



energy to inspire the world

Snam 2020-2024
Strategic Plan:
Towards Net Zero

EVENTO FILIERA ENERGY DI ASSOLOMBARDA – 7 LUGLIO 2021



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Agenda



Net zero



**The green gas
supercycle**



**Capex plan
2020-24**



**Energy transition
businesses deep dive**

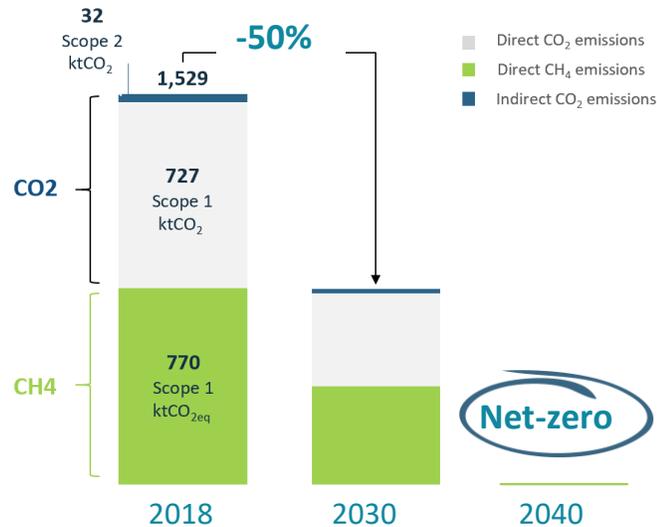


Net zero



Our pathway to net zero

Clear pathway to net-zero in our own scope 1&2 emissions

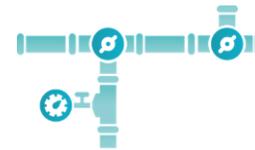


- One of the earliest in setting carbon neutrality target in the utilities sector
- Target aligned with Paris agreement to keep temperature increase within 1.5° C
- Engaged with suppliers and associates to promote their carbon footprint reduction (Scope 3)

Enabler of system decarbonisation

Secure asset readiness and flexibility and support green gases development

We ensure readiness of our assets and investments to hydrogen

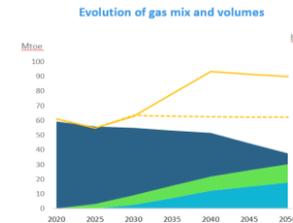


We work with policymakers to promote green gases



We work with green hydrogen value chain players to drive down cost of production

In our long-term scenario we foresee all transported gas by 2050 to be either renewable or abated



Reduce CO₂ emissions through our energy transition businesses



Energy efficiency



Sustainable mobility



Biomethane



Hydrogen



Forestation

Snam's Net Zero Positioning

Upstream infrastructure

Midstream

Downstream



Natural gas



Sector coupling/
storage/power to
gas



Hydrogen



Biomethane/
renewables/
waste/water

DE NORA
 ITM POWER
Energy Storage | Clean Fuel
 Early presence leveraging
 technological partnerships

Biomethane supply
 infrastructure, circular
 economy

Future-proof our asset
 base to deliver
 methane/biomethane
 volumes while enabling
 H₂ ramp up, also in
 blending, and providing
 flexibility to the
 electricity grid

Evolve from CNG
 platform to LNG
 and H₂ mobility

FERROVIE
 DELLO STATO
 ITALIANE
 ALSTOM
 Promote integrated
 ecosystems
 to serve key
 segments

Become a leading
 national operator in
 Energy Efficiency
 services



Long-term RAB growth with additional opportunities along the green gas value chain

Why Snam will succeed in a net zero environment

1

Committed to net zero by 2040 and ESG leader

- Clear pathway on scope 1 & 2 emissions
- Launched programme on associates and suppliers
- New scorecard

2

Long-term RAB growth

- Blending tests, H2 asset readiness
- Sector coupling/ Dual fuel
- Long-term sustainable growth

3

Execution Capabilities and technology edge

- Investments track record incl. TAP
- Building world leading technology gas TSO
- Technology edge in H2 & H20
- Leverage core competences across similar sectors

4

Energy transition businesses

- Insourced skills and competences
- Leader in key growth markets
- Enhancing core asset

5

International footprint

- Increased and diversified geographical footprint
- Asset-light approach in countries with high potential
- Snam Global Solution to monetise expertise

6

Strong balance sheet and disciplined investment approach

- Committed to current credit metrics
- Accretive returns
- Consistency with our ESG strategy



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The green gas super-cycle

Green gas will account for more than 25% of the energy mix by 2050 (1)

Net zero commitments

European commitments to:

- **55%** CO2 by 2030
- **Net zero** by 2050

China commitment to net zero by 2060

US re-enter Paris Agreement

Net zero sparks new capex supercycle

Essential role of gas & green gas

Fuel switching to maximise CO2 reduction

- By 2040 around **400 bcm** of switching to natural gas ⁽²⁾

Green gases to play a central role

- Cost effective solution to decarbonize hard to abate sectors

H₂ to account for ca. 25% of the global energy mix by 2050

Role of the grid fully recognised

Gas grids essential to net zero; need to repurpose and replace infrastructure where necessary

- European grids require limited retrofit
- Retrofit costs **10-25%** of newbuild
- Pipeline transport cost **\$0.10-0.20 per kg per 1000km**

Repurposing EU backbone € 30-60bn by 2040 ⁽³⁾

Policy support

Policy support focusing on reducing supply costs through scale

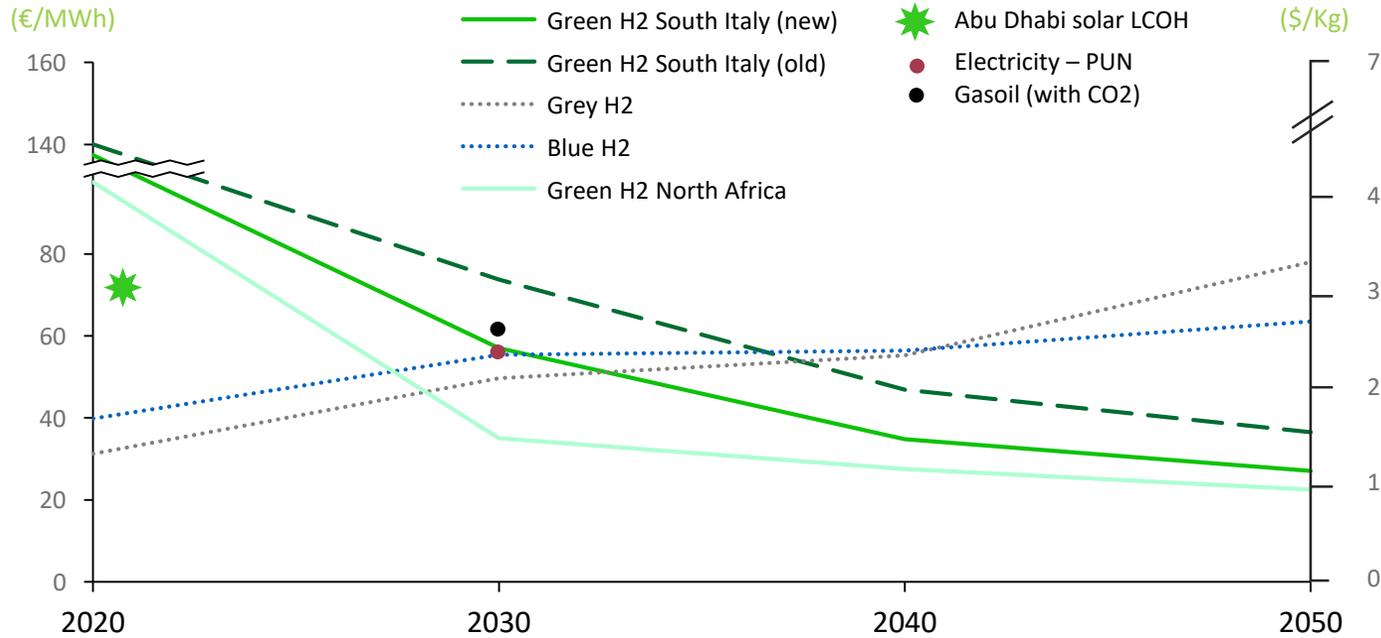
- EU policy targeting **40 GW** of electrolyzer capacity by 2030
- National strategies already point to ca **30 GW**
- Italian strategic guidance calls for **5 GW** by 2030
- **Ca. 50GW** of projects announced worldwide

Next Generation EU funds
IPCEI support

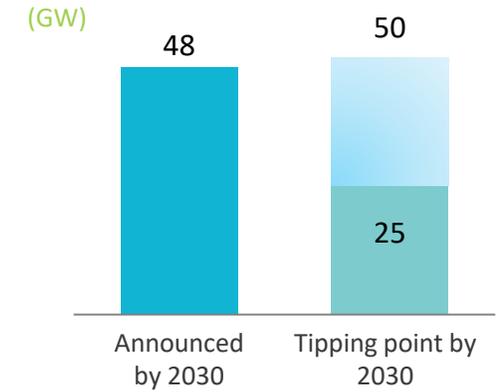
**€750bn
Next Generation EU funds**

H2 production costs are falling even faster than expected

Levelized production cost of hydrogen evolution



Announced H2 projects already reach tipping point



- **25GW** of electrolyzers capacity worldwide required for H2 costs around \$2/kg in favorable areas for renewable production
- **Ca. 50GW** by 2030 «tipping point»

Value-chain cooperation to create scale



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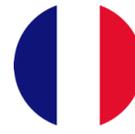


	2020	2030	2040	2050
Electrolyser Capex (large scale) €/kW	890	243	157	157
... large-scale adoption				
Solar cost (large scale - south Italy) €/MWh	44	24	11	11
... large-scale adoption				

15% lower than last year

Source Snam internal analysis, Hy challenge, CO2 assumptions: 24.5 €/ton (2020), 38.0 €/ton (2030), 58.4 €/ton (2040)

Strong policy support



Hydrogen share on energy consumption (%)	2030	-	2-5	-	-	4-5 ³	-	2
	2050	13-14 ¹	15-20	20	-	-	-	20
Installed electrolysis capacity (GW)	2030	40 (+ 40 outside EU)	2	6.5	4	5	3-4	5
	2050	500	5	-	-	-	-	-
Initial sectors of application	2030	-	Industry Mobility Blending	Industry Mobility	Industry Mobility	Industry Mobility	Industry Mobility	Industry Mobility Blending
	2050	-	-	-	-	-	-	-
Investments (€Bn)	2030	320-458 ²	7	7 ⁴	9	9 ⁴	-	10
	2050	-	-	-	-	-	-	-



H₂ supported by €750bn of funding available from Next Generation EU funds



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- 1 Considering hydrogen in energy uses only, in most EU scenarios hydrogen adds up to 23%
- 2 Of which 220-340 bln EUR to scale up and connect 80-120 GW of renewables (not always included in country figures)
- 3 Estimates based on 90 - 110 TWh target hydrogen demand

4 Figures on H₂ public investment package

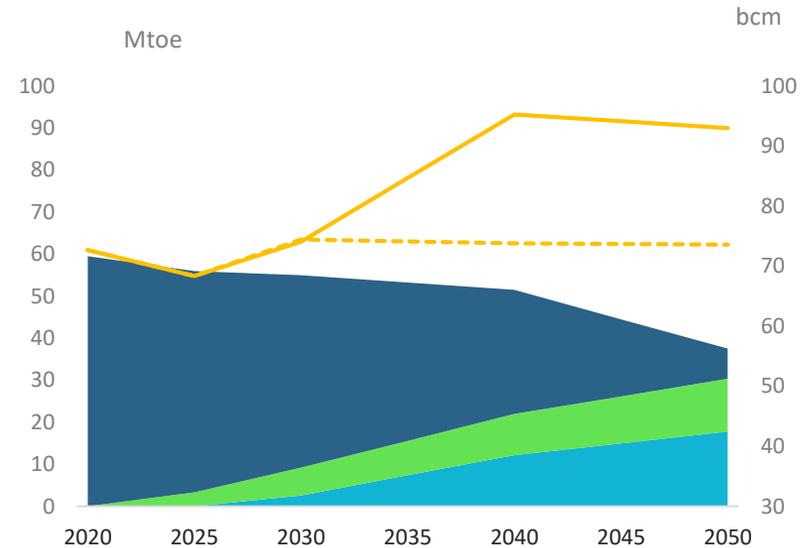
Source: EU national strategy; National strategies; Italian Ministry of Economic Development

Growing share of H2 to support long-term need for infrastructure

Transporting H2: key facts

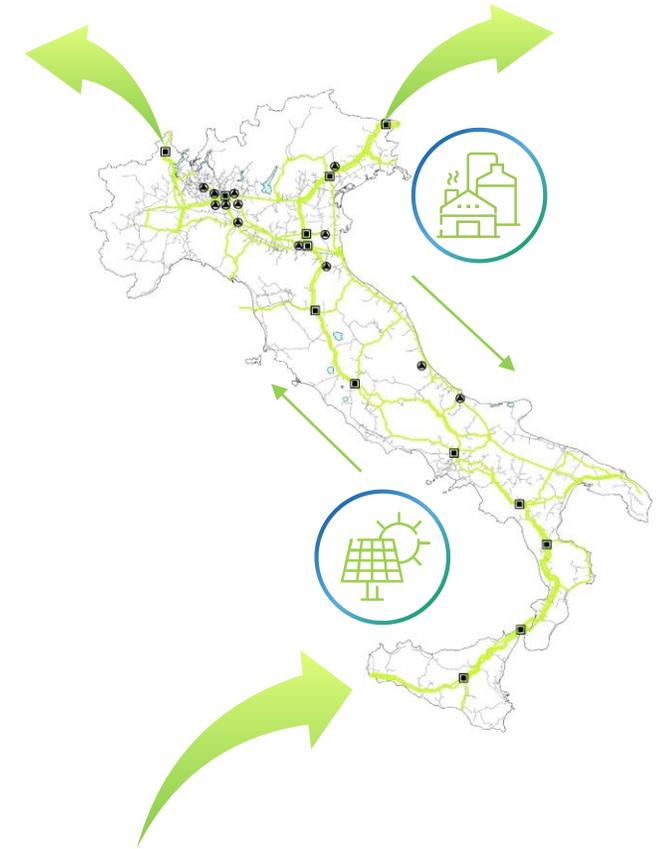
- Hydrogen is 3.8x less dense than natural gas ⁽¹⁾
- Hydrogen travels faster through a pipeline than natural gas, containing additional pipeline capacity requirements
- Pipelines offer flexibility for sector coupling, also through linepack

Evolution of gas mix and volumes



- CH4² – scenario H2 @ 25% mix
- Bio CH4² – scenario H2 @ 25% mix
- H2 – scenario H2 @ 25% mix
- Total volume gas (right axis) – scenario H2 @ 25% mix
- - - Total volume (right axis) – scenario H2 @ 18% mix

The 2050 grid





Capex plan 2020 - 2024

Our 2020-2024 plan

ITALIAN INFRASTRUCTURE

- Net zero investments
- Replacement of more than 1,170 km pipelines
- Sardinia methanization
- Technological innovation and network digitalization

INTERNATIONAL PORTFOLIO

- Stable contribution from diversified portfolio
- Leveraging opportunities from energy transition and technology rollout and Snam Global Solutions

NEW ENERGY TRANSITION BUSINESSES

- **Biomethane:** Develop biomethane capacity
- **Energy efficiency:** Pipeline of projects for public administration, residential and industrial clients
- **Sustainable mobility:** Consolidation of CNG footprint, focus on LNG and H2 supply infrastructure, SSLNG
- **Hydrogen:** H2 for trains, fuel cells H2-ready on Snam network

Capex
2020-24

€ 6.7bn

€ 0.7bn

KPIs

>2.5% RAB
growth to
2024

10% average
cash return

€150m of
EBITDA
by 2024

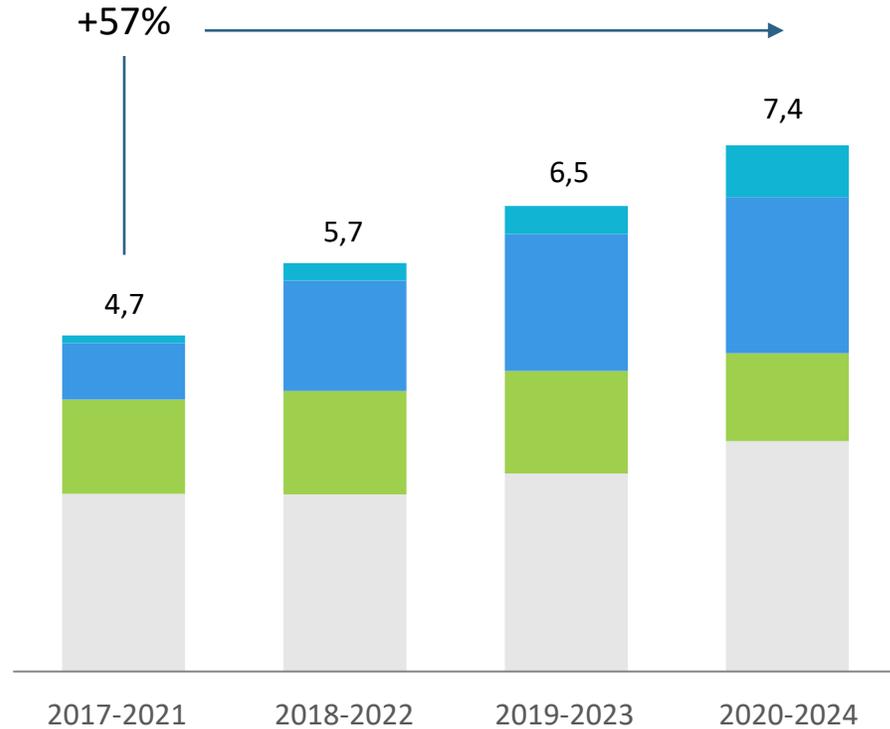
Solid €7.4bn investment plan 2020-2024, with clear long-term trajectory

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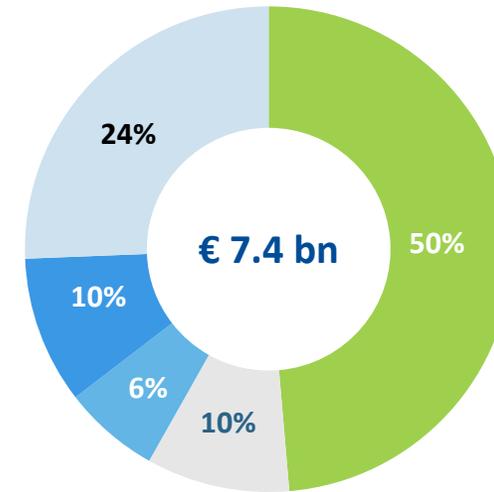
Main assumptions in the plan: WACC flat after 2022, Deflator 0.9%, does not consider De Nora acquisition/Investment platform

Snam's plan contributes to a carbon neutral economy



- New businesses (Energy Transition)
- Replacement
- Development
- Maintenance & Other

Contributing to a carbon neutral economy



- Hydrogen ready investments on our infrastructure (*)
- New businesses (Energy transition)
- Digitalization/Technology
- Net Zero Investments
- Maintenance & other

(*) Replacement, development and maintenance done using H2 ready procurement standard

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Italian RAB capex highlights

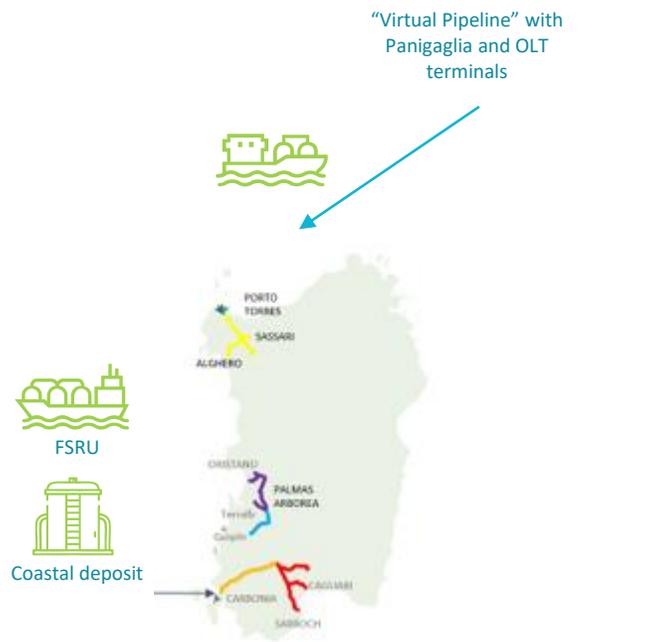


Key development activities

- 1 Sardinia project:
 - Realization of the virtual pipeline
 - First section of the backbone
- 2 Dual fuel compressions station
Storage wells infilling (peak volumes increase)

Replacements

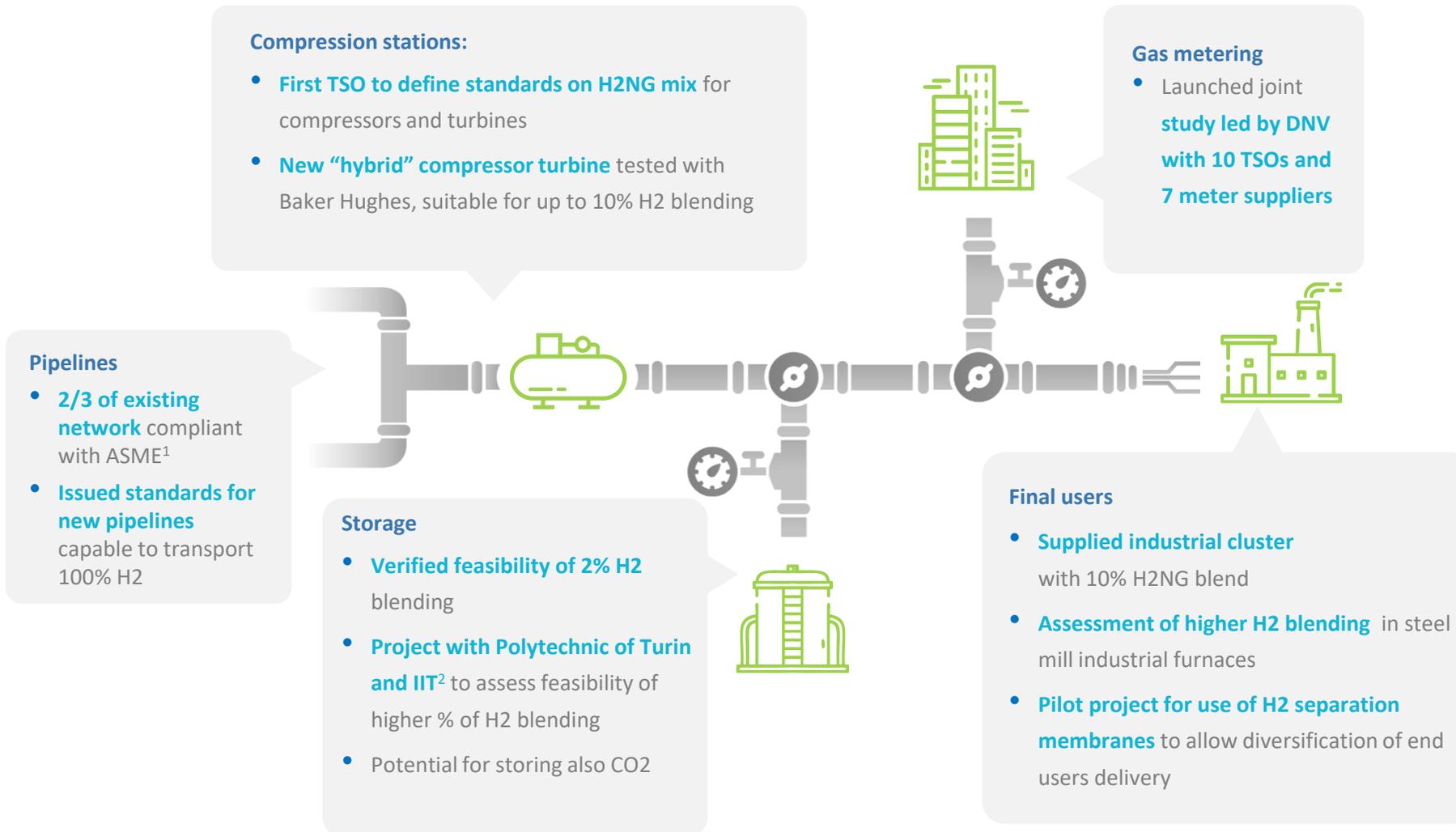
- 3 About **1.200 km** of transport pipelines replaced during the plan period (Ravenna – Chieti; Rimini - San Sepolcro; S.Salvo - Biccari)
~65% authorized or under construction



New interconnections

- 245** CNG and **50** biomethane connections to the grid
- 100** other connections to the grid

“H2-readiness” along the infrastructure value chain



Sector collaboration

H2 Gas Asset Readiness (H2GAR) cooperation between EU TSOs. 6 working groups on pipelines, compressor stations, separation systems, metering, safety and underground storage

European H2 Backbone plan – done in collaboration with 11 EU gas infrastructure companies - for a dedicated hydrogen transport infrastructure

Digitalisation: building world's most technological gas TSO

Technology strategy

1. Extract value from technology rollout by improving safety and effectiveness of operations
2. Develop a world class "data driven" infrastructure, leveraging top partnerships to have access to best technology roadmaps
 - IOT: **100x** data gathered and used through diffused sensorization of assets
 - Cloud and edge computing to optimize scalability, latency and reliability: **10x** data availability
 - Digital twin, wearables, robotization and drones & sat for operational excellence
3. Offer solutions developed through Global Solution

Targets

- Improve asset integrity and reliability
- Increase safety of workers
- Faster and more accurate pipeline leakage detection
- Optimize and prioritize maintenance

First release in H1 2021: Bologna "Flagship" District

- Launch H1 2021 of key applications to support operations in Bologna district (~4.300 km network)
- Measurement of results in terms of operational effectiveness, safety, asset integrity and reliability
- Rollout to other districts



PIMOS & smart cathodic protection: real time, geo-referenced leakage and potential corrosion detection through ~**1.000** new devices



Drones for asset monitoring in extreme conditions
tecHub
by **snamtec**



Satellites (radar & optics) for interference management and early landslides detection



Predictive maintenance on **2.700 valves**, impacts on **12.000 h/y** of maintenance activities



Near real time measure of **1.100 delivery points** for better operational management

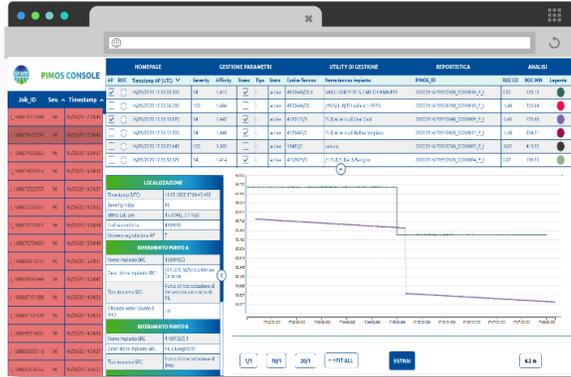


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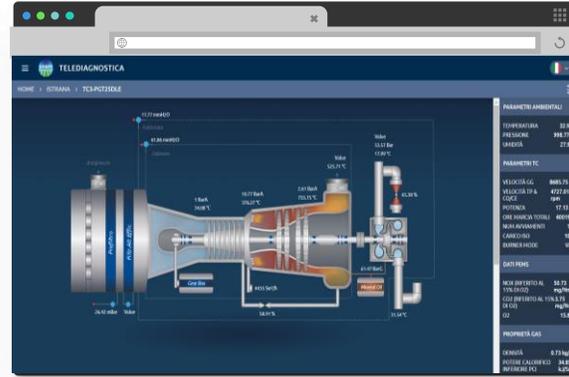
~ €500m of investments in digitalization 2020-24 to transform operations delivering security, reliability and sustainability

Digitalization and AI applied to industrial assets & operations to reduce emissions



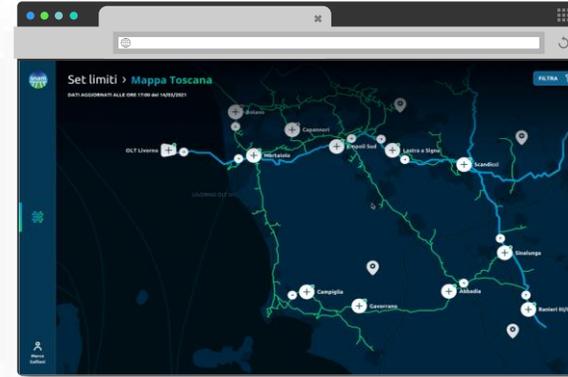
PIMOS

Real time detection and location of **gas leaks** on the pipeline network, and identification of possible causes of **pressure variations** leveraging on **machine learning**



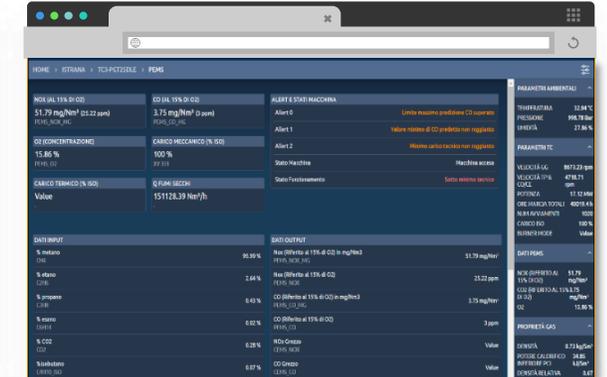
TELEDIAGNOSTICA GAS TURBINES

Acquiring and displaying diagnostic data of all plants gas turbines, to enable **predictive maintenance** and **anomalies early detection**



INTELLIGENT DISPATCHING

Application platform based on Artificial Intelligence algorithms to support Dispatching in the management of the grid, enabling greater reliability, safety and efficiency



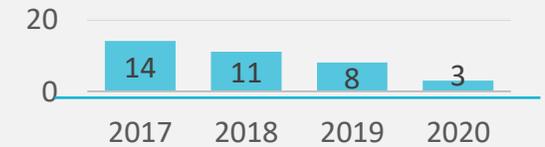
PREDICTIVE EMISSIONS MONITORING

Implementation of **predictive models** (PEMS models) to forecast emissions and improve emissions monitoring

DIGITALIZATION OF PROCESSES

End to end re-engineering of Company processes (field, central operations, corporate) aimed to increase responsiveness, flexibility and agility, thus reducing impact on resources (eg: paperless)

Mln of paper pages used/ yr





Energy transition businesses deep dive

New energy transition business with system integrator potential

Biomethane

Created platform in urban and agricultural feedstock

- **64MW** of installed capacity target (+22 vs previous plan) of which c. **20MW** already authorized
- Industrialization of agricultural production
- Develop a platform for growth in the circular economy
- Low risk business model with low double digit return
 - Long term incentives
 - Contracts or partnership with waste management operators



c. **€220** m of investments

BIOMETHANE

Energy Efficiency

Created platform to serve key segments:

Residential (c. 10% of Capex)

- Pipeline supported by long term fiscal incentive scheme
- Long-term contracts in energy management and renovation of residential systems

Industrial (c. 40% of Capex)

- **Ca 70MW** installations of distributed energy systems

Public Administration (c. 50% of Capex)

- Deep and energy system renovation via public tender (c. 7yrs) and private public partnerships (c. 15yrs PPP)



ENERGY EFFICIENCY

c. **€200** of investments

Sustainable mobility

Created platform to deliver sustainable mobility fuels

- Complete CNG footprint:
 - **110** stations contractualised
 - Expand LCNG stations (> **40 LCNG** stations @24)
- LNG supply for mobility
 - Snam to build & operate 1 liquefaction plants (**50 ktpa**)
 - Truck loading facility upgrade in Panigaglia
- Establish flagship H2 stations
 - **5** planned



SUSTAINABLE MOBILITY

c. **€150** m of investments

Hydrogen

New business unit launched to get ahead of the curve

- Initial focus on in-the money applications, including rail
- Upstream exposure conditional on long-term contracts
- Focus on consolidating technological leadership & proof of concept
- Hy-ready fuel cells to generate electricity for Snam consumption



HYDROGEN

c. **€150** m of investments



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● Increasing visibility as policy, regulation and markets mature

Snam's commitment in the biomethane value chain: Snam4Environment



- Snam's goal is the **development of the biomethane value** chain, following a **circular economy** rationale
- S4Env business model is to develop a diversified portfolio of specialized assets, **investing** and **acquiring ownership** of biogas and biomethane plants and developing **new greenfield projects**
- Final objective is to **fully exploit organic waste potential** by producing not only biogas/biomethane, but also **a high quality organic fertilizer** and liquefied CO2 to be used in the food industry
- Snam created a dedicated company, **Snam4Environment**, to invest directly in biomethane production plants and circular economy in general with an **investment plan of €220M in 2020-24**
- So far, Snam has completed **4 acquisitions** for a total production potential of c. 80 mcm/y



Snam investments

QIES BIOGAS
a Snam company

- Leader in Italy for the development, engineering and construction (EPC) of biogas and biomethane plants
- Active abroad with completed or ongoing projects in 10 countries

>10 Years of experience

>250 Working plants **>300** Under management

20% Market share in Italy

enersisicilia

Project company to build a production plant of biomethane from OFMSW

36 ktons OFMSW (organic fraction of solid urban waste) treatment capacity

~ 4,0 mcm biomethane produced per year

renerwaste
a snam 4 environment company

Fully owned by Snam

2 Biogas plants from OFMSW (130Ktons/y capacity to be converted into biomethane)

1 Municipal solid waste treatment plant (75 ktons/y)

2 Projects for the development of biomethane plants from OFMSW (80 kton/y)

iniziativa BIOMETANO
Iniziative per l'energia

Acquisition of 50% stake in the share capital with joint control rights of Iniziativa Biometano

At regime the company will own and manage 15 biomethane plants for a total installed capacity of c. 40MW

Biomethane: a renewable resource for a circular economy

Biomethane is:

- ... A perfect example of circular economy which enables to **reuse organic waste** as an **energy source**
- ... **Renewable, clean** and **sustainable** energy. Its development will be crucial to reach the decarbonisation targets and the use of advanced biofuels in the transport sector, in the cheapest way

... a fully-renewable energy source

Flexible

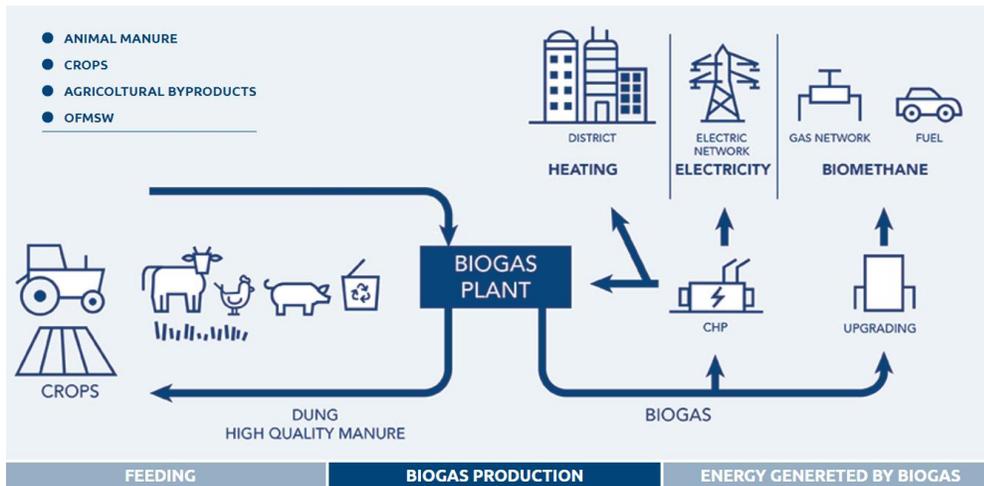
For all energetic uses (including fuel for transport)

Programmable

Using existing natural gas transport and storage infrastructure

Efficient

Can be used also in the context of on-site generation (OSG)



Biomethane in Italy

TODAY

~160 Mcm
Biomethane injected
into the grid in 2020

TOMORROW

~12 Bcm
Production
potential

- 75x less than the production potential
- 20% of gas demand in the transport sector
- 80 plants either connected or under connection to the grid
- 15-16% of tot domestic gas demand
- 16 mton/y of CO₂
- €30 bn of potential investments

Renovit: a new platform for energy efficiency

Snam and the CDP Group have launched Renovit, the new Italian energy efficiency platform for residential, industrial and the public administration which aims to enable further growth in the sector, promote sustainable development and the energy transition of the country

Different skills ...



Public administration

Energy upgrade, management of the energy service and technological multiservice for public buildings, public lighting and water systems



Industrial and SMEs

Energy upgrade, carbon footprint reduction and construction of energy infrastructures for self-consumption (such as PV and cogeneration)



Condominiums and Tertiary

Energy upgrade and management of energy service of public and private buildings and offices

...with clear objectives (3 DS)



Decarbonization



Decentralization



Digitization



Renovit for businesses: Sustainable Energy Program

The Sustainable Energy Program is the path of sustainable innovation and continuous improvement through which Renovit accompanies the company in identifying and implementing solutions capable of:

- **Reduce the impact** of processes
- **Reduce your energy bill**
- **Free up resources** for new business developments

Objective

Increase the **competitiveness of companies**, supporting them in the development of new strategies aimed at a sustainable use of natural capital and the continuous improvement of energy and socio-environmental performance

Renovit, investment partner, helps the customer **to act at the plant, management and business model level**, according to ESG criteria through 3 phases that can be cyclically iterated

Main advantages



Better **environmental performance** and competitive repositioning



Greater **company safety** thanks to better management of environmental risks



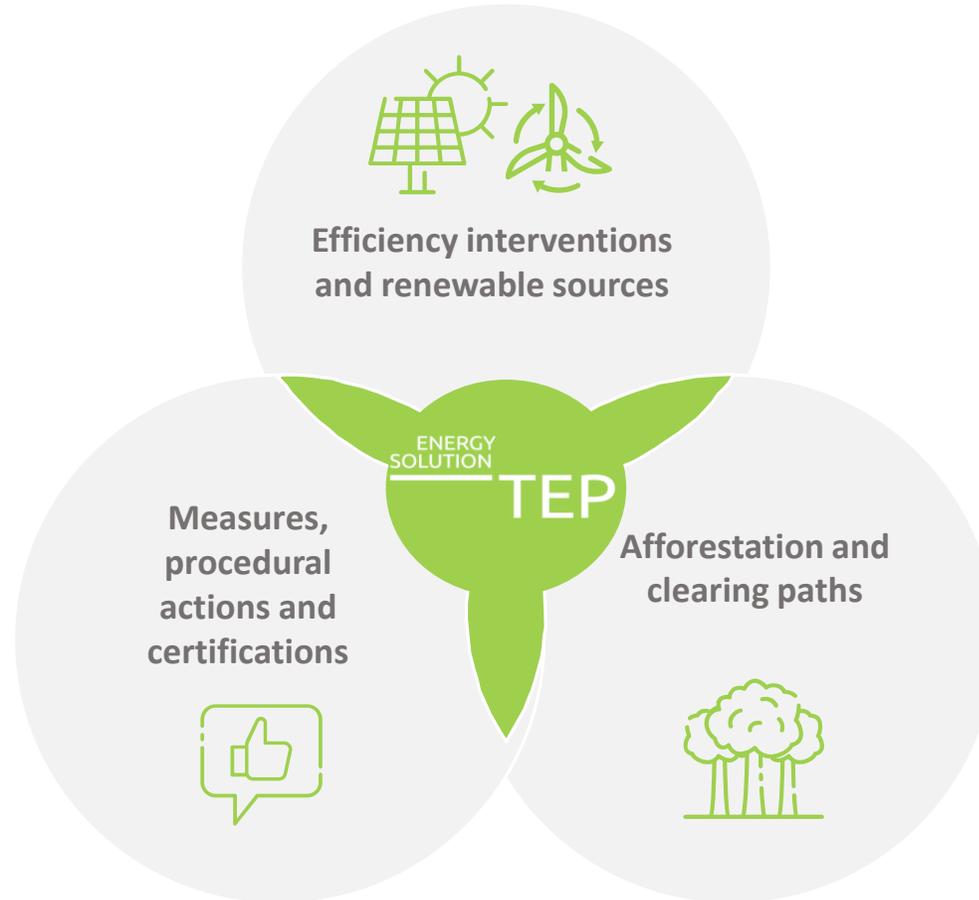
Energy saving and greater efficiency of activities and processes



Contribution to the achievement of corporate objectives of **social responsibility and protection** of the territory

Action levers of the Sustainable Energy Program

Renovit, through its subsidiary TEP, offers tailor-made solutions along **3 main intervention levers**:



ARBOLIA
roots for the future



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● Implementation of customized carbon management plans aimed at reducing emissions through efficiency, optimization and offsetting

Infrastructure provider: today's snapshot

S4M CONTRACTUALIZED STATIONS

- **Signed contracts for 135 stations (ca.15% LNG)**, evenly distributed among northern, central and southern regions
- **Commissioned 30 stations** of which 5 LNG
- Increased the presence on the **motorway segment** (+20 vs 35 currently operational)
- Supported **CNG self-service launch**, first unmanned S4M site by Q2-21.
- Synergies with S4E to **promote Biomethane**
- Obtained EU CEF fundings for 17 LNG stations, 8 of which will provide a critical mass for Snam SSLNG plant in Caserta



 LNG station
  CNG station

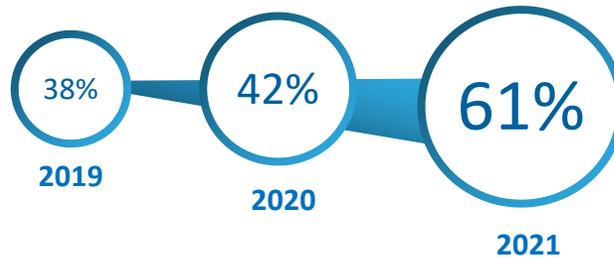
Cubogas at a glance

Cubogas is a **worldwide leader** in providing compression solutions and technologies for natural gas with **over 80 years** experience



Continuous internationalization process focus to get new opportunities

export on total revenues



Top quality recognized in **+40** Countries
+3000 units installed
 Around **70** employee

Market Share **top 3** markets



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Wide range of Products & Services

I. Large Compressors CNG



Main Applications: CNG, LNG boil-off recovery, Gas driven engine mother station, Biomethane compression

II. Fuelmakers



Applications: Plug & play solutions, easy to install for CNG private stations and fleet operations

III. Specialty products

Dispensers, Boosters, Chillers, Dryers, Storage Units, MRUs

IV. O&M Services

Snam Small Scale LNG Infrastructure

Truck loading service for LNG distribution at Panigaglia terminal

- **Upgrading to provide truck loading service at LNG Panigaglia Terminal (La Spezia)**
 - Potential capacity: **200 ktpa**
 - Permitting process ongoing
 - First LNG by 2022

At Panigaglia terminal LNG Bunkering service for a «virtual pipeline» to Sardinia is at draft stage

-  LNG Panigaglia Terminal
-  LNG OLT Terminal
-  Micro-liquefaction plants



LNG Bunkering service at LNG OLT¹ terminal

- **New investments for bunker vessel loading at off-shore terminal in Livorno**
 - Potential capacity: **140 ktpa**
 - Permitting process ongoing
 - Expected start within 2021

Micro-liquefaction

- **Construction of micro-liquefactors to produce LNG and Bio-LNG.**
- **First expected micro-liquefactor in Campania:**
 - Capacity: **50 ktpa**
 - Engineering completed
 - Permitting process ongoing
 - First LNG expected by 2022
- **Forecasting the construction of new micro-liquefactors in Italy to further encourage and support the growing demand of LNG (e.g. Sicily)**

1) Snam takes joint control of the LNG OLT Offshore terminal in Toscana by 49% of the share capital

The role of hydrogen in the decarbonization

The «colours» of hydrogen

«Grey» Hydrogen

Natural gas is separated into hydrogen and carbon dioxide (CO₂)

CO₂ emitted into the atmosphere

«Blue» Hydrogen

Natural gas is separated into hydrogen and carbon dioxide (CO₂). The carbon dioxide is stored and reused

CO₂ captured and reused

«Green» Hydrogen

Water is separated into hydrogen and oxygen molecules thanks to the use of electricity from renewable sources

No CO₂ emitted

Why hydrogen?

- It can be produced **carbon-neutrally** through RES and can **support the development of a decarbonised economy**
- It can be used **to transport and store energy**, but also in **end uses**. Will enable **sector coupling**
- Can be used in **existing infrastructure**

BU Hydrogen

Created in 2019, Snam BUH2 is focused on different kind of activities: **scouting of hydrogen-related technologies, designing of innovative business models** and **definition of business cases** for the utilization of hydrogen in different sectors: mobility, industry, energy, services



H2 for Sector coupling and RES integration

Solutions for innovative utilities and sector coupling



H2 for Industry

Supply for green industrial processes



H2 for Transportation

Solutions for sustainable mobility systems



H2 for Commercial Use

Supply for green industrial processes

The Hydrogen opportunity

1. Asset Readiness

- **Pipelines:** network is largely hydrogen ready, key reason to underpin replacement
- **Components:** gas chromatographs and other minor instruments would need replacing (<1% RAB)
- **Gas compressor units:** testing the impact of a 5-10% blend
- **Geological storage sites:** ongoing analysis and research
- Ongoing assessment of use of **membranes to separate NG and H2** out of NGH2 blend

Negligible investment to reach 5-10% NGH2 readiness
Ongoing investment in the grid «Hy-ready»

2. System design

- **Long-term scenarios:** Expected key role of hydrogen in the energy mix
- **Grid evolution:** Development of pathway analyses with increasing share of green gasses
- **Technical standards:** involvement in focus groups to develop common rules on H2 in Italy and Europe

Ongoing work to support long-term grid planning

3. Value chain development

- Evaluating potential opportunities/pilot projects to scale up clean H2 production and use
- **Partnership** with other operators of the value chain
- Scouting for promising **technologies**

Scouting the market for investment opportunities and partnership

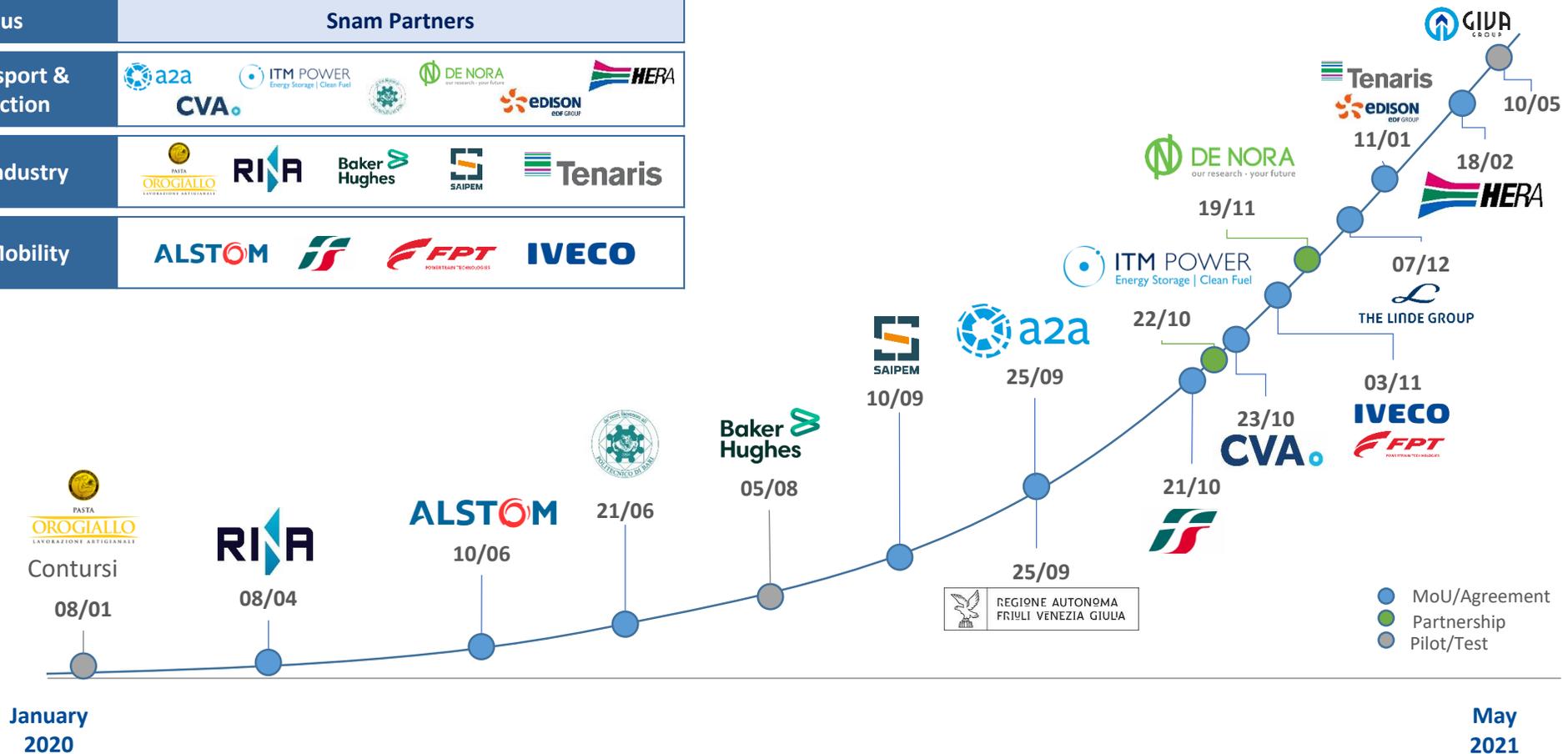
Snam as an Enabler: Hydrogen BU created

An Expanding Ecosystem

- **3 pilot project** for H2NG blend
- **11 MoU** for the development of the value chain
- **2 Partnership** with technology providers

Focus	Snam Partners
H ₂ Transport & Production	     
H ₂ for Industry	    
H ₂ for Mobility	  

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H2: Partnership with De Nora and ITM to get technological edge on electrolyzers

De Nora is at the heart of the electrolyzer process and supplies global top licensors of Alkaline water electrolyzers

Partnership with ITM Power, leader in PEM technology



Courtesy of tkUCE

Courtesy of McPhy

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- >€ 0.4bn investment (37% stake), appoint 3 Board Members, and representation on Strategic and Technical Committees
- De Nora enjoys **exceptional business profile** being a leading company in Chlor-Alkali, electronics and surface finishing and in water and waste water treatment segment
- ... **with strong hydrogen upside**
 - Fast-growing H2 electrodes business (key component of electrolyzers)
 - 34% of the JV with Thyssenkrupp co-develops, assembles and installs electrolyzers and plants
 - Joint Development Agreement with fuel cell specialist AFC Energy to develop alkaline electrodes for alkaline fuel cells

- **€30m GBP** investments in ITM Power capital increase
- Presence in key technical and strategic committees (Strategic Advisory Committee and Technology Management Committee) and secondment of resources
- Soft commitment for up to **100MW** of electrolyzers of "membrane" technology (PEM - Proton Exchange Membrane) to be used in Snam pipeline of projects



Q&A SESSION



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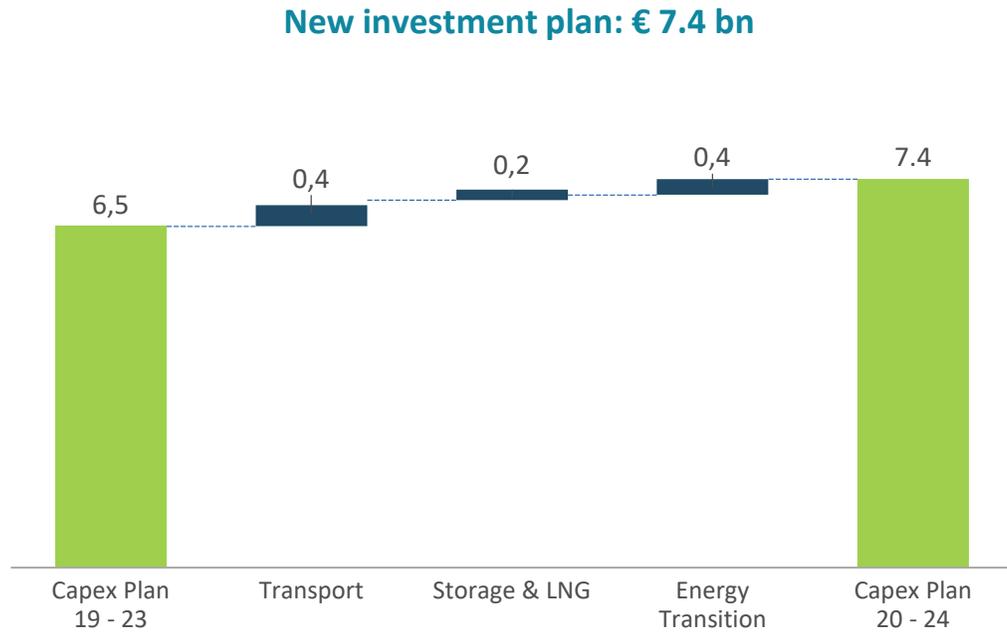


Back up



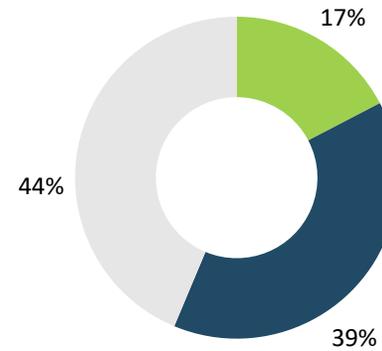
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Investment plan 2020-2024



Transport

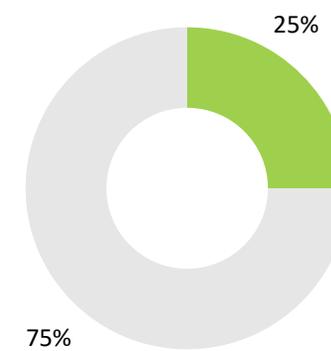
€ 5.7 bn



- Development
- Replacement
- Maintenance & Other

Storage, LNG

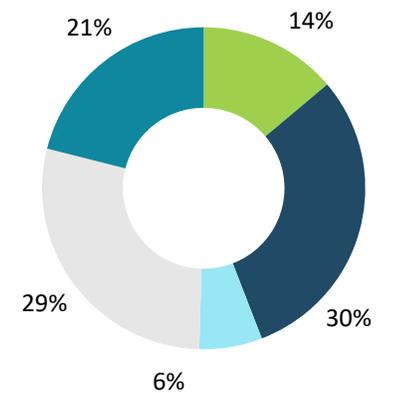
€ 1.0 bn



- Development
- Maintenance & Other

Energy Transition (not RAB based)

€ 0.7 bn



- L-CNG
- Biomethane
- SSLNG
- S4E
- Hydrogen





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Snam 2020-2024
Strategic Plan:
Towards Net Zero

EVENTO FILIERA ENERGY DI ASSOLOMBARDA – 7 LUGLIO 2021