

Sustainable Value
Creation Plan
2023-2029

Builders of the future

The journey continues

Natural
capital

Manufactured
capital

Intellectual
capital

Financial
capital

Human
capital

Relationship
capital



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1. Our Commitment

Thinking sustainability means taking action now to build the future. At Italgas we are persuaded that this can be achieved by generating positive impacts on the planet, the people and the economic system.

The processes of an economic activity are truly sustainable only if they are able to preserve, increase or, where appropriate, minimize the use of the capitals that are used for value production.

To meet this challenge, we have developed an innovative model that, starting from an analysis of the challenges posed by a constantly evolving external context, identifies actions that will have a positive impact on the capitals we draw upon. This is where we started from to define the goals and the structure of our Sustainable Value Creation Plan.

The goal of this document is to present the evolution of the Group sustainability strategy and ambition.

The steps achieved along the path already traced have been presented in the 2022 Integrated Annual Report.¹

¹ https://www.italgas.it/wp-content/uploads/sites/2/2023/03/Integrated-Annual-Report-2022_PDF-format-not-ESEF.pdf



1.1 The values that drive us

Vision

To be a leading player in the energy world, driving its evolution with continuous and sustainable innovation to improve people's quality of life.

Mission

We have provided energy services to the community with efficiency, safety and excellence for over 180 years. Advancing the energy transition by creating the networks of the future and promoting innovative and sustainable solutions. We care for local communities. We nurture positive and generative relationships with everyone we meet: individuals, companies, suppliers and shareholders. We are open to new markets where we can apply our distinctive skills. We promote people's growth and develop talent by building inclusive and stimulating working environments.

Purpose

Pioneers by passion and builders by vocation, we put all our energy into accelerating genuine ecological transition. We do it for us. We do it for everyone.

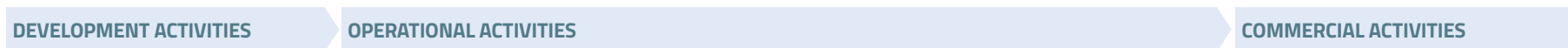
The future has ancient roots. Italgas was established in 1837, with a long history, is founded on strong, stable values, but able to adapt to our times



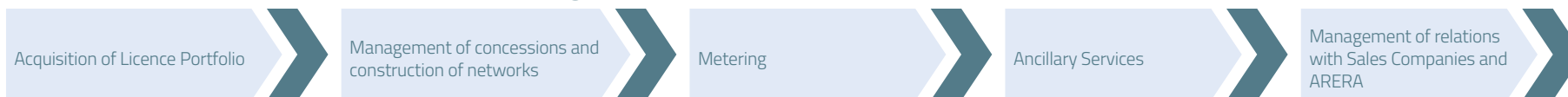
1.2 The Group presence



1.3 The value chain



Business process - Gas distribution and metering



Business Process - Water Service

Nepta



Business Process - Energy efficiency

GEOSIDE



Business Process - IT Services

bludigit



1.4 The paths of the Strategic Plan

The Italgas Strategic Plan aims at defining a medium and long-term perspective of value creation for the Group, in order to maximize the impact of its sustainability goals. Business prospects and sustainability are fully integrated.

Acceleration of transition processes and improved safety of supplies. Development and large-scale use of green gases in the networks

Energy transition

Transforming the gas distribution network into a digital network to enhance its efficiency and resilience and permit the distribution of green gases

Digital transformation

Decarbonisation of the Group's operational activities and development of energy efficiency initiatives, also through the Group's ESCo, Geoside

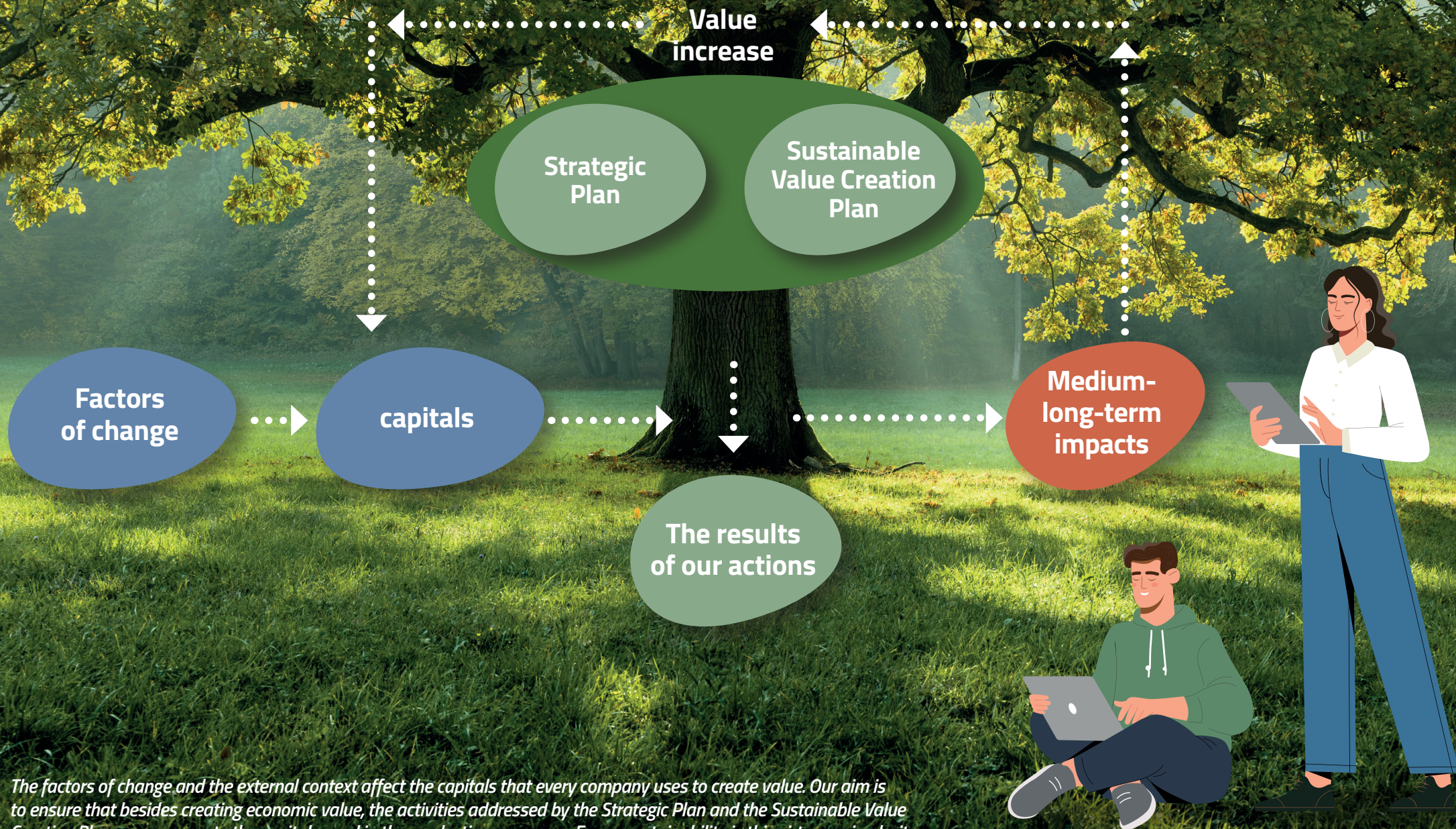
Emissions' reduction

Business expansion through acquisitions, network development, tenders to expand the service. Growth in the energy efficiency, water and digital service sectors

New opportunities



1.5 Our view on sustainability



The factors of change and the external context affect the capitals that every company uses to create value. Our aim is to ensure that besides creating economic value, the activities addressed by the Strategic Plan and the Sustainable Value Creation Plan can regenerate the capitals used in the production processes. For us sustainability is this virtuous circularity: working, together with our stakeholders, to generate positive impacts on the capitals that constitute the wealth of the communities where we operate

1.6 The right direction

The results of our actions

- Promotion of innovation and digital transition
- Reduction of energy consumption of the Group and of third parties
- Extensiveness and digitalisation of the distribution network
- Reduced leakage from the networks
- Distribution of renewable gases and GHG emissions' reduction
- Waste reduction
- Growth of skills within and outside the company
- Better results through the inclusion of diversity in terms of gender, age, abilities and education
- Employee satisfaction and engagement
- Respect for human rights
- Reduced work-related accidents
- Dissemination of good sustainability practices along the entire supply chain
- Support for the communities and the territory
- Financial solidity

Our every action produces results. Our commitment is to maximise positive results and minimise potential adverse effects by generating virtuous impacts on the tangible and intangible capitals we use in our processes

1.7 Benefits for the future generations

Medium-long-term impacts

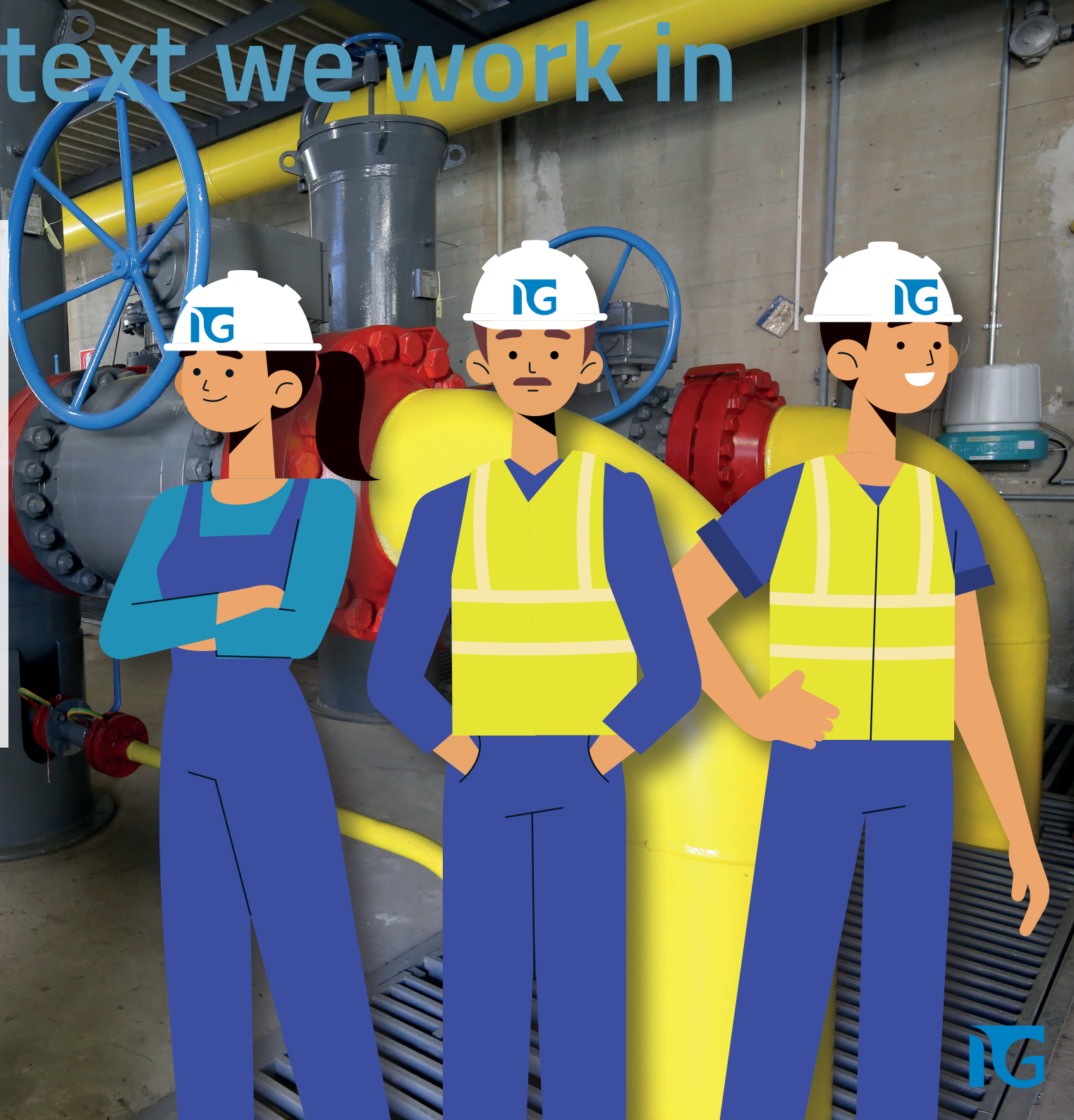
- Increased supply chain resilience through the dissemination of the best sustainability practices
- Mitigation of environmental impacts, protection of the ecosystems, support for the circularity EU goals
- Economic development of the Country
- Energy security of the Country
- Decarbonisation of the Country in keeping with EU goals
- Development of a culture orientated to the promotion of equal opportunities and women's empowerment
- Energy and digital literacy of the citizens in the service of the energy transition
- Generation of shared value for the stakeholders in the territory
- Development of a corporate culture that is healthy and inclusive, based on respect for human rights and designed to ensure the wellbeing of the workers
- Digitalisation, innovation, efficiency, safety and sustainability of gas distribution infrastructure
- Safe and efficient access to energy for all
- Promotion of innovation in the service of energy transition

The commitment we undertake is to ensure that our actions have positive impacts on a wide range of issues that contribute to define a sustainable society

2. The context we work in

The resources existing in the context we operate in – natural, manufactured, intellectual, financial, human and relational capitals – enable Italgas to carry out its activities. On these capitals, together with our management skills, depends the success of our actions.

Since the external context is dynamic, evolving through rapid and often unpredictable changes that affect the capitals to different extents, we respond to change to preserve and increase over time the value of the capitals we use.



2.1 A responsible use of resources

Natural capital

- Natural gas, hydrogen, renewable gases
- Water
- Other natural and energy resources

Manufactured capital

- Corporate physical assets: distribution networks and systems
- Digital infrastructure

Intellectual capital

- Ability to innovate (R&D)
- Technical and digital knowledge
- Corporate culture and know-how

Financial capital

- Financial solidity of the Group
- ESG credibility and access to credit at competitive rates

Human capital

- Shared values and goals within the Group
- Motivation and involvement of Italgas people

Relationship capital

- Relationships with partners in the gas supply chain
- Relationships with trade associations, regulatory bodies, institutions and citizens
- Reputation and recognition of leading role in the distribution sector

The achievement of the Group's results depends on the choices we make every day and the passion we put into implementing them, but it would not be possible without the capitals we have access to and we strive every day to preserve. The main capitals used by Italgas are detailed above

2.2 The factors of change

Growing attention to renewable gases

Based on the goals defined by the European Union, the attention of the operators has focused to an ever-greater extent on renewable gases: biomethane and hydrogen will play a key role in the energy transition.

EU decarbonisation plan (Green deal)

The European Union has undertaken to reduce greenhouse gas emissions with the aim to achieve climate neutrality by 2050. This goal is the foundation of the EU energy transition Plan.

REPowerEU energy self-sufficiency plan

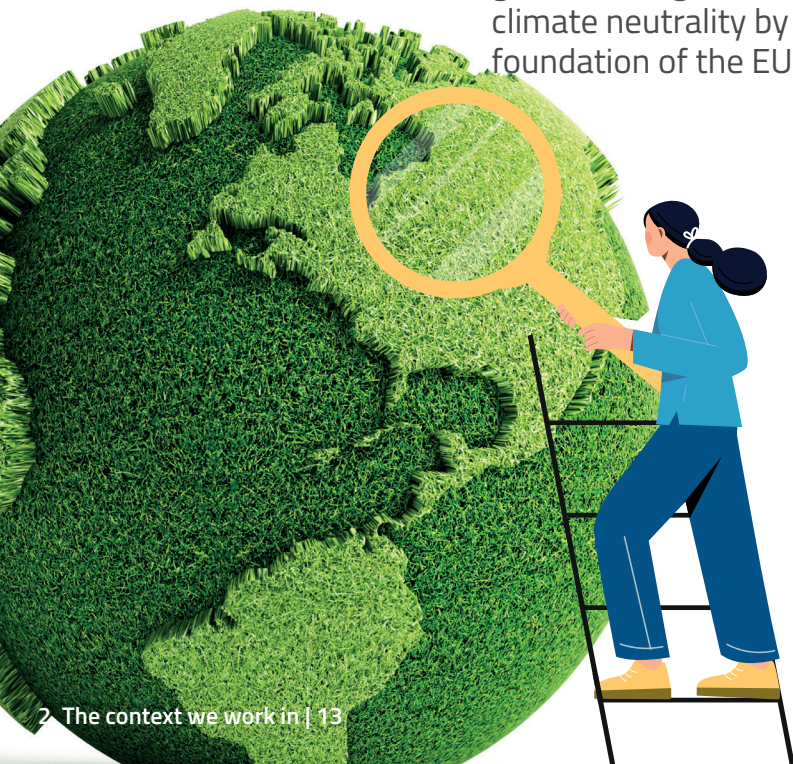
The plan provides for a series of measures to quickly reduce dependence of Russian fossil fuels and accelerate the energy transition, building up the resilience of the European energy system.

EU Circular Economy Action Plan

The package of measures adopted by the European Union aims to speed up the transition to a new economic model, reducing waste, energy use and raw materials consumption.

Criteria of access to financial capitals

Also through the effects of political choices such as the European Taxonomy for sustainable investments, banks and investors direct funding and investments primarily to companies that are seen to integrate the principles of sustainability into corporate goals and decisions.



2.2 The factors of change

Demand for specialised know-how

The energy transition and the evolution of digital technologies call for new, specific technical and specialised skills, not always readily available on the market.

Changing customs and diversity policies

The companies intensify their efforts to promote equal opportunities and policies ensuring diversity in management positions. At global level, legislators, investors and employees ask the companies to commit to the elimination of discrimination between workers.

Changing expectations of young workers

In recent years the way young people approach the world of work has been changing. A growing number of workers resign in search of independence and a better work-life balance. In particular, young people seek jobs characterised by values they can share, where they can express their interests and passions, and that enable them to acquire new knowledge.

Introduction of environmental and social criteria in supplier evaluation

Legislators are increasingly directing companies to extend their responsibility beyond organisational boundaries, along the entire supply chain. An example of this trend is the recent Corporate sustainability Due Diligence Directive, whereby companies are required to undertake environmental and social due diligence processes.



2.3 Today's challenges



Growing attention to renewable gases

Italgas invests in the technological and digital transformation of the networks so that they contain and distribute biomethane and hydrogen.

EU decarbonisation plan (Green deal)

Italgas makes investments aimed at reducing its carbon footprint, also through a complete digitalisation of its distribution network.

REPowerEu energy transition acceleration plan

Italgas intensifies its investments in biomethane, hydrogen and energy efficiency.

EU Circular Economy Action Plan

Italgas reduces the waste of resources and the impact of its activities on the planet.

Changing investment evaluation criteria

Italgas relies on its ESG performance to continue to attract new funding.

Growing demand for specialised know-how

Italgas addresses this need by leveraging internal training and new hires.

Changing workers' expectations

Italgas responds to the changing expectations of candidates and workers by striving to be attractive and secure the best talents.

Changing customs and diversity policies

Italgas looks to the best practices and invests in the dissemination of technical skills among women.

Environmental and social criteria in supplier evaluation

Italgas introduces specific sustainability criteria in procurement processes, leveraging its purchasing power.

Impact on
capitals

Financial capital
Intellectual capital
Manufactured capital
Natural capital

Financial capital

Human capital
Intellectual capital
Relationship capital

Financial capital
Relationship capital

3. The Sustainable Value Creation Plan (2023-2029)

To be consistent with the intention to preserve and develop the capitals we use in our corporate processes, we have structured our Sustainable Value Creation Plan starting from three pillars: the Planet, the People, the Partnerships.

To each of these pillars correspond three precise lines of action with clear commitments and measurable targets*. Such lines of actions are expected to have a medium - long-term impact that will make it possible to enrich the capitals involved.

The plan reflects the deep integration of the Group's strategic and sustainability objectives, which are also taking into account Depa Infrastructure, the main gas distributor in Greece, included in the consolidation scope from September 2022.

** The targets, approved by BoD in June 2023, refer to the perimeter of the companies of the Group fully consolidated in June 2023. Moreover, targets do not take into account water service companies acquired in 2023 and subsequently merged into Nepta, nor possible future changes following ATEM tenders and M&A operations.*



3.1 Italgas for the future of the planet

As natural gas distributors we are called upon to meet the energy needs of our nearly eight million users in a sustainable manner. This is why we are committed to the continual improvement of our infrastructure, with the aim to digitalise it so that Italgas can become an enabler of the energy transition.

This process is carried out in particular through the digitalisation of the networks, to make them suitable to contain and distribute biomethane and hydrogen, and by extending the networks to areas using higher emission sources.

In the water sector too, the technological and digital modernization of infrastructure allows a more efficient management of such a valuable resource, also improving the quality of the service offered.

By building up the activities of the ESCo, Geoside , and by reducing the Group's energy consumption and emissions, Italgas aims to strengthen its role as an active player in the fight against climate change.

Italgas is also committed to protecting the ecosystems where it operates and promoting a circular economy.





We count on digitalisation to bring about the energy transition and the decarbonization

ACTIONS

Repurposing the network to increase its flexibility and ensure the necessary connections for the distribution of biomethane and hydrogen

Extending the network to non-methanised territories

TARGETS

- 100% network ready to accommodate hydrogen by 2028
- 90% network digitised and monitorable by DANA by 2024 in Italy and by 2026 in Greece
- 360,000 new users connected to the Group natural gas distribution networks by 2029, thus replacing more polluting sources, allowing sector coupling and reducing costs for customers¹

MEDIUM- LONG-TERM IMPACTS

- Economic development of the Country
- Decarbonisation of the Country in accordance EU goals
- Digitalisation, innovation, efficiency, safety and sustainability of gas distribution infrastructure
- Economic development of the Country
- Decarbonisation of the Country in accordance EU goals
- Digitalisation, innovation, efficiency, safety and sustainability of gas distribution infrastructure
- Safe and efficient access to energy for all



1 Organic growth of redelivery points (combination of new connections and cut-offs), without considering the contribution of future tenders



We contribute to the fight against climate change

ACTIONS	TARGETS	MEDIUM- LONG-TERM IMPACTS
Enhancing the activities of ESCo Geoside	<ul style="list-style-type: none">280.000 MWh saved by ESCo customers, corresponding to about 62.000 tons of CO_{2eq}¹ thanks to energy efficiency interventions implemented between 2022 and 2028	<ul style="list-style-type: none">Decarbonisation of the Country in accordance with the EU goals
Reducing the Group's energy consumption and greenhouse gas emissions	<ul style="list-style-type: none">-34% of Scope 1 and 2¹ emissions by 2028, -42% by 2030 (baseline 2020), Net Zero Carbon by 2050²-27% of net energy consumption by 2028, -33% by 2030 (baseline 2020)³	<ul style="list-style-type: none">Digitalisation, innovation, efficiency, safety and sustainability of gas distribution infrastructureDecarbonisation of the Country in accordance with the EU goalsEnergy security of the Country
Reducing the GHG emissions from the Group's value chain	<ul style="list-style-type: none">30% Scope 3 emissions by 2028, -33% by 2030 (baseline 2020)⁴	<ul style="list-style-type: none">Decarbonisation of the Country in accordance with the EU goals



1 Market based
2 New 2020 baseline, including Greek companies, is 193,3 ktCO_{2eq}
3 New 2020 baseline, including Greek companies, is 619,1 TJ
4 New 2020 baseline, including Greek companies, is 202,9 ktCO_{2eq}



We protect the ecosystems and promote a circular economy

ACTIONS

Introducing ecodesign principles in smart meter production

Reducing the amount of waste sent on for disposal

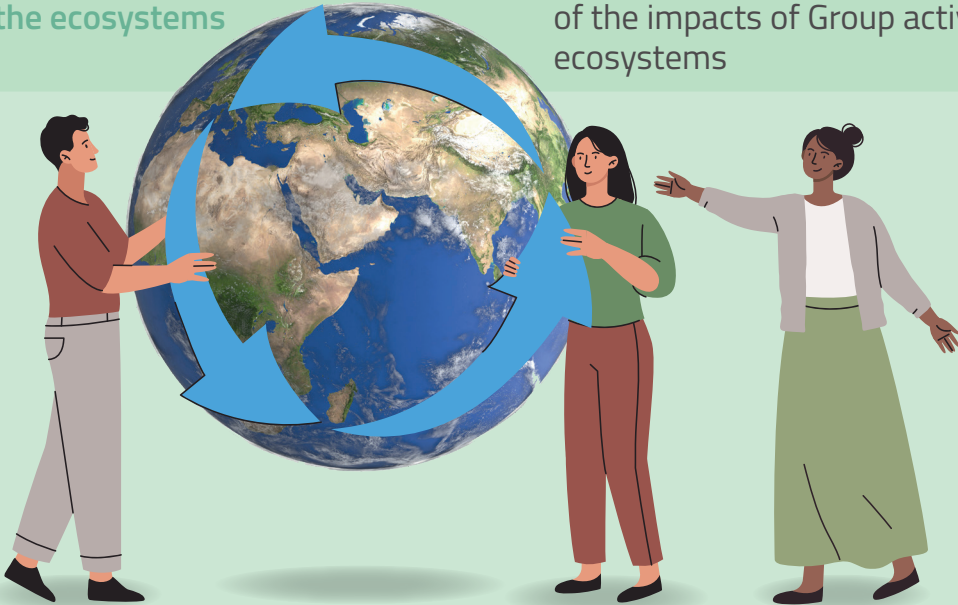
Managing and mitigating the impact of the Group on the ecosystems

TARGETS

- 50% of all active smart meters designed according to «Design for environment» criteria in lieu of GPRS meters by 2028
- 100% of the waste produced annually by the Group sent on for recovery by 2028
- 95% of the waste produced annually by contractors of the Group sent on for recovery by 2029
- Realisation by 2024 of an integrated model for the evaluation, management and monitoring of the impacts of Group activities on the ecosystems

MEDIUM- LONG-TERM IMPACTS

- Mitigation of environmental impacts, protection of the ecosystems, support for the circularity EU goals
- Mitigation of environmental impacts, protection of the ecosystems, support for the circularity EU goals
- Mitigation of environmental impacts, protection of the ecosystems, support for the circularity EU goals



3.2 Italgas for the future of people

We view people as our most important asset. This is why we are actively engaged in improving the quality of life of our customers, by providing safe and reliable services, and the quality of life of our employees and collaborators, by promoting rigorous health, safety and wellbeing policies, protecting human rights, valorising and supporting diversity, inclusion and equal opportunities.

Since digitalisation is a key factor in our strategy, we are committed to disseminating skills among the people, both within and outside the Group.

Italgas also works to increase the energy security of the Country, making it possible to reduce energy dependence on foreign sources.

The Group also works with the goal of converging towards the integrated security system to manage vulnerabilities, threats and security events to continue to ensure the highest level of cybersecurity.





We improve the quality of life and ensure the safety of employees, citizens and the national energy system

ACTIONS	TARGETS	LONG-TERM IMPACTS
Providing the citizens with high quality, dependable and safe services	<ul style="list-style-type: none">90% compliance with the 10-day and 100% compliance with the 20-day time limit to complete procedures within Italgas’ remit, from request for a quotation to activation of the supply to the end-customer by 2028¹More than 100% of the networks undergoing annual inspections under the gas dispersion search programme (target value for each year), and 200% by 2028²98% of interventions with Emergency Response arrival at site within 60 minutes (target value for each year)³	<ul style="list-style-type: none">Safe and efficient access to energy for all
Monitoring of aspects of organisational security necessary to maintaining commensurate levels of cybersecurity	<ul style="list-style-type: none">Annual maintenance for all Italgas Group companies of the “Advanced” level of Bitsight’s Cyber Security index; for new companies consolidated by the Group, achievement of the same level within 24 months after the acquisition⁴50,000 training hours for employees on cybersecurity by 2029⁵	<ul style="list-style-type: none">Energy security of the CountryDigitalisation, innovation, efficiency, safety and sustainability of the gas distribution infrastructure
Promoting the health, safety and wellbeing of employees and collaborators	<ul style="list-style-type: none">Maintain the work-related accident rate⁶ of employees and contract workers below 2 (target value for each year)>90% of employees benefiting from corporate welfare services by 2028⁷>85% net promoter score for employee engagement (degree of satisfaction with working for the Group) by 2028	<ul style="list-style-type: none">Development of a corporate culture that is healthy and inclusive, based on respect for human rights and designed to ensure the wellbeing of the workers

1 Target applies solely to interventions to be performed by the distributor that do not call for network extensions. Target valid only for Italian perimeter

2 Also taking into account regulatory performance targets of both Italy (ARERA target: the distributor company is required to comply with the service obligations undertaken in terms of inspection frequency, corresponding to 100% in the 3 mobile years for high and medium pressure networks and 100% in the 4 mobile years for low pressure networks) and Greece (RAE target: 2-4 times per years for ductile networks in areas with high population density, while regulatory targets for other kinds of network vary from once a year to once every 4 years, depending on network characteristics)

3 ARERA target: > 90%; RAE target: >90% within 120 minutes, without exceeding the 240 minutes in any case

4 New target

5 New target

6 Number of accidents recorded/million hours worked

7 Target currently based only on the Italian perimeter, while Greek perimeter will be evaluated during 2023, which is the first full year within the Group





We improve the quality of life and ensure the safety of employees, citizens and the national energy system

ACTIONS	TARGETS	LONG-TERM IMPACTS
Promoting the diversification of national energy supply	<ul style="list-style-type: none">400 biomethane production plants, built by third parties, connected to the distribution network by 2029200 tons of green hydrogen produced and distributed in the Group’s P2G pilot plant in Sardinia by 2028, demonstrating the validity of the solution for industrial and residential transport and use	<ul style="list-style-type: none">Energy security of the CountryDecarbonisation of the Country in accordance with EU goals



We develop the skills of the future

ACTIONS

Promoting the dissemination of digital skills for the energy sector outside the organization

Developing digital skills and repositioning skills towards higher value-added activities

TARGETS

- 30,000 persons engaged in external training activities dedicated to the energy transition by 2029
- 45 hours of training per year per employee, with a focus on digital training, by 2029
- Implementation of Academy training activity with a co-design approach with top management, internal faculty and knowledge expert by 2023. Training activities also available to third parties by 2024¹

LONG-TERM IMPACTS

- Energy and digital literacy of the citizens in the service of the energy transition
- Energy and digital literacy of the citizens in the service of the energy transition



1 New target

We valorise diversity and support equal opportunities and inclusion

ACTIONS	TARGETS	LONG-TERM IMPACTS
Promoting female leadership and ensuring a workplace that offers equal opportunities, also in terms of remuneration	<ul style="list-style-type: none">27% of women in managerial roles by 2028Gender Pay gap between +/- 3% by 2029¹Achievement of UNI/PdR 125:2022 certification for gender equality for Italgas S.p.A. by 2023, with the ambition of maintaining or increasing certification score in the following years. Inclusion of another Group company in the certification perimeter within 2024²Annual implementation of projects and involvement of the employees on diversity and inclusion issues	<ul style="list-style-type: none">Development of a culture orientated to the promotion of equal opportunities and women's empowerment
Investing on the future of women, also by supporting the dissemination of STEM skills among the female population	<ul style="list-style-type: none">Organisation of annual recruiting activities dedicated to women who have undertaken a STEM education pathway	<ul style="list-style-type: none">Energy and digital literacy of the citizens in the service of the energy transition
Monitoring respect for human rights	<ul style="list-style-type: none">Annual due diligence audits on respect for human rights, applied to the Group's operational activities and suppliers	<ul style="list-style-type: none">Development of a corporate culture that is healthy and inclusive, based on respect for human rights and designed to ensure the wellbeing of the workers



1 New target
Average ratio among female and male base salary by organizational cluster and by age cluster of employees holding managerial position

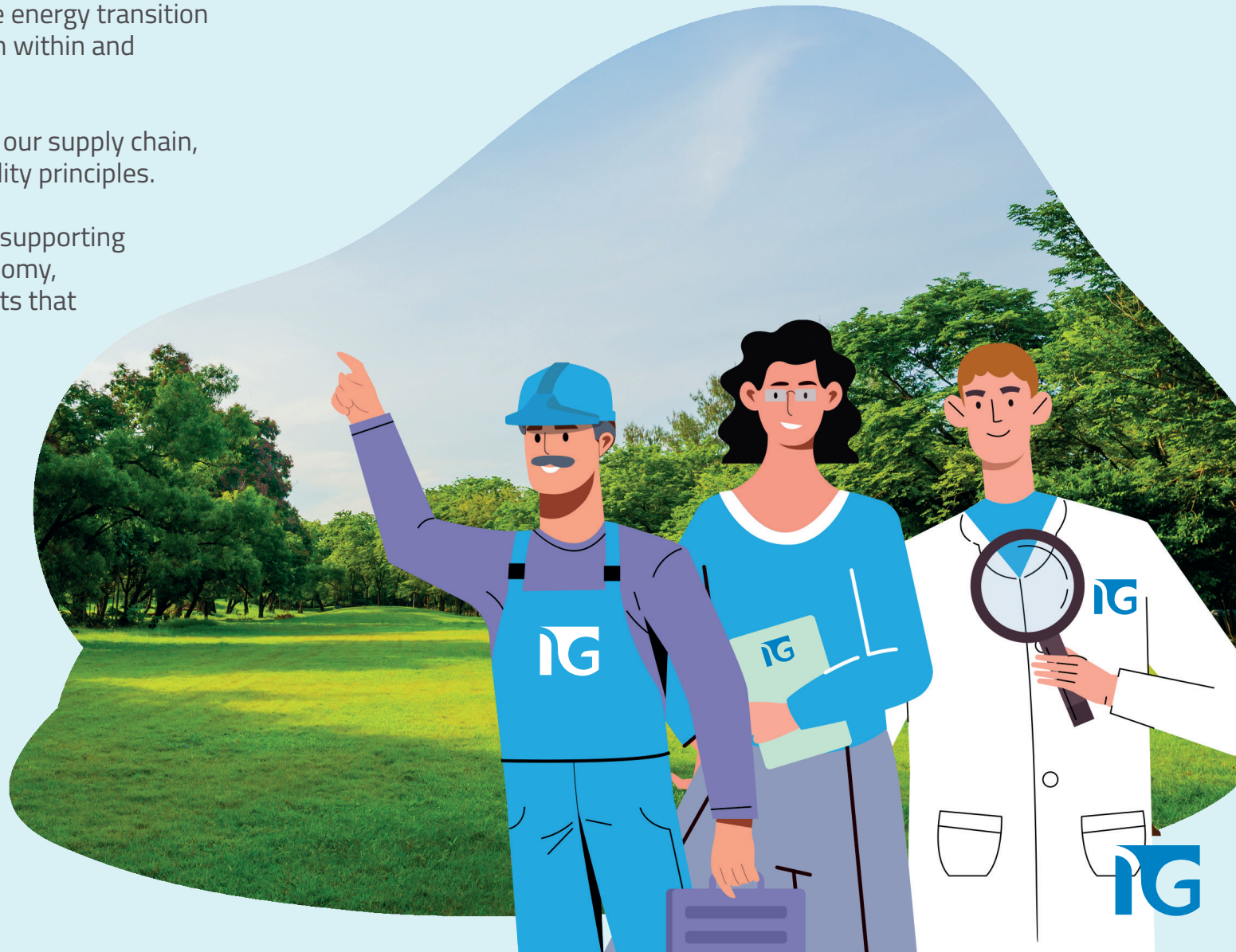
2 New target

3.3 Italgas for a sustainable future together

Italgas adopts an approach inspired by Partnership for the Goal (SDG 17) criteria, promoting an ongoing search for innovative solutions for the energy transition and, in general, a culture of innovation within and outside the Group.

We disseminate good practices along our supply chain, to ensure compliance with sustainability principles.

We want to take care of the territory, supporting employment levels and the local economy, and developing and supporting projects that reflect the identity and the values of the Group.





We promote innovation and dialogue through partnerships

ACTIONS

TARGETS

LONG-TERM IMPACTS

Promoting the culture of innovation

- 3,000 innovative SMEs and start-ups evaluated for collaboration between 2022 and 2028, also through advisors, incubators and university scouting in Europe, USA and Asia

- Promotion of innovation in the service of energy transition
- Digitalisation, innovation, efficiency, safety and sustainability of gas distribution infrastructure

Developing innovative solutions that will promote the energy transition

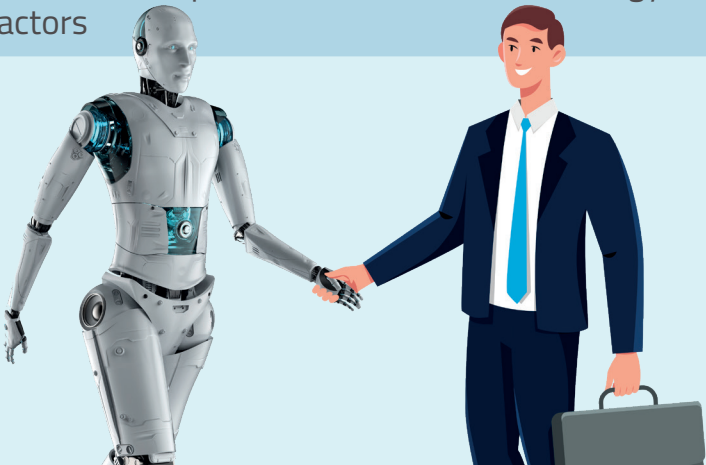
- 45 solutions to support the energy transition adopted or developed with innovative start-ups or SMEs between 2022 and 2028
- 75% of the digital projects realised for the Group and the market having a major impact on sustainability in 2028
- Start of the transformation of Group laboratories by 2024, in order to be a centre of excellence for innovative gas distribution solutions; development of a centre of excellence in hydrogen testing and research and construction of new laboratories in Turin by 2025

- Promotion of innovation in the service of energy transition
- Digitalisation, innovation, efficiency, safety and sustainability of gas distribution infrastructure

Contributing to the debate on the role of gas in the energy transition

- Active participation in national and international associations for gas advocacy and the energy transition and development of collaboration initiatives with value chain actors

- Promotion of innovation in the service of energy transition



We encourage the adoption of sustainability principles in the supply chain

ACTIONS

Disseminating the culture of sustainability along the supply chain

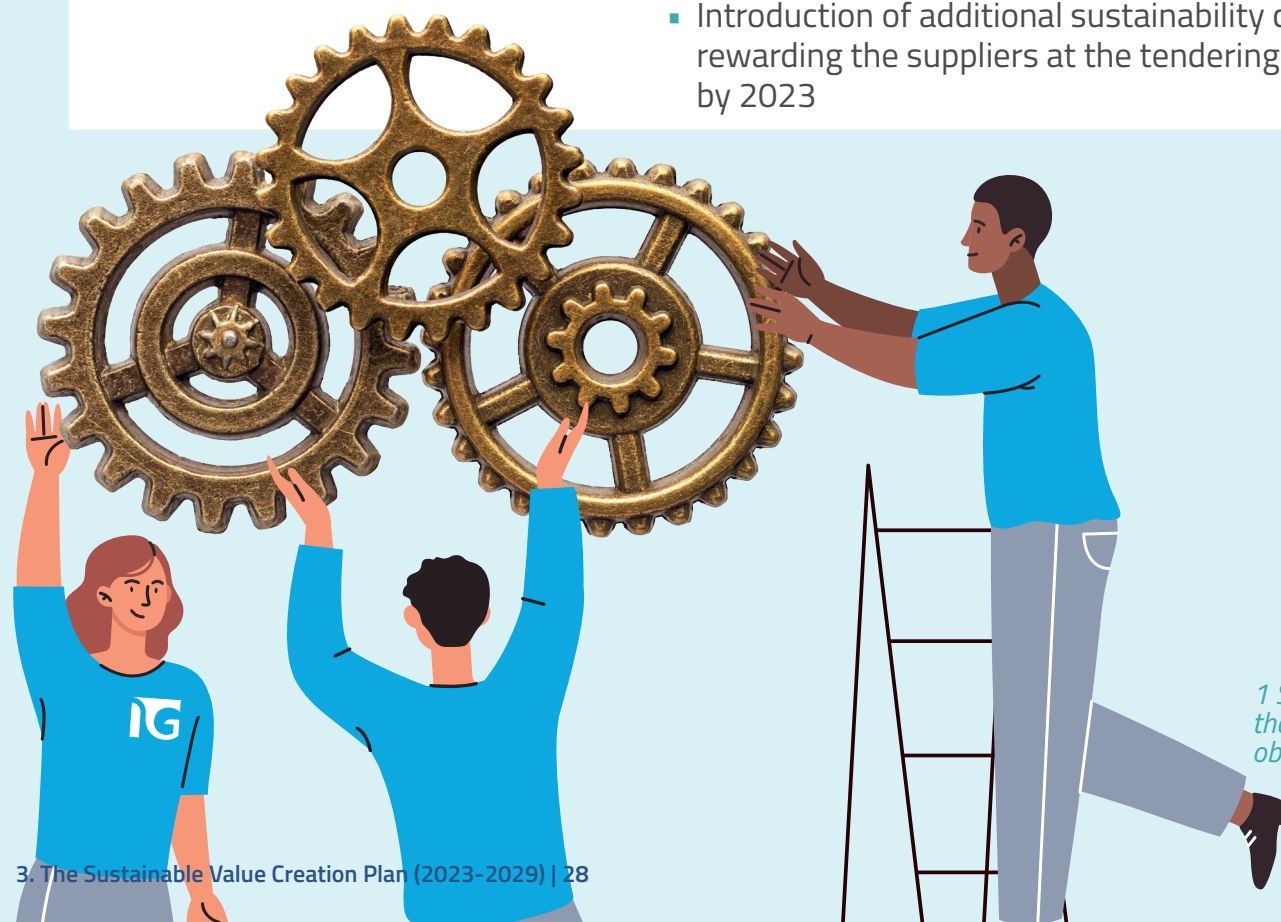
Integrating sustainability criteria in supplier qualification, evaluation and selection processes

TARGETS

- 100% of the suppliers potentially posing high sustainability risks¹ involved and trained in ESG issues by 2024
- 100% of the suppliers potentially posing high sustainability risks¹ subject to ESG audits (including respect for human rights) by 2028
- Introduction of additional sustainability criteria rewarding the suppliers at the tendering stage by 2023

LONG-TERM IMPACTS

- Increased resilience of the supply chain through the dissemination of the best sustainability practices
- Increased resilience of the supply chain through the dissemination of the best sustainability practices



1 Suppliers of strategic importance to the core business of the Group at potential risk of non-compliance with their contractual obligations concerning sustainability-related issues

We take care of the territory

ACTIONS

Supporting employment levels and the economy of the municipalities where we operate

Developing projects associated with the identity and business model of the Group that can valorise the territories

TARGETS

- +40% suppliers in the territory selected from among the SMEs by 2028 (baseline 2022)
- Consolidating a growth path for SME suppliers through training, joint technological development, access to new geographical areas by 2023
- 60% of the municipalities with service contracts or concessions met annually, for: monitoring commitments made, network extension requests, payment of fees and presentation of new initiatives and technologies
- Definition of an evaluation model for the impacts of company activities by 2024

LONG-TERM IMPACTS

- Generation of shared value for the stakeholders in the territory
- Generation of shared value for the stakeholders in the territory



4. Impact on the capitals

Our ambition is to become players in processes that contribute to creating a better future. This is the reason why we view the capitals available to us as resources to be preserved, as fruits to take care of.

The medium- long-term impacts of our activities will enrich the capitals affected, handing down a better tomorrow to future generations.




4.1 A forward-looking model



4.2 Awareness of value

Medium- long-term impacts of our activities

- 
- Decarbonisation of the Country in accordance with EU goals
 - Mitigation of environmental impacts, protection of the ecosystems, support for the EU circularity goals

Natural capital

- Digitalisation, innovation, efficiency, safety and sustainability of the gas distribution infrastructure
- Promotion of innovation in the service of energy transition
- Energy security of the Country
- Safe and efficient access to energy for all

Manufactured capital

- Digitalisation, innovation, efficiency, safety and sustainability of the gas distribution infrastructure
- Promotion of innovation in the service of energy transition
- Energy security of the Country
- Contribution to the energy and digital literacy of the Country

Intellectual capital

We work to ensure that the medium - long-term impacts generated by our activities preserve and increase the capitals: this is our notion of sustainability

4.2 Awareness of value

Medium- long-term impacts of our activities



4.3 A concrete promise

Builders of the future

for the future
of the PLANET

Digitalise to bring about
the energy transition and
decarbonisation

Contribute to the fight
against climate change

Protect the ecosystems
and promote a circular
economy



for the future
of PEOPLE

Improve the quality of life and
ensure the safety of employees,
citizens and the national
energy system

Develop and disseminate
the skills of the future

Valorise diversity and support
equal opportunities and inclusion



for a
sustainable
future
TOGETHER

Promote innovation
and dialogue through
partnerships

Promote the principles
of sustainability in
the supply chain

Take care of
the territory



Learn more at
www.italgas.it

