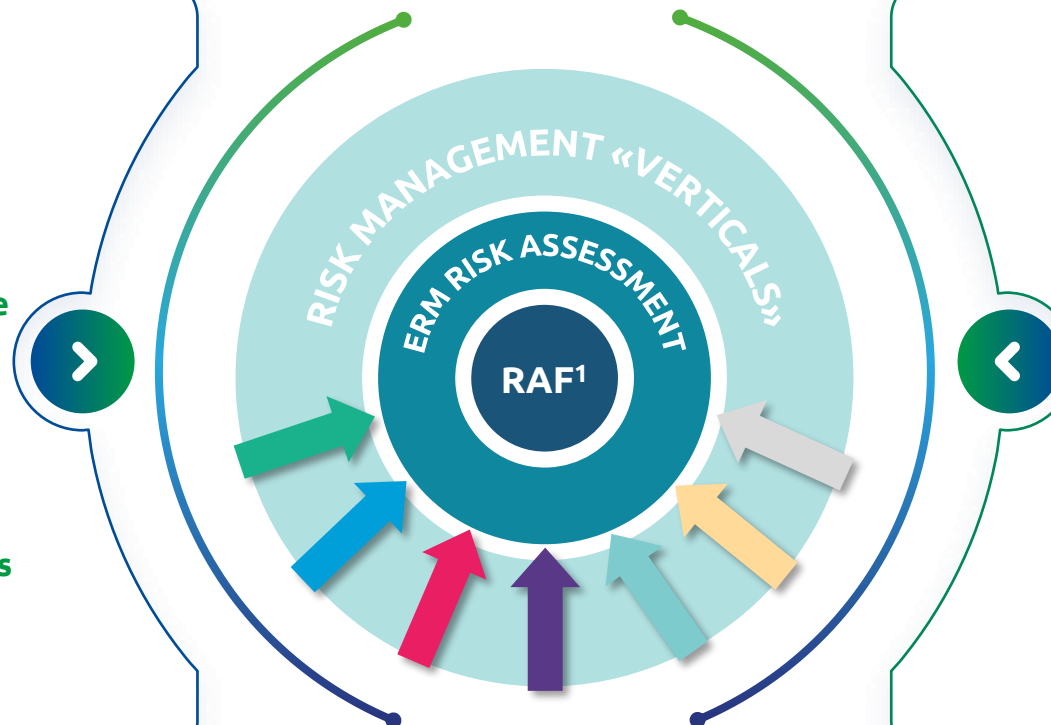
- **Assessment:** best practice / alignment with ICMA Principles
- **Level of ambition:** robust/good assessment of KPIs selected

# Enterprise Risk Management

Continuous evolution & consolidation

## Objectives...

- **Higher risk-informed contribution to strategic processes** in line with the risk appetite approved by the Board of Directors
- Improved **usability and expansion of the informative scope** of risk analyses
- **Enhanced integration with sustainability strategy & reporting** (financial materiality analysis)
- Consolidation of the ERM process in **alignment with disclosure requirements** (e.g. CSRD)



## ...into achievements

- Continuous review and monitoring of our **Risk Appetite Framework (RAF)**
- **Evolutions on both methodology and governance of our ERM Risk Assessment**, to consolidate its strategic focus and alignment with frameworks, standards and the latest disclosure requirements (e.g. CSRD)
- **Consolidation of our Climate Change Risk Management (CCRM) framework**, including a progressive **evolution from a climate risk to a nature risk approach** with the integration of biodiversity risk analyses into our CCRM

Enhancing the integration of a risk-informed perspective in Snam's decisions



1. Risk Appetite Framework

# Climate risks analysis

As presented in our Transition Plan



## Physical risks

exposure of company assets to climatic hazards

### IMPACT

#### Short- medium-term:



#### Negligible due

to direct safeguards effectiveness (e.g., physical mitigants and insurance coverage) and indirect safeguards (e.g., assets structural characteristics)

#### Long-term:



- **No significant change** under **RCP scenarios 1.9, 4.5<sup>1</sup>**
- **More pronounced** potential impact under the worst-case **RCP scenario 8.5<sup>1</sup>**

**Negligible physical risk thanks to assets features and safeguards**



## Transition risks and opportunities

political, legal, technological and market risks related to climate change mitigation and adaptation

### IMPACT

#### Short- medium-term:

#### Long-term:

	Short- medium-term:				Long-term:			
• Market Risks	○	●	○	○	○	●	○	○
• Regulatory Risks	○	●	○	○	○	○	●	○
• Technological Risks	●	○	○	○	○	●	○	○
• Reputational Risks	○	○	●	○	○	○	●	○

**Limited short and mid term transition risks while longer term risks intensify jointly with significant opportunities**

1. RCP scenario 1.9: Limited climatic evolution  
RCP Scenario 4.5: Progressive intensification of natural phenomena  
RCP Scenario 8.5: Significant intensification of natural phenomena

#### Legend:

Residual severity under the MID Scenario (RCP Scenario 4.5: Progressive intensification of natural phenomena)



# Cybersecurity (1/2)

Cybersecurity is fundamental in preventing and managing adverse events that may compromise the confidentiality and integrity of information, the availability of business processes, and, ultimately, the interests of diverse stakeholder groups belonging our society



Projects covered by Security by Design cyber approach: 100% by 2029

## Security Intelligence & Security Incident Management

The incidents prevention and management mitigate impact on society by ensuring service continuity, protecting personal data, and strengthening stakeholder trust through responsible and sustainable cyber risk management

Cyber Security Incident Management model is adopted to counteract cyber threats, for the year 2024, the Cyber Soc Team Managed:

- 24/7 security monitoring
- 2,219 Cyber Threat Intelligence Alerts
- 63 compromised third parties<sup>1</sup>
- 3,857 security events
- 225 potentially compromised accounts\*

In January 2025, a **cyber security insurance** has been subscribed with the aim of further improving cyber incidents response and increasing resilience



## Security by design

Security by Design enhances trust in digital solutions, which have become essential for business and everyday life, by:

- Ensuring security from the earliest development stages
- Creating a **more resilient** digital infrastructure
- Spreading the **knowledge of good security** practices
- Promoting ethical and sustainable management to safeguard **societal interests**

For the year 2024, the process was applied to **52** projects

1. Both accounts reported by the intelligence area and those detected by CyberSOC through monitoring (clicks on phishing links, suspicious logins etc.) are considered in the calculation of accounts

# Cybersecurity (2/2)

Cybersecurity is fundamental in preventing and managing adverse events that may compromise the confidentiality and integrity of information, the availability of business processes, and, ultimately, the interests of diverse stakeholder groups belonging our society



*Projects covered by Security by Design cyber approach: 100% by 2029*



## Security Awareness & Training

Awareness is essential for shaping informed digital employees capable of using technologies safely and responsibly, thereby actively contributing to sustainable risk management and the protection of collective interests

The human factor is a core aspect for improving cyber security. Initiatives to **increase awareness** performed in 2024 for our people:

- **6** White Phishing campaigns for a total of **23,116** e-mails sent in 2024
- Cyber Security learning course launched and **1,601** trained persons
- **6** communications with awareness infographics
- **18** mass communications sent by the Cyber SOC to inform people on security events
- **11** classroom training sessions for employees of our peripheral offices
- Creation and diffusion of **shared rules** for performing good mass communications via email channel
- Incident management **simulations**:
  - **1** cyber incident simulation with BOD
  - **2** blue team simulations
  - **8** simulations for our Cyber SOC
  - **1** simulation with Italian and European institutions
  - **5** business resilience simulations
  - **2** mass notification simulations



# Tax Transparency Report



The document, drafted on voluntary basis and published for the second time in in 2024 (fiscal year 2023) to:

- Promote a transparent and collaborative relationship with all stakeholders
- Represent tax governance and how the tax strategy and tax risk management are implemented
- Provide an overview of the contribution of taxes paid domestically and internationally by the Group

## MAIN TOPICS

### Snam's journey to Transparency

Highlighting the fiscal transparency process undertaken by Snam

### Snam and sustainability

Tax role in the ESG area and tax infrastructure strengthening. Analysis of sustainability impact of issues on the value creation (CSRD). Development of employees' skills to deal with the energy transition. Focus on local community involvement and sustainable finance

### Tax Reporting

Total Tax Contribution overview, distinguishing between taxes borne and taxes collected by the Group and key KPIs with a focus on Tax Contribution for 2023 business

### Tax Strategy

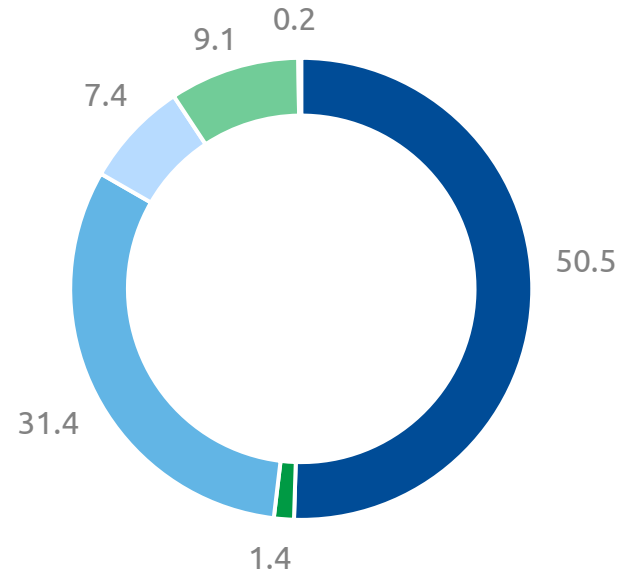
Control and principles overview taken into account with reference to strategic tax decisions and evidence of the Company approach to Tax reform and major activities

### Tax Risk Controls

An outline on the control system's architecture (e.g. Tax Control Framework), the Group Tax control's tools, the relation with the Tax Authorities and in general with all relevant stakeholders (associations and communities, suppliers, workers)

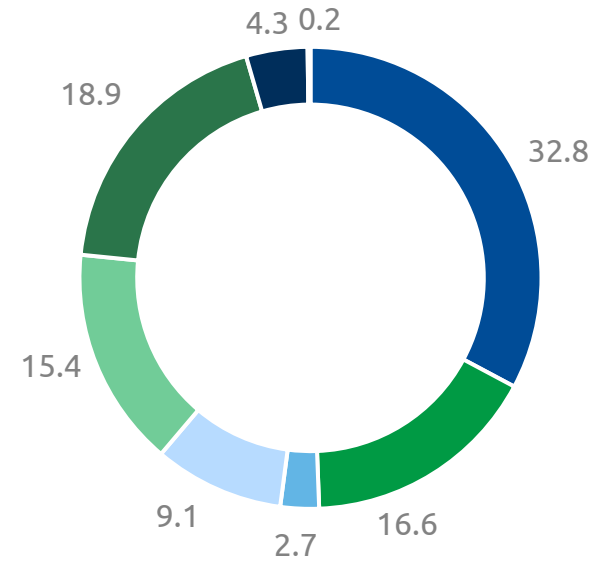
# Shareholders Snapshot, as of August 2024

Shareholders structure (%)



- Institutional Investors
- Bank of Italy
- CDP Reti
- Minozzi
- Retail Investors
- Treasury shares

Shareholders geographical break down (%)



- Italy - Strategic Holders<sup>1</sup>
- Italy - Institutional
- Italy - Retails<sup>2</sup>
- UK and Ireland
- Continental Europe
- Usa and Canada
- Rest of the world
- Treasury shares

**ESG investors represent 45% of institutional shares<sup>3</sup>**

1. Italy-Strategic holders includes Bank of Italy and CDP Reti  
 2. Italy-Retails includes the participation of Romano Minozzi equal to 7.4%  
 3. Nasdaq analysis, August 2024

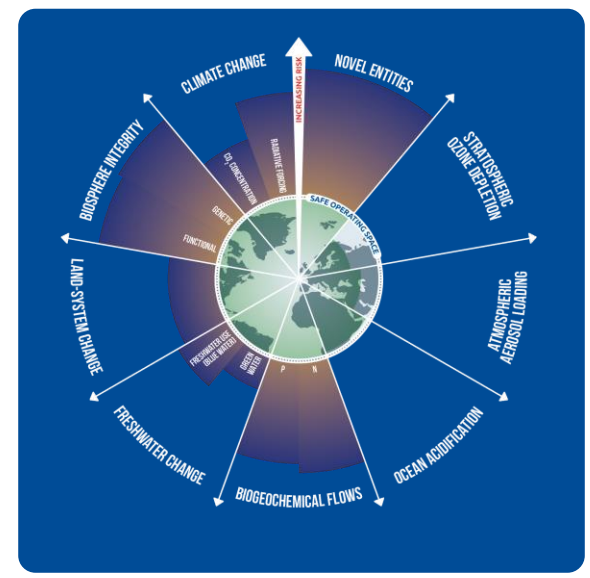


# Sustainability Annex

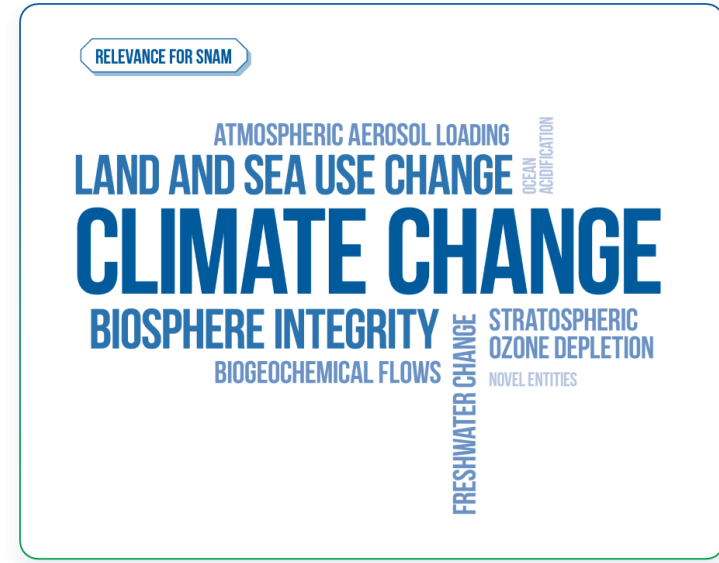


# Climate change and biodiversity

## The Planetary Boundaries Framework



## Snam's direct operations impact



- **Science-based approach** developed by the Stockholm Resilience Centre to understand **humanity's impact on the Earth at the planetary scale**
- **"Boundaries" identify quantitative thresholds.** Crossing boundaries increases the risk of generating large-scale abrupt or irreversible environmental changes
- **Six out of nine** planetary boundaries have been transgressed already

- Our direct operations impact on the planetary boundaries assessed using the SBTN Sector Materiality tool
- **Climate change has a high priority**
- **Medium impact** on Biosphere integrity and Land and sea use change, jointly referred as **Biodiversity**
- No impact on others including fresh water change and ozone depletion

# Track record



## Track record and achievements



- Methane emissions **-62%**<sup>1</sup> vs 2015
- 4 years Gold standard by UNEP
- 2024E<sup>1</sup> Scope 1+2 emissions expected down ~ **25%** vs 2022
- Zero Net Conversion on biodiversity



## Firm commitments on Targets



- By 2030: -40% Scope 1+2 & -30% Scope 3
- **Carbon Neutrality** on Scope 1 and 2 by 2040 and **Net Zero** on all emissions by 2050
- **Net positive impact on biodiversity** by 2027



## Significant resources dedicated to the transition



- Capex 2025-29 and 2030-34: **41%** and **48%** EU taxonomy aligned
- Sustainable Finance at **84%**<sup>2</sup> and **90%** target by 2029



## Credible roadmap



- First TSO
- In the **SBTN** corporate engagement program
  - **Moody's Net Zero Assessment** on our emissions pathway alignment to Paris

1. Preliminary data on fully regulated perimeter  
2. FY 2024



# Decarbonization of the energy system



## Snam's infrastructure enables energy system's decarbonization



Committed to fulfill our mission in accordance with **Paris Agreement**

As regulated midstream operator we provide capacity to energy players, and we contribute to **supply security**

We elaborate reference mid/long term national energy scenarios underpinning the **10Y Development Plans** and decarbonization targets

**Assets H2 readiness and innovation**

- 99% of pipelines H2 ready (100%) o/w >2000 km certified<sup>1</sup>
- H2 ready technical standard (for replacements)
- H2 innovation



## We reduce system's emissions through our energy transition platform



Dual role in supporting **biomethane** take up:

- New plants connection to the network
- Large production platform development



Promote buildings, companies and public administration **energy efficiencies**



Develop the **largest CCS** in the Med (Ravenna project **>500 mtons** total capacity)



Promoter of **South H2 corridor**, on site use testing and domestic **H2 valleys**



875 ktons avoided emissions in 2029

1. By RINA, third party according to ASME B31.12 methodology

# Sustainability Scorecard 2025-2029

	KPIs	2024 Target	2025 Target	2029 Target
<b>Green transition</b>	● Avoided & Captured CO <sub>2</sub> emissions (ktCO <sub>2</sub> e)	105	147	875 <sup>1</sup>
	● H <sub>2</sub> readiness length of network certified (km)**	1900	2400	3000 <sup>2</sup>
	● Gas Transportation operational availability (%)	>99	>99	>99
	● Production of biomethane (Mscm)**	20	30	-
<b>Multi-molecule infrastruct.</b>	● Invest. related to the CCS Ravenna Project Phase 1+2 (€M)	120	178	626
<b>Carbon Neutrality</b>	● Reduction of total natural gas emissions (%) <sup>3**</sup>	-57.5	-59.7	-68.5
	● ESG criteria in proc. procedures (% of spending)**	35	40	70
	● RES on total electricity purchased (%)	52-55	70-75	100
	● Spending on total procured with decarb. plan from suppliers(%)	25	35	50
<b>Biodiversity &amp; Regener.</b>	● Zero Net Conversion by 2024	✓		
	● Net Positive impact by 2027			
	● Vegetation restored in areas of pipes constr. and new forestation (%)	99.9	≥100	≥100
<b>Financial &amp; CO2</b>	● ESG Finance over total funding available (%)			90
	● CapEx EU Taxonomy-aligned (% of total)			
	● Revenues EU Taxonomy-aligned (% of total)			
	● Capex SDG-sligned (% of total)			
	● Scope 1 and 2 CO <sub>2</sub> emissions reduction (% v. 2022)	2027 Target	2030 Target	2032 Target
	-25	-40	-50	

	KPIs	2024 Target	2025 Target	2029 Target
<b>People</b>	● Employees engagement index (%)	>80	>80	>80
	● Women in exec. and middle-mgmt. roles (%)**	26	26.5	29.5
	● IpFG (Combined Frequency and Severity Index)**	0.47	< min. 3y	< min. 3y
	● Gender pay gap (%)			+/- 5
	● Participation in welfare initiatives (%)	75	78	82
	● Training hours delivered to employees (h/capita)	36	37	42
<b>Local Communit.</b>	● Benefits for local communities over reg. revenues (%)	~1	~1	~1
	● Value released at local communities (€M)	>1,000	>1,000	>1,000
	● Avg customer satis. rate for service quality (1-10)	≥8	≥8	≥8
<b>Transform. Innovation</b>	● Investments in Innovation as % of revenues	3	3	3
	● PoC and scale of technologies and services (#)	15(25)	47 (7)	75 (11)
	● AI enabled IT applications (% of total)	12	16.5	40
	● Projects covered by <i>Security by Design</i> cyber approach (%)	100	100	100
<b>Sustainable principles</b>	● ESG matters discussed at BoD meetings (>40% of BoD discussions with ESG topic discussed)			
	● 3 <sup>rd</sup> parties subject to procure. Process on which reputational checks are performed (100% of suppliers with reputational checks performed)			
	● Italian territory covered by cyber resilience field tested scenarios (100% of Italian territory covered)			

**Legend:**

- KPI reviewed vs scorecard 2024-2027
- 1. CCS project subject to Final Investment Decision (FID);
- 2. Target unchanged vs 2027 (project ending in 2026)
- 3. Targets including Edison Stocaggi and FSRU. 2025 figures would be 64.6% "like for like" with previous years
- \*\* KPI undergoing Appointments and Compensation Committee's approval & KPI in IMA/IALT or ESG Finance Framework

**Snam winner of the 2023 Award for the Non Financial Reporting Statement**

# Road to Carbon Neutrality

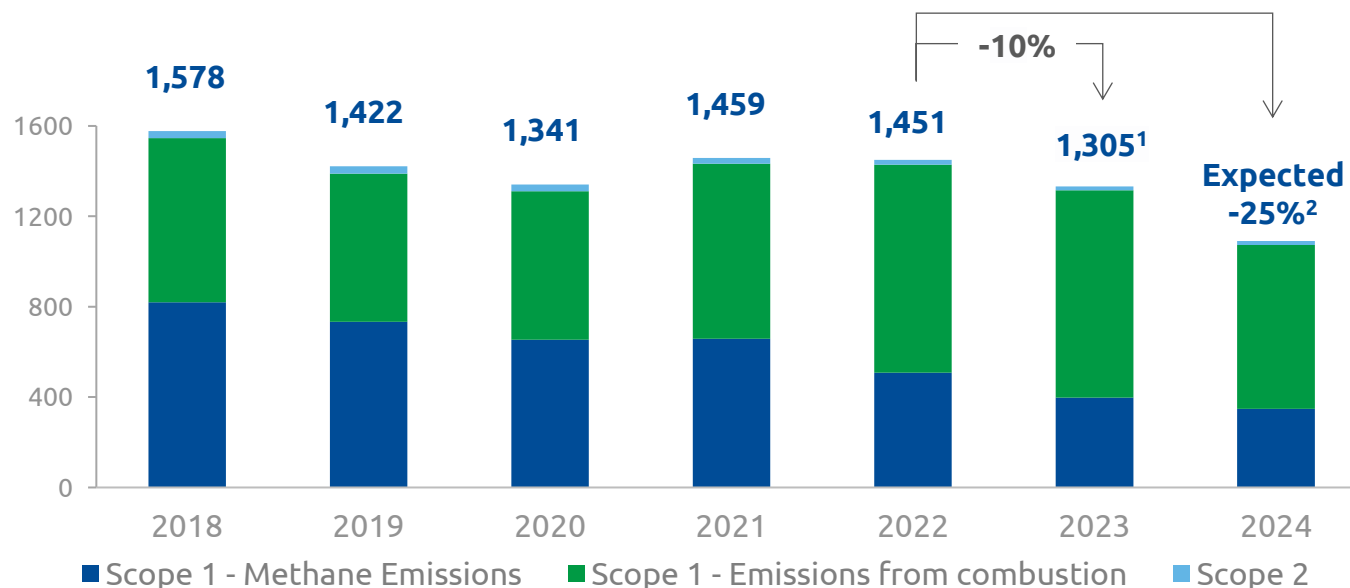


# Historical emissions evolution

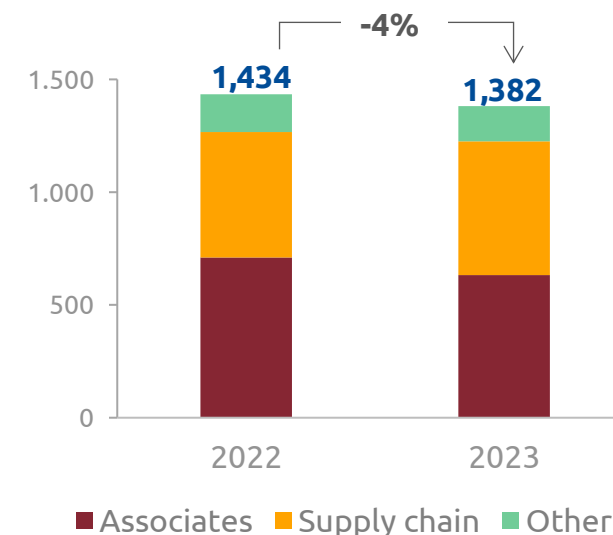
Gas demand  
(bcm)



Scope 1,2 emissions  
(regulated perimeter, ktCO2e)



Scope 3 emissions<sup>3</sup>  
(regulated business perimeter, ktCO2e)



Energy Transition  
Businesses

+1   +1   +4   +8   +67   +80   -

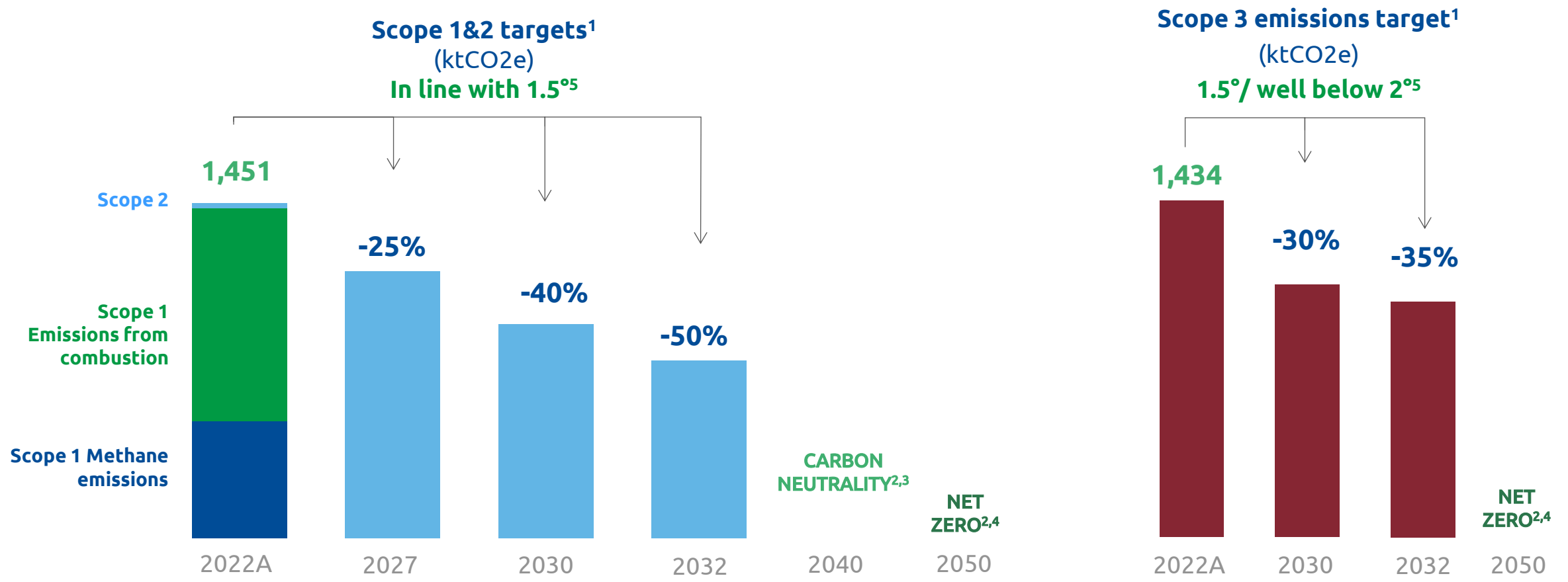
Snam

1,579   1,423   1,345   1,468   1,518   1,413   -

1. Regulated perimeter aligned with the target (without FSRU); 1,333 ktCO2e full regulated perimeter  
 2. On baseline 2022 adjusted (~1.500 kton)  
 3. The figure of 2022 Scope 3 regulated emissions is restated as it takes into account the emissions contribution of SeaCorridor (purchased in 2023)



# Emissions reduction commitment across operations and value chain

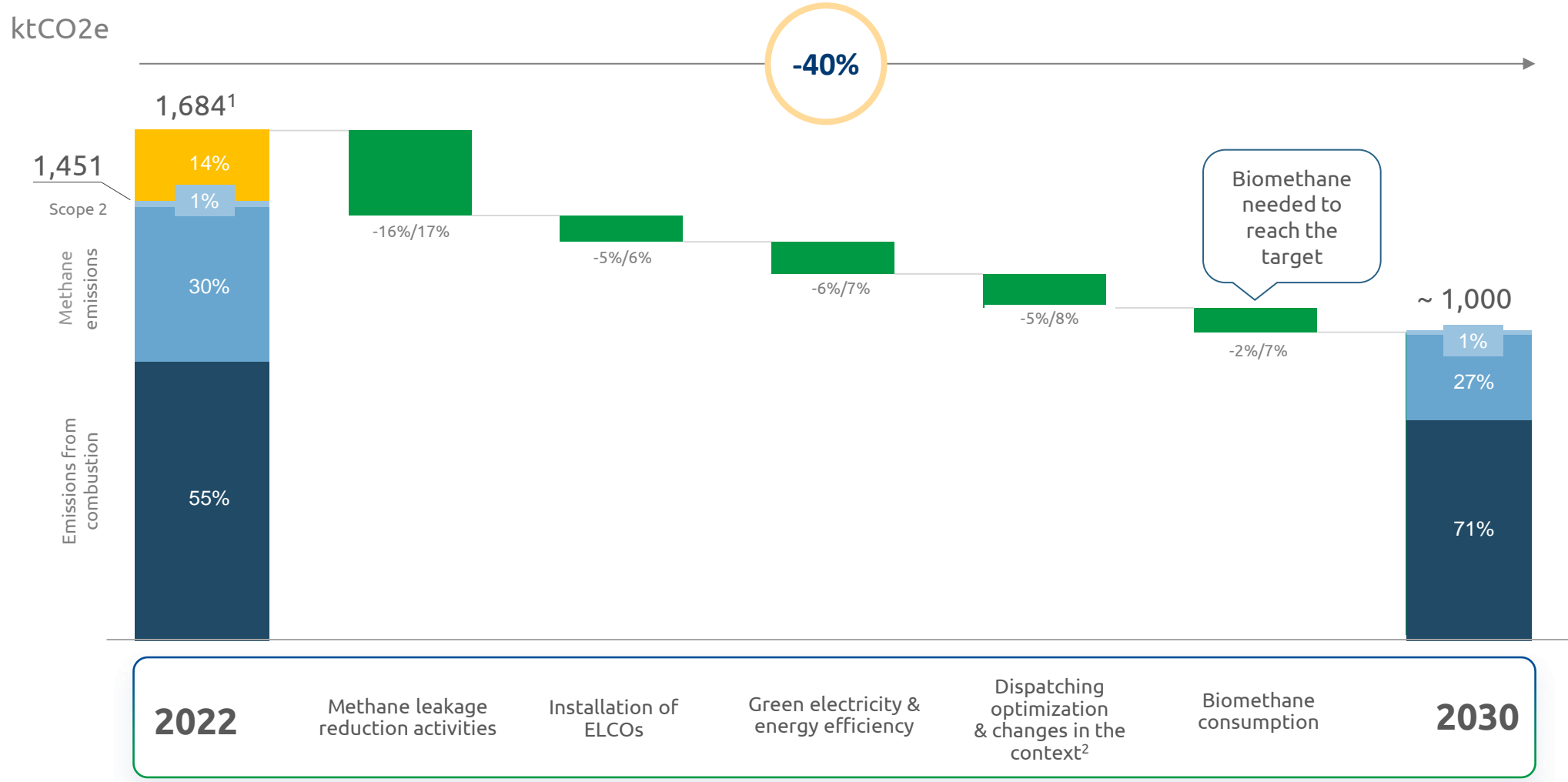


1. On Regulated perimeter as of 2022  
2. On full Snam Group perimeter

3. CARBON NEUTRALITY: requires to fully offset the residual emissions  
4. NET ZERO: requires at least -90% emissions vs base year and the neutralization of residual emissions through permanent carbon removals  
5. Based on SBTi general methodology



# Scope 1 & 2 emissions – roadmap to 2030

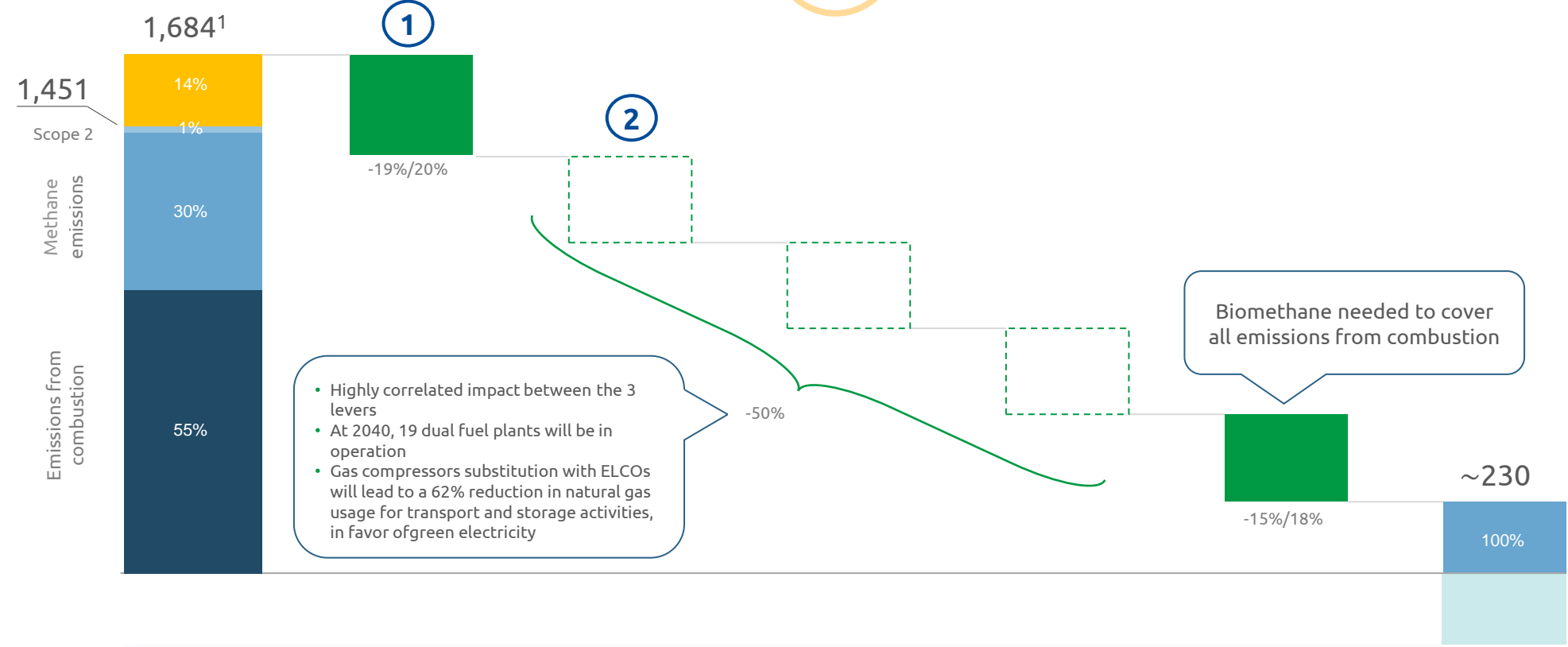


1. Baseline restatement: Ravenna FSRU as per July 2024, Piombino FSRU and Sulmona compression station as per October 2024  
 2. Differences in gas demand, stored and regasified gas, including flows direction vs 2022

# Scope 1 & 2 – roadmap to 2040

ktCO2e

-86%



- Highly correlated impact between the 3 levers
- At 2040, 19 dual fuel plants will be in operation
- Gas compressors substitution with ELCOs will lead to a 62% reduction in natural gas usage for transport and storage activities, in favor of green electricity

Biomethane needed to cover all emissions from combustion

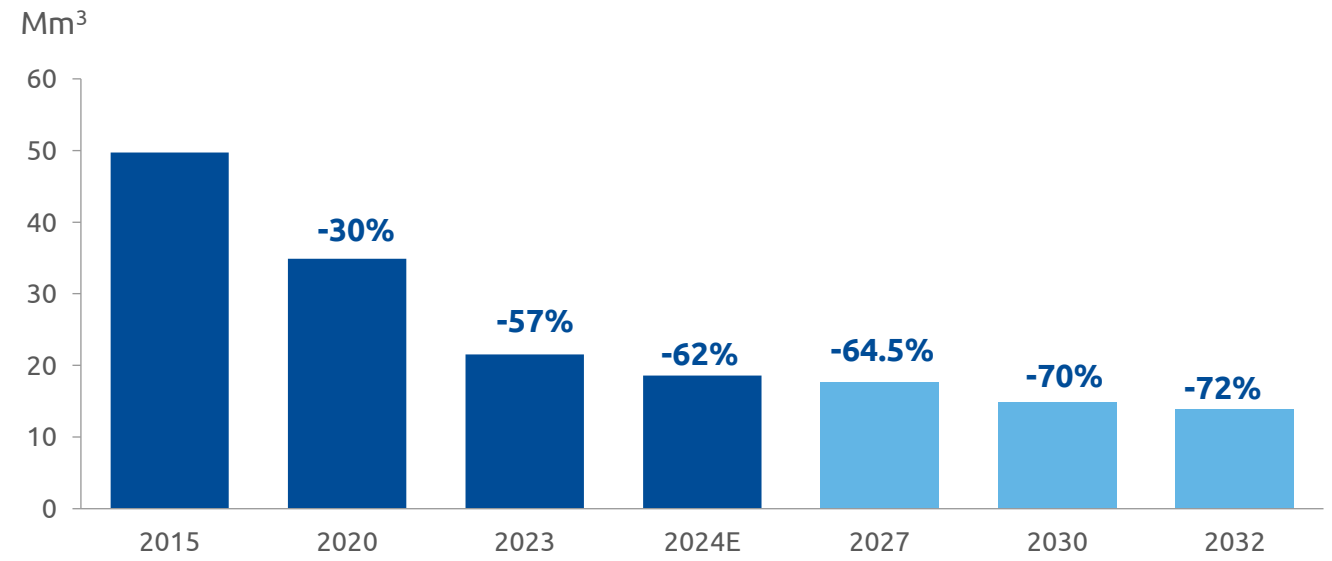
To reach the **carbon neutrality**, the remaining **14%**, linked to non-abatable methane emissions, will be offset through the purchase of high quality carbon credits



1. Baseline restatement: Ravenna FSRU as per July 2024, Piombino FSRU and Sulmona compression station as per October 2024  
 2. Differences in gas demand, stored and regasified gas, including flows direction vs 2022

# 1 Methane emissions reduction achievements and targets

Replacement plan launched in 2015 to reduce methane emissions, implementing best practices and seeking new solutions / technologies



## MAIN ACTIONS

- **LDAR** at all transmission network facilities, compressor stations, storage plants and LNG terminal
- **Eliminate high-bleed gas-driven pneumatic controllers**, switch to compressed air, electric or mechanically driven devices, or very low emitting devices
- Prior to pipeline maintenance: **lower the pressure** in the pipeline by allowing consumer drawdown, **in-line recompression** instead of venting

**More than 1M components periodically monitored**



Gold Standard by the United Nations Environment Programme OGMP 2.0 (Oil and Gas Methane Partnership) for the fourth consecutive year

**3000 components replaced**



Part of the Oil and Gas Climate Initiative which strives to reach near zero methane emissions from oil and gas assets by 2030

**16 in line recompression interventions**

**Strong track record and ambitious targets on methane emissions ahead of OGMP requests**

## 2 Investing in dual fuels to reduce combustion emissions



### Electric compressors units Replacement Plan<sup>2</sup>

#### Impact on 2027 Target

**+3** gas compressors units to be replaced with ELCOs  
**~40 MW** installed capacity

#### Impact on 2030 Target

**+5** gas compressors units to be replaced with ELCOs  
**~70 MW** installed capacity

#### Impact on 2032 Target

**+3** gas compressors units to be replaced with ELCOs  
**~50 MW** installed capacity

#### Impact on 2040 Target

**+10** gas compressors units to be replaced with ELCOs  
**~200 MW** installed capacity

### Roadmap to install electric compression units



Average emissions reduction per plant:  
**22 ktonCO<sub>2</sub>e**

1. The investment plan considers also the replacement of 3 ELCOs, already supplied with green electricity, with more efficient ones, thus reducing energy consumption but not GHG emissions. For this reason, those ELCOs are not accounted for within the ones with impact by 2027, 2030, 2032 and 2040
2. The replacement plan will be optimized on the back of the evolution of physical flow scenarios and to optimize the dispatching

# Our view on Scope 3 emissions



## What categories do we report?

According to GHG Protocol:

- **Supply chain**
  - **Category 1:** Purchased goods and services
  - **Category 2:** Capital goods
  - **Category 4:** Upstream transportation and distribution
  - **Category 5:** Waste generated in operations
  - **Category 8:** Upstream leased assets
- **Associates:** Category 15: Investments
- **Other emissions**
  - **Category 3:** Fuel and energy-related activities not included in Scope 1 or 2
  - **Category 6:** Business Travel
  - **Category 7:** Employee commuting
- **New categories only for regulated business:** 11 use of sold products and 13 Downstream Leased Assets



## What about Category 11 “Use of sold products”?

Snam is a regulated transmission system operator (TSO), complies with European and Italian regulation and has to grant security of supply and undiscriminated access

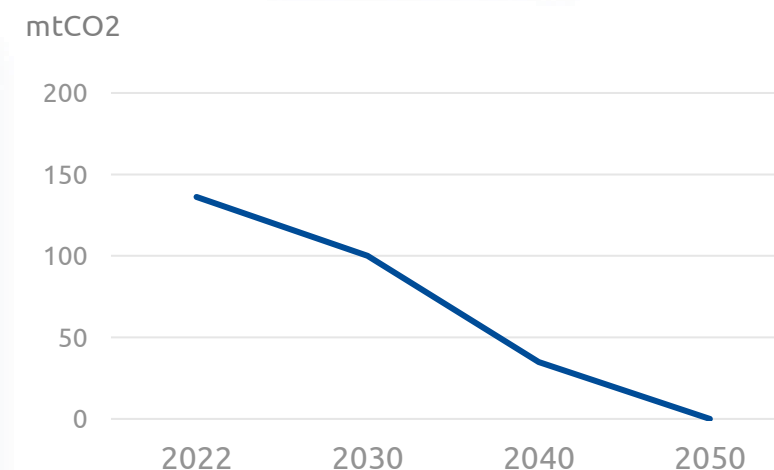
Activities are regulated by an independent regulatory agency which defines contractual terms and tariffs

**Snam regulated businesses do not sell, produce or own methane molecules but sells transport, storage and regasification capacity**



**The emission related to the use of methane capacity are outside of Snam’s control** and without any direct or indirect reduction lever

## Estimated net<sup>1</sup> emissions evolution of methane consumed in Italy



Estimates of emissions resulting from the use of methane consumed in Italy based on the evolution of the long term scenarios

**Current scenarios confirm emissions dropping to Net Zero**



# 1 Supply chain decarbonization

Raise awareness about climate change, supporting innovation and contribute to promoting a sustainable development model

## Scope 3 calculation

### Hybrid Analysis to calculate emissions:

- Spend Based
- Primary Supplier Data: CDP and openES
- Related Decarbonization Targets
- Digital Suppliers' Engagement: new platform to collect data on suppliers' emissions

## ESG Criteria in tenders

- **151 contracts** (101 suppliers) with ESG criteria equal to **~ 42% of 2024 procurement amount**
- **209 Decarbonization Plans** evaluated (56% positively)

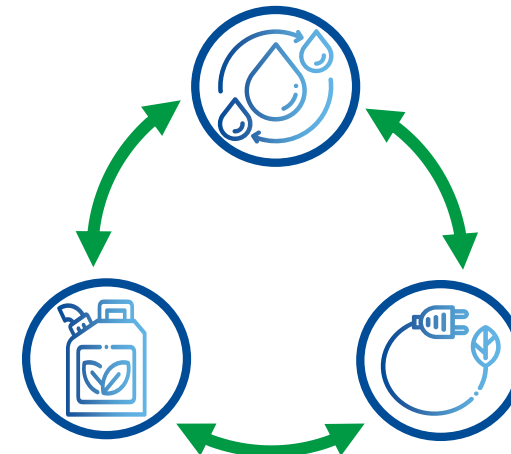
## Suppliers Engagement & Training

- Supplier Advisory Council – Engagement suppliers on ESG
- OpenEs (ESG disclosure Platform) to exchange data
- CDP Questionnaires
- Annual convention
- ESG Education Pills

## Sustainable construction site

### Waste and water re-use and recycling

- On-site use of materials from **circular supply chains** (recycled metal, regenerated hydraulic oils)
- **Re-use of water and waste produced** (95% of excavated soil reused on site)



### Use of biofuels

- **Diesel+ and HVO** (Hydrotreated Vegetable Oil)

### Electrification of machineries

- **Connection to the power grid**
- **Inverter** introduction on site<sup>2</sup>
- Use of **electric heavy-duty vehicles**

1. Well-to-wheels (WtW) is used to assess the LCA of fuels, including all phases of its life cycle - from the extraction of raw materials to their use  
2. Introduction of inverters on site desanders and in microtunnel construction for optimization of electric load distribution

## 2 Associates decarbonization pathways

Most of our associates have defined and approved emission reduction plans and decarbonization targets, similar to Snam

Key reduction levers are:

- Green gases use and electric compressors installation to reduce CO2 emissions from combustion
- Renewable sources use
- LDAR (Leak Detection and Repair) programmes implementation to reduce fugitive emissions

### Associates with public commitments



Scope 1,2 & 3: -34% by 2030 vs 2021  
CH4:-36% by 2025 vs 2017  
**Carbon neutrality by 2050**

**Moody's Net Zero Assessment**



Scope 1 & 2: -50% by 2030 vs 2018  
**Carbon neutrality by 2040**



Scope 1 & 2: -5% by 2025 vs 2022  
CH4:-8% by 2025 vs 2022  
**Carbon neutrality by 2050**



Scope 1 & 2: -42% by 2030 vs 2020  
**Net Zero by 2050**



Scope 1 & 2: -25% by 2027 and -50% by 2030 vs 2022

# Biodiversity & Regeneration



# Nature footprint analysis

Pressure	Biomes	Infrastructure construction	Transport & Dispatching	Storage	Off-shore regas. (FSRU)	On-shore regassification
Land and sea-use change	<b>Land</b> (Km <sup>2</sup> )	1 ●	●	No impact		
	<b>Air</b> (Kg Particulate PM2.5)	2 ●	●	●	●	●
Pollution	<b>Soil</b> (Ton NOx)	●	●	●	No impact	●
	<b>Soil</b> (Ton Waste)	●	●	●	N/A	●
	<b>Ocean</b> (Ton NOx)	No impact			●	No impact
Resource exploit.	<b>Ocean</b> (Kg Chlorine)	No impact			●	No impact
	<b>Fresh water</b> (m <sup>3</sup> Freshwater)	●	●	●		●

Based on most recent SBTN guidance (to be confirmed in validation process):

- 1 Infrastructure Construction has a material impact on Land Usage, while other pressures have no material impact across the value chain
- 2 All Operations (T&D, Storage, off-shore & onshore regassification) do **NOT** have a material impact on Nature

**Infrastructure construction: only material impact on nature is "Land-use change"**

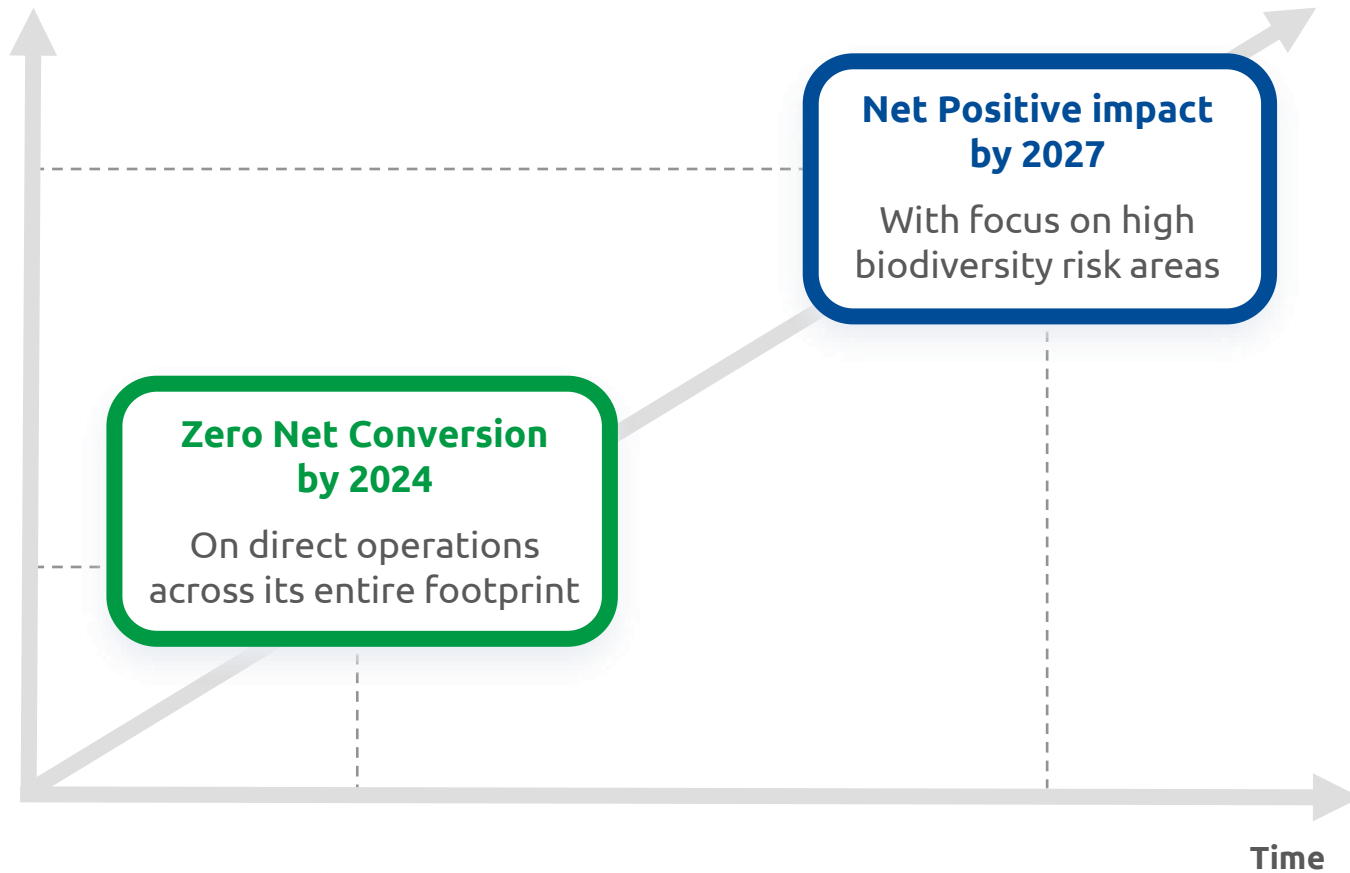
**Legend:** Impact normalization: ● Not significant (1) ● Low (2) ● Medium (3) ● High (4) ● Very High (5)

**+ Biodiversity Risk («outside-in»)**  
 Within its ERM Framework, Snam is defining a dedicated approach for the analysis of biodiversity risks, integrated with Climate Change Risk Management (CCRM) and in alignment with key frameworks and standards such as the TNFD.  
 This framework will complement Snam's existing analysis on biodiversity impacts ("inside-out") and climate risk ("outside-in").  
 The related results will be disclosed in the 2024 Integrated Report.

# Positive impact on Nature by 2027

First pure infrastructure player globally to join SBTN Corporate Engagement Program

Ambition



- **Material impact related to new pipelines realization**
- **Zero Net Conversion already integrated in Snam's operating model**, thanks to high technical standard and ante-operam assessment
- Pilot project through laser scanner in monitoring vegetation loss and gain in the ante/post operam assessment
- Feasibility studies for natural habitat restoration and preservation projects

# Snam People

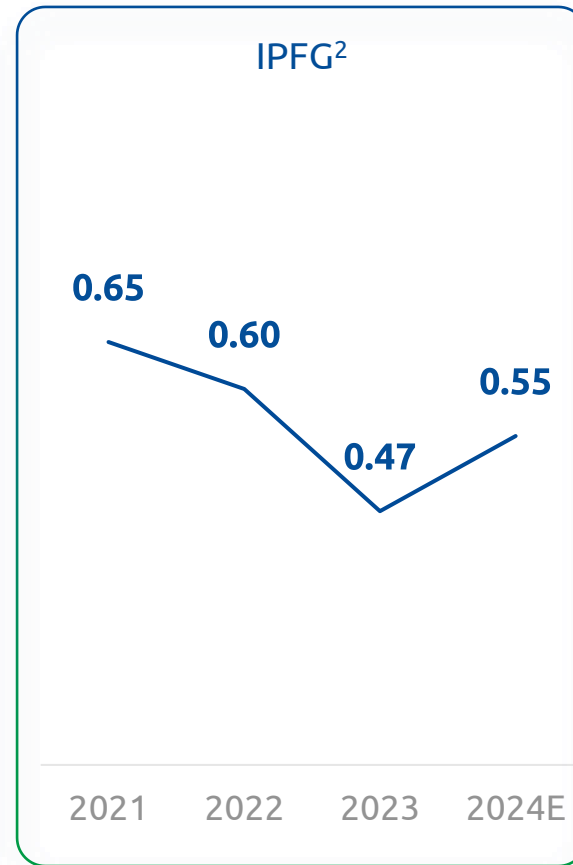
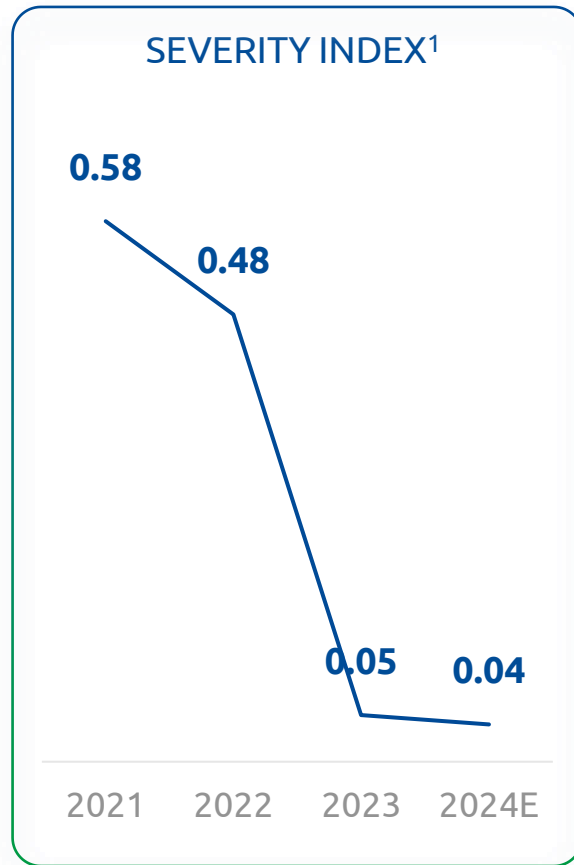
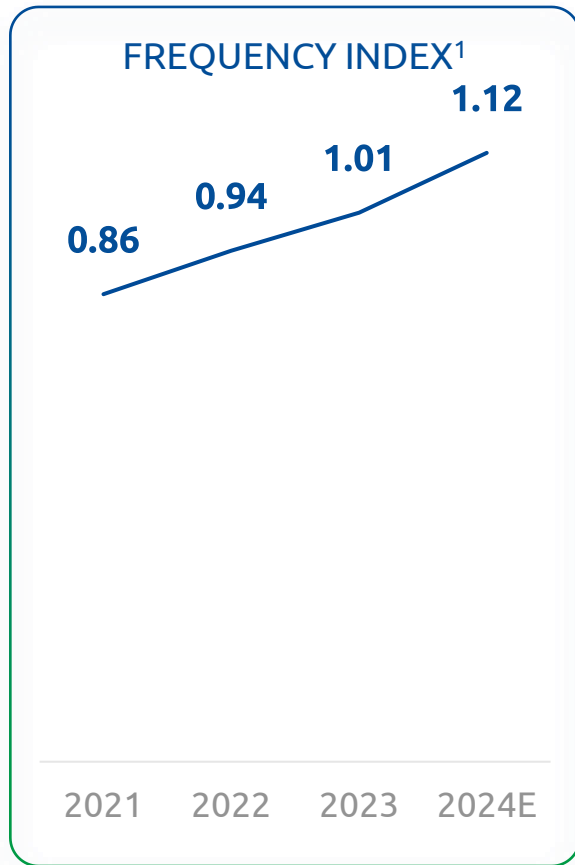




# Health & Safety



**IpFG (Combined Frequency and Severity Index) < min. 3y by 2029**



**Snam4safety** project launched in 2018 to strengthen the safety culture and awareness of employees, contractors and suppliers

**In 2024:**

- Training courses on safety leadership and expansion of the perimeter of workers involved
- Increase of Construction sites visits (+24% yoy)
- Increase of suppliers' safety workshop carried out (+5% yoy)
- Specific initiatives on energy transition businesses for fostering the safety culture
- **Safety certification ISO 45001:**



**Zero accidents target**

1. Employees + Contractors  
2. Combined Frequency and Severity Index

# Training

Initiatives to develop skills aligned with a constantly evolving work environment, such as the use of advanced technologies and innovative work procedures. Beyond the traditional role of skill dissemination, training aims to create awareness and empower employees regarding the company's goals and strategies



*Training hours delivered to employees: 42 h/capita by 2029*

## Snam Institute: the in-house Academy

**Training hub**, a driver of **change** and **innovation**, and a generator of potential, was created by listening to the **needs** of the business to **enhance** the skills of our people and **supporting** them in developing their **professional identity**

**~ 140,000** Training hours delivered in 2024

**36** Average hours delivered per employee

**93%** Of the **company population involved** in at least one course

**~ 150** Internal training members

### MAIN PROJECTS



#### Technical Faculty

The **Technical Faculty** enables the sharing of Snam's unique expertise, ensuring generational knowledge transfer and supporting internal trainers

#### Transformative skills: Digital & Innovation and Sustainability

Snam Institute drives transformative skills aligned with strategic goals. The **Sustainability Days**, engaged employees in webinars and workshops on energy transition challenges, with 337 total participations. The **Digital & Innovation Journey** used an online game to explore digital skills and design a two-year development plan, fostering innovation and growth

#### Leadership Development Programs

In 2024, Snam delivered tailored Leadership Development Programs involving over **400 colleagues**. These initiatives enhanced **strategic managerial skills**, strengthened **organizational culture**, and promoted **collaboration**. Among these, the **Skill-Up Program**, engaged all **under-35 employees** across the company, focusing on upskilling transversal competencies and fostering connection and relationship-building



# Diversity & Inclusion & employees engagement index



*Gender pay gap between +/- 5% by 2029*  
*Employees engagement index: >80% in 2029*

2020

- **Policy framework** completed on diversity & inclusion, gender equality, recruiting, harassment and gender transition
- **DE&I initiatives:** Inclusion month, e-learning pills, training programs on unconscious bias, diversity project with Snam suppliers, joint ESG roadshow with Snam Foundation to engage all employees (4 events organised), coordination of Employees Resource Groups supporting our DE&I roadmap on parenthood, disability, LGBTQ+, STEM, gender & generations, Snam4diversity Talks

2024

- **Bloomberg's Gender-Equality Index:** Snam included for the 4th year

2025

- **Employer branding, hiring, development, retention and training:** actions on HR processes in order to improve progressively gender balance, especially in operational departments (a STEM perimeter for SNAM has been set)
- **Policy framework** complete policies in order to facilitate parenting/family caring and careers

2027

- **DE&I initiatives:** continue communication&training initiatives as above
- **Bloomberg's Gender-Equality Index**

### 2024 Survey & main themes

1. Sustainable Engagement
2. Well-being
3. Purpose, Drive and Trust
4. Diversity, Equity and Inclusion
5. Work, Organization and Efficiency
6. Empowerment and Innovation
7. People
8. Supervisor
9. Development and Rewards
10. Retention

Sustainable Engagement Index<sup>1</sup>  
**77%**

Response rate  
**87%**

1. Ranging from 0 to 100 based on an internal survey performed by a third party on a standard methodology

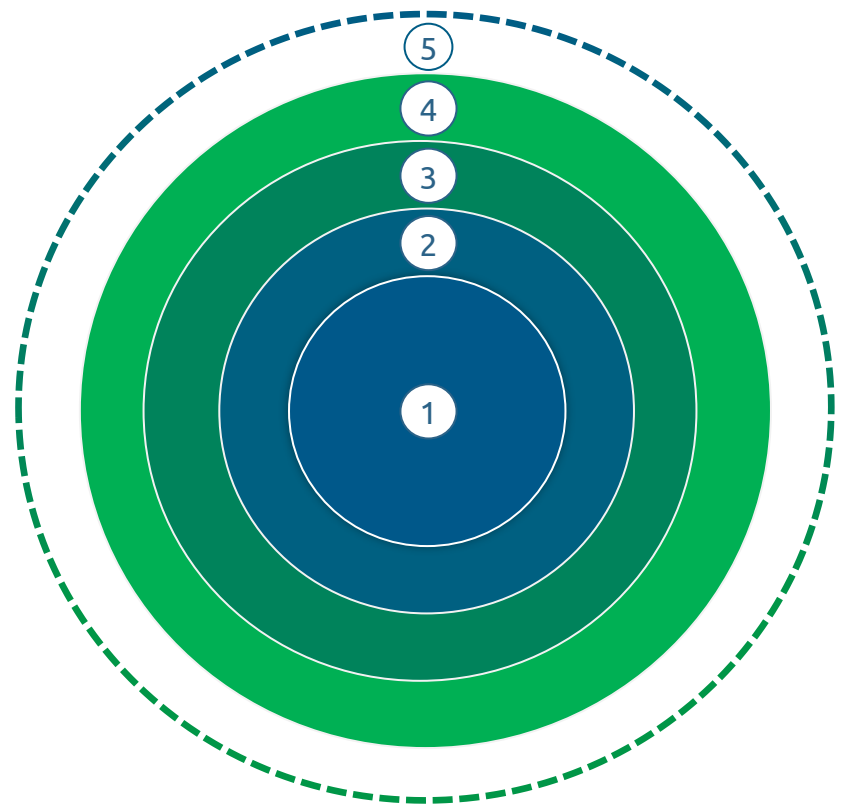
# Engagement & Local Communities



# Local Communities



Benefits for local communities over reg. revenues ca 1%  
Value released at local communities > € 1 bn



Value Released at Local Communities (€M)

Benefits for Local Communities (as % of regulated revenues)

1	<ul style="list-style-type: none"> <li>Direct Liberalities, sponsorships and compensations<sup>1</sup></li> <li>Contributions to Arbolia and Foundation</li> <li>Contributions to Italian start-ups</li> </ul>	~ € 3 m ~ € 2 m ~ € 0.2 m <b>~ € 5.2 m</b>
2	<ul style="list-style-type: none"> <li>Compensations and mitigations (CapEx)</li> </ul>	~ € 8 m <sup>4</sup> <b>~ € 8 m<sup>4</sup></b>
3	<ul style="list-style-type: none"> <li>Italian retail investors dividends<sup>2</sup></li> <li>Salaries</li> </ul>	~ € 153 m ~ € 336 m <b>~ € 489 m</b>
4	<ul style="list-style-type: none"> <li>Italian SME Suppliers</li> <li>Local Taxes<sup>3</sup></li> </ul>	~ € 875 m ~ € 73.4 m <b>€ 948.4 m</b>

~ € 3 m
~ € 2 m
~ € 0.2 m
<b>~ € 5.2 m</b>
~ € 8 m <sup>4</sup>
<b>~ € 8 m<sup>4</sup></b>
~ € 153 m
~ € 336 m
<b>~ € 489 m</b>
~ € 875 m
~ € 73.4 m
<b>€ 948.4 m</b>

**Tot. 2023**

**> € 1.4 bn**

- 1 Core value distributed
- 2 Value distributed to impacted local communities
- 3 Value distributed to retail investors and employees
- 4 Value distributed to suppliers and government
- 5 Indirect value generated

1. From Income statement  
 2. Based on Italian Retail Investors at 16.2% (FY 2023), a total number of shares of 3,353,613,230 and a dividend per share in 2023 of 0.2820€

3. Included TARI, IMU and IRAP  
 4. Includes SRG and STOGIT "Oneri compensazioni ambientali" and "Sistemazione a Verde"; the figure is to be considered a partial of total "Compensations and mitigations"

# Just transition



## Employees



## Local communities



## Snam Foundation

- **People** is a pillar of Snam's Strategy
- Ambition: Empower all Snam's People supporting their aspirations and fostering social and personal wellbeing while always ensuring Health & Safety
- Low workforce impact from energy transition, minimal need for re-skilling/up-skilling
- KPIs included in the scorecard by 2029
  - Women exec. & middle-mgmt at 29.5%
  - Gender pay gap<sup>1</sup> between +/- 5%
  - Combined Frequency and Severity Index < min 3y

- **Local community** is a pillar of Snam's Strategy
- Ambition: Keep generating value for local communities, acting as a 'System Operator' and reinforcing engagement by listening to local needs
- KPIs included in the scorecard by 2029
  - Value Distributed at the Regional Level >1€bn
  - Benefits for local communities over regulated revenues at ca 1%

### "3P approach..."

Energy Poverty

Education Poverty

Food Poverty

### ...implemented through 3 levers"

Volunteering

Educating

Financing

1. For equivalent organizational positions



# Engaging with all stakeholders

## 400

### investor met in 2024

Extensive engagement, including for the Transition Plan

## >200

Meetings with **National** and **Local Institutions** in 2024

## Value chain

- H2 and CCS market test to assess appetite in Italy and neighboring countries
- Hydrogen valleys: IdrogeMO, Puglia Hydrogen Valley
- H2A industries partnership to test H2:
  - Lease containerized electrolysis systems (plug-and-play) to carry out pilot tests in production plants
  - Tenaris and Tenova partnership for the utilization of green hydrogen to fuel a reheating furnace
- Support and promote suppliers' emissions reduction (ESG criteria into scoring model for tenders)

## European and International Institutions

- **8** EU public consultations
- **>25** meetings with European Institutions, trade associations and think tanks
- **>60** meetings with members of state and government, diplomatic representatives, authorities, and multilateral organizations

**Regulator,**  
through consultations  
and processes

## > 400 clients

# Shareholders Engagement



## Board Engagement focusing on...



# Key partnerships

Snam's dedication to ethical business conduct includes its approach to lobbying and associations. In 2023, Snam introduced a Climate Lobbying Policy, outlining the principles underlying the Group's climate strategy, advocacy position and affiliations with associations: the six Key Climate Advocacy Drivers



# Snam Foundation

2024

~ € 1.49 M

Projects expenses & costs

9

Projects

Over 55.000

Beneficiaries

~100

Partners

Over 1.800

Participating volunteers

Over 6.000

Hours donated

~ 2.000

Snam assets donated

~ 19.000

Training hours






Number of projects for each region



2024

**Key areas of work across the 3Ps:** Implementation of the new social impact evaluation system and the new procurement process, release of the volunteering policy, launch of the Rete Territoriale of Snam Foundation, release of the new website, development of new local NGO partnerships




**Main project for each Poverty:**

-  Energy Poverty – Energia in periferia
-  Educational Poverty - Donare per Imparare
-  Food Poverty - Insieme per gli altri

2025

**Key areas of work across the 3Ps:** Implementation of new projects aligned with the priorities expressed by stakeholders, refresh of corporate volunteering initiatives with a focus on social fundraising, refocusing of educational poverty initiatives on youth green skills

**Main project for each Poverty:**

-  Energy Poverty – Energia in dono
-  Educational Poverty - Green Skills Academy
-  Food Poverty - Accompagna una famiglia



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Luca Passa, in his position as manager responsible for the preparation of financial reports, certifies pursuant to paragraph 2, article 154-bis of the Legislative Decree n. 58/1998, that data and accounting information disclosures herewith set forth correspond to the company's evidence and accounting books and entries.

This presentation contains forward-looking statements regarding future events and the future results of Snam that are based on current expectations, estimates, forecasts, and projections about the industries in which Snam operates and the beliefs and assumptions of the management of Snam.

In particular, among other statements, certain statements with regard to management objectives, trends in results of operations, margins, costs, return on equity, risk management are forward-looking in nature.

Words such as 'expects', 'anticipates', 'targets', 'goals', 'projects', 'intends', 'plans', 'believes', 'seeks', 'estimates', variations of such words, and similar expressions are intended to identify such forward-looking statements.

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energy to inspire the world

THANK YOU

*Sinfonie del Futuro* by Dario Licata  
Winner of the contest *Disegnando il futuro*

A visual metaphor expressing Snam's mission,  
which is to transform the transport of energy into a  
sustainable symphony,  
connecting technology and nature  
for a better world.

